ANNUAL WORKFORCE REPORT
1 August 2016– 31st December 2017

Purpose:

The purpose of this report was to advise the Board of the workforce activities throughout the previous year and to present and propose future plans..

Authors:

Gill Howson, Executive Assistant

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

1

Contents

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

2

1 Purpose of report

The Here workforce report and proposed action plan has been submitted by the Executive Assistant. Its purpose is to update the organisation on the workforce activity during the period 1 August 2016 – 31 Dec 2017. Additionally, to report on actions taken in response to the previous report **(see appendix i)** and propose any amendments to procedures and provision within the organisation to further improve and develop Here. The summary of proposed actions is outlined below.

Through the collation of this information it is hoped that colleagues will have visibility of the Here workforce data to aid positive change. This report will be provided to all Being Here groups which were recently set up.

2 Data sources

Data contained within this report has been gathered using People HR, our Here Training Matrix, recruitment systems, Sage, leaver's questionnaires, HR input and Survey Monkey. The table below outlines where data has been sourced.

Data source	Data type
People HR records.	Age, gender, full time equivalent numbers, general workforce activity, sickness absence, staff turnover
Survey Monkey 'survey Dec/Jan 2017	Sexual orientation, religion
Data collected through the year and collected on Sage.	Disability, ethnicity,
Recruitment agencies & Here application records.	Recruitment age and gender, temporary staff numbers.
Training matrix	Training and personal development data
Leaver's feedback records	Reasons for leaving Here

o   This period, as a result of the action plan from the previous workforce report we are pleased to be able to report more accurate data on ethnicity and disability as actual information has been collected from individuals rather than an anonymous survey.

o   Data from the People HR system is taken from information collected at the time of recruitment or updated where changes occur.

o   PeopleHR does not currently have the fields to hold data on ethnicity, disability, religion or sexual orientation.

o   130 of employed individuals responded to the anonymous Survey Monkey survey. This is a considerably higher response than in previous years.

o   Recruitment data is provided directly from the recruiters (NHS Jobs, Pier etc.) and based on data collected at the time of application. Equality monitoring data is currently held on job applicants within the organisation; however this data remains separated from the applicant's documentation throughout the process and following the job appointment stage.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

3

- The training matrix is updated monthly utilising training programme information and manual input.
- The Leaver's questionnaire responses information shows a snapshot and requires further collation.
- A separate Gender Pay Gap report is also available

Where possible and relevant internal data has been compared with:

the Brighton and Hove city snapshot,

the quality watch report or
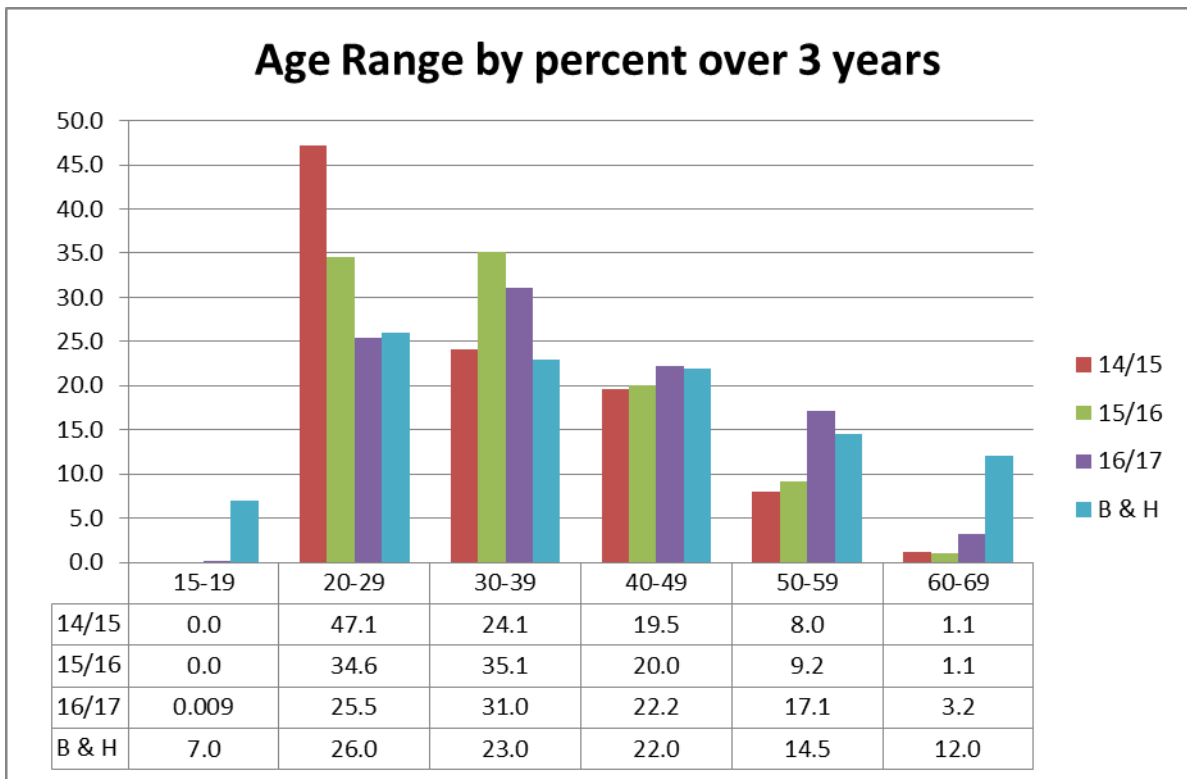
 NHS digital diversity and equality reports

3 Equality Data

Here aims to build a workforce that is reflective of the diverse communities that we serve and to be the workplace of choice. Here has statutory duty to collate, monitor and review data in relation to equality. This report covers:

1. Age

2. Gender

3. Disability

4. Race

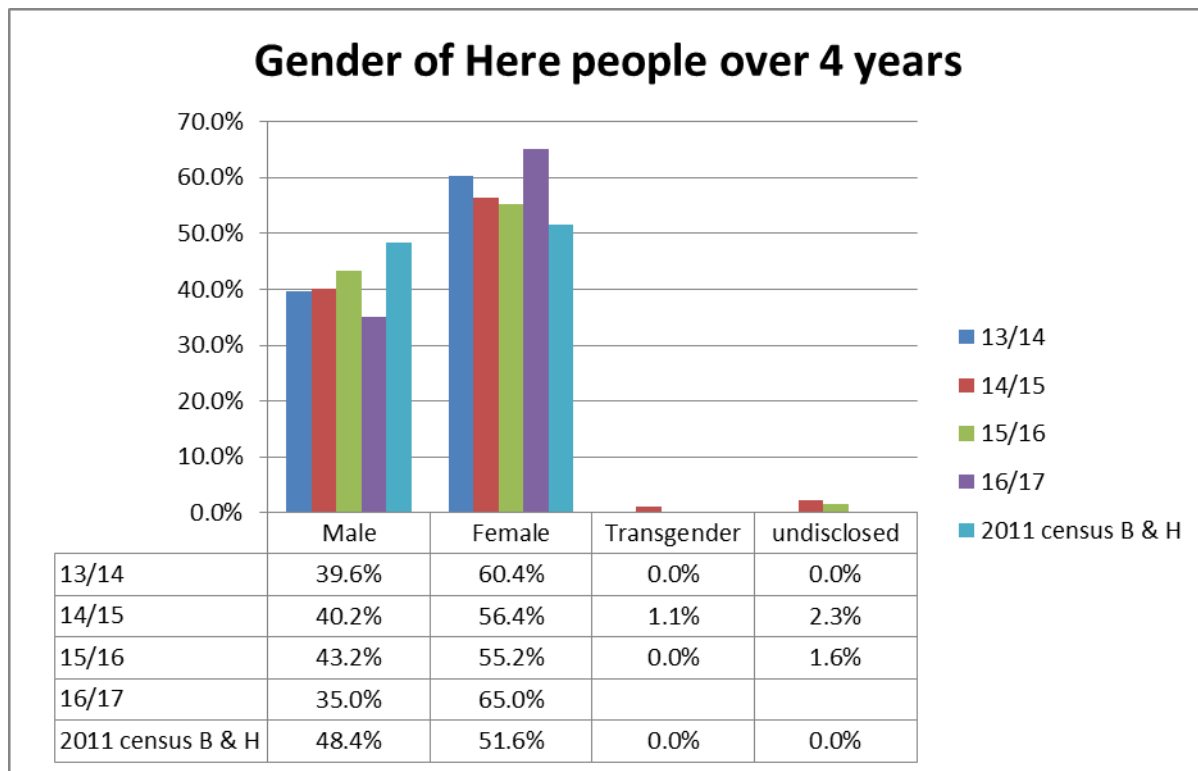5. Religion or Faith

6. Sexual orientation

3.1 Composition of Workforce by Age

Age Range by percent over 3 years

	15-19	20-29	30-39	40-49	50-59	60-69
14/15	0.0	47.1	24.1	19.5	8.0	1.1
15/16	0.0	34.6	35.1	20.0	9.2	1.1
16/17	0.009	25.5	31.0	22.2	17.1	3.2
B & H	7.0	26.0	23.0	22.0	14.5	12.0

The 15/16 & 16/17 data was taken from actual PeopleHR figures however the data for 14/15 was taken from 'Survey Monkey' data which is less complete. The chart shows that a large number of people who work for Here have historically fallen within the 20 – 29 year age group; however there has been a gradual shift towards a slightly older workforce over the last three years. This flattening out of the age of colleagues is positive from an equality perspective. The exact reason behind the shift is unknown but may partly be due to staff remaining within the organisation and to the reduction in the use of temporary staff.

The data is compared with information with Brighton and Hove census data (2011) of people in the community who fall between the ages of 15 and 69 years old. It is worth noting that the census data includes people who have retired so is an imperfect comparison with the Here workforce information. Additionally Brighton and Hove has a high number of people aged between 20y and 24y due to the student population.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

5

3.2   Composition of Workforce by Gender

Gender of Here people over 4 years

	Male	Female	Transgender	undisclosed
13/14	39.6%	60.4%	0.0%	0.0%
14/15	40.2%	56.4%	1.1%	2.3%
15/16	43.2%	55.2%	0.0%	1.6%
16/17	35.0%	65.0%		
2011 census B & H	48.4%	51.6%	0.0%	0.0%

The above figures for 15/16 & 16/17 were taken from actual PeopleHR figures however the figures for 13/14 14/15 were taken from 'Survey Monkey' data which is less complete. The PeopleHR system has not, to date however, had the facility to collect data on transgender people. Here has reported this issue to PeopleHR.
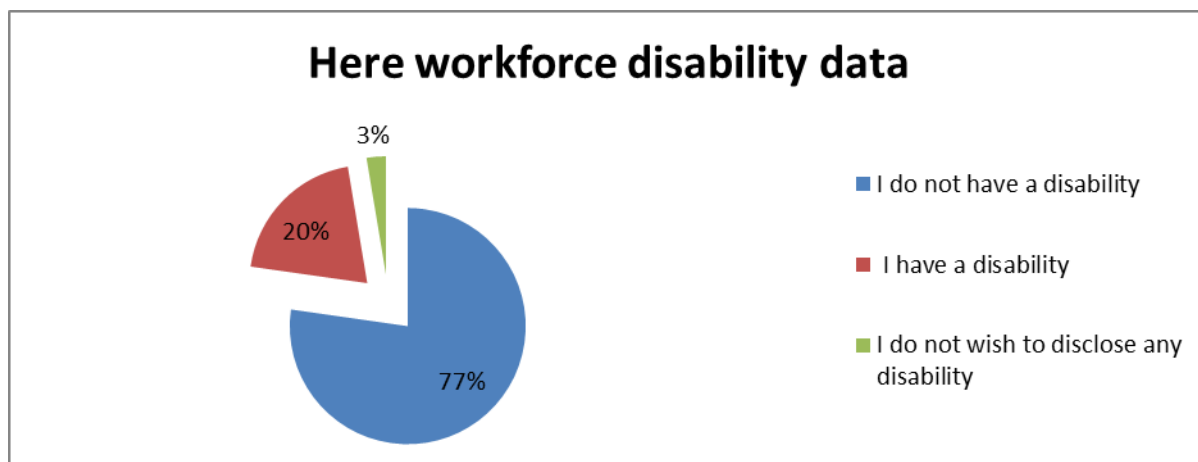
The chart shows a trend over three years from 2013- mid 2016 that is moving the Here percentage gender split closer to the Brighton and Hove community data. However this trend has since reversed.

It is also worth noting that the Brighton and Hove Census data only includes female and male people and that the NHS as a whole has a high female: male ratio.

ACTION: Follow up on the PeopleHR providers to establish the timescale for the provision of the system update on a broader range of genders.

Although not required under the criteria of the Equality Act 2010 (Gender Pay Gap Information) Regulations Here has produced a separate Gender Pay Gap report to be published and to be utilised to inform any actions that may be required.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

6

3.3   Composition of Workforce by Disability

Here workforce disability data

- I do not have a disability
- I have a disability
- I do not wish to disclose any disability

The above was taken from Sage, which now holds actual data on individuals. It is pleasing to have information that can be considered more accurate and complete than that from previous years where Survey Monkey figures were used. The previous workforce report indicated that 9.2 % of the workforce considered themselves to have a disability. This period's figure is higher.
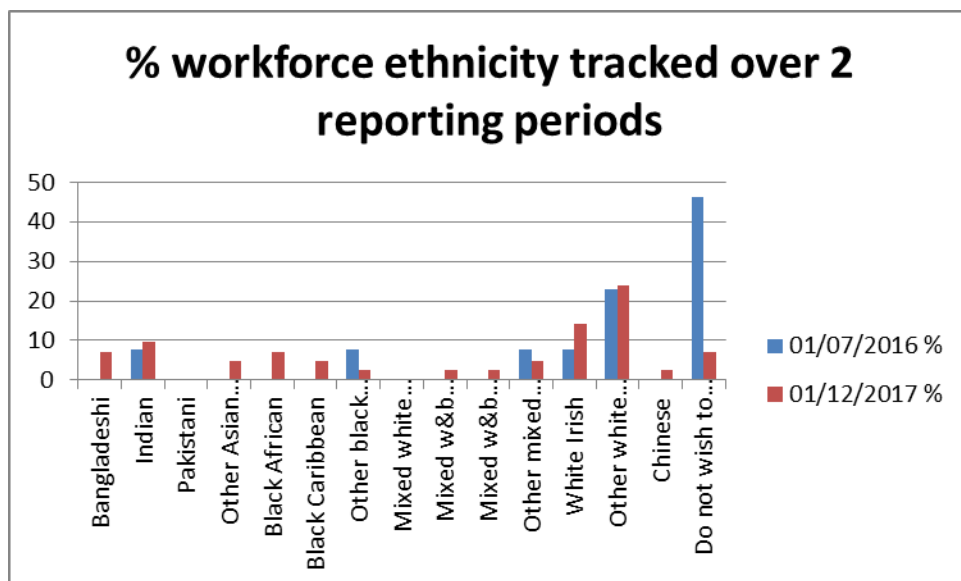
NHS digital data indicates that 4% of those disclosing considered themselves to have a disability which is significantly lower than the Here figure. The most commonly reported disabilities at Here were categorised as 'mental health condition' (25% of disabilities reported) and 'unseen disability such as diabetes & asthma' (27.5% of disabilities reported)

We have also been able to look at disability against pay band.
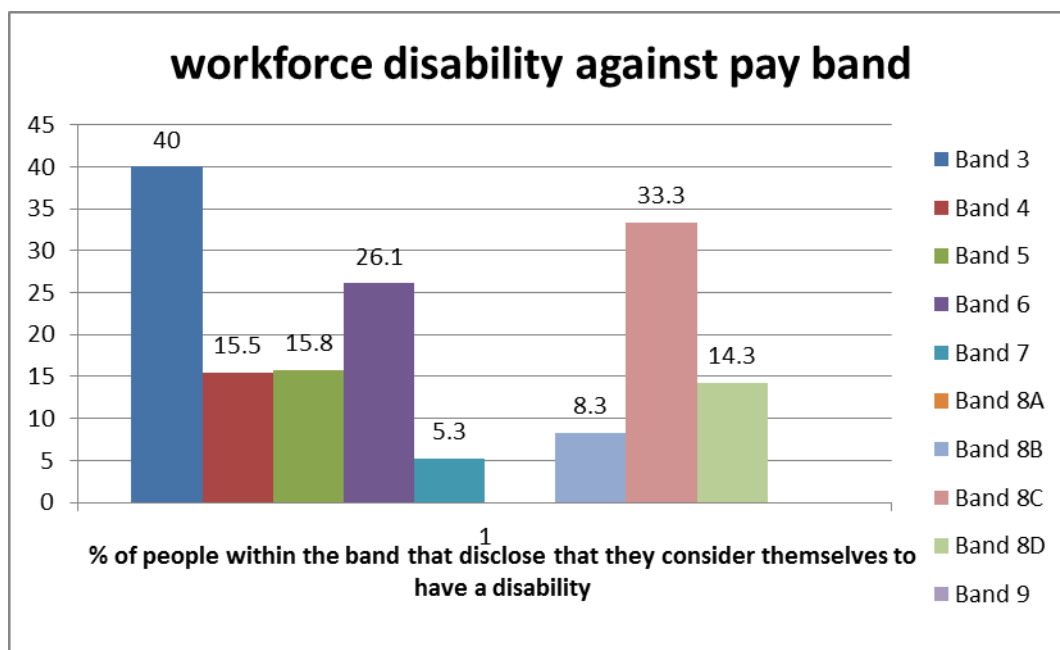
Whilst the above information does not have comparatives, it does indicate that there are people who consider themselves to have a disability across the whole of the Here organisation. Pay bands contain differing numbers of people so small fluctuations in people reporting disability will affect the percentage figure.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

7

The figures on ethnicity were taken from Sage which now holds actual data on individuals. The Brighton and Hove city snapshot of 2014 gives a figure of 20% of the population being from a black or minority ethnic background and indicates that this percentage is growing. The figures above show that 21% of those who disclosed reported themselves to be in a category other than White British.

% workforce ethnicity tracked over 2 reporting periods

Legend: 01/07/2016 %, 01/12/2017 %

Categories (x-axis): Bangladeshi, Indian, Pakistani, Other Asian..., Black African, Black Caribbean, Other black..., Mixed white..., Mixed w&b..., Mixed w&b..., Other mixed..., White Irish, Other white..., Chinese, Do not wish to...

The figures above may indicate that in the last 18 months Here has increased the range of ethnicities within the workforce, however it should be noted that the proportion of people who are willing to disclose ethnicity has increased and the 2016 data relied on Survey Monkey whereas the 2017 data has utilised actual data from Sage. For reasons of statistical visibility on the chart we have deliberately omitted the percentage of white British from the image which has remained more or less static at between 75% & 77% over the reporting periods.

This period we have also been able to look at Ethnicity against pay band.
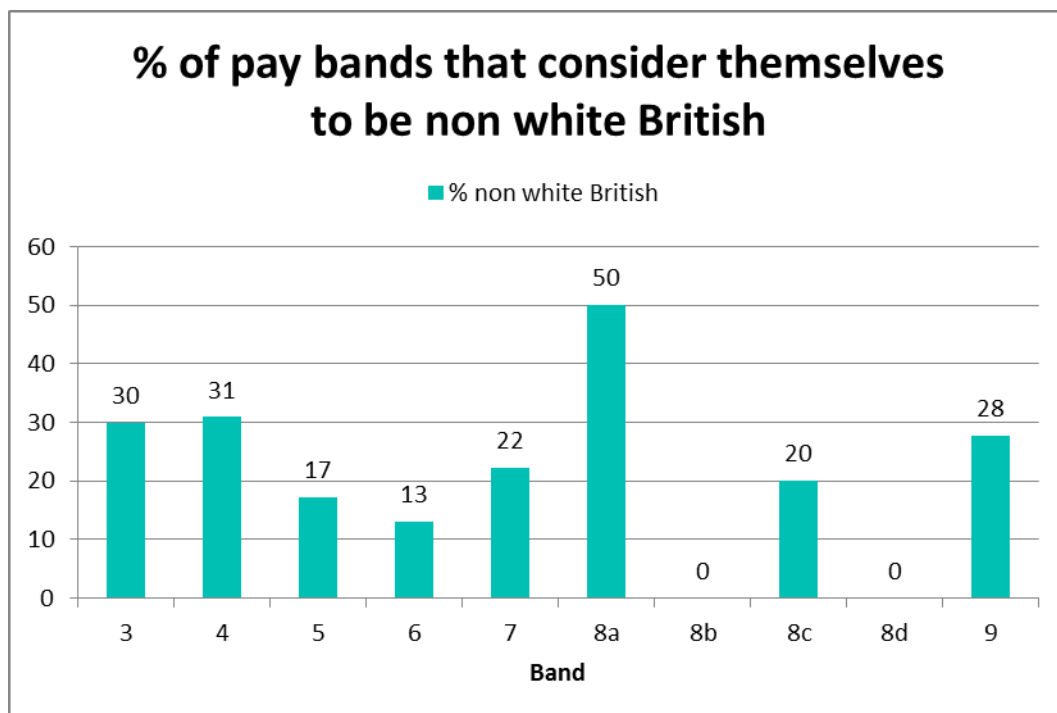
% of pay bands that consider themselves to be non white British

Legend: % non white British

Band	% non white British
3	30
4	31
5	17
6	13
7	22
8a	50
8b	0
8c	20
8d	0
9	28

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

8
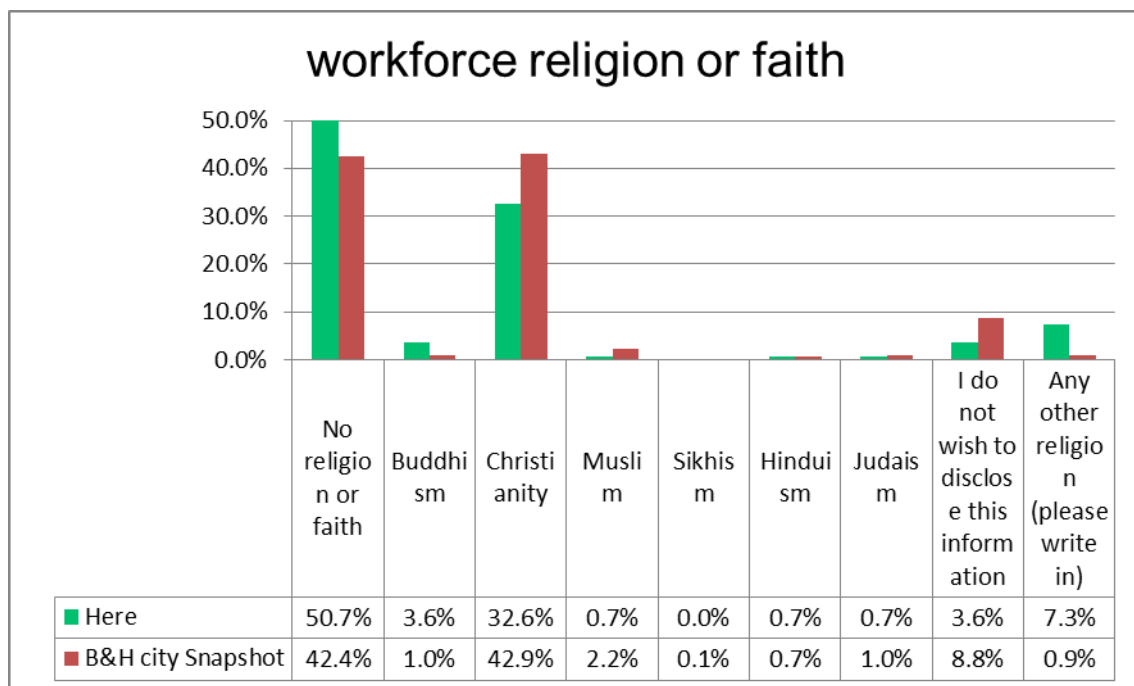
Whilst the above information does not have comparatives, it does indicate that there are people with varied ethnicities across the Here pay bands.
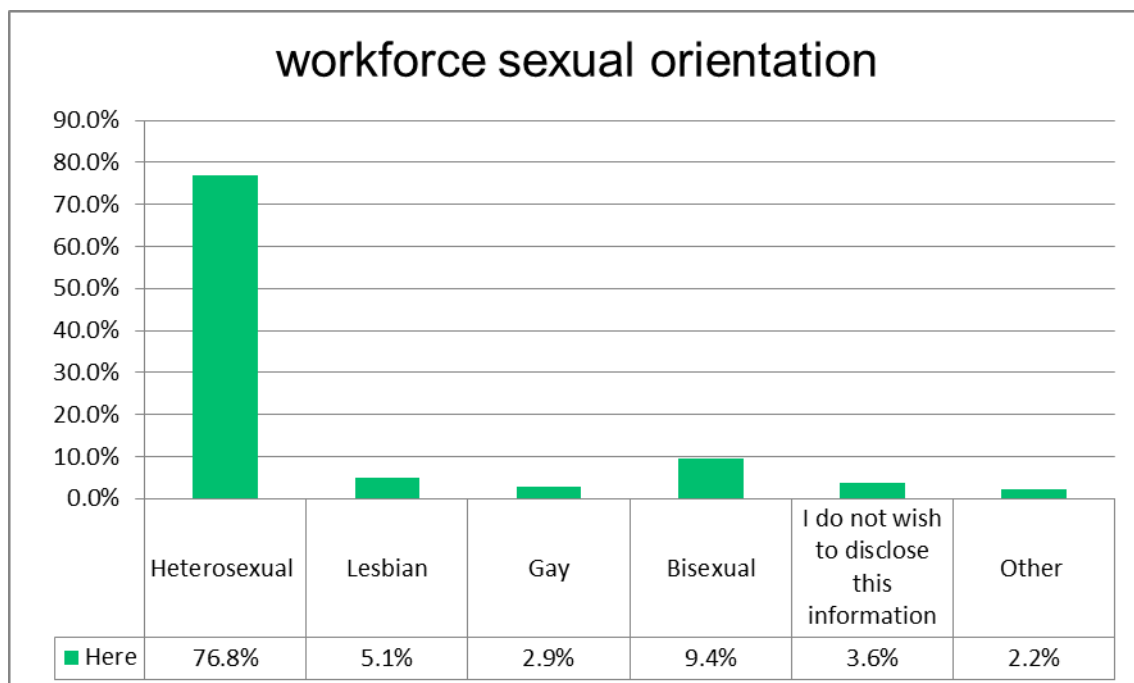
3.4 Composition of Workforce by Religion

workforce religion or faith

	No religion or faith	Buddhism	Christianity	Muslim	Sikhism	Hinduism	Judaism	I do not wish to disclose this information	Any other religion (please write in)
Here	50.7%	3.6%	32.6%	0.7%	0.0%	0.7%	0.7%	3.6%	7.3%
B&H city Snapshot	42.4%	1.0%	42.9%	2.2%	0.1%	0.7%	1.0%	8.8%	0.9%

The Here data on religion is taken from the Survey Monkey responses.

The Composition of the Here workforce generally compares reasonably with the 2014 city data given the size of the organisation.

3.5 Composition of Workforce by Sexual Orientation

workforce sexual orientation

	Heterosexual	Lesbian	Gay	Bisexual	I do not wish to disclose this information	Other
Here	76.8%	5.1%	2.9%	9.4%	3.6%	2.2%

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

9

The data on sexual orientation is taken from the Survey Monkey responses.

The Brighton and Hove city snapshot produced by Brighton and Hove city council gives a best estimate of number of lesbian, gay and bisexual residents of 11-15 per cent of the population aged 16 years or more. From the figures above the representation at Here appears to fit closely with that range.

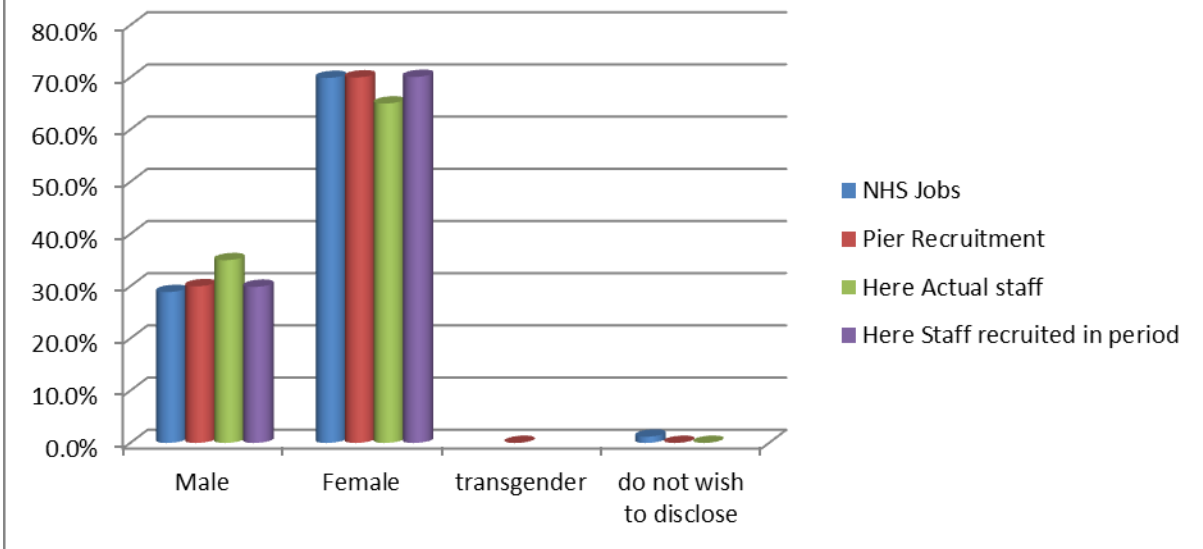## 3.6 Equality in our Recruitment
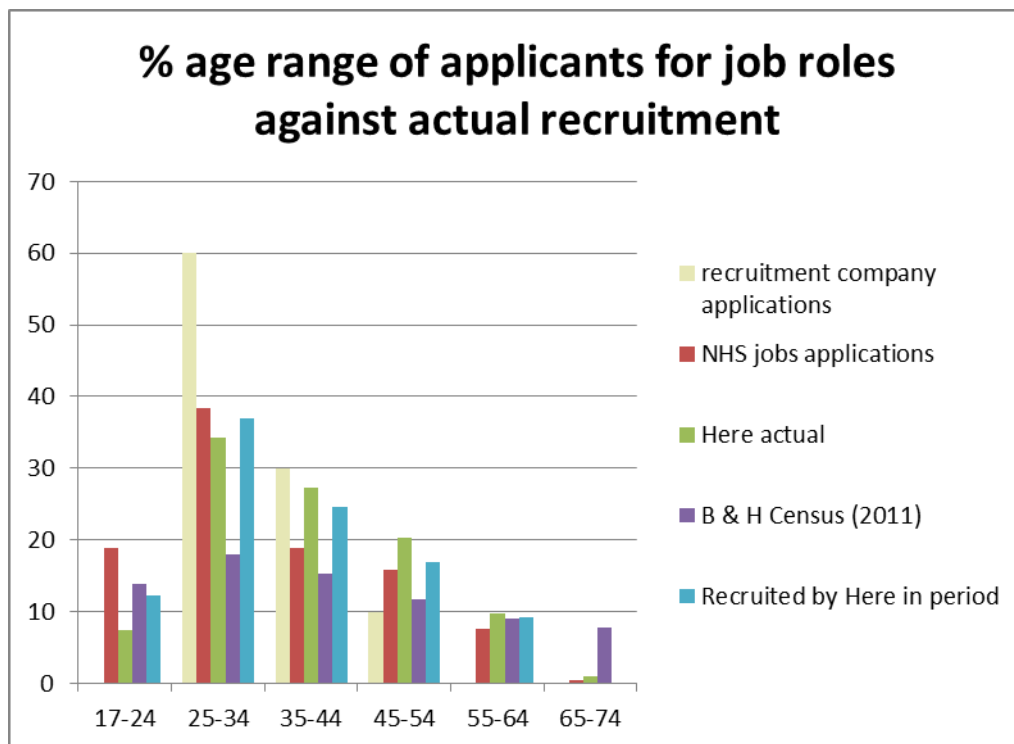
The data shows recruitment company application data however please note that the company has considerably reduced the use of recruitment agencies to very low numbers.

The purpose of monitoring age in this way is to establish if our recruitment processes are in any way impacting or influencing the age of staff actually recruited. We have compared job applications against our actual workforce and people recruited in the period by percentage. By doing this we are able to establish if there are any anomalies or concerns raised that would require a review of our recruitment processes.

The chart indicates that in general Here is moving towards recruiting a higher proportion of people aged 35-44 than 25- 34y. This is a shift from previous patterns. Also, as a percentage, Here is recruiting a similar proportion of people over 45y as compared with those applying via NHSJobs.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

10

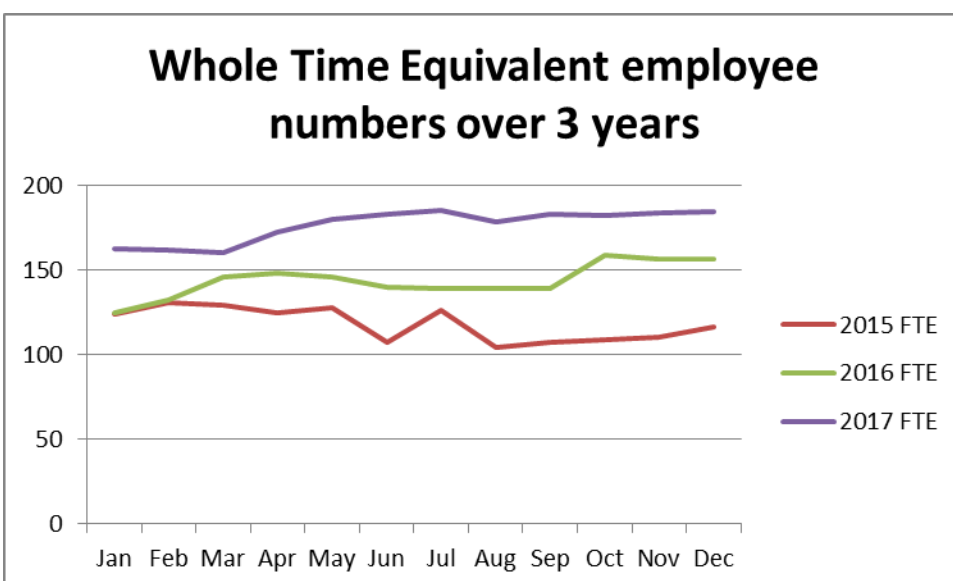% gender comparison of applications against actual recruitment

We also monitor gender to help review the fairness of our recruitment processes and identify whether they might be influencing the gender of staff recruited. The chart shows that more females than males apply for jobs at Here and in the reporting period we have recruited males and females in similar proportions to applications.

ACTION : Provide the 'Being Here' working group that is working on ' how do we ensure that Here is as diverse as the community we serve?' and ' the recruitment group with data on recruitment, gender, disability, ethnicity, sexual orientation and age to support the enquiry.

4   People

4.1   Monthly full time equivalent staff numbers

Whole Time Equivalent employee numbers over 3 years

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

11

The above chart details a month by month summary of our staff full time equivalent (FTE) employee levels. We have included the data from the same period over the previous two years to show the growth in numbers.

4.2   General staff activity training and personal development

Please refer to Appendix ii for detail on performance, leave, changes in terms and training/personal development

5   Recruitment

5.1   Audit

The HR team conduct a monthly audit of recruitment to assure the organisation that all standard recruitment processes are adhered to (see the Recruitment and Selection Procedure for details). From the recruitment activity audited, generally good compliance with advertising both internally and externally and reference/ clearance checks is shown. It is noted that there is room for improvement in the practice of shortlisting by two or more people and the presence of a gender mix at interviews.

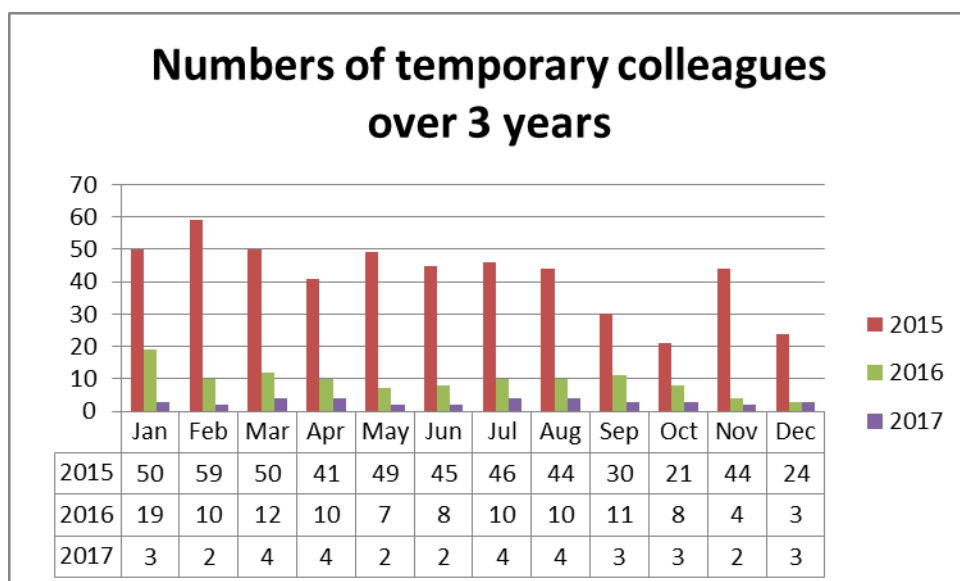A working group has been set up to develop recruitment at Here.

ACTION: Provide audit results to 'Being Here equality and diversity enquiry team', recruitment working group and all recruiters.

ACTION: Further develop the recruitment audit and how it is used and shared.

### 5.2   Use of Temporary Staff via Agency (Pier)

We are pleased that a there has been a considerable and consistent reduction in the number of temporary people utilised by the organisation since 2015.

This chart has been included to demonstrate the reduction in use of temporary people as there has previously been substantial use of temporary staff within our services. Line Managers were asked to consider a change in the use of temporary staff in order to reduce cost, improve morale and limit training issues.

Numbers of temporary colleagues over 3 years

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	50	59	50	41	49	45	46	44	30	21	44	24
2016	19	10	12	10	7	8	10	10	11	8	4	3
2017	3	2	4	4	2	2	4	4	3	3	2	3

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

12

6   Wellness

6.1 Monthly staff presence at work (not including absence due to leave or other non-sickness absence)

% presence at Here by month*
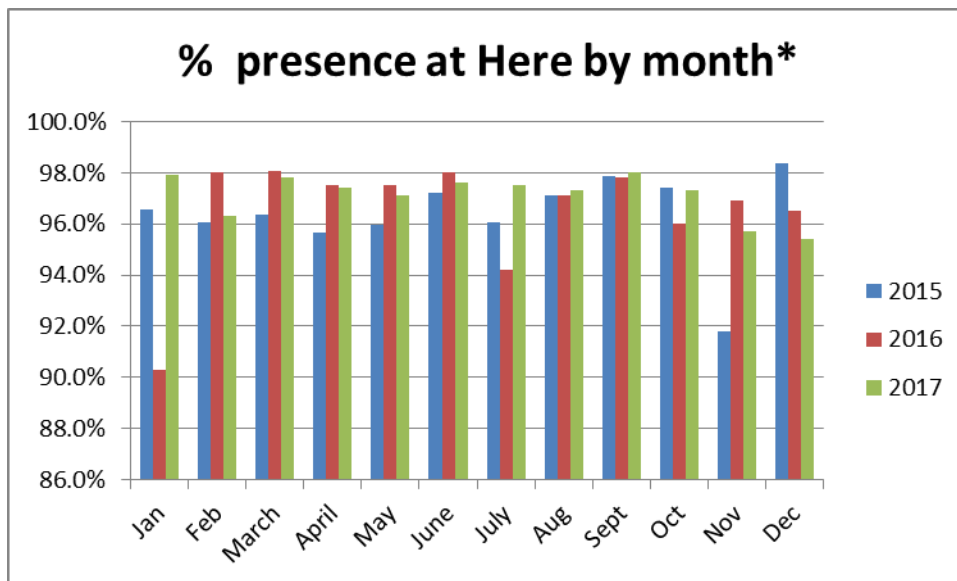
*wellness figures calculated by using 100% - sickness absence %. This does not therefore account for occasions where staff attend work whilst feeling unwell.

There is a general sense that presence figures may not be fully representative due to incomplete use of PeopleHR to record sickness. There were, however two spikes of sickness absence in Nov 2015 and January 2016 (mainly due to Norovirus and viral infections- communicable diseases). The latest average of figures released by the Health and Social Care Information Centre (HSCIC) for the NHS in the region which is 96.2%* presence.
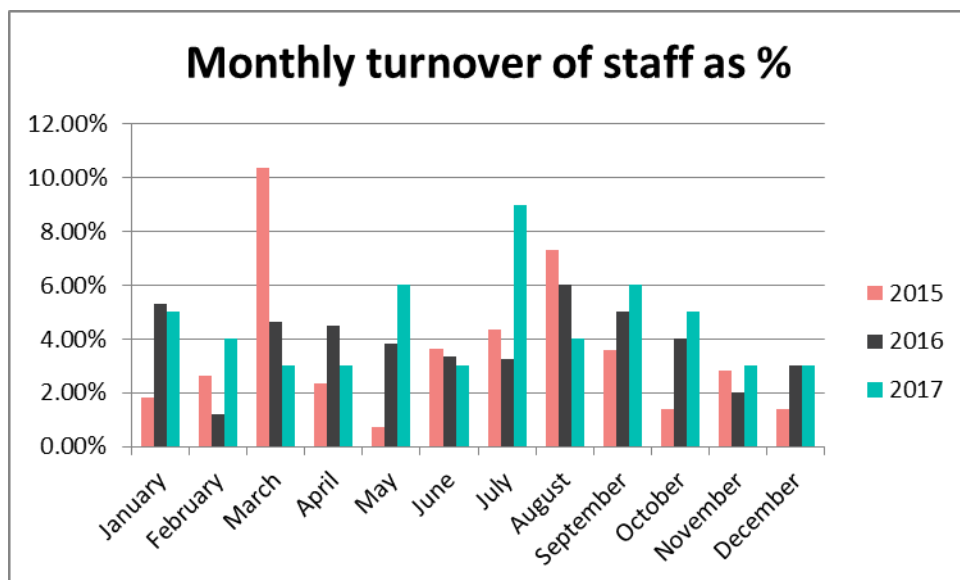
Here is committed to supporting wellness within the organisation. This support includes provision of fruit weekly, Yoga, Massages, Mindfulness, art club, employee assistance programme & the meadow room, table tennis & football. In addition the wellness group is continually working to develop wellness and wholeness within the organisation.

ACTION: Improve organisation–wide reporting of sickness absence supported by People HR

ACTION: Share information with H &S committee and the 'being here balance and workload group'

ACTION: Prepare recommendations to the organisation for improvement in sickness levels.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

13

7 Turnover of the workforce

7.1 Monthly percentage turnover

Qualitywatch provides staff turnover figures in the NHS. Figures for up to 2015 show NHS turnover rates of between 1.3% and 2.8% (quality watch report). Here figures range from 2.0% to 9.0 % for the period August 2016 to Dec 2017 which are higher than the Qualitywatch figures. Whilst it is difficult to determine an optimum turnover level, high turnover of staff is costly, affects performance and can demoralise longer serving personnel. Use of temporary staff may have historically been thought to contribute to the costs and the organisation has been successful in reducing the usage of temporary staff.

An initial review of the forms has identified the following reasons for leaving:

Reason	number reporting
TUPE	1
Temp	6
relocation/travel	6
morale/stress/frustration	3
career development/study	7
improved pay and conditions	5
health reasons	2

A project team (Been Here Project) are engaged in further improvements to improve the way in which the organisation understands, values and utilises the experiences of staff leaving Here.

A survey (Being Here) was conducted in August 2016 which sought to understand how employed personnel perceive how well the organisation is doing at being the meaningful and rewarding place to work. An organisation wide project has since been worked through to identify and work on what the people of Here have identified as needing attention. This may also provide insight into how retention of staff can be increased.

ACTION: Share Data with relevant Being Here action groups including the 'Pay and Benefits' and 'Training and Development', 'Been Here' project group and all recruiters.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

14

8   Summary of Proposed Actions

EQUALITY (see section 3)		
ACTION	WHO	WHEN
Follow up on the PeopleHR providers to establish the timescale for the provision of the facility to collect data on a broader range of genders.	HR team	May 2018 then monthly.
Provide the 'Being Here' working group that is working on ' how do we ensure that Here is as diverse as the community we serve?' with data on recruitment, gender, disability, ethnicity, sexual orientation and age to support the enquiry.	GH	On approval by Quasar
Recruitment (see section 5)		
ACTION	WHO	WHEN
Provide audit results to 'Being Here equality and diversity enquiry team', recruitment working group and all recruiters.	GH	On approval by Quasar
Further develop the HR recruitment audit and how it is used/ shared.	HR	By October 2018
Absence from Sickness (see section 6.)		
ACTION	WHO	WHEN
Improve organisation–wide reporting of sickness absence on PeopleHR supported by HR team.	HR/All colleagues & managers	ongoing
Share information with H &S committee and relevant being here action groups	GH	On approval by Quasar
Prepare recommendations to the organisation for improvement to sickness levels.	HR	By October 2018
Turnover (see section 7)		
ACTION	WHO	WHEN
Share Data with being Here equality and diversity action group, Been Here project group and all recruiters.	GH	On approval by Quasar

Training and appraisals		
ACTION	WHO	WHEN
Continue to improve the training and appraisal compliance figures to consistent levels	PSG,HR & Quality Coach	ongoing
Review PDP process	Circus/HR	By October 2018
General		
Share report with all colleagues	GH	On approval by Quasar
Improve organisational reporting and utilisation of People HR supported by the HR team	HR/All colleagues & managers	ongoing

9   Appendix i Report on Actions from previous workforce report,

ACTION	WHO	ACTION TAKEN	
Identify how best to capture and retain ethnicity data on current staff and ensure protected characteristics are obtained from new personnel. Ensure data is stored appropriately	GH/JO/HR	An ethnicity and disability form has been provided for all staff following meetings with teams and cross organisational teams to position the need. At time of reporting 95% people had returned forms. Data is stored on SAGE as PeopleHR does not currently have the correct fields. This will allow us to report ethnicity and disability data against pay in the future.	complete
Include a question about ethnicity in the starter's form so that the information can be added to PeopleHR for all new people starting at Here moving forwards.	GH/HR	New starter's form now has a question about ethnicity and disability. The data will be captured on SAGE moving forwards.	complete
Review gender/ pay data by pay band for next workforce report.	GH	There is new legislation and a requirement to report on the gender pay gap. This report is being developed. Here does not fit the criteria to report for the April 2017 deadline however the report in preparation will be published & actions taken	On track

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

16

Review the presentation of jobs, location of job adverts, application form, job descriptions, company information and person specifications to ensure they are accessible. Here should additionally ensure that interviewing panels and shortlisting panels are diverse.	JO/HR	It was agreed in a meeting on 20th Jan 2017 that internal safety nets (such as using 2 people for shortlisting and interviewing panels consisting of 2 people of different genders) and audits should identify any issues with recruitment processes. Job advertisements locations have been broadened to include Job Centre Plus and Indeed at no cost to widen our applicant pool from those viewing NHS jobs and the Here site only. We have also began to develop Here's Linked In profile and have utilised recruitment posters within Benfield for the local community. A small recruitment working group is reviewing interview processes.	complete
Ensure that all those involved in recruitment (including individuals in self-managed teams) are appropriately supported to undertake recruitment and are fully up to date with the procedures at Here.	GH/HR	Process notes are developed and published on The Here Hub. The Middles group has agreed that all recruiters will be required to attend a 'workshop' or individual session with HR prior to carrying out any recruitment. Briony Jefferies to implement.	On track
Continue to keep the use of temporary staff to a minimum.	All recruiters	At the time of reporting only 2 temps employed by Here. This compares favourably with the last reported number of 9.	On-going & on track
HR to conduct monthly audits of recruitment to ensure standard processes are adhered to and equality of opportunity is promoted.	HR	An audit sheet has been created & is in use as a rolling process to achieve a minimum of 15% of all recruitment to be audited.	Complete. ongoing
H & S committee to review the findings of this report and explore whether measures on contagious disease is required. (Health and	H&S committee	The H&S committee agreed that wipes and hand gel would be made available at all times. People have been made aware of the availability and team leaders have been asked to advise team members not to come to work	complete

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

17

Safety Committee)		with D&V	
Review leaver's forms further to enable the provision of more measureable information. The information on the leaver's forms currently in place is also to be audited to identify any themes or patterns and inform any actions	EA	Auditing of leavers forms that are currently available is being undertaken. A working group including GH and some Circus Team members has been set up to finalise the design of form following feedback from middles.	On-going
Team members and managers to have increased awareness of and focus on the use of leaver's questionnaires	EA	The 'Been Here' project group is working on developing a new process and leaver's questionnaire with the aim of valuing and utilising the experiences of people leaving Here.	On track
Teams should consider working to understand the turnover within different services	Middles	Discussed with Middles and at ET. Further discussions to take place. To be further discussed with Recruitment working group	
Further work on staff retention measures is advised. Utilise 'Being Here' survey information as starting point	Being Here proj team	The Being Here project groups are currently being launched following the utilisation of consensus methodology to identify what the organisation needs to pay attention to. Groups are tasked with reporting back to the organisation.	On going
Consider whether training should be put in place to increase the number of staff able to carry out job evaluations	JO/HR	It was agreed with HR & JO that there are sufficient job evaluators currently (3). This would be reviewed on an on going basis.	complete
Consider whether the oraganisation needs to explore other approaches to job evaluation that may better meet the needs of the organisation.	JO/HR	It was agreed with GH/JO & JB on 20th Jan 2017 this would be reviewed at a later date and may be informed by the 'Being Here' work.	Decision made to delay.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

18

10 Appendix ii   General workforce activity

- **Types of Staff Leave approved and recorded by HR**

	Jan 2017- Dec 2017
Compassionate leave requests	32
Training and Study leave requests	62
Career break requests	0
Maternity and Paternity leave requests	5
Time off for dependants leave requests	4
Unpaid Leave	36

- **Staff Performance Monitoring**

	Jan- Dec 2017
Disciplinary activity	**1**
Grievance activity	**0**
Capability activity – formal	**0**

The above is a summary of the formal performance activity during this period.

- **Other Activity**

	1 August 2014 – 31 July 2015	1st August 2015- 31st July 2016	Jan- Dec 2017
Whistleblowing activity	0	0	0
Bullying and Harassment activity formal	0		0
Discrimination complaints-formal	0	0	0
Substance abuse activity	0	0	0
Redundancy	0	0	**1**
TUPE	7	4	**9**
Sickness formal review	1	1	**1**

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

19

- **Changes to Terms & Conditions**

	2014/15	2015/16	2017
Total	81	80	145
Acting up	29	4	6
Secondment			8
Change in hours	9	13	35
Change in responsibilities	54	8	48
Change to fixed term from casual	5	0	0
Change to substantive from fixed term/casual	21	28	5
Extend fixed term contract	7	15	3
Salary increase	6	11	35
Change to casual from fixed term	0	1	0

It is likely that the figures may not be fully accurate as the appropriate paperwork is not always completed or reported to HR.

ACTION: Further work across the organisation, supported by HR, to ensure that all the required data is entered by teams onto PeopleHR which will make reporting more accurate and aid managers & responsible colleagues.

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

20

- **Overall % of staff compliant with training**

overall Here % training compliance against target 2017

Our target for training compliance has been 85%, In 2017 there has been greater success at achieving compliance due to a continued work by the Quality Coaches, HR & Information Governance Operational Group relating to preparation for the CQC inspection visit. Service results are shared with managers on a monthly basis with the intention of the managers ensuring training is included into their service workload.

- **percentage of staff having completed Annual Personal Development Plan**

% of non clinical staff up to date with appraisal over 3 years
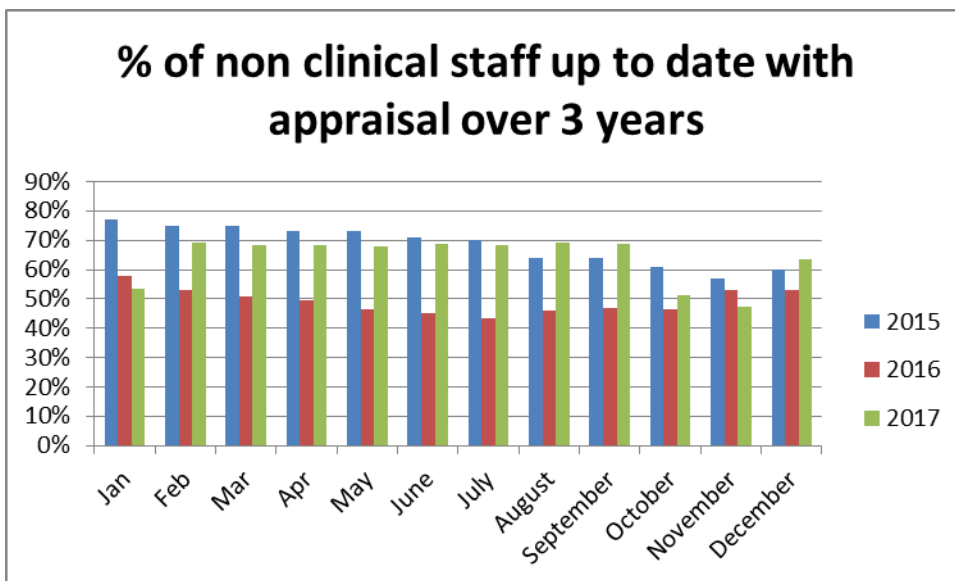
Appraisal rates in 2017 have returned to roughly 2015 levels following low compliance in 2016. Appraisals have been included in the mandatory training matrix and the anticipated CQC inspection visit, together these factors have worked to improve our compliance.

ACTION: continue to improve training and appraisal compliance levels.

ACTION: Review PDP process

Care Unbound Limited(trading as Here) (Company Number 6528491) registered in England and Wales.
Registered offices at Fourth Floor, 177 Preston Road, Brighton, BN1 6AG

21