

# Investing in your most important resource: people

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# What will be covered

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- ▶ Consideration of the employee life cycle.
  - ▶ How to measure Recruitment and Retention rates and the questions Governors should be asking.
  - ▶ Developing an Employer Brand.
  - ▶ Terms and conditions of employment.
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# Employee Lifecycle

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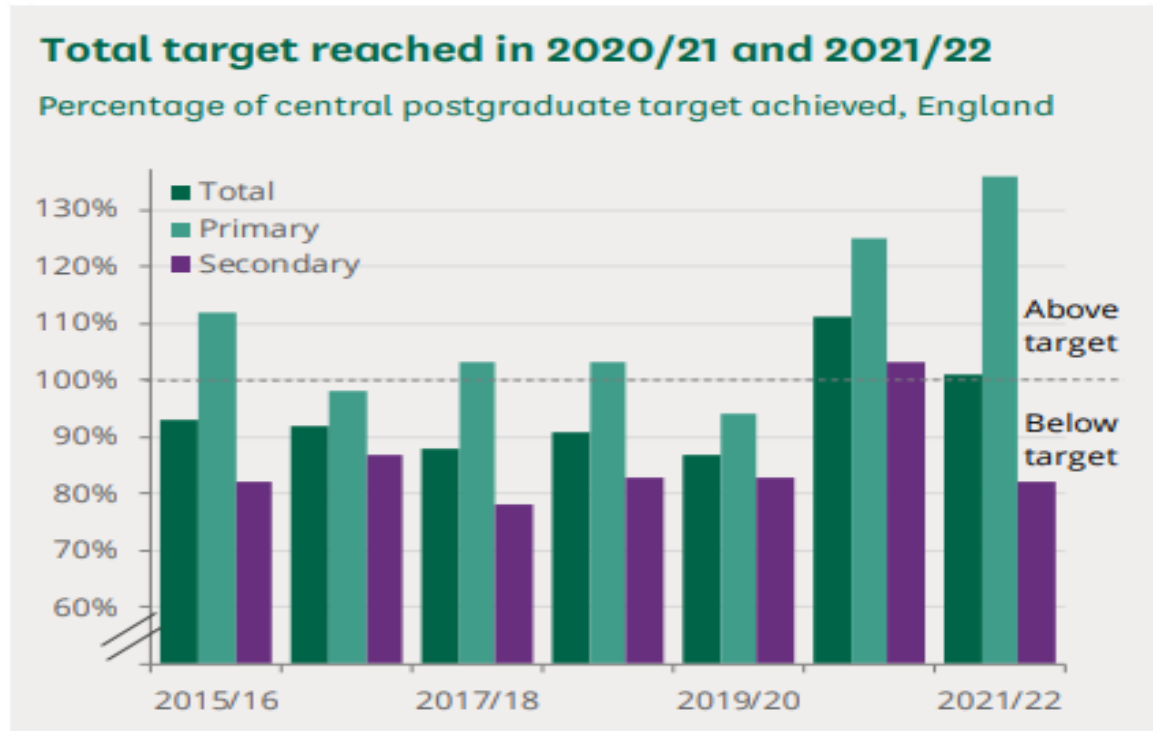
# Crisis in teacher recruitment & retention

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- ▶ The overall number of qualified teachers during the past decade has not kept pace with increasing pupil numbers.
  - ▶ DfE figures show that as of 19 September 2022, there were around 11,800 primary teachers recorded as recruited and around 12,600 secondary teachers (excludes Teach First recruits and those recruited directly by schools).
  - ▶ For context, the overall target for the complete 2022/23 academic year is 11,655 for primary teachers and 20,945 for secondary teachers (includes Teach First recruits and those recruited directly by schools).
  - ▶ Using the data available, Schools Week estimated that in 2022/23 the primary school teacher target will be met, but the secondary school teacher target will be 34 percentage points below target. In 2021/22 the primary target was met but the secondary target was missed by a similar amount.
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# Crisis in teacher recruitment & retention



Source: DfE. Initial Teacher Training Census 2020 to 2021. December 2020

# Measuring and acting on Recruitment and Retention rates

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## ► **Measuring employee turnover**

$$\frac{\text{Total number of leavers over period}}{\text{Average total number employed over period}} \times 100$$

## ► **Measuring employee retention**

A stability index indicates the retention rate of experienced employees. This can be used across an organisation as a whole or for a particular part of it. The usual calculation for the stability index is:

$$\frac{\text{Number of staff with service of one year or more}}{\text{Total number of staff in post one year ago}} \times 100$$

- Data can be used to develop retention strategy – look into reasons as to why people leave and improve on accordingly
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# Employer Brand

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A set of attributes and qualities – often intangible – that makes an organisation distinctive; promises a particular kind of employment experience, and appeals to those people who will thrive and perform to their best in its culture (Walker 2008: 3)

How we do things here.....

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# Employer Brand

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SK

Google

SK STONE KING



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# Culture and Wellbeing

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*'I don't want to know about your catered lunches. I want to know whether team members regularly pause work for an hour to eat together.'*

*I don't want to know about your on-site meditation room. I want to know how that manager supported their team member whose mental health was suffering.*

*I don't want to know about your paid parental leave. I want to know how that VP responded when their star employee announced her pregnancy—and what her career trajectory looked like post-leave.*

LinkedIn, Anon.

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# Culture and Wellbeing

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*I don't want to know about your unlimited time off. I want to know whether you've staffed your teams and projects in a way that allows people to use it.*

*I don't want to know about your big-budget holiday party. I want to know whether Joe in marketing brought his husband, what the CEO said in her speech, and how much laughter filled the room.*

*I don't want to know about your ping-pong table. I want to know about the last time you experienced real joy at work.*

*Your perks are only as meaningful as the culture you've built around them.*

*If you focus on creating a culture that's aligned with the experience you want people to have, the perks will write themselves.'*

LinkedIn, Anon.

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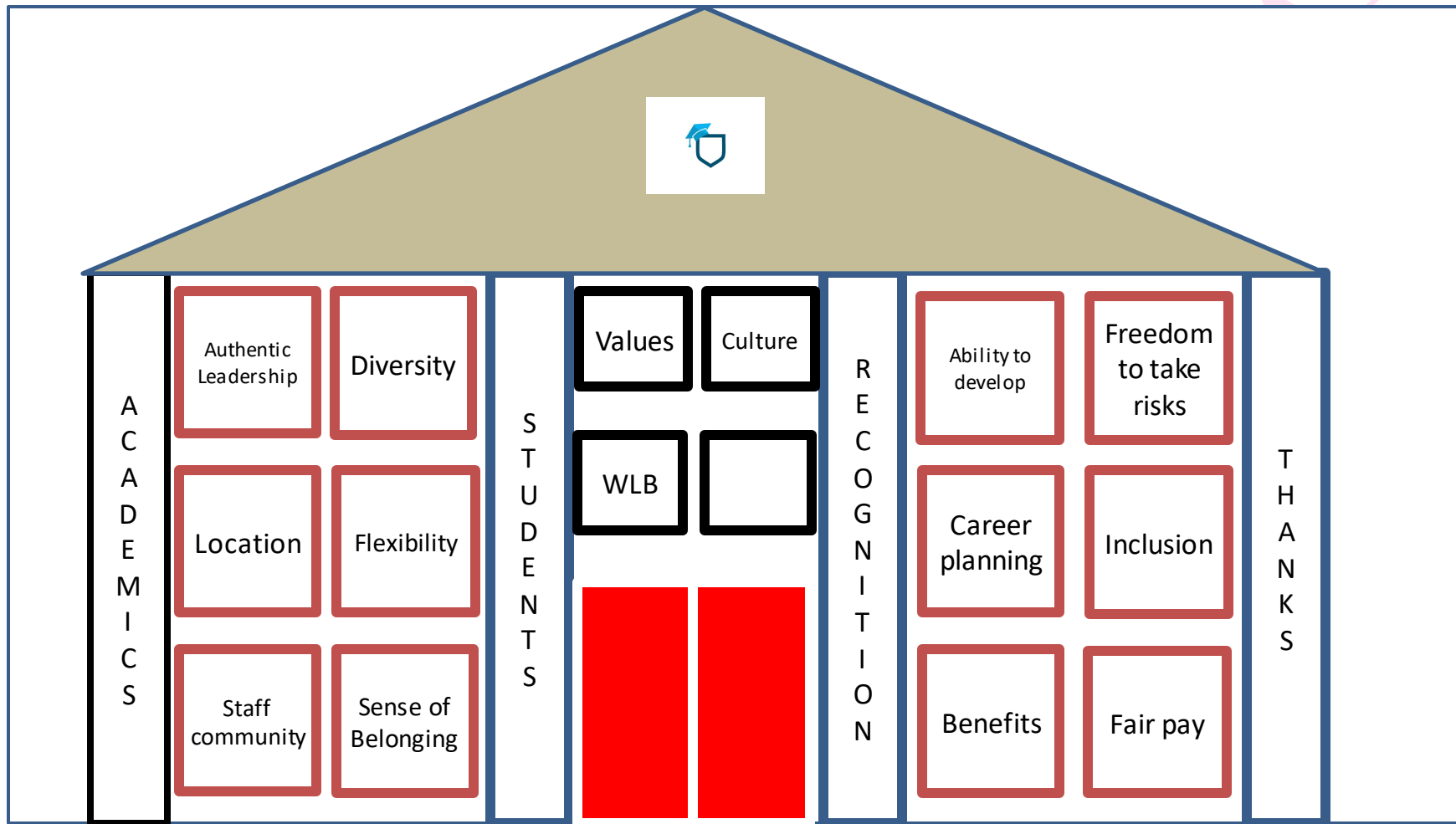
# Employer Brand

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## Employer brand –key components





# Wellbeing Strategy

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## Wellbeing Charter – DfE

1. Prioritise staff mental health
  2. Give staff the support they need to take responsibility for their own and other people's wellbeing.
  3. Give managers access to the tools and resources they need to support the wellbeing of those they line manage
  4. Establish a clear communications policy
  5. Give staff a voice in decision-making
  6. Drive down unnecessary workload
  7. Champion flexible working and diversity
  8. Create a good behaviour culture
  9. Support staff to progress in their careers
  10. Include a sub-strategy for protecting leader wellbeing and mental health
  11. Hold ourselves accountable, including measuring staff wellbeing
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*“Train people well enough so they can leave, treat them well enough so they don't want to”* – Sir Richard Branson.

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# Equality Act 2010

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## Protected characteristics:

- Gender
- Marital status (including civil partnerships)
- Race or Ethnicity
- Disability
- Age
- Sexual Orientation
- Religion / Belief
- Pregnancy / Maternity
- Gender reassignment

## Types of discrimination:

- Direct
  - Associative
  - By perception
  - Indirect
  - Victimisation
  - Harassment
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# Terms and conditions of employment

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## Employment Rights Act 1996

- ▶ name of employer and employee
  - ▶ date employment and continuous employment started
  - ▶ job location
  - ▶ [pay](#) and whether it's weekly, monthly pay etc
  - ▶ [working hours](#)
  - ▶ [holiday entitlement](#)
  - ▶ job description/job title.
  - ▶ [sick leave](#) and pay entitlements
  - ▶ pensions and pension schemes
  - ▶ disciplinary and grievance procedures
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# Recruitment risk areas

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- ▶ Discrimination
  - ▶ Properly recording terms and conditions
  - ▶ Misrepresentation
  - ▶ Being held to account
  - ▶ Successful candidates withdrawing
  - ▶ Read recruitment agency terms and conditions carefully
  - ▶ Properly consider references
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# Summary

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- ▶ The competition for talent is more fierce than ever along with retaining talent
  - ▶ Employer Brand can help with effective recruitment, engagement and retention
  - ▶ Regular measurement of turnover and retention
  - ▶ Terms and conditions and compliance are the foundation of this
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# Questions?

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