

**CERTITUDE.**  
LONDON



Equality, Diversity and  
Inclusion Strategy

# Our vision

As a social care provider and the largest not for profit provider of learning disability, autism and mental health support in London, we are diverse, tolerant, empathetic and forward thinking in our approach. We see Equality, Diversity and Inclusion (EDI) as essential to the delivery of high-quality care and support. The more diverse we are as an organisation the more insightful and relevant we are to those we support.

We see diversity as a strength. As such, our vision is to recruit, retain and develop a diverse, multi-cultural, multi -talented, agile workforce, confident in their abilities to challenge discrimination and promote the rights of the individuals they support.

We work in partnership with individuals, their families and other health and social care providers to build an integrated health and social care system, that removes barriers to support and places the needs of individuals at the heart of service design and provision. The support provided engenders tolerance and understanding, and seeks to remove the stigma of diagnosis, to enable people to have choice in their lives and the way in which they wish to live.

# Introduction

Certitude is a London social care provider for people with a learning disability, autism, and mental health or who have multiple needs. At Certitude, we believe everyone is unique. We exist, simply, to support those who need us - to help them develop new skills, to meet new people, and live the life they want. Whatever that might be.

We recognise the stigma and disadvantage faced by individuals and work to ensure that both as a provider of care and support and as an employer. We work in partnership with health and social care organisations to eliminate the discrimination, harassment and disadvantage experienced by those we employ and support.

By our actions we intend to advance equality of opportunity and be inclusive of difference, in order to ensure we are representative and able to effectively engage with the communities we serve. We act as a socially responsible provider and employer and ensure our actions do not discriminate or disadvantage individuals, especially those with protected characteristics. We also take account of infringements on individuals human rights due to their socio-economic background.

Certitude aspires to be the best social care employer in London, as recognised by staff, families and the people we support. We operate in diverse, multi-cultural communities in London and are committed to delivering support that is person-centred and inclusive of the communities we serve.

Certitude's ambition is summarised in our commitment to eight principles of leadership\*1,;

1. **We** acknowledge there is an issue with the lack of diversity across all protected characteristics and socio-economic backgrounds in the charity sector and commits to work to change this.
2. **We** recognise the important role leaders have in creating change by modelling positive behaviours and taking action.
3. **We** will learn about inherent / unconscious bias and develop our cultural competence so that we are aware of the impact on leadership decisions
4. **We** commit to the review of our demographic and workforce profile, to enable us to monitor and affect change, that will enable us to be representative of the people we support and the communities we serve.
5. **We** commit to action and investing resources, where necessary, to improve diversity in Certitude at all levels
6. **We** view staff as the sum of many parts rather than a single entity and recruit to build a diverse group of talented people collectively working towards a shared vision
7. **We** recruit for potential not perfection
8. **We** value lived experience, the ability to draw from one's lived experience and to bring insights to our organisation that can develop its work.

We see that EDI underpins all that we do and are committed to ensuring these principles are mainstreamed and that the strategy acts as a lever for change. We therefore commit to ensuring that everyone in Certitude is familiar with this strategy and ensure equality considerations are an integral part of Certitude's business including, policy development, service redesign, development and delivery, staff recruitment and retention, professional training and development.

# Scope

We recognise that EDI is good for our business and have identified specific objectives to focus our resources to progress our ambition. These are:

- A Board that is representative socio-economically, as well as by gender, race and disability
- To implement governance arrangements that ensure the voice of those we support, and their families is part of our planning and decision making to deliver outstanding services
- To achieve a fair, inclusive organisational culture, recognised as such by staff and the people we support and their families, as demonstrated by the consistent application of our values
- Have committed and motivated staff who feel fairly treated and respected, and results in excellent employment relations
- Attract new, diverse talent with fresh perspectives (research supports increasing number of prospective candidates look for organisations with strong values and a good EDI track record), who are promoted alongside current staff at all levels throughout the organisation
- To nurture creativity, innovation and flexibility and spot opportunities to develop new approaches to work with the people we support to meet their needs

Our EDI strategy underpins our employment practices and the way we work; how we engage with the people we support and their families and our partners in the health and social care sector.

We will not tolerate the discrimination and detrimental treatment of any individual or group. We will actively seek to remove stigma and champion the rights of individuals.

We will use data about our board, staff and the people we support to inform our priorities, recognising that individuals are complex, multi-faceted people from a variety of socio-economic backgrounds, whose characteristics do not stand alone but must be seen within culturally diverse environments.



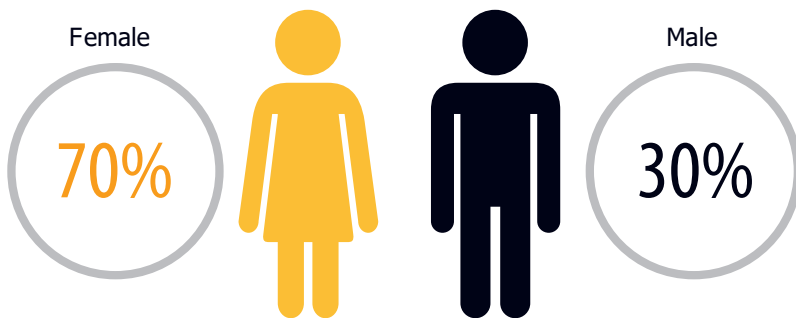
# Strategic Objectives

The Board and Leadership Team are committed to delivering the 8 principles of leadership. In addition, we will establish targets and monitor our performance against these to ensure we have a diverse workforce, skilled to excel in the delivery of our legal and contractual obligations.

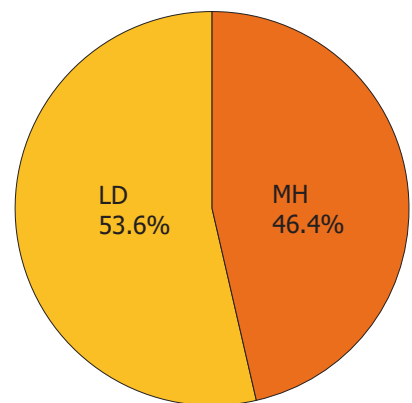
A detailed breakdown of Certitude’s profile as at June 2019 can be found at the end of this report for ease of reference. This breakdown provides the baseline for future evaluation of progress.

Overall, Certitude is a culturally diverse organisation that compares favorably with similar organisations in social care.

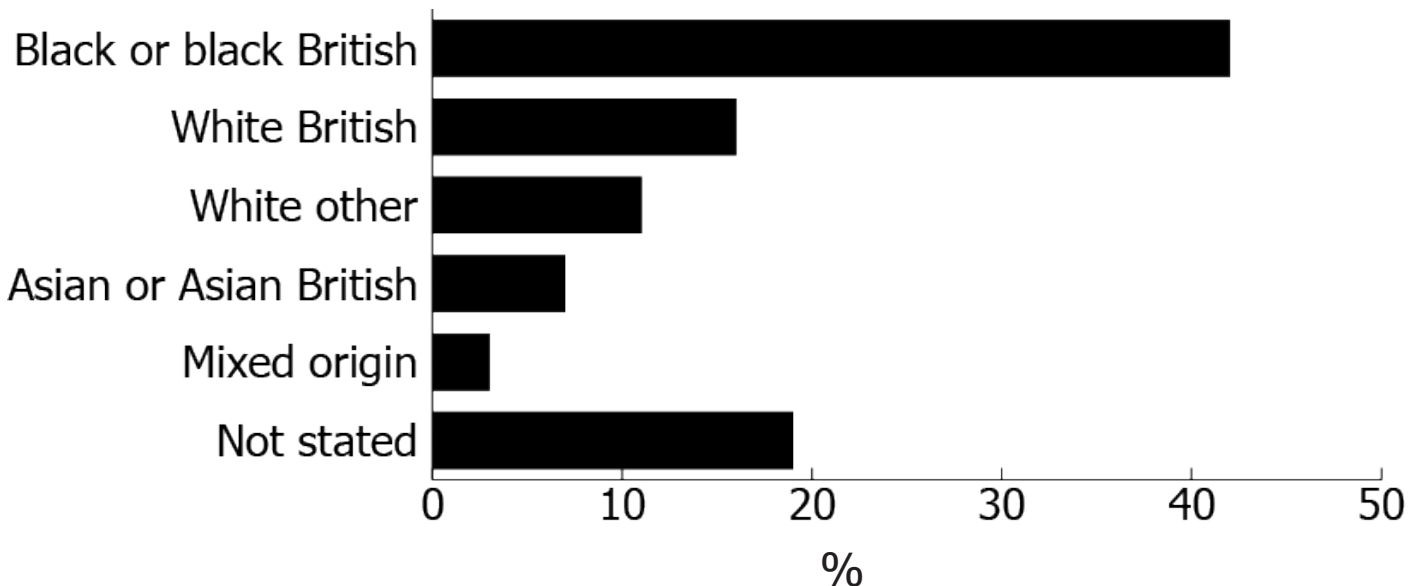
## Gender of workforce

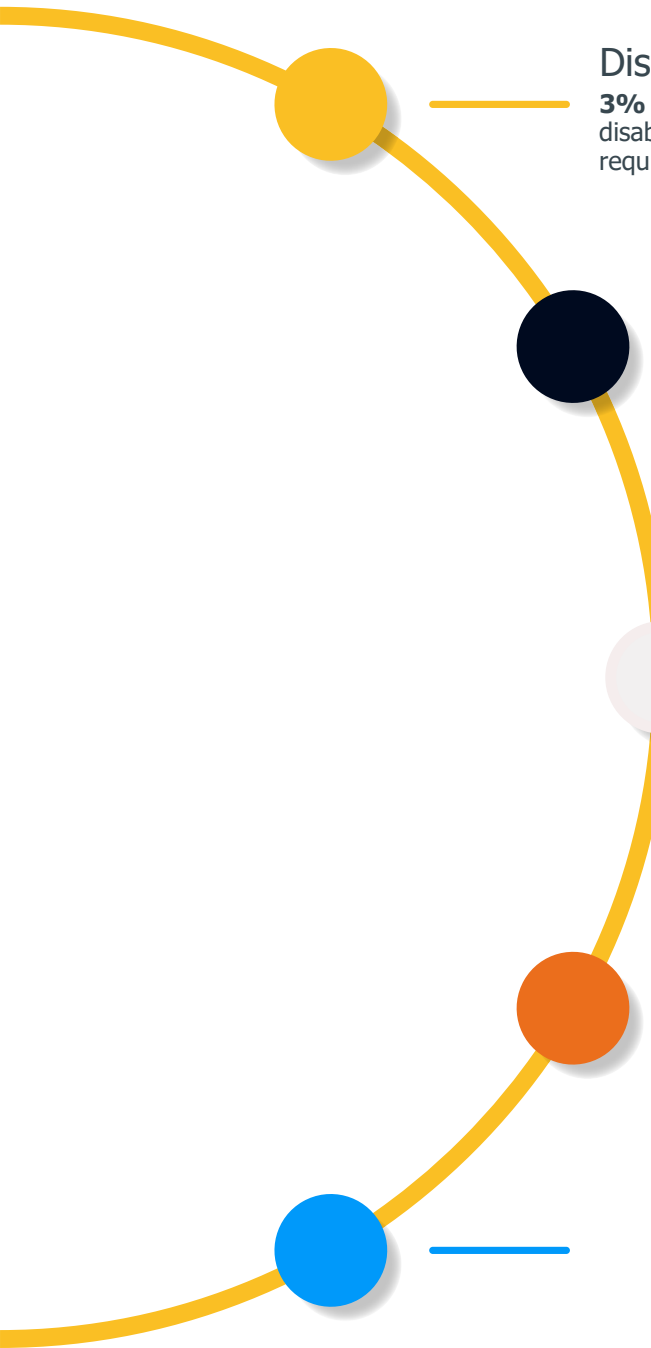


## People we support - LD/MH breakdown



## Ethnic group of workforce





### Disability

**3%** of our workforce are disabled and is an area of requiring focus



### LGBT

**2.5%** of the workforce are LGBT. **49.6%** are heterosexual and the remainder prefer not to say



### Age

The average age is 47 years. **32%** are aged 45-59; **25%** are aged 55-64; **3%** are under 25 and **2%** are aged 65+



### Nationality

**70%** of our workforce are British. **8%** are European. In London, this changes to **61%** of the overall social care workforce being British.



### Management

A greater proportion of men are in management roles at Certitude. The management team are **78.5%** British, which is not as diverse as the overall workforce.



# Strategic Objectives (continued)

In comparison, the profile of the people we support is:

- 47% male and 49% female
- 39% white British, 22% black and 10% Asian. 22% have not stated their ethnic origin

This data indicates that the workforce is not representative of the people we support. Our key priorities for the next three years are indicated below. The actions to achieve these priorities are set out in the Equality, Diversity and Inclusion action plan. The priorities are:

## **As an employer**

- To ensure the voice of the communities we work in are accounted for as part of our decision-making processes
- To ensure the Board and leadership team are reflective of under-represented groups
- To increase the number of men working in Certitude and consequently more broadly across social care
- To increase the availability of flexible working to enable individuals with a range of needs and caring responsibilities to be in work
- To increase the number of individuals employed with lived experience to improve our credentials as an employer of those with disabilities
- To achieve recognition / external validation of our commitment to employing people with disabilities and mental health issues

## **As a Provider**

We will work with the individuals we support and their families to enable them to be acknowledged as talented individuals who can live independent, fulfilling lives, not restricted by their diagnosis or stigma. By so doing we will seek to provide opportunities as an employer, as well as:

- deliver support to enable individuals to enter / return to education, training and employment
- make better use of assistive technology to facilitate independence
- work with the people we support and their families to ensure we collaborate and co-produce services that meet their needs
- work with partners in health and social care to integrate services and reduce barriers to support, enabling more responsive, timely interventions of support that are focused on individuals living well.



# Monitoring the delivery of the strategy

In order to ensure we meet our strategic objectives, we will:

- use all the information available to us to understand the needs of our staff, people we support, local population and partner in Health and Social Care
- identify actions which will address inequality and implement
- monitor and evaluate who uses our services/continually seek feedback from staff and people who use our services and measure our outcomes
- continually seek opportunities for improvement
- learn from what we do well and when we don't do so well through reflective practice

An appreciation of how the principles of human rights apply to equality is essential in achieving all of our aims, objectives and actions towards addressing inequality and promoting diversity. It ensures that human rights principles and standards are made real in practice. Every employee at Certitude has a crucial role to play in creating an environment where human rights are respected. By valuing the principles of human rights in relation to people we support and staff, we will ensure accountability for our actions, empower people to have their say, and provide services which are non-discriminatory.

Monitoring of the performance against the strategy will be undertaken annually by the Board with scrutiny of activities delegated to HR Committee and QPC as appropriate. Operational responsibility for the implementation of the strategy, rests with the Leadership Team.

# Action plan

Workstream	Aim	Reports to
Workforce	<ul style="list-style-type: none"> <li>Develop a workforce equalities strategy with an action plan to ensure equality, diversity and inclusion and representation of all staff at all levels of Certitude</li> <li>Development programme for Trustees to ensure E, D &amp; I awareness</li> </ul>	HR Committee
Policies and Procedures	<ul style="list-style-type: none"> <li>Develop E, D &amp; I policy built from strategy</li> <li>Review all policies against principles and statement</li> <li>Identify and policy gaps</li> </ul>	LT (and into any relevant Committees as per policy)
Lived Experience	<ul style="list-style-type: none"> <li>Build on work to date to improve inclusion of people we support in our board decision making</li> <li>Oversee involvement work across the organisation</li> <li>Identify platforms for people to share their own stories about E, D &amp; I</li> </ul>	QP&C Committee
Representation of the Board	<ul style="list-style-type: none"> <li>Review the skills and assets needed at Board level to deliver on principles and statement</li> <li>Review how we recruit to Board members to deliver</li> </ul>	Nominations Committee
Monitoring, Delivering and Evaluation	<ul style="list-style-type: none"> <li>Develop measures to hold us to delivering strategy</li> <li>Make recommendations for action based on measurements</li> <li>Undertake analysis to evaluate success</li> </ul>	Board

# Legal duties

Legislation	Requirement
The Human Rights Act 1998	The Human Rights Act is underpinned by the core values of Fairness, Respect, Equality, Dignity and Autonomy for all. All public bodies must comply with the convention rights.
The Equality Act 2010	Protection from discrimination on the basis of 9 protected characteristics: Age Sex Ethnicity Religion or Belief Disability Sexual Orientation Gender Re-assignment Pregnancy & Maternity Marriage & Civil Partnership Gender Pay Gap
General Equality Duty	To eliminate unlawful discrimination, harassment and victimisation. Advance equality of opportunity. Foster good relations.

To ensure due consideration of EDI implications and risk, a process for assessing the equality impacts of our policies, procedures, service design and delivery, will be established.

# Equality and Diversity

# Age

The majority of our workforce is aged 45-59 (32%); 25% of staff fall within the 55-64 age bracket. The smallest age group is 65+ at 2%, closely followed by those under 25 at 3%. The average age of our employees is 47 years. For comparison; recent Skills for Care data shows that the average age of workers in social care is 43 years old and People Count indicates the average age as 41 years old. This is indicating that our age profile is slightly older than our comparators.

In general, the social care workforce is slightly older than the average workforce in the UK, although there is no evidence of an aging workforce as the age profile has remained consistent through the last 5 years.

60% of the management team are aged between 44 - 63 and 35% aged between 30 - 44. The average age of managers is 46 years old, so comparable to our workforce as a whole.

# Gender

Our workforce is 70% female and 30% male. This compares favourably to the overall social care workforce; according to Skills for Care this is 82% female and 18% male. We are in line with our comparators as People Count show them to have a 72% female workforce.

There are a greater proportion of men in management roles within Certitude compared to the overall workforce; with 40% of managers being male and 60% being female. This again correlates with our comparators in People Count. For the overall workforce Skills for Care shows that in all registered managers roles in social care 83% of job holders are females, until senior manager level, at which point there 66% of post holders are females.

The people we support are 48% male and 49% female, so the workforce does not represent the people we support, reflective of the overall population.

Whilst we have a reasonable gender mix when looked at in the social care sector, we should consider ways to balance this further to reflect the general workforce population and also to better reflect the people we are supporting. We should also be mindful of the difference in gender split between our overall workforce and our management workforce.

# Ethnic origin

Certitude's workforce is made up of 42% black or black British, followed by white at 26%. 7% are Asian or Asian British, 3% are of mixed origin. The ethnic origin of 19% of the workforce is not stated. Skills for Care show the makeup of the social care workforce is 79% white, 21% BAME, in London this is significantly different with 33% of workers being white and 67% BAME. People Count reports 12% of workers come from an ethnic minority; that is a national response. Certitude has a more diverse workforce than average in social care.

The diversity of managers is considerably different, with 43% of Certitude's managers being white. Whilst this is significantly more diverse than our comparators, with Skills for Care showing senior management roles as being as high as 17% BAME, it is of note that the diversity of our managers differs from the diversity of our employees.

The people we support are made up of 39% white British, 22% black and 10% Asian. 22% have not stated their ethnic origin. The workforce does not represent the people we support, reflective of the overall population.

# Nationality

70% of Certitude's employees are British and 8% are European. The overall Social Care workforce, is 83% British according to Skills for Care. In London this change, here 61% of the overall social care workforce is British. Skills for Care found that the level of European workers has remained consistent and there has been little evidence of an impact from Brexit to date; although this remains a risk. Whilst we only have a small proportion of European workers, it is important to watch developments.

The management team are 78.5% British, not as diverse as the overall workforce.

# Sexual Orientation

Almost half (48%) of Certitude's employees have not stated their sexual orientation, or did not want to disclose this, therefore the figures are not that representative. Based on the information provided, the majority of employees are heterosexual (49.6%). 2.5% are LGBTQ.

41.8% of the management team have not stated their sexual orientation, which is around 10% down from last year when this figure was 51%. Of those that have provided the information, 48.1% are heterosexual and 3.25% are LGBTQ, in line with the overall workforce.

People Count report our comparators as having 8.7% of their workforce identify as LGBTQ, which is up from 5.9% from the previous reporting. Our workforce is underrepresented in sexual diversity in relation to our comparators. We can't know whether this would be improved by encouraging more people to declare their sexuality rather than not stating.

32% of people we support are heterosexual, with 65% preferring not to say, this is not comparable with our employees.

# Disability

3% of the workforce has declared that they have a disability. 2% of the management team have declared a disability.

Skills for Care report 2% of the Social Care workforce as having a disability. Skills for Care note that it is likely that the level of employees with a disability is under reported. This is likely the case within Certitude as well, especially given the number people that have chosen not to answer this question, alongside this it is rare that people update this information during employment, should they develop a disability.

