

L People Puzzles Webinar

11th June 2020

Who's who on today's webinar



Stuart Calvert
Regional
Director –
Thames Valley &
West



Shané Francis-Myles
People Director -
Midlands



Rachel Holmes
People Director -
Thames Valley &
West

We are a team of 60 board level People Directors, working with around 200 clients across the UK delivering transformational people plans

Today's
webinar

Part-time furlough and how this can work for your business

Overview of Changes to the Coronavirus Job Retention Scheme

Part-time Furlough

Timeline

DATE	CHANGE
10 th June 2020	Closed to new entrants from 30 th June 2020, so the last date someone can commence furlough for the first time is 10 th June 2020
30 th June 2020	If you wish to extend beyond the previous furlough scheme end date of 30 th June 2020. Make sure that you communicate and get employees written agreement to the extension and the new terms of the furlough scheme.
1 st July 2020	Employers will only be able to furlough employees that they have furloughed previously for a full 3-week period prior to 30 June i.e. 10 June 2020.
1 st July 2020	Flexible furlough will start from 1 st July 2020 (full details to be announced 12.6.20) <ul style="list-style-type: none">• Ability to bring back to work employees that have previously been furloughed for any amount of time and any shift pattern, while still being able to claim CJRS grant for their normal hours not worked.• Employers will be responsible for paying wages for the hours an employee actually works.

Start planning now

- What hours and shift patterns do you want?
- If you have topped up salaries, do you wish to change this? Can you afford it? Ensure you document any changes to employees.

Part-time Furlough

Tapering of the Government Grant

DATE	CHANGE
1 st August 2020	The government will pay 80% of wages up to a cap of £2,500. Employers will pay ER NICs and pension contributions.
1 st September 2020	The government will pay 70% of wages up to a cap of £2,187.50. Employers will pay ER NICs and pension contributions and 10% of wages to make up 80% total up to a cap of £2,500.
1 st October 2020	The government will pay 60% of wages up to a cap of £1,875. Employers will pay ER NICs and pension contributions and 20% of wages to make up 80% total up to a cap of £2,500.

Crucially, individuals will continue to receive that 80% of salary covering the time they are unable to work.

The scheme will end on 31st October 2020

- All employers should be planning now for the future.
- If, in the absence of the furlough scheme, you will need to make redundancies, start consultation now.
- Consider a slightly extended notice period of those furloughed employees who are fairly selected for redundancy.

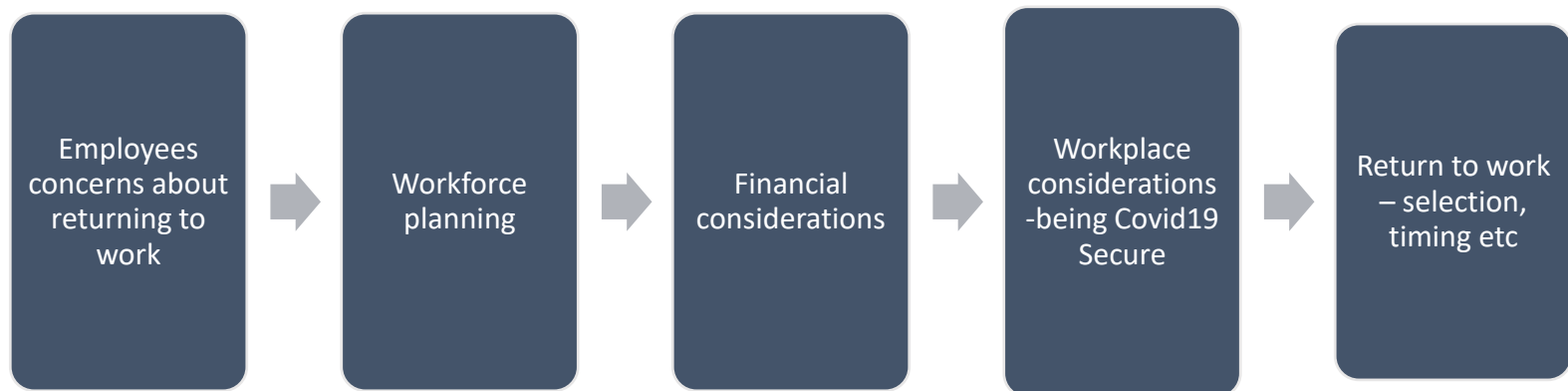
Strategic considerations

Returning
To work

Considerations

Strategic
Review

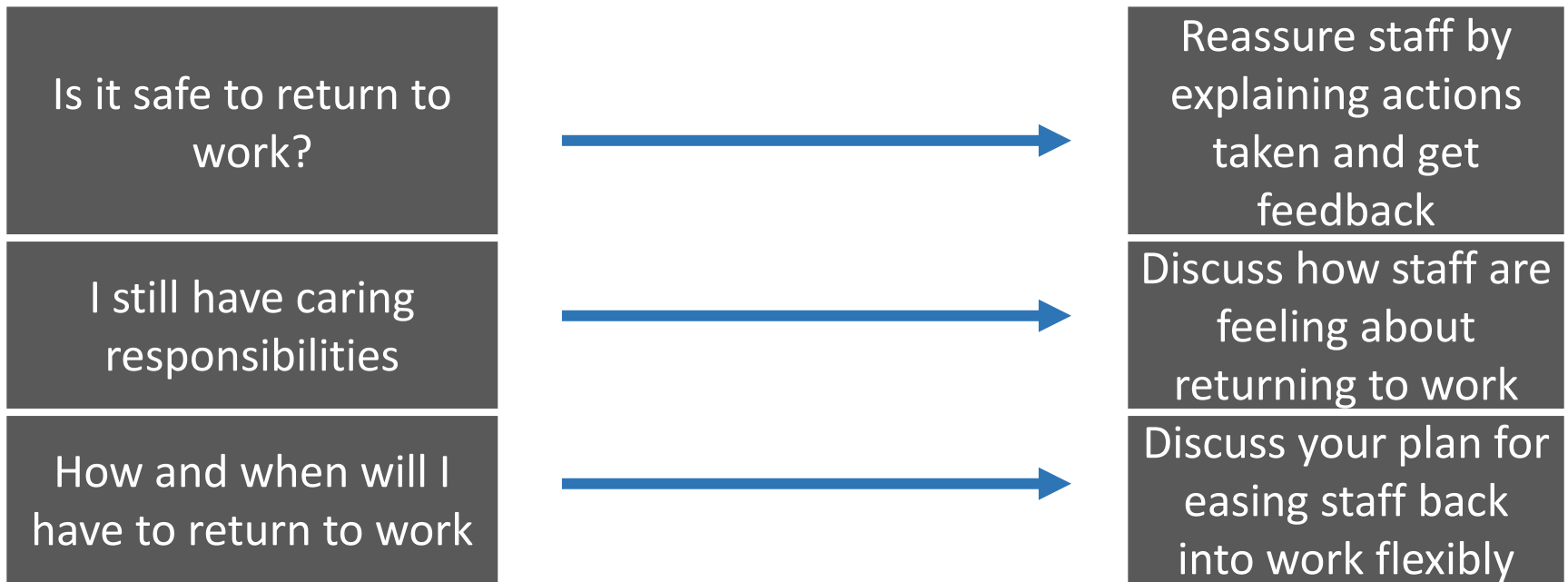
Part-time furlough brings a new level of strategic decisions that need to be made



1. Addressing employee concerns

Strategic
considerations

Focus on addressing your employees' concerns



Its important that you consider how your employees will react to being asked to return to work.

An ENGAGE and YouGov study (Mid May) found that **55%** of survey respondents (employees who usually work from home, or are currently working from home, or who have been furloughed) are not comfortable with the idea of going back to work.

2. Workforce planning

Strategic
considerations

Consider how you will plan your staffing going forwards



Many businesses may have to think very differently about how they will operate going forward. Working from home has changed the way many businesses work. Flexible furlough provides a further level of flexibility by enabling you to bring some furloughed staff back to work (physically or virtually).

3. Financial Considerations

Strategic considerations

Flexible furlough means you have to contribute an increasing amount of your staff's salary from 1st August.

Have you assessed the cost implications of the new scheme?



Review the staff you wish to return and those who will remain furloughed

If you have 'topped' salaries prior to August, can you continue to do so?



Consider whether you can maintain 100% salaries as costs increase

Are there ways you can minimise/better manage costs



Consider the cost of essential roles vs less essential

Whilst Flexible furlough will assist in a phased return to work, the cost implications of contributing to furloughed staff costs from August, and paying staff returning on a part time basis on 100% of their pay may have significant impact on cashflow.

Workplace Considerations

Strategic
considerations

An ENGAGE and YouGov in mid-May highlighted that concerns relating to social distancing measures, moving safely around the workplace and sharing equipment with colleagues.

- **All employers must follow the “Working Safely during Coronavirus (COVID19)” guidance** issued for each sector on 11th May.
- All employers with 5 or more employees must **complete a written risk assessment**. It is recommended that you **consult with employees** about the actions you are taking as they can flag “unsafe practices” to the HSE.
- **Engage employees in social distancing planning** – get their feedback about layout, rearranging the workplace, rotating days/shifts, desk layouts, use of PPE etc
- Face coverings **do not** currently need to be worn in office and retail environment’s; however you may wish to make some available to meet your company procedures.

Staying COVID-19 Secure in 2020

We confirm we have complied with the government’s guidance on managing the risk of COVID-19

• FIVE STEPS TO SAFER WORKING TOGETHER •

- ✓ We have carried out a COVID-19 risk assessment and shared the results with the people who work here
- ✓ We have cleaning, handwashing and hygiene procedures in line with guidance
- ✓ We have taken all reasonable steps to help people work from home
- ✓ We have taken all reasonable steps to maintain a 2m distance in the workplace
- ✓ Where people cannot be 2m apart, we have done everything practical to manage transmission risk

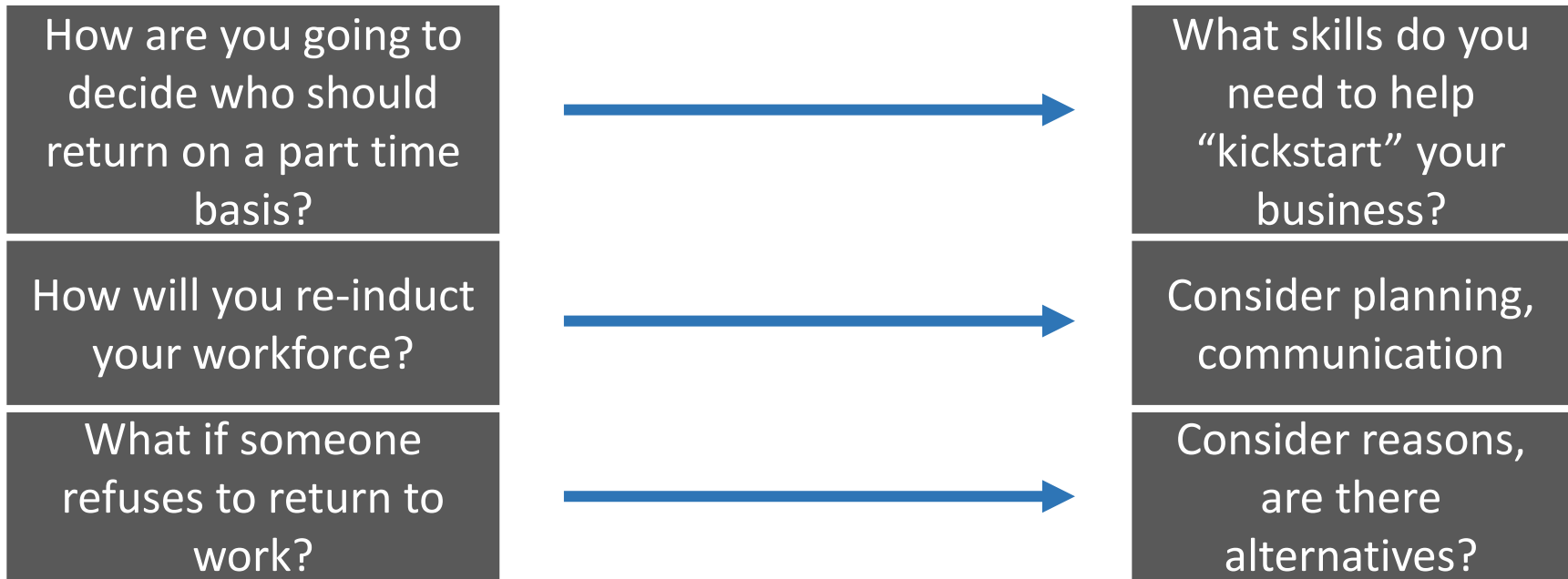
Employer _____ Date _____

Who to contact: _____
(or the Health and Safety Executive at www.hse.gov.uk or 0300 003 1647)

Return to Work

Strategic
considerations

You will need to consider how you will bring your staff back on a part-time or flexible basis.



You will need a plan to bring your furloughed staff back to work. You may already have some staff who have continued to work, whilst some have been furloughed, how will they be feeling? Flexible furlough will mean planning how it will operate, and who has the skills required, and how you reintegrate your workforce by the end of October 2020.

Addressing employees' concerns

Communication, Communication ...

Strategic
actions



What concerns do employees have? How will I know?

- Talk to them, survey them

Before they return

- Create a “welcome back” video - updating on company’s new way of working and what to expect on their return, e.g. photos of social distancing measures in place.



Re-induct your Employees

- Communicate new rules and standards
- Consider having laminated reminders/Do’s & Don’ts on desks, noticeboards etc
- Be clear on importance of adhering to new standards



What if employees refuse to return to work?

- Can you phase their return, perhaps by using a rota to determine who attends work on each day of the week?
- If they have concerns about commuting, can they work from home for some of the time, or stagger their start times?
- If they have caring responsibilities, e.g. children not back at school, can they work from home?
- Once furlough finishes in October 2020, if employees still refuse to return to work you will need to consider
 - Unpaid Leave
 - Sabbatical
 - Holiday
 - Termination



So how can Part-time furlough work for your business?

How can part-time furlough work for my business?

Strategic
actions



Continue to receive help from the Government.
This will continue at a lower % until end of October



Stagger the work days of employees to support social distancing. Working part-time will allow the organisation to have less employees on site at any one time



Allows you to get employees with key skills back into the fold whilst reviewing your needs moving forward

How can part-time furlough work for my business?

Strategic
actions



Time. Gives you time to carry out a review of the strategy and organization design, without all employees returning at the same time.



Flexibility. Employers will be able to flex this arrangement on a week by week basis if necessary.

Next Steps

Next Steps

Strategic
actions



The Government has said that they will announce how to claim on 12th June 2020.

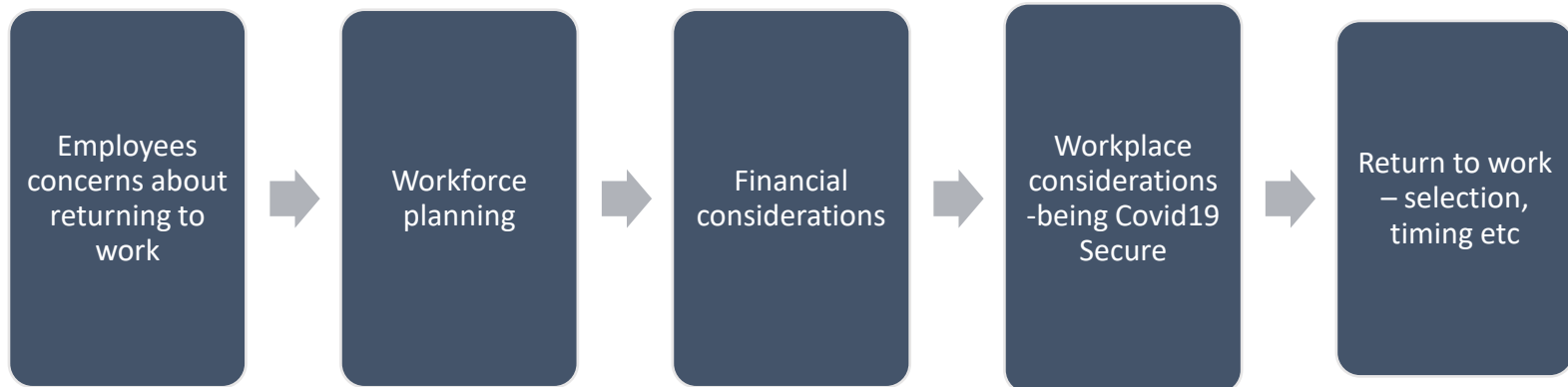


You can decide the hours and shift patterns that your employees will work and you will paying their salaries at 100% while working. Employees can therefore work as much or as little as your business needs, with no minimum time that you can furlough staff for.

Final Considerations

Strategic
actions

This is an opportunity for you to review your strategic direction and understand your requirements moving forward. Ensure that you take the appropriate considerations as outlined here today.



L Your Questions

Thank you!

We are offering all webinar attendees a complimentary 30 mins with one of our team to discuss the issues raised. We'll be in touch to arrange this and will also forward the slides and recording from today.

Next webinar: 25th June 2020

Building the right team to drive business performance in this 'new world'. What that might look like?

For ongoing Coronavirus impact articles specifically tailored to SMEs and mid-tier firms in the UK, read our blog articles:

<https://www.peoplepuzzles.co.uk/news/>

