



# Public Sector Show – ExCeL London

PPMA Open Theatres  
June 26<sup>th</sup> 2018

Chaired by Karen Grave –President PPMA

# CONTENTS

## About PPMA

## Recruitment, retention and workforce in the context of Brexit



# About PPMA

**The Public Services People Managers Association (PPMA) is the first choice association for people professionals in public services.**

**We provide an unrivalled community of specialist professionals who support each other.**

## **The who:**

- Membership comes from Local Government, Central Government, Blue Light, 3<sup>rd</sup> Sector and consultants
- Our community is highly qualified, passionate, committed and diverse public services HR and OD community.
- We play a critical role in influencing key decision-makers and stakeholders involved in people management and workforce issues.

## **The what:**

- We focus our efforts on ensuring that workforce issues are at the forefront of the debate about the future content and shape of public services and particularly the HR & OD support required to support them.
- With key partners, we sponsor and support a number of programmes which develop HR professionals at various stages of their career; and we deliver National and Regional events. We also deliver an Annual PPMA Excellence in People Management Awards programme and run a highly successful annual conference.
- We lobby relevant bodies on behalf of our members and influence thinking and decision making on key issues affecting the organisations we work with and within.



# About PPMA

We have an ambitious business plan but that is underpinned by our core values.

Our business plan has 8 strategic themes.

**Let's Talk: Leadership**

**Let's Talk: Digital**

**Let's Talk: Wellbeing**

**Let's Talk: You**

**Let's Talk: Future Workforce**

**Let's Talk: Evidence**

**Let's Talk: Transformation**

**Let's Talk: Developing our Organisations**

Our **brand values** set out the behaviours that we believe will best help us deliver our Business Plan objectives.

We reinforce these in all work that we do in advancing our vision:

**Listening**

**Talking**

**Promoting**

**Disrupting**

**Influencing**

**Sharing**

**Developing**





## Follow us on social media



[www.ppma.org.uk](http://www.ppma.org.uk)  
Check out our great website



Facebook  
Our PPMA Facebook page



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Check out our latest vids



Twitter  
Our PPMA Twitter handle



Flickr  
Grab PPMA event photos here

# Recruitment, retention and workforce in the context of Brexit

**Delighted to introduce  
Leatham Green, Interim  
Executive Director PPMA**

## **Scope of our session:**

- Brexit and its impact on workforce – what do we know?
- Potential new difficulties and the opportunities to change approaches to hiring
- Renewing the focus on workforce planning development and training
- Attracting and retaining talent – meeting potential increases in competition over the coming years



# Context for today

## Considerations:

- Resource supply is really challenging in a number of areas, e.g., social care
- But we also have to think about attracting millennials – what else do we need to do to target this group?
- Multigenerational workforces – are we making the most of our older workers? (PPMA research)
- Impact of Brexit on current supply
- Can we do anything else to manage demand, e.g., innovation?
- Future proofing workforce transformation – 21<sup>st</sup> Century Public Servant

## Recent legislation/policy impacting recruitment and retention:

- Breach on public sector pay cap
- Apprenticeship levy
- £95k exit cap
- £80k redundancy claw back
- IR35.....
- Further budget reductions



# Brexit effect and our challenges .....

- We are already seeing a reduction in workforce supply:
  - NHS is particularly badly hit with medical and non-medical staff leaving
- Civil service workforce has increased substantially to cope with impact of Brexit
- Local government being challenged, multiplying health and social care integration issues
- It's complex and the landscape is still shifting



# Data- CIPD Labour Management Outlook at Talent Management Survey

Figure 3: Changes experienced since June 2016, following the UK's decision to leave the EU, and those anticipated in the next three years (% of respondents)



Base: 859

# Data– CIPD Labour Management Outlook at Talent Management Survey

**Table 1: Changes in organisational focus on resourcing and talent practices, by sector (% of respondents)**

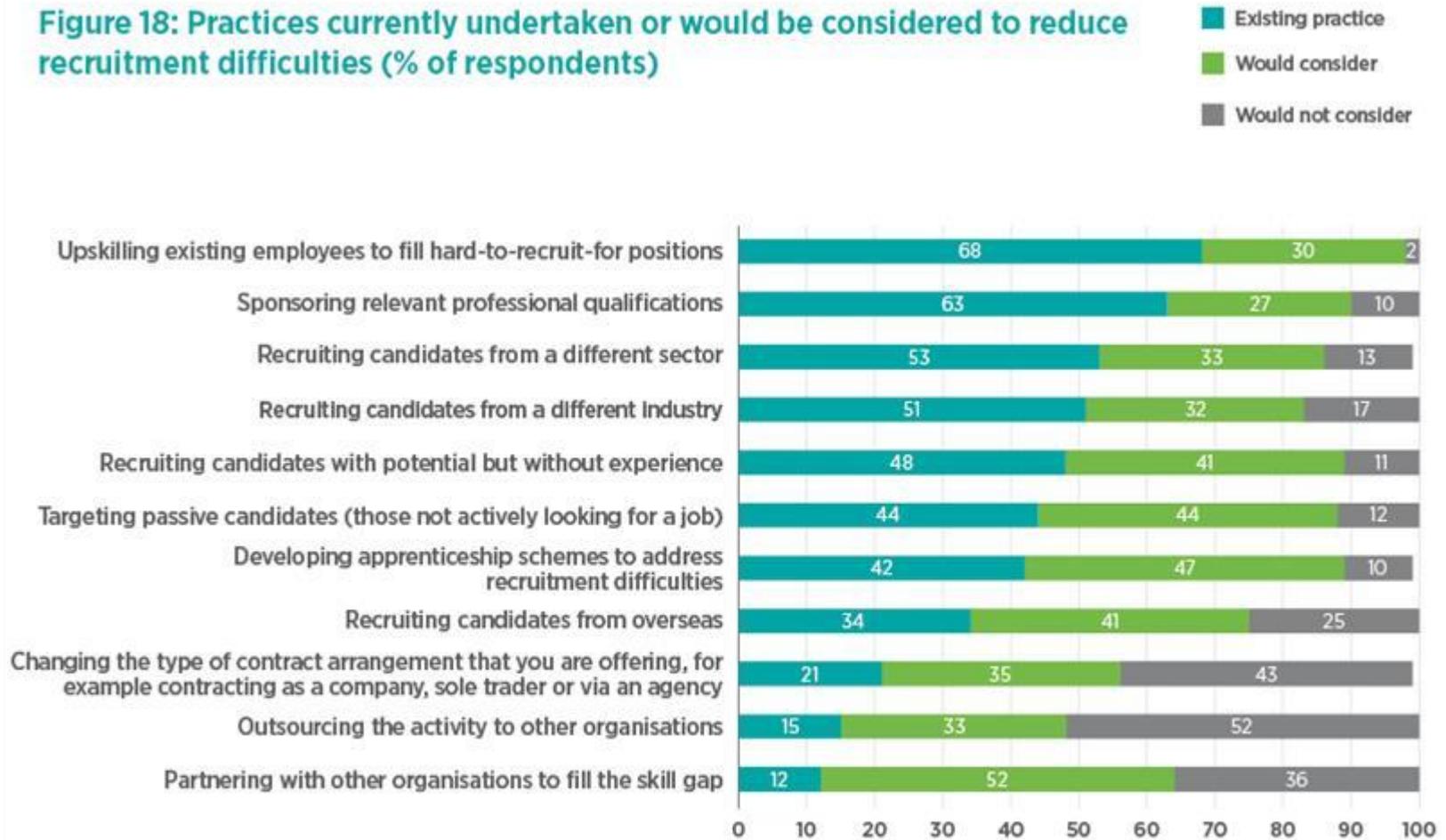
		All	Manufacturing and production	Private sector services	Not-for-profits	Public services
*Recruiting for key talent/niche areas	2016	70	66	74	59	70
	2017	68	60	72	60	71
Increasing the number of interim/contract staff recruited	2016	24	21	22	29	29
	2017	19	15	22	19	18
Reducing reliance on recruitment agencies	2016	45	37	49	44	43
	2017	56	58	59	50	50
Use of new media/technology to recruit	2016	46	33	50	44	48
	2017	63	58	67	60	61
Focusing more on retaining rather than recruiting talent	2016	37	34	40	30	34
	2017	59	64	63	54	51
Developing more talent in-house	2016	48	46	50	46	43
	2017	75	77	78	74	68
Investing more time and effort in the quality of candidates we hire	2016	36	31	40	35	31
	2017	58	52	62	60	52
Reducing our headcount	2016	21	21	18	17	27
	2017	17	16	14	12	27
Increasing our headcount	2016	24	20	31	16	18
	2017	34	35	41	27	19
Recruiting EU migrants	2016	16	19	16	10	18
	2017	15	18	14	8	20
Recruiting non-EU migrants	2016	9	8	8	3	16
	2017	10	8	9	7	17
Redeployment schemes to retain talent	2016	14	7	14	12	23
	2017	19	12	17	16	30

\*prior to 2017 survey 'continuing to recruit for key talent/niche areas'

Base: 1,068

# Data- CIPD Labour Management Outlook at Talent Management Survey

Figure 18: Practices currently undertaken or would be considered to reduce recruitment difficulties (% of respondents)



Base: 489

# Public sector is already doing a lot of things.....

- Market supplements
- Golden Hellos
- Locality based offers
- Training offers
- Recruiting from different sectors
  
- BUT..... these are tactical interventions
  
- To help us better understand the entirety of our challenge we need to focus on strategic workforce planning



# What is workforce planning?

- \* “At its simplest, workforce planning is about understanding the future strategic direction of the organisation and therefore the demand for different types of skills and seeking to match this with supply. Effective workforce planning is an important tool to help councils maximise their resources and build current and future capacity in a structured and planned way in order to meet outcomes.
  - \* Workforce planning has a significant role in delivering improved services including supporting councils and their partners in the transformational change required by public service reform, health and social care integration and the move to more locality and place-based interventions. It assists strategic resource planning by corporate management teams and helps them achieve strategic priorities such as efficiency gains and tackling equalities. It can help:
    - \* deliver improved services by linking corporate strategy to people plans
    - \* retain employees and manage reductions in the workforce more strategically
  - future proof the skills mix of the workforce by ensuring that skills are aligned to new requirements
  - determine how many employees there are, how many will be needed and in what areas
  - better manage supply at national, regional and local levels to meet demand
  - collaborate to increase the supply of specific skills and specific types of workers
  - manage employment expenditure by anticipating changes
  - provide information to predict and address peaks and troughs in supply and demand for specific skills
- \* Crucially, to be fully effective, workforce planning needs to include longer term thinking about future corporate and service provision; councils and their partners need to put strategies in place to link service, financial and change management priorities alongside people plans.”

# What is the impact on spend?

- \* We can:
  - \* Better understand organisation requirements
  - \* Better target supply
  - \* Develop medium to longer term talent management programmes, including apprenticeships
  - \* Focus on whether some of our current recruitment spend is wasteful
  - \* Look at how we develop broader talent pools within our organisation but outside with our partner organisations
  - \* Be PROACTIVE in how we manage our workforce requirements:
    - \* Contingency resourcing will always be required
    - \* The trick is better managing/cost/risk/supply



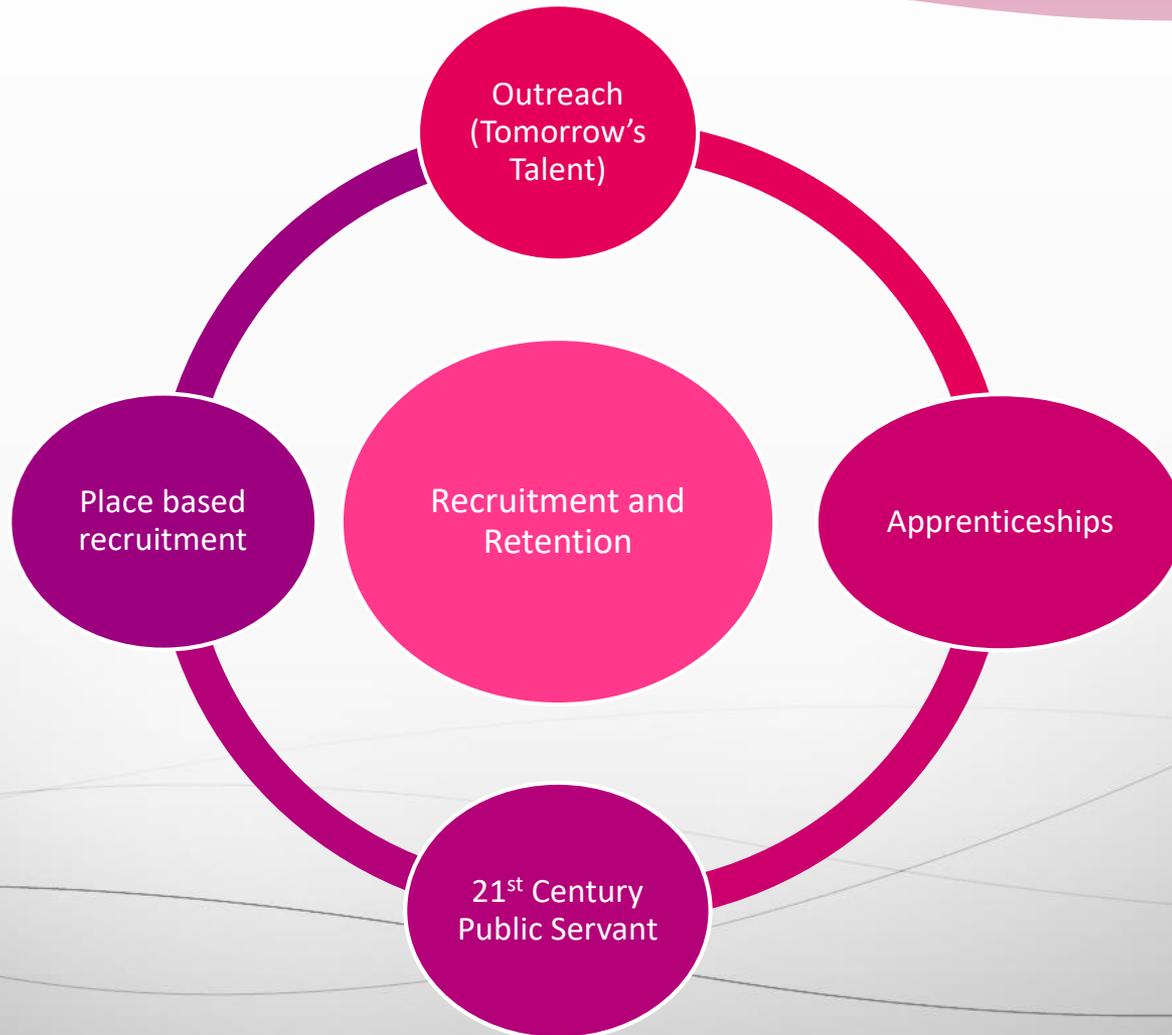
# Developing our workforce

**Figure 10** Top 10 activities organisations are doing to improve future talent pipeline (%)



Base: Spring 2017, all employers (Total n=1,060; Private n=759; Public n=191; Voluntary n=110)

# Public sector is starting to look at this.....



# Questions

