

A stable workforce which meets the needs of the business is a key requirement for any business and all businesses strive to achieve this.

The battle to achieve the prize of a stable and appropriate work force is never fully won. Market forces, changes in the needs of the business and in particular growth strategies upset the balance in the workforce.

At the start of this year the Director General of the British Chambers of Commerce stated “labour and skill shortages are set to be the biggest drag on business in 2018”. Many owner managed businesses are planning to invest in recruitment and upskilling staff to meet expected Brexit challenges.

Minimising and managing staff turnover is important in the current climate. We are running a free seminar to assist owner managed businesses in meeting this challenge and we will be addressing the following two key areas:

## 1. Managing Growing Pains – “the right people in the right places”.

- As the business grows its requirements for skills will change. It is often the case that employees in certain important management or technical roles do not have the necessary skills to meet the new needs of the business.
- A business may need to make changes to terms and conditions of employment to introduce changes in working hours to give the business greater flexibility or to introduce a model of different working practices to meet peaks in demands.

Alternatively the business may need to make changes to the duties of some of its employees to meet the changing needs of the business.

- If your business has grown by acquisition it may be appropriate to restructure the roles following the integration of the acquired business.

Handling the aforesaid types of situations badly will have a negative impact upon the workforce. The area of business reorganisation is a technical area of employment law and employers find it difficult to determine whether the proposals amount to a reorganisation or a redundancy exercise. All too often businesses face unwanted challenges from staff which harms the stability of the workforce. At the seminar we will look at common mistakes made and ways in which you can address the needs of the business whilst limiting the impact on the workforce.

## 2. Creating a Desirable Working Environment

- Creating a desirable working environment is not just about how much you pay in terms of salary or benefit packages offered to staff. Although no one would underestimate the importance of salary and benefits there are other ways of ensuring that you maintain a desirable working environment.
- In particular it is important that a business demonstrates to its staff that it has in place appropriate internal procedures and policies. Staff should feel secure working for a business which is both professional and provides appropriate safeguards for its employees.

- Employees joining your business from previous larger employers are attracted by the contribution that they can make to the growing business. However there will be expectation that the business has in place appropriate HR practices.
- As the business employs more people it is essential that it has in place appropriate procedures and policies to deal with staff related issues. This is not only for the protection of the business against claims but also to assist the business in maintaining a stable workforce. Employees form opinions about how their employer addresses problems and just as importantly whether their employer fails to address problems.
- Some of your employees will wish to grow with your business. Identifying those employees and meeting their expectations can be difficult. Putting in place opportunities for training, promotion and advancement is essential.
- A traditional answer to the problem of maintaining a stable workforce is to introduce a bonus or other incentive schemes. Whilst this may be appropriate for some employees within your business I would challenge you to ensure that such schemes achieve your objectives. All too often schemes are put in place which do not achieve the desired benefits for the business.

At the seminar we will look at ways in which a desirable working environment can be achieved with effective internal procedures and policies. We will challenge the benefits of certain incentive schemes and look at ways to ensure that staff related issues are handled correctly to avoid destabilising the work force.

What is clear in this current climate of uncertainty related to Brexit, reduced consumer confidence and concerns over skills shortages is that the battle to maintain a stable workforce which continues to meet the needs of your business will become more challenging in the future.

All of these issues and more will be discussed in detail at our Minimising and Managing Staff Turnover seminar on 23 May at Beales Hotel. To book your place, please contact [marketing@taylorwalton.co.uk](mailto:marketing@taylorwalton.co.uk) or visit [www.taylorwalton.com](http://www.taylorwalton.com).

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