

## Trust Strategic Planning – HR Review

### The Supporting Team

- HR Officer – 0.58 FTE joined in May 2017 (permanent WEF 01.11.17)
- HR Assistant (and Trust Safeguarding Assistant/Senior PA to Leadership Team) – 0.3 FTE for HR
- HFP Admin Assistant (payroll and SIMS admin) – circa 0.1 FTE for HR
- KS Administration Manager and PA to HT (payroll, SIMS admin, line manager of admin staff, recruiting manager as identified in Trust recruitment process) – 0.5 FTE for HR

### Key functions

- **Employee resourcing:** advice, support and administration for end to end recruitment process, appointment and induction in accordance with Trust policy and legislation and guidance
- **Provision of general HR advice**
- **Employee relations support:** disciplinary, grievance, capability, safeguarding, TU consultation and negotiation
- **HR compliance:** policy development, advice, interpretation and implementation, interpretation and implementation of employment legislation, DfE regulations.
- **Wellbeing, Reward and Recognition:** remuneration, development of employee wellbeing initiatives and reward
- **Employee Development:** induction, CPD, performance management
- **Sickness Absence Management**
- **HR Metrics**

### Achievements 2016/17

- Cost per head to appoint staff averages from £211 to £350 per head across the Trust. This includes all vetting checks. Costs will range from the cost of a DBS circa £63 up to £1300 for advert for HT. Successful Trust wide recruitment fair with over 60 attendees.
- Teacher turnover reduced overall across the Trust. Support staff turnover remained the same or slightly increased. Turnover of casual staff and lunchtime supervisors has an impact at KS and HFP. Support staff turnover at Caludon owing to relocation or change in career or promotions.
- Trust wide exit interview process introduced. No major issues raised at end of summer term.
- No claims, employment tribunals or settlement agreements.
- 14 policies reviewed and updated in accordance with guidance, best practice and legislation.
- Wellbeing committee established at Caludon as pilot for Trust. Objectives shared with Headteachers across Trust with a view to establishing Trust wide initiatives during the summer term.
- Support staff performance management processes in place at Caludon Castle. Areas of good practice and areas for improvement identified through teacher performance management audits.
- More cohesive strategies in place across the Trust for absence management. Pattern of reduced sickness absence across the Trust (below average for public sector).

### Challenges and Trust priorities for 2017/18

- Recruitment Crisis in teaching
- Being creative around wellbeing, recruitment and reward of staff in light of crisis
- Policy alignment across the Trust
- Enhancing quality of CPD and performance management processes for support staff across the Trust
- Ensuring compliant, high quality HR provision whilst Trust grows (already 445 employees across the Trust)
- Impact of Brexit may affect legislation and freedom of movement of labour the following year – impact to be monitored.

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### Key developments planned for 2017/18

- Introduction of Trust wide Recognition Agreement to support the progression of policy alignment across the Trust
- Streamline/refine the performance management system and cascade across the Trust for support staff ensuring that all staff undertake a review process each year. This will bring about enhanced identification of training needs.
- To support the development of Trust QA monitoring/audit processes/analysis of key statistics to ensure HR function is strategic, adding value to the organisation and adhering to pay gap reporting requirements.
- To support school(s) joining the Trust so that HR systems and practices are fully aligned with Trust practice
- To drive the further development of a wellbeing ethos throughout the school and to evaluate its impact
- Consider introduction of PS People (HR system) to increase efficiency of HR process and facilitate more resource to 'upsell' teaching an invest resource to support recruitment and marketing of Trust HR brand.