

Unique People

UP

Intelligent perspectives for business leaders
Autumn 2018

LUCY NICKSON

From nurse to NHS Manager
to CEO; Lucy Nickson talks us
through her career.

Also in this issue:

Leadership with Integrity?

How prevalent is a lack
of integrity in business?



with **Matt Smith**

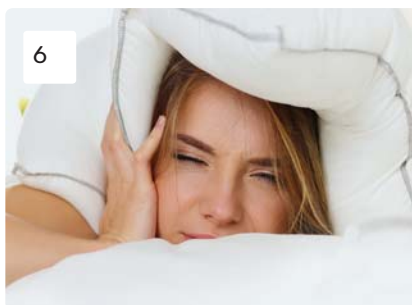
An interview with
the Fund Manager
at Key Fund.



Contents

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Lazy days and Mondays...

An estimated 350,000 people called in sick on National Sick Day in 2018.



Q&A with Lucy Nickson

Chief Executive Officer,
One Health Group.



Why do people work?

We discuss 'Why do people want to work for you?'



Leadership with Integrity?

How prevalent is a lack of integrity in business?



Diversity at work

Anne Brady, Associate Director, discusses how having a diverse workforce can benefit your company.



Q&A with Matt Smith

Chief Executive Officer, Key Fund.

Welcome to the Autumn Newsletter

Welcome to our Autumn edition of Unique People Magazine, and what a year it's been so far!

Confidence in the economy is growing, hiring plans for employers around the country are firming up, and there are some semi-serious whispers that Donald Trump could end up being awarded a Nobel Peace Prize! It just goes to show that you never know what is around the corner, good or bad. Keeping an eye on market trends and how the world of work is evolving has never been more important in such an ever-changing climate. For example, according to the REC, 34% of

reasons people give for leaving your organisation, whether there is a pattern in regards to which department has the highest staff turnover, are really important if a company is going to develop a convincing employee engagement and retention programme. It can also be used for locating any unconscious bias in those who interview candidates, whether there is a pattern between who is interviewing candidates and the background of the staff you employ. Data is a driving force that can be such a useful tool in transforming your approach to interviews, diversity in the workplace and employee engagement.



**Nigel Brewster, Partner,
Brewster McBride Search & Selection**

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LinkIn with Nigel Brewster

Keeping a closer eye on the reasons people give for leaving your organisation, whether there is a pattern in regards to which department has the highest staff turnover are really important if a company is going to develop a convincing employee engagement and retention programme.

employers were uncertain of their hiring plans in February, whereas now this number is only 12% - that's a 22% drop! As such, in this issue we have continued to highlight some of the key talent trends still emerging for 2018, including the importance of using data and analytics to identify your own company trends.

This is something we are seeing more and more of; clients looking to implement systems and processes that allow them to keep track of not just their talent retention and turnover rates, but also how diverse they are, and whether they can truly claim that they are an inclusive employer. Keeping a closer eye on the

Also in the edition, we have some fantastic insights from Lucy Nickson (CEO of One Health Group) on the sensitivities of running a successful not-for-profit organisation, and Matt Smith from Key Fund on supporting the growth of social enterprises in the community.

I hope you continue to find Unique People an interesting read, and please get in touch with any topics you would like to see discussed, or any feedback you have on the publication.

**Nigel Brewster, Partner,
Brewster McBride Search & Selection**

Current talent trends

Big data and data analytics

Big data is transforming hiring and employee retention campaigns. With the volume of data available, many organisations now have a data analytics system in place.

This could help you identify the connections between various data points and use those insights to make well-informed hiring decisions.

When it comes to retaining talent, data can help you understand and resolve the issue as to why your



employees are leaving. Is it the lack of opportunities for promotion within teams, the limited rewards and benefits package, or is there something in the company culture? The answers to these questions are all in your data – you only need to mine your data better.

Employee wellness programs



With two thirds of UK employees saying they experience stress in their jobs (Robert Half Health and Wellbeing survey 2017), health and wellbeing policies will be at the core of HR management this year thanks to the growing number of millennials in the workforce and their demand for personal time whilst in the office.

At the same time, we're in the digital age where you could easily tap technology such as pulse feedback tools, employee wellness apps, and other communication and collaboration platforms to help you nurture your employees' well-being.

An alternative work option in the gig economy

The 'Gig Economy' is 'a labour market characterised by the prevalence of short-term contracts or freelance work, as opposed to permanent jobs,' according to BBC's definition.

While contract work has long been going on, it's worthy to note that companies are being more flexible nowadays such as, allowing telecommuting for their employees.

This may prove to be advantageous for your business if you are trying to save on overhead costs while retaining your competitiveness with a talent pool that you could tap for in-demand jobs. As we see new working styles emerge through time, your company should be ready to



accommodate employees who work on flexible hours and in remote settings. Your talent acquisition team will then need to be more proactive in managing your company's networks of talent, whether external or internal, to help you expand your candidate pool and retain high-performing employees.

These trends are expected to impact the way companies source talent globally, and hopefully, your recruitment strategies for 2018/19 will give enable you to find candidates with the best fit for your business.



Redesigned interview strategies

The interview process is obviously a crucial phase in recruitment, so it makes sense to invest in this area more.

Video conferencing, for example, is used more and more frequently for screening candidates when it's difficult to transport them into your office for a face-to-face interview.

Apart from video assessment, the use of technology is also effective in assessing skills in simulated work environments. Are you curious how your applicants would fare in a task-based interview?

Instead of requiring candidates to describe the steps they would do (in which you might only elicit rehearsed responses), ask them to demonstrate the approach they would be using in an online platform created to replicate the programmes and systems they would have to use on a day-to-day basis.



Positive candidate experience

A positive candidate experience is synonymous with good employer branding. When candidates find your hiring process smooth and efficient, they're more likely to accept your job offer and tell others about their experience.

Your candidates will find it frustrating when information about job descriptions is minimal or, when there's a lack of feedback from the company about the status of their application. There are all sorts of online tools and HR software out there to manage the process and keep you on track, but however you do it, the

key is communication. Candidates don't mind waiting if they know where they stand and why, so investing a little bit more time and effort into the candidate experience could make sure you keep your top prospects interested.

Brexit preparations

The UK is on course to leave the European Union on 29 March 2019.

Businesses in the firing line will need to formulate strategies to deal with the consequences. Larger organisations are already building Brexit committees of stakeholders in HR and recruitment, and validating their employee data.

International trade in the services industries relies on staff mobility. HR departments in affected industries should review their 'Employee Value Proposition' with financial, physical and emotional wellbeing in mind, because these are the areas that will attract talent in the wake of Brexit.





LAZY DAYS AND MONDAYS...

It's the first day back at work after your holiday. Your alarm goes off at silly o'clock, you hear the rain tapping against your window, and the cosy feeling of staying wrapped up in your duvet is far too tempting to resist...

So you pick up the phone, put on your best "I'm poorly... honest!" voice, and tell your manager that you can't make it in today, and pull a 'sickie'. You are certainly not alone, as on average 1 in 5 Britons are reported to 'pull a sickie' each year, and there is even a National Sickie Day (traditionally the first Monday in February). However, the implications of absenteeism are far bigger than you might think, and National Sickie Day alone has the potential to cost the UK around £45m in wages, lost hours and overtime.

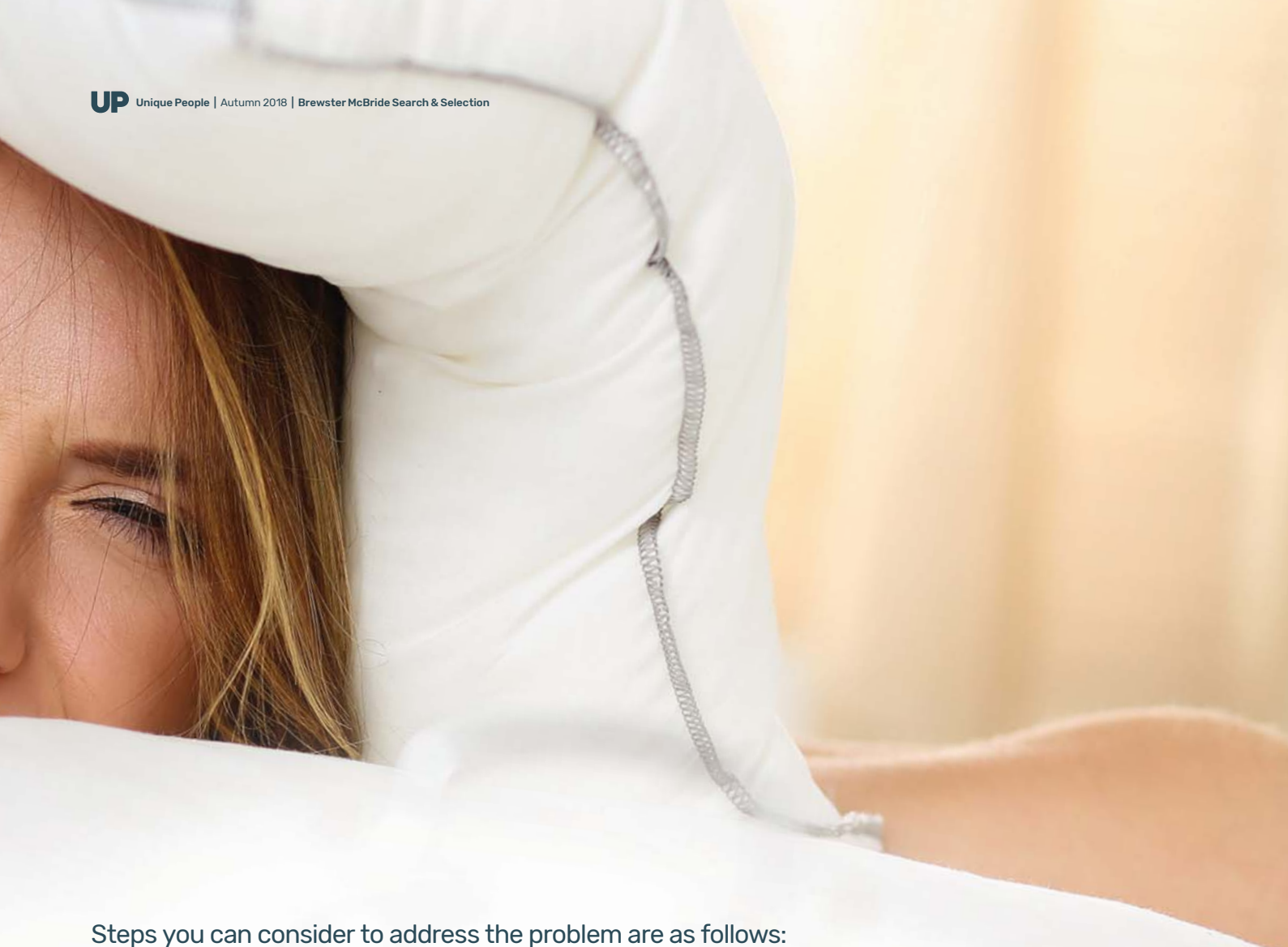
Many people are guilty of 'pulling a sickie', but the implications of absenteeism (whether on the first Monday in February or not), are far bigger than you might think. This one day of the year alone has the potential to cost the UK economy around £45m in wages, lost hours and overtime. With employees clawing for excuses (some of the worst reported by the Employment Law Advisory Services being "My work clothes are still wet, so I can't come in" or "I can't come in today as I'm trying for a baby"), why is it that some employees feel that they need a random day off, and what can employers do to help reduce the problem?

By **Natalie Poskitt**
Director, Brewster
McBride



There are many factors to consider when investigating why your employees are potentially taking a day as sick leave. Firstly, of course, they may well be genuinely ill or feeling unable to come to work, and so should be appropriately supported by the company where possible. However, where you feel that an employee is taking advantage, it's important to try and find out why – are they feeling demotivated or disengaged? Are they experiencing stress at work? Or is it simply that they were feeling burnt out and just needed a duvet day? Finding out exactly why an employee might be feeling like they don't want to come to work is the key to solving the issue.





Steps you can consider to address the problem are as follows:

1. Encourage an open and transparent communication channel around health, wellbeing, and time off

If your team feel like they can come to you when they're feeling a bit burnt out, unenthusiastic, or if they've been experiencing stress at work, then you can work collaboratively with them to find a solution that works for you both. Honesty is always the best policy, so make sure your staff feel like they can be completely truthful with you about how they're feeling without fear of reprisal. Equally, you need to be honest with your staff about your company policy around absence, and the consequences of being untruthful.

2. Boost morale

There are many ways of boosting morale, such as implementing a good reward and recognition strategy, creating a positive work environment/atmosphere, providing opportunities for self-development and growth, allowing flexible working hours and so on. Make the effort to engage your employees and they will feel less inclined to take an unnecessary sick day.

3. Hold return to work interviews

Many businesses hold return to work interviews after every leave of absence. If staff think their reasons for being absent may be scrutinised, it can discourage them from pulling a sickie in the first place. Of course, you need to build something like this into your policies and procedures, and will need to have sufficient resource to be able to allocate to it. But these 'illness interviews' have been proven to reduce absenteeism.

4. Encourage your staff to use their annual leave

So many people cling to their annual leave, either to stock them up for a big holiday, or because they feel they're too busy to have the time off. By encouraging your employees to actually use the annual leave allocated to them, even if it's just the odd Friday off here and there, you are sending them the message that you want them to enjoy a work-life balance, feel well rested, and return to work feeling refreshed and motivated. If your staff are too scared to take annual leave because of their workload, then this is something that definitely requires a detailed discussion to find a workable solution for all involved.

Staff taking unwarranted time off can harm productivity and influence others' motivation. But employing one or more of these strategies can help avoid staff sickies in the first place and can help stop the money and time lost to illness – whether it's genuine or not.







Lucy was appointed Chief Executive Officer in September 2017 and brings with her a wealth of healthcare experience from the NHS and charity sector. Previously CEO at Ashgate Hospicecare in Chesterfield, Lucy started her career as a nurse, in Sheffield before moving into a management career in the NHS, so she knows a thing or two about the challenges inherent with working in charity and not-for-profit organisations. We asked her for some insight into her career to date, and her advice for those currently working in the sector.

Q Can you talk us through your experience to date, and how this brought you to your current position at One Health Group?

A I started my career as a nurse, training in Sheffield between 1990–93. Once qualified, I worked at Weston Park hospital in Sheffield, but later went on to train as a Health Visitor in Derbyshire. Health visiting led on to management roles in Community Nursing Services and I gradually took on more substantial leadership positions within the Community Trust in Derbyshire.

From there I was seconded into the Strategic Health Authority (SHA) for a year as Head of Performance; a broad role which was concerned

with NHS Statutory targets. While I was at the SHA, not liking the performance element much, I carved out a new role that didn't exist, concerning the transition of injured armed forces personnel into NHS Care. Work I was involved in later became key to national policy.

It was my time at the SHA which was the catalyst for moving away from the Public Sector and I was successful in applying for a CEO position at a small End of Life Care charity in Derbyshire – Helen's Trust. I spent a couple of years there with exposure to a completely new sector where 'decision to action' time is short, and creativity and innovation are essential. This led me to a much larger role as CEO of Ashgate Hospicecare.

After four and a half transforming years there, I knew that challenge and change were probably the two things I was most drawn to as a leader, and I started to think about next steps. Shortly after that, One Health Group (OHG) found me and consequently, I find myself here, in a very different organisation. One Health provides NHS and Private surgical treatment and is an independent company based in Sheffield.



with Lucy Nickson

Q How do you think your experience so far has equipped you for your current role?

A I suppose I have substantial background knowledge and experience of the market in which OHG operates, as well as the complexities of organisational operations and governance. I am also used to working with a fair degree of ambiguity and am comfortable with change. That said, surgeons themselves and elective surgical care was new to me when I started at OHG. As was the Private Sector in healthcare terms.

I believe that skills are transferable and so the 'product' or service offered is perhaps less important than the broader knowledge and skills I have acquired as a leader over time. I have been a CEO for eight years and my personal values, my experience of working with people, of change and of organisational culture are every bit as important as the transactional management elements of leadership.

In some ways OHG has required me to take a step backwards in how 'hands on' I need to be. Largely as it is small in infrastructure but also because many of the building blocks seen in really highly performing organisation still need to be developed. That said, the role provides great challenge; not least because of the market that we operate in, but also due to the potential for growth. Politically, there are challenges as One Health is essentially a commercial organisation trying to position itself to work in support of the NHS. My view is that the NHS market is fairly hostile to private providers currently.

Although an independent company, 80% of our work is for NHS patients and part of an NHS contract. We do all of our NHS work at tariff, so for the same price as any other NHS Trust. However we are also extremely lean organisationally and have a strong track record on quality, productivity and efficiency and I genuinely believe that in some areas, One Health Group

could be part of the solution to helping the NHS manage demand for elective surgical care. These are the headlines I'd like to draw attention to.

Overall, I'd say that my broad experience of 'other' professional experiences is also what equips me for the leadership role I am in now. I am a charity Trustee, I have Chaired a national commercial procurement group within the hospice sector, I have been a volunteer bereavement counsellor and I am also a Magistrate. These experiences have given me additional breadth and perspective. They are experiences which have given me the ability to be proportionate when making assessments and decisions. Proportionality is perhaps one of the most useful and important skills as a CEO, whatever your field of expertise or business.

Q What would you say your biggest challenge has been so far in your career?

A The hospice role was a significant challenge. Hospices are unique in culture, maybe not like people would imagine. Things had been 'just so' for a long time at Ashgate and change was viewed with suspicion by many. Whilst there, I led significant change at Board level, crucial to get the Trustee 'buy in' to what we needed to do, which ultimately was to invest in income generating activities, which in turn would enable us to invest in people and services.

In my time at Ashgate I doubled annual income, gained new NHS income; doubled volunteer numbers, increased employee headcount by 24% and oversaw a major building refurbishment. I set out to develop a more outward facing culture which saw Ashgate develop greater credibility locally, regionally and nationally. In my time there, Ashgate was also one of the first hospices in the country to achieve an Outstanding rating from the CQC.

Q What did you feel was the most challenging aspect of leading a not-for-profit organisation?

A Profit and loss. It really matters if you can't generate income. That may be akin to independent companies of course, but it is very different to how it felt to me in the public sector. Colleagues in the NHS may argue with me about that point - especially with public funds so stretched. However, statutory public sector services are not the sole responsibility of any one Board or Executive team and that is a fundamental difference.

Donor fatigue can be a problem, as is competition for public support and negative perceptions about how charities are run. These views are often fuelled by the press and on a more local scale by social media. When you run a not-for-profit organisation, people often suggest you should run it on volunteers. Marvellous as volunteers are, my view is that no one would want their hospice doctor to be a volunteer and neither would most skilled doctors and nurses be able to work for no salary.

When you are cared for by a charity like a hospice, you expect to be cared for by highly skilled and trained professionals. In the same way, you should expect the business of the charity to be run by highly skilled professionals, as such you need to pay your administrative and fundraising teams accordingly!

For any CEO there is a pressure to be an inspirational leader. That can be particularly challenging in a charity due to the competing needs of internal visibility and a strong public profile. Some people thrive on this due to their passion for the cause and I admire that. However, we are all human and having to occupy that 'inspirational space' for a prolonged period can, I think, become tiring and challenging also.

Q How did you achieve a balance between the commercial needs and strategies of the organisation, as well as providing high quality palliative care?

A I had to establish a comprehensive understanding of the challenges and opportunities at play, and then develop a narrative which would convince the hospice board, staff and volunteers that money needed to be spent in order to generate the funding needed to deliver care.

This strong message, plus overt celebration and recognition of what was already superb high quality palliative care was key. I also used my nursing knowledge and background to demonstrate I was compassionate and understanding of the issues that hospice staff and volunteers faced. I had to make some tough decisions and changes involving people, especially in the first couple of years – that is never easy but it has to be done.

Partly, I was inspired by a man called Alan Clayton, a fundraising guru. Alan's belief is that you have to connect the money to the mission. Establish the right messages and stories, which will ultimately connect people to the charity emotionally. I really believe that and learning from Alan Clayton helped us develop a new ambition for Ashgate. We became bolder and braver in how we asked for support and we started to tell the stories that were difficult and upsetting, BUT those stories were a real turning point in scaling up support and in turn income.

Leading with authenticity, doing and saying what you believe in, not what you think people want to hear also undoubtedly helped me to change the culture at Ashgate.

Q What originally attracted you to a career in the Health sector?

A I wasn't at all interested in academic achievement pre-university. From a young age, I liked being with people and having responsibility. I am a doer but I am also very interested in politics and wider societal issues. I worked (illegally) as a Care Assistant with elderly people with dementia from the

age of 14 and this work inspired me. My grandmother was a nurse and a good role model so that also inspired me. However, I suppose ultimately I've always been drawn to problem solving and I am genuinely empathetic and interested in others. Health care was therefore probably always going to offer me something of interest as such.

Q How do you think the sector has evolved since you began your career?

A The focus on quality and safety is tremendously important now and rightly so. Regulators play a hugely significant role in healthcare, and this continues to evolve and underpin the sector. Patients expectations have changed as healthcare has improved – there are positives and negatives associated with this!

Treatments and medicines continue to advance and develop, meaning patients are living longer and their health and social care needs are changing. This brings associated challenges regarding cost and demand for care and affordability for the NHS and wider care system.

Things have also changed significantly for healthcare professionals in terms of culture and traditional hierarchies. There is now a greater sense of a multidisciplinary team, as opposed to deference towards those perceived as most powerful and knowledgeable.

Clearly Politics is central to healthcare, that's not new. My sense though is that Party Political agendas are a hindrance to healthcare Policy and drive short termism which is not good for healthcare. Frequent Policy change can divert attention from the real issues of healthcare management.

Q What are the main priorities for your organisation over the next 12 months?

A Delivering on our NHS contracts in terms of quality and activity. The challenge will be ensuring we don't overperform – perverse at that sounds. The bottom line is that we can see people as soon as they are referred to us but our NHS activity is governed by what the NHS can afford to spend.

Not because we cost more, on the contrary, we cost the NHS the same as any other NHS Trust, and we can demonstrate significant productivity improvements. However, there simply isn't enough cash in the system to pay for everyone to receive everything they need, at a time they may need it.

Better shaping the organisation operationally, while continuing to strengthen governance over all remains key. Perhaps the greatest challenge of all will be predicting the market over the next 12-36 months; assessing the impact on our business and working up a strategy which factors in our diversification plans.

Q What would be your advice for anyone taking their first steps into a leadership role in the not-for-profit/charity sector?

A Don't underestimate how much resistance there can be to change and how much people can be driven by their own agenda. Not unusual in any business but in a charity, everyone involved, including the public, thinks they have a stake in the charity. That of course is true, but it means you have to work doubly hard to work out who your key stakeholders really are, and what you need to do to get them on side to support your ambition.

Q There is a reportedly increasing skills shortage in the Healthcare sector at the moment, what do you think the best way organisations like yours can be doing to close the gap?

A We need to continue to think more laterally about this. Currently, private healthcare organisations are not training organisations for doctors, nurses and other health professionals. While we may not be able to have a direct training role, despite our hugely experienced and skilled Consultant workforce, we can influence and support other organisations and initiatives which are relevant to this. That is a priority for me as CEO.

WHY DO PEOPLE WORK?

Summer has come to a close, the excitement and energy of the season, much like the sunshine, is starting to fade, and coming to work when we've had some time to reconnect with loved ones and truly relax becomes that little bit harder.

It's also the time of year for reflection, reassessing your goals, and taking a closer look at your career, where you work, and whether you're happy where you are. This is the perfect time of year for organisations too, to look at how they are incentivising their staff, and what they are offering their employees to win them over year-after-year. Why do people want to work for you?



By **Pete Shillito**,
Divisional Manager
- Engineering,
Brewster McBride





The answer lies in taking the time to understand what is genuinely important to your employees, which of course will be very different depending upon whom within your organisation you ask. A recent survey completed by the CIPD asked respondents which factors they would identify as being most important to them when thinking about their career or working life, and the results paint a clear picture of where employers need to be focussing on in their plans for staff retention and engagement.

69% of those surveyed by the CIPD cited that job satisfaction and work/life balance are two of the most important factors when thinking about their career. When looked at in more depth, the survey found that women are more likely to cite work-life balance as an important factor (73%) than men (66%) and also more likely to regard the people they work with as an important factor (48%) than men (24%).

Four in ten employees (41%) regard the people they work with as one of the most important factors to them when thinking about their career, whilst 29% say meaning or purpose is important to them. Young workers aged between 18 and 34 are more likely to rate progression as the most important factor.

It's interesting to note that wealth is the fifth most frequently cited factor by respondents, which goes to show that

69%

of those surveyed by the CIPD cited that job satisfaction and work/life balance are two of the most important factors when thinking about their career.

a positive, productive, and progressive working life is actually more important to most of those questioned than their salary or remuneration package.

There is no easy or blanket answer. What people want from their job, and what will keep them working productively and enthusiastically for an employer depends on so many individual factors that are personal to the individuals you employ. The key is trying to take the time to speak to your staff, assess their goals with them, develop strategies to increase their work/life balance, and demonstrate how keen you are to get it right. Going that extra mile for your staff may well result in all of them going that extra mile for you.

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29%

of employees say meaning or purpose is important to them in their careers.

Leadership with Integrity?

There have been a number of headlines over the past few years, such as the VW scandal and BHS's difficulties, that seem to demonstrate that, nowadays, more and more companies and their leaders display a lack of integrity. So, with this in mind, how prevalent is a lack of integrity in business?

My personal opinion is that, across our region, the vast majority of businesses and organisations operate with very high levels of integrity, but unfortunately there will always be the small minority of those individual Directors, Managers, or leaders that do not.



By **Nigel Brewster**
Partner, Brewster
McBride



Leadership with Integrity?

Nigel Brewster



An apparent lack of integrity in the corporate culture doesn't just have a potentially negative impact on profitability – it can also have a draining impact on motivation, resulting in an increase in stress, and a negative impact on the general wellbeing of employees.

It is obviously damaging to morale for all employees when integrity is lacking in an organisation, but as well as this, surely 'good' economic growth in regions like our own consists of not only well-run, profitable businesses, but also those that genuinely embrace a view that integrity should be a cornerstone of their operations.

There are many styles or models of leadership, but the single feature that, for me, is the most enduring, is when leaders have a clear view of organisational ethics, ethical behaviours of leaders, and what outcomes they deliver for employees and the organisation as a whole.

Surely the leaders that we naturally gravitate towards are the ones that are values-driven, and have an aspiration to deliver ethical outcomes to a range of stakeholders beyond short-term commercial gains. This is sometimes

described as 'purposeful leadership' – a concept which includes 'the extent to which a leader has a strong moral self, a vision for his or her team, and one that takes an ethical approach to leadership marked by a commitment

stakeholders' and 'vision', are important in influencing a range of employee outcomes including intentions to leave the organisation, job satisfaction, willingness to go the extra mile, sales performance and, not to mention, lower

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to stakeholders', such as supporting good causes, taking care of employees, and being environmentally responsible.

Recent findings from research on leadership show that 'purposeful leadership' and its individual components of 'moral self', 'commitment to

levels of cynicism. However, some potentially worrying research from the CIPD (Chartered Institute of Personnel & Development) suggested that in the UK population only four in ten workers (40%) score their leaders highly on ethical leadership. From working in our region



throughout my career, I am much more positive about the leadership of our businesses, and I believe that Sheffield and the wider region would score much higher than 40% on this one!

It is important for employees to feel that they are able to translate their personal moral values into the work environment. This is becoming a critical issue as increasing amounts of research and anecdotal evidence suggest that younger generations see the moral and ethical stance of an organisation as a key determining factor as to whether they want to not only work there, but



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40%

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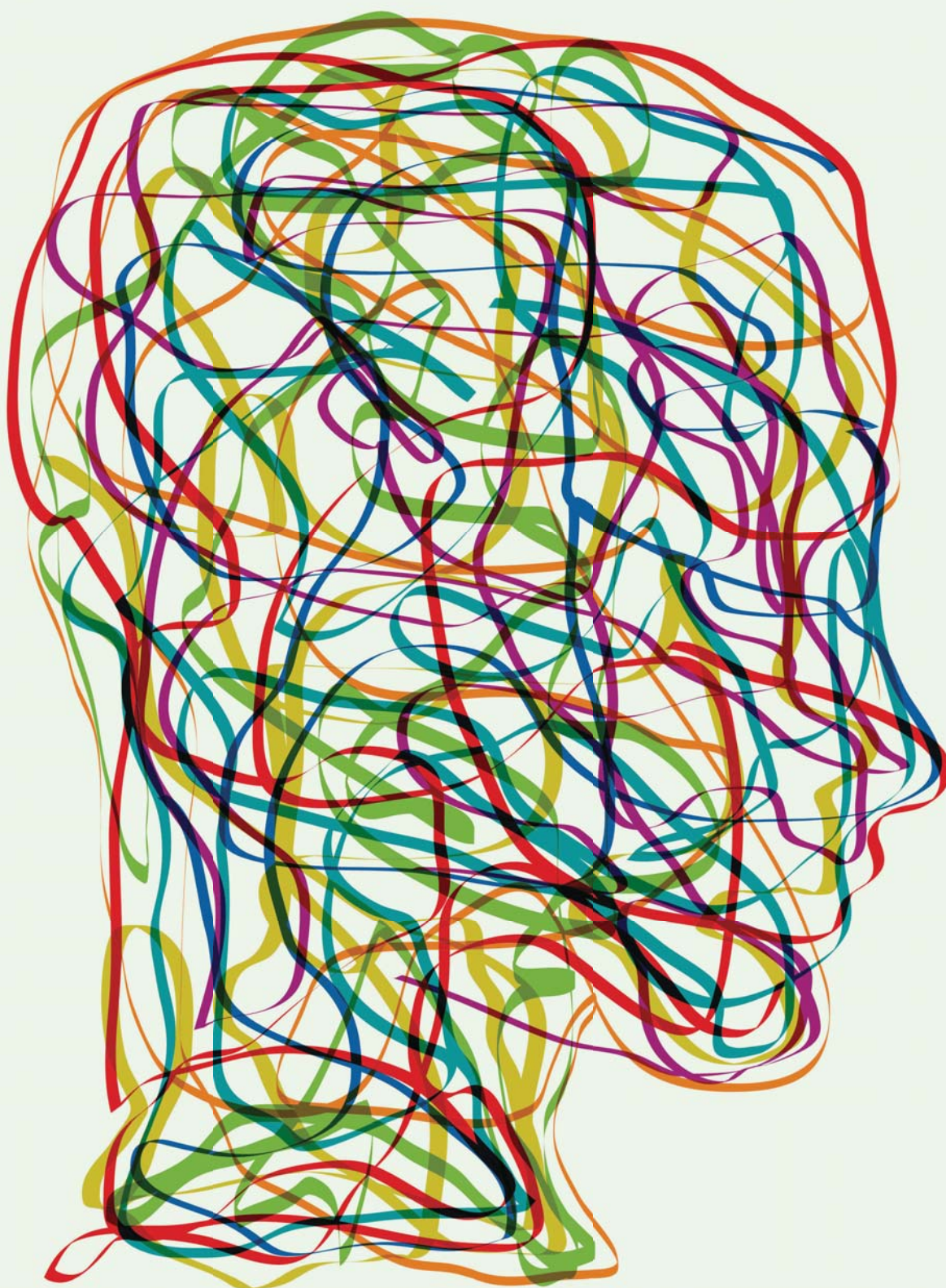


So, in short, leadership with integrity and a clear moral and ethical stance isn't just the right thing to do – it can actually contribute towards increased productivity.

also use the business' products or services. For businesses to truly achieve this there needs to be a fit between the values of the employee and those of the organisation. The degree of alignment between the values of the organisation and those of the employee, in combination with ethical leadership behaviours, has an undoubted impact on things like meaningfulness of work, organisational commitment, job satisfaction and intentions to leave the organisation. So, in short, leadership with integrity and a clear moral and ethical stance isn't just the right thing to do – it can actually contribute towards increased productivity.

Having worked with many hundreds of businesses over the last 20 years, experience has proved to me that

most Management Teams and Boards of businesses in our region believe that integrity is key, but some just fail to communicate this in any sort of meaningful and coherent way, and this becomes an issue as a sense of organisational integrity must come from the very top to have any real chance of becoming a reality. If organisations across Sheffield and our wider City Region commit to high standards of ethics and ethical behaviour, and communicate this to ensure alignment between the values of the organisation and their people, I am confident that this will be another differentiator for our region and a genuine source of not only competitive advantage but regional pride.



MENTAL HEALTH MATTERS

Mental health means different things to different people. To some it means looking after your health and wellbeing and keeping a positive attitude. To others it's a throwaway term that covers people who are 'a bit sad' or 'moody'.

Then there are those going through it, who can see it as a heaviness they can't get away from, a genuine struggle to get through the day-to-day, and putting on a smile when all they want to do is hide. It's complicated, it's frequently misunderstood, and it's vital that organisations are proactively tackling the subject sensitively, responsibly, and openly with their employees. Investors in People (IIP) recently produced their

The IIP report showed that across sectors, ages and genders, employees all want managers they can trust and managers who are capable of offering effective support for their mental health concerns.

'Mental Health in the Workplace' report, looking for insights into the current statistics around mental health at work, and how supported employees feel in their current situations. Some of the findings won't surprise you, whilst others are quite the eye-opener, for example it reported that 300,000 people with a long term mental health condition lose their jobs every year.

As Paul Devoy (CEO, IIP) rightly puts it: "It impressed upon me the fact that mental health must be given equal credence to

physical health by employers." With 1 in 4 people experiencing a mental health issue each year, it absolutely has to be taken as seriously as other physical health issues.

This isn't only for the wellbeing of the individual, the IIP report found that in 2016/2017, 12.5 million days were lost due to stress and other mental health issues, and that poor mental health could be costing UK businesses as much as £42 billion as a result of absence from work and low productivity. 30% of workers (that's an estimated 9.7 million people) say that they are feeling stressed as a result of heavy workloads and regular performance pressure. 80% of UK workers have felt stress at work at one time, and 54% of UK workers have experienced work-related stress whilst at home – ignoring figures like these would be a big mistake for any employer. So what can employers be doing to help better manage stress at work, and ensure there is the right support in place?

As an employer, the main thing is to listen. Seems obvious, but each workplace will have specific demands and stresses acting on its employees, and listening to your staff and understanding exactly how they're

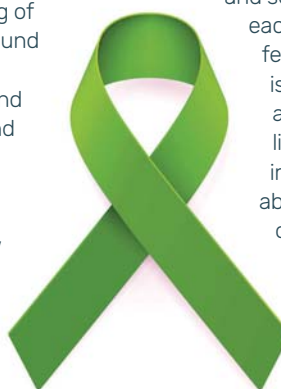


By **Drew Kitteringham**
Head of Resourcing,
Brewster McBride

feeling is the best way to come up with an effective way of mitigating the problem. It's also important to remember that everyone has very different, personal experiences of mental health,

and so a bespoke support offer for each employee will help your staff feel as though their wellbeing is being genuinely considered and cared for. Training your line managers is also incredibly important to ensure they are able to fully support any member of their team who seems to be experiencing mental health problems. The IIP report showed that across sectors, ages and genders, employees all want managers they can trust and managers who are capable of offering effective support for their mental health concerns.

Mental health problems aren't always obvious, nor are they always easy for a person to admit to, or talk about, especially in a work setting. By encouraging open, honest relationships based on trust and a genuine offer of support, you can both help those suffering to come forward and get the help they need, and make a huge difference to the wellbeing, overall positivity and productivity of your employees.



Diversity at work

Diversity. It's a hot topic, but also one that from my experience many senior executives and board members fear and can avoid talking about.

The 'right' way of approaching the subject is, in itself, very diverse and there is no 'one-size-fits-all' solution to ensure a healthy culture of inclusion is accepted across our organisations. In order to achieve a workforce that represents the cultures and backgrounds in our communities, there are a number of things to consider, and with such a sensitive issue, I have often seen managers and leaders who find it really difficult to get their businesses properly aligned to this subject.



By **Anne Brady**,
Associate Director,
Brewster McBride



Diversity at work | Anne Brady

So how hard is it? Actually, the crux of it lies very simply with being genuinely committed to granting everyone equal access to employment opportunities – this will by definition open your doors to a wider range of talent that may just be the very thing you need to succeed in today's business climate.

Research has shown time and time again that organisations with diverse and inclusive workforces outperform the rest. The examples below highlights this trend:

Example #1

Ethnically diverse companies are

35%

more likely to have financial returns above national industry medians and...

... gender diverse companies are

15%

more likely to do the same

McKinsey&Company

Example #2

Companies with more women on the board statistically outperform their peers over a long period of time



CATALYST
WORKPLACES THAT WORK FOR WOMEN

Example #3

Inclusive teams outperform their peers by

80%

in team-based assessments

Deloitte.



A starting point is to take a more analytical approach to reveal and be honest about the mistakes you could be making in your recruitment processes. Here are a few common mistakes and how keeping an eye on the data can help fix them:

Mistake #1

Ignoring your current employee population

Use analytics to look at your current employee population and examine headcount by gender, race, cultural background etc. This process will reveal insights such as whether your organisation needs a more multi-cultural perspective from your executive leadership team, or maybe a better gender balance in STEM roles. Once you know where you stand, you can work to determine what your diversity goals are and how to work towards them.

Mistake #2

Lack of diversity in the hiring funnel

When hiring managers are pressuring recruiters to hire critical positions as quickly as possible, they can become lazy about working hard to add diversity as a key requirement. A data-driven recruiter continuously monitors their funnel to see whether diversity increases or decreases as candidates move through the pipeline.

Use analytics to keep track of diversity ratios (i.e. for gender, ethnicity, and cultural background) for every stage in the hiring funnel. This will make it clear where in your hiring process you lose

your candidates, and allow you to come up with a strategy to stop this from happening. This could help you flag some training and development areas for your team too, as they may well have been the cause of a candidate becoming disengaged with the process if they haven't been properly trained around diversity and inclusion, as well as how to conduct a good interview in general.

Mistake #3

Failing to match interviewers to candidates

There has been research into the reduced bias seen when the diversity of a job interviewer is matched to the candidate's. For example, a female interviewer matched to a female candidate. It's an experiment worth trying at your organisation. Keep a close eye on whether it improves your hiring rates. The data will show whether this is a practice you should try for all open positions. The key though, is making sure your team are well versed in the concept of respect and inclusion for all. Absolutely everyone, everywhere is entitled to their own thoughts, beliefs and opinions, but if you know there is someone with unconscious (or conscious) bias one way or another about a certain gender, race, religion etc, be careful about where you include them in the hiring process, and make sure there are strategies in place to keep all employees feeling happy and safe in the workplace.

Mistake #4

Forgetting to look at post-hire data

How candidates that are hired fare in the long-term can actually reveal important insights about your hiring practices. How long these employees stay at the company, how they perform, how happy they are in their role after 6 months, and how soon they receive promotions can tell you so much about your hiring strategy, and about how your organisation is treating the people you have hired. Making sure you are consistently being fair, balanced and purely measuring your team on their performance and output will make for a happier, more motivated team.

The case for the business benefits of diversity isn't a new one, but in order to get the best results, there needs to be a genuine commitment to allow everyone access to the same opportunities. Armed with the right tools, training and strategies, business leaders can better support diversity and inclusion in the workplace while reaping the benefits that result. People matter, respect matters, and everyone in our region needs to strive towards bringing all walks of life, from all areas of our region together to drive growth.



Matt joined Key Fund in 2002. In 2007, he was appointed Fund Manager, leading the growth of the investment team across the North and Midlands. In 2013 he was seconded to the Big Lottery Fund, returning to Key Fund in 2015 as Deputy CEO, becoming CEO in 2016. Matt has a degree in psychology, and a passion for Volkswagens. Bizarrely, he knows how to dispose of deadly Black Widow spiders after inadvertently giving one a lift in his beloved VW.







with Matt Smith

Q Can you talk us through your career to date, and how this experience led you to your role as CEO at Key Fund?

A I joined Key Fund as a Grants and Loan Officer, covering Barnsley and Doncaster, way back in 2002. I was 23 at the time and although I had done a few different things after graduating from University, and indeed always had a job since being 15 years old, I guess that my professional career has pretty much been all Key Fund. I have grown with the business, fulfilling a number of roles, including six years as Fund Manager, up to the point where I became CEO just over two years ago.

Q How do you feel your past experiences have prepared you for the role?

A My degree is in Psychology and I trained to be a counsellor, so I think that I have empathy and a desire to help people to find solutions to their own challenges, and this aligns perfectly with the mission of Key Fund. The reality is that I was fairly young and inexperienced when I joined the social enterprise, but I have been lucky to work with some amazing people who have helped me to develop and grow, first as an Investor and latterly as a Leader.

Q What originally attracted you to working with Key Fund?

A It was all about the alignment with my personal values. I am a strong believer that given the right support and tools, people can change and flourish. At Key Fund we do this at a community level, providing 'the right money, at the right time' to help organisations to build sustainable businesses and deliver impact in disadvantaged areas.

As someone said to me recently, our work is summed up nicely by an old Chinese saying 'better to give people nets, rather than some fish'. I also think that as a child of South Yorkshire I knew the devastating effect that the demise of industry had on many communities and I wanted to do something meaningful to help.

Q How do you think the sector has changed/evolved over the last 15 years that you've been with Key Fund?

A I think that the community and social enterprise sector has had to change hugely over the years. Way back when we started, grant funding was easily available and we had a massive challenge, trying to get organisations to think in an entrepreneurial way or beyond the next grant. As this funding fell away over the years, particularly as Austerity started post-2008, organisations have had to think hard about how they generate income, which has led to some amazing innovations in the sector. I think this is likely to continue over the coming years as Public Sector finances continue to be squeezed and social challenges unfortunately increase. I think that our support will be needed more than ever.

Q What would you say is the biggest challenge facing not-for-profit organisations at the moment?

A Many organisations have faced profound changes in the way that they are funded and I think this is set to continue, making the future very uncertain for many. However, huge opportunities exist to innovate and deliver services and products differently, whilst engaging the general

public and corporate businesses to develop new models of funding, such as crowd-funding etc. As a social enterprise ourselves we are subject to these same pressures and so we are looking to work alongside and with local businesses to find new ways to fund our impact.

Q Can you please tell us more about the work that Key Fund is doing for organisations across the region?

A Key Fund provides finance, mainly in sums under £150,000 to community and social enterprises in the early stages of development and growth. We are predominantly a loan provider, although we are sometimes able to provide grants alongside as part of blended packages. The ultimate aim of this work is to increase the sustainability of these organisations, in both financial and impact terms, enabling them to make a real and lasting difference to the lives of their beneficiaries. Recognised as a pioneer within the social investment market, between 1999 and 2017, the fund has invested almost £50m to date.

Q What is the criteria for an organisation to qualify for help from Key Fund?

A We are focussed exclusively on supporting those community and social enterprises that are based or operating in the North and Midlands of England. They have to be looking to, or already selling products or services with a very clear social aim. In line with our mission we target organisations working in disadvantaged communities and delivering social impact, who for a variety of reasons are unable to secure support from commercial sources.

Q It's well known that you provide financial help to local organisations, but what other support can Key Fund provide?

A Our Investment Managers work closely with applicants throughout the process, helping them to hone their plans, to give them the best possible chance of success. This is because a business failure to us isn't just about

a hit to our balance sheet, it's also about jobs and livelihoods lost, as well as the profound impact that the removal of a service can have on beneficiaries, which sometimes can be about life or death. For the same reason, our team also work with Investees post award, to support them when things don't go quite to plan, to be that critical friend or help find other support.

Q What advice would you give to organisations in the area currently struggling to find a way forward?

A Talk to us! Because we are mission focussed, we won't try to sell to organisations. We are solely interested in finding the right solution and making sure that they get the 'right money at the right time'.

*Request our Free Investor Information Pack

Join us

Invest in Key Fund and help us to support enterprise in local communities that achieve financial and social returns. If your ethos chimes with ours, get in touch today* to find out how together we can make a difference.

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Growing Enterprise in Communities

Finding Unique People

Brewster McBride are specialists in the identification and attraction of Senior Managers, Directors, CEO's, Non-Executives and Trustees.

Working collaboratively with our clients, we take the time to understand their culture, their values, and exactly what they are looking for from a new senior hire. We are confident that our extensive network of senior executives, online resources and bespoke approach enables us to provide our clients with the highest quality service available.

Some of the clients we have worked with in the past 12 months



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