

# HR BYTES

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### Recent case law updates

We look at two key cases this term and consider the implications of these cases for schools.

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### Winter HR Issues

The weather may have been somewhat unpredictable this year, but we take a look at the HR issues that tend to crop up over the colder months. Here we've come up with Q&As to support you with managing some of these HR headaches.

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### Supporting staff during the Cost-of-Living crisis

A focus on the current cost-of-living crisis, with particular emphasis on supporting staff in the area of financial wellbeing

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## RECENT CASE LAW UPDATES

### Harpur Trust v Brazel [2022] UKSC 21

It would be impossible to publish this termly newsletter without making reference to the Supreme Court judgement in the case of the Harpur Trust vs Brazel.

An introduction to the key issues involved and the complexities of the case are discussed in detail in our updated [briefing note](#) and our [customer briefing slides](#) which can be found on the Annual Leave Guidance and Information page of our website.

In summary the Supreme Court Judgement confirmed:

- States within the EU (or previously part of EU) can make laws that are more generous than the EU Directives they stem from – so the UK Working Time Regulations (1998) entitle workers in the UK are entitled to a minimum of 5.6 weeks paid holiday per year, regardless of the number of hours, days or weeks that they actually work.
- The only time you should pro-rate statutory holiday entitlement is if the worker doesn't work a full year and leaves your employment mid-year.
- For staff who work irregular hours the rate of holiday pay should be calculated in line with the Employment Rights Act 1998 by taking an average of weekly pay from 52 working weeks prior to the leave and discounting any weeks that they did not work, looking back a maximum of 104 weeks.

When considering the concept of a week's pay for holiday purposes it is a useful rule of thumb that holiday pay should be no different from a week of normal pay received.

The key implications of the judgement are:

- It affects holiday entitlement and holiday pay calculations for part-year workers
- It treats part-year workers more favourably than full-year workers as all workers are entitled to a minimum of 5.6 weeks paid holiday per year, regardless of the number of hours, days or weeks that they actually work.
- There is no longer a single 'one size fits all' solution to calculate holiday pay for workers with irregular hours such as the previous ACAS % accrual methodology



#### Comment

The case has a significant impact for schools who frequently employ staff on a term time only casual or zero-hour basis. Schools may be subject to claims for unlawful deductions from wages and underpayments of holiday claims where they have paid less than 5.6 weeks of annual holiday to staff as a result of using a method of calculation (such as the 12.07% previously advised by ACAS) not aligned with the Working Time Regulations (WTR) and the Employment Rights Act (ERA).

For workers with irregular working hours schools should review holiday rules, as it may be necessary to specify when holiday should be taken and adopt the correct mechanism of calculating holiday pay under the WTR and ERA.

Create a list of potential claimants – including those who have left in current year. Communicate openly with staff on the issue and the steps planned to resolve it e.g., by amending contracts for future pay and any lump sum settlement for unpaid holiday. If you have academized – check commercial transfer agreement for Local Authority staff to determine who is liable in for a claim. Expect or request updates from your LA regarding any decisions regarding changes to existing formulae for calculating pay agreed through local collective bargaining arrangement

We can also expect future updates to the NJC Green Book regarding this issue so keep an eye out for these.

## RECENT CASE LAW UPDATES:

### REDUNDANCY: SELECTION POOL OF ONE

#### Mogane v Bradford Teaching Hospitals NHS Foundation Trust (2022) EAT139



Ms Mogane was employed as a nurse on a fixed-term contract by Bradford Teaching Hospitals NHS Foundation Trust (the Trust) since 2016. There was another nurse recently employed by the Trust, who passed her probation and received a 2-year contract while Ms Mogane was told that she was at risk of redundancy. Ms Mogane's contract was due to expire before the other nurse's two-year contract would expire. The Trust explained that the decision to reduce the staff numbers was linked directly to a poor financial situation.

The Trust's Human Resources function questioned why that approach was to be taken, rather than using a selection pool containing the two nurses. In response, the only reason given for their decision was that Ms Mogane's contract was coming up for renewal first. Ms Mogane had gone off sick and had not returned to work. The consultation meeting was rescheduled. The decision-maker announced that Ms Mogane would be redundant. During the dismissal process, the Trust tried to find alternatives for dismissal, but those attempts were unsuccessful and so her employment was terminated.

The claimant brought a claim for unfair dismissal in the employment tribunal (ET), which was unsuccessful. The Tribunal found that she was dismissed because of redundancy and that the decision to dismiss, including the use of a selection pool of one, fell within the range of reasonable responses. Ms Mogane appealed to the employment appeal tribunal (EAT).

The EAT upheld the appeal. The issues in the appeal focused on the tribunal's decisions about the adequacy of consultation and choice of the selection pool for redundancy.

In coming to its decision, the EAT referred to relevant case law, including the cases of *Williams v Compair Maxam Ltd* [1982], and *Polkey v A E Dayton Services Ltd* [1988]. The EAT highlighted the importance of early consultation with employees and unions. There is also a need to present fair and transparent selection procedures to leave space for the employee or representative to influence the outcome.

The facts included in the tribunal judgment showed that the decision on the pool had been made before any consultation started. In the EAT's view that resulted in an arbitrary decision.

Consequently, the EAT found that the appeal succeeded and that Ms Mogane's dismissal was unfair.

#### Comment

The claimant in this case had been employed on a series of fixed term contracts since 2016. The case provides a useful reminder that the expiry of a fixed term contract is still legally a dismissal for the purposes of bringing an unfair dismissal claim (subject to the two-year qualifying period), and an employee in this situation should still be taken through a proper redundancy consultation process if their contract is not being renewed.

This decision does not mean that a pool of one for a redundancy selection is not fair in appropriate circumstances. However, when there is more than one employee doing the same job and the selection criteria means that the pool is reduced to one simply by application of that criteria (in this case, the date the contract was due to expire), it should not be applied without prior consultation. Consultation with the employee only after the decision had been made to use this as the selection criteria was meaningless and the outcome had therefore been pre-determined. In general, it is advisable to adopt multiple criteria to ensure a fair redundancy selection process.



## UPDATED ACAS GUIDANCE ON SUSPENSION

ACAS has updated its [guidance on suspension](#) to provide precise advice for employers.

The guidance covers:

- determining whether to suspend
- pay and holiday during suspension
- suspension process
- supporting an employee's mental health during suspension

A decision whether to suspend an employee requires a detailed assessment. Employers should consider:

- the facts determined so far in relation to the case
- the seriousness of any risks of suspending or suspending an employee
- alternatives to suspension.

HR Customers can find a range of resources to support schools considering suspending an employee on our [website](#).

## Latest Pay Updates

### NJC for Local Government Services: Pay Agreement 2022-23

On 1st November, the pay agreement for 2022-23 was finalised with the following rates of pay applicable from 1st April 2022.

**From April 2022** - an increase of £1,925 on all points as well as an increase to allowances of 4.04%

**From April 2023** - an increase of one day leave entitlement for all employees plus the deletion of pay point 1 from the NJC pay spine.

On 1st November 2022 the **GLPC (Greater London Provincial Council)** confirmed that, in light of the NJC pay settlement, the pay spines and allowances under the London Agreement for 2022-23 will with effect from 1 April 2022 be updated by:

- An increase of £2,229 on all Outer London pay points and an increase of £2,355 on all Inner London pay points.
- Allowances to be increased by 4.04%

We have updated the [Support Staff Pay and Allowances](#) pages of our website available to HR customers.

### School Teachers' Pay 2022-23

The [School Teachers' Pay and Conditions Document 2022](#) was published on 13th October and came into force on 4th November 2022.

The core provisions of the Document have retrospective effect from 1st September 2022.

HR customers can review this year's changes and download associated documents on the [School Teachers' Pay Award 2022](#) webpage.

# WINTER HR ISSUES

## Q&As

### The weather

#### **What is the minimum temperature below which staff in schools/colleges cannot be expected to work?**

This is a perennial issue in colder weather but there is no prescribed **minimum** temperature for workplaces (including schools and colleges) in health and safety legislation. However, the DfE advises that the temperatures in classrooms should normally be at least 18°C. The Workplace (Health, Safety and Welfare) Regulations 1992 state that the temperature in all workplaces inside buildings during working hours shall be "reasonable". The approved code of practice suggests that at least 16°C should be the norm (or 13°C if much of the work being undertaken is physical).

Although there is no minimum temperature in law that employees can be expected to work in, the employer does, of course, still owe a general duty of care to all staff, particularly those working outdoors. The HSE advises that simple controls may be the most effective, such as ensuring easy access to hot drinks, introducing more frequent rest breaks and relaxing dress codes.

#### **If snow is forecast, how can we prepare in advance to minimise the disruption caused by potential staff absences?**

In planning for disruption caused by snow or other adverse weather conditions it will help to minimise the impact if you can advise staff

in advance (or direct them to a policy or other document if you have one) what your expectations are of them in terms of making reasonable efforts to get into work and staying in touch about any delays or difficulties with doing so. For example, how do you expect staff to communicate with the school/college? Have you advised staff to look at their transport plans (the best route to get in by, likely disruption to public transport, the need to set off earlier than usual to allow extra time for the journey)? Have employees thought about contingency plans if their own child's school or nursery is closed?

You will also, of course, need to plan for the possible impact of staff absences. The DfE advises that headteachers/principals should attempt to keep schools and colleges open as far as reasonably possible and that schools have the flexibility to bring together groups and classes with teachers and support staff working together.

There is no statutory right for staff to be paid for time taken off work when travel disruption prevents them from getting into school,



although it is advisable to check you don't have a policy which specifies something different or an unwritten custom and practice that has been followed in the past.

Some staff, depending on the nature of their role and with permission from their line manager or headteacher, may be able to work from home temporarily. Schools that collaborate in formal partnerships or as part of a multi-academy trust may be able in some cases to facilitate staff working from another site closer to home. Again, this will not always be appropriate bearing in mind roles but having access to IT and other facilities may allow some employees to perform at least a few of their usual tasks.

Other alternatives to agreeing unpaid leave would be to allow individuals to take paid holiday (where employed full year) or to receive paid leave on the basis that they will be expected to make up the time on an agreed date. If adopting such a policy, you may want to limit the number of days that an employee can be paid in this way.

It is helpful to ensure that employees know in advance what the employer's approach will be to absences caused by adverse weather situations to avoid disputes arising at a later stage if pay is deducted.

## WINTER HR ISSUES (cont.)

### Q&As

Unexpected disruption to childcare arrangements would entitle a parent/guardian to take 'time off for dependants', usually only for as long as it took to make alternative arrangements for the child's care. Under the statutory scheme this is only an entitlement to take unpaid leave. Employers should, however, ensure there is a consistent approach to paying for absences caused by adverse weather: it would not, for example, be appropriate to pay staff who were unable to get into work because of travel difficulties but to withhold pay from those who could not get into work because the weather resulted in a breakdown to usual childcare arrangements.

If employees are prevented from attending work because the school/college has been closed it is not possible to withhold pay. Staff could, however, be expected to undertake suitable work from home if appropriate so, again, forward planning for what work could be performed remotely is worth considering.



#### **How do we deal with an employee who could be using the weather as an excuse not to come into work?**

If an employee is falsely using snow or travel disruption as an excuse for failing to turn up to work this would clearly be a disciplinary matter. It can, however, be difficult to prove. The degree to which it is worthwhile investigating and pursuing in respect of one or two days of absence has to be taken into account. You should also bear in mind that employees need to make their own judgements about whether it is safe to travel based on the local conditions and the advice from relevant agencies. Employers must not encourage employees to take unnecessary risks, or they may be held liable for any resulting incidents. Older employees, pregnant employees or those with a disability, for example, may feel more vulnerable walking on slippery pavements and inexperienced drivers may feel less able to cope with challenging driving conditions.

If you are concerned about lack of effort, talk to the employee about their concerns and whether there are alternative transport arrangements; make sure that they have assessed the situation before deciding not to travel, but avoid putting them under undue pressure.

Those who have managed to get in might resent those absentees who they may feel (rightly or wrongly) haven't made equivalent effort. others. Have managed to get in to work and who may have had to cover for others.

Make sure that you acknowledge the extra contribution of those who have managed to get in to work and who may have had to cover for others.

#### Gift giving and festive customs

#### **Should we be managing in some way the gifts that staff often receive from parents at Christmas?**

Most members of staff will have the sense to know when a gift is or isn't appropriate, for example because it's too valuable. It can, however, be helpful to have a policy or just some simple guidelines for staff on gifts in order to give them the confidence to know what they should and shouldn't accept. These can be included in a code of conduct. Academy trusts are expected to have a policy and register on the acceptance of gifts, hospitality and other benefits and ensure that staff are aware of it. This is good practice for other settings too.

As a general rule, token non-cash gifts are acceptable and should not need to be declared or approved. You might want to put an upper value on what is deemed acceptable. Gifts which are clearly more than a token offering should be politely declined or, if the member of staff feels unable to do so, the item should be passed on to a senior manager or the headteacher to determine the best course of action.

## WINTER HR ISSUES (cont.)

### Q&As

All schools' activities are covered to some extent by the Bribery Act 2010, more so academies and independent schools, as corporate bodies. An employer will be liable for the actions of employees where it has failed to prevent bribery taking place but will have a defence if it can demonstrate there were adequate procedures in place to prevent bribery. Such procedures should be proportionate to the assessed risk. Whilst schools are generally considered low-risk environments from the perspective of bribery this is another reason why having a gifts and hospitality policies in place is a good idea.

[Download our example gifts and hospitality guidelines](#)



**There is a custom and practice of allowing staff to take a Christmas shopping half-day before the end of the autumn term. This is disruptive to the running of the school, and we would like to stop it from happening in future – can we just tell staff that we won't be offering it in future?**

It is possible for a policy or practice to be implied into a contract of employment if it has

been customarily operated. There is, however, a relatively high bar set in such situations. Case law has set out that a custom or practice must be "reasonable, notorious and certain" for it to be capable of attaining contractual status and, significantly, the conduct of the parties must suggest that compliance with the practice arose from a sense of legal obligation, i.e., the actions of both employer and employee indicate that it was accepted by all that the arrangement had become contractual. Whilst the exact circumstances need to be looked at before a judgement is made, informal arrangements put in place for the convenience of certain employees are not generally likely to meet this test. As always, explaining why you feel it is not appropriate for such time off to be granted is an important part of gaining acceptance for the change. Given that the practice was probably introduced as a means of rewarding staff effort and loyalty it would be worth considering if an alternative benefit – one which is less disruptive to the operation of the school – can be offered instead.

### Parties and alcohol

**An informal party took place at the end of term at a local pub. A lot of 'festive spirit' was consumed and two members of staff managed to get into an argument that became physical, although neither of them were injured. We only know about this because of comments on**

**social media which someone drew to our attention. Technically it's nothing to do with the school – do we need to take any action?**

Purely because misconduct occurs outside work does not mean that an employer has no legitimate interest in investigating it and taking appropriate action. The fact that it took place at a work-related event, whether that event was sanctioned or organised by the school or not, also means that the employer could be held vicariously liable for the actions of its employees, such as if one employee harasses another.

Conduct outside work can still impact on the working environment: it may raise concerns about a person's suitability to perform a particular role and there may be reputational issues if misconduct occurs in a public place, particularly in a local venue where members of the community may have witnessed what occurred.

An investigation should therefore be conducted to establish as far as possible what happened and depending on the outcome of this, disciplinary action against either or both members of staff may be an appropriate response.



## WINTER HR ISSUES (cont.)

### Q&As

**We have an employee who we think has a problem with alcohol which has become really obvious over the Christmas season. I can't say that it's directly affected their performance at work – yet – so I don't know if I should just leave it, as it's a personal issue?**

Sometimes the festive season can bring an alcohol dependency issue to the fore with problem drinking spilling over into work time. Inevitably such a sensitive matter must be addressed proactively but in a supportive way initially.

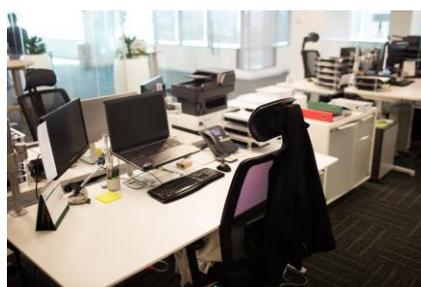
An alcohol problem should be treated in the same way as any other medical or psychological condition and therefore the manager should discuss with the employee that he or she has concerns that the employee's drinking may be a health problem and that a referral to occupational health will be made so that the school/college can get advice on how best to support them. The manager should encourage openness on the employee's part whilst also accepting that many people with a drinking problem find it very difficult to accept the situation. If the manager is clear that the concerns are being treated as a health matter rather than a disciplinary one then the employee may be more willing to cooperate.

Managing the situation from there will depend on the outcome of the occupational health report but the employer should be supportive of any treatment or counselling suggestions made. An employer is not expected to ignore the impact

of alcohol abuse on the workplace, even where there is an underlying dependency issue. This is particularly so in safety critical environments where a 'zero tolerance' stance may need to be taken. A supportive position should, however, always be the first approach wherever possible with disciplinary action a last resort, following attempts to help the employee address his or her problems.

Understandably many managers find approaching an employee on such a sensitive subject very difficult. If you haven't had to deal with a similar situation before, you may find it helpful to seek some HR advice on how to broach the topic appropriately.

#### Absence issues



**We have an employee who simply didn't turn up for work after the Christmas closure period. We felt that they may have been unhappy at work for a while, but we've heard nothing at all despite efforts to ring and email. Where do we go from here?**

It is not uncommon for the break over Christmas and New Year to be a catalyst for people to rethink their priorities, including their

career aspirations, and decide to make some changes in their life. It is not, of course, appropriate for an employee simply to disappear off the radar with no explanation, however you shouldn't make assumptions about the reason for their absence without first making reasonable efforts to ascertain what has happened.

If there is no apparent reason for their non-attendance, as the employer you are likely to be concerned for their wellbeing first and foremost. If continued efforts to contact the employee are unsuccessful it may become necessary to contact their next of kin. If there is no contact from the employee within a couple of days you should then write to and urge them to get in touch. It should be assumed, until there are any indications to the contrary, that the absence has been caused by genuine reasons.

If the employee still does not get in touch a follow-up letter should generally be sent in a similar vein but explaining the actions the school will have to take if there is no contact. Keep a note of all communications. Ultimately it may become necessary to assume that the employee has simply made a New Year's resolution to get a new job and arrangements made for her to be treated as a leaver. HR advice would be desirable before taking this final step.

If the employee does suddenly get in touch or show up for work then how this absence should be treated will depend on the employee's explanation for their absence and lack of contact.

## WINTER HR ISSUES (cont.)

### Q&As

**A member of staff has taken sick leave in the last week of term, but someone has suggested that they might actually have jetted off on a winter holiday. Can we do anything if we have no proof?**

If you have concerns that the absence may not be for genuine reasons, it is important to gather as much information and evidence as reasonably possible about the surrounding circumstances before taking any further action. Is there any basis for the rumours you've heard, such as posts someone has seen on social media, or is it just idle speculation? If there is no evidence at all then that's likely to be the end of the matter.



If there is evidence, hold a meeting on their return and put the suspicions to them, along with the evidence that supports the suggestion that the illness may not have been genuine. Ensure that the employee is given the opportunity to put forward their explanation. Ultimately whether disciplinary action is warranted will depend on the facts, the evidence collected and the employee's explanation: the employer is not expected to prove that the illness was feigned but must have undertaken sufficient investigation to establish the basis for a genuine belief that it was.

**We are experiencing a high level of sickness due to winter illnesses. The level of absence is costing us and making it hard to keep the school running normally. Is there anything we can do to minimise absence for these sorts of reasons?**

Sickness absence levels tend to peak between January and March and there is little that can be done to prevent staff picking up infections outside the school gates. However, inside school there are various measures that can be taken to reduce virus transmission, the same that has been implemented in the past couple of years for COVID-19. So, reducing the number of people in one place, increasing ventilation, keeping up enhanced cleaning regimes and encouraging hand hygiene will help reduce the prevalence of all viruses.

Other steps you can take include:

- Encouraging staff to get the flu jab: some LAs provide vaccination programmes for maintained schools. You could also consider flu jab vouchers or even just make staff aware of local pharmacies offering the jab. Remember that the vaccine is also free for over 50s this year.
- Help staff to stay healthy as much as possible: people who exercise regularly and eat a healthier diet are statistically less likely to pick up colds and other viruses. Signpost wellness articles from reputable sites (such as NHS Live Well), organise fitness

activities and encourage staff to get out into the fresh air as much as possible.

- Discourage presenteeism: it is important not to encourage staff to come into school when they are unwell. The benefit of their presence is likely to be more than wiped out by the damage they unintentionally cause by spreading viruses further.



**Christmas Office Closure**  
 Our offices will be closed  
 from 23rd December  
 2022 until 2nd January  
 2023

Wishing you and your  
 teams a very merry  
 Christmas and a happy  
 new year!

We look forward to  
 working with you in  
 2023!

# THE COST-OF-LIVING CRISIS

## How can HR interventions support employees?

The cost-of-living crisis is the defining societal and political issue of 2022 with the cost of food rising 16.4% in the 12 months to October 2022 and the cost of domestic electricity rising 66%, and domestic gas rising 132% in the same period. (Source ONS). Recent research from the Chartered Institute of Personnel and Development (CIPD) found 28% of employees said money worries had negatively impacted their work performance with 36% of employees earning less than £20,000 per year and 20% of those earning over £60,000 stating that their financial well-being has worsened recently. CIPD research has also shown financial distress relates to health outcomes, which can influence performance and absenteeism.



### The impact of financial distress in the workplace

Understandably financial distress directly affects people's mental health, recent CIPD research has shown that those who experience financial stress are more prone to absence from work. Financial stress manifests in several ways, including needing time to handle personal finances or more serious issues, emotional exhaustion, stress-related illness and a loss of productivity.

In addition to increased levels of absence staff suffering financial stress are more likely to exhibit presenteeism, attending work but, because of health problems or other personal issues, not performing to their usual standards. Financial

wellbeing has clear implications for staff wellbeing and performance, a financial wellbeing strategy can be integrated into your school's wider health and wellbeing strategy.

Previous research undertaken by CIPD has linked low levels of well-being to increased costs, for example, higher levels of sickness absence, longer periods of sickness absence and greater frequency of long-term illness plus increased costs due to a failure to retain staff with a clear link between well-being levels and intent to leave an organisation.

### How can schools support employees?

Small wage increases and recent inflation increases are creating ever more pressure to make ends meet and make take-home pay go further. Schools can play a role in improving the financial well-being of their workforce, by helping staff ensure they are in control of their money and have clear financial goals and the ability to plan for the short, medium, and long term.

In the same way that conversations about mental health have been normalised in recent years, as a starting point it is essential to normalise conversations about money worries. In the same way that many of us shied away from talking about mental health in the past, many people don't like talking about money and there is a stigma and shame around debt and not managing financially.

Nominating a **financial wellbeing champion** and providing them with adequate training to enable them to signpost relevant resources to staff seeking advice and guidance is a good starting point. Staff will require different types of financial support and guidance with each life stage they pass through such as illness, divorce or bereavement.

In practice there is no one-size fits all solution and a financial well-being programme could include several elements, these are discussed in more detail on our [website](#) with some practical strategies are highlighted overleaf.

## Practical Strategies to support Staff Financial Wellbeing

- Using INSET days to provide financial education for staff on budgeting & financial management
- Signposting free, confidential, and independent money and debt advice from the government's **Money and Pensions Service**
- Signposting **benefits calculator tools** provided by charities such as Turn2Us
- Signposting the services of charities such as **Education Support** who offer financial grants service for teachers, teaching assistants, supply and support staff, lecturers and retired staff.
- Ensuring staff are aware of benefits you may already offer such an **Employee Assistance Programme**
- Encourage peer support - for example setting up a swap shop for staff to exchange unused household items or a skill share where staff can trade their time e.g., assisting others with dog sitting/ minor DIY tasks/ Baking in exchange for other tasks to enable cost savings to be made by both parties. Facilitate car sharing arrangements to allow savings on fuel costs for travel to work.
- Staff may have less money to socialise outside of work so facilitating low-cost non-work social activities which can take place on-site e.g., a cooking club/ sports team/ quiz evening can support staff mental health
- Consider adopting either a standalone financial wellbeing policy or expanding your existing wellbeing policy to include the financial wellbeing of staff. We have amended our template **School Staff Wellbeing Policy** to include key aspects of financial wellbeing.

## Online Training Next Term

Course Title	Date(s)	Time	Price & Booking Link
Managing the Single Central Record	24 January 2023	09:30-12:30	<b>£125</b>
Managing and Processing DBS Checks	7 & 9 February 2023	09:30-12:00	<b>£220</b>
Safer Recruitment for School Managers	21 February 2023	09:30-12:00	<b>£125</b>
The Foundations of HR in Education	Modular: 7, 9, 14 & 16 March 2023	09:30-12:30	<b>£450</b>
Equality, Diversity and Inclusion (EDI)	21 March 2023	10.00-12.00	<b>£125</b>

## Bespoke training

Don't forget we also provide a wide range of group training workshops in the management of human resources as well as whole staff workshops which can be delivered at your individual school or setting at a time to suit you. The content and duration can be tailored to your particular requirements.

[Find out more >>](#)

*The contents of this newsletter are for information and guidance purposes and should not therefore be relied upon as a substitute for specific, tailored HR or legal advice.*