

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

5AM0C

Word Count: 4986

Student Name: Chloe Tickle

Student Number: 1909409

CIPD Membership Number: 52076810

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: 

Date: 06 March 2021



## Contents

|                                                                                                                       |           |
|-----------------------------------------------------------------------------------------------------------------------|-----------|
| <b>LO1 – Be able to plan for the implementation of change processes within an organisation.</b>                       | <b>4</b>  |
| <b>1.1: Establish the need, objectives and potential benefits in relation to a specific change requirement.</b>       | <b>4</b>  |
| <b>1.2: Analyse who will be affected by the changes and their potential information and support needs.</b>            | <b>4</b>  |
| <b>1.3: Identify the resources required for the change process and how these will be made available.</b>              | <b>5</b>  |
| <b>1.4: Devise a plan, including objectives, actions and timescales for implementing the required change.</b>         | <b>6</b>  |
| <b>1.5: Communicate the change plan, and gain agreement for its implementation, from decision makers.</b>             | <b>6</b>  |
| <b>LO2 – Be able to implement a change plan</b>                                                                       | <b>7</b>  |
| <b>2.1 Follow the agreed plan to implement the change process.</b>                                                    | <b>7</b>  |
| <b>2.2 Provide information and support to stakeholders in line with their identified requirements.</b>                | <b>7</b>  |
| <b>2.3 Apply techniques for maintaining positive working relationships throughout the change processes.</b>           | <b>8</b>  |
| <b>2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.</b> | <b>8</b>  |
| <b>2.5 Maintain records of the change process in line with organisational requirements.</b>                           | <b>9</b>  |
| <b>LO3 – Be able to assess the impact of change processes within an organisation.</b>                                 | <b>9</b>  |
| <b>3.1 Measure the effectiveness of the change process in meeting the required objectives.</b>                        | <b>9</b>  |
| <b>3.2 Identify further work required to embed changes and/or further developments required.</b>                      | <b>10</b> |
| <b>3.3 Communicate the key outcomes and the impact of change to stakeholders.</b>                                     | <b>10</b> |
| <b>3.4 Evaluate the effectiveness of own performance in contributing to the management of change.</b>                 | <b>11</b> |
| <b>References</b>                                                                                                     | <b>12</b> |



## CIPD Candidate evidence matrix

5AMOC

| Candidate name: Chloe Tickle             |                                          |                            | CIPD Membership/registration<br>No.:52076810                                                                   |                                 |                      |                           |
|------------------------------------------|------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------|---------------------------|
|                                          |                                          |                            |                                                                                                                |                                 |                      |                           |
| Qualification title: CIPD Level 5        |                                          |                            | Unique Learner No. (ULN):1909409                                                                               |                                 |                      |                           |
| Unit<br>code                             | Unit title                               | Assessment<br>criteria no. | Evidence description                                                                                           | Evidence<br>reference<br>number | Assessor<br>initials | IV initials if<br>sampled |
| 5AMOC                                    | Contributing to the management of change | 1.1                        | Information presentation to Carers & Team leaders - vision and change strategy                                 | EV1                             |                      |                           |
|                                          | Contributing to the management of change | 1.2                        | Stakeholder Map                                                                                                | EV2                             |                      |                           |
|                                          | Contributing to the management of change | 1.2                        | Communication strategy                                                                                         | EV3                             |                      |                           |
|                                          | Contributing to the management of change | 1.2                        | Team Meeting minutes from EV1 presentations                                                                    | EV4                             |                      |                           |
|                                          | Contributing to the management of change | 1.2                        | Yammer screenshot – minutes of meetings                                                                        | EV5                             |                      |                           |
|                                          | Contributing to the management of change | 1.2                        | Screenshot of Facebook post highlighting new ownership                                                         | EV6                             |                      |                           |
|                                          | Contributing to the management of change | 1.3                        | Employee handbook                                                                                              | EV7                             |                      |                           |
|                                          | Contributing to the management of change | 1.3                        | Screenshot from Yammer RE contract consultations                                                               | EV8                             |                      |                           |
|                                          | Contributing to the management of change | 1.3                        | Screenshot from Yammer on use of Mobizio ACP app / letter sent to non-compliant employees seeking consultation | EV9                             |                      |                           |
|                                          | Contributing to the management of change |                            |                                                                                                                |                                 |                      |                           |
|                                          | Contributing to the management of change | 1.3                        | Emailing confirming new HR Software                                                                            | EV10                            |                      |                           |
|                                          | Contributing to the management of change | 1.3                        | Screenshot of main company yammer site                                                                         | EV11                            |                      |                           |
| Contributing to the management of change | 1.3                                      | FAQ's                      | EV12                                                                                                           |                                 |                      |                           |



|                                          |     |                                             |      |  |  |
|------------------------------------------|-----|---------------------------------------------|------|--|--|
| Contributing to the management of change | 1.3 | Guidance – logging in & out memo            | EV13 |  |  |
| Contributing to the management of change | 1.4 | Recruitment & retention strategy document   | EV14 |  |  |
| Contributing to the management of change | 1.4 | Contract consultation document              | EV15 |  |  |
| Contributing to the management of change | 1.5 | Email confirming change champions           | EV16 |  |  |
| Contributing to the management of change | 2.1 | Screenshot of project board for HR software | EV18 |  |  |
| Contributing to the management of change | 2.1 | Balanced scorecard                          | EV19 |  |  |
| Contributing to the management of change | 2.1 | Balanced scorecard email                    | EV20 |  |  |
| Contributing to the management of change | 2.4 | Yammer audit spreadsheet                    | EV22 |  |  |
| Contributing to the management of change | 2.4 | Contract FAQ                                | EV23 |  |  |
| Contributing to the management of change | 2.4 | Employee engagement survey                  | EV24 |  |  |
| Contributing to the management of change | 2.5 | Contract consultation report                | EV25 |  |  |
| Contributing to the management of change | 2.5 | Recruitment & Retention reports             | EV26 |  |  |
| Contributing to the management of change | 3.3 | Change communication plan                   | EV29 |  |  |
|                                          |     |                                             |      |  |  |

**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:**

**C V Tickle**

**Date:**

**07 February 2021**







## **LO1 – Be able to plan for the implementation of change processes within an organisation.**

### **1.1: Establish the need, objectives and potential benefits in relation to a specific change requirement.**

Organisational change is a constant factor in the group of Companies that I work for. We are constantly striving to improve and develop our policies and procedures, working practices and overall employee experience. Organisations that don't embrace change are likely to find themselves in a situation where they are no longer competitive within their business markets, which can pose a threat to their long-term viability (Connor, 2020).

During 2019, I supported my Company Directors with the acquisition of a new Company. The Company was well established but had been in decline for several years under the previous Company Directors. The key findings were as follows, with the primary driver for change being the acquisition by new Directors:

- The financial records displayed a rapid decline in earnings, the business was on course for bankruptcy;
- The Company had lost over 100 members of staff in less than a year, as a result of this they had also had to hand back 50% of it's care packages back to the Local Authority as they couldn't service the care calls;

The business case for change is detailed in EV1. We understood the need to gain 'employee buy-in' and a need to engage at an early stage to prevent resistance and ultimate failure of the change initiative. A recent survey found that 50% of respondents found that employee resistance was a significant barrier to change management success, and that 'design thinking' was key to a successful change management process (d'Offay, 2018).

The organisation did not compose a specific 'change plan', however regular meetings were held to discuss the direction, objectives and desired outcomes, and individual, specific documents were drafted to support these objectives.

### **1.2: Analyse who will be affected by the changes and their potential information and support needs.**

Stakeholder mapping is important during the management of change (EV2). Research suggests that the traditional "psychological contract" binding employees to employers is less effective, and employees aren't as loyal to their employers as they once were, which is evidenced in the nature of 'millennials' job hopping. It is therefore important for leaders to invest time and effort in communication strategies, to foster mind-sets and behaviour of the workforce which are open to change.

An effective communication strategy (EV2) during change management supports individuals and the organization to embrace change and progress through 'The Change Cycle' with sustainable results (Scott, 2020). We recognised that several different methods of communication should be used to reach our target audience. This was based on the history of previous communication, and the demographic makeup of our employees.



We developed a change story which was delivered to each team individually (EV1). This supported the concept of change throughout the organisation, developed a sense of urgency, whilst embedding the reasons for change.

Kotter's Change Model refers to the need to create a sense of urgency as step number 1, and to ensure that the current level of future threat (in our case the very real possibility that the Company would not be viable) is enough to kick start the change initiative (Mind Tools, 2020). A substantial amount of effort may be required at this stage to motivate employees sufficiently to ensure that they are invested in the change management process and are more likely to put up with the inconvenience of change (Ansari & Bell, 2009).

Embedding our change narrative and incorporating feedback loops supported us to gauge the organizational culture and impact of this on the change initiative. We were able to adapt our strategy to meet the needs of employees, putting more emphasis on any area which was becoming problematic.

These meetings served as an important influencing tool and supported us in achieving a sense of urgency, and transparency. The minutes (EV4) and presentation (EV1) were made available after and comments and feedback were invited (EV5). It was also important for us to make the wider community aware of the change of ownership to enable a change of perception from those external to the organisation, which would support us in meeting some of our other aspects of the change management plan, such as an increase in recruitment (EV6).

### **1.3: Identify the resources required for the change process and how these will be made available.**

Various resources were required to enable the change process.

These included:

#### People

The second step in Kotter's change model is to form a 'powerful guiding coalition'. We established a project team to drive the change. This consisted of two Company directors, HR Manager and Training Coordinator. We had to achieve the buy-in of the Area Managers that were already in situ in order to drive the change to their direct reports as they act as a conduit of information from the top of the organizational hierarchy to the bottom. Each person had a specific role in driving different elements of the change initiative.

- Training Coordinator – support the delivery of classroom and online learning
- HR Manager – Design & Implement an employee handbook (EV 7) and associated policies, Conduct contract consultations (EV8) – all members of staff were on 0-hour contracts, support in the dissemination of information in relation to the change, create Yammer, recruitment drive, design and implement a change plan.
- Area Managers – to support the Care staff with the change initiative, coordinate use of the new care app, be the first point of contact for queries.
- Directors – to establish, drive and coordinate all of the above.



We also had to implement a speedy recruitment process to alleviate staffing pressures within the current staffing team. Employees were

### Equipment

We purchased best in class technology to enable Carers to carry out their jobs more efficiently and effectively (EV9). We are also in the process of purchasing a new HR system (EV10).

### Resources

We established a Company 'Yammer' site (EV11) to aid communication, and to make the Senior Management Team (SMT) more accessible. Through Yammer, we were able to disseminate important information such as meeting minutes (EV4), FAQ's (EV12), and guidance documents (EV13).

## **1.4: Devise a plan, including objectives, actions and timescales for implementing the required change.**

One of the main causes for concern was the significant drop in business acquired by PCL, as well as the Company having to relinquish packages as they were unable to service them due to staffing shortages. Prior to acquiring the Company, no recruitment practices had taken place for over a year. The staffing team reduced by over 50% in 12 months. (EV1) provides evidence of the decline in financial statistics. Our approach was to stop decline – stabilize - build. We are currently at the 'build' phase. Our staffing figures show that we have employed 34 Carers within the last 17-month period, and 15 have left the organisation.

To achieve the required results, I developed a robust recruitment and retention policy to assist us in defining our objectives and the plan to achieve them (EV14). Although there was no policy to define the overall organizational change, there were separate plans and policies to cover separate aspects of the change.

Staff were consulted with and advised of our aims and objectives every step of the way, and we adopted an 'open office' policy, inviting Carers to meet with us if they wanted to discuss any aspect of the change. ACAS recognizes the importance of 'developing' and 'internal communications strategy' to lead change within its advisory booklet on managing change (ACAS, 2014).

## **1.5: Communicate the change plan, and gain agreement for its implementation, from decision makers.**

According to the CIPD, it is important to support the translation of overall change visions using relevant techniques (CIPD, 2021). To facilitate the communication of change within PCL, we utilised a variety of different methods, such as Yammer, face to face consultations, and team meetings where visual aids such as presentations were used (EV1). The entire staffing team were consulted with individually, which equated to 70 members of staff (EV15).

The CIPD also highlight the importance of establishing change advocates to remove obstacles and ensure leadership visibility (CIPD, 2021). We established change advocates from different areas of the organisation to ensure that the entire staffing team were represented. In total I contacted 5 people that represented Carers, Team Leaders, middle managers and administrative staff and they all agreed to be change champions. The number and location of change champions were agreed by



the Company Directors (EV16). Staff were notified of these change champions on Yammer and were advised to contact them to discuss any concerns, issues or for further information.

It is inevitable that difficulties will arise at some point during the employment relationship (CIPD, 2020). The likelihood of this increases during periods of change. Grievance procedures support employers to deal with issues raised in a fair and consistent manner. We ensured that our employee handbook was up to date and available to staff to ensure they were familiar with all employment policies (EV7).

## **LO2 – Be able to implement a change plan**

### **2.1 Follow the agreed plan to implement the change process.**

Schwalbe defines project management as “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements” (Schwalbe, 2015). Kotter also discusses the need to make strategic choices regarding the change management approach and emphasizes the need for a consistent approach which allows for situational variables (Kotter & Schlesinger, 2008).

Schwalbe also discusses the utilization of project management tools such as Gantt charts and critical path analysis to assist with time management (Schwalbe, 2015). Utilising these alongside a change management model such as Kotter’s 8 step change management theory would support a consistent and structured approach. We adopted Kotter’s change management theory within our approach to organizational change which can be seen through certain key aspects of our approach such as developing a sense of urgency (EV1) and adopting change champions (EV16/17).

To ensure that the change process was implemented effectively within PCL, project management skills such as project planners for individual aspects of the change management plan were utilised along with project milestones (EV18).

More recently we have implemented a balanced score card (EV19) to track the achievement of organizational objectives and targets. I was involved in the strategic planning and communication of the score card to the SMT team (EV20).

### **2.2 Provide information and support to stakeholders in line with their identified requirements.**

A study on the ‘Role of communication in organizational change’ found a distinct difference between the use of communication as a function, and to creating a ‘community’. The study also found that communication can support organizational readiness for change, as well as creating uncertainty within the organisation (Elving, 2005).

The CIPD also states that effective communication makes employees feel connected, as Schwalbe referred to it as ‘community’, and to understand the purpose and strategy, identifying values and feeling as if they belong (CIPD, 2020). At the beginning of our change management process, our communications were met with opposition, due to the change that we were trying to impose, unsettling the status quo. Through persistence, consistency, and clear and transparent communications, we successfully consulted with all 70 members of staff and sought their agreement to sign new contracts (EV15).



Some of our communication methods were team meetings, where a member of the HR department and a senior manager would be present to answer any questions, an open consultation meeting with Company Directors where the vision and objectives were communicated, making minutes available on Yammer from each meeting (EV4) and welcoming feedback and comments. We also issued FAQ sheets on Yammer (EV12) and held 'drop in' sessions where staff were able to come to the office and discuss issues or concerns with the Company Directors and myself.

### **2.3 Apply techniques for maintaining positive working relationships throughout the change processes.**

Kotter's 8 step change model puts emphasis on maintaining positive relationships throughout the change management process, however in comparison, Kubler-Ross' 5 stage change management model places a greater emphasis on the employee experience than other models of change by placing emphasis on the 5 stages that employees may go through during a change process (SMARP, 2020).

When implementing change within PCL, we were able to recognise the stages that employees were going through and adjust our approach and communications accordingly to meet the need of our employees. We tried to establish a clear rationale for change (EV1) and anticipated the reactions of employees to the information which we would provide them. We were therefore able to back information up with facts and figures. Our communications were honest, in terms of the need and reason for change, and the objectives that would help us to achieve this change.

Our change champions helped us to communicate with employees from every area of the organisations and helped to bridge the divide between the SMT and Carers. Conflict was resolved using team meetings, and 1:1 session to establish concerns, and agree a solution that suited both parties.

### **2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.**

A recent survey revealed that organisations that are undergoing change often fail to measure their success at regular intervals and miss out on the opportunity to adapt their change management plan accordingly (Aguirre & Alpern, 2014). To ensure that our approach was versatile and supported us to meet key objectives, there was regular analysis of different areas of our change management approach. Reports on the use of Yammer were regularly run to establish key communications metrics to ensure that all staff were active users, and understood how to use the app. Our target was for 100% of our employees to be using the function within the first 3 months, although we didn't quite achieve this figure (95%), we were able to establish the reasons why and adapt our communications to the remaining 5% (EV22).

In terms of stabilising our current workforce, our target was to support all 70 employees to sign a set hour contract, rather than remain on the 0-hour contracts. By January 2020, all 70 employees had signed new contracts. We were able to keep track of these metrics using regular reports. We also encouraged employees to engage in the consultation process through regular yammer posts and adapting our communication and consultation methods to make them more available and understandable to staff, for example by providing FAQ's (EV23).

In February 2021, we will be issuing our first employee engagement survey (EV24), and we hope to implement every 6 months, using the first responses as our baseline to develop from.



## **2.5 Maintain records of the change process in line with organisational requirements.**

Records of the individual objectives of the change process were maintained and reviewed monthly to ascertain the effectiveness of the approach to change. The reports enabled us to amend our approach accordingly to assist with meeting the organizational objectives.

Evidence suggests that having a flexible, agile, and adaptive approach enables organisations to review data and adapt behaviour, approach or strategy accordingly (Kaiser, et al., 2007).

An example of the records which were kept include the following:

- Contract consultation report (EV25)
- Yammer usage report (EV22)
- Recruitment & retention reports (EV26)
- Team Meeting minutes (EV4)

## **LO3 – Be able to assess the impact of change processes within an organisation.**

### **3.1 Measure the effectiveness of the change process in meeting the required objectives.**

Stensaker et al concluded that the dynamics of change management, and the role of a top-down approach to the change either contributes to the negativity or gains winning results for the organisation (Stensaker, et al., 2012)

It is important to record and assess the change process along the way to enable organisation to adopt a dynamic approach which will assist them in achieving the organisations overall goals.

There are several different ways in which we recorded the success of our change processes, using quantitative and qualitative data, statistics, outcomes, and compliance:

#### Contract consultations

A consultation report (EV25) was reviewed monthly to ascertain how many staff had attended a consultation. The report provided a breakdown per team. This report enabled insight into cultural issues within a particular team who were very resistant to change.

Members of the team were contacted individually to discuss reasons for non-attendance at consultations. They explained that a key member of their team had provided misleading information. To counteract this, we provided a FAQ sheet to members of that team for them to review which enabled us to successfully consult with the entire team.

#### Yammer usage

Developing a communication strategy was also key in establishing a successful change initiative, especially given the nature of the business and the volume of lone working. We adopted the use of Yammer as a vessel for communications. This was met with resistance from staff who complained at the volume of communications that they would receive. They were also concerned that they were required to use their own mobiles to use Yammer and had concerns over data protection.



Information was provided to staff on the use of Yammer, and the importance of its use were discussed with those that were resistant. Eventually all members of staff were compliant as we used Yammer as a means to communicate important information in relation to pay increases and they were concerned that they would miss out. A report was run on a monthly basis to assess the use of Yammer (EV22).

A recent 'Employee satisfaction survey' has provided us with qualitative and quantitative data. In essence, this has been the final review to ensure that our change management initiative was successful. So far, 50% of respondents would 'strongly recommend' working at Pembrokeshire Care, and 50% would 'recommend' (EV24).

### 3.2 Identify further work required to embed changes and/or further developments required.

Once a change process has been invoked, and its objectives have been achieved, it is important to embed these changes to enable further benefits, but also to ensure that the positive changes are embedded in the long term (Mindtools, 2012).

As our change initiative has been successful, we are now continuing the momentum and focusing on continuous improvement. Furthermore, our recent 'employee engagement survey' highlighted that the benefit that 64% employees most valued were 'training and development' opportunities (EV28).

Kotter identifies the importance of building on, and anchoring change within the final steps of his 8-step model, where he highlights the need for a continuous review cycle to establish the strengths and weaknesses and areas for improvement. This is then embedded in the final step where changes should be anchored through highlighting the progress and embracing success stories, highlight the change ideals and Company values throughout the hiring process, and through the public recognition of new and existing members of staff and their contributions to the organisation. Our 'employee engagement survey' will act as our final vessel to embed the change, providing us key information on the 'benefits' that employees would most like to see. As a result of this we hope to implement a substantial employee benefits package as our response to the survey.

### 3.3 Communicate the key outcomes and the impact of change to stakeholders.

Creating an effective change management communication plan (EV29) requires an understanding of the organisation, stakeholders, and potential impact of change. The aim of the communication plan is to support the business change objectives by enabling stakeholders to understand the change, the organisations expectations, and any changes to their responsibilities that will enable them to meet requirements.

Engaging stakeholders through consistent, clear and effective communication and the provision of feedback will create a supportive, and inclusive environment as changes are underway to reach the desired outcomes.

When communicating the key outcomes, it is important to understand the following elements:

- **Understand the target audience and those affected** – Information will need to be tailored to specific audiences, and communication customised accordingly. We used different presentations for different audiences, for example Team Leaders and Carers (EV4)
- **Communicate the 'what' and 'why' of the change** – these were key components of delivering our message to our target audience.



- **Discuss the vision for the future and how we will achieve this** - We discussed the need for change in an easily understandable format, relevant to each target audience.
- **Identify the key changes** – We identified the key changes that would be taking place and the reason why, reiterating what we would like the 'future state' to be, and how these changes would support us to achieve them.
- **Identify effective communications channels**– We identified effective communication channels/methods and any factors that would inhibit effective communication. We used Yammer and regular team meetings to ensure communication of our strategy.

### **3.4 Evaluate the effectiveness of own performance in contributing to the management of change.**

Research by the CIPD highlights the significant role that people professionals have in organisational change management processes (CIPD, 2015). The research suggests that people professionals often play a critical role behind the scenes, often directing and monitoring the direction of change initiatives. This was especially true during the change initiative at PCL, where I supported the Directors, advised on the strategy, directed the implementation, and reported on its success.

I also supported the facilitation of the vision through developing effective communication to entrench the vision within new processes, systems, and within the organisational culture.

The CIPD's new profession map highlights the requirement to effectively manage change as a 'core' knowledge requirement. It is important that HR professionals can maintain professional standards whilst delivering change initiatives, as these changes often affect people's working lives. During the change initiative, I ensured that changes were carried out in a fair, consistent, and effective manner abiding by employment law legislation.

These changes often incur a conflict of interest between employees and employers, and it is essential that HR professionals can support both employees and the organisation within an advisory role. I achieved this through ensuring that a fair and legitimate process was carried out, and that I was visible and available for discussions with staff during the working week. I adopted an open-door policy to ensure that I was transparent in my approach, and invited employees to attend 1:1 discussion.

In reviewing my own performance, I believe that there is always room for development and improvement. In future change initiatives, I would like to see the development of policy which details the organizational change. Although I was familiar with the direction, and the different aspects of the change, these were not succinctly summed up within one change policy, but rather a series of separate policies. I think that the development of an overall policy would provide us with clearer direction, and one reference point.



## References

- ACAS, 2014. *How to manage change*. [Online]  
Available at: <https://archive.acas.org.uk/media/2673/Advisory-booklet---How-to-manage-change/pdf/Acas-How-to-manage-change-advisory-booklet.pdf>  
[Accessed 20 January 2021].
- Aguirre, D. & Alpern, M., 2014. *10 principles of leading change management*. [Online]  
Available at: <https://www.strategy-business.com/article/00255?gko=6c601>  
[Accessed 31 December 2020].
- Ansari, S. & Bell, J., 2009. Five easy pieces: a case study of cost management as organizational change. *Journal of Accounting and Organizational Change*, Volume 5, pp. 139 - 167.
- CIPD, 2015. *Landing transformational change: closing the gap between theory and practice*., London: CIPD.
- CIPD, 2020. *Discipline and grievance at work*. [Online]  
Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/discipline/factsheet>  
[Accessed 29 December 2021].
- CIPD, 2020. *Employee communication*. [Online] Available at:  
<https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/factsheet#6142>  
[Accessed 31 December 2020].
- CIPD, 2021. *Change management*. [Online]  
Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>  
[Accessed 27 January 2021].
- Connor, P., 2020. *Why is organisational change management important to your organisation?*. [Online]  
Available at: <https://connor.co.uk/insights/why-is-organisational-change-management-important-to-your-organisation/>[Accessed 21 December 2020].
- d'Offay, C., 2018. *5 ways to improve change management through design thinking*. [Online]  
Available at: <https://www.insidehr.com.au/change-management-design-thinking/>  
[Accessed 23 December 2020].
- Elving, W., 2005. The role of communication in organisational change. *Corporate Communications:An international journal*, 10(2), pp. 129 - 138.
- Kaiser, R., Lindberg, J. & Craig, S., 2007. Assessing the flexibility of managers: A comparison of methods.. *International Journal of Selection and Assesment*, Volume 15, pp. 40-55.
- Kotter, J. & Schlesinger, L., 2008. *Choosing Strategies for Change*. [Online]  
Available at: <https://hbr.org/2008/07/choosing-strategies-for-change>  
[Accessed 30 December 2020].
- Mind Tools, 2020. *Kotter's 8-Step Change Model*. [Online]  
Available at: [https://www.mindtools.com/pages/article/newPPM\\_82.htm](https://www.mindtools.com/pages/article/newPPM_82.htm)  
[Accessed 23 December 2020].



Mindtools, 2012. *Kotters 8-step Change Management Model: Communicate the key outcomes and the impact of change to stakeholders..* [Online]  
Available at: [https://www.mindtools.com/pages/article/newPPM\\_82.htm](https://www.mindtools.com/pages/article/newPPM_82.htm)  
[Accessed 05 January 2021].

Schwalbe, K., 2015. *An Introduction to Project management*, Minneapolis: Schwalbe Publishing.

Scott, E., 2020. *There is No Such Thing as Too Much Communication During Change.* [Online] Available at: <https://www.brighterstrategies.com/blog/there-is-no-such-thing-as-too-much-communication-during-change/> [Accessed 24 December 2020].

SMARP, 2020. *5 Change management models to take a look at.* [Online]  
Available at: <https://blog.smarp.com/5-change-management-models-to-take-a-look-at>  
[Accessed 31 December 2020].

Stensaker, B., Sarrico, C. & Valimaa, J., 2012. *Managing Reform in Universities: The dynamics of culture, identity and organizational change..* New York: Palgrave MacMillan.





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!

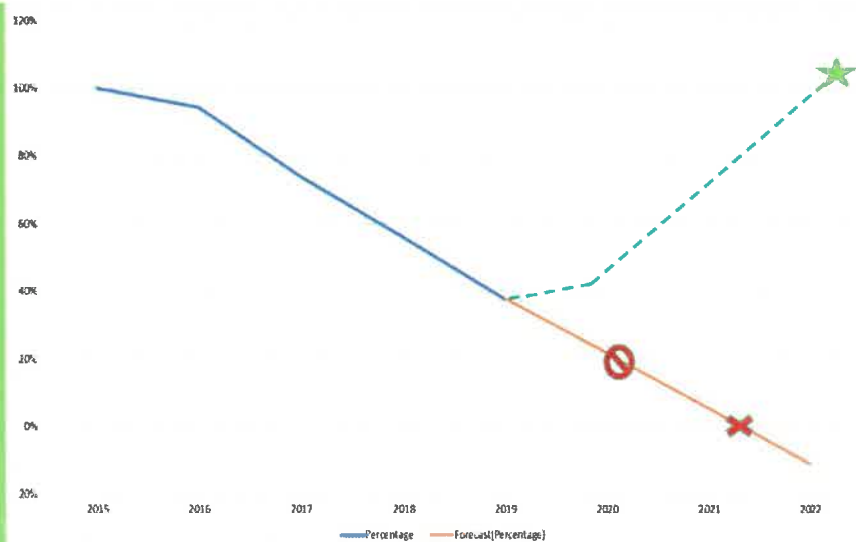
- Company was in decline and on course for failure
- Staff deserve better working conditions/patterns/environment
- Clients deserve better
- Council/CIW – reaching 'concern' level
- Contractual – Next council framework, will be required to use mobile check in and check out

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

**All achievable and has been done before**

5

## Why Change?



6



[illegible]

## 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



## 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.



9

## 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.

10



## 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

11

## People Planner

### Rota

| Area         | Team            | Availability Hours           | Hrs required to deliver | Full Time equivalent | Part Time equivalent |
|--------------|-----------------|------------------------------|-------------------------|----------------------|----------------------|
| East         | Millford 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         | Millford 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                         | 1810.3                  | 160.3                | 4.3                  |

12



## 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.

13

## 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

14



## 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.)



15

## 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.



16



## Contracts – The Benefits

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

17

## 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.

18



## Summary

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



# Stakeholder Mapping Worksheet

## Stakeholder Influence/Interest Matrix

For each key stakeholder, characterize them using the following stakeholder influence grid.

|           |      |                   |               |
|-----------|------|-------------------|---------------|
| Influence | High | Keep Satisfied    | Key Players   |
|           | Low  | Minimal Effort    | Keep Informed |
|           |      | Low               | High          |
|           |      | Level of Interest |               |

## Stakeholder Grouping

| Stakeholder Name                | Influence Level | Level of Interest | Stakeholder Grouping |
|---------------------------------|-----------------|-------------------|----------------------|
| Marketing                       | Low             | High              | Keep Informed        |
| Carers                          | High            | High              | Key players          |
| Team Leaders                    | High            | High              | Key players          |
| Area Managers                   | High            | High              | Key players          |
| HR Recruitment team/Coordinator | High            | High              | Key players          |
| Customers                       | Low             | High              | Keep satisfied       |
| Families of customers           | Low             | High              | Keep satisfied       |
| Health/Medical Professionals    | Low             | High              | Keep satisfied       |



## Pembrokeshire Care Communication Strategy – Change Management Strategy

June 2020

| Communication                          | Audience                                  | Type                    | Objectives                                                                                                                                                                     | Content                                                                                | Responsibility         |
|----------------------------------------|-------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------|
| New Ownership – initial meeting        | Individual Teams                          | PowerPoint presentation | Introduce new management team                                                                                                                                                  | Information on new management team and function within the Company structure.          | Finance & Ops Director |
| Overview of proposed changes           | Individual Teams                          | PowerPoint presentation | Outline current situation in terms of financial loss and Company on track to closure, ad discuss plan of action to remedy these issues to encourage sustainability and growth. | A polished explanation of the proposed changes and the reason why these are essential. | Finance & Ops Director |
| Announcement of Contract Consultations | Carers, Area Managers and Auxiliary staff | Yammer message          | An announcement and overview of the proposed contract consultation process and reasoning and timescale for these to take place.                                                | Communicate on Yammer with use of a Company memo format.                               | HR Coordinator/Manager |



|                               |                                        |                                 |                                                                                                                              |                                                               |                             |
|-------------------------------|----------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------|
| Contract consultations        | Carers, Area Managers, Auxiliary staff | Individual consultation meeting | Individual carers to consulted with in terms of their contracts and move form a 0-hour contract to a fixed hours contract.   | Yammer invitations on group teams/ individual invite letters. | HR Coordinator/Manager      |
| Introduction of Mobizio App   | Carers, Managers and Auxiliary staff   | Yammer message                  | An announcement and overview of the proposed app and reasoning and timescale for the implementation to take place.           | Information on Mobizio app                                    | HR Coordinator              |
| Introduction of Mobizio App   | Customers & Families                   | Letter/email                    | An announcement and overview of the proposed app and reasoning and timescale for the implementation to take place.           | Information on Mobizio app                                    | HR Coordinator              |
| Implementation of Mobizio App | Carers & Managers                      | Yammer                          | To confirm the start date of implementation and arrange for drop-in sessions to support staff to get app working on devices. | Communicate detailed information about the app and its usage. | HR Coordinator/Ops Director |



|                              |                        |                       |                                                                                              |                                                                  |                  |
|------------------------------|------------------------|-----------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------|
| Announcement of Pay Review 1 | Carers & Area Managers | Yammer communication  | An announcement and overview of the new pay review.                                          | Communicate information to Carers.                               | Finance Director |
| Launch of Pay Review 1       | Entire Organisation    | Yammer communications | The pay review will be documented on Yammer and information provided about new rates of pay. | Replace any reference to old pay scales with the new pay scales. | Finance Director |
| Announcement of Pay Review 2 | Carers & Area Managers | Yammer communication  | An announcement and overview of the new pay review.                                          | Communicate information to Carers.                               | Finance Director |
| Launch of Pay Review 2       | Entire Organisation    | Yammer communications | The pay review will be documented on Yammer and information provided about new rates of pay. | Replace any reference to old pay scales with the new pay scales. | Finance Director |
| Announcement of Pay Review 3 | Carers & Area Managers | Yammer communication  | An announcement and overview of the new pay review.                                          | Communicate information to Carers.                               | Finance Director |
| Launch of Pay Review 3       | Entire Organisation    | Yammer communications | The pay review will be documented on Yammer and information provided about new rates of pay. | Replace any reference to old pay scales with the new pay scales. | Finance Director |



## Team Leader Meeting

---

08 October 2019 | 2:30pm | Pembrokeshire Care Meeting Room

---

### Attendees:

Sally Clarke (SC), Simon Clarke (SI), Chloe Tickle (CT), Millie Thomas (MT), Mandy Kaur (MK), Riaan Strydom (RS), Alyson Nash (AN), Judith Langford (JL), Julie Walters (JW).

Apologies: Andrew Richards, Ceri Hancock, Suzanne Williams.

---

### Frequently Asked Questions

1) Do we need to use the app to update care plans or can we still use the paper version?

It will be a requirement for all care plans to be created and updated by using the app, however we can review if laptops or iPads would be easier to use after a period of trial.

2) Will the information from PCC come in on paper?

Yes, information from PCC will still be received in electronic format/paper – this is currently an emailed PDF and will likely stay the same for some time.

3) Will Customers books be removed from their houses?

Customer's diaries will be removed as this information will be documented on the app. If there is a request for specific paperwork from the customers at their home, then this can be looked at on a case by case basis.

4) Are customers' families going to have access to the paperwork now that it's in electronic form?

Yes, customers' families will be able to have access to customers' information if required and it is envisaged there will be several ways to access this information:

- Information regarding the customer can be emailed to the family directly by request;
- Paper copies can be left at houses if required

There is also the potential that families may be able to access information via a specific family portal however this is not confirmed at this point in time.



5) If a customer is admitted to hospital, do we still get paid?

Currently if a customer is admitted to hospital Carers do not get paid.

PCC have indicated that they wish to change payment terms so that if a client is admitted to hospital or respite they will pay for the calls for a period of 2 weeks. It should be noted that this has not been confirmed and no change will occur until PCC confirm.

If PCC proceed as above then Carers will be paid for the number of calls that the company is paid for.

6) What do we do if we have queries about our rota?

We welcome any feedback regarding the new rotas as we understand that there will inevitably be some teething problems at the beginning. We hope that these will resolve themselves within a few weeks however to get to that point we welcome feedback from all staff in order for us to begin to review/rectify the issue. We have set up specific Yammer groups where your staff will be able to post in if they have any concerns or queries regarding their rota.

If you wish to speak to someone regarding your rota please speak directly to your Area Manager.

7) TL's can't get on to Yammer, so how do we manage our staff in the meantime?

We understand that this is not an ideal situation, however we are working really hard to put processes in to place to resolve this issue. Eventually TL will have access to their teams on the app and will be able to see where they are on any given day. TL will also be able to use the app to submit forms relating to staff and return to works etc. In the meantime please communicate directly with your Area Manager/ Mandy or use Yammer as a way to communicate with all staff and Area Manager/Mandy.

8) How will I know where my staff are in the meantime?

In the meantime, we will post your staff rota's to you via the private Team Leader Yammer group and as and when any updates are made so you will be aware of the whereabouts of your staff.

9) Will TL still have work phones?

Yes.



10) Will staff still call TL when they have queries?

Yes, TL will still be the first point of contact for staff queries, but communication between the TL and AM is important. Further information on processes will be made available over the next few weeks and this will provide further information on the lines of reporting and what to do in certain situations.

11) Do I still have an input with the rota?

All rotas will be created by the AM with the input from TL as required. For example, if there is sickness and TL has a solution, this will need to be communicated etc., or if there is some other substantial problem and TL has a staffing solution, these can be forwarded on to AM as well. However, it is important that changes are communicated to the AM for authorization as AM will need to adjust people planner to ensure that changes are reflected on Carers individual applications and are fed through to payroll.

12) Do we still do our TL report?

The TL report is no longer necessary and has not been used for some time. This change was made prior to the company changing ownership. For some time, changes to rotas etc. have been sent through to Gill and this should continue until further direction is issued.

13) Do we need to invite anyone else to our team meetings?

Yes, please invite all of your staff as well as your Area Manager. Please remember to utilize the meeting room at the offices which can be booked out.

14) When should we carry out our supervisions?

Supervisions for all staff will need to be carried out during the following months:

- October
- January
- April
- July

It is planned that Supervisions will be allocated on the rota and will form part of your weekly hours.



15) Do we have to do all 28 modules of training? Some of them aren't relevant to us.

We have discussed this with our Training Coordinator who has discussed with Social Care Wales (SCW). SCW have advised us of the modules that need to be completed and at time of writing can confirm that all 28 modules are mandatory.

16) Can the TBA sheet be placed on Yammer for all staff to view?

Yes, this is a really good idea. We will create a separate area for all staff to view TBA's and to come forward if they are available for shifts.





To Haverfordwest 1

Please see attached the minutes of our meeting and presentation.

Apologies for the delay.



Haverfordwest Team 1 meeting 10.10.2019

V1 25.10.2019

Haverfordwest 1 &gt; Files



Carer Consultation Meeting PP 10.10.2019

Haverfordwest 1 - Files

Started November 5, 2019 at 02:38 PM

[VIEW FULL CONVERSATION](#)





Pembrokeshire Care

Published by Millie Louisa · 3 November 2020

...

Pembrokeshire Care has long since been an established and trusted domiciliary care provider in [#Pembrokeshire](#).

Under new management and ownership since 2019, our organisation has recently undertaken a variety of significant investments towards creating an efficient business model supporting both our clients and our team who deliver this vital care. ❤️

Our team is ever growing, and as such we are delighted to receive ongoing applications for those interested in joining our team.

Pembrokeshire Care.

Caring For & About Our Community. ❤️

[#carers](#) [#support](#) [#recruitment](#) [#joinourteam](#)

[Love Pembrokeshire](#)

[@lovepembrokeshire](#)

[My Pembrokeshire](#)

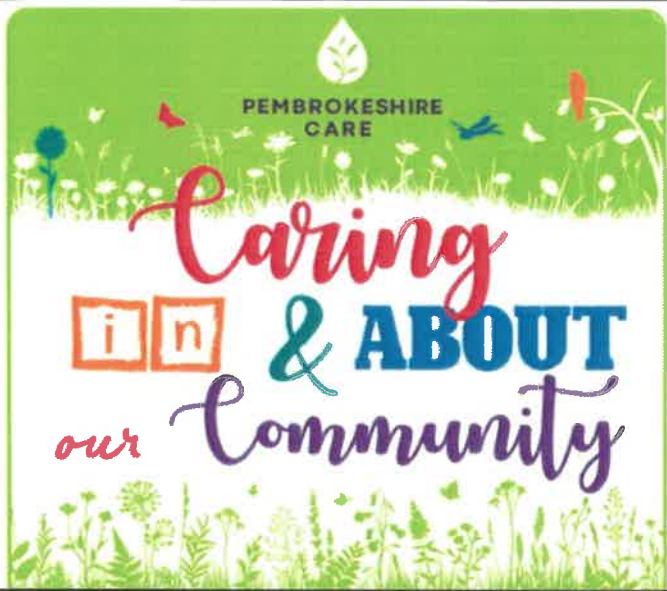
[@visitpembrokeshire](#)

[Carers UK](#)

[@carers\\_uk](#)

[Wales](#)

EJ6





# **PEMBROKESHIRE CARE LIMITED**

## **Employee Handbook**

## CONTENTS

|                                                        |          |
|--------------------------------------------------------|----------|
| <b>Section A: Introduction .....</b>                   | <b>5</b> |
| 1. Welcome to Pembrokeshire Care Limited.....          | 5        |
| 2. Mission Statement .....                             | 5        |
| 3. Key Principles of care.....                         | 5        |
| 4. Code of practice .....                              | 6        |
| 5. Using the Handbook .....                            | 6        |
| 6. Company Profile.....                                | 6        |
| 7. Personal details, home address and next of kin..... | 7        |
| 8. References.....                                     | 7        |
| <b>Section B: Joining our organisation .....</b>       | <b>8</b> |
| 9. Probationary Period.....                            | 8        |
| 10. Job Description .....                              | 8        |
| 11. Induction training .....                           | 8        |
| 12. Development training.....                          | 9        |
| 13. Criminal Records .....                             | 10       |
| 14. Safeguarding of vulnerable adults (sova).....      | 11       |
| 15. Wages/Salaries and other Benefits.....             | 11       |
| 16. Timesheets .....                                   | 11       |
| 17. Payment .....                                      | 11       |
| 18. Underpayments .....                                | 11       |
| 19. Overpayments .....                                 | 12       |
| 20. Tax year details .....                             | 12       |
| 21. Pension.....                                       | 12       |
| 22. Hours Of Work .....                                | 12       |
| 23. Code of Conduct.....                               | 12       |
| 24. Ethical Employment Policy.....                     | 13       |
| 25. Policy on Organisational Culture .....             | 15       |
| 26. Attendance .....                                   | 16       |
| 27. General conduct and work .....                     | 16       |
| 28. Conduct outside working hours.....                 | 16       |
| 29. Performance and Review.....                        | 17       |
| 30. Staff appraisal scheme.....                        | 17       |
| 31. Job flexibility.....                               | 17       |
| 32. Shifts .....                                       | 17       |
| 33. Overtime .....                                     | 18       |
| 34. Mobility.....                                      | 18       |
| 35. Logging in and out of a client's house .....       | 18       |
| 36. Personal property.....                             | 18       |
| 37. Company Property .....                             | 18       |
| 38. Wastage .....                                      | 19       |

|                                                            |                                                          |           |
|------------------------------------------------------------|----------------------------------------------------------|-----------|
| 39.                                                        | Collections/fundraising .....                            | 19        |
| 40.                                                        | Gambling/betting .....                                   | 19        |
| 41.                                                        | Gifts and hospitality.....                               | 19        |
| 42.                                                        | Beneficiaries .....                                      | 20        |
| 43.                                                        | Customers' Money .....                                   | 20        |
| 44.                                                        | Relationships with customers or customers' families..... | 21        |
| 45.                                                        | Personal relationships at work.....                      | 21        |
| 46.                                                        | Buying and/or selling of goods .....                     | 22        |
| 47.                                                        | Dress Code .....                                         | 22        |
| 48.                                                        | Housekeeping.....                                        | 23        |
| 49.                                                        | Conflict of Interest .....                               | 23        |
| 50.                                                        | Communications .....                                     | 23        |
| 51.                                                        | Refreshment making facilities .....                      | 24        |
| <b>Section C: Operational Policies and Procedures.....</b> |                                                          | <b>25</b> |
| 52.                                                        | Driving – Rules for the use of your own vehicle.....     | 25        |
| 53.                                                        | Security .....                                           | 25        |
| 54.                                                        | Random checks.....                                       | 25        |
| 55.                                                        | CCTV Policy.....                                         | 26        |
| About this Policy.....                                     |                                                          | 27        |
| Reasons for the Use of CCTV.....                           |                                                          | 27        |
| Monitoring .....                                           |                                                          | 27        |
| How we will Operate any CCTV .....                         |                                                          | 27        |
| Use of Data Gathered by CCTV .....                         |                                                          | 28        |
| Retention and Erasure of Data Gathered by CCTV .....       |                                                          | 28        |
| Use of Additional Surveillance Systems .....               |                                                          | 28        |
| Ongoing Review Of CCTV Use.....                            |                                                          | 28        |
| Requests for Disclosure .....                              |                                                          | 29        |
| Complaints Subject Access Requests.....                    |                                                          | 29        |
| Complaints.....                                            |                                                          | 29        |
| Request To Prevent Processing .....                        |                                                          | 29        |
| 56.                                                        | Confidentiality.....                                     | 29        |
| 57.                                                        | Copyright .....                                          | 30        |
| 58.                                                        | Statements to the media .....                            | 30        |
| 59.                                                        | Health and Safety Policy.....                            | 30        |
| 60.                                                        | Personal Safety at Work .....                            | 32        |
| 61.                                                        | Accidents & Emergency Reporting.....                     | 33        |
| 62.                                                        | Health and Hygiene .....                                 | 34        |
| 63.                                                        | No-smoking/ no vaping Policy .....                       | 36        |
| 64.                                                        | Substance Misuse Policy.....                             | 36        |
| 65.                                                        | Stress Policy .....                                      | 37        |

|     |                                                                                                        |           |
|-----|--------------------------------------------------------------------------------------------------------|-----------|
| 66. | The Data Protection Act 1998 And General Data Protection Regulations (GDPR)                            | 39        |
| 67. | IT Policy.....                                                                                         | 51        |
| 68. | Social Media Policy .....                                                                              | 53        |
| 69. | Leaving the Company .....                                                                              | 57        |
| 70. | Retirement Policy.....                                                                                 | 58        |
| 71. | Customer Relations .....                                                                               | 59        |
|     | <b>Section D: Equal Opportunities, Bullying &amp; Harassment .....</b>                                 | <b>60</b> |
| 72. | Equal Opportunities Policy.....                                                                        | 60        |
| 73. | Anti-Harassment and Bullying Policy.....                                                               | 61        |
|     | <b>Section E: Absence Policies and Procedures .....</b>                                                | <b>66</b> |
| 74. | Holiday policy.....                                                                                    | 66        |
| 75. | Appointments.....                                                                                      | 67        |
| 76. | Compassionate & Bereavement Leave .....                                                                | 67        |
| 77. | Extreme Weather.....                                                                                   | 68        |
| 78. | Sickness Absence Policy .....                                                                          | 68        |
|     | <b>Section F: Disciplinary, Grievance, Capability And Whistleblowing Policies And Procedures .....</b> | <b>75</b> |
| 79. | Disciplinary Rules.....                                                                                | 75        |
| 80. | Disciplinary Procedure.....                                                                            | 77        |
| 81. | Capability Procedure.....                                                                              | 81        |
| 82. | Grievance Procedure .....                                                                              | 84        |
| 83. | Whistleblowing .....                                                                                   | 85        |
| 84. | Anti-corruption and bribery policy .....                                                               | 87        |
|     | <b>Section G: Family friendly policies and procedures .....</b>                                        | <b>90</b> |
| 85. | Family friendly rights.....                                                                            | 90        |
| 86. | Transgender Equality Policy.....                                                                       | 90        |

## SECTION A: INTRODUCTION

### Non-contractual staff handbook

#### 1. WELCOME TO PEMBROKESHIRE CARE LIMITED

- 1.1 Welcome to our team at Pembrokeshire Care Limited. We are pleased that you have chosen to join our progressive, innovative organisation. We are extremely proud of our team and the service we provide to our customers and their families. Our staff are our most valuable asset and the key means by which we can achieve our goal of providing our customers and their families with the highest quality standards of service.
- 1.2 We desire the highest professional standards in our work. We pride ourselves on our ability to work positively with people whose behaviours challenge other service providers. We have available a range of positive behaviour management strategies to enable support staff to deal with difficult situations before they escalate into crisis. You will be assisted to understand and use these strategies to good effect. It is important to remember that support is always available if required.
- 1.3 We are an equal opportunities employer. We do not discriminate against our staff, our customers or their families on the grounds of gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age. We will not condone any discriminatory act or attitude by our staff or by our customers or their families.
- 1.4 We hope that you will enjoy your work with us and that you will share some positive and rewarding experiences with the people that you will be working closely with and helping to support.

#### 2. MISSION STATEMENT

- 2.1 Providing quality care to the changing needs of the local community.

#### 3. KEY PRINCIPLES OF CARE

- 3.1 Our behaviour towards others has a direct effect on how they view us, themselves and the Company.
- 3.2 Every person we care for is an individual with the right to be treated with respect and dignity.
- 3.3 As carers we do not have the right to invade another person without gaining their consent whilst having regard for the effect our actions have.
- 3.4 **Whilst providing care the recipient should have the carer's full attention so that they can respond to their total needs.**
- 3.5 Carers should act within their professional boundaries with regard to the limitations this relationship implies.
- 3.6 **Knowledge of ourselves prevents us from blocking others' experiences.**
- 3.7 Prejudice and assumptions prevent us from providing effective care.
- 3.8 Individuals should be allowed to have options and make choices. This promotes independence.
- 3.9 Recipients of care have the right to make a complaint without prejudice. This includes the right to see their records.
- 3.10 The caring relationship is provided with an expectation of confidentiality. This is within the constraints of our duty of care to the individual and others.

- 3.11 All care will be provided ensuring the safety of self and others.

#### **4. CODE OF PRACTICE**

- 4.1 You are expected to show courtesy and consideration to the service user, their family and friends at all times. You must co-operate as fully as possible with the other agencies or professionals involved in the care of the service user.
- 4.2 You must carry out your duties in an unobtrusive manner and must respect the **service user's privacy as fully as possible.**
- 4.3 The service user should be addressed by their title, e.g. Mr, Mrs etc. unless otherwise instructed by the service user or their representative.
- 4.4 **You are not permitted to smoke in service user's homes. Smoking risk assessments** will be carried out for all service users.
- 4.5 **You must not use the telephone in a service user's home except in emergency.**
- 4.6 Your identity card must be carried at all times when on duty and must be produced for inspection when required.
- 4.7 Gifts, loans and gratuities must not be accepted unless approved by a Manager. A form recording these must be completed in all cases.
- 4.8 You must maintain a professional appearance while on duty. Excessive make up or jewellery is not permitted.
- 4.9 You must adhere to our confidentiality policy and must ensure that the privacy and dignity of the service user is maintained.
- 4.10 **You must respect the service user's right to choose how their service/care is delivered.**

#### **5. USING THE HANDBOOK**

- 5.1 This Handbook sets out the main policies and procedures that you will need to be aware of while working for us. You should familiarise yourself with it and comply with it at all times. Any questions you may have regarding its contents or what you have to do to comply with it should be referred to your line manager, a registered manager or a director.
- 5.2 Unless otherwise indicated, the policies and procedures set out in this Handbook apply to all staff. They do not form part of the terms of your Contract of Employment with us, which are provided to you separately.
- 5.3 We reserve the right to make reasonable alterations to this Handbook. Any change of your terms and conditions of employment will be confirmed in writing to you within one month of the change.

#### **6. COMPANY PROFILE**

- 6.1 Our strategy:
- (a) we will deliver **sustainable growth by putting our service users' care at the centre of everything we do.** By investing in our people we will provide consistently high quality services.
- 6.2 Our plan:
- (a) provide a service portfolio that addresses a wide range of care needs.
  - (b) focus on quality to maintain our high standards, expertise and range of capabilities.
  - (c) only deliver services where our quality levels can be assured.
- 6.3 Our values:

- (a) Care – our principal focus is on the people that receive and deliver our care;
  - (b) Integrity - we act with integrity at all times and will always do the right things no matter how difficult that may be.
  - (c) Happiness – being happy makes the lives of our service users and the people who work for us better.
  - (d) Learning - we embrace change and always want to learn more.
  - (e) Pride - we know we are good at what we do and are proud to be a part of an organisation that pursues excellence.
- 6.4 What we do:
- (a) Community care – achieving person-centred outcomes through support in the community.
- 6.5 The things that makes us different:
- (a) Experience – **we've been in business since 1988. We have a reputation for** providing reliable and flexible support that is delivered by highly skilled people.
  - (b) We make a difference – we believe people are capable of amazing things. We support them to identify and achieve their goals.
  - (c) Peace of mind – we do things properly. Our people and the ways in which we deliver support makes us better.

## **7. PERSONAL DETAILS, HOME ADDRESS AND NEXT OF KIN**

- 7.1 Our decision to offer you employment took into account the personal information you provided to us on the basis that it was correct and complete. In the event of such information proving to be substantially untrue or misleading, we reserve the right to terminate your employment.
- 7.2 We will maintain up-to-date details of your home address, next of kin and emergency contact telephone numbers. Information is held in confidence and is only used when needed. You should advise us of any changes in your personal details immediately so that we can maintain accurate information and make contact in an emergency if necessary outside working hours.
- 7.3 Before you begin employment with us you will be required to provide us with proof of your entitlement to work in the UK and your proof of registration with the Social Care Wales. If your employment commences before we have been provided with proof of your entitlement to work in the UK or your appropriate registration and qualification to work in the social care sector in Wales and you then fail to provide such proof or you do not have the relevant right to work in the UK or in the sector, we may dismiss you summarily without pay, or pay in lieu of notice.

## **8. REFERENCES**

- 8.1 All job offers are made subject to the receipt of a minimum of two satisfactory references. In the event of unsatisfactory references being received, we reserve the right to withdraw the offer of employment made to you or to terminate your employment.

## **SECTION B: JOINING OUR ORGANISATION**

### **9. PROBATIONARY PERIOD**

- 9.1 You join us on an initial probationary period of six months. During this period your work performance and general suitability will be assessed during periodic probationary review meetings and, if it is satisfactory, your employment will continue. However, if your work performance is not up to the required standard, or you are considered to be generally unsuitable, we may extend the probationary period for a further three months, or take remedial action or terminate your employment without recourse to our Capability or Disciplinary Procedures.
- 9.2 At the end of any extended probationary period you will again be assessed and, if you have not reached the required standard we may terminate your employment, again without recourse to the Capability or Disciplinary Procedure.

### **10. JOB DESCRIPTION**

- 10.1 You will be provided with a job description of the position to which you have been appointed but amendments may be made from time to time to reflect our changing needs and your own ability. You are expected to be flexible in your duties.

### **11. INDUCTION TRAINING**

- 11.1 In addition to any induction training provided, with effect from 1 April 2020, all Carers within Pembrokeshire Care will be required to complete the QCF Level 2 in Health and Social Care. They will also be required to upload their qualification certificate on to the Social Care Wales website. We will provide reasonable support to assist staff in doing so but this is also an obligation on each staff member personally.
- 11.2 After 1 April 2020, if you are not qualified, you will be required to complete a Level 2 Core Qualification immediately which will enable you to register with Social Care Wales on their website. You will then need to complete the QCF Level 2 in Health and Social Care within 3 years of registration.
- 11.3 An alternative route to qualification shall apply to those who have worked in social care for a minimum of 3 years by April 2020 if the Registered Manager is prepared to sign a statement confirming your competence to undertake the role. This will be assessed on a case by case basis depending on your level of skill and experience.
- 11.4 Failure to do obtain the relevant qualification or to register on the Social Care Wales website may result in us needing to invoke the Capability Procedure as you will no longer be qualified to undertake your role if your role is one which requires you to obtain this qualification.
- 11.5 In addition to obtaining these relevant qualifications, we are committed to providing an ongoing training and development programme to ensure you are skilled and competent to provide care to customers.
- 11.6 New staff not only need to learn about their own tasks and role but also need support in gaining confidence and fitting into the organisation. When you start employment with us you will be provided with, and helped to complete, an induction portfolio.
- 11.7 Before working alone with customers for the first time, you will receive a minimum programme of supervised work, which includes shadowing a colleague working with a customer. You will be provided with a list of telephone numbers for team leaders and managers on your first day of employment.

- 11.8 All new staff receive induction training following social care standards to achieve an understanding of the following standards:
- (a) Principles of care;
  - (b) Understanding the organisation and your role;
  - (c) Maintaining safety at work;
  - (d) Communicating effectively;
  - (e) Recognising and responding to abuse and neglect; and
  - (f) Developing as a worker.
- 11.9 Structured induction training takes place during your probationary period and you are required to complete an induction portfolio during the first 3 months. Induction training will also include topics on:
- (a) The nature of personal care and the basic skills required;
  - (b) Core values, including providing a "needs-led" service;
  - (c) Code of personal conduct;
  - (d) Terms and conditions of employment including disciplinary and grievance procedures;
  - (e) The requirements of legislation;
  - (f) Policies and working practices;
  - (g) Health and safety training including an introduction to manual handling, infection control and fire procedures;
  - (h) General health of customers and your role in monitoring their health on an ongoing basis;
  - (i) Communication skills;
  - (j) Prevention of any form of abuse or exploitation of customers;
  - (k) "Whistle-blowing";
  - (l) Anti-discriminatory practice;
  - (m) Your expected standards of work;
  - (n) Confidentiality;
  - (o) Gifts and bequests;
  - (p) Principal activities that must not be undertaken; and
  - (q) Quality assurance and monitoring.
- 11.10 At the end of the induction programme, a manager will meet with you to determine if any further training and development is required.

## **12. DEVELOPMENT TRAINING**

- 12.1 We encourage you to undertake such training as we feel appropriate to your duties/responsibilities and development. It is a condition of your employment that you participate in any training deemed necessary by us which is relevant to your job. You are expected, as a minimum, to undertake a QCF Diploma at level 2 or equivalent qualification.
- 12.2 We will support requests from staff to gain further qualifications wherever these fit in with our business plan, and are agreed with staffing appraisal and personal learning plans. Further details are contained in our Policy on Staff Qualifications. Training opportunities are publicised through general circulation of information on Yammer and via letter or email as it becomes available.
- 12.3 We are committed to staff training and to ongoing continuing education of our staff to maintain and enhance the quality service provided to our customers. Training

entails a great deal of investment in terms of time and money and we expect you to reciprocate the commitment to training and development.

- 12.4 If you fail to attend courses without giving prior notification to your Line Manager or the Training Coordinator, your absence will be recorded as unauthorised on your personnel records and you will be required to repay the costs of the missed training. In the event of failure to pay, we have the contractual right to deduct such costs from your pay.
- 12.5 If you fail to attend mandatory training within the required deadline, then there may be no option but for you to take a period of annual or unpaid leave until such time as the training has been completed. We also reserve the right to instigate the Capability Procedure against you if you fail to complete this training as it will make it impossible for you to carry out your role.
- 12.6 All online training courses must be carried out to a satisfactory standard. Should you fail the training on the third attempt and need to undertake the training for a fourth time, the cost of the module will be deducted from your pay for each further attempt required to pass the training. **This will be deducted from the staff member's salary** in accordance with the Contract of Employment. Continued failings of the test may also result in the Company's **Capability** Procedure being invoked.
- 12.7 You may be required to undertake appropriate training. You will be required to repay the costs 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 the Repayment of Training Costs Schedule as set out in your contract of employment.

### **13. CRIMINAL RECORDS**

- 13.1 Your initial employment is conditional on the provision of a satisfactory Disclosure and Barring Service (DBS) Enhanced Disclosure. You will be required to consent to subsequent criminal record checks from time to time during your employment as deemed appropriate by us and by law. In the event that such disclosures are not supplied or are not satisfactory, your employment with us will be terminated immediately without pay or pay in lieu of notice.
- 13.2 You will be required to pay for the cost of obtaining such disclosure which will be **deducted from your first month's pay or at the time of application.**
- 13.3 During your employment, you are required to immediately report to us any convictions, cautions or offences with which you are charged, not including minor traffic offences, whether or not you perceive they are relevant to your role.
- 13.4 We comply fully with the DBS Code of Practice regarding the correct handling, use, storage, retention and disposal of disclosures and disclosure information. We also comply fully with our obligations under the Data Protection Act.
- 13.5 **Disclosure information is never kept on an applicant's personnel file.** It is always kept separately and securely on a secure online database which is strictly controlled and limited to those who are authorised to see it as part of their duties. We maintain a record of all those to whom disclosures and disclosure information has been revealed.
- 13.6 Disclosure information is only used for the specific purpose for which it was requested and for which your consent has been given.
- 13.7 Once a recruitment (or other relevant) decision has been made, we do not keep disclosure information for any longer than is absolutely necessary. Identification

documents may be kept for a minimum of two years to comply with immigration requirements.

- 13.8 Once the retention period has elapsed, we will ensure that any disclosure information is immediately destroyed by secure means, i.e. by shredding, pulping or burning. While awaiting destruction, disclosure information will not be kept in any insecure receptacle (e.g. waste bin or confidential waste sack). We will not keep any photocopy or other imagery of the disclosure or any copy or representation of the contents of the disclosure. However, we may keep a record of the date of issue of the disclosure, the name of the subject, the type of disclosure requested, the post for which the disclosure was requested, the unique reference number of the disclosure and the details of the recruitment (or other relevant decision taken).
- 13.9 We are not liable for any breach of this policy where the breach has been committed in accordance with legal requirements including, but not limited to, the requirements of ISA, SOVA, Adult Protection, Local Authority or CIW.

**14. SAFEGUARDING OF VULNERABLE ADULTS**

- 14.1 As a care provider, we have the statutory duty to check that potential new care workers are not on the barred list before allowing them to work in a care position. We are not able to employ those who are on the list. This is done as part of the DBS disclosure application process. This scheme is designed to give greater protection to vulnerable adults.

**15. WAGES/SALARIES AND OTHER BENEFITS**

- 15.1 Your Contract of Employment will indicate your rate of pay including the frequency and method of payment.

**16. TIMESHEETS**

- 16.1 Weekly timesheets and any other associated paperwork must reach the office by no later than 12.00hrs on the following Monday. Late submission may result in an inaccurate payment of wages.
- 16.2 You will only be paid for the authorised hours shown on the timesheet.
- 16.3 Deliberate falsification of information on the timesheet will be regarded as gross misconduct and may result in summary dismissal.

**17. PAYMENT**

- 17.1 All staff are paid 4 weekly. Wages are paid, in arrears, on the Friday following the end of the 4 weekly pay period.
- 17.2 You will be issued with a pay statement indicating how your gross pay has been calculated and the deductions that have been made i.e. P.A.Y.E. and National Insurance.
- 17.3 Any pay queries that you have such as under-payment, overpayment, incorrect deductions etc, should be raised immediately with us.

**18. UNDERPAYMENTS**

- 18.1 If an employee becomes aware of an underpayment, they should report this to their Team Leaders in the first instance.

## **19. OVERPAYMENTS**

- 19.1 In the event of any overpayment the excess payment will normally be deducted in full from your next payment. You will be given advance warning of any such deduction. Any individual hardship will be taken into account and may result in agreement for repayment over a longer period.
- 19.2 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 the DBS disclosure, the cost of providing additional sets of uniforms, 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, 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.

## **20. TAX YEAR DETAILS**

- 20.1 Following the end of the Tax Year we will issue you with a Form P60 which indicates the total pay you have received over the previous tax year and the relevant deductions that have been made for National Insurance and Income Tax. Form P60 is issued as a legal requirement and we are unable to provide duplicate copies. Please ensure that you retain this document in a safe place as you may need to produce it in your dealings with HM Revenue and Customs and other government departments.
- 20.2 We do not accept any responsibility for the tax liability of employees, and any PAYE (pay as you earn) deductions will be calculated based on the instructions received from the Customs and Revenue. It is your responsibility to inform HM Revenue and Customs of any changes to your personal or working situation.

## **21. PENSION**

- 21.1 We will comply with our pension obligations in respect of your employment in accordance with Part 1 of the Pensions Act 2008 (as amended from time to time).
- 21.2 A Pensions Scheme contracting-out certificate is not in force in respect of your employment.
- 21.3 Details are available from a member of the administration team.

## **22. HOURS OF WORK**

- 22.1 Your Contract of Employment will refer to your normal weekly hours.
- 22.2 You will also have the opportunity to opt-out of the restriction of an average 48 hour **working week by signing an "opt-out" agreement.**
- 22.3 It is a condition of your employment that you are available to work additional hours over and above your normal weekly hours as required by the needs of the business. As much notice as is reasonably practicable will be given on such occasions.

## **23. CODE OF CONDUCT**

- 23.1 This policy is intended to set out the values, principles and policies underpinning our approach to the staff and their conduct.
- 23.2 We have a duty to customers to ensure that the staff who work at Pembrokeshire Care act at all times in a professional and competent manner with their best interests

in mind. Therefore, in Pembrokeshire Care, when acting in the course of our employment, all staff must:

- (a) Treat all customers, other staff, relatives, volunteers and visitors to the home with respect and courtesy;
- (b) Behave honestly and with integrity;
- (c) Act with care and diligence;
- (d) Comply with all applicable UK laws, health & safety legislation, employment law legislation and other relevant codes of conduct;
- (e) Comply with any lawful and reasonable direction given by a superior or **member of the organisation's management**;
- (f) Maintain appropriate standards of confidentiality and data protection;
- (g) Take reasonable steps to avoid any conflict of interest (real or apparent) in connection with your employment with us;
- (h) Use our resources in a proper manner;
- (i) Not provide false or misleading information in response to a request for information that is made for official purposes in connection with employment;
- (j) **Not make improper use of the employee's duties, status, power or authority**, in order to gain, or seek to gain, a benefit or advantage for the employee or for any other person;
- (k) At all times behave in a way that upholds our values, integrity and good reputation;
- (l) Not give or disclose, directly or indirectly, any information about our business interests;
- (m) Not accept casual gifts or favours from customers, relatives or visitors;
- (n) Show no favouritism in awarding contracts (e.g. to businesses run by employees, ex-employees, friends or relatives); and
- (o) Ensure that acceptance of commercial sponsorship does not influence work in our organisation

## **24. ETHICAL EMPLOYMENT POLICY**

24.1 This policy sets out how Pembrokeshire Care handles the ethical employment of their employees and to put in place steps that are aimed at ensuring that there is no unethical employment in its own business and its supply chains.

24.2 As part of the care sector, Pembrokeshire Care recognises that it has a responsibility to take a robust approach to ethical employment.

24.3 Pembrokeshire Care is absolutely committed to preventing unethical employment in its corporate activities, and to ensuring that its supply chains are free from unethical employment.

### **Organisational structure and supply chains.**

24.4 Pembrokeshire Care currently operates in Wales.

### **Initiatives**

24.5 Pembrokeshire Care is ethical employment initiatives are as follows:

- (a) Policies;
- (b) Risk assessments;
- (c) Investigations/due diligence; and
- (d) Training.

### **Relevant policies**

24.6 PembrokeCare operates the following policies that describe its approach to the identification of unethical employment risks and steps to be taken to prevent unethical employment in its operations:

- (a) Whistleblowing policy: PembrokeCare encourages all its workers, customers and other business partners to report any concerns related to the direct activities, or the supply chains of, PembrokeCare. This includes any circumstances that may give rise to an enhanced risk of unethical employment. PembrokeCare's whistleblowing procedure is designed to make it easy for workers to make disclosures, without fear of retaliation.
- (b) Staff Handbook: PembrokeCare's handbook makes clear to employees the actions and behaviour expected of them when representing PembrokeCare. The organisation strives to maintain the highest standards of employee conduct and ethical behaviour when operating abroad and managing its supply chain.
- (c) Recruitment policy: PembrokeCare will ensure that only specified and reputable employment agencies are used to source labour where required, and the organisation will ensure that practices of any new agency it is using are verified before accepting workers from that agency.
- (d) All workers will be paid at least the national living wage.
- (e) We will ensure that zero hours contracts are not used unfairly.

### **Due diligence**

24.7 PembrokeCare may undertake due diligence when considering taking on new suppliers, and regularly reviews its existing suppliers. PembrokeCare's due diligence and reviews may include:

- (a) evaluating the unethical employment risks of each new supplier;
- (b) reviewing on a regular basis all aspects of the supply chain based on the supply chain mapping;
- (c) conducting supplier audits or assessments;
- (d) taking steps to improve substandard suppliers' practices;
- (e) invoking sanctions against suppliers that fail to improve their performance in line with an action plan or seriously violate our supplier code of conduct, including the termination of the business relationship.

### **Training**

24.8 PembrokeCare requires all staff to complete training on unethical employment as required. PembrokeCare's unethical employment training may cover:

- (a) the use of labour engaged on unrealistically low wages;
- (b) how to identify the signs of unethical employment;
- (c) what initial steps should be taken if unethical employment is suspected;
- (d) how to escalate potential unethical employment issues to the relevant parties within PembrokeCare;
- (e) what steps PembrokeCare should take if suppliers or contractors do not implement ethical employment policies in high-risk scenarios, including their removal from the organisation's supply chains.

## **25. POLICY ON ORGANISATIONAL CULTURE**

- 25.1 Pembrokeshire Care is committed to providing a safe, skilled and appropriately supported social care workforce to deliver our service. To facilitate this we believe that our organisational culture should be one of candour, openness and transparency.

### **Procedure**

- 25.2 Pembrokeshire Care will take account of Social Care Wales Codes of Practice for Employers and Social Care Workers. In particular we will encourage and support a culture and systems that support all workers to be open and honest if things go wrong, to report adverse incidents and to learn from mistakes. This includes making efforts to resolve difficulties at an early stage, to reduce the chances of a problem **escalating. We will support our staff to meet their professional 'duty of candour'** which is set out in Regulation 13 of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017.

### **Duty of Candour**

- 25.3 All social care workers registered with Social Care Wales have a professional duty of candour. This is detailed in the Code of Professional Practice for Social Care. This duty includes:
- (a) Meeting relevant standards of practice, following procedures and working in a lawful, safe and effective way;
  - (b) Being open and honest with people if things go wrong, including providing a full and prompt explanation to your employer or the appropriate authority of what has happened;
  - (c) Informing your employer or the appropriate authority about any personal difficulties that might affect your ability to do your job competently and safely;
  - (d) Seeking assistance from your employer or the appropriate authority if you do not feel able or adequately prepared to carry out any aspect of your work or you are not sure about how to proceed in a work matter;
  - (e) Working openly and co-operatively with colleagues and treating them with respect;
  - (f) Understanding that you remain responsible for the work that you have delegated to other workers;
  - (g) Co-operating with investigations into your practice, or the practice of others, undertaken by your employer, Social Care Wales, or by any other appropriate bodies.
- 25.4 Pembrokeshire Care will take action to prevent and appropriately address bullying, victimisation and/or harassment in relation to the duty of candour and investigate any instances where a director, responsible individual or member of staff may have obstructed another in exercising their duty of candour.
- 25.5 Pembrokeshire Care will investigate all possible breaches of the duty of candour by staff who are professionally registered, including the obstruction of another in their professional duty of candour. Action taken to address such breaches may include, where appropriate, disciplinary proceedings and/or referral to the professional regulator or other relevant body.

## **26. ATTENDANCE**

- 26.1 Your normal hours of work are shown on your Contract of Employment.
- 26.2 You must attend for work punctually at the specified time(s) and you are required to comply strictly with any time recording procedures relating to your work. Unacceptable/persistent lateness will result in disciplinary action.
- 26.3 All absences must be notified in accordance with the sickness reporting procedure laid down in this Employee Handbook.
- 26.4 If you expect to arrive late for work, you should notify us of your expected time of arrival so that the appropriate staffing arrangements can be made.
- 26.5 If you arrive for work more than thirty minutes late without having previously notified us, other arrangements may have been made to cover your duties and you may be sent off the premises for the remainder of the shift/day without pay.
- 26.6 Lateness and absence will be recorded and unacceptable levels of timekeeping and attendance may mean that disciplinary action will be taken against you in accordance with our Disciplinary Procedure below.

## **27. GENERAL CONDUCT AND WORK**

- 27.1 At all times during your employment the needs of the Company and our customers are paramount and you should ensure that your efforts and energies are concentrated on achieving our objectives.
- 27.2 You are also referred to, and must comply with, our separate policies and procedures on the following areas:
  - (a) Safeguarding customers from abuse;
  - (b) Protection of Vulnerable Adults Policy (POVA) register as it applies to domiciliary care agencies;
  - (c) Referrals to the /POCA register;
  - (d) Management of challenging behaviour;
  - (e) Autonomy and independence;
  - (f) Infection control;
  - (g) Medication;
  - (h) Lone working.
  - (i) Moving and Handling;
  - (j) Health and Safety.
- 27.3 You are expected to conduct yourself in a reasonable, polite and friendly manner with customers, their families, your colleagues and members of the public at all times i.e. no shouting, swearing, fighting, arguing, impoliteness or abuse. Objectionable or insulting behaviour or bad language etc will render you liable to disciplinary action.
- 27.4 You should use your best endeavours to promote the interests of the organisation and shall, during normal working hours, devote the whole of your time, attention and abilities to the organisation and its affairs.
- 27.5 You are expected to comply with any reasonable instruction or request given to you by a manager or other authorised person.

## **28. CONDUCT OUTSIDE WORKING HOURS**

- 28.1 We have no intention or wish to intrude on your activities or interests outside work, but we do expect that you would not be engaged in any activity outside working

hours which could result in adverse publicity to us, or which would cause us to question your integrity, or which prevents you from performing your duties/responsibilities to our satisfaction. If any serious criticism is made in respect of your professional conduct, you may be liable to disciplinary action, which may include dismissal.

28.2 During the period of employment you must not undertake any form of secondary work, either paid or unpaid, without our express permission which will not be unreasonably withheld. You must not:

- (a) Approach or accept work for yourself or any other business or company from any of our customers or their families;
- (b) Accept or demand other benefits in cash or in kind from any third parties, customers or their families either directly or indirectly, which might in any way be construed or regarded as being in any way associated with your employment role within this Company.

28.3 We will not object to any other employment provided it does not interfere with your ability to fulfil your job. However, we will not allow any other employment or activity that we deem to be either in direct competition or presents a conflict of interests with the Company or our activities or which infringes the Working Time Regulations.

## **29. PERFORMANCE AND REVIEW**

29.1 Our policy is to monitor your work performance on a regular basis so that we can maximise your strengths, and help you to overcome any possible weaknesses.

29.2 Supervisions can be requested at any time by both parties.

## **30. STAFF APPRAISAL SCHEME**

30.1 We have a staff appraisal scheme in place for the purpose of monitoring staff performance levels with a view to maximising the effectiveness of individuals, identifying training needs and highlighting the potential for further development, details of which are available separately in our Performance Appraisal Policy and Procedure. Appraisals are undertaken on an annual basis, normally during June or July.

## **31. JOB FLEXIBILITY**

31.1 It is an essential condition of your employment that you are prepared to adopt a flexible approach to your work and to undertake additional and alternative duties within our organisation which you might reasonably be expected to undertake and which are within your level of skill/competence. During holiday periods, etc. it may be necessary for you to take over some duties normally performed by colleagues. This flexibility is essential as the type and volume of work is always subject to change, and it allows us to operate efficiently and gain maximum potential from all our employees.

## **32. SHIFTS**

32.1 You will be required to work a shift pattern in accordance with the weekly rota notified to you from time to time. The shift pattern and hours of work may be varied at our discretion.

**33. OVERTIME**

- 33.1 You will only be eligible for overtime payments or other allowances if the overtime is approved by your senior manager or by HR. Approved overtime will normally be paid at basic rate or otherwise at a fixed rate agreed in advance.

**34. MOBILITY**

- 34.1 It is a condition of your employment that you are prepared, whenever applicable, to work at the homes of any of our service users, normally within 30 miles of our premises although you may be required to attend other premises outside this area whether temporarily or permanently in accordance with the needs of the business. This mobility is essential to the smooth running of our organisation.

**35. LOGGING IN AND OUT OF A CLIENT'S HOUSE**

35.1 Pembrokeshire Care is contractually required by the Local Authority to operate Electronic Call Monitoring (ECM). Pembrokeshire Care uses the 'Access Healthcare' system which you will have received training and information on.

- 35.1 On arrival at a Clients house you are required to 'check in' using the Access Care Planning Application on your mobile phone. While carrying out the call you will be required to input and acknowledge specific tasks on the Application and on departure from the Client's house you are required to 'check out' using the Application. Failure to use the Access Care Planning Application will result in issues of reconciliation of calls and therefore payment to you for these calls but will also be considered misconduct and may lead to disciplinary action being instigated against you.

**36. PERSONAL PROPERTY**

- 36.1 Please avoid bringing valuable personal items to work and do not leave any valuables unattended. We cannot accept liability for the loss of, or damage to, such personal property brought onto our premises or those of our customers.
- 36.2 Lost property must be handed to senior staff immediately, and such property will be retained whilst attempts are made to discover the owner. Similarly, items reported as lost by customers, their families or you must be reported to us immediately.

**37. COMPANY PROPERTY**

- 37.1 If the Company, our customers or their families suffer loss or damage of cash, stock, fixtures and fittings, or property (including vehicles) as a result of your carelessness, negligence, failure to comply with procedures, or wilful act, this will be construed as a serious breach of the rules, which could result in your summary dismissal on the grounds of gross misconduct.
- 37.2 You may also be liable to pay the full, or part, cost of making good any loss in respect of cash, stock, fixtures and fittings, or property belonging to the Company or our customers or their families (including vehicles) or the cost of repair or replacement. In the event that we make a claim against our insurers for repair, or replacement, or

other losses incurred, we reserve the right to require you to pay any insurance excess that may accrue or to deduct the sum from your wages.

**38. WASTAGE**

38.1 We maintain a policy of "minimum waste" which is essential to the cost-effective and efficient running of all our activities.

38.2 You are able to promote this policy by taking extra care during your normal duties by avoiding unnecessary or extravagant use of services, time, energy, etc. The following points are illustrations of this:

- (a) Handle equipment and stock with care;
- (b) Ask for other work if your job has come to a standstill; and
- (c) Start with the minimum of delay after arriving for work and after breaks.

**39. COLLECTIONS/FUNDRAISING**

39.1 Prior permission should generally be sought from a manager, before any collections or fundraising activities are undertaken. No donations are to be collected from our customers in any circumstances.

**40. GAMBLING/BETTING**

40.1 All unauthorised forms of gambling/betting are strictly forbidden on our premises whether during or outside of working hours.

**41. GIFTS AND HOSPITALITY**

**Introduction**

41.1 The purpose of this policy is to protect our customers from financial abuse and to avoid the risk of misunderstandings or improper actions arising from our customers giving gifts to staff.

**Background**

41.2 It is the duty of the Company, all staff and volunteers working within the Company to protect vulnerable customers, their friends and family from exploitation or abuse and to safeguard their best interests at all times.

41.3 The Code of Professional Practice for Social Care states (Section 2.8) that care workers must "adhere to policies and procedures about accepting gifts and money from individuals, their families and carers".

41.4 Accepting gifts from customers, their friends or family is an issue that has placed many care professionals in a difficult position. On the one hand a grateful customer or their relative may wish to say "thank you" to a care worker for their dedicated support and service. It can be very embarrassing to both parties to refuse a gift or keepsake intended as a personal tribute. On the other hand accepting a gift could give rise to allegations of abuse, in that a member of staff has used their trusted role to influence a customer and benefit financially from an unprofessional relationship. Substantial gifts in particular, could be disputed by the customer's relatives or beneficiaries of their will or estate.

**Policy**

41.5 The principles set out in this policy apply to all managers, staff and volunteers of the Company.

- 41.6 Staff, managers or volunteers should not accept valuable gifts or financial gifts of any amount from customers in any circumstances. A polite refusal and the citing of this policy is the best approach to take.
- 41.7 If a customer insists on making a gift, you should seek advice from your team leader or the Registered Manager as soon as possible and before accepting the gift. Only small token gifts may be accepted e.g. a box of chocolates, a bunch of flowers. The Registered Manager must be informed and all such gifts must be logged in the Gift Register located online on the computer in the designated folder..
- 41.8 Staff should not allow themselves to knowingly be made the subject of a bequest under a customer's will and they should notify the Registered Manager or a director immediately if they suspect that any such gift or bequest has been or is being made.
- 41.9 If a customer is insistent on making a gift then he or she must be advised to seek independent advice, and the member of staff should also seek advice from the management who may arrange for them to discuss the issue with a legal advisor.
- 41.10 Staff or managers must not help with or offer advice upon the preparation of wills, deeds of gifts, or any other document purporting to **customer's property**. If a customer wishes to make a will, information about where independent advice and assistance can be obtained should be made available to him or her.
- 41.11 Staff or managers should not act as witnesses to any customer's will and in no circumstances should any member of staff or manager of the Company become an executor of a customer's will.
- 41.12 Staff who are asked for advice by customers or to be party to any financial arrangements of their affairs should inform the management of the Company without delay.
- 41.13 Failure to abide by this policy will be considered gross misconduct.
- 41.14 Any member of staff who suspects that this policy is being breached, either by other staff, volunteers or by managers, should inform a senior member of staff or a Director.

## **42. BENEFICIARIES**

- 42.1 You should never become involved with the making of customers' wills or with soliciting any form of bequest or legacy from a customer. You are prohibited from acting as a witness or executor or being a beneficiary of a customer will. You must not in any way abuse the privileged relationship which exists between you and the customer/customer.
- 42.2 If you suspect that a gift or bequest has been made in a will, you should notify a Registered Manager or a Director. If the customer is insistent on making the gift or bequest, you should seek advice from management.
- 42.3 The involvement in a will or attempting to solicit money or items through a customer's will or legacy will be considered gross misconduct.

## **43. CUSTOMERS' MONEY**

- 43.1 You are expected to comply with this **policy if you handle customers' money** or provide help with any financial transactions on their behalf. You are expected to:
- (a) Act with the highest standards of care, probity and honesty at all times;
  - (b) Respect customers' rights to spend their own money in the way that they wish to spend it and to keep their own financial affairs private;

- (c) Uphold a customer's right to confidentiality regarding their financial information;
  - (d) Never give customers financial advice or information other than that which is reasonably required as part of fulfilling your duty of care;
  - (e) Declare any financial or business arrangements that you have which may cause a conflict with or compromise your ability to handle a customer's money honestly and impartially; and
  - (f) Report to your manager any discrepancies or problems relating to customers' money or finances immediately including worries or concerns that a customer may be being cheated or defrauded by a colleague, friend, family member or third party or has otherwise lost or mislaid money or valuables.
- 43.2 To ensure that any financial transactions involving you are completely above board and transparent these procedures apply in all instances where you are involved in handling customers' money or expenditure, for example during accompanied shopping, unaccompanied shopping, collecting pensions or paying bills.
- 43.3 We expect you to work on the basis that customers retain effective control of their own money in all cases except where it is explicitly stated in the care plan that they require help. The care plan will describe any help to be provided by you and any safeguards that need to be put into place to protect both you and the customer.
- 43.4 In all circumstances you must obtain and retain receipts and any other written records of the transactions and you must record the amount and purpose of the financial transactions undertaken on behalf of the customer.
- 44. RELATIONSHIPS WITH CUSTOMERS OR CUSTOMERS' FAMILIES**
- 44.1 Any kind of intimate or sexual relationship with a customer or with a member of their family will be considered as gross misconduct and may result in dismissal and you may be liable to prosecution under the Sexual Offences Act.
- 44.2 We recognise that, from time to time, close personal relationships may develop between members of staff and between customers. In order to ensure that potential conflicts of interest are avoided, members of staff who are in that position are strongly recommended to avoid seeing customers outside working hours in a social environment. Where this is not possible, you should advise a Registered Manager or a Director and, where appropriate, you may be required to change your duties or place of work.
- 44.3 Any such information will be treated in the strictest confidence. We fully acknowledge the right of employees to privacy in their personal affairs. However, experience has shown that the effect of such relationships can cause a blurring of judgement whereby conflicts of interests arise and which can cause us to lose confidence in the **person's integrity and reliability**.
- 44.4 You should not divulge any personal information, e.g. home address, home telephone number, etc to any customer or their relatives.
- 45. PERSONAL RELATIONSHIPS AT WORK**
- 45.1 We recognise that employees who work together may form personal friendships and, in some cases, close personal relationships. We do not, as a general rule, wish to

interfere with such relationships. However, we must ensure that employees continue to behave in an appropriate, professional and responsible manner at work and that they continue to fulfil their duties both diligently and effectively.

45.2 The following rules apply where employees embark on close personal relationships at work with each other:

- (a) You must not allow your relationship to influence your conduct at work;
- (b) Intimate behaviour (including, but not limited to, holding hands, close physical contact, discussions of a sexual nature or kissing) during normal working hours or on our premises or those of our customers is prohibited;
- (c) If you embark on a relationship with another employee, you should declare this to a manager as soon as reasonably practicable;
- (d) If you are in a position of seniority and you embark on a relationship with a more junior member of staff, you should declare this to a manager or a director as soon as reasonably practicable. This is particularly important if you are the line manager of the employee because of the risk of the junior employee being afforded more favourable treatment, or less favourable treatment if the relationship subsequently breaks down. In such circumstances we reserve the right to elect to transfer one or both of you to a different location either on a temporary basis or permanently. We will first consult with both of you to try and reach an amicable agreement on transfer;
- (e) If a personal relationship (or the breakdown of a personal relationship) starts to affect your performance or conduct at work, then we will speak with you on an informal basis initially. However, if your performance or conduct fails to improve or it reverts to an unsatisfactory level, the matter will be dealt with in accordance with our capability procedure.

#### **46. BUYING AND/OR SELLING OF GOODS**

46.1 You are not permitted to buy and/or sell goods of any kind whether on your own account, or on behalf of any other party on our premises whether during or outside of working hours.

#### **47. DRESS CODE**

47.1 As you will come into contact with customers and members of the public, it is important that you present a professional image with regard to appearance and standards of dress.

47.2 A Uniform will be provided to Carer and it is a requirement that these should be worn at all times when working.. Uniform should be kept clean and tidy, and laundered on a regular basis. Any additional sets of uniform will need to be purchased from the office at cost price. If you do not wear a uniform, you should wear clothes appropriate to your job responsibilities, and they should be kept clean and tidy at all times.

47.3 One complete set of uniform is issued at the beginning of your employment. Any additional uniforms requested by staff will be charged and a deduction will be taken from your pay.

47.4 If your role does not require you to wear a uniform, you should wear clothes appropriate to your job responsibilities, and they should be kept clean and tidy at all times.

- 47.5 You should not wear clothing or jewellery that could present a health and safety risk to you or our customers.
- 47.6 Footwear must be safe and clean and take account of health and safety considerations. Staff should not wear flip flops, crocs or stilettos and footwear must cover the entire foot including the heel for support. However, employees are permitted to wear a lighter weight shoe during warmer times of the year.
- 47.7 If you have been provided with an ID badge, it must be carried on your person at all times during working hours and shown to any person who requests to see it and who has good reason to see it.
- 47.8 You are expected to return your uniform and ID badge to us immediately on request at any time or on termination of your employment.
- 47.9 In order to maintain a professional image, jewellery should be kept to a minimum
- 47.10 Earrings: one pair of small plain stud earrings only. No hoop earrings should be worn. In addition, no other facial piercings are permitted to be worn during working hours.
- 47.11 Rings: one plain ring band may be worn. Rings with stones must not be worn as they compromise hand hygiene and can cause harm to customers, visitors and colleagues.
- 47.12 In addition any other jewellery, including watches, must be removed before beginning your shift.
- 47.13 The security of jewellery that an employee has been asked to remove remains the responsibility of the employee. The company will not accept any responsibility for items of jewellery or other personal that get damaged or that go missing whilst you are on shift.
- 47.14 Finger Nails should be kept short, clean and neat.
- 47.15 False nails, nail extensions or nail jewellery/gems are not permitted.
- 47.16 Make up should be light and natural.
- 47.17 Tattoos will be considered on an individual and customer specific basis.
- 47.18 Long hair should be tied back.
- 47.19 You are expected to return your uniform to us immediately on request at any time or on termination of your employment.

#### **48. HOUSEKEEPING**

- 48.1 Failure to ensure appropriate levels of hygiene, safety and appearance may result in disciplinary action.

#### **49. CONFLICT OF INTEREST**

- 49.1 During your employment you should not allow your private interests to conflict with, or appear to be in conflict with, the interests of our business.

#### **50. COMMUNICATIONS**

- 50.1 We will try to keep you informed about items of interest by means of online communication on Yammer, our website, written communication, an employee forum and staff meetings which will be held at intervals throughout the year. You are expected to attend these staff meetings and failure to do so without good reason is

not acceptable. You may use these meetings, if you wish (with permission), to promote any particular item of interest to other employees.

- 50.2 It is your responsibility to ensure you check Yammer on a daily basis to ensure you are up-to-date on important matters and updated guidelines.
- 50.3 Staff will be expected, when asked, to contribute to the Staff Forum. Staff will be paid for the meeting time that they attend.
- 50.4 Vacancies will be advertised internally on Yammer and staff noticeboards and externally on the jobs vacancies area of our website.

**51. REFRESHMENT MAKING FACILITIES**

- 51.1 On our premises we provide refreshment making facilities for your use, which must be kept clean and tidy at all times. These facilities may be used at any time provided such use does not interfere with the performance of your job.

## SECTION C: OPERATIONAL POLICIES AND PROCEDURES

### 52. DRIVING – RULES FOR THE USE OF YOUR OWN VEHICLE

#### 52.1 If you use your own vehicle on our business:

- (a) You must have the prior approval of a senior manager or a director;
- (b) You are responsible for ensuring that the vehicle is insured for business use, including the carriage of passengers, and that the vehicle is roadworthy and satisfies all legal requirements, e.g. road tax, tyre tread depths, MOT etc;
- (c) We will not be held responsible for any loss or damage caused during the **vehicle's use for business purposes**. Any policy excess is also your responsibility;
- (d) You are required to produce your driving licence for our inspection once a year and at any time when required;
- (e) You must notify us immediately of you receiving any type of driving conviction or any summons which may lead to your conviction, and provide details of any changes to your licence. You should also refer to our separate policy on driving at work;
- (f) You are reminded that it is an offence to speak on a mobile telephone while driving (unless it is a hands-free device) and as such it against **Pembrokeshire Care's** policy to use the phone while driving and may be treated as gross misconduct.

### 53. SECURITY

53.1 In providing services to people there is a difficult balance to be struck between helping them to experience as much independence as possible and making sure that they are not exposed to unnecessary hazards.

53.2 Taking care of the security of customers therefore means helping to provide an environment and support structure that offers sensible protection from danger but also provides comfort and assistance when required.

#### 53.3 We respond to customers' need for security by:

- (a) Ensuring that help is tactfully at hand when a customer needs or wishes to engage in any activity that places them in situations of substantial risk;
- (b) Helping to create a physical environment which is free from unnecessary sources of danger to vulnerable people or their property;
- (c) Carrying out risk assessments in relation to premises, equipment and the activities of the customer;
- (d) Advising customers about situations or activities in which their disability is likely to put them or their property at risk;
- (e) Checking that you are well selected, trained and briefed to provide services responsibly, professionally and with compassion and never to exploit your position to abuse customers.

### 54. RANDOM CHECKS

54.1 We reserve the right to conduct random checks on you and your property whilst you are engaged in our business and on our premises or those of our customers. Where such random checks are conducted, care will be taken to ensure that a work colleague

accompanies you at the time of the search. In such circumstances you will be asked to remove the contents of pockets, bags, vehicles etc. The random aspect of such checks does not by definition imply suspicion against you.

- 54.2 You may of course refuse to co-operate with a random check but this may be considered to be a breach of contract on your part. We reserve the option to involve the police at any stage.

## **55. CCTV Policy**

- 55.1 We believe that CCTV and other surveillance systems have a legitimate role to play in helping to maintain a safe and secure environment for all our staff and visitors. However, we recognise that this may raise concerns about the effect on individuals and their privacy. This policy is intended to address such concerns. Images recorded by surveillance systems are personal data which must be processed in accordance with data protection laws. We are committed to complying with our legal obligations and ensuring that the legal rights of staff, relating to their personal data, are recognised and respected.
- 55.2 This policy is intended to assist staff in complying with their own legal obligations when working with personal data. In certain circumstances, misuse of information generated by CCTV or other surveillance systems could constitute a criminal offence.

### **Definitions**

- 55.3 For the purposes of this policy, the following terms have the following meanings:

**CCTV:** means fixed and domed cameras designed to capture and record images of individuals and property.

**Data:** is information which is stored electronically, or in certain paper-based filing systems. In respect of CCTV, this generally means video images. It may also include static pictures such as printed screen shots.

**Data subjects:** means all living individuals about whom we hold personal information as a result of the operation of our CCTV (or other surveillance systems).

**Personal data:** means data relating to a living individual who can be identified from that data (or other data in our possession). This will include video images of identifiable individuals.

**Data controllers:** are the people who, or organisations which, determine the manner in which any personal data is processed. They are responsible for establishing practices and policies to ensure compliance with the law. We are the data controller of all personal data used in our business for our own commercial purposes.

**Data users:** are those of our employees whose work involves processing personal data. This will include those whose duties are to operate CCTV cameras and other surveillance systems to record, monitor, store, retrieve and delete images. Data users must protect the data they handle in accordance with this policy and our Data Protection Policy.

**Data processors:** are any person or organisation that is not a data user (or other employee of a data controller) that processes data on our behalf and in accordance with our instructions (for example, a supplier which handles data on our behalf).

**Processing:** is any activity which involves the use of data. It includes obtaining, recording or holding data, or carrying out any operation on the data including organising, amending, retrieving, using, disclosing or destroying it. Processing also includes transferring personal data to third parties.

**Surveillance systems:** means any devices or systems designed to monitor or record images of individuals or information relating to individuals. The term includes CCTV systems as well as any technology that may be introduced in the future and any other systems that capture information of identifiable individuals or information relating to identifiable individuals.

#### **ABOUT THIS POLICY**

- 55.4 We currently use CCTV cameras to view and record individuals on and around our premises. This policy outlines why we use CCTV, how we will use CCTV and how we will process data recorded by CCTV cameras to ensure we are compliant with data protection law and best practice.
- 55.5 We recognise that information that we hold about individuals is subject to data protection legislation. The images of individuals recorded by CCTV cameras in the workplace are personal data and therefore subject to the legislation. We are committed to complying with all our legal obligations and seek to comply with best practice suggestions from the Information Commissioner's Office (ICO).
- 55.6 This policy covers all employees directors, officers, consultants, contractors, freelancers, volunteers, interns, casual workers, zero hours workers and agency workers and may also be relevant to visiting members of the public.
- 55.7 A breach of this policy may, in appropriate circumstances, be treated as a disciplinary matter. Following investigation, a breach of this policy may be regarded as misconduct leading to disciplinary action, up to and including dismissal.

#### **REASONS FOR THE USE OF CCTV**

- 55.8 We currently use CCTV around our site as outlined below. We believe that such use is necessary for legitimate business purposes, including:
- (a) to prevent crime and protect buildings and assets from damage, disruption, vandalism and other crime;
  - (b) for the personal safety of staff, visitors, service users, families and other members of the public and to act as a deterrent against crime;
  - (c) to support law enforcement bodies in the prevention, detection and prosecution of crime;
  - (d) to assist in day-to-day management, including but not limited to ensuring the health and safety of staff and others;
  - (e) to assist in the effective resolution of disputes which arise in the course of disciplinary or grievance proceedings; and
  - (f) to assist in the defence of any civil litigation, including employment tribunal proceedings.

This list is not exhaustive and other purposes may be or become relevant.

#### **MONITORING**

- 55.9 CCTV monitors the premises 24 hours a day and this data is continuously recorded.
- 55.10 Images are monitored by authorised personnel continuously.
- 55.11 Staff using surveillance systems will be given appropriate training to ensure they understand and observe the legal requirements related to the processing of relevant data.

#### **HOW WE WILL OPERATE ANY CCTV**

- 55.12 Where CCTV cameras are placed in the workplace, we will ensure that signs are displayed at the entrance of the surveillance zone to alert individuals that their image may be recorded.

55.13 Live feeds from CCTV cameras will only be monitored where this is reasonably necessary, for example to protect health and safety.

55.14 We will ensure that live feeds from cameras and recorded images are only viewed by approved members of staff whose role requires them to have access to such data. This may include HR staff involved with disciplinary or grievance matters. Recorded images will only be viewed in designated, secure offices.

#### **USE OF DATA GATHERED BY CCTV**

55.15 In order to ensure that the rights of individuals recorded by the CCTV system are protected, we will ensure that data gathered from CCTV cameras is stored in a way that maintains its integrity and security. This may include encrypting the data, where it is possible to do so.

55.16 Given the large amount of data generated by surveillance systems, we may store video footage using a cloud computing system. We will take all reasonable steps to ensure that any cloud service provider maintains the security of our information, in accordance with industry standards.

55.17 We may engage data processors to process data on our behalf. We will ensure reasonable contractual safeguards are in place to protect the security and integrity of the data.

#### **RETENTION AND ERASURE OF DATA GATHERED BY CCTV**

55.18 Data recorded by the CCTV system will be stored digitally using a cloud computing system. Data from CCTV cameras will not be retained indefinitely but will be permanently deleted once there is no reason to retain the recorded information. Exactly how long images will be retained for will vary according to the purpose for which they are being recorded. For example, where images are being recorded for crime prevention purposes, data will be kept long enough only for incidents to come to light. In all other cases, recorded images will be kept for no longer than 90 days.

55.19 At the end of their useful life, all images stored in whatever format will be erased permanently and securely. Any physical matter such as tapes or discs will be disposed of as confidential waste. Any still photographs and hard copy prints will be disposed of as confidential waste.

#### **USE OF ADDITIONAL SURVEILLANCE SYSTEMS**

55.20 to introducing any new surveillance system, including placing a new CCTV camera in any workplace location, we will carefully consider if they are appropriate by carrying out a privacy impact assessment (PIA).

55.21 A PIA is intended to assist us in deciding whether new surveillance cameras are necessary and proportionate in the circumstances and whether they should be used at all or whether any limitations should be placed on their use.

55.22 Any PIA will consider the nature of the problem that we are seeking to address at that time and whether the surveillance camera is likely to be an effective solution, or whether a better solution exists. In particular, we will consider the effect a surveillance camera will have on individuals and therefore whether its use is a proportionate response to the problem identified.

55.23 No surveillance cameras will be placed in areas where there is an expectation of privacy.

#### **ONGOING REVIEW OF CCTV USE**

55.24 We will ensure that the ongoing use of existing CCTV cameras in the workplace is reviewed periodically to ensure that their use remains necessary and appropriate, and

that any surveillance system is continuing to address the needs that justified its introduction.

#### **REQUESTS FOR DISCLOSURE**

- 55.25 No images from our CCTV cameras will be disclosed to any third party (other than to legal and/or professional advisers), without express permission being given by the Directors. Data will not normally be released unless satisfactory evidence that it is required for legal proceedings or under a court order has been produced.
- 55.26 In other appropriate circumstances, we may allow law enforcement agencies to view or remove CCTV footage where this is required in the detection or prosecution of crime.
- 55.27 We will maintain a record of all disclosures of CCTV footage.
- 55.28 No images from CCTV will ever be posted online or disclosed to the media.

#### **COMPLAINTS SUBJECT ACCESS REQUESTS**

- 55.29 Data subjects may make a request for disclosure of their personal information and this may include CCTV images (**data subject access request**). A data subject access request is subject to the statutory conditions from time to time in place and should be made in writing.
- 55.30 In order for us to locate relevant footage, any requests for copies of recorded CCTV images must include the date and time of the recording, the location where the footage was captured and, if necessary, information identifying the individual.
- 55.31 We reserve the right to obscure images of third parties when disclosing CCTV data as part of a subject access request, where we consider it necessary to do so.

#### **COMPLAINTS**

- 55.32 If any member of staff has questions about this policy or any concerns about our use of CCTV, then they should speak to their manager in the first instance.
- 55.33 Where this is not appropriate or matters cannot be resolved informally, employees should use our formal grievance procedure.

#### **REQUEST TO PREVENT PROCESSING**

- 55.34 We recognise that, in rare circumstances, individuals may have a legal right to object to processing and in certain circumstances to prevent automated decision making. For further information regarding this, please contact a Director.

#### **56. CONFIDENTIALITY**

- 56.1 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 information of a confidential nature relating to the Company or customer including information about the business, affairs, finances, marketing or development plans of the Company or customers or details of any of our customers or about any other matters which may come to your knowledge in the course of your employment or details of which we owe an obligation of confidence to any third party during or after your employment.
- 56.2 Confidential information means any information or matter which is not in the public domain and 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.

- 56.3 You must not remove any documents or tangible items which belong to the Company or our customers or their families or which contain any confidential information from our premises or those of our customers at any time without proper advance authorisation. If we do consent then it is your responsibility to ensure all documents are safe and secure.
- 56.4 You must exercise reasonable care to keep safe all documentary or other material containing confidential information, and must at the time of termination of your employment with us, or at any other time upon demand, return to us any such material in your possession.
- 56.5 You must ensure that all files or written information of a confidential nature are stored in a secure manner in a locked filing cabinet and are only accessed by staff that have a need and a right to access them and that they are not left out where that can be read by unauthorised staff or others.
- 56.6 You must ensure that whenever you are discussing confidential information, you are not doing so in circumstances that may be overheard by an unauthorised person.
- 56.7 Further details are contained in our Policy on Confidentiality and you must ensure that you strictly comply with its requirements at all times.
- 56.8 A breach of our confidentiality rules and requirements constitutes gross misconduct and may result in disciplinary action including dismissal, and also result in a referral; to any relevant authorities, including the police.
- 56.9 You must, if requested by us, delete all confidential information from any re-usable material and destroy all other documents and tangible items which contain or refer to any confidential information and which are in your possession or under your control.
- 57. COPYRIGHT**
- 57.1 All written material, whether held on paper, electronically or magnetically which was made or acquired by you during the course of your employment with us, is our property and our copyright. At the time of termination of your employment with us, or at any other time upon demand, you must return to us any such material in your possession.
- 58. STATEMENTS TO THE MEDIA**
- 58.1 Any statements to reporters from newspapers, radio, television, etc. in relation to our organisation will be given only by a Director or Registered Manager.
- 59. HEALTH AND SAFETY POLICY**
- 59.1 We are committed to ensuring your health and safety and that of our customers, their families and anyone affected by our business activities and to providing a safe environment for all those attending our premises.
- 59.2 In particular we are committed to maintaining safe and healthy working conditions through control of the health and safety risks arising from our work activities, provision and maintenance of safe equipment, ensuring the safe handling and use of substances, consulting with our staff and providing appropriate information, instruction, training and supervision and taking steps to prevent accidents and cases of work-related ill health.
- 59.3 In accordance with our health and safety duties, we are responsible for:
- (a) Assessing risks to health and safety and identifying ways to overcome them.

- (b) Providing and maintaining a healthy and safe place to work and a safe means of entering and leaving our premises, including emergency procedures for use when needed.
  - (c) Providing information, instruction, training and supervision in safe working methods and procedures as well as working areas and equipment that are safe and without risks to health.
  - (d) Ensuring that equipment has all necessary safety devices installed, that equipment is properly maintained and that appropriate protective clothing is provided.
- 59.4 We will provide you with any necessary training to enable you to perform your duties. This will include training to ensure your own safety and that of your colleagues and our customers. We reserve the right to train you in other duties and it is a condition of your employment that such training courses achieve a satisfactory outcome. You may be required to sign a training agreement prior to attending any training courses.
- 59.5 You are required to comply with all Health & Safety regulations and instructions. If you wilfully or by neglect fail to observe such regulations or our own Health & Safety Rules and Regulations, you may be liable to disciplinary action. In serious cases, such action may include summary dismissal.
- 59.6 You must recognise that everyone shares responsibility for achieving healthy and safe working conditions. You are expected to take reasonable care for your own health and safety and well-being, and that of your colleagues, our customers and any others on our premises by observing safety rules applicable to you and following instructions for the use of equipment (including safety equipment and protective clothing).
- 59.7 When you are required to work in a different workplace such as the premises of our customers you must comply with any Health and Safety requirements of that workplace.
- 59.8 Any health and safety concern, however trivial it might seem, including any potential risk, hazard, damage or malfunction of equipment, must be reported to us immediately.
- 59.9 You must ensure that health and safety equipment is not interfered with or repairs attempted and that any damage is immediately reported to us.
- 59.10 You must also make sure that you are aware of our fire and evacuation procedures and of the action you should take in the event of such an emergency.
- 59.11 You must co-operate with us on health and safety matters and in the investigation of any accident or incident that has led, or which we consider might have led, to injury.
- 59.12 You must not take any action that could threaten the health or safety of yourself, other employees, customers or members of the public.
- 59.13 Protective clothing and other equipment which may be issued for your protection because of the nature of your job must be worn and used at all appropriate times. Failure to do so could be a contravention of your health and safety responsibilities and may also result in disciplinary action. Once issued, this protective wear/equipment is your responsibility.
- 59.14 You must not operate or use any equipment unless you have received the appropriate training. If you either operate/use or attempt to operate/use any such equipment without having received the appropriate training, you will be liable to disciplinary action which may include summary dismissal.

- 59.15 If you become aware of any equipment faults or defects or of any hazard which may pose a health and safety risk, you should advise your line manager immediately.
- 59.16 You should advise us if you are taking any medication, prescribed or non-prescribed, or suffer from any medical conditions, particularly where this could in any way affect your ability to carry out your duties.
- 59.17 All staff who come into contact with customers are advised to ensure that they have the appropriate immunisations – Hepatitis B and Tetanus as a minimum.

## **60. PERSONAL SAFETY AT WORK**

### **Introduction**

- 60.1 The purpose of this policy is to ensure that staff working for us are as safe as is reasonably practical whilst at work or when travelling to and from work. It explains the steps that should be followed to maintain the safety and security of staff, our individuals and the action to be taken in the event of an incident.
- 60.2 The Company is committed to complying fully with The National Minimum Standards for Domiciliary Care Agencies in Wales 2004, specifically Standard 11 relating to Safe Working Practices.

### **In the Community**

- 60.3 The Company believes that its staff should be safe at work and should not be exposed to undue or unreasonable risk. In particular, the Company is committed to implementing measures that maintain the personal safety and security of staff wherever possible, along with their personal property.
- 60.4 The Company has a policy of "zero tolerance" towards aggression and violence directed against its staff.
- 60.5 In the event of an incident or threat to an individual, the organisation will respond effectively in order to minimise the current and any future threats.
- 60.6 We also seek to encourage our individuals, staff and others to have care and concern for the safe keeping of equipment and property and the personal safety of themselves and other people.
- 60.7 The Company believes that safety and personal security is the responsibility of every member of staff and expects every member of staff to do the following:
- (a) Act and behave in a way so as to ensure their own safety and security at all times;
  - (b) Act and behave in a way so as to ensure the safety and security of individuals and property;
  - (c) Report all personal safety and security incidents, including violence or threats of violence to themselves, and suspicious activities or incidents;
  - (d) Always seek authorisation from their manager for any changes to their rota, such as swapping a shift or changing their shift time;
  - (e) Never leave equipment visible in their cars, especially things like mobile phones, laptop computers, etc; staff should only carry equipment that is strictly necessary for the visit they are making and should lock it away in the boot;
  - (f) Always try to park in a well-lit, open location or walk to a individual's home along well lit and populated routes;
  - (g) Always check the identity of unfamiliar callers before allowing them entry to a supported house or the office;

- (h) Always record and report any untoward incidents, including all incidents which involve the use or threat of aggression or violence.
- 60.8 All support staff are strongly encouraged to carry a personal mobile phone and to ensure that an up to date contact number for it is left with the main office in case they need to be contacted. Staff carrying mobile phones should ensure that the battery is fully charged before leaving for work.
- 60.9 A torch will be supplied to staff working at night if requested.
- Lone Working**
- Lone Worker's Security**
- 60.10 If a member of staff accompanies an individual on an outing or holiday, then an Activity Risk Assessment should be carried out to identify potential risks and any appropriate control measures to minimise these.
- 60.11 When a member of staff visits an individual in their own home he or she may be at risk through health and safety hazards in and around the **individual's home and of** physical or verbal assaults and hostility from individuals, relatives and the general public. Recent evidence suggests that such incidents may be on the increase and home visiting protocols should take this into account, particularly in high risk areas such as high crime rate areas.
- 60.12 All new referrals will be subject to a risk assessment which includes possible dangers from health and safety hazards in and around the home, and from aggression and violence and other threats to the lone worker.
- 60.13 Lone workers are encouraged to carry mobile phones so that they can summon help quickly. All phones should include the emergency number which will be attended at all times that staff are working.
- 60.14 In cases where care is to be provided in a high crime area or to an individual with behaviours that challenge, then a full risk assessment should be completed by the manager. Where there is significant risk then the care plan should be altered accordingly, by reviewing the case in conjunction with the relevant case manager.
- Lone Workers' Supervision**
- 60.15 By definition lone workers are those who work without constant supervision throughout their working day, therefore procedures must be put in place to monitor lone workers to ensure they remain safe and to provide supervision on a regular basis. This includes supervisors periodically visiting and observing those working alone and regular contact between the lone worker, including supervision by telephone.
- 60.16 The Company believes that supervision helps to ensure that employees understand the risks associated with their work and that the necessary safety precautions are carried out. The extent of supervision required depends on the risks involved and the **ability of the lone worker to meet the customer's support needs and to identify and** handle health and safety issues.
- 60.17 The National Minimum Standards for Domiciliary Care Services in Wales state that formal supervision must take place at a minimum of three monthly intervals. This may need to be more frequent for people working on their own.
- 61. ACCIDENTS & EMERGENCY REPORTING**
- 61.1 We recognise that it is our responsibility to ensure that all reasonable precautions are taken to provide working conditions that are safe, healthy and compliant with all

statutory requirements and codes of practice. However, even in the safest of working environments accidents are, from time to time, inevitable.

- 61.2 Where accidents or emergencies occur, however minor, whether on our premises or those of our customers, you must report these to a manager as soon as possible.
- 61.3 You should report all accidents and injuries at work, no matter how minor, in one of the accident books that can be found in the general office and in each supported housing unit or residential setting.
- 61.4 We are required to:
  - (a) Deal with all accidents and incidents appropriately;
  - (b) Keep adequate records of accidents and injuries;
  - (c) Report major and fatal accidents, dangerous occurrences and specified diseases immediately to the Health and Safety Executive (HSE) and the Local Authority (LA);
  - (d) All accidents and incidents involving injury to you or our customers are reported and recorded, no matter how minor;
  - (e) All reported accidents or incidents are fully investigated;
  - (f) The results and recommendations from investigations are fully implemented to prevent any re-occurrence of such incident; and
  - (g) Comply fully with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.
- 61.5 Where an accident/emergency occurs you must advise a manager immediately, who will ensure that arrangements are made for relatives or friends of the customer to be advised of the situation and to ensure that an incident report form and any other relevant paperwork is completed as soon as possible.
- 61.6 In the event of a minor injury or health related incident the First Aid Policy should be followed and first aid care rendered according to the situation and your capabilities and training. Following such an incident an accident form should be completed and the customer's GP informed.
- 61.7 If the customer moves or gets up by themselves then it is their responsibility and choice but you should not attempt to lift or move the customer unless requested to do so by a medical professional.
- 61.8 In the event of an injury where medical attention is considered advisable or necessary, the customer's GP or an ambulance should be called. If there is any doubt about the need for medical attention, an ambulance should be called immediately and arrangements should be made to take the customer to hospital.
- 61.9 If it is decided that an ambulance is appropriate, you should ensure that the customer is accompanied to hospital by a responsible person and that person contacts our office soon after arrival at the hospital, to give us an update on the condition and location of the casualty.
- 61.10 Records of all accidents are kept under a central file and a copy is kept on the file of each customer. There is a legal requirement that written records of reportable accidents and dangerous occurrences are kept for a minimum of three years.

## **62. HEALTH AND HYGIENE**

### **Hygiene**

- 62.1 You must ensure that you are aware of and strictly comply with the rules and requirements of our Policy on Infection Control.

- 62.2 You are expected to maintain a high standard of personal hygiene at all times during working hours.
- 62.3 Any exposed cut or burn must be covered with a first-aid dressing.
- 62.4 If you are suffering from an infectious or contagious disease or illness such as rubella or hepatitis you must not report for work without clearance from your own doctor.
- 62.5 Contact with any person suffering from an infectious or contagious disease must be reported before commencing work.
- 62.6 You are expected to maintain a high standard of personal hygiene at all times. As well as other policies on health and hygiene set out elsewhere in this handbook, this includes the following:
  - (a) Head coverings and overalls/uniforms, where provided, must be worn at all times.
  - (b) Long hair should be tied back.
  - (c) You should not wear excessive amounts of make up or perfume and nail varnish should not be worn.

#### **Food Hygiene**

- 62.7 You should ensure that all food prepared for customers is cooked, stored and presented in accordance with the high standards required by the Food Safety Act and Regulations.
- 62.8 If you become ill while handling food you should report this at once to your manager.
- 62.9 In the event of the suspected outbreak of an infectious disease, the local Consultant in Communicable Disease Control should be contacted immediately.
- 62.10 Records of any such outbreak will be kept specifying dates and times and a completed disease report form will be sent to the HSE.

#### **Protective Clothing and Equipment**

- 62.11 When protective clothing or equipment is issued to you, this is done for your protection and must therefore be worn or used at the appropriate times. Failure to wear protective clothing or use safety equipment may render you liable to disciplinary action. You are responsible for maintaining any protective clothing issued to you and should there be any damage or wear caused to such clothing or equipment it is your responsibility to inform us.
- 62.12 You should not wear jewellery or rings which are liable to cause injury to yourself or others.
- 62.13 You must use equipment in accordance with operating instructions, instructions given by us and any relevant training. Any fault with, damage to or concern about any equipment or its use must immediately be reported to us.

#### **Display Screen Equipment**

- 62.14 General workplace risk assessments are carried out when required or as reasonably requested by members of staff or management.
- 62.15 If you use a computer for prolonged periods of time you can request a workstation assessment by contacting a manager.

#### **Risk assessment**

- 62.16 A risk assessment is undertaken by a trained and qualified person to document any potential risks to customers and you associated with delivering any agreed package of care before you commence those duties. Where appropriate this will include risks associated with assisting with medication and other health-related activities. This is reviewed as and when the risk and or care changes.

- 62.17 The risk assessment will include an assessment of the risks for customers in maintaining their independence and daily living within the home. The manner in which the risk assessment is undertaken will be appropriate to the needs of the individual customer whose views, and those of their relatives or advocates, will be taken into account.
- 62.18 A comprehensive plan to manage the risks will be drawn up, in consultation with the customer, their relatives or representatives and this will be included in the Customer Plan and kept in the home of the customer or at Pembrokeshire Care for you to refer to.
- 62.19 The risk management plan will be implemented and reviewed annually or more frequently if necessary.
- 62.20 New risks, that arise (including defective appliances, equipment, fixtures or security of the premises) must be reported to us by you as soon as possible.

**Staff injured at work**

- 62.21 All manual handling accidents and injuries must be recorded and reported to the Health & Safety Executive.

**63. NO-SMOKING/ NO VAPING POLICY**

- 63.1 We are committed to protecting your health, safety and welfare and that of all those who work for us by providing a safe place of work and protecting all workers and customers from exposure to smoke and e-cigarette vapour.
- 63.2 All of our workplaces (including our vehicles) are smoke-free and all staff and customers have a right to a smoke-free environment.
- 63.3 Smoking in your own vehicle is also prohibited whilst being used for work purposes and customers are present.
- 63.4 Smoking is therefore banned in our workplace and the premises of our customers with no exceptions, including vehicles. The ban applies to anything that can be smoked or vaped.
- 63.5 You may only smoke or vape outside in designated areas during breaks. When smoking or vaping outside you should ensure that you dispose of cigarette butts and other litter appropriately and considerately in bins where provided
- 63.6 You are not permitted to charge any e-cigarette or vaping device from business premises.

**Breaches of the policy**

- 63.7 Breaches of this policy may be dealt with under our Disciplinary Procedure and, in serious cases, may be treated as gross misconduct leading to summary dismissal.
- 63.8 Smoking in smoke-free premises or vehicles is also a criminal offence and may result in a fixed penalty fine and/or prosecution.

**64. SUBSTANCE MISUSE POLICY**

- 64.1 We are committed to providing a safe, healthy and productive working environment for all our staff, customers and their families. This includes ensuring that all staff are fit to carry out their jobs safely and effectively in a working environment which is free from alcohol and drug misuse.
- 64.2 The unauthorised use, possession, distribution, purchase or sale of alcohol, drugs or controlled substances while on our premises or those of our customers is strictly prohibited. Any person under the influence of alcohol, drugs or controlled substances

is prohibited from entering our premises or those of our customers' or engaging in any form of work.

- 64.3 You are expected to arrive at work fit to carry out your job and to be able to perform your duties safely without any limitations due to the use or after effects of alcohol or drugs.
- 64.4 We will not accept you arriving at work under the influence of alcohol or drugs, and/or if your ability to work is impaired in any way by reason of the consumption of alcohol or drugs, or if you consume alcohol or take drugs (other than prescription or over the counter medication, as directed) on our premises. You should not consume any alcoholic drink immediately prior to commencing work and you must not drink any alcohol during working hours. If you report for work smelling of alcohol or suffering from the effects of alcohol, you may be sent away for the remainder of the day and you may also be liable to disciplinary action.
- 64.5 An investigation can be undertaken if you arrive at work and we reasonably believe that you are under the influence of alcohol or drugs. During this investigation you may be suspended on full pay. We reserve the right to require you to take an alcohol and/or drug test if we have good reason to suspect that you have been drinking or taking illicit drugs.
- 64.6 If we reasonably consider that you are under the influence of alcohol and/or drugs when you arrive at work or during working hours, we will contact a friend or relative of yours to arrange for you to be taken home safely.
- 64.7 If you notice a change in a colleague's pattern of behaviour you should encourage them to seek assistance from us and inform us immediately. You should not attempt to cover up for a colleague whose work or behaviour is suffering as a result of an alcohol or drug-related problem.
- 64.8 If you have a dependency on alcohol and/or drugs you should report this to your line manager or the HR department. We will respond to such dependency sympathetically and will seek to provide help to any such employee. Nonetheless, it is important to understand that even any employee with an alcohol-dependency should comply with our rules on alcohol and drugs.
- 64.9 Any breach of this policy may render you liable to our Disciplinary Procedure and may be considered as gross misconduct.

#### **Searches**

- 64.10 We reserve the right to conduct searches for alcohol or drugs, including, but not limited to, searches of vehicles, bags, lockers and other property belonging to you or in your possession that is on our premises or those of our customers. Any alcohol or drugs found as a result of a search will be confiscated and disciplinary action may result.

### **65. STRESS POLICY**

- 65.1 We are committed to protecting the health, safety and welfare of our employees. We recognise that workplace stress is a health and safety issue and acknowledge the importance of identifying and reducing the causes of stress in the workplace.
- 65.2 This policy applies to everyone in the organisation. Employees are responsible for their own health and safety and that of their colleagues. Managers are responsible for the implementation of this policy and the organisation is responsible for providing the necessary resources to carry it out effectively.

### **Definition of Stress**

- 65.3 Stress has been defined as “the adverse reaction people have to excessive pressure or other types of demand placed on them”. The definition helps to distinguish between pressure, which can be positive and motivational if managed correctly, and stress which can be detrimental to health.
- 65.4 The following policy and procedures outline the responsibilities of the organisation, management and employees in ensuring that excessive pressures are minimised, and in the event that an adverse reaction arises, that stress is managed effectively.

### **Responsibilities**

- 65.5 The Company’s responsibilities under the Stress Policy are as follows:
- (a) to acknowledge its duty of care to all members of staff to provide a safe place and systems of work;
  - (b) to acknowledge the importance of the health and safety of its employees in complying with legislation;
  - (c) to provide guidance to managers and raise awareness of stress, its effects and how to manage it;
  - (d) to support Managers in implementing recommendations arising from stress risk assessments;
  - (e) to work with, and support, Managers and individuals to find the best way to handle stress;
  - (f) to aim to deal with and resolve instances of excessive pressure to avoid sickness absence occurring.
- 65.6 The Company’s management will have responsibility for:
- (a) conducting formal, recorded assessments of stress as part of the legal obligation to conduct general risk assessments;
  - (b) implementing recommendations of risk assessments;
  - (c) reviewing risk assessments annually and following any changes in methods of work which may affect stress or any changes in the incidence of stress;
  - (d) ensuring good communication between management and staff, in particular at times of organisational or procedural change;
  - (e) ensuring that their staff are fully trained to undertake the duties required of them;
  - (f) ensuring that developmental opportunities are available to staff where possible;
  - (g) collating and monitoring sickness absence statistics;
  - (h) monitoring workloads, to ensure that people are not overloaded;
  - (i) monitoring working hours and overtime to ensure that staff are not overworking;
  - (j) monitoring holidays to ensure individuals take their full entitlement;
  - (k) attending training as requested and to be familiar with good management practice and health and safety;
  - (l) ensuring that bullying and harassment are not tolerated within their team;
  - (m) being vigilant and offering additional support to members of staff who are experiencing stress outside work, e.g. bereavement or separation.
- 65.7 Your responsibilities are set out below:
- (a) to take care of yourself and your colleagues. This includes advising management of any risks that may cause or increase stress;

- (b) to raise issues of concern with your Line Manager or a senior person in the organisation if it is not appropriate to raise the issues with your Line Manager;
- (c) communicate if you are feeling under pressure;
- (d) take responsibility for managing your own workload and duties;
- (e) identify what will help to reduce or manage excessive pressures;
- (f) accept opportunities for counselling when recommended.

**Procedure**

65.8 The responsibilities outlined above form the basis of the procedure, and attempt to identify and manage stress before absence from work occurs. In the event that an employee is absent from work due to stress, the following approach will normally be adopted:

- (a) The usual sickness absence and reporting procedures will apply;
- (b) On receipt of a medical certificate from you stating "stress", management may obtain, using the access to medical reports procedure, a specialist medical opinion on the causes;
- (c) At the earliest possible opportunity, the Manager should meet you to discuss the causes of stress (taking account of any medical opinion and recommendations) and what remedial action could be taken;
- (d) Return to work interviews should take place in all cases;
- (e) If the cause is related to your personal life, the Manager should be supportive and sympathetic as far as is reasonably practicable;
- (f) If the cause is work related, it should be identified by looking at the following areas:
  - i. Organisational culture
  - ii. Demands on the individual
  - iii. The control the individual has on how work is done
  - iv. Relationships
  - v. Change
  - vi. Job role
  - vii. Support and training.
- (g) The Manager should continue to monitor your workload, hours, performance and behaviour;
- (h) You must keep the Manager informed of your state of health;
- (i) At all stages of the procedure the need for medical advice will be carefully considered to ensure all the medical facts relevant to the situation can be obtained.

65.9 In the event that a reduction in working hours or a job of lesser responsibility or status is agreed, it is likely that a reduction in salary in line with the new hours/role will also need to be agreed.

65.10 Due to the individual nature of the causes of stress and subsequent symptoms, each case will be treated on an individual basis and the above procedures may be adjusted as appropriate to the circumstances of any particular case.

**66. THE DATA PROTECTION ACT 1998 AND GENERAL DATA PROTECTION REGULATIONS (GDPR)**

66.1 Pembrokeshire Care takes the security and privacy of your data seriously. We need to gather and use information or 'data' about you as part of our business and to manage

our relationship with you. We intend to comply with our legal obligations under the Data Protection Act 2018 and the EU General Data Protection Regulation ('GDPR') in respect of data privacy and security. We have a duty to notify you of the information contained in this policy.

- 66.2 This policy applies to current and former employees, workers, volunteers, apprentices and consultants. If you fall into one of these categories then you are a 'data subject' for the purposes of this policy. You should read this policy alongside your contract of employment (or contract for services) and any other notice we issue to you from time to time in relation to your data.
- 66.3 The Company has a separate privacy notice in place in respect of job applicants, customers, suppliers and other categories of data subject. A copy of these can be obtained from our Data Protection Officer, Jo Swift.
- 66.4 Pembrokeshire Care is a 'data controller' for the purposes of your personal data. This means that we determine the purpose and means of the processing of your personal data.
- 66.5 This policy explains how we will hold and process your information. It explains your rights as a data subject. It also explains your obligations when obtaining, handling, processing or storing personal data in the course of working for, or on behalf of, the Company.
- 66.6 This policy does not form part of your contract of employment and can be amended by the Company at any time. It is intended that this policy is fully compliant with the Data Protection Act 2018 and the GDPR. If any conflict arises between those laws and this policy, the Company intends to comply with the Data Protection Act and the GDPR.

#### **GDPR principles**

- 66.7 Personal data must be processed in accordance with six 'Data Protection Principles.' It must:
  - (a) be processed fairly, lawfully and transparently
  - (b) be collected and processed only for specified, explicit and legitimate purposes;
  - (c) be adequate, relevant and limited to what is necessary for the purposes for which it is processed;
  - (d) be accurate and kept up to date. Any inaccurate data must be deleted or rectified without delay;
  - (e) not be kept for longer than is necessary for the purposes for which it is processed; and
  - (f) be processed securely and confidentially.
- 66.8 We are accountable for these principles and must be able to show that we are compliant.
- 66.9 Any questions in relation to these principles should be directed to our Data Protection Officer.

#### **GDPR What is personal data.**

- 66.10 'Personal data' means information which relates to a living person who can be identified from that data (a 'data subject') on its own, or when taken together with other information which is likely to come into our possession. It includes any expression of opinion about the person and an indication of the intentions of us or others, in respect of that person. It does not include anonymised data.

- 66.11 This policy applies to all personal data whether it is stored electronically, on paper or on other materials.
- 66.12 This personal data might be provided to us by you, or someone else (such as a former employer, your doctor, or a credit reference agency), or it could be created by us. It could be provided or created during the recruitment process or during the course of the contract of employment (or services) or after its termination. It could be created by your manager or other colleagues.
- 66.13 We will collect and use the following types of personal data about you:
- (a) recruitment information such as your application form and CV, references, qualifications and membership of any professional bodies and details of any pre-employment assessments;
  - (b) your contact details and date of birth;
  - (c) the contact details for your emergency contacts;
  - (d) your gender;
  - (e) your marital status and family details;
  - (f) information about your contract of employment (or services) including start and end dates of employment, role and location, working hours, details of promotion, salary (including details of previous remuneration), pension, benefits and holiday entitlement;
  - (g) your bank details and information in relation to your tax status including your national insurance number;
  - (h) your identification documents including passport and driving licence and information in relation to your immigration status and right to work for us;
  - (i) information relating to disciplinary or grievance investigations and proceedings involving you (whether or not you were the main subject of those proceedings);
  - (j) information relating to your performance and behaviour at work;
  - (k) training records;
  - (l) electronic information in relation to your use of IT systems/swipe cards/telephone systems;
  - (m) your images (whether captured on CCTV, by photograph or video); and
  - (n) any other category of personal data which we may notify you of from time to time.

#### **GDPR Special Types of Personal Data**

- 66.14 Special categories of personal data' are types of personal data consisting of information as to:
- (a) your racial or ethnic origin;
  - (b) your political opinions;
  - (c) your religious or philosophical beliefs;
  - (d) your trade union membership;
  - (e) your genetic or biometric data;
  - (f) your health;
  - (g) your sex life and sexual orientation; and
  - (h) any criminal convictions and offences.

#### **GDPR Processing**

- 66.15 'Processing' means any operation which is performed on personal data such as:

- (a) collection, recording, organisation, structuring or storage;
  - (b) adaption or alteration;
  - (c) retrieval, consultation or use;
  - (d) disclosure by transmission, dissemination or otherwise making available;
  - (e) alignment or combination; and
  - (f) restriction, destruction or erasure.
- 66.16 This includes processing personal data which forms part of a filing system and any automated processing.
- 66.17 The Company will process your personal data (including special categories of personal data) in accordance with our obligations under data protection legislation.
- 66.18 We will use your personal data for:
- (a) performing the contract of employment (or services) between us;
  - (b) complying with any legal obligation; or
  - (c) if it is necessary for our legitimate interests (or for the legitimate interests of someone else).
- 66.19 We can process your personal data for these purposes without your knowledge or consent. We will not use your personal data for an unrelated purpose without telling you about it and the legal basis that we intend to rely on for processing it.
- 66.20 If you choose not to provide us with certain personal data you should be aware that we may not be able to carry out certain parts of the contract between us. For example, if you do not provide us with your bank account details we may not be able to pay you. It might also stop us from complying with certain legal obligations and duties which we have such as to pay the right amount of tax to HMRC or to make reasonable adjustments in relation to any disability you may suffer from.
- GDPR When will we process your data**
- 66.21 We have to process your personal data in various situations during your recruitment, employment (or engagement) and even following termination of your employment (or engagement).
- 66.22 For example:
- (a) to decide whether to employ (or engage) you;
  - (b) to decide how much to pay you, and the other terms of your contract with us;
  - (c) to check you have the legal right to work for us;
  - (d) to carry out the contract between us including where relevant, its termination;
  - (e) training you and reviewing your performance;
  - (f) to decide whether to promote you;
  - (g) to decide whether and how to manage your performance, absence or conduct;
  - (h) to carry out a disciplinary or grievance investigation or procedure in relation to you or someone else;
  - (i) to determine whether we need to make reasonable adjustments to your workplace or role because of your disability;
  - (j) to monitor diversity and equal opportunities;
  - (k) to monitor and protect the security (including network security) of the Company, of you, our other staff, customers and others;

- (l) to monitor and protect the health and safety of you, our other staff, customers and third parties;
  - (m) to pay you and provide pension and other benefits in accordance with the contract between us;
  - (n) paying tax and national insurance;
  - (o) to provide a reference upon request from another employer;
  - (p) to pay trade union subscriptions;
  - (q) monitoring compliance by you, us and others with our policies and our contractual obligations;
  - (r) to comply with employment law, immigration law, health and safety law, tax law and other laws which affect us;
  - (s) to answer questions from insurers in respect of any insurance policies which relate to you;
  - (t) running our business and planning for the future;
  - (u) the prevention and detection of fraud or other criminal offences;
  - (v) to defend the Company in respect of any investigation or litigation and to comply with any court or tribunal orders for disclosure; and
  - (w) for any other reason which we may notify you of from time to time.
- 66.23 We will only process special categories or sensitive personal data (see above) in certain situations in accordance with the law. For example, we can do so if we have your explicit consent. If we asked for your consent to process a special category of personal data then we would explain the reasons for our request. You are not obliged to consent and can withdraw consent later if you choose to do so by contacting our Data Protection Officer.
- 66.24 We do not need your consent to process special categories of your personal data when we are processing it for the following purposes, which we may do:
- (a) where it is necessary for carrying out rights and obligations under employment law;
  - (b) where it is necessary to protect your vital interests or those of another person where you/they are physically or legally incapable of giving consent;
  - (c) where you have made the data public;
  - (d) where processing is necessary for the establishment, exercise or defence of legal claims; and
  - (e) where processing is necessary for the assessment of your working capacity.
  - (f) We will only collect criminal convictions data where it is appropriate given the nature of your role and where the law permits us. This data will usually be collected at the recruitment stage, however, it may also be collected during your employment in accordance with CIW requirements. If you are employed by us we will store this data in accordance with CIW requirements.
- 66.25 We will use special category personal data in relation to:
- (a) your race, ethnic origin, religion, sexual orientation or gender to monitor equal opportunities;
  - (b) your sickness absence, health and medical conditions to monitor your absence, assess your fitness for work, to pay you benefits, to comply with our legal obligations under employment law including to make reasonable adjustments and to look after your health and safety; and

- (c) your trade union membership to pay any subscriptions and to comply with our legal obligations in respect of trade union members.
  - (d) In order to protect yours or someone else's interests.
- 66.26 We do not take automated decisions about you using your personal data or use profiling in relation to you.
- GDPR Sharing Personal Data**
- 66.27 Sometimes we might share your personal data with group companies or our contractors and agents to carry out our obligations under our contract with you or for our legitimate interests.
- 66.28 We require those companies to keep your personal data confidential and secure and to protect it in accordance with the law and our policies. They are only permitted to process your data for the lawful purpose for which it has been shared and in accordance with our instructions.
- 66.29 We do not send your personal data outside the European Economic Area.
- GDPR Your Obligations**
- 66.30 Everyone who works for, or on behalf of, the Company has some responsibility for ensuring data is collected, stored and handled appropriately, in line with this policy and any other policies set out in this Handbook including our policies on IT and Social Media.
- 66.31 **The Company's Data Protection Officer** is responsible for reviewing this policy and updating the Directors and Senior Management Team **on the Company's data** protection responsibilities and any risks in relation to the processing of data. You should direct any questions in relation to this policy or data protection to this person.
- 66.32 You should only access personal data covered by this policy if you need it for the work you do for, or on behalf of the Company and only if you are authorised to do so. You should only use the data for the specified lawful purpose for which it was obtained.
- 66.33 You should not share personal data informally.
- 66.34 You should keep personal data secure and not share it with unauthorised people
- 66.35 You should regularly review and update personal data which you have to deal with for work. This includes telling us if your own contact details change.
- 66.36 You should not make unnecessary copies of personal data and should keep and dispose of any copies securely.
- 66.37 You should use strong passwords.
- 66.38 You should lock your computer screens when not at your desk.
- 66.39 Personal data should be encrypted before being transferred electronically to authorised external contacts. Speak to IT for more information on how to do this.
- 66.40 Consider anonymising data or using separate keys/codes so that the data subject cannot be identified.
- 66.41 Do not save personal data to your own personal computers or other devices.
- 66.42 Personal data should never be transferred outside the European Economic Area except in compliance with the law and authorisation of the Data Protection Officer.
- 66.43 You should lock drawers and filing cabinets. Do not leave paper with personal data lying about.
- 66.44 **You should not take personal data away from Company's premises without** authorisation from your line manager or Data Protection Officer.

- 66.45 Personal data should be shredded and disposed of securely when you have finished with it.
- 66.46 You should ask for help from our Data Protection Officer if you are unsure about data protection or if you notice any areas of data protection or security we can improve upon.
- 66.47 Any deliberate or negligent breach of this policy by you may result in disciplinary action being taken against you in accordance with our disciplinary procedure.
- 66.48 It is a criminal offence to conceal or destroy personal data which is part of a subject access request (see below). This conduct would also amount to gross misconduct under our disciplinary procedure, which could result in your dismissal.
- GDPR Breaches**
- 66.49 We have robust measures in place to minimise and prevent data breaches from taking place. Should a breach of personal data occur (whether in respect of you or someone else) then we must take notes and keep evidence of that breach. If the breach is likely to result in a risk to the rights and freedoms of individuals then we must also notify the Information Commissioner's Office within 72 hours.
- 66.50 If you are aware of a data breach you must contact the Data Protection Officer immediately and keep any evidence you have in relation to the breach.
- GDPR Subject Access Requests**
- 66.51 Data subjects can make a 'subject access request' ('SAR') to find out the information we hold about them. If you receive such a request you should forward it immediately to the Data Protection Officer who will coordinate a response.
- 66.52 If you would like to make a SAR in relation to your own personal data you should make this in writing to the Data Protection Officer. We must respond within one month unless the request is complex or numerous in which case we will inform you within the first month the period in which we must respond can be extended by a further two months.
- 66.53 There is no fee for making a SAR. However, if your request is manifestly unfounded or excessive we may charge a reasonable administrative fee or refuse to respond to your request.
- GDPR Your Rights**
- 66.54 You have the right to information about what personal data we process, how and on what basis as set out in this policy.
- 66.55 You have the right to access your own personal data by way of a subject access request.
- 66.56 You can correct any inaccuracies in your personal data. To do so you should contact the Data Protection Officer.
- 66.57 You have the right to request that we erase your personal data where we were not entitled under the law to process it or it is no longer necessary to process it for the purpose it was collected. To do so you should contact the Data Protection Officer.
- 66.58 While you are requesting that your personal data is corrected or erased or are contesting the lawfulness of our processing, you can apply for its use to be restricted while the application is made. To do so you should contact the Data Protection Officer.
- 66.59 You have the right to object to data processing where we are relying on a legitimate interest to do so and you think that your rights and interests outweigh our own and you wish us to stop.

- 66.60 You have the right to receive a copy of your personal data.
- 66.61 With some exceptions, you have the right not to be subjected to automated decision-making.
- 66.62 You have the right to be notified of a data security breach concerning your personal data.
- 66.63 In most situations we will not rely on your consent as a lawful ground to process your data. If we do however request your consent to the processing of your personal data for a specific purpose, you have the right not to consent or to withdraw your consent later. To withdraw your consent, you should contact the Data Protection Officer.
- 66.64 You have the right to complain to the Information Commissioner. You can do this by **contacting the Information Commissioner's Office directly. Full contact details including a helpline number can be found on the Information Commissioner's Office website ([www.ico.org.uk](http://www.ico.org.uk)).** This website has further information on your rights and our obligations.

#### **Data Retention**

- 66.65 **These guidelines are intended to ensure that the Company's processes personal data** in the form of employment records in accordance with the personal data protection principles, in particular that:
- (a) Personal data must be collected only for specified, explicit and legitimate purposes. It must not be further processed in any manner incompatible with those purposes.
  - (b) Personal data must be adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed. When personal data is no longer needed for specified purposes, it is deleted or anonymised as provided by these guidelines.
  - (c) Personal data must be accurate and, where necessary, kept up to date. It must be corrected or deleted without delay when inaccurate.
  - (d) Personal Data must not be kept in an identifiable form for longer than is necessary for the purposes for which the data is processed.
  - (e) Personal Data must be secured by appropriate technical and organisational measures against unauthorised or unlawful processing, and against accidental loss, destruction or damage.

- 66.66 The Data Protection Officer is responsible for overseeing these guidelines. Any questions about the operation of the guidelines should be submitted to the Data Protection Officer.

#### **Location of Employment Records**

- 66.67 **The Company's HR department holds employment records and can be contacted with** any enquiries relating to your personal data.

#### **Keeping Information up to date**

- 66.68 The Company needs to ensure that your personal details are up to date and accurate.
- 66.69 When you first start working for us we record your name address next of kin and contact telephone details. In the event that any of these change you should inform the HR department. You will be invited to review and update personal information on a regular basis.

#### **General Principles on Retention and Erasure**

66.70 Our approach to retaining employment records is to ensure that it complies with the data protection principles referred to in these guidelines and, in particular, to ensure that:

- (a) Employment records are regularly reviewed to ensure that they remain adequate, relevant and limited to what is necessary to facilitate you working for the Company.
- (b) Employment records are kept secure and are protected against unauthorised or unlawful processing and against accidental loss, destruction or damage. Where appropriate the Company uses anonymization to prevent identification of individuals.
- (c) When records are destroyed, whether held as paper records or in electronic format, the Company will ensure that they are safely and permanently erased.

#### **Retention and Erasure of Recruitment Documents**

66.71 The Company will inform candidates about what it will do regarding their personal data.

66.72 The Company retains personal information following recruitment exercises to demonstrate, if required, that candidates have not been discriminated against on prohibited grounds and that recruitment exercises are conducted in a fair and transparent way.

66.73 The Company's candidate privacy notice advises candidates how long we expects to keep their personal information for, once a recruitment decision has been communicated to them. This is likely to be for six months from the communication of the outcome of the recruitment exercise which takes account of both the time limit to bring claims and for claims to be received by the Company.

66.74 Information relating to successful candidates will be transferred to their employment record with the Company. This will be limited to that information necessary for the working relationship and, where applicable, that required by law.

66.75 Following a recruitment exercise information, in both paper and electronic form, will be held by the HR department. Destruction of that information will take place in accordance with these guidelines.

#### **Retention and Erasure Periods**

66.76 The Company has regard to recommended retention periods for particular employment records set out in legislation, referred to in the table below. However, it also has regard to legal risk and may keep records for up to seven years (and in some instances longer) after your employment or work with us has ended. In any event, we will comply with recommendations and guidance from the Information Commissioner and will ensure that our retention periods are proportionate and, in the absence of a statutory requirement, designed using a risk analysis approach. Records will only be retained for a particular purpose and will not be kept for longer than is necessary for that purpose unless required to protect against legal risk.

| Type of employment record | Retention period                         |
|---------------------------|------------------------------------------|
| Recruitment records       | Six months after notifying candidates of |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>These may include:</p> <p>Completed online application forms or CVs.</p> <p>Equal opportunities monitoring forms.</p> <p>Assessment exercises or tests.</p> <p>Notes from interviews and short-listing exercises.</p> <p>Pre-employment verification of details provided by the successful candidate. For example, checking qualifications and taking up references. (These may be transferred to a successful candidate's employment file.)</p> <p>Criminal records checks. (These may be transferred to a successful candidate's employment file if they are relevant to the ongoing relationship.)</p> | <p>the outcome of the recruitment exercise.</p>                                                                                                                              |
| <p>Immigration checks</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Three years after the termination of employment.</p>                                                                                                                      |
| <p>Contracts</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                              |
| <p>These may include:</p> <p>Written particulars of employment.</p> <p>Contracts of employment or other contracts.</p> <p>Documented changes to terms and conditions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>While employment continues and for seven years after the contract ends.</p>                                                                                               |
| <p>Payroll and wage records</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                              |
| <p>Payroll and wage records</p> <p>Details on overtime.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>These must be kept for at least three years after the end of the tax year to which they relate. However, given their potential relevance to pay disputes they will be</p> |

|                                                                  |                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bonuses.<br><br>Expenses.<br><br>Benefits in kind.               | retained for seven years after employment ends.                                                                                                                                                                                                                                       |
| Current bank details                                             | Bank details will be deleted as soon after the end of employment as possible once final payments have been made                                                                                                                                                                       |
| PAYE records                                                     | These must be kept for at least three years after the end of the tax year to which they relate. However, given their potential relevance to pay disputes they will be retained for seven years after employment ends.                                                                 |
| Payroll and wage records for companies                           | These must be kept for six years from the financial year-end in which payments were made. However, given their potential relevance to pay disputes they will be retained for seven years after employment ends.                                                                       |
| Records in relation to hours worked and payments made to workers | These must be kept for three years beginning with the day on which the pay reference period immediately following that to which they relate ends. However, given their potential relevance to pay disputes they will be retained for seven years after the working relationship ends. |
| Travel and subsistence.                                          | While employment continues and for seven years after employment ends.                                                                                                                                                                                                                 |
| Record of advances and loans to employees                        | While employment continues and for seven years after employment ends.                                                                                                                                                                                                                 |
| Personnel records                                                |                                                                                                                                                                                                                                                                                       |
| These include:<br><br>Qualifications/references.                 | While employment continues and for seven years after employment ends.                                                                                                                                                                                                                 |

|                                                                                                                                                                                                                                                                                                              |                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <p>Consents for the processing of special categories of personal data.</p> <p>Annual leave records.</p> <p>Annual assessment reports.</p> <p>Disciplinary procedures.</p> <p>Grievance procedures.</p> <p>Death benefit nomination and revocation forms.</p> <p>Resignation, termination and retirement.</p> |                                                                                  |
| Records in connection with working time                                                                                                                                                                                                                                                                      |                                                                                  |
| Working time opt-out                                                                                                                                                                                                                                                                                         | Three years from the date on which they were entered into.                       |
| <p>Records to show compliance, including:</p> <p>Time sheets for opted-out workers.</p> <p>Health assessment records for night workers.</p>                                                                                                                                                                  | Three years after the relevant period.                                           |
| Maternity records                                                                                                                                                                                                                                                                                            |                                                                                  |
| <p>These include:</p> <p>Maternity payments.</p> <p>Dates of maternity leave.</p> <p>Period without maternity payment.</p> <p>Maternity certificates showing the expected week of confinement.</p>                                                                                                           | Four years after the end of the tax year in which the maternity pay period ends. |
| Accident records                                                                                                                                                                                                                                                                                             |                                                                                  |
| These are created regarding any                                                                                                                                                                                                                                                                              | For at least four years from the date the                                        |

|                                                               |                  |
|---------------------------------------------------------------|------------------|
| reportable accident, death or injury in connection with work. | report was made. |
|---------------------------------------------------------------|------------------|

## **67. IT POLICY**

67.1 This Policy is intended to promote effective communication and working practices. This Policy deals with the use (and misuse) of computer equipment, e-mail, the internet, telephones, voicemail, fax machines, copiers, scanners, CCTV, and electronic key fobs and cards.

67.2 You are expected to protect our electronic communications systems and equipment from unauthorised access and harm at all times. Failure to do so may be dealt with under our Disciplinary Procedure and, in serious cases, may be treated as gross misconduct leading to summary dismissal.

### **Equipment security and passwords**

67.3 If you are authorised to access our computer equipment you are responsible for the security of the equipment allocated to or used by you, and must not allow it to be used by anyone other than as permitted.

### **Systems and data security**

67.4 You should not delete, destroy or modify existing systems, programs, information or data which could have the effect of harming our business or that of our customers or exposing us or them to risk.

67.5 You are prohibited from downloading or installing software from external sources. This includes software programs, instant messaging programs, screensavers, photos, video clips and music files. Incoming files and data should always be virus-checked by you before they are downloaded. The following must never be accessed from Company computers: online radio, audio and video streaming, instant messaging and webmail (such as Hotmail or Yahoo) and social networking sites (such as Facebook, Bebo, Second Life, YouTube, Twitter). This list may be modified from time to time.

67.6 We may monitor e-mails passing through our system for viruses. You should exercise caution when opening e-mails from unknown external sources or where, for any reason, an e-mail appears suspicious. We should be informed immediately if a suspected virus or any corrupted information is received. We reserve the right to block access to attachments to e-mails. We also reserve the right not to transmit any e-mail message.

### **E-mail etiquette and content**

67.7 We do not in any circumstances permit use of our email to send personal emails.

67.8 E-mail is a vital business tool, but an informal means of communication, and should be used with great care and discipline. Correspondence sent by e-mail should be written as professionally as a letter or fax. You should ensure that the content of your email is factually correct.

67.9 You should not send abusive, obscene, discriminatory, racist, harassing, derogatory or defamatory e-mails. Anyone who feels that they have been harassed or bullied, or are offended by material received from a colleague via e-mail should inform us immediately.

67.10 You should take care with the content of e-mail messages, as incorrect or improper statements can give rise to claims for discrimination, harassment, defamation, breach of confidentiality or breach of contract. You should assume that e-mail messages may

be read by others and not include anything which would offend or embarrass you or any reader if it found its way into the public domain.

67.11 In general, you should not:

- (a) Send or forward private e-mails at work which you would not want a third party to read;
- (b) Send or forward chain mail, junk mail, cartoons, jokes or gossip;
- (c) Agree to terms, enter into contractual commitments or make representations by e-mail;
- (d) Download or e-mail text, music and other content on the internet subject to copyright protection;
- (e) **Send messages from someone else's computer or under an assumed name** unless specifically authorised (and you should take adequate precautions to prevent this); or
- (f) Send confidential messages via e-mail or the internet, or by other means of external communication which are known not to be secure.

67.12 Failure to comply with our email code of conduct may amount to gross misconduct and summary dismissal.

#### **Use of the internet**

67.13 Use of the internet is restricted to work use only.

67.14 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 or be of a kind described above. While content may be legal in the UK, it may be in sufficient bad taste to fall within this prohibition. As a general rule, if any person (whether intended to view the page or not) might be offended by the contents of a page, or if the fact that our software has accessed the page or file might be a source of embarrassment if made public, then viewing it will be a breach of our IT Policy. Such actions may also, in certain circumstances, amount to a criminal offence.

67.15 You should not under any circumstances without consent use our systems to participate in any internet chat room, post messages on any internet message board or set up or log text or information on a blog or wiki, even in your own time.

67.16 You must not discuss the Company, or our customers or their families, or our staff, or your work, or any confidential information or trade secrets, or make derogatory or detrimental comments about your work, your colleagues our customers, or publish any unauthorised photographs of our customers on Facebook, Twitter or any other social networking sites or media or to the public generally.

#### **Company telephones**

67.17 Land line telephones are essential for our business. Incoming personal calls are allowed only in the case of an emergency. Personal outgoing (non-business) calls should be avoided and, where this is not possible, such calls should be kept short. You should discourage your friends and relatives from either calling on you in person or by telephone except in an emergency.

#### **Mobile telephones**

67.18 Mobile telephones and the use of text messages should only be used in the performance of your duties. Mobile telephones must be capable of downloading **specific work related 'Apps'** which are used in the performance of your duties. Mobile telephones must not be used for personal reasons during working time.

- 67.19 Any breach of this policy may render you liable to our Disciplinary Procedure and may be considered as gross misconduct.

**Use of mobile phones whilst driving**

- 67.20 You should not use a mobile phone whilst driving even if hands-free equipment is available. You should either switch off the phone whilst driving or let your message service answer all calls. If accompanied, a colleague can answer all calls. If you wish to make or receive calls whilst driving a vehicle, you should pull over to the side of the road, park the vehicle and switch off the engine before using the mobile phone.

**Friends and relatives contact**

- 67.21 You should discourage your friends and relatives from either calling on you in person or by telephone except in an emergency.

- 67.22 Friends and relatives should under no circumstances enter your place of work at any time.

**Personal mobiles**

- 67.23 If you bring your personal mobile into work you should ensure that it is kept switched off or turned to silent during working hours and that it is only used during authorised work breaks. During working hours the use of personal mobiles for any purpose is strictly prohibited. Any breach may be considered as gross misconduct.

**68. SOCIAL MEDIA POLICY**

- 68.1 We recognise that the internet provides unique opportunities to participate in interactive discussions and share information on particular topics using a wide variety of social media, such as Facebook, Twitter, Instagram, Whatsapp, Snapchat, blogs and wikis. However, your use of social media can pose risks to our confidential and proprietary information, and reputation, and can jeopardise our compliance with legal obligations.

- 68.2 To minimise these risks, to avoid loss of productivity and to ensure that our IT resources and communications systems are used only for appropriate business purposes, we expect you to adhere to this policy.

- 68.3 This policy deals with the use of all forms of social media, including Facebook, LinkedIn, Twitter, Wikipedia, all other social networking sites, and all other internet postings, including blogs.

- 68.4 It applies to the use of social media for both business and personal purposes, whether during office hours or otherwise. The policy applies regardless of whether the social media is accessed using our IT facilities and equipment or equipment belonging to your colleagues or others.

- 68.5 Any employee who breaches this policy may face disciplinary action, which could result in dismissal for gross misconduct. Disciplinary action may be taken regardless of whether the breach is committed during working hours, and regardless of whether our equipment or facilities are used for the purpose of committing the breach. If you are suspected of committing a breach of this policy you will be required to co-operate with our investigation, which may involve handing over relevant passwords and login details.

- 68.6 You may be required to remove internet postings which are deemed to constitute a breach of this policy. Failure to comply with such a request may in itself result in disciplinary action.

- 68.7 You are responsible for the success of this policy and should ensure that you take the time to read and understand it. Any misuse of social media should be reported to us immediately.

**Compliance with related policies and agreements**

- 68.8 Social media should never be used in a way that breaches any of our other policies. If an internet post would breach any of our policies in another forum, it will also breach them in an online forum. For example, you are prohibited from using social media to:

- (a) Breach our IT Policy;
- (b) Breach any obligations you may have relating to confidentiality;
- (c) Breach our disciplinary rules;
- (d) Defame or disparage the business or our customers;
- (e) Harass or bully other staff in any way or breach our Anti-harassment and Bullying Policy;
- (f) Unlawfully discriminate against your colleagues or third parties or breach our Equal Opportunities Policy;
- (g) Breach our Data Protection Policy (for example, never disclose personal information about a colleagues or customers or their families online); and
- (h) Breach any other laws or ethical standards (for example, never use social media in a false or misleading way, such as by claiming to be someone other than yourself or by making misleading statements).

- 68.9 You should never provide references for other individuals on social or professional networking sites, as such references, positive and negative, can be attributed to the business and create legal liability for both you and us.

- 68.10 Any employee who breaches this policy may face disciplinary action, which could result in dismissal for gross misconduct.

**Personal use of social media**

- 68.11 Personal use of social media is never permitted during working time on your own devices or by means of our computers, networks and other IT resources and communications systems.

**Monitoring**

- 68.12 The contents of our IT resources and communications systems are our property. Therefore, you should have no expectation of privacy in any message, files, data, document, facsimile, telephone conversation, social media post conversation or message, or any other kind of information or communications transmitted to, received or printed from, or stored or recorded on our electronic information and communications systems.

- 68.13 We reserve the right to monitor, intercept and review, without further notice, your activities using our IT resources and communications systems, including but not limited to social media postings and activities, to ensure that our rules are being complied with and for legitimate business purposes and you consent to such monitoring.

- 68.14 We may store copies of such data or communications for a period of time after they are created, and may delete such copies from time to time without notice.

**Business use of social media**

- 68.15 If your duties require you to speak on behalf of the business in a social media environment, you must still seek approval for such communication from a Director,

who may require you to undergo training before you do so and impose certain requirements and restrictions with regards to your activities.

**Recruitment**

- 68.16 We may use internet searches to perform due diligence on candidates in the course of recruitment. Where we do this, we will act in accordance with our data protection and equal opportunities obligations.

**Protecting our business reputation**

- 68.17 You should consider the following common-sense guidelines and recommendations for using social media responsibly and safely in order to protect our business reputation.
- (a) You should avoid social media communications that might be misconstrued in a way that could damage our business reputation, even indirectly.
  - (b) You should make it clear in social media postings that you are speaking on your own behalf. Write in the first person and use a personal e-mail address when communicating via social media.
  - (c) You are personally responsible for what you communicate in social media. Remember that what you publish might be available to be read by the masses (including the business, future staff and social acquaintances) for a long time. Keep this in mind before you post content.
  - (d) If you disclose your affiliation as a member of staff of the business, you must also state that your views do not represent those of the business. You should also ensure that your profile and any content you post are consistent with the professional image you present to staff and customers.
  - (e) Avoid posting comments about sensitive business-related topics, such as our performance. Even if you make it clear that your views on such topics do not represent those of the business, your comments could still damage our reputation.
  - (f) If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from making the communication until you discuss it with us.
  - (g) If you see content in social media that disparages or reflects poorly on the business or our stakeholders, you should contact us immediately.

**Respecting intellectual property and confidential information**

- 68.18 You should consider the following common-sense guidelines and recommendations for using social media responsibly and safely in order to respect our intellectual property and confidential information.
- (a) You should not do anything to jeopardise our valuable trade secrets and other confidential information and intellectual property through the use of social media.
  - (b) In addition, you should avoid misappropriating or infringing the intellectual property of other companies and individuals, which can create liability for you as well as the business.
  - (c) Do not use our logos, brand names, slogans or other trademarks, or post any of our confidential or proprietary information without prior written permission.

- (d) You are not permitted to add business contacts made during the course of your work to personal social networking accounts, such as Facebook accounts or LinkedIn accounts without our written consent. If permitted to do so, the contact details of business contacts made during the course of your work are regarded as our confidential information, and as such you will be required to delete all such details from your personal social networking accounts, such as Facebook accounts or LinkedIn accounts, on termination.

#### **Respecting colleagues and customers**

68.19 You should consider the following common-sense guidelines and recommendations for using social media responsibly and safely in order to respect your colleagues and our customers.

- (a) Do not post anything that your colleagues or our customers would find offensive, including discriminatory comments, insults or obscenity.
- (b) Do not post anything related to your colleagues or our customers without their written permission.

#### **Monitoring of use of systems**

68.20 You should be aware that personal use of our systems including telephone, e-mail, voicemail, internet and other communications may be monitored and, where breaches are found, action may be taken under the Disciplinary Procedure. Deleted items and deleted internet history can be retrieved if necessary. We reserve the right to restrict or prevent access to certain telephone numbers or internet sites if we consider personal use to be excessive.

68.21 Monitoring can also be carried out for business reasons, and in order to carry out legal obligations. Monitoring is only carried out to the extent permitted or as required by law and as necessary and justifiable for business purposes. If necessary such information may be handed to the police in connection with a criminal investigation.

#### **Inappropriate use of equipment and systems**

68.22 Misuse or excessive use or abuse of our telephone or e-mail system, or inappropriate use of the internet in breach of this policy may be dealt with under our Disciplinary Procedure. Misuse of the internet can, in certain circumstances, constitute a criminal offence. In particular, misuse of the e-mail system or inappropriate use of the internet by participating in online gambling or chain letters or by creating, viewing, accessing, transmitting or downloading any of the following material may amount to gross misconduct for which summary dismissal may follow (this list is not exhaustive):

- (a) Pornographic material;
- (b) Use of email or internet for personal use;
- (c) Offensive, obscene, or criminal material or material which is liable to cause embarrassment to us, your colleagues or to our customers;
- (d) False or defamatory statements about any person, organisation, our staff, customers or anyone else who we have dealings with;
- (e) Material which is discriminatory, offensive, derogatory or may cause embarrassment to others;
- (f) Confidential information about us or any of our staff, customers or their families;
- (g) Downloading any unauthorised software;
- (h) Any other statement which is likely to create any liability;

- (i) Material in breach of copyright;
- (j) Any material that ridicules either employees, customers or their families or causes distress to the person who receives it or discovers it; or
- (k) Playing computer games.

Any such action will be treated very seriously and is likely to result in summary dismissal.

## **69. LEAVING THE COMPANY**

### **Resignation**

69.1 If you wish to resign from your employment you are required to give us the notice in writing as set out in your Contract of Employment.

### **Notice period**

69.2 We may at our absolute discretion require you not to perform certain duties during your notice period. You may also be required to serve your notice at home but at all times remain available to work. We may require you to take any unused holiday entitlement during your notice period.

69.3 If you are placed on garden leave you will continue to receive your full salary and benefits and you:

- (a) May not attend your place of work or any other premises of the Company or the premises of any of our customers;
- (b) May not be required to carry out duties during the remaining period of employment or only carry out certain duties that may be allocated to you;
- (c) Must return to the Company all documents and other materials (including copies) and uniform belonging to the Company;
- (d) May not, without the prior written permission of the Company, contact or attempt to contact any customer, their families or any employee of the Company.

69.4 In addition we reserve the right at our absolute discretion to require you not to work your notice but instead we will make a payment in lieu of notice in accordance with your Contract of Employment.

### **Leaving without working notice**

69.5 If on leaving our employment for whatever reason you fail to work your full contractual notice without prior agreement an amount equal to any loss suffered by the Company of the additional cost of covering your duties for the period not worked will be deducted from any final monies due to you. Failure to work your notice will amount to a misconduct which will be kept on your personnel file.

### **Return of equipment/property**

69.6 Any Company 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 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.

## **70. RETIREMENT POLICY**

- 70.1 This policy does not form part of your contract of employment and we may amend it from time to time as we consider appropriate.
- 70.2 We currently have no fixed retirement age, although this will be reviewed from time to time to reflect our business needs.
- 70.3 We are proud to employ people of all ages and consider that age diversity is beneficial. We are committed to not discriminating against employees because of age and adhere to the principles set out in our Equal Opportunities Policy.
- 70.4 We will not make generalised assumptions that performance will decline with age. If we think there are issues with your performance or ill-health, these will be dealt with in the usual way, through the Capability Procedure or Sickness Absence Policy.

### **Discussing your future plans**

- 70.5 You or your manager may want to discuss your short, medium and long-term plans, as the need arises on an informal basis. For example, a promotion opportunity may arise, or, if your circumstances change, you may want a different working pattern or to stop work altogether. We need to plan for the business, and so may indicate to you from time to time that it would be helpful to know what your plans are. There is no obligation for us or you to hold workplace discussions about your future plans, but it may be mutually beneficial to do so.
- 70.6 During any workplace discussion:
- (a) we will not assume that you want to retire just because you are approaching a certain age, such as state pension age; and
  - (b) we will not make discriminatory comments, suggesting that you should move on due to age.
- 70.7 If you indicate that you are thinking of retiring, you are free to change your mind at any time until you have actually given notice to terminate your employment in accordance with your Contract of Employment. If you have decided to retire, we would appreciate as much notice as possible.
- 70.8 Your employment or promotion prospects will not be prejudiced because you have expressed an interest in retiring or changing work patterns.
- 70.9 If you express an interest in moving to a more flexible working pattern or changing role, we will confirm that this is what you want before any action is taken which could affect your employment, such as a change to your role or responsibilities.

### **Other Policies and Procedures**

- 70.10 In addition to the policies referred to in this Employee Handbook, we have a number of other policies and procedures that will have been explained to you during your induction with which you are required to comply. Copies of these are stored **electronically on the Company's IT system and are accessible** for your inspection via your staff login.
- 70.11 You must also ensure that you understand and strictly comply with all the requirements of the new Code of Conduct and Practice for Social Care Workers, produced by the Care Council for Wales, a copy of which has been issued to you.
- 70.12 If you have any queries in relation to our policies and procedures or the Code of Conduct and Practice, you should seek advice from your Line Manager.
- 70.13 Failure to comply with the requirements of our policies and procedures and the Code of Conduct and Practice will result in disciplinary action which may include dismissal and may also result in a referral to any relevant authorities, including the police.

**71. CUSTOMER RELATIONS**

- 71.1 We provide services to customers and you are employed by us to undertake work on our behalf for our customers, sometimes on their own premises. Because of this relationship our customers may from time to time request that an individual be removed from a job in accordance with their contract with us. In such circumstances we will investigate the reasons for such requests. However, if our customer maintains their stance we will then take all reasonable steps to ensure that alternative work is provided. If this is not possible we may have no alternative but to terminate your employment. This procedure is separate from any concurrent disciplinary matter which may need to be addressed.

## **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,

- bullying can take the form of physical, verbal and non-verbal conduct, including cyber-bullying.
- 73.13 Legitimate, reasonable and constructive criticism of performance or behaviour or reasonable requests made in the course of employment will not constitute bullying.
- 73.14 Examples of bullying include (although this list is not exhaustive):
- (a) Shouting at, being sarcastic towards, ridiculing or demeaning others;
  - (b) Derogatory remarks made or humiliating photographs shown in or outside the workplace during or outside working hours and including such behaviour on social networking websites;
  - (c) Physical or psychological threats;
  - (d) Overbearing and intimidating levels of supervision;
  - (e) Inappropriate and/or derogatory remarks about someone's performance;
  - (f) Abuse of authority or power by those in positions of seniority;
  - (g) Deliberately excluding someone from meetings or communications without good reason.
- 73.15 Harassment or bullying can occur both in the workplace and in settings outside the workplace, such as customers' homes, business trips, events or social functions organised for or on our behalf and whether on or off our premises.
- 73.16 If you believe that you are being subjected to bullying or harassment by your colleagues, our customers, their families or other third parties you should follow the procedure set out below.
- Informal steps to resolve bullying or harassment**
- 73.17 If you consider that you are being bullied or harassed you should initially consider raising the problem informally with the person responsible if you feel able, and explain clearly to them that their behaviour is not welcome or makes you uncomfortable. If this is too difficult or embarrassing to do on your own, you should seek support from us in the first instance.
- 73.18 If you are in any doubt as to whether an incident or series of incidents which have occurred constitute bullying or harassment, then you should initially contact us confidentially, on an informal basis. We will advise you how your concerns should be dealt with.
- 73.19 If informal steps have not been successful or would not be appropriate, you should follow the formal procedure set out below.
- Raising a formal complaint about bullying or harassment**
- 73.20 You should raise your complaint in writing to a Registered Manager. If your complaint is about a Registered Manager you should raise it with a different Registered Manager or with a director.
- 73.21 Your written complaint should set out full details of the conduct in question, including the name of the harasser or bully, the nature of the harassment or bullying, the date(s) and times of alleged incidents, the names of any witnesses and any action already taken by you to stop the alleged harassment.
- Formal investigations**
- 73.22 Complaints will be investigated in a timely and confidential manner to establish details of what happened. Individuals not involved in the complaint or the investigation should not be told about it.
- 73.23 Consideration will be given to whether the alleged harasser or bully should be suspended on full pay pending the outcome of the investigation.

- 73.24 At the outset of the investigation, you will be invited to attend a meeting to discuss your account of the events leading up to your complaint. You may be accompanied by a colleague or a trade union representative of your choice. Your companion must agree to respect confidentiality of the investigation. We may arrange further meetings with you as appropriate throughout the investigation and/or at its conclusion.
- 73.25 We will also meet with the alleged harasser or bully who may be accompanied by a colleague or trade union representative. They have a right to be told the details of the allegations against them, so that they can respond. It may also be necessary to interview witnesses to any of the incidents mentioned in your complaint. If it is necessary to interview witnesses, the importance of confidentiality will be emphasised.
- 73.26 Where your complaint is about someone other than an employee, such as a customer or their family members we will consider what action may be appropriate to protect you and anyone involved pending the outcome of the investigation, bearing in mind the reasonable needs of the business and the rights of that person. Where appropriate, we will attempt to discuss the matter with the third party.
- 73.27 We will also seriously consider any request that you make for changes to your own working arrangements during the investigation. For example, you may ask for changes to your duties or working hours so as to avoid or minimise contact with the alleged harasser or bully.
- 73.28 At the conclusion of the investigation, we will consider the complaint and will usually arrange a meeting with you to report the outcome within a week of the conclusion of the investigation. You have the right to bring a colleague or a Trade Union representative to the meeting. We will confirm our findings to you in writing within one week of the meeting.
- 73.29 If we find that harassment or bullying has occurred, prompt action will be taken to address it. The findings will be dealt with under our Disciplinary Procedure. Consideration will be given to whether the harasser or bully should be disciplined, dismissed or subjected to other action.
- 73.30 Where the harasser or bully is a third party, appropriate action might include putting up signs setting out acceptable and unacceptable behaviour; speaking or writing to the person and/or their superior about their behaviour; or, in very serious cases, banning them from the premises or terminating a contract with them.
- 73.31 Even where a complaint is not upheld, consideration will be given to how the ongoing working relationship between you and the alleged harasser or bully should be managed. It may be appropriate to arrange some form of mediation and/or counselling, or to change the duties, working location or reporting lines of one or both parties.
- 73.32 If you are found to have deliberately provided false information or to have acted maliciously or in bad faith you may be subject to disciplinary action under our Disciplinary Procedure.
- Appeals**
- 73.33 If the complaint has not been resolved to your satisfaction you may appeal in writing to us, stating your full grounds of appeal, within one week of the date on which the decision was sent or given to you.
- 73.34 We will hold an appeal meeting, normally within one week of receiving your written appeal. You may bring a colleague or trade union representative to the meeting so long as that colleague is not a witness.

73.35 We will confirm our final decision in writing, usually within one week of the appeal hearing. This is the end of the procedure and there is no further right of appeal.

73.36 Individual members of staff may also in some cases be held legally liable for harassment of colleagues or third parties (including customers, their families and directors) and may be ordered to pay compensation by a court or employment tribunal.

**Protection for those making complaints or assisting with an investigation**

73.37 If you make a complaint or participate in good faith in any investigation conducted into alleged harassment or bullying you will be protected from any form of retaliation, intimidation or victimisation.

73.38 If you consider that you have suffered any such treatment you should seek support from us. You may alternatively or additionally raise a complaint in writing under either this procedure or our Grievance Procedure.

73.39 Anyone found to have retaliated against or victimised someone for making a complaint or assisting in good faith with an investigation under this procedure will be subject to disciplinary action under our Disciplinary Procedure.

**Confidentiality and Data Protection**

73.40 Confidentiality is an important part of the procedures provided to deal with harassment and bullying. Whether making a complaint or because you are involved in an investigation, everyone is responsible for observing the high level of confidentiality required. Details of the investigation and the names of the person making the complaint and the person accused must only be disclosed on a "need to know" basis.

73.41 Breach of confidentiality may give rise to disciplinary action under our Disciplinary Procedure.

73.42 Information about a complaint by or about an employee may be placed on the employee's personnel file, along with a record of the outcome and of any notes or other documents compiled during the process. These will be processed in accordance with our Data Protection Policy.

**Training**

73.43 Training is a key part of our strategy to eliminate harassment and bullying. All new staff will be informed of our Anti-Harassment and Bullying Policy as part of their induction process. Existing staff will be provided with annual refresher training considering appropriate workplace behaviour.

## SECTION E: ABSENCE POLICIES AND PROCEDURES

### **74. HOLIDAY POLICY**

- 74.1 We believe that regular leave is important and you are encouraged to take your full holiday entitlement each holiday year.
- 74.2 Our holiday year begins on 1st April and ends on 31st March each year.
- 74.3 If your employment begins or ends during the holiday year, your entitlement will accrue pro rata.
- 74.4 Your annual entitlement to holidays and public holidays is set out in your Contract of Employment. If you work part-time your entitlement will be calculated on a pro rata basis to your part-time hours.
- 74.5 All requests must be made via sending a direct message to your Area Manager on Yammer stating the first day and last day you require to take your holiday in order to obtain the approval of your Area Manager. You should not book any holidays until you have received authorisation that your request has been accepted. Sending a direct message via Yammer does not guarantee a request will be granted. Once holiday dates have been agreed they cannot normally be changed. Your Area Manager will confirm whether your holiday has been authorised via iCare Platform which will state whether your holiday request has been accepted or declined. If your holiday request will be declined, your Area Manager will explain the reasoning behind the rejection on iCare Platform.
- 74.6 **At least four weeks' notice must be given for holidays of 1 week or more and 1 week's notice should be given for single holiday days using Yammer in order to ensure that adequate cover is available.**
- 74.7 Holiday requests will only be considered if you present them on Yammer and we will allocate agreed holiday dates on a "first come – first served" basis whilst ensuring that operational efficiency and appropriate staffing levels are maintained throughout the year.
- 74.8 **You may not normally take more than two consecutive working weeks' holiday.**
- 74.9 You are required to take holiday during any period when a customer does not require your services unless we are able to offer you alternative duties.
- 74.10 Due to the nature of our business you may be required to work on any day of the week, including Sundays and Public/Bank holidays. Payment for Public/Bank holidays is based on your basic rate of pay. It is a condition of your employment that you work all or part of the Christmas/New Year period.
- 74.11 You are not permitted to take any holiday leave between 19 December and 1 January except in exceptional circumstances.
- 74.12 You are required to take at least two weeks of your holiday entitlement before the end of August and are required to take at least a further two weeks of your holiday entitlement before the end of December. For the avoidance of doubt, this means that you will have a remaining 1.6 weeks of your holiday entitlement to use until the end of the holiday year on 31st March.
- 74.13 If you take holidays without prior authorisation or without complying with this procedure your absence will be classed as unauthorised and you may be subject to disciplinary procedures.
- 74.14 If your hours of work vary, payment for holidays will be made based on an average of your previous hours worked.

- 74.15 If you have a zero hour's contract we will calculate the holiday entitlement that that accrues based on 12.07 per cent of the hours you work.
- 74.16 We do not normally allow holidays to be carried forward other than in exceptional circumstances. If for any reason you do not take all of your holiday entitlement in any holiday year, we will not increase your holiday entitlement in any subsequent year or make any payment in lieu.
- 74.17 If your employment terminates during the holiday year you may be required to take any holidays accrued but not yet taken during your notice period or you will be paid in lieu. Alternatively, you will be required to repay any holiday pay received in excess of your accrued entitlement, which will be deducted from your final pay.
- 74.18 If you become ill or are injured during part or all of a holiday period or on a day adjacent to the holiday, normal reporting and certification arrangements apply. You will be deemed to be on holiday unless medical evidence is provided covering the period of sickness/injury. Medical certificate, or equivalent, issued abroad, should be copied and sent to your Line Manager where the absence is going to be four weeks or longer and the original documents should be given to your Line Manager on your return to work. In these circumstances you will be entitled to treat the days of sickness or injury commencing from the date of the medical evidence as days of sickness/injury absence and you may take the days as annual holiday at a later date.
- 74.19 We will, at our discretion, consider requests for holiday as an alternative to sickness absence. Holidays cannot be taken following a period of sick leave without a return to work being completed.
- 74.20 In the event of a shortage of work situation arising, as an initial solution we may require you to take some, or all, of your unused accrued holiday entitlement, which has not previously been confirmed as agreed and booked.

**75. APPOINTMENTS**

- 75.1 We recognise that there will be occasions when employees will request time off for medical or dental appointments or for other domestic reasons. Where possible such appointments should be made outside normal working hours. If this is not possible such requests will only be granted at our discretion and, in the interests of business efficiency, should be kept to a minimum. At the very least such requests should be made to occur at the very beginning of your shift or at the very end and not in the middle.
- 75.2 We may exercise our discretion to request written confirmation of your appointments from time to time. If requested, you must ensure that you provide such written confirmation to your supervising manager or to HR.

**76. COMPASSIONATE & BEREAVEMENT LEAVE**

- 76.1 Compassionate leave is designed to help you where you need to deal with necessary arrangements for or to assist a close relative who is seriously or critically ill.
- 76.2 Bereavement leave is designed to help cope with the death of a close relative, to deal with necessary arrangements and attend their funeral.
- 76.3 We may exercise our discretion to grant paid compassionate or bereavement leave in respect of any other relative or close friend, depending on the circumstances of each case.

- 76.4 If you are unable to return to work following a period of compassionate or bereavement leave you should contact us as soon as possible. It may be appropriate to take a period of annual leave or unpaid leave in those circumstances.

**Requesting compassionate or bereavement leave**

- 76.5 We recognise that it may not always be possible but whenever you can you should request compassionate leave in advance. You should tell us the reasons for your request and the number of days leave you would like to take.
- 76.6 Where it is not possible to request leave in advance you should contact us as soon as possible to tell us the reason for your absence and the number of days you expect to be absent. Someone can do this on your behalf if necessary.
- 76.7 In certain circumstances we may have to refuse a request for compassionate or bereavement leave. If you are dissatisfied with this decision you may make a complaint under our Grievance Procedure.
- 76.8 If it is discovered that you have taken leave under this policy but not for the reasons set out in this policy you may be subjected to our Disciplinary Procedure.

**77. EXTREME WEATHER**

- 77.1 The following procedure should be followed in the event of adverse weather conditions. We expect you to make every reasonable effort to attend work when your normal transport arrangements have been disrupted due to extreme weather conditions.

- 77.2 This procedure aims to ensure that if you are unable to attend or are delayed in attending work, despite your best efforts, you are treated fairly and consistently.

**Procedure**

- 77.3 Where you are prevented from attending or expect to be delayed in attending due to weather conditions, you must notify the office by telephone at the earliest opportunity. If you do not make contact as set out above you will be treated as being on unauthorised absence without payment.
- 77.4 Where you are unable to attend or are delayed in attending work and you have made contact with the office, the office will explain that you have the options set out below in respect of the time lost.

**Avoidance of loss of pay**

- 77.5 If you are prevented from or delayed in attending or have to leave work early due to weather conditions and have notified the office, you may avoid loss of income by taking annual leave for the time lost.
- 77.6 If you have not notified us in accordance with the procedures set out above, then you will be treated as taking unauthorised unpaid absence.
- 77.7 Any payments made under this policy will be based on normal pay (this will be based on what you would normally be paid if you were able to come to work, excluding overtime).

**78. SICKNESS ABSENCE POLICY**

- 78.1 Good attendance is crucial to the running of our business and as much notice of absence as possible must be provided. It is your duty to inform us of any ill health or associated absence.

**Disabilities**

- 78.2 We are aware that sickness absence may result from a disability. Consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a job or other aspects of working arrangements that will provide support at work and/or assist a return to work.
- 78.3 If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, you should inform us as soon as possible.

**Sickness absence reporting procedure**

You should refer to your Contract of Employment for details of our sickness absence reporting procedure.

- 78.4 On your first day of absence you must personally notify a manager as early as possible (in reasonable waking hours) but no less than two hours before your shift is due to start. If you are unable to do so because of exceptional circumstances a friend, relative or neighbour can notify for you. Text messages or voicemail messages are not acceptable.
- 78.5 You must also notify your manager of your availability for the following day by no later than 3pm on your initial day of absence. If you are available for work, no further action is required, However if you are unavailable for work on the following day or it is a non-working day, then you will be required to notify the office by 3pm every day thereafter until such a time that you are able to return to work. This will allow the company to make arrangements to cover your duties and responsibilities.
- 78.6 Failure to notify the office by this time will mean that it is assumed that you are unavailable for work and your calls will be covered. Where it is impossible for notifications to be received on the initial day of absence by 3pm, then you must notify your line manager of your availability for the following day. If you are unavailable to work the following day or it is a non-working day then you are required to notify your line manager of your availability by no later than 3pm on each subsequent day thereafter until such a time that you are able to return to work.
- 78.7 It is essential that you comply with this policy so that we can make arrangements to cover your duties and responsibilities. This will help us minimise the disruption to our business and maintain a reasonable workload for your colleagues.
- 78.8 When telephoning us to report your sickness absence you should provide the following details:
- A) The nature of your illness/incapacity
  - B) The expected length of your absence from work.

C) Any appointments being taken e.g. doctors appointments

D) Contact details.

E) Details of any outstanding or urgent work.

78.9 If you are taken ill or injured while at work you should speak to a manager to be given permission to leave work. You should not leave work until you have received permission to do so.

78.10 If you are absent or expect to be absent for more than 7 working days 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.

78.11 **If your doctor provides a certificate stating that you "may be fit for work" you should** inform us immediately. We will discuss with you any additional measures that may be needed to facilitate your return to work, taking account of your doctor's advice. This may take place at a return to work interview. If appropriate measures cannot be taken, you will remain on sick leave and we will set a date to review the situation.

78.12 We may, at our discretion require you to provide a medical certificate for each absence, regardless of duration, for example, in cases of suspected abuse or where there is a concern about the level of or reason for absence, or where you are scheduled to work on a public/bank holiday and fail to attend work due to sickness/injury.

78.13 If you are absent for less than 7 calendar days you must complete an absence self-certification form and submit it to us as soon as possible on your return.

78.14 In certain circumstances you should expect to be visited in hospital or at home by us or any consultant doctor instructed by us at our expense.

**Bradford Factor**

78.15 We have in place a Bradford factor scale for **monitoring absence**. The **"Bradford Factor"** is a common calculation applied to absence records for identifying individuals with short-term sickness patterns worthy of further investigation. The system is known to assist many companies and employees to highlight causes for concern.

78.16 **The "Bradford Factor" calculation is as follows:**

(a)  $S \times S \times D = \text{Bradford Points Score}$

- (b) ("S" is the number of separate occasions of absence and "D" is the total number of days absence during the previous 6 or 12 month period)
- 78.17 Our trigger score to prompt an interview concerning absence patterns is 50 points. Please see below for additional trigger scores and examples:
- (a) 0-49: No action required.
  - (b) 50-399: Consider implementing the capability procedure up to and including a First Written Warning.
  - (c) 400-649: Consider implementing the capability procedure up to and including a Final Written Warning.
  - (d) 650+: Consider implementing the capability procedure up to and including Dismissal.
- 78.18 Examples:
- (a) An employee with 4 occasions of absence totalling 6 days in a 12 month period would score  $4 \times 4 \times 6 = 96$  and so we would consider instigating the capability procedure up to a first written warning.
  - (b) An employee with 8 occasions of absence totalling 8 days in a 12 month period would score  $8 \times 8 \times 8 = 512$  and so we would consider instigating the capability procedure up to a final written warning.
- 78.19 All Bradford Factor meetings will focus on the fact that we have highlighted this sickness pattern and are concerned by it. It is seen by the Company as a constructive discussion in order to work with employees to try to gain a better understanding of the reasons behind their absences and how we can assist the individual to improve their sickness record.
- Unauthorised absence**
- 78.20 Cases of unauthorised absence may be dealt with under our Disciplinary Procedure.
- 78.21 Absence that has not been notified according to the sickness absence reporting procedure will be treated as unauthorised absence, in which case you may be subjected to our Disciplinary Procedure and payments may be withheld.
- 78.22 If you do not report for work and have not telephoned us to explain the reason for your absence, we will try to contact you, by telephone and in writing if necessary. This should not be treated as a substitute for reporting sickness absence and you may still be subjected to our Disciplinary Procedure.
- 78.23 Failure to attend training sessions will also constitute an unauthorised absence unless there is good reason and the correct sickness absence reporting procedure has been followed
- Infectious/Contagious illness**
- 78.24 If you are suffering from an infectious/contagious condition or illness you must not **report for work without your doctor's clearance. If in any doubt please notify us and consult your doctor.**
- Vomiting and diarrhoea**
- 78.25 If you have suffered from vomiting or diarrhoea within 48 hours of your shift you should not attend work and should contact us immediately in accordance with the sickness reporting procedure.
- Statutory Sick pay (SSP)**
- 78.26 We will pay you statutory sick pay provided that you satisfy the relevant requirements and report your absence in accordance with our procedures.
- 78.27 There is no contractual sickness/injury payment scheme in addition to SSP.

- 78.28 We are responsible for the payment of SSP to all eligible employees during authorised absence due to sickness/injury. There are specific qualifying regulations for the payment of SSP. Provided that you qualify we will pay you SSP when you are absent through sickness/injury. Such payment will be made through your normal pay procedure and will be subject to the normal statutory deductions (N.I and Income Tax).
- 78.29 **SSP is only payable on "qualifying days" which are days that you would normally work.** However, the first 3 qualifying days of sickness/injury absence do not attract SSP and these are called "waiting days". **Where a second or subsequent period of incapacity** (of four days or more) occurs within 56 days of a previous period in incapacity, waiting days are not served again.
- Sickness absence and holiday**
- 78.30 Where you are unable to take your full holiday entitlement in a holiday year due to sickness absence, your accrued but unused entitlement will be carried forward but must be taken within 18 months of the end of the relevant holiday year. Any entitlement not taken during that time will be lost and you will not receive any pay in lieu of any holiday not used within that time.
- Keeping in contact during sickness absence**
- 78.31 If you are absent on sick leave you must keep us regularly advised (at least once a week) of your condition. You should also expect to be contacted from time to time by us in order to discuss your wellbeing, expected length of continued absence from work and any of your work that requires attention.
- 78.32 If you have any concerns while absent on sick leave, whether about the reason for your absence or your ability to return to work, you should feel free to contact us at any time.
- 78.33 You should give us as much notice as possible of a return to work date.
- 78.34 In any event you must notify us by telephone at the latest by 4pm on the day before you anticipate returning to work. This is to allow us to stand down any temporary arrangements made to cover your absence and to plan for you to resume your duties and responsibilities. If you do not do this and turn up for work unannounced you may be sent home for the day without pay.
- 78.35 If you have been suffering from an infectious or contagious disease or illness such as rubella or hepatitis you must not report for work without clearance from your own doctor. Separate rules relating to infectious diseases and food handlers are to be found later in this handbook and you, if you are a food handler, must familiarise yourself with them.
- 78.36 On return to work after any period of sickness/injury absence (including absence covered by a medical certificate), you are also required to complete a self certification absence form and hand this to your Line Manager.
- Medical examinations**
- 78.37 You agree to consent to a medical examination 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 that we may discuss the contents of the report with our advisers.
- 78.38 We reserve the right, where it is deemed appropriate, to access a written medical report supplied by your doctor/specialist, which provides details of your current state

of health and your fitness to continue to undertake your duties and responsibilities. Your written consent will be sought on each occasion.

- 78.39 **A refusal to obtain or pass on a GP's report, or to attend a medical examination**, may lead us to take disciplinary action against you up to and including dismissal and any decision may need to be made in the absence of this information.

**Sickness absence meetings procedure**

- 78.40 The purpose of a sickness absence meetings procedure is for us to address issues caused by illness. Issues are likely to arise when it is believed that illness is not genuine or where repeated periods of absence or long-term absence are impacting on colleagues and our business in general. Sickness is just one of a number of reasons for absence and although it is understandable that if you are sick you may need time off, continual or repeated absence through sickness may not be acceptable to us. We cannot operate with an excessive level of absence as all absence, for whatever reason, reduces our efficiency.
- 78.41 We may apply this procedure whenever we consider it necessary, including, for example, if you:
- (a) Have been absent due to illness on a number of occasions over a short period of time;
  - (b) Have been absent from work on a bank holiday;
  - (c) Have discussed matters at a return to work interview that require investigation; and/or
  - (d) Have been absent for more than 7 days.
- 78.42 We will give you written notice of the date, time and place of a sickness absence meeting. We will put any concerns about your sickness absence and the basis for those concerns in writing or otherwise advise why the meeting is being called. A reasonable opportunity for you to consider this information before a meeting will be provided.
- 78.43 You may bring a companion with you to the meeting who is either a colleague or a trade union representative.
- 78.44 You must take all reasonable steps to attend a meeting. Failure to do so without good reason may be treated as misconduct. If you or your companion is unable to attend at the time specified you should immediately inform us and we will seek to agree an alternative time. Only one postponement will be granted.
- 78.45 Confirmation of any decision made at a meeting, the reasons for it, and of the right of appeal will be given to you in writing within 7 days of a sickness absence meeting (unless this time scale is not practicable, in which case it will be provided as soon as is practicable).
- 78.46 If, at any time, we consider that you have taken or are taking sickness absence when you are not unwell, you may be subject to our Disciplinary Procedure.
- Return-to-work interviews**
- 78.47 If you have been absent on any period of sick leave we will arrange for you to have a return-to-work interview with a Registered Manager.
- 78.48 A return-to-work interview gives us the opportunity to confirm that we have correctly recorded the reason for and the number of days of your absence and your fitness to return to work and resume your duties. We will also review your attendance record in general. You will have the opportunity to raise any concerns or questions you may

have on your return to work, and to bring any matters that you consider relevant to our attention.

- 78.49 Where your doctor has provided a certificate stating that you "may be fit for work" we will usually hold a return-to-work interview to discuss any additional measures that may be needed to facilitate your return to work, taking account of your doctor's advice.

**Returning to work from long-term sickness absence**

- 78.50 We will help members of staff return to work from long-term sickness absence. As part of our sickness absence meetings procedure we will, where appropriate and possible, support returns to work by:

- (a) Obtaining medical advice;
- (b) Making reasonable adjustments to the workplace, working practices and working hours; and/or
- (c) Agreeing a return to work programme with everyone affected.

## SECTION F: DISCIPLINARY, GRIEVANCE, CAPABILITY AND WHISTLEBLOWING POLICIES AND PROCEDURES

### 79. DISCIPLINARY RULES

79.1 While working for us you should at all times maintain professional and responsible standards of conduct. In particular you should:

- (a) Observe the terms and conditions of your Contract of Employment;
- (b) Observe all our policies, procedures and regulations which are included in this Handbook or notified to you from time to time by any means;
- (c) Comply with our Health and Safety policy;
- (d) Comply with all reasonable instructions given to you;
- (e) Act at all times in good faith and in the best interests of the Company and our services users;
- (f) **Comply with the Care Council for Wales' Code of Practice.**

79.2 Failure to maintain satisfactory standards of conduct may result in action being taken under our Disciplinary Procedure.

#### **Misconduct**

79.3 The following are examples of matters that will normally be regarded as misconduct and will be dealt with under our Disciplinary Procedure:

- (a) Minor breaches of our policies;
- (b) Minor breaches of your Contract of Employment;
- (c) **Damage to, or unauthorised use of, our property or our customers', their families' or employees' property;**
- (d) Poor timekeeping;
- (e) Time wasting;
- (f) Persistent absenteeism without good reason;
- (g) Unauthorised absence from work;
- (h) Refusal to follow instructions;
- (i) Use of our telephones without our permission for personal calls;
- (j) Personal e-mail or internet usage without our permission;
- (k) Obscene, offensive or abusive language or other offensive or rude behaviour or objectionable or insulting behaviour to, or in the presence of, your colleagues, our customers, their families, or members of the public;
- (l) Negligence in the performance of your duties;
- (m) Unsatisfactory standards or output of work;
- (n) Failure to devote the whole of your time, attention and abilities to the Company and its affairs during your normal working hours; and
- (o) Failure to report immediately any damage to property or premises caused by you.

This list is intended as a guide and is not exhaustive.

#### **Gross misconduct**

79.4 Gross misconduct is a serious breach of contract and includes misconduct which, in our opinion, is likely to prejudice our Company or our reputation or irreparably damage the working relationship and trust between us. Gross misconduct will be dealt with under our Disciplinary Procedure and will normally lead to immediate dismissal without notice or pay in lieu of notice (summary dismissal).

79.5 The following are examples of matters that are normally regarded as gross misconduct:

- (a) Theft of money or property or unauthorised removal of our property or the property of a customer or colleague;
- (b) Fraud or forgery or other dishonesty;
- (c) Physical violence, assault, dangerous behaviour, bullying, abuse or intimidating behaviour including actual or threatened violence or behaviour which provokes violence;
- (d) Obscene language or seriously offensive or rude behaviour to colleagues, customers or their families;
- (e) Deliberate, malicious or serious damage to our property or to our buildings, fittings, equipment, or the property of a colleague, customer, your family or member of the public;
- (f) Serious misuse of our property, equipment, facilities e.g. vehicles, telephones, internet or misuse of our name;
- (g) Deliberately accessing internet sites containing pornographic, offensive or obscene material;
- (h) Serious insubordination or repeated or serious failure to obey instructions;
- (i) Deliberate or serious breaches of our standards/rules/regulations;
- (j) Grossly indecent or immoral behaviour or behaviour that brings us into serious disrepute;
- (k) Discrimination or harassment;
- (l) Having on your possession, being under the influence of, consuming, supplying or attempting to supply whilst at work or on work premises any alcohol or drugs;
- (m) Causing loss, damage or injury through serious negligence;
- (n) Serious or repeated breach or failure or wilful failure to comply with our health and safety rules or serious misuse of safety equipment or any serious act or omission which is likely to endanger your health and safety or that of our customers or their families;
- (o) Abandoning duty without notification or sleeping during working hours;
- (p) Serious breach of confidence, or unauthorised use or disclosure of confidential information or documentation or other business data of the **Company's or our employees or customers** to third parties, the press, media or the public generally or failure to ensure that confidential information in your possession is kept secure;
- (q) Conviction of a criminal offence that in our opinion may affect our reputation or our relationships with our staff, customers, their families or the public, or otherwise affects your suitability or legality to continue to work for us;
- (r) Serious neglect or dereliction of duties, or a serious or deliberate breach of your Contract of Employment or policies contained within this Handbook;
- (s) Knowing breach of statutory rules affecting your work or abuse of safety permit regulations or smoking prohibitions;
- (t) Failing to report knowledge of having an infectious, contagious or reportable disease or illness which might seriously endanger the health of other employees, customers or their families;

- (u) Unauthorised use, processing or disclosure of personal data contrary to our Data Protection Policy;
- (v) Giving or taking of any bribe in any form or by any manner or secret commission or favour whether in cash or in kind;
- (w) Accepting any gifts from our customers or their families without our prior approval save that inexpensive gifts as an occasional courtesy may be accepted;
- (x) Refusal to disclose any information required by your employment or any other information that may have a bearing on the performance of your duties;
- (y) Giving false information as to qualifications or entitlement to work in order to gain employment or other benefits;
- (z) Carrying out private work on our premises during working hours;
- (aa) Making untrue allegations in bad faith against a colleague or customer;
- (bb) Victimising a colleague who has raised concerns, made a complaint or given evidence or information under our Anti-harassment and Bullying Policy, Equal Opportunities Policy, Grievance Procedure, Disciplinary Procedure or otherwise;
- (cc) Serious misuse of our information technology systems contrary to our I.T. Policy;
- (dd) Undertaking unauthorised paid or unpaid employment during your working hours or working in competition with us;
- (ee) Taking part in activities which result in adverse publicity to ourselves, or which cause us to lose faith in your integrity; and
- (ff) Failure to disclose a criminal conviction/caution within the provisions of the Rehabilitation of Offenders Act.

This list is intended as a guide and is not exhaustive and in addition there may be other offences of similar gravity which would constitute gross misconduct. This list may be amended at any time.

## **80. DISCIPLINARY PROCEDURE**

- 80.1 This procedure does not form part of your Contract of Employment. It is our policy to ensure that any disciplinary matter is dealt with fairly and that steps are taken to establish the facts and to give you the opportunity to respond before taking any formal action.
- 80.2 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.
- 80.3 These rules ensure that disciplinary action is enforced in a uniform and consistent manner.
- 80.4 Minor conduct issues can often be resolved informally. Discussions will be held in private and without undue delay whenever there is cause for concern. Where appropriate, a note of any such informal discussions may be placed on your personnel file but will be ignored for the purposes of any future hearings.
- 80.5 In some cases an informal verbal warning may be given, which will not form part of your disciplinary records. Any decision to proceed in this way however is a matter for our discretion and will depend entirely on the circumstances in each case. Formal

steps will be taken under this procedure if the matter is not resolved, or if informal discussion is not appropriate.

- 80.6 You will not normally be dismissed for a first act of misconduct, unless we decide it amounts to gross misconduct or you have not yet completed your probationary period.

**Confidentiality**

- 80.7 Our aim is to deal with disciplinary matters sensitively and with due respect for the privacy of any individuals involved. You must treat as confidential any information communicated to you in connection with an investigation or disciplinary matter.

**Investigations**

- 80.8 The purpose of an investigation is for us to establish a fair and balanced view of the facts relating to any disciplinary allegations against you, before deciding whether to proceed with a disciplinary hearing. The amount of investigation required will depend on the nature of the allegations and will vary from case to case. It may involve interviewing and taking statements from you and any witnesses, and/or reviewing relevant documents.
- 80.9 Investigative interviews are solely for the purpose of fact-finding and no decision on disciplinary action will be taken until after a disciplinary hearing has been held.
- 80.10 You do not have the right to bring a companion to an investigative interview.
- 80.11 You must co-operate fully and promptly in any investigation. This will include informing us of the names of any relevant witnesses, disclosing any relevant documents to us and attending investigative interviews if required.
- 80.12 If you fail to attend an investigatory disciplinary meeting without notice or good reason the investigation may proceed in the absence of any information provided by you and this could be taken into account in any future disciplinary decision.

**Criminal charges**

- 80.13 Where your conduct is the subject of a criminal investigation, charge or conviction we will investigate the facts before deciding whether to take formal disciplinary action.
- 80.14 We will not usually wait for the outcome of any prosecution before deciding what action, if any, to take.
- 80.15 A criminal investigation, charge or conviction relating to conduct outside work may be treated as a disciplinary matter if we consider that it is relevant to your employment or if the authorities consider it is relevant to the performance of your duties.

**Suspension**

- 80.16 In some circumstances we may need to suspend you from work. The suspension will be for no longer than is necessary, to investigate the allegations. We will confirm the arrangements to you in writing. While suspended you should not visit our premises or contact any of our customers, their families or our staff and if you do so you may be subject to further disciplinary action.
- 80.17 Suspension of this kind is not a disciplinary penalty and does not imply that any decision has already been made about the allegations. You will continue to receive your full basic salary and benefits during the period of suspension and you will remain bound by your Contract of Employment.
- 80.18 You must be available to attend investigations or disciplinary meetings at our request as part of the disciplinary process. You should also refer to our SOVA policy.

**Notification of a hearing**

- 80.19 Following any investigation, if we consider there are grounds for disciplinary action, you will be required to attend a disciplinary hearing. We will inform you in writing of the allegations against you, the basis for those allegations, and what the likely range of consequences will be if we decide after the hearing that the allegations are true. We will also include the following where appropriate:
- (a) A summary of relevant information gathered during the investigation;
  - (b) A copy of any relevant documents which will be used at the disciplinary hearing; and
  - (c) A copy of any witness statements. If any witnesses wish to remain anonymous you will be given an edited version of their witness statement.
- 80.20 We will give you written notice of the date, time and place of the disciplinary hearing. The hearing will be held as soon as possible, but you will be given a reasonable amount of time to prepare your case based on the information we have given you.
- The right to be accompanied**
- 80.21 You may bring a companion to any disciplinary hearing or appeal hearing under this procedure. The companion may be either a trade union representative or a colleague. You must tell us who your chosen companion is, in good time before the hearing.
- Procedure at disciplinary hearings**
- 80.22 If you or your companion cannot attend the hearing you should inform us immediately and we will arrange an alternative time. You must make every effort to attend the hearing. Failure to attend without good reason may be treated as misconduct in itself and we may have to take a decision based on the available evidence in your absence.
- 80.23 We may, at our discretion, postpone the hearing at your reasonable request if you require further time to prepare your case. Only 1 postponement or adjournment will be granted and only in cases where notice and a good reason have been given.
- 80.24 At the disciplinary hearing we will go through the allegations against you and the evidence that has been gathered. You will be able to respond and present any evidence of your own. Your companion may make representations and ask questions, but should not answer questions on your behalf.
- 80.25 You may ask relevant witnesses to appear at the hearing, provided you give us sufficient advance notice to arrange their attendance. You will be given the opportunity to respond to any information given by a witness. Where a thorough investigation has taken place and all witnesses have been interviewed as part of the investigation and those witness statements have been supplied to you in advance of the disciplinary hearing there will generally be no need to ask those witnesses to attend the disciplinary hearing.
- 80.26 We may adjourn the disciplinary hearing if we need to carry out any further investigations such as re-interviewing witnesses in light of any new points you have raised at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.
- 80.27 We will inform you in writing of our decision and our reasons for it, usually within one week of the disciplinary hearing. If we cannot make a decision in that time we will write to you to confirm that and with an estimated time scale to conclude matters.

**Disciplinary penalties**

- 80.28 **Stage 1 - First written warning.** A first written warning will usually be appropriate for a first act of misconduct where there are no other active written warnings on your disciplinary record.
- 80.29 **Stage 2 - Final written warning.** A final written warning will usually be appropriate for:
- (a) Misconduct where there is already an active written warning on your record; or
  - (b) Where there is already an active written warning on your record and you have failed to make the necessary adjustments or improvements to your performance or conduct; or
  - (c) Misconduct that we consider sufficiently serious to warrant a final written warning even though there are no other active warnings on your record.
- 80.30 **Stage 3 - Dismissal.** Dismissal will usually only be appropriate for:
- (a) Any misconduct during your probationary period; or
  - (b) Further misconduct where there is an active final written warning on your record; or
  - (c) Any gross misconduct regardless of whether there are active warnings on your record. Gross misconduct will usually result in immediate dismissal without notice or payment in lieu of notice (summary dismissal).
- 80.31 **Alternatives to dismissal.** In some cases we may at our discretion consider alternatives to dismissal. These will usually be accompanied by a final written warning. Examples include:
- (a) Demotion.
  - (b) A period of suspension without pay for a period not exceeding 14 days.
  - (c) Loss of seniority.
  - (d) Reduction in pay.
  - (e) A move to a different place of work.
- The effect of a warning**
- 80.32 Written warnings will set out the nature of the misconduct, the change in behaviour required, the period for which the warning will remain active, and the likely consequences of further misconduct in that active period.
- 80.33 A verbal warning will usually remain active for 6 months and a final written warning will usually remain active for 12 months. In exceptional cases verging on gross misconduct, a final written warning may state that it will remain active indefinitely. Your conduct may be reviewed at the end of a warning's active period and if it has not improved sufficiently we may decide to extend the active period.
- 80.34 After the active period, the warning will remain permanently on your personnel file but will be disregarded in deciding the outcome of future disciplinary proceedings.
- Appeals against disciplinary action**
- 80.35 If you feel that disciplinary action taken against you is wrong or unjust you should appeal in writing, stating your full grounds of appeal, including whether you are appealing against the conduct of the hearing, its findings, the penalties imposed or a combination of these together with supporting evidence and/or reasons to a Director within 7 days of the date on which you were informed of the decision.
- 80.36 If you are appealing against dismissal, the date on which dismissal takes effect will not be delayed pending the outcome of the appeal. However, if your appeal is successful you will be reinstated with no loss of continuity or pay.

- 80.37 If you raise any new matters in your appeal, we may need to carry out further investigation. If any new information comes to light we will provide you with a summary including, where appropriate, copies of additional relevant documents and witness statements. You will have a reasonable opportunity to consider this information before the appeal hearing.
- 80.38 We will give you written notice of the date, time and place of the appeal hearing.
- 80.39 We reserve the right to call in a third party who has not been involved in the original disciplinary decision to hear your appeal.
- 80.40 The appeal hearing may be a complete re-hearing of the matter or it may be a review of the fairness of the original decision in the light of the procedure that was followed and any new information that may have come to light. This will be at our discretion depending on the circumstances of your case. In any event the appeal will be dealt with as impartially as possible.
- 80.41 We may adjourn the appeal hearing if we need to carry out any further investigations in light of any new points you have raised in appeal. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.
- 80.42 Following the appeal hearing we may:
- (a) Confirm the original decision;
  - (b) Revoke the original decision; or
  - (c) Substitute a different penalty.
- 80.43 We will inform you in writing of our final decision as soon as possible, usually within one week of the appeal hearing. There will be no further right of appeal.

## **81. CAPABILITY PROCEDURE**

- 81.1 We aim to ensure that concerns over performance are dealt with fairly and that steps are taken to establish the facts and to give you the opportunity to respond at a hearing before any formal action is taken.
- 81.2 Performance issues will normally be dealt with informally first as part of day-to-day management. Where appropriate, a note of any such informal discussions may be placed on your personnel file but will be ignored for the purposes of any future capability hearings. The formal procedure will be used for more serious cases, or in any case where an earlier informal discussion has not resulted in a satisfactory improvement.
- 81.3 You will not normally be dismissed for performance reasons without previous warnings. However, in serious cases of gross negligence, or in any case where you have not yet completed your probationary period, dismissal without previous warnings may be appropriate. You may however be dismissed under this procedure where you no longer have the right to remain working in the sector or fail to obtain the relevant qualification or registration.
- Notification of a capability hearing**
- 81.4 If we consider that there are grounds for taking formal action over alleged poor performance, you will be required to attend a capability hearing. We will notify you in writing of our concerns over your performance, the reasons for those concerns, and the likely outcome if we decide after the hearing that your performance has been unsatisfactory.

- 81.5 We will also include any relevant documents, information or witness statements where appropriate.
- 81.6 We will give you written notice of the date, time and place of the capability hearing. The hearing will be held as soon as reasonably practicable, but you will be given a reasonable amount of time to prepare your case based on the information we have given you.
- Right to be accompanied at hearings**
- 81.7 You may bring a companion to any capability hearing or appeal hearing under this procedure. The companion may be either a trade union representative or a colleague. You must tell us who your chosen companion is in advance.
- 81.8 Your companion will not be allowed to answer questions on your behalf but you may confer privately with your companion at any time during the hearing.
- 81.9 If you or your companion cannot attend the hearing you should inform us immediately and we will usually arrange an alternative time. Only one postponement will be granted. You must make every effort to attend the hearing, and failure to attend without good reason and notice may be treated as misconduct in itself. If you fail to attend without good reason and notice we may have to take a decision based on the available evidence.
- Procedure at capability hearings**
- 81.10 At the hearing you may ask relevant witnesses to appear, provided you advise us in advance. You will be given the opportunity to respond to any information given by a witness.
- 81.11 The aims of a capability hearing will usually include:
- (a) Setting out the required standards that we believe you may have failed to meet, and going through any relevant evidence that we have gathered.
  - (b) Establishing the likely causes of poor performance including any reasons why any measures taken so far have not led to the required improvement.
  - (c) Identifying whether there are further measures which may improve performance.
  - (d) Where appropriate, discussing targets for improvement and a time-scale for review.
  - (e) If dismissal is a possibility, establishing whether there is any likelihood of a significant improvement being made within a reasonable time and whether there is any practical alternative to dismissal.
- 81.12 A hearing may be adjourned if we need to gather any further information or give consideration to matters discussed at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.
- 81.13 We will inform you in writing of our decision and our reasons for it, usually within one week of the capability hearing.
- Stage 1 hearing: first written warning**
- 81.14 Following a Stage 1 capability hearing, if we decide that your performance is unsatisfactory, we will give you a first written warning, setting out:
- (a) The areas in which you have not met the required performance standards.
  - (b) Targets for improvement.
  - (c) Any measures which will be taken with a view to improving performance.
  - (d) A period for review.

- (e) The consequences of failing to improve within the review period, or of further unsatisfactory performance.
- 81.15 Your performance will be monitored during the review period and we will write to inform you of the outcome. If we are satisfied with your performance, no further action will be taken. If however, we are not satisfied, the matter may be progressed to a Stage 2 capability hearing or the review period may be extended.
- Stage 2 hearing: final written warning**
- 81.16 If your performance does not improve within the review period set out in a first written warning, or if there is further evidence of poor performance while your first written warning is still active, we may decide to hold a Stage 2 capability hearing. We will send you written notification as set out above.
- 81.17 Following a Stage 2 capability hearing, if we decide that your performance is unsatisfactory, we will give you a final written warning, setting out the same information as contained in a first written warning.
- 81.18 Your performance will be monitored during the review period and we will write to inform you of the outcome. If we are satisfied with your performance, no further action will be taken. If however, we are not satisfied, the matter may be progressed to a Stage 3 capability hearing or at our discretion the review period may be extended.
- Warnings**
- 81.19 Warnings will normally remain active for six months from the end of the review period, after which time they will be disregarded for the purposes of the capability procedure. After the active period, the warning will remain permanently on your personnel file but will be disregarded in deciding the outcome of future capability proceedings.
- Stage 3 hearing: dismissal**
- 81.20 We may decide to hold a Stage 3 capability hearing if we have reason to believe:
- (a) your performance has not improved sufficiently within the review period set out in a final written warning; or
  - (b) your performance is unsatisfactory while a final written warning is still active; or
  - (c) your performance has been grossly negligent such as to warrant dismissal without the need for a final written warning.
- 81.21 We will send you written notification of the hearing as set out above.
- 81.22 Following the hearing, if we find that your performance is unsatisfactory, we may consider a range of options including:
- (a) Dismissing you.
  - (b) Extending an active final written warning and setting a further review.
  - (c) Giving a final written warning (where no final written warning is currently active).
- 81.23 Dismissal will normally be with full notice or payment in lieu of notice, unless your performance has been so negligent as to amount to gross misconduct, in which case we may dismiss you immediately without notice or any pay in lieu.
- Appeals against action for poor performance**
- 81.24 If you feel that a decision about poor performance under this procedure is wrong or unjust you should appeal in writing, stating your full grounds of appeal, to a Director within five days of the date on which you were informed in writing of the decision.

- 81.25 If you are appealing against dismissal, the date on which dismissal takes effect will not be delayed pending the outcome of the appeal. However, if your appeal is successful you will be reinstated with no loss of continuity or pay.
- 81.26 We will give you written notice of the date, time and place of the appeal hearing. You may bring a companion with you to the appeal hearing as set out above.
- 81.27 Following the appeal hearing we may:
- (a) confirm the original decision;
  - (b) revoke the original decision; or
  - (c) substitute a different penalty.
- 81.28 We will inform you in writing of our final decision as soon as possible, usually within one week of the appeal hearing. There will be no further right of appeal.
- 81.29 We retain discretion in respect of capability procedures to take account of your length of service and to vary procedures accordingly. If you have a short amount of service, you may not be in receipt of any warnings before dismissal but you will retain the right to a hearing and you will have the right to appeal.

## **82. GRIEVANCE PROCEDURE**

### **Who is covered by the procedure?**

- 82.1 It is our policy that you should have a ready means of presenting complaints and grievances so that you can be assured of fair and equitable treatment.
- 82.2 This procedure does not form part of your Contract of Employment. It may be amended at any time and we may depart from it depending on the circumstances of any case.

### **Using the grievance procedure**

- 82.3 Most grievances can be resolved quickly and informally through discussion. If this does not resolve the problem you should initiate the formal procedure.

### **Step 1: written grievance**

- 82.4 You should put your grievance in writing and submit it, without unreasonable delay, to a Registered Manager unless the grievance is about a Registered Manager in which case you may submit it to a director.
- 82.5 The written grievance should set out the nature of the complaint, including any relevant facts, dates and names of individuals involved so that we can investigate it.

### **Step 2: meeting**

- 82.6 We will arrange a grievance meeting after receiving your written grievance. You should make every effort to attend.
- 82.7 You may bring a companion to the grievance meeting provided that you tell us the name of your chosen companion in advance. The companion may be either a trade union representative or a colleague.
- 82.8 If you or your companion cannot attend at the time specified you should let us know as soon as possible and we will try, within reason, to agree an alternative time. Only one postponement will be granted.
- 82.9 We may adjourn the meeting if we need to carry out further investigations, after which the meeting will usually be reconvened.
- 82.10 We will write to you, usually within one week of the last grievance meeting, to confirm our decision and notify you of any further action that we intend to take to resolve the grievance. We will also advise you of your right of appeal.

### **Step 3: appeals**

- 82.11 If the grievance has not been resolved to your satisfaction you may appeal in writing to a director, stating your full grounds of appeal, within one week of the date on which the decision was sent or given to you.
- 82.12 We will hold an appeal meeting, normally within one week of receiving the appeal. This will be dealt with impartially. We reserve the right at our discretion to ask an independent third party to hear the appeal. You have a right to bring a companion as set out above.
- 82.13 We will confirm our final decision in writing, usually within one week of the appeal hearing. There is no further right of appeal.

### **83. WHISTLEBLOWING**

- 83.1 We are committed to conducting our business with honesty and integrity and we expect all staff to maintain high standards in accordance with our policies and procedures. However, all organisations face the risk of things going wrong from time to time, or of unknowingly harbouring illegal or unethical conduct. A culture of openness and accountability is essential in order to prevent such situations occurring or to address them when they do occur.

- 83.2 The aims of this policy are:

- (a) To encourage you to report suspected wrongdoing as soon as possible, in the knowledge that your concerns will be taken seriously and investigated as appropriate, and that your confidentiality will be respected.
- (b) To provide you with guidance as to how to raise those concerns.
- (c) To reassure you that you should be able to raise genuine concerns without fear of reprisals, even if they turn out to be mistaken (as long as those concerns are not malicious).

- 83.3 This policy does not form part of your Contract of Employment and it may be amended at any time.

#### **Who is covered by this policy?**

- 83.4 This policy applies to all individuals working at all levels of the organisation, including senior managers, officers, directors, employees, consultants, contractors, trainees, home workers, part-time and fixed-term workers, casual and agency staff and volunteers (collectively referred to as staff in this policy).

#### **What is whistleblowing?**

- 83.5 Whistleblowing is the disclosure of information which relates to suspected wrongdoing or dangers at work. This may include:
- (a) criminal activity;
  - (b) miscarriages of justice;
  - (c) danger to health and safety;
  - (d) damage to the environment;
  - (e) failure to comply with any legal or professional obligation or regulatory requirements;
  - (f) financial fraud or mismanagement;
  - (g) negligence;
  - (h) breach of our internal policies and procedures including our Code of Conduct;
  - (i) conduct likely to damage our reputation;
  - (j) unauthorised disclosure of confidential information; or

- (k) the deliberate concealment of any of the above matters.
- 83.6 A whistleblower is a person who raises a genuine concern relating to any of the above. If you have any genuine concerns related to suspected wrongdoing or danger affecting any of our activities (a whistleblowing concern) you should report it under this policy.
- 83.7 This policy should not be used for complaints relating to your own personal circumstances. In those cases you should use the Grievance Procedure or Anti-harassment and Bullying Policy as appropriate.
- 83.8 If you are uncertain whether something is within the scope of this policy you should seek advice from us.

**Raising a whistleblowing concern**

- 83.9 We hope that in many cases you will be able to raise any concerns with your line manager or supervisor. You may tell them in person or put the matter in writing if you prefer. They may be able to agree a way of resolving your concern quickly and effectively.
- 83.10 However, where the matter is more serious, or you feel that your line manager or supervisor has not addressed your concern, or you prefer not to raise it with them for any reason, you should contact a Registered Manager directly.
- 83.11 We will arrange a meeting with you as soon as possible to discuss your concern. You may bring a colleague or union representative to any meetings under this policy. Your companion must respect the confidentiality of your disclosure and any subsequent investigation.
- 83.12 We will take down a written summary of your concern and provide you with a copy after the meeting. We will also aim to give you an indication of how we propose to deal with the matter.

**Confidentiality**

- 83.13 We hope that you will feel able to voice whistleblowing concerns openly under this policy. However, if you want to raise your concern confidentially, we will make every effort to keep your identity secret. If it is necessary for anyone investigating your concern to know your identity, we will discuss this with you.
- 83.14 We do not encourage you to make disclosures anonymously. Proper investigation may be more difficult or impossible if we cannot obtain further information from you. It is also more difficult to establish whether any allegations are credible. Whistleblowers who are concerned about possible reprisals if their identity is revealed should come forward to a Registered Manager and appropriate measures can then be taken to preserve confidentiality.

**External disclosures**

- 83.15 The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. It will very rarely if ever be appropriate to alert the media. We strongly encourage you to seek advice before reporting a concern to anyone external and you are reminded of your confidentiality obligations.
- 83.16 Whistleblowing concerns usually relate to the conduct of our staff, but they may sometimes relate to the actions of a third party. In some circumstances the law will protect you if you raise the matter with the third party directly. However, we encourage you to report such concerns internally first.

**Investigation and outcome**

- 83.17 Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment. You may be required to attend additional meetings in order to provide further information.
- 83.18 In some cases we may appoint an investigator or team of investigators to make recommendations for change to enable us to minimise the risk of future wrongdoing.
- 83.19 We will aim to keep you informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us giving you specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.
- 83.20 If we conclude that a whistleblower has made false allegations maliciously or with a view to personal gain, the whistleblower may be subject to disciplinary action.
- 83.21 While we cannot always guarantee the outcome you are seeking, we will try to deal with your concern fairly and in an appropriate way. By using this policy you can help us to achieve this.
- 83.22 If you are not happy with the way in which your concern has been handled, we will inform you of who you can raise it with.
- Protection and support for whistleblowers**
- 83.23 It is understandable that whistleblowers are sometimes worried about possible repercussions. We aim to encourage openness and will support you if you raise genuine concerns under this policy, even if they turn out to be mistaken.
- 83.24 You will not suffer any detrimental treatment as a result of raising a concern. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such detrimental treatment, you should inform a Registered Manager immediately. If the matter is not remedied you should raise it formally using our Grievance Procedure.
- 83.25 You must not threaten or retaliate against whistleblowers in any way. Anyone involved in such conduct may be subject to disciplinary action.

#### **84. ANTI-CORRUPTION AND BRIBERY POLICY**

- 84.1 It is our policy to conduct all of our business in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our business dealings and relationships wherever we operate and to implement and enforce effective systems to counter bribery.
- 84.2 Bribery and corruption are punishable for individuals by up to ten years' imprisonment and if we are found to have taken part in corruption we could face an unlimited fine, be excluded from tendering for public contracts and face damage to our reputation. We therefore take our legal responsibilities very seriously.
- 84.3 In this policy, third party means any individual or organisation you come into contact with during the course of your work for us, and includes actual and potential customers, suppliers, business contacts, agents, advisers, and government and public bodies, including their advisors, representatives and officials, politicians and political parties.
- 84.4 This policy applies to all individuals working at all levels and grades.

#### **What is bribery?**

- 84.5 A bribe is an inducement or reward offered, promised or provided in order to gain any commercial, contractual, regulatory or personal advantage.

**Examples:**

**Offering a bribe**

- 84.6 You offer a potential customer tickets to a major sporting event, but only if they agree to do business with us.
- 84.7 This would be an offence as you are making the offer to gain a commercial and contractual advantage. We may also be found to have committed an offence because the offer has been made to obtain business for us. It may also be an offence for the potential customer to accept your offer.

**Receiving a bribe**

- 84.8 A supplier gives your nephew a job, but makes it clear that in return they expect you to use your influence in our organisation to ensure we continue to do business with them.
- 84.9 It is an offence for a supplier to make such an offer. It would be an offence for you to accept the offer as you would be doing so to gain a personal advantage.

**What is not acceptable?**

- 84.10 It is not acceptable for you (or someone on your behalf) to:
- (a) Give, promise to give, or offer, a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given.
  - (b) Give, promise to give, or offer, a payment, gift or hospitality to a government official, agent or representative to "facilitate" or expedite a routine procedure.
  - (c) Accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business advantage for them.
  - (d) Accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return.
  - (e) Threaten or retaliate against another worker who has refused to commit a bribery offence or who has raised concerns under this policy.
  - (f) Engage in any activity that might lead to a breach of this policy.

**Facilitation payments and kickbacks**

- 84.11 We do not make, and will not accept, facilitation payments or "kickbacks" of any kind. Facilitation payments are typically small, unofficial payments made to secure or expedite a routine government action by a government official. Kickbacks are typically payments made in return for a business favour or advantage. All workers must avoid any activity that might lead to, or suggest, that a facilitation payment or kickback will be made or accepted by us.

**Donations**

- 84.12 We do not make contributions to political parties and we only make charitable donations that are legal and ethical under local laws and practices.

**Your responsibilities**

- 84.13 You must ensure that you read, understand and comply with this policy.
- 84.14 The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for us or under our control. All workers are required to avoid any activity that might lead to, or suggest, a breach of this policy.

84.15 You must notify us immediately if you believe or suspect that a conflict with this policy has occurred, or may occur in the future.

84.16 Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. We reserve our right to terminate our contractual relationship with other workers if they breach this policy.

**Record-keeping**

84.17 You must declare and keep a written record of all hospitality or gifts accepted or offered, which will be subject to managerial review.

84.18 You must ensure all expenses claims relating to hospitality, gifts or expenses incurred to third parties are submitted to management and specifically record the reason for the expenditure.

84.19 All accounts, invoices, memoranda and other documents and records relating to dealings with third parties, such as clients, suppliers and business contacts, should be prepared and maintained with strict accuracy and completeness.

**How to raise a concern**

84.20 You are encouraged to raise concerns about any issue or suspicion of malpractice at the earliest possible stage. Concerns should be reported by following our grievance procedure.

**What to do if you are a victim of bribery or corruption**

84.21 It is important that you tell us as soon as possible if you are offered a bribe by a third party, are asked to make one, suspect that this may happen in the future, or believe that you are a victim of another form of unlawful activity.

**Protection**

84.22 We aim to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken.

84.23 We are committed to ensuring no one suffers any detrimental treatment as a result of refusing to take part in bribery or corruption, or because of reporting in good faith their suspicion that an actual or potential bribery or other corruption offence has taken place, or may take place in the future. If you believe that you have suffered any detrimental treatment, you should inform us immediately. If the matter is not remedied, and you are an employee, you should raise it formally using our Grievance Procedure.

## **SECTION G: FAMILY FRIENDLY POLICIES AND PROCEDURES**

### **85. FAMILY FRIENDLY RIGHTS**

- 85.1 With reference to family friendly policies and procedures (e.g. Maternity, Paternity, Parental Leave, Adoption, Shared Parental Leave, Time off for Dependents Leave, Flexible Working, etc.), we will follow Statutory Government Guidance ([www.gov.uk](http://www.gov.uk)) and ACAS guidance as appropriate. We do not offer any benefits over and above the statutory entitlement.

### **86. TRANSGENDER EQUALITY POLICY**

- 86.1 This policy outlines the organisation's commitment to ensuring that transgender employees are treated with dignity and respect and are not disadvantaged in the workplace.
- 86.2 This policy covers cross dressing, people suffering with gender dysphoria, those who have undergone gender reassignment or transitioning, intersex, non-binary, transgender and transsexual people.
- 86.3 Failure to take account of this policy or breaching this policy may result in disciplinary action being taken against an employee.
- 86.4 Our commitment
- (a) The organisation is committed to welcoming and supporting transgender employees and removing barriers to their recruitment, promotion and retention. Providing a working environment that is free from discrimination, harassment or victimisation because of gender identity is an important step in ensuring that transgender employees are respected and valued.
- 86.5 Definitions
- (a) Individuals will self-identify and how they choose to describe themselves should be respected by their managers and colleagues. Rather than assume, it is best to ask someone how they wish to be addressed.
  - (b) Using inappropriate language and terminology can cause offence and distress and undermines the organisation's efforts to create an inclusive workplace for transgender people.
  - (c) The organisation recognises that gender identity and sexual orientation are not interchangeable terms. Transgender people can be bisexual, gay, heterosexual or lesbian and so employees should not assume that a transgender colleague has a particular sexual orientation.
  - (d) An employee who treats a colleague less favourably because of their gender, may be held personally liable for discrimination.
- 86.6 Recruitment
- (a) The organisation recognises that transgender job applicants and employees are not required to inform the organisation of their gender status or gender history or of any previous names. The gender in which an individual chooses to present will always be acknowledged and respected. This extends to individuals who identify as non-binary.
  - (b) The organisation wishes to attract applicants from as wide a talent pool as possible and the recruitment process is designed to be inclusive of transgender applicants.

- (c) Managers should not ask questions about an applicant's gender identity or gender history. If an individual chooses to mention this during the interview, they should be informed that the organisation supports transgender employees and assured that the disclosure will have no bearing on the outcome of the interview and will not be revealed outside the interview room.
- (d) The requirement to provide proof of identity to confirm the right to work in the UK can be particularly sensitive for a transgender applicant whose identification documentation may be in their previous names. The organisation will always ensure that an applicant is made aware of the full range of permissible identification documents and that the process of checking is handled sensitively and with respect for privacy of the individual.
- (e) Where an individual's documentation reveals their previous name and thereby their gender history, this information will be kept confidential and stored securely with the permission of the individual and in accordance with the organisation's data protection policy. The same approach will apply where an applicant is required to present qualification certificates before a job offer is confirmed and the certificates are in the applicant's previous name.

#### 86.7 Employment

- (a) An employee who is transitioning may wish to be redeployed on a temporary or permanent basis. This may be because: the individual is in a public-facing role and wishes to avoid having to answer questions from the public about gender status; or the role involves particular tasks that will be difficult to undertake if undergoing a particular type of treatment (for example, hormone therapy that causes fatigue). Requests to be redeployed will be discussed with the employee and, where possible, the organisation will seek to accommodate the employee's wishes.
- (b) A manager should not put pressure on an individual to change jobs or make assumptions about their capability or wishes.
- (c) An employee's gender history or status will not have a bearing on any employment decisions or access to benefits, except where permitted by law. For example, an individual who has transitioned but does not have a Gender Recognition Certificate (GRC) may be required to disclose their gender history for insurance and pension purposes.

#### 86.8 Names and pronouns

- (a) The organisation will take all necessary steps to ensure that an individual's change of name is respected.
- (b) A GRC is not required to enable a transgender person to change their name and the organisation will never ask an individual if they have a GRC to verify a name change.
- (c) The organisation will always respect an individual's chosen pronoun. Consistently addressing a transgender employee by their previous name and/or an inappropriate pronoun may be regarded as harassment and will be dealt with accordingly.

#### 86.9 Changing employee records

- (a) Where an employee is absent while completing their transition, any records that hold personal details should be changed by the time the individual presents at work with their new identity. Records will include all of the systems that may contain names, titles and other personal identifiers such as photographs. The organisation will work with the employee to ensure that nothing is omitted.

#### 86.10 Confidentiality

- (a) All records that include details of an employee's gender history will be destroyed in a secure manner, unless there is a specific reason for retaining them. Where other people in the organisation need to be aware of the employee's transition to make a change to a particular record, the organisation will obtain the employee's consent, and restrict the information to those who need to know.
- (b) Where there is a need to retain documentation that shows someone's gender history, this information will be stored confidentially in line with the requirements of data protection legislation. The information will be held electronically in a secure environment. Only named individuals will be allowed to access this information and those individuals will be made aware that breaches of confidentiality could be unlawful and result in disciplinary action.
- (c) Care will be taken to ensure that any search of the organisation's records by others will not inadvertently reveal an employee's gender history.
- (d) It is an individual's decision whether or not to reveal their gender status and history and the organisation will respect their right to privacy. The right to privacy will apply regardless of whether or not the individual has a GRC.
- (e) Where an employee discloses information about their gender history or status (verbally or in writing), this will be treated as confidential. This includes any information provided to the line manager or HR. Such information will not be shared with others, unless there is a specific reason and then not without the written consent of the individual concerned. Disclosure of the gender history of someone with a GRC without their specific permission would normally be a criminal offence.
- (f) Information relating to an employee's gender status or history will not be disclosed to a third party without the individual's consent, for example when responding to a reference request.

#### 86.11 Communication

- (a) Where an employee is transitioning, the organisation will work with the employee to agree what information needs to be conveyed to work colleagues and when the information should be conveyed. While the whole workforce may not need to know about the employee's transition, people who work closely with the individual will normally need to know to ensure that a good working relationship is maintained.
- (b) The employee may wish to tell colleagues about their transition or may prefer for this to be done by someone else on their behalf. The organisation will encourage the individual to do what is best for them and, if the employee is not ready to tell anyone at the early stages, the organisation

will respect the employee's wishes. The employee is entitled to privacy and the organisation will seek to protect them from intrusive enquiries.

86.12 Bullying and harassment

- (a) The organisation adopts a zero-tolerance approach to harassment, bullying or victimisation and such behaviour may result in action being taken under the organisation's disciplinary procedure.
- (b) Examples of harassment against transgender people include:
  - (i) verbal abuse such as name-calling, threats, derogatory remarks or belittling comments about transgender people;
  - (ii) asking an individual if they have a GRC;
  - (iii) jokes and banter about someone's gender identity or transgender people generally;
  - (iv) refusing to use the pronoun appropriate to someone's acquired gender (for example, calling a trans woman "he") or calling the person by the name they had before they transitioned;
  - (v) threatening behaviour or physical abuse;
  - (vi) intrusive questioning about someone's gender identity or transition;
  - (vii) excluding a transgender colleague from conversations or from social events;
  - (viii) refusing to work with someone because they have transitioned; and
  - (ix) displaying or circulating transphobic images and literature.
- (c) All employees are made aware of the organisation's dignity at work policy and the procedures in place for handling complaints of bullying and harassment. The organisation will also publicise its position on bullying and harassment to any third parties with which it engages.
- (d) Any complaints of bullying and harassment are taken seriously and dealt with promptly.

86.13 Single-sex toilets and facilities

- (a) The organisation will support a transgender employee's right to use the toilets and facilities appropriate to their gender from the point at which the individual declares that they are living their life fully in that gender. In some cases, the individual may wish to use a single-occupancy toilet during their transition, but they must not be pressurised to do so and this should not be seen as a long-term solution. A transgender person should not be expected to use an accessible/disabled toilet unless they prefer to do so.
- (b) The organisation will agree with the employee when they wish to start using the facilities appropriate to their acquired gender and how this should be communicated to colleagues. Any concerns raised by others will be dealt with promptly and sensitively and harassment of the individual will not be tolerated.

86.14 Dress codes

- (a) The organisation will agree with the employee what flexibility in the organisation's dress code may be permitted to accommodate the process of transition or where a gender-specific mode of dress would be uncomfortable for the individual.

- (b) If a transgender employee is required to wear a uniform, the organisation will ensure that arrangements have been made to provide them with a uniform appropriate to their gender.
- 86.15 Supporting an employee who is transitioning
- (a) The organisation will be supportive of an employee who has made the decision to transition.
  - (b) The organisation acknowledges that the transition process and the time it takes will be unique to each individual and that it is not always a linear process.
  - (c) Transitioning is a major decision and the individual may have taken years to come to this point. They may fear rejection or ridicule by their work colleagues. It is therefore vital that the organisation supports the individual so that they can continue to work without fear of discrimination and harassment and that colleagues are helped to understand the process.
  - (d) Once the organisation has been made aware by an employee that they will be starting, or have started, the process of transitioning, an appropriate point of contact will be agreed with the employee. That person will work with the employee to develop a confidential action plan to manage the individual's transition at work.
  - (e) The plan will consider what steps to take before, during and after the employee's transition. No action will be taken without the employee's consent.
  - (f) Transitioning is a process that takes time, and, to help both parties, regular review meetings will be arranged to manage the process. This will ensure that the right support is in place, and enable the plan to be amended as things change. Effective support for someone who is transitioning requires dialogue, agreed action and respect.



Human Resources – November 14, 2019 at 10:53 AM

To All Network

Dear All

Please find attached a memo with further information on contract **consultations**, and our aim to ensure all Carers are offered fair and consistent working hours.

Within the forthcoming weeks and months, we will be making appointments to meet with each of you individually, and this will be a further opportunity for you to discuss any concerns that you may have and to go over things in more detail.

I hope this information is useful, however if you wish clarification on anything in the meantime please contact the HR department to discuss, or alternatively send a Yammer message to either myself or Millie.

Many thanks

Chloe



## Memo



Contract Consultation Memo 12.11.2019

All Network > Files



## MEMO

**To:** Office staff  
**From:** Simon Clarke/HR  
**Date:** 26 November 2019  
**RE:** Logging in & out of calls

---

Dear Colleagues

We have recently been made aware of several issues in relation to logging in & out of calls. As such we will be running weekly reports to try and establish the reasons behind these issues and rectify any concerns to ensure that rotas work more smoothly for the following weeks. Our report has highlighted the following issues;

1. Carers not using phones to log in & out: 37.5%
2. Carers forgetting to log in & out: 35.22%
3. Call aborted: 19.03%

In future, please ensure that all calls are logged in & out of in the appropriate manner at the relevant time in accordance with your rota. Under no circumstances are you to re-enter a call to log out unless in exceptional circumstances where this has been cleared by an Area Manager first.

Whilst we understand that some customers do not require you to stay for the allocated amount of time, our rotas are created with the designated call time in mind, and you will be required to stay for the duration of your call to ensure that you are paid accordingly.

Over the coming weeks we will be running reports on a weekly basis to establish the reasons for the issues above, and we will be contacting you individually to establish the reason for this. For example, some call times may need to be adjusted, and if we can do this immediately, we will be able to amend the rota to ensure it is more efficient. However if you are aware that some call times may need to be extended or reduced, then we welcome your feedback to enable us to make these adjustments.

Our statistics show that a large volume of calls are being aborted. Calls should only be aborted in the event that a customer is not home, or you are turned away at the door and the call cannot be carried out. In the event that a call needs to be aborted during the week, Carers should call their Area Manager to notify them, and for any calls aborted during the weekend, Carers should contact the duty phone to notify a manager.

Should you have any concerns or wish to discuss the contents of this memo further, please do not hesitate to contact the HR department.

Kind Regards





**Chloe Tickle**  
**On behalf of PembrokeCare Ltd**

PEMBROKESHIRE





To All Network

## **\*\*Logging In & Out of Calls\*\***

Dear All

Please find attached a memo with further information on how to log in & out of calls correctly.

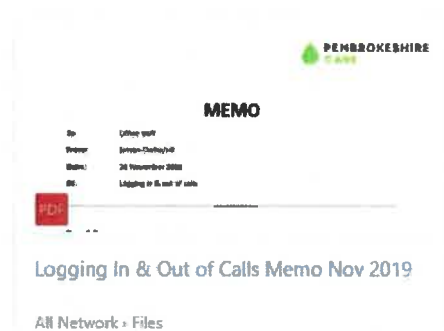
Our reports show that only 8% of calls are logged in & out of in the correct manner, our target is 90% as designated by Pembrokeshire County Council.

As a result of this we will be running weekly reports to try and establish the reasons behind these errors and work with Carers to ensure that all calls are logged in and out of correctly in future.

If you have any queries regarding the information contained within the memo, please contact the HR department to discuss further.

Thanks

Chloe



Showing 1 of 3 replies · Last reply December 4, 2019 at 01:33 PM



**Chloe Tickle**

---

**From:** Chloe Tickle  
**Sent:** 13 March 2021 09:18  
**Subject:** People HR Software Migration

Dear All

We have recently made the decision to purchase new HR Software, due to the ever changing needs of the business.

A link to the system can be found below:

<https://pembrokeshirecare.peoplehr.net/Pages/LeftSegment/Dashboard.aspx>

Please familiarise yourselves with this in the next couple of weeks. We have training booked in on the following dates and it is crucial that you have a good overview of what the system entails ahead of this training:

- 22/04/21
- 23/04/21
- 24/04/21

This training is mandatory and you are all required to attend.

The training will cover all areas of usage, and we envisage that the system will be used to enhance our recruitment function as well.

If you have any questions, please don't hesitate to contact me.

Kind Regards

Chloe Tickle  
Human Resources





# PEMBROK CARE



01437 764 777



Care@Pemcare.co.uk

[www.pembrokeshirecare.co.uk](http://www.pembrokeshirecare.co.uk)





6211

PEMBROKESHIRE CARE GROUPS

Company Updates, Policy an...

Covid-19 Policies & Updates 13

Compliments

Wellbeing

Shift Cover 1

New Starters Group

All Network 9

View all your groups

PRIVATE MESSAGES

Emma [redacted]

Update Question Poll Praise Announcement

What are you working on?



DISCOVERY ALL FOLLOWING

All Network



Lauren [redacted] -- Thursday at 02:21 PM

\*\* Holiday Booking \*\*

Can everyone please contact me to book annual leave for the new financial year starting 01.04.2021.

Please be mindful - Everyone must have booked and taken at least 2 weeks leave before August 2021.

Thanks, Lauren

UNLIKE REPLY SHARE ...

INVITE YOUR CONTACTS



Yam you Inv

NETWORK USA

Your use of Ya the Pembroke Use Policy.

SUGGESTED PEOPLE



Soraya [redacted] community

Follow



Zoe [redacted] community

Follow



# Memo

To: All Staff

From: PembrokeCare 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 prior to individual consultations, 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 beforehand 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. As such there will be a requirement to provide us with 4 weeks' notice for any permanent availability changes.*

*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. However, the more notice of these changes the better as they will allow us time to make arrangements to cover calls on the rota.*

**Q: If there are not enough hours in my usual area of work will I need to pick up calls in other areas?**

*A: During the consultation process we will aim to accurately reflect the hours required and the hours available from staff and aim for this to be an unlikely situation; however, if for some reason hours reduce quickly in your immediate area, then to get your contracted hours we can offer you calls in different areas. If you do not wish to do these calls, then you do not have to but in turn you will not be paid.*

*If there are no calls to be covered anywhere and you are below your contracted hours, then the company is liable to pay you for the hours you are below your contract.*



**Q: If I resign within a year of signing the contract will I be made to pay back all of my training?**

*A: We will be carrying on your contract date from your original start date with the company i.e. not from when you sign. If you have been with the company for less than 12 months you will have to pay back 100% of your training costs, if you have been with the company for less than 18 months, you will have to back 50% of your training costs, this is also a clause within your current contract. However, if you are unable to attend a training session that is on your rota, it is your responsibility to cancel your place in advance of the training. You can cancel your place by contacting your Team Leader, who will inform the Training Coordinator. If you do not cancel your place in advance, with a genuine reason for your absence, you will be charged an administration fee of £35.*

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**



EJ14

**PEMBROKESHIRE CARE LTD**  
**RECRUITMENT AND RETENTION STRATEGY**  
**2020-2021**

**Author: Chloe Tickle**



## Contents

|                                                                                        |           |
|----------------------------------------------------------------------------------------|-----------|
| <b>Executive Summary .....</b>                                                         | <b>3</b>  |
| <b>1. Introduction .....</b>                                                           | <b>4</b>  |
| <b>1.1 Strategic Objectives.....</b>                                                   | <b>6</b>  |
| <b>1.2 Principal Risks .....</b>                                                       | <b>6</b>  |
| <b>1.3 Why we need a strategy.....</b>                                                 | <b>6</b>  |
| <b>1.4 Strategic direction &amp; context – intended outcomes of the strategy .....</b> | <b>6</b>  |
| <b>2.0 Where we are now .....</b>                                                      | <b>7</b>  |
| <b>2.1 Present challenges.....</b>                                                     | <b>7</b>  |
| <b>2.2 Why change is needed .....</b>                                                  | <b>7</b>  |
| <b>3.0 How we will recruit and retain the social care work force .....</b>             | <b>8</b>  |
| <b>3.2 Rewarding Staff .....</b>                                                       | <b>10</b> |
| <b>3.3 Workforce Development.....</b>                                                  | <b>11</b> |
| <b>4.0 Summary .....</b>                                                               | <b>12</b> |



## Executive Summary

We know that 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 are also aware that 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 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'.

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. Francis Report and Cavendish review.

The strategy articulates 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

Pembrokeshire Care Ltd are currently working hard to increase staffing numbers in all areas of Pembrokeshire to ensure that we are able to develop in existing areas and take on additional packages, whilst eliminating 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.

The demographic realities of the domiciliary carer positions combined with other attractive career opportunities from other domiciliary care agencies, NHS trusts, Local Government and other local employment make the recruitment and retention of domiciliary care workers challenging, which is further exacerbated by the stringent recruitment requirements for this type of position.

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
- Rewarding Staff – improving and developing a staff benefits scheme
- Workforce Development – improved learning and development opportunities for the entire workforce
- Flexible Workforce – increasing the flexibility of our workforce to ensure that we are able to respond to the increase in demand for our services

Pembrokeshire Care Ltd work in partnership with local organisations such as Job Centre Plus and Pembrokeshire college by offering students and job seekers that meet the requirements employment locally, we will continue to utilise schemes such as Apprenticeships, providing knowledge and qualifications along with work experience to students on Health & Social Care courses within local FE colleges.

This document sets out the strategic direction in which Pembrokeshire Care Ltd will work towards recruiting and retaining the best skilled and dedicated workforce who are signed up to our core



values. 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 more competitive market, coupled with an ageing workforce and increasing turnover due to retirement.

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.

## 1.4 Strategic direction & context – intended outcomes of the strategy

This document outlines the strategic direction in respect of the recruitment and retention initiatives within Pembrokeshire Care Ltd over the next three years. It provides guidance on key objectives and in addition provides a summary of the activities that are currently being undertaken in support of that direction as well as highlight how some of these will be further developed over the course of



the Strategy period. The Strategy compliments and should be read in conjunction with other organisational strategies such as the Health and Well Being Strategy as well as the broader organisational objectives.

## 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.

As of November 2020, there are 25 FTE Carers and 42 part time Carers. We currently have 6 open vacancies to ensure that all existing runs are adequately staffed - an 11% vacancy rate. The current vacancies are broken down as follows:

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

| Job Title Vacancies | FTE Requirement |
|---------------------|-----------------|
| Carer               | 6               |
| Senior Carer        | 0               |
| Team Leader         | 0               |
| Total               | 6               |

In order to deliver an excellent and safe service to our customers and their families, appropriate levels of staffing have to be maintained. 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.

However, an inability to recruit permanent social care staff does have a negative impact on the overarching recruitment and retention strategy, the quality of service delivery and is an additional cost to the Company.

### 2.2 Why change is needed

#### 2.2.1 Strategic impact

The success of the Company's strategy of recruitment and demand management and achieving the desired outcomes is reliant on delivering high quality social care. Therefore, investing in our permanent workforce is essential to the overall strategy for business planning. 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.



Unfortunately, a lack of ability to fill permanent posts can jeopardise the ability of the Company to grow and take on additional care packages.

### **2.2.2 Staffing service implications**

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. Constant changes can unsettle a team and the regular reallocation of Carers to new teams' cases can reduce the quality of support. Regular changes in teams also impact on the Team Leader and Area Manager's ability to lead and improve practice within their teams as they will have to spend a lot of their time getting to know new workers strengths and capabilities to ensure they are confident to support our customers.

### **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, the average cost per hire for a Care worker is £3642. We also have to consider the money spent on marketing vacancies which is approximately £425 per month.

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 is comparable to the industry average which is 48%. Pembrokeshire Care recognise that the attrition rates of Care workers can have a detrimental impact on the delivery of care, and 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**

The current process of recruitment can be time consuming for HR staff and care 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.

At the present time 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 the current plans to streamline the 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. While managers will remain



responsible for assisting HR staff with recruitment, HR managers will have ultimate responsibility for recruitment, supported by Care Managers, there will be a clear and consistent process to support a approach to all aspects of social care recruitment including advertising, shortlisting, interviewing and appointment. In turn we expect this 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.

### **3.1.2 Recruitment Marketing**

We will improve the current use of marketing approaches to streamline our current approach to marketing and ensure we are targeting the most effective advertising options within current resources. 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.



# Carer Consultation

|              |  |
|--------------|--|
| Meeting with |  |
| Meeting Date |  |
| Attendees    |  |
| Location     |  |

|                 |                       |
|-----------------|-----------------------|
| Meeting Purpose | Contract Consultation |
|-----------------|-----------------------|

|                                           |  |
|-------------------------------------------|--|
| Summary of discussion and questions asked |  |
|-------------------------------------------|--|

|                                                                            |                                                                                                                    |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| 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> |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|

|                           |  |
|---------------------------|--|
| Proposed Contracted Hours |  |
|---------------------------|--|

|                           |  |
|---------------------------|--|
| Proposed Working Schedule |  |
| Monday Morning            |  |
| Monday Lunch              |  |
| Monday Afternoon          |  |
| Monday Evening            |  |
| Tuesday Morning           |  |
| Tuesday Lunch             |  |
| Tuesday Afternoon         |  |
| Tuesday Evening           |  |
| Wednesday Morning         |  |
| Wednesday Lunch           |  |
| Wednesday Afternoon       |  |
| Wednesday Evening         |  |
| Thursday Morning          |  |
| Thursday Lunch            |  |
| Thursday Afternoon        |  |
| Thursday Evening          |  |
| Friday Morning            |  |
| Friday Lunch              |  |
| Friday Afternoon          |  |
| Friday Evening            |  |



|                    |  |
|--------------------|--|
|                    |  |
| Saturday Morning   |  |
| Saturday Lunch     |  |
| Saturday Afternoon |  |
| Saturday Evening   |  |
|                    |  |
| Sunday Morning     |  |
| Sunday Lunch       |  |
| Sunday Afternoon   |  |
| Sunday Evening     |  |

|                                      |  |
|--------------------------------------|--|
| Summary of outcomes and advice given |  |
|--------------------------------------|--|

| 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 |  |
|----------------------|--|



PEMBROKE  
CARE



**Chloe Tickle**

---

**From:** Chloe Tickle  
**Sent:** 13 March 2021 08:06  
**Subject:** Change Champions

Dear all

Further to our recent team meetings and ongoing management of change, we have provided the opportunity for members of staff to become 'change champions'.

'Change champions' will promote the ongoing change and will be available for other members of staff to approach to discuss the change initiative with, and forward any queries or concerns that they may have. The change champions will provide us with feedback, and can also support employees to come to terms with different aspects of the change.

The employees which have confirmed that they would like to act as change champions are:

- Bethan
- Ceri
- Jacky
- Georgia

These employees will attend a monthly meeting with the ops team, where any changes or proposals will be discussed with them prior to implementation.

If you have any questions, please don't hesitate to contact me.

Kind Regards

Chloe Tickle  
Human Resources





HR Software Review

+ New plan

○ Planner hub

○ My tasks

Favourites

Recent

People HR Roll Out

To Do

HR Tasks

HR Tasks V2

Onboarding TEST

Coastal To Do

Covid Secure

Workflow

+ Add task

○ Application into ATS

- thank you for applying email

○ ATS - New Applicant - Email acknowledging application

- New application received email sent  
- Paper sift/telephone sift  
- if successful move to Interview Scheduling  
- if unsuccessful move to Rejected

○ ATS - Interview Scheduling

- Auto Email sent out requesting applicant to book interview slot

○ ATS - Interview confirmation and invitation

- Auto email sent via 'invite' button on applicant pipeline - confirming selected time and date of interview

○ ATS - Interview Attended and decision pending

- Thank you for attending interview email  
- Interview and documentation considered - Any issues regarding sign off sorted

○ ATS - Successful Interview Notification

- Successful interview email - maintain

To do

+ Add task

○ Put new applicant into system and check ripple flow

○ New Starter Stage 3 Ripple

SC Simon Clarke

○ Investigate how to extract relevant docs from People Planner

SC Simon Clarke

○ indeed Account set up

○ get our Pemsare indeed feed set up as an all  
○ get linking code or api key to use with ATS sj

04/03 0/2

CT Chloe Tickle

○ Pre Roll Out Check - Basic

○ Access levels are correct  
○ System Settings check

12/03 1/3

In Progress

+ Add task

○ Design and confirm ATS

SC Simon Clarke

○ Create documents for Ripple

○ ATS - Screening Scorecard  
○ ATS - Internal Interview Questions  
○ Welcome Email - Mail Merge  
○ Logbook - DBS Collection form  
○ Email reminder to complete data entry logbr  
○ Email - requesting direct system entry - Mail  
○ Email - internal work pattern check reminder  
○ Email - Email with login details - Mail Merge  
○ reference logbook  
○ Employment history logbook

05/03 10/20

SC Simon Clarke

○ Convert all to network diagram

05/03

SC Simon Clarke

Completed

+ Add task

○ Set up new vacancy with proper pipeline

09/03

SC Simon Clarke

Show completed 15

Get the Planner app



6019

| Data Input Owner | Operational Scorecard                                                    | Explanation                                                                                                      | How to report and measure                         | Frequency/ Audit period             | Current state                                                                        | Annual Target                                                         | Target Period | Actual | Target | Score | Target Period | Actual |
|------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------|--------|--------|-------|---------------|--------|
| HR Manager       | Staff Retention/Turnover                                                 | Increased retention reduces recruitment needs and points to a satisfied workforce                                | Staff retention/turnover report                   | Monthly                             | Annual attrition 25% Monthly 2.62% Shortlisted Monthly - 30 Shortlisted Annual - 278 | Reduce Monthly attrition to 2.1% Shortlisted Monthly - 30 Shortlisted | May           |        |        |       | June          |        |
| HR Manager       | Shortlisted Candidates                                                   | Shortlisted candidates are the first meaningful element of the measurable recruitment funnel                     | Combined applicant database Analysis - Numbers    | Monthly                             | Monthly                                                                              | Monthly - 278                                                         | May           |        |        |       | June          |        |
| HR Manager       | New Starters in Month                                                    | Number of new starters provide a tangible end of recruitment pipeline                                            | Combined applicant database Analysis - Percentage | Monthly                             | Monthly                                                                              | 36                                                                    | May           |        |        |       | June          |        |
| HR Manager       | Sickness reduction - Bradford Factor Score                               | Higher score indicates higher sickness levels. Reduction in gross figure shows more efficient management         | Leave and Absence System Bradford Factor Report   | Monthly 8 Monthly February & August | Current 12 month total of 6343                                                       | 6250                                                                  | May           |        |        |       | June          |        |
| HR Manager       | Staff Satisfaction                                                       | Quarterly Survey monitoring staff satisfaction                                                                   | Staff satisfaction survey                         | Qtr Quarterly                       | To be assessed                                                                       | Improve by 2%                                                         | May           |        |        |       | June          |        |
| HR Manager       | Employee Improvement Programme                                           | Overall score relating to ELP Milestone project                                                                  | See Employment Improvement Scorecard              | Qtr Quarterly                       |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | Process Review - 6 Monthly                                               | To ensure documented processes are up to date and relevant                                                       | Complete or not complete within 6 month Period    | 8 monthly Q1 & Q3                   |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| Data Input Owner | Operational Scorecard                                                    | Explanation                                                                                                      | How to report and measure                         | Frequency/ Audit period             | Current state                                                                        | Annual Target                                                         | Target Period | Actual | Target | Score | Target Period | Actual |
| HR Manager       | All staff DBS Checks in date                                             | All staff must have verified DBS prior to start Staff who's DBS requires it must have risk assessments completed | HRDB                                              | Quarterly                           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | DBS Risk Assessments Completed                                           | Staff must have 2 suitable reference requests completed prior to starting                                        | HRDB                                              | Quarterly                           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | 2 suitable Reference Requests Completed                                  | SCV requirement for completion within 12 weeks                                                                   | SCV & QCF Spreadsheet                             | Quarterly                           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | All new starters signed up to SCV                                        | SCV requirement to be signed up within 12 months of SV requirement                                               | SCV & QCF Spreadsheet                             | Quarterly                           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | All new starters to register with SCV after completion of SV requirement | SV requirement                                                                                                   | SCV & QCF Spreadsheet                             | Quarterly                           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | Office Risk Assessment                                                   | SU and Staff Safety                                                                                              | Management Info Sharepoint                        | Annual completed in April           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | VOU Assessments                                                          | SU and Staff Safety                                                                                              | Management Info Sharepoint                        | Annual completed in April           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| HR Manager       | Yanner Audit                                                             | Make sure authorized people only on Yanner                                                                       | Yanner                                            | Quarterly                           |                                                                                      |                                                                       | May           |        |        |       | June          |        |
| Data Input Owner | Project                                                                  | Explanation                                                                                                      | How to report and measure                         | Frequency/ Audit period             | Current state                                                                        | Annual Target                                                         | Target Period | Actual | Target | Score | Target Period | Actual |
|                  |                                                                          |                                                                                                                  |                                                   |                                     |                                                                                      |                                                                       | May           |        |        |       | June          |        |
|                  |                                                                          |                                                                                                                  |                                                   |                                     |                                                                                      |                                                                       | May           |        |        |       | June          |        |
|                  |                                                                          |                                                                                                                  |                                                   |                                     |                                                                                      |                                                                       | May           |        |        |       | June          |        |



## Human Resources

---

**From:** Simon  
**Sent:** 11 January 2021 17:38  
**To:** Donna Beavis; Dave Massey; Human Resources; Naomi Denning  
**Cc:** Sally Clarke  
**Subject:** Elliotshill Balanced Scorecard - An Introduction

**Importance:** High

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Dear All,

Shortly I am going to share an excel document with you - The Elliotshill Balanced Scorecard.

A balanced scorecard (BSC) is a strategic planning and management system that organisations use to align day to day work with strategic delivery.

Traditionally the success of a business has been measured by its bottom line. A balanced scorecard is called as such because it looks at all aspects of the business in a balanced way, not just the bottom line - Everything has to work in synch to be successful.

The Scorecard starts as the strategic level where everything we want to achieve is laid out, this is then broken down in to projects, tasks and measurables that can be delegated, managed and monitored. Everything is transparent and we can all see where it's going well or if something needs improvement.

The Scorecard is split into several elements which are detailed below and summarised in the diagram at the end of the email.

### Organisational Scorecard

The Organisational scorecard is what we want to achieve as a business.

This is made up of a number of top level requirement and consist of projects, 1 off tasks and reoccurring requirements.

Data is entered into the organisational scorecard on a quarterly basis.

### Core Scorecard

Within the Org Scorecard sits the Core Scorecard.

This is mostly regulatory, legislative and must do's. Again these have projects, 1 off tasks and reoccurring requirements.

Data is entered into the Core Scorecard on a quarterly basis.

### Projects Scorecard

The Org Scorecard also contains the Projects Scorecard.

The Projects Scorecard includes initiatives that will contribute towards delivering the Company's strategy.

Where as most items in the other scorecards will be a number or a percentage, most of the elements in the Project Scorecard will be milestones. For example one project will be 'Employee improvement'. This will consist of many deliverables and the milestones will be the completion of the deliverables, in this example one deliverable could be 'implement junior manager learning qualification' or 'contract an employee well-being counsellor'.

### Owners Scorecard

Each of the requirements are nominated against owners who are responsible for delivering the requirements and reporting at the designated time.



I have split the Org, Core and Projects Scorecard down into separate owners scorecards, i.e. Ops – Resi, Ops - Dom, HR and Finance.

Data is entered into these on a monthly basis and it is these scores we will run over in our monthly meetings.

An issue with many organisations is that they are set up too 'vertically'. This means HR just does HR, Finance just finance and so on. The very obvious issue is that, especially with a people orientated business such as ours, problems are horizontal in nature in that they are present and move across a number of verticals.

The scorecards ensure someone 'owns' the deliverable and is responsible for working across the company to successfully achieve it.

Each of the deliverables has a **Reporting Period**, an **actual**, a **target** and a **score**.

A good example are the Quality Audits at the SLS properties.

- Say there are 23 properties and each has a potential score of 30 then the maximum score possible for a month would be  $23 \times 30 = 690$ .

- A reasonable target would be 90% of this so  $= 690 \times 0.9 = 621$ . The Target for the month would therefore be 621.

- The actual would be whatever the audit produces, lets say 600 so in this reporting period the score would be  $600/621 = 0.96$ .

Every single deliverable line will have targets, actuals and scores. In this way we are quantifying the progress of the company throughout the year. This also helps us to identify quickly where things are not performing as well as they should be and we can focus attention to address them.

What I share with you will be the final draft from me but there will undoubtedly be typos, incorrect assumptions and issues so I need you to highlight these asap then come back with the appropriate fix.

You will also notice some lines are greyed out in dark grey as they are not quite ready, these will come on line as and when throughout the year, most are project based.

In terms of timescales we will officially start using this from the start of February with the first monthly meeting in the second week of March to review Feb's input.

Prior to this, January will be used as a dry run for you to get a feel for how long it takes to get all the info.

**For your diaries, please note I will require everything inputted by the end of week commencing 8<sup>th</sup> Feb for a review meeting week commencing 15<sup>th</sup> Feb.**

I expect that preparing and inputting the data will take around 1 day a month of your time.

There is some additional work to be done from me - I need to establish a sharepoint site for shared lists etc so please keep an eye out for links and invitations to join groups in Office 356.

We need to have a 1:1 meeting to run through the detail, so once you have had a chance to look at the document please book in an hour slot and we can do a teams or or get it up on the tv in the meeting room.

I look forward to catching up.

Best regards  
Simon



EU22

**Contract Changes Audit**  
Report covering 01/02/2021 - 28/02/2021

**New Starter Contracts**

| Name              | Start Date | Contract Type      | Contract Received | Added on to Care Tutor | Completed Allocation | Training | Added on to Yammer | Link to leave & absence system | SCW P&V Updated | References Received | RGP Correct | R2W Document align |
|-------------------|------------|--------------------|-------------------|------------------------|----------------------|----------|--------------------|--------------------------------|-----------------|---------------------|-------------|--------------------|
| Abbey Smith       | 01/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |
| Margaret Lewis    | 01/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |
| Sophie Dunnington | 01/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |
| Liam Marshall     | 08/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |
| Nathan Evans      | 08/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |
| Amy               | 15/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |
| Daisy             | 22/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |
| Rhiannon Bennett  | 22/02/2021 | Support Worker     | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | No                  | Yes         | Yes                |
| Shelly Arthur     | 22/02/2021 | Deputy Team Leader | Yes               | Yes                    | Yes                  | Yes      | Yes                | Yes                            | Yes             | Yes                 | Yes         | Yes                |

**Passed Probation**

| Name      | Date Probation Passed | New Band | Previous Band | Probation Pack Uploaded | Probation Letter Sent | Completed |
|-----------|-----------------------|----------|---------------|-------------------------|-----------------------|-----------|
| Gary Bell | 01/02/2021            | Standard | Probation     | 8.77                    | 8.72                  | 37.5      |

**Qualified**

| Full Name      | Date of Change | New Band  | Previous Band | Copy of Certificate | SCW Sheet Updated |
|----------------|----------------|-----------|---------------|---------------------|-------------------|
| David Marshall | 01/02/2021     | Qualified | Standard      | Yes                 | Yes               |

**Contract changes**

| Full Name      | Date of Change | New Band  | Prev Band | New Contracted Hours | Prev Hours | Updated Holiday entitlement | Completed | Contract Received |
|----------------|----------------|-----------|-----------|----------------------|------------|-----------------------------|-----------|-------------------|
| David Pentling | 01/02/2021     | TL2(Std)  | Standard  | 37.5                 | 37.5       | Yes                         | Yes       | Yes               |
| Kobie Linnaman | 01/02/2021     | TL2(Std)  | TL2(Dble) | 37.5                 | 37.5       | Yes                         | Yes       | Yes               |
| Nicole         | 01/02/2021     | TL2(Std)  | Qualified | 37.5                 | 37.5       | Yes                         | Yes       | Yes               |
| Regina         | 01/02/2021     | Salary    | Salary    | 32                   | 24         | Yes                         | Yes       | Yes               |
| Sheena         | 01/02/2021     | Qualified | TL1(Dept) | 37.5                 | 37.5       | Yes                         | Yes       | Yes               |
| Susan          | 01/02/2021     | Salary    | Salary    | 24                   | 16         | Yes                         | Yes       | Yes               |

**Leavers**

| Name              | End Date   | Payroll completed | Removed from Yammer | Removed from Care Tutor | Exit interview form completed | Payroll notified of deductions |
|-------------------|------------|-------------------|---------------------|-------------------------|-------------------------------|--------------------------------|
| Alexander Wood    | 28/02/2021 | Yes               | Yes                 | Yes                     | No                            | Yes                            |
| Heather Southwick | 18/02/2021 | Yes               | Yes                 | Yes                     | No                            | Yes                            |
| Laura Biles       | 26/02/2021 | Yes               | Yes                 | Yes                     | No                            | Yes                            |
| Martin Collins    | 06/02/2021 | Yes               | Yes                 | Yes                     | No                            | Yes                            |





Preview



Theme

Share



Questions

Responses

41

## Employee Survey - Pembroke Care Ltd

41

Responses

09:19

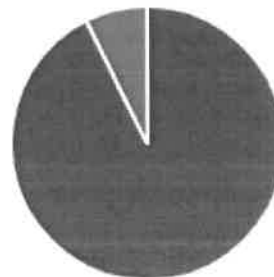
Average time to complete

Active

Status

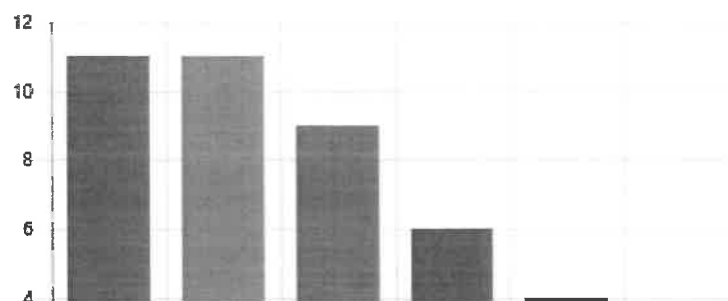
### 1. To which gender identity do you most identify?

|                                         |    |
|-----------------------------------------|----|
| <input type="radio"/> Female            | 38 |
| <input type="radio"/> Male              | 3  |
| <input type="radio"/> Prefer not to say | 0  |
| <input type="radio"/> Other             | 0  |



### 2. What is your age?

|                             |          |    |
|-----------------------------|----------|----|
| <input type="radio"/> 18-25 | Insights | 11 |
| <input type="radio"/> 26-35 |          | 11 |
| <input type="radio"/> 36-45 |          | 9  |
| <input type="radio"/> 46-55 |          | 6  |
| <input type="radio"/> 56-65 |          | 4  |
| <input type="radio"/> 66+   |          | 0  |





| ID | Start time       | Completion time  | Email     | Name | I am aware of internal job opportunity |
|----|------------------|------------------|-----------|------|----------------------------------------|
| 1  | 2/3/21 13:44:27  | 2/3/21 13:47:58  | anonymous |      | Strongly Agree                         |
| 2  | 2/3/21 14:25:22  | 2/3/21 14:32:05  | anonymous |      | Agree                                  |
| 3  | 2/3/21 14:45:44  | 2/3/21 14:52:49  | anonymous |      | Agree                                  |
| 4  | 2/3/21 15:09:49  | 2/3/21 15:14:09  | anonymous |      | Strongly Agree                         |
| 5  | 2/3/21 15:21:08  | 2/3/21 15:30:16  | anonymous |      | Agree                                  |
| 6  | 2/3/21 15:25:51  | 2/3/21 15:43:40  | anonymous |      | Agree                                  |
| 7  | 2/3/21 19:08:44  | 2/3/21 19:20:21  | anonymous |      | Strongly Agree                         |
| 8  | 2/4/21 13:41:26  | 2/4/21 13:49:58  | anonymous |      | Strongly Agree                         |
| 9  | 2/5/21 16:36:46  | 2/5/21 16:48:58  | anonymous |      | Agree                                  |
| 10 | 2/5/21 16:38:55  | 2/5/21 16:49:28  | anonymous |      | Agree                                  |
| 11 | 2/5/21 20:32:36  | 2/5/21 20:37:59  | anonymous |      | Agree                                  |
| 12 | 2/12/21 15:15:31 | 2/12/21 15:22:18 | anonymous |      | Strongly Agree                         |
| 13 | 2/12/21 15:36:09 | 2/12/21 15:43:18 | anonymous |      | Strongly Agree                         |
| 14 | 2/12/21 16:00:20 | 2/12/21 16:03:46 | anonymous |      | Agree                                  |
| 15 | 2/12/21 16:03:11 | 2/12/21 16:06:11 | anonymous |      | Agree                                  |
| 16 | 2/12/21 16:03:04 | 2/12/21 16:17:18 | anonymous |      | Strongly Agree                         |
| 17 | 2/12/21 16:21:57 | 2/12/21 16:28:23 | anonymous |      | Agree                                  |
| 18 | 2/12/21 16:29:32 | 2/12/21 16:35:25 | anonymous |      | Agree                                  |
| 19 | 2/12/21 16:26:38 | 2/12/21 16:37:03 | anonymous |      | Agree                                  |
| 20 | 2/12/21 16:07:10 | 2/12/21 16:39:53 | anonymous |      | Agree                                  |
| 21 | 2/12/21 16:34:01 | 2/12/21 16:41:28 | anonymous |      | Agree                                  |
| 22 | 2/12/21 16:24:22 | 2/12/21 16:42:02 | anonymous |      | Agree                                  |
| 23 | 2/12/21 16:44:02 | 2/12/21 16:47:10 | anonymous |      | Strongly Agree                         |
| 24 | 2/12/21 16:31:33 | 2/12/21 16:51:14 | anonymous |      | Agree                                  |
| 25 | 2/12/21 16:51:34 | 2/12/21 17:01:04 | anonymous |      | Agree                                  |
| 26 | 2/12/21 17:11:21 | 2/12/21 17:15:12 | anonymous |      | Agree                                  |
| 27 | 2/12/21 17:36:58 | 2/12/21 17:42:21 | anonymous |      | Agree                                  |
| 28 | 2/12/21 18:04:02 | 2/12/21 18:10:32 | anonymous |      | Agree                                  |
| 29 | 2/12/21 19:04:52 | 2/12/21 19:08:31 | anonymous |      | Strongly Agree                         |
| 30 | 2/12/21 21:21:42 | 2/12/21 21:31:57 | anonymous |      | Strongly Agree                         |
| 31 | 2/12/21 22:12:14 | 2/12/21 22:17:56 | anonymous |      | Agree                                  |



|    |                  |                            |                |
|----|------------------|----------------------------|----------------|
| 32 | 2/12/21 22:22:19 | 2/12/21 22:38:09 anonymous | Agree          |
| 33 | 2/13/21 5:55:40  | 2/13/21 6:00:48 anonymous  | Strongly Agree |
| 34 | 2/13/21 10:20:14 | 2/13/21 10:32:38 anonymous | Agree          |
| 35 | 2/13/21 15:48:29 | 2/13/21 15:51:21 anonymous | Neutral        |
| 36 | 2/15/21 10:11:12 | 2/15/21 10:23:26 anonymous | Agree          |
| 37 | 2/15/21 19:20:15 | 2/15/21 19:32:06 anonymous | Agree          |
| 38 | 2/15/21 19:38:55 | 2/15/21 19:44:32 anonymous | Neutral        |
| 39 | 2/18/21 15:39:53 | 2/18/21 15:45:54 anonymous | Strongly Agree |
| 40 | 2/18/21 15:52:36 | 2/18/21 16:05:34 anonymous | Strongly Agree |
| 41 | 2/28/21 17:30:08 | 2/28/21 17:47:30 anonymous | Strongly Agree |



| I am able to share knowledge with To which gender identity do you m Communication is encouraged with What is your age? |        |                |       |
|------------------------------------------------------------------------------------------------------------------------|--------|----------------|-------|
| Agree                                                                                                                  | Female | Agree          | 18-25 |
| Neutral                                                                                                                | Female | Disagree       | 36-45 |
| Agree                                                                                                                  | Female | Agree          | 26-35 |
| Strongly Agree                                                                                                         | Female | Strongly Agree | 36-45 |
| Agree                                                                                                                  | Male   | Strongly Agree | 46-55 |
| Strongly Agree                                                                                                         | Female | Strongly Agree | 26-35 |
| Neutral                                                                                                                | Female | Neutral        | 46-55 |
| Strongly Agree                                                                                                         | Female | Strongly Agree | 46-55 |
| Agree                                                                                                                  | Female | Neutral        | 18-25 |
| Agree                                                                                                                  | Female | Agree          | 26-35 |
| Agree                                                                                                                  | Female | Agree          | 18-25 |
| Neutral                                                                                                                | Female | Agree          | 18-25 |
| Strongly Agree                                                                                                         | Female | Strongly Agree | 36-45 |
| Agree                                                                                                                  | Female | Neutral        | 26-35 |
| Neutral                                                                                                                | Female | Neutral        | 26-35 |
| Agree                                                                                                                  | Male   | Strongly Agree | 26-35 |
| Agree                                                                                                                  | Female | Agree          | 36-45 |
| Agree                                                                                                                  | Female | Agree          | 26-35 |
| Agree                                                                                                                  | Female | Agree          | 46-55 |
| Neutral                                                                                                                | Female | Neutral        | 18-25 |
| Agree                                                                                                                  | Female | Neutral        | 36-45 |
| Strongly Agree                                                                                                         | Female | Strongly Agree | 56-65 |
|                                                                                                                        |        |                |       |
| Strongly Agree                                                                                                         | Female | Agree          | 18-25 |
| Agree                                                                                                                  | Female | Agree          | 26-35 |
| Agree                                                                                                                  | Female | Neutral        | 46-55 |
| Agree                                                                                                                  | Female | Neutral        | 18-25 |
| Strongly Agree                                                                                                         | Female | Agree          | 18-25 |
| Agree                                                                                                                  | Female | Agree          | 18-25 |
| Agree                                                                                                                  | Female | Agree          | 18-25 |
| Strongly Agree                                                                                                         | Male   | Agree          | 56-65 |
| Strongly Agree                                                                                                         | Female | Strongly Agree | 36-45 |



|                |        |         |       |
|----------------|--------|---------|-------|
| Strongly Agree | Female | Neutral | 18-25 |
| Agree          | Female |         | 46-55 |

|                |        |                |       |
|----------------|--------|----------------|-------|
| Neutral        | Female | Neutral        | 56-65 |
| Agree          | Female | Strongly Agree | 26-35 |
| Agree          | Female | Neutral        | 26-35 |
| Neutral        | Female | Neutral        | 36-45 |
| Agree          | Female | Disagree       | 26-35 |
| Strongly Agree | Female | Strongly Agree | 36-45 |

|         |        |         |       |
|---------|--------|---------|-------|
| Neutral | Female | Agree   | 36-45 |
| Agree   | Female | Neutral | 56-65 |



| My manager contacts me regularly |         | What is your job title? | I am familiar with and understand | How long have you worked for | Per |
|----------------------------------|---------|-------------------------|-----------------------------------|------------------------------|-----|
| Strongly Agree                   | Neutral | Community carer         | Agree                             | less than 5 years            |     |
| Agree                            |         | Community carer         | Neutral                           |                              |     |
|                                  |         | Domiciliary Home Carer  | Agree                             | 6-10 years                   |     |
| Strongly Agree                   |         | Carer                   | Strongly Agree                    | less than 5 years            |     |
| Agree                            |         | Home carer              | Agree                             | less than 5 years            |     |
| Strongly Agree                   |         | Community Carer         | Strongly Agree                    | 6-10 years                   |     |
| Agree                            |         | Community carer         | Agree                             | less than 5 years            |     |
| Strongly Agree                   |         | Operations Manager      | Strongly Agree                    | 11-15 years                  |     |
| Neutral                          |         | Community carer         | Neutral                           | less than 5 years            |     |
| Strongly Agree                   |         | Team Leader             | Agree                             | 6-10 years                   |     |
| Agree                            |         | Community carer         | Strongly Agree                    | less than 5 years            |     |
| Neutral                          |         | Domiciliary care        | Strongly Agree                    | less than 5 years            |     |
| Agree                            |         | Area manager            | Strongly Agree                    | 6-10 years                   |     |
| Neutral                          |         | Community Carer         | Agree                             | less than 5 years            |     |
| Neutral                          |         | Community carer         | Agree                             | less than 5 years            |     |
| Strongly Agree                   |         | Area Manager            | Strongly Agree                    | 6-10 years                   |     |
| Neutral                          |         | Domiciliary carer       | Agree                             | 6-10 years                   |     |
| Neutral                          |         | Community Carer         | Agree                             | less than 5 years            |     |
| Agree                            |         |                         | Agree                             | 6-10 years                   |     |
| Agree                            |         | Domiciliary Carer       | Agree                             | less than 5 years            |     |
| Neutral                          |         | Community carer         | Agree                             | less than 5 years            |     |
| Agree                            |         | Carer                   | Agree                             | less than 5 years            |     |
|                                  |         |                         |                                   |                              |     |
| Strongly Agree                   |         | Care Assistant          | Strongly Agree                    | less than 5 years            |     |
| Agree                            |         | Carer                   | Agree                             | less than 5 years            |     |
| Agree                            |         | Community Carer         | Agree                             | 6-10 years                   |     |
| Neutral                          |         | Community carer         | Agree                             | less than 5 years            |     |
| Strongly Agree                   |         | Carer                   | Agree                             | less than 5 years            |     |
| Agree                            |         | Carer                   | Agree                             | less than 5 years            |     |
| Agree                            |         | Community Carer         | Agree                             | less than 5 years            |     |
| Neutral                          |         | Team leader             | Strongly Agree                    | less than 5 years            |     |
| Agree                            |         | Carer                   | Neutral                           | less than 5 years            |     |



|          |                       |                   |                   |
|----------|-----------------------|-------------------|-------------------|
| Agree    | Community carer       | Agree             | less than 5 years |
| Agree    | Carer                 | Strongly Agree    | less than 5 years |
| Disagree | Carer                 | Agree             | 6-10 years        |
| Agree    | Community carer       | Strongly Agree    | less than 5 years |
| Disagree | Community Carer       | Disagree          | less than 5 years |
| Agree    | Community carer       | Disagree          | 6-10 years        |
| Neutral  | Carer                 | Strongly disagree | less than 5 years |
| Agree    | Carer                 | Strongly Agree    | 6-10 years        |
| Agree    | Community carer       | Agree             | less than 5 years |
| Agree    | health care assistant | Agree             | 6-10 years        |







|                |         |                |                |
|----------------|---------|----------------|----------------|
| Agree          | Neutral | Neutral        | Neutral        |
| Strongly Agree | Agree   | Strongly Agree | Strongly Agree |

|                   |          |                |                |
|-------------------|----------|----------------|----------------|
| Neutral           | Agree    | Neutral        | Neutral        |
| Agree             | Agree    | Strongly Agree | Strongly Agree |
| Neutral           | Agree    | Disagree       |                |
| Strongly disagree | Neutral  | Neutral        | Disagree       |
| Disagree          | Disagree | Neutral        | Disagree       |
| Agree             | Agree    | Strongly Agree | Strongly Agree |

|       |         |                |                |
|-------|---------|----------------|----------------|
| Agree | Agree   | Strongly Agree | Strongly Agree |
| Agree | Neutral | Agree          | Agree          |







|                |                |         |       |
|----------------|----------------|---------|-------|
| Neutral        | Agree          | Neutral | Agree |
| Strongly Agree | Strongly Agree | Agree   | Agree |

|                |                |                |                |
|----------------|----------------|----------------|----------------|
| Neutral        | Agree          | Neutral        | Agree          |
| Strongly Agree | Strongly Agree | Strongly Agree | Strongly Agree |
| Neutral        | Disagree       | Neutral        | Disagree       |
| Neutral        | Neutral        | Neutral        | Agree          |
| Neutral        | Neutral        | Neutral        | Neutral        |
| Strongly Agree | Agree          | Agree          | Strongly Agree |

|                |                |       |       |
|----------------|----------------|-------|-------|
| Strongly Agree | Strongly Agree | Agree | Agree |
| Agree          | Agree          | Agree | Agree |



| My workload is manageable. |                | My manager encourages and supports my workplace is safe. |                | I have all the information I need to |                |
|----------------------------|----------------|----------------------------------------------------------|----------------|--------------------------------------|----------------|
| Strongly Agree             | Strongly Agree | Strongly Agree                                           | Agree          | Agree                                | Agree          |
| Agree                      | Neutral        | Agree                                                    | Agree          | Disagree                             | Agree          |
| Agree                      | Agree          | Agree                                                    | Agree          | Agree                                | Agree          |
| Agree                      | Strongly Agree | Strongly Agree                                           | Strongly Agree | Strongly Agree                       | Strongly Agree |
| Strongly Agree             | Agree          | Strongly Agree                                           | Strongly Agree | Strongly Agree                       | Strongly Agree |
| Strongly Agree             | Strongly Agree | Strongly Agree                                           | Strongly Agree | Strongly Agree                       | Strongly Agree |
| Strongly Agree             | Neutral        | Agree                                                    | Agree          | Neutral                              | Neutral        |
| Strongly Agree             | Strongly Agree | Strongly Agree                                           | Strongly Agree | Strongly Agree                       | Strongly Agree |
| Neutral                    | Neutral        | Neutral                                                  | Neutral        | Agree                                | Agree          |
| Agree                      | Agree          | Agree                                                    | Agree          | Agree                                | Agree          |
| Agree                      | Agree          | Agree                                                    | Agree          | Strongly Agree                       | Strongly Agree |
| Neutral                    | Agree          | Strongly Agree                                           | Strongly Agree | Strongly Agree                       | Strongly Agree |
| Agree                      | Agree          | Agree                                                    | Agree          | Strongly Agree                       | Strongly Agree |
| Agree                      | Neutral        | Neutral                                                  | Neutral        | Agree                                | Agree          |
| Neutral                    | Neutral        | Agree                                                    | Agree          | Agree                                | Agree          |
| Agree                      | Strongly Agree | Agree                                                    | Agree          | Agree                                | Agree          |
| Agree                      | Agree          | Agree                                                    | Agree          | Disagree                             | Disagree       |
| Strongly disagree          | Neutral        | Neutral                                                  | Neutral        | Agree                                | Agree          |
| Agree                      | Agree          | Agree                                                    | Agree          | Strongly Agree                       | Strongly Agree |
| Strongly Agree             | Strongly Agree | Strongly Agree                                           | Strongly Agree | Strongly Agree                       | Strongly Agree |
| Agree                      | Neutral        | Agree                                                    | Agree          | Agree                                | Agree          |
| Strongly Agree             | Strongly Agree | Strongly Agree                                           | Strongly Agree | Neutral                              | Neutral        |
|                            |                |                                                          |                |                                      |                |
| Strongly Agree             | Strongly Agree | Strongly Agree                                           | Strongly Agree | Strongly Agree                       | Strongly Agree |
| Agree                      | Agree          | Agree                                                    | Agree          | Agree                                | Agree          |
| Agree                      | Agree          | Agree                                                    | Agree          | Agree                                | Agree          |
| Neutral                    | Neutral        | Neutral                                                  | Agree          | Neutral                              | Neutral        |
| Agree                      | Strongly Agree | Strongly Agree                                           | Agree          | Strongly Agree                       | Strongly Agree |
| Agree                      | Agree          | Agree                                                    | Agree          | Agree                                | Agree          |
| Neutral                    | Strongly Agree | Strongly Agree                                           | Strongly Agree | Agree                                | Agree          |
| Neutral                    | Agree          | Agree                                                    | Strongly Agree | Agree                                | Agree          |
| Neutral                    | Agree          | Agree                                                    | Agree          | Agree                                | Agree          |



|         |       |       |       |
|---------|-------|-------|-------|
| Neutral | Agree | Agree | Agree |
| Neutral |       | Agree | Agree |

|         |                |                |                   |
|---------|----------------|----------------|-------------------|
| Agree   | Neutral        | Agree          | Neutral           |
| Agree   | Strongly Agree | Agree          | Strongly Agree    |
| Neutral | Disagree       | Agree          | Strongly disagree |
| Agree   | Neutral        | Agree          | Strongly disagree |
| Agree   | Disagree       | Agree          | Disagree          |
| Agree   | Agree          | Strongly Agree | Strongly Agree    |

|       |       |       |
|-------|-------|-------|
| Agree | Agree | Agree |
| Agree | Agree | Agree |



|                                                                                                                                                                       |                |                |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| I am satisfied with the pension pack I have the equipment needed to do I receive useful and constructive feedback from my team leader treats all team members equally |                |                |                |
| Agree                                                                                                                                                                 | Agree          | Agree          | Strongly Agree |
| Agree                                                                                                                                                                 | Agree          | Agree          | Neutral        |
| Disagree                                                                                                                                                              | Agree          | Agree          | Agree          |
| Agree                                                                                                                                                                 | Strongly Agree | Strongly Agree | Strongly Agree |
| Neutral                                                                                                                                                               | Agree          | Strongly Agree | Strongly Agree |
| Agree                                                                                                                                                                 | Strongly Agree | Agree          | Strongly Agree |
| Agree                                                                                                                                                                 | Agree          | Strongly Agree | Agree          |
| Strongly Agree                                                                                                                                                        | Strongly Agree |                | Strongly Agree |
| Neutral                                                                                                                                                               | Agree          | Agree          | Strongly Agree |
| Agree                                                                                                                                                                 | Agree          |                |                |
| Agree                                                                                                                                                                 | Strongly Agree | Agree          | Agree          |
| Agree                                                                                                                                                                 | Strongly Agree | Agree          | Neutral        |
| Agree                                                                                                                                                                 | Strongly Agree | Neutral        |                |
| Neutral                                                                                                                                                               | Agree          | Agree          | Disagree       |
| Agree                                                                                                                                                                 | Agree          | Disagree       | Neutral        |
| Agree                                                                                                                                                                 | Strongly Agree | Agree          | Strongly Agree |
| Agree                                                                                                                                                                 | Strongly Agree | Agree          | Agree          |
| Agree                                                                                                                                                                 | Strongly Agree | Agree          | Strongly Agree |
| Neutral                                                                                                                                                               | Neutral        |                |                |
| Agree                                                                                                                                                                 | Agree          | Agree          | Agree          |
| Agree                                                                                                                                                                 | Agree          | Agree          | Neutral        |
| Neutral                                                                                                                                                               | Agree          | Neutral        | Neutral        |
| Strongly Agree                                                                                                                                                        | Strongly Agree | Strongly Agree | Strongly Agree |
|                                                                                                                                                                       |                |                |                |
| Strongly Agree                                                                                                                                                        | Strongly Agree | Neutral        | Neutral        |
| Agree                                                                                                                                                                 | Agree          |                |                |
| Agree                                                                                                                                                                 | Agree          | Strongly Agree | Strongly Agree |
| Agree                                                                                                                                                                 | Agree          | Neutral        | Neutral        |
| Strongly Agree                                                                                                                                                        | Strongly Agree |                |                |
| Strongly Agree                                                                                                                                                        | Strongly Agree |                |                |
| Agree                                                                                                                                                                 | Agree          | Agree          | Agree          |
| Strongly Agree                                                                                                                                                        | Strongly Agree | Agree          | Agree          |
| Neutral                                                                                                                                                               | Strongly Agree | Strongly Agree | Strongly Agree |
| Neutral                                                                                                                                                               | Agree          | Neutral        | Neutral        |



|          |                |          |          |
|----------|----------------|----------|----------|
| Disagree | Agree          | Disagree | Disagree |
| Agree    | Strongly Agree | Agree    | Agree    |

|         |                |                |                |
|---------|----------------|----------------|----------------|
| Neutral | Agree          | Neutral        | Disagree       |
| Agree   | Strongly Agree | Agree          | Agree          |
| Neutral | Neutral        | Disagree       | Disagree       |
| Neutral | Agree          | Agree          | Neutral        |
| Neutral | Agree          | Agree          | Agree          |
| Agree   | Agree          | Strongly Agree | Strongly Agree |

|       |       |                |                |
|-------|-------|----------------|----------------|
| Agree | Agree | Strongly Agree | Strongly Agree |
| Agree | Agree | Agree          | Agree          |



| I receive regular appraisals and support from my Area Manager, and all team members have access to the Team Leader's calendar |                |                |                |
|-------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| Strongly Agree                                                                                                                | Strongly Agree | Agree          |                |
| Agree                                                                                                                         | Neutral        | Agree          |                |
| Agree                                                                                                                         | Agree          | Agree          | Agree          |
| Strongly Agree                                                                                                                | Strongly Agree | Strongly Agree |                |
| Neutral                                                                                                                       | Agree          | Strongly Agree | Strongly Agree |
| Agree                                                                                                                         | Strongly Agree | Strongly Agree |                |
| Agree                                                                                                                         | Agree          | Strongly Agree |                |
| Strongly Agree                                                                                                                | Strongly Agree |                |                |
| Agree                                                                                                                         | Neutral        | Strongly Agree |                |
| Agree                                                                                                                         | Strongly Agree |                |                |
| Agree                                                                                                                         | Agree          | Agree          |                |
| Agree                                                                                                                         | Disagree       | Agree          |                |
| Agree                                                                                                                         |                |                |                |
| Agree                                                                                                                         | Neutral        | Neutral        |                |
| Neutral                                                                                                                       | Neutral        | Neutral        |                |
| Agree                                                                                                                         | Agree          | Agree          |                |
| Strongly Agree                                                                                                                | Agree          | Agree          |                |
| Neutral                                                                                                                       | Neutral        | Agree          |                |
| Agree                                                                                                                         | Neutral        | Agree          |                |
| Neutral                                                                                                                       | Agree          | Agree          |                |
| Agree                                                                                                                         | Neutral        | Neutral        |                |
| Strongly Agree                                                                                                                | Strongly Agree | Strongly Agree |                |
|                                                                                                                               |                |                |                |
| Strongly Agree                                                                                                                | Strongly Agree | Neutral        |                |
| Agree                                                                                                                         | Agree          |                |                |
| Agree                                                                                                                         | Neutral        | Strongly Agree |                |
| Neutral                                                                                                                       | Neutral        | Agree          |                |
| Agree                                                                                                                         | Strongly Agree |                |                |
| Agree                                                                                                                         | Agree          | Agree          |                |
| Agree                                                                                                                         | Strongly Agree | Agree          |                |
| Agree                                                                                                                         | Strongly Agree | Agree          |                |
| Strongly Agree                                                                                                                | Agree          | Strongly Agree |                |
| Agree                                                                                                                         | Neutral        | Strongly Agree | Agree          |



|                   |                |                |
|-------------------|----------------|----------------|
| Strongly disagree | Agree          | Disagree       |
| Agree             | Strongly Agree | Agree          |
| Agree             | Agree          | Neutral        |
| Neutral           | Strongly Agree | Strongly Agree |
| Neutral           |                | Neutral        |
| Agree             | Agree          | Agree          |
| Agree             | Neutral        | Agree          |
| Agree             | Neutral        | Strongly Agree |
| Agree             | Agree          | Strongly Agree |
| Agree             | Strongly Agree | Agree          |
| Agree             | Strongly Agree | Strongly Agree |







|                |                |                |       |
|----------------|----------------|----------------|-------|
| Disagree       | Disagree       | Strongly Agree | Agree |
| Strongly Agree | Strongly Agree | Strongly Agree | Agree |

|                |                |          |                   |
|----------------|----------------|----------|-------------------|
| Neutral        | Strongly Agree | Disagree | Agree             |
| Neutral        | Agree          | Agree    | Agree             |
| Disagree       | Agree          | Disagree | Neutral           |
| Disagree       | Agree          | Agree    | Disagree          |
| Neutral        | Agree          | Agree    | Strongly disagree |
| Strongly Agree | Agree          | Agree    | Strongly Agree    |

|         |                |                |                |
|---------|----------------|----------------|----------------|
| Neutral | Strongly Agree | Strongly Agree | Strongly Agree |
| Neutral | Agree          | Agree          | Agree          |







|                |          |                   |                |
|----------------|----------|-------------------|----------------|
| Strongly Agree | Disagree | Strongly disagree | Disagree       |
| Strongly Agree | Agree    | Strongly Agree    | Strongly Agree |

|                |          |                |                |
|----------------|----------|----------------|----------------|
| Agree          | Neutral  | Disagree       | Neutral        |
| Strongly Agree | Neutral  | Agree          | Strongly Agree |
| Agree          | Disagree | Disagree       | Neutral        |
| Agree          | Neutral  | Neutral        | Neutral        |
| Agree          | Neutral  | Disagree       | Neutral        |
| Strongly Agree | Agree    | Strongly Agree | Strongly Agree |

|                |         |       |                |
|----------------|---------|-------|----------------|
| Strongly Agree | Neutral | Agree | Strongly Agree |
| Agree          | Agree   |       | Agree          |



| My ideas and opinions are valued. The company maintain high standard I enjoy my job. |                |                | I feel motivated to do well. |
|--------------------------------------------------------------------------------------|----------------|----------------|------------------------------|
| Strongly Agree                                                                       | Strongly Agree | Strongly Agree | Strongly Agree               |
|                                                                                      | Neutral        | Agree          | Neutral                      |
|                                                                                      | Agree          | Agree          | Agree                        |
|                                                                                      | Strongly Agree | Strongly Agree | Strongly Agree               |
| Agree                                                                                | Strongly Agree | Agree          |                              |
| Agree                                                                                | Strongly Agree | Agree          | Strongly Agree               |
| Neutral                                                                              | Agree          | Strongly Agree | Agree                        |
| Strongly Agree                                                                       | Strongly Agree | Strongly Agree | Strongly Agree               |
| Neutral                                                                              | Agree          | Strongly Agree | Agree                        |
| Agree                                                                                | Strongly Agree | Strongly Agree | Strongly Agree               |
| Agree                                                                                | Strongly Agree | Strongly Agree | Strongly Agree               |
| Neutral                                                                              | Strongly Agree | Neutral        | Agree                        |
|                                                                                      | Strongly Agree | Agree          | Agree                        |
| Disagree                                                                             | Agree          | Agree          | Agree                        |
| Disagree                                                                             | Agree          | Agree          | Agree                        |
| Agree                                                                                | Strongly Agree | Agree          | Agree                        |
| Neutral                                                                              | Agree          | Strongly Agree |                              |
| Strongly disagree                                                                    | Neutral        | Disagree       | Disagree                     |
| Agree                                                                                | Agree          | Strongly Agree | Agree                        |
| Agree                                                                                | Agree          | Agree          | Agree                        |
| Disagree                                                                             | Agree          | Agree          | Neutral                      |
| Neutral                                                                              | Strongly Agree | Strongly Agree | Strongly Agree               |
|                                                                                      |                |                |                              |
| Strongly Agree                                                                       | Strongly Agree | Strongly Agree | Strongly Agree               |
| Agree                                                                                | Agree          | Agree          | Agree                        |
| Neutral                                                                              | Agree          | Agree          | Neutral                      |
| Agree                                                                                | Agree          | Agree          | Agree                        |
| Strongly Agree                                                                       | Strongly Agree | Strongly Agree | Strongly Agree               |
| Agree                                                                                | Agree          | Agree          | Agree                        |
| Agree                                                                                | Strongly Agree | Strongly Agree | Strongly Agree               |
| Neutral                                                                              | Strongly Agree | Strongly Agree | Agree                        |
| Neutral                                                                              | Strongly Agree | Strongly Agree | Agree                        |
|                                                                                      | Strongly Agree | Agree          | Agree                        |



|          |                |                |                |
|----------|----------------|----------------|----------------|
| Disagree | Agree          | Agree          | Neutral        |
| Agree    | Strongly Agree | Strongly Agree | Strongly Agree |

|                   |                |                |                |
|-------------------|----------------|----------------|----------------|
| Neutral           | Neutral        | Agree          | Neutral        |
| Agree             | Strongly Agree | Strongly Agree | Strongly Agree |
| Disagree          | Neutral        | Agree          |                |
|                   | Disagree       | Agree          |                |
| Strongly disagree | Neutral        | Agree          | Disagree       |
| Agree             | Strongly Agree | Strongly Agree | Strongly Agree |

|       |                |                |                |
|-------|----------------|----------------|----------------|
| Agree | Strongly Agree | Strongly Agree | Strongly Agree |
| Agree | Agree          | Strongly Agree | Agree          |



|                                    |                |
|------------------------------------|----------------|
| Pembrokeshire Care respect their e | Agree          |
|                                    | Agree          |
|                                    | Strongly Agree |
|                                    | Neutral        |
|                                    | Agree          |
|                                    | Neutral        |
|                                    | Strongly Agree |
|                                    | Neutral        |
|                                    | Strongly Agree |
|                                    | Agree          |
|                                    | Agree          |
|                                    | Strongly Agree |
|                                    | Neutral        |
|                                    | Neutral        |
|                                    | Strongly Agree |
|                                    | Neutral        |
|                                    | Neutral        |
|                                    | Neutral        |
|                                    | Strongly Agree |
|                                    | Strongly Agree |
|                                    | Agree          |
|                                    | Agree          |
|                                    | Neutral        |
|                                    | Strongly Agree |
|                                    | Agree          |
|                                    | Strongly Agree |
|                                    | Agree          |
|                                    | Agree          |



|                |
|----------------|
|                |
| Neutral        |
| Strongly Agree |

|                   |
|-------------------|
| Neutral           |
| Agree             |
| Neutral           |
| Neutral           |
| Strongly disagree |
| Strongly Agree    |

|                |
|----------------|
| Strongly Agree |
| Agree          |



Benefits (Which three benefits would you most value from an employer?)

Employee recognition awards;Employee assistance programme (employee health & wellbeing support);Training & development opportunities;  
Flexible working hours;'I'd prefer no benefits and higher wages;Employee assistance programme (employee health & wellbeing support);

Flexible working hours;'I'd prefer no benefits and higher wages;More annual leave;

Training & development opportunities;Flexible working hours;Employee assistance programme (employee health & wellbeing support);

Training & development opportunities;Flexible working hours;Employee assistance programme (employee health & wellbeing support);

'I'd prefer no benefits and higher wages;More annual leave;Flexible working hours;

Training & development opportunities;

Flexible working hours;More annual leave;Employee assistance programme (employee health & wellbeing support);

Training & development opportunities;More annual leave;Employee recognition awards;

Training & development opportunities;Flexible working hours;Employee recognition awards;

Flexible working hours;More annual leave;Employee assistance programme (employee health & wellbeing support);

More annual leave;Flexible working hours;Training & development opportunities;

'I'd prefer no benefits and higher wages;

Employee assistance programme (employee health & wellbeing support);Employee recognition awards;

Employee assistance programme (employee health & wellbeing support);

More annual leave;Employee recognition awards;Employee assistance programme (employee health & wellbeing support);

Flexible working hours;Employee assistance programme (employee health & wellbeing support);More annual leave;

Employee recognition awards;Flexible working hours;'I'd prefer no benefits and higher wages;

Training & development opportunities;Employee recognition awards;More annual leave;

Employee recognition awards;Training & development opportunities;Employee assistance programme (employee health & wellbeing support);

Training & development opportunities;'I'd prefer no benefits and higher wages;

'I'd prefer no benefits and higher wages;

Training & development opportunities;'I'd prefer no benefits and higher wages;

Training & development opportunities;Flexible working hours;Employee recognition awards;

Flexible working hours;More annual leave;Employee assistance programme (employee health & wellbeing support);

Flexible working hours;'I'd prefer no benefits and higher wages;Employee assistance programme (employee health & wellbeing support);

More annual leave;Flexible working hours;'I'd prefer no benefits and higher wages;

More annual leave;Flexible working hours;Employee recognition awards;

'I'd prefer no benefits and higher wages;Flexible working hours;More annual leave;

Flexible working hours;'I'd prefer no benefits and higher wages;More annual leave;



Employee recognition awards;

Training & development opportunities;Flexible working hours;Employee assistance programme (employee health & wellbeing support);

Flexible working hours;Training & development opportunities;Employee assistance programme (employee health & wellbeing support);

Training & development opportunities;I'd prefer no benefits and higher wages;Flexible working hours;

Training & development opportunities;Flexible working hours;Employee assistance programme (employee health & wellbeing support);

Training & development opportunities;Flexible working hours;More annual leave;

Employee assistance programme (employee health & wellbeing support);Employee recognition awards;Flexible working hours;

Training & development opportunities;More annual leave;

Training & development opportunities;Flexible working hours;Employee assistance programme (employee health & wellbeing support);

Employee assistance programme (employee health & wellbeing support);Training & development opportunities;Flexible working hours;



What do you enjoy about working at Pembrokeshire Care?

I have found Pembrokeshire Care to be very flexible and understanding with my childcare issues. I love that I have managed to stay with Mrs. Newsome for so many

At the moment the team I work with is very good and makes doing my job enjoyable

I do enjoy my work with my client when they are happy and comfortable with me.

Love being able to help people and hopefully make a difference in their lives.

High standards of care, the level of training and support provided, pleasant environment to work in.

Caring for the clients and working within my team

I enjoy caring for my clients and working within my team.

Caring for people

The lovely clients

Every day is an enjoyable challenge

Helping the clients

Every day is a new challenge. Feel I'm developing as a manager

The relationships you build with clients who you attend to regularly, they get to know you and you them and build trust in each other so we can carry out a high stan

I enjoy caring and making a difference to the lives of people who require the help and support I am able to provide.

Meeting new people and clients

The relationship with colleagues and clients.

(Team leader questions I could not answer)

We have a good team in Pembroke, I have built up good relationships with the clients and the staff and I am overall happy.

Good rate of pay and making a difference to the lives and wellbeing of our clients

Seeing clients happy when they see you

My relationships with colleagues and clients

Knowing I'm helping people who are unable to help themselves

Socialising and building good trust and relationships with both clients and colleagues

Interaction with clients I enjoy listening to them talk about there lives



Having worked for Pembs care for 3 years I've seen many clients Come and go, the thing I enjoy most about working at pembs care is the relationship you build with clients and their families, it becomes home from home with many and it is very rewarding to have such a good report with the clients. Making a difference to their No 2 days are the same rota is quite mixed up so you see different clients

Caring for others

The team and the clients

The clients

The clients and team work

I get great job satisfaction with Pembrokeeshire care .. I love going to help and care for all of our clients .. my job makes me feel good. We are there to help people who need us and that's a really lovely job to have .. it means a lot to them and also to me.

everything



|                                                                                                                                                                        |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Please suggest a change you would implement at Pembrokeshire Care to make it a better working environment:                                                             |  |
|                                                                                                                                                                        |  |
|                                                                                                                                                                        |  |
| I can't really say, because I no longer work days, and don't have much to do with other staff                                                                          |  |
|                                                                                                                                                                        |  |
| As I am new nothing to add at the present time                                                                                                                         |  |
| I think it's best to change the timetable for the clients because they are complaining about the time is keep changing all the time.                                   |  |
|                                                                                                                                                                        |  |
|                                                                                                                                                                        |  |
| Uniform needs to be available much easier as having half of the uniform looks scruffy and not professional at all. Not sharing clients between both teams, the same to |  |
| To have more uniforms when needed.. not sharing clients between different teams. Having rota's more in advance and share weekends shifts more.                         |  |
| There is nothing that I can think of                                                                                                                                   |  |
| To have more praise for the job we do and the hours we put in                                                                                                          |  |
|                                                                                                                                                                        |  |
| Treating everyone the same                                                                                                                                             |  |
|                                                                                                                                                                        |  |
| None                                                                                                                                                                   |  |
| dard of care                                                                                                                                                           |  |
| Not changing rotas without asking. Or putting them up until finalised.                                                                                                 |  |
|                                                                                                                                                                        |  |
|                                                                                                                                                                        |  |
| Set working rotas to manage the balance between work and life                                                                                                          |  |
| Can't think of any.                                                                                                                                                    |  |
|                                                                                                                                                                        |  |
|                                                                                                                                                                        |  |
| Rotas more in advance than 1 week. Stability of rota and consideration to stability of partners on doubles - recognition that regular teams make for a smoother run a  |  |
| N                                                                                                                                                                      |  |
|                                                                                                                                                                        |  |
| Don't know                                                                                                                                                             |  |
| Continue fair working hours/shifts.                                                                                                                                    |  |
| Rota to be more advanced than 3days and regular weekends off shared amongst team                                                                                       |  |
| Offer more support to me staff                                                                                                                                         |  |



Fairness all round with staff, as favourites are made clear, more appraisals when carers are complemented by families and clients as it's clear that when some carers

Better communication and support between office and carers

Not sure

More open door ethos between office and carers. Rotas being done at least a week in front with consideration that carers need to organise life outside of work

Improvements on rota, this is very poor at moment

Employ someone that listens to staff/clients/needs and can actually do rotas instead of ignoring the employees

More breaks .

Maybe more Organised 2 week in advance work rota.. and more evenly distributed holidays as it was tricky getting time off mobile phone for working purposes



eam should go to all 3/4 calls. Rotas need to be sent out more in advance as a few days is not enough notice at all.



E025

| Name                  | Team | Average Hours | Proposed Contract Hours | Consultation | Date of Consultation | Date Contract Sent | Returned   | Return Date | Payroll Effective Date | Availability Input to PP | Uploaded to PP |
|-----------------------|------|---------------|-------------------------|--------------|----------------------|--------------------|------------|-------------|------------------------|--------------------------|----------------|
| Sarah [REDACTED]      | HW2  | 20            | 18                      | Yes          | 16/12/2019           | 16/12/2019         |            |             | 27/01/2019             |                          |                |
| Kaye [REDACTED]       | HW2  | 18            | 8                       | Yes          | 19/12/2019           | 09/01/2020         | 24/01/2020 |             | 27/01/2019             |                          |                |
| Michelle [REDACTED]   | HW2  | 15            | 8                       | Yes          | 19/12/2019           | 09/01/2020         | 24/01/2020 |             | 27/01/2019             |                          |                |
| Tracy [REDACTED]      | HW2  | 20            | 20                      | Yes          | 19/12/2019           | 05/01/2020         |            | 10/01/2020  | 17/01/2020             | Yes                      |                |
| Gemma [REDACTED]      | HW2  | 31            | 30                      | Yes          | 19/12/2019           | 02/01/2020         | 16/01/2020 |             |                        |                          |                |
| Amy [REDACTED]        | HW2  | 32            | 30                      | Yes          | 07/01/2020           | 09/01/2020         |            |             |                        |                          |                |
| Ceri Foster           | HW2  | 30            |                         |              |                      |                    |            |             |                        |                          |                |
| Lydia [REDACTED]      | HW2  | 22            |                         |              |                      |                    |            |             |                        |                          |                |
| Paige [REDACTED]      | HW2  | 26            |                         |              |                      |                    |            |             |                        |                          |                |
| Jacqueline [REDACTED] | HW2  | 12            | N/A                     | N/A          | N/A                  | N/A                | N/A        | N/A         | N/A                    | N/A                      | N/A            |
| Glyn [REDACTED]       | HW2  | 40            | 37.5                    | Yes          | 04/01/2020           | 04/01/2020         |            | 10/01/2020  | 17/01/2020             |                          |                |
| Lisa O [REDACTED]     | HW2  | 08 or 20      | 16                      | Yes          | 24/01/2020           |                    |            | 31/01/2020  | 03/02/2020             |                          |                |
| Taylor An [REDACTED]  | HW2  | 28            | 25                      | Yes          | 07/01/2020           | 09/01/2020         |            |             | 27/01/2019             | 24/01/2020               | 24/01/2020     |

11/11/11

| Name                | Team | Proposed      |                | Consultation                        | Date         |               | Returned                            | Return Date | Payroll        |                                     | Uploaded to PP |
|---------------------|------|---------------|----------------|-------------------------------------|--------------|---------------|-------------------------------------|-------------|----------------|-------------------------------------|----------------|
|                     |      | Average Hours | Contract Hours |                                     | Consultation | Contract Sent |                                     |             | Effective Date |                                     |                |
| Alexandra Thornton  | HW1  | 13            | 16             | <input checked="" type="checkbox"/> | 13/11/2019   | 27/11/2019    | <input checked="" type="checkbox"/> | 23/12/2019  | 30/12/2019     | <input checked="" type="checkbox"/> |                |
| Frances Jane Lewis  | HW1  | 12            | 12             | <input checked="" type="checkbox"/> | 14/11/2019   | 25/11/2019    | <input checked="" type="checkbox"/> | 05/12/2019  | 02/12/2019     | <input checked="" type="checkbox"/> |                |
| Susan Walters       | HW1  | 17            | 17             | <input checked="" type="checkbox"/> | 14/11/2019   | 27/11/2019    | <input checked="" type="checkbox"/> | 24/12/2019  | 30/12/2019     | <input checked="" type="checkbox"/> |                |
| Victoria Jenkins    | HW1  | 40            | 37.5           | <input checked="" type="checkbox"/> | 13/11/2019   | 27/11/2019    | <input checked="" type="checkbox"/> |             | 30/12/2019     | <input checked="" type="checkbox"/> |                |
| Kate Almsworth      | HW1  | 26            | 30             | <input checked="" type="checkbox"/> | 16/01/2020   |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Sarah Badrock       | HW1  | 37.5          | 37.5           | <input checked="" type="checkbox"/> |              |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Lowri Garford Lewis | HW1  | 14            | 14             | <input checked="" type="checkbox"/> | 03/12/2019   | 03/12/2019    | <input checked="" type="checkbox"/> | 03/12/2019  | 06/12/2019     | <input checked="" type="checkbox"/> |                |
| Emma Byrne          | HW1  | 13            | 14             | <input checked="" type="checkbox"/> | 20/11/2019   |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Nicolette Flynn     | HW1  |               |                | <input checked="" type="checkbox"/> | 15/01/2020   |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Siobhan O'Fallan    | HW1  | 17            | 15             | <input checked="" type="checkbox"/> | 16/12/2019   | 23/12/2019    | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Sarah Leask         | HW1  |               |                | <input checked="" type="checkbox"/> |              |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Jaquie Mac          | HW1  | 30            | 30             | <input checked="" type="checkbox"/> | 18/11/2019   | 07/01/2020    | <input checked="" type="checkbox"/> | 07/01/2020  | 06/01/2020     | <input checked="" type="checkbox"/> |                |
| Julie Moore         | HW1  |               |                | <input checked="" type="checkbox"/> | 13/01/2020   | 16/01/2020    | <input checked="" type="checkbox"/> | 23/01/2020  | 27/01/2020     | <input checked="" type="checkbox"/> |                |
| Clare O'Neil        | HW1  | 24            | 24             | <input checked="" type="checkbox"/> | 22/11/2019   | 07/01/2020    | <input checked="" type="checkbox"/> |             | 27/01/2020     | <input checked="" type="checkbox"/> |                |
| Natasha Palmer      | HW1  |               |                | <input checked="" type="checkbox"/> |              |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Cara Paisley        | HW1  | 12            | 12             | <input checked="" type="checkbox"/> | 06/02/2020   | 06/02/2020    | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Dilys Roach         | HW1  |               |                | <input checked="" type="checkbox"/> | 04/12/2019   |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Jackie Smith        | HW1  | 31            | 30             | <input checked="" type="checkbox"/> | 26/11/2019   | 16/01/2020    | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |
| Martin Trask        | HW1  |               |                | <input checked="" type="checkbox"/> |              |               | <input checked="" type="checkbox"/> |             |                | <input checked="" type="checkbox"/> |                |



| Contacted Staff    | Contract Sent     | Consultation complete | Unsure      | Not signing    |
|--------------------|-------------------|-----------------------|-------------|----------------|
| Alexandra Thompson | 13 Ali Ahmed (25) |                       |             |                |
| Alison Gosselin    | 30 Dilys Roach    |                       | Ceri Foster | Natasha Palmer |
| Amy Clark          | 30                |                       |             |                |
| Caitlin Paddy      | 37.5              |                       |             |                |
| Ewa Edrisato       | 30                |                       |             |                |
| Gemma Alford       | 30                |                       |             |                |
| Heidi Smith        | 30                |                       |             |                |
| Jacqueline Dore    | 37.5              |                       |             |                |
| Jacqueline Smith   | 30                |                       |             |                |
| Jeanne Primrose    | 30                |                       |             |                |
| Judith Taylor      | 37.5              |                       |             |                |
| Julie Barker       | 37.5              |                       |             |                |
| Kaye Egan          | 15                |                       |             |                |
| Lynne Ellis        | 14                |                       |             |                |
| Michelle Smith     | 15                |                       |             |                |
| Nyria Pugh         | 20                |                       |             |                |
| Raluca Popa        | 37.5              |                       |             |                |
| Riaan Grogan       | 37.5              |                       |             |                |
| Rosa Allen         | 30                |                       |             |                |
| Sarah Esmock       | 37.5              |                       |             |                |
| Sarah Lane         | 18                |                       |             |                |
| Sorban Stefan      | 15                |                       |             |                |
| Susan Wallace      | 17                |                       |             |                |
| Suzanne Williams   | 37.5              |                       |             |                |
| Taylor Alford      | 25                |                       |             |                |
| Victor Petrov      | 37.5              |                       |             |                |
| Julie Smith        | 16                |                       |             |                |
| Paige Jones        | 37.5              |                       |             |                |
| Claire Owen        | 25                |                       |             |                |
| Emma Byrne         | 14                |                       |             |                |
| Edi Clark          | 16                |                       |             |                |
| Kaye Gosselin      | 20                |                       |             |                |
| Alison Gosselin    | 35                |                       |             |                |
| Kate Apperly       | 30                |                       |             |                |
| Sarah Dore         | 37.5              |                       |             |                |
| Caro Kelly         | 12                |                       |             |                |
| Glyn Williams      | 37.5              |                       |             |                |
| Katie Jones        | 30                |                       |             |                |
| Lisa Campbell      | 16                |                       |             |                |
| Lakira Jones       | 25                |                       |             |                |
| Nichelle Pym       | 16                |                       |             |                |
| Maria Doh          | 25                |                       |             |                |
| Megan Morrison     | 37.5              |                       |             |                |
| Lydia Hildman      | 0                 |                       |             |                |
| Tracy Evans        | 20                |                       |             |                |
| Nicholas Prodie    | 37.5              |                       |             |                |
| Kathryn Mealey     | 15                |                       |             |                |



# Recruitment + Retention Report

2020

| Monthly Attrition Report - 2019   |                       |                                      |                                          |                  |                  |                   |       |   |  |
|-----------------------------------|-----------------------|--------------------------------------|------------------------------------------|------------------|------------------|-------------------|-------|---|--|
| Month                             | Opening Balance       | Employees Joined                     | Employees Left                           | Closing Balance  | Attrition %      | Average Employees |       |   |  |
| January                           | 191                   | 5                                    | 3                                        | 193              | 1.57             | 185.22            |       |   |  |
| February                          | 193                   | 1                                    | 6                                        | 188              | 3.11             |                   |       |   |  |
| March                             | 188                   | 1                                    | 7                                        | 182              | 3.72             |                   |       |   |  |
| April                             | 182                   | 3                                    | 4                                        | 181              | 2.20             |                   |       |   |  |
| May                               | 181                   | 7                                    | 7                                        | 181              | 3.87             |                   |       |   |  |
| June                              | 181                   | 4                                    | 6                                        | 179              | 3.31             |                   |       |   |  |
| July                              | 179                   | 5                                    | 1                                        | 183              | 0.56             |                   |       |   |  |
| August                            | 183                   | 10                                   | 4                                        | 189              | 2.19             |                   |       |   |  |
| September                         | 189                   | 3                                    | 3                                        | 190              | 1.59             |                   |       |   |  |
| October                           | 190                   | 7                                    | 8                                        | 196              | 4.21             |                   |       |   |  |
| November                          | 196                   | 5                                    | 6                                        | 195              | 3.06             |                   |       |   |  |
| December                          | 195                   | 6                                    | 4                                        | 197              | 2.05             |                   |       |   |  |
| Total                             | 195                   | 46                                   | 49                                       | 197              | 24.87            |                   |       |   |  |
| Attrition Stats - 2019            |                       |                                      |                                          |                  |                  |                   |       |   |  |
| Month                             | Reason for Leaving    |                                      |                                          |                  |                  |                   |       |   |  |
|                                   | Resignation           | Dismissal within probationary period | Dismissal outside of Probationary Period | Failed Probation | Different Career | Competitor        | Other |   |  |
| January                           | 1                     | 1                                    | 1                                        | 0                | 0                | 0                 | 0     |   |  |
| February                          | 3                     | 2                                    | 0                                        | 1                | 0                | 0                 | 0     |   |  |
| March                             | 6                     | 0                                    | 0                                        | 0                | 0                | 0                 | 0     |   |  |
| April                             | 2                     | 1                                    | 0                                        | 0                | 0                | 0                 | 1     |   |  |
| May                               | 3                     | 1                                    | 0                                        | 0                | 0                | 0                 | 2     |   |  |
| June                              | 3                     | 1                                    | 1                                        | 0                | 0                | 0                 | 1     |   |  |
| July                              | 1                     | 0                                    | 0                                        | 0                | 0                | 0                 | 0     |   |  |
| August                            | 4                     | 0                                    | 0                                        | 0                | 0                | 0                 | 0     |   |  |
| September                         | 0                     | 1                                    | 0                                        | 0                | 0                | 0                 | 0     |   |  |
| October                           | 3                     | 0                                    | 0                                        | 1                | 0                | 0                 | 1     |   |  |
| November                          |                       |                                      |                                          | 0                | 2                | 2                 | 2     |   |  |
| December                          |                       |                                      |                                          |                  |                  |                   | 0     |   |  |
| Total                             | 26                    | 9                                    | 3                                        | 3                | 2                | 2                 | 5     | 4 |  |
| Monthly Recruitment Report - 2019 |                       |                                      |                                          |                  |                  |                   |       |   |  |
| Month                             | Applications Received | Interviews Shortlisted               | Interviews Conducted                     | Offers Made      | Offers Accepted  | Offers Declined   |       |   |  |
| January                           | 20                    |                                      |                                          |                  |                  |                   |       |   |  |
| February                          | 1                     |                                      |                                          |                  |                  |                   |       |   |  |
| March                             | 3                     |                                      |                                          |                  |                  |                   |       |   |  |
| April                             | 15                    |                                      |                                          |                  |                  |                   |       |   |  |
| May                               | 0                     |                                      |                                          |                  |                  |                   |       |   |  |
| June                              | 1                     |                                      |                                          |                  |                  |                   |       |   |  |
| July                              | 0                     |                                      |                                          |                  |                  |                   |       |   |  |
| August                            | 7                     |                                      |                                          |                  |                  |                   |       |   |  |
| September                         |                       |                                      |                                          |                  |                  |                   |       |   |  |
| October                           | 50                    |                                      | 29                                       | 17               | 9                | 8                 | 1     |   |  |
| November                          |                       |                                      |                                          |                  |                  |                   |       |   |  |
| December                          |                       |                                      |                                          |                  |                  |                   |       |   |  |

