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GRAY**

COVID-19 Crisis: Planning for the Longer Term

Your Workforce Strategy Post-Lockdown

Delivered by....



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Planning for the Longer Term:

What we'll cover today

- Bringing furloughed and remote workers back into the workplace
- Managing holiday requests
- Rewarding staff loyalty
- Return to and nurturing office culture
- Managing possible staff fluctuations
- Redundancies
- Taking forward lessons from lockdown



Selecting staff for a staggered return to work

- Follow the government's approach to easing lockdown
- Apply objective criteria for selecting staff and also consider:
 - Staff who can carry out their duties at home vs key “workplace” staff
 - Staff who are vulnerable – age, gender, or medical condition
 - Staff who have dependants
 - Staff who use public transport to get to work
- Be careful to avoid potential claims of discrimination
- Consider rotating staff to avoid resentment

Changes to furlough

- 10 June 2020 will be the last day that employers can place employees on furlough;
- from 1 July, 'flexible furlough' is being introduced, meaning employees will be able to work part-time and be furloughed part-time. Businesses will decide how that will work (in terms of the time split);
- from 1 August, employers will have to pay employee's national insurance contributions and pension contributions, and can no longer reclaim them through the CJRS;
- from 1 September, the government will only reimburse 70% of salary (up to a maximum of £2,190). Employers are required to top-up to 80% (or more, depending on what the employer agreed with the employee);
- from 1 October, the government will only reimburse 60% of salary (up to a maximum of £1,875), and employers will continue having to top up to 80% (or more);
- the furlough scheme will close on 31 October 2020.

Return to work: furloughed staff

- Make sure you end furlough leave properly with certainty
- Give reasonable notice
- Consider the alternatives to furlough leave before return
- Support and engage with furloughed staff
- Be aware of potential tensions with non-furloughed staff



Return to work: holiday requests

- Plan/adjust your holidays policy early
- Compulsory annual leave – for furloughed or remote staff
- Can you cancel pre-approved annual leave?
- Remember the required notice
- Staff entitlement to carry over annual leave:
 - Sickness absence
 - Family leave
 - “Prevented from taking leave due to COVID-19 outbreak”

Return to work: rewarding staff loyalty

- Boost the motivation of returning staff
- Increased productivity to re-start the organisation post-lockdown
- Happier staff leads to staff retention – save money on recruitment costs
- Examples:
 - Financial – salary increases, bonus, holidays etc.
 - Non-financial – training, career development opportunities, personal conversations acknowledging exceptional work performance and hard work



Return to work: nurturing office culture

- Issues with returning to the office from remote working
- Potential increase in flexible working requests
- Balance between flexible approach v. the needs of the organisation
- Increase your communications: transparency with staff builds trust
- Organise one-to-ones with all staff upon return
- Rebuilding relationships between co-workers:
 - Mentors
 - Increase supervisor support
 - Social events

Return to work: managing staff fluctuations

Consider:

- Who can continue to work from home
- Phased returns and splitting teams
- The technological impact of mixed remoting e.g. team meetings
- A plan for managing those at home as well as in the office
- A plan for sharing and delegating tasks
- Methods of communication throughout the organisation



Redundancies

Redundancy situations:

- Department closure
- Reduced activities
- Change in the nature of work
- Important to plan early on



Redundancies

Redundancy plan:

- Obligations to inform & consult
- Consider alternatives?
- Selecting staff for redundancy – “pooling” and selection criteria
- Notice periods (or payment in lieu) and accrued holidays
- Staff with 2 years’ service – statutory redundancy pay
- Check entitlement to any enhanced redundancy pay
- Reasonable time off to look for other jobs

Lessons from the lockdown

Useful working practices

- Benefits from remote working:
 - More efficient ways of working
 - Flexibility for staff with dependants
 - Cost savings on office space
- Use of technology and other equipment: costs and time savings
- Positive working practices:
 - Rest breaks
 - Check-ins on staff well-being
 - More communication throughout the organisation



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Thank you

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