

CHANGE MAKERS

News and views from the Third Sector
Issue 1

SARAH MCLEOD

An interview with the Chief Executive
Officer of Wentworth Woodhouse

Also in this issue:

Testing times

How psychometrics can help prospective employers find the best match for their role and their working environment.

Playing for keeps

People are the only part of a business that can improve itself and they are fundamental to creating value in organisations.



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Appreciation is a fundamental human need. Everyone needs to feel valued and acknowledged for their achievements.

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**What makes you unique**

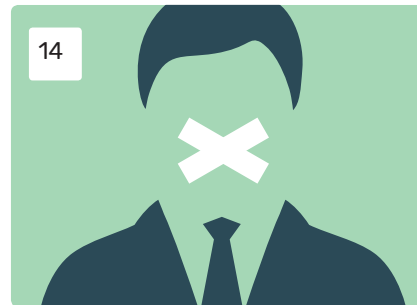
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Welcome to the first edition of Change Makers

Change Makers is the most recent publication from Brewster Partners Recruitment Group and is intended for leaders across the charity and not-for-profit sectors in Yorkshire & Humber.

We are all (still) operating in challenging times and the national political climate doesn't look like providing any further certainty or stability anytime soon. Despite this, we are all still tasked with growing, maintaining, improving and developing our organisations and the key success factor in this will always be the ability of people. In this edition of Change Makers, we meet two interesting individuals who are each leading organisations with unique challenges and you can hear more about their stories.

Firstly, the Chief Executive of Wentworth Woodhouse Preservation Trust, Sarah McLeod gives us her view on the challenges facing the heritage sector as she leads the regeneration and development of a Grade 1 listed country house. Also, in this edition, Matt Smith from Key Fund talks us through his career to date and the challenges and opportunities facing his organisation as it looks to improve the sustainability and impact of our community and social enterprises. I hope that you find our two interviews interesting and insightful.

Additionally, as part of our commitment to support charitable and not-for-profit organisations across our region, we have launched a series of 'Change Makers' events, designed to provide support to the sectors'

leaders across a number of topics and current challenges. Our first event is in November and covers the 'sometimes' misunderstood topic of employer branding for charities and not-for-profit organisations. If you would like more information about any of our events, or you would like to share your unique story, or that of your organisation in a future issue of Change Makers, please feel free to approach me directly.

As always, any feedback is most welcome and I hope you enjoy our first edition of Change Makers.



**Nigel Brewster, Partner,
Brewster Partners Recruitment Group**

@ nbrewster@brewsterpartners.co.uk

07758 112 002

LinkedIn with Nigel Brewster

What we're seeing in the Charity Sector

Charitable giving in the UK has gone down

A report published by the Charities Aid Foundation, 'UK Giving 2019' has found that charitable giving in the UK has declined for the third year running.

It states that the proportion of the British public who either gave money to charity directly, or sponsored a friend or family member, fell from 69% in 2016 to 65% in 2018. On the flip side of this, those who are donating to charity are giving more than they have previously. As a result, the overall amount given in 2018 was £10.1bn, compared to £9.7bn in 2016.

The report also found that just 48% of people believe charities to be trustworthy. A lack of trust suggests that the public are concerned that their money is not being properly spent, which presents a challenge to those working in the charity sector. Finding new ways to inspire people, demonstrating exactly how their money is being spent, and better still, how it is making a difference, will hopefully help to instil, not only, more confidence in the sector, but also persuade people to dig a little deeper for contributions.

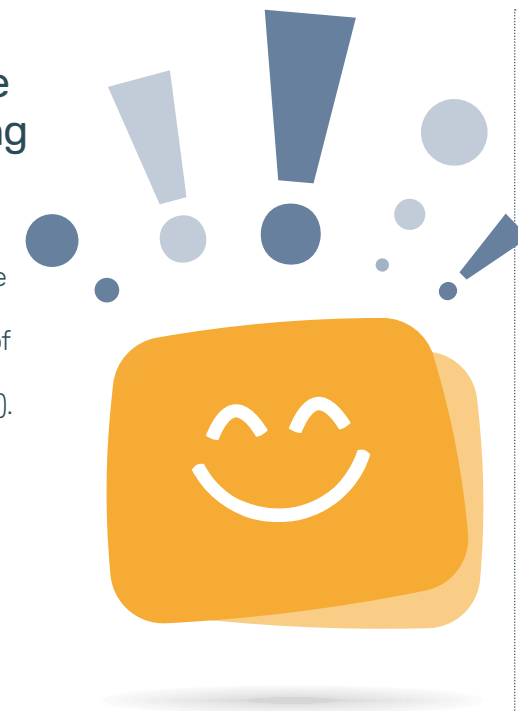


Charity leaders are optimistic in the face of a challenging social landscape

Charity leaders tend to be more optimistic about the future of their own organisations (75%) than they are about the future of the sector in general (54%) and overall economic conditions (7%).

Optimism for the future of their organisations is unchanged since 2017 (73%). However, not all charity leaders are feeling positive about the future – 14% say their charity is struggling to survive, and this rises to a fifth (21%) of smaller charities with an income of less than £1 million.

(Stats taken from Charities Aid Foundation)



Number of registered charities reaches highest level in almost a decade

Figures from the Charity Commission also show that the collective annual income of charities in England and Wales passed £75bn for the first time last year.

The number of charities listed on the Charity Commission's register has risen to a nine-year high of more than £168,000 and their collective income has increased to above £75bn for the first time, according to the regulator.

Source:
<https://nfp-synergy.net/free-report/facts-and-figures-uk-charity-sector-2018>

Using technology and social media

We've all seen the notifications on Facebook for someone raising money for a good cause to celebrate their birthday, as well as the office emails with a link for Just Giving, and the signs outside the local tea shop with a link to Crowd Funding.

This increase is the merging of two trends; the desire for donors to personalise their giving and have a platform to tell their story or celebrate

an achievement, and the advances in technology that make giving (or asking others to give on your behalf) as easy as pressing 'enter' on your keyboard.

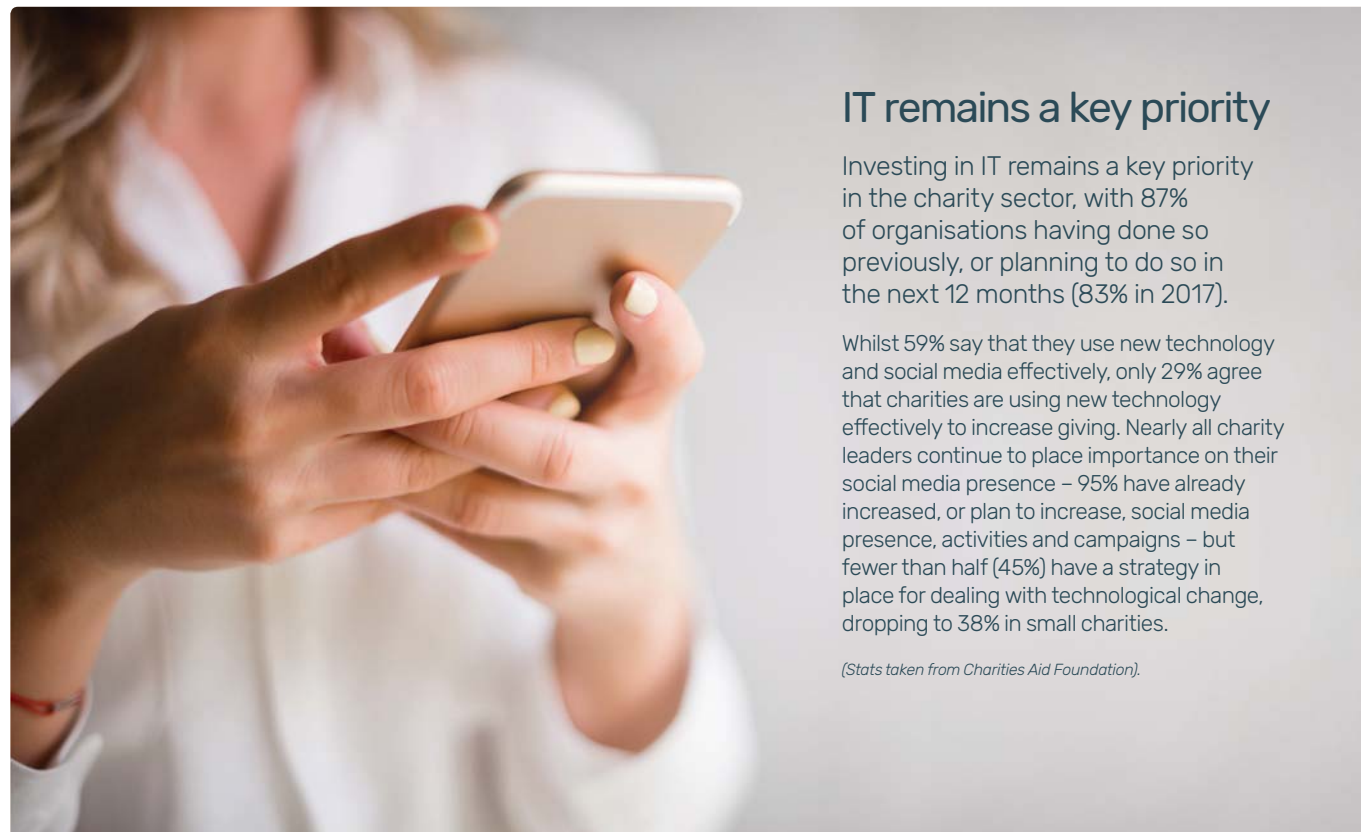
Social media is now the quickest, and arguably most effective way of quickly getting the word out about a cause, or getting people mobilised around an issue.

IT remains a key priority

Investing in IT remains a key priority in the charity sector, with 87% of organisations having done so previously, or planning to do so in the next 12 months (83% in 2017).

Whilst 59% say that they use new technology and social media effectively, only 29% agree that charities are using new technology effectively to increase giving. Nearly all charity leaders continue to place importance on their social media presence – 95% have already increased, or plan to increase, social media presence, activities and campaigns – but fewer than half (45%) have a strategy in place for dealing with technological change, dropping to 38% in small charities.

(Stats taken from Charities Aid Foundation).



And the reward goes to...

Appreciation is a fundamental human need. No matter how strong your character, or how comfortable you are in your work, everyone needs to feel valued and acknowledged for their achievements.

When employees feel valued, their satisfaction and productivity rises, and they feel more incentivised to improve their good work. So, in a year where the National Living Wage has become law and budgets are tighter than ever, how can businesses keep their staff feeling valued and recognised for their efforts?

Approaches to reward and recognition will, of course, vary. The reward structures for sales people are generally significantly different to those for other employees, as they are based around beating targets and maximising financial rewards. The motivations for young employees are different to older employees, as are the motivations for a young, single employee compared to a middle-aged employee with a family.

So, to try and reach such a wide spectrum of employees, a flexible approach is required which could include any of the following:

Peer-to-peer recognition



This is a highly valued type of recognition, as it reflects the respect of your colleagues at work rather than just management. Often it is team members who can see the day-to-day hard work that individuals put in and this is their opportunity to acknowledge it.

Long service recognition



Staff retention saves money, so businesses need to try and ensure that good staff stay put. By celebrating long service or milestones in an established, formalised manner, employees will know that these rewards are forthcoming if they stay; they can act as an incentive for staff to remain in your business.

Instant recognition



Ongoing rewards programmes allow for instant recognition when a staff member has earned it. Whether it's a financial reward, or an internal announcement, having a process in place to make it quick and easy for businesses to sign off on a reward means that particular achievements can be immediately celebrated rather than waiting for a certain occasion which could diminish the effect.

Rewards



Staff can be proactively motivated to work towards something if they know they can get something out of it other than the satisfaction of performing well. This could be anything from an extra day of annual leave, to a nice bottle of wine. You can create a range of rewards (financial or otherwise) to match different levels of achievement, and different roles within the business.

What makes you

unique

with Sarah McLeod

Wentworth Woodhouse is a Grade I listed country house in South Yorkshire. The original Jacobean house was rebuilt by Thomas Watson-Wentworth, 1st Marquess of Rockingham in 1735, vastly expanded by his son, the 2nd Marquess who was twice Prime Minister and has since had a long and illustrious history.

Appointed as Chief Executive in 2017, Sarah McLeod is overseeing the multimillion pound restoration project at the stately home. Until 2017, Sarah was CEO of Cromford Mills, leading the £48 million project at the World Heritage Site. She joined Cromford Mills in 2002 as Administrator for the Phase 1 Heritage Lottery Fund project and over the course of the next seven years rose to Visitor Services Manager, Assistant Director, Deputy Director and finally was appointed Chief Executive in 2009.

Q1. What would you say your biggest challenge has been so far?

The biggest challenge with this project is that we don't live in an ideal world! If we did, the process would be to purchase the site, develop a masterplan so that stakeholders are clear of our vision for the buildings, roll out the capital works programme required to regenerate the site and then operate it.

I suppose the big challenge here is that we are trying to deliver three of these things at once, working hard to build a multi-faceted business model including weddings, events, food and beverage, tours and other income generators; actively planning new uses for the site and managing a major capital works project all at the same time! Ideally the physical repair works on

site would follow on once the long term plans had been made and the operating business would start trading once the restoration was completed. We simply can't afford to do things that way, it's just the way things have panned out on this particular project.

It's not impossible, but it is complicated, because the capital works programme is itself broken down into three different distinct phases of work, and all three of them are running at different paces. All three hares are running but at different stages. The challenge is the workload and doing all of these things at one time.

continued overleaf...



WENTWORTH WOODHOUSE
• ROTHERHAM •



What makes you unique with Sarah McLeod

Q2. What impact do you think the restoration of Wentworth Woodhouse will have on the region?

I think it will have a considerable impact – right from the very start we have been working on really understanding what our core values are and how those values will run through everything we do in terms of how we develop the site. What’s key to what we’re doing here is the wider regeneration of the area. It’s not just about this site, it’s about the benefits that it can bring to the wider region of Rotherham and South Yorkshire. As a part of that, we’re looking at training, work opportunities, and access for people with disabilities, trying to engage people with disabilities in work and in training and heritage skills training.

All of these things are at the forefront of what we’re doing, as is community engagement, really making sure communities around us are involved in the project. This project won’t work in isolation, it will only work successfully if all the communities around us buy in to it with us and see the benefits. So it’s about minimising the negative impact of a big development, and maximising the positive impact to the community.



1,000 staff

directly employed on the estate in 1841, including a rat catcher and state bed maker

Q3. What originally attracted you to a career in the not-for-profit sector, and how has that evolved as your career has progressed?

I actually dipped my toes in the water of not-for-profit years ago. I went to work for Toynbee Hall in London for a short while when I was starting out in my career, so I got a little bit of experience in the third sector, but then moved on to the commercial sector. I think that, I’m not particularly motivated by money, but I am really motivated by impact and change, and I think it’s possible, particularly in the Building Preservation Trust (BPT) arena, to make a real difference, not just physically to the buildings, but to the communities around them. I think that’s what really grabbed me once I got involved in heritage regeneration in my thirties. That motivates me far more than any big commercial CEO salary.



Q4. What do you think are the biggest challenges that face organisations within the not-for-profit sector?

Without any question it is finance, funding, and resources. The thing with third sector organisations is that they are incredibly resilient, and they’re incredibly efficient. In fact, third sector organisations have far more in common with the commercial sector than they do the public sector. And I think that they are brilliant at surviving and functioning on very little. But it’s really hard work, and it really is exhausting – it takes it out of an organisation when you’re struggling year-on-year-on-year, and I think it’s always the way in the third sector. It’s really hard, and this extended period of austerity has impacted greatly on charities. People start reining in their spending and one of the first areas they rein in on is donations to charities. I think that in times like this it’s really tough, but having said that, third sector organisations keep going and should be hugely admired for their ability to survive often on fresh air!

76

bedrooms were given over to King George V for his visit in 1912



22

Listed buildings or structures of special or exceptional interest



Q5. There must be a great number of difficulties in trying to raise funds for a heritage site with strong competition from other charities and sites across South Yorkshire. Could you discuss these in more detail?

I think that it’s really important to understand that this is much more than a heritage project, so in terms of competition for funding from other heritage sites, I don’t see this as a pure heritage project. Of course it’s a Grade I listed building so it’s an incredibly important national treasure, but it has a much wider remit than that. I think in order to try and fund the project here we will look to a range of different sources, and that will include regeneration funding, education funding, skills funding, jobs funding, all across a number of different sectors so, it’s not just going to be heritage. Disability funding as well. I think that the project here is unique, and we have an opportunity to do something that’s not been done before in this country. How often do you get a stately home as a blank canvas? So, I think we have a unique opportunity to do something really exciting and multifaceted. Having said that, I think one of the key things with a project on a scale such as this, is that it’s really important that there is a very strong ethos to it, and a very strong vision that has all of our core values running through it so we don’t end up with a big jumble sale of a project. A big, mixed-use project, lots of different activities and lots of different uses, but nevertheless it must have a very, very strong identity of its own, and getting that right from the start is going to be really important. The heritage is the linchpin that all of these things hang from, but it is about upskilling and education, training, and regenerating this part of South Yorkshire.



184m/(606ft)

The Palladian-style east wing is wider than Buckingham Palace

Q6. As a female CEO, do you feel any additional pressure, both from external bodies and internally, to perform at a high level?

No. In all honesty, I don’t. I consider myself to be a feminist actually, but I don’t feel additional pressure because I am female. I know some very good CEO’s in the heritage sector, and a large number of them are female, in fact, probably the majority of them are female, and I think that women are, without wanting to generalise too much, very good at multi-tasking. I think when you are running a big complicated project like this, you need that, so it doesn’t surprise me at all that I see lots of successful female CEO’s running big, Building Preservation Trust projects. There are some really, very good CEO’s out there and I think it’s true that women perform very well in this kind of environment.

Q7. How important do you think the role of a Trustee or Non-Executive Board member is for a project like Wentworth Woodhouse Preservation Trust (WWPT), and what are the main qualities you would look for in a new member?

Critical. Absolutely critical. It’s a very different role to that of being a Trustee of an established charitable trust or established, operating charity. I think that, when you are running a major, multi-million pound regeneration project like this, and your resources are very limited – we have very few staff here – the role of the Trustee becomes far more hands-on than it might do in a traditional charitable trust. They’re non-execs, but I rely on them and their expertise, so it’s important that we have the right skills on the Board, because I need twelve people on the end of a phone who I can call on and ask for advice, knowledge or guidance, because we can’t afford to have all those experts working for the charity. I think it’s a much more hands-on role than perhaps you might normally see – it’s so much more than meeting four times a year, but so much more rewarding too.

TESTING TIMES

Deciding on the 'right' person to join your team is always a difficult decision, especially when considering candidates for senior level and management roles.

The delicate balance between having, not only the experience and leadership skills required, but also the approachable, likeable personality a team will work hard for, can be challenging to find. Originally used in educational psychology, psychometric testing has slowly become a fundamental part of the recruitment and selection process as it can measure attributes like intelligence, aptitude and personality. With 75% of the Times Top 100 companies now using psychometric tools, what exactly are they, and why are they so popular?

As an indicator of your personality, preferences and abilities, psychometrics can help prospective employers find the best match for their role and their working environment. As a recruitment and selection tool, these tests can be applied in a straightforward way at the early stages of selection to 'screen-out' candidates who are unlikely to be suitable for the job. There are two categories of psychometric testing: personality questionnaires, which try to measure specific aspects of your personality, and aptitude tests which try to capture your intellectual and reasoning abilities.

Employers are recognising more and more that personality is of great importance in success at work, especially at senior and management level. Consequently, the most popular test candidates are asked to complete is the personality questionnaire. The principle behind these tests is that it is possible to quantify your character by asking you about your feelings, thoughts and behaviour in a variety of situations, both in and outside of work.

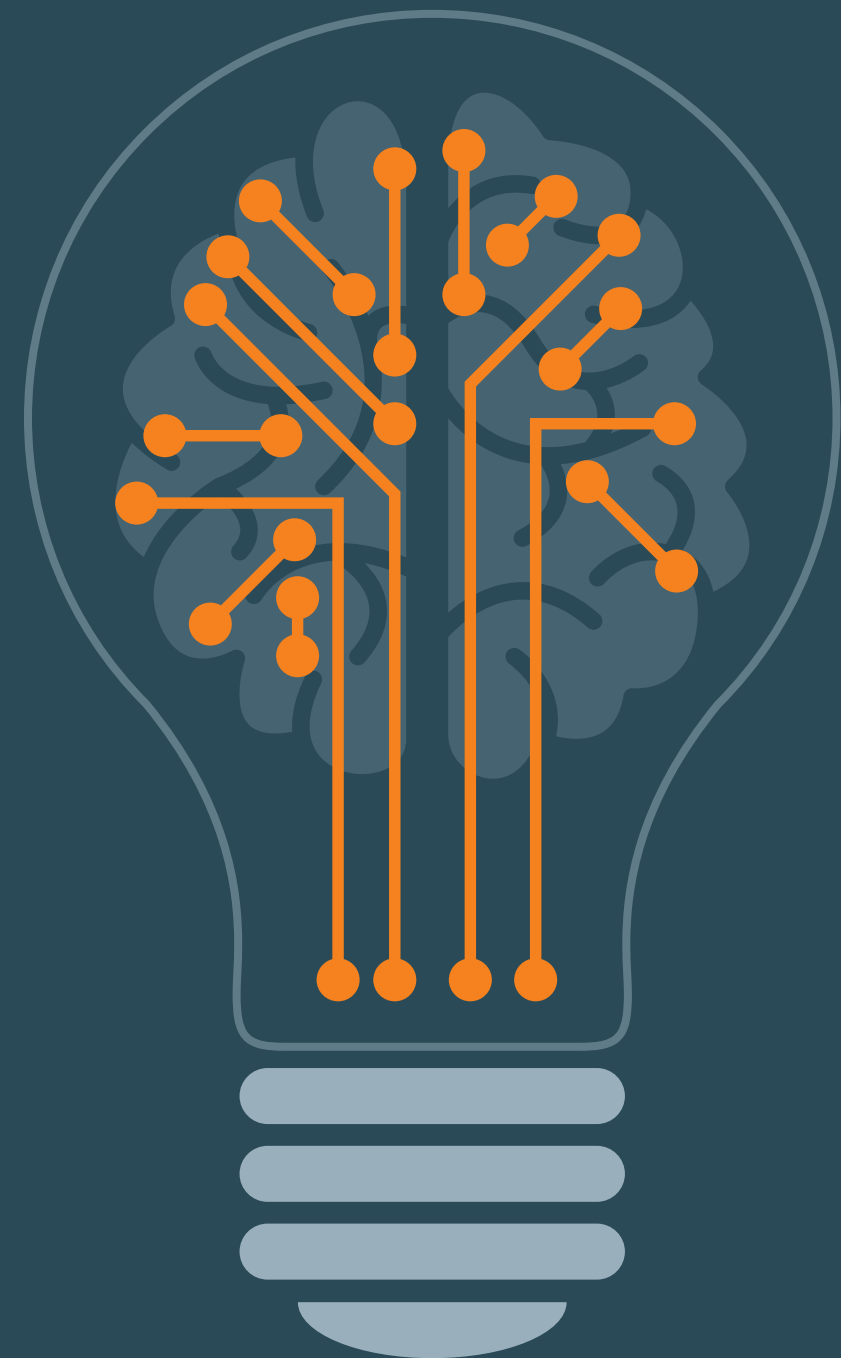
As management styles become less autocratic, and the number of customer focused jobs increase, it is more important than ever to ensure you are choosing individuals who fit well into your existing team, and present themselves well to customers and clients.

Also very popular are the aptitude tests. These involve questions that test your verbal and numeric ability, your abstract reasoning, spatial ability, mechanical reasoning, and fault diagnosis. They are designed to assess your logical reasoning and thinking capabilities, as well as adding the pressure of a strict time limit. These provide an employer with proof that your candidate has the basic skills to perform the job effectively, and can be an indicator of their fluid intelligence, and how quickly they learn new things.

The key reasoning behind the use of psychometric testing is actually very simple. No matter how in depth an interview, or number of obscure and challenging questions you put to a candidate, it can be incredibly

difficult to peel the person back to who they are in a more relaxed and natural setting. Your strongest candidate could have turned up to interview and come across as anything from nervous and timid, to brash and over-confident. The beauty of psychometrics is the ability to take away the stress of an interview, giving an employer a much clearer view into their own recruitment process, and ensuring the right candidate turns into a great employee.

As an indicator of your personality, preferences and abilities, psychometrics can help prospective employers find the best match for their role and their working environment.





Keeping quiet to keep your job

Alarmingly, it appears that young workers are choosing to keep mental health issues a secret from their employers for fear of harming their career.

A recent study by Willis PMI Health Group has shown that employees under the age of 24 are the most reluctant of any age group to discuss mental health in the workplace, for fear that it will have a negative impact on how they are viewed by their employer, and reduce their potential for promotion. However, when one in four 16 to 24 year olds in the UK have experienced suicidal thoughts, this is something employers need to be increasingly aware of.

The survey, of more than 1,300 workers, found that only 26% of 16 to 24-year-olds have ever spoken to their manager about their mental health, compared to 38% of 45 to 64-year-olds and even more concerning is the finding that 28% of those questioned believe their manager would think less of them for speaking up.

The increase in mental health issues at work, and their associated cost, were highlighted when figures obtained by the BBC found that the number of UK police officers and staff on long-term sick leave with mental health conditions has risen by 35% over the last five years, reaching 6,129 cases in 2014-15, even though the overall workforce shrank during this period. Statistics from Mental Health First Aid England show how that, overall, mental ill health costs UK employers an estimated £26 bn, which equates to an average of an amazing £1,000 per employee.

The subject of mental health in terms of employment is one that we find isn't discussed nearly enough. Our view is that an ever increasing issue requires an ever developing strategy by employers to tactfully and discreetly manage their relationships with staff to ensure the right support is in place, and the right message is being received in regards to an employer's view on mental health. While mental ill health is a sensitive and personal issue – like any health problem – most people prefer honest and open enquiries over reluctance to address the issue. Shying away from the subject can perpetuate fear of stigma and increase feelings of anxiety.

There are some relatively easy to implement tactics, such as taking mental health first aid training can be an invaluable step towards ensuring your management team can easily sense when an employee is struggling with mental health, and allow you, as an employer, to promote an open and positive approach to discussing such issues in the workplace. Just as with any illness, learning to recognise the signs that someone may be unwell, you may be able to provide much-needed initial help to guide young workers towards appropriate, professional help, and keep staff retention high.

What makes you unique

with Matt Smith

Matt joined Key Fund in 2002 and 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.

Q1. Please talk us through your career to date, and how this led you to your role as CEO at Key Fund?

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 four years ago.

continued overleaf...



What makes you unique with Matt Smith

Q2. How do you feel your past experiences have prepared you for the role?

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.

Q3. What originally attracted you to working with Key Fund?

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.



Q4. How do you think the sector has changed/evolved since you've started working with Key Fund?

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.



Q5. What would you say is the biggest challenge facing not-for-profit organisations at the moment?

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.



We make a difference by supporting our clients and addressing their needs, to help grow enterprise in communities.

Q6. Can you please tell us more about the work that Key Fund is doing for organisations across the region?

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 £55m to date.

Q7. What is the criteria for an organisation to qualify for help from Key Fund?

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.

Q8. It's well known that you provide financial help to local organisations, but what other support can Key Fund provide?

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.

Q9. What advice would you give to organisations in the area currently struggling to find a way forward?

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.

Tel: 0330 202 0559
Email: info@thekeyfund.co.uk
www.thekeyfund.co.uk

Join our online community

KEY FUND: CASE STUDY

Organisation: Investing in Children

Location: Durham

Total invested: £150,000

Home is where the heart is...

When Stuart Haden joined Investing in Children (IiC) he initiated a revolutionary approach to children's care homes.

Stuart was brought up in the care system from the age of three; his mum an addict, his father abroad. "I got moved from care home to care home, to foster placements, getting beat up - all the horrible stories you hear happened to me in some shape or form." Stuart joined the Armed Forces then went on to work up the ranks in business, running a major Plc with 2,000 employees, setting up his own successful businesses.

His business savvy chimed with Liam Cairn's mission to make IiC less reliant on grants. A social worker by trade, Liam became the first director of IiC in the mid-90s. "Young people weren't doing well, so we decided to take a new approach," Liam said. "To see children as citizens with rights; quite a radical idea for 1997."

It became a Community Interest Company in 2012 in the wake of government austerity measures. "There's a huge representation of kids with care experience in the prison and the homelessness populations, so we know about

the universal poor outcomes for children who grow up in the care system," Liam said. "If we can create stability for young people, you create the possibility of them going on to be successful adults and citizens." Key Fund invested £125k loan and £25k grant and introduced Unity Trust Bank to provide a mortgage, allowing them to purchase a 10-bed property in Sunderland.

The home will care for up to 8 children at a time, putting children's rights at the heart of its operation. It has generated 12 new full-time jobs and five part-time. Stuart said: "Effectively our point of difference is, what would mum and dad do? Unlike local authorities, we will give these young people a base when they're going to university, helping out with driving lessons, the key milestones in their life up until the age of 25 and after." Once the model is proven, the pair believe it will be scale-able. "The children's home is saying to the kids, you can make a positive contribution to society," Liam said. "Rather than being identified as a problem or a challenge, we're going to say you have skills and abilities and experiences that will make a difference to other people's lives. That's going to be a really powerful driver, a way that is of benefit to the children and the community; it will have a huge impact."



PLAYING FOR KEEPS

People are amazing. People can learn, advance, develop and grow. They are the only part of a business that can improve itself and they are fundamental to creating value in organisations.

People measures, and the field of human capital analytics (which looks to measure the value of people's knowledge, skills and abilities), can help organisations to understand how purposeful workforce investment can create and preserve this value, and in doing so, improve productivity, employee well-being and commitment, innovation and business performance.

When products, services and knowledge are all commoditised, competition explodes. Meaningful differentiation gets harder to achieve, while the market evolves so fast that you can barely keep up with the changes. At this point, many organisations pour all their effort into branding, hoping to stand out in an overcrowded environment. But the best source of differentiation for a company remains its people. If everyone within the company genuinely believes in what they're doing, the experience a customer has with your business will be worth more than a hundred brand consultants.

Today's managers are the first generation to face the challenge of differentiation through leadership – the top managers are those who can lead and develop leadership in others. The talent you want working for your organisation isn't attracted to money alone – they also want work to be a meaningful experience they enjoy, something they can feel passionate about, and they want to feel a certain level of autonomy.

Deloitte's research on the 21st century workforce shows that Millennials are a significant proportion of the world's workers. By 2025, 75% of the workforce will be Millennials. At the same time, Baby Boomers are slow to retire,

so HR leaders will need to find effective ways to manage a workforce of increasingly diverse ages. Setting aside all exaggerated and stereotyped claims about what Millennials and Boomers want from life, Deloitte's report confirms that a mere career isn't enough – and that these employees will look for new jobs if they don't feel engaged and purposeful in their work.

This means managers must prepare for a change of practice. If the old recruitment, leadership and retention strategies don't appeal to employees, then what will? Millennials, primed by social networking and mobile technology, want to give and receive frequent feedback. A rising number of employees (of all generations) want less formal, more flexible working arrangements.

Companies that fail to provide what its employees want could soon lose its most valuable human capital to wiser competitors. The choice then becomes a simple one: adapt to your growing and developing workforce, or face a potentially huge drop in employee engagement and performance, with a matching rise in employee turnover.

By 2025, 75% of the workforce will be Millennials. At the same time, Baby Boomers are slow to retire, so HR leaders will need to find effective ways to manage a workforce of increasingly diverse ages.

Deloitte.

We get **Unique People**™

Brewster Partners 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

