



**WORKMATTERS**  
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# NEWSMATTERS

October 2021



## WELCOME TO THE FINAL NEWSLETTER FOR 2021

Our newsletter is written quarterly to ensure that you are kept up to date with employment issues, back copies are available on the website so you never miss out on the ever changing aspects of employment law. We offer helpful hints on how to handle situations within the workplace, but feel free to give us a call for both guidance and support.

This Quarter the focus is on changes in the law which will affect your business immediately as well as a look at the following:

- 1) Mandatory Vaccinations FAQ
- 2) Flexible Working
- 3) Forthcoming Legislation from now through 2022
- 4) Preparing for Brexit

Our main topic this quarter is about preparing your business for our departure from the EU and helping to give you some specific websites to look at rather than trawling through pages of internet searches.

We think you'll find the articles very interesting. Please call us on **01442 870742** to discuss any of these articles and see how we can help you and your business more effectively in the field of Human Resources. Alternatively have a look at our website [www.workmattershr.co.uk](http://www.workmattershr.co.uk) and email us from there or on [carolinebrode@gmail.com](mailto:carolinebrode@gmail.com)

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# MANDATORY VACCINATIONS

## FROM 11<sup>TH</sup> NOVEMBER 2021

In recent weeks the Secretary of State for Health and Social Care, Sajid Javid, has been asked to explain the legal standing of the new regulations requiring care home workers in England to be fully vaccinated by 11 November 2021.

The new regulations are being challenged on the basis that they contravene the Public Health (Control of Disease) Act 1984 which prohibits a requirement for people to undergo medical treatment, including vaccinations.

A formal judicial review proceeding was therefore proposed. Although the judicial review proceedings would be against the Government, not organisations, any official legal challenge to the new regulations will cause more uncertainty for organisations.

Organisations who put their preparations on hold risk running out of time to comply with the regulations, not being able to plan staff resourcing for November and may face action from the CQC for non-compliance.

### Judicial Review Confirmed

An official legal challenge against the Government has now been initiated. It challenges the lawfulness of the 2021 Regulations which mandate the COVID-19 vaccine for all care home staff. The regulations are challenged, specifically, on six grounds.

The key challenges which are being argued are that the new laws:

- go against existing ones
- interfere with the right to bodily autonomy
- indirectly discriminate on the grounds of race and sex
- are “irrational” since they do not reduce transmission rates
- breach the duty of sufficient inquiry since they didn’t consider the impact it would have on care homes, as well as the efficacy of alternatives (e.g. regular testing, PPE etc.); and
- breaches the duty to consult.

Judicial reviews can take time, with no guarantee that the Regulations will be overturned. Organisations should keep updated on proceedings and continue to prepare for the 11 November 2021 cut-off. Care home employers should start consulting with their staff regarding their vaccination status and put measures in place to comply with the new regulations to avoid being on the back foot if the regulations remain current law.

When the COVID vaccine was first introduced at the end of 2020, the Government made the decision not to make the take up of the vaccine mandatory. Some employers have made the decision to contractually require their workforce to have the vaccine whilst others are taking a position of encouragement by permitting paid time off to attend the appointment etc.

Some care home employers in England will have this decision taken out of their hands.

The Social Care Working Group of SAGE advised that an uptake rate of 80% in staff and 90% in residents in each individual care home setting would be needed to provide a minimum level of protection against outbreaks of COVID. This is for a single dose against the current dominating variant. These rates may be lower after a second dose, but the emergence of new variants may increase these levels, so estimates of the minimum coverage level can vary.

As of 4 April 2021, 78.9% of all eligible workers in all older adult care homes had received at least their first vaccination. However, this masks significant variation at a regional, local and individual care home level. As of 8 April 2021, 89 local authorities had a staff vaccination rate under 80%, including all 32 London boroughs, while 27 local authorities had a staff vaccination rate under 70%.

As a result, the Government believed there was a strong case for introducing a new requirement in order to make very high-risk environments as safe from the effects of COVID as possible.

After a brief consultation exercise, the government confirmed that some care home staff will be required to have the COVID vaccine as a condition of deployment.

The requirement has been set out in the Health and Social Care Act 2008 (Regulated Activities) (Amendment) (Coronavirus) Regulations 2021.

## Which Care Homes Are Affected?

Deployment will be conditional upon having the vaccine in care homes:

- in England
- which are registered with the CQC
- where residents require nursing or personal care.

The respective governments in Scotland and Wales have confirmed that care home staff in those nations will not be legally required to have the vaccine.

## Who Will Be Required To Have the Vaccine?

Guidance states that anyone who needs to enter the building to work in a care home which meets the definition above will need to have the vaccine, unless they have an exemption. This means the following will have to have the vaccine as a condition of deployment in an affected care home:

- workers employed directly by the care home or care home provider
- either full-time or part-time
- those employed by an agency and deployed by the care home
- volunteers deployed in the care home.

The requirement will apply to everyone working in a care home providing accommodation for persons who require the regulated activity of nursing or personal care. The condition applies regardless of role, with the exception of those with medical exemptions.

Those coming into care homes to do other work, for example healthcare workers, tradespeople, hairdressers and beauticians, and CQC inspectors will also have to follow the new regulations, unless they have a medical exemption. Those working in the home on "urgent maintenance work" will be exempt.

The requirement will not apply to people who only work in the outdoor surrounding grounds of care home premises.

There will also be exceptions for care home residents, those visiting family and friends in the home, under 18s and emergency services.

Although the legal requirement to have the vaccine applies only to care homes, the inclusion of other healthcare workers, tradespeople, hairdressers etc will create an indirect legal requirement for those businesses too. For example, a maintenance company, or a beautician business, who has a contract with a

local care home to provide its services within the care home, will need to require its existing staff and new staff to have the vaccine in order to continue to fulfil that contractual requirement.

## When Do Affected Staff Have to Be Vaccinated By?

The law comes into force on 11 November 2021. By then, all persons within scope of the Regulations will need to be fully vaccinated in order to work in a care home unless they are medically exempt.



## Who Is Medically Exempt from Having the Vaccine?

Guidance will be provided by the Government to clarify who is medically exempt. It will reflect the Green Book on Immunisation against infectious (COVID-19: the green book, chapter 14a) and clinical advice from the Joint Committee on Vaccination and Immunisation (JCVI). It is likely to include those where vaccination is not clinically appropriate (e.g. a pre-existing diagnosis of anaphylaxis).

Where temporary exemptions apply, there will be a suitable grace period within which the employee must be vaccinated.

The Government intends to produce guidance on steps that should be taken to mitigate the risk of COVID transmission to residents from workers who are exempt, who will be able to be deployed in the care home.

## Will There Be Exemptions for Religious Belief or Pregnancy?

There will be no exemption for those who hold a religious belief and refuse the vaccine on those grounds.

The Government recognises that in some circumstances, vaccination may not be appropriate during pregnancy and this will be considered in guidance regarding granting exemptions.

## How Can Employees Evidence Their Vaccination Status?

The Government plans to offer an option to evidence vaccination status via the NHS app. There will also be a web-based option for those who do not have access to the app because they do not have a smartphone, and there will be an option for non-digital evidence in the form of a letter.

The regulations will allow a service provider to process information provided by a person wanting to prove their vaccination status, in accordance with the Data Protection Act 2018.

## What Happens If Employees Don't Have the Vaccine by the Deadline?

Unless the employee is medically exempt, anyone working in a care home will be under a legal requirement to have had both doses of the vaccine.

Continuing to employ someone who contravenes the requirement is likely to be unlawful.

Employers will need to redeploy an employee outside of the care home who would otherwise be working in breach of the vaccine requirement. If redeployment is not possible, the employee will need to be dismissed.

Rules on fair dismissals will still apply in these circumstances. This means that an employment tribunal can still find that a non-medically exempt employee, dismissed for being in breach of the requirement to have the vaccine, was unfairly dismissed. This is likely to occur when the procedure used to dismiss the employee was defective.



## I Am Worried That I Will Have a Staff Shortage If I Lose Some Staff Because of This Requirement. What Can I Do?

The Government is looking to deliver another National Recruitment Campaign in order to attract people into the sector and promote adult social care careers.

It is also working with Skills for Care to ensure that resources such as guidance and best practice are available to support providers and local authorities with capacity and workforce planning, recruitment and well-being. Skills for Care will also provide local and national workforce support to local authorities and employers. The Government also plans to work with local authorities to ensure they are contingency planning and accessing additional support, as well as promoting joint working across a region to assist with targeted recruitment.

## What Is the Government Doing to Address Vaccine Hesitancy?

The government recognises concerns that certain groups within the workforce may be more vaccine-hesitant and therefore could be negatively impacted by the vaccine requirement. It is providing tailored support to key groups in the workforce. This is designed to build confidence among:

- women of childbearing age. It is working with clinical experts to address their questions and concerns about the vaccine, including concerns around pregnancy and fertility, for example these issues were addressed during a webinar for social care workers on 21 May 2021, hosted by Minister Zahawi
- people from Black, Asian and Minority Ethnic groups who may be hesitant about taking the vaccine. It is delivering tailored communications and working in partnership with trusted community leaders
- people with concerns about the vaccine, based on religion or belief, including, for example, by sharing information to tackle common concerns about vaccine ingredients or the safety of vaccines.

## What Should Affected Employers Be Doing Now?

- Care home employers may have already begun to collect evidence that their employees have had one or both doses of the vaccine. It is unclear yet whether further evidence will be required, via the digital and non-digital methods explained above, if the employee has already provided evidence by, for example, showing their vaccine card. Employers should be prepared for having to accommodate a separate checking system
- Make sure employees are informed about the Government's confirmed plans to require them to have the vaccine and the potential

outcomes if they do not have it by the deadline and are not medically exempt

- Re-enforce any exercise you have undertaken to raise awareness of the benefits of the vaccine
- Remind employees of your current policy on permitting time off work for vaccine appointments and if you do not already, consider offering paid time off for the appointment if you are experiencing some hesitancy
- Consider any potential avenues for redeployment for employees who choose not to have had the vaccine by the Government's deadline
- Consider how you will continue to mitigate both exposure to and transmission of COVID for employees who are medically exempt
- Contact the maintenance company, or a local hairdressers, for example, that you have a contract with to provide services inside your care home, to ensure that they are aware of the requirement that any worker they send to carry out work will have to be vaccinated
- Prepare for undertaking dismissal procedures of those employees who would otherwise be breaching the requirement to have the vaccine.
- Review your recruitment procedures to ensure that new starters have had the vaccine, or are medically exempt, once the requirement comes into place.





# FLEXIBLE WORKING

## 1. Employees May Be Putting Their Health at Risk by Sticking to Inflexible Working Hours

A joint academic study conducted by the University of Surrey and Northwestern University has revealed traditional working hours could create serious health risks for certain employees. The study claims that although 'early risers' have little problem with the typical nine to five routine, 'night owls' that are forced to stick to the same schedule face the prospect of increased mortality rates.

Researchers have advised organisations to acknowledge that certain staff may be better suited to alternative shift patterns and offer the option of flexible working. They claim allowing these individuals the opportunity to start work later can minimise psychological stress that impacts exercise and eating habits.

Sleep deprivation has been linked to a rise in heart disease, diabetes, addiction and mental health disorders, with the papers co-author Prof. Malcom von Schantz declaring the matter a "public health issue that can no longer be ignored". Lack of sleep can also lead to a financial loss for an organisation, costing the UK economy an estimated total of £40 billion a year in reduced productivity and health according to a study by Rand Europe. Other research has found that:

- Nearly half (46%) of employees said they do not have flexible working arrangements – such as flexi-time, part-time working, compressed hours or job shares – in their current role
- Around a fifth (19%) of employees said they work for organisations that do not offer any flexible working arrangements
- More than two in five (41%) employees say it's unfair that some people can work from home while others have to continue to attend their place of work and have little flexibility in how they work

- Three quarters (75%) of employees agree that it is important that people who can't work from home can work flexibly in other ways

Under UK legislation all employees have a right to request flexible working after completing 26 weeks' service with their employer. Requests should be made in writing and clearly state what change in working conditions is being sought. Organisations should follow the statutory code of practice on dealing with requests reasonably, which includes discussing the request with the employee. Employers may refuse a request providing the refusal is based on one of the legally permitted reasons.

Organisations should avoid dismissing requests for flexible working without due consideration to avoid being caught out. If the individual making the request suffers from a disability, refusing a request may amount to a failure to make reasonable adjustments under the Equality Act 2010.

When analysing the feasibility of flexible working practices organisations are encouraged to consider how it can benefit their workforce. As well as the aforementioned health benefits, allowing for flexible working can provide greater gender equality for working mothers with ongoing childcare commitments. It can also play a significant role in the engagement of employees as it shows a commitment to acknowledging their needs. Organisations should therefore also consider the important role flexible working practices can play in attracting and retaining talent.

## 2. Plans for Change Ahead

The Government is proposing to give all employees the right to request flexible working when they start new jobs, the BBC understands.

A consultation is to be launched on the proposals this September 2021.

The plan would allow all UK employees to request a flexible working arrangement from their first day at a new employer.

At the moment, workers have to wait until they have been in their role for six months.

The proposals would also see bosses have to respond to requests for flexible working more quickly than the current maximum of three months. It would also force firms to explain why any requests were refused.

The consultation document will be published by the Department for Business.

It started examining a range of flexible working options in 2019, including working different or condensed hours, job sharing and remote working.

Most workers do not expect full office return

Working from home job adverts rise

For employers, offering flexible working means they can access so much more talent and that really benefits the business as well.

Before the pandemic there was a huge resistance for people working from home but the reality is they are just as productive if not more so – it's just a pity it took a global pandemic for employers to trust their employees.

For it to be right rather than a privilege will make a huge difference to employees earlier in their careers.

A growth in a hybrid way of working, where people are trusted to work in the way that best gets the job done looks like being the way forward.

As part of a survey of 200,000 staff worldwide, published in March this year, Totaljobs found that nine in 10 employees wanted partial flexibility to choose where they work.

"From a legislative perspective this is long overdue as a third of employers we speak to are already doing this anyway, so it is a really critical change," said Mr Warnham.

TUC general secretary Frances O'Grady said that flexible working "should be a right" to everyone from their first day in the job.

"But these proposals won't be the game changer ministers claim, as employers can still turn down any or all requests for flexible working," she continued.

"The Government should change the law so that workers have the legal right to flexible work from day one in the job – not just the right to ask for it."

And Angela Rayner MP, Labour's Deputy Leader and Shadow Secretary of State for the Future of Work, said: "Labour will give workers the right to flexible working – not just the right to request it – and give all workers full rights from day one on the job."

Gill McAteer, head of employment law at Citation, said that if an employee contract said the place of work was the office, employees have no legal right to work remotely.

"Until this becomes a reality, employees will have to accept their employer's back to work plan or face challenging it through the existing flexible working process," she said.

However, Ms McAteer said that while it was "relatively easy" for employers to refuse a work from home request before the pandemic, now it is "more challenging" as employees can demonstrate they have "effectively" carried out their role from home during the crisis.

The potential repercussions of employers getting this wrong can be costly, Ms McAteer explained, referring to a recent tribunal decision to award £185,000 in damages to an estate agent who was denied a flexible working request to leave work earlier to collect her daughter from nursery.

### 3. Flexible Working Policy Currently

In order to be entitled to submit a statutory flexible working request, an employee must meet certain eligibility requirements.

To be eligible to make a request for flexible working under the regulations the individual must:

- be an employee;
- have at least 26 weeks' continuous service at the date the application is made; and
- not have made a request for flexible working in the previous 12 months.

'Employees' includes part time or fixed term employees but not contractors, consultants and agency workers.

### 4. Handling Applications for Flexible Working

The employee who wishes to make a request for flexible working is required to make an application in writing. The application should:

- state that it is an application for flexible working;
- be dated;
- specify the date on which the employee would like to start flexible working;
- detail the change that is requested;
- explain the effects that the employee thinks the requested change would have on the employer's business;
- explain how the employee thinks any such effects might be dealt with; and
- state whether the employee has made a previous application for flexible working, and if so, the date that application was made.

### 5. Responding To an Application

When a request is made it is important to consider how similar requests have been addressed. It is good practice to ensure that there is consistency, although it is accepted that there might be a limit to the number of employees who can be allowed to work flexibly. When making a decision in response to a request to work flexibly, it is important to consider the possibility of others making similar requests, and how consistency in responding to such requests could be achieved.

When a request is received it is important to approach it with an open mind. Start by considering whether the employee's ideas of how the request could be accommodated are valid. If it does not seem that the ideas are valid, consider what other ways of approaching the request could be suggested.

For example, the employee could have made a request to work reduced hours, and have suggested that this would be possible because there is reduced work at certain times of the day. However, you may not agree that there is sufficient reduction in work at that time of day to enable the department to operate with one less employee. It might be possible to accommodate the request if other routine tasks are performed at a different time of day.

### 6. Considering Flexible Working Requests

If you do not agree to the change immediately you must arrange a meeting with the employee as soon as possible after receiving the request. The meeting should be organised for a time, date and location convenient to both parties. The employee should also be allowed to bring colleague of his/her choice to the meeting, however this not a lawful requirement.

Before meeting with the employee to discuss the request it is important to investigate the situation. This is important even if it appears that it will be possible to meet the request, because it is important to check all the details to ensure that the alteration really is feasible. It could be important to look at work flow, to consider the duties of other employees in the department or (if the request is to work from another location) to check whether there is sufficient space at another location.

### 7. Arranging a Meeting to Discuss a Flexible Working Request

At the meeting, the application should be discussed, with the aim of trying to overcome any concerns that you have identified. If the particular working pattern requested cannot be accommodated, you should explore whether there is a suitable alternative working arrangement. The parties should also discuss if the requested working pattern would have any other implications. For example, if an employee is requesting a reduction in hours, the employer should point out that this would have an impact on the employee's salary, pension and holiday entitlement.

You are required to write to the employee as soon as possible after the meeting giving a decision on the application.

While there are no time limits for carrying out any particular step the entire process (from request to appeal outcome) should be concluded within three months unless the parties agree to extend this time limit. The parties can agree retrospectively to extend the time limit provided that they do so within six months of the original request. Ideally, any extension to the time limit should be agreed in writing.

### 8. And Finally...

If the flexible working option is rejected the employee has the right to appeal in line with the grievance procedure which makes the process fair and will help to avoid a potentially costly tribunal case.

# FORTHCOMING CHANGES TO EMPLOYMENT LAW FROM NOW THROUGH 2022

This table shows forthcoming changes.

30 September 2021	The Job Retention Scheme will close.
30 September 2021	The covid SSP rebate scheme will end. From this date, absences will need to be paid in full by the employer, as they will no longer be able to claim them back from the government.
30 September 2021	The Job Retention Scheme will close.
5 October 2021	Modern Slavery statements due for businesses whose financial year ended in April.
9 November 2021	The EHRC will start enforcing the publication of gender pay gaps for public and private companies in 2021.
11 November 2021	The final stage of Harpur trust v Brazel will be heard by the supreme court, where they will decide on the calculation for 0 hours part year workers.
31 December 2021	All workers over 18 (unless medically exempt) employed to work in care homes in England, registered by the CQC, providing personal or nursing care, must be double vaccinated. This extends to others coming into the home to provide services.
5 April 2022	All claims under the SSP rebate scheme, closed on 30 September 2021, must be made by this date in order for the employer to get money back under this scheme.
To be Confirmed	From this date, employers must revert to in person checks of right to work documentation.
To be confirmed	A duty requiring employers to prevent sexual harassment will be introduced, including explicit protections from third-party harassment. The time limit for bringing related claims will be looked at and possibly extended to 6 months.
To be confirmed	New law prohibiting confidentiality clauses in contracts or settlement agreements from preventing disclosures to the police, regulated health and care or legal professionals to be introduced.
To be confirmed	New law requiring confidentiality clauses to set out their limitations to be introduced.
To be confirmed	Laws on criminal record disclosures to be amended, reducing the disclosure period for sentences lasting four years or less.
To be confirmed	Redundancy protection for new parents to be extended.
To be confirmed	New law introducing right for all workers to request a more predictable and stable contract after 26 weeks' service to be introduced, and requiring compensation for shifts cancelled at short notice.
To be confirmed	New law to increase break in continuous employment from one week to four weeks to be introduced.
To be confirmed	New law preventing deductions from 'tips' to be introduced.
To be confirmed	New legislation to clarify employment status tests to be introduced.
To be confirmed	Expected to come into force by April 2022, stronger enforcement powers for certification officers for trade unions to be introduced, as well as wider proactive investigatory powers.
To be confirmed	New law introducing tribunal sanctions where organisations commit repeated breaches to be introduced.
To be confirmed	Extension of shared parental leave to grandparents.
To be confirmed	New law preventing deductions from 'tips' to be introduced.
To be confirmed	New legislation to clarify employment status tests to be introduced.
To be confirmed	New law introducing tribunal sanctions where organisations commit repeated breaches to be introduced.
To be confirmed	Extension of shared parental leave to grandparents.





Acas has published advice to help employers who are considering whether hybrid working could be an option for their workplace and, if so, how to fairly introduce it.

Hybrid working, Acas explains, is a type of flexible working where staff split their time between working remotely, possibly from home, and in their employer's workplace.

Acas Chief Executive, Susan Clews, said: "Hybrid working is an option that many businesses are currently considering as the restrictions ease. Our new advice published today can help employers look at whether it can work for them with some practical tips on how to introduce it."

The new advice has been developed in consultation with Acas Council and the government Flexible Working Taskforce, a partnership across business, unions, government departments and other groups to share best practice.

It includes tips for employers on how to:

- consult widely with staff to discuss practical considerations around introducing hybrid working;
- consider whether it would work for certain roles and is suitable for their organisation;
- create a hybrid working policy; and
- handle staff requests for hybrid working.

"Many employers have had to quickly adapt to new flexible ways of working due to the pandemic," Ms Clews noted, "and it has caused a rethink in how organisations could work differently in the future."

This style of working, whilst more widespread in recent times, is not a new concept.

Many organisations worldwide have had to adapt to remote working styles given the nature of some roles.

This, along with the coronavirus restrictions forcing homeworking on the majority of businesses, has likely made employers realise that it is not impossible to implement and that putting the right steps in place will mitigate barriers to effective remote collaborations.

## What Is Hybrid Working

Hybrid working is a type of flexible working where an employee splits their time between:

- the workplace
- working remotely

## What Is a Hybrid Policy?

A hybrid working policy is a document that:

- outlines how things work
- sets limits, whilst still allowing flexibility

This allows line managers and employees to discuss and agree specific arrangements.

For example, an employer's hybrid working policy says that employees can usually work remotely up to 3 days per week. Sal wants to work from home 4 days a week. They discuss it with their line manager who explains the policy. Sal's line manager agrees they can work from home every Monday, Tuesday and Wednesday. They agree to review how it works.

## Outlining How Things Work

You should explain how someone can request hybrid working, and how you will respond.

You should include in your policy how to introduce, set up and support an employee for hybrid working. For example:

- who will provide equipment, how it will be set up and how cybersecurity will be maintained
- safe working measures including risk assessment of the home
- what support is available and how can it be accessed remotely (for example, trade union support where appropriate)
- insurance requirements (for the employer and employee)

The policy should also outline how you will support and manage staff, including:

- health, safety and wellbeing
- performance management
- training for hybrid working



## Supporting and Managing Staff in Hybrid Working

As an employer, you should make sure hybrid working works well for both your staff and the organisation.

Your policies and procedures should cover most issues, and you should continue to review them with your employees and their representatives.

You have responsibility for your staff wherever they are working. Whether employees are in the workplace or working remotely, you'll need to consider:

- health, safety and wellbeing – including reasonable adjustments
- performance management
- training and development

## Health, Safety and Wellbeing

When employees are hybrid working you're responsible for their health, safety and wellbeing both when they are in the workplace and when they work remotely. Your employees also have responsibilities to ensure their workplaces are safe.

## Supporting Mental Health

During the coronavirus (COVID-19) pandemic more people may be struggling with their mental health. It's important to think about how to support your employees' mental health and wellbeing and talk to them about any problems they might be having.

When you're preparing to introduce hybrid working, you could reduce any stress by helping an employee:

- know what is expected when hybrid working
- feel trusted and supported
- agree regular contact
- avoid feeling left out and lonely
- know how to report IT issues
- know how to get help with their mental health

## Performance Management

You're responsible for managing the performance of your employees when they are in the workplace and when they are working remotely.

You should consult your employees about how performance will be managed while hybrid working. Discuss:

- managing working from home
- if there's a need to monitor employees
- what could be monitored and how it could be monitored
- data protection law
- how to be consistent with monitoring someone in the workplace and remotely

If monitoring is too much or does not respect your employees' privacy, it might damage trust, cause stress and reduce productivity. In some circumstances, it could also breach their legal and human rights.

## Training for Hybrid Working

You should think about introducing training specifically for hybrid working, as well as making sure all staff have access to their usual training and development.

Training is important not just for hybrid working staff. Consider how training could help their line managers adapt.

Training could include:

- communication skills
- digital skills
- making decisions about hybrid working
- managing staff remotely
- managing work-life balance
- promoting equality
- team building



**Thank you for taking the time to read our Newsletter which I hope you found informative An e-newsletter will be sent on a quarterly basis to help keep you up to date with current legislation changes, as well as giving you some helpful hints and tips to help your business run smoothly.**

**In the meantime please contact us if we can be of service to you or your company.**

**Have an enjoyable quarter and we look forward to issuing you with our next newsletter in January 2022.**

**May you have a Happy and Prosperous New Year.**