

From: Harri Helvon-Hardy harri@fabric-family.co.uk 
Subject: Fw: PIP Comms for Line Managers
Date: 1 December 2025 at 15:04
To: Rebecca Francis-Davies rebecca@swanseabayhr.co.uk

HH

FYI another bullet point for our meeting.

Thanks

Harri



Please note my working week is Tuesday-Thursday

From: Hannah Rees <hannah@fabric-family.co.uk>
Sent: 01 December 2025 15:01
To: Harri Helvon-Hardy <harri@fabric-family.co.uk>; Sophie Walters <sophie@fabric-family.co.uk>
Subject: Re: PIP Comms for Line Managers

Hello,

I have received the below from Shaun regarding not being able to tell the team he is on a PIP.

Hi Hannah

Thanks for meeting today would like to raise concerns on the email regarding the process of telling staff about the PIP. I believe this does not cross any professional boundaries and would like HR to define this please. I know the home needs to go on a strengthen plan and this will be good for not just the home but the team. But we also need to be transparent with the team. If we are on PIP then as it states its a improvement tool but me not able to tell my team I am also on one does not represent the word team. I would appreciate some feedback prior to our meeting Friday.

Thanks

Is there any information I can send to him regarding the guidance HR have given

is there any information I can send to him regarding the guidance I have given around this being a breach of professional boundaries?

He did also touch base with me in conversation around this today as he did say he would like to be transparent with the team so they know they are in getting things sorted together and he feels uncomfortable lying to them if he is asked.

He asked which part of this breach's professional boundaries; I did explain that not everything can always be defined as there would be a very long list of things that breach professional boundaries so whilst something is not always listed it does not mean it would not count as a boundary.

Thank you



From: Harri Helvon-Hardy <harri@fabric-family.co.uk>
Sent: 28 November 2025 08:30
To: Hannah Rees <hannah@fabric-family.co.uk>; Sophie Walters <sophie@fabric-family.co.uk>
Subject: PIP Comms for Line Managers

Hi Both

I meant to send this yesterday but didn't get a chance. I'm sending the below now as I am conscious that we are moving into a period of additional support for lots of team members and it's important we fine tune things as much as possible.

When I was on the phone to Rebecca about the Stacy emails, I also asked her opinion on team members sharing information about their PIPs.

Out of transparency, I raised this because Shaun being aware of Hannah's PIP didn't sit well with me. I wanted to sense-check whether this was just my personal view, which I have sat on and reflected, or whether there was a clear HR stance we should follow.

Rebecca advised that PIP information shouldn't be shared, as it would be considered poor professional boundaries and something we should avoid setting as standard practice.

Han — I know you explained your reasoning for sharing, and this email isn't directed at you personally. This is about us learning from this specific example and ensuring we don't set a precedent, especially with the number of people currently going onto PIPs.

I will happily speak to Cora to see if she can help us create guidance for how to deliver information like this to people we know will find it challenging whilst maintaining the boundaries HR have said are needed

Can we make sure that Shaun hasn't shared information about his own PIP with his supervisees? If he has, we need to make it clear that this must not happen moving forward.

Thank you and happy to chat further if needed.

Speak next week
Harri





Please note my working week is Tuesday-Thursday

From: Rebecca Francis-Davies rebecca@swanseabayhr.co.uk
Subject: Re: PIP Comms for Line Managers
Date: 1 December 2025 at 15:17
To: Harri Helvon-Hardy harri@fabric-family.co.uk

RF

Rebecca Francis-Davies is inviting you to a scheduled Zoom meeting.

Topic: My Meeting
Time: Dec 1, 2025 03:15 PM Greenwich Mean Time
Join Zoom Meeting
<https://us06web.zoom.us/j/89227701288?pwd=VlXQdFVGST9bBgQyAXCID3EgVrPN0.1>
Meeting ID: 892 2770 1288
Passcode: 554690

One tap mobile
+17207072699,,89227701288#,,,,*554690# US (Denver)
+12532050468,,89227701288#,,,,*554690# US

Join instructions
<https://us06web.zoom.us/join/89227701288?signature=V1xXITFN-EBZMUpINvZnW50wMo6Jf5Sj-TQHcq9RcA>

On 1 Dec 2025, at 15:03, Harri Helvon-Hardy <harri@fabric-family.co.uk> wrote:

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