

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

Contributing to Resourcing and Talent Planning

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Student Name: Duncan Hook

Student Number: 1920325

CIPD Membership Number: 5665008X

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:

A handwritten signature in black ink, appearing to read 'Duncan Hook', is written over a light grey rectangular background.

Date: 13/09/2020

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EVIDENCE MATRIX				CIPD Membership No: 5665008X		
Qualification: CIPD Level 5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1920325		
Unit code	Unit Title	Assessment Criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Extract from HR People Strategy 2019-2021 showing HR priorities for workforce planning and development of staff	EV1		
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5ARTP	Contributing to Resourcing and Talent Planning	1.3, 3.2, 3.6	Conversation with Hayley Robson, HR Advisor discussing the redeployment process and my contribution	EV6		
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5ARTP	Contributing to Resourcing and Talent Planning	1.1., 3.1	Council generated list of staff sectors in RAG format prioritising response time to restore service if disrupted in worst case scenario	EV8		
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5ARTP	Contributing to Resourcing and Talent Planning	1.2	Excerpts from Pembrokeshire Council's 'Coronavirus and the temporary redeployment of staff protocol'	EV10		

5ARTP	Contributing to Resourcing and Talent Planning	3.3, 3.5	Sample of Skills Matrix used for redeployment (redacted staff data)	EV11		
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5ARTP	Contributing to Resourcing and Talent Planning	1.1, 1.3	Letter sent to all staff requesting redeployment support for domiciliary carers.	EV16		
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5ARTP	Contributing to Resourcing and Talent Planning	1.3, 3.5	Example (email thread) of staff member determined unfit for redeployment role due to IT skills	EV21		
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5ARTP	Contributing to Resourcing and Talent Planning	3.2, 3.5	Example (email thread) of work contacting manager to find available staff for redeployment as none suitable in the matrix	EV45		
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:				Date:	13/09/2020	

Learning Outcome One:

Review and Assess Pembrokeshire County Council's approach to Talent Planning During the COVID 19 Pandemic

Before the COVID 19 pandemic impacted the normal working practice of Pembrokeshire County Council, the HR department's approach to talent planning was already under review. With relatively few applicants for external posts and a desire for more internal movement, a workforce plan spanning 2019 – 2021 was drafted (EV1). This plan factored in limitations of budget and encouraged development and succession planning for a range of roles creating a "culture of learning" (EV1) which had been lacking previously. There was also a move to offer much more flexibility in working hours and remote "smarter" working to allow a range of talent with particular focus on engaging young people. Another interesting take was the intention for more opportunities for "ad-hoc redeployment" as an opportunity for developing staff. As it happened, many of the above plans formed the structure for the council's COVID 19 plan.

I have played an active role in the temporary redeployment of staff into key roles during the pandemic and I believe that this microcosm has an almost fully featured model of workforce planning. Taking the steps outlined by the CIPD (Taylor & Woodhams, 2016, pp. 57-60) and reviewing each I have been able to assess their success and potential problems for the future.

Forecasting for demand would normally be expected as a result of analysing internal and external data to plan ahead (Taylor & Woodhams, 2016, p. 58). We have been working in a time of uncertainty, which has led to many organisations reflecting that it may not be "about having the perfect process" and rather taking decisive action as the situation evolves (Cheese, et al., 2020). In most cases, due to the nature of the pandemic, Pembrokeshire Council's response has been largely reactionary; looking at an upcoming need for skills and reacting to it. We have also felt the outside influence of Welsh Government on areas such as the furlough of staff and the internal influence of the council's own directorate driving initiatives such as providing a form of COVID call centre for the community, which make building a long-term plan for the workforce more difficult.

In terms of workforce supply, it only became clear who would be available once services started to close for lockdown. Many office based workers in the corporate, social care and management areas would be working from home. Likewise, there were workers in essential services such as waste management and building maintenance would continue working in place with social distancing measures. However, many staff would be unable to work; particularly in customer facing sectors such as libraries, museums and leisure. Getting hold of this information for over 6000 employees would be difficult and so most of our results came when we started to look at identifying gaps in the workforce. With every manager contacted to complete a spreadsheet of all available staff and submit this before the lockdown began, around 1500 were identified as available to help. In reality it is likely that more were available (EV2) but getting this information quickly was the main aim and it is only now that many services are resuming that we are starting to feel this supply dwindling.

The other factor which would impact supply at a later stage was the Government's furlough scheme. While beneficial to smaller businesses there were warnings from the Institute of Fiscal Studies (Costa Dias, et al., 2020) that having lots of staff effectively out of the workforce due to the furlough scheme could make it more difficult for companies to bounce back as lockdown lifted. It was also advised that organisations should be careful to use furlough once current supply demands had been met as "reducing staff prematurely may have long term implications" (Pastakia, et al., 2020) on meeting these demands. For Pembrokeshire council, the decision to hold off on utilising the furlough

scheme until two and a half months into the lockdown was not wholly ours with us taking our cue from the Welsh Government (EV2). This was partly due to the majority of work units being run through public funding ie. Taxation. The two main units which were eventually furloughed in June, Catering and Leisure, are funded by paying customers and therefore eligible. Although the decision in this case was partly from external influence this was fortunate timing as by this point we had utilised many of the catering and leisure workers as they tended to be more flexible and physically suitable for the manual roles we required help with. Through the duration of lockdown 22% (EV11) of redeployed staff were sourced from these two areas .representing a significant contribution before the remainder were furloughed.

By using the data sourced from managers in the Skills Matrix and assessing job descriptions of required roles, it was quite easy initially to both identify gaps in our skills base and address them when possible. In the longer term, Learning and Development were instrumental in providing required training to upskill staff into fulfilling any positions we didn't have the skills for. As staff returned to their substantive roles, we eventually turned to external hiring for these roles, in some cases writing to re-hire ex council employees (EV14) and in others using school leavers looking for part time work.

In a CIPD Webinar specifically tailored to workforce planning through the pandemic (2020), Martin Dycker of Unicef discusses how although recruitment was paused they took the opportunity to focus on developing staff for redeployment and succession purposes. They even looked at certain redeployment posts as developmental in their own right. Although most council redeployment posts were filled out of necessity, some were also positioned as opportunities for development. There were some examples of social workers who were given the opportunity to work with teams that helped develop their range of experience, but there were also cases where employees received training which prepared them for potential career change. There also were also some instances where a form of succession planning was implemented should the need arise for staff in specialised roles. Some good examples were in roles that would be essential if the virus were to lead to a dramatic increase of deaths in the community. Employees from finance, building maintenance and public protection were called to train in crematorium or registrar work and due to redeployment are now trained to work in these sectors.

The Nursing profession have also reported how redeployment due to the pandemic has broken down barriers and “months of negotiations” which would have previously prevented changes to the function of certain roles (Forbes & Finch, 2020) leading to some great opportunities for staff to learn new skills and stretch themselves. The Royal College of Nursing's guidance to nurses during the pandemic (Royal College of Nursing, 2020) outlines the requirement for flexibility from health and social care professionals as the demand on skills in different areas changes as the types of care change and staff sickness may rise. Setting expectations with staff while anticipating demand on skills seems to be the approach that has led to best results.

Pembrokeshire council's own policy for redeployment was available for staff to see on the Council's intranet. This Redeployment protocol (EV10) which was produced early on in the process outlined how the process would function, considerations such as employee health that would be taken into account and reassurances that staff wouldn't be losing out in their pay. There is also a breakdown of required skills for staff to declare and a disclaimer that staff may be required to work in an essential service in the worst-case scenario. This was accompanied by a range of FAQs which specifically accounted for concerns from staff (EV11). Much of this is in line with the guidance Unison has given its members in regards to redeployment (Unison, 2020) as they place the protection of employee pay and employee safety as a top priority. This also seems to be in line with the examples set by

many other organisations putting the health and safety of staff as a top priority. In Deloitte's case study of 1000 organisations dealing with the pandemic in China they identify that many focussed first on the "health and safety of employees" and the psychological impact of working remotely (Pastakia, et al., 2020). They also identified that 90% of these companies were committing resource to providing remote working and flexible options to keep employees safe.

There is no reference within the council's redeployment protocol to the wider HR People Strategy (EV1), which had only been introduced only a few months earlier, with it's focus on retention and development of staff. It is clear from this approach and from speaking with the HR Manager responsible for policies (EV2) that the council's priority was not development and rather a duty to the taxpayer to keep services up and running.

Neighbouring County Carmarthen's response has been fairly similar to ours with a focus on redeployment of available staff before considering furlough options (Youle, 2020). While it has been reported that they had over 800 'volunteers' to redeploy into temporary roles (West Wales Chronicle, 2020), numbers of actual redeployed haven't been reported. It has been discussed that Carmarthen's approach, which has been much less authoritarian than Pembrokeshire Council in asking for volunteers, has actually led to them struggling to redeploy in large numbers (EV2).

Although it is felt that redeployment of staff has been a success overall, there have been some difficulties along the way and we are now approaching a time when we are running out of available staff to address our needs. It is inescapable that we redeployed less than 10% of staff during this 3 to 4 month period and so analysing what may have caused this is important.

One recurring challenge to fulfilling roles was the pushback we had from staff to be redeployed during this process. This was largely driven by fear of exposing themselves or their family to risk but there were also those who felt a sense of injustice, as they did not want to be asked to work when some of their colleagues were yet to be approached. In one early case, which resulted in an amendment of the redeployment protocol, a trained pilot was called to support the delivery of essential PPE, which he refused until the ultimatum of ceasing his pay was issued. This condition was subsequently added to the Redeployment protocol for this type of eventuality. There were also cases of staff contacted in July complaining that they had not received a call for redeployment until that date. It appears that there were unrealistic expectations of how many roles would be available and in those cases a potential lack of communication from managers.

A repeating theme from many other organisations account of COVID 19 response is how they used communication to improve both the efficiency of the talent planning process and employee welfare. Campalani reflected earlier this year on how organisations use of communication could define them going forward (2020). She suggests that offering clarity on our process, the options available and "providing emotional support to all" would not only benefit our employees in the short-term but also be beneficial to our employer brand long-term. This is a focus, I believe, the council were lacking. Although the redeployment protocol was available for all staff to see, over time it still became apparent that the message regarding our redeployment strategy was not reaching all staff. As it was not feasible for all staff in the skills matrix to be contacted, it came down to managers to set expectations around redeployment being mandatory; something that does not appear to have been done in all cases (EV31). The impact was both staff who felt unsure of the process but also tht they felt entitled to pushback as suggested above.

Despite this, there was plenty of positive noise around the council's redeployment initiative. Fairly early on in the process, one story caught the attention of both the local and then national press,

culminating in appearances on breakfast television. One of the leisure centre staff was redeployed to waste operations and was very vocal about how it was something she had never considered but was enjoying it. Even appearing on national news (ITV, 2020) talking about the experience. Looking at redeployment as a brand of sorts, this gave us a boost on our employer brand and suddenly we had an influx of staff looking to work not only 'on the bins' but in other key manual roles. Roles in domiciliary care were a difficult sell for staff as they required a hands on approach which directly contradicted the social distancing rules these individuals were already following. This was escalated by the negative press care homes were getting in the news (Booth, 2020). The decision was therefore made to stop approaching staff to request support and instead advertise these roles internally in a semi-voluntary fashion (EV16). The result from this advert was that staff who would be willing to do this work came forwards and volunteered for redeployment. Any convincing they needed was already done in the advert and by using this approach we had much better success in reaching these people rather than contacting them individually.

The other area that had a lot of interest was the Test, Trace, Protect initiative which had the benefit of being the hot topic in the national press. We had interest in these roles from not only internal talent looking for redeployment but also external talent. The council decided to approach staff they had already worked with by sending letters requesting interest from those who had either recently retired or worked occasionally with the council during election seasons. This received a lot of interest but was semi-successful due to fairly strict selection methods requiring candidates to be IT literate (EV17).

We were very keen to redeploy anyone who had approached the HR Redeployment email offering their help with good availability. In most cases the selection of staff for most redeployed roles was based on circumstantial criteria such as availability to work on required days or the proximity of their home to the job. Little conscious thought was given to equality or discrimination. More conscious selection methods were applied when certain skills or qualifications were required. For example, care was taken when sourcing a temporary registrar, as this position required the individual to have legal experience and qualifications (EV20). As many council workers will refer to Unison for support it's important to note that they advise for clarity around screening and offering fair access to opportunities when it comes to temporary redeployment (Unison, 2020).

Access to training materials became one barrier for inclusion. Almost all training for redeployed roles was completed online through the Council's internal training platform with a few practical exceptions such as manual handling training for carers which was delivered in person.

Some staff were unable to complete the training due to their level of IT skill or at least required significant support through the process and unfortunately, this led to some employees dropping out of the position completely. In one notable case, a very enthusiastic social worker who had volunteered to be redeployed as a domiciliary carer had to pull out of the training as he was struggling with training as he has some common learning difficulties including dyslexia. This ultimately led to IT skills becoming part of the screening criteria for redeployment, as online training was mandatory even in seemingly basic roles such as school cleaning. There is evidence (EV21, EV29) that this led to some exclusion of staff into redeployed roles.

Another factor, which has made addressing the needs of the Authority more difficult, is our available talent pool drying up. While the skills matrix was initially an effective tool for sourcing staff with the right skills for available roles, it became clear over time that the information held had expired. Increasingly, staff were no longer available as they began to return to their substantive posts and were unable to offer support. This was indicative of not only a breakdown in communication with the workforce but also highlighted the problem of the spreadsheet being a very manual process for

recording the status of such a large collective of staff. This resulted in time wasted in contacting staff offering roles who were no longer available (EV33) and my repeated data cleansing of the matrix (EV44).

Learning Outcome Two:

Be able to recommend ways to improve an organisation's approach to talent planning during the COVID 19 pandemic

Overall, the redeployment process so far during the pandemic has been effective with positive feedback from leaders and staff (EV23). However, some actions could have future impact on both our ability to source talent and the experience of staff involved (EV28). In a Randstad article, Denys (2020) explains warns that one of the pitfalls of the pandemic is how "decisions made during this time could have huge impact on public and employee attitudes to the company" (Denys, 2020) and in turn our employer brand so there is potential for this to haunt us in the future.

I've already observed the impact the council's reliance on e-learning has had on our ability to source diversely. Part of the selection process for most roles has been the ability to access and complete e-learning modules (EV15). Some individuals have answered that they feel unable to confidently work in this way (EV22) potentially due to learning difficulties or because they haven't had the technology available and so they haven't been shortlisted (EV30). Where sourcing talent has become more difficult over time we can't afford to miss out on these willing participants and so I have some recommendations to improve our approach to fair access (Taylor & Woodhams, 2016, p. 60).

My first recommendation is to alter the application to ask the applicant/employee's preferred style of learning with a few potential choices rather than asking whether they have previous experience of e-learning. Asking a question with two choices with one of them classed as the 'wrong' answer (EV15) doesn't seem fair when some of these individuals were perfectly capable of doing the role (EV30) and is at risk of appearing discriminatory as the employee's advice from their union would suggest (Unison, 2020)

While there has been a boom in online learning during lockdown there are also reports that this isn't the most effective way for students to absorb information and for educators to understand engagement (Pajalic, 2020). However, one of the major benefits of e-learning is the flexibility it offers (Pollard & Hillage, 2001, p. 21) and this is something we should embrace to engage more staff. If face to face really isn't an option, then I would propose the council start to use video conferencing software as the first alternative for applicants who don't feel comfortable with e learning through a website. Dialling into a video call can be as simple as opening an email and clicking a link and in terms of accessibility enabling learners to interact with the trainer and ask questions if required. Obviously there will still be some who prefer classroom learning but for the meantime, while social distancing due to COVID continues, we will need to rely on technology and a video option may help remove potential barriers.

One barrier to redeployment was the delicate balance we had to strike between directing staff to take a redeployed role and more sensitive approach of inviting their cooperation. Long-term employer brand (Denys, 2020) was a consideration as, although we could have forced employees into roles by withholding pay, we didn't want this process to have negative connotations (Campalani, 2020). We did find that situations of staff pushing back were less frequent with roles that had

received some element of promotion from the council such as the open letters sent to promote Domiciliary Care roles and Contact Tracing (EV16, EV14).

I believe that much more could have been done to promote the positivity of working in a redeployed role which in turn would have made asking staff to take up redeployment a smoother process. According to accounts there has been lots of positive feedback (EV24) from employees and the community on how this initiative has functioned but most of this has stayed within a small select group (EV6). I believe this should have been shared with all council employees as this has been frequently recommended as a good way to keep staff engaged (Cheese, et al., 2020).

My suggestion would be a weekly email that goes out to all internal staff showcasing an employee who has successfully redeployed and sharing their story (EV24). This could be accompanied by some of the positive feedback received from the community. Not only were there plenty of stories to share there were also plenty of staff who would have been free to compile these on a weekly basis. This would also be a great way to regularly share methods for employees to reach out to the redeployment team, whether by promoting the email address or other methods.

My final recommendation builds from my previous two but also tackles an issue which has become more pressing in the last few months. It seems like we have a skills drought where sourcing for roles has become more difficult (EV24). While it's true that some staff are furloughed we also know that some sectors still have staff who are available and yet we don't have access to them. For example, due to schools closing many Learning Support Assistants hadn't been working since lockdown began.

My proposal is to implement a two way system whereby staff can update their redeployment availability status while also listing skills, qualifications and their preferred types of role. The council already have an internal system which enables staff to update contact details which HR have access to. If we implemented a system such as this for redeployment I believe we would have much more success with sourcing for each role. While the skills matrix gave us initial detailed information, this wasn't live and to update it would require us to go through the same process again. My recommendation would enable staff to have much more say in the process while also unearthing potential talent we may have missed in the initial sweep.

Learning Outcome Three:

Be able to contribute to people resourcing activities responding to COVID 19 pandemic

Pembrokeshire County Council is responsible for a range of key services that could not stop, even for a day. Therefore, when the first cases of COVID 19 were identified and lockdown began, a rapid response to source suitable staff to support these services was required. In the first week of this process, the Incident Management Centre created a guideline document highlighting the roles and services which would require emergency support if depleted (EV8). As well as heads of critical departments this also factored in essential services, such as waste management, which would need rapid redeployment to cover. As time continued, and intelligence was received via the Welsh Government regarding projected fatality rates (Office for National Statistics, 2020), a potential need was identified to not only react in the short term to cover absence but also to plan for temporary roles registering and transporting dead which would be needed in a 'worst case' scenario.

I have been involved from the start of this project both in sourcing staff for roles we have identified in temporary redeployment myself but also in consistently cleansing, refining and then finally reporting the data in our skills matrix. Working in a two person team with Hayley Robson (HR

Advisor), with occasional support from the wider team, to date we have successfully filled 459 council service roles with temporary staff (EV42). I have then continued to aid the sourcing of external staff hired for the Test, Trace, Protect initiative, liaising with candidates and screening applications (EV18) based on the selection criteria before they go to interview.

The first preparatory step for redeployment was to gather skills data for all staff who would be unable to work in their normal capacity at the start of lockdown. I believe as an organisation we were very efficient at gathering this data and had almost all available staff recorded a week before the UK-wide lockdown began. Managers were tasked with gathering as much information about their staff, regarding not only their skills but also their suitability for redeployment. Due to personal health or caring responsibilities, some staff would not be able to leave the house for a redeployed role. However, they may be able to work at home in some capacity in certain remote roles and so accuracy of their health data was important. All this data was then collated into a skills matrix (EV11), which allowed Hayley and me to search for staff based on the required criteria. An early activity of mine was contacting anyone who had given ambiguous information regarding their health or perhaps conflicting information. I generally did this via phone call which provided me a good opportunity to inform and reassure the employee about the process. The skills matrix initially consisted of approximately one and a half thousand employees who were either unable to work at all in their normal posts or were working reduced hours from home.

This early data cleanse activity expanded into a rolling task of me reviewing the accuracy of whole matrix on a weekly basis and reporting all figures for current redeployed, total available staff and total redeployed on a daily basis to my manager and to the authority's Gold command (EV41). This cleanse was usually achieved through regular contact with service area managers (EV43) which was beneficial in communicating needs and requesting support when required.

At the same time as the matrix was produced, an internal policy for redeployment (EV10) detailing how the process would work was created by the HR Manager, Catherine Evans and was available for all staff to view through the intranet. This document sought to reassure staff that they would not be financially impacted by redeployment but also calling for them to be flexible as needs arose. It also clarified for managers and heads of service how they could reach out for redeployment support.

This was accompanied by the creation of an internal redeployment email address where we would receive requests of support from managers of key services. In many cases these requests would be fully formulated, for example a request for staff to backfill a temporarily empty position or support for a few days in a small project (EV37). In some instances, however, a manager would need my help in identifying skills deficits and defining the roles that were needed to meet this demand (EV20).

I have liaised with employees at all levels during this process to source staff to fulfil these roles. The most common method has been directly contacting staff by phone from the Redeployment Matrix to request their support. Part of this has been seeking to understand and acknowledge concerns, for example around social distancing measures (EV31) and address where necessary with the area requesting support. I have been commended for my sensitivity at this time as while we do require staff to work, in the early stages of the pandemic we did need to be flexible in considering people's fears around the COVID virus (EV26).

In some cases it has been most appropriate for me to work with managers when sourcing staff for redeployment, using their knowledge of the skills and ability of their teams to find the right people to approach (EV45). This has also helped uncover staff who have returned to their substantive role and can be marked as unavailable in the matrix.

In later stages, where external sourcing of staff has been required I have distributed and received application forms (EV15) for the NHS Wales Test, Trace, Protect initiative. I liaised with the hiring

manager to determine selection criteria before applying this criteria to pre-screen the application forms (EV18) and provide outcomes to the unsuccessful candidates (EV30).

As a result of our temporary redeployment work, services have continued to be delivered with positive feedback from the community (EV24). Part of this work has been from the introduction of services, such as the community hub, which went above and beyond what was expected of the authority and utilised our available staff to deliver these services. As I have previously stated, this process was one possible approach and I believe this could have been smoother and utilised both our people resource and technology resource more effectively to meet this goal.

From a personal perspective, as I only moved to Pembrokeshire and joined the council in March, the work I have contributed has not only been beneficial to the community but I have also found it extremely helpful in understanding the breadth of the organisation and made strong connections with managers and my fellow HR team even while working from home. During this process I have a deeper understanding of the council's aims for talent planning and opportunities for improving this for the future.

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[EV1]

Introduction

The purpose of the Human Resources (People) Strategy is to provide a framework for the delivery of people management across the Council. Our biggest resource is our employees and it is essential that we have a skilled workforce that is committed and focused on delivering our priorities.

Local Government has and will continue to experience significant change as a result of unprecedented financial challenges, a rising demand for services not least from an ageing population and ever-increasing expectations from our citizens in terms of quality, style and speed of service. In this context models of service delivery are being challenged and alternative and innovative options need to be developed, whether they involve outsourcing, shared services, partnership working and/or regional collaboration.

The Strategy is congruent with the Council's Corporate Plan agreed in July 2016 *Working together to improve life in Pembrokeshire*, the Medium Term Financial Plan 2019/20-2022/23, and the Pembrokeshire Public Service Board's Well-being Plan. The Council's transformation programme will continue to provide the corporate framework by which organisational change is managed and savings achieved with the HR service continuing to be a key driver in that programme of work.

Our cultural transformation programme has identified a need for the organisation to move towards a culture of learning, purpose and results. Our workforce, just as our members and citizens, want our organisation to be managed in a way that is participatory, transparent, ethical and accountable, they want to be managed in a collaborative way, given a voice, engaged and to participate in service development. The development of our managers and leaders will be aligned to these behaviours as we develop our management and leadership programme into the future.

In the search for flexibility and innovation we are increasingly offering smarter working, generic working opportunities and flexible employment contracts, to respond to the needs of this new workforce we need to prioritise digital advances (e-HR) to enhance efficiency, productivity, and performance of our function.

While the impact of budget reductions will continue to have significant implications for our workforce as an organisation we need to ensure we retain the availability of work-related skills, expertise, and knowledge; ensuring that we are an employer of first choice, that we support our employees with health and wellbeing initiatives; that we encourage young people to come into the organisation and at the other end of the spectrum, as more of the workforce is reaching retirement age that our succession planning is effective to ensure the value of their experience does not leave the organisation.

These trends speak to the skills of helping people through rapid and continuous change, involving new behaviours, cultures and social norms.

Underpinning the HR strategy are the values of our professional body, the Chartered Institute of Personnel and Development (CIPD):

“The fundamental purpose of the people profession is to champion better work and working lives. Creating roles, opportunities, organisations and working environments that help get the best out of people, delivering great organisational outcomes, in turn driving our economies, and making good, fair and inclusive work a societal outcome.”

This strategy is therefore developed to support the workforce aspects involved in the programme of Administration whilst also supporting and leading on aspects of the transformation programme.

HR Service Priorities 2019 – 2021

This strategy seeks to prioritise the key HR interventions for the next 18 months:-

The HR Invest to Save Project (SWITCH) initiated in August 2018 outlines the aspirations for the next phase of workforce transformation. The HR service will continue to prioritise its resources in order to provide strategic advice and guidance on all organisational development initiatives. Our current initiatives such as voluntary early/flexible retirements, the severance scheme and ad-hoc redeployment opportunities have been key in ensuring that we have limited mandatory redundancies, but in the longer term, we are taking a more strategic approach to the organisations workforce planning activities.

Through digitalisation and automation, working with external partners across all sectors and improving how we work with each other internally, the Council wishes to develop a culture that embraces new ways of working with technology and partners, but also enables employees to move away from autocratic rules based ways of working to a more appropriate adaptive and values based approach. Technology acts as an enabler to new ways of working, however it is the development of a culture of learning, purpose and results that is the critical determining factor in how the Council operates in the future.

In summary the key workforce challenges faced by the Council are:

- Strategic workforce planning to limit external recruitment and enable and support a change to agile working to meet the needs of a transforming organisation.
- Maximizing the capacity of the workforce to include talent management and succession planning and developing our managers and leaders
- As we continue to ‘do more with less’ our staff are supported with a holistic suite of welfare and wellbeing initiatives
- Support and facilitate a move to innovative ‘smarter’ working and improving the digital and ICT skills of our employees
- Facilitating organisation wide cultural change to move towards a culture of learning, purpose and results.

To support the organisation and with these key organisational challenges in mind, the way in which we will deliver the service will develop and change. We will continue to adapt and prioritise as a major partner in service transformation within the Council.

The HR Team will maintain the focus on organisational development capacity to support the transformation agenda as well as providing a comprehensive HR service to the organisation. In **challenging times there is fast growing recognition that HR should work together with service managers to produce sustainable high performing service delivery units.**

In that respect, the HR Services will continue to adapt and prioritise in order to deliver a service that meets the needs of the organisation and of staff and managers.

We will continue to use ICT to work innovatively and more flexibly. Our areas of focus for the coming year is further roll-out of the iTrent Manager Self Service (MSS) and Employee Self Service (ESS); enhancing the Manager Self Service (MSS) and streamlining HR processes with greater access to e-HR.

We will maintain current provision within the service whilst creating a more integrated service encompassing the key HR areas of expertise as illustrated below.



Current Resources

The table below details the current HR resources. It is recognised that consideration of resources will be necessary to reflect the changing direction of the service activities in this strategy document. The Headcount is 56 FTE:

Head of HR	• PCC / ERW
HR Management Service Education SLA	• Professional Leads • HR Advisors • Employee Relations • SWITCH 'supporting agility & workforce planning' • Equality
Employee Services, HR Systems / People Analytics	• HR transactional 'lifecycle' • Payroll, Pensions, Staff Benefits • DBS, Right to Work • Recruitment • iTrent Maintenance/Development 'e-HR' • Business Reporting • People Analytics
Learning & Development	• Statutory and compliance related training • Bespoke learning and development interventions • Organisational development interventions • Leadership/Management Development • Digital learning i.e. e-Learning • Elected member development • Coaching and action learning
Health, Wellbeing, H&S	• H&S; Occupational Health; Wellbeing; Manual Handling

In 2019/20 there will be ongoing financial pressures on all services within the Council including HR. In order to deliver on the aspirations within this strategy careful considerations of the necessary levels of resources will be necessary. Innovative service delivery will be a prerequisite and HR may even require investment in resources to maximise its contribution to the wider change agenda within the Council.

Key Deliverables

In addition to 'business as usual' activities the table below outlines the key deliverables for the service 2019 – 2021. Greater detail is given in Appendix 1 which details includes Service Improvement Plan Actions:-

Action	During 2019/21 we will:
Deliver on the Council's transformational change programme to enable it to meet the future	• Continue to contribute to the delivery of organisational change and any HR implications that may arise as a result. • Lead the Culture Change Work Stream including continued engagement and consultation in the form of focus groups and further 'Moving Ahead Together' workshops and surveys; ensuring that employees continue to have a voice in shaping organisational change.

needs of citizens of PCC within the context of unprecedented financial challenges	• Contribute to the work to ensure budget savings are achieved. • Up-skilling managers and team members alike, and coaching teams to find ways of doing things differently. • Continue to explore collaborative working arrangements to share HR services with neighbouring organisations to maximise resources and increase service resilience
Align Service Workforce Planning & Development Plans in response to the Severance Scheme and ensuring staff have the necessary skills, training and support, incl. health and wellbeing support to adapt to the changes in how services are planned and delivered	• To embed SWITCH in hr process. • Support the development needs associated with the Council's Smarter Working Strategy. • Continue to refine the Leadership Development Framework. • Continue to build on the Time to Change Wales work and normalising the conversation around mental health. • Work toward Corporate Health Silver Standard. • Work with DWP and PSB partners to support the Disability Confident scheme. • Maximise the use of our Apprenticeship Scheme. • Review key employment policies. • Continue to review and enhance the Council's Succession Planning and Talent Management.
Maximise iTrent capability toward an e-HR model of transactional delivery	• Maximise the benefits of iTrent ESS and MSS self-service facilities and streamline HR processes. • Further develop front end (and multi-discipline) service skills in the HR Employee Service team and Increase the use of our HR Intranet and HWB to improve speed and access to advice and information for our customers. • Utilise iTrent to undertake a skills audit across all service areas to increase capacity across the Council and further identify employee's for the SWITCH pool.

[EV2]

Redeployment discussion between Duncan Hook (text in Bold) and Catherine Evans (HR Manager, Employee Relations and Policies)

28/07/2020

When I've looked at the process we took in Redeploying staff, I feel we have worked to a basic Workforce plan. In the early stages we had a basic spreadsheet tracking all the available skills and then we looked at demand on a case by case basis and addressed with our available skills. Would you agree?

If we did it again we would have changed the process. It wasn't in HR's hands initially and so the matrix spreadsheet that was made wasn't how we originally envisioned the collation of skills data. It was quite a rudimentary tool. HRs original plan was to have all of this on iTrent (*our online personnel system*). This would have enabled us to much better sort through skills and have better visibility as an organisation of where people had been redeployed to. You and Hayley have made it work but it wasn't the original plan.

I think we're seeing this as an issue now as it's getting more difficult to keep track of who is and isn't available.

I think the process moved so quickly at the beginning that decisive action was taken and the spreadsheet was created before we had time to approach this differently. I suppose that the challenge with the HR vision of iTrent is that we may not have moved so quickly but that's an improvement I would have liked to make. I suppose comparatively with other authorities we actually took very quick decisive action. Carmarthen were still gathering data and asking staff if they would like to be redeployed after we'd already redeployed over a hundred staff so I think we were efficient.

Even so it's good to think about how we could have improved the speed of getting people into roles. There were days I was calling staff and not having much success because they were no longer available and we didn't know until we tried to use them.

Yes and the results don't show that. In terms of the process everyone has seen this as very positive, There has been a lot of praise for our team and for the organisation of the process but I think it could have been better and I worry we may have missed so people who actually were available but didn't get captured in that initial sweep. We've perhaps over relied on Leisure staff but I know there are other areas that had people available.

Some organisations have delayed Furlough to prioritise Redeployment to support the services. Do you feel we implemented Furlough at the right time?

In terms of timing this was largely dictated by the Welsh government. It wasn't originally possible to furlough our staff due to the government funding. There was a lot of discussion around this before the decision was made to furlough privately funded employees. We were then given the direction to furlough as many staff as possible. We were in line with other authorities in Wales who used furlough.

It did benefit us at the time. If Leisure has been furloughed earlier it would have made it quite tight for us to get staff.

That is good. It might have worked out well as we had staff available early on but it wasn't the original intention.

It feels like a lot of the demand on finding staff for redeployment is slowing but there are roles such as the Contact Tracing advisors which we may be needing in the longterm. With staff returning to roles and furlough in place, do you foresee a time when we won't have the talent available for redeployment?

This is actually something we are facing now. Leisure are due to be brought back to work and so this will impact some of these areas. We need to look at who we have left and find roles for them as much as possible. It's never a situation we want to be in where we have staff who are publicly funded not working but still being paid and so finding employment of some kind for all employees is a priority.

In the bubble of redeployment during the pandemic there were forms of Succession Planning; particularly in roles that would have come into play if the pandemic had hit us harder. Some businesses (with the luxury of time) have used the pandemic to help develop their staff. Do you believe that this is the effect of redeployment on our workforce?

While it of course would have been a nice to have consciously created succession plans, the focus of the whole Authority has been on managing this crisis. Yes there has been some e-learning but that was partly filling gaps and partly keeping people occupied.

I'm thinking of those people redeployed into cremation work or registrar. They're quite specific roles that require training. As I only started at the council as lockdown began it's all I've known. Did you ever have people in secondments like this before the pandemic?

Yes there have been success stories with Redeployment and people actually enjoying their new role more than their substantive one.

On secondments, there was some work in succession planning which had started to be put in place before the crisis. Looking at apprenticeship schemes etc although that has been a challenge with how remote we've been out west. My hope is that this will move online as this will make it more accessible for our community to develop.

You produced the Redeployment Protocol, which was the word on redeployment for PCC. As you're aware we have had some pushback for some redeployment posts from managers and staff. Do you feel we could have approached the offering of redeployed roles differently or do you think we would risk affecting our employer brand? For example could we have been more forceful or do you think we struck the right balance?

I think we struck a good balance. I'm always aware that we are public sector and need to do the right thing but it fell on us to be flexible and encourage our staff to be flexible in return. The vast majority of people were prepared to do what they could. Again we don't want

people receiving public money to stay at home doing nothing. We know people were scared in the early days so that was challenging. It's good that you and Hayley had the conversations you did to reassure people but there were cases like Owen the pilot where we needed to take more decisive action.

Looking to the future. There have been some warnings from experts that COVID 19 will impact organisations image with staff and prospective candidates. Do you think redeployment will have negatively impacted our employer brand in any way?

Well even Owen, who we threatened to withhold pay, came away loving his redeployed role. He wants to stay there now so it all worked out for him. The carer staff had more of an issue as they weren't supported by the managers when they were going into a more risky situation. That has been dealt with by the managers. We weren't happy with that but it has been dealt with.

Yes I had this experience recently with a gardener we redeployed into a care home. He wasn't made welcome when he made a request for PPE.

It seems odd that they aren't willingly accepting the help we're giving but ultimately I believe it comes down to the care homes feeling like the council have been too authoritarian.

**It's odd as our aim has been to make things easier on them.
Moving on, when selecting staff for redeployment the criteria would be circumstantial. Location, ability, availability. With the emphasis on e-learning as one potential barrier, how in line with the council's own Inclusion & Diversity ethos do you feel redeployment has been?**

Well we employ 67% of female staff but only 21% are at leadership level. Where we fall short is staff in these more senior, manager roles.
We need to attract more men in the care sector in general. There's a great gap in gender there so we can't just rely on part time women. Yes we have some work to recruit and attract a range of candidates.

I feel we have fallen short when it comes to accessibility of e-learning. There are definitely some older candidates who would have been great at the Contact Tracing but we ended up excluding them because they lacked IT skills to complete training etc.

Yes and it's not just the older staff. My children trained to clean in schools and they had to complete 5 hours of e-learning. I even had to help them at some stage as some was pretty in depth. They're 18 so they should have been able to do it in theory but yes we could have made that part more inclusive. I did think this was a bit much.

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 10 April 2020 10:52
To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Subject: FW: Redeployment information request

Morning Cathy,

I just wanted to share the below from John from finance as an example of great development taking place as a result of redeployment.

He's now fully trained at the Crem and ready to go should we need him. I suppose it's a stretch but I think these are examples of us being able to succession plan in this crisis.

I'll report any more of the same to send onto Gold command.

I hope you're well.

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: Quenault, John <John.quenault@pembrokeshire.gov.uk>
Sent: 07 April 2020 12:55
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Redeployment information request

Hi Duncan,

I have been training at the crem a few days a week and now prepared should I be needed.

Started on the 18th March and went in on the 20th, 24th, 26th, 30th, 1st, 3rd and 6th April

Not due to go back until the 21st April unless things kick off and happy to go in if they need extra hands.

Have not been given an end date as no one knows how long this is going on for or the number of cremations needed. Not something I imagined I'd be saying a few months ago but it's been alright! Good to help where I can.

Hope this is what you wanted.

Kind regards

John

P.S. I am on annual leave at the moment but will be checking my emails

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 06 April 2020 08:35

To: Quenault, John <John.quenault@pembrokeshire.gov.uk>

Subject: Redeployment information request

Hi John, I hope you're well.

I'm currently working in a team coordinating redeployment across the authority. While we have up to date details of most redeployed staff there were a few early appointments which we didn't get details of.

I've been made aware that you were redeployed into a crematorium role. Would you be able to share when you started this and if you have been given an end date for this temporary role? Any information you can give would be useful.

Thanks for your support,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV4]

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 17 July 2020 16:33
To: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Subject: Current trends from reporting

Hi Hayley, I hope you're well.

As we're now moving the daily Redeployment Reporting to Gold to a weekly cadence, I am aiming to make the weekly reports more thorough with an aim to report on trends as well as the current numbers.

Please find the latest redeployed totals attached. We've definitely slowed down with redeployment but when I compare this to the numbers of staff hired in the last few weeks to fill cleaning and tracing roles it becomes clear that the pool we are looking at is becoming increasingly dry. We've redeployed 5 existing staff in the last two weeks but have hired 22 new staff in the same period.

I'm a little concerned about the additional hiring as this goes against the workforce plans we had as an HR department prior to COVID to do more with less.

I am still suggesting that we advertise again for available for staff who are available to redeploy. I believe there must be employees who could be redeployed and we don't currently have access to them.

Could we put this to Cathy and Ceri at the next operations meeting?

Thanks,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV5]

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 18 June 2020 13:55

To: Day, Adelle <Adelle.Day@pembrokeshire.gov.uk>

Subject: Contact Advisor Requirement

Hi there Adelle, I hope you're well.

You will find in the shared document that we now have 124 names submitted for redeployment into Contact Advisor roles (Track and Trace).

Although your initial requirement was 80 full time employees and we are now at a much higher number there are still concerns for me with how many of these staff will be available fully to support this initiative. I've done some digging and of the 124:

- 29 are due to return to their substantive posts within the next two months (by August 31st at the latest)
- 39 are only available on a part time basis in conjunction with other work
- 20 are shielding currently which makes them potentially available only until the shielding period ends (currently mid August)

This leaves you with 36 who are available full time and can continue in role long-term. Even including the shielding staff this leaves you short.

As discussing external hires is on the cards soon anyway, I wonder if we should start the ball rolling on this soon as we may not have all of these redeployed staff for long.

Thanks,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV6]

Conversation with Duncan Hook (text in bold) and Hayley Robson (HR Advisor) reviewing the COVID 19 redeployment process and my contribution

14/08/2020

What are your general feelings about the way the council as a whole have handled redeployment? Do feel it went smoothly?

I think it's been fairly seamless given the stressful times we've been in. We didn't have involvement at the start and where we took over I think it's gone well. We didn't draft the matrix ourselves and didn't have the opportunity to tailor the questions being asked of staff. If we'd had it from the start I think it would have been easier to manage it. You've had to do quite a bit of work since the matrix was made adapting it to build on the information already gathered where it would already have that had we been the ones to create the document in the beginning.

I think you and I have done a really good job when you look at the numbers we've redeployed. Considering we're all working remotely and mostly on our own I think what we've achieved is incredible.

Yes we've only met once in person back in March so it's been quite a unique situation starting a new job and straight into COVID. I feel like since we inherited the Matrix and made it our own I feel we can see how much better a system like iTrent would be for managing this process.

I do also hope that going forward a better crisis plan is put in place. I know in previous jobs there would always be a plan and I feel like I haven't seen that from PCC.

Definitely, a template plan we could use to assess our workforce and deploy from a rigid plan would be a great thing for us to review at a later date.

I know from speaking with Cathy about furlough we took a lot of cues from the Welsh Government. I pointed out to her that being late to furlough actually benefited us in terms of redeployment. Do you think it was implemented at the right time?

We erred on the side of caution with furlough really and yes it did give us enough time to decide who we needed and who we didn't. We couldn't have a singular approach with furlough as knowing each area it works differently.

So with staff returning to roles and furlough in place, do you foresee a time when we won't have the talent available for redeployment?

I think we're getting there to be honest. We don't want to mess people about by moving them back and forth from furlough and unfurlough. Unfurloughing staff for redeployment has a knock on effect when services reopen so we have to balance the needs in different areas carefully.

Yes I know we're very keen to protect the existing services before we introduce new ones. Another common experience we've both had is with staff pushing back on redeployment

due to fear for their health or misunderstandings about their responsibility to take redeployed roles. How do you feel our Communication has been with employees regarding redeployment? Do you feel like staff pushed back on roles because of poor communication?

As well as the policies we had from Cathy we also had the FAQs. I don't know that everyone will have logged on and looked at them. I'm sure we could have done a better job in hindsight. I don't think we really had the resource in our teams to reach out to all staff individually so we did rely on our managers.

How about how we advertised redeployment? I definitely feel like we could have done more promoting it as a great thing to get involved with.

I will say that we did reach out to staff in a variety of ways. For the caring role we advertised and made it semi voluntary. For contact tracing we advertised and wrote letters to retired staff it was different depending on the role. I think everyone knew about track and trace and so it became easy to find willing people because it had so much exposure. I think we also have some staff who will drop anything to help. We did use some of them to publicise the benefits of redeployment. Perhaps if there had been a way to publish that to our staff that may have helped get people on board.

I think this links to how we could almost talk about Redeployment having an Employer brand. We struggled to convince staff who were scared to willingly come and look at redeployment options. It feels like if we'd had a stronger brand when it came to Redeployment being a great initiative to be involved with we would have had lots of willing participants.

There are also instances where we may have had to take a harder line getting people to leave their homes and come back to work including threatening to withhold pay in some cases. Looking to the future, do you think redeployment will have impacted our employer brand in any way?

There have been so many great comments from the public. Particularly with services like the community hub where things like food or meds were being delivered to the public. They're all pinned up on the wall in our office but unfortunately I will say that very few people will have seen them. I think it would have been good to share those even to us as we were the ones doing the work!

Yeah I had no idea that feedback existed.

It would have been motivating for us for sure. For employer branding though, comments like that could have been shared with the public of course and that hasn't been done as far as I know.

I will say though that the fact that services continued is in some ways a good thing for the public. They pay for these services and the fact that there was almost a seamless integration of redeployed staff into roles to help things like the bin collections has got to have a positive impact.

In Pembrokeshire I think we did a good job. We didn't faff and we were already redeploying staff before lockdown had even started.

Yes it feels like we were always on top of demand in most cases. I do wish we'd had time to look at development in some ways. Some companies have talked about how they used this as an opportunity to build on their Succession Planning. It just never felt like we had that time. What is your opinion on how we handled opportunities to develop staff during redeployment?

It's a difficult one given that our priority was dealing with the crisis. We do have people set up for the eventuality that the crisis got worse but on the whole development wasn't our priority. I will say that there were definitely learning experiences for some staff and some were asked to step up in a major way. I think the formation of the Incident Management Centre was a big opportunity for some staff to show how they could act up in these roles. They may not have had these opportunities before. I think these would be incredible experiences to put on their CV in the future or lead to a new career.

Yes I imagine these would have been quite popular opportunities if we'd advertised them before lockdown. I've seen the HR People Strategy document and it talks about redeployment being a great opportunity for development so I wondered how accessible we made these options. In reviewing the last few months our ability to offer fair access to opportunities has been a focus for me. Partly looking at Inclusion and Diversity. When selecting staff for redeployment the criteria would be circumstantial. Location, ability, availability and I don't think we consciously hired diversely.

I think we were fair in the way we looked at individuals and their ability. We factored age, fitness etc, into which roles would be suitable for certain people. The body handling roles in particular I remember liaising with occu-health to discuss mental wellbeing of staff selected. We didn't ignore their needs at all but I know what you're saying; we didn't go out there looking at ways to hire diversely.

Particularly with my recent work I've been seeing quite a few staff who would be good for roles pull out due to the emphasis on e-learning as one potential barrier, how in line with the council's own Inclusion & Diversity ethos do you feel redeployment has been?

I think training has been a barrier for us utilising staff but not all. We can look at what more could have been done and yes I suppose if we had the opportunity to change our training options that could have helped but we have been limited by COVID and this impact on training options. I do however think this is a topic which we should touch on in the future. IF we're looking at staff remotely working from now on we should discuss this in a working group to talk about this I think it's a fair observation.

[EV7]

Redeployment efforts during COVID 19

I can confirm that Duncan Hook was instrumental in the COVID 19 response to redeployment. I can confirm that Duncan was instrumental in sourcing of internal staff for redeployment. This involved telephoning staff, liaising with Line Managers, distributing of application forms and easing any concerns in order to promote a seamless transfer to priority service areas.

Duncan also was actively involved in the external resourcing remit in order to ensure that we had sufficient staff coverage in priority areas. This involved distributing of application forms, pre-screening applicants based on set criteria and liaising with candidates to confirm appointment.

Duncan was also wholly responsible for ensuring our COVID 19 data was accurate, updated and communicated across the authority via designated streams.

Hayley Robson

A handwritten signature in black ink, appearing to read 'H. Robson'.

[EV8]

Corporate Critical Services

For 'time critical' corporate services/activities see **Red** and **Amber** below. Note that these can be amended to suit the situation.

RED - Time Critical service/activity needing to be restored within 0-1 hour

1. **CORPORATE MANAGEMENT TEAM & DEPUTIES (CMT)** and/or designated key officer/s
2. **EMERGENCY PLANNING UNIT (EPU)** – Duty Emergency Planning Officer / Deputy
3. **I.T. & COMMUNICATIONS** – ICT Key Staff / Telephone and other Communications / Contact Centre's
4. **PRESS AND PUBLIC RELATIONS OFFICE** – Communications Manager / Deputy
5. **BUSINESS CONTINUITY** – Director of Resources / Insurance and BC Manager
6. **CHILDREN'S SERVICES** – e.g. Child Protection
7. **BUILDING MAINTENANCE** – e.g. Emergency Response Team (if required)
8. **HIGHWAYS** – e.g. Emergency Response Team (if required)

AMBER - Critical service/activity needing to be restored within 1-24 hours

1. **BUILDING MAINTENANCE** – Skeleton staff for: Emergency General Building Repairs, Emergency Council House Repairs Relocation (if required)
2. **BURIAL FACILITIES** – Cemeteries, Parc Gwyn Crematorium
3. **ENVIRONMENTAL CONTROL** – Skeleton staff essential for health & safety of the public: Communicable Disease Control, Pollution Control, Pest Control, Dangerous Structures, Fuel Registration, Port Health, Food Safety, Health & Safety, Fuel Distribution (during fuel shortages)
4. **CUSTOMER SERVICE CENTRES** – Skeleton Staff for North Wing and Pembroke Dock
5. **EDUCATION** – Statutory Schools, Special Educational Needs, School Transport, Youth Justice Service, School Crossing Patrol, School Catering/Caretaking/Cleaning/ other essential support services
6. **FINANCE** – Skeleton staff for Benefits, Payroll, Creditor Payments, Risk Management, Insurance, Treasury Management
7. **HIGHWAYS & UTILITIES** – Skeleton staff for Emergency repairs to roads, etc. Road Closures and Traffic Restrictions, Emergency repairs/unblocking Drainage & Sewerage, Road Traffic Accidents, fuel spillages, etc. Emergency Street Lighting repair
8. **HOUSING** – Skeleton staff for Sheltered Housing, Emergency Housing Allocation, Gypsy sites
9. **REGISTRATION** – Births & Deaths
10. **ADULT SERVICES** - Community Care, Residential Homes, Day Centre & Day Services for Older People, Duty Social workers
11. **SUPPORT SERVICES** - Skeleton staff, Facilities for key buildings/functions, OSU, Catering, Caretaking, Personnel, Health & Safety, Human Resources
12. **TRANSPORT** – Social Service Transport, School Transport, Public Transport, Highways, Refuse, Fuel supplies, Vehicle Maintenance & Repair, Community Transport/Country Cars, Airport cover, other essential vehicles
13. **KEY EXTERNAL PROVIDERS** – School Buses, Care Homes, Suppliers, etc.
14. **COUNCIL MEMBERS** - Briefings etc. as required
15. **MEDIA** - Briefings as required

GREEN - A service/activity needing to be restored within 5 working days

1. REFUSE COLLECTION (depending on time of year; i.e. winter may be a lower priority than summer) - Commercial/Trade Waste,
2. Domestic Refuse Collection, Civic Amenity/Landfill Sites,
3. SUPPLIERS – Skeleton staff for Procurement, included in payments above
4. OCCUPATIONAL HEALTH – Skeleton staff and /or redeployed: e.g. to Social Care

BLACK- Services/activities which can be restored at the end of the emergency or when considered appropriate

N.B. Consider re-deploying these staff where appropriate to assist Critical Services

1. Leisure Centre's
2. Libraries / Museums etc.
3. Day Centre's
4. Internal Audit
5. Community Regeneration
6. Corporate Planning
7. Tourism
8. Records Unit
9. Training and Development
10. Economic Development
11. Electoral Registration (if no Election imminent)
12. School staff (if schools closed)

[EV9]

Staff FAQs the 27th March 2020

Current Covid-19 Staff FAQs are in respect to redeployment and volunteering elsewhere

We have previously communicated that all staff are expected to be flexible and redeploy into business critical areas. We are getting a massively positive response to that exercise, and many of our staff are either already redeployed or actively undertaking training to prepare them for key roles that will ensure we can continue to deliver critical services. However, some concern has been expressed by a small number of staff and we therefore felt that a broader overview of what we are trying to do would be helpful.

We have asked managers to identify all available staff in their areas whose work is non-critical and to forward to hrrdeployment@pembrokeshire.gov.uk; managers and HR link advisors, will work together to identify the most suitable match to your skill set.

Business Continuity Plans have identified critical areas that are likely to have a shortage of employees as the situation develops. If managers have not communicated already to hrrdeployment@pembrokeshire.gov.uk then they should do so, remember, we are likely to be looking at a 20% absence rate.

We are all expected to be flexible to ensure that services can be maintained, we have had early discussions with local trade union representatives about how best to redeploy individuals and a protocol on redeployment has been agreed. The general principle is that the authority should make the best use of resources to support its communities and that resources should be prioritised towards critical services. In these exceptional circumstances the underlying principle is that if someone has an acceptable level of training or skills and knowledge to carry out the basic task, it should in most cases be reasonable to expect them to do it.

As part of the redeployment assessment we do ask about an individual's circumstances, such as whether they have any underlying condition or have a 'shield' member of the household and we will make appropriate decisions based on that information.

We recognise that the thought of moving to another job may be daunting, but we are not going to put anyone in a workplace without the basic skills or knowledge to complete the tasks required. Our Learning and Development Team have training plans in place for essential roles; all necessary risk assessments are in place and you will be fully supported into your temporary role.

We recognise completely that the best way of obtaining flexibility is your agreement to changes and, therefore, our focus is on reaching agreements on the agreed protocols on staffing and working through any barriers, for example use of car (we will cover any additional expenditure on business insurance, childcare (if you redeploy to an essential service childcare will become available) etc.

We are all expected, as far as possible within the constraints of complying with Government advice on self-isolating, continue to perform either our normal duties and/or be flexible enough to ensure that essential services continue to be provided. However, if difficulties arise with a refusal to attend work or a refusal to carry out certain duties, your manager will need to ascertain what the concerns are, consider what, if anything, can be reasonably done to address those concerns and take action accordingly, to encourage you to attend work.

If there is a refusal to attend or perform the task that is considered reasonable and appropriate then this may justify withdrawal of pay. We will not do this without explaining the consequences of refusing to work and we can't imagine and certainly do not want to get to this point, but it is only fair and responsible to be very clear.

If we are unable to redeploy you internally we do have a network of external volunteering opportunities and it is important to note that we do not have all the answers – if you are on the redeployment list and you have identified a volunteering opportunity in your community, or in the

health sector you could usefully do then please tell us and we will take you off the list. You can add your name to the volunteer register, advise them you are a PCC employee who has not had a redeployment opportunity as yet, but wish to volunteer, the Hub can also be contacted on 01437 776301 or emailing communitycovid19@pembrokeshire.gov.uk. The bottom line is we're all in this together, there's a local community relying on us, you're getting paid, and what you normally do may not be critical, so we ask you to think about where you are best placed in the current circumstances.

We are enormously grateful to you all for working with us in such difficult circumstances. Thank you all

Staff FAQs 24th March 2020

I am still being expected to share a cab with my colleagues, how can we keep to social distancing rules? I am in service that is deemed critical.

The lockdown announcement last night makes it clear – everyone should lockdown for 3 weeks, but we have front line critical services that need to carry on.

There may be additional vehicles managers can put into use to ensure that there are only 1 or 2 in a cab.

Where you are working on a highway site and works are deemed critical to continue, then if there are no additional vans available, then personal cars can be used and your business mileage will be reimbursed.

Your managers have been asked to risk assess staff cohort.

'shield staff' have been stepped down from operational duty, but staff who have a member of the household in the shield group, these staff should be placed in a single man vehicle and or redeployment to other areas of the service considered to ensure that they can adhere to social distancing.

Similarly with those staff who are in the longer vulnerable list.

All staff are required to strictly adhere to good hygiene / infection control guidelines and ensure no uniforms and PPE enter the home and bath or shower straight away upon re-entering the home.

Do not congregate in crew rooms before and after shift.

All members of staff are required to follow the flow chart if COVID-19 symptoms develop.

Staff FAQs 20th March 2020

Working practices

We are actively putting together a master list of employees to be redeployed. This may include the following:

- a temporary change of role
- undertaking additional training to be able to carry out a temporary role
- working from an alternative location
- altering working hours or patterns

A protocol on temporary redeployments has been published

<http://intranet.pembrokeshire.gov.uk/en-gb/coronavirus/Pages/default.aspx>

We have a dedicated team of HR staff led by Hayley.Robson@pembrokeshire.gov.uk who will coordinate with service managers, Learning & Development and Health & Safety to ensure a rapid upskill, orientation and permit to work exercise is fulfilled that ensures you are confident in your new temporary role, we know we're asking a lot and will do all we can to support you during this crisis.

<https://www.gov.uk/government/publications/coronavirus-covid-19-maintaining-educational-provision/guidance-for-schools-colleges-and-local-authorities-on-maintaining-educational-provision>

We are in a fast moving and unprecedented situation our aim is to work closely with staff to ensure that we work collaboratively and reasonably toward our urgent need to redeploy to protect our essential services for the most vulnerable in our community.

Key points

- Any requests to temporarily redeploy should be 'reasonable' and take account of the criterion listed above.
- Our first approach as an employer will wherever possible, be to seek volunteers to cover different types of jobs, and we are confident that our staff will work with us in this endeavour.
- We cannot rule out given the unprecedented situation and to ensure essential services are delivered i.e. protection of life; that we find ourselves in a situation of requiring a cohort of staff to work in an essential service. If we come to a point where these decisions are required, we commit to the principles of partnership with our Trade Union colleagues and will consult with them on our business continuity rationale for doing so.
- We acknowledge that we have a duty of care to staff to ensure that they are suitably trained and qualified to undertake their work. We are putting in place emergent training plans through the redeployment team, the IMC, our Learning and Development Team and Managers.
- We will continue with our statutory requirements in respect of Disclosure and Barring Service checks and professional registration, but will look at our local policies to ensure we maximise the flexibility of our workforce.
- Advice in relation to managing temporary redeployment can be obtained from the HR teams, full contact details are on the HR Intranet Page:

[EV1]

COVID-19 and the temporary redeployment of staff

Purpose:

To set out measures that can be taken to move employees from one job to another on a temporary basis, to cover essential services. |

This protocol covers all staff employed by the Authority, incl. of school based staff.

Business Continuity Planning:

The temporary redeployment of employees to cover essential services is something that is being actively prepared for as part of our Business Continuity Plan (BCP). We fully recognise that we cannot do this without our employee's full support and engagement.

Plans requiring the wider redeployment of employees from one service of the Council to another will be agreed at a corporate level via the Incident Management Centre and managed through the HR team. Management Teams can refer items for consideration via their Directorate IMC representative and via the email address: hrrdeployment@pembrokeshire.gov.uk.

Points to consider:

We will need our employees to be flexible in consideration of temporary redeployment within the same service or to a different service and to any of its establishments within the Authority to manage the COVID-19 emergency.

We recognise that the right should be exercised within reason and will be subject to discussion with you which will include:

- your domestic and family circumstances being taken into consideration;
- any underlying health condition you or a family member has
- the nature of the work to be undertaken;
- your knowledge, skills, experience and qualifications (Appendix 1 skills matrix);
- the distance of the move in terms of location;
- the hours of work; we are going to require maximum flexibility in hours worked, most of our essential services will require a commitment beyond our usual core hours;
- the likely duration of the move;

All additional travel costs will be fully reimbursed [Additional Travel Expenses](#).

Usual rules on 'acting up' and honorariums will apply as outlined in the [Pay Structure Maintenance Policy](#)

We fully sign up to a commitment of 'no detriment' where you are redeployed.

Redeployment Starts	Redeployment Ends	Redeployed To	Pay Grade for Redeployed Role	Refused Redeployment?	Available for Redeployment	Employee Ref No.	Current Job Title
13/05/2020	31/07/2020	CA Sites		No	No	XXXX	Mason
29/06/2020		School Cleaning/Caretaking		No	No	XXXX	Cleaner
				No	No	XXXX	Casual Leisure Attendant 2
				No	No	XXXX	Playgroup Assistant Flying Start
06/04/2020		Admin Support - Community Hub (Luke Lenton Team)	3		No	XXXX	Casual Fitness Instructor
					No	XXXX	Revenue Assistant
							Admin Duty Officer
11/07/2020		Visitor Welcome Team			No	XXXX	
25/03/2020		Registrar			No	XXXX	Community Relationship & Engagement Officer
15/06/2020	10/08/2020	Contact Advisor			No	XXXX	Leisure Attendant
						115624	Library & Information Assistant
15/06/2020		Contact Advisor			No		

Title (Mr/Mrs etc.)	First Name	Last Name	DOB	Home Address	Town	Postcode	Home Telephone Number
Mr	X	X	XXXXXX	XXXXX		XXXX	XXXXXX
Ms	X	X	XXXXXX	XXXXX	Milford Haven	XXXX	XXXXXX
Mr	X	X	XXXXXX	XXXXX	?	XXXX	XXXXXX
Ms	X	X	XXXXXX	XXXXX		XXXX	XXXXXX
Ms	X	X	XXXXXX	XXXXX		XXXX	XXXXXX
Mr	X	X	XXXXXX	XXXXX	Johnston	XXXX	XXXXXX
Mrs					Saundersfoot		
	X	X	XXXXXX	XXXXX		XXXX	XXXXXX
Mrs	X	X	XXXXXX	XXXXX	Tenby	XXXX	XXXXXX
Mr	X	X	XXXXXX	XXXXX		XXXX	XXXXXX
Miss	X	X	XXXXXX	XXXXX	Haverfordwest	XXXX	XXXXXX

Mobile Telephone Number	Next of Kin Details	Team	Work Location	Work Email	Work Telephone Number	Laptop asset number	Ability to work from home?
XXXXXX	XXXX	Building Maintenance	Thornton Dept	X@pembrokeshire.gov.uk	XXXXXXXX		
XXXXXXXX	XXXX	Leisure	Milford Haven Leisure Centre	X@pembrokeshire.gov.uk	XXXXXXXX	N/a	No
XXXXXXXX	XXXX	Leisure	Milford Haven Leisure Centre	X@pembrokeshire.gov.uk	XXXXXXXX		Unknown
XXXXXXXX	XXXX	Education & Social	County Hall	X@pembrokeshire.gov.uk	XXXXXXXX		
XXXXXXXX	XXXX	Leisure	Fishguard Leisure Centre	X@pembrokeshire.gov.uk	XXXXXXXX		
XXXXXX		Finance	County Hall			22351	Yes
	XXXX			X@pembrokeshire.gov.uk	XXXXXXXX		Yes
XXXXXX							
	XXXX	Leisure	Tenby leisure Centre	X@pembrokeshire.gov.uk	XXXXXXXX	22326	Y
XXXXXX	XXXX	Transformation	2D Co Hall	X@pembrokeshire.gov.uk	XXXXXXXX	23287	Yes
XXXXXX	XXXX	Leisure	Haverfordwest Leisure Centre	X@pembrokeshire.gov.uk	XXXXXXXX		
XXXXXX		Cultural Services	Glan-yr-afon			N/A	Y
	XXXX			X@pembrokeshire.gov.uk	XXXXXXXX		No

DBS	Type of DBS	Do you or any of your dependants/someone in your household have a underlying health condition that could be affected by Coronavirus?	Self Underlying Health Condition	Dependants Underlying Health	Dependencies	Childcare responsibility/plan	Are you a carer (for elderly relative, someone receiving medical	S
		No						F
Yes	DBS - Enhanced - regulated	No	No		No	No	No	C
Yes	DBS - Enhanced - regulated	No	Unknown	Unknown				C
		No						C
		No						C
Yes	DBS - Enhanced - regulated	No	Unknown	Unknown				fi
								IT
								s
Yes		Husband has Asthma	No	Yes	Unknown	N/A	Yes	F
Yes		No	No	No	none	none	My mother (80) is self isolating	ill
		No						rr
Yes		No	No			no	Step-brother Learning difficulties & epilepsy (lives with mum).	C

Skills set e.g. care worker, first aid, contact centre experience etc	Driving licence	Experience in care	First Aid	Welsh Speaker	Comment
First Aid, Manual	Yes	No	Yes	No	
Customer Service	No	None	No	No	
Customer Service	Yes	None	Yes	No	
Customer Service	Yes	No	Yes	No	
Customer Service	No	No	Yes	Yes	
financial assessments, IT skills, customer service	Yes	No	No	No	
	Yes		Yes	No	
First Aid at work/Driver library operational manager	Yes	No	No	No	
Customer service	Yes	No	Yes	No	
Library skills, customer service, hospitality	No	No	No	No	

[EV12]

Current Post (s)	Current Hours Worked	Hours Paid Monthly (Casual)	Current Grade	Shielded/Vulnerable Group (please Clarify)
Library Assistant Crymch	For the first two posts 9.5 hours /week	12	not sure	asthmatic
Road Safety Trainer	340 hours pa		NJC_03	n/a
Relief Library Assistant	Variable	27.7		
Revenue Assistant	Full Time		5	NEITHER
IT tutor AND Relief Library and TIC assistant	4 plus variable library hours	57.3		No
Relief Library Assistant	Varies	25.08	3	Yes, over 70
Library & Information Assistant	57.25 Two week total		3	Vulnerable - Husband
Environment Advisor	37		8	No

Home work only Y/N	Can physically work in an Office Y/N	Broadband speed Download over 10gbps? (use fast.com)	Broadband speed Upload (use fast.com)	Broadband speed Ping (use fast.com)	If broadband speed is below 10 mgbps a dongle can be supplied - is dongle required? Y/N	Cellular signal 2G (EDGE) Good/Bad/None
Y	N	2.5 mb/sec	22mb/sec	15-25ms		not sure
Y	Y	Y			N	Good
Y	N	18.24	8.15	19	N	Good outdoors
YES AT PRESENT	YES	SUPER BROADBAND	SUPER BROADBAND			GOOD
N	Y	37.76	7.48	36	No	Good indoors & outdoors
Y	Y	68.80 Mb/s	18.47 Mb/s	14 Ms	No	Unknown
Y	Y	37.34Mb/s	30.19Mb/s	134ms	Yes	Good indoors & outdoors
No	Yes	Yes	18.5		No	Good

Cellular signal 3G Good/Bad/None	Cellular signal 4G Good/Bad/None	Cellular signal 5G Good/Bad/None	PCC laptop? Y/N
good	good	not sure	
Good	Good	None	N
Limited coverage	Good outdoors		N
GOOD	GOOD	None	YES
Good indoors & outdoors	Sometimes	No Coverage	N
Unknown	Unknown	Unknown	N
Good indoors & outdoors	Good indoors & outdoors	No Coverage	N
Good	Good	None	Y

Have you got/used Skype on your PCC Laptop? Y/N	Do you have a soft phone?	Headset Y/N	Do you have a suitable desk space / work area at home (deskpace, suitable chair etc) to work from?
N	N	N	Yes
N	No	No	Yes
YES		YES	
N (but have used on own computer)	N	N	Y
N	N	N	Y
N/A	No	No	Yes
Y	N	N	Y

[EV13]

From: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>

Sent: 14 May 2020 08:46

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: Contact Advisor- G5

Importance: High

Hi Duncan

Following on from our discussions regarding the G5 roles contact advisor roles in the tracing team.

Can you call the attached list of applicants looking to redeploy into this role asking the questions in the list below. More questions are being formulated by Adelle and Ali but we need to move quickly so start on the below.

Can you send me the initial names that you have available by COB today- the manager is needing to get this moving quite quickly.

If we can get an initial cohort through to them and we can always add to the team as we progress.

If you need further details regarding the role let me know but essentially:

- Home working role
- Needs laptop, phone, internet (speed needed to be around 10 megabites per second).
- Will be required to follow a set process of making outgoing calls to individuals across Pembrokeshire to track and trace how the virus spreads. I can provide more detail by phone if required.
- They will be required to fill out details via forms & will need to upload them to the system- following an all wales approach.
- Training will be provided.
- Shift systems will be in place and team will be flexible in slotting staff into the shifts that best suit.

Long term can you collate this into a shared spreadsheet so the CT team can access and screen.

Thanks

Hayley Robson

HR Advisor



[EV13]

Are you familiar with undertaking training/ learning via the use of elearning modules (e.g. POD)?	Have you any contact centre experience?	Have you undertaken any type of basic investigative work -[e.g. worked in public health protection, police, army, staff investigations? Etc	Level of IT Competence? Good Basic None
No	No	No	Basic
Yes	No	No	Good
Yes	No	No	Good
	I HAVE NOT WORKED IN	NO	BASIC
Y	N	N	High
Y	N	N	Good
Yes	No	No	Average
Y	Yes from a Police perspective	Experience as a Senior	Good

Ability to speak Welsh? - level of competence? (no-cannot speak welsh, beginner, intermediate, advanced/fluent)	Which days are you able to work?	what is your current working pattern? E.g. Monday-Thursday 7.24hrs each day	For those working part-time currently there may be an opportunity to increase their hours - is this something they would be interested in? If yes please indicate the additional hours /days you are available.
No			
None		8 hours per weekschool time only	Yes - weekdays not weekend
No Welsh		Flexible	Yes. As required
	ALL		
beginner		Mon 3:30-5:30, Thurs 12-2 plus normally any available library work, but none currently	Yes - any
No		Varies	Yes. Willing to work shifts on 2 to 3 days a week
Beginner		Tues -Fri 25.25 Tues-Fri 32hrs	Yes Mondays 8-8pm Tues 8-12noon.
Intermediate		Monday-Friday 7.24hrs	

Is there any barrier to you undertaking current contracted hours ? i.e. child care, elderly care, (School Age children will be a factor as well – staff with younger children may only be able to give us one 4 hour shift a day?)	We hope to match current contracted hours – but are looking for flexibility - Is there any barrier to you undertaking current contracted hours at different times of the week?	Are you able to work weekends Y/N e.g. Saturday morning or afternoon, Sunday morning o Y/N	Call lines open from 8am-8pm- so which shift better for you;
I have 2 school age children at home	I can do more hours if needed just not weekends	N	Yes
No	No	Y	Yes
		YES	EARLY
N	N	Y	Y
N	N	Y	Flexible
No	no	Yes	Flexible
N	Y	Y	Y

[EV14]

Dear

Test, Trace, Protect - Contact Advisors required

We are seeking support from those on our Election Duties database who may have additional capacity to work remotely at home as part of our new contact tracing team. We have been resourcing the team with internal redeployments until now, but as services get back up and running, we will need to backfill.

The vision is that, as with Election Duties, you will receive full training. You will then be placed on a Bank in preparation for supporting the **Test, Trace, Protect** team, and be asked to step-in, if and at such times of infection clusters in Pembrokeshire.

Given the nature of COVID-19, if cases rise you may be asked to provide support on a regular basis for an extended period of time. We would therefore be looking for individuals who are able to offer a minimum of 12 hours per week when required. If asked to stand-up the service operates 8am-8pm 7 days a week, therefore part time working can be facilitated. Any capacity for offering shifts over weekends and evenings would be gratefully received.

The local teams are seen as key to the move out of lockdown; any long term management of the COVID-19 pandemic would be unsustainable without thorough testing and tracing arrangements and it is imperative that these are put in place at a local level. Public Health Wales have asked up to put in this team for a period of up to 12 months.

In this customer service role you will be required to contact individuals identified as being in contact with a possible case of COVID-19. You will work from a list of contacts provided by contact tracers (i.e. case interviewers).

- Establish whether the contact has any symptoms that might suggest COVID 19 disease.
- Escalate any concerns to an Environmental Health Officer Team Lead and/or Clinical lead.
- Advise individuals on the need to immediately isolate and of the next steps following scripts provided by Public Health Wales
- Have an empathetic approach and be able to adapt to different client scenarios
- Document conversations and record sensitive data on an electronic database (experience of Microsoft office, Word, database use, email or similar is required)

- Maintain contact with people on a daily basis for 14 days (in line with guidance available from Public Health Wales)
- Provide excellent customer care and manage conversations with members of the public on a daily basis in an appropriate manner.
- Work as a member of a team providing excellent customer service
- The ability to speak Welsh is desirable.

A calm, professional manner is essential, as is access to broadband (10 MG) and the ability to be able to work from home in a confidential manner.

Full national, regional and local training will be provided. You will be provided with the necessary equipment to carry out the post and you will be able to work remotely. Salary will be @ £11.41 per hour (incl. of holiday pay).

This as you will gather is very much about preparation and we cannot guarantee any paid work beyond the initial training and periodic refresher training, we have never recruited on the basis of hoping that we never need to use you! However, it would help our community enormously if you could be prepared in readiness to step in.

Email your interest in this redeployment opportunity to hrrdeployment@pembrokeshire.gov.uk you will then be asked to fill out a short questionnaire prior to remote interview.

Yours sincerely,

Ceri Davies

Head of HR

OUTSIDE INTERESTS

REFERENCES

Please give details of one person we could approach for a reference (this should be your present employer or last employer if unemployed)

Name:

Job Title:

Company name:

Address:

Telephone:

Email:

Note: Unless you state here to the contrary, it will be assumed that you have no objection to the Council taking up references immediately.

ABILITY TO DRIVE

Do you hold a full driving licence? YES/NO Do you own or have access to a vehicle YES/NO

LANGUAGES

Please indicate your ability in languages other than English. Please include here your level of competency in spoken and written Welsh.

Language	Degree of fluency	
	Written	Spoken

WELSH LANGUAGE STANDARDS

A. If your application is shortlisted, would you wish to use the Welsh language at interview, or at any other assessment process? A translation service from Welsh to English will be provided for this purpose, if required. Please tick the relevant box below.

YES ☐ NO ☐

B. If your application is successful, would you wish to receive the written offer / contract of employment in Welsh? Please tick the relevant box below.

YES ☐ NO ☐

OTHER INFORMATION

1. Do you have the legal right to live and work in the U.K.? YES ☐ NO ☐
2. If yes, is this subject to you having a valid visa and work permit? YES ☐ NO ☐

(If you have answered yes to question 2, you will be asked to produce evidence of your nationality and identity if you are invited for an interview)

CRIMINAL OFFENCES

Because of the nature of the work involved, the post you are applying for is covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 and (Exceptions) Amendment Order 1996. This means that you are **NOT** entitled to withhold information about convictions, cautions or bind over ~~order which~~ might otherwise be treated as spent.

Do you have any convictions, cautions, reprimands or final warnings that are not "protected" as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) order 1975 (as amended in 2013 by 8/12/13 1188)?

YES ☐ NO ☐

If you have answered YES, please provide full details in a covering letter.

Note: If your application is successful, you will be required to apply for a check from the Disclosure and Barring Service (DBS). Having a criminal record will not necessarily be a bar to employment.

RELATIONSHIPS

Are you related to a Councillor or employee of the Council? YES ☐ NO ☐

If YES, please give the name of the Councillor/employee:

Where did you see this post advertised?

I declare that to the best of my knowledge the information in this application is correct. I have not concealed, ~~omitted~~ ~~concealed~~ a Member or officer of the Council in connection with this application. I understand that withholding relevant information or providing false or misleading information renders me liable to dismissal, if employed. I hereby give my consent for the information contained in this application to be processed by the Council, as required, in accordance with the principles of the Data Protection Act 1998.

Signature:

Date:

Please return:

by e-mail to: pscc@lincs.gov.uk

or by post to: Human Resources, Lincolnshire County Council, County Hall, Havertonwood, S48 1 11P

[EV16]

Dear Colleague

We are expecting to see a significant drop in staffing levels over the coming weeks, it is critical that we are able to care for the most vulnerable in our society during this time of crisis. It is a top priority for us to find and train people from across the organisation who can help deliver care to those that need it most. If you think that you can do this extremely rewarding and demanding role to see us through these difficult times please let us know as soon as possible.

The role of a Home Care Support Worker or Residential Home Carer could include:

- Undertake visits to a range of vulnerable clients to undertake the tasks required within their care plan.
- Ability & aptitude to connect with vulnerable people – kind, considerate, calm, humility, thoughtful, caring.
- Duties include early mornings, evenings & weekend shifts e.g. 7am -2pm & 4pm - 10pm
- Duties include driving to do 'care calls' working to an allocated time i.e. 30 minute call
- To support & assist people with their daily/wellbeing needs to eat their meals, administering correct medication & completing Medication charts, supporting people to get dressed shower/bathing, a daily wash, assisting to get up out of bed/go to bed, using aides & equipment to assist people if required. Personal care support – assisting people to go to the toilet or changing of continence pads.
- Complete the relevant paperwork as required within the care plan.
- Report back to Managers any concerns or issues regarding the customers.
- To ensure any care is delivered with dignity and respect for customers, family and colleagues.
- To undertake cleaning duties as required if working within a Residential Home

We recognise that it can be daunting to move into another role, but please be assured we have a training and ongoing support package in place. Therefore, if you are willing to support this sector in any way you can, please email hrrdeployment@pembrokeshire.gov.uk or rebecca.noyce@pembrokeshire.gov.uk or your HR Link officer for more information about this and other redeployment options. A member of the social care hr team will then contact you to discuss these options further.

Yours sincerely

Jonathan Griffiths

Director of Social Care & Housing

[EV17]

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 15 July 2020 16:53
To: Evans, Alison <Alison.evans@pembrokeshire.gov.uk>
Cc: Day, Adelle <Adelle.Day@pembrokeshire.gov.uk>
Subject: RE: Contact Advisor Selection

Thanks Ali, will do.

I'll aim to get you an update by the end of this week.

Thanks again,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: Evans, Alison <Alison.evans@pembrokeshire.gov.uk>
Sent: 15 July 2020 16:42
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Cc: Day, Adelle <Adelle.Day@pembrokeshire.gov.uk>
Subject: RE: Contact Advisor Selection

Afternoon Duncan, thank you for this recap.

That sounds good, I think you're pretty much there but see the notes below.

I think we can afford to be quite choosy here. We've learned from the redeployed staff that IT skills are really essential for the training as this will all be online so excellent skills would be preferred. Lack of experience with e-learning I also a no go.

The investigatory skills are specifically aimed at us finding Contact Tracers. This won't be necessary for the Advisors so while we do want to know this information it isn't crucial or even preferred as you suggest.

Feel free to drop me a call if you need to talk this through at any point.

Many thanks,

Ali Evans

Information Governance and Complaints Manager/Rheolwr Rheoli Gwybodaeth a Chwynion

Pembrokeshire County Council/Cyngor Sir Benfro

Telephone/Ffon: 01437 775805

E-mail/E-bost Alison.evans@pembrokeshire.gov.uk

- Ability to work from home – crucial
- Customer service experience – ~~preferred~~ **Essential**
- Broadband speed over 10mbps – crucial
- ~~Good to~~ Excellent IT experience – crucial
- Experience with video calling software – ~~preferred~~ **Essential**
- Experience with online training – ~~preferred~~ **Essential**
- Experience of investigatory work – ~~preferred~~
- Welsh speaking/writing – ~~preferred~~

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 15 July 2020 14:28

To: Day, Adelle <Adelle.Day@pembrokeshire.gov.uk>; Evans, Alison <Alison.evans@pembrokeshire.gov.uk>

Hi both, I hope you're well.

I have now distributed 55 application forms based on responses we have had from the letter sent out for Test, Trace and Protect roles.

I've had a handful completed and returned to me and I started to collate the key details from each response into a spreadsheet you can use to track the applications and determine those moving forward.

As agreed I will then pre-screen the candidates and have decided to colour code the successful applicants for those who are best suited to the roles available. I would also like to eliminate any applicants who lack the technical access or skills you are seeking. I'd like to determine which criteria you consider most crucial with you now. My current thinking is:

- Ability to work from home – crucial
- Customer service experience – preferred
- Broadband speed over 10mbps – crucial
- Good to Excellent IT experience – crucial
- Experience with video calling software – preferred
- Experience with online training – preferred
- Experience of investigatory work – preferred
- Welsh speaking/writing – preferred

Let me know if I'm on the right track here. I'll then start screening those applications.

Thanks,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV18]

From: Hook, Duncan

Sent: 17 July 2020 17:23

To: Evans, Alison <Alison.Evans@pembrokeshire.gov.uk>; Day, Adelle
<Adelle.Day@pembrokeshire.gov.uk>

Cc: Hayley Robson (Hayley.Robson@pembrokeshire.gov.uk)
<Hayley.Robson@pembrokeshire.gov.uk>

Subject: Contact Advisor Election/External Applicants

Hi both,

We've had 28 application forms returned for the Contact Advisor roles with 17 shortlisted and they are now all collated into a spreadsheet 'Contact Advisor Applications' along with originals of all application forms for reference. This can all be found here:

Everyone in the 'Open' tab is considered suitable but the ones marked Green hit more of the marks regarding availability or experience.

I will be contacting everyone in the 'Closed' tab on Monday to inform them they won't be moving forward. If you believe any of the individuals marked Amber should be closed then let me know.

We've had applications returned in a variety of formats (some upside down, scanned, photographed) and collating them has been a manual process. I'll continue to add them as soon as possible.

It also appears that some of the people who we sent the application form to have then passed it form on as we had a handful of applicants who are not ex PCC/Election staff.

Any questions, let me know.

Have a good weekend!

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV19]

Contact Advisor Open Applicants							
First Name	Last Name	Email	Phone	Work from home?	Confidential office space?	Customer Service/Contact Centre Experience?	Broadband speed? (Mbps)
XXXXX	XXXXX	XXX@btinternet.com	XXXXXXXXXX	Y	Y	Y	27
XXXXX	XXXXX	XXX@yahoo.co.uk	XXXXXXXXXX	Y	Y	Y	36
XXXXX	Jones	XXX@hotmail.co.uk	XXXXXXXXXX	Y	Y	Y	30
XXXXX	XXXXX	XXX@btinternet.com	XXXXXXXXXX	Y	Y	Y	40
XXXXX	XXXXX	XXX@hotmail.co.uk	XXXXXXXXXX	Y	Y	Y	34
XXXXX	XXXXX	XXX@outlook.com	XXXXXXXXXX	Y	Y	N	17

IT Experience?	Experience with video conferencing software?	Experience with online training?	Experience of basic investigatory work?	Hours available per week	Mon	Tues	Wed
Good	Y	Y	Y	24	Full availability	Full availability	8-2
Good	Y	Y	Y	18	Full availability	2-8	
Excellent	Y	Y	N	15	Full availability		
Good	Y	Y	N	12		Full availability	Full availability
Basic	N	N	Y	16	Full availability	Full availability	Full availability
Good	Y	N	Y	12	Full availability	Full availability	

Availability				Welsh writing?	Welsh speaking?	Notes, skills, experience etc.
Thur	Fri	Sat	Sun			
Full availability (alternate weeks)	8-2	Full availability (alternate weeks)	Flexible (alternate weeks)	Fluent	Fluent	IT skills, customer service, breadth of experience
Full availability	2-8			N	N	Police, managerial, risk assessor, organisational, customer service
	Full availability	8-12	8-12	N	Basic	Accounting, notetaking, word, excel
Full availability				N	N	Communication, Organising, Customer Service
Full availability	Full availability	Full availability	Full availability	N	Basic	Communication, working with vulnerable and distressed clients, administration - Basic IT skill, little experience with types of software used
Full availability	Full availability	Full availability	Full availability	N	Basic	Researcher, Little experience with types of software used, no customer service experience low availability

[EV20]

From: Wilks, Julie <Julie.Wilks@pembrokeshire.gov.uk>
Sent: 24 March 2020 10:16
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Cc: Warrington, Sue <Sue.Warrington@pembrokeshire.gov.uk>
Subject: RE: Registrar Support?

Hi Duncan

Sorry not to answer.

We've actually implemented our split teams with immediate effect following the announcement last night so I'm working from home today and tomorrow and then back in on Thursday. As you can imagine, dividing the team leaves us a bit short handed.

I am on skype all day today (just audio as I haven't the bandwidth for video!).

For the admin:

Touch typist

Good IT skills/confidence

Excel/Word/etc

Experience of using Paris to take payments

Needs to be confident/proactive and able to work on own initiative as there will be limited opportunity to train people in the current situation

For the Registrar:

Again all of the above,

Legal background (solicitor or higher)

Finance experience

We will need to train this individual to be compliant – unless we happen to have an already trained registrar available!

When you have names, we will slot them into one of our two teams so one will work Mon-Wed and the other Thu-Fri extending to Sun-Wed and Thu-Sat if required.

Let me know if you need any more info.

Julie

From: Hook, Duncan
Sent: 24 March 2020 09:55
To: Wilks, Julie <Julie.Wilks@pembrokeshire.gov.uk>
Subject: Registrar Support?

Hi Julie, I hope you're well.

I tried to give you a call this morning to follow up a request from Hayley Robson for additional support for Lindsay. I understand you are moving to split teams for social distancing purposes. Will this be in place by the time these redeployed staff begin working?

Could I ask for a few specifics on what is required for the Registrar please? We have a lot of staff available in our finance department so I imagine this is where I will start looking.

In the meantime I am still looking for two registrar admins for you.

Thanks,
Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV21]

From: emma.sutton <XXXXX@hotmail.co.uk>
Sent: 15 April 2020 09:37
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: RE: Phone call re. Redeployment

Oh it's ok, no problem! This is all rather new and strange for us all haha!

Ok that's great. I've got my baking business which is super busy but if there's anything I can do part time then let me know!

Cheers,

Em.

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Hook, Duncan" <Duncan.Hook@pembrokeshire.gov.uk>
Date: 15/04/2020 09:25 (GMT+00:00)
To: "emma.sutton" <emma.sutton@hotmail.co.uk>
Subject: RE: RE: Phone call re. Redeployment

Hi Emma, I've just been alerted to this.

My sincere apologies as I wasn't made aware that a personal work laptop was a requirement.

I don't have any areas urgently needing support today but I will absolutely look to find an alternative role for you as soon as possible.

Again, very sorry that this has happened.

Thanks for your support,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: emma.sutton <emma.sutton@hotmail.co.uk>
Sent: 15 April 2020 09:59
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: RE: Phone call re. Redeployment

Hi Duncan,

I came into PCC this morning to start the new role only to be turned away as I don't have a work laptop or apparently the IT skills they wanted! Haha! Shame because I really wanted to help.

So what were the other options re. alternative roles?

Thanks!

Em.

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Hook, Duncan" <Duncan.Hook@pembrokeshire.gov.uk>
Date: 03/04/2020 11:10 (GMT+00:00)
To: "emma.sutton" <XXXX@hotmail.co.uk>
Subject: RE: RE: Phone call re. Redeployment

Hi Emma,

You are all set to start on the 15th of April at County Hall. You will be met outside at 8:30am and your contact is Ann Alderman.

Thanks,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

----- Original message -----

From: "Hook, Duncan" <Duncan.Hook@pembrokeshire.gov.uk>

Date: 02/04/2020 11:38 (GMT+00:00)

To: "emma.sutton" <XXXX@hotmail.co.uk>

Subject: RE: Phone call re. Redeployment

Hi Em, thanks for getting back to me so soon.

That's great, I've logged your preferences and the fact that you are only able to fulfil 3 days per week (max).

I will be passing these details onto Ann Alderman who should then be in touch with you to explain more.

Thanks again for your support,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: emma.sutton <XXXXXX@hotmail.co.uk>
Sent: 02 April 2020 11:07
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Phone call re. Redeployment

Thanks for that Duncan.

Very keen to help and anything customer service related is great for me.

I'd like to go for the 6am-2pm role if possible? Is it ok though that I can only do 3 days? Well I mean I can do 1, 2 or 3, haha but no more than 3 with other commitments if that makes sense?

Let me know?

Thanks,

Em.

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Hook, Duncan" <Duncan.Hook@pembrokeshire.gov.uk>
Date: 02/04/2020 10:46 (GMT+00:00)
To: "emma.sutton" <XXXX@hotmail.co.uk>

Subject: RE: Phone call re. Redeployment

Hi Emma, I've just a got a minute to send this your way.

The requirement for Call handling within the Provider Hub will be from next week based in County Hall. Shifts will either be 6am – 2pm or 2pm – 7pm. I have taken preferences but not sure we can guarantee anything.

The calls will be dealing with staff replacements, PPE requests and logging details of customers that require testing.

Training will be provided but for this role the following skills will be used:

- Predominantly Call handling (customer service)
- Light Data handling
- Basic Excel

If you have a think about this and let me know if you have any questions. As I mentioned it would be great to know before 4pm if possible.

Thanks again for your support,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: emma.sutton <XXXXXXX@hotmail.co.uk>

Sent: 02 April 2020 10:13

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: RE: Phone call re. Redeployment

Sorry my phone signal is rubbish! Now is good to speak... I'm not around this afternoon...

Cheers, Em.

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Hook, Duncan" <Duncan.Hook@pembrokeshire.gov.uk>

Date: 02/04/2020 08:33 (GMT+00:00)

To: XXXXX@hotmail.co.uk

Subject: Phone call re. Redeployment

If you have received this email in error, please notify us by telephone on 01437 764551 and delete it from your computer immediately. Os ydych chi wedi derbyn yr e-bost hwn trwy gamgymeriad, byddwch cystal â rhoi gwybod inni trwy ffonio 01437 764551. Wedyn dylech ddileu'r e-bost ar unwaith oddi ar eich cyfrifiadur.

Hi there Emma, I hope you're well.

I'm hoping to call you today regarding potential temporary redeployment for you. We urgently need support for our care service from a call-handling perspective and so I'd like to have to opportunity to talk you through this.

Is there a time today that works for you?

I have your mobile number from Lisa but if you have a preferred number then let me know.

I look forward to chatting to you later,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

[EV22]

From: Martin, Paul <Paul.Martin@pembrokeshire.gov.uk>
Sent: 30 March 2020 09:15
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Re-deployment - Paul Martin

Hi Duncan
Thank you for the reply.
I will wait for clarification on the role.

Kind regards

Paul

From: Hook, Duncan
Sent: 30 March 2020 07:58
To: Regimbal, Paul <Paul.Regimbal@pembrokeshire.gov.uk>; Pugh-Davies, Joanne <JoanneP-Davies@pembrokeshire.gov.uk>
Cc: Martin, Paul <Paul.Martin@pembrokeshire.gov.uk>
Subject: RE: Re-deployment - Paul Martin

Hi Paul, thanks for your email.

Paul did express his concerns when we spoke and I completely understand why he may not feel totally comfortable with this role. Given the range of supporting roles needed in the caring services there may not be an issue at all regarding his dyslexia and dyspraxia which is why we agreed to start the ball rolling on the training with the condition that Paul should feel free to say if he's not able to confidently fulfil the role.

I was very impressed with Paul's commitment to redeployment and I wouldn't want his conditions to get in the way of him being able to provide the support he wants to give.

It would be a shame for us not to be able to utilise Paul's support here so I will aim to get a bit more clarification of the responsibilities of this position and we'll go from there.

Thanks again,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: Regimbal, Paul <Paul.Regimbal@pembrokeshire.gov.uk>
Sent: 27 March 2020 15:52
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Pugh-Davies, Joanne <JoanneP-Davies@pembrokeshire.gov.uk>
Cc: Martin, Paul <Paul.Martin@pembrokeshire.gov.uk>
Subject: Re-deployment - Paul Martin

Hi Jo/Duncan,

Paul Martin has been contacted in relation to re-deployment into domiciliary care. Paul is expressing anxiety in relation to this option suggested to him. He suffers from dyspraxia and dyslexia and is in part unsure about administering medication and fears making mistakes in relation to this but also will likely struggle with the e-learning. I have spoken to Team Leader, Trish Mellor in relation to this and we are both hoping that Paul could be offered other options that may be more suitable to his abilities? Paul is a conscientious worker and he is willing to help where needed but would welcome other options that cater for his needs. He lives between Llanelli and Pembrokeshire.

Kind regards

Paul Regimbal

Senior Social Worker / Gweithiwr Cymdeithasol Uwch

Team Around The Family / Tîm o Amgylch y Teulu

Pembrokeshire County Council / Cyngor Sir Penfro

 Office direct-line: 01437770022 (ext 7722)

Switchboard: 01437764551

 mailto:paul.regimbal@pembrokeshire.gov.uk

 Flying Start Centre, Cross Park, Pennar; SA726SW

[EV23]

From: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Sent: 17 April 2020 10:17

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>;

Subject: FW: compliment

Morning both,

Please see below. Well done. Your hard efforts are being recognised by Gold!

From: Davies, Ceri <Ceri.Davies@pembrokeshire.gov.uk>

Sent: 17 April 2020 09:56

To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Subject: compliment

Just a quick note to say that at the end of Gold meeting this morning Jon G extremely complimentary, and very grateful to HR staff involved in the redeployment/ recruitment activity.

Obviously a massive effort delivery timely results and Jon wanted to acknowledge that with us all.

If only every meeting could end like that!

Thanks to everyone for doing such a great job , often under stress!

I'll let you pass this on to the others Cath, but please be sure not to underestimate the gratitude expressed by everyone.

A very nice end to the week.

With thanks,

Ceri.

[EV24]

From: Price-Lewis, Jemma <jemma.price-lewis@pembrokeshire.gov.uk>
Sent: 13 August 2020 12:42
To: HR Redeployment <hrrdeployment@pembrokeshire.gov.uk>
Cc: Oliver, Sarah <Sarah.Oliver@pembrokeshire.gov.uk>; Howells, Gareth <Gareth.Howells@pembrokeshire.gov.uk>
Subject: Feedback - Mr Dyson - Cleaner

Some lovely feedback from the *Head of Manorbier*

"Thank you for finding Mr Dyson it helped enormously having a cleaner for the last 3 days of term. He was great! I know you had a really difficult job finding cleaners in our area and I am really grateful for the effort you made to support us, thank you."

Jemma

[EV25]

From: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Sent: 29 May 2020 15:28
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Subject: FW: Positive Feedback

Alison Lewis is from the Welsh Audit Office - & has audited our department a few times – so nice that she took time to forward praise for the redeployment process

From: Hendy, Joanne <Joanne.Hendy@pembrokeshire.gov.uk>
Sent: 29 May 2020 15:03
To: Edwards, Sarah (Strategic Project Manager) <sarah.edwards2@pembrokeshire.gov.uk>; Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Cc: Brown, Richard <Richard.Brown@pembrokeshire.gov.uk>; Haswell, Jonathan <haswellj@pembrokeshire.gov.uk>; Davies, Ceri <Ceri.Davies@pembrokeshire.gov.uk>
Subject: Positive Feedback

Afternoon all,

Currently Audit Wales (formerly WAO) are undertaking a review looking to capture novel practice and sharing of learning across the public sector. One of the successes discussed today was the re-opening of the CA sites. Alison had received very positive informal feedback from one of her colleagues who lives in Pembrokeshire and used the service.. They also have a son that was redeployed to support the CA site and again praised the redeployment process and the support provided to the employee.

I thought you would appreciate the positive feedback and would want to share with your teams.

Have a good weekend

Jo

Jo Hendy

Chief Audit, Risk & Information Officer / Prif Swyddog Archwiliad, Risg a Gwybodaeth

Pembrokeshire County Council / Cyngor Sir Penfro

County Hall / Neuadd y Sir

Haverfordwest / Hwlfordd

Pembrokeshire / Sir Benfro

SA61 1TP

Tel/Ffon: 01437 776213

Email/E-bost: joanne.hendy@pembrokeshire.gov.uk

[EV26]

From: Pugh-Davies, Joanne <JoanneP-Davies@pembrokeshire.gov.uk>
Sent: 09 April 2020 17:48
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Allen, Julia <Julia.Allen@pembrokeshire.gov.uk>
Cc: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Subject: FW: Duncan Hook - HR

Hi Duncan

Thought you would like to see this before your Easter break. Great feedback, well done.

Speak to you on Tuesday

Jo

From: Mellor (Griffiths), Trish <Trish.Mellor@pembrokeshire.gov.uk>
Sent: 09 April 2020 16:15
To: Pugh-Davies, Joanne <JoanneP-Davies@pembrokeshire.gov.uk>
Subject: FW: Duncan Hook - HR

Good afternoon Jo,

Please see an email below from Paul Regimbal (which will be nice end & or start to your week). I have already provided positive feedback to Duncan via email last week arising from several comments from the team, which mirror Paul's views below.

Have a nice Easter.

Kind regards

Trish Mellor

Team Leader – Team Around the Family

Arweinydd Tîm – Tîm o Amgylch y Teulu

 : Office direct-line: 01437770024 (ext 7724)

Switchboard: 01437764551

 : <mailto:Trish.mellor@pembrokeshire.gov.uk>

 : Flying Start Centre, Cross Park, Pennar; SA726SW

From: Regimbal, Paul
Sent: 09 April 2020 15:46
To: Mellor (Griffiths), Trish <Trish.Mellor@pembrokeshire.gov.uk>
Subject: Duncan Hook - HR

Hi Trish,

Just a quick email re Duncan Hook from HR. I have spoken to a number of staff members over the last two weeks who have been approached by Duncan in relation to re-deployment and each and every one of them have reported how helpful and nice he has been during these difficult times. They have reported that he has been willing to help where he can. It seems like his approach has made a difference to staff; especially those who have reported anxieties about re-deployment. I'm not sure if you would like to forward this to HR as I feel he deserves the recognition as this challenging time.

Thanks

Paul Regimbal

Senior Social Worker / Gweithiwr Cymdeithasol Uwch

Team Around The Family / Tîm o Amgylch y Teulu

Pembrokeshire County Council / Cyngor Sir Penfro

 : Office direct-line: 01437770022 (ext 7722)

Switchboard: 01437764551

 : <mailto:paul.regimbal@pembrokeshire.gov.uk>

 : Flying Start Centre, Cross Park, Pennar; SA726SW

[EV27]

From: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Sent: 22 May 2020 10:31
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Cc: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Subject: RE: Redeployment Reporting

thanks for all your hard work redeployment team – its been quite an effort this week and a very quick turnaround!

hopefully you can schedule in some break time – there'll be a partial uplifting of lockdown soon to allow us to drive to a beach and get into the sea !

well those of us with functioning cars Hayley !

I got a note from Health that they could offer 40 odd contact advisors! best to leave that one for now but good to have

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 21 May 2020 17:15
To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Cc: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Subject: RE: Redeployment Reporting

Sorry Cath,

Make that **+21 for CA reopening** (total 26)

Apologies! Long day.

DH

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

[EV28]

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 18 May 2020 14:26
To: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Subject: RE: Janette Schilke 115597

Hi Hayley,

Thanks I'll give her a call this afternoon.

Regards,

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Sent: 18 May 2020 14:20
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: FW: Janette Schilke 115597

Would you mind working your way through the questions for this individual & then adding her to the list. Thanks Hayley

From: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Sent: Thursday, 14 May 2020 1:40 PM
To: Wheatley, Jacqueline <Jacqueline.Wheatley@pembrokeshire.gov.uk>; Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Subject: RE: Janette Schilke 115597

thanks Jax – have just been speaking to Rebecca about the c-19 care home issues

Hayley - let's definitely put her forward for the advisor role

From: Wheatley, Jacqueline <Jacqueline.Wheatley@pembrokeshire.gov.uk>
Sent: 14 May 2020 13:37
To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>; Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>
Subject: Janette Schilke 115597

Had a telephone conversation with the above lady, she has been redeployed from Matthew Johns area to a Care Home, she is unhappy working there as she says the staff are not friendly, she has been in direct contact with a patient that has Covid-19 with no barrier training, and feels the PPE is inadequate, yesterday she was sent for a C-19 test. She said she no longer wants to work in social care as she feels there is not enough protection and training and is now worried that she may have been exposed to the virus whilst working at the home and is there something else she can do!

I asked her if she is used to talking to people on the phone and she said that she was a dental nurse for many years and had to talk with patients all the time, I asked if she would be interested in a call centre type role and Mrs Schilke said she would, I think she said she works 22.5 hours a week but wouldn't mind working over this. I said that I couldn't promise anything as it was not my department but that I would forward the message on to you both.

Her contact number 07788847743

Jax

Jacquie Wheatley

HR Officer

Pembrokeshire County Council/Cyngor Sir Penfro

Tel: / Ffon: 01437 775866

Email / Eboist: Jacqueline.wheatley@pembrokeshire.gov.uk

[EV29]

-----Original Message-----

From: Meg Jones <megjones443@yahoo.co.uk>

Sent: 09 July 2020 06:50

To: HR Redeployment <hrredeployment@pembrokeshire.gov.uk>

Subject: Re: Contact advisor duties

Dear Mr Hook,

Thank you for your consideration.

Unfortunately upon reading the requirements I know I will struggle with the tech side of this role which is a shame as I had wanted to help.

I will keep my eyes peeled for other opportunities which are more accessible.

Sincerely,

Meg Jones

> On 8 Jul 2020, at 12:14 pm, HR Redeployment <hrredeployment@pembrokeshire.gov.uk> wrote:

>

> If you have received this email in error, please notify us by telephone on 01437 764551 and delete it from your computer immediately. Os ydych chi wedi derbyn yr e-bost hwn trwy gamgymeriad, byddwch cystal â rhoi gwybod inni trwy ffonio 01437 764551. Wedyn dylech ddileu'r e-bost ar unwaith oddi ar eich cyfrifiadur.

>

>

> Good afternoon Meg, thank you for your email registering interest for the Contact Advisor role.

>

> Please complete the attached application form and return to this email address.

>

> Take your time to read through everything as there are certain requirements for this role which we need detail of.

>

> Thanks again,

> Duncan

>

> Duncan Hook

> Senior HR Assistant

> Pembrokeshire County Council

> County Hall

> Haverfordwest

> SA61 1TP

> 07776 717348

> Duncan.Hook@pembrokeshire.gov.uk

>

>

>

> -----Original Message-----

> From: Meg Jones <megjones443@yahoo.co.uk>

> Sent: 06 July 2020 07:01

> To: HR Redeployment <hrredeployment@pembrokeshire.gov.uk>

> Subject: Contact advisor duties

>

> Dear Ceri Davies,

> I would like to be considered to join the bank of contact tracers. I received a letter from you because I am on the election duties database.

> I hope to hear from you,

> Thank you

> Meg Jones

[EV30]

From: Gitti XXXX <XXXXXX@outlook.com>
Sent: 22 July 2020 13:35
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Your application for Test, Trace, Protect

Well that's dumb as I know I can do this role.

However, I will graciously admit defeat. Thanks for your time.

Gitti

Get [Outlook for Android](#)

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 22 July 2020 13:22
To: Gitti XXXX <XXXXXX@outlook.com>
Subject: RE: Your application for Test, Trace, Protect

Good afternoon Gitti, thank you for your email.

Firstly can I reassure you that your application was assessed with no bias towards your previous work or experience. In reviewing your application it's clear that you would bring some attributes from an investigatory standpoint that would be beneficial in this area.

The reasons you were not shortlisted in this case relate to firstly your lack of any experience in a customer service role and secondly your lack of technical experience. You rated your IT skill as Basic and stated that you have had no experience with e-learning which is how this training will be delivered.

I hope this clarifies the outcome. Please keep an eye on the Pembrokeshire County Council site for other opportunities.

Regards,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: Gitti XXXX <XXXXX@outlook.com>

Sent: 22 July 2020 11:51

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: Re: Your application for Test, Trace, Protect

Thank you Duncan

If you don't need me because you have more people than needed from PCC staff, that's normal.

If there's another reason I would appreciate some feedback as on this occasion I do know I have the necessary skills and experience to be trained for this type of help, and would like reassurance that there isn't an inaccurate opinion of me relating to perhaps unrelated matters and projects that will mean I cannot be considered for perfectly routine work such as this.

I am totally aware there are many people in the job market and this is in no way questioning processes, but personal views can creep in and can be unjustified in other roles. The right to reply if such is the case would be welcome.

I'm aware there isn't time for personal replies to all applicants but having applied in close succession for two positions that I felt genuinely able to deliver and getting no interviews has raised questions in my mind. I'm hoping you simply have better applicants but if there are concerns I'd rather address them, so that future applications won't be a waste of my time and effort.

I hope you understand.

Many thanks

Gitti XXXX

Get [Outlook for Android](#)

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: Wednesday, July 22, 2020 9:38:26 AM

To: gitticoats@outlook.com <gitticoats@outlook.com>

Subject: Your application for Test, Trace, Protect

If you have received this email in error, please notify us by telephone on 01437 764551 and delete it from your computer immediately. Os ydych chi wedi derbyn yr e-bost hwn trwy gamgymeriad, byddwch cystal â rhoi gwybod inni trwy ffonio 01437 764551. Wedyn dylech ddileu'r e-bost ar unwaith oddi ar eich cyfrifiadur.

Dear Mrs Coats

Thank you for your interest and application for the Contact Advisor post for Test, Trace, Protect with Pembrokeshire County Council.

All applications submitted have now been carefully considered and evaluated in relation to the specific requirements of the role. I am sorry to inform you that your application has not been shortlisted on this occasion.

If you would like constructive feedback on your application, please contact us.

Thank you again for the interest you have shown in this vacancy.

Yours sincerely

HR Redeployment

Pembrokeshire County Council

hrredeployment@pembrokeshire.gov.uk

[EV31]

From: Yeomans, Stacy <Stacy.Yeomans@pembrokeshire.gov.uk>

Sent: 06 April 2020 15:57

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: RE: Phone call re. Redeployment

Thank you for your very rapid reply. Much appreciated.

Myself and my partner are concerned about this and I would like for others to be considered before me as I know there are colleagues who would be happy to do this while I am quite anxious

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 06 April 2020 15:54

To: Yeomans, Stacy <Stacy.Yeomans@pembrokeshire.gov.uk>

Subject: RE: Phone call re. Redeployment

Hi Stacy, thanks for your email.

This role is not a homeworking role at present although as we discussed the situation is ever evolving and therefore the role may be subject to change. At present the role will be based in County Hall following the governments guidelines for key office based work eg. Social Distancing, Hand Sanitising etc.

Let me know if you have any other queries.

Thanks,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: Yeomans, Stacy <Stacy.Yeomans@pembrokeshire.gov.uk>
Sent: 06 April 2020 15:50
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Phone call re. Redeployment

Good afternoon.

I have a question leading on from our recent telephone conversation offering me a redeploy job in county hall; is the position that we spoke about able to be conducted at home, in line with the Governments strict advice to stay safe and work from home where ever possible?

Thank you.

Stacy Yeomans.

[EV32]

From: French, Lucy <Lucy.French@pembrokeshire.gov.uk>
Sent: 01 April 2020 16:01
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Redeployment query

Afternoon Duncan,

Further to our conversation on the phone earlier I have got the following concerns with regards to being re-deployed:

- I do not have anyone for my daughter outside of school hours
- My daughter is refusing to go to school due to being very anxious about the virus
- I am currently the only person who can carry out shopping etc for my elderly grandparents and neighbour.

I am more than willing to complete some sort of work from home like my colleague Georgia Gwilliams who is sorting out the school food vouchers.

If you would like to call me to discuss this then that is fine.

Thanks,

Lucy

[EV33]

From: Scourfield, Dean <dean.scourfield@pembrokeshire.gov.uk>
Sent: 15 May 2020 08:50
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Redeployment enquiry

Hi Duncan,

Thankyou – I'm well.

I can't accept your offer even though a part of me wants to get out and do something else. I'm trying to move the work I do with young people face to face, to a video, or telephone platform. Demand, so far, isn't great but I've taken on another role checking on vulnerable young people and their families and the rest of my time is spent doing a Cyber Counselling Course which could prove to be useful.

I'm not sure I could easily accommodate any more work at present. I hope you too are in good health.

Regards

Dean

From: Hook, Duncan
Sent: 14 May 2020 16:00
To: Scourfield, Dean <dean.scourfield@pembrokeshire.gov.uk>
Subject: Redeployment enquiry

Hi Dean, I hope you're well.

I am currently working in a team looking at redeployment across the authority. Your name has come up because you specified back in March that you have some gardening experience and we have some work that we may need your assistance with.

I'm enquiring by email first as I'm not sure if you are available or whether you are still engaged in your normal duties.

If you are available I'd like to give you a call tomorrow to explain further.

Thanks for your help,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

[EV34]

From: Freeman, Tracy

Sent: 27 April 2020 13:21

To: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>

Subject:

Hi Hayley

Just to keep you updated we had 2 unable to attend the community hub this morning due to one bereavement from COVID and one self isolating, Luke asked for 2 replacements as I'd offered them so Rhian Macfarlane and Lucy Jones have been sent to the hub this morning.

Also I went to pick up the Tabard for Jayne Smith from stores and they were requesting a cost code, he finally gave it to me but wants me to forward a cost code, is it possible I could get one please.

Kind regards

Tracy Freeman

Gwasanaeth Cwsmer/Swyddog Gweinyddu

Customers service/admin officer

Canolfan Hamdden Hwlfordd

Haverfordwest Leisure Centre

St Thomas Green, Haverfordwest

Pembrokeshire. SA61 1QX

t: 01437776138

e: tracy.freeman@pembrokeshire.gov.uk

[EV35]

From: Powell, Scott <Scott.Powell@pembrokeshire.gov.uk>

Sent: 09 April 2020 11:20

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: Redeployment

Morning Duncan,

I have completed the medication training and manual handling training. Through this experience, I found myself to feel very uncomfortable at the prospect of undertaking a caring role for the elderly. Although I did outline my willingness at the start of the redeployment process but having completed the training I have re-evaluated my thoughts.

I am willing to consider any other options to support with re-deployment but do not feel comfortable undertaking a caring role. I feel uneasy having to have this conversation as I want to help where he can. I have spoken to Paul Regimbal (Who supervises me) about my concerns and he told me to contact you to explore other options that may be available.

Thanks in advance

Scott Powell

Team Around the Family/ Tim O Amgylch Y Teulu.

Flying Start Centre/ Canolfan Dechrau'n Deg

Cross Park/ Parc y Groes

Pennar/Pennar

Pembroke Dock/Doc Penfro

SA72 6SW

[EV36]

From: eMail Administrator <Admin@pembrokeshire.gov.uk>

Sent: 20 May 2020 14:08

Subject: Staff redeployments urgently required

Importance: High

Dear All

We are urgently seeking staff with additional capacity to support the reopening of the Waste and Recycling Centres (tips)

You will **not** be required to undertake any traffic management on the highway nor to assist in the handling and disposal of waste on the site itself, we have staff in place for the relevant tasks.

The main duties of this role will be to direct members of the public to correct container / skip and ensuring social distancing is maintained. Additional duties may include verifying bookings slots for the site users.

The role we anticipate will be initially for 2 weeks on a 4 & 3 shift pattern basis, as we ensure the booking in system is bedded in.

We require support at:

Crane cross, Nr Tenby

Winsel, Tiers Cross

Manorowen, Nr Fishguard

Waterloo, Pembroke Dock

Hermon

St David's

If you are interested in supporting the Authority with these roles, please email your preferred CA site to hrredeployment@pembrokeshire.gov.uk; we will then get back to you to see what shifts you can support us with.

Please be assured all appropriate Risk Assessments have been undertaken and are available on request and appropriate PPE will be provided.

For information on our redeployment protocol please refer to the [intranet coronavirus pages](#)

Kind Regards

Michael Harries

Environmental Services

[EV37]

STATE AID

ADDITIONAL STAFF REQUIRED

Issue

In making its decision that Covid-19 NDR grants should be administered as de minimis aid, Gold was cognisant of advice that this would require additional staff resource. At the time, this was difficult to quantify but the situation is now becoming clearer. This paper seeks agreement to the redeployment of staff to deal with this issue.

Detail

Up to 7 May, no de minimis information was collected prior to payment. For all businesses paid up to this date, and for those who applied before it but were paid subsequently, we must carry out retrospective work to capture the de minimis information required to prove compliance with the Regulation. This work involves:

- Working from lists of grant recipients to prepare lists of businesses in receipt of grant, including “cleansing” the data to ensure it is accurate;
- Preparing and sending emails to all businesses with DM1 letters and forms;
- Receiving electronically completed DM1 forms, entering data on the control spreadsheets, and filing the completed forms and covering emails;
- Receiving paper copies of completed DM1 forms, scanning and destroying them, entering data on the control spreadsheets, and filing the scanned forms;
- Answering telephone and email queries;
- Chasing non-returns;
- Liaising with Revenues on 2018/19 & 2019/20 NDR relief and other PCC de minimis aid;
- If the de minimis limit is not breached, preparing and sending out completed DM2 letters.
- If the de minimis limit is likely to be breached, referring these to the External Funding Manager.

For businesses for which the de minimis information is captured during the application process, the involved is ensuring that the contact information and de minimis information is extracted from the application system and recorded centrally, and preparing and sending out DM2 letters except businesses where the aid exceeds or is likely to exceed the limit. In such cases, payment must be stopped until the External Funding Manager can give a view on how the aid should be administered.

Duration

As the Covid-19 Framework cannot be used after 31 December 2020 all grant payments and associated administrative work would ideally be complete by then.

Requirements

- European Officers x3
- Grant Officer x 1
 - Experience of Excel and attention to detail essential (2 hours a day)
- Administrative Assistant x 1
 - Experience of mail merge
 - Experience of letter preparation

Gwyn Evans

11 May 2020

[EV38]

Temporary body store manager

The person undertaking this role will be responsible for:

- The day to day operational management of the temporary body store
- Liaising with all members of the multi-disciplinary team involved in care of the deceased. Responsible All aspects of after death care and will ensure that services promote dignified care of the deceased at all times.
- Maintaining standards according to relevant legislation, HTA and UKAS guidance keeping up to date with changes and implementing these accordingly.

Duties and Key Tasks

- In accordance with the Standard Operating Procedure (SOP) ensure that correct decisions are made by the temporary body store staff on all aspects of care and management of the deceased stored in the facility
- Liaise with non-departmental staff re all aspects of care of the deceased
- To provide leadership and management in a team environment
- To be responsible for robust rota, including an out of hours rota and annual leave management to ensure an appropriate number and skill mix of staff within the service at all times.
- Organise and prioritise the daily activity within the temporary body storage in accordance with the SOP ensuring that staff skills and development needs are appropriately managed
- Receive and release of bodies, ensuring that they meet quality standards of identification and documentation as defined in Standard Operating Procedures.
- To ensure any new staff or visitors receive the appropriate induction in accordance with the SOP
- To ensure that all staff have received the appropriate training as set out in the SOP
- To ensure all relevant Risk and COSHH assessments and COSHH are in place and monitored
- To ensure that records pertaining to deceased persons are accurate and stored appropriately
- Monitor Health and Safety issues within the temporary body store, including liaising with the health and safety representative, participating in inspections and disseminating of relevant information
- To be familiar with and follow health and safety policy and procedures and to be aware of individual responsibilities under legislation, drawing any areas of potential risk to the attention of the service lead and where in place the designated individual
- To assess the need for additional resources for the temporary body store as deaths increase
- Authorise on-call and overtime payments.
- Ensure that adequate stocks of reagents and consumables are held at all times, perform good stock control ensuring resources are used efficiently and order new stock in accordance with PCC and PTHB Standing Financial Orders
- Notify equipment / general building / fitting failures to the estates & facilities department
- To be aware of, and comply with, all infection prevention and control procedures, to include hand hygiene, personal hygiene, environmental hygiene as set out in the SOP
- Liaise where required with Police, representatives of H.M. Coroner, Funeral Director PCC / PTHB staff in matters relating to deceased storage and disposal arrangements, equipment, building maintenance and control of infection etc.
- To ensure patient confidentiality and conformance to Information Governance Policy.
- To use the I.T system to manage and track bodies
- Performing out-of-hours duties which involve working without supervision for long periods
- Data Protection Act 1998: The post holder must treat all information, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the
- Data Protection Act 1998 and Organisational Policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and / or prosecution under current statutory legislation (Data Protection Act) and the PCC / PTHB

The core elements of the role are as indicated, but may be developed and adapted to meet changing needs and legislation.

Body Storage Worker

Job Summary/Job Purpose:

- The person undertaking this role is responsible for assisting in the provision of the temporary body store in terms of providing a service to the deceased and their relatives with a dignified, sympathetic and empathetic approach.
- This will entail overseeing the temporary body store and providing support to this service.
- The person undertaking this role will be expected to participate in an on-call rota.

Duties / Responsibilities

The person undertaking this role will be required to:

- Organise and co-ordinate the daily caseload to ensure that required tasks are undertaken and completed in a timely manner.
- Receive and release of bodies, ensuring that they meet quality standards of identification and documentation as defined in Standard Operating Procedures.
- Receive and release of bodies, ensuring that they meet quality standards of identification and documentation as defined in Standard Operating Procedures.
- Deal with telephone and other enquiries relating to the service both from inside and outside Powys County Council and Powys Teaching Health Board, dealing with queries efficiently and politely.
- Maintain high standards of hygiene within the temporary body store and associated areas.
- Clean and disinfect equipment and report any problems to the departmental manager.
- Participate in the departments audit schedule, and collect information for audit purposes as requested.
- Maintain accurate and legally required temporary body store records.
- Undertake daily computer data entry, and retrieve information within the section.
- Ensure that accurate records of patient information are maintained at all times.
- Undertake assessment of infection risks on bodies received in the temporary body store.
- Frequently, exert moderate physical effort on an ongoing basis throughout the shift, when manoeuvring the trolley and intense physical effort when there is a body on the trolley e.g. for receiving or releasing the body . These weights are well in excess of 15kg even when the trolley is empty.
- Provide support to new members of staff within the team, demonstrating own tasks to them.
- Receive bodies from the community and hospitals.
- Regularly check and cross reference all paper work
- Exercise own judgement when undertaking administration procedures and carrying out actions associated with managing the deceased in the body store.
- Utilise computer and VDU equipment on a daily basis.
- Liaise with a range of stakeholders to ensure the needs are met.
- Deal sensitively with issues such as religious beliefs in accordance with defined practices and procedures after death.
- Make sure all actions undertaken are in compliance with relevant Department, UHB and other associated policies and procedures.
- Adhere to standard operating procedures, with a manager available for advice.
- Undertake on-call duties as determined by rota.
- Data Protection Act 1998: The post holder must treat all information, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the
- Data Protection Act 1998 and Organisational Policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and / or prosecution under current statutory legislation (Data Protection Act) and the PCC / PTHB

The core elements of the role are as indicated, but may be developed and adapted to meet changing needs and legislation.

[EV39]

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 20 April 2020 16:07

To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Subject: Redeployment reporting

Hi Cathy,

Thanks to reporting from Richard Scalisi and Sarah Pugh we've had another boost in numbers from unreported redeployed. I've added numbers for additional registrar staff as we weren't aware of all of these. I need to investigate further on some of these appointments so I'll be able to add some of that detail to the breakdown as we get later into this week.

Thanks,

Duncan

Total Redeployed: 177

Total Awaiting Redeployment: 1068

Registrar 7

4x Archive staff

1x External Funding team

1x Transformations

1x Information Governance and Complaints

Carer role Total: 33

16x Leisure Staff

1x Catering

16x Social Workers

Call Handler (Luke Lenton's team) Total: 25

17x Leisure Staff

2x Housing

2x Quality Assurance

4x Social Workers

Admin support (Luke Lenton's team) Total: 5

5x Leisure Staff

Driver for Community Hub Total: 16

Provider Hub Total: 15

7x Social Workers

7x Leisure Staff

Refuse/Waste Operations Total: 13

12x Leisure

1x Building Maintenance

IMC Staff: 23

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV40]

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 14 May 2020 17:24

To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Cc: Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>

Subject: Redeployment Reporting

Hi Cathy,

Sorry this is a bit late today, lots to update!:

- + 43 Contact Tracing Advisors
- + 1 Business Continuity
- + 1 Care home cleaner

Thanks,

Duncan

Currently Redeployed: **241**

Staff Available for Redeployment: **921**

Redeployed total since start of project: **269**

Contact Tracing Advisor: 44

(I'll be able to include a break down of roles tomorrow when I have all info)

Dom Care: 13

7x Leisure

6x Social Workers

Handler Temporary Resting: **9**

8x Leisure

1x Road Safety (Manager)

1x Service Manager (Manager)

Driver (Temporary Resting): 4

2x Social Services

2x Education

Registrar 7

4x Archive staff

1x External Funding team

1x Transformations

1x Information Governance and Complaints

Call Handler Community Hub (Luke Lenton's team) Total: 28

18x Leisure Staff

2x Housing

2x Quality Assurance

5x Social Workers

1x Customer Service

Admin Support Community Hub (Luke Lenton's team) Total: 5

5x Leisure Staff

Driver for Community Hub Total: 35

Driver for Emergency Duty: 6

Provider Hub Drivers: 2

2x Social Workers

Refuse/Waste Operations Total: 10 (further 12 on Standby)

4x Leisure

4x Civil Enforcement

2x Parking Services

IMC Staff: 23

Crematorium: 7

2x Leisure

2x Public Protection

1x Finance

1x Highways Development

1x Waste

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV41]

From: Hook, Duncan

Sent: 27 July 2020 09:14

To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Cc: Hayley Robson (Hayley.Robson@pembrokeshire.gov.uk)
<Hayley.Robson@pembrokeshire.gov.uk>

Subject: Redeployment Reporting 27/07/2020

Hi Cathy,

Please find this week's numbers for redeployment.

Not too much change since I emailed you mid last week. Mainly adding staff that Hayley sourced to work in Tenby Market.

Currently at 32 responses for the Test, Trace, Protect roles with 23 put forward.

Currently Redeployed – 353c

Total Redeployed since project began – 456

Available for Redeployment - 119

Thanks,

Duncan

Redeployed Role	No. of staff	Sourced from
Contact Advisor (Contact Tracing)	109	TBC
Carer	38	x11 Leisure, x27 Social Care
Visitor Welcome Team	26	23x Leisure, 2x Social Services, 1x Road Safety
IMC	23	1x Business Unit, 4x Transformations, 1x Audits, 1x F 1x Contact Centre, 3x Emergency Planning, 1x Electric Facilities, 1x Infrastructure, 4x Environmental Services Health, 2x Public Protection, 1x Corporate Partnerships
Call handler - Community Hub	18	3x Housing, 15x Leisure
CA Sites	17	6x Building Services, 2x Libraries, 1x Traffic Services,

Waste Operations	14	14x Leisure
Drivers - Waste	10	3x Building Services, 7x Parking Services
Emergency Duty Team	8	1x Education, 7x Social Care
Cleaner (Care Home)	7	4x Social Care, 2x Leisure, 1x Libraries
Handler - Temporary Resting	7	6x Leisure, 1x Beach Warden
Registrar	5	3x Archives, 1x Finance, 1x Transformations
Driver - Community Hub	5	5x Building Services
Admin support - Community Hub	5	4x Leisure, 1x Transport
Business Grants	5	5x Finance
Crematorium	5	2x Public Protection, 1x Finance, 1x Highways, 1x Wa
Public Health Leads (Contact Tracing)	4	2x Animal Welfare, 2x Consumer Health Protection
Driver - Temp Resting	4	2x Education, 2x Social Care
Shapes	6	6x Social Care
Tenby Market	5	3x Leisure, 2x Social Services
Reablement	4	4x Social Care
School Cleaners/Caretaking	9	1x Facilities, 6x Leisure, 1x Catering
Cleaner (Registrar)	2	2x Leisure
Cleaner (Crem)	1	1x Leisure
Manager - Temp Resting	2	1x Social Care, 1x Road Safety
Regeneration	2	2x Finance
Driver - Provider Hub	2	1x Leisure, 1x Transport
Admin - Temp Resting	1	1x Education
COVID 19 Intelligence	1	1x Finance
Haverfordwest Airport	1	1x Debt Recovery
IT	1	1x Leisure
Special Constable (Police)	1	1x Contact Centre/Customer Service
Social Media Team	1	1x Corporate
Social Care PA	1	1x Corporate
Housing Assistant	1	1x Skills Programmes
Mail Room	1	1x Contact Centre/Customer Service
Driver for Schools	1	1x Education

[EV42]

From: Hook, Duncan

Sent: 17 August 2020 08:40

To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>; Davies, Ceri <Ceri.Davies@pembrokeshire.gov.uk>; Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>

Subject: Redeployment Reporting 17/08/2020

Morning all, I hope you're well.

Please find the latest figures for redeployment:

Currently Redeployed **339**

Total Redeployed **459**

Available for Redeployment **1**

- Leisure have withdrawn some cleaners which have been backfilled by some of the recent hires into cleaning support roles
- Still requests where possible for Civic Amenities and Car Parking
- There is only one person from facilities now available for redeployment according to the matrix. Hoping we can get some more support to fulfil the roles above.

Thanks,

Duncan

Redeployed Role	No. of staff	Sourced from
Contact Advisor (TTP)	109	TBC
Carer	38	x11 Leisure, x27 Social Care
Visitor Welcome Team	26	
		23x Leisure, 2x Social Services, 1x Road Safety
IMC	19	3x Transformations, 2x Facilities, 1x Infrastructure, 3x Planning, 1x Accountancy, 1x Business Units, 1x Audit, 1x Protection, 1x Contact Centre, 2x Public Health
Call handler - Community Hub	18	3x Housing, 15x Leisure
CA Sites	12	1x Traffic, 7x Leisure, 3x Building Services, 1x Libraries

Waste Operations	10	10x Leisure
Drivers - Waste	10	3x Building Services, 7x Parking Services
School Cleaners/Caretaking	8	1x Facilities, 3x Leisure, 1x Catering, 3x Social Services
Emergency Duty Team	8	1x Education, 7x Social Care
Cleaner (Care Home)	6	4x Social Care, 2x Leisure,
Handler - Temporary Resting	7	6x Leisure, 1x Beach Warden
Shapes	6	6x Social Care
Registrar	5	3x Archives, 1x Finance, 1x Transformations
Driver - Community Hub	5	5x Building Services
Admin support - Community Hub	5	4x Leisure, 1x Transport
Business Grants	5	5x Finance
Crematorium	5	2x Public Protection, 1x Finance, 1x Highways, 1x Wa
Tenby Market	5	3x Leisure, 2x Social Services
Public Health Leads (Contact Tracing)	4	2x Animal Welfare, 2x Consumer Health Protection
Driver - Temp Resting	4	2x Education, 2x Social Care
Reablement	4	4x Social Care
Driver - PPE Delivery	3	1x Leisure, 2x Transport
TTP Coordinating	3	2x HR, 1x Information Governance
Manager - Temp Resting	2	1x Social Care, 1x Road Safety
Regeneration	2	2x Finance
Cleaner (Crem)	1	1x Leisure
Admin - Temp Resting	1	1x Education
COVID 19 Intelligence	1	1x Finance
Haverfordwest Airport	1	1x Debt Recovery
IT	1	1x Leisure
Social Media Team	1	1x Corporate
Social Care PA	1	1x Corporate
Housing Assistant	1	1x Skills Programmes
Mail Room	1	1x Contact Centre/Customer Service
Driver for Schools	1	1x Education

[EV43]

From: Whitfield, Anna <Anna.Whitfield@pembrokeshire.gov.uk>
Sent: 13 May 2020 14:48
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Redeployment Information Request

Hi Duncan

I can confirm that Lloyd Davies has been redeployed from the Avenue S.A.C to SHAPES Equipment store in Neyland. Charlotte Barber my Line manager, Area Co-ordinator, has been organising the redeployment of our staff so she is probably the best person for further info if you need it.

Thanks

Anna

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 13 May 2020 14:39
To: Whitfield, Anna <Anna.Whitfield@pembrokeshire.gov.uk>
Subject: Redeployment Information Request

Hi Anna, I hope you are well.

As you may be aware, the HR department at PCC are coordinating redeployment for roles within the authority. I'm contacting you as one of your direct reports, Lloyd Draper, is being processed with the COVID 965 code by Payroll but we don't appear to have him on our redeployment records.

Would you be able to share any information on whether Lloyd has been redeployed? If he hasn't been could you please check why she has been processed with this COVID pay code? Finance are very keen to ensure all costing goes to the right areas to ensure funding is correctly sourced.

Thanks for your help,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

[EV44]

From: Williams, Emma (Area Coordinator) <williamsem@pembrokeshire.gov.uk>
Sent: 28 April 2020 17:29
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Redeployment Confirmation

Hi Duncan ,

Yes all good here thanks. Happy to help with this.

I can confirm that Kim Lewis and Diane Mathias are still available for redeployment , Amy Mayman is taking unpaid leave for now.

I'll let you know if anything changes

Many Thanks Emma

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 28 April 2020 12:05
To: Williams, Emma (Area Coordinator) <williamsem@pembrokeshire.gov.uk>
Subject: Redeployment Confirmation

Hi there Emma, I hope you're well.

As you may be aware, the HR department at PCC are currently handling redeployment during the current lockdown. We currently have lots of catering staff registered as volunteering for lockdown but we suspect that some of them are currently working and therefore unavailable.

To improve the accuracy of this process, when you get a chance, could you please confirm which of the below employees are still available for redeployment:

- Amy Mayman
- Diane Mathias
- Kim Lewis

Thank you for your support,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

[EV45]

From: Walters, James <James.Walters@pembrokeshire.gov.uk>
Sent: 19 May 2020 12:34
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Re. Havenhurst Gardening project

Hi Duncan

I have a member of staff who is casual and willing to come and carryout the requested work for you, his name is Jac Sullivan his phone number is 07539744717 and is happy for you to contact him direct.

Thanks

Wally

James Walters

Site Manager

Milford Haven Leisure Centre

Priory Road

Milford Haven

Tel: 01437 775959

Email: James.Walters@pembrokeshire.gov.uk

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 18 May 2020 10:10
To: Walters, James <James.Walters@pembrokeshire.gov.uk>
Subject: RE: Re. Havenhurst Gardening project

Hi Wally, thanks for looking into this.

This won't be a long term 'redeployment' as, according to the manager there, it should only be a week long project. In the short term they are only needed this one time (that's all they've asked for) but I would foresee an additional request if lockdown continues and we get into summer.

I'm not sure if there would be an impact when it comes to potential furlough as it should be quite short term but I agree that casual may be best.

Thanks again for your help,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk

From: Walters, James <James.Walters@pembrokeshire.gov.uk>

Sent: 18 May 2020 09:59

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: RE: Re. Havenhurst Gardening project

Hi Duncan

I am reluctant to ask some of my full time staff to cover this as we are currently looking at furlough but I am asking some of my casual staff so far no luck, sorry. How long will it take and how often would you need them?

Wally

James Walters

Site Manager

Milford Haven Leisure Centre

Priory Road

Milford Haven

Tel: 01437 775959

Email: James.Walters@pembrokeshire.gov.uk

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 18 May 2020 09:56

To: Walters, James <James.Walters@pembrokeshire.gov.uk>

Subject: Re. Havenhurst Gardening project

Hi there Wally, I hope you're well.

Sarah Pugh informed me that she asked you for the possibility of staff to help with a gardening project at Havenhurst in Milford.

Did you have any anyone in mind? I don't mind giving them a call to let them know some more detail if needed?

Thanks for your support,

Duncan

Duncan Hook

Senior HR Assistant

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

07776 717348

Duncan.Hook@pembrokeshire.gov.uk