

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change

Word Count: LO1 – 867
LO2 – 733
LO3 - 646

Student Name: Elinor Beynon

Student Number: 2016038

CIPD Membership Number: 57493068

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: 

Date: 3rd January 2022

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Evidence Matrix

Candidate name: Elinor Beynon				CIPD Membership/registration No.: 57493068		
Qualification title: CIPD Diploma in Applied Human Resources (Level 5)				Unique Learner No. (ULN): 2016038		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5CDPP	Contributing to the Management of Change	1.1	COVID-19 FAQ Document	1		
5CDPP	Contributing to the Management of Change	1.2, 1.5	Coronavirus Updates	2		
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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:

E. Bayn

Date:

3rd January 2022

LO1: Be able to plan for the implementation of change processes within an organisation.

I am a Workforce Analytical, Recruitment and Changes Officer working for Swansea Council. I work on the Recruitment team where I deal with adverts and processing new starter paperwork. Because my role is limited when it comes to contributing to change, my portfolio will be focusing on how the Service Centre dealt with the COVID-19 pandemic and how I carried out my role during this time.

1.1

The Government advised all those who could work from home during the outbreak of the pandemic to do so (Welsh Government, 2021). Most roles within the Service Centre could be carried out from home so we have been working from home since March 2020. The objectives of this change are to ensure productivity levels and teamwork do not decrease and to keep people safe (EV.1). The main benefit for working from home during the pandemic is to stop the spread of the virus but it is also better for the environment and provides more room in the office for those that need to be there.

1.2

This change to where we work affects the staff of the Council. Staff had to adapt to working from their homes instead of being in the office with their colleagues. To help staff through this, regular updates regarding COVID and the future of how work will look were sent to staff via email daily (EV.2 and EV.3). Managers made their staff aware that they can talk to them about any problems they had and that they could go to them for support. Monthly one-to-one's were also introduced where staff could see their stats for the month and discuss any problems or ideas they have. In my team, a weekly team meeting was scheduled in to discuss work related topics and to have a genreal chat with each other. Another weekly meeting was also introduced where the team would do quizzes to boost morale (EV. 4). The team were also encouraged to call each other to speak about non-work related topics to boost their wellbeing

Staff working from home also affected new starters. Before, the pandemic, new starters take their completed new starter paperwork to the Contact Centre who would then scan the paperwork and send to the Recruitment team (EV. 5). Since working from home, new starters scan their paperwork directly to the Recruitment team and a new appointment letter was drafted to explain this change (EV. 6). Before the pandemic, we could only accept written signatures but since working from we can accept typed signatures as many people do not have a printer. Inductions for new starters are now carried out using Microsoft Teams. When training a new starter in my team, I would share my screen with them to show them processes and then be in call with them when they were doing the process themselves so I can be there to answer questions and talk them through anything. We also used to chat function in Microsoft Teams for quick questions they may have (EV. 7).

Home working also affected managers within the Council. The Recruitment team are responsible for actioning adverts for managers. Before the pandemic, Directors in the Council would meet once a week to approve/disapprove of any recruitment requested by managers. Once approved, the Recruitment team could then action the advert. During the pandemic, this meeting has not been taken place so this approval process is now skipped during the advertising process (EV.8, EV.9 and EV.10).

Managers within Social Services have been desperate for staff during the pandemic. Therefore, the Recruitment team were told to prioritise actioning new starter paperwork and adverts for Social Services in order to fast track recruitment for them (EV. 11).

1.3

For my team to work from home we required our own laptops with the necessary programmes installed (for example, Microsoft Outlook and Microsoft Teams). IT were in charge of arranging this for all staff and for helping staff once working from home if they had any issues with technology (EV.12). Soft phones were also installed on to laptops for those staff who did not have a work mobile phone before so they could make calls to people outside of the Council (EV.13).

1.4

I had no say in the plan to introduce remote working during the pandemic but I have written an example change plan of what I think should have been considered (EV.14). The Council had to work urgently and deal with an enormous change that affected the whole Council. The main priority was to keep people safe whilst make sure services ran as smoothly as possible under the circumstances. Any decisions to be made were discussed and agreed between the Directors of the Council.

1.5

Decisions of how to manage the pandemic were discussed by the Directors of the Council. Once a plan was agreed, it was communicated via top-down channels (EV.3). Managers would speak to their team about the changes and what was expected of them via team meetings. Information was also sent out via bulletins on the intranet with the link being sent to all employees via email (EV.2) (Wilkinson and Taylor, 2016, p. 34).

References

Welsh Government (2021) Keep Wales safe at work. Available at: <https://gov.wales/keep-wales-safe-work-html> (Accessed: 6 November 2021).

Wilkinson, K. and Taylor, S. (2016) 'Managing and Co-ordinating the HR Function' in Taylor, S. and Woodhams, C. (ed.) Studying Human Resource Management. 2nd edn. London: Chartered Institute of Personnel and Development.

LO1 Evidence

EV. 1

COVID-19 (CORONAVIRUS) **FREQUENTLY ASKED QUESTIONS**

UPDATED 18th MARCH 2020

In responding to the Covid-19 (Coronavirus) please see the following responses to a series of frequently asked questions relating to;

- 1. TAKING CARE OF YOURSELF**
- 2. TAKING CARE OF OTHERS**
- 3. WAYS OF WORKING**
- 4. TAKING LEAVE AND HOLIDAYS**

The Council will be adopting the following four key principles in dealing with this unprecedented situation;

- No detriment to employees where possible and practicable
- A duty of care to ensure that employees and their dependents remain healthy.
- An expectation that employees will be flexible in working arrangement to maintain Council services
- A request that employees make themselves available for redeployment to maintain continuity of essential services.

If you have any questions or concerns please raise these with your Line Manager in the first instance.

Support will also be available via our recognised trade unions.

This document will be updated on a regular basis as further questions are received and as the situation develops;

Where can I get general advice and guidance?

The Council adopts the advice and guidance published by the Government and Public Health Wales. This advice and guidance changes daily so please use the following links to access the latest information;

<https://phw.nhs.wales/>

<https://www.nhs.uk/conditions/coronavirus-covid-19/>

<https://www.gov.uk/guidance/coronavirus-covid-19-information-for-the-public>

The information published is comprehensive and covers items such as:

- ☐ Information about the virus
- ☐ Signs and symptoms of COVID-19
- ☐ How COVID-19 is spread
- ☐ How long the virus can survive
- ☐ Preventing the spread of infection
- ☐ Returning from travel overseas to affected areas or anywhere else in the world within the last 14 days

- ☐ Specific actions for social and community care staff visiting patients at home or providing care to customers
- ☐ Closure of the office or workplace or residential setting and other actions if colleagues, members of the public or customers are undergoing COVID-19 testing and they have been in the office, workplace or residential setting.

1. TAKING CARE OF YOURSELF

What can I do to avoid catching the Coronavirus?

Public Health Wales' advice is that you should wash your hands with soap and water or hand sanitiser, for at least 20 seconds, after breaks and sports activities, before cooking and eating, on arrival at work or home, after using the toilet and before leaving home. If you need to cough or sneeze, catch it with a tissue, bin it, and wash your hands with soap and water or hand sanitiser. Try not to touch your eyes, nose and mouth with unwashed hands. Do not share items that come into contact with your mouth such as cups and bottles. If you are unwell do not share items such as bedding, dishes, pencils and towels.

What should I do if I feel unwell?

The most common symptoms of coronavirus are recent onset of:

- New continuous cough and/or
- a high temperature

Refer to YouGov guidance for people with symptoms of the Coronavirus which tells you what you need to do – you do not need to call NHS111 to go into self-isolation. If you have new symptoms as described above you should self-isolate at home, and follow the PHW guidance. You should contact your line manager, and discuss whether you are well enough to work at home – in which case you will not need to report as sick. If your job lends itself to it, you and your line manager should agree activity you can carry out at home.

You should keep in touch with your line manager, and let them know if your condition deteriorates. If not, please refer to the PHW guidance which sets out when you can return to work.

If you are not well enough to work from home, then you should report as sick, and follow the normal sickness reporting procedures, keeping in touch with your line manager on a regular basis.

If your symptoms worsen during home isolation or are no better after 14 days contact NHS 111 online at 111.nhs.uk. If you have no internet access you should call NHS 111. For a medical emergency dial 999.

<https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection>

If the Public Health Wales advice is that I need to self-isolate, will I get paid?

Yes, you will receive normal pay. If you are not sick (e.g. you feel well enough to carry out work from home), you do not need to report as sick and your absence will not be counted as sickness absence against your record. Your absence will be recorded as 'self-isolation' for the purposes of Council wide monitoring on the scale of the impact of the Coronavirus. Managers should record this via Oracle.

In the event that this applies to you, you must not attend work during the isolation period. You must contact your manager as soon as possible to let them know that you have been required to self-isolate and keep them updated on any developments.

Your manager can require you to work from home and it is expected that you will do so if your job lends itself to any duties you can carry out at home. You should discuss this with your manager and log periods of self-isolation for required government reporting.

The Government is currently advising people to self-isolate if they have recently returned from certain countries even if they have no symptoms, which means staying at home and not having contact with other people. They have updated their advice as of March 12th to include anyone with a new and persistent cough and / or fever.

If I need to self-isolate and I am not well enough to work from home, will this go on my sickness record and will I be paid?

Yes, if you are ill with the coronavirus then you will be paid in line with the Council's sick pay scheme, and your sickness record will be updated to show that you are absent from work as a result of the illness. You should follow the normal sickness reporting procedure and keeping in touch requirements as set out in the Council's policies and procedures.

Trigger levels for any absences will be suspended for any absence connected with coronavirus and the principle of "no detriment" regarding sick pay for absences relating to coronavirus. Management of trigger levels for other absence reasons will be considered on a case by case basis.

I have been self-isolating because I have had symptoms of the Coronavirus. When can I come back to work?

Please refer to current guidance from Gov.UK (16/3/20)

If after the onset of symptoms if you feel better and no longer have a high temperature you can return to your normal routine.

Full guidance is updated regularly on the Gov.UK website via the following link;

<https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection>

I have heard of cases of Coronavirus locally, and some instances of self-isolation – what guidance is there for staff?

If there are concerns that you may have been exposed to the virus even though you are not displaying symptoms, we may take the decision to send you home and require you not to attend work.

What happens if I am in a “vulnerable group”? (new question 18/3)

It is recognised that we will have employees who are in “vulnerable groups”. In accordance with Government and NJC guidance this includes;

- Pregnant women
- Those aged 70 or older (regardless of medical conditions) •
- under 70 with an underlying health condition listed below (broadly anyone instructed to get a flu jab each year on medical grounds):
 - chronic (long-term) respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis
 - chronic heart disease, such as heart failure
 - chronic kidney disease
 - chronic liver disease, such as hepatitis
 - chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS), a learning disability or cerebral palsy
 - diabetes
 - problems with your spleen – for example, sickle cell disease or if you have had your spleen removed
 - a weakened immune system as the result of conditions such as HIV and AIDS, or medicines such as steroid tablets or chemotherapy
 - being seriously overweight (a BMI of 40 or above)

There are some clinical conditions which put people at even higher risk of severe illness from COVID-19. People falling into this group are those who may be at particular risk due to complex health problems such as:

- People who have received an organ transplant and remain on ongoing immunosuppression medication
- People with cancer who are undergoing active chemotherapy or radiotherapy
- People with cancers of the blood or bone marrow such as leukaemia who are at any stage of treatment
- People with severe chest conditions such as cystic fibrosis or severe asthma (requiring hospital admissions or courses of steroid tablets) • People with severe diseases of body systems, such as severe kidney disease (dialysis)

If you are in any of the above categories and have not already done so, please speak to your Line Manager to determine the appropriate course of action in your particular case. This may mean working from home, if possible, or making other reasonable adjustments.

What do I do if I am pregnant? (new question 17/3- moved)

The current guidance is that pregnant women should work from home if able to do so and limited social exposure.

In line with National Joint Council guidance, "pregnant employees should be asked for an application for Maternity Leave with the expected date of confinement being accepted if she cannot obtain a certificate of expected confinement due to surgeries / clinics being inundated with callers".

Please discuss this with your line Manager to consider specific arrangements.

2. TAKING CARE OF OTHERS

My partner / friend / family member needs to self-isolate. Should I come into work?

Please check the most up to date advice on the Public Health Wales website – this is updated on a regular basis and takes account of the changing spread of the virus:

<https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/self-isolation-advice/>

What time off am I entitled to if my child's school has closed or if I have new caring responsibilities as a result of Coronavirus? (new question 16/3)

Employees are encouraged to consider the potential for additional caring responsibilities now and to make appropriate arrangements in readiness.

There are a number of different policies you can access. It may be an option for you to work at home or work flexibly and you should discuss this in the first instance and agree this with your line manager. As an alternative, you can use your accrued annual leave allowance or accrued flexi leave if you are entitled to it. If those options are not available to you, you can purchase additional annual leave days.

Our "Time off for Dependents" Policy also provides the opportunity for time off to take the action that is necessary to deal with an unexpected emergency, to deal with the immediate problem and put any other necessary arrangements in place. It is suggested that while the amount of time off that is reasonable will vary according to the circumstances of the emergency, one or two days' leave should be sufficient in most cases. The Policy states that this is unpaid, however, it has been agreed, on discretionary basis for this to be paid for emergency leave related to the Coronavirus outbreak. Normal arrangements will apply for any time off that is needed to look after a dependent for anything not related to Coronavirus.

Your absence should be discussed with, and authorised, by your line manager in line with your normal workplace arrangement.

I and / or my family have underlying medical conditions. I do not want to risk exposing them to COVID-19. What can I do?

We know that we have staff working whilst undergoing cancer treatment, and or have underlying health conditions that has left them with a very vulnerable immune system, in these circumstances, every effort should be made to allow these staff to work remotely.

Discuss with your manager, as if you are in a position to work remotely and there is no operational impact on service provision then where possible then this is to be encouraged.

Where you are not able to work remotely then, in a situation where there is no medical need to self-isolate then you should continue to attend work.

3. WAYS OF WORKING

How Can I Continue Working? (Updated 18/3)

As information and government advice may change over time, we must do all we can to continue to deliver services whilst ensuring the health and safety of our colleagues and residents.

We may in the coming weeks ask colleagues to adapt their working practices. This may include the following:

- ☐ a temporary change of role
- ☐ undertaking additional training to be able to carry out a temporary role
- ☐ looking at who attends meetings should we need to move to skype or Teams meetings
- ☐ working from an alternative location
- ☐ altering working hours or patterns

Custom and practice may need to be disregarded and usual ways of working and existing policies and protocols may need to be suspended.

Are we allowing business travel?

Many meetings now offer the opportunity to skype in or dial in on a conference call basis, and this is to be encouraged. We would ask staff to question the need to travel in the current circumstance and only attend essential meetings.

What happens if my place of work / school is closed to the public / children (updated 18.03.2020).

You will be expected to attend your normal place of work / school, unless directed otherwise

What happens if I do not want to come to work to avoid infection?

If you have any concerns about catching the coronavirus through the work place, then our managers are responsible for discussing those concerns with you and to reassure that work is safe.

If you want to take time off and are unable to work remotely then, your manager may be able to arrange for you to take the time off as holiday or unpaid leave. However, if this is not possible from an operational perspective you are contractually obliged to attend work.

What happens if we must close services?

Each service area has updated its business continuity plans, and emergency procedures and communication will be provided by your manager via the central communications team.

Should I continue holding and/or attending meetings? (updated 16/3)

During the COVID-19 outbreak we need to respond to not only the emergency, but also ensure the Council continues to deliver and support the wider duties and functions.

The need for meetings continues and briefings and updates need to be given both to internal staff, councillors and external partners on a wide range of general topics.

You should consider cancelling meetings that are non-essential or would bring large numbers together in a conference setting. This would include attendance at regional and national professional networking meetings and other similar meetings with immediate effect unless this can be done on-line or by video conferencing.

Please consider the following;

- Understand the reason for the meeting and does it need to happen, meetings should still take place but (where possible not face to face)
- If the meeting takes place can this be by phone, Skype or Teams
- If The meeting has to be face to face ensure the meeting takes place in a well ventilated space or ideally open air and maintain at least 2 metres distance

If any member of staff is in any doubt, please discuss this with your manager.

Will I be expected to be redeployed? (new question 16/3)

In some circumstances, in order to maintain essential and core services, employees may be required to be redeployed to other roles and/or work areas. Where that occurs steps will be taken to ensure that employees receive appropriate training and support, including the need to undertake appropriate risk assessments.

In advance of any decisions being taken, employees are encouraged to discuss with their Line Managers and Heads of Service arrangements on how you can best support this.

For term-time and part-time workers, any additional hours worked will be paid at existing rates.

What do I need to consider in working from Home? (updated question 18/3)

The Government has urged everyone to now work at home where possible.

In line with National Joint Council guidance, employees should ensure that they are taking steps to look after their wellbeing during their period of working from home.

This includes:

- maintaining regular contact with their manager and colleagues
- taking regular breaks
- avoiding being 'always on' by ensuring that they identify non-working time
- contacting the employee assistance programme if they need support, for example, in relation to heightened feelings of anxiety
- being aware of the things that can cause them poor wellbeing and the activities and resources that can help to address this

Please ensure, along with your Line Manager, that you;

- Consider your working environment and your health & safety.
- Review your Display Screen Equipment Self-Assessment and revisit the on-line DSE training to ensure you're working safely. (see link below)
- Check you have the right equipment to enable you to work from home and that it's set up in the correct manner. (see link below)
- Agree monitoring arrangements, work programmes and targets.
- Ensure that you should inform utility providers, insurance companies and mortgage providers of your intention to work at home.
- Agree hours of work.
- Agree contact arrangements, which may mean regular email contact confirm start and finish times.
- Discuss requirements for attendance at the office for team meetings and training or to cover peaks in workload.
- Consider any procedures that are different for Home Workers.

Additional Health and Safety advice and guidance is available via staffnet.

<https://www.swansea.gov.uk/staffnet/healthandsafety>

<https://www.swansea.gov.uk/staffnet/displayscreenequipment>

What if I can't work from home? (new question 18/3)

Again, in line with NJC guidance all options for using annual leave, special leave etc should be explored but given the length of time that this national emergency is set to last it is not reasonable, for example, to expect employees to use their entire annual leave entitlement to cover all or part of the lockdown period as consideration should be given to planned booked holidays later in the year, along with employees who may require leave throughout the year to support dependents.

Individual leave arrangements should be discussed with your Line Manager.

Will get paid? (new question 18/3)

Ultimately, in many cases there may be no alternative other than to accept that some employees can neither work at home nor be redeployed / seconded etc. and will therefore be staying at home on full pay for the duration of this emergency.

How do I book absences related to Coronavirus? (new question 17/3)

Codes are being established for recording absences. These will be notified to Managers / Headteachers as soon as possible.

Schools will need to record all absences on the monthly returns in line with normal reporting procedures, ensuring that the relevant code is detailed on the return.

4. TAKING LEAVE AND HOLIDAYS

I was due to take some pre-booked annual leave, but I have now developed symptoms of Coronavirus and in line with the Public Health Wales guidance will self-isolate for 7 days – can I cancel my annual leave and take it at an alternative date?

Yes, if you have to self-isolate you can cancel pre-booked annual leave. You should ring your line manager (in line with normal reporting arrangements) to discuss and agree this. Please keep in contact with your manager on a very regular basis. If you are well enough, and as an alternative to sick absence, you can agree with your line manager that you will work from home.

I have returned from holiday, will I have to self-isolate when I come home? Should I come in to work?

If you return from an area which does not require automatic self-isolation, and you have no symptoms, you should attend work as normal.

If you do have symptoms on your return including a new cough, fever or difficulty breathing, you should self-isolate and follow our normal sickness reporting procedures. You will be treated as being on sickness absence, following the principle of "no detriment" stated above.

Please check the most up to date advice on the Gov.Uk website – this is updated on a regular basis and takes account of the changing spread of the virus:

<https://www.gov.uk/guidance/travel-advice-novel-coronavirus>

I have a holiday coming up do I need to update you on travel plans?

Certain countries have been identified as having been severely affected by the virus and we would ask that you consider, for your own health reasons, whether your travel is necessary. Please let your manager know of the countries you intend to visit to help us manage your return appropriately. Additionally, please keep yourself up to date on the countries which require self-isolation upon return. If you would like to cancel any pre-booked annual leave, please speak to your manager.

I have discovered the area I was in is now one where Coronavirus is emerging.

Anyone who has travelled to specified areas, or you think they may have symptoms of COVID-19 should not attend work, but should self-isolate – as above.

I have come back from a country that is not on the list, but I intend to self-isolate as a precaution.

In circumstances where you decide to self-isolate without medical instruction, without any symptoms, then it is not unreasonable for us to ask for some evidence such as an email from a holiday operator to establish the reasons behind your decision to self-isolate. We will use our discretion in all circumstances.

What happens if colleagues need to either cancel leave or book additional leave to deal with circumstances that arise due to Coronavirus?

Managers will work with staff on a case by case basis to work out what flexibility is required. For example, managers may ask staff to cancel their holidays so that they can come to work. In this instance we would expect that to be done in collaboration with the staff member.

Another example maybe where a staff member wants to book more holiday than they are entitled to do deal with the impact of Coronavirus. Normal leave rules apply and if operationally not feasible then your leave may be declined.

My return to the UK has been delayed due to the Coronavirus. What do I do? (new question 16/3)

If this is possible, please consider the potential to work remotely whilst you are abroad.

Alternatively, there are a number of options that you should consider with your Manager. This could include, for example; purchase of additional Annual Leave, unpaid leave, use of future leave and/or flexi-leave and/or working back time on return.

Please keep in contact with your Line Manager during your absence.

18th March 2020

[Swansea Home](#) > [Residents](#)

Coronavirus updates #Here For Swansea

[Advice for businesses about coronavirus](#)Get help on www.swansea.gov.uk/coronavirushelp

Latest information

Our daily council bulletin has now moved to a weekly newsletter via email.

To stay in touch with news and information from us please sign up to our email at: www.swansea.gov.uk/emailsignup

You can also keep up to date via our social media channels:

www.facebook.com/swanseacitycouncil<https://twitter.com/swanseacouncil>If you are concerned you may have coronavirus you can [check your symptoms](#) using NHS Direct Wales symptom checker.

[Coronavirus COVID-19 Symptom Checker from NHS Direct Wales](#)

If you do have symptoms of coronavirus please follow the advice on [Stay at home: guidance for households with possible coronavirus from Welsh Government](#)

You should only contact 111 if:

- you feel you cannot cope with your symptoms at home
- your condition gets worse
- your symptoms do not get better after 7 days.

COVID-19 BSL Video from Public Health Wales



[Coronavirus BSL video transcript](#)

There are more [BSL guides](#) available on [Public Health Wales Youtube account](#). These include guidance for households with possible coronavirus infection, social distancing and shielding.[Learning Disability Wales](#) has useful resources about Coronavirus (COVID-19), including easy read guides.

[COVID-19 restrictions](#)

Links to Welsh Government Covid-19 alert levels page.

[Coronavirus help](#)

Help for residents and businesses during the Coronavirus crisis.

EV.3

From: [REDACTED]@swansea.gov.uk>

Sent: 20 March 2020 11:43

To:

Elinor Beynon <Elinor.Beynon@swansea.gov.uk>;

Subject: ABSENCE ENTRY QUERIES DURING THE CORONAVIRUS

Importance: High

Morning,

Please find attached communications that have been sent out to Heads of Service in relation to absence recording in Oracle in relation to the Coronavirus.

Further comms. for the Service Centre will be placed on staffnet, telling our customers that we are continuing with our service, although we have stated connectivity issues with regard to downloading application forms (although this has now been resolved, I've left it on there as I feel that if anything goes wrong it will be with this process).

I have requested that any Oracle absence entry queries in relation to this be emailed directly to the Workforce Data Support Team.

Workforce Data Support – If you need clarification, please speak with [REDACTED] ☺

Any queries/questions, please let me know.

Regards

[REDACTED]



Gweithlu - Rheolwr Dadansoddeg, Recriwtio a Newidiadau
Workforce Analytics, Recruitment and Changes Manager

07970321864

@abertawe.gov.uk

@swansea.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales*

EV. 4

i Occurs every Tuesday effective 07/07/2020 from 14:00 to 15:00
Please respond.

Organizer Andrea Smith (Service Centre)

Subject TEAM MEETING

Location Microsoft Teams Meeting

Start time Tue 11/01/2022



14:00



☐ All day event

End time Tue 11/01/2022



15:00



Afternoon,

Please find the weekly Tuesday team meeting link below.

Cheers

Andrea

[Join Microsoft Teams Meeting](#)

[Learn more about Teams | Meeting options](#)



Service Centre – Workforce Team
The Guildhall, Swansea, SA1 4PE
www.swansea.gov.uk

Please ask for:

Direct Line: 01792 636098

E-Mail: @swansea.gov.uk

Our Ref:

Your Ref:

Date:

Dear Sir/Madam,

**APPOINTMENT OF:
DEPARTMENT:**

I am pleased to confirm the provisional offer of appointment to the above post which is subject to the following:-

- a) **Satisfactory References** - I will be requesting written references from the two people named as referees on your application form. In order to ensure a quick start date, please would you make your referees aware that requests will be sent to them and ask them if they could return them immediately.
- b) **Medical Clearance** – Please complete the link for the Medical Health Questionnaire.
- c) That **all employment gaps** have been verified
- d) That **your identity has been verified** – please provide a copy of either your Driving License or Passport
- e) **Satisfactory work permit** if applicable. If you originate from inside the EEA you will need to provide your original passport or National Identity Card. If you originate from outside the EEA, you will need to provide your original passport, biometric residence permit and your birth certificate.
- f) **Qualification certificates**
- g) **An Enhanced Disclosure and Barring Service (DBS) Check.**
You will need to complete your DBS application form online. A link to the DBS application form will be sent to the e-mail address stated on your application form for this post. You must complete the DBS application by *****. Once you have completed your application form online, you will need to have your original identification documents verified at the Contact Centre – please refer to your DBS email for what acceptable ID can be used

Please note that if any of these checks are not to the satisfaction of Swansea Council, then this provisional offer of employment will be withdrawn. However, if the checks prove to be satisfactory, this will be confirmed to you in writing, together with your date of commencement.

In the meantime, I would inform you that the appointment will be on the terms and conditions of Swansea Council as outlined in the attached Schedule of your Main Terms and Conditions.

To receive this information in alternative format, or in Welsh please contact the above.
I ddarparu yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cywiltuoch â'r person uchod.

Your other terms and conditions will be covered by the NJC for Local Authorities' Conditions of Service.

The Salary Grade for this post is ****ENTER GRADE**** and you will be placed on Spinal Column Point ****ENTER SCP**** when you commence duties.

Your monthly salary will be paid on the 25th of the month via BACS transfer to the account you have provided on your new starter form. If the 25th falls on a weekend or a public holiday, it is paid the Friday before. Your salary is paid from the 1st of the month to the last day of the month. If you commence employment after the 7th of the month, your salary will be paid to you the following month e.g. if you start work on the 9th September, you will your salary (for the period 9th September – 31st October) on the 25th October.

I would be grateful if you could confirm your acceptance of this provisional offer of appointment by attending the Contact Centre, Civic Centre, Oystermouth Road, Swansea, SA1 3SN on ****enter date and time of appointment****. You will need to report to Reception on arrival, in order to have your original identification documents verified at the Contact Centre. You will need to bring the following with you:

1. One copy of the Schedule of the Main Terms and Conditions
2. One copy of the Job Description and Person Specification
3. New Starter Form – Employee
4. Original current Passport/Driving License
5. Original ID for your DBS check
6. Original qualification certificates****Double check the JD for any post specific qualifications – if there are none listed, delete this line****

Please note that you will automatically become a member of the Local Government Pensions Scheme (LGPS) unless:-

- a) your contract is for less than 3 months, or your contract is relief/casual, in which case you can elect to join. (If you elect to join the Scheme, this will become valid when you commence employment). If you wish to join please complete and return the Opting In Election form enclosed with this letter.

N.B. If your contract continues after the 3 month period you will automatically become a member but will not be able to backdate your contributions.

- b) or you elect to opt out; in which case you will need to contact the Pension Section for an Opt out form on (01792) 636655 or e-mail pensions@swansea.gov.uk

I hope this is clear. If not, or if you have any queries, please do not hesitate to contact the Service Centre Helpdesk on 01792 636098.

In the meantime, may I take this opportunity of congratulating you on this appointment and to wish you every success in your future career.

Yours sincerely,



Service Centre – Workforce Team
The Guildhall, Swansea, SA1 4PE
www.swansea.gov.uk

Please ask for:

Direct Line: 01792 636098

E-Mail: [@swansea.gov.uk](mailto:)

Our Ref:

Your Ref:

Date:

Dear Sir/Madam,

**APPOINTMENT OF:
DEPARTMENT:**

I am pleased to confirm the provisional offer of appointment to the above post which is subject to the following:-

- a) **Satisfactory References** - I will be requesting written references from the two people named as referees on your application form. In order to ensure a quick start date, please would you make your referees aware that requests will be sent to them and ask them if they could return them immediately.
- b) **Medical Clearance** – Please complete the link for the Medical Health Questionnaire.
- c) That **all employment gaps** have been verified
- d) That **your identity has been verified** – please provide a copy of either your Driving Licence or Passport
- e) **Satisfactory work permit** if applicable. If you originate from inside the EEA you will need to provide your original passport or National Identity Card. If you originate from outside the EEA, you will need to provide your original passport, biometric residence permit and your birth certificate.
- f) **Qualification certificates**
- g) **An Enhanced Disclosure and Barring Service (DBS) Check.**
You will need to complete your DBS application form online. A link to the DBS application form will be sent to the e-mail address stated on your application form for this post. You must complete the DBS application within 7 days of receiving this link. Once you have completed your application form online, you will be contacted by a member of the DBS team to verify your documents.

Please note that if any of these checks are not to the satisfaction of Swansea Council, then this provisional offer of employment will be withdrawn. However, if the checks prove to be satisfactory, this will be confirmed to you in writing, together with your date of commencement.

In the meantime, I would inform you that the appointment will be on the terms and conditions of Swansea Council as outlined in the attached Schedule of your Main Terms and Conditions.

To receive this information in alternative format, or in Welsh please contact the above.
I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod.

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I would be grateful if you could confirm your acceptance of this provisional offer of appointment and return the below named documents via e-mail to @swansea.gov.uk.

1. One copy of the Schedule of the Main Terms and Conditions
2. One copy of the Job Description and Person Specification
3. New Starter Form – Employee
4. Copy of current Passport/Driving Licence
5. Copy of qualification certificates ****Double check the JD for any post specific qualifications – if there are none listed, delete this line****

Please note that you will automatically become a member of the Local Government Pensions Scheme (LGPS) unless:-

- a) your contract is for less than 3 months, or your contract is relief/casual, in which case you can elect to join. (If you elect to join the Scheme, this will become valid when you commence employment). If you wish to join please complete and return the Opting In Election form enclosed with this letter.

N.B. If your contract continues after the 3 month period you will automatically become a member but will not be able to backdate your contributions.

- b) or you elect to opt out; in which case you will need to contact the Pension Section for an Opt out form on (01792) 636655 or e-mail pensions@swansea.gov.uk

I hope this is clear. If not, or if you have any queries, please do not hesitate to contact myself via e-mail address above.

In the meantime, may I take this opportunity of congratulating you on this appointment and to wish you every success in your future career.

Yours sincerely,

**Workforce ARC Officer
Service Centre - Workforce**



EV. 7

From: Helen Collins <Helen.Collins2@swansea.gov.uk>
Sent: 10 January 2022 10:34
To: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Subject: RE: Statement as requested

To whom it may concern,

My name is Helen Collins and Ellie Beynon has dealt with my recruitment sending out my New Starter paperwork and making sure all the checks were in place prior to me starting with the Authority.

I was a bit apprehensive about starting as due to Covid-19 I was unable to go into the office to be trained face to face and I had to do my training via Microsoft Teams which was a new experience for me. Ellie was very helpful and put me at ease from the start which made the whole experience more relaxed. Ellie shared her screen which made the training much easier and she was very clear in her instructions by showing me how to action requests/tasks and then explaining how to share my screen, so that I could have a go myself to ensure I had no issues and I was actioning work correctly. I also felt after the training that if I needed anything she was just at the end of a Teams call if I needed help.

Cofion cynnes/Kind regards
Helen Collins



Helen Collins
Gweithlu - Swyddog Dadansoddeg, Recriwtio a Newidiadau
Workforce – ARC Officer

✉ helen.collins2@swansea.gov.uk
✉ helen.collins2@abertawe.gov.uk

Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales

EV. 8

From: [REDACTED]
Sent: 20 March 2020 08:20
To: Workforce Transactional <Workforce.Transaction@swansea.gov.uk>
Subject: CMT Decision

Hi
None of the adverts or DPRs were discussed at CMT this week. Assume everything is on hold until they decide otherwise.
Regards
[REDACTED]



[REDACTED]
Swyddog Cefnogi'r Prif Weithredwr
Chief Executive's Support Officer

☐ 01792 637530
☐ [REDACTED]@abertawe.gov.uk
☐ [REDACTED]@swansea.gov.uk

Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales

Mae'r e-bost hwn ac unrhyw ffeiliau a drosglwyddir gydag ef yn gyfrinachol ac at ddefnydd yr unigolyn neu'r corff y cyfeirwyd hwy atynt yn unig. Os ydych wedi derbyn yr e-bost hwn drwy gamgymeriad, dylech hysbysu'r gweinyddydd yn y cyfeiriad canlynol:
gweinyddydd@abertawe.gov.uk
Bydd yr holl ohebiaeth a anfonir at y Cyngor neu ganddo yn destun cofnodi a/neu fonitro yn unol â'r ddeddfwriaeth berthnasol

From: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Sent: 20 March 2020 08:57
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: CMT Decision

sea.gov.uk

Hi all ,
I had a query if CMT met this week . I replied with I thought not as they had Crisis Management instead!! I have double checked with Liz so that we can let people know what will happen with the DPR's and VMF's which are currently in and waiting for approval. [REDACTED] emailed the below into the box this morning. FYI

Cofion cynnes/Kind regards



Ellie Beynon
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
Elinor.Beynon@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: [REDACTED]
Sent: 20 March 2020 09:02
To: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>; [REDACTED]
Cc: [REDACTED]
Subject: RE: CMT Decision

Thanks [REDACTED] it does make sense.

I am assuming then that all Managers know that nothing will be approved at this moment in time for Adverts, DPR 's etc. with the exception of Child an Family.

Regards

[REDACTED]



[REDACTED]
Gweithlu – Arweinydd Tîm
Dadansoddeg, Recriwtio a
Newidiadau

Workforce – Analytics, Recruitment,
Changes, Team Leader

•
•

☎ 01792 636098 | 07970321747

✉ [REDACTED]@swansea.gov.uk
✉ [REDACTED]@abertawe.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with*

From: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Sent: 20 March 2020 09:05
To: [REDACTED]
Cc: [REDACTED]

Subject: RE: CMT Decision

I presume they would think this but you never know!
Cofion cynnes/Kind regards



Ellie Beynon
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
Elinor.Beynon@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: [REDACTED]

Sent: 20 March 2020 09:09

To: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>; [REDACTED]

Cc: [REDACTED]

Subject: RE: CMT Decision

No I agree so we may need to e-mail managers if they send anything through for authorization stating that CMT are on hold for the time being.

Regards

[REDACTED]



[REDACTED]

Gweithlu – Arweinydd Tîm
Dadansoddeg, Recriwtio a
Newidiadau

Workforce – Analytics, Recruitment,
Changes, Team Leader

*
*
☎ 01792 636098 | 07970321747

✉ [REDACTED]@swansea.gov.uk

✉ [REDACTED]@abertawe.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with*

EV. 9

From: [REDACTED]

Sent: 26 March 2020 12:26

To: [REDACTED]
[REDACTED] <Elinor.Beynon@swansea.gov.uk>; [REDACTED]

Cc: [REDACTED]

Subject: TEMPORARY CHANGE TO MANAGING APPROVALS DURING COVID19

Afternoon,

Please find attached process notes to follow for DPR's, Adverts etc. during COVID19. We can discuss any queries in our daily team catch up this afternoon ☺

[REDACTED] – I have copied you in for visibility and dissemination to your Teams, so that they are aware of the change of process ☺

[REDACTED] – Please can you advise your Principal Business Partners that they will be copied in for visibility ☺

Regards

[REDACTED]



[REDACTED]
Gweithlu - Rheolwr Dadansoddeg, Recriwtio a Newidiadau
Workforce Analytics, Recruitment and Changes Manager

☎ 07970321864

✉ [REDACTED]@abertawe.gov.uk
✉ [REDACTED]@swansea.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales*

PROCESS NOTES FOR MANAGING DPR'S, ADVERTS ETC.
DURING COVID19

First determine if any current changes we have are in relation to the COVID19 situation, if **yes**, these are treated as high priority.

Please contact the originator of any "older/BAU" requests to determine if these need to progress, if not, we'll suspend the proposed changes and notify the customer of this action.

The email authorisation should include the following:-



The information may also present itself as an email for moving staff around, rather than a full report.

e.g. Andrea Smith is moving to a Social Services post to cover during COVID19, we will accept this information as long as approvals are attached.

If the post is a lower grade the employee will still remain on their current salary.

If the post is a higher graded post the employee will be remunerated for the grade of the post being undertaken.

The post will be manually overwritten at assignment level.

The employee will stay in their current post and approvals for the post being covered would automatically flow to the next level Manger.

EV.11

 Mon 27/09/2021 10:56
Restricted Recruitment

To [Redacted]
Cc Workforce Transactional
Follow up. Completed on 04 October 2021.

 AP1 RCO 01.xlsx
376 KB

Hi All,

Please see attached AP1 form from Sonia Miles for Social Services Recruitment in posts that are urgently required.

I have sent this through to the Workforce Transactional Box for a Team Member to pick up and action asap please.

Regards
Chris



[Redacted]
Gweithlu – Arweinydd Tîm
Dadansoddeg, Recriwtio a
Newidiadau
Workforce – Analytics. Recruitment.

EV.12

From: ICT Service Desk <ICT.ServiceDesk@swansea.gov.uk>
Sent: 20 March 2020 15:36
Subject: Important Digital Services Information - Covid-19 ICT Update

Sent by Digital Services

Digital Services are continually working to ensure all ICT users are supported to work remotely and are prepared during the current situation.

We are continuously updating our Staffnet pages with new information which we would appreciate you review regularly as it is constantly changing.

<https://www.swansea.gov.uk/staffnet/article/56286/Covid-19-ICT>

Kind regards

Digital Services



Gwasanaethau Digidol a Trawsnewid
Digital and Transformation Services
ICT.ServiceDesk@swansea.gov.uk
<https://servicedesk.swansea.gov.uk/>

EV.13

From: [REDACTED]

Sent: 16 February 2021 11:04

To: [REDACTED]

<He [REDACTED]>

<Sa [REDACTED]>

Cc: [REDACTED]

Subject: re: jabber logon

Importance: High

Hi All

Please see below your jabber ID and PIN , these are your account logins to the cisco jabber softphone app. Once desktop support have installed the forticlient & Jabber apps you can then login to make test calls. These phones are part of the whole civic , guild telephone network so you can dial internally to all council sites, calling outside of the council network will require a 9 before the external number. You can logon to these apps and take calls from anywhere you have internet access (At Home).

See attached My notes to guide you through the initial logon.

Name	Extension number	Jabber ID and PIN
[REDACTED]	76780	76780
	76781	76781
	76782	76782
	76783	76783
	76784	76784
	76785	76785
	76786	76786
	76787	76787
	76788	76788
	76789	76789

[REDACTED]
Peiriannydd Llais
Voice Engineer, Digital Services.

☎ 01792 636677 | [REDACTED]

✉ [REDACTED]

🗉 Jabber 76677

Example Change Plan

Created by	Ellie Beynon
Date	3 rd January 2022
Version	1



Vision and Objectives
Move everyone to remote working. Objectives:
• No detriment to employees wherever possible and practicable • A duty of care to ensure that employees and their dependents remain healthy. • An expectation that employees will be flexible in working arrangement to maintain Council services • A request that employees make themselves available for redeployment to maintain continuity of essential services.
Activities to achieve objectives (attach Gantt chart)
Get Hardware (laptops) Get software (for the laptops) Move existing infrastructure to remote working (phones to teams)
Business case (evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks)
Mix of home and office work moved to remote only to prevent covid spread
People affected (stakeholders – employees, particular employees, customers, shareholders)
Employees Any employees that don't work on prem Customers that need face to face interaction
Scope of change (eg one site, one product group)
Entire council
Roles (project manager, sponsor, team members)
Senior managers to communicate change progress to team managers. Team managers to communicate change progress and updates to team. Team members to be flexible and understanding to stakeholders.
Communication strategy (attach communication plan, list of change champions)
Inform managers to keep team updated as responsibilities build up (day 1 won't allow for certain roles to do existing responsibilities such as taking calls or going door to door).
Support to be offered (advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan)
Help people with the transition.
Timings and milestones (see Gantt chart)
Get people on their hardware Get people connected to the council system (VPN) Get people back on the phones Get people to talk to customers (Zoom calls?) Get people meeting face to face (Provide covid tests to ensure they're safe)
Resources required, including cost (equipment, time, people, materials, guidance)
Hardware, Software, Training hours, Covid tests

Monitoring activities
1 to 1 with managers (stats)
Monitor customer feedback
Success Measures
Everyone safe and efficient



LO2 - Be able to implement a change plan

2.1

In order to keep people safe and to keep the Council going, the change plan has to be followed (EV.14). I do this by working from home. If I do need to go into the office, I ask my manager before hand who then has to get approval for Head of Service before I can enter the office (EV.15). Social distancing and masks are mandatory and hand sanitizers are placed throughout the building which I use when I go in.

If any software was missing from my laptop when I started working from home, I would contact IT to arrange for them to set it up (EV.16).

2.2

As we could no longer meet face-to-face, I made sure to provide sufficient training to any new starters we had. A buddy system was set up where we would train one new starter each and they are able to come to us if they have any questions. I followed the induction the process the same way I would in the office but adapted it to home working (using Microsoft Teams for communication) (EV.7).

Some services needed to be prioritised throughout the pandemic. Increased staff turnover in social services results in a recruitment drive which needed to be actioned urgently. Social Services requests were put first before work that I come in before (EV.11).

Because new starter can longer go to the Contact Centre to submit their paperwork, some would have an issue with this as they do not have a printer at home which is needed for some of the documents. This can result in the new starters panicking about not being able to get their paperwork in to start in their new post. I ensure the new starters that this issue can be resolved by me posting the paperwork to them instead of email and that they can either post the paperwork back to the office where staff who need to go into the office to complete their work can pick up the post and scan back to me, or the new starter can send me a photo of their paperwork via email rather than scanning in the paperwork themselves (EV.17)

I have also supported managers by giving them current timescales with regards to advertising. We must have all adverts translated into Welsh before we are able to put them on our website. This can cause delays, especially when there has been an increase in adverts going to Welsh translation. I keep managers updated with regular updates throughout the advert process and make any necessary changes to the closing dates of adverts if needed (EV.18).

2.3

Joining the team when we are all working from home can be daunting for new starters. I always let them know that I am available to help them and answer any questions whenever they need me (EV.7). Therefore, I often receive calls from new starters asking for help. I am always friendly towards them and try to get to know them on a personal level to make them feel at ease. We also have a group channel on Microsoft Teams where people can ask quick questions that I will often answer for

them. During our weekly team meetings, I contribute with my own ideas and make sure I am a part of the conversation (EV.19).

2.4

If our usual way of working does not help a situation because of the change I will support my manager by suggesting ideas to resolve the issue. For example, when a large amount of successful candidate forms was sent to our inbox, I called a group meeting on Microsoft Teams where I suggested that instead of picking the work up individually as we usually do, I will allocate the work out between the team, so everyone has an equal amount of work to process, and it becomes less overwhelming as we approach our payroll deadline (EV.20).

2.5

Since working from home, every month we have to send our stats to our supervisor which are then discussed in a monthly one-to-one. A one-to-one form is followed and the completed form is saved and sent to our manager along with the Service Centre Manager. This keeps a record of how we are handling the change in terms of both productivity and wellbeing through the types of questions on the form we must answer (EV.21).

LO2 Evidence

EV.15

From: [REDACTED]
Sent: 23 December 2021 12:32
To: CMT <DL_CMT@swansea.gov.uk>; Heads Of Service <hoservice@swansea.gov.uk>
Cc: [REDACTED]
Subject: Essential travel letter

Good Afternoon All,

Due to the changes in Covid regulations announced by the Welsh Government, CMT has agreed that council staff must only come into work where we can't carry out our role from home.

However, there are many cases where this is not possible.

CMT has agreed that the attached letter can be issued to staff whose work can only be done in the workplace.

Heads of Service have discretion to issue the letter to those groups of staff or individuals who need to be in the workplace either full time or partially.

Heads of Service must keep a record of which individuals or groups of staff have been given the letter.

It is acceptable to use an electronic copy of the letter as we don't expect staff to have to travel to obtain a printed version

[REDACTED]
Prif Weithredwr
Chief Executive



Cyngor **Abertawe**
Swansea Council

01792 637525



[REDACTED]@abertawe.gov.uk
[REDACTED]@swansea.gov.uk

EV.16



ICT Service Desk

Hi Elinor

MY OPTIONS	MY COUNTS
Home	
Self Help Articles	
Office 365 Password Reset	
Paris Reset Connection	
Log a Call	
Log a Change	
Review Past/Current Calls	
Review Past/Current Changes	

MY COUNTS		
My Calls 0	My Changes 0	My Devices 2

MAJOR INCIDENTS
No Outstanding Major Incidents

EV.17

From: Elinor Beynon
Sent: 01 July 2020 16:30
To: Jim [REDACTED]
Subject: RE: RESTRICTED - New Starter Pack - S.68090 - CV - Residential Care Officer

Hi Jim,

No problem at all! I have asked for someone in the office to send the pack to you.

Yes please can you send me your photo identification to me by email?

Many thanks,

Regards
Ellie Beynon



Ellie Beynon
Gweithlu – Swyddog Dadansoddeg, Recriwtio a Newidiadau
Workforce – ARC Officer

01792 636098
✉ Elinor.Beynon@abertawe.gov.uk
✉ Elinor.Beynon@swansea.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales.*

From: Jim [REDACTED]
Sent: 30 June 2020 16:29
To: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Subject: Re: RESTRICTED - New Starter Pack - S.68090 - CV - Residential Care Officer

Elinor
I feel I am "Failing the initiative test" but unfortunately at the moment I have no access to printer facilities. If you could post me required forms I'd be very grateful. I have taken photos of my passport and licence and birth certificate I can attach those to an email to you.
Thanks for the help
Sent from my iPhone

EV.18

Sent: 29 November 2021 12:13

To: [REDACTED]

Subject: RE: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

Hi Jo,

I've now had this back from translation so the advert is now live on our website: <https://www.swansea.gov.uk/article/12018/Brynmill-Primary-School-Teaching-Assistant>

Many thanks,

Regards

Ellie Beynon



Cyngor Abertawe
Swansea Council

Ellie Beynon

Gweithlu – Swyddog Dadansoddeg, Recriwtio a Newidiadau
Workforce – ARC Officer

☎ 01792 636098

✉ Elinor.Beynon@abertawe.gov.uk

✉ Elinor.Beynon@swansea.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales.*

From: Elinor Beynon

Sent: 26 November 2021 10:58

To: [REDACTED]

Subject: RE: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

Hi Jo,

Great, I'll keep it as the 10th then. I'll let you know when the advert is live.

Many thanks,

Regards

Ellie Beynon



Ellie Beynon

Gweithlu – Swyddog Dadansoddeg, Recriwtio a Newidiadau
Workforce – ARC Officer

From: [REDACTED]
Sent: 26 November 2021 10:27
To: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Subject: Re: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

CAUTION: External email - Do not click links/open attachments unless you recognise the sender and know the content is safe

Great, if the advert 'goes live' today then 2 weeks will be great. I guess if there is a delay in the advert being posted then we might need to push the deadline
Jo

From: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Sent: 26 November 2021 10:14
To: [REDACTED]
Subject: RE: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

Hi Jo,

The 10th is 2 weeks away which I think is a fine closing date. 2 weeks is our standard time for adverts but it's completely up to you if you would like to give people more time to apply.

Many thanks,

Regards
Ellie Beynon

 **Ellie Beynon**
Gweithlu – Swyddog Dadansoddeg, Recriwtio a Newidiadau
Workforce – ARC Officer
01792 636098
Cyngor **Abertawe** Swansea Council
Elinor.Beynon@abertawe.gov.uk
Elinor.Beynon@swansea.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales.*

From: [REDACTED]
Sent: 26 November 2021 10:01
To: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Subject: Re: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

CAUTION: External email - Do not click links/open attachments unless you recognise the sender and know the content is safe

Thanks Elinor, do you think we should change the closing date for the application?
Jo

From: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Sent: 26 November 2021 09:35
To: [REDACTED]
Subject: RE: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

Hi Jo,

We haven't had it back from translation yet. I have emailed translation now asking when it will be sent to us. I'll let you know when they reply.

Many thanks,

Regards
Ellie Beynon

 **Ellie Beynon**
Gweithlu – Swyddog Dadansoddeg, Recriwtio a Newidiadau
Workforce – ARC Officer
01792 636098
Cyngor **Abertawe** Swansea Council
Elinor.Beynon@abertawe.gov.uk
Elinor.Beynon@swansea.gov.uk

*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales.*

From: [REDACTED]
Sent: 26 November 2021 09:24
To: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Subject: Re: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

CAUTION: External email - Do not click links/open attachments unless you recognise the sender and know the content is safe

Hi Elinor,

Have you had any news on when the advert will be posted? I am mindful that the closing date is the 10th December and wonder if we need to push the date to give people enough time to apply?

Jo

From: Elinor Beynon <Elinor.Beynon@swansea.gov.uk>
Sent: 19 November 2021 11:12
To: [REDACTED]
Subject: RE: RESTRICTED - RE: Brynmill Primary School Advert for TA Level 2

Hi Jo,

Thanks for that. This link works so I have added it to the advert and has sent for Welsh translation. I will let you know when this advert is live on our website.

Many thanks,

Regards
Ellie Beynon

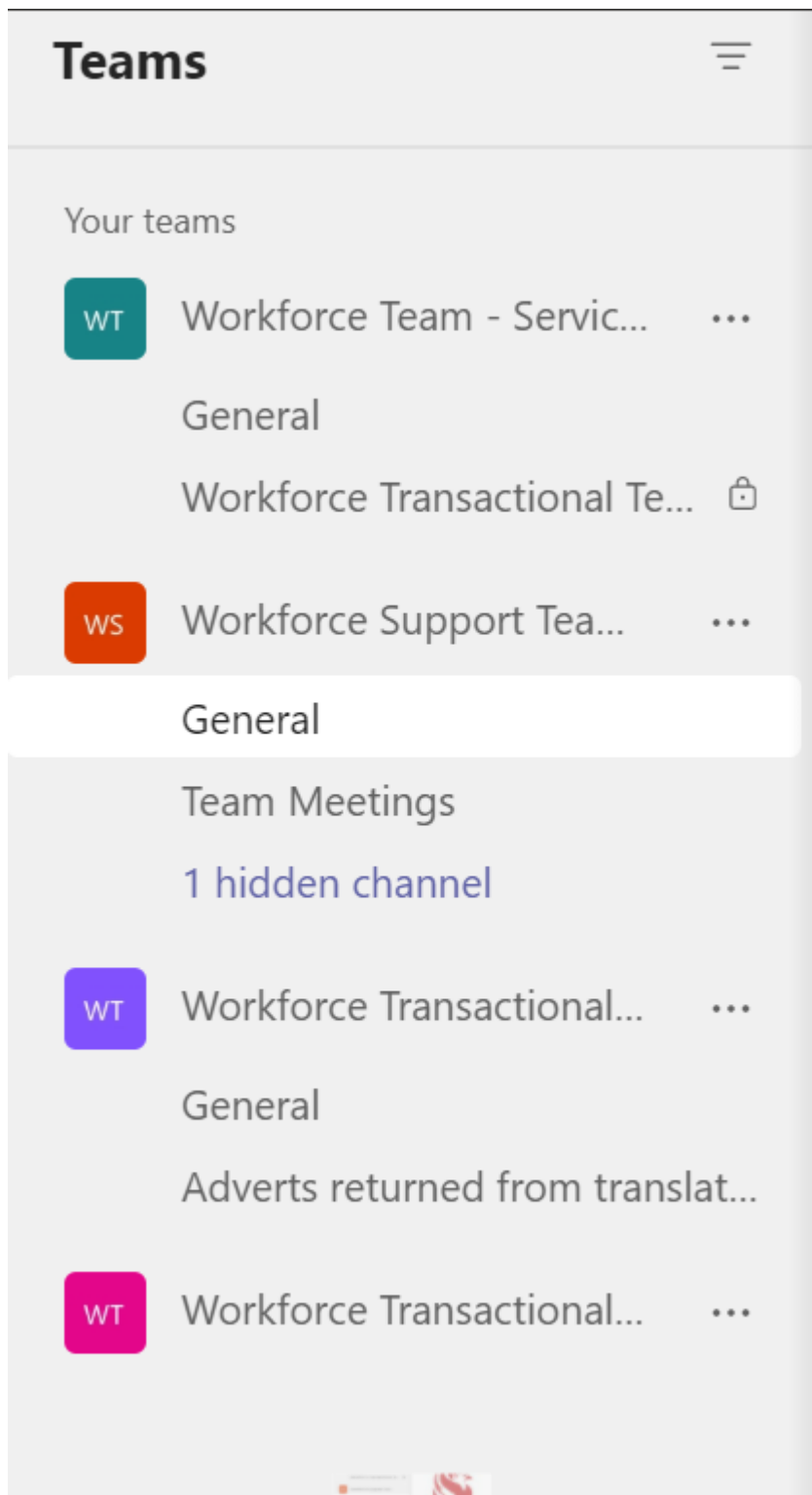


Ellie Beynon
Gweithlu – Swyddog Dadansoddeg, Recriwtio a Newidiadau
Workforce – ARC Officer

☎ 01792 636098

Cyngor **Abertawe**
Swansea Council
✉ Elinor.Beynon@abertawe.gov.uk
✉ Elinor.Beynon@swansea.gov.uk

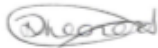
*Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.
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EV.20

As a very busy team we make sure we call each other on a daily basis to make sure we are all doing ok workwise and healthwise.

We often face extremely busy times especially near payroll deadline. We recently had a situation where we had a very high number of internal successful candidate forms to action in a very short space of time and we were asked for a solution to action them as a matter of urgency. Ellie suggested we allocate so many to each of us as a fair, quick solution which worked very effectively.

A handwritten signature in dark ink, appearing to read 'Debbie Leonard', enclosed within a simple oval outline.

Debbie Leonard
Workforce ARC Officer

Service Centre 1-1 Template

Section

Name

Date

On a scale of 1 to 10 - how are you feeling?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

(use colour to highlight box eg above)

Further discussion - if low "why what's happened/do you want to talk about it? If high, good news also needs to be acknowledged/discussed (use box below)

On a scale of 1 to 10 - how is working from home

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

(use colour to highlight box eg above)

Further discussion - if low "why what's happened/do you want to talk about it? If high, good news also needs to

Is there anything worrying/bothering you that you'd like to talk about?

--

How do you think things have gone since our last 1-1, have you been able to meet your targets, or has anything prevented you from doing this? If no fixed targets can use Stats from previous month.

--

Is there any additional training you would like that would help in your role and/or personal development?

--

What do we need to achieve before our next 1-1 (actions/target setting)

--

Points for discussion from Supervisor/Team Lead (Praise/areas of concern - give an update on projects/other areas eg
(Oracle Fusion, wider Council work or team/Service Centre specific)

--

Any additonal notes/comments

--

LO3 - Be able to assess the impact of change processes within an organization

3.1

Since working from home, the Service Centre Manager sent out a survey to the Service Centre to collect data about how they feel their engagement is since working from home. I completed this survey to contribute to the results. When the data had all been collected, the results were put into a document and sent out to the Service Centre (EV.22).

When completing the module Using a Research Approach in Human Resources for this course, I conducted by own survey looking at the wellbeing of the Workforce Team since working from home due to the COVID-19 pandemic (EV. 23). This asked questions relating to productivity and how they feel their work-life balance is.

Another way the effectiveness of the change can be measured is through customer feedback. If any issues need to be raised with a team member, this is discussed during our one-to-one monthly meetings (EV.21). The supervisor and team member would discuss what went wrong and how the issue can be resolved.

3.2

It is important for managers to have a style of management that trusts their team. Currently, our work efficiency is measured by our stats and we need to meet a certain target every month. Our stats are counted by each email we have completed. However, measuring our work in this way is not a true representation of the work we do as each email consists of various amounts of work. Going forward, I would either identify a new way of measuring the amount done or suggest that management develops more trust for their teams in completing their work (CIPD, 2012).

It is unlikely that we will be returning to the office full time. Therefore, hybrid working or working from home full time will need to be looked at after the pandemic. Working from home, flexible working and hybrid working policies will need to be written for the future of Swansea Council.

3.3

The main outcome to come from this change would be staff keeping safe from the virus by staying at home. Hardware and software were given by ICT to allow all staff who could carry out their job from home the means to do so.

Productivity has remained high during the change which has been measured through monthly stats. As work amounts have risen, our team have been able to recruit new staff to help with the workload. Increasing the amount of team members we have have helped us action our work in a timely manner.

The new starter process has become a lot faster since working from home. Before, appointments have to be made for new starters to go to the Contact Centre two weeks after we sent them their new starter pack. Now, the new starter can send us

their paperwork directly the same day we send them their new starter pack. This has helped them get a faster start date.

3.4

Using the CIPD Profession Map, I believe that I am able to understand how to explain why change is happening, and basic models for how people experience change. I have been on an internal management course where I learnt about people react to change and how to manage a team through a change. From completing the Understanding on Managing Change module on this course, I learnt a lot about change management theories and about active listening and styles of communicating.

I believe I have helped with the change managing effectively through motivating my colleagues and communicating feedback to my supervisor during my one-to-ones. I will often call a colleague to check in with them and offer any help that I can give.

I have successfully completed induction with a new starter via Microsoft Teams and have showed them how to submit their stats each month so their progress can be measured.

References

Chartered Institute of Personnel and Development (2012) Where has all the trust gone? Available at: <https://www.cipd.co.uk/knowledge/culture/ethics/has-trust-gone-report> (Accessed: 3 December 2021)

Chartered Institute of Personnel and Development (2021) Explore the Profession Map. Available at: <https://peopleprofession.cipd.org/profession-map> (Accessed: 3 December 2021).

The Service Centre

Staff Engagement Survey – Working From Home

A survey was undertaken to ask staff how they were feeling about our current working arrangements and for us to understand how we would prefer to work going forward.

One very important aspect of the survey was to be able to highlight any problems/issues that staff may be facing, so we can try and support everyone to overcome any difficulties they may be experiencing.

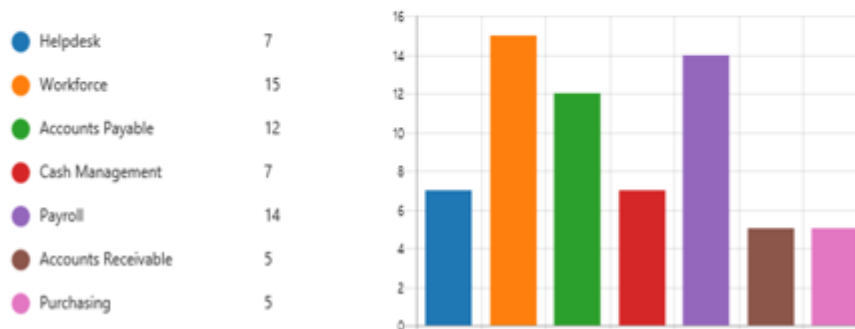
The survey will also help to inform the future way of working when the Guildhall is reoccupied and the longer term accommodation strategy.

Results of the survey:

There were 65 responses out of 83 from across all the teams (78% return rate), a very positive return rate and a big thanks to everyone who took part.

Below are the findings of the survey including the broad themes that were identified from all responses.

Q1. Which team do you work in?



Q2. How do you feel about working from home?

Positive	Neutral	Negative
9	7	1
7	4	1
3	3	1
13	1	
11	3	1
43 (66%)	18 (28%)	4 (6%)

The broad themes were:

Positive

The majority of staff were positive, happy and enjoying working from home; there were less distractions so were more productive. Staff also felt they had a better work life balance, less stress and some had improvements in their health. It was also highlighted that time was saved because we no longer had to travel and the parking issues have disappeared.

Neutral

Staff raised that they had no choice but to work from home and in the short term it was ok, but were missing colleagues and if given the choice would like to have 1-2 days in the office and work from home for the rest of the week.

Negative

A very small number of staff were feeling isolated, combined with some ICT/Internet issues and childcare issues felt more stressed. It was also raised that it's difficult on occasions to keep the barrier between home and work and it seemed to be merging into one.

Q3. What challenges are you facing during the current way of working?

A review of the responses found the following: Please note that due to the nature of the question it was more likely to receive negative comments.

Positive	Neutral	Negative
5	2	10
1	3	8
1	2	4
3	3	8
5	5	5
15 (23%)	15 (23%)	35 (54%)

The Broad themes were:

Negative

The effect of lockdown and a lack of routine had impacted the mental health of some staff and working without the equipment we have in the office was causing some to have problems with necks and backs. Some staff also felt they were unable to do their full jobs because some tasks have to be completed in the office, and staff highlighted a lack of team support like we have in the office ie instant face to face conversations.

Neutral

System issues and internet connection were mentioned, a lack of face to face contact, children at home and trying to work and training virtually can be problematic, again staff were missing the social side of being in the office.

It is worth noting that the situation at the time of the survey was a full lockdown and will hopefully not be a normal measure of how the future will be.

Q4. How do you feel about virtual meetings using Teams?

65
Responses

★★★★☆
4.32 Average Rating

The majority of staff were comfortable and liked using teams for meetings and the overall rating was very high ie 4.32 out of 5.

Q5. How do you feel about your current work-life balance?

65
Responses

★★★★☆
3.97 Average Rating

The majority of staff were comfortable and liked using teams for meetings and the overall rating was very high ie 3.97 out of 5.

Q6. Can you please provide more detail for your answer to Q5?

A review of the responses found the following:

Positive	Neutral	Negative
10	2	5
8	1	3
6		1
13		1
14	1	
51 (79%)	4 (6%)	10 (15%)

The broad themes were:

Positive

The majority of staff were happy working from home, there was an increase in productivity, and staff were able to exercise more due to the flexibility and had a better work-life balance; also money and time was saved on commuting and staff were feeling more relaxed.

Neutral

Staff were hoping the situation would improve after lockdown easing, some felt anxious that they could not do all their job at home, missed contact with colleagues and were experiencing issues working off a laptop full time.

Negative

Staff were finding it hard to switch off and felt they had better concentration in the office due to children being at home and on occasions the lines between work and home became blurred.

Q7. How productive do you feel working from home compared to working in the office?

More productive	40
The same	21
Less productive	4



Overall the picture is very positive **with 94% of respondents feeling the same or more productive.**

Q8. Do you have a reason for why you may be feeling less, the same or more productive?

A review of the responses found the following:

Positive	Neutral	Negative
13	1	3
9	1	2
6	1	
12	2	
14	1	
54 (83%)	6 (9%)	5 (8%)

The broad themes were:

Positive

Staff had fewer interruptions, were able to concentrate better and plan time better as there is no travel. Staff felt they had more time to devote to work, log on outside core hours/get work done with a better work-life balance and there was less stress at home compared to the office.

Neutral

Staff believed that when restrictions are lifted this will help make it easier to respond to the change.

Negative

Staff felt less productive, were not taking breaks and had more distractions at home.

Q9. How do you feel communication received around changes and updates from the Service Centre have been during this time?

65

Responses



4.31 Average Rating

Overall the satisfaction for the level of communication was very high with an average rating of 4.31.

Q10. Do you prefer this new way of working?



The overall results were as follows:

- 72% would prefer this way of working
- 25% only for a short period of time
- 3% would not prefer

The responses to this question provide a high indication of those that prefer the current way of working and those that have provided further information that would like a mixed model of working from home with some office time (1-2 days) for the reasons stated (social interaction, certain tasks, equipment etc.)

Summary:

The overall themes were found to be as follows:

Positive responses:

- Wellbeing
- Productivity
- Flexibility
- Save time and money
- Time saved commuting is now spent working – better work-life balance

Negative/challenges:

- ICT issues
- Equipment (and linked to health issues)
- Isolation/social interaction
- Tasks unable to complete at home

Suggestions and solutions

An action plan has been developed to, where possible, mitigate/eradicate issues/concerns from staff.

A further survey will be issued the end of October, so we can continuously support staff during this time.

The Authority has implemented an Agile Working Task Group that is looking at the future of our working eg equipment, buildings etc.



Remote Working & Wellbeing

Hi everyone,

As part of my CIPD Diploma in HR I have been asked to conduct research in a topic of HR of my choice. I have chosen to look at the wellbeing of the Workforce Team since working from home due to the COVID-19 pandemic. I will use the data from this survey to write up an analysis and make recommendations. There is no obligation to complete this survey but if you don't mind taking a few minutes to complete it I would greatly appreciate it. All answers will be anonymous and the data will be treated confidentially. Thanks for your help and support in this.

Which Team are you in? *

- ☐ Workforce - Recruitment
- ☐ Workforce - Changes
- ☐ Workforce - Analytics
- ☐ Workforce - Manager or Supervisor

Do you feel more/less social since working from home? *

- ☐ More
- ☐ Less
- ☐ Same

Has your work-life balance been better or worse since working from home? *

- ☐ Better
- ☐ Worse
- ☐ Same

Please can you say what has been good/bad about your work-life balance since working from home? *

Long-answer text

Do you feel your mental health has suffered since working from home? *

- ☐ Yes
- ☐ No
- ☐ Maybe



Would you like to continue working from home in the future? *

- ☐ Yes
- ☐ No
- ☐ Split Between Office/Home

Since working from home do you feel that you work more hours than when you were in the office? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you find it easy to switch off from work once your shift ends? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you feel more productive working from home? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you feel supported by Swansea Council since working from home regarding your mental health/wellbeing? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Please add any other comments in respect to home working and your wellbeing. *

Long-answer text
