

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5ARTP Contributing to Resourcing & Talent Planning in the Organisation

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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: 27 May 2020

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CIPD Candidate evidence matrix

(CEM1)

Candidate name: Leanne Aitken				CIPD Membership/registration No.: 53274276		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1810266		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.1	Extract: Learning & Development Policy	EV1		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.1	Extract: Induction & Probation Policy	EV2		
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5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.1	Turnover Stats	EV7		
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5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	Confirmation email (advertising across platforms)	EV12		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	Case Register Extracts	EV13		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	Redeployment Register	EV14		

5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	Extract: ALL Staff Weekly Newsletters	EV15		
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5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	COVID-19 Absence Guidance	EV18		
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5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	Addendum: Supervision Policy / Welfare Conversation Record	EV21		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	Extract: Wellbeing Toolkit	EV22		
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5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	FirstCare Absence Stats / Trend Report	EV24		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	1.2	Extract: email to SMT (Government guidance update / absence management reporting)	EV25		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	2.1	Email challenge from employee & my response	EV26		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	3.1	Extract: Comms Plan – Flintshire Services	EV27		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	3.2	Extract: Furlough Notification Letter	EV28		
5ARTP	Contributing to Resourcing & Talent Planning in the Organisation	3.2	Furlough FAQ's	EV29		
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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:



Date:

27.05.20

LO 1: Be able to review and evaluate an organisation's approach to talent planning (through the COVID19 pandemic)

1.1 Assess how and to what extent the organisation undertakes workforce planning

In the past 18 months, the Senior Management Team ("SMT") for Wales (comprising the Area Manager (Wales), L&D Manager, Business Manager, the leads for North, South & West Wales, plus myself) have actively focused on delivering against the commitment to developing our staff as outlined in our policies (EV1, EV2, EV3), which in turn, would support the organisation's workforce planning endeavours, specifically in regards to "identifying" and "addressing" gaps in present and future workforce needs, as outlined in both Taylor & Woodhams (2016) 4-stages of talent planning and the CIPD's workforce planning guide (CIPD, 2019). Following a review of feedback from exit interviews and staff surveys, an initiative to improve retention was introduced (EV4) which included identifying differential career paths for high performers, linking competency frameworks to job levels (EV5) and introducing leadership & management training to equip senior support workers and team leaders with the skills necessary to act up; this has enabled an increased talent pool and supported our succession planning endeavours whilst aligning to the people strategy (EV6).

This has resulted in the turnover stats falling below 30% for the first time in 3 years (EV7), however, high levels of attrition (largely driven by low pay) resulted in a vacancy rate of around 8% at any given point which is on par with the sector, according to Skills for Care (2018).

Key to the gains achieved over this period was the imparting of a clear message that the SMT was seeking to establish a relationship of trust and transparency amongst its workforce through authentic engagement at every level of the organisation and embedding the organisational values underpinning our mission statement (EV8). In an article on rethinking employer brand published by HBR (2019), the significance of having a brand connected to the core drivers of the business and that leverages relationships to embed it into corporate identity was highlighted as a critical success factor in attracting and retaining talent.

During February 2020, when the extent of the pandemic was starting becoming apparent, we, as the SMT business leaders for Wales, were acutely aware of the impact that rash decision making and poor communication could have on eroding the levels of goodwill towards the brand that had been established thus far and, similarly to the advice provided by Randstat (nd) in their article on managing your employer brand during a crisis, the organisation would be required to stay true to promises already made and engage in transparent communication whilst having to make a number of challenging decisions in terms of how to sustain the charity through the crisis. To that end, SMT entered a period of crisis planning and management and since March have conducted Teams meetings 2/3 times a week to revise contingency plans and actions in line with latest guidance (examples of Agenda & Minutes – EV9 & EV10).

1.2 *Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent.*

According to Costa Dias et al (2020), the types of economic activities within the economy altered significantly within a matter of days once the

pandemic gained momentum, but that the vast majority of this change is deemed to be temporary. As such, it follows that the 3rd sector could return to operating in a tighter labour market depending on the type of recession that COVID-19 has triggered and whether that be a “V” or “L” shaped recovery period (Marketplace, 2020).

Ensuring that people are managed well through the crisis was the primary focus of SMT which was a sentiment echoed by Peter Cheese in an April webinar who also referenced the role that HR professionals are required to play in stewarding their organisations whilst they navigate this crisis (CIPD, 2020b).

The SMT convened remote meetings via Microsoft Teams three times a week, which at the outset, required that business continuity plans be devised across the different geographies in Wales which detailed scenario plans from Stage 1 through to 4 of the crisis (EV11). Consideration was given to work, the workforce and the workplace which in a recent guidance document outlining workforce strategies, are described as the “deeply connected dimensions” which form the framework for assessing the impact of a crisis on your workforce Deloitte (2020).

It was against this backdrop, that the following actions and supporting documents were introduced and these served a dual purpose (managing wellbeing through regular correspondence and ensuring that we had a grasp on the movements of our workforce in order to map out scenarios for the coming weeks based on whether people were: at work, furloughed, medically suspended, working from home etc):

- In the early weeks of the pandemic, we were upstaffing as our absence levels topped 120 recorded during March/April and were

utilising different platforms to attract candidates (EV12). Our response rate quadrupled which could be indicative of the significant decrease in vacancies across Wales which fell by just below 40% since lockdown commenced in mid March (IES, 2020).

- Staff whereabouts were tracked through a series of case registers which I updated twice a week in order to forecast staffing levels for the following week (EV13).
- A redeployment register was devised as service provisions were altered or reduced (for example, day services staff were re-assigned to residential in certain areas as the numbers of individuals attending day service reduced during the lockdown) – EV14.

1.3 Assess the extent to which current organisational planning activities are addressing potential needs.

The SMT, through working in partnership with frontline managers has dedicated itself to ensuring that communication channels are used effectively and that consistently high levels of engagement through various mediums has continued, maintaining the priority status afforded to building the trust relationship with our staff teams prior to the pandemic, specifically:

- The weekly COVID update newsletter from the Area Manager to all staff (EV15);
- The sharing of success stories on Yammer and the NAS intranet (EV16);
- Individual letters and guidance being sent to staff recording COVID related absences (EV17 & EV18 respectively);

- Adapting the delivery channels in order to continue to provide a comprehensive induction programme whilst profiling CPD opportunities for our staff through online channels (EV19 & EV20 respectively).
- Wellbeing supervisions being conducted with staff every two weeks (including those that are working from home and furloughed) which includes signposting to wellbeing resources and conversation scripts (EV21 & EV22 respectively).

In addition to the above, whilst the employment contracts include a clause requiring employees to work flexibly, managers nonetheless engaged with staff to complete a preference form (EV23) in advance of completing the redeployment register in an attempt to be as flexible as possible in respect of childcare commitments, proximity to home etc (this was conducted at a granular level in order to accurately populate the redeployment register), similar in approach to that adopted by Unicef to manage their response to COVID-19 (Dicker, cited in CIPD, 2020b).

This has translated into a low differential between our forecasts and actual hours worked which has meant that we have been able to provide a consistent service to our individuals with minimal disruption to their routines and have been able to satisfy Care in Wales inspectors that our staffing levels are safe.

Given the reduction in day service provision, a freeze on recruitment has now been implemented and savings have been achieved through replacement costs and virtually zero agency spend.

According to Hirsh (2008), workforce planning should be regarded a mindset not just a process and this has been the case during the crisis with a number of opportunities presenting themselves, both in terms of affirming that flexible working can work in practice but also by serving to embed a people management mindset into business management through the ongoing involvement of managers in various aspects of workforce planning during this period.

LO 2: Be able to able to recommend ways to improve an organisation's approach to talent planning

2.1 Make reasoned recommendations for how the organisation can maintain an appropriate number of people with the skills required by the organisation

In my view, the crisis has been managed transparently and with sensitivity to this point, largely due to the foresight of the SMT in commencing scenario planning very early on in the crisis with the business contingency plan being compiled in February 2020. As quoted by Professor Andrew Mayo of Middlesex University, scenario planning enabled the organisation *“to get a handle of the implications of what we can be sure of”* (CIPD, 2019) and pre-empt different eventualities. This was supplemented by real-time absence stats (EV24) and government updates to guidance which I shared with the SMT and front-line managers (EV25).

However, the fact remains that a “new normal” is dawning and fresh challenges are arising as we move through the various stages of the crisis. Key considerations going forward should, therefore, include:

- Devising what the organisational structure will look like post COVID-19. Currently, we are in the unique situation of having a surplus of staff, which we have managed by disallowing additional hours, not utilising agency and bank staff workers, re-deploying staff teams and furloughing. If, however, the local authorities withdraw a percentage of our day service contracts for a period, then we need to consider redundancies and alternatives to redundancies in those

services in the event that we need to upstaff again at short notice, being mindful of the Acas Code of Practice (2015).

- Job redesign, specifically for the business support functions (ie: external affairs, funding team, internal comms) and how work is organised and delivered within the context of home working particularly (as well as the infrastructure that will be required in terms of IT resources, upskilling through online training and the like). A recent article in HBR (2020) talked about the need to make work portable in order to shift work, talent and skills to where they are needed most. A McKinsey global survey conducted 2 months before the crisis struck reported that 44% of respondents said that their workforce would need reskilling within the next 5 years (McKinsey, 2020) so clearly, this number would be set to increase going forward.
- Another priority is managing how the employer brand is perceived as that will impact whether we retain our high performers over the medium to long term. Fears around job security and financial pressures are being experienced by many in the workforce, a number of whom have made their feelings known through corresponding with me (EV26) and on social media sites. Key to addressing this is the robustness of the evidence with which we can respond to any legal challenge (both in terms of records retained and the consistency and fairness with which decisions have been taken) which is a point highlighted in the government's ethical framework for adult social care as part of the COVID-19 response which tasks organisations with keeping appropriate records of decisions taken and their justification to ensure accountability In all instances, whilst upholding the principles of respect and reasonableness in matters of

planning and judgement (Gov.UK, 2020). This has commenced with shared folders established as repositories on One drive.

- Much of the current research references the increasing reliance on data analytics which is becoming increasingly instrumental in talent planning whilst being able to evaluate the business impact of people (Forbes, 2018; CIPD, 2020c). With the mounting evidence supporting how crucial data analytics is in reporting on HR metrics, a further recommendation is related to the systems integration work in Wales as an automated rostering system is being piloted, tasked with driving much of the reporting. There are a number of data integrity issues which I propose be addressed through weekly sessions with all stakeholders (People Planner Project Team, Payroll, Finance and HR), in which:
 - A workflow and corresponding timeline (Gantt Chart) is devised outlining key dates and milestones;
 - Interim work-arounds are devised that leverage reporting functionality from stand-alone systems whilst integration is being finalised.

LO 3: Be able to able to contribute to people resourcing activities

3.1 Identify and explain the rationale for a specific resourcing activity within the organisation

Throughout the crisis, the charity has had to adapt and enact changes at a significantly increased rate to ensure that we have the capacity to deliver the care to the people we support whilst managing fluctuating staffing levels and employees concerned with their own anxieties, illnesses and childcare issues, whilst keeping abreast of the latest guidance from Public Health Wales and national government.

Whilst this reactive stance was necessary to ensure a real time response to the fluidity of the situation, it was key for myself and the other business leaders to ensure that the charity was not only able to survive financially through the pandemic but also, to be able to sustain itself well beyond that point once lockdown eases. The NAS was already in the red before COVID hit and rationalisation of its services across the UK had commenced (Comms Plan indicating rationale for the not re-tendering of North Wales services – EV27).

When the Chancellor introduced the concept of furloughing employees on 20th March 2020, many charities within the 3rd sector were unsure as to whether they were permitted to furlough their employees or whether a separate package would be announced by government (MIND was one such example); this uncertainty resulted in charities not availing themselves of the support for a week after other organisations according to a recent article by Peter Reeve (Association Head of HR for MIND) which is a lost opportunity (CIPD, 2020e).

3.2 *Agree roles and responsibilities with other contributors to the activity*

It was agreed that the HR Director would be the primary liaison with the legal team and feedback any developments as part of her daily team update.

Each Area HR Manager was responsible for reviewing their workforce to determine their eligibility for furlough as opposed to medical suspension or redeployment, as well as compiling and disseminating all related correspondence (letters and FAQ's – EV28 and EV29 respectively).

The legislative requirements have undergone a number of revisions in terms of the Job Retention Scheme, so it was my role to ensure that the SMT were kept updated (EV30) whilst ensuring that I was providing advice that was current and in line with government guidance to employees requesting that they be furloughed (EV31) and updating furloughed employees on any changes to the scheme (EV32).

Line Managers would serve as the primary contact points for the employees whilst on furlough, with a view to ensuring that staff wellbeing is given priority during this period and report back as to whether annual leave was taken whilst on furlough in line with guidance as we were required to pay that at 100% of salary (Gov.UK, 2020; Acas, 2020).

3.3 *Identify organisational procedures and legislative requirements which underpin the activity*

Given the newness of the JRS, there was not a definitive organisational procedure to apply in this instance, so the HR Area Managers utilised the CIPD decision tree to consider which course of action to pursue based on the questions contained in the workflow (CIPD, 2020f) - EV33.

One of the critical success factors in administering furlough across Wales was the fact that I was joined up with the national organisation so we leveraged off each other's knowledge and skills whilst sharing examples of questions posed by staff in our areas. We also had access to a dedicated legal team of experts at Trowers & Hamlin and were able to supplement the information being published by government, Acas and the CIPD (EV34) with insights from regulatory bodies within the sector and expert insights / reports published across other forums (Hays, 2020; Refreshing Law, 2020).

There were a number of significant changes to the JRS since its inception, which included the following legislative changes which we were required to respond to as outlined in 3.2 above – examples of which include:

- Furloughed workers can return to work part-time from 1 July 2020 (Gov.UK, 2020)
- Employers will have to start paying 10% of furloughed workers' wages in September and 20 % in October as government begins to unwind its Coronavirus Job Retention Scheme (Independent, 2020).
- Extension to furlough scheme to October announced by government (Gov.UK, 2020).

3.4 Plan and prepare for the agreed role, ensuring the availability of any materials or resources required

A live document was compiled by the HR Area Managers with input from Trowers & Hamlin and shared on Teams (EV35) as a single point of reference.

A further shared tool in the form of a centralised furlough register was retained on One drive which fulfilled a number of functions, namely, to ensure that the affected staff member had regular contact with the organisation, to ensure furlough payments were administered correctly and that staff were rotated after 3 weeks where possible. This also provided an overview of the 120 furloughed employees (EV36).

In order for line managers to conduct difficult conversations in regards to furloughing, scripts were provided in order that they could speak with confidence when conducting the preliminary discussions with staff who met the eligibility criteria for furlough (EV37).

3.5 Undertake agreed role in a timely and accurate manner, in line with organisational procedures and legislative requirements

Whilst I am confident that the organisation responded timeously to an extremely fluid, developing situation, the accuracy of what was conveyed through the many communication channels had to be frequently revised so this became an iterative process with some guidance been outdated within a couple of days of it been issued to our stakeholders.

A critical consideration for the HR leads was to ensure that our Board of Executives was fully briefed at all times (EV38) which we supported the HR Director in complying with.

The most complex task throughout this crisis has been determining both eligibility for furlough and alternatives to furlough, whilst applying this criteria in a fair and consistent manner (utilising the resources previously cited to deliver against this remit) and give consideration to the following in line with government mandated stipulations:

- If an individual's service provision was funded by the local authority as opposed to the direct payment method, we could not furlough that staff team as that would mean that we were drawing down twice on government funds.
- Service managers were required to confirm whether they were backfilling roles for absent staff members as we could not furlough those employees if we were not incurring additional cost as a result of that absence.
- Staff working in day service settings which were running on skeleton staff as a result of significant decreases in the number of individuals attending service, could not be furloughed as local authority were continuing to fund the service in the absence of those service users so those staff teams were re-deployed. It is worth noting that should the service continue to operate on diminished numbers or if the current restrictions continue into June, it could be that funding is ceased, in which case, a number of those staff would become eligible for furlough under the JRS (Gov.UK, 2020).

According to the letter received from the HR Director, I was successful in delivering against this remit (EV39).

3.6 Reflect on the effectiveness of the resourcing activity in meeting required objectives and report back to stakeholders

The COVID-19 crisis has been the steepest learning curve that I have personally undergone in my career and as stated by Andy Stephenson (HR Director at Waterstones), I too, had never heard the word "furlough" before March this year. The organisation, historically, does not react to change at pace, however, the HR function have pulled together in recent

weeks to ensure that, as an organisation, we have done the best we can for our people in the face of mounting challenges in respect of capacity, communication and changing guidance.

We committed to seek alternatives to furloughing wherever we could and provided managers with ideas as to how work could be organised and delivered. Wellbeing remained at the centre of our conversations with individuals during the preliminary discussions and once they were furloughed.

At the time of writing, all furloughed employees remain off work so in terms of evidencing and evaluating the success of this endeavour, we will need to engage with people on their return in the fullness of time. Currently, we are reliant on feedback from the business conveyed at SMT meetings and thank-you emails from staff for the manner in which we have handled their situation (whether that be furloughing, medical suspension or receiving occupational sick pay whilst self-isolating) – EV40. Looking ahead, we are now planning how best to re-introduce people returning to work in line with latest government guidance.

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Evidence

EV1 – Extract: Learning & Development Policy

This policy and its procedures cover all learning and development activities. This policy is supported by the Learning and Development Strategy and Learning and Development Plan which define the associated procedures and responsibilities in further detail.

All staff working within the NAS are covered by this policy

This policy should be used during the following activities:

- Undertaking Appraisal
- Devising Personal Development Plans during development discussions
Setting Personal Objectives
- Planning learning activities to meet mandatory requirements, Competency Framework (CF) outline requirements, including agree objectives for these activities
- Providing evidence of competency achievement to meet requirements
- Allocating/prioritising resources for learning activities
- Devising annual learning and development plans
- Evaluation of learning

Introduction

The key objectives of learning and development activity within the NAS are to:

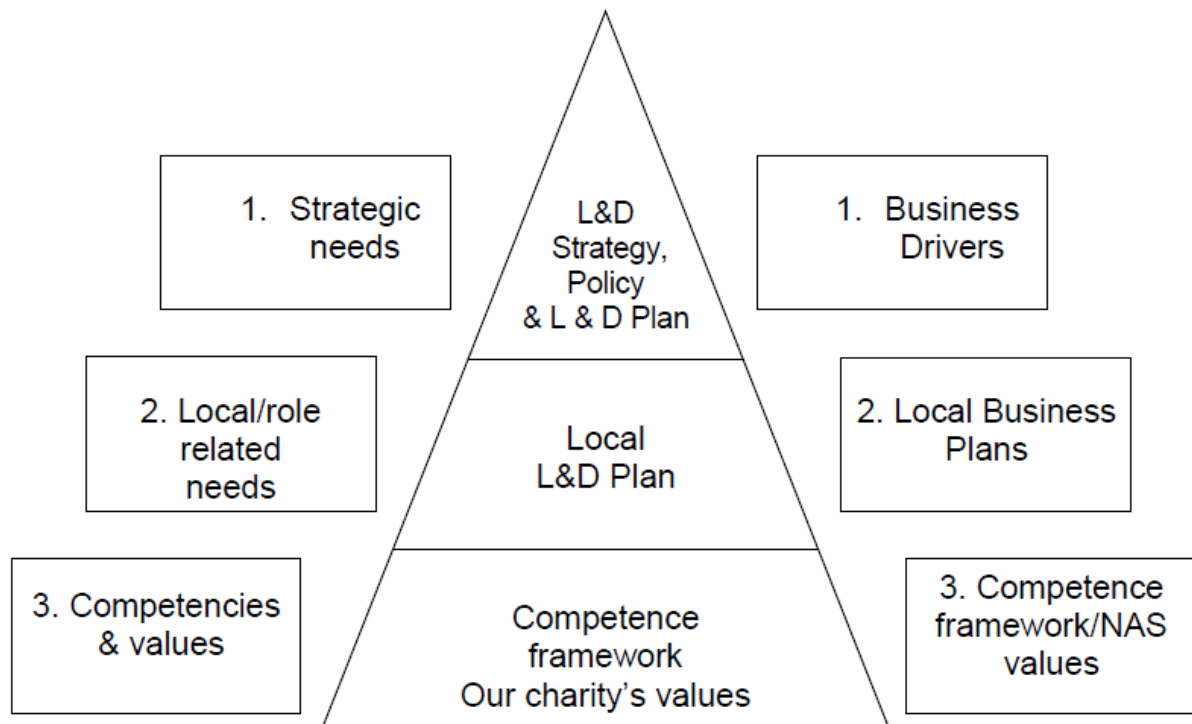
- Support the NAS in achieving its strategic goals and priorities
- Support employee's' skills development to enable effectiveness in their roles
- Support the development of employees to enable them to adapt to change and enhance their future career opportunities

In doing this it will also take account of NAS vision and values. The NAS is committed to providing appropriate learning and development to all employees and upholds the Equal Opportunities and Diversity Policy and sustainable development principles.

All learning and development activity is aligned to delivery of the NAS Strategy whilst supporting individual needs for development and progression. Delivery is through an agreed Learning and Development strategy which is reviewed regularly at all levels.

EV1 – Extract: Learning & Development Policy cont.

Learning needs should be identified and linked to three different elements as shown below:



EV2 – Extract: Induction & Probation Policy

Policy Summary

The Induction & Probation Policy aims to provide a structured approach to the management of a staff member's induction and performance during their probationary period and to support all employees across the charity to understand how the induction of new employees should be supported, providing information on how performance during the probationary period should be managed. The policy also aims to ensure the NAS Academy's role in the induction and probationary period of new employees is understood.

Position Statement

The charity recognises that everyone benefits from a culture where development and wellbeing is valued. A good quality, comprehensive induction and effective processes for monitoring learning and performance during the probationary period, are key tools for ensuring a positive start to employment.

EV3 – Extract: Supervision Policy

Policy Summary

This policy aims to support all staff members across the charity to understand how supervision should be conducted and provide information on why supervision is important.

Position Statement

The charity recognizes that everyone will benefit from a culture where development and wellbeing is valued and good quality supervision is one of the key tools for achieving this. Supervision ensures that all staff members understand what they should be seeking to achieve and are able to learn through critical reflection. Good supervision also improves communication and accountability between staff members at all levels, and helps to highlight and meet the training needs of all staff.

EV4 –Employee Retention Initiative (Objectives & Facilitators)

Suggested Strategic Objectives to Aid Retention and Reduce turnover



1. Development of Staff

Provide timely and constructive career development opportunities to employees in a cost-effective way.

2. Enhancements

Provide a more flexible shift pattern that allows a better work life balance for staff whilst continuing to meet the needs of the service and the people we support.

3. Management of Staff

Develop a People Leadership culture within management that focuses on staff support, communication, management transparency, trust, recognition and recruitment.

4. Salary And Benefits

A clearly defined and communicated pay and reward scheme that is aligned to legislative standards, allows for recognition of good performance and defines the value that the organisation has in its specialist autism staff.

5. Rewards & Incentives

Better use to be made of organisational reward and incentive schemes that recognise staff efforts, achievements, practice and engagement.

6. Staff Wellbeing

An increased awareness of staff wellbeing reinforced by activities that demonstrate management's value in the wellbeing, health and happiness of staff working across the services.

NAS Cymru Employee Retention

▲ Strategic Objectives and Facilitators

2019 - 2021

1. Development of Staff

Provide timely and constructive career development opportunities to employees in a cost-effective way.

Facilitators

- Having clear career pathways and a structured route for developing skills and knowledge (PBS, Line Management, Key working, Autism, Practice Leadership and Communication Practices).
- Rebranding job titles towards adding value to the role against the external market.
- Create a prospectus for externally accredited qualifications and improve access routes for enrolment.
- Strengthen the "Succession Pipeline" by increasing talent through development opportunities, training and secondments.
- Fill internal skill and role gaps through more flexible secondment opportunities outside the support and care roles.
- Introduction of "Retention Reviews" that are aligned to the Staff Appraisal Scheme.

EV4 –Employee Retention Initiative (Objectives & Facilitators) cont.

2. Management of Staff

Develop a People Leadership culture within management that focuses on staff support, communication, management transparency, trust, recognition and recruitment.

Facilitators

- Better trained leaders that are able to utilise management discretion, interpret policies and lead teams.
- Greater management oversight of team meetings with set agenda items.
- Continuous recruitment activities that ensure that the right staff at the right time with the right skills and values are appointed into services.
- Introduction of annual/bi-annual staff conferences that give staff direct and timely access to senior management, understand future activities of the organisation and allow staff to raise questions to senior management to gain greater understanding.

3. Staff Wellbeing

- 4 An increased awareness of staff wellbeing reinforced by activities that demonstrate management's value in the wellbeing, health and happiness of staff working across the services.

Facilitators

- More timely and responsive emphasis on addressing and reducing challenging behaviours and incidents in services.
- Greater use of Debrief processes and where appropriate increased use of staff redeployment strategies and time away from individuals or services.
- Increased quality assurance of Supervisions, Appraisals and staff one to one meetings to ensure that a balance of performance, practice and staff wellbeing is achieved through these processes.
- Increased communications to and from staff that allows them to raise issues and areas of concern prior to them becoming a focal point for disengagement in services.
- Development of Team Charters across services that allow staff to gauge and monitor management performance and where necessary, implement Team Building activities to raise and maintain staff morale.
- Improved management relationships with staff and better understanding of policy implementation, mental health issues and motivation factors.
- Greater presence and access to senior management across services.

EV4 –Employee Retention Initiative (Objectives & Facilitators) cont.

4. Action plan Feb 2019 – Sep 2019

- Develop staff development prospectus to include the following sections:
 - 2018-19 staff training strategy summary
 - Career pathways (1 page flow charts for each pathway)
 - Review of competency framework
 - Clarify access routes for externally accredited courses
 - Clarify process for secondments
 - Clarify Appraisal & Supervision process, including paperwork

EV5 – Competency Framework Overview

Introduction

The NAS Cymru Autism Specialist Competency Framework takes job roles within adult services and breaks them down into a set of agreed and measurable competencies and criteria. The competencies are elements of the job role that are carried out on a day-to-day basis. This framework will help you find all the resources you will need to carry out the competencies. This framework links directly to the delivery of the NAS' business strategy and how talent is shaped and strengthened across the organisation.

There are three different frameworks depending on your job role: Manager & Team Leader, Senior Support Worker and Support Worker.

To guide you through the framework you will be assigned a mentor. Usually, but not necessarily, your mentor will be your line manager. Your mentor is there to provide all the support and help you need. You can also speak to the Area Service Managers as well as the Staff Development Team at NAS Cymru amongst others.

This framework has been designed to be completed via a blended learning approach utilising a variety of different training resources. It will give you the competency and then suggest a primary training source which you find in **emboldened** text beneath the competency. Since all learning is considered to be self-directed you may use whichever sources you feel will help you to develop your knowledge.

Having undertaken appropriate learning and when you indicate that you feel confident, you will be expected to demonstrate your knowledge in a practical way to your mentor who will sign off that that you are competent. Your mentor will use the criteria set out in the framework to do this. This is the most important stage of all training, it is where your mentor observes you putting your training into practice and ultimately impacting on the quality of the services we provide. It is only your mentor or a qualified individual who specialises in that area, who can sign you off as competent.



If you complete all competencies for your job role, you can request those from the next tier up and begin to develop higher level skills. This will be of great benefit in terms of career development. If, for example, you attend an interview for a more senior position, you could bring that framework with you to interview to evidence all your learning and development.

EV6 – Extract: People Strategy

PEOPLE STRATEGY¶

Our people strategy is designed to support the organisation meet our strategic goals.¶

The organisation's plan is set over five year and the core deliverables are as set below:¶

¶

1. Social change — We are determined to transform public awareness, and improve the autism-friendliness of local community facilities and the delivery of local services.¶

¶

2. Partner for life with the people we support — We want a much stronger lifelong relationship with the people we support, so that we can anticipate their needs and be there at every stage.¶

¶

3. Striving for excellence in our services and schools — We will show what good lifelong support looks like, develop enterprise and transition services.¶

¶

4. Supporting professionals — We will share our knowledge through training and collaborate with other professionals to deliver the best possible service for people affected by autism.¶

¶

The people strategy will support the charity to achieve the above by focusing on the following:¶

- → Recruiting talented employees that share our values¶
 - → Creating greater flexibility for our managers to reward staff for adding value for the charity¶
 - → Creating a positive performance management culture.¶
-

EV6 – Extract: People Strategy cont.

Our people strategy will support our charity's goals and values by focusing on the following:

- Recruiting, rewarding and retaining talented staff
- Prioritising, staff well-being and pastoral care at work (this includes attendance management,
- Embedding positive and strong performance management and Employee Relations culture,
- Having simplified structures, policy and procedures reflective of inclusiveness, equality and fairness.

The team aims to achieve this by:

- 1) Getting the basics right;
- 2) Getting the structure, policies and procedures right;
- 3) Getting recruitment right;
- 4) Getting our rewards, recognition and approach to progression right;
- 5) Getting learning and development right;
- 6) Getting performance management right;
- 7) Giving priority to staff well-being, staff engagement and staff consultation.

By addressing each of these seven areas, the people strategy will have a direct impact on our strategic aims, mission and vision.

3. GETTING RECRUITMENT RIGHT:

The recruitment and retention of high calibre staff is vital for NAS to achieve its strategic objectives. As such, the people strategy seeks to ensure we have in place recruitment practices that strengthen our position as an employer of choice, one able to attract the strongest field of applicants for every advertised post, and to be able to appoint the best applicant with the right skills, right experience and right personal qualities to do an excellent job.

In order to achieve this, we need to:

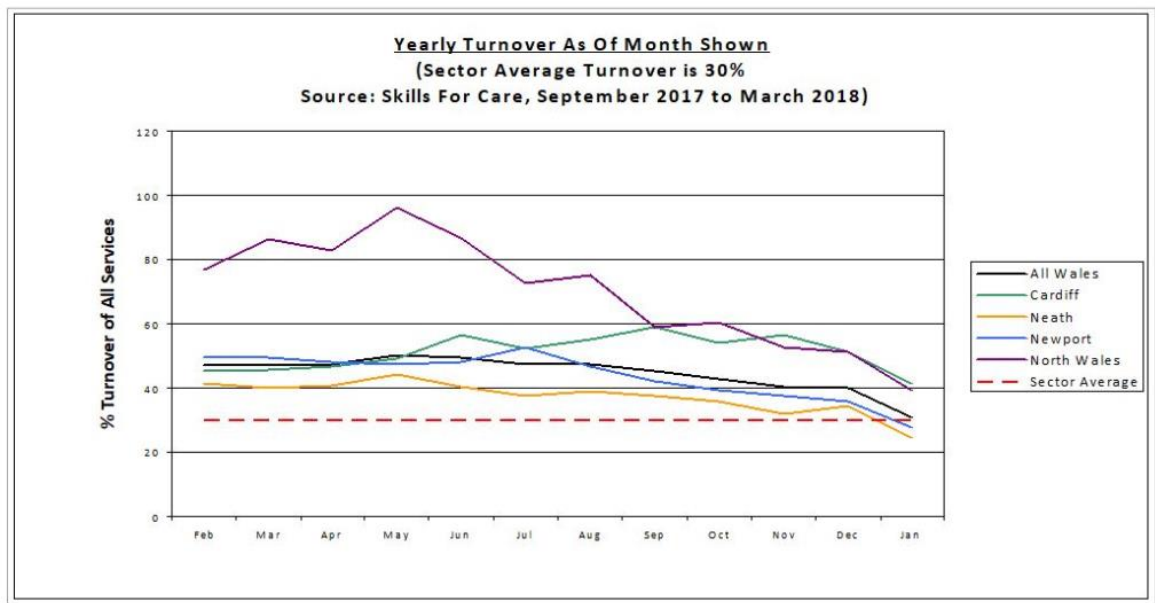
- identify the talent and potentials within our current staff;
- identify and target our recruitment campaigns;
- create the profiles of what to look for when recruiting and align our recruitment initiatives to reflect this;
- recruit using values-based tools including assessment days
- ensure we are working in line with good practice including embedding equality and diversity in all stages of recruitment;
- ensure the people we support are actively participate in recruitment of staff;
- ensure we are evaluating, reviewing and reporting on recruitment activities.

EV6 – Extract: People Strategy cont.

The people strategy seeks to address this by:

1. implementing a streamlined recruitment platform for recruitment and safe screening;
2. producing and making available materials and information that demonstrate to applicants that we are an employer of choice;
3. undertaking an annual recruitment marketing campaign;
4. introducing and embedding the use of assessment days;
5. supporting the process of creating greater understanding of our labour market and how to explore this to our best advantage;
6. ensuring every role in the organisation has a relevant job description and person specification;
7. reporting on a six monthly basis on the effectiveness of recruitment including reporting on equality and diversity statistics;
8. strengthening our participation procedure and process for the people we support to participate in recruitment;
9. establishing an effective process of obtaining feedback from appointees and utilise feedback for further improvement;
10. establishing an effective process of obtaining feedback from line managers geared at achieving an improved and efficient recruitment and selection service;
11. measuring and evaluating recruitment drives.

EV7 – Turnover Stats



EV8 – Values Statement

Our values:

- We learn from real experience: We've spent over 50 years working together with people on the autism spectrum.
- We tell it like it is: We share what we have learned about autism, so that more people can make informed decisions and lead the best lives possible.
- We inspire: We celebrate progress, open up new possibilities, spur people into action and motivate change.
- We are courageous: We won't accept ignorance or inequality, and we'll never stop pushing for more understanding, greater support and a better world for autistic people.

Personal responsibility means individually being accountable for what we think, say and do (our actions/inactions and behaviours) and recognising that we have the ability to choose how we react and behave. It is an obligation to do the right thing for both ourselves and others and involves:

- Understanding that what we do and how we do it impacts on those around us
- Accepting the consequences of our actions
- Admitting our mistakes and working on our own personal and skill development in order to change rather than blaming others for situations and circumstances:



The essentials of implementing our values in the workplace

Our Code of Conduct – guidance

Our Code of Conduct is based on our charity's values and should be followed by everyone who works or volunteers at our charity, alongside the professional codes of conduct relevant to individual roles. Our Code of Conduct is:

1. Stay within the law and our charity's policies

We all have a duty to follow the law and our charity's policies. Our policies exist to help everyone understand how to stay within laws like the Care Act or Social Services and Wellbeing Act, Children and Families' Act, Health and Safety Act, Data Protection Act and The Charities Act. Everyone should read and understand our policies.

* So always: read our policies

* And never: break the law

EV9 – Example: SMT Agenda

Sent: 22 March 2020 20:19

To: NAS CYMRU SMT <NASCYMRUSMT@nas.org.uk>; **Subject:** Fwd: SMT agenda 23/03/2020 , 9.30 am by Skype or attending office

I suggest we have a locality by locality update then power through the list below .

I'll see you all at 9.30 am. Please bring your agenda items to the table or send to me in advance and I'll add to the list below :

- Shield arrangements for people with high risk conditions and PWS / management capacity to back fill
 - Signposting to free parking badges on municipal sites and "freedom of movement" letters to all frontline staff
 - Ethical code of conduct re decisions, reasons recorded to demonstrate reasonableness. Monitor evolving situation - develop a welfare support role?
 - Training sheets for using PPE (being developed by Monday)
 - Recruitment activities and induction
 - Approaches to supporting and encouraging staff returning to work
 - Creating extra capacity to support HR and Recruitment activities
 - Communications priorities such as clarity on what staff get paid for and what they don't and when they should return to work.
 - Predicting comms from the centre as the organisation starts to make its own demands for things we might already have in place
 - Testing of Symptomatic staff
 - Staff welfare for those working / not working / staff with childcare issues
-

EV10 – Extract: SMT Meeting Notes



COVID19

Notes of Meeting
6th April 2020

Group members

Nick Haake	(NH)	Area Manager
Louise Albert	(LA)	Quality Area Manager
Leanne Aitken	(LeA)	HR Manager
Sandra Holder	(SH)	Business & Finance Manager
Michal Blochowiak	(MB)	L&D Manager
Harvey Philpott	(HP)	Lead Manager (East)
Kevin Mort	(KM)	Lead Manager (West)
Maria Cross (apologies)	(MC)	Lead Manager (North)
Apologies:	(MB)	Michal Blochowiak

1	Updates (including welfare and safeguarding of the people we support) East – HP – very quiet weekend, all well and settled. The Belin Centre has been set up as a home and the 2 people settled. The biggest issue that has been cropping up with staff is that there are too many staff and they haven't got enough work to do. Some have asked to be furloughed.
2	West – KM Quiet over the weekend, although there have been a few incidents of challenging behaviour that have been caused by them not being able to go out in their vehicles. Staff are not feeling comfortable about being out in the community. There are some people we need to change their activities dramatically and this has been difficult for them.
3	HR – LeA: there has been 17 returns to work to be done from today. Leanne will co-ordinate them. She is aware of some of the managers having problems with accessing return to work system, so Leanne will help with this. There are no new absences and 17 returns which does mirror the issues being faced by HP and KM having a lot of staff in service. There are 53 off in total off through COVID and the usual issues e.g. stress and other sicknesses.

EV10 – Extract: SMT Meeting Notes cont.



COVID19

Notes of Meeting

16th April 2020

Group members

Nick Haake	(NH)	Area Manager
Louise Albert	(LA)	Quality Area Manager
Sandra Holder	(SH)	Business & Finance Manager
Michal Blochowiak	(MB)	L&D Manager
Harvey Philpott	(HP)	Lead Manager (East)
Kevin Mort	(KM)	Lead Manager (West)
Leanne Aitken	(LeA)	HR Manager
Maria Cross	(MC)	Lead Manager (North)
Carol Povey	(CP)	Director Centre for Autism
Samuel Stone	(SM)	External Affairs Manager

1	East – All is well. PPE training has been delivered to approx. half the staff team. This is expected to be completed by Monday PM. There are 10-12 staff who need training in the day centre. Guidance and firm information is expected within 24 hours to alleviate this. 1000 masks being delivered to Station Road today. There are issues about likelihood of ongoing supply as decisions and provision is made on a weekly basis.
2	West – there is a weekly delivery for PPE across the area. Neath will get 750 masks a week beginning today or tomorrow. Cardiff and the Vale are also supplying us with PPE. Some managers are reporting people who are passing from Covid-19 known to them personally so this is having an impact on some staff. PPE questions and queries.
5	HR – absence levels are OK. Some additional absences have been reported. We seem to have settled into two or three per day. There are 68 current absences, 40 have been closed. Those remaining tend to be shielded, vulnerable or pregnant. Trowers will be sending out guidance to include in letters to staff explaining why they are suspended on full pay on H&S grounds. Staff off for care of dependants won't be furloughed. Challenges to this expected down the road on this.

EV10 – Extract: SMT Meeting Notes cont.



COVID19

Notes of Meeting

30th April 2020

Nick Haake	(NH)	Area Manager
Louise Albert	(LA)	Quality Area Manager
Sandra Holder	(SH)	Business & Finance Manager
Michal Blochowiak (minutes)	(MB)	L&D Manager
Harvey Philpott	(HP)	Lead Manager (East)
Kevin Mort	(KM)	Lead Manager (West)
Leanne Aitken	(LeA)	HR Manager
Maria Cross	(MC)	Lead Manager (North)
Carol Povey	(CP)	Director Centre for Autism

East – quiet generally. All staff are working well and engaging with the situation. Some staff are available for transfer back to services. LeA mentioned that some staff are needed at Somerset Court. HP to look into this. A conversation was held around DOSH. Orchard House are having some issues with QCF.

West – service managers meeting yesterday. KM expects new guidance on PPE to come out. NH has this. Appears to suggest that masks should be worn continually. Do's and Don'ts have gone out following last SMT. LD/Autism care is coping well across the board. Absence – significant reduction in other sickness at the moment. KM has reviewed the CV-19 absence tracker update and will email LeA.

HR – HP raised a question about annual leave. Staff want to cancel existing A/L following gov guidance that leave can be taken over two years. LeA advises that no formal organisational decision has been made. We are to proceed with caution and approach each situation on a case by case basis. LeA to draft some guidance for managers. 27 open absences. Five people either proposed for tests or waiting for results. Don't routinely refer covid-19 suspected to RIDDOR, only with confirmed cases. Anyone who returns with CV-19 symptoms gets tested before they return to work. Redeployed staff and mileage – put a 20-mile radius on redeployment. Cardiff to Swansea would be paid. Mileage would be paid but not travel time.

EV11- Business Continuity Plan (including Scenario Planning Stage 1 through 4)



Covid-19

Business Continuity Strategy -Wales, Outreach, Residential & Supported Living Services

17th March 2020

Within the context of the developing Coronavirus crises, the purpose of this strategy is to set out a proportional, reasonable and practical response about how we intent to respond as the epidemic evolves so that we can continue to provide a service safely to the people we support.

Risk summary

A key risk to business continuity caused by a potential Coronavirus pandemic relates to the Governments estimate that between 15-20% of our workforce might be absent on any given day during the peak weeks of a pandemic.

In relation to the current outbreak of Coronavirus those infected, exposed or vulnerable to the virus will be required to self-isolate and many may need to be absent due to care for a dependant or some other reason. There is expected be a general increase in absenteeism and even difficulties getting staff to work at services where the individuals we support become infected. This will affect all businesses in all sectors, therefore our service provision may experience knock on problems accessing goods and services due to shortage eg. medicines, food, healthcare, fuel etc. The other key issue of how people who use our services will be supported and cared for should the epidemic develop as projected.

The incubation period of COVID-19 is between 2 to 14 days. This means that if a person remains well 14 days after contact with someone with confirmed coronavirus, they have not become a case.

METHODOLOGY

Prevention Phase

(Stage 1 and stage 2) is the phase of the plan to limit the spread of the virus.

Delay and Management phase

(Stage 3 and stage 4) are the measures to be taken to delay the spread of the virus and manage the situation where spread has increased among the people we support, staff or family members of each to a point that affects day to day operations.

Being able to respond flexibly is inherent to this strategy as each service will inevitably move from one phase to another differently, back and forth or even jump phases depending on circumstances of that place of work the region it's in and the people we support who live or attend there.

Point of contacts (POCs) to co-ordinate response

Wales: Nick Haake

Newport locality: Harvey Philpott

Cardiff, Neath and Swansea locality: Kevin Mort

North Wales Locality: Robert Bell

Area HR Manager: Leanne Aitken

Each individual residential home and service has contributed to this Regional Business Continuity Plan with their own operational detail as required dependant on the circumstances of their service. This plan will be maintained as up to date with emergency information and contact details (attached as an appendix). The plan for each service will address the measures described in this document.

Locality Managers will have the role to quality assure each plan addresses all the issues and ensure good communications with key stakeholders, including Local Authority, Health Board and family members of people we support.

Wales Manager as point of contact for this strategy will communicate with Regulators and media where required. The SMT will meet weekly or more in order to review the status of the services in relation to the stage that we are in of the plan until the "all clear" is announced.

Prevention Stage 1

Describes a situation with multiple introductions and limited local transmission in the country. Despite the introductions, there is no apparent sustained transmission.

In this situation, the objective is containment of the outbreak by blocking transmission opportunities, through early detection of imported and locally-transmitted COVID-19 cases in order to try to avoid or at least delay the spread of infection and the associated burden on healthcare systems.

Staffing

- o Staff will continue to attend work. People we support will continue to receive a service from us.
- o Manager to prepare a service staffing plan in preparedness for Stage 2 and stage 3 of this plan (see Actions checklist).
- o If staff are worried about their symptoms or those of a family member or colleague, they should not go directly to their GP or other healthcare environment. They should first see the information and advice on the weblink <https://phw.nhs.wales/coronavirus/>. They should check this information to consider whether they should ring 111 Wales (all Wales coronavirus service).

Health needs of people we support

- o Any dry cough and temperature should be reported to phone number 111 for advice.
- o Staff teams start preparing a Health & Support needs plan for each person we support in relation to Stages 2, 3 & 4.

Medication supply

- o No disruption to medication supplies are anticipated in this scenario.

Food and fuel supplies

- o Some panic buying will result in short term lack of availability of products. Online shopping to be done as preference.

Staff travel to and from effected areas

- o Staff must report any travel to affected areas.

EV11 - Business Continuity Plan (including Scenario Planning Stage 1 through 4) cont.

Crisis Management-Stage 4 (extended activities inclusive of Stage 2 & 3 actions)

Describes a situation with widespread sustained transmission where healthcare systems are overburdened due to a large demand for emergency healthcare services, a strained ICU capacity, overworked healthcare workers and reduced staff availability due to illness, lack of PPE and lack of diagnostic testing capacity. The objective at this stage is still to mitigate the impact of the outbreak, decrease the burden on healthcare services, protect populations at risk of severe disease and reduce excess mortality.

Constant communication required between Wales POC, Locality POC and Service Managers.

Constant communication required between Wales POC, Health Protection, Commissioners, Families and CIW.

All available staff from Day and Outreach settings to be re-located to support residential homes.

Guidance notes	Service-specific response
Staffing - Any dry cough and temperature should be reported to phone number 111 for advice. Isolation of person we support to be implemented either within the service or to relocate affected people we support to health care setting or other facilities, potentially considering Day centres and offices - Sleep in and waking staff required - School closures certain impact of dependant leave expected - Some staff are quarantined expected - Autism Centres may be closed (possibly one or two people supported) - Outreach services may be closed (possibly one or two people supported) - Services operating on skeleton rotas supported by Day Centre and Outreach staffing, potentially from other areas of UK - Managers/shift leaders to arrange to stagger start and finish times of staff to avoid group handovers - Annual leave cancelled where required	- Protocol has been discussed with all staff and they are aware that if they have a dry cough and high temperature should be reported to phone number 111 for advice - The Welsh government advise that if staff live alone and they have symptoms of coronavirus illness (COVID-19), however mild, they must stay at home for 14 days from the time symptoms start so staff will have to stay off - If staff live with others and the staff or one of the other members of the household have any symptoms of coronavirus, then all household members must stay at home and not leave the house for 14 days - Those in a high-risk category will self-isolate for up to 12 weeks - The 14-day period for the staff will start from the day when the first person in the house became ill - Staff will contact manager and first care - Staff will be called on to cover the absences, shift patterns will be changed for staff to enable the staff to cover

EV12 - Confirmation email (advertising across platforms)

To: Leanne Aitken <Leanne.Aitken@nas.org.uk>; Dinah Abaye <Dinah.Abaye@nas.org.uk>

Subject: RE: Recruitment Advertising - <https://findajob.dwp.gov.uk/>

Hi

Have got us set up on here now, log in is Wales.Recruitment@nas.org.uk and password is AutismWales20!

Many thanks

From: Leanne Aitken

Sent: 17 April 2020 17:56

To: Dinah Abaye <Dinah.Abaye@nas.org.uk>; Rhys Jones <Rhys.Jones@nas.org.uk>

Subject: FW: Recruitment Advertising - <https://findajob.dwp.gov.uk/>

Hi

Please set up the ads for our current vacant posts on this DWP portal (notify me once complete) and we can discuss how we monitor uptake along with the additional channels currently been utilised on the Social Care Wales platforms and others.

Thanks in advance.

Leanne Aitken

Area HR Manager (Wales) / Rheolwr AD Ardal (Cymru)

02000 100 000

EV13 – Extract: COVID19 Case Register

Surname	Absence Start Date	RTW Date	Reason for isolation	Probation	Coronavirus confirmed	Status
	13/03/2020	20/03/2020	Left work with flu like symptoms. Emailed LA on 18/03 and stated she was unsure about whether to return to work as guidelines changed from 7 to 14 days self isolation. LA advised that is she was still unwell to close FC absence and work from home for the next 7 days or if well enough, to contact MC and support hands-on. 20/03 - HG due back in work today.	N	N	Closed
	18/03/2020	27/05/2020 [Leanne to monitor for half pay in June]	Coronavirus: COVID-19 (Self-Quarantined). 30/03 Leanne called JG to advise that if his mom received a letter confirming her status as shielded then he would receive full pay from us rather than a furlough payment which is what he had made enquiries about to LMc. 24/03 Leanne emailed JG to acknowledge receipt of letter and sent him a breakdown of his absences - he will receive occupational sick pay for 3 months (less absences incurred in the prior 12 month rolling period).	N	N	Open
	25/03/2020	15/06/2020	Coronavirus: COVID19 (Self-Quarantined). HP advised Leanne that PW had received a letter from the NHS to self-isolate. LA requested copy and for this to be recorded on FC. No need to call. 01/04 LA requested letter.	N	N	Open
	27/04/2020	08/05/2020	Coronavirus: COVID19 (Self-Quarantined). Leanne advised that HM's husband is showing symptoms and HM is self-isolating. HM was tested and result was negative. 11/05 HM RTW 08/05. Case closed.	N	N	Open

EV13 - Extract: Furlough Case Register

Surname	Job title	Absence Start Date	RTW Date	Reason for isolation	Probation	Coronavirus confirmed?
	Waking Nights Support Worker	23/03/2020 [backdated to 15/03]	08/06/2020 (furloughed 21/04/20 and FC absence closed effective 20/04/20)	Coronavirus: COVID19 (Self-Quarantined) as a result of COPD - awaiting callback from FC. 26/03 - Leanne followed up as LE not logged on FC as absent (left message). 31/03 - Leanne checked FC and absence now loaded as Coronavirus: COVID19 (Self-Quarantined). 02/04 per MC, LE is awaiting her shielded status letter and has been advised that these will be sent out in Flintshire by 06/04. 16/04 Letter not received. MC contacted LE and advised that she would be unpaid if letter not produced (and backdated to cover off the absence). LE has requested evidence from GP as to why she needs to shield. 19/04 MC sent Leanne the NHS letter and discussion conducted by MC and furlough letter sent out 20/04 - awaiting written confirmation of acceptance. Furlough commencement date 21/04.	N	N
	Support Worker	17/04/2020	24/03/2020 (furloughed 16/04/20 and FC absence closed effective 15/04/20)	MC sent Leanne a copy of the NHS letter advising KL to shield and her role is being backfilled. KL is eligible for furlough. Discussion conducted and letter emailed to her on 17/04/20 - furlough effective as of that date. Payroll notified.	N	N

EV13 – Extract: Medical Suspension Case Register

Surname	Job title	RTW Date	Reason for isolation	Probation	Coronavirus confirmed?
	Senior Support Worker	26/06/2020	Coronavirus: COVID19 (Self-quarantined). 24/03 Phone went to voicemail, left a message. 26/03 AB has contacted Leanne who has approved her self-isolation for the foreseeable future as she is pregnant (although she did offer to be redeployed to Newport). MB also called her and discussed. 14/04 will now be subject to medical suspension (full pay backdated to 01/04).	N	N
	Support Worker	30/04/2020 [changed reason on FC to self-quarantined and extended absence]	Coronavirus: COVID19 (Suspected) - 24/03 LR has had a cough for a long time and she is pregnant (Leanne is aware of her situation). She is fine and glad for the call. 14/04 will now be subject to medical suspension (full pay backdated to 01/04).	N	N
	Support Worker	16/06/2020	Coronavirus: COVID19 (Self-Quarantined) - pregnant. 30/03 - Leanne spoke to LE and advised her that she would be paid for her time in self-quarantine although she had little sick leave remaining of the 3 months full (RJ to check exact figure). HP requested to arrange weekly welfare calls. 14/04 will now be subject to medical suspension (full pay backdated to 01/04).	N	N
	Senior Support Worker	17/04/2020	KM and Leanne agreed that it is safer for EC to self-isolate given that she is pregnant - no need to call. 14/04 will now be subject to medical suspension (full pay backdated to 01/04).	N	N
	Support Worker		Was working under RA but following Friday's HR call, it was agreed that she be medically suspended despite being in the early stages of the first trimester.	N	N

EV13 - Extract: Home Workers Register

Surname	Job title	Date Commenced WFH	Date ended WFH	Narrative
	Registered Manager	09/03/2020	19/03/2020	VD returned from Cambodia and self isolated. Has been actively involved in drafting business continuity plans. VD returned to work - closed.
	Service Lead	18/03/2020		Both kids displaying symptoms of COVID19 so MC is equipped to work at home and is doing so. Leanne in daily contact.
	L&D Admin	18/03/2020		Self-isolating for 14 days. 19/03 - Leanne advised that she work for the next day or so then record the remaining time as absence with FirstCare.
	Senior Support Worker	19/03/2020		EJ is pregnant and deemed as high risk. VD has scoped a role for her to WFH which includes conducting supervisions / appraisals.
	Senior Support Worker	23/03/2020		Available for work according to tel conversation with MB on 24/03. Self-isolating as his wife is showing symptoms. MB to allocate work (eg: sharing of Agored certificates that individuals have received)

EV13 - Extract: Home Workers Register cont.

Homeworkers – Allocation of Tasks Tracker

Date Job Issued	Job/ Task	Action	Date for completion	Action completed
15/04/2020	Redeployment spreadsheet	Working with MB and MP to create sheet, daily downloading of spreadsheet for back ups	18/04/2020	Yes
17/04/2020	E-learning & IHasco setup	Ongoing - as soon as HR adds new starters to spreadsheet	30/04/2020	Yes
25/04/2020	E-learning support	Ongoing - as requests for help come in (at least once a day)	27/04/2020	Yes
26/04/2020	New starters e-learning	Ongoing - checking this at least once daily	29/04/2020	Yes
30/04/2020	Training updates	Ongoing - as training comes in (few times a day)	02/05/2020	Yes
01/05/2020	Organising of Induction training	Ongoing - Planning induction dates, communicating these to relevant people, inviting trainers, setting up online meetings, communicating with new starters (inc giving them course materials, invite links, general communications etc.)	05/05/2020	Yes
03/05/2020	GIRFTS booklets	Ongoing - going through each, creating and issuing certs if completed, chasing training yet to be completed	05/05/2020	
05/05/2020	ID cards	Ongoing - Making and posting ID cards, every Friday	10/05/2020	Yes
11/05/2020	Risk assessments (CAC)	To be completed during work luls	13/05/2020	Yes
15/05/2020	Other admin	e.g. TNA, Ihasco reports, updating course materials, competency frameworks		No

EV14 - Redeployment Register

1. → Introduction

During the Coronavirus pandemic, it is necessary to manage staff with regard to their deployment. Some staff may be in isolation and when they return to work, it may be expedient to relocate them to an alternative place of work. The Redeployment Register will record staff who are in isolation and a prediction of when staff will return to work.

Redeployment Register, which is to be used as a record of absence during the Coronavirus pandemic.

Column	Header	Description	Highlighting
A	Name	Person's name	None
B	Service	Service at which the person is normally based	None
C	Area	Area that contains the Service	None
D	Phone number	Person's telephone number	None
E	Expected return date?	A prediction of when the person will return to work	RED if after today's date GREEN if on or before today's date
F	Self-isolation of sickness?	"Y" if the 'expected return date' is in the future. "N" if the 'expected return date' is on or before the current date.	RED if "Y"
G	Services they have worked in/can work in	The Services for which they are eligible to work in	None
H	Potential availability	An indication of when the person will be available for deployment	None
I	Restriction on availability	Shifts and periods that can be worked by the person	AMBER if entered

J	Allocated to?	Where deployed	AMBER if entered
K	Any leave booked?	Dates of annual leave	AMBER if value is today's date
L	Driver?	Y or N	None
M	60 or over?	Y or N	AMBER if "Y" GREEN if "N"
N	Available For Redeployment?	Y or N	AMBER if "N"
O	Children or carer?	Y or N	None
P	Children under 16?	Y	AMBER if "Y"
Q	Other comments	Free text	None

EV15 – Extract: ALL Staff Weekly Newsletters (compiled by Area Manager/SMT)



Coronavirus (COVID-19) – Information for staff – Date issued: 17 March 2020

You will need to read this document thoroughly. We have added links below, so that you can go straight to any information you need quickly. When government and operational information and advice changes, we will update this information and let you know that we've done this – key points below:

- → **Follow the latest NHS guidance** about protecting yourself and the people you are close to from infection.
- → **Work from home if you can.** Your manager will be talking to you about this, where this is possible.
- → Where you can't work from home, particularly if you're providing direct support, you should go to work as long as our services are open and you are healthy.

Quick links for frequently asked questions

1. → [How do I avoid infection?](#)
2. → [Should I work from home?](#)
3. → [Can I attend work?](#)
4. → [What if I am in an 'at-risk' group for Coronavirus?](#)
5. → [What absence reporting process should I follow?](#)
6. → [When can I return to work if I have been absent due to Coronavirus or self-isolation?](#)
7. → [Will Coronavirus related absence count against me in relation to my level of sickness absence?](#)
8. → [As a salaried employee, will I be paid if I am absent from work due to Coronavirus or self-isolation?](#)
9. → [As a salaried employee, will I be paid if services are closed?](#)
10. → [If I'm a zero hours employee, will I be paid if I am absent due to Coronavirus or self-isolation?](#)
11. → [If I'm a bank worker, will I be paid if I am absent due to Coronavirus or self-isolation?](#)
12. → [If I'm an agency worker, will I be paid if I am absent due to Coronavirus or self-isolation?](#)
13. → [What if I need to take care of a dependant or wish to self-isolate due to cohabitation with a dependent who is in the at-risk group for Coronavirus?](#)
14. → [If someone we support at one of our sites has a suspected or confirmed case of Coronavirus will I be expected to continue to work and support them?](#)

From: Nick Haake

Sent: 29 March 2020 14:20

To: NAS Wales Services <wales.services@nas.org.uk>

Subject: Fwd: Covid19-19 email update 4

Dear Colleagues,

This is our fourth update on how we are dealing with the Covid-19/Coronavirus situation. Once again, I want to thank all of you who have kept our services going during this unprecedented time. On Thursday at 8.00pm, the whole nation stood on their doorsteps and clapped for NHS workers and health and social care workers in recognition of the vital work everyone is doing in keeping our essential services running over this period. This means you. And you should be very proud of what you are doing! I want to add my thanks to that and let you all know how grateful the organisation is for everything you have done. Thank you!

In terms of our work as an organisation, we are still holding Senior Management Team meetings every other day to agree how best to carry on with our work and support each and every one of you as best we can.

It still remains extremely difficult to predict how this crisis will unfold, but we have now established systems and procedures to address the various situations as they arise. My update last week outlined all of these, so I will not repeat them here, suffice it to say that these are in place and we are working diligently on our preparedness to tackle any eventuality that occurs. It is highly likely that we will all be required to change and adapt our work in order to best fight this virus, so I would ask that you continue in your efforts to form part of the solution to this.

EV15 – Extract: ALL Staff Weekly Newsletters (compiled by Area Manager/SMT) cont.

From: Nick Haake
Sent: 10 April 2020 14:10
To: NAS Wales Services <wales.services@nas.org.uk>
Subject: Fwd: Email update 6

I'm writing to you with my sixth email update around the current covid-19 pandemic. I want to thank all of you for the social distancing measures you are all adopting in services as well as general hygiene principles in place. For some of you this is a great opportunity to work on your personal development. Where you can please log on to our eLearning zone and check out the wealth of training materials available to you on that site. The training team will be looking at running sessions over Skype/Teams next week so please keep your eye out and let your manager know if you're interested in this development opportunity

We remain committed to ensuring that all staff receive timely and effective supervisions. In the current climate we are hoping to make sure that all staff have some kind of supervision or a wellbeing discussion once a fortnight. Remember that you can also ask for one of these anytime you feel is necessary.

Some of you may have seen the really positive and uplifting videos of people we support and staff being posted on Yammer. If you haven't already please take a look – I guarantee they will make you smile! <https://www.yammer.com/nas.org.uk/threads/627259901820928>

Hannah Barnett, Director of Adult Services is also posting some challenges - I recommend you take a look at them and see if you can represent Wales.

I'm writing to you with my seventh email update regarding the Covid-19 outbreak.

Here in Wales NAS Cymru is part of a front line health and social care partnership with Local Government and NHS services working with the Welsh Government to deliver care for and protect our autistic adults and other vulnerable groups across the Principality. NAS Cymru have robust plans in place to deal with any outbreak and have designated managers and staff ready to step into services to provide direct care to any of our individuals who become seriously unwell with the virus. At present, we are glad to say that we have had no confirmed cases of Covid-19 across any of our Welsh services and we are working hard to keep it this way.

What your Senior Management Team is doing:

- Video conferencing as a management team on a regular basis to keep abreast of issues and service delivery across our Welsh services.
- Keeping managers and staff updated on changes to guidance, service delivery and approaches to care.
- Monitoring issues and concerns across our services and providing resolutions and management guidance where needed.
- Monitor and manage stores of PPE across services.
- Working in partnership with Local Authority Commissioners to ensure PPE supplies are free flowing and we keep up to date on all changes in legislation.
- Continuing to oversee and manage Covid-19 related absences to ensure staff availability for services is maintained.

EV16 – Good News Stories: Celebrating Success through COVID19

Our charity's response to Coronavirus

We are doing everything we can to keep our own vital social care services and schools open. Staff and volunteers across the charity are going to extraordinary efforts to ensure this is possible.

We will only temporarily close a service if we are concerned that people are at risk of infection or we're not sure we can maintain quality and safety. Currently, all our residential and supported living services and day centres are still operating - even if, for day centres, they've had to change how they operate or combine onto one site. All of our schools are working hard with their staff, parents and local authorities to maintain a suitable and safe provision for every one of our pupils. We thank them all for their hard work.

We have taken the really hard decision to pause face-to-face contact through our social groups and volunteer-run branches. But, we're working with autistic people to quickly develop new ways to run similar programmes online or over the phone.

To find out more - and about what we're calling for from the government, read our [latest blog](#) from our Chief Executive, Caroline Stevens, about what we'll be doing to safeguard autistic people's health and well-being during this very difficult time.

Our support workers from Neath were featured in the Daily Telegraph



We have been so impressed by all the ideas you've been coming up with to keep services running, and we are proud to congratulate staff from Neath who were featured in the Daily Telegraph's round up of good news from around the world, plus [BBC Wales coronavirus updates on 20 April](#).

[Read the full Daily Telegraph feature here >](#)

‘Spotlight on... Practice’: professional development



The Autism Practice Team are now offering continuous professional development through Yammer, and each week will shine a spotlight on different topics that are important to our day to day practice in the schools and services that we work in, and they are open to all staff across our charity to explore. Discussion is encouraged, and as we all have different learning styles, subjects are bitesize and explored in a variety of mediums.

For Adult Services >

For Schools >

Coronavirus series on Spectrum Live



We are pleased to announce Spectrum Live is returning, as part of our very positively received [new coronavirus hub](#). Four new episodes are being created to look at some of autistic people and their families' key concerns.

Catch the episodes every Wednesday on Facebook, beginning 29 April with *Episode 1: Coronavirus, health and wellbeing*.

To make each episode as useful as possible, we really want to hear autistic people's, and their families', questions and concerns. Please do send your questions about care and support, supporting young people and general coronavirus concerns to SocialMedia@nas.org.uk

EV17– Template Letter to Staff reporting COVID-19 related absences

"Dear [insert name]

"

Coronavirus related absences

"

You are receiving this letter as you are currently absent for one of the associated reasons related to Coronavirus. Given the increasing impact that the threat of this virus continues to wreak on many aspects of our lives, from health and wellbeing to access to community and childcare, I wanted to take this opportunity to reach out to you and offer my support as well as provide some clarity around the current NAS guidelines (included in the attached) relating to absences of this nature and the contact plan that has been introduced as a means to "stay in touch".

"

Myself or a member of the senior management team will be in contact with you to check on your wellbeing and ascertain whether there has been any change in your situation based on the reason provided to FirstCare, as well as be on hand to address any concerns you may have as far as we possibly can.

"

As always, the Employee Assistance Programme remains at your disposal, offering confidential advice, information, counselling and support service on 0800 716 017.

"

Please feel free to call me on 07397 727 050 in the interim, if you have any questions or concerns that you wish to raise.

"

I wish you and your loved ones all the best during these extremely challenging times.

"

Yours sincerely

"

"

Leanne Aitken

Area HR Manager (Wales)

EV18 – COVID-19 Absence Guidelines

COVID-19 Absences			
Employee guidance - summary on a Page			
Dated: 24 March 2020		Our policy is subject to regular changes, in line with the nature of the current COVID-19 crisis and business circumstances. Nothing in this contractual commitment.	
Scenario	What should I do?	Pay	Recording Absence
I have COVID-19 symptoms.	You should self-isolate for 7 days.	Normal sick pay entitlements will apply.	Follow normal sickness reporting procedures, notifying FirstCare on 0333 321 8171. Medical fit note will only be required for absences of more than 14 days.
Someone in my household has COVID-19 symptoms and I cannot work from home.	You should self isolate for 14 days.	Normal sick pay entitlements will apply.	Follow normal sickness reporting procedures, notifying FirstCare on 0333 321 8171. Medical fit note will only be required for absences of more than 14 days.
My site is closed and I have not yet been redeployed to another service by my manager.	You do not need to attend work until told to do so by your line manager. You should follow any keeping in touch requirements set out by your line manager.	Pay continues as normal.	Not required
I am in a vulnerable group due to my age or a medical condition (as specified by the UK government) and need to ensure I undertake social distancing. I cannot work from home.	You must discuss your circumstances with your line manager. If it is agreed with your line manager that your role cannot be undertaken with suitable social distancing precautions, then you should self-isolate.	If you have spoken with your manager, have provided the required evidence of your medical condition, normal sick pay entitlements will apply.	Follow normal sickness reporting procedures, notifying FirstCare on 0333 321 8171. You will also be required to provide evidence of your medical condition relevant to the vulnerable group for COVID-19 to your line manager (for example: a repeat prescription or existing documentation from your doctor or hospital).
Scenario	What should I do?	Pay	Recording Absence
I am in the very high risk vulnerable "shielded" group due to a medical condition. I have been contacted directly by the NHS and told that I must fully self-isolate for 12 weeks. I cannot work from home.	You must discuss your circumstances with your line manager and then should self-isolate in line with the specific NHS guidance that has been provided to you.	If you have spoken with your manager, provided the required evidence of the NHS guidance, normal sick pay entitlements will apply.	Follow normal sickness reporting procedures, notifying FirstCare on 0333 321 8171. You will also be required to provide evidence of the NHS guidance provided to you, to your line manager (for example: the letter from the NHS advising full self-isolation).
I live with someone who is in a vulnerable group and I want to self isolate. I cannot work from home.	You can request unpaid dependant leave from your line manager, or alternatively opt to use your annual leave entitlement following the normal booking process	Unpaid dependant leave applies or you can opt to take any paid annual leave entitlement you have	Follow normal dependant leave reporting procedures, notifying FirstCare on 0333 321 8171 if you need to take unpaid dependant leave OR follow annual leave reporting processes if you wish to take annual leave
I need to be home to care for dependants (for example: children who are not attending school) and cannot work from home.	You can request unpaid dependant leave from your line manager, or alternatively opt to use your annual leave entitlement following the normal booking process	Unpaid dependant leave applies or you can opt to take annual leave entitlement.	Follow normal dependant leave reporting procedures, notifying FirstCare on 0333 321 8171 if you need to take unpaid dependant leave OR follow the annual leave reporting processes if you wish to take annual leave.
I wish to self-isolate but I am not in any of the scenarios above.	You must discuss your circumstances with your line manager. Any unauthorised absence will be treated in line with our normal HR policies.	Should any absence be approved, this will be unpaid.	You must make direct contact with your line manager to discuss your circumstances.
I'm working from home as directed by my line manager (for all circumstances).	You should work from home and follow any instructions, guidance and keeping in touch requirements set out by your line manager.	Pay continues as normal.	Not required

EV19 – Extract: Induction Timetable (incorporating COVID19 revisions to delivery channels)

E-Learning and Registration Details - Please complete the below e-learning modules **before** your first day in service.¶

- → Ask Autism (Module One – Understanding Autism)¶
- → Safeguarding of Vulnerable Adults¶
- → Health and Safety Induction¶
- → Coronavirus Awareness¶

See below for details on how to log in to our e-learning system.¶

- → Website: <http://nas.clcmoodle.org>¶
- → Login Details:¶
 - → Username: firstname.surname@nas.org.uk¶
 - → Password: Ch@ngeme1 (Please note that this password is case sensitive and it must be entered exactly as written. It may take up to a week after your acceptance of offer for your account to be activated)¶
- → On your Dashboard, scroll down to “My Induction” and click on “Induction for Support Staff in Adult Services”. Please then complete the above modules.¶

We require all colleagues to complete the above modules whilst we are reducing the number of induction training days over the Covid-19 period. When normal service has resumed, you will be required to attend two additional face to face training days on Safeguarding and Health & Safety.¶

Mandatory Training Schedule¶

TRAINING COURSE α	DATE α	LOCATION α	METHOD OF DELIVERY α
Induction Day One and Epilepsy Awareness α	Monday 6 th April α 9:30AM – 4:30PM α	At home, or in service if you don't have access to a video call set up α	Via Skype α
PBM: Theory α	Tuesday 7 th April α 9:30AM – 4:30PM α	At home, or in service if you don't have access to a video call set up α	Via Skype ¶ α
PBM: Practical α	Wednesday 8 th April ¶ 9:30AM – 4:30PM α	In Service α	Face-to-face training α

If you have any additional learning needs such as dyslexia and/or any special requirements please contact the Learning and Development Team at the Cardiff office where any special arrangements can be made.¶

¶
If for any reason you are unable to attend, you must contact Sofie Lansdown, Learning and Development & Office Administrator on 02920 629300, OR Michal Blochowiak, Learning and Development Manager on 02920 62930.¶

¶

EV20 –Schedule: CPD Training (during lockdown)

NAS Cymru Continuous Professional Development (CPD) Quarterly Training Plans 2020

Please forward your training nominations via email to michal.blochowiak@nas.org.uk or leanne.aitken@nas.org.uk using the nomination forms. Memos will be generated in Cardiff and emailed to services.

er May

Date	Time	Course title	Facilitator	Delivery method
Fri 1 st	9:30 – 15:00	Positive Behaviour Support (PBS)	KB	Teams
Tues 5 th	10:00 – 14:00	Active Support	KB	Teams
Thurs 7 th	9:30 – 15:00	Sensory Considerations	KB	Teams
Tues 12 th	9:30 – 15:00	TEACCH	KB	Teams
Weds 13 th	10:00 – 12:00	Goal Planning	KB	Teams
Fri 15 th	13:00 – 14:00	Signalong (Core Vocabulary)	KB (LA)	Teams
Mon 18 th	11:00 – 12:00	Visual Schedules	LA	Teams
Tues 19 th	9:30 – 14:00	PBM Theory Refresher	KB	Teams
Weds 20 th	10:00 – 11:00	Intensive Interaction	KB	Teams
Weds 20 th	13:00 – 15:00	Social Stories	JC	Teams
Thurs 21 st	10:00 – 14:00	Active Support	KB	Teams
Fri 22 nd	11:00 – 13:00	Personal Safety & Lone Working	HP	Teams
Fri 22 nd	14:00 – 16:00	PCP: Introduction to PCP	LA	Teams
Tues 26 th	13:00 – 14:00	Brief Behavioural Assessment Tool (BBAT)	LA	Teams

Your Online Training Guide

Before your training, please ensure that you have the following:

- A computer or a tablet
- A webcam and a microphone (these are built in to most laptops and tablets)
- A decent internet connection
- A quiet environment where you will not be disturbed – if you have to leave at any point please notify the trainer

Follow these steps to access your online training:

1. Log into your Office 365 account that your stream links were sent to, and open Outlook.
2. Click on the email with the link to your **Main Stream**. This will be the name of your training session that you will be attending (e.g. Active Support).

EV21 – Interim Addendum: Supervision Policy / Conversation Record

Interim Addendum to NAS Supervision Policy and Procedure ¶

Document Title ..□	Supervision Policy ..¶ ..□	□
Reference Number ..□	HR-5006 ..□	□
Version Number ..□	V2.0 □	□
Date of Issue ..□	6 th April 2020□	□
Latest Revision ..□	6 th April 2020 □	□
Distribution ..□	All employees ..□	□
Owner ..□	Human Resources Director ..□	□
Policy Lead(s) ..□	Head of Autism Practice & NAS Academy □	□
Department ..□	Human Resources ..□	□

- To ensure that all employees have the mental and emotional support they require during this time of heightened apprehension caused by the COVID-19 Pandemic.¶
- This addendum to the NAS Supervision Policy contains details of the arrangements, for staff welfare checks, whilst the pandemic continues.¶

■ Employee Welfare Conversation¶

- During this time of uncertainty, it is important to have regular welfare checks with staff you line manage. The aim of this check is to ¶
 - Monitor stress levels, ¶
 - Be aware of the impact of the current situation and frequent changes on the person, both at work and at home ¶
 - Establish any additional support needs.¶

■ Procedure¶

- Until further notice, we will replace our regular supervision with fortnightly-recorded Employee Welfare Conversations. ¶
- This requires that all staff receive a recorded welfare check on a 2-week basis.¶
- We have provided a simple form (appendix 1), that can be used to record the conversation, which can happen¶
 - In person, if you physically work in the same building together¶
 - By phone ¶
 - Via Skype or Teams¶

EV21 – Interim Addendum: Supervision Policy / Conversation Record cont.

Interim Addendum to NAS Supervision Policy and Procedure ¶
Appendix 1 ¶

Employee Welfare Conversation Record ¶

To ensure that all employees have the mental and emotional support they require during this time of heightened apprehension caused by the COVID-19 Pandemic, we have made an addendum to the Supervision Policy. This requires that all staff receive a recorded welfare check on a 2-week basis. This conversation can be ¶

- •→ In person, if you physically work in the same building together ¶
- •→ By phone ¶
- •→ Via Skype or Teams ¶

Employee Name ¶	Supervisor Name ¶
Date ¶	Time ¶
How is the employee feeling – in work and personal life, levels of anxiety, understanding of the current situation ¶	
Levels of Fatigue and Stress – are working hours manageable, are they sleeping OK, are they managing to achieve work/life balance, how are they managing their stress levels ¶	
Opportunities for Rest and Relaxation – is the person engaging in exercise, mindfulness, medication, hobbies etc. Does the person feel they are getting adequate rest breaks ¶	
Any Additional Support Needs Identified – can these be achieved, how and when ¶	
Any other comments/concerns (including people we support and safeguarding) – who have you shared these with (if necessary), what actions have been agreed ¶ If you feel an employee needs more support please refer them to the following; Employee Assistance Programme, Mental Health First Aider and/or their GP – seek advice from HR if you need further clarification ¶	
Signed Employee ¶	
Signed Supervisor ¶	

EV22 – Extract: Wellbeing Toolkit

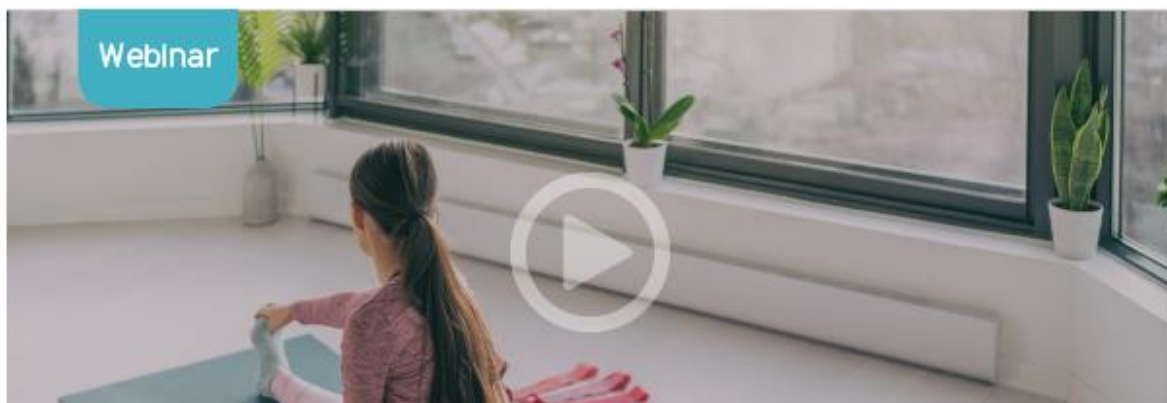


COVID-19 Resources

Click the buttons below to view our latest resources aimed at improving your wellbeing during the COVID-19 pandemic:

[Employee FAQs](#)

[Wellbeing portal](#)



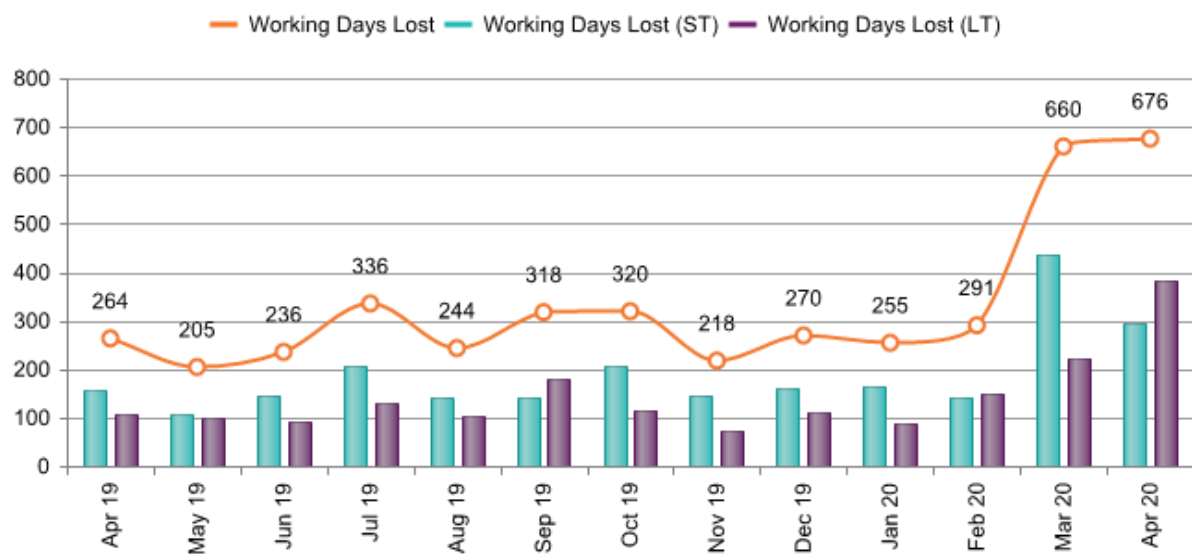
EV23 - Redeployment Availability Form

AVAILABILITY FORMS - NAME: _____

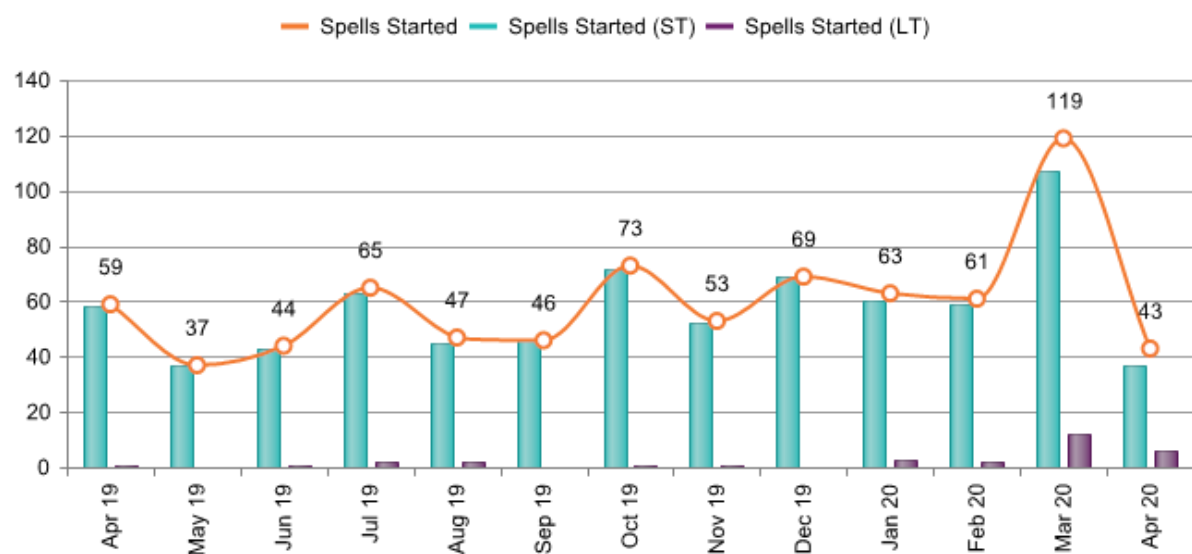
<u>What is your current availability?</u>	
<u>Are you able to work afternoon shifts and weekends/sleep-ins at present (if required)?</u>	
<u>Would you mind discussing the reasons for not being able to undertake afternoon shifts/weekends? (If applicable)</u>	
<u>Are you able to participate in extra/additional shifts taking into account your current availability?</u>	
<u>If there was a major shortage of Orchard House staff due to sickness levels, (eg 50% of the workforce) what flexibility would you be able to offer during this crisis?</u>	
<u>Would you be prepared to work in your designated zone with the individual you have been allocated to if in the event that they developed or suspected to have COVID-19?</u>	
<u>Have you any concerns or Is there anything else you would like to discuss?</u> 	
Staff Signature:	Date:
Line Manager Sign:	Date:

EV24 – FirstCare Stats / Trend Reports

Total Working Days Lost per Month



Total Absence Spells Reported per Month



EV25 - Extract: email to SMT

From: Leanne Aitken

Sent: 23 March 2020 18:01

To: NAS CYMRU SMT <NASCYMRUSMT@nas.org.uk>

Subject: Updated guidance on those requiring "shielding"

Hi

You will notice from the updated guidance that the designated group deemed "clinically extremely vulnerable" is reflecting a reduced list of very specific conditions (for instance, pregnant women with an underlying heart condition as opposed to being pregnant, in which case social distancing will apply rather than shielding).

We will require that people who have one of these conditions (unless we are already aware of it based on our knowledge of their absence history) will be required to submit evidence of their condition on day 15 of a reported self-isolation absence. There was further debate this afternoon regarding whether we should be paying staff who isolate with members of their household who have these conditions, albeit that as of Friday last week, this was agreed as being unpaid, so watch this space.

People falling into this extremely vulnerable group include:

1. Solid organ transplant recipients
2. People with specific cancers:
 - people with cancer who are undergoing active chemotherapy or radical radiotherapy for lung cancer
 - people with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment
 - people having immunotherapy or other continuing antibody treatments for cancer
 - people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors
 - people who have had bone marrow or stem cell transplants in the last 6 months, or who are still taking immunosuppression drugs
3. People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe COPD.
4. People with rare diseases and inborn errors of metabolism that significantly increase the risk of infections (such as SCID, homozygous sickle cell).
5. People on immunosuppression therapies sufficient to significantly increase risk of infection.
6. Women who are pregnant with significant heart disease, congenital or acquired.

For full guidance, see below:

<https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19#how-do-these-measures-differ-from-the-social-distancing-guidance-for-vulnerable-people-issued>

Leanne Aitken

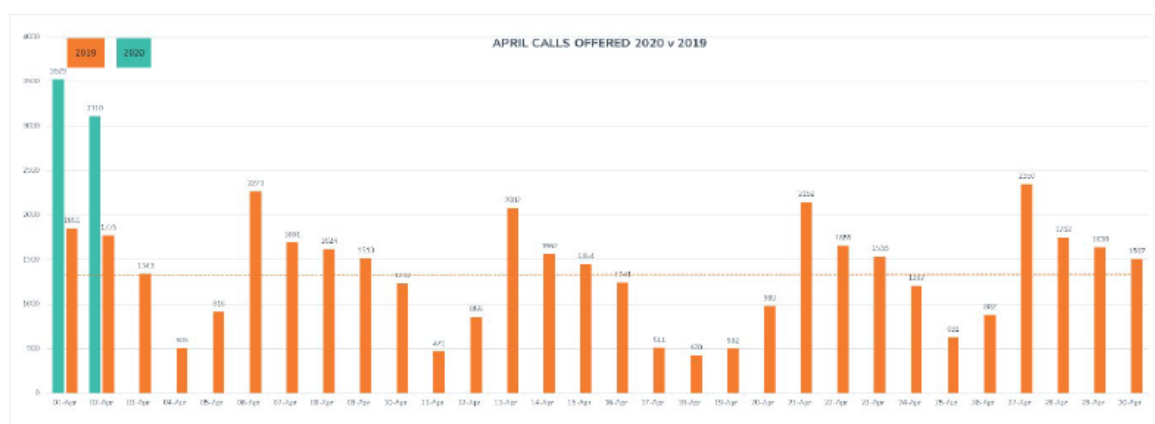
Area HR Manager (Wales) / Rheolwr AD Ardal (Cymru)

YESTERDAY'S CORONAVIRUS-RELATED CALL VOLUMES

Suspected	Self-quarantined	Care of a dependent	Confirmed	YESTERDAY'S TOTAL
337	308	46	8	699

The total number of classifications is now 19,022

These figures represent our entire client base and are NOT client specific.



EV25 - Extract: email to SMT cont.

As the number of confirmed coronavirus cases in the UK grows, we are continuing to implement service enhancements to keep you instantly updated on any potential impact to your workforce.

With immediate effect, any absences reported to FirstCare that are related to coronavirus will be classified under one of three new reasons:

- Coronavirus: COVID19 (Suspected) – **Medical** – for employees with symptoms but no official diagnosis.
- Coronavirus: COVID19 (Confirmed) – **Medical** – for employees that have been diagnosed with the virus by a medical professional.
- Coronavirus: COVID19 (Self-Quarantined) – **Non-Medical** – for employees with no symptoms but are staying away from work.

What if we do not use FirstCare to report non-medical absence?

Please contact your Account Manager if you wish to add non-medical absence recording to your FirstCare service.

What if an employee chooses not to share their absence reason with their employer?

We are obliged to maintain confidentiality when an employee declines consent to share their absence reason with their employer. This would not apply, however, if we considered that the employee posed a risk to themselves or others; (NB: Diagnosing medical practitioners (GPs, for example) have a responsibility to inform Public Health England (PHE) of any diagnosed cases. PHE would then contact the affected worker's employer directly.)

How can I be certain that employees will be classified as a coronavirus risk when the symptoms are similar to flu?

We advise that employers keep their staff well updated on the developing coronavirus situation, and urge you to share our [COVID19 coronavirus – Advice for employers](#) blog post with line managers and employees as appropriate. Our updated IVR message includes instructions on the steps to take if an employee suspects they are affected by coronavirus.

Sent: 03 March 2020 17:33

To: NAS CYMRU SMT <nascymrusmt@nas.org.uk>

Subject: [FirstCare](#) (Coronavirus Reporting)

Hi all

As of tomorrow we will have 3 new absences for reporting appearing on [FirstCare](#) as follows:

Medical

Corona Virus confirmed

Corona virus suspected

Non Medical

Corona virus self isolation

If any staff report with any of these illness being recorded by the nurse both the HR Director and myself will receive a separate alert.

If a staff member speaks to the nurse and is showing symptoms or been to an affected area they will advise to call 111.

EV25 - Extract: email to SMT cont.

To: NAS CYMRU SMT <nascymrusmt@nas.org.uk>

Subject: Guidance on how to keep workplace safe

As I'm sure you will have seen, the Government [published its guidance](#) on how to keep workplaces safe. I've looked through the guidance for offices and pulled out the most important sections that have changed. Some of this might not be immediately relevant if we're not opening the office, but just wanted to share in case it's useful going forward:

1. **Thinking about risk:** all employers must carry out a covid-19 risk assessment. We must make sure that the risk assessment for our charity addresses the risks of cv-19, using this guidance to inform decisions and control measures. We have a duty to consult employees on health and safety, and must consult with the health and safety representative. Where the HSE or local authority identifies employers who are not taking action to comply with the legislation, they can take a range of actions to improve control of workplace risks – for example if the employer doesn't take appropriate action to socially distant. Employers should work through the following steps:
 - In every workplace, increase the frequency of handwashing and surface cleaning
 - Businesses and workplaces should make 'every reasonable effort to enable working from home as a first option. Where working from home is not possible, workplaces should make every reasonable effort to comply with social distancing guidelines' (ie 2m).
 - Where the social distancing guidelines can't be followed in full, employers should consider whether that particular activity needs to continue for the business to operate, and if so, take all the mitigating actions to reduce risk. More detail is set out in the guidance.
 - If people have to work face-to-face for a sustained period, then employers need to assess whether the activity can safely go ahead – no one is obliged to work in an unsafe work environment.
2. **Social distancing at work: Employers must 'maintain social distancing in the workplace wherever possible'. Mitigating actions include:**
 - Increasing the frequency of hand washing and surface cleaning
 - Using screens or barriers to separate people from each other
 - Using back to back or side to side working, rather than face-to-face working whenever possible
 - Reducing the number of people each person has contact with by using 'fixed teams or partnering', so each person only works with a few others
3. **Coming to work and leaving work: Employers should consider the following steps (I've pulled out the relevant ones):**
 - Staggering arrival and departure times at work to reduce crowding, taking into account the impact on those with protected characteristics
 - Providing additional parking or facilities such as bike racks to help people walk, run or cycle to work
 - Reducing congestion, for example, by having more entry points to the workplace
 - Using markings and introducing one-way flow at entry and exit points
 - Providing handwashing facilities, or hand sanitiser where not possible, at entry and exit points and not using touch-based security devices
4. **Moving around buildings (again, have pulled out the relevant ones as some are quite targeted at certain types of workplaces):**
 - Reducing movement by discouraging non-essential trips between different areas. Restrict access to areas where needed
 - Introducing more one-way flow through buildings
 - Reducing maximum occupancy for lifts, and provide hand sanitiser/encourage use of stairs (taking into account protected characteristics)
 - Regulating use of high traffic areas, like corridors, lifts etc
5. **Workplaces and workstations:**
 - Review layouts and processes to allow people to work further apart from each other
 - Use floor tape or paint to mark areas to help workers keep a 2m distance
 - Only where it is not possible to move workstations further apart, arrange these in a way that is side by side, or facing away from each other
 - Manage occupancy levels to enable social distancing
 - Avoid use of hot desks and where not possible, clean and sanitised workstations between different people using this
6. **Meetings:**
 - Use remote working tools to avoid in-person meetings
 - Only people who really need to be at the meeting should attend and should be 2m away from one another
 - Avoid transmission by avoiding sharing pens and other objects
 - Have hand sanitiser in meeting rooms
 - Hold meetings outdoors or in well-ventilated places whenever possible
 - For areas where regular meetings take place, use floor signage to help people social distance
7. **Common areas:**
 - Stagger break times to reduce pressure in canteens or break rooms
 - Use safe outdoor areas for break
 - Install screens to protect staff in receptions
 - Reconfigure seating and tables to maintain spacing and reduce face-to-face interactions
8. **Emergency incidents:** In an incident – for example in a fire – people do not have to stay 2m apart if it would be unsafe
9. **Cleaning the workplace:** There's detailed guidance about how to clean; a) before reopening, b) keeping the workplace clean, c) hygiene, 4) changing rooms and showers and 5) handling good and merchandise. It's quite technical so it's probably best to look at the guidance directly.
10. **Personal protective equipment and face coverings:** wearing face coverings is optional and not required by law (except for in clinical settings/care etc). If an employee chooses to wear one, they need to do so properly. Employers should tell employees how to use one in the right way. Again, there's more detail on that in the guidance.

EV26 – My email response to challenge from employee

From: Leanne Aitken
Sent: 02 April 2020 15:48
To: [REDACTED]
Subject: RE: Coronavirus related absence
Hi [REDACTED]

Thanks for your email. I hope your husband and yourself are staying safe through these difficult times.

In response to your query, as a front line service, we (NAS Cymru) are not applying the Furlough Scheme to any frontline member of staff who shares a home with a family member in the vulnerable or shielded category, who fulfils a role that provides direct support to our residents. Much like the NHS, our staff teams are expected to maintain regular attendance during this unprecedented time to ensure our supported individuals and services continue to run, reducing impacts on primary services such as the NHS and Social Services.

Whilst I sympathise with your situation and cannot direct you as to what approach you should adopt in your efforts to protect your husband, any time off relating to self-isolating with your husband would be categorised as Care of your Dependant leave, in line with NAS Leave Policy, which is unpaid. You would also have the option of taking annual leave.

My apologies that I'm not able to offer you the answer that you were possibly looking for but as you can imagine, it is imperative that we maintain the delivery of our residential services to our most vulnerable and challenging individuals as a means to protect our national primary health services at this time.

From: [REDACTED] Helena.Davies@nas.org.uk
Sent: Wednesday, May 13, 2020 11:54 am
To: Nick Haake
Subject: Coronavirus absence

Dear Nick Haake

At the beginning of Coronavirus I was concerned, as everyone was, but for myself personally because I have multiple sclerosis for which I am undergoing appointments and treatment. I am not, as yet, on medication for the MS itself. I am however on medication for my symptoms. Also, my husband has emphysema, alzheimer's and cancer. I am my husband's only carer and if anything were to happen to me he would have to move into a care home. I received an email from the CEO stating that people with MS are in the vulnerable group and should isolate I contacted my manager. I don't understand why I was asked what medication I am on and other such questions, when the advice from the CEO, the government and the NHS is to self isolate if you have MS and does not specify that you need to be on particular treatment. I was instead offered a risk assessment telling me from what I can remember to wash my hands frequently. After I had read the risk assessment, on my evening shift on Thursday 19th March, I mentioned that my husband is in the shielded group and the advice is to self isolate if you live with someone who is in this group. I was then told that it was my decision whether to work or not. The next day on the 20th March I was on my shift when a colleague nearly collapsed. I didn't feel safe and haven't been to work since, making a decision then to self isolate. Because I had been unsuccessful in my enquiries to self isolate because of my MS I tried other options to get some financial assistance. My son told me that the option was available to furlough staff so I requested this. The reply, I was told that I wouldn't be furloughed. I next asked for a reduction in my hours (I had been contemplating this before Coronavirus because of my husband's alzheimer's) so that I could claim carers allowance.

I outlined the shifts I could do on my current target rota, which were all five hours or less. The reply, I was told that I couldn't remain on the target team and would have to move to a Flexi or zero hours contract. I agreed to Flexi but asked that I not work a shift longer than five hours. To this the reply, I was told no and that I couldn't guarantee this and the permission to reduce my hours declined. Then, low and behold, on 7th May I have a phone call from my specialist MS nurse. He said to me that because I have MS "I AM IN THE VULNERABLE GROUP". I therefore get back in touch asking about self isolating because of my MS. The facts are according to the NHS website, the government website and the list of who gets paid sick pay, that I was sent by the NAS, that there are two groups. The first group is in the shielded group. These get a letter from their GP telling them of the need to shield. If I was on strong medication for my MS I would be in this group and have a letter. The second group (which I include below) in which MS is specifically mentioned and is the group my specialist nurse is referring to do NOT GET A LETTER from the GP, they know if they are in this group. THIS SECOND GROUP ALSO NEED TO SELF ISOLATE and on the GUIDANCE SENT ME by your office it says that this group get sick pay. I would be grateful if you could look into my case for me.

Yours sincerely

[REDACTED]

Hi [REDACTED]

Having reviewed your concerns with the Leanne Aitken (HR Manager), the following has reference. As I understand it, you initially self-isolated on 21st March following the colleague that you reference below displaying symptoms. When contacted on 23rd March by phone, you advised that you were electing to self-isolate given that your husband had Alzheimer's and Prostate Cancer (and you subsequently provided the a copy of the shielding letter to [REDACTED] on 15th April) who forwarded it to Leanne in line with policy. Leanne wrote to you on 25th March wherein you were provided with the guidance that included the scenario that related to your situation and the reasons conveyed by you at the time - an extract from the attached guidance is highlighted below:

Scenario	What should I do?	Pay
I am in a vulnerable group due to my age or a medical condition (as specified by the UK government) and need to ensure I undertake social distancing. I cannot work from home.	You must discuss your circumstances with your line manager. If it is agreed with your line manager that your role cannot be undertaken with suitable social distancing precautions, then you should self-isolate.	If you have spoken with your manager, have provided the required evidence of your medical condition and have approval to self isolate, then normal sick pay entitlements will apply.
I live with someone who is in a vulnerable group and I want to self isolate. I cannot work from home.	You can request unpaid dependant leave from your line manager, or alternatively opt to use your annual leave entitlement following the normal booking process	Unpaid dependent leave applies or you can opt to take any paid annual leave entitlement you have

You then approached Leanne on 1st April requesting that you be furloughed as you were self-isolating to protect your husband who was shielding, to which the response included:

“..... as a front line service, we (NAS Cymru) are not applying the Furlough Scheme to any frontline member of staff who shares a home with a family member in the vulnerable or shielded category, who fulfils a role that provides direct support to our residents. Much like the NHS, our staff teams are expected to maintain regular attendance during this unprecedented time to ensure our supported individuals and services continue to run, reducing impacts on primary services such as the NHS and Social Services. Whilst I sympathise with your situation and cannot direct you as to what approach you should adopt in your efforts to protect your husband, any time off relating to self-isolating with your husband would be categorised as Care of your Dependant leave, in line with NAS Leave Policy, which is unpaid. You would also have the option of taking annual leave.”

Thereafter, you contacted Andrea Cooke requesting 44 hours leave for April (which you consequently cancelled) and a reduction in hours so were offered flexi or relief bank and as you point out, you opted for flexi but were unable to commit to shifts over 5 hours. As you are aware, we are required to balance the needs of our staff against the needs of the service and whilst we are committed to adopting a flexible approach in devising a workable solution for our employees, however, the capacity to deliver a service to the people we support needs to remain the priority for managers when evaluating such requests and, on that basis, these cannot always be accommodated.

In terms of the call you then received from your specialist nurse last week advising that you are within the vulnerable group as a result of MS, I would like to make two points. The first being that up until your email below, the reasons you provided for wanting to self-isolate related to your husband's condition and the advice that you have been given in this regards is correct. The 2nd point is in regards to whether or not your absence qualifies for occupational sick pay given that you are experiencing symptoms of MS. As you are aware, our charity is involved in delivering frontline support and as such, our staff have key worker status. The MS Society's website states that whilst “everyone with MS should continue to be particularly careful to follow UK government advice and stay at home”, they may “**go outside for food, health reasons or essential work**”. This echoes the message on the NHS website for those deemed as being at moderate risk from COVID19 which states that this group of people “**can go out to work (if you cannot work from home)**”. Please also note albeit that the NHS website states that those not categorised as extremely will “**not get a letter from the NHS**”, does not mean that this extends to GP's, treating physicians and specialist clinics as we have received a number of such letters from different sources.

As an organisation, we are doing our best to manage and navigate people's individual circumstances whilst ensuring that we have the capacity to support our individuals and sustain the charity through the pandemic and beyond. In order to be fair and consistent in our approach, we have, therefore, briefed our managers to redeploy staff where possible to environments that can more easily accommodate social distancing or if that is not possible, to require that staff provide evidence when asking to remain off work for an extended period during the pandemic, hence the requests to you to provide same. I would, therefore, suggest that you contact your specialist nurse / (clinic) and say that for your employer to consider occupational sick pay, you would need a letter stating that you are required to quarantine that covers the duration of the absence. Your husband's shielding letter does not require that you do not leave the house for work but if you have a letter indicating that you are his sole carer and unable to engage in the recommended distancing measures within the home as put forward by the NHS, I am happy to take that into consideration too. Failing that, I'm afraid that although we are happy to keep your job open for you, you will remain on unpaid care of dependant leave with the option to supplement this time off with any annual leave you have accrued

Stay safe.

EV27 – Extract: Comms Plan – Flintshire Services

Flintshire Services reprovisioning – Communications Plan

Live

Last updated 20/05/2020

Owned by Nick Haake

Change communications plan contents:

1. Aims
2. Objectives
3. Situation
4. Narrative
5. Reputational risk audit
6. Communications timeline
7. Communications outputs and tools
8. Responsibilities

Aims. Here you should list what you want to achieve with the communications around the planned change.

- For the National Autistic Society to withdraw from providing all services in Flintshire at the end of the current contract term, whilst maintaining a positive reputation for our charity with key local and national stakeholders.
- To support the re-tendering of the service by Flintshire County Council and transfer the service before the end of the contract term (has been extended to 31st October 2020) to the chosen new provider.

▲ *Objectives. Here you should list the things you want to achieve to help you fulfil your aims. So, it should give clear ideas on how you will achieve the aims listed above.*

- To support the people living at The Mold Service during the period of the re-tendering and transfer their support to the new provider, making sure that they, the people who support them and their families, have the information they need via the channels that they have access to and in the best form for them to support them in the transition process.
- To support parents and guardians through the re-tendering and transition process of their family-members, providing them with accurate and timely communications.
- To support staff through the transition process by providing them with accurate and timely communications.
- To support indirectly affected stakeholders through the transition process by providing them with accurate and timely communications.
- To support commissioners, local authorities and named care managers/lead nurses etc with accurate and timely communications to support the transition process.
- To protect the reputation of the NAS by informing parents and guardians about the transfer of the services in a way that avoids damage to the charity's reputation or relationship with other stakeholders.
- To support staff directly affected to feel consulted and involved with the decisions surrounding the transfer of the services, ensuring that they understand the reason for the change and the need to be consistent and professional in our contact with parents.
- To inform other internal NAS teams in order that they feel informed and the information we provide to the public is accurate and up to date.
- To support the transition process by developing and delivering information to all stakeholders.
- To enhance open and easy communications by ensuring that there is a single point of contact for all enquiries.

EV28 – Extract: Furlough Notification Letter

Following the [discussion](#) we had with you today and following the Chancellor's announcement on Friday 20 March 2020 regarding the support that is available to UK businesses in these difficult times, to secure your employment and the long term future of National Autistic Society (NAS), we are writing to let you know that with effect from today, 16th April 2020 you will be 'furloughed'.¶

What is a furloughed worker? A furloughed worker is a term used to describe an employee whose work is temporarily not required due to unforeseen circumstances, such as the Coronavirus pandemic, but who remains an employee of the NAS. To avoid the need to consider more extreme measures, such as compulsory redundancies, we are proposing to pay you 80% of your normal monthly salary calculated as follows:¶

- → If you have been employed by the NAS for a full twelve months, your salary will be calculated based on 80% of the higher of either:¶
 - → the same month's earning from the previous year; or¶
 - → average monthly earnings from the 2019-20 tax year¶
- → If you have been employed by NAS for less than a year, your salary will be calculated based on 80% of your average monthly earnings since you started work.¶
- → If you only started working for NAS in February 2020, your salary will be based on 80% of your pro-rated earnings to date.¶

The NAS will be recouping this plus the associated Employer National Insurance contributions and minimum automatic enrolment employer pension contributions sum HMRC via the Government's Coronavirus Job Retention Scheme (the **JRS**). We are taking this step to ensure that we financially protect all our staff and the NAS so far as we are able to at this difficult time. Under the JRS, the Government have stipulated that the 80% salary payment should be capped at a maximum £2,500 per month. However, we have currently chosen not to apply this cap to ensure that all furloughed employees received 80% of actual pay. The Charity will cover the additional cost of not applying this cap.¶

EV28 – Extract: Furlough Notification Letter cont.

Any holidays (including bank holidays) taken while you are designated as a furloughed worker will also be paid at 80% of your normal monthly salary and will be subject to the usual deductions. The Government has indicated that the JRS will last for three months but will be extended if necessary. ¶

¶

Whilst you are a furloughed you cannot undertake any work for the NAS, however, we may require you to do some training at home. You can also undertake volunteer work, although you should take care to follow Government guidance on social distancing and self-isolation, as well as adhering to any updated or subsequent guidance in the event of a full lock-down. If you currently have a second job with another employer, you may continue with that job. You may not undertake any other paid work for any other organisation, or on your own account, without our permission. If you do so, this will be dealt with under NAS' disciplinary policy and you may be liable to repay any sums we have paid to you whilst you have been furloughed. ¶

For the moment you have been classed as a furloughed worker. However, in due course we may find that you have some skills and/or experience which we need to utilise or the needs of our business may change, in which case you would be asked to return to work. In such a case we will aim to give you 2 days' notice. Whilst it is not our intention to bring this arrangement to an end before the JRS is terminated, we will be reviewing your furloughed status regularly and at least monthly. We are operating in a fast paced ever changing environment so we will need to respond quickly as and when needed. Please can we ask for your continued patience and commitment during this very unusual time. I am sure you will agree that these are unprecedented times and together we are doing all that we can to ensure we continue to deliver exceptional services to the people we support as well as look after our people as best as we can in these difficult circumstances. ¶

EV28 – Extract: Furlough Notification Letter cont.

Next steps¶

Please email HR at leanne.aitken@nas.org.uk - confirming that you accept and understand why your status has been temporarily changed to that of a furloughed worker in light of the Coronavirus pandemic and the need to avoid redundancies. If we do not receive an email from you by 5.00pm on Friday, 17th April 2020 we will assume that you accept and understand the terms of this letter. Also, in order that we can effectively communicate with you whilst you are furloughed please let your line manager know the best email address and phone number for us to use to reach you on. If you do not have an email address, please confirm your current postal address. ¶

Since we may need you to return to work at short notice and so that we can keep you informed of any developments, we expect you to check your email/post/phone regularly whilst you are furloughed and to respond to our communications where requested within any timeframe specified. ¶

I would like to take this opportunity to thank you for your resilience, support and flexibility during this difficult period. ¶

I would also like to remind you of the Employee Assistance Program, a confidential advice, information, counselling and support service covering a range of topics including legal, financial, consumer and personal issues. The contact number for this service is 0800 716 017. ¶

Finally, I would like to wish you and your family all the very best. ¶

Yours sincerely ¶

EV29 – Furlough FAQ's

For Business Leaders only – not to be shared



The Coronavirus Job Retention Scheme

What is the coronavirus job retention scheme? (The JRS)

The JRS is a temporary scheme open to all UK employers starting from 1 March 2020 until October 2020, to allow them to designate staff as "furloughed " where their operation has been affected by COVID-19.

What does the JRS allow? It allows employers to claim a grant from the government covering 80% of the furloughed employee regular wage, subject to a cap of £2,500 a month, plus the associated employer National Insurance contributions and minimum automatic enrolment employer pension contributions.

Whilst furloughed you remain an employee of the National Autistic Society (**NAS**).

Can The NAS furlough employees in posts that are publicly funded ?

For individuals in Adult Services or Education, we must be able to show that we are incurring additional costs as a result of them being furloughed (e.g. the shifts carried out by a furloughed support worker must be being replaced at additional cost to us, this may be via overtime or an agency worker). In the case where services have been closed, these staff should always be redeployed to other activities if at all possible. The additional cost situation should always be checked via the Area Manager / Principle with Finance and the Area Manager / Principle should be the ultimate point of confirmation on whether any employee meets the additional cost element of the furlough requirement. This confirmation should be sent via email and the email should be kept for future audit purposes

If employees are in the process of being made redundant can they be designated furloughed?

Each case will be considered on a case by case basis. If the redundancy consultation process has already commenced and/or was anticipated before the virus outbreak then it is highly unlikely that furloughing will be appropriate as the rationale for the restructure is not connected to COVID-19.

Employees must also meet the eligibility criteria of the job retention scheme to be furloughed.

EV29 – Furlough FAQ's cont.

If an employee is pregnant, can they be furloughed?

Pregnant employees cannot be furloughed under the scheme.

In cases where a risk assessment identifies they are unable to undertake their role in line with social distancing requirements for vulnerable people, they should be suspended on precautionary medical suspension. A standard letter has been drafted for this purpose. These staff will be paid on 100% pay.

Should employees in the vulnerable group as defined by the government guidelines be furloughed?

The government advice is those who are at increased risk of severe illness from coronavirus (COVID-19) to be particularly stringent in following social distancing measures. This group includes those who are aged 70 or older (regardless of medical conditions) and individuals with certain specified medical conditions

If you are unable to work from home, we will consider furlough. We will assess this on a case by case basis.

Please speak to your local HR team who will be to advise and support.

Will staff be consulted with before they are furloughed?

If their job is temporarily affected by the impact of COVID-19 then the manager will need to talk to the employee about the situation, how it affects their role and the options available. If we have identified a requirement to furlough their role, we will write to them to confirm this and advising they need to respond confirming acceptance within 2 days of receiving the letter.

What will income look like on a monthly basis if employees are furloughed?

For salaried employees that receive a set monthly wage, your salary will be calculated based on 80% of your monthly salary. The usual deductions for tax, National Insurance and employee pension contributions (if applicable) will be made before this payment is made to you.

Please note, under the JRS, the Government have stipulated that the 80% salary payment should be capped at a maximum £2,500 per month which impacts any employee earning more than £30,000 pa. NAS have currently chosen not to apply this cap to ensure that all furloughed employees received 80% of actual pay. The Charity will cover the additional cost of not applying this cap. We reserve the right to review the situation and implement the cap at any time.

EV30 – email to SMT: Furlough update

Subject: FW: annual leave and furlough FAQ's update

Attached:  Furlough FAQ updated.pdf (208 KB)

Dear All

Annual leave

To support the wellbeing of our staff during these difficult times and to avoid a build-up of annual leave, we are stipulating that all staff take a minimum of 7 days annual leave (pro rata for part time staff), between now and 30 September 2020. This applies to furloughed staff and non-furloughed staff. You will need to work with your teams to plan this and ensure this is taken over this period. We are aware that there are some staff who have carried over annual leave from the last financial year 19/20 into the current financial year of 20/21. In line with our carry over annual leave process, we usually request that staff use these additional days in the first quarter of the new financial year (April, May and June). This will no longer be the case for this financial year only, as we understand this will be difficult given the current situation. The carry over annual leave can be used flexibly throughout the current financial year.

Furloughed staff and annual leave

For staff that have been furloughed, they are able to take annual leave and this will be paid at 100% pay. Staff who are furloughed, should be encouraged to take some annual leave in order to avoid a build-up of annual leave. They will need to take a minimum of 7 days annual leave (pro rata for part time staff), between now and 30 September 2020. Staff who wish to take annual leave whilst on furlough, should inform their line manager and book this through the usual route of self service. Managers must notify their local HR manager, of furloughed staff that have taken annual leave and the dates they have taken annual leave, so HR can ensure its paid at 100% pay. The amendments for the uplift for furloughed staff will be actioned the month after the leave is taken. Please find attached an **updated furlough FAQs**. This is for business leaders only and not to be shared with staff on furlough.

EV30 –email to SMT: Recruitment agency request to furlough their staff

Sent: 03 April 2020 08:22
To: NAS CYMRU SMT <nascymrusmt@nas.org.uk>
Subject: Agency response
Hi all

I know we are receiving some contact from agencies on us furloughing their staff. If we receive any such emails for adult services I suggest you use the response below (feel free to amend depending on the specific agency request), this will not apply to education as furloughing is not possible in that sector.

Thank you for your email regarding the status of your agency staff with regards to furloughing under the Government Job Retention Scheme.

Having reviewed the terms of the Government Scheme it is our understanding that, in order for any individuals to be furloughed by the NAS they have to be on our payroll on a PAYE basis. As a result, I am sorry but we have no ability, or obligation, to furlough any of the agency staff that you have supplied to us as they are engaged by yourselves on your payroll. As such, it is our understanding that, should a furlough situation be applicable for these individuals you would need to enact this rather than NAS.

I hope this is helpful in clarifying the advice that has at times been a little confusing on the Job Retention Scheme. We will as ever continue to work with you on any requirements we have and should you have any queries please do let me know.

EV30 –email to SMT: 3 Month extension to JRS

From: Leanne Aitken
Sent: 30 April 2020 12:07
To: Area HR Managers <AreaHRManagers@nas.org.uk>
Subject: FW: RE: confirmation of open ended furlough situation based on JRS end date

As discussed, please see below the excerpt from the furlough letter that confirms people are furloughed until the end of the JRS. As this has now been extended until 30th June 2020, they will be furloughed until at least that time (unless we actively advise them otherwise) and will be furloughed for longer if the JRS end date is extended further by the Government.

"The Government has indicated that the JRS will last for three months but will be extended if necessary. For the moment you have been classed as a furloughed worker. However, in due course we may find that you have some skills and/ or experience which we need to utilise or the needs of our business may change, in which case you would be asked to return to work. In such a case we will aim to give you 2 days' notice/.

Whilst it is not our intention to bring this arrangement to an end before the JRS is terminated, we will be reviewing your furloughed status regularly and at least monthly. We are operating in a fast paced ever changing environment so we will need to respond quickly as and when needed."

Your managers should be contacting furloughed staff every 2 weeks to confirm regularly that the individual's furlough will continue until the end of the JRS. Please let me know if you need any further information.

EV31 – email: Rationale for rejection of furlough request

I'm sorry the HMRC is unable to offer you any support at this time. On reading your email I have reviewed the advice sent out centrally by the Senior Management Group (Directors) to see if there was any way I could look to help you. Unfortunately, as previously mentioned, the organisation as a whole has chosen not to Furlough front line staff unless they meet certain criteria and this is primarily to protect resources to continue to deliver services to our vulnerable adults.

One of the main criteria the organisation is using to assess the need to furlough a staff member is where they are:

- In a role that will need to be replaced by someone else – this will include front-line roles where we have to cover their shifts with other staff. This will not apply to anyone who is in a back office team in Adult Services or in a role where they are not being replaced or backfilled due to their absence (i.e. where we are not incurring additional cost)

Therefore, staff can only be furloughed if we are incurring an additional cost in covering their shifts in order not to draw down twice on government funds. There are very few people who meet the criteria above and the organisation has decided to pursue this avenue following an update to government guidance issued in early April.

As a zero hours member of staff along with others in the service and in light of members of the team raising issues with the numbers of staff being in service, one of the decisions made to address concerns, some of which you outlined yourself in emails to management on behalf of the team is to ensure that staff work their contracted hours, this includes the withdrawal of additional working hours, overtime and reducing zero hour staff to their contractual hours during this period.

On considering your request as suggested by the HMRC, I am unable to Furlough you at this time as directed by the organisation. I am aware that the centre management team are in discussions at present with social services for the possible return of some students back into the service who are facing difficulties at home and I'm sure management will continue to keep you updated should there be a requirement for you and others to return to service.

EV32 – Template Letter: Update to furlough terms

I have just received new guidance below from Trowers based on an update from the Government on claims against the Coronavirus Job Retention Scheme (CJRS). In summary the Government have changed their position on claims by employers to say that furloughed employees now have to have given written confirmation of their agreement for claims to the JRS to be valid. Previously employers only had to advise employees in writing to be able to claim.

As a result, for any furloughed employees who have not provided written acceptance of their furlough situation via email, we now need to send the following email out to them to request this: -

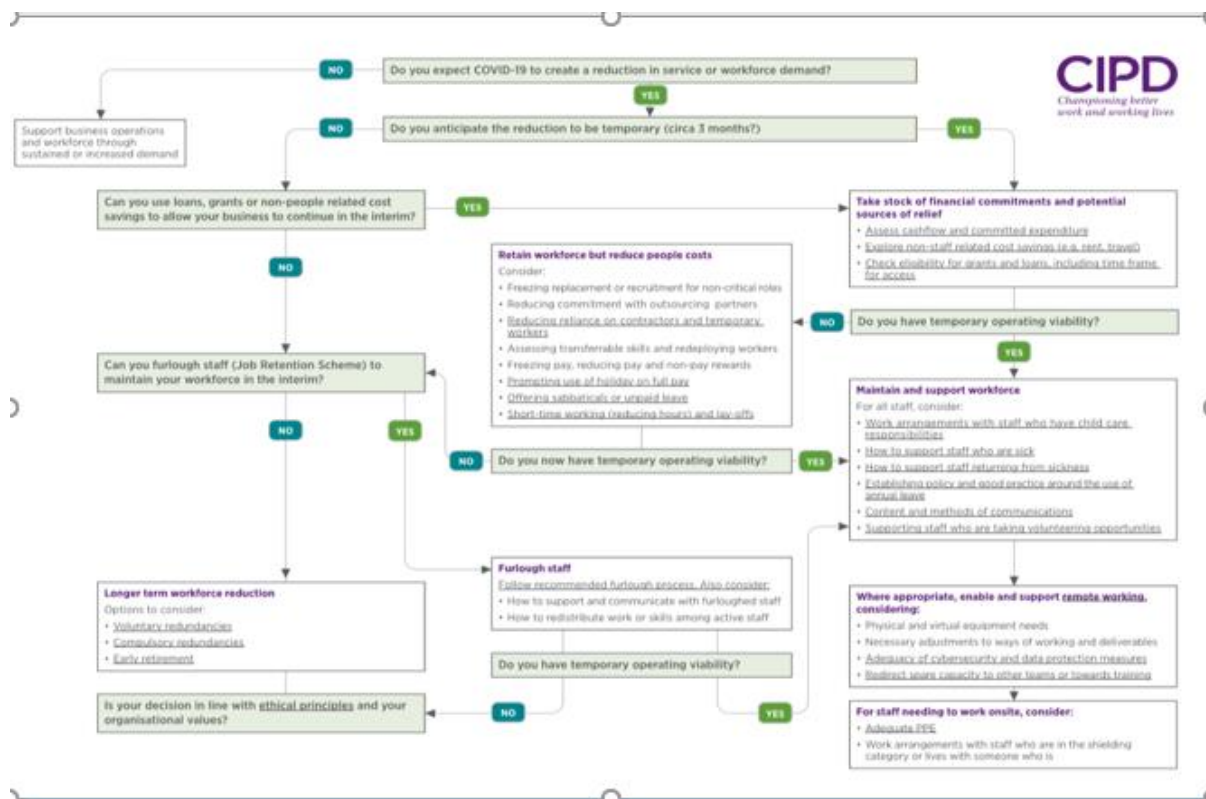
Hi **name**

*I hope you are well. As you will recall we wrote to you on **date** advising you that you will be furloughed. The Government has now issued the law that underpins the Coronavirus Job Retention Scheme and it states that in order to be furloughed we need your agreement to this. I note that we have not received an email from you in response to our letter confirming that you understand and agree why you have been furloughed and that whilst you are furloughed you will not be able to undertake any work for us. /*

*Please, therefore, email **insert details** by return to advise that you agree and understand why you have been furloughed as set out in the letter dated **date** and that whilst you are furloughed you will not undertake any work for us. If we do not hear from you by **date** then we will not be able to furlough you and this in turn may impact upon what we can pay you.*

*Should you have any queries please do not hesitate to contact **name**.*

EV33 – CIPD's Covid-19 Workforce Planning Decision Tree



Yet more FAQs for employers on coronavirus (COVID-19)!

The questions keep on coming, which is hardly surprising given that the guidance keeps being amended! When we last updated you, the Treasury had issued a Direction to HMRC; for those of you unfamiliar with this, this is the law upon which the Coronavirus Job Retention Scheme (CJRS) is based.

Since then the government has updated its guidance (for the seventh time) on the CJRS. There have also been amendments to the position surrounding statutory sick pay and COVID-19. Add to all this the unveiling of the CJRS claims portal last Monday and, all in all, the time feels ripe for another bulletin on the topic!

Do you have to get the agreement of employees before putting them on furlough?

The Direction indicates that an employee is only furloughed for the purposes of the CJRS if both the employer and the employee have agreed the employee's cessation of work in writing. This conflicts with the government guidance, which was revised after the Direction was issued. The guidance states that consent will be valid if "done in a way consistent with employment law". It then states that there needs to be a written record, but that the employee does not have to provide a written response.

HMRC has stated that it will follow the guidance when it comes to the need for agreement to furloughing which is a welcome relief for employers but does make us lawyers feel slightly uneasy that the law (the Direction) says something different! Caution should be exercised if pay, pension contributions, or other contractual terms are being reduced (i.e. the employer is not topping up the remaining 20%). In these circumstances it is advisable to get the employee's written agreement.

EV34 – Extract: Trowers Updated Guidance to CJRS cont.

Can someone who is off on furlough leave take holiday?

You may well recognise this question from our last bulletin! At the time of writing that we only had the Acas guidance on holidays (which has no statutory force) to go on, and concluded with the hope that the position on holidays would be clarified as a matter of urgency.

Guidance on holidays and their treatment during furlough has now been published in the revised employee guidance on the CJRS, as well as in the new guidance addressing the method of calculating 80% of an employee's wages. These two pieces of guidance confirm that those who are furloughed can still request and take their holiday in the usual way. They are entitled to their full holiday pay, so for those employers who are not paying 100% you will have to top up.

What is the position when it comes to the employer insisting that an employee takes some annual leave whilst they are on furlough? This would prevent the problem of employees accruing large amounts of holiday then wanting to take it at the same time as everyone else when things finally return to "normal". There is nothing specific covering this in the guidance (though the Acas guidance does say that employers should encourage employees to take annual leave), and there are conflicting views out there. We think it's acceptable to ask employees to take a proportionate amount of annual leave during their furlough leave to avoid too much accrual. However, this is subject to any further changes to the government guidance clarifying the position.

Are shielding employees entitled to statutory sick pay?

Yes, they are. As of 16 April the snappily entitled Statutory Sick Pay (General) (Coronavirus Amendment) (No.3) Regulations 2020 came into force. These provide that a person will be deemed incapable of work for the purposes of entitlement to statutory sick pay (SSP) where they are "shielding" in accordance with a notification sent to them under public health guidance and are therefore unable to work.

Can you furlough someone who is in receipt of SSP?

This has become less clear. The government guidance states that you can furlough those who are off sick, but that the employee should no longer receive sick pay while they are furloughed. Meanwhile the Direction states that an employee in receipt of or eligible to receive SSP will not be eligible for furloughing until the period of SSP has come to an end.

It may well be that there is a drafting error in the HMRC Direction which will be rectified in the coming days, but until this happens there is a risk that employers will be unable to claim a grant under the CJRS for those employees off sick and entitled to SSP who have been furloughed. Once we have clarification on the issue we will let you know.

EV35 – Furlough Guidance for HR Managers

Guidance for HR on vulnerable & shielding situations in schools

As we are unable to furlough staff in the education team currently, we should apply the following: -

(1) Employees who have a formal letter from the NHS directing them to shield

- Should not be expected to attend their normal workplace
- Should work from home if at all possible
- If they cannot work from home they are deemed as being eligible for SSP. They should therefore go on sick leave and be recorded on Firstcare as self-quarantine for the period of their shielding
- Whilst off sick they should receive full OSP (i.e. this will not decline to half or nil pay) for as long as we continue to receive normal funding for our schools
- If at any point we start to incur additional costs due the absence of a shielding employee (i.e. use of a temporary worker) we should consider the possibility of furloughing
- During the school holiday periods these individuals should be removed from self-quarantine sick leave and recommence this with Firstcare upon the return date from the school holidays

(2) Employees who are in the vulnerable group (excluding pregnant employees)

- Should work from home if at all possible
- If they are unable to work from home a risk assessment should be completed to identify if and how they could attend their place of work whilst adhering to social distancing guidelines
- If they cannot work from home or attend work in a socially distant way, these individuals are not eligible for SSP and so NAS will not be able to claim this. Whilst off sick they should receive full OSP (i.e. this will not decline to half or nil pay) for as long as we continue to receive normal funding for our schools but we must ensure payroll do not claim SSP for these individuals
- If at any point we start to incur additional costs due the absence of a vulnerable employee (i.e. use of a temporary worker) we should consider the possibility of furloughing
- During the school holiday periods these individuals should be removed from self-quarantine sick leave and recommence this with Firstcare upon the return date from the school holidays

EV35 – Furlough Guidance for HR Managers cont.

(3) Employees living with shielded people

- We should discuss personal circumstances and seek to support working from home if possible
- If working from home is not possible, unless the NHS documentation specifies they must shield with the individual who is shielding in their household or they have evidence of being a formally recognised carer, they should attend work as normal. If they choose not to attend work they should be placed on unpaid leave or take annual leave

(4) Employees living with vulnerable people

- We should discuss personal circumstances and seek to support working from home dependent upon the specifics of the vulnerability.
- If working from home is not possible or applicable, they should attend work as normal. If they choose not to attend work they should be placed on unpaid leave or take annual leave

(5) People with caring responsibilities

- If none of the above circumstances apply then employees can opt to take annual leave or unpaid dependency leave if they wish

(6) Pregnant employees

- Should work from home if at all possible
- If they are unable to work from home a specific pregnancy risk assessment should be completed to identify if and how they could attend their place of work whilst adhering to social distancing guidelines
- If they cannot work from home or attend work in a socially distant way then they should be medically suspended on full pay (using the template letter already distributed)

EV36 – Extract: Central Furlough Tracking Spreadsheet

Payroll Number	Surname	Job title	Team/school	Furlough- yes or no	Reason for furlough	start date of furlough	end date of furlough	have they acknowledged letter Y/N	Are they currently off sick ? Y/N	does select hr have the right sickness dates (sickness dates should be ended on system before Furlough date)
		Office Manager	Facilities Management	Yes	Regional Office Closed	13/04/2020		Yes	No	n/a
		Administrator/Receptionist	Facilities Management	Yes	Regional Office Closed	13/04/2020		Yes	No	n/a
		Administrator/Receptionist	Facilities Management	Yes	Regional Office Closed	13/04/2020		Yes	No	n/a
		Cleaner	Facilities Management	Yes	Regional Office Closed	13/04/2020			No	n/a
		Senior Support Worker	Catrine Bank	Yes	in vulnerable group	10/04/2020		Yes	Yes - self isolating	Yes
		Support Worker	Catrine Bank	Yes	in vulnerable group	01/04/2020		Yes	Yes - self isolating	Yes
		Support Worker	Catrine Bank	Yes	in vulnerable group	01/04/2020		Yes	Yes - self isolating	Yes
		Senior Support Worker	Outreach	Yes	Service closed	01/05/2020		yes	No	n/a

EV37 – Extract: Furlough Meetings Script

Finalised script for furlough meetings

Key points to cover

- The meeting has been called to discuss the situation with COVID-19 and the impact this is having on our Charity and specifically the current requirements for the activities you carry out in your role(s)
 - Specifically [add rationale for the reduced requirement for the roles in your team]
 - As a result we have identified a need to the furlough your role(s) for a temporary period which will enable us to financially protect all our staff and the NAS so far as we are able to at this difficult time, safeguarding our long-term future for both for the people we employ and the people we support. This will ensure we mitigate as far as is possible more extreme measures (if required to specify – compulsory redundancies)
 - As a furloughed member of staff you will receive 80% of your normal monthly basic salary, as at 28th February this year. The NAS will be recouping this plus the associated Employer National Insurance contributions and minimum automatic enrolment employer pension contributions sum HMRC via the Government's Coronavirus Job Retention Scheme (the JRS).
 - We will not currently be applying the £2,500 per month salary cap specified in the Government Job Retention Scheme upon which this action is based; so you will receive 80% of your actual pay. However, we reserve the right to review the situation and implement the cap at any time.
 - Terms and conditions of employment, accrual of holiday, pension contributions (based on reduced salary) and continuity of employment will not be affected during this period
 - You will continue to be employed by the Charity although you will not be able to undertake any work for us during the furlough period, even on a voluntary basis
-

What happens next?

- We will issue you with a letter today via your work email to confirm this discussion in relation to the furloughing of your role and the details we have discussed
- You will need to email Dina Patel in HR by 5pm on [2 days from meeting] to confirm that you accept and understand why your status has been temporarily changed to that of a furloughed worker; this is set out in the letter

The below are responses to questions that may arise during the meeting (you do not have to share these if they do not come up)

Do I have to consent to this furlough?

- We have not taken this decision lightly but, in our responsibility to safeguard the future of our charity for the long-term, we are seeking confirmation from you that you accept and understand why your status has been temporarily changed to that of a furloughed worker in light of the Coronavirus pandemic and the need to avoid redundancies.

EV38 - Extract: Stats submitted to Board

Absence data – as at 9am today

Overall we have 223 staff absent (a reduction of 22 staff since last week) and of these 121 (a reduction of 31 since last week) are COVID-19 related. Some of these reductions will be as a result of vulnerable and shielding staff who were previously off sick moving over to being furloughed.

Within the COVID-19 absences: ↓

- 76 are in Adult Services and 38 are in Education
- 5 are confirmed cases
- 21 are suspected cases
- None are awaiting a discussion with a nurse
- 72 are self-isolating (a reduction of 8 on last week)
- 18 are on dependent leave

Between 2nd March & 29th April 224 staff returned from sick leave; 137 in Adult Services and 80 in Education

Furlough data – as at 9am today

We have furloughed 198 people (an additional 23 on last week):-

Fundraising and commercial dev	59 (an additional 2 on last week)
External Affairs	22 waiting for 2 to confirm acceptance
Centre for Autism	24 (an additional 1 added)
Finance and Estates	12 waiting for 3 to confirm acceptance)
HR	3
Adult Services (Operations Support)	1
North region	9 (an additional 1 on last week)
South West region	13 (an additional 7 on last week)
London & South East region	25 (an additional 6 on last week)
Scotland	8 (an additional 1 on last week)
Wales	12
Central region	10 (an additional 5 on last week)

In addition to the above we have 12 pregnant employees on precautionary medical suspension on full pay; we cannot claim under the JRS for these individuals.

EV39 – Letter from HR Director

Email / Eboost: wales@nas.org.uk

UWTSD

Delivered by email

11th May 2020

To whom it may concern

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Overview of Leanne Aitken's contribution in the Furlough Process

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Leanne oversees the HR function for Wales and as such, is the lead Area Manager in country for all initiatives of people management initiatives.

¶

Guiding the organisation through the COVID19 pandemic whilst navigating the many legislative changes throughout this crisis has been one that has challenged the business and put a significant amount of pressure on my team, who are the first point of contact for the senior management teams in their areas in regards to matters of employment law, whilst acting as the conscience for the charity (requiring that they ensure that the wellbeing of our workforce is at the forefront of any decisions taken in regards to adjustments to the terms and conditions of employment). Leanne was involved from the outset of this exercise and had input into every stage of the furlough process. She was the primary liaison for frontline managers and the SMT during this period and orchestrated the correspondence, engaged with the other business support functions (ie: finance & payroll) and briefed SMT & managers on the changes as they were announced.

¶

Leanne was involved from the outset of this exercise and had input into every stage of the furlough process. She was the primary liaison for frontline managers and the SMT during this period and orchestrated the correspondence, engaged with the other business support functions (ie: finance & payroll) and briefed SMT & managers on the changes as they were announced.

EV39 – Letter from HR Director cont.

This exercise had an added layer of complication in that an online rostering system is being piloted in Wales which is not interfaced with the absence management system that is driving payroll inputs so Leanne had to ensure that the data conveyed to payroll was correct & timely (and access these systems to capture movements from sickness absence to furlough or medical suspension), in order that occupational & statutory sick pay calculations were not ongoing whilst the furlough period was in place.

She has been successful in delivering this process for Wales and has been able to implement the change with minimal resistance from those impacted, by staying in touch with people and providing reassurance where she can as to the reasons for the charity opting to furlough certain categories of employees.

Yours sincerely



Bethany Allum
People Director

for and on behalf of
National Autistic Society

EV40 – email of thanks from pregnant employee following receipt of medical suspension letter

To: Leanne Aitken <Leanne.Aitken@nas.org.uk>

Subject: Re: Precautionary Medical Suspension Letter

Hi Leanne

Thank you so much for sorting this! This is great news! I just wish I could help out more in this difficult time but I know I have to keep myself and baby to be safe. I just want you to know I appreciate this so much. You can contact me on this email, I check them most days and my current mobile number you have for me is still the same.
Many thanks again.

From: Leanne Aitken <Leanne.Aitken@nas.org.uk>

Sent: Monday, April 20, 2020 4:14:55 PM

To: [REDACTED] >>

Subject: Precautionary Medical Suspension Letter

Hi [REDACTED]

Further to my earlier voicemail, please find attached the letter outlining the terms of the precautionary medical suspension that you are being placed on as a protective measure given your status as a pregnant employee. Please advise [REDACTED] of the preferred email address and phone number to contact you on during this period.

Private & Confidential

Ms [REDACTED]

Delivered by email

Dear [REDACTED]

CF14 4HE

Tel / Ffôn: 029 2062 9300

Email / E-bost: wales@nas.org.uk

20 April 2020

Re: Precautionary Medical Suspension

I write further to the recent conversation that you had today with Leanne Aitken (Area HR Manager, Wales) to confirm the situation with regards to your pregnancy and the risks associated with the current COVID-19 pandemic. As you are aware, the Government have issued guidance in relation to individuals who may be more vulnerable to the COVID-19 virus and at present, this includes pregnant women. The guidance for any individuals in the vulnerable group, is to be particularly stringent in following social distancing measures. As a result of this guidance, we have reviewed your ability to undertake your role for our Charity whilst following social distancing measures. As a consequence, we have concluded that you are currently unable to undertake your role in a way that follows the Government guidance for pregnant women during the COVID-19 pandemic. We have considered whether there is an alternative role available for you, or adjustments to your current role, that would enable you to continue to attend work but we have been unable to identify any such options at this time which would remove the potential risks to your (and your unborn baby's) health and safety which is so important at this difficult time.

We are writing therefore, to confirm that in line with our Leave Policy and based on our statutory health & safety responsibilities, you have been placed on precautionary medical suspension with effect from 1st April 2020. During this period, you will continue to receive your normal wages or salary and employee benefits but will not be required to attend work in any capacity. If you are on variable pay, an average of your previous twelve months salary will be used to calculate your maternity suspension pay.