



Let's keep putting people first

Caroline Nugent says the wellbeing of people is as important a component of leadership as ever in this challenging year

Welcome to our first publication of 2018. I am happy to introduce our new supplement sponsors Neyber, who are making headway into showcasing how financial wellbeing is as important as all our other wellbeing initiatives. I'm very grateful to Penna who have sponsored our supplement for many years and have seen many things come and go, often reappearing! Such is the nature of people management.

How many of you noticed this supplement and then didn't bother to read on as it's about people – and of course that's an HR responsibility isn't it? I'm frustrated to still hear that statement when we all know the

greatest impact on an organisation is the leadership, and all leaders must have people and culture at the forefront of everything.

We have some great chief executives who see their impact and are fully self-aware. Unfortunately, from my connections, I still hear of actions which take place in organisations which are fundamentally breaking that employment relationship. Phrases such as 'do as I say and not as I do' still ring in some local authorities and we must all work together to make sure that we 'walk the walk and talk the talk' in order to get through what will be a challenging year.

So what's going to happen this year? As we move nearer towards Brexit, we will continue to see impacts, particularly in services such as home care and with colleagues in health services. Ever the optimist, I do believe we will come out the other end and will look back to see how we were able to use this to work smarter with our health partners to integrate the way we work around adult social care which has to change if we are going to divert a crisis.

Then we have the huge impact on the gender pay disclosures which will now continue until the end of March. This, again, has to be used to change the way we work and review any pay practices which continue to discriminate between the genders. Do you operate, for example, spot point salaries and is there a material difference in gender as a consequence of better negotiations when starting employment? I'm sure our next article in a few months will expand on some of the findings.

We have the Data Protection Regulations coming which will

fundamentally change how we operate as the financial and reputational risks are just too big to ignore. We will continue to have significant impacts on budgets and with a number of elections due this year, some difficult decisions which may be being put on hold will test our resilience.

We need to review how we increase productivity as working more hasn't improved the situation

So back to wellbeing. This isn't 'soft and fluffy HR' but is a financial imperative, as well as helping to improve productivity. According to CMI research, more than 1,000 managers stated they were working 7.5 hours beyond contracted hours adding 44 extra working days, obviously all unpaid. Nothing strange there you might say (*only* another 7.5 hours you might add!) but this increased from 39.6 days in 2015. TUC analysis found 3,337,000

employees (roughly one in eight workers) are working more than 48 hours a week, a rise of 250,000 since 2001. 'Mind' established that a bad work-life balance could lead to poor mental health in the workplace, costing the economy up to £100bn pa.

Some companies are attempting to change this by allowing staff a shorter working week, reporting productivity increased by 30% over the past year. We must get away from lots of hours = good, and having time off = bad. We need to review how we increase productivity as working more hasn't improved the situation and if it carries on, we may well have a time bomb of health issues where we just aren't looking after ourselves.

So ending on a good note, go outside, breathe fresh air and thank yourselves for doing a fantastic job!



Caroline Nugent is President of the PPMA



Looking forwards to an exciting time for our sector

There are big happenings in the world of HR and OD this coming year, and as Karen Grave reveals, the PPMA is ready to guide the sector through the challenges ahead

Hello everyone. We are only eight weeks away from our next annual conference. It sounds incredible

to say that. There's always a time where the conference, and our annual celebration of all that is

great in our community, seems so far away. And then of course, you are worrying whether you will have enough time left to do everything you want to.

At PPMA HQ we are very excited about April. We are looking forward to revisiting our main stage topics from last year's event in Bristol to see what has changed and what contribution we have made as an organisation. We have some very interesting fringe sessions too – particularly on artificial intelligence and robotics and what the benefits might be in our public sector space.

The theme for our keynote address this year is 'Public Service is about Public Good'

Of course, looking at issues that affect HR and OD practice is always important to us. However, we must thoroughly understand our service areas in order to make the maximum contribution in helping our colleagues deliver a wide range of services.

With that in mind we will be

looking again at the challenges and opportunities facing us in health and social care integration, Brexit and in the variety of operating models we're grappling with across the sector. Recent events with Carillion for example, cause us great concern and we need to revisit our understanding of what works best when designing different operating models.

I'm also mindful as a community that we don't always see our front-line service users. Under pressure to support our colleagues deal with ever present budget challenges, policy changes etc; it's possible to lose sight of why public service is so critical to the lives of all of us.

So the theme for our keynote address this year is 'Public Service is about Public Good'. For many of us that's self-evident. But we rarely get an opportunity to hear what this means to people in our communities.

I am so proud and humbled to announce that our keynote speaker this year is Jasvinder Sanghera CBE. Jasvinder is founder of Karma Nirvana, which is an award-winning charity working which is dedicated to helping victims of

forced marriage and abuse. She is, undoubtedly a role model for our times and I'm confident you will be moved by her contribution to the conference.

As you know from earlier supplements and our regular blogs, the PPMA is actively involved in the National Employers initiative



The annual Public Sector South West HR conference was held in December 2017 in the beautiful town of Taunton and we were well cared for by the team at the Somerset County Cricket Ground venue, complete with Christmas tree and decorations! This year's event was jointly organised by the South West regional branch of the Public Sector People Managers' Association (PPMA) and South West Councils.

Delegates attended the conference from across the public sector including local government, the police and, for the first time, a number of delegates working in the NHS. We are grateful to the South West branch of Healthcare People Management Association (HPMA) for sponsoring some places for health colleagues.

The theme for this year's conference was 'Let's Talk Wellbeing' and we were fortunate to have excellent speakers covering a variety of aspects of wellbeing. All of the speakers



on domestic abuse. I will be chairing a specific consultation exercise to work with PPMA members and friends to support work being done by Jess Phillips MP, who is the Chair of the All Party Parliamentary Group on domestic violence. The focus of this work is to draft guidelines

that we would like to see in the upcoming Domestic Violence and Abuse Bill. I am delighted to say that Elizabeth Filkin CBE – the driver behind the national employer network – will be working with us too. You can see more on this in our blogs in upcoming weeks where will be

introducing the friends who will be contributing.

Much of the work on enabling employers to manage this complicated issue has taken place in Northumbria. The inimitable Dame Vera Baird has been integral to this work and we are delighted to say that she is also speaking at

conference this year.

As ever, we have a packed agenda and there will be many things to please all of us. We've had a flurry of bookings already, so make your conference booking a priority. We are blessed with some amazing contributors this year – don't miss out!

You can find our more about the conference at www.ppma.org.uk/conference2018.

I look forward to seeing you in April.

Karen Grave is Vice President of the PPMA



Southern style

Julie Biggs provides highlights of the latest Public Sector South West HR Conference

engaged with the audience, encouraged debate, knew their topic well, and were very willing to share their knowledge. It was a really successful and worthwhile day with lots of information, fun, laughter, and great conversations.

Feedback on the day and since from all those who attended has been extremely positive with delegates commenting how engaging, informative and useful the day was.

We were delighted to be joined by Caroline Nugent, the PPMA President. Caroline led a session on 'Where Next for People Management and HR in the Public

Sector' as well as providing an update on PPMA activities including the research that is currently being undertaken with PPMA sponsors.

Leatham Green presented 'Human Beings not Human Resources' as a virtual session

Leatham Green (Mindful HR) presented 'Human Beings not Human Resources' as a virtual session which worked exceptionally well. Leatham spoke

about why he believes it is time for a fresh approach to the delivery of HR/OD if the profession wants to lead the drive for innovation, creativity, collaboration and increased performance. Leatham shared ideas, including his HUMAN model, and provoked debate about why organisations need to change their approach in order to remember that they employ human beings.

Oliver Blackwell (South East Employers) spoke about building resilience through better conflict management. Oliver shared the findings of his recent research which has

focused on the role of mediation in building organisational and strategic resilience in order to lead workforces through intensifying risk, change and uncertainty.

Tom Beaumont and Andy Collings (Neyber) provided an insight into one of the biggest causes of stress in the UK workforce – financial wellbeing – and the impact this has on individuals, organisations and the local community. The data they shared on those working in local government, in health and in teaching was very informative and thought-provoking. Tom and Andy also led a lively discussion on how well we know our workforce and whether we are taking staff wellbeing seriously enough.

During the day, we had a whistle-stop tour of the development programmes that are available for HR & OD professionals via PPMA (Peer into the Future, HR Stars and Apprenticeships) and South West Councils (Aspire). All

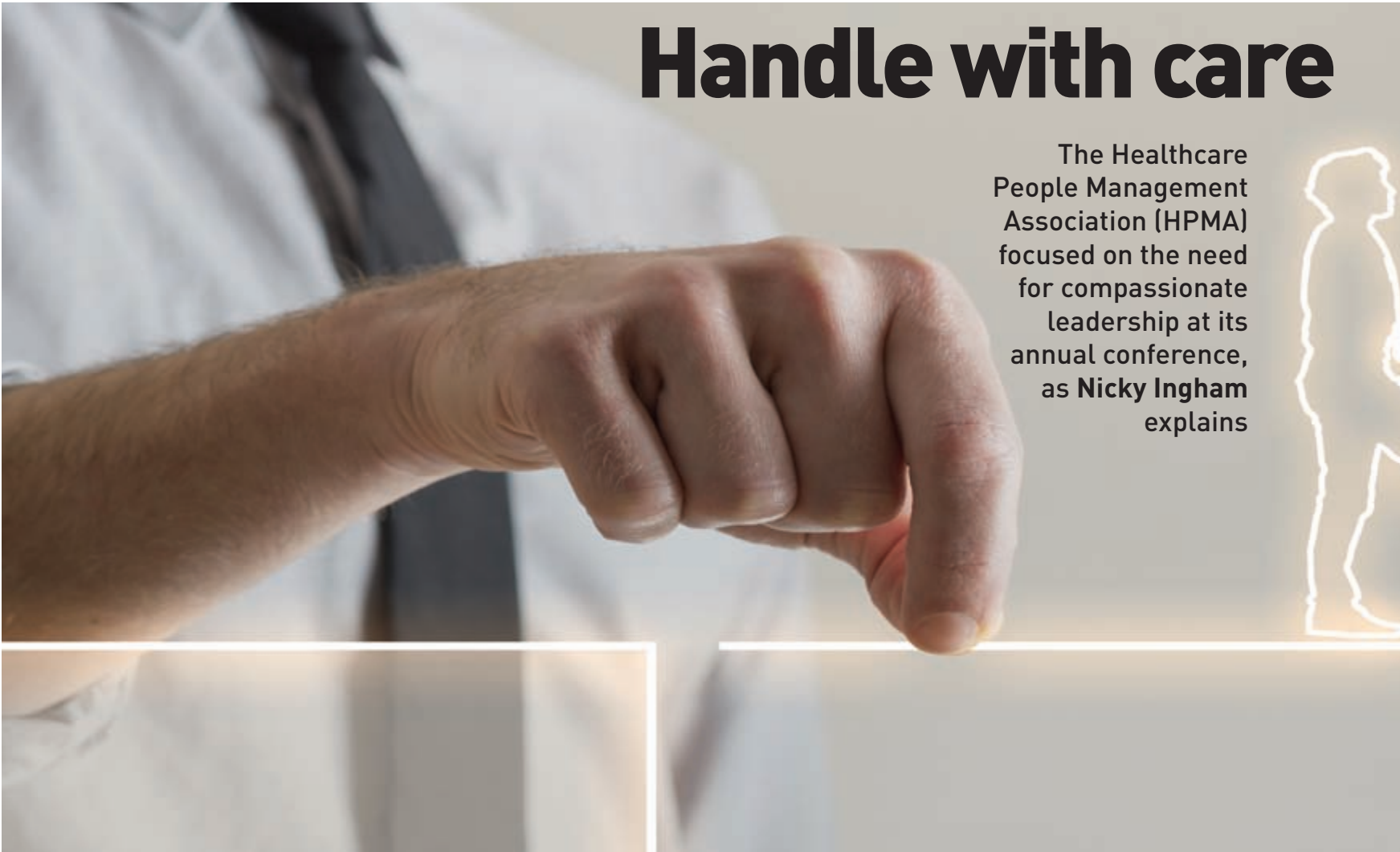
of the programmes are highly recommended.

Alex Taskin (Passe Partout) closed the day with 'Crucial Attributes for A VUCA World'. In a highly interactive session Alex spoke about how, more than ever, the public service environment is characterised by volatility, uncertainty, complexity and ambiguity. Alex shared current evidence about the qualities needed for survival and success in this context; and what we understand about how best to develop those qualities in the workforce.

As always with these events, they are made by those who attend – it was fantastic to have the opportunity to meet and discuss ideas and thoughts with HR and OD colleagues and friends, old and new.

Julie Biggs is PPMA Chair, South West Region





Handle with care

The Healthcare People Management Association (HPMA) focused on the need for compassionate leadership at its annual conference, as Nicky Ingham explains

Mindful HR is a positive disruption

Leatham Green breaks down the benefits of mindfulness to businesses and the HR community

We have become quite blasé about the continuous advancements we experience in our everyday lives through technology which has dramatically disrupted the status quo of the way we work. In recent years we have seen a similar rapid advancement in the field of neuroscience, enhancing our understanding about human potential and development.

This breakthrough about how people learn, innovate, act and communicate is leading to a fresh approach to the way we develop, involve and reward our workforce to achieve sustained improved performance and productivity.

On an individual level mindfulness enhances qualities such as self-awareness, emotional intelligence, compassion, and positivity

As a consequence, in recent years, mindfulness has appeared on the front cover of most professional journals and achieved international recognition through social media. It seems everyone is talking about it. Yet there is still much confusion as to its full business impact and what



the HR benefits are.

Mindfulness as a practice is very simple and straightforward. It is a technique, pursued through a range of guided, or contemplative, practices focusing on the breath. It does NOT require faith, or adherence to any type of religion or spirituality. It delivers almost immediate health and performance benefits, and if practiced regularly it begins to help the mind to positively change the functioning of the brain.

As straightforward as this may sound, there is nothing passive about mindfulness; it is much more than meditation. It can be applied as a successful business strategy: being respectful and respecting those we work with and serve; being compassionate and kind in the way we conduct business; being realistic and optimistic about why and what we do; and treating people as human beings rather than resources – encouraged to give of

their best every day rather than be manipulated and exploited.

In an organisational context it has been proven to be a powerful transformative tool to change workplace culture and when directed holistically through the breath of HR policies, practices and procedures, it significantly improves well-being, resilience, engagement, involvement, productivity and performance. On an individual level mindfulness enhances qualities

such as self-awareness, emotional intelligence, compassion, and positivity. These are all traits that we seek from our current and future workforce, often investing relatively large sums of money on elaborate leadership development programmes to build such characteristics in our leaders.

When adopted, and applied in a targeted way, mindfulness, and operating mindfully, is a transformative and cost effective process of achieving such a cultural and behavioural shift. No matter what sector you operate in, the size of your organisation or professional discipline, the organisation with the healthiest, happiest, involved, creative and adaptable workforce will succeed and flourish above all others.

As a result, Mindfulness is big and disruptive news for HR, and with clear empirical evidence to back it up, it will continue to have widespread implications for personal development and business growth and improvement for future generations.

Leatham Green is founder of The Mindful HR Centre and PPMA Board Lead on Talent



HPMA held our 2017 national conference 'Compassionate Leadership, Compassionate Care' on 28th and 29th November in Leeds. At our conference we wanted to focus and share the importance of demonstrating compassion within a healthcare setting, not just for our patients but for ourselves.

There was a broad selection of speakers from a range of backgrounds and sectors, all sharing their own perspectives in relation to compassionate leadership. Our President and myself shared our own personal stories of our own emotional journeys through challenging issues in our lives and how we had learnt the importance of showing self-compassion and putting your own mask on first before you help others.

It was also great to hear from many of our HPMA 2017 award winners who shared

the work they had been doing on a range of topics providing attendees with many learning points and practical tools to take away and try in their own organisations. We heard about approaches to self-coaching, compassion recognition schemes, humanity in social media, developing compassionate work place cultures and many other fabulous topics.

As workforce professionals it is our time to take our rightful place on centre stage

My own reflections as the Executive Director, was the recognition of the impact we have as workforce professionals often supporting our colleagues and staff with the increasingly challenging environment we find ourselves in across health and social care. This is due, in part, to

the increased acuity of our patients and clients, workforce shortages and a lack of beds across the whole system. As workforce professionals we are all too aware of the impact this can have on the quality of care provided, the impact on staffs' emotional, physical and mental wellbeing.

However, ask yourself as a 'people' professional when was the last time you looked at your own health and wellbeing, put that first so that you are in the best place to provide support to others? I would say that sometimes we as workforce professionals are 'cobblers' children' looking out for everyone else and sometimes forgetting about ourselves.

As workforce professionals it is our time to take our rightful place on centre stage. The ever-changing landscape across our



systems needs innovative people solutions and for people leaders to be driving the change in our role as 'architects' of transformation, leading from the front not brought in towards the end to iron out the challenges. To do this well and make a real difference, we all need to take care of ourselves and each other, show ourselves some self-compassion and be self-ful.

We are excited to be working collaboratively with the PPMA among others and feel this very much is the start of a great partnership, particularly given the

integration of services and the need to work more cohesively across one system.

The public sector has much to be proud of and have so much to demonstrate and share with other sectors in relation to innovation, creative solutions to 'wicked'

challenges and so much more. We take our excellence in workforce for granted much of the time and underestimate how successful and innovative we are being. So now is the time to be proud and shout loud. We can share and be much more visible working collaboratively than all working as individual organisations.

Nicky Ingham
is Executive
Director of the
HPMA



Public Service People Managers Association (PPMA) is proud to be the *first choice association for people professionals* in public services. Come and follow us at www.ppma.org.uk and @PPMA_HR

PPMA has influenced the agenda for over forty years, evolving and changing to reflect the professional community it serves.

We:

- lobby relevant bodies and influence thinking and decision making on all workforce related matters
- sponsor and support a number of programmes which develop HR & OD professionals at various stages of their career
- through media and research programmes, ensure that workforce related matters are at the heart of debate in designing and delivering public services
- Provide outstanding networking opportunities
- Share learning nationally, reducing time and cost for employers in developing and implementing people solutions.

The time to reward Excellence

Karen Grave looks ahead to this year's annual PPMA awards, an event that continues to grow

Hand in hand with our conference preparation is our annual PPMA Excellence in People Management Awards process.

We held our judging on 31 January in London. Our awards partners, *The Guardian*, continue to support our efforts in ensuring that the process is independent and transparent. The involvement in 2017 of a broad range of senior judges gave the process an additional credibility that continues to resonate this year.

I find the involvement of senior executives, all leading lights in their fields, totally inspiring

I'm delighted to say that many of this year's judges are returners. In speaking to several them, including Danny Mortimer, Chief Executive of NHS Employers and Julia Scott, Chief Executive of the Royal College of Occupational Therapists, it's clear that they found the experience valuable. I was particularly struck by a conversation with Helen Scott,



Executive Director of Universities HR, who told me that she found the experience of judging very humbling.

I find the involvement of senior executives, all leading lights in their fields, totally inspiring. It gives me confidence that chief executives across public service

organisations truly understand how HR and OD teams can improve overall organisation performance. I know many them have gone back to their own organisations to share ideas about what they have seen in our entrants with their teams. For our entrants, that's an amazing compliment.

This year's crop of entrants has been the broadest for a while. We've had submissions from a range of local and central government, health and blue light organisations.

Our next milestone is Wednesday 21st February when we will be announcing our shortlist for each

of our 14 categories. I cannot wait. Remember to look out for an update on our website and don't forget to book a place at our annual Gala Dinner on 19 April when we will announce our winners.

Karen Grave is Vice President of the PPMA

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PPMA Annual Conference 2018

We are thrilled that our Annual Conference will take place in Newcastle-Gateshead in April. We have a really busy schedule and great speakers.

Pre conference events take place on Wednesday 18th April.

Conference proper takes place on Thursday 19th April and Friday 20th April at Sage Gateshead.

Places are already going, don't miss out...

Follow @PPMA_HR and www.ppma.org.uk for all the latest information.

Nurturing public service future leaders

Leatham Green discusses the importance of investing in the future, and reflects on the work the PPMA and its partners has done in this field

The PPMA is proud about the time investment made over recent years to seek out and nurture future leaders from across public service that we have within our talented workforce. Thanks to the brilliant support we receive from our partners, ManpowerGroup, Penna, EY and the LGA we have been able to support over 200 talented public servants, many of whom are now in senior leadership roles. The ambition we set ourselves to seek out, create meaningful development opportunities, open up effective career pathways and actively support talented future leaders is now becoming a reality.

We have three pillars to our award-winning talent development programme: firstly, Peer into the Future – with our partner Penna, we support aspiring HR and OD directors; secondly, HR Rising Star – this year we will be working in partnership with EY and the Local Government Association searching for future HR leaders; and finally, ManpowerGroup will be supporting our Public Service Apprentice of the Year event.

The HR Rising Star competition is one of our showcase experiences and has been singled out as an exemplar of innovation in learning and development, winning a prestigious award. We are now

in our sixth series and we are delighted to be working with EY for the first time. The aim of this event is to create an opportunity for aspiring HR leaders, at the commencement of their careers to showcase their talent. While there is some form of competitive element to the event – after all to be a successful leader a number of recruitment experiences will need to be successfully overcome – it is our aim to equip all of our future stars with the ability to deliver and have the confidence in their own abilities.

In just two days we enable future stars to unlock their full potential

and understand how to maximise their success. More than 80% of past participants have gone on to secure a promotion.

The 2018 event will have taken place in Leeds as you read this (8-9 Feb). We have an amazing lineup of judges and coaches to support our finalists. The judging panel is Marcus Haddrell, Director EY; Caroline Anderson, HR and OD Director, The Land Registry; Suzanne Hudson, Senior Advisor,

LGA; and our current HR Rising Star, Ashleigh Richards from Bristol City Council. Ashleigh said of the event: ‘The Star programme was one of the most interesting, enjoyable and tense experiences I have ever encountered. The confidence that was gained by every individual in those two days was remarkable. We all came away with a real sense of accomplishment, eager to show off our newly acquired skills to our colleagues back in our organisations. I cannot describe how much can be taken from this unique experience’.

Watch out in the next edition of PPMA Focus for the results from Leeds.

We are also very excited that ManpowerGroup are our new partners for this year’s Public Service Apprentice of the Year. We will be launching our search early in February and the event will be held in Leeds in late March. It is open to an apprentice in any discipline from across the breadth of public services. Each year we receive applications from a wide range of professions including fire service, mechanics, parks and gardens, leisure, finance, HR, and procurement.

Matthew Wallis from Central Bedfordshire Council won the award in 2016 and shared with us how being elected to be a member of Central Bedfordshire’s Youth Parliament inspired him to seek out an apprenticeship in his local authority. Matthew wowed the judges with his legacy – that he would like to support young disabled people gain traineeships and apprenticeships – and thanks to the support from the LGA we have enabled Matthew begin to make his legacy a reality.

Both of these events are free to PPMA members and full details about how to apply can be found on the PPMA website.

Leatham Green is PPMA Board Lead on Talent



Why financial wellbeing matters

Monica Kalia discusses how the company is helping reduce stress-related absenteeism, enhance productivity and improve the financial wellbeing of UK employees

'One of the greatest unnoticed drains on individuals' productivity is the distraction that financial stress puts on people'

– Dr Stephen R Covey, *The 7 habits of highly effective people*

When employees have financial worries they're often unable to focus, negatively impacting both their behaviour and job performance. Our research* shows that 82% of employees have been affected by financial worries – with many losing sleep or feeling depressed.

As such, financial wellbeing initiatives are being recognised as an important part of an overall wellbeing strategy and a valuable tool for employee recognition and engagement.

How can financial wellbeing be addressed?

Increasing household debt together with high interest rates, a lack of savings, and poor financial



knowledge or budgeting skills all contribute to financial stress.

As a community, Neyber, employers, associations and government can work together to solve the problem by providing access to information and education as well as the right financial products.

Action would not only boost wellbeing but also the productivity of the UK workforce, which is 15% below the G7 average.

How is Neyber helping?

Neyber enables employers to support their workforce's financial

Key points

- 1 in 4 UK employee's money worries negatively impacted their work performance
- 39% of employees said their biggest life concern is financial, more than ill-health, work/life balance or any other issue
- 48% borrow to meet basic needs
- Cost of living rising the fastest in more than 5 years
- Only 14% of employees have access to financial education and awareness

confidently deal with money and have access to fairer finance when they need it.

Neyber is offered at no cost or risk to the employer.

What do our clients have to say?

Jackie Hinchliffe, Director of HR at Thurrock Council says: 'We have always been committed to our employees' health and wellbeing and Neyber presented an opportunity for us to extend that offer to embrace the concept of financial wellbeing. We have found employees are readily buying in to the idea and have already had positive feedback on its impact.'

■ To find out how Neyber could help improve the financial wellbeing of your workforce contact Neyber today by emailing publicsector@neyber.co.uk, or calling 0800 820 3103. For more information, you can also visit www.neyber.co.uk

wellbeing through access to free financial education resources, affordable borrowing and debt consolidation solutions – all with the aim of helping turn employees from borrowers into savers.

At Neyber, we work with hundreds of employers and established partners, like the PPMA and public health teams, to build a diversified community of employees who can

Monica Kalia is the co-founder of Neyber



* Source: The DNA of Financial Wellbeing 2017



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