Jack Davies
2226797
Word Count: 3881

Email 1

A fellow people management officer estimates that 20% or so of her working days are taken up with activity that is created as a result of regulations. She states this is time she would prefer to spend more productively improving the employment experience that the Trust provides. To help her understand why it is important to spend time dealing with issues that relate to employment law, send a reply that includes an evaluation of the aims and objectives of employment regulation.

Employment law aims to protect working rights and to maintain a positive working relationship between employees and employers. This sets standards of expectations of both for creating a fair, safe and respectful workplace in areas such as equal pay, health and safety and protection against discrimination (Pitts, 2024).

When applying employment law to the NHS, in terms of health and safety legislation, there is a duty of care to protect the wellbeing and safety of our employees, members of the public and anyone else who may visit the workplace (ACAS, 2023b). This includes following correct guidance on cleaning and hygiene practices to ensure that our employees and members of the public are not at risk of developing any undue illnesses as a result of lack of hygiene. The Equality Act (2010) also aims to protect people from discrimination at work and sets out nine protected characteristics, all of which would be seen as unlawful to discriminate against on the grounds of these characteristics. There are also legal obligations for all organisations to take steps in preventing discrimination and foster a working environment where all employees feel safe and are able to thrive regardless of their individual circumstances (ACAS, 2025c).

Although being compliant with employment law is extremely important in terms of organisational reputation, employee wellbeing and for mitigating legal risks, this can come at a cost. For example, minimum wage legislation means that the organisation will need to cover the costs of higher wages to ensure that they are being compliant. Furthermore, parental leave rights and maternity legislation mean that the organisation will need to invest in more staff to cover these periods of leave, which again is costly. There is also an obligation for the NHS to conduct DBS checks to mitigate any risks that could be associated in terms of safeguarding, which adds time on administrative tasks of holding employment related data (Shackleton, 2017). More arguments suggest that employers are facing increased pressure to make employees happier and are trying to reduce risks of tribunal claims. For example, supermarkets are speeding up technology enhanced check-outs to replace the work of check-out workers (Shackleton, 2023).

However, being compliant with employment regulation is paramount in improving the employment experience that you are looking to invest in and is essential in creating an environment that is productive, loyal and the protection of both the employer and employee is upheld.

Email 2

You are asked to brief a senior manager in your team about the status of judgements made by the European Court of Justice (ECJ) prior to the UK's departure from the European Union in 2020. Do these remain good law? Are they still binding on the UK courts? Or can they now be disregarded? He asks for an example by way of illustration.

During the time that the UK was a part of the European Union, they were obliged to follow the principles of employment law set out by the ECJ. However, in 2023 the principle that the EU Law took precedence over UK Law ended and ECJ rulings that are still existing are now challengeable (CIPD,

2024f). The day that the UK left the EU, the European Union (Withdrawal) Act 2018 was set out to ensure that all existing EU law was read over to UK law and as such, employment law as a whole did not change, but the UK had the power to make changes as it saw appropriate (Daniels, 2024).

In 2023, the Retained EU Law (Revocation and Reform) Act 2023 was introduced with the intention that all EU law that had been copied over to the UK law at the time of Brexit would be removed. However, in the final version of this act, the UK government chose 600 pieces of legislation to remove and as such, thousands of pieces of EU-derived law still are important elements of the UK's legal framework and do remain good law (Travers Smith, 2024). An example being 'the right to be forgotten'. The ECJ set a precedent in 2014 once it ruled that users of Google had the right to have links to webpages about them removed due to the timeframe that had passed (Ward, 2014). Courts determined that data subjects have the right to have data erased unless there were legal obligations to keep this. Before the UK left the EU, there were legal requirements for UK businesses to adhere to this principle, although the UK now has the potential to move away from this principle should the courts decide, this framework is still present under UK GDPR laws. In theory, should an ex-employee request that their Right to Work documents be removed from internal systems, the business may be in a position to refuse this on the basis that the Home Office recommended practice is to keep these documents for at least 3 years after employment ends (CIPD, 2024g).

Some examples of EU law that has since been altered by the UK courts under The Employment Rights (Amendment, Revocation and Transitional Provision) Regulations 2023 are rights related to working time and TUPE which the UK had been unable to alter before (Daniels, 2024).

Email 3

A colleague asks for advice about 'occupational requirements'. She wants to know when she may and may not seek to stipulate that a job in her directorate must be carried out either by a man or a woman. Explain this to her, considering the main principles of discrimination law in recruitment and selection in your email with reference to specific examples.

During the recruitment and selection process, it is usually unlawful to treat someone less favourably due to a protected characteristic which includes not hiring an individual based on their gender (GOV UK, 2025). As such it would be a direct form of discrimination to reject a female candidate because of their gender in preference for a male candidate or posting a job advert which requires all employees to work full time, even though female employees are statistically more likely to have childcare responsibilities.

There are several occupational requirement exceptions that are set out in the Equality Act (2010) that employers may rely on when they are faced with discrimination claims providing that there is a legitimate business aim, and the discrimination is proportionate, appropriate and necessary (ACAS, 2023).

This means that in certain cases, employers can specify that an applicant must have a certain protected characteristic providing that characteristic is essential to the main tasks of the job (ACAS, 2024g). An example of this could be that that a care-home posts a job advert that is specifically looking for a care worker who is a woman to care for women who have been traumatised as a result of sexual assault. As the care-home does not want to distress the woman that they care for, this would be a justifiable occupational requirement. Furthermore, under The Equality Act (2010), in certain circumstances employers are able to consider protected characteristics to help

underrepresented groups enabling their workforce to become more diverse (Daniels, 2024). For example, if a man and a woman are seeking a promotion to management that has evidence to show they are underrepresenting males, the organisation may seek out to offer men management courses to provide them with the confidence to apply and seek a more diverse management team. However, there will need to be robust evidence of underrepresentation of that protected characteristic and should only be done on a case-by-case basis.

If a discrimination claim is raised, the employer has the burden of proof to show that the occupational requirement is justified (HR Zone, 2024).

Email 4

A nurse manager wants to upgrade two of her health care assistants (HCAs) using some surplus money left over from a research project she has been carrying out. She wants to move them from the A grade on which the vast majority of HCAs in the Trust are employed to the higher B grade. The two people concerned are men. 80% of the HCAs in your Trust are women. She is asking you to approve the upgrade. Include discussion of the legal requirements of equal pay in your reply.

By law, The Equality Act (2010) gives both men and women the right to be equally paid providing they are employees/workers who are doing the same/similar roles, or if they are carrying out work of equal value (Local Government Association, 2023), and it is unlawful to discriminate between men and women in relation to equal pay. If the male HCAs that you are looking to upgrade are carrying out work that is equal to the women in the workforce, the legal presumption will be that the difference in pay is because of their sex, unless there is a genuine reason that explains the difference (EHRC, 2021). Without this, there is a risk of an equal pay claim in which the women HCAs can show that their conditions of employment and pay are worse than that of their comparator.

To justify your reasoning for wanting to upgrade two male HCA's, I would advise that job evaluations or an equal pay audit/review are carried out beforehand to help measure the value of different jobs across the business and to identify any as 'equal work' (ACAS, 2024f). Alongside the fact that promoting two male employees on the presumption of their sex and without valid reasoning is unlawful, it is also unethical and the consequences of doing this can mean legal claims and damage to the reputation of the organisation. The case of *'Capper Pass v Lawton (1977)' (referenced in Daniels, 2024)* is an example of an employee who had an equal pay claim upheld by a tribunal as they were paid less than that of their male comparator on the basis that the work was broadly similar in nature.

Before approving this, I would like to ensure that the reasoning behind the upgrade is due to the fact that the men in question are not engaging in 'like-work' and the work being carried is not of equal value to that of the other 80% of women on the A grade. Robust evidence will need to be provided to justify the reasons for wanting to upgrade these individuals.

Email 5

A colleague is concerned that a radiographer who recently resigned from the Trust may be about to make a constructive dismissal claim in relation to a change that was made recently to his working hours. She asks for your advice about the circumstances in which such a change can form the basis of a successful constructive dismissal claim and about how long former employees have to make claims before they are considered to be 'out of time' by the Employment Tribunal Service.

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If an employee resigns without undue delay due to a breach of their employment contract, including changes to their working hours, or because the employer's conduct has been so unreasonable, they could have grounds to make a successful constructive dismissal claim if this change was done unilaterally (Trade Union Congress, 2022b).

When making changes to an employee's contract, it is important to consult with them allowing them their right to accompaniment, which when consulting formally, is a legal right. To ensure the process is fair the employee must be informed of the proposed changes and given the opportunity to collaborate to find the best solution for both the employee and the organisation, reducing potential conflict (ACAS, 2025b). In this scenario, if the employee was not made aware of this contractual change, there is a risk that they could claim constructive dismissal.

If the employee in question wishes to do this, there is certain criteria they need to meet and timeframes they need to abide by. They would be required to have two years continuous service with the organisation and would need to make the claim in three months minus one day from the day of resignation or the last day of their notice period. The employee must demonstrate that there was a breach of contract on the employer's part which caused them to resign without unreasonable delay (Daniels, 2024). They must tell ACAS if they wish to make a claim to which early conciliation will be offered, lasting six weeks initially, as a way of potentially resolving the issue before the need to make a claim to a tribunal. As a result, the limitation date to make an official claim is extended (ACAS, 2022).

The CIPD (2024e) highlight that compensation for dismissal whether unfair or constructive consists of basic award and compensatory award. Basic award is calculated on employees age and length of service multiplied by a week's pay. Compensatory awards reflect past and future loss of earnings and is either capped at 12 months' pay or the fixed cap set by legislation, dependant on which is lower. The case of *'Lewis v Motorworld Garages Ltd (1986)'* (referenced in Daniels, 2024) shows a constructive dismissal claim that was successful in relation to a breach of the implied term of mutual trust, which when applied to this instance shows the importance of consultation when making a change to an employee's contract to avoid potential legal disputes.

Email 6

A senior manager is leading on a reorganisation in his directorate. Fifty posts are to be lost, some of which will involve compulsory redundancies. He is keen to get on with the process quickly, simply dismissing the poorest performers and avoiding as much by way of time-consuming consultation as possible. Include discussion of the legal requirements relating to redundancy in your answer.

Redundancy can be a potential fair reason to dismiss employees providing the employer has ceased to carry on the purpose of which the employee was employed for, the place in where the employee was employed or the requirement of the employee to carry out work of a particular kind is no longer required (Daniels, 2024). ACAS (2024), explain that it is best practice for employers to look for other alternatives such as changing of working hours or job moves and how employees should be made aware that redundancy is being considered for their job role explaining why, the anticipated number and proposed selection criteria.

As we are looking at fifty posts that are going to be lost, a HR1 Form will need to be completed and legally a genuine and meaningful collective consultation over a period of at least 30 days should be held with employees and representatives to avoid unfair dismissal claims and protective awards. During this, the discussion of how people will be selected and ways of avoiding redundancy could be-discussed. The selection criteria identified should be used in the consultation process, and a robust

scoring system should be applied with employees being made aware on the criteria so the process is as transparent as possible. Without this, there could be a risk of unfair dismissal if the selection for the redundancy is unfair (CIPD, 2024a). Some examples could include standard of work, qualifications and disciplinary records whilst being careful to not discriminate against those with protected characteristics, such as waying too heavily on length of service or maternity leave and ensure that the criteria of 'poor performers' is unrelated to characteristics, such as disability for example.

After the process has taken place and employees have been selected for redundancy, they must be given adequate notice in line with their length of service before their employment ends. Employees who have been working for their employer for two years or more will also be entitles to redundancy pay based on their age (GOV UK, 2025).

As demonstrated in the case of '*King and others v Eaton Ltd (1995)'* (referenced in Daniels (2024)), an employment tribunal ruled that the redundancies that took place by Eaton Ltd were automatically unfair due to insufficient consultation, which shows that there are risks of unfair dismissal claims if this process is not thought out and carefully considered (CIPD, 2024a). Furthermore, if a fair consultation process is not followed the reputation of the organisation could be damaged, and a protective award can occur of up to 90's day pay alongside redundancy payments.

Email 7

Your Chief Executive Officer is about to open preliminary negotiations with a neighbouring hospital trust about the possibility of merging their two major pharmacy operations. The new centralised pharmacy will be based in your Trust but will provide services to the neighbouring trust as an expanded operation. She asks you to explain the major relevant rights that any employees involved in the merger might have in respect of the Transfer of Undertakings (i.e. TUPE) regulations should it go ahead at some date in the future.

When there is a transfer of economic entity that retains its identity or there has simply been a change in service provider, employees' terms and conditions of employment automatically get transferred over on their existing terms (Trade Union Congress, 2022a). This includes length of service, trade union recognition and collective agreements.

Should this merge go ahead in the future, it is important that the correct process is followed and consultation in line with TUPE regulations is held. There is no requirement to consult employee representatives if the transfer affects less than 10 employees or if the business has less than 50 people in total, however there is a requirement to always consult with the individuals affected (CIPD, 2024c). When consulting with those affected it is important to be transparent that a transfer is taking place, explain why and the measures that both the transferor and transferee expect to take in relation to the employees.

The responsibility to consult is of both the transferor and transferee and should this not be done or be ruled as inadequate, a 'protective award' of up to 13 weeks' pay per employee affected by the transfer may be awarded as compensation. Furthermore, specific employee information of those transferring need to be given to the new employer atleast 28 days prior to the transfer date, including names of those transferring, ages, disciplinary action taken and grievances raised within the past two years and any collective agreements. If this information is not provided the transferee can be awarded up to £500 per employee affected (Daniels, 2024).

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If any dismissals take place relating to TUPE, these will automatically be deemed unfair dismissal providing that the employees meet two years length of service. The case of '*Taylor v Connex South Eastern Ltd (2000)' (*referenced in Daniels 2024) is an example of an employer dismissing an employee after they had refused to agree to minor changes to their terms and conditions of employment as this related to a recent transfer that took place and was ruled as unfair by the EAT. ACAS (2024c) explain that employees who refuse to transfer must explain this to their current employer in writing and as such the employer should outline what will happen if they do not decide to transfer, offer potential opportunities for alternative employment and inform the new employer. If no alternative employment can be offered or accepted, the employment will end on the transfer date and the employee will treated as if they have resigned and will not be able to claim unfair dismissal providing the process has been transparent and appropriate consultation has taken place.

Email 8

You are asked to explain the regulatory requirements relating to the calculation of holiday pay to a new colleague. There are several dozen nurse bank staff who are employed regularly but on a casual basis to work in his department. They mainly cover shifts when permanently employed colleagues are absent and he is keen to ensure that their holiday pay is calculated fairly and lawfully.

The Working Time Regulations (1998), set out that workers are entitled to 5.6 weeks of leave that is paid. Calculations for holiday pay can be based on shifts, irregular hours, or days or hours worked per week, and this should be calculated from the last full week that they have worked (ACAS, 2024d). To work out a week of holiday pay, it will be in accordance with the hours an individual works. For workers who are monthly paid, there needs to be a calculation of the average hourly pay for the past month and then calculate the weekly pay (GOV, 2025b). For example, a worker that is paid £2,000 and has worked 160 hours over the past month has the average hourly pay of £12.50, and working 40 hours per week will amount to £500.00 weekly holiday pay.

In this scenario, bank staff are classed as irregular hours workers and as such calculating holiday pay can be more complex than a worker who is full time on fixed hours. However, it is important to get this calculation right as employment tribunals could rule that a worker's rights have not been upheld and as such can have detrimental effect on the reputation of the organisation, (CIPD, 2024d). To make this more straightforward, organisations can take 12.07 per cent of hours worked and pay earned over the past 52 weeks and then pay that amount as holiday pay which is applicable for leave years starting on 1 April 2024. This reflects that those who work irregular hours are entitled to 5.6 weeks of paid annual leave. Organisations can choose to pay this amount using rolled-up holiday pay which is an additional payment when the worker works and as such the worker will not receive any payment when taking leave (Daniels, 2024). However, ACAS (2024e) explain that leave years for workers that started on or before 31 March 2024 must get a minimum of 5.6 weeks paid holiday. As those who work irregular hours may not have weekly earnings that are consistent, it is important to use a reference period of 52 weeks to ensure holiday pay is fairly and lawfully calculated and is an accurate representation of what the worker typically earns.

Email 9

A member of staff who is pregnant asks you to explain to her the major ways in which maternity leave and shared parental leave differ. She is considering which of these options

would be most beneficial to her and her partner and is looking for your guidance before making her decision.

Maternity leave is a day one right for those who are legally classed as an employee and you can take up to 52 weeks of leave, 26 weeks of ordinary maternity leave and 26 weeks of additional leave. You would also be eligible for maternity pay should you have worked for us continuously for 26 weeks and earn at least £123.00 a week on average for the past eight weeks (ACAS, 2025).

Put simply, shared parental leave will allow you to transfer any untaken maternity leave and pay to your partner. To qualify for this, both parents would need meet to specific qualifying criteria such as being continuously employed by the same employer for at least 26 weeks by the end of the 15th week before your expected week of childbirth. Providing that you and your partner meet the criteria needed, it is up to you how you wish to take and distribute this leave. Furthermore, you may wish to stay on maternity leave whilst your partner takes SPL, so you are able to benefit from any enhanced maternity benefits the organisation may offer (Maternity Action, 2024).

Some of the major ways in which maternity leave and shared parental leave differ are that you will be able to take up to 52 weeks of SML alongside 39 weeks of pay taken in one set block, whilst up to 50 weeks of SPL can be taken either continuously or in separate blocks of up to one year after child birth and up to 37 weeks of pay between both parents (Equality and Human Rights Commission, 2024). SMP is paid at the rate of 90% of your average weekly earnings for the first six weeks, whilst ShPP is paid at the statutory rate from the beginning of starting the leave period. So, depending on your financial situation, you would have a better advantage if you at least decided to take SMP for the first 6 weeks. It is also worth noting that under SML, as an employee you are protected from any discrimination, this protective period ends once the leave finishes and does not apply to mothers who are on SPL and once you have made the decision to end or reduce your SML, you will be unable to return to this should your circumstances change (Maternity Action, 2024). Ultimately, the decision on which option is best for you should depend on your own unique circumstances.

Email 10

A colleague in the People Management team has recently received a letter from a newly appointed administrative officer who is employed to work on your main hospital site. She is formally requesting the right to work from home on three days each week. Your colleague does not wish to accede to this request for fear that it will encourage other administrative staff to demand the right to work from home too and that this will reduce the quality of the service the team provides. Include an explanation of employment rights in relation to flexible working in your answer.

Employees have the statutory right to request flexible working from day one of employment within an organisation, providing that the employee in question has not made two or more flexible working requests in the past 12 months. Alongside this, it is important that when a request is made employers follow a process, handle requests on a case-by-case basis and in a reasonable manner otherwise there is risk of legal claims for the organisation. (ACAS, 2024b).

Employers have the timeframe of two months after a formal request has been made to come to a reasonable decision, including anytime required for an appeal and the employee must be formally consulted with during this period, especially if there are grounds for refusal. You can reject the

request providing the grounds for refusal is in line with the business reasons set out in the legislation (Daniels, 2024). For example, there may be a burden of additional costs or the inability to reorganise work amongst staff. It is also important to consider benefits that could occur from granting requests for flexible working such as reduced absence rates, supporting potential disability and long-term health conditions and organisational benefits such as improved retention, organisational performance and a reputation as an employer of choice (CIPD, 2024b).

If this request is not handled within a reasonable manner, the employee is able to present a complaint to an employment tribunal and can be awarded 8 weeks' pay in compensation, severe damage to business reputation and the request can be ordered to be reconsidered. Employers must also make sure any information that is disclosed by the employee is not unlawfully discriminated against in line with the protected characteristics that The Equality Act (2010) sets out (ACAS, 2024b). The case of '*XC Trains Ltd v CD (2016*)' (referenced in Daniels 2024) shows the repercussions of not dealing with requests reasonably. As the employer refused on the grounds of not being able to cover all shifts and did not think creatively on how they could cover all shifts, the tribunal ruled that the decision made was indirect sex discrimination. So, it is important to ensure a clear and reasonable process is followed.

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