

Qualification: CIPD Diploma in Applied Human Resources

5ARTP – Contributing to Resourcing and Talent Planning

Word Count: 3,582

Student Name: Lowri Ann Davies

Student Number: 1104209

CIPD Membership Number: 49370121

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: L Davies

Date: 25/05/2020

L03 Familiarise yourself with your organisation's approach to talent planning, this can focus on a business as usual approach or in light of Covid-19 guidance:

Within an organisation, talent and resourcing planning is securing the correct people being employed at the correct time with the required skills and knowledge (CIPD 2017). It involves a number of different HR functions to discover the right candidate and develop them to meet the needs of an ever changing organisation.

In light of the current international COVID-19 situation, it is more important than ever to discover the skills of our workforce and meet the needs of the services required to continue our essential services.

As a starting point, the Association considered the 4 step process created by Taylor to consider and deliver the current and future strategies of the workforce (Wilkinson and Taylor 2016). Due to the precedent nature of COVID-19 and the urgency to meet government guidelines it had been difficult to forecast and plan ahead for the demand.

It was more feasible for the association to consider the current supply of employees and their composition of skills and knowledge. This had been completed by reviewing all job descriptions, attended training courses, discussions with line managers and appraisals that had been completed throughout the last financial year (E001 Witness Testimony). This allowed the association to discover the skills and knowledge that employees had built and their willingness to share these across other working areas.

As an essential organisation, the services available to residents had to be continued but they had been classed as emergency and non-emergency. The front-line facing emergency services were emergency repairs, gas safety testing, care homes and welfare calling (E002). This was a transactional change, with the association needing to adapt quickly to modify existing operational services (CIPD 2018).

As a starting point, the Association used their current Business Continuity Plan as the basis of their covid-19 emergency planning document. As this concentrated more on the aspect of our servers being destroyed, I gathered information from Acas, CIPD and Government Website for the Director of Corporate Resources to build our Covid-19 Business Plan (E003).

This plan was developed and shared amongst the Executive Management Team for approval. It was then agreed to develop an action plan which would be submitted to the twice a week Management Meetings to share their strategies on mitigating risk but also an opportunity to share their own operational concerns (E004).

The organisations Learning and Development Policy (E005) gave an insight into the ways that we would be able to develop our staff to gain the skills that were required from them during the change. From viewing emails that we were retrieving from our training providers, it was clear that the most common new method would be online webinars and use of our own online training portal and coaching from current employees (E006). Some of the training that we introduced for our Care Homes was Infection Control, Use of PPE and Health & Safety Awareness.

Following a discussion with the Housing Services Manager, her employees are primarily responsible for supporting our residents, collecting rent arrears, dealing with Anti-Social Behaviour and filling empty properties. Since the end of March 2020, the employees have predominately been asked to

carry out welfare calls within their area of work as they are more familiar with the residents and their situation (housing Officers are split between three patches of the organisations properties). One member of the team is also responsible for Financial Inclusion Support. This service has drastically increased by the number of residents needing to claim Universal Credit, the furlough scheme, have an understanding of benefits available to them and freezing their supplier payments (E001). From this, all housing officers have listened in on phone calls between the Housing & Financial Officer and residents to shadow and learn from the information provided and have also attended an online course with Social Welfare Training on Covid-19 Benefit Updater 2020 (E007). The Housing Services Manager identified the key areas of service that were needed for residents and ensured that all her employees were able to develop the skills and knowledge that was required.

The Operations Manager, which is responsible for the Customer Services Team, has been asked to support the Housing Department with welfare calls. As she was previously a Housing Officer, she is able to share her guidance with her employees around the questions that needed to be asked to residents. She chose the two longest serving members of the department to support the Housing Team as they had the most knowledge and understanding of the residents. The remainder of the team have been asked to continue with answering all incoming calls and arranging appropriate arrangements for contractors to complete emergency repairs and gas servicing in homes. They have been following the guidance on the Government website to ensure that they comply with the 2 meter distance and raising flags on the system if a resident has reported that they are self-isolating (GOV UK 2020).

At this current moment in time, all office staff have been working from home since the 19 March 2020 with our care workers continuing to work across both of our care homes that consists of Adults with Mental Health Illnesses which require 24/7 care (E008).

When preparing for the effect of Covid-19 on the organisation, there was an importance on continuing vital services and providing all staff members with the ability to work from home. It had been originally arranged that a skeleton amount of employees would be able to work from the office every week but the announcement from the Welsh Government for all employees to work from home whenever possible, led to the Executive Management reviewing these arrangements and putting the safety of the employees first (E009).

All employees have been communicated via work email of any changes or progress of Covid-19 on the workplace (E008 and E009).

As the organisation and its employees are essentially key workers, it was clear that all staff would work from home with the potential of expansion and change within their roles (E010). The ICT Department were highly involved in preparation meetings to ensure that all staff members would be able to access the system and answer calls from the public and extension lines (E011).

The staff members which were identified as 'vulnerable' from the Welsh Government, were asked to work from home for the period of 12 weeks. Only one member of staff has been furloughed by the organisation due to their vulnerability. They were based in the Care Home and would not have the ability to work from home due to the nature of their role. They were advised that their line manager would be in weekly contact to keep them updated with any changes (E012).

Employees have been reminded to communicate with their line manager if they or their partner are experiencing Covid-19 symptoms through the same process as our Absence Management policy and would be required to complete a Return to work upon return (E013).

The organisations current aims are (E014);

Care – Provide Affordable Quality Living, Secure Places and be Socially Responsible;

Listen – Resident's needs, United in Our Vision and Organisational Culture;

Deliver – Building for the future, Organisational Development and Financially Capable.

As noted above, the organisation is continuing as a key provider with most operations but concentrating on essential services i.e. allocating homes to homeless individuals instead of all applicants on the housing register, gas servicing, emergency repairs etc. The Association's main priority is to continue its services as other support organisations to our residents have closed. This has been communicated to residents by conducting welfare calls and sharing vital information on social media including success stories from our Financial Inclusion service (E015). The most substantial change is the temporary close of our new building developments by contractors and not been able to provide these homes to fulfil the need of our area. Our contractors are working hard to discover a way of being able to adhere to the governments guidelines and protecting their employees prior to returning to sites.

The association has been extremely fortunate that they haven't been required to redeploy or furlough members of staff which are not on the vulnerable list. As part of the workforce planning process the Association identified gaps within our Care Homes and agreed to advertise for relief workers (E016). It was clear that we were spending a large sum of money on agency workers to cover shifts from sicknesses, self-isolation and leave. As these would continue to be worries past the influence of Covid-19, it was agreed that we would recruit now to ensure that we had workers on our database that would receive the appropriate training and induction to be called to work flexible shifts.

As the association has introduced efficient working from home practices by providing all employees with laptops and mobile phones to continue their roles, there has been no change in the structure of the workplace and retaining employees. From the association's perspective, 2.7% of their workplace has been furloughed in comparison to 27% across 6,150 business in the UK between 23 March and 5 April (ONS b 2020).

Due to the uncertainty of the current crisis and the development needs of the workforce, the purpose of our succession planning is to allow us to use our internal resources and develop their potential and ability to be used for other vacant roles or responsibilities (Wilkinson and Taylor 2016). The Association does not have a formal succession plan in place but we have continued to identify training needs through informal discussions with employees and formal performance meetings.

According to Wilson, Papoutsaki, Cockett and Williams, within the first month of lockdown there were 42% less vacancies available to the UK population. This was a substantial loss of 345,000 available vacancies with 70% reduced in Hospitality and Catering. From the association's perspective, Head Office staff were fully quorate and we have not been expected to reduce our increase our workforce (2020). Within our Care Homes, we have noticed a difference in demand. As this is one of the primary services that has been expected to continue across the UK, the level of staffing need has increased

due to 1 employee working from home, 1 furloughed and 3 with partners experiencing COVID-19 symptoms and were required to self-isolate for 14 days (E017). During these times, our demand for agency workers had increased which came with more costs. We are now fortunate that 80% of our employees are able to work but we identified that Relief Workers was required as part of our succession planning. Similarly to the association, the number of vacancies in social care within the UK has increased over 20%.

From the most recent statistics published by ONS in February 2020, it was apparent that the UK was in a tight labour market as 76.5% of people living in the United Kingdom aged 16-64 were employed with 3.9% currently unemployed (ONS a 2020). Since the devastation of COVID-19, it is difficult to have a full understanding of the labour market until ONS publish they're statistics for the lockdown period and due to the number of employees on furlough but it would be possible to suggest that we are entering a loose labour market due to the increased number of job seekers and reduced number of vacancies (Wilkinson and Taylor 2016).

All individuals across the UK have been asked to stay and work at home whenever possible, remain 2 meters apart from others and wash your hands as often as possible (Gov UK 2020). All Housing Associations in Wales work with Community Housing Cymru (CHC) as the leading voice to promote and encourage the sector by working in accordance with the Welsh Government. The Welsh Government published that they would be concentrating on our reduced services from the impact of COVID-19 but most importantly referring to Health & Safety and financial position across all Housing Associations (Welsh Government 2020). CHC have been conducting online Strategic Delivery Groups for HR, Welfare, Finance, CEO, Chair and Vice Chair, Communication etc. This has allowed the organisation to meet and discuss current concerns with other Housing Associations and share best practice. All these suggestions have been produced into a guide by CHC, including the impact of the Coronavirus Bill (CHC 2020). This has allowed the sector to work together and efficient in sharing best practice and advice.

To protect the Health and Wellbeing of our staff and to ensure that they are comfortable working from home, we have asked that they complete a Working from Home Risk Assessment (E018). All staff have completed and any actions arisen have been dealt with by myself and HR Department. During the weekly Management Meetings, line managers share feedback from their employees and gather ideas from other attendees on how to resolve any issues that have arisen. After each meeting, they are asked to have a Team Meeting with their employees to share any updates and changes to the current arrangements (E004).

During our Board of Management sub-committee meeting on 18 May 2020, our Board Members were very pleased with the progress and commitment that the Association and its employees had demonstrated during the current crisis. They asked that members of the Executive Management Team share their gratitude with all employees (E019). A representative of our Internal Auditors had attended the sub-committee and shared that they were pleased with how quickly the Association had adapted its working ways to meet the demand of their services and how they were able to conduct audits online.

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

Area for Improvement	Recommendation	Reasoning for Improvement
Continued Professional Development acknowledged during Performance Appraisals and other Performance Meetings.	From the Leadership Training that was held during 2019, to hold a follow up with the HR department on the expectations and content of Performance Appraisals to ensure consistency between line managers. This would include delving into the Performance Appraisal Policy, reviewing its content and ensuring that all present have a clear understanding of its objectives.	It had been recognised that there was inconsistency between the content of performance appraisals received from October – January and the opportunities that were made available to employees. We would like to ensure that all employees are treated fairly and there is consistency between the feedback and development opportunities offered to them. All employees would be communicated with opportunities within the organisation to grow and move away from the perception of favouritism (Wilkinson and Taylor 2016). This would allow us to build on our culture of working together and being motivated to go above and beyond the organisations expectations leading to improved employee engagement.
Recruitment vacancies being advertised with short notice and not allowing the HR Department opportunity to be able to capture the evidence of employment seekers in the local market.	Consider steps within the Workforce Planning process of reviewing the current labour market, analysing the full need of the organisation and skills shortages as part of our Recruitment Planning.	By introducing these additional steps into our recruitment planning, it will allow us to be able to carry out a review of the current local market and the ability to recruit perspective employees with the skills required to fulfil the

		role. It will allow us to agree which advertising methods would be best for our targeted audience and if we are required to put additional measures in place during a tight labour market.
The Association has been dependent on developing their succession plan on a year by year basis by forming their future from Performance Meetings.	Develop a formal Succession Plan for 12 months and a longer period from 3-5 years.	As a small organisation with limited managerial positions, it would be worthwhile considering the modern approach to succession planning and taking into account the talent pools available to cover the current roles and identifying any potential vacancies that might meet the future demand of the business growth. This would include including the whole organisation in its development and utilising current employees skills or developing them even further to meet objectives and goals (Weeks 2020).

L03. Identify a business need for a resourcing activity within your organisation;

Above, I have briefly mentioned that the Association have agreed to recruit for Relief Workers within our Care Homes. Below, I go into more detail around the activity and the reasoning for the planning.

In light of the current COVID-19 circumstances, the Association realised that both of our Care Homes would need to carry on their service as a key provider to our residents with Mental Health illnesses around the clock (E010). The Director of Corporate Resources had introduced a new contingency plan for the running of the Care Homes and a significant amount of PPE had been ordered which had cost a lot of money but the protection of our employees is at the forefront of our minds.

When reviewing the staffing in both Care Homes, there were currently 80% of current employees available at work. One member of staff was working from home as she cared for her partner and one other employee was furloughed due to being on the Welsh Government's vulnerable list (E017). The Care Homes needed a 100% of employees available to work to be able to support the residents and therefore were dependent on agencies to cover outstanding shifts. The agencies were regularly having to send new agency employees to the Care Homes due to others not being able to work or they were forgetting to attend. This was causing our Project Manager a lot of hassle and was resulting in her failing to complete her weekly tasks as spending copious amounts of time in filling shift work by contacting current employees and desperately asking them to cover the additional shifts. Our employees were happy to do this for our residents but they weren't able to have a rest and look after their own wellbeing.

Therefore, it was agreed that we would recruit for Relief Workers. A relief worker would be an individual that an organisation can call upon to cover shifts but is not obliged to provide them with work. This can offer a relief worker a sense of flexibility in their life to be able to pick the shifts that they can work. I was appointed as the person responsible for advertising and overseeing the recruitment and selection process.

Although COVID-19 has effected many of our services, I was still expected to adhere to our current Recruitment and Selection Policy (E020). We had explained to the Chief Executive that this was a new job role within the business and she had approved it after confirming that the organisation had the funds for additional staff (E023).

We were fortunate that we had appointed new staff in February 2020 and that we had an up to date job description, person specification and terms & conditions available to use. The next task would be to create an advert to entice individuals in the current economy and ensure that we were targeting the correct audience by highlighting the ability to work flexibly. I had gathered examples from other Housing Associations across Wales which were advertising for similar vacancies and was able to provide a draft advert to our Project Manager for approval (E016). After receiving approval, it was important to consider the advertising methods that

were most suitable. In the past, we have used Indeed, our Social Media Pages and Website to advertise for vacancies in our Care Homes which has always resulted in a successful recruitment drive. We agreed to continue with this method as it had proven to be effective but had also used information received by Social Care Wales (governing body for Care in Wales) to hashtag #WeCareWales for it to appear on their website (E021).

We had agreed that there wouldn't be a closing date for this position as we had the ability to have more than 1 relief worker on our system and it would give us more time to advertise for perspective employees. Once we had received an application form from an individual, I would share this with the project manager and she would decide if an interview was necessary (E022). As part of the shortlisting process, she would compare the applicants' skills and knowledge against the person specification and score between 1 and 5 (1 being the lowest and 5 the highest). Once the project manager decides that she would like to arrange an interview, I would telephone the applicant and offer them suitable time and dates to carry out a video call through Zoom. This interview would be held between the Project Manager, Senior Support Worker and individual with questions aimed at examples of their competency based on life like scenarios from the Care Homes (Wilkinson and Taylor 2016).

The Association has successfully appointed 1 relief worker and we are currently completing the legal requirements of pre-employment checks, issuing a contract and agreeing an induction week. We have already been able to lower costs as the applicant has an online DBS, currently works in a care home with adults and has completed all of the mandatory training that would be expected for them to complete with us. I believe that we have achieved our outcome of appointing a Relief Worker in these unprecedented circumstances and we will continue with the recruitment until we have a directory of suitable relief workers.

Bibliography / Referencing

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Welsh Government (2020) *Housing Regulation – Business Continuity*. Available at: <https://gov.wales/sites/default/files/publications/2020-03/coronavirus-social-landlords-housing-regulation-guidance.pdf>. (Accessed: 21 May 2020).

Wilkinson, K. and Taylor, S. (2016) 'Resourcing and Talent Planning' in Taylor, S. and Woodhams, C. (ed.) *Human Resource Management: People and Organisations*. London: CIPD.

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CIPD Candidate evidence matrix (EXAMPLE)

(CEM1)

Candidate name: Lowri Ann Davies			CIPD Membership/registration No.: 49370121		
Qualification title: Developing Professional Practice in Human Resources			Unique Learner No. (ULN): 1104209		
Unit code	Unit title	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Witness Testimony From Housing Services Manager	E001	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Evidence of Essential Services advert to Residents	E002	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Business Continuity Docs - Coronavirus	E003	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	COVID-19 Management Decision Register	E004	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Training and Development Policy	E005	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Upcoming live virtual workshops from HQN Email	E006	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Housing Officers COVID-19 Benefit Course	E007	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Coronavirus Office Closure and working from home	E008	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Office - New Lockdown Measures	E009	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Key Worker Letter Care Homes Template	E010	LD	

5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Coronavirus email updates to staff	E011	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Furlough Letter Template Approved by EW	E012	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Absence Management Policy and Procedure	E013	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	2020 Corporate Business Plan APPROVED	E014	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Financial inclusion story on Social Media	E015	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Relief Workers Advert March 2020	E016	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Care Home Self Isolation and Furlough register	E017	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Working from Home Risk Assessment Email	E018	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Recognition and Gratitude email from Board Members	E019	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Recruitment and Selection Policy Procedure - Jan-19	E020	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Advertising vacancies with Social Care Wales email	E021	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	Email to Project Manager with Application forms for relief worker position	E022	LD	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	CEO Email Approval of Relief Worker advertisements	E023	LD	

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:

L Davies

Date:

25/05/2020

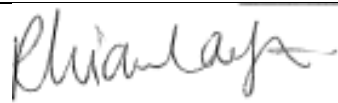
Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Name	Rhian Layton	Job Title	Housing Services Manager
Witness Testimony Lowri informed me that she needed to collect data of the skills and knowledge that my department had available if it was required for staff to be redeployed or used elsewhere in the organisation. As part of a forward facing department, it was clear that we would need to put the needs of our residents first and utilise the most important services to keep them supported and safe. Lowri had already been through the staff training plan to review the courses that housing officers had attended in the last year, looking over their job descriptions and appraisals but she wanted to meet with me to go over any detail that had been missed. We had an hour video chat over MS Teams discussing the knowledge and skills that our staff had developed over the time and anything that we hadn't been able to capture. From this, we identified that the Housing Officers would be fully capable of achieving the roles that they were set out to do i.e. keeping in contact with residents, completing welfare calls and supporting with their financial status. We had been fortunate that the Operations Manager was able to offer us additional support by providing two of her longest-serving Customer Services Assistants to help with welfare calls. One of the targets that we had set ourselves was to contact all our residents within 4 weeks, therefore this would be a great help in achieving this.			
Signature		Date	18/05/2020

To keep you safe during lockdown Bro Myrddin will continue to complete essential servicing in your home.

E002

Some of the essential servicing may include:

-  Gas Boiler Servicing
-  Oil Boiler Servicing
-  Electrical Testing



We understand that these are difficult times and we will take extra care when entering your home.

Please let us know if you or a family member are shielding or presenting with any symptoms of COVID-19 so that we can take the necessary precautions to ensure that both you and our contractors are kept safe and well.

Lowri Davies

From: Lowri Davies
Sent: 10 March 2020 15:43
To: Rhodri Jones
Subject: Business Continuity Docs - Coronavirus
Attachments: letter-to-employees-reminding-them-of-their-responsibilities-in-relation....docx; letter-to-employees-setting-out-position-on-absence-and-pay-etc-due-to-c....docx; policy-on-controlling-the-risks-of-infectious-diseases-in-the-workplace_....docx; pandemic-contingency-plan-policy_tcm18-72626.docx; emergency-protocol-business-continuity-plan_tcm18-72624.docx; managing-coronavirus-checklist_tcm18-72620.docx

Follow Up Flag: Follow up
Flag Status: Completed

BRO MYRDDIN HOUSING ASSOCIATION
COVID-19 MANAGEMENT PLAN
DECISION REGISTER



DATE	BY	DECISION	IMPLEMENTATION	
			LEAD	DATE
24/02/2020	EMT	Purchase sanitising gels and wipes and paper tissues for distribution throughout office	DoCR	02/03/2020
06/03/2020	EMT	Purchase IT devices and kit to enable all staff to have ability to work from home	ITPM	08/03/2020
07/03/2020	EMT	Installation, configuration and rollout of Microsoft Teams	ITPM	10/03/2020
12/03/2020	EMT	Roll out phase 2 of pandemic management plan "Reduce Risks"	DoCR	13/03/2020
17/03/2020	EMT	Roll out phase 3a of pandemic management plan "Essential Services"	DoCR	17/03/2020
18/03/2020	EMT	Fully roll out phase 3 of pandemic management plan "Close offices"	DoCR	19/03/2020
26/03/2020	EMT	Health & Safety - Staff completed Working from Home Risk Assessments	DoCR	26/03/2020
27/03/2020	EMT	Furlough Leave being considered and implemented to support employees when required	DoCR	27/03/2020
27/03/2020	EMT	Working from home allowance to cover additional costs from WFH	EMT	27/03/2020
27/03/2020	EMT	Health & Safety - Laundry Allowance for Care Workers due to PPE	DoOP	27/03/2020
31/03/2020	CR	Remote Recruitment processes in place	DoCR	31/03/2020
12/04/2020	DoOP	Provide Applicant Portal to support zero contact lettings	ITPM/HSM	24/04/2020
14/04/2020	PS	Purchase Key Safes to enable Contractors to have access to void properties	PSM	16/04/2020
21/04/2020	CR	H&S: DSE Assessments completed to support individual officers with IT equipment/furniture	CRM	21/04/2020
23/04/2020	DoOP	Introduction of electronic tender return to support tendering officers	ITPM	27/04/2020
27/04/2020	EMT	Welfare calls to all residents	OM	31/03/2020
27/04/2020	EMT	Covid-19 Alters on CRM account to monitor cases	OM/ITPM	16/03/2020
27/04/2020	HSM	Development of a Zero Contact Lettings procedure	HSM	
27/04/2020	HSM	Suspension of Choced Based Lettings to offer direct lets to homeless people, in partnership with CCC	HSM	16/03/2020
17/02/2020	PM	Email circulated to care staff following guidance from Senior Medical Officer, re guidance for healthcare worker with relev	PM	18/02/2020
28/02/2020	PM	Email to care staff from Welsh Government – weekly bulletin	PM	28/02/2020
03/03/2020	SSW	Poster for Residents – handwashing techniques, guide for staff on Covid-19 symptoms	PM	04/03/2020
06/03/2020	SSW/PM	Coronavirus action plan: Published by Dept. of Health & Social Care, Department of Health and Welsh Government – shared	PM	10/03/2020
06/03/2020	PM	Provider Checklist Completed for both homes	DoOp	09/03/2020
06/03/2020	PM	Business Continuity Plan to be shared with Commissioning Team	DoOp	09/03/2020
10/03/2020	PM	Care Inspectorate Wales (CIW) - Responding to the outbreak of COVID-19, as well as how they plan to approach any future	PM	10/03/2020
11/03/2020	PM	Email received – Government Guidance on Covid-19 Shared with Care staff	PM	11/03/2020
12/03/2020	SSW/Staff	Resident Meetings – Discussion on Coronavirus and staying Safe	PM	12/03/2020
13/03/2020	DoCR	Email from Rhod Jones – How Bro Myrddin are responding to Covid-19	DoCR	13/03/2020
16/03/2020	PM	Coronavirus Continuity Update for Care Homes – guidance from World Health Organisation (WHO), Public Health England (PHE)	PM	16/03/2020
16/03/2020	SSW/Staff	Introduction of resident/staff temperature monitoring sheets	PM	16/03/2020
16/03/2020	PM	Coronavirus update produced for Care Home staff	PM	16/03/2020
16/03/2020	PM	Guidance produced for Care Homes staff	PM	16/03/2020
17/03/2020	SSW	Protection of all most vulnerable – measure implemented (self-isolation)	DoCR	17/03/2020
18/03/2020	DoOp	Instruction for Property Services to build stud partition wall in MY, should we require an additional bed space.	PSM	17/04/2020
19/03/2020	PM	Lockdown on non-essential visitors to Care Homes	PM	19/03/2020
19/03/2020	SSW	Letter from Albert Heaney, Director of Social Services and Integration Health and Social Services Group regarding the Dist	DoOp	20/03/2020
19/03/2020	SSW	List of PPE - Staffing – safe distance at work and limit numbers on shift – Resident risk assessments to update	DpOp	20/03/2020
20/03/2020	SSW	Discussions with staff regarding safeguarding of staff and residents – staff working in one home as much as feasible to red	PM	20/03/2020
20/03/2020	Care Staff	Support Plans for residents to include section on Coronavirus	SSW	26/03/2020
23/03/2020	PM	PPE You Tube video to be watched by all staff	PM	30/03/2020
24/03/2020	Care Staff	Staff training Online - Infection Control	PM	30/03/2020
24/03/2020	PM	PPE Order made	DoOp	25/03/2020
24/03/2020	PM	New hotline telephone number for your services issued by Carmarthenshire – Displayed within the homes	CCC	24/03/2020
25/03/2020	DoOp/PM	General Considerations Business Continuity – Care Home Providers to ensure plans consider Covid-19 pandemic	DoOp	31/03/2020
25/03/2020	SSW	Infection Prevention & Control Policy and Procedure to include Covid-19	PM	16/04/2020
25/03/2020	PM	PPE supplies being issued to both Care Homes from Carmarthenshire Council	DoOp	25/03/2020
26/03/2020	Care Staff	Easy read guide of protecting our residents against coronavirus issued to all residents and to be discussed in next resident	PM	31/04/20
26/03/2020	DoOp	Order placed for surgical masks	DoOp	26/03/2020
26/03/2020	PM	Coronavirus Continuity Update for Care Homes No 2	PM	26/03/2020
27/03/2020	DoOp	Laundry allowance introduced to care staff	EMT	27/03/2020
27/03/2020	SSW/PM	Home Deliveries for those Self Isolating – information received and shared with staff	PM	27/03/2020
31/03/2020	DoOp	Conference call with CHC re PPE and email shared	DoOp	31/03/2020
31/03/2020	DoOp	Email shared regarding recruitment and temporarily relaxing DBS checks	DoOp	31/03/2020
01/04/2020	SSW	Risk Assessments completed for all staff and residents both symptomatic and asymptomatic	PM	02/04/2020
01/04/2020	DoOp	Order placed for visors and FFP2 masks	DoOp	01/04/2020
01/04/2020	SSW	Discussions with IT regarding resident access to tablet, Wi-Fi and use of social media such as messenger.	PM	01/05/2020
01/04/2020	SSW	Access for all staff Zoom/MS Teams to allow supervisions and team meetings to take place.	PM	01/05/2020
02/04/2020	PM	Provider Questionnaire submitted to Ceredigion Council	PM	02/04/2020
02/04/2020	PM	Carmarthenshire supply stock of masks for emergency use in homes along with guidance of use.	PM	02/04/2020

BRO MYRDDIN HOUSING ASSOCIATION

TRAINING & DEVELOPMENT POLICY

1. INTRODUCTION

It is the Association's policy to develop the skills and knowledge of employees by providing resources and facilities for training and development. The training provided will be relevant to the job and aim to improve the individual's performance and to support the successful achievement of the organisation's strategic aims and Business Plan objectives.

The Association will also aim to create a culture where employees are motivated to continuous self-development and to improve their own performance and reach their full potential.

2. RESPONSIBILITIES

The Director of Corporate Resources is responsible for co-ordinating training and development by providing a framework that will include:

- identification of training and development needs
- creation of a training plan
- designing and implementing the training programme
- monitoring and evaluating the effectiveness of the training.

Line Manager

The Line Manager is responsible for ensuring that the employees under his/her management are adequately trained for the job and will assist in the process through:

- recruitment and selection
- induction
- employees appraisal
- general supervision and control.

Employees

Employees are responsible for co-operation with the Association and Line Manager by accepting training offered and by adopting a self-development approach.

3. EQUAL OPPORTUNITIES

The Association has an equal opportunities policy which aims to treat all employees fairly. In accordance with this policy each employee will be allowed equal access to training, but each application for training must take into consideration the needs of the section, the department and the Association and also whether funding is available.

4. INITIATIVES

The Association will take part in a variety of initiatives to ensure that training is available not only for the existing workforce, but also for outside individuals who may become future employees.

NATIONAL INITIATIVES

Apprenticeships and training

In certain circumstances, the Association will consider employing trainees as apprentices, provided they are following, or plan to follow, a course of study to acquire recognised qualifications.

Investors in People

Investors in People is a National Standard which provides a framework for improving business

performance and competitiveness, through the planned approach to setting and communicating business objectives and developing people to meet those objectives. The result is that what people can do and are motivated to do, matches what the organisation needs them to do.

National Vocational Qualifications (NVQs)

The Association is committed to giving employees the opportunity to gain recognised qualification relevant to their work and experience in the workplace. Where it is appropriate, employees will be expected to work towards achieving appropriate NVQs.

Work Experience

From time to time the Association will arrange for work experience students from local schools universities or colleges to spend a short time working in different departments. The cooperation of managers and other employees is requested in making sure such visits are useful and as pleasant an experience as possible for the placement. The Director of Corporate Resources will agree with each departmental Director, in advance, a suitable plan of work and the manager will be asked to complete a form detailing the tasks completed.

5. RESOURCES

Training Budget

A training budget will be determined, on an annual basis, on the number of employees and the needs of the Association and the individual to achieve organisational goals.

The training needs identified will be analysed and priority given to those needs which:

- will help the Association fulfil its aims and objectives for the year ahead
- is in the medium to longer term interest of the Association

Training Facilities & Equipment

The Association provides appropriate training facilities and equipment to enable the training and development of employee. These include:

- a room made available for training
- facilities including touch screen, flip charts and easels, television and DVD player
- library of books, DVDs and audio tapes
- training manuals developed in-house or purchased off-the-shelf
- facilities for making handouts
- ample supplies of stationery items for use by trainees.

6. LEVELS OF TRAINING

Whilst committed to training and developing its employees, the Association has limited resources with which to achieve this. Accordingly, the Association will only provide training that is appropriate to the individual and the organisational needs.

Short courses will only be selected for individuals where it is thought that it will improve that individual's work performance.

In the case of long-term courses such as evening class, day release or courses aiming for professional qualifications, the Association will only fund those that are appropriate to the job and the level of responsibility that employee has. It will not fund beyond this level.

The employee has no automatic right to this training and each application will be treated on its merit taking into account budget limitations and the effect on the individuals, the department and the Association's work.

7. TRAINING COSTS

Where the Association has given authorisation to attend a course, whether it is short-term or long-term the following costs will be paid for, or reimbursed by the Association:

- **Course Fees**

The full fees for the approved course will be paid by the Association.

- **Student membership fees**

Student membership fees of professional institutions will be paid by the Association.

- **Examination fees**

The examination fee, including exemption fees where applicable.

- **Re-examination fees**

The Association *may* also pay the cost of re-examinations but on one occasion only. In the case of financial difficulty the Association may make available an interest free loan normally repayable, over a twelve-month period to assist the employee to complete that stage of their examination if they are required to resit more than once.

- **Travel and Out of pocket Expenses**

The cost of transport will only be paid where the travel costs involved exceed those normally incurred in travelling from home to work. (Refer to Expenses & Subsistence Policy)

- **Books**

Within reasonable limits the Association will meet the costs of essential books. However applications must be made in writing to the Director of Corporate Resources, prior to the purchase of the books. The request must be supported by the course reading list. If approved, the employee must produce receipts before the costs will be reimbursed. The employee should first check whether a book is available from the Association's own resources before considering making a book purchase. All books purchased for the student by the Association remain the property of the Association. On completion of the course; if any book is no longer needed or the student leaves the Association's employment the books should be returned to the Director of Corporate Resources for deposit in the training library. The Association reserves the right to deduct from the employee's salary the cost of books or other study material purchased and not returned.

8. TIME OFF FOR STUDY AND EXAMINATIONS

Any time off for attendance at classes, examinations or final revision leave must be agreed with the line manager prior to the time off being taken.

Attendances of classes/day release

Where an employee has been given permission to attend a long-term training programme, time off will be granted with pay. This should normally not exceed one day in any one week. Where attendance at day release courses would seriously affect a department's performance, employees may be required, if the option is available, to study by correspondence course or at an evening class.

Final revision leave

Employees will be given a half day final revision leave for each examination that lasts more than two hours. Additional study leave may be taken with prior authorisation but this must be taken from annual leave entitlement or any outstanding time off in lieu.

Examination leave

Employees will be given time off with pay to sit the examination. If it is a morning examination the employee must return to work in the afternoon or take annual leave, lieu time or flexi-time. If it is an afternoon examination the employee may use final revision leave or take annual leave or lieu time. If, given the location of the examination centre and the employee's normal place of work, it is not reasonably practicable to return to work, employees will be allowed time off with pay.

9. REWARD

There is no automatic entitlement to any salary increase as a consequence of successful completion of a formal qualification.

10. TRAINING AGREEMENT

Some training courses involve a high level of investment of time and money. To safeguard this investment, the Association may require employees undertaking a long-term training course to sign a Training Agreement, confirming their agreement to repay part or all of the costs incurred if a course is not completed, or if leaving the Association within the Compulsory Service Period (ie a period after completing the course equal to the length of the course).

Example of how proportional repayment of fees will be calculated:

$(\text{Length of course}) - (\text{Years service after completion}) / (\text{Length of course})$

$(5-0)/5 \times 100 = 100\%$

$(5-1)/5 \times 100 = 80\%$

			Length of course				
			1	2	3	4	5
Years Service After Completion	0	100%	100%	100%	100%	100%	100%
	1	0%	50%	67%	75%	80%	
	2		0%	33%	50%	60%	
	3			0%	25%	40%	
	4				0%	20%	
	5						0%

11. IDENTIFICATION OF TRAINING NEEDS

A training need can be an organisational or an individual one. In the case of the organisation, it can be shortcomings in being able to meet short-term and long-term objectives. In the case of the individual, it can be the fact that the employee is not fully equipped, in terms of knowledge, skills or attitudes, to meet the requirements/ competencies of his/her job.

Identification of Training Needs

In order to measure training needs it is necessary to identify the following:

- The desired performance of the organisation and its shortfalls in meeting its objectives due to training deficiencies.
- The training needed in each job to enable that function to be carried out efficiently and effectively.
- The expected contribution and present capability of every member of the workforce.

Sources for Identifying Training Needs

The identification of training needs is an on-going process aimed at continuous improvement. There are a number of avenues through which these needs can be identified.

- the recruitment and selection process
- from induction
- from employees appraisal
- from supervision and normal observation by line managers
- from job descriptions and person specifications

- from the business plan which may highlight where there are shortfalls in skills or work performance to achieve company goals
- from a review of departmental goals and effectiveness
- from complaints
- from internal and external audit
- by the introduction of new Association initiatives such as Investors in People or Customer Care programmes
- by the introduction of new policies and procedures, new working methods or new equipment through new legislation on health and safety, etc
- through new requirements imposed on the Association from funding bodies, regulatory bodies, outside agencies.

Analysis of Training Needs

The analysis of training needs is one of the most important stages in the training process. The need should be clearly defined need before any training is carried out.

It is essential that any course selected is not only relevant to the individual and the job but also pitched at the correct level and delivered in the most appropriate method for that individual. This should take into account that each person learns in a different way and the ability of the employee to put the information learnt to practical use.

12. THE TRAINING PROGRAMME

A Training Plan will be developed from the Training Needs Analysis and comprise of relevant training to meet the needs of the Association and the employees, and aims for continuous improvement in performance.

This plan will be produced annually and updated as necessary throughout the year. The Director of Corporate Resources will be responsible for producing the plan following consultation with Members of the Executive Management Team (EMT).

The plan which will comprise the following:

- details of each department's training requirements
- Specification for each item of training which will identify the standard and level of training required, the performance expected of the trainee at the end of each training programme and the conditions in which the trainee will be expected to perform.

The Training Programme

The training programme will take into account:

- the training budget and how it can be spent to best effect
- the best time for releasing employees from their jobs for training
- the urgency with which the training is needed
- the availability of training resources
- the person or organisation responsible for the training
- the duration of the programme
- the location or venue where the training will be delivery
- the target date for completion

The programme also needs to take into account the requirements, fears and aspirations of the individuals so those who are concerned about the training activity can have the opportunity to voice their concerns and be reassured before undergoing training.

13. EVALUATION OF TRAINING

Whether training is being carried out in-house or by external providers it is essential that there is an evaluation process to ascertain if the training was effective and resulted in improved performance.

The trainee needs to complete an electronic course assessment form to give his/her views on the training but the line manager needs to assess the impact of the training on the department or Association.

Evaluation of Training

Each line manager is responsible for evaluating the training that has taken place. This should take into account:

- did the training activity cover the learning it was supposed to cover
- can the trainees now complete the task/role successfully
- did the participants feel that the training was useful
- is there an improvement in work performance

Measuring improvement

The outcome of many training activities can be measured directly, such as fewer mistakes or complaints. In other areas it is more difficult to measure improvement. However, measures of improved performance may include:

- lower employee turnover and absenteeism
- fewer disciplinary matters
- less use of the grievance procedure
- better use of policies and procedures
- greater input in team meetings
- better interdepartmental relationships
- increased speed of work, organisation and communication

Lack of Improvement

If there is no discernable improvement in performance the line manager needs to consider whether:

- the job is badly designed
- the organisational structure needs to be changed
- the training was poorly identified and delivered in an inadequate way
- the employee lacks the ability or motivation to change behaviour

Action Plan

The line manager should take any necessary action to improve any situation resulting from a lack of improvement and should seek alternative methods to change behaviour (see also capability policy)

14. RECORDS

Application for permission to attend long-term course

Each employee who wishes to attend a long-term course should make an application on the Association's electronic training request form and must be approved by the Director of Corporate Resources.

Course Evaluation Forms

Employees attending external training courses, will be required to complete an electronic post training form and may forward course notes to the Director of Corporate Resources.

The questionnaire will be used to ascertain whether the course was:-

- Beneficial
- At the correct level for individual
- Suitable structured

- Tutored competently

The Purpose is to build up a record, for future reference, of the suitability of courses, standard, level of training tutors and locations in order that courses may be selected for individuals with greater precision.

Employees undertaking a professional qualification or on day release will report on a yearly basis.

Training Records

The HR Department will maintain a record of all training undertaken by each employee.

Record of Achievement

The Association will encourage employees to maintain a Record of Achievement which can be a record of all training undertaken, qualifications and certificates awarded and significant improvements the employee has achieved.

15. RECRUITMENT AND SELECTION

The Association has a separate Recruitment and Selection Policy which covers training on recruitment to which employees should refer.

16. INDUCTION

As above see separate policy.

17. EMPLOYEES APPRAISAL

As above see separate policy

As part of its programme of employee development, the Association requires all employees to be appraised by their manager on an annual basis.

The purpose of the appraisal is to review the performance of employees over the previous year and provide a more formal opportunity for the line manager and employee to review current and future activities, needs and goals. All appraisals will be treated as confidential.

The appraisal is an optimistic, forward-looking system for identifying training needs and setting goals. It has nothing to do with the Disciplinary or Grievance procedures and should not be linked to salary increase.

The two main purpose and objectives of the appraisal process are to:-

- Improve job performance, by mutually identifying problems and opportunities and agreeing an action plan to tackle these.
- Maximise potential in the present job and any future job or role within the Association by helping to identify and harness individual talents.

18. METHODS OF TRAINING

In addition to Induction and On-the-Job Training, the Association will utilise a variety of methods to achieve an effective workforce.

(a) In-House Training

The Association will consider and undertake a variety of training methods to improve performance. These can include the following:

Assignments & projects

The setting of a practical task to enable the employee to develop skills and also to provide the

Association with a concrete outcome.

Coaching

On-the-job training by colleagues and line managers. All members of staff are expected to co-operate in training newcomers to the Association and those who have changed jobs. The Director of Corporate Resources will give advice and training where necessary to anyone who wishes to acquire coaching skills.

In-House courses

Periodically, short in-house courses are arranged, usually targeted at a group of employees where specific knowledge or training is required. Information on these courses will be issued to appropriate employees. Suggestions for additional courses are welcomed.

Mentoring

Mentoring, where the employee is provided with a person, probably not his/her own manager, who offers an opportunity for discussion of work problems and career initiatives.

Miscellaneous methods

There are several miscellaneous methods that can be included in the training programme, included guided reading, TV and radio programmes, books and journals which can all be effective in education, training and developing the employee.

Reading

The Association has a small selection of books, manuals and magazines which can inform and develop the employee.

Secondments - internal

Secondments involve taking on a post in another department or on another site to learn new skills and develop fresh insights. It also gives an opportunity for the host to have the work looked at from a fresh viewpoint which can help identify problems and provide solutions. If secondments are to work effectively, however they need to be properly managed. The secondee must have clear goals and targets and must know what happens at the end of the secondment. The host must be briefed before the secondment and must prepare a programme that offers real opportunities for growth.

Shadowing

Shadowing, where the trainee sits alongside another person, usually senior job in order that lessons may be learnt. Clear goals should be set for the outcome from such involvement.

Team briefing

The employee should be able to attend regular team meetings with his/her department or section to be able to learn of developments and offer some contribution to the team.

(b) External Training

External Courses, Conferences and Seminars

The HR Department keeps details of courses, seminars and conferences run by outside organisations. Information will be circulated to 'EMT' in order that they can match courses with the needs of their employees. Employees will be allowed to attend the courses provided there is adequate provision in the budget.

On receipt of details on courses the HR Department will:-

- circulate to the appropriate Person
- await response as to whether any member of staff should attend
- Member of staff to complete electronic training request form and submit for approval by line manager

- Line manager to receive email notification of training request and choose to approve or decline based on purpose of training and if it meets both employee and employer objectives
- Member of staff and Human Resources receive email confirming outcome of request
- If approved, Human Resources to book training and notify individual that a provisional booking has been made and that further details will be forwarded when received from course organiser.
- enter details in courses register
- if required - obtain details of transport and book overnight accommodation.
- on receipt of course details, retain copy for file and forward original to person attending.
- if for some reason the individual does not attend course make a note in Courses Register and on personal file.

(c) Secondments – External

Applications from employees for secondments to external bodies where it is considered that the experience would be beneficial to the Association and the individual.

19. LONG-TERM TRAINING

Applications

Employees may be eligible to receive assistance from the Association to enable them to follow a course of study leading to a qualification or to improve or learn a new skill. Such a course must be of benefit to both the employee and to the Association and applications must be approved by the employee's line manager.

Applications to undertake a particular course of study should be made via the staff portal giving the reasons for wishing to undertake the particular course. You may send a copy of the prospectus and details showing the duration of the course, the costs of tuition and examination fees, entrance fees and annual subscription to the professional body where appropriate, to your line manager. Where possible the employee should give the name of the college where day release is involved, the day of the week the course takes place and the dates of the terms.

All requests should be made as early as possible prior to the beginning of the academic year in Sept/ October.

On receiving a request, the manager will discuss the proposal with the individual. If the course is approved, the employee will receive an email confirming this.

Each application for professional training is treated on its merits, bearing in mind the short and long term needs and requirements of the organisation.

Day Release & Evening Class

Day release will be considered for employees wishing to follow a recognised course of study related to their work. Applications should be made in writing in advance of the beginning of the academic year to the Director of Corporate Resources, giving reasons for wishing to undertake the course of study, with a supporting note from their line manager

Correspondence Courses/Open University/Open Learning

The Association will consider contributing towards the cost of a correspondence course/open university/open learning programme. Applications should be made in writing to the Director of Corporate Resources with a supporting note from their manager.

If approved, the Association will normally contribute a maximum of 50 per cent of the costs of the

course and examination fees. A book grant will be made available on the same basis as for professional qualifications.

Professional Qualifications

The Association gives general guidance of the professional qualification courses appropriate to the level of responsibility of any post and for which day release may be granted.

20. DEVELOPMENT

Continuous Professional Development

Many professional bodies now require their members to keep records of continuous professional development (CPD) to ensure that they keep up to date with their chosen profession. The Association will support the employee to comply with the professional body's requirements by allowing them to attend relevant courses, subject to funding being available.

The activities that constitute CPD will depend on the needs of the individual. Formal training courses will normally be included and some courses will indicate the number of hours of CPD which the course represents, normally agreed with the relevant professional body.

In assessing the appropriateness of activities for CPD, the Association and the individual will consider:

- what activity was carried out
- was the activity significant
- why was it undertaken
- did it meet objectives
- what was learnt
- how was this applied in the Association
- what further development was identified as a result of the activity

The Association will co-operate with the employee to arrive at a method of recording which suits his/her needs.

21. COMPETENCIES

The Association recognises that there are basic competencies which help the individual to improve performance. These can vary from personal skills to management skills. Consideration will therefore be given, where it is appropriate, to providing training and development in the following skills:

Communication Skills

- conversation
- counselling
- letter writing
- listening
- negotiation
- presentation
- public speaking
- report writing
- telephone skills
- effective meetings
- chairing meetings
- minute taking

People and Management Skills

- delegation
- counselling skills
- disciplinary procedures
- leadership
- interviewing skills
- supervising and appraising
- coaching
- motivation
- values and culture
- presentation
- decision making

Team Skills

- communication
- working to targets

Customer Services Skills

- communication
- handling difficult situations
- interviewing skills
- process mapping

Managing and Achieving Targets

- finance for non-finance managers
- planning skills
- budgeting
- monitoring and control

Following Processes and Procedures

- policies and procedures
- process mapping

Problem Solving

- managing resources
- difficult situations
- adapting to change

Self development and Personal Skills

- administrative and organisational skills
- information technology
- time management
- interview skills
- problem solving

Fairness, Respect and Promoting Diversity and Equality

- equality and cultural awareness
- (this list is not exhaustive and other skills/training needs may also be identified)

Version	3
Date of Policy	July 2018
Date approved by EMT	July 2018
Next review date	July 2021
Responsible person	Director of Corporate Resources

Lowri Davies

Subject: FW: Upcoming live virtual workshops from HQN

From: Michael Foster (HQN) [<mailto:michaelfoster@hqnetwork.co.uk>]

Sent: 11 May 2020 09:08

Subject: Upcoming live virtual workshops from HQN



Brand new live virtual workshops and masterclasses announced in the last week below.

Please visit [our website](#) for all our events and training listings including full programme

Upcoming live virtual workshops from HQN

How to get to grips with your service charges – COVID-19 special

There's no doubt COVID-19 has caused a great deal of disruption to our daily lives and services – this in turn means that landlords provide that leaseholders, shared owners and tenants pay for through their service charges.

Following on from their recent briefing note, service charge specialists Jackie Dickins and Emma Towler consider the implications of regaining and what this means to costs, charges, income and affordability.

Live virtual workshop	12 May 2020	SOLD OUT
Live virtual workshop	26 May 2020	NEW DATE
Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our

Customer-centric cultural transformation

At this interactive event run by the market-leading, customer-centric service design agency Hellon you will learn about the transformation process towards customer-centricity, how to overcome the challenges of embedding genuine customer-centricity in your organisation, and recommendations for how to ensure buy-in and reach.

Live virtual workshop	19 May 2020	Last few
Live virtual workshop	27 May 2020	Places available
Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our

Identifying and supporting the new vulnerable – putting data to use

Essential for everyone working in service delivery, policy and strategy as well as business analysis wanting to use customer insight and data.

This is a great opportunity to hear from the experts. CACI will share their own unique insights and provide about how you can really make data work for you. There'll be plenty of time to get your questions answered.

Live virtual workshop	20 May 2020	Places available
Member Price: FREE	Non-Member Price: £60 + VAT	Join our

Easing out of lockdown – avoiding emerging pitfalls

Get prepared with David Gibson, Partner at Short, Richardson and Firth
HQN and SRF will be presenting a seminar on the next steps your organisation needs to be taking in order to ensure a safe return to work for your workforce.

Live virtual workshop	21 May 2020	Places available
Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our

Interactive health and safety sentencing hearing

Experience a virtual sentencing hearing following the conviction of a housing association for failing to ensure compliance.

This session will give delegates insight into how a sentencing hearing works and how both prosecution and defence present their respective cases to the Judge.

Live virtual workshop	21 May 2020	Places available
Anyone booked on to our postponed Accident investigation workshop can attend for £50.00 *	Non-Member Price: £100 + VAT	Join our

Navigating the changing landscape masterclass – HR, legal and compliance perspectives

The Coronavirus crisis has quickly forced us into new ways of working – raising a whole range of issues to consider in particular.

This workshop is your opportunity to get up to speed with the legal issues.

Live virtual workshop	26 May 2020	Places available
Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our

Delivering digital services as the 'new normal'

Digital housing pioneer Nick Atkin and Duncan Farley from Google lead this interactive online event exploring digital services during the coronavirus lockdown and how the current period is likely to shape the 'new normal' for how we communicate and transact.

Live virtual workshop	27 May 2020	Places available
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Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our
Customer-centric cultural transformation		
At this interactive event run by the market-leading, customer-centric service design agency Hellon you will explore the transformation process towards customer-centricity, how to overcome the challenges of embedding genuine customer-centricity in your organisation, and recommendations for how to ensure buy-in and reach.		
Live virtual workshop	27 May 2020	Places available
Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our
Procurement and contract management post Covid		
Whilst there is no firm date nor plan from the government (as yet) for easing lockdown measures businesses are faced with the challenge of how to resume operations and what the new “normal” will be like. Repairs and maintenance have undoubtedly been severely affected by Covid-19 and by lockdown. There are many decisions to be taken about this year’s planned programmes all of which will have financial and operational implications.		
Live virtual workshop	28 May 2020	Places available
Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our
AI and chatbots for customer service and contact centres		
In this session, we will share with you some things to consider when implementing AI and chatbots for customer service. We will show you the pitfalls to avoid and the best practices to adopt to ensure your technology provides a great customer experience. Fuzzlab’s co-founder Scott Summers will be joined by Derren Brown, Director of Technology and Digital at Fuzzlab, who will share his vision and experience of implementing AI and chatbot technology within the organisation.		
Live virtual workshop	02 June 2020	Places available
*FREE for HQN Business Innovation Group members	Non-Member Price: £60 + VAT	Join our
Procurement and contract management post Covid		
The ability to remotely monitor the performance of homes has never been more important. But as though we have seen after COVID-19 lockdown, how will this shape our decision making around smart homes, the Internet of Things and smart technology? The technology is available now, the cost is coming down, and consumers – including our residents – are embracing it. How many social housing providers are substantially investing in smart home technology? And what are the implications?		
Live virtual workshop	11 June 2020	Places available
Member Price: £150 + VAT	Non-Member Price: £175 + VAT	Join our

Nothing about us without us: co-production and resident involvement

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18 June 2020

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For more information and to book your place(s), please click on the relevant links above.

If you feel these events are not for you, please do pass onto any colleagues that you feel would benefit from this event.

Kind regards,

Michael Foster
HQN



Rockingham House, St Maurice's Road, York, YO31 7JA
Telephone: +44 (0)1904 557150
Web: www.hqnetwork.co.uk



Not a member? [Click here](#) to register your interest in joining the Housing Quality Network.

Want top marks for your in-depth assessment? [Click here](#) to find out how we can help.

An HQN Accreditation mark is a visible sign that your organisation not only meets or exceeds good practice standards, but is also proud to offer a best-in-class service to its tenants and residents. [Click here](#) for more information.

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Name	Dpmnt	Course Title	Start Date	End Date	Qtr	No. attendees	Duration (Day)	Attendees x duration	Venue	Course Provider	Cost
Sam Jones	Hsg	COVID-19 BENEFIT UPDATER 2020	29/04/2020		Q1	1	0.5	1	Online	Social Welfare	82.8
Louise Scarr	Hsg	COVID-19 BENEFIT UPDATER 2020	29/04/2020		Q1	1	0.5	1	Online	Social Welfare	82.8
Clare James	Hsg	COVID-19 BENEFIT UPDATER 2020	29/04/2020		Q1	1	0.5	1	Online	Social Welfare	82.8
Dylan Goddard	Hsg	COVID-19 BENEFIT UPDATER 2020	30/04/2020		Q1	1	0.5	1	Online	Social Welfare	82.8
Sarah Daniels	Hsg	COVID-19 BENEFIT UPDATER 2020	30/04/2020		Q1	1	0.5	1	Online	Social Welfare	82.8
Eirlys Smith	Hsg	COVID-19 BENEFIT UPDATER 2020	30/04/2020		Q1	1	0.5	1	Online	Social Welfare	82.8

Lowri Davies

From: Rhodri Jones
Sent: 18 March 2020 15:20
To: All Office Staff & Elderly Serv
Subject: RE: Coronavirus: New Measures: Office Closure
Attachments: Draft Residents.docx

Follow Up Flag: Follow up
Flag Status: Completed

Dear Colleague,

Protecting the health and safety of our People is our priority and throughout these unprecedented circumstance we have followed the UK Governments advice as close as possible.

On this basis, we have today taken the decision to largely close our office until further notice. You are asked to work from home until further notice, in line with your usual working hours.

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There will be times where tasks or urgent matters require changes to this arrangement for example, when rent statements need printing and sending or contracts signed and so on, so we ask you to be mindful of that and the need to return to the office.

We will pay you a Working at Home Allowance of £18 a month (pro rata) during this period to cover any additional costs you may occur whilst working at home.

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We will notify Residents in due course, see attached draft communication for your information and to note content f...Contractors will receive similar where applicable.

Business as usual (ish):

It goes without saying, much of the business remains business as usual, we still have responsibilities to fulfil whether it be landlord health and safety requirements (boiler servicing, emergency repairs etc), housing support (sign ups, financial inclusion, ASB etc), governance/reporting, staff support and welfare, payroll, business continuity...the list goes on.

Guys, these are unprecedented times, but without doubt, we have the right people, in you, to maintain our highly regarded and valuable services during this period of uncertainty for our nation, communities and our people.

Should you have any concerns at all please do raise them, you will find [here](#) a link to mobile phone contact numbers on the Staff portal and we're all available on MS Teams.

Thanks and stay safe all,

Rhod

Registered *i-act* for positive mental health and WELLbeing managers

From: Rhodri Jones

Sent: 17 March 2020 09:59

To: All Office Staff & Elderly Serv

Subject: RE: Coronavirus: New Measures

Dear Colleagues,

You will all be aware that the UK has entered a period of unprecedented peacetime measures due to the global outbreak of COVID-19 Coronavirus.

Yesterday evening the Prime Minister announced a suite of new measures that are targeted at how best to safeguard the most vulnerable in our societies these being the following, and we urge you to take these seriously;

-  If you live alone and have a high temperature or a new and continuous cough, you should self-isolate for seven days
-  If you live in a household with others and have a high temperature or a new and continuous cough, both yourself and all others in your household should stay isolated together for 14 days
-  Everyone, including if you are not displaying symptoms yourself and live in a household where no one is displaying symptoms, should stop all unnecessary contact with others and all unnecessary travel
-  You should work from home where possible and avoid venues such as pubs, clubs, theatres and restaurants
-  Pay particular attention to the advice if you are over 70, pregnant, have underlying health problems or live in London
-  Don't call the NHS 111 helpline if you have mild or moderate illness and instead seek advice online. But do call if your illness becomes more severe.

You will all be aware that we have been working on putting the necessary in place to enable all office based colleagues to work from home...**we are not there yet** however we have set ourselves the challenge of getting this in place by Friday (20/03/2020).

For complete clarity – the final piece of the puzzle we are working on is the phone system...we acquired it last week but we need to complete the installation process and test...once fully operational, the system will replicate our desktop phone with seamless connectivity between us all e.g. calls coming in will ring multiple devices (such as that in customer services) and it will give us the ability to transfer calls to one another with ease.

We have taken the decision to ask all pregnant women and those over the age of 70 to work from home with immediate effect....simply because we know who these are.

We therefore ask that you please inform us (under the strictest of confidentiality) if you have any medical illnesses deemed to present an increased risk as noted by [UK Government](#), these being;

-  chronic (long-term) respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis
-  chronic heart disease, such as heart failure
-  chronic kidney disease
-  chronic liver disease, such as hepatitis
-  chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS), a learning disability or cerebral palsy

-  diabetes
-  problems with your spleen – for example, sickle cell disease or if you have had your spleen removed
-  a weakened immune system as the result of conditions such as HIV and AIDS, or medicines such as steroid tablets or chemotherapy
-  being seriously overweight (a BMI of 40 or above)

We will keep you updated on developments as soon as, otherwise please do let us know if you have any concerns.

Thanks,

Rhod

Registered *i-act* for positive mental health and WELLbeing managers

From: Rhodri Jones

Sent: 12 March 2020 12:36

To: All Office Staff & Elderly Serv

Subject: Coronavirus: New Measures

Importance: High

Dear Colleagues,

Due to the recent increased focus on Coronavirus (COVID-19), we would like to take the opportunity to update you on our position.

We have established a three tiered pandemic management plan;

-  **Stop** the spread,
-  **Reduce** the risk of contamination, and
-  **Cover** the essentials.

Having fully instigated the stop phase on Monday 2 March 2020 increasing awareness and issuing provisions (these should continue), we have today, due to the recent escalation of the now official pandemic, taken the decision to initiate the next phase of our management plan and will implement additional measures to reduce the risk of contamination.

Measures

We ask that you minimise the level of unnecessary and close contact with others as follows:

-  Control physical contact - no handshakes, protective clothing, keep a reasonable distance etc
-  Limit unnecessary contact – consider video or voice call or e-mail if practically possible

- 🧩 Risk assess – ask people if they present a risk of contamination
- 🧩 Balance 'risk with added value' from any non-essential activities

We ask you to hold open dialogue with your managers about your movements and contact with potential virus carriers and ask that you discuss any Annual Leave plans in advance of booking until further notice.

We will be changing one of the CRM system flags to indicate whether residents present associated risks and ask you to establish at each point of contact whether they have been in contact, are self-isolating, have any symptoms or have been diagnosed with COVID-19...and duly note response on the system. We'll let you know once all is in place with this. Could I ask you to please advise me directly if we have any cases of isolation or diagnosed as we are unlikely to be able to provide them with all services, but rest assured will make provisions where necessary.

As from Monday 16 March 2020, we will be closing the office for unarranged appointments to ensure a degree of control (through pre-screening) can be implemented in regards to those entering our building. We will communicate this with residents in due course.

The what if's

We are currently putting the necessary in place to facilitate home working for all office based staff.

If you have come in direct close contact with a carrier or live with an individual on isolation, please contact your line manager by phone, where you will most likely be asked to self-isolate for the UK Government recommended period. You will be expected to work from home during any isolation period.

If your dependants are unable to attend their usual location due to official Government measures e.g. school closure, you will be expected to work from home whilst you arrange the necessary child care to enable your return to work.

Please note, self-isolate means staying at home and not having contact with other people.

It goes without saying but for complete clarity, if you find yourself infected with COVID-19, it will be treated as normal sick leave and you are entitled to the usual sick pay arrangements.

Contractors

As I'm sure you'll all agree, our responsibilities extend to our Contractors and we ask that you safeguard their interests by communicating what we know regarding any contamination risks with them, and being empathetic to their vulnerabilities and position.

The circumstances we face will inevitably lead to a drive in more remote diagnosis, for example should circumstances be such, Westward plan on diagnosing faults by talking through with residents, it is prudent of us to make residents aware of such potential sooner than later so please do flag up with residents when in contact with them.

What next

Rest assured, we are closely monitoring government communications and should risk levels further increase, we have additional measures identified within our management plan that would be implemented, for example restricted working practices and the like.

The management Team meet at 9AM tomorrow to discuss some of the practicalities in more detail e.g. flags on system, communication strategy etc and we'll update you further to this.

Should you have any queries or concerns with regards to anything in this regard, please do raise with your line manager or please do feel free to come directly to me.

Many thanks,
Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

Lowri Davies

From: Rhodri Jones
Sent: 24 March 2020 10:56
To: All Office Staff & Elderly Serv
Subject: Plas Myrddin

Follow Up Flag: Follow up
Flag Status: Completed

Good morning all, hope you and loved ones are all well.

Further to the Prime Minister's announcement yesterday evening, we have taken the decision to close the office fully for the 3 week lockdown period which commenced last night.

We also want to take this opportunity to recognise that working from home is challenging, whether it be young children needing occupying, bigger children continuously need feeding, animals wanting attention, internet dropping and so on. We accept productivity will not be at its highest, we all just need to do what we can during these challenging times.

Remember you have annual leave, and a day or half a day here or there could prove hugely beneficial so please do feel able to take it if just for some down time or a walk in the fresh air.

Thanks all for your continued commitment...in the words of the PM, "We will beat this and we'll beat it together".



PROTECT THE **NHS**

 **save lives**

Thanks

Rhod

Registered *i-act* *for positive mental health and* **WELLbeing managers**

From: Rhodri Jones

Sent: 23 March 2020 14:45

To: All Office Staff & Elderly Serv

Subject: RE: Plas Myrddin Rota & Register

Good afternoon all,

I hope you are all keeping well and adhering to the social distancing measures in place, it is a crucial part in managing this outbreak.

With that in mind, we thought we would update you on the arrangements surrounding the cover at the office.

Most importantly and for the avoidance of doubt, the usual rules apply, if you are showing the symptoms of C-19, you should self-isolate for the recommended period and not attend the office under any circumstances.

The reason for the cover is to ensure business critical tasks are completed, namely mail, petty cash, exchanging keys with contractors etc

- 🧩 The office need only be occupied between 10:30 and 13:30 each Tuesday and Thursday
- 🧩 A list of essential tasks has been prepared, once completed the office may be vacated if earlier
- 🧩 Whilst at the office, please;
 - 🧩 keep a **minimum of 2 meters** away from anyone
 - 🧩 wash your hands regularly and use alcohol gel available
 - 🧩 use disinfectant wipes to wipe all surfaces anyone has come in contact with as soon as possible
 - 🧩 use disinfectant wipes to wipe all used surfaces at the end of the day
 - 🧩 remember to catch it, kill it, bin it

We will in due course be issuing some guidance in relation to maintaining your wellbeing whilst working at home, whilst we pull that together, please ensure your working environment is comfortable and in line with usual desk working guidance such as good posture, lighting etc and that you are taking regular breaks away from screens as well as moving about.

If you have any concerns please do say and keep safe everyone,
Rhod

Registered *i-act* for positive mental health and WELLbeing managers

From: Rhodri Jones
Sent: 19 March 2020 12:36
To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>
Subject: Plas Myrddin Rota & Register

Afternoon All,

I hope the first day of working from home for the most of us is going relatively smooth. I would encourage you all to use MS Teams – the video calls are excellent and the feature works well through both the desktop and mobiles.

As referenced within my e-mail yesterday, we have now finalised the Plas Myrddin Office Staffing rota and have placed within the "All Staff Shared" folder. [LINK](#)

The rota also acts as a register as it allows you to add in your name under any day to say that you will be working from the office that day...we would ideally prefer that you do this on Tuesday's and Thursdays but if necessary then you can work the other weekdays if there are two or more working. In any instance, can you ensure you've checked through with your manager first before you add in your name to the register.

It goes without saying, we do need to limit the numbers so only a maximum of 9 people on any one day to work from the office.

Any query or concern, please do say.

Thanks

Rhod

Registered *i-act for positive mental health and WELLbeing* **managers**

From: Rhodri Jones

Sent: 18 March 2020 15:20

To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>

Subject: RE: Coronavirus: New Measures: Office Closure

Dear Colleague,

Protecting the health and safety of our People is our priority and throughout these unprecedented circumstance we have followed the UK Governments advice as close as possible.

On this basis, we have today taken the decision to largely close our office until further notice. You are asked to work from home until further notice, in line with your usual working hours.

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Many thanks,
Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

E010

May 2020

Health and social care key worker

To whom it may concern,

This letter is to confirm that X is involved in the provision of Care Services at Bro Myrddin Housing Association Ltd.

They are classified as a key worker as defined by the UK Government and contained within the Coronavirus Act 2020.

X is aware of current Government guidelines on essential travel for key workers during the Coronavirus emergency.

Please contact the office on 01267 232714 if you have any questions about this letter.

Yours faithfully,



Hilary Jones,
Chief Executive

Lowri Davies

From: Rhodri Jones
Sent: 19 March 2020 12:36
To: All Office Staff & Elderly Serv
Subject: Plas Myrddin Rota & Register

Follow Up Flag: Follow up
Flag Status: Completed

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You have all been shown Zoiper but MS Teams hasn't had so much coverage, see [link](#) to short video on how it works etc.

Outbound mail:

We have set up a folder within the "All staff shared" folder named "1. Outbound Mail" – please drop in any mail you need sending out within the current day dated folder. These will then be sent out on the Tuesday or Thursday. That day's folder will then be moved to the archive folder to indicate as sent. Incoming mail will be distributed by the usual means.

Residents and contractors:

We will notify Residents in due course, see attached draft communication for your information and to note content f...Contractors will receive similar where applicable.

Business as usual (ish):

It goes without saying, much of the business remains business as usual, we still have responsibilities to fulfil whether it be landlord health and safety requirements (boiler servicing, emergency repairs etc), housing support (sign ups, financial inclusion, ASB etc), governance/reporting, staff support and welfare, payroll, business continuity...the list goes on.

Guys, these are unprecedented times, but without doubt, we have the right people, in you, to maintain our highly regarded and valuable services during this period of uncertainty for our nation, communities and our people.

Should you have any concerns at all please do raise them, you will find [here](#) a link to mobile phone contact numbers on the Staff portal and we're all available on MS Teams.

Thanks and stay safe all,

Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

From: Rhodri Jones

Sent: 17 March 2020 09:59

To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>

Subject: RE: Coronavirus: New Measures

Dear Colleagues,

You will all be aware that the UK has entered a period of unprecedented peacetime measures due to the global outbreak of COVID-19 Coronavirus.

Yesterday evening the Prime Minister announced a suite of new measures that are targeted at how best to safeguard the most vulnerable in our societies these being the following, and we urge you to take these seriously;

-  If you live alone and have a high temperature or a new and continuous cough, you should self-isolate for seven days
-  If you live in a household with others and have a high temperature or a new and continuous cough, both yourself and all others in your household should stay isolated together for 14 days
-  Everyone, including if you are not displaying symptoms yourself and live in a household where no one is displaying symptoms, should stop all unnecessary contact with others and all unnecessary travel
-  You should work from home where possible and avoid venues such as pubs, clubs, theatres and restaurants
-  Pay particular attention to the advice if you are over 70, pregnant, have underlying health problems or live in London

 Don't call the NHS 111 helpline if you have mild or moderate illness and instead seek advice online. But do call if your illness becomes more severe.

You will all be aware that we have been working on putting the necessary in place to enable all office based colleagues to work from home...**we are not there yet** however we have set ourselves the challenge of getting this in place by Friday (20/03/2020).

For complete clarity – the final piece of the puzzle we are working on is the phone system...we acquired it last week but we need to complete the installation process and test...once fully operational, the system will replicate our desktop phone with seamless connectivity between us all e.g. calls coming in will ring multiple devices (such as that in customer services) and it will give us the ability to transfer calls to one another with ease.

We have taken the decision to ask all pregnant women and those over the age of 70 to work from home with immediate effect....simply because we know who these are.

We therefore ask that you please inform us (under the strictest of confidentiality) if you have any medical illnesses deemed to present an increased risk as noted by [UK Government](#), these being;

-  chronic (long-term) respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis
-  chronic heart disease, such as heart failure
-  chronic kidney disease
-  chronic liver disease, such as hepatitis
-  chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS), a learning disability or cerebral palsy
-  diabetes
-  problems with your spleen – for example, sickle cell disease or if you have had your spleen removed
-  a weakened immune system as the result of conditions such as HIV and AIDS, or medicines such as steroid tablets or chemotherapy
-  being seriously overweight (a BMI of 40 or above)

We will keep you updated on developments as soon as, otherwise please do let us know if you have any concerns.

Thanks,

Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

From: Rhodri Jones

Sent: 12 March 2020 12:36

To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>

Subject: Coronavirus: New Measures

Importance: High

Dear Colleagues,

Due to the recent increased focus on Coronavirus (COVID-19), we would like to take the opportunity to update you on our position.

We have established a three tiered pandemic management plan;

-  **Stop** the spread,
-  **Reduce** the risk of contamination, and
-  **Cover** the essentials.

Having fully instigated the stop phase on Monday 2 March 2020 increasing awareness and issuing provisions (these should continue), we have today, due to the recent escalation of the now official pandemic, taken the decision to initiate the next phase of our management plan and will implement additional measures to reduce the risk of contamination.

Measures

We ask that you minimise the level of unnecessary and close contact with others as follows:

-  Control physical contact - no handshakes, protective clothing, keep a reasonable distance etc
-  Limit unnecessary contact – consider video or voice call or e-mail if practically possible
-  Risk assess – ask people if they present a risk of contamination
-  Balance 'risk with added value' from any non-essential activities

We ask you to hold open dialogue with your managers about your movements and contact with potential virus carriers and ask that you discuss any Annual Leave plans in advance of booking until further notice.

We will be changing one of the CRM system flags to indicate whether residents present associated risks and ask you to establish at each point of contact whether they have been in contact, are self-isolating, have any symptoms or have been diagnosed with COVID-19...and duly note response on the system. We'll let you know once all is in place with this. Could I ask you to please advise me directly if we have any cases of isolation or diagnosed as we are unlikely to be able to provide them with all services, but rest assured will make provisions where necessary.

As from Monday 16 March 2020, we will be closing the office for unarranged appointments to ensure a degree of control (through pre-screening) can be implemented in regards to those entering our building. We will communicate this with residents in due course.

The what if's

We are currently putting the necessary in place to facilitate home working for all office based staff.

If you have come in direct close contact with a carrier or live with an individual on isolation, please contact your line manager by phone, where you will most likely be asked to self-isolate for the UK Government recommended period. You will be expected to work from home during any isolation period.

If your dependants are unable to attend their usual location due to official Government measures e.g. school closure, you will be expected to work from home whilst you arrange the necessary child care to enable your return to work.

Please note, self-isolate means staying at home and not having contact with other people.

It goes without saying but for complete clarity, if you find yourself infected with COIVD-19, it will be treated as normal sick leave and you are entitled to the usual sick pay arrangements.

Contractors

As I'm sure you'll all agree, our responsibilities extend to our Contractors and we ask that you safeguard their interests by communicating what we know regarding any contamination risks with them, and being empathetic to their vulnerabilities and position.

The circumstances we face will inevitably lead to a drive in more remote diagnosis, for example should circumstances be such, Westward plan on diagnosing faults by talking through with residents, it is prudent of us to make residents aware of such potential sooner than later so please do flag up with residents when in contact with them.

What next

Rest assured, we are closely monitoring government communications and should risk levels further increase, we have additional measures identified within our management plan that would be implemented, for example restricted working practices and the like.

The management Team meet at 9AM tomorrow to discuss some of the practicalities in more detail e.g. flags on system, communication strategy etc and we'll update you further to this.

Should you have any queries or concerns with regards to anything in this regard, please do raise with your line manager or please do feel free to come directly to me.

Many thanks,

Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

E012

Name
Address

Date 2020

Dear Name

Furlough Leave

Following your telephone call with **MANAGER** on **Friday, XX April 2020**, we are writing to you regarding the impact of the COVID-19 virus on the business, we need now to seek your agreement to vary the terms of your contract of employment with the Association. This is so that we can implement and take advantage of the Government's Coronavirus Job Retention Scheme (the Scheme) in order to avoid making any redundancies or lay-offs that would otherwise be necessary.

From **DATE** 2020, you will be placed on 'Furlough Leave'. This means that your contract of employment continues, but you are not required to come into work. During the period of Furlough Leave, we will pay you **XX%** of your salary and will make the necessary deductions in the usual way. During Furlough Leave, your continuity of employment will continue.

Whilst we are in an unprecedented situation, we would like to reassure you, that when Furlough Leave ends, we very much hope to be in a position where you can return to work. If however, this is not possible, we will consult with you at relevant times.

During your Furlough Leave, you may not undertake paid work for any other organisation, or on your own account. If you do, you must tell us, and you may be liable to repay any sums we have paid you under the Scheme.

In order to facilitate communications during your Furlough Leave, your line manager, [NAME] will keep in touch with you on a weekly basis via your mobile phone.

We may bring your Furlough Leave to an end at anytime and this may require you to return to work at short notice, however we will try to give you sufficient notice.

It is essential that we have a record of your agreement to the terms on your personal file therefore it would be appreciated if you could sign and return this letter to Rhian Layton as soon as possible. Due to the offices being closed we would accept an email from you.

Yours sincerely,

Hilary Jones
Chief Executive

I confirm my agreement in relation to the Furlough Leave as outlined above.

Signed: _____ (employee)
[PRINT NAME]

Date: _____



BRO MYRDDIN HOUSING ASSOCIATION

ABSENCE MANAGEMENT POLICY AND PROCEDURE

Version	2
Date of Policy	May 2020
Date approved by EMT	May 2020
Next review date	May 2023
Responsible person	Director of Corporate Resources

POLICY

1. INTRODUCTION

The Association is committed to improving the health, wellbeing and attendance of all employees. We value the contribution our employees make to the organisation's success. So, regardless of wellbeing initiatives implemented by the organisation, an employee will occasionally be absent from the workplace through sickness, illness or injury.

The purpose of the policy and procedure is to fairly and consistently manage absences in line with the Associations values whilst taking into consideration operational requirements and employee needs. This is a non-contractual part of the employees' role but all parties are responsible for conducting a transparent process and maintaining confidentiality.

2. AIM AND OBJECTIVES

- Provide a clear procedure to manage sickness absence.
- Ensure that all parties are aware of their role and obligations in managing sickness absence.
- Encourage attendance and support employee who have genuine grounds for absence for whatever reason.
- Support managers in exercising their judgement in the management of sickness absence and encourage a consistent approach to identify support and propose improvement actions, where necessary.
- Provide support to employees during periods of sickness absence.
- Ensure that the wider business is not adversely impacted by sickness absence.

3. RELATING POLICIES

- Sickness absences relating to a disability should be managed in accordance with the Equality Act.
- Absences unrelated to sickness i.e. dependent care, should be dealt with under the Time Off policy.

4. REVIEW

- This Policy will be reviewed every 3 years by the responsible person. When a change in employment legislation directly affects its content, a review will be completed.
- An equality impact assessment will be completed.
- Employee voice is welcomed to supplement continuous improvement.

PROCEDURE

1. REPORTING AN ABSENCE

1. When a staff member is aware that they will be absent from work, they must inform their Line Manager in advance of this event i.e.:
 - As soon as they receive the date of their pre-arranged surgery;
 - As early as possible on the first day of a sickness absence.
2. Office based employees must inform their line manager within 30 minutes of the time when they were expected to start work and for hostels staff, as early as possible before their shift is due to start.
3. Line Managers will be required to contact the employee if they do not inform the Association of their absence within 30 minutes of their start time.
4. The employee should phone their line manager and make every attempt to speak with them directly. Leaving a message or sending an email/text is insufficient. If the line manager is unavailable, they must speak with a more senior manager.
5. Staff must make contact themselves (unless it is not possible for them to do so and must ask someone else) and state;
 - The nature of the illness - they must indicate broadly the cause of absence. (An employee may not always feel able to discuss their medical problems with their line manager. Managers will be sensitive to individual concerns and make alternative arrangements, where appropriate)
 - Advise on a likely return date and if it will exceed 7 days.
 - Inform if there is any information they need to provide regarding their current work.
6. If a staff member falls ill during the working day, they will need to inform their line manager which will authorise them to leave work early. This will continue to be recorded as a sickness absence.
7. Contact must be made every day of absence (or by the discretion of the line manager), until a hard copy of a Statement of Fitness of Work has been received. Here, the line manager will agree appropriate timing of contact.

As a guide contact should be made from the employee to the line manager:

- On a daily basis if absence is anticipated to be less than 1 week;
- On a weekly basis for longer term absence (this can be amended).

2. REQUIREMENTS FOR A STATEMENT OF FITNESS FOR WORK

1. If an employee has **not** been issued with a Statement of Fitness for Work, then they should self-certify themselves for the first **7** days absence, this includes non-working days and weekend.
2. Where an absence exceeds 7 days, it is the employees' responsibility to request a Statement of Fitness for Work from the GP to cover every subsequent day thereafter.

The certificate must be provided in a timely manner in order to minimise any break in cover.

3. The original copy of Statement of Fitness for Work must be provided to your Line Manager or HR Department prior or on the day of issue. Otherwise, you may not be eligible for Company Sick Pay or SSP.
4. If an employee believes that they are capable in returning to work prior to the expiration of their medical certificate, they must retrieve another certificate from their GP confirming that they are fit for work.
5. The Association reserves the right to require the employee to attend a medical examination with a doctor nominated by the Association as and when it deems necessary. This may be a requirement where there is concern about the nature and duration or frequency of the illness and the implications for the business and the employee's capability to perform their job.
6. If an employee's GP advises on the Statement of Fitness for Work that the employee 'may be fit for work' we will discuss with the employee ways of helping them get back to work. This might mean talking about a phased return to work or amended duties. If it is not possible to provide the support an employee needs to return to work – for example, by making the necessary workplace adjustments – or an employee feels unable to return then the Statement will be used in the same way as if the GP advised that the employee was 'not fit for work'.

3. RECORDING AN ABSENCE

1. Once a sickness absence has been reported by an employee to their line manager, the line manager must inform the HR Department for recording.
2. Receipt of Statement of Fitness for Work must be forwarded to the HR department at its earliest convenience.
3. Line Managers should use their initiative and seek advice from HR Department if they are concerned with reason for absence affecting employees' ability to fulfil their role or continued/persistent absence over their rolling year period.
4. Successful sickness absence management is reliant on having and maintaining consistent and accurate records. This allows patterns of sickness and trigger points to be identified to ensure that the correct steps are taken to mitigate the concern.

4. MEDICAL APPOINTMENTS

1. It is expected that all employees attempt to arrange medical appointments outside of their normal working hours. In circumstances where this is not possible, paid leave will need to be authorised by the line manager through Cascade GO prior to the appointment. It is advised that appointments be arranged as close as possible to the start or end of the working day.
2. Where available, appointment letters should be provided to confirm their appointment

3. If an employee is unable to return to work as a consequence of the appointment, this will be recorded as a sickness absence.

5. SICKNESS AND ANNUAL LEAVE

1. When an employee is sick during their annual leave, staff must continue to follow the sickness absence reporting procedure by informing their line manager and providing a Statement of Fitness for Work, if required.
2. If an employee adheres to the requirements of the sickness policy when on annual leave, they may have their period of leave reinstated.
3. For an employee on long-term sickness absence wishing to use their annual leave to support their recovery, they must agree this with their Line Manager in advance. Any annual leave taken must not be a detriment to the staff's wellbeing and the reason for their absence. Failure to report annual leave during a period of sickness absence may result in disciplinary action being invoked.
4. Employee annual leave entitlement will continue to be accrued whilst on sickness absence. When the absence falls between two holiday years, only statutory holiday entitlement will be carried over and must be taken within 6 months of their return to work.

6. RETURNING TO WORK

1. When reporting a sickness absence, the line managers would have been made aware of an anticipated return date to ensure that any necessary arrangement can be made before the employee returns to work. Although, when the employee is aware of their absence end date, they would be expected to inform their line manager asap.
2. If an employee believes that they are capable on returning to work but their medical certificate states differently, they must ask their GP to provide a new medical certificate. If the Association are cautious that the employee is not prepared to return, they are able to seek occupational health advice. The employee will be required to remain at home on sick leave until further medical advice has been received.
3. When a discussion is held between the organisation and employee in facilitating their return with reasonable adjustments to their role / work place, it might be applicable for occupational health or H&S advice to be sought. The employee will be required to remain at home on sick leave until further advice and adjustments have been completed.

Phased return to Work

1. Following a long-term period of absence, to allow for an element of rehabilitation, a phased return may be considered.
2. A phased return is discussed and agreed between the line manager and employee, however, advice can be sought from the HR department. It is expected that this will

occur over 2 weeks with full pay, but can be extended through using annual leave and/or unpaid leave. This must be agreed with the line manager prior to return date.

Return to Work Meeting

1. The return to work (RTW) meeting will be held by the Line Manager, on the employees **1st working day** in the workplace. This can be overridden should the line manager not be available but every effort will be made to complete the RTW at their earliest convenience.
2. The meeting will be held to discuss the absence, concerns raised by both parties and next steps i.e.
 - Review the cause of absence
 - Allow employee to raise concerns resulting from their absence.
 - Review staff members' absence record over the previous 12-month period.
 - Further support the Association are able to provide i.e. reasonable adjustments, refer to occupational health.
 - Ensure that the employee is fit to return to work.
3. Line manager to confirm and advise if the employee has triggered a need for a formal absence review.
4. The Return to Work form is signed by both employee and line manager and passed to the HR department for processing.

Depending on the outcome of any interview with the employee and/or information from medical sources then the following action may be taken in the case of frequent or persistent sickness absence:

- Employee may be issued with an informal verbal warning that attendance levels must improve;
- Begin formal proceedings.

7. TRIGGER POINTS

The following trigger points have been agreed by the Personnel & Remuneration Committee to consider the need for a formal absence review. This review will look at any further action required to improve the employee's attendance and wellbeing.

Absences	Definition
Short term persistent	• 2 absences in any rolling 1-month period • 4 absences in any 12-month rolling period
Long Term	• Absences in excess of 10 working days
Emerging trends	• On the balance of probabilities and as reasonably believed and demonstrated by management and agreed by a member of the Executive team (or Board of Management for members of the Executive team).

The formal proceedings will begin when an employee has hit one of the above trigger points. Although, line managers are able to use their intuitiveness to instigate the formal process if the employee has not yet reached one of the trigger points but decides that it would be appropriate. This is decided by the line manager and HR department on a case by case basis.

1st Formal Absence Management Meeting

If the formal process has been instigated, the above meeting will be held by the Line Manager, with written notes of the meeting provided to HR within **2 working days**.

Employees have the right to be accompanied at all stages of the formal procedure by either a trade union rep or a work colleague in all formal meetings.

Following the completion of a Return To Work meeting, the employee will be verbally informed that a 1st formal absence management meeting will be held.

The staff member will be given a minimum of 3 working days' notice of the meeting in writing.

At the meeting, the line manager will raise and discuss the following;

- Review the employees' absence over the past 12 months, confirming dates and their reasoning.
- Allow staff member to raise and discuss concerns or problems resulting to their absences. This includes circumstances in and outside of work which are a contributing factor to the absence.
- Discuss support provided to the employee from the organisation to manage their absence or determine whether a referral to occupational health or reasonable adjustment is required.
- Clearly state that failure to improve their absence levels will progress the formal process and their requirement to attend a Second Formal Absence Review Meeting.
- Line Manager to provide a timeline for actions raised, their expectations and review of absences.
- Consider if a written Formal Caution for unsatisfactory absences is required to be kept on the employees' file for 1 year.

2nd Formal Absence Management Meeting

If the employee has failed to meet the expectations stated in the 1st meeting, the formal process will progress to a 2nd Formal Absence Management meeting with the line manager.

If the formal process has been instigated, the above meeting will be held by the Line Manager, with written notes of the meeting provided to HR within **2 working days**.

Employees have the right to be accompanied at all stages of the formal procedure by either a trade union rep or a work colleague in all formal meetings.

The staff member will be given a minimum of 3 working days' notice of the meeting in writing.

At the 2nd meeting, the line manager will raise and discuss the following;

- Review the employees' absence over the past 12 months, confirming dates and their reasoning.
- Allow staff member to raise and discuss concerns or problems resulting to their absences. This includes circumstances in and outside of work which are a contributing factor to the absence.
- Review support provided.
- Advise that an Occupational Health is required, if not instigated and completed following the 1st meeting.
- Review progress against expectations and actions noted at the 1st meeting.
- Clearly state that failure to improve their absence levels will progress the formal process and their requirement to attend a Final Formal Absence Review Meeting. Here, notes of both meetings, support provided and advice from external agencies will be considered.
- Consider if a written Final Caution for unsatisfactory absences, by informing the employee that their job may be at risk if their attendance doesn't improve, is required to be kept on the employees' file for 1 year.

Final Formal Absence Management Meeting

Following both meetings and a written final caution, if the employee has failed to meet the expectations, it will progress to a Final Formal Absence Management meeting with the line manager and HR.

If the formal process has been instigated, the above meeting will be held by the Line Manager, with written notes of the meeting provided to HR within **2 working days**.

Employees have the right to be accompanied at all stages of the formal procedure by either a trade union rep or a work colleague in all formal meetings.

The staff member will be given a minimum of 3 working days' notice of the meeting in writing.

By now, a referral must have been made to occupational health, as their findings will support the discussions at the above meeting. If the employee refuses to attend an appointment, the meeting will proceed on the basis for the medical information available at that time.

At the final meeting, the line manager will raise and discuss the following;

- Review the employees' absence over the past 12 months, confirming dates and their reasoning.
- Allow staff member to raise and discuss concerns or problems resulting to their absences. This includes circumstances in and outside of work which are a contributing factor to the absence.
- Review support provided and discuss outcome of occupational health information.

- Determine if any further support or adjustments are required.

At the meeting, the line manager and HR will decide from the following options;

1. Dismiss employee on grounds of medical capability.

The employee will be informed of the decision and their right to appeal, in writing to the HR department within 7 calendar days.

2. Extend Final Caution.

The decision to extend will only be implemented if the employee can demonstrate they will be able to improve their absence levels within an agreed timescale.

The Final Formal Absence Management Meeting process (as above) will be repeated at the end of the agreed extension date.

8. LONG TERM SICKNESS ABSENCE

1. Long term sickness absence is a period of absence which exceeds 10 working days.
2. In all cases of long term sickness absence, the association will work with a staff member to try and enable them to return to work. To fulfil this, the line manager will maintain agreed contact with the staff member and obtain advice from an occupational health provider.
3. To avoid feelings of isolation, it is important that the employee has regular contact, through wellbeing meetings, telephone calls and absence review meetings to allow the association to keep them updated with developments within the workplace and clear indications of the duration of their sickness absence. However, line managers should avoid having detailed work-related conversations, unless necessary as part of a formal process. In exceptional circumstances, where it isn't possible to discuss matters with your line manager, advice will be sought from HR on appropriate action to keep regular contact with the Association.
4. The staff member must keep their Line manager updated on their ongoing absence and likely return to work date.
5. When the absence becomes long term, the line manager and HR should instigate that a referral be made to Occupational Health, if not already completed.

Long term Sickness Absence - Wellbeing meetings

A wellbeing meeting should be held with the staff member in a mutually convenient location, when the organisation is aware that the absence will exceed 10 working days.

The line manager will inform the employee verbally that a wellbeing meeting will be held with and advise that they will receive confirmation of date, time and location in writing with a minimum of 3 working days' notice. The meeting will consist of the line manager, HR and employee.

Employees have the right to be accompanied at all stages of the formal procedure by either a trade union rep or a work colleague in all formal meetings.

The meeting will be recorded by HR and signed by both line manager and employee to confirm that it is an accurate record of the meeting.

The purpose of the meeting will be to:

- Discuss current absence and employee wellbeing
- Allow staff member to raise and discuss concerns or problems resulting to their absences. This includes circumstances in and outside of work which are a contributing factor to the absence.
- Discuss anticipated length of absence and when employee may be fit to return.
- Likely impact on future attendance.
- Discover if there is anything the organisation / line manager can do to support the employee returning to work.
- Discuss if a referral to occupational health is necessary.
- Consider all support options available and agree a timescale for review of the case and implantation of any actions.
- Refer employee to the absence management procedure and future contact with the association.

Schedule of Wellbeing Meetings

If the absence extends above 10 working days, the individual will be met within the following timescales;

- A formal long-term absence meeting prior to 4 weeks of the employees' on-going absence.
- A formal long-term absence meeting prior to 8 weeks of the employees' on-going absence.
- A formal long-term absence meeting prior to 12 weeks of the employees' on-going absence.

The above timescales can be shortened if medical advice has suggested that it would be beneficial to meet with the individual sooner.

9. ABSENCE RELATED TO WORK STRESS OR MENTAL HEALTH

If a Statement of Fitness of Work relates to work stress or a mental health condition, a meeting can be arranged with the employee as soon as possible. If this isn't possible, the line manager and HR should continue to follow the above process when dealing with long-term sickness absence.

Consideration should be given to receiving an occupational health report and need for a stress risk assessment. Line manager and employee can both make suggestions to include in the risk assessment as to what adjustments may support a return and their ability to remain in work. Guidance should be sought form HR as to whether these adjustments are reasonable.

10. OCCUPATIONAL HEALTH / MEDICAL ADVICE EXPERT

An Occupational Health Adviser or other medical expert will be used, where appropriate:

- Persistent short term absence
- Long term periods of absence
- To help identify the nature of an employee's illness
- Ascertain when the employee is likely to be able to return to work and to identify any measures that can be taken to help the employee return as soon as possible.

Once an employee has agreed to an appointment, HR will complete a referral. The employee will be requested to consent to the release of their medical details and medical reports to the OH provider, HR and Line Manager.

Following a referral, it may be expected for the employee to attend an appointment with a medical questionnaire. The employee should make every effort to attend this appointment, and reasonable expenses will be paid (*please refer to Employee Expenses and Subsistence Policy and Procedure*).

Unreasonable or continuous refusal by a staff member to attend an occupational health referral with result in any decisions regarding the management of their absence and employment, being made on the basis of the information available at that time and in the absence of advice that would have been available had the staff member attended the OH appointment as requested.

All medical reports will be provided to HR, which will discuss its content with the relevant Line Manager. Line Managers will meet as soon as possible with the employee to discuss the content and any outcomes or actions resulting from the report.

11. ASSOCIATION SICK PAY SCHEME

As noted within Contracts of Employment, if the association are satisfied with the reasons given for sickness absences, employees will be entitled to statutory sick pay (SSP).

The Association can choose to provide enhancements to such statutory levels dependent on length of service, which are noted beneath;

Length of service	Full pay period	Half pay period
0 – 6 months	SSP (where applicable)	SSP (where applicable)
6 – 12 months	4 weeks	8 weeks
12 – 24 months	8 weeks	8 weeks
24 – 36 months	16 weeks	16 weeks
36 – 60 months	20 weeks	20 weeks
60 months +	26 weeks	26 weeks

Note that any payments will be deemed to include SSP or any other applicable benefit. Any adjustments to employees' salary may be made in months subsequent to the absence to which they refer.

12. THIRD PARTY CLAIMS

Where an employee is absent from work because of an injury caused by a third party any Association sick pay paid to the employee may be paid by way of a loan which must be repaid from the damages they recover from the third party where such damages are paid by order of any Court or compromise or settlement of the action.

13. UNAUTHORISED LEAVE

Where an employee has not followed the procedure for notification of sickness absence or facts or matters are drawn to the attention of the Association which could lead it to conclude that the employee is not in fact sick, the Association reserves the right to invoke its disciplinary procedures. Prior to invoking such procedures, the Association shall have the right to require that the employee is examined (mentally and/or physically) in accordance with its absence procedures.

BRO MYRDDIN HOUSING ASSOCIATION RETURN TO WORK FORM

This form is to record sickness absence information and is to be completed by you on the first day of return to work and countersigned by your line manager. It must be completed for all periods of sickness absence of half a day or more. If you leave work early on a particular day as a result of sickness, you should record the time you left in the section headed "date on which you first became unfit for work".

If you are absent due to illness for more than 7 consecutive calendar days, you must also provide a doctor's certificate.

NAME	
DEPARTMENT	

DATE OF FIRST DAY OF ABSENCE	
DATE OF LAST DAY OF ABSENCE	
DATE OF RETURN TO WORK	
TOTAL NUMBER OF DAYS/HOURS ABSENT	
NATURE OF ILLNESS	
MEDICAL CERTIFICATES PROVIDED (statement of fitness for work)	YES / NO

LINE MANAGER		
DATE OF MEETING		
NOTES OF RETURN TO WORK DISCUSSION		
OCCUPATIONAL HEALTH		
Is O/H Support needed?	YES / NO	
ABSENCE HISTORY		
Including this occasion, how many periods of absence has this employee had in the last rolling 1 month period? 12 month period?		

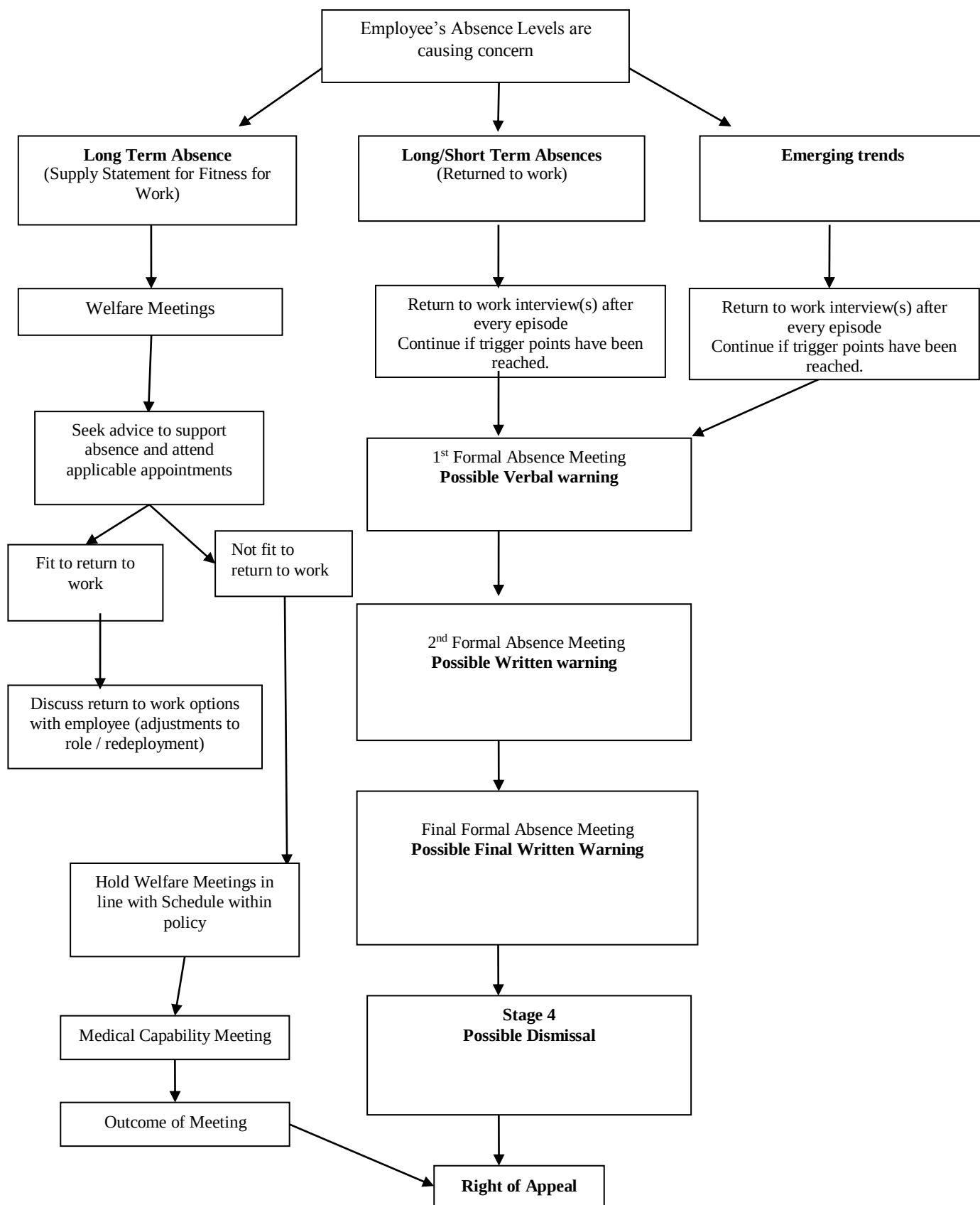
Formal Meeting

Has the employee been informed that they are required to attend a formal meeting?

If yes – please explain at what stage;

I declare that the information I have given on this form is true and I confirm that I am now fit to resume work. I understand that it is a serious disciplinary offence to provide false information on this form.

Signed by staff member		Date	
Signed by line manager		Date	



Care Listen Deliver

2020
Corporate Plan



01 Chief Executive and Chair of the Board's Introduction

02 A word from the Chair of our Residents Forum

03 Care

- Affordable quality living
- Secure places
- Socially responsible

04 Listen

- Needs based
- United in our vision
- Culture

05 Deliver

- Building for the now and the future
- Organisational development
- Financial capacity



Hilary Jones and Lesley Penn

Chief Executive and Chair of the Board

It gives us both a pleasure to introduce to you our 2020 Corporate Plan that builds upon our successes to date.

Our 2020 Plan, as with previous years, has been developed in consultation with all of our **People**; our **Residents** and our **Staff**.

This year, focuses on what our **People tell us** about the Association and our services; that We **Care, Listen** and **Deliver**. Thrilled with this, our Plan sets out how we will build upon these to deliver even more for our People and Communities.

Our vision is to be there for our people, and we aspire to be an exceptional Housing Association doing everything within our resources to deliver excellence for our People and Communities.

By providing good quality and sustainable homes we hope to enrich people's lives with- in an organisation that people are proud to be associated with.



Sarah Thornton

Chair of the Resident Forum

I'm delighted to have the opportunity to address you on behalf of Bro Myrddin's Residents.

This in itself is evidence of the in-roads the Association has made in the area of Resident involvement and it's great to know that even more is to come.

The Forum knows of the high levels of Resident involvement throughout the Association and are pleased to see Listen as a key theme that has come through. We are further encouraged by the continued commitment and understand the ambition is to turn Listen to Listened.

From the various feedback and survey's, we understand overall, Residents are very happy with the services provided, however the challenges, as with all Association's remain, and we look forward at continuing to play an instrumental role representing Residents in shaping the future direction of the Association.



We Care

Affordable quality living:

We will aim to provide affordable homes that are well maintained and efficient to run

We will work diligently to strike the right balance between value and cost

Secure places:

We will provide long-term safe and secure places to live and work

We will maintain a strong operating environment that safeguards business activity

Socially responsible:

We will provide social and affordable homes within communities based on need

We will support those facing crisis to maximise income and eliminate homelessness



We Listen

Needs based:

We will involve Residents in shaping and monitoring the services we deliver

We will know our People and link them with support partners where needed

United in our vision:

We will involve Staff in evolving the Association and its services

We will ensure communication is a two-way channel

Culture:

We will support national and local housing policies

We will make well considered and supported business decisions



We Deliver

Building homes and services for the now and the future:

We will build and maintain quality affordable homes and sustainable tenancies

We will enrich people's lives by offering more than just a home

Organisational development:

We will invest in our People, supporting them to grow personally and professionally

We will operate viable business practices to provide long-term safe and secure work

Financial capacity:

We will maintain a strong operating environment that allows business growth

We will balance value, affordability and capacity to deliver the right service



We will deliver this through the Association's 5 Delivery Streams

- ✓ Improve Legacy Homes
- ✓ Maintain Homes, Communities and Tenancies
- ✓ Deliver more social and affordable homes
- ✓ Focus on our People and Communities
- ✓ Ensure a well-run business



Improve Legacy Homes

We will reduce WHQS Acceptable fails by investing an additional £0.3m a year

We will increase property Energy ratings year on year from the 69.5 current average

We will continue to upgrade old storage heating systems by 2025

We will move our responsive to planned works ratio beyond 40/60 by 2024

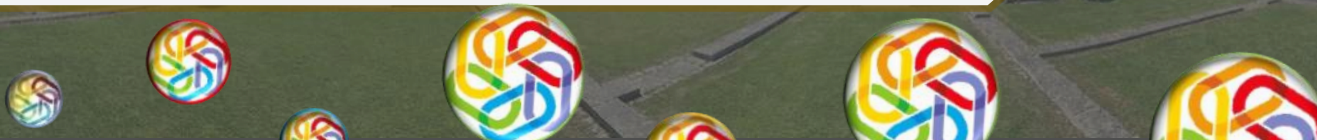
Maintain Homes, Communities and Tenancies

We will maintain a 100% compliance within our Landlord Health & Safety duties

We will maintain our achievement in meeting repair times targets

We will optimise rent loss versus efficiencies gained in fully repairing empty properties

We will support Residents to sustain their tenancies and minimise arrears



Deliver more social and affordable homes

We will deliver more affordable homes, over 1,000 social housing homes by 2023

We will maintain affordable rents and develop a minimum wage rent model by 2022

We will land bank where opportunities present to maintain our development program

We will collaborate where doing so will add value to our vision and purpose

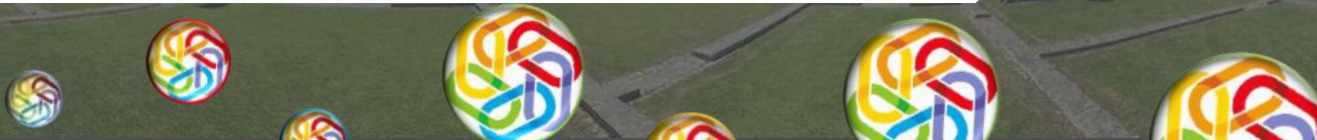
Focus on our People and Communities

We will maximise our communication channels to encourage more involvement

We will directly invest in our People and Communities through our Community Fund

We will establish a Welfare Fund that enriches the lives of our most in need People

We will maintain our current high investment in our Staff's development



Ensure a well-run business

We will manage risks prudently in accordance with our cautious risk appetite

We will challenge assurances on the effectiveness of our business practices

We will automate the link between strategy, performance, risk and assurance reports

We will deliver Value for our People



Five Year Financial Plan

	2021	2022	2023	2024	2025
	£'000	£'000	£'000	£'000	£'000
Rent and Service Charge income	4,963	5,279	5,533	5,798	6,073
Other income	358	358	364	370	375
Turnover	5,321	5,638	5,897	6,167	6,448
Management costs	(1,523)	(1,555)	(1,588)	(1,621)	(1,655)
Maintenance costs	(981)	(1,001)	(1,021)	(1,041)	(1,062)
Service costs	(204)	(214)	(225)	(236)	(248)
Other costs	(482)	(492)	(502)	(512)	(522)
Housing Property Depreciation	(825)	(842)	(858)	(875)	(893)
Operating Surplus	1,306	1,534	1,703	1,881	2,068
Net interest payable	(816)	(910)	(1,018)	(1,130)	(1,186)
Retained surplus	490	624	685	751	883

Tangible fixed assets

Housing land and buildings – historical cost	72,192	76,756	81,332	85,921	90,523
– depreciation	(10,568)	(11,409)	(12,268)	(13,143)	(14,036)
	61,624	65,346	69,064	72,778	76,487
Other tangible fixed assets & Investments	1,137	1,099	1,061	1,023	985
Total fixed assets	62,761	66,446	70,126	73,801	77,472
Current assets	4,063	2,900	2,791	2,744	2,820
Current liabilities	(909)	(909)	(909)	(909)	(909)
Long-term Creditors	(32,959)	(34,599)	(36,232)	(37,858)	(39,475)
Pension Liability	(1,182)	(1,037)	(889)	(738)	(585)
Outstanding loan balance	(22,737)	(23,138)	(24,540)	(25,941)	(27,343)
Net assets	9,038	9,662	10,348	11,099	11,982
Total capital and reserves	9,038	9,662	10,348	11,099	11,982





Bro My

Published

- 14 May

A resident had been awarded a Disability Living Allowance (DLA) for a number of years. He informed that his Independent Payment for Sickness Allowance (IPSA) was complete a new award. Following an assessment, he was awarded and his appeal the decision was upheld.

With the help and support of the Housing Officer the appeal was successful in the form of a new award imposed in respect of his condition.

The resident has been successful in his claim was successful and awarded the PIP. He received a back payment and entitlement has been restored.

He is extremely grateful to Bro Myrddin Housing Association.
#WithYou

Job Title: Mental Health Support Worker (Relief)

Job Type: Casual / Relief

Locations Carmarthen

Applications Closing Date: Ongoing

Salary: £9.52 hour

During these crucial times, it's the perfect opportunity for us to help others by giving you the opportunity to get back into work and support the most vulnerable people.

We are looking for **Relief Workers** to help us provide support to adults with mental health illness and associate health needs across two Care Homes in Carmarthen.

Some of the roles would include:

- Providing our residents with happy and fulfilled lives.
- Support for day-to-day living, social activities, cooking, cleaning etc.
- Providing personal care
- Promote independence and empowerment.

Our services operate 24/7 so you will work in allocated shifts which can include sleep ins.

Being a relief worker suggests that you are not required to accept the shifts offered to you, which gives you the opportunity to have flexibility within your own life. To overcome this, we will try our best to offer your shifts with as much notice as possible but you can be contacted whenever shift cover is required.

The Association can offer you the following;

- A thorough induction process for you to feel comfortable in your role;
- Training and Development opportunities;
- Relief holiday payment;
- Sleep-in Payment;
- A paid DBS certificate.

Don't miss out on this opportunity, by clicking **HERE** to download an application pack with further details.

A member of staff will review your submitted application and contact you to discuss the opportunity to work with us.

Teitl Swydd: Gweithiwr Cynorthwyol Iechyd Meddwl (Gweithwyr Rhyddhad)

Math o swydd: Achlysurol / Rhyddhad

Lleoliad: Caerfyrddin:

Dyddiad cau am geisiadau: Yn barhaol

Cyflog: £9.52 yr awr

Yn ystod yr amseroedd tyngedfennol hyn, mae'n gyfle perffaith i ni helpu eraill trwy roi'r cyfle i chi fynd yn ôl i'r gwaith a chefnogi'r bobl fwyaf bregus yn ein cymuned.

Rydym yn chwilio am Weithwyr Rhyddhad i'n helpu i ddarparu cefnogaeth i oedolion â salwch iechyd meddwl ac anghenion iechyd cysylltiol ar draws dau Gartref Gofal yng Nghaerfyrddin.

Byddai rhai o'r rolau'n cynnwys:

- Rhoi bywydau hapus a chyflawn i'n preswylwyr.
- Cefnogaeth ar gyfer byw o ddydd i ddydd, gweithgareddau cymdeithasol, coginio, glanhau ac ati.
- Darparu gofal personol
- Hyrwyddo annibyniaeth a grymuso.

Mae ein gwasanaethau'n gweithredu 24/7 felly byddwch chi'n gweithio wrth ddyrannu sifftiau a all gynnwys cysgu i mewn.

Mae bod yn weithiwr rhyddhad yn awgrymu nad yw'n ofynnol i chi dderbyn y sifftiau a gynigir i chi, sy'n rhoi cyfle i chi gael hyblygrwydd yn eich bywyd eich hun. Er mwyn goresgyn hyn, byddwn yn ceisio ein gorau i gynnig cymaint o rybudd â phosibl i'ch sifftiau ond gellir cysylltu â chi pryd bynnag y bydd angen gorchudd sifft.

Gall y Gymdeithas gynnig y canlynol i chi;

- Proses sefydlu drylwyr i chi deimlo'n gyffyrddus yn eich rôl;
- Cyfleoedd Hyfforddi a Datblygu;
- Taliad gwyliau rhyddhad;
- Taliad Cysgu i Mewn;
- Tystysgrif DBS taledig.

Peidiwch â cholli'r cyfle hwn, trwy glicio **YMA** i lawrlwytho pecyn cais gyda manylion pellach.

Bydd aelod o staff yn adolygu'ch cais a gyflwynwyd ac yn cysylltu â chi i drafod y cyfle i weithio gyda ni.

Name	Date began	No. of days	Reason	Notes	Period
1	19.03.20	WHF (19.03.20)	Self-isolating	Carer for partner	12 weeks
2	27.03.20	Furloughed	Self-isolating	Vulnerable list	12 weeks
3	03.04.20	15	Self-isolating	partner demonstrated symptoms	2 weeks
4	04.04.20	13	Self-isolating	partner demonstrated symptoms	2 weeks
5	20.04.20	5	Self-isolating	partner demonstrated symptoms	2 weeks

Lowri Davies

From: Rhodri Jones
Sent: 26 March 2020 16:34
To: All Office Staff & Elderly Serv
Subject: Working from Home
Attachments: Working from Home Risk-Assessment.docx

Follow Up Flag: Follow up
Flag Status: Completed

Dear Colleagues,

Firstly, hope you and loved ones continue in good health and are doing well during such strange and challenging times.

We're a week in to it now and as things start getting more normal (if there's such a thing during the current climate), there's a couple of things we need to confirm and/or ask you to be aware of or mindful of.

Data Protection:

Microsoft Teams

-  Please don't make copies of any chats, video or audio meetings, including recordings and screen shots.
-  Please don't use the chat channel for work purposes, it should be used for informal catch up communication with colleagues.
-  Please don't share personal information over Teams

Remote working

There are two types of devices being used, those owned by the company and your own.

If you use any device that accesses our systems and data, please take all reasonable steps to:

-  Prevent theft and loss of device and/or company data
-  Immediately report any security breach, including unauthorised access, to the Director of Corporate Resources.
-  Protect the device, make sure you always log-off or lock your device when you leave it unattended.
-  Do not hold data outside of RDS (traffic light system)
-  Do not save company related usernames and passwords in web browsers or any place accessibly to others.
-  Do not transfer any company data to memory sticks.
-  Do not print to non-office printers

If you are in any doubt, please do feel encouraged to ask.

Working from Home

Generally

I've been trying to find some useful handouts or list of tips that may help you during this period but in all honesty, they're all generic and largely unrealistic.

So put it simply...get a routine going, keep yourself hydrated, take regular screen breaks, keep communicating and understand we're in it and will beat it together.

Here's probably the best found...<https://www.bbc.co.uk/news/business-51868894>

Risk Assessments

See attached a "Working from home risk assessment" form – could you please complete and forward to your line-manager as soon as possible?

Please note: There is no need to physically sign the form as the e-mail trail will suffice. Managers, once approved, please forward on to Lowri.

As always, if you have any concerns or queries, please say.

Stay safe all,

Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

From: Rhodri Jones

Sent: 24 March 2020 10:56

To: All Office Staff & Elderly Serv

Subject: Plas Myrddin

Good morning all, hope you and loved ones are all well.

Further to the Prime Minister's announcement yesterday evening, we have taken the decision to close the office fully for the 3 week lockdown period which commenced last night.

We also want to take this opportunity to recognise that working from home is challenging, whether it be young children needing occupying, bigger children continuously need feeding, animals wanting attention, internet dropping and so on. We accept productivity will not be at its highest, we all just need to do what we can during these challenging times.

Remember you have annual leave, and a day or half a day here or there could prove hugely beneficial so please do feel able to take it if just for some down time or a walk in the fresh air.

Thanks all for your continued commitment...in the words of the PM, "We will beat this and we'll beat it together".



Thanks

Rhod

Registered *i-act for positive mental health and WELLbeing* **managers**

From: Rhodri Jones

Sent: 23 March 2020 14:45

To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>

Subject: RE: Plas Myrddin Rota & Register

Good afternoon all,

I hope you are all keeping well and adhering to the social distancing measures in place, it is a crucial part in managing this outbreak.

With that in mind, we thought we would update you on the arrangements surrounding the cover at the office.

Most importantly and for the avoidance of doubt, the usual rules apply, if you are showing the symptoms of C-19, you should self-isolate for the recommended period and not attend the office under any circumstances.

The reason for the cover is to ensure business critical tasks are completed, namely mail, petty cash, exchanging keys with contractors etc

- 🧩 The office need only be occupied between 10:30 and 13:30 each Tuesday and Thursday
- 🧩 A list of essential tasks has been prepared, once completed the office may be vacated if earlier
- 🧩 Whilst at the office, please;
 - 🧩 keep a **minimum of 2 meters** away from anyone
 - 🧩 wash your hands regularly and use alcohol gel available
 - 🧩 use disinfectant wipes to wipe all surfaces anyone has come in contact with as soon as possible
 - 🧩 use disinfectant wipes to wipe all used surfaces at the end of the day
 - 🧩 remember to catch it, kill it, bin it

We will in due course be issuing some guidance in relation to maintaining your wellbeing whilst working at home, whilst we pull that together, please ensure your working environment is comfortable and in line with usual desk working guidance such as good posture, lighting etc and that you are taking regular breaks away from screens as well as moving about.

If you have any concerns please do say and keep safe everyone,
Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

From: Rhodri Jones
Sent: 19 March 2020 12:36
To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>
Subject: Plas Myrddin Rota & Register

Afternoon All,

I hope the first day of working from home for the most of us is going relatively smooth. I would encourage you all to use MS Teams – the video calls are excellent and the feature works well through both the desktop and mobiles.

As referenced within my e-mail yesterday, we have now finalised the Plas Myrddin Office Staffing rota and have placed within the “All Staff Shared” folder. [LINK](#)

The rota also acts as a register as it allows you to add in your name under any day to say that you will be working from the office that day...we would ideally prefer that you do this on Tuesday's and Thursdays but if necessary then you can work the other

weekdays if there are two or more working. In any instance, can you ensure you've checked through with your manager first before you add in your name to the register.

It goes without saying, we do need to limit the numbers so only a maximum of 9 people on any one day to work from the office.

Any query or concern, please do say.

Thanks

Rhod

Registered *i-act for positive mental health and WELLbeing* **managers**

From: Rhodri Jones

Sent: 18 March 2020 15:20

To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>

Subject: RE: Coronavirus: New Measures: Office Closure

Dear Colleague,

Protecting the health and safety of our People is our priority and throughout these unprecedented circumstance we have followed the UK Governments advice as close as possible.

On this basis, we have today taken the decision to largely close our office until further notice. You are asked to work from home until further notice, in line with your usual working hours.

There will be a rota of skeleton staff at the office on Tuesday's and Thursday's to manage aspects such as mail, both incoming and outgoing mail, keys to/from contractors, petty cash and so on. Those present will be a member of customer services, a department manager and a member of EMT. Should you need to attend the office, you are able to but we want to keep numbers at any one time to a minimum to comply with the Governments request for social distancing measures, as such please liaise with your manager should you intend on heading to the office just so that we know more than anything.

There will be times where tasks or urgent matters require changes to this arrangement for example, when rent statements need printing and sending or contracts signed and so on, so we ask you to be mindful of that and the need to return to the office.

We will pay you a Working at Home Allowance of £18 a month (pro rata) during this period to cover any additional costs you may occur whilst working at home.

Systems and Communication:

You all have access to the necessary systems and you all have the ability to make and receive both video and voice calls. We are still working on the ability to transfer incoming calls so for now, you will receive a message from customer services to return calls as necessary re any incoming call they receive through the generic phone number.

You have two key communication systems;

-  Zoiper - this replaces your desktop phone (see link to extension numbers [here](#))
-  MS Teams – this is primarily for video calling which we encourage you all to do as **much as possible** to maintain 'face to face' contact.

You have all been shown Zoiper but MS Teams hasn't had so much coverage, see [link](#) to short video on how it works etc.

Outbound mail:

We have set up a folder within the "All staff shared" folder named "1. Outbound Mail" – please drop in any mail you need sending out within the current day dated folder. These will then be sent out on the Tuesday or Thursday. That day's folder will then be moved to the archive folder to indicate as sent. Incoming mail will be distributed by the usual means.

Residents and contractors:

We will notify Residents in due course, see attached draft communication for your information and to note content f...Contractors will receive similar where applicable.

Business as usual (ish):

It goes without saying, much of the business remains business as usual, we still have responsibilities to fulfil whether it be landlord health and safety requirements (boiler servicing, emergency repairs etc), housing support (sign ups, financial inclusion, ASB etc), governance/reporting, staff support and welfare, payroll, business continuity...the list goes on.

Guys, these are unprecedented times, but without doubt, we have the right people, in you, to maintain our highly regarded and valuable services during this period of uncertainty for our nation, communities and our people.

Should you have any concerns at all please do raise them, you will find [here](#) a link to mobile phone contact numbers on the Staff portal and we're all available on MS Teams.

Thanks and stay safe all,

Registered *i-act* for positive mental health and *WELLbeing* managers

From: Rhodri Jones

Sent: 17 March 2020 09:59

To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>

Subject: RE: Coronavirus: New Measures

Dear Colleagues,

You will all be aware that the UK has entered a period of unprecedented peacetime measures due to the global outbreak of COVID-19 Coronavirus.

Yesterday evening the Prime Minister announced a suite of new measures that are targeted at how best to safeguard the most vulnerable in our societies these being the following, and we urge you to take these seriously;

-  If you live alone and have a high temperature or a new and continuous cough, you should self-isolate for seven days
-  If you live in a household with others and have a high temperature or a new and continuous cough, both yourself and all others in your household should stay isolated together for 14 days
-  Everyone, including if you are not displaying symptoms yourself and live in a household where no one is displaying symptoms, should stop all unnecessary contact with others and all unnecessary travel
-  You should work from home where possible and avoid venues such as pubs, clubs, theatres and restaurants
-  Pay particular attention to the advice if you are over 70, pregnant, have underlying health problems or live in London
-  Don't call the NHS 111 helpline if you have mild or moderate illness and instead seek advice online. But do call if your illness becomes more severe.

You will all be aware that we have been working on putting the necessary in place to enable all office based colleagues to work from home...**we are not there yet** however we have set ourselves the challenge of getting this in place by Friday (20/03/2020).

For complete clarity – the final piece of the puzzle we are working on is the phone system...we acquired it last week but we need to complete the installation process and test...once fully operational, the system will replicate our desktop phone with seamless connectivity between us all e.g. calls coming in will ring multiple devices (such as that in customer services) and it will give us the ability to transfer calls to one another with ease.

We have taken the decision to ask all pregnant women and those over the age of 70 to work from home with immediate effect....simply because we know who these are.

We therefore ask that you please inform us (under the strictest of confidentiality) if you have any medical illnesses deemed to present an increased risk as noted by [UK Government](#), these being;

-  chronic (long-term) respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis
-  chronic heart disease, such as heart failure
-  chronic kidney disease
-  chronic liver disease, such as hepatitis
-  chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS), a learning disability or cerebral palsy
-  diabetes
-  problems with your spleen – for example, sickle cell disease or if you have had your spleen removed
-  a weakened immune system as the result of conditions such as HIV and AIDS, or medicines such as steroid tablets or chemotherapy
-  being seriously overweight (a BMI of 40 or above)

We will keep you updated on developments as soon as, otherwise please do let us know if you have any concerns.

Thanks,

Rhod

Registered *i-act for positive mental health and WELLbeing* **managers**

From: Rhodri Jones

Sent: 12 March 2020 12:36

To: All Office Staff & Elderly Serv <allofficestaffandelderlyserv@bromyrdin.co.uk>

Subject: Coronavirus: New Measures

Importance: High

Dear Colleagues,

Due to the recent increased focus on Coronavirus (COVID-19), we would like to take the opportunity to update you on our position.

We have established a three tiered pandemic management plan;

-  **Stop** the spread,
-  **Reduce** the risk of contamination, and
-  **Cover** the essentials.

Having fully instigated the stop phase on Monday 2 March 2020 increasing awareness and issuing provisions (these should continue), we have today, due to the recent escalation of the now official pandemic, taken the decision to initiate the next phase of our management plan and will implement additional measures to reduce the risk of contamination.

Measures

We ask that you minimise the level of unnecessary and close contact with others as follows:

-  Control physical contact - no handshakes, protective clothing, keep a reasonable distance etc
-  Limit unnecessary contact – consider video or voice call or e-mail if practically possible
-  Risk assess – ask people if they present a risk of contamination
-  Balance 'risk with added value' from any non-essential activities

We ask you to hold open dialogue with your managers about your movements and contact with potential virus carriers and ask that you discuss any Annual Leave plans in advance of booking until further notice.

We will be changing one of the CRM system flags to indicate whether residents present associated risks and ask you to establish at each point of contact whether they have been in contact, are self-isolating, have any symptoms or have been diagnosed with COVID-19...and duly note response on the system. We'll let you know once all is in place with this. Could I ask you to please advise me directly if we have any cases of isolation or diagnosed as we are unlikely to be able to provide them with all services, but rest assured will make provisions where necessary.

As from Monday 16 March 2020, we will be closing the office for unarranged appointments to ensure a degree of control (through pre-screening) can be implemented in regards to those entering our building. We will communicate this with residents in due course.

The what if's

We are currently putting the necessary in place to facilitate home working for all office based staff.

If you have come in direct close contact with a carrier or live with an individual on isolation, please contact your line manager by phone, where you will most likely be asked to self-isolate for the UK Government recommended period. You will be expected to work from home during any isolation period.

If your dependants are unable to attend their usual location due to official Government measures e.g. school closure, you will be expected to work from home whilst you arrange the necessary child care to enable your return to work.

Please note, self-isolate means staying at home and not having contact with other people.

It goes without saying but for complete clarity, if you find yourself infected with COVID-19, it will be treated as normal sick leave and you are entitled to the usual sick pay arrangements.

Contractors

As I'm sure you'll all agree, our responsibilities extend to our Contractors and we ask that you safeguard their interests by communicating what we know regarding any contamination risks with them, and being empathetic to their vulnerabilities and position.

The circumstances we face will inevitably lead to a drive in more remote diagnosis, for example should circumstances be such, Westward plan on diagnosing faults by talking through with residents, it is prudent of us to make residents aware of such potential sooner than later so please do flag up with residents when in contact with them.

What next

Rest assured, we are closely monitoring government communications and should risk levels further increase, we have additional measures identified within our management plan that would be implemented, for example restricted working practices and the like.

The management Team meet at 9AM tomorrow to discuss some of the practicalities in more detail e.g. flags on system, communication strategy etc and we'll update you further to this.

Should you have any queries or concerns with regards to anything in this regard, please do raise with your line manager or please do feel free to come directly to me.

Many thanks,

Rhod

Registered *i-act* for positive mental health and *WELLbeing* managers

Lowri Davies

From: Rhodri Jones
Sent: 19 May 2020 09:18
To: ALL Staff
Subject: P&R and PAR Committees

Follow Up Flag: Follow up
Flag Status: Completed

Good Morning All,

I trust this finds you and loved ones well.

At both last night's Committee meetings (Personnel and Remuneration and Performance and Audit) members asked us to pass on their recognition and gratitude to you all for your continued efforts and high levels of performance, as evidenced through the various board reports.

Members were particularly mindful and appreciative of the resilience and commitment during the last couple of months and were overwhelmed by the level of services and support you have continued to provide our People during these challenging times.

Members of P&R also discussed the annual cost of living increase for 2020/21 and awarded a 2% increase which will be backdated to April 2020 and applied in the June 2019 payroll which you will receive 15 June 2020.

Many thanks all and stay safe,
Rhod

Registered *i-act* for positive mental health and WELLbeing managers

BRO MYRDDDIN HOUSING ASSOCIATION

RECRUITMENT AND SELECTION

1. INTRODUCTION

The recruitment and selection decision is of prime importance as the vehicle for obtaining the best possible person-to-job fit which will, when aggregated, contribute significantly towards the Association's effectiveness.

It is also becoming increasingly important, as the Association evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team.

The Recruitment & Selection procedure should help managers to ensure that these criteria are addressed.

2. PURPOSE OF POLICY

The Association's Recruitment and Selection Policy will:

- be fair and consistent;
- be non-discriminatory on the grounds of family status, sexual orientation, disability, religion or philosophical belief, age, HIV/AIDS status or class, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, or any personal characteristic of the individual;
- conform to statutory regulations and agreed best practice.

All recruitment advertisements, job descriptions and specifications will make it clear that (1) applicants may inform the Association if they have a disability and (2) steps will be taken to ensure that they are not disadvantaged in the recruitment process by making reasonable adjustments to the process or to the job, where possible, to accommodate the needs of the disabled person.

The process will be carried out with the Equal Opportunities Policy in mind and the Association encourages applications from disabled persons.

The Chief Executive will maintain close liaison with senior managers responsible for the interview process and consideration will be given to help that may be required in the interview process. Those involved will be informed (for example reception will be informed on a confidential basis about any assistance that may be given).

Consideration will be given to trial periods where possible in order to ascertain whether the disabled person can carry out the role.

Consideration will be given to adapting premises or equipment or changing working practices where appropriate and possible and these may be considered during the interview process.

The Association will liaise with external bodies where appropriate with a view to obtaining guidance, advice and assistance.

3. TRAINING

To ensure that these policy aims are achieved, all appointing managers will receive training in effective recruitment and selection.

4. PROCEDURE

a. THE RECRUITMENT PROCESS

The following procedure should be used when a post is to be filled.

The appointing manager/Head of must:

- Define the job.
 - Existing Post – establish if exact requirement is required or an opportunity to revise the requirements
 - New post - be clear on requirements, devise a job description and consult with the Chief Executive, Director of Corporate Resources for funding and HR Department for salary grade.
- Ensure the following are up-to-date and collate as a recruitment pack:
 - job advertisement
 - application form
 - monitoring form
 - job description
 - person specification (stating both essential and desirable criteria for the job and being mindful of indirectly discriminating against applicants)
 - terms and conditions of employment
- Discuss with the Director of Corporate Resources the most effective means of obtaining suitable candidates. Is there any reason why, in line with equality of opportunity, the post should not be advertised both internally *and* externally (e.g. requirement to redeploy current employees/restructure/training opportunity etc)
- Advertise the post using one or more of the following options (as necessary to the post);
 - Internal Advert
 - Recruitment websites
 - Government webpage
 - Association's Social media pages i.e. Facebook, twitter, linked in
 - Association's website
 - Partner organisations i.e. CHC, Chwarae teg
 - Recruitment Agencies
- External adverts are to be submitted to the appropriate line manager for reviewing and approval.

No vacancy can be processed without correct authorisation.

b. THE SELECTION PROCESS

Appropriate selection procedures must be used for each post. Procedures may vary, at its simplest this may involve a straight forward interview and skills testing. For more senior posts psychometric testing, presentations to the interview panel on a chosen topic and/or a series of individual interviews on various topics may be included.

Shortlisting

- The appointing manager will approach relevant people to assist with shortlisting and interviewing.
- At least two people should be involved in shortlisting and sit on the Interview Panel.
- The application forms received by the closing date and shortlisting grid will be prepared and forwarded to the appointing managers for shortlisting.
- Applicants must be chosen against the Person Specification. It is the responsibility of the appointing manager at this stage to note reasons for not shortlisting an applicant on the shortlisting grid.
- All papers must be returned to the HR Department, who will invite the candidates for interview and make the necessary housekeeping arrangements. This will include timetabling the interviews.
- Candidates who have not been shortlisted will also be informed by HR Department.

- Shortlisting panel to review the questions within the interview report form and submit to HR once finalised.

Interview

- Prior to the interview, each panellist will receive an interview pack containing:
 - copies of application forms / CVs
 - blank interview report forms;
 - a copy of the job advertisement;
 - a copy of the job description;
 - a copy of the person specification.
- The HR Department to review if the applicants have the right to work in the UK by following GOV UK 'An Employer's Guide to Acceptable Right to Work Documents' <https://www.gov.uk/government/publications/acceptable-right-to-work-documents-an-employers-guide>
- At the interview, the appointing manager will ensure that the Interview Report Form (**appendix A**) is completed as fully as possible on each applicant who is interviewed. When interviewing, they will ensure that Equal Opportunities legislation is strictly adhered to, with no discrimination shown on the grounds of family status, sexual orientation, disability, religion or philosophical belief, age, HIV/AIDS status or class, gender reassignment marriage and civil partnership, pregnancy and maternity, race, or any personal characteristic of the individual.
- Those involved in recruitment should ensure that they also promote a positive image of the organisation and convey this to the interviewees.
- When all candidates have been interviewed, the panel will decide on the best person for the post. The appointing manager will inform the Director of Corporate Resources, Chief Executive and HR Department of the panel's decision and arrange to inform the successful candidate as soon as possible.
- All interview packs to be returned to the HR Department and kept in locked cupboard. Excluding the successful candidate, interview report forms and any other documents collated at the interview will be kept for a minimum of 6 months from the date of interview.
- Upon return of the Interview Report Forms, HR department will respond via written notification (email and/or post) to all unsuccessful candidates within 1 working day. Request for feedback will be passed to the interview panel to respond within 5 working days. This responsibility lies with the appointing manager but can be delegated to another member of the interview panel.

Appointment of Successful candidate

- Appointing manager to contact the successful interviewee to make a verbal offer, shortly after the interview process. They would discuss a commencement date and starting salary (manager to notify all relevant persons if the appointee refuses the offer and consider if there is an alternative candidate suitable for position);
- Once verbal offer has been accepted, HR will be informed by appointing manager and being preparing a written offer of employment to the appointee, subject to satisfactory references, medical screening, DBS *if required* (although always be mindful of Disability Discrimination);
- HR will initiate a personnel file, necessary payroll authorisation and computer entry for the new member of staff;
- The appointing 'Manager' will arrange, in conjunction with the HR department an individual programme of induction for the new employee which will be arranged and agreed at least one week before the appointee commences;

- The /Manager should ensure they, or a senior member of their team is present on the new employees first day.

Version	4
Date of Policy	January 2019
Date approved by Executive Management Team	February 2019
Next review date	January 2022
Responsible person	Director of Corporate Resources

BRO MYRDDIN HOUSING ASSOCIATION INTERVIEW REPORT FORM**POST:****DATE OF INTERVIEWS:****PANEL MEMBERS :****APPLICANT'S FULL NAME:****SCORING:**

1. DOES NOT REACH STANDARD REQUIRED
2. REQUIRES FURTHER TRAINING
3. MEETS REQUIREMENT OF ROLE
4. EXCEEDS REQUIREMENT OF ROLE

No	Questions These should be clearly LINKED TO competency requirements/person specification	Score (1-4)	Comments/evidence
1			
2			
3			

4			
5			
6			
7			
8			
9			
	TOTAL		
	OTHER COMMENTS e.g. questions from applicant		
	DBS Check (if applicable)		
	REFERENCES (clarification if necessary)		
	NOTICE PERIOD		

Lowri Davies

From: Tracy Rees
Sent: 15 April 2020 15:42
To: Karen Howes; Rhian Layton; Lowri Davies
Subject: FW: Diweddariadau allweddol gan Gofal Cymdeithasol Cymru / Key updates from Social Care Wales

Hi all

Some interesting and useful updates below.

Lowri – some help with recruitment advertising is outlined below that you could use for our next posts.

Thanks

Tracy

Registered *i-act* for positive mental health and *WELLbeing* managers

From: Sue Evans [mailto:Sue.Evans@SocialCare.Wales]
Sent: 09 April 2020 09:49
Cc: Sarah McCarty ; Jon Day ; David Pritchard
Subject: Diweddariadau allweddol gan Gofal Cymdeithasol Cymru / Key updates from Social Care Wales

Annwyl gydweithwyr

Roeddwn eisiau ysgrifennu atoch er mwyn rhoi gwybod i chi rhywfaint o'r gefnogaeth y mae gofal cymdeithasol cymru wedi'i chael neu wrthi'n ei rhoi ar waith ar gyfer y sector gofal cymdeithasol yng Nghymru, ac i hefyd ofyn am eich cefnogaeth ac i ofyn i chi fel y bo'n briodol i anfon hyn ymlaen at eich cydweithwyr eraill yn o fewn eich rhanbarth.

Cydnabod gweithwyr allweddol Gofal Cymdeithasol

Rydym wedi bod yn bryderus iawn ynghylch y heriau y mae gweithwyr gofal cymdeithasol wedi'u hwynebu wrth dderbyn y buddion a'r gydnabyddiaeth fel gweithwyr allweddol, yn enwedig ochr yn ochr â gweithwyr y GIG ar yr adeg hon. Un o'r rhwystrau mwyaf rydym wedi ei gael o ganlyniad i hyn yw diffyg pwynt cydnabyddiaeth cyffredin i weithwyr gofal cymdeithasol. Fel ymateb uniongyrchol byddwn yn lansio cerdyn gweithiwr gofal cymdeithasol, gyda chefnogaeth Arolygiaeth Gofal Cymru a Llywodraeth Cymru. Bydd y cerdyn ar gael mewn fformat ddigidol a chorfforol i weithwyr ar draws y gwasanaethau gofal cymdeithasol yn gynnar yr wythnos nesaf.

Mae ein Cadeirydd wedi gofyn i'r Prif Weinidog lansio'r cerdyn, byddwn yn gweithio gyda Llywodraeth Cymru er mwyn ennill cydnabyddiaeth i weithwyr gofal cymdeithasol ar drafnidiaeth, gydag archfarchnadoedd ac ati. Bydd hyn yn mynd ochr yn ochr ag ymgyrch i barhau i gydnabod pwysigrwydd y sector gofal cymdeithasol yn ein hymateb i Covid 19. Byddem yn croesawu eich cefnogaeth i'r ymgais hon, pan fyddwn yn gwybod cynlluniau ar gyfer y lansiad byddwn yn anfon copiâu o'r datganiad newyddion; Cwestiynau Cyffredin a ffyrdd ymarferol eraill y gallwch efallai eu cefnogi. Mae Sarah McCarty yn goruchwyllo'r fenter hon felly cysylltwch â hi os ydych am drafod rhagor sarah.mccarty@socialcare.wales.

Newidiadau Rheoleiddio

Rydym wedi newid ein gofynion rheoleiddio mewn nifer o feysydd er mwyn cefnogi'r sector, gallwch ddarganfod mwy am yr hyblygrwydd a gyflwynir yma: <https://gofalcymdeithasol.cymru/amdanom-ni/coronafirws-a-sut-y-gallai-hyn-ffeithio-arnoch-chi> David Pritchard yw ein Cofrestrydd a gallwch gysylltu ag ef ar david.pritchard@socialcare.wales

Ymgyrch Gofalalwn a chefnogaeth i'r gweithlu

Er mwyn helpu i fynd i'r afael â'r prinder staff y mae'r sector yn eu hwynebu, ac i'ch helpu i ddod o hyd i'r bobl iawn i lenwi eich swyddi gwag, rydym wedi adeiladu ar yr ymgyrch Gofalwn, sy'n eiddo i'r sector, i ychwanegu porth swyddi sy'n rhestru swyddi gofal cymdeithasol cyfredol yng Nghymru www.gofalwn.cymru/swyddi/. Gall cyflogwyr ychwanegu eu swyddi gwag am ddim trwy gynnwys yr hashnod #SwyddiGofalwnCymru gyda'u rôl ar twitter. Rydym yn ariannu swydd cysylltydd rhanbarthol ym mhob rhanbarth yng Nghymru i gefnogi recriwtio, ac yn ystod y pandemig rydym yn cwrdd yn wythnosol er mwyn ymateb i heriau recriwtio.

Rydym wedi cyhoeddi canllawiau recriwtio diogel mewn partneriaeth â AGC i gynnig cefnogaeth bellach ar yr adeg hon a hefyd canllawiau i gefnogi'r defnydd o wirfoddolwyr mewn partneriaeth â CGGC ac AGC a fydd ar gael ar ein gwefan.

Mae mesur iechyd a lles y gweithle yn hanfodol ar hyn o bryd ac rydym hefyd wedi ceisio dod â ffynonellau cymorth at ei gilydd ar hyn o bryd <https://gofalcymdeithasol.cymru/gwella-gwasanaethau/adnoddau-gefnogi-eich-iechyd-a-llesiant-yn-ystod-y-pandemig-coronafeirws-covid-19> Cysylltwch â Jon Day jon.day@socialcare.wales i gael mwy o wybodaeth am y meysydd gwaith hyn.

Mynediad at wybodaeth allweddol Rydym yn gweithio gydag ystod o bartneriaid i ymateb i anghenion am wybodaeth ac ymatebion mewn perthynas â Covid-19. Byddwn yn tynnu at ein gilydd ac yn darparu dolenni i wybodaeth allweddol; gan gynnwys adnoddau hyfforddi, bydd hwn ar gael ar ein gwefan. Er enghraifft mae rhai o'r meysydd sy'n cael eu datblygu yn cynnwys: Trosolwg o'r hyn sydd wedi newid gyda gallu meddyliol; Trosolwg o'r fframwaith moesegol newydd ar gyfer gofal cymdeithasol; Gweithgareddau i bobl â dementia; Helpu perthnasau i gadw mewn cysylltiad â phobl mewn cartrefi gofal. Os oes meysydd lle hoffech i ni geisio'r ymchwil neu'r wybodaeth ddiweddaraf, e-bostiwch research@socialcare.wales gyda'ch cais.

Yn y pen draw, mae Gofal Cymdeithasol Cymru eisiau parhau i gefnogi'r sector, os oes yna feysydd pellach rydych chi'n teimlo y gallai fy nhîm fod yn eu hystyried, peidiwch ag oedi cyn cysylltu.

A wnewch chi os gwelwch yn dda rhannu'r e-bost hwn gyda chydweithwyr a allai ffeindio hyn o ddiddordeb.

Diolch yn fawr

Dear colleagues

I wanted to write to you to let you know some of the support social care wales has or is in the process of putting in place for the social care sector in Wales, and to also request your support and ask you to circulate this to other colleagues in your region as appropriate.

Social Care Key worker recognition

We have been very concerned about the challenges social care workers have faced in receiving the benefits and recognition as key workers, particularly alongside NHS workers at this time. One main barrier we have had to this is the lack of a common point of recognition for social care workers. As a direct response we will launch a social care worker card, supported by Care Inspectorate Wales and Welsh Government. The card will be available in digital and physical formats to workers across social care services early next week.

Our Chair has requested that the First Minister launch the card, we will be working with Welsh Government in order to gain recognition for social care workers on transport, with supermarkets etc. This will go alongside a campaign to continue recognising the importance of the social care sector in our response to Covid 19. We would welcome your support to this endeavour, when we know plans for the launch we will send copies of the news release; FAQs and other practical ways you may be able to support. Sarah McCarty is overseeing this initiative so please contact her if you wish to discuss further sarah.mccarty@socialcare.wales.

Regulatory Changes

We have changed our regulatory requirements in a number of areas in order to support the sector, you can find out more about the flexibilities introduced here: <https://socialcare.wales/about/coronavirus-and-our-work-what-you-need-to-know> . David Pritchard is our Registrar and you can contact him at david.pritchard@socialcare.wales.

We Care Campaign and support for the workforce

To help address the staff shortages the sector is facing, and to help you find the right people to fill your vacancies, we have built on the sector owned We Care campaign to add a jobs portal that lists current social care jobs in Wales www.wecare.wales/jobs/. Employers can add their vacancies free by including the hashtag #WeCareWalesJobs with

their role on twitter. We are funding a regional connector post in each region of Wales to support recruitment, and during the pandemic we are meeting weekly in order to respond to recruitment challenges. We have published safe recruitment guidance in partnership with CIW to offer further support at this time and also guidance to support use of volunteers in partnership with WCVA and CIW that will be available on our website. Maintaining the health and well-being of the workforce is critical at this time and we have also looked to pull together sources of support at this time <https://socialcare.wales/service-improvement/health-and-well-being-resources-to-support-you-during-the-coronavirus-covid-19-pandemic> Please contact Jon Day jon.day@socialcare.wales for more information on these areas of work.

Access to key information

We are working with a range of partners to respond to needs for information and responses in relation to Covid- 19. We will pull together and provide links to key information; including training resources, this will be available on our website. For example some of the areas being developed include: Overview of what's changed with mental capacity ; Overview of the new ethical framework for social care; Activities for people with dementia; Helping relatives stay in touch with people in care homes If there are areas where you would like us to seek the latest research or information please email research.socialcare@wales with your request.

Ultimately Social Care Wales wants to continue to support the sector, if there are further areas you feel my team could be considering please do not hesitate to get in touch.
Please do share this email with colleagues who may find of interest.

Many thanks

Cofion cynnes / Kind regards

Sue

Sue Evans

Prif Weithredwr

Chief Executive



Gofal Cymdeithasol Cymru
Social Care Wales

7fed Llawr/7th Floor, South Gate House

Wood Street

Caerdydd/Cardiff CF10 1EW

Ffôn/Tel: 02920 780 630

Gwefan/Website: gofalcymdeithasol.cymru/socialcare.wales



@GofCymdeithasol/@SocialCareWales

Mwy na swydd

Not just a job

Gofalwn
.cymru

WeCare
.wales



Rydym yn croesawu gohebiaeth yn Gymraeg. Ni fydd hwn yn arwain at oedi.

We welcome correspondence in Welsh. This will not lead to a delay in responding.

Lowri Davies

Subject: FW: Relief Workers

Sent: 29 April 2020 09:20

To: Tracy Rees <Tracy.rees@bromyrdin.co.uk>; Karen Howes <karen.howes@bromyrdin.co.uk>

Subject: FW: Relief Workers

Good morning both,

I've just added a second application form to the folder.

Many thanks,

Lowri

From: Lowri Davies

Sent: 28 April 2020 12:00

To: Tracy Rees <Tracy.rees@bromyrdin.co.uk>; Karen Howes <karen.howes@bromyrdin.co.uk>

Subject: Relief Workers

Hi both,

We have received one application form for the above position. I have saved it [here](#) and all future applications will also appear in this folder.

I just wanted to check whether you would be completing a shortlist or just quickly reviewing the application and seeing if they would be applicable for interview?

Many thanks,

Lowri

Lowri Davies

From: Lowri Davies
Sent: 25 May 2020 14:22
To: Lowri Davies
Subject: Re: Relief Worker

From: Hilary Jones
Sent: 04 May 2020 15:26
To: Lowri Davies <Lowri.davies@bromyrdin.co.uk> Tracy Rees <tracy.rees@bromyrdin.co.uk>
Subject: Expenses

Hi both

Following my telephone conversation with Tracy, I am happy to confirm that we are able to advertise for relief workers.

Diolch

Hilary