

### **1.19.5 Safe Staffing Levels – Workforce Supply**

Please outline how to intend to ensure workforce supply for the roles within your staffing structure (particularly in light of the requirement for out of hours working)

(Maximum Word Count – no limit but be concise)

Vocare will maximise workforce supply for the roles in our staffing structure through:

- Being a local employer of choice.
- Recruitment techniques to attract suitable staff.
- Having an effective retention strategy to keep and develop our staff.
- Approaches to mitigate the antisocial working hours.

#### **1.19.5.1-Local employer of choice**

To foster being a local employer of choice we adopt a local people serving the local community ethos in which we advertise and focus on recruitment from a local perspective.

Our aim is to work with the skilled and unemployed in line with our recruitment strategy and to provide opportunities for more than entry-level roles. We plan to extend our apprenticeship offerings to local education providers to grow our talent in-house which will also form part of our retention strategy.

We will dedicate growth and personal development opportunities via a learning and development route to the local community to attract and entice a diverse workforce into our services.

Our will work with our local community to attract candidates into our services, using community contacts build to aid patient engagement and involvement.

We aim to partner and work with the local armed forces bases and the Career Transition Partnership (CTP) to attract medics/clinically trained veterans into our services to support urgent care services. We will advertise jobs on the CTP RightJob website. Vocare is an Armed Forces Covenant signatory.



We also aim to work with local charities and employability support services that support getting people back into the workplace who may have taken career breaks and those who were skilled and trained in prior employment to identify transferable skillsets applicable to our services.

In line with our people strategy, we will partner with charities and services specialising in supporting members of the community with disabilities and those not in employment, education or training and how we can support them with employment within our service and providing opportunities such as apprenticeships to provide on-the-job training in our entry-level roles.



### **1.19.5.2-Attracting suitable staff**

We will advertise at local and national level using:

- Local and national job boards.
- Recruitment platforms and websites.
- LinkedIn and social media.
- Our refer a friend scheme.

We will also look at more proactive methods such as head-hunting and working/partnering with local services, schemes and education providers to extend our offerings and build relationships to promote our organisation as a local employer of choice.

We will partner with local charities in the community that focus on supporting members of the public with getting into employment and training e.g. Wise Ability and Step On - Vocational Service from the North Staffordshire Combined Healthcare NHS Trust.

Our advertisements will aim to attract all circumstances of individuals e.g. those with families requiring flexible working hours and work; those working around education (college and university) with our offering of evening, overnight and weekend working, which is primarily the peak demand for the service.

#### **a)-Avoiding discrimination**

As an inclusive employer, we will review our workforce attraction methods to eliminate potential scope for discrimination via our People Committee, including avoidance of language that may deter certain applicants such as ethnic minorities in job descriptions and advertisements. We will review our equality and diversity policies and recruitment policy against legislation and best practice to ensure we remain compliant and inclusive. Our HR and Recruitment Teams will work closely with our recruiting managers to ensure that attraction methods are inclusive. As standard, we equality impact assess to ensure that any potential scope for discrimination is acted on.

#### **b)-Reasonable adjustments**

Any employee requiring any reasonable adjustments will be supported appropriately depending on their circumstances. Policies, processes and services to support reasonable adjustments are managed sensitively and compassionately and include:

- One-to-one meetings with line managers to establish support and support effectiveness on an ongoing basis.
- Use of Occupational Health Services.
- DSE/risk assessments by trained assessors.
- Access to Work scheme use for specific support with adaptations/adjustment.
- Flexible working policies if required.
- Flexibility to attend appointments to support health conditions.
- Use of our Mental Health First Aid and Wellbeing Framework

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Examples of how we have support staff with reasonable adjustments includes:

- For an employee working as a Receptionist who had previously declared learning difficulties, we sourced an external assessor via a reputable organisation (Axa) to spend time in our Centre and work with the individual. Axa reviewed and adapt the workplace to ensure the individual was fully supported and able to undertake their duties. Following this review, we sourced equipment and made workstation adaptations to enable them to undertake their role to the best of their ability.
- We have also worked closely with a charity that focuses on supporting blind/visually impaired applicants into the workplace to support an applicant who is blind.

#### 1.19.5.3-Retaining staff

Vocare works hard to retain and develop its workforce using the initiatives in our 3-strand retention strategy shown in Figure 1.

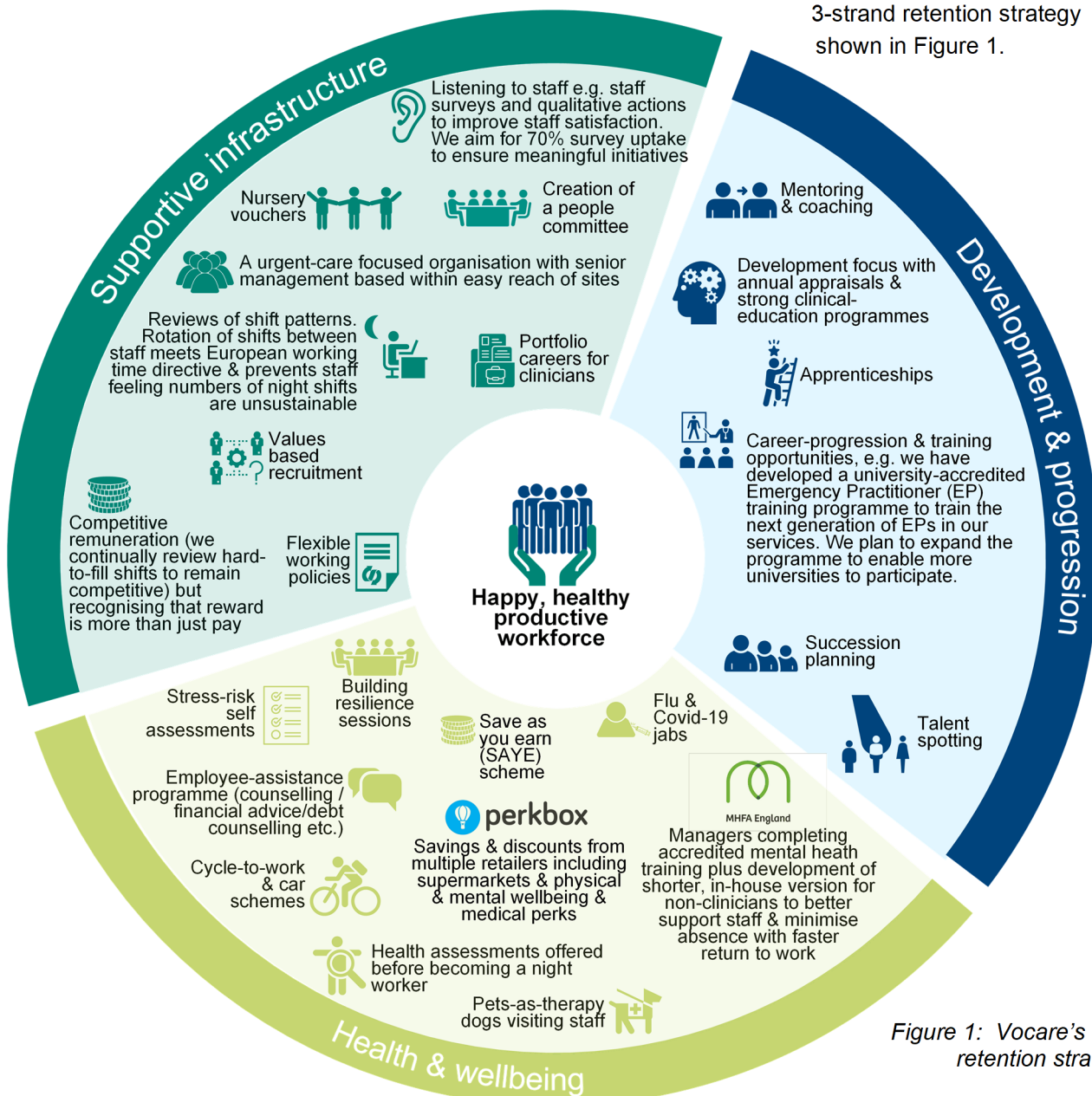


Figure 1: Vocare's staff retention strategy

#### **1.19.5.4-Addressing the recruitment challenges of OOH working**

To support, encourage and keep people working within the GP-OOH service, we offer as much flexible and varied working as possible to support family friendly aspects.

This approach is also be used as an element of attraction, including targeted recruitment campaigns to attract applicants by appealing to various family-led circumstances that align to our OOH obligations (such as specific evening/weekend/overnight recruitment campaigns). We have current long-standing employees working over the OOH period to specifically work around family circumstances successfully.

We will also work with education providers to support employment opportunities alongside academic study to enable students to work in and around term-time and while attending education, which will also fulfil the criteria for OOH working.

Vocare is a compassionate employer and we offer staff a balanced shift pattern to accommodate work/life balance. We aim to be as flexible as possible as well as adhering to the working time directive and ensuring staff staffing levels. We also offer health assessments for night workers.

When recruiting we are mindful of workforce challenges and work across the network to ensure that we can support the wider system pressures when required.