

Regional HR Officers/PPMA Meeting - 07 December 2012
Birmingham City Council, Birmingham.

Attendees: Jo Evans (Dudley), Raffaella Goodby (Birmingham), Mike Gregson (Birmingham), Michele Leith (Shropshire), Craig Scriven (Walsall), Kray Dhillon (Coventry), Teresa Reilly (Dudley), Ed Pilmore (Stoke-on-Trent), Kim Stallard (Wychavon and Malvern Hills), Roger Manning (Retired), Laila Doman (Stratford-on-Avon), Karen Warren (Warwick), Sharon Booth (West Midlands Pension Fund (WMPF)), Julie Barnes (WMPF), Samantha Woodward (WMPF), Nadine Perrins (WMPF), Anne Dokov (Crista HR Consultancy), Lisa Cartwright (Staffordshire), Michelle Cartwright (West Midlands Councils (WMC)), Carrie Rowberry (WMC), Sue Evans, (Warwickshire), Paul Lynch (Nuneaton and Bedworth), Tarik Chawdry (Birmingham), Janis McCulloch (North Warwickshire), Allison Davies (Birmingham),

Apologies: **Bridget Clark** (Worcestershire), Gareth Hopkins (Shropshire), Ian Gilbert (Wolverhampton), Dawn Hewins (Stoke-on-Trent), Neville Raby (Stafford), Rachel Sampson (Warwickshire), Suzanne Turner (Rugby), Charlotte Taylor (East Staffordshire)

Welcome: Martin Rayson (PPMA President).

1. Introduction

Jo Evans opened the meeting with a welcome to everyone, and thanked Martin Rayson for coming up from London to talk to the region. Jo then invited all present to introduce themselves.

2. Challenge to Public Services – Presentation by Martin Rayson.

PPMA as a thought leader

Martin outlined some of the activities with which PPMA are getting involved, many of which are at national level, and he made particular reference to his ambition to develop the use of social media within PPMA and his interest in getting out to meet HR practitioners within the regions. It was for this reason, that he was glad to be invited to speak to the West Midlands members.

He pointed out that although PPMA membership had shrunk over the last couple of years, due to the financial pressures facing public service, this was also a time of major opportunity for PPMA, giving them the impetus to find new solutions for the development of people, and for a time of working in collaboration. Therefore PPMA needs to have a key role in enabling collaboration between organisations, getting involved in research and having a national voice on issues of the moment. As such PPMA needs to focus not just on short term challenges, but to build sustainable organisations for the future. This involves creating and building up public service workforces, and key to this future is in the development of new models of leadership.

See PowerPoint slides

Martin referred to the Barnet “Graph of Doom” and the challenge of cuts to public services. However, he posed the question, after this has been undertaken by services, what happens then? One of the key requisites for future organisations is leadership. Leaders need to share their vision, need to have strong values, and need to be in tune with their staff. As a result organisations need to invest in their leaders.

HR Rising Stars Competition

Martin shared the launch of the PPMA HR Rising Stars competition with the group. This competition is sponsored by Manpower and is designed to offer opportunity to up and coming HR professionals in our organisations. You can read about it here <http://www.ppma.org.uk/ppma-news/the-ppma-is-looking-for-hr-stars-of-the-future/>

We really want to give a good show from the West Midlands, as the competition is being held at Warwick Business School. The dates are planned for 11th and 12th Feb. It's free for PPMA members to enter, the winner will gain a seat on the PPMA Board for a year and present at the annual seminar in April 2013.

PPMA / CIPD Joint Research Report Published

From a recent survey by CIPD, there appears to be a general leadership deficit, which is particularly apparent within the public sector. In addition there is a general disengagement of staff with organisations they work for. As a result work is being undertaken to look at ways of engaging with staff. It is available online from CIPD and PPMA here.

[http://ripassetseu.s3.amazonaws.com/www.ppma.org.uk/_files/documents/nov_12/FENT__1354099610_6010_Leading_Culture_Change_\(W\).pdf](http://ripassetseu.s3.amazonaws.com/www.ppma.org.uk/_files/documents/nov_12/FENT__1354099610_6010_Leading_Culture_Change_(W).pdf)

Engage for Success – PPMA Sponsorship

Martin referenced the Engage for Success Go Live Launch on 26th November. PPMA are sponsors of the Employee Engagement Taskforce, and Martin was a signatory to the open letter to The Times on 12th November 2012.

There is a regional Midlands Practitioners Event planned for 25th January 2012. Please let nicola.williams@birmingham.gov.uk know if you wish to attend. It's free!

You can watch the Engage for Success video and access the free materials at <http://www.engageforsuccess.org>

Barking and Dagenham Case Study

Martin then presented a case study from his authority of Barking and Dagenham, where they have looked at the employment deal and psychological contract for staff, considering the balance between what the employee is contributing to the organisation, and what they are getting in

return. This has not just focused on the pay and rewards, but on the softer side as well.

The case study illustrated that the current deal has broken down, and does not provide a good basis for a long term relationship. The claim by certain leaders that “staff are lucky to have a job”, is not good as a long term proposition. As such, a key role for leaders is creating a new deal. This involves identifying talented people, and creating the right opportunities for them.

Following research, the authority has responded in a number of ways:-

- re-defining organisational values;
- creating a leadership management development programme for all levels of leadership;
- developing a series of learning development programmes;
- developing a Staff Charter. This is a New Deal which reflects that although pay in the future cannot be great, it will be fair.

Martin then invited the meeting to consider various historic role model leaders, and discuss the benefits of their individual styles of leadership, assessing the adaptability of such skills into current public service organisations.

Following this there was a short discussion following feedback from the group.

3. Case Study on Workforce Development – Sue Evans: Warwickshire County Council

Sue outlined that she is the PPMA lead on a subgroup looking at workforce development alongside Melanie Wood from BCC and PWC. She reflected that this is an exciting time to be in HR, and what organisations need to be looking for is an agile workforce. As such, the sub group are considering tools which can help achieve a better service delivery model, with a balanced employment deal and staff who can work in a flexible way.

Key to this is having skilled and competent staff, which leads to organisations recognising the value of the worker, and generates confidence amongst the workforce. The dimensions around workforce planning reflect the linkage with staff development. The PPMA subgroup is consequently putting together a series of questions for organisations to consider, and which will be developed into a toolkit. It will be produced by HR professionals, and will be scaleable for use in all authorities, whatever their size.

Sue then outlined the workforce development model which had been used within Warwickshire County Council. Their vision from now until 2020 is one which needs to develop a workforce that is well managed, well motivated and well-led. It has been built around the 3 C's – Competence, Confidence and Capability. Essentially these break down into five strands of activity:-

- Planning for the Future (Business Plan and Workforce Plans need to be integrated, and HR facilitates this dialogue);
- Talent Management and Development (now is not the time to cut learning and development budgets. Instead there is a need to develop generic skills, build competence and consider leaders of the future);
- Improving Performance;
- Engagement;
- Health, Safety and Welbeing.

The Council's focus has been to generate new roles, create a leaner management structure, work in partnership across traditional boundaries, build a workforce that reflects the community the council serves, promote personal leadership and harness the next generation of talent. Through the use of the West Midlands Councils' Developing Future Leaders programme, staff are encouraged to be "what they can be".

4. Case Study on Workforce Development – Mike Gregson: Birmingham City Council

Mike took the meeting through the journey that Birmingham City Council (BCC) had gone through in respect of workforce planning since 2008, initiated because of the austere pressures facing the council at that time. (A passing comment alluded to the more severe financial pressures now facing public services and the issues this would present.)

One of the key challenges had been persuading senior managers to adopt workforce planning. Furthermore strategic planning requires an analysis of what will be needed in the future, which requires leaders to identify their business direction, understand the demographic work profiles, identify critical work roles, and ensure that HR and financial data is accurate and connected.

Looking at the demand and supply of labour enabled dialogue to take place with services, and the organisation has worked hard at looking at the grades and ratios of staff within the different professional levels. As a result, reviewing organisational design has been important, and with this has come the opportunity to review systems and processes. Critical to all workforce planning, is the need for a capable and competent workforce. This has been enhanced by encouraging generic working across all directorates.

Over the last twelve months, work has been undertaken with universities across the city, to develop organisational research and knowledge. This increased level of intelligence, has contributed to improved strategic decision making and workforce development. As such, HR is now part of the strategic decision making, taking part in the integrated business and financial planning process. The Workforce and Planning Unit now further produce a dashboard of data for services, which allows services to review emerging issues within their work areas.

In summary, data has influenced the dialogue between HR and services, and has provided a great opportunity to discuss emerging organisational workforce issues with senior managers.

5. Feedback from West Midlands Councils – Michelle Cartwright

Michelle Cartwright thanked authorities for responding back to them on their views on the value of services provided by WMC. The vast majority had responded positively, and there was a strong level of support for retaining the function.

In terms of E-Paycheck, there are now 9 regions using the facility, and so far 88 councils have loaded their data onto the system.

Michelle thanked everyone for their ongoing support.

6. PPMA Policy Board Review

Allison briefly highlighted a few items from the recent PPMA Policy Board meeting on 23 November 2012.

The Business Plan had recently been published on the website (please see copy of the Plan attached to these minutes).

Stuart Elrick was looking to encourage people to get involved in work groups as part of their wider learning, and a particular focus would be on aspiring HR practitioners. A paper exploring options for this is going to the Policy Board in February 2013.

Further development of the website has been commissioned, and a fundamental review of the website is planned to take place after the April Seminar.

Louise Tibbert – Director of HR for Hertfordshire County Council was voted in as Vice President Elect. Louise is currently the Policy Lead for Reward for PPMA, and is attending our March 2013 meeting with Mercers to talk about Reward.

A debate had taken place about engaging Trade Union in wider staff engagement issues and maintaining relationships when there isn't anything traditional to talk about. Organisations were invited to consider this question, and send any responses to Martin Rayson. Martin.rayson@lbbd.gov.uk

A lot of work is taking place around organisation delivery models and assessing the HR and skill implications for public services in the future. Various events are being held which members are encouraged to attend, details of which are available on the PPMA website.

PPMA are delighted to be working with Manpower to launch the first PPMA Rising Stars competition. The competition is open to all of HR and in

particular the public sector, and those who wish to build their career in public sector HR. It is free for PPMA members to enter and the competition will be held on 11th / 12th Feb at Warwick Business School with three finalists presenting at the annual seminar in Bristol 201 and the winner taking a place on the PPMA board for 2013/14. The Rising Stars competition has already attracted considerable press since it's launch on Monday 10th December - the social media hashtag is #ppmatar The group were encouraged to ask their rising stars to take part! <http://www.ppma.org.uk>

7. Any Other Business

Anne Dokov, as Equality and Diversity Lead Officer, highlighted the Groups willingness to do a response to the Equality Review that has recently taken place. She wished to canvas the views of authorities within the region and would be circulating the document shortly. She is also keen to hear from authorities who have good examples of flexible ways of working.

PPMA Seminar 2013

Jo Evans highlighted the fact that the annual PPMA seminar will take place on 18th and 19th April at the Thistle Grand Hotel in Bristol next year. Members are encouraged to attend. The price for the two days, including awards charity dinner is £399 with high profile speakers booked to attend and share case studies. The awards are open for entries with categories being:

- Making a difference through employee engagement
- Making a difference through change management
- Making a difference through workforce development
- HR making a difference – public sector HR team of the year

Closing date for nominations is 25th January 2013

You can book online before 31st December 2012, and receive a 10% discount from the cost of the seminar.

2013 Elections

Jo stated that the elections for the roles of Chair, Vice Chair and Secretary would take place at the next meeting in March 2013. As Jo is stepping down from her role as Chair, then anyone interested should speak to her and then nominations will be sent through to Carol Polley at the PPMA office. admin@ppma.org.uk

Michele Leith said that she was interested in any authority in a position to send people to Shropshire on secondment. Please contact her if this is something that your organisation can support.

Allison Davies asked whether anyone within the region would be willing to support a benchmarking group to work with the University of Birmingham to look at workforce profile across public services. If anyone is, then please can they contact her.

8. Future regional meetings as follows:

2013

Tuesday 19 March;

Friday 21 June;

Tuesday 17 September;

Friday 06 December

Host locations welcome!

If you have a case study, story, news or challenge you would like to share at any of the future meetings or with our West Mids colleagues, please get in touch with Allison or Raffaella.

We wish all West Midlands Members a very peaceful, healthy Christmas and a prosperous new year.