

# The Good Practice Power Hour: Flexible Work, Health and Wellbeing, People Management

Thursday 28 September 2023

**GREATER MANCHESTER  
GOOD  
EMPLOYMENT  
CHARTER**

Supported by



**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

**ANDY BURNHAM**  
MAYOR OF  
GREATER  
MANCHESTER

## Speakers

Rebecca Lawton  
Anna Callaghan  
Elaine Johnson

Koderly  
TLC: Talk, Listen, Change  
Great Places Housing Group

# Welcome

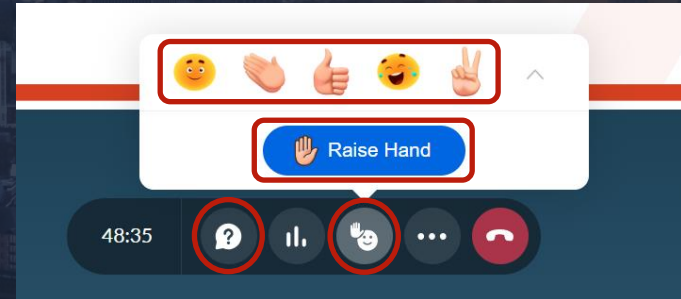


1. Introduction and housekeeping
2. Flexible Work – Rebecca Lawton, (*Head of Partnerships & Marketing*), Koderly
3. Health and Wellbeing – Anna Callaghan (*Director of Services*), TLC: Talk, Listen Change
4. People Management – Elaine Johnson, (*Director of People*), Great Places Housing Group
5. Q & A
6. End

# Housekeeping



- This webinar is recorded
- You are on “Listen Mode” – the mic and camera are automatically turned off and you can’t see and hear other attendees
- Q&A function (“?” button) – all questions answered at the end. You can remain anonymous if you wish. Click “Raise Hand” if you want to speak, and we’ll activate your mic.
- Reaction button





# Flexible Work

Rebecca Lawton, *Head of Partnerships and Marketing*  
**Koderly**

## ABOUT US

Working with market-leading brands since 2000

Microsoft partner

Oldham-based with 20+ employees split across development, project management, admin and marketing

Member of the Greater Manchester Good Employment Charter



## SOFTWARE DEVELOPMENT



## DATABASE SERVICES

## FLEXIBLE WORKING POLICY

### Why it was introduced



**Increase  
autonomy**



**Improve flexibility**



**Encourage healthy work-life balance**

## FLEXIBLE WORKING POLICY

### Challenges



**Support customers from 8am - 6pm, 363-days a year**



**Different teams and requirements**



**Employees' working hours**



**Sick  
time**

## FLEXIBLE WORKING POLICY

### Details



#### **Flexible hours**

35-hours per week

Weekdays from 7am to 9pm

Maximum 10-hours per day

Shift system



#### **Hybrid working**

11-hours in the office per week

No set days in the office

Rest of the time can be worked where colleagues feel most productive



#### **Break time**

Flexible breaks



#### **Shield days**

Stuff happens in emergency lieu day

Time off during the week to voluntarily complete hours on a weekend



## FLEXIBLE WORKING POLICY

### **Continuous improvement**



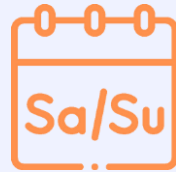
**Flexible hours**



**Hybrid working**



**Weekday shifts**



**Weekend shifts**



**Sickness**

## FLEXIBLE WORKING POLICY

### Benefits

#### PERSONAL



**Autonomy over own working hours**



**Improved work-life balance**



**Reduced stress and burn-out**

#### BUSINESS



**Higher productivity**



**Recruitment and retention**



**Reduced sickness absence**

## FLEXIBLE WORKING POLICY

**When we asked our colleagues if they valued the flexible working policy and if they had a good work-life balance**

**100%**

**rated highly**



# Health and Wellbeing

Anna Callaghan, *Director of Services*

**TLC: Talk, Listen, Change**

# TLC: Talk, Listen, Change

## Good Practice

### Power hour

Anna Callaghan [annacallaghan@talklistenchange.org.uk](mailto:annacallaghan@talklistenchange.org.uk)

Director of Services and Designated Safeguarding Lead

# TLC Service Overview

- Relationships charity delivering a range of therapies and interventions in support of safe, healthy, happy relationships
- Over 15 years experience of delivering behaviour change interventions in domestic abuse
- 40 years' experience of safeguarding children and adults at risk.
- Hold full Respect accreditation (held since 2014) and British Association for Counselling and Psychotherapy (BACP) accreditation.



**Respect**  
Accredited

**bacp** | Accredited  
Service



**Our Values**  
**Authentic, Safe and**  
**Person Centred**



# Safeguarding our teams and those accessing our services

- Safeguarding policies, procedures and training programme
- Line Management
- Clinical Supervision
- Practice Supervision
- Well-being advice, guidance and support
- Domestic Abuse Policy



# Why implement a DA policy

- 1 in 4 women and 1 in 6 men affected by domestic abuse
- 80%\* of victims experiencing domestic abuse find it hard to engage with work and may be absent for long periods of time, with 10% of those impacted experiencing the abuse following them into the workplace, through messages, stalking or by their partner, ex-partner physically turning up at the workplace. (*Domestic Violence and the Workplace*, TUC, 2014)
- Legal and moral obligation to respond, support and protect Domestic Abuse is all of our business.



# Why implement a DA policy

- Visibility of the policy and its processes
- Who is your policy there to protect and support
- What is within your company remit and what isn't
- Confidentiality
- Training/Consultation
- Support internally and accessibility to specialist support as needed
- Flexibility
- Practical adjustments



# Emergencies

If you or someone you know are in immediate danger, call 999 and ask for the police. If you can't speak and are calling on a mobile, press 55 to have your call transferred to the police.

- **Refuge's National Domestic Abuse Helpline** - 0808 2000 247, or live chat on their website [nationaldahelpline.org.uk](https://nationaldahelpline.org.uk)
- **Victim Support** – 24hrs support 08 08 16 89 111, or live chat on their website [victimsupport.org.uk](https://victimsupport.org.uk)
- **We Are Survivors** (supporting male survivors of sexual abuse, rape and sexual exploitation across Greater Manchester) – 24hrs support 0808 500 2222
- **The Men's Advice Line by Respect** - 08088010327 or email [info@mensadviceline.org.uk](mailto:info@mensadviceline.org.uk)
- **Women's Aid** (directory of local support services) - [www.womensaid.org.uk/domestic-abuse-directory](https://www.womensaid.org.uk/domestic-abuse-directory)
- **Safe Spaces** (available in Boots, Morrisons, Superdrug, Well Pharmacies, and TSB Banks across the UK. Specialist domestic abuse support is available at <https://uksaysnomore.org/safespaces/>)
- **Bright Sky** (a mobile app and website for anyone experiencing domestic abuse or worried about someone else. Only download the app if it is safe for you to do so.)



Thank you  
[annacallaghan@talkistenchange.org.uk](mailto:annacallaghan@talkistenchange.org.uk)





# People Management

Elaine Johnson, *Director of People*  
**Great Places Housing Group**



To appraise or not to appraise?



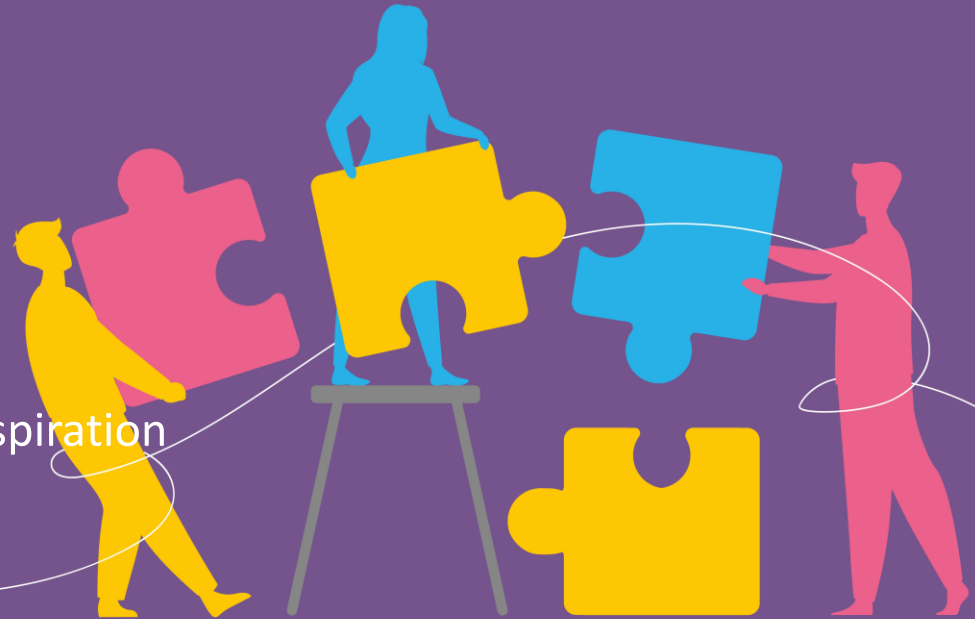
# How do we capture colleague contribution?



# What were we trying to achieve?

**Give great feedback to colleagues that improves performance by**

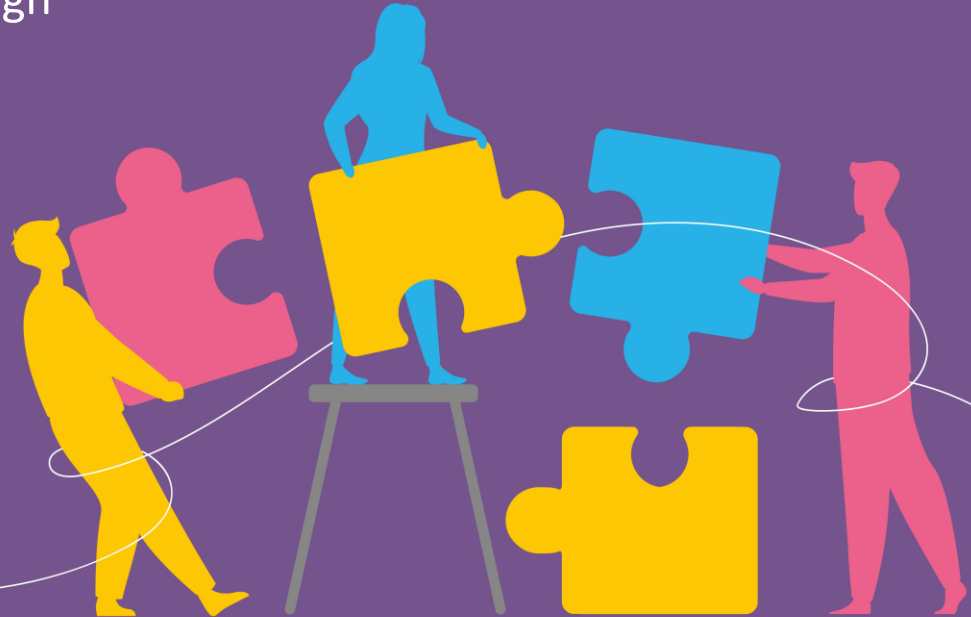
- Recognising and praising good work
- Inspiring and motivating
- Giving encouragement
- Addressing poor performance
- Removing barriers and frustrations
- Exploring the 'art of the possible'
- Identifies learning and development
- Creates understanding around career aspiration





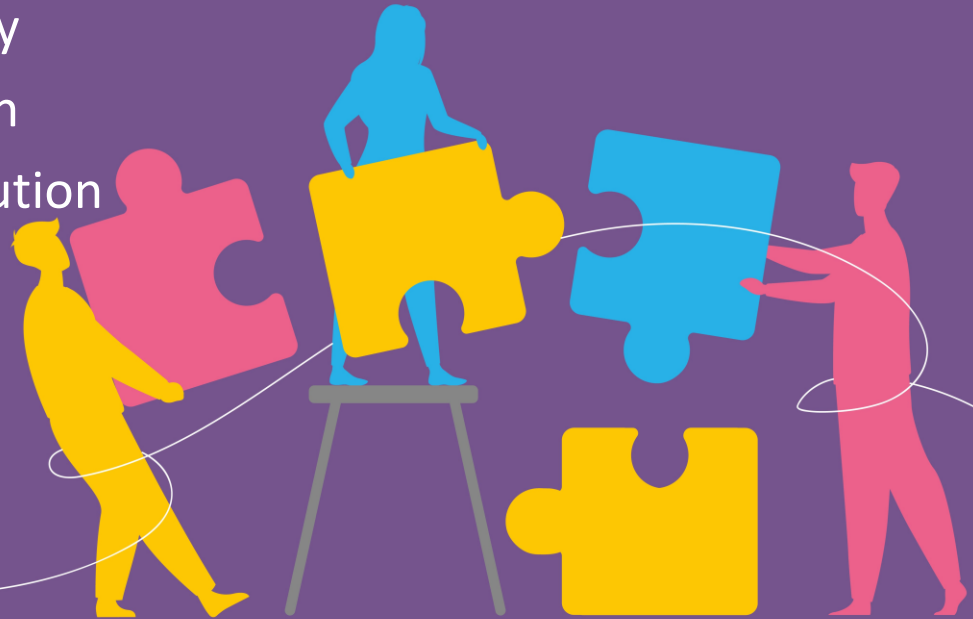
# What did the Appraisal Process give us?

- An overly complicated process
- Focused on 'the box' at the end
- A flawed definition of 'perfection' through 'competencies'
- A flawed definition of 'potential'
- Creation of people who thought they were 'elite'
- A system that worked for the 'back office' but not the front-line



# What was important?

- Re-calibration the quality of conversations
- A system that was agile and paper lite
- Focus on outcomes, not competency
- Focus on momentum, not perfection
- Clarity on every individual's contribution
- Understanding of the value for money of our payroll



# GREAT Conversations



# GREAT Conversations

- Be Present
- Be Purposeful
- Be Powerful



# Be Present

## Being Present:

- **Know your audience:** Adapt to your colleagues needs, style and preferences
- **Listen to understand:** Seek first to understand and then to be understood.
- **Be Curious:** Ask questions to learn more and to check understanding.
- **Share the space:** The conversation belongs to you both, own it together.
- **Stay focused:** Pull yourself back if you drift from the conversation.



# Plan to Be Present

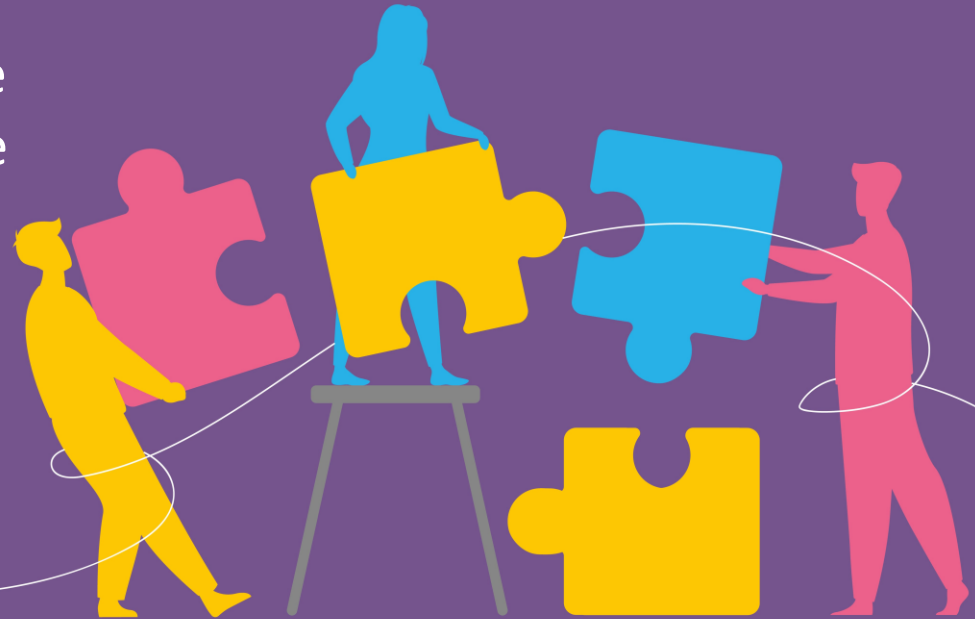
- **Protect your time:** Pick a point in the week that works well for you both.
- **Consider your environment:** Make sure the space (virtually or face to face) works for you both & the agenda.
- **Be constructive:** Think quality feedback, keeping it learning focused.
- **Prioritise the conversation:** ensure you can focus and aren't distracted. Re-schedule if required, but explain why and don't leave it too long.



## Being Purposeful:

- **Know what's important:** Ensure you cover the points planned.
- **Start with the end in mind:** Know what good looks like & clarify expectations.
- **Think wellbeing:** Our personal life impacts our performance, explore where we can support wellbeing.
- **Consider the 'so what':** Close down conversations that aren't adding value, make sure the time is proportionate to the impact.

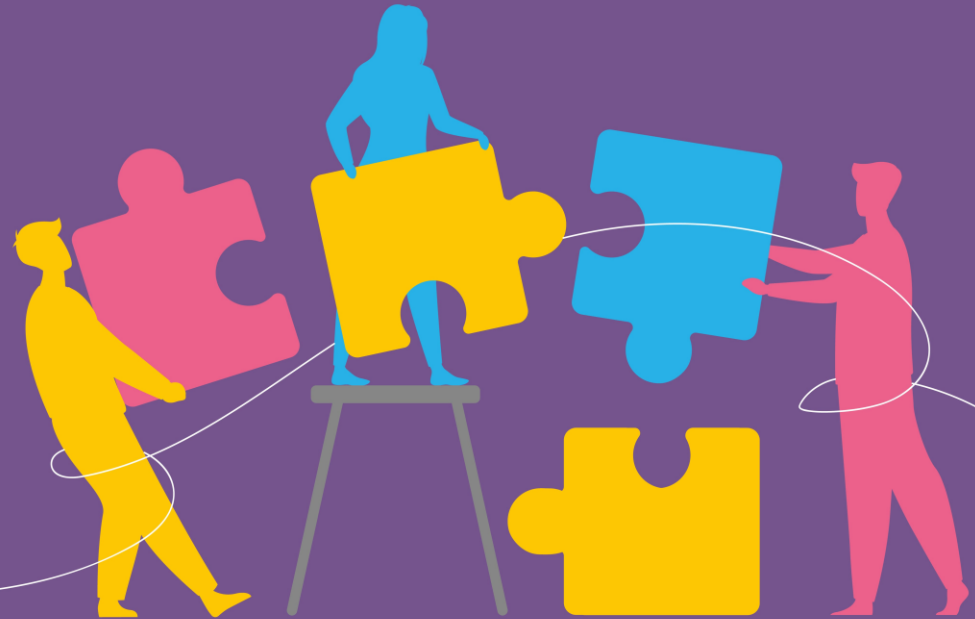
# Be Purposeful



- **Be Mindful:** Consider the other persons world, what is going on for them right now and what is there most important aim from the conversation.
- **Be Focused:** Consider what you need from your time together – what are the most important things to discuss and what action/support you need following this meeting, consider an agenda if needed.

*Plan to*

# Be Purposeful





# Being Powerful:

- **Be Brave and Courageous:** Don't leave things unsaid, be prepared to take a risk for the greater good.
- **Think Excelling:** Its not about reinventing the wheel, but explore opportunities to do things differently and innovate to improve our services, just do it!
- **Be preserving:** Sometimes being powerful can be painful, use this time to gain support and explore learnings.

# Be Powerful



- **Start with Trust in mind:** Consider how you can build trust to support empowering power and enabling being brave.
- **Remove hierarchy:** We are all powerful isn't related to role or position.
- **Think Win-Win:** Feedback works both ways too, together we share ownership for our joint success.
- **Identify opportunities for collaboration:** We achieve great things when we work together and play our part to drive success.

# Plan to Be Powerful



# What happens after the Great Conversations?

Capture the outcomes of Great Conversations

- Highly valued
- Valued
- Developing
- Performance Issue

Consider career aspirations  
Succession Planning



**Valued:** an individual who is really good at their job, fulfilling all aspects of their job description to a high level and whose attitudes and behaviours are in line with organisational values. These people are the bedrock of any organisation. They arrive into work every day and deliver. They are solid consistent performers; reliable, conscious, knowledgeable, diligent and hard working. They are well motivated, engaged and loyal.

No one is ever 100% perfect for a role – there are always strengths and weaknesses, but the ‘test’ of a good employees is, knowing everything a manager knows about that individual, would they re-recruit them into that role. If there is no hesitation to this question, the person is valued.

**Highly Valued:** an individual who delivers over and above their job description and thereby makes a tangible positive impact on the financial performance of the business. This is not someone who is just very good at their job. It is someone who adds real value over and above what would normally be expected in the role. Individuals can only be categorised as Highly Valued if there is a demonstrable and quantifiable difference to the bottom line. This might be achieved through making connections others had not noticed; seeing opportunities outside the norm, creating partnerships and relationships that add value, seeing ways to create efficiencies or generate additional contribution, continually motivating and inspiring others to achieve greater levels of performance etc. They can be people at any and every level who move organisational thinking forward.

People can also only be Highly Valued if they work collaboratively with their colleagues and in line with organisational values. They are team players, who are recognised and appreciated within their teams. They are not ‘glory seekers’ for their own ends.

Highly Valued people are those with the ‘X factor’; the ‘go to’ people; those people that bring the ‘magic’. If someone leaves, most people can be replaced. When excellent people leave, 80% can be replaced but there is 20% which is just down to them and is lost forever. Highly Valued people must be looked after and nurtured. They create a culture of high performance, which is contagious.

**Performance Issue:** an individual who is not performing to their job profile. These might be the people whose talents, strengths and ability do not meet the requirements of the role and accordingly they are unable to reach the expected levels of performance or it might be that they do have the right attributes but are not motivated, have become cynical or their personal value system does not align with the organisations purpose and values and as a result they have damaging behaviours and attitudes.

**Developing:** an individual who is in their first two years of employment and still learning their role and growing into it. To be ‘developing’ the individual must be ‘on side’, keen and motivated and have the skills/potential to be Good or Excellent in the role. They may just require more time, training or coaching. If there are concerns that they do not have the right attitude, behaviour or skills/potential to be valued or highly valued, they should be categorised as a Performance Issue.

**Valued:** an individual who is really good at their job, fulfilling all aspects of their job description to a high level and whose attitudes and behaviours are in line with organisational values. These people are the bedrock of any organisation. They arrive into work every day and deliver. They are solid consistent performers; reliable, conscientious, knowledgeable, diligent and hard working. They are well motivated, engaged and loyal.

No one is ever 100% perfect for a role – there are always strengths and weaknesses, but the ‘test’ for a good employee is, knowing everything a manager knows about that individual, would they re-recruit them into that role. If there is no hesitation to this question, the person is valued.

Cost  
Neutral

**Highly Valued:** an individual who delivers over and above their job description and thereby makes a tangible positive impact on the financial performance of the business. This is not someone who is just very good at their job. It is someone who adds real value over and above what would normally be expected in the role. Individuals can only be categorised as Highly Valued if there is a demonstrable and quantifiable difference to the bottom line. This might be achieved through making connections others had not noticed; seeing opportunities outside the norm, creating partnerships and relationships that add value, seeing ways to create efficiencies or generate additional contribution, continually motivating and inspiring others to achieve greater levels of performance etc. They can be people at any and every level who move organisational thinking forward.

People can also only be Highly Valued if they work collaboratively with their colleagues and in line with organisational values. They are team players, who are recognised and appreciated within their teams. They are not ‘glory seekers’ for their own ends.

Highly Valued people are those with the ‘X factor’; the ‘go to’ people; those people that bring the ‘magic’. If someone leaves, most people can be replaced. When excellent people leave, 80% can be replaced but there is 20% which is just down to them and is lost forever. Highly Valued people must be looked after and nurtured. They create a culture of high performance, which is contagious.

**Performance Issue:** an individual who is not performing to their job profile. These might be the people whose talents, strengths and ability do not meet the requirements of the role and accordingly they are unable to reach the expected levels of performance or it might be that they do have the right attributes but are not motivated, have become cynical or their personal value system does not align with the organisations purpose and values and as a result they have damaging behaviours and attitudes.

**Developing:** an individual who is in their first two years of employment and still learning their role and growing into it. To be ‘developing’ the individual must be ‘on side’, keen and motivated and have the skills/potential to be Good or Excellent in the role. They may just require more time, training or coaching. If there are concerns that they do not have the right attitude, behaviour or skills/potential to be valued or highly valued, they should be categorised as a Performance Issue.

**Valued:** an individual who is really good at their job, fulfilling all aspects of their job description to a high level and whose attitudes and behaviours are in line with organisational values. These people are the bedrock of any organisation. They arrive into work every day and deliver. They are solid consistent performers; reliable, consistent, knowledgeable, intelligent and hard working. They are well motivated, engaged and loyal.

No one is 100% perfect for a role, there are always strengths and weaknesses, but the test of a good employee is, knowing everything a manager knows about that individual, would they re-recruit them into the role. If there is no hesitation to this question, then the person is valued.

Cost  
Neutral

**Highly Valued:** an individual who delivers over and above their job description and thereby makes a tangible positive impact on the financial performance of the business. This is not someone who is just very good at their job. It is someone who adds real value over and above what would normally be expected in the role. Individuals can only be categorised as Highly Valued if there is a demonstrable and quantifiable difference to the bottom line. This might be achieved through making connections others had not noticed; seeing opportunities outside the norm, creating partnerships and relationships that add value, seeing ways to create efficiencies or generate additional contribution, continually motivating and inspiring others to achieve greater levels of performance etc. They can be people at any and every level who move organisational thinking forward.

People can also only be Highly Valued if they work collaboratively with their colleagues and in line with organisational values. They are team players, who are recognised and appreciated within their teams. They are not 'glory seekers' for their own ends.

Highly Valued people are those with the 'X factor'; the 'go to' people; those people that bring the 'magic'. If someone leaves, most people can be replaced. When excellent people leave, 80% can be replaced but there is 20% which is just down to them and is lost forever. Highly Valued people must be looked after and nurtured. They create a culture of high performance, which is contagious.

+20%

**Performance Issue:** an individual who is not performing to their job profile. These might be the people whose talents, strengths and ability do not meet the requirements of the role and accordingly they are unable to reach the expected levels of performance or it might be that they do have the right attributes but are not motivated, have become cynical or their personal value system does not align with the organisations purpose and values and as a result they have damaging behaviours and attitudes.

**Developing:** an individual who is in their first two years of employment and still learning their role and growing into it. To be 'developing' the individual must be 'on side', keen and motivated and have the skills/potential to be Good or Excellent in the role. They may just require more time, training or coaching. If there are concerns that they do not have the right attitude, behaviour or skills/potential to be valued or highly valued, they should be categorised as a Performance Issue.

**Valued:** an individual who is really good at their job, fulfilling all aspects of their job description to a high level and whose attitudes and behaviours are in line with organisational values. These people are the bedrock of any organisation. They arrive into work every day and deliver. They are solid consistent performers; reliable, conscientious, knowledgeable, diligent and hard working. They are well motivated, engaged and loyal.

No one is ever 100% perfect for a role, therefore we always have strengths and weaknesses, but the 'tell' of a good employee is, knowing everything a manager knows about that individual, would they re-recruit them into that role. If there is no hesitation to this question, the person is valued.

Cost Neutral

**Highly Valued:** an individual who delivers over and above their job description and thereby makes a tangible positive impact on the financial performance of the business. This is not someone who is just very good at their job. It is someone who adds real value over and above what would normally be expected of their role. Individuals can only be categorised as Highly Valued if there is a demonstrable and quantifiable difference to the bottom line. This might be achieved through making connections others had not noticed; seeing opportunities outside the norm, creating partnerships and relationships that add value, seeing ways to create efficiencies, generating additional contributions, being continually motivating and inspiring others to achieve greater levels of performance etc. They can be people at any and every level who move the organisation forward.

People can also only be Highly Valued if they work collaboratively with their colleagues and in line with organisational values. They are team players who are recognised and appreciated within their teams. They are not 'glory seekers' who work for their own ends.

Highly Valued people are those with the 'X factor'; the 'go to' people; the people that bring the 'magic'. If someone leaves, most people can be replaced. When excellent people leave, 80% can be replaced but there is 20% value left down to them and is lost forever. Highly Valued people must be looked after and nurtured. They create a culture of high performance, which is contagious.

+20%

**Performance Issue:** an individual who is not performing to their job profile. These might be the people whose talents, strengths and abilities do not meet the requirements of the role and accordingly they are unable to reach the expected levels of performance or it might be that they do have the right attributes but are not motivated, have become cynical or their personal value system does not align with the organisation's purpose and values and as a result they have damaging behaviours and attitudes.

**Developing:** an individual who is in their first two years of employment and is still learning their role and growing into it. To be 'developing' they must be 'on side', keen and motivated and have the skills/potential to be Good or Excellent in the role. They may just be in need of more time and coaching. If there are concerns that they do not have the right behaviours or skills/potential to be valued or highly valued, they should be categorised as a Performance Issue.

-15%

**Valued:** an individual who is really good at their job, fulfilling all aspects of their job description to a high level and whose attitudes and behaviours are in line with organisational values. These people are the backbone of any organisation. They arrive into work every day and deliver. They are solid consistent performers; reliable, conscientious, knowledgeable, diligent and hard working. They are well motivated, engaged and loyal.

No one is ever 100% perfect for a role – there are always strengths and weaknesses. In the 'test' of a good employee is, knowing everything in a manager knows about that individual, would they re-retain them into that role. If there is no hesitation to this question, the person is valued.

Cost  
Neutral

**Highly Valued:** an individual who delivers over and above and thereby makes a tangible positive impact on the business. This is not someone who is just very good at their job who adds real value over and above what would normally be expected of their role. Individuals can only be categorised as Highly Valued if they demonstrate a demonstrable and quantifiable difference to the bottom line. They achieve this through making connections, creating opportunities outside the norm, creating partnership value, seeing ways to create efficiencies or generate additional revenue, continually motivating and inspiring others to achieve better performance etc. They can be people at any and every level of an organisational thinking forward.

People can also only be Highly Valued if they work cooperatively with their colleagues and in line with organisational values. They are recognised and appreciated within their teams. They work for their own ends.

Highly Valued people are those with the 'X factor'; they are the people that bring the 'magic'. If someone leaves, most of the value they bring down to them and is lost forever. Highly Valued people are naturally motivated. They create a culture of high performance, value

+20%

**Performance Issue:** an individual who is not performing to their job profile. These might be the people whose talents, strengths and ability do not meet the requirements of the role and accordingly they are unable to reach the expected levels of performance or it might be that they do have the right attributes but are not motivated, have become cynical or their personal value system does not align with the organisation's purpose and values and as a result they have damaging behaviours and attitudes.

-40%

**Developing:** an individual who is in their first few months and still learning their role and growing into it. They must be 'on side', keen and motivated and have the potential to be Good or Excellent in the role. They may just require coaching. If there are concerns that they do not have the right behaviour or skills/potential to be valued or highly valued, they are categorised as a Performance Issue.

-15%



# Calculation

- In an organisation of 100 people on an average salary of £25k

Highly Valued = 15 x 20% of salary (5k) = £75k

Valued = 70 x 0

Developing = 5 x 15% of salary (£3,750)

= -£18,750 (investment)

Performance Issues = 10 x 40% of salary (£10k)

= -£100k

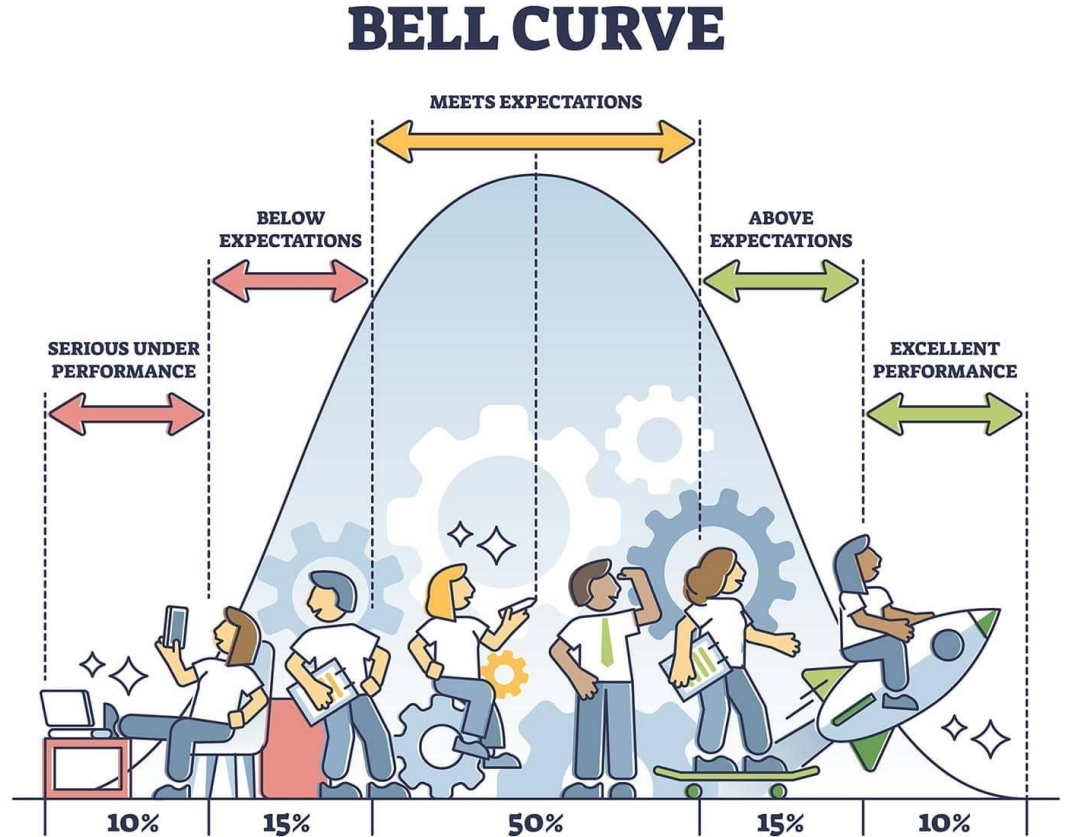
Net result = -£43,750



# So what?

High Performing Organisations are those that have pushed their curve to the right

Low performing organisations are those that have allowed their curve to be pushed to the left



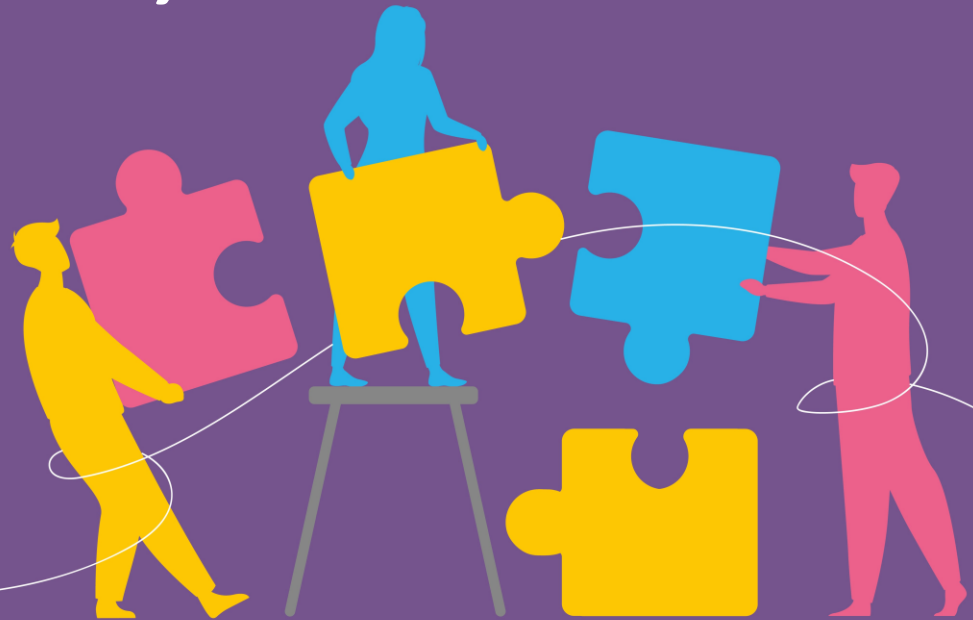
# What has been the impact?

- Energising - Focus on colleagues that add value
- Gives clarity on performance/capability issues and next steps
- Collective understanding of contribution
- Measures VFM payroll
- Collate learning and development needs
- Creates Succession Plans



# Thank You

Any questions,  
thoughts,  
comments?





# Q&A



Thank You for Attending

**GREATER MANCHESTER  
GOOD  
EMPLOYMENT  
CHARTER**

Supported by



**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

**ANDY BURNHAM**  
MAYOR OF  
GREATER  
MANCHESTER

[GMgoodemploymentcharter.co.uk](http://GMgoodemploymentcharter.co.uk)

 @GoodEmpCharter

#GoodPracticePowerHour