



Time flies when you're having fun

Caroline Nugent reflects on a busy year as president of the PPMA, and as she steps aside this month, looks forward to the continued good health of the organisation and sector as a whole

Well what a year! I cannot believe how fast this year has gone but I'm happy to leave the presidency in the capable hands of Karen Grave who takes over the reins at the PPMA conference on 19th April.

So what do I think we have achieved this year? For a start there has been significant work going on behind the scenes to ensure the future sustainability of the PPMA with the worlds of heads of HR in the public sector in particular ever-changing.

More and more of us are working with more than one employer, and although it is great for our development and the development of our teams, it has meant we have needed to ensure a wider public services approach to the PPMA.

Each shared service usually means one less head of HR. I am thrilled that we have increased Civil Service membership, including the introduction of chief people office for the whole of the Civil Service,

Rupert McNeil. This has shown how we can engage across public service and our reach is far wider now.

We also have a number of chief executives as members and this shows how we have moved from a 'personnel' approach to a full-on leadership, OD and workforce strategic one. If your chief executive is not a PPMA member ask why not!

It is vital we are given the space to look outside of our organisations in order to bring back the sharing and best practice that is out there.

I have been amazed while I have attended lots of events at how many people have said they struggled to be given the time to attend. Why aren't they forward thinking like one of my chief executives who has made it mandatory for all senior leaders from whatever background, be it legal to planning to bereavement services, to attend external events and wherever

possible to speak at them? It is all this learning which will move an organisation from good to great.

It is vital we are given the space to look outside of our organisations in order to bring back the sharing and best practice that is out there

Our marketing and sponsorship arrangements have done us proud this year with an increase in the breadth of our sponsors which will enable our members to hear and learn from many great operators in their fields. This proves that we have a lot to offer sponsors and they in return have great knowledge and products we can utilise.

A peek behind the scenes again... We have been actively working with colleagues in CIPD, HPMA and UHR for the long-term benefits of all of our respective members

and during the next year you will start to see how you will have a greater interaction and opportunities which we have not had before. Look out for news of that.

We have recruited Grace Davies who has proven to be a great admin and marketing resource for the organisation. Leatham Green and I interviewed Grace by Skype, as we wanted someone who is capable of working remotely who could actively engage with members and sponsors – and she is certainly supporting us on a daily basis. As you may know, as Policy Board members we are volunteers – so having a solid back office is critical for us.

Watch out for more from Leatham who has joined us as a time-limited resource as executive director. Many of you will know from the SOCPO days (a great deal of us are old enough to remember...) we used to have an extra resource, and this year we have decided we

are moving at such pace we need some extra capacity. Leatham is absolutely the right person to help us move this idea forward.

HPMA and UHR have this role as a standard part of their organisations, and Karen, Leatham and the rest of the Policy Board will be looking at how we use this resource not just this year but for future years.

So finally, with apprenticeships, women in leadership and increased membership as my priorities for my term I am pleased to say that I have moved them all forward for those coming along after me to continue. I have loved being your EI President (as so many of you have called me) and I look forward



to supporting the PPMA for years to come.

Caroline Nugent is outgoing president of the PPMA

A thank you to our outgoing President

As Caroline Nugent enters her term as immediate past president, incoming president Karen Grave reflects on the achievements so far, while *(below)* she looks forward to the coming year

A year goes by very quickly when you have a day job or two and happen to be president of the PPMA. I'm soon to find this out for myself...

A two-minute conversation with Caroline Nugent is all you need to get an idea of how passionately she feels about working in public service. An extra minute also gives you a sense of her commitment and

passion for learning and building great teams. By the fifth minute of conversation you couldn't be clearer about her drive and desire to look forward.

During Caroline's term, we have seen that drive, commitment and passion for public service HR in action. Her own experience as an apprentice when she first joined the public sector has given her a

passion for our Apprentice of the Year programme. She's done such a lot to ensure that her voice has been heard around the Government's Apprentice Levy programme.

We do these roles because we love the PPMA; and Caroline has certainly shown that love in spades

While we support the idea behind the levy we remain concerned that issues in implementation continue to divert what should be a fantastic initiative. Having said that, we've had a tremendous year for the Apprentice of the Year scheme.

It has been such a success, and we were so overwhelmed with our cohort that we have two winners this year for the first time. We'll talk more about that elsewhere in this supplement.

As we all know PPMA principal officer roles are voluntary. Essentially, it's a day job on top of a day job. We do these roles because we love the PPMA; and Caroline



has certainly shown that love in spades.

She's tirelessly contributed to articles – raising the PPMA profile with key stakeholders where she could – plus she's travelled the country to meet other colleagues,

PPMA members and non-members alike, to advocate for our wonderful organisation.

You can't do these roles without the support of your family. Her lovely Kevin, James and Sarah have been an incredible support to her



Looking ahead

As you read this quarterly supplement, I will have completed two years working with the PPMA in a vice president capacity and will be starting a year's term as new president.

The last two years have been crammed with absorbing the 42-year history of this fantastic organisation, with amazing colleagues developing an innovative marketing and sponsorship strategy, implementing new infrastructure, looking at how we best plan for the future and building new collaborative relationships with

old and new partner organisations.

This coming year will see us further consolidate all of this work. I've been really struck, energised, inspired and profoundly excited about the response I've had when I've been talking to colleagues across civil service, local government, Blue Light and other organisations about the work we do.

We've suffered the usual self-inflicted HR & OD disease of 'hiding our light under a bushel'. As with Caroline's term, I'll continue to be very noisy this year about our community!

There is an increasing and compelling demand for our four core

offerings: lobbying and influencing workforce related policy; delivering high quality talent development programmes; developing thought leadership and of course delivering a national and regional programme of events.

We're absolutely committed to working with partners in all these areas. For example, I've worked with some wonderful colleagues on the Employers Initiative on Domestic Abuse, 21st Century public servant and with health and universities' membership bodies. I've learned a lot and I really hope that our colleagues and friends have also learned from us

– I'm sure they have.

There is enormous value in working collectively to further promote and consolidate our priorities but also supporting our friends to do the same. 'Stronger together' can seem a trite statement but working across boundaries is a strategic imperative for the PPMA, as much as it is for our own employing organisations.

To help us with this we are embarking on a root and branch review of how we are structured and governed. I'm absolutely determined we will be thriving in another 42 years' time, so please look out for more information on this initiative in



this year and I know she would want the PPMA to acknowledge their contribution to her successful year.

As her term comes to an end, Caroline is embarking on the next adventure in her career. OneSource's loss is the Financial Ombudsman

Service's gain. Caroline is their new HRD and will be starting her new role in June – once she's had a very well-earned holiday.

I'm sure you will join me in thanking her for her contribution and wish her well for the future.

Karen Grave is PPMA President 2018/19



We didn't just talk digital – we did digital!



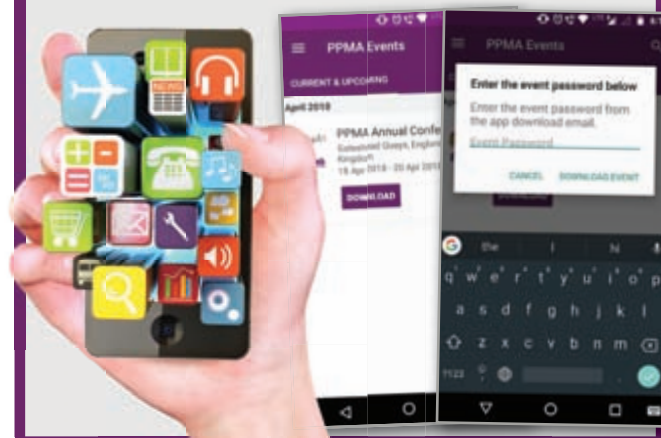
The PPMA was delighted to launch its very own Events App on 4 April, slap bang in time for the run up to the conference.

We are absolutely thrilled with it. Although we've called this an Events App we will be doing more than just using it to support our annual conference, the Northern HR Forum and regular regional events programme.

We will be using the app for our Peer into the Future, Rising Stars, One to Watch and Apprentice of the Year cohorts. While we have been increasing our digital presence via social media, we also recognise that apps are a fantastic way to reach people.

We'll be using the app to push regular content out to our wonderful communities of professionals, taking the pulse of members on key issues that we care about and nurturing and promoting the development of long lasting professional networks (and we're sure, friendships too).

In addition to our app, website, LinkedIn group, Facebook page and Twitter feed we are also launching our new Instagram account shortly too. So keep a look out for us – we have plenty of things to say and we're always looking forward to hearing from you too!



the coming months on our website. Every single PPMA member has a stake in this – so please take the time to get in touch.

Alongside this work, we'll be continuing with the research programme that had its genesis at last year's conference. We've some exciting things to share about our ongoing work on this during our conference.

You'll know from my tweets that I am enormous fan of evidence based practice, so research and thought leadership will be something PPMA continues to support.

It's always tempting to set a

personal agenda at the start of any term. I've thought about this hugely. At the end of the day I'm clear that I work for each and every PPMA member and I'm very clear that my agenda is to promote, nourish, energise and contribute to our wonderful organisation by delivering on our four core priorities. I'm going to do my damndest to justify the trust that you have placed in me by doing all those things as best I can. There are issues I care profoundly about of course, but I will use that passion wisely and in pursuit of our overall aims.

I won't be doing this alone –

that would be a hugely arrogant assumption. I am absolutely blessed by having amazing principal officer colleagues in Steve Davies and Leatham Green. We also have incredible office support in Kim McInery and Grace Davies. You'll be hearing much more about this wonderful, lively team and our board members during the year.

My early career was spent as a management consultant, and in my experience, consultants and HR and OD people are the least easy to manage as we've all got our own opinions, ideas, creative spark and deep sense of values. So, I'm really

looking forward to working with a national collection of noisy, lively, challenging, enriching and thought-provoking people – ultimately, I'm sure you will all help me to be a better president.

I won't just be learning through my professional life. The other consideration of course, is that I live (not terribly peacefully it has to be said) with two chocolate labradors – with another one on the way. Ellie is five in August and I'm learning that once you've got one chocolate labrador you've completely lost control of your life, so you might as well get more. My

adored hooligans are the very definition of ongoing leadership and management CPD!

For those of you reading this article at the conference, a final few thoughts. Make memories, make new friends and nurture old friends, challenge your assumptions and think and dream big. We've a fantastic programme of events, celebrations and learning planned – take advantage of it.

Warmest regards, Karen.

Karen Grave is PPMA President 2018/19



We are now into our sixth year of PPMA's award-winning HR Rising Star initiative and 2018 has seen a major refresh with the introduction of a new sponsor, judging panel, event structure, location, and coaching team – so there is much to share with you.

While we have brought much change this year, the one thing that has remained constant is the inspiration which the event creates for everyone who gets involved. For me, this is such a great occasion to be part of – having the opportunity to connect with a community of talented young professionals is such a privilege watching every participant put their heart and soul into the experience. I am in no doubt that the future of HR and OD in public service is in fantastic hands and the professionals I have met deserve to have the spotlight illuminate their talents and passion for what they do and aspire to achieve.

There is something about HR Rising Stars that seems to attract snow as yet again the snow was falling when I arrived in Leeds city centre – something we have become accustomed to as the snow has fallen at each event over the past five years!

It was great for me to be back in Leeds – I attended university there in 1984, however recognised nothing of the city at all – but it was still as vibrant and welcoming as ever. I was delighted to be joined this year by the 2017 Peer into the Future winner, Sonia Grewal of Swindon BC. It was fantastic to be able to co-host the event

...And tomorrow's Talent

By the time you are reading this article, we will have held one of the most exciting events PPMA has held in a while. You know from elsewhere in this supplement that developing excellent HR and OD professionals at all stages in their career is a PPMA passion.

That is all well and good, but we are all familiar with how challenging it can be to attract and retain our young people. Generation Y is giving way to Millennials – or is it the other way around? And depending on what you read, we will all be giving way to next generation robots and AI.

Through conversations with one of our very long-standing sponsors Manpower, we recognised that we need to start making the case for a career in public service before young people even leave college. So, after a huge amount of work we jointly held a Manpower 'Tomorrow's Talent' event. It was so uplifting to be able to provide young people with the opportunity to participate in a range of career-focused activities.

Two half day workshops involving local and national public-sector employers and 50 students from Newcastle and Gateshead colleges were hosted for us by Gateshead College. The workshops gave the students hands on opportunities to



hear about the range of careers on offer and gave them an invaluable opportunity to talk to employers about what their career hopes are. The richness of that experience was absolutely evident for all participants. Additionally, and to provide the young students with a further opportunity to hone and develop their 'employment edge' they participated in interview panels and were interviewed themselves.

Nick Heckscher, ManpowerGroup operations director told me that Manpower know how important it is for students to explore the world of work in advance of commencing

their job search. The Tomorrow's Talent format clearly gave some fantastic young people a unique insight into both interviewing and being interviewed.

Nadine Hudspeth, director marketing and communications at Gateshead College, told us that 'Giving our students the employment edge and a head start in the jobs market is our number one priority. We are really grateful for the brilliant opportunity from the PPMA and Manpower which has given our students valuable experience of the interview and recruitment process and it has inspired them to



think about the vast range of job opportunities which exist in the public sector.'

Lisa Hoseason, director of school – health, childcare, business and science at Newcastle College, says: 'Providing our learners with opportunities to work with and learn from local employers to develop their skills and knowledge is key to unlocking their potential. This experience will only help to ensure they develop the work-ready skills required to progress into employment and raise their aspirations. We are delighted to be able to have participated in this fantastic event'.

In addition to Tomorrow's Talent, other students from the colleges will be taking part in project-based work designed to support the 2018 conference. PPMA will be producing a series of blogs about this event after conference and will be publishing them on www.ppma.org.uk and other social media channels. So please look out for them and if you would like any additional information about the event please contact admin@ppma.org.uk in the first instance.

Leatham Green is founder of The Mindful HR Centre and PPMA board lead on talent

Today's young talent

Leatham Green says the future is bright for the HR world, and the PPMA is at the forefront with initiatives such as HR Rising Star, while (below) he breaks down the innovative Tomorrow's Talent event

with Sonia – another first for 2018.

A huge thanks to Gemma Taskas, deputy chief officer, HR, and her colleagues from Leeds City Council for supporting us so well. These events take so much organising and coordinating and the team made sure everything worked perfectly. We will be moving the event around the country each year, so if you would be willing to host the event please do get in touch – alongside the challenging work it is also great fun.

With the new location and venue came a new sponsor. For the past five years we have worked in partnership with Nick Heckscher and his colleagues at ManpowerGroup who will now be working with us on our Apprentice of the Year event. This year we have partnered with EY and one of their senior directors Marcus Haddrell, joined us on the judging panel. The other judges for 2018 were Caroline Anderson, HR and OD director at The Land Registry; Suzanne Hudson, senior workforce

advisor at the Local Government Association; and our Rising Star from 2016, Ashleigh Richards of Bristol City Council.

To add to the mix, this year it was decided to have two spotlights to the event – our traditional HR Rising Star and a new feature called 'The One to Watch' – this was targeting HR professionals at the very start of their careers. The two groups of participants worked alongside each other on all of the activities with the exception of the 'business case' which was delivered by our Rising Stars only. This proved to be a great addition to the event and is something that we intend to continue with in future years.

The event opened with a morning of personal development and coaching followed by two days of activities testing our delegates skills in areas including personal resilience, spontaneity, operating under pressure, team work, communication, confidence and creativity. The

performance of all delegates was outstanding, and this made the judges' task extremely difficult. The highlight was the slot where delegates shared their personal legacy statements which proved to be extremely powerful and moving. It highlighted that while we have a great deal of diversity in public service there are several common values that bind us together in wanting to make a difference to our local communities. We hope to share some of these stories in more detail over coming weeks.

After two tough, but rewarding days the judges made their deliberations and announced the results (*see box*):

Caroline Anderson, one of our new judges for 2018 had this to say about her experience: 'As a strong advocate of emerging talent, I was really pleased to be invited to participate in the judging/coaching process. Being new to this event I wasn't really sure what to expect but what a joy it turned out to be. Through a challenging and engaging programme

of competition, assessment and development it took a group of mainly inexperienced HR practitioners (some at the very beginning of their careers) through a journey which saw them emerge as confident and competent professionals. They were able to hold the attention of an audience and their surroundings. It was both uplifting and validating of the profession/sector and left me feeling immensely proud and privileged to have been part of that journey.'

On behalf of our new sponsor EY, Marcus Haddrell reflects: 'EY is a proud sponsor of the PPMA and for me personally it was a great privilege to be part of the judging panel and witness the incredible talent on show and witness their remarkable journey of development over two days. I saw amazing passion for public service and innovative thinking by all participants and was left feeling we have a very bright future in public service with such talent in show. Rising Star winner Lisa Rathbone

demonstrated amazing confidence, persuasive delivery and critical thinking throughout the event. Matt Burrows, our "One to Watch" showed a depth of thought and willingness to learn that marks him out as an HR professional with great potential.'

We know that all of our 2018 stars have very bright futures ahead and we are looking forward to introducing our winners to our delegates at the annual conference on 20 April.

Leatham Green is founder of The Mindful HR Centre and PPMA board lead on talent



The Winners

- **HR Rising Star 2018**
Lisa Rathbone, Swindon BC
- **Runner-Up**
Keeley Metcalfe, North Yorkshire CC
- **The One to Watch 2018**
Matt Burrows, Serco/Lincolnshire CC
- **Runner-Up**
Oliver Fletcher, Somerset CC
- **Highly Commended**
Ross Shawe, Swindon BC
Alison Backhouse, Manchester City Council

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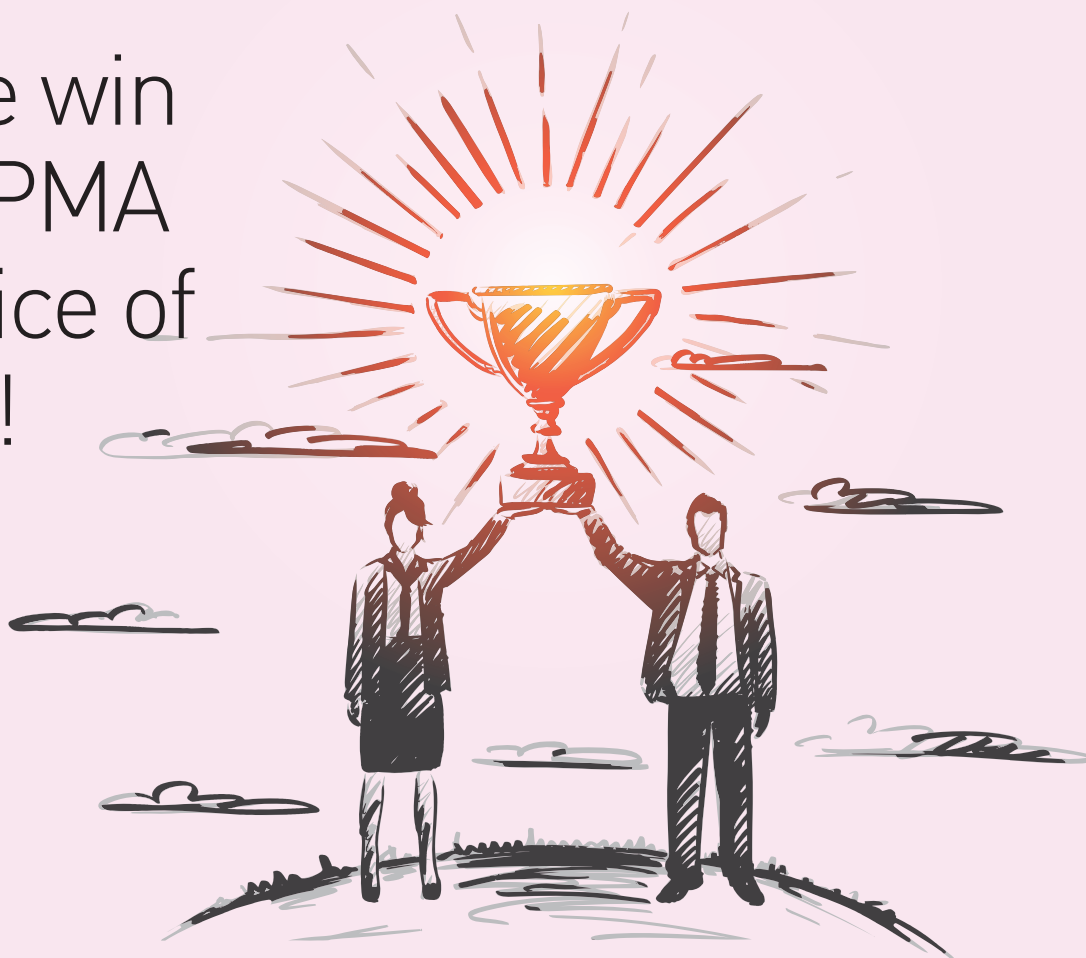
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As well as the success of our Rising Star programme this year, Leatham Green has been overwhelmed by the success of this year's

A double win at the PPMA Apprentice of the Year!



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Manpower – who are partnering with us on Tomorrow's Talent – partnered with us to deliver the Apprentice of the Year programme in Leeds. Again, we had wonderful entrants and a fantastic panel of judges supporting us.

Programmes like this are such an important opportunity in the careers of our young people. The PPMA is mindful that finding the balance between stretching, encouraging and challenging people and supporting and coaching them in an environment they will never have participated in is critical.

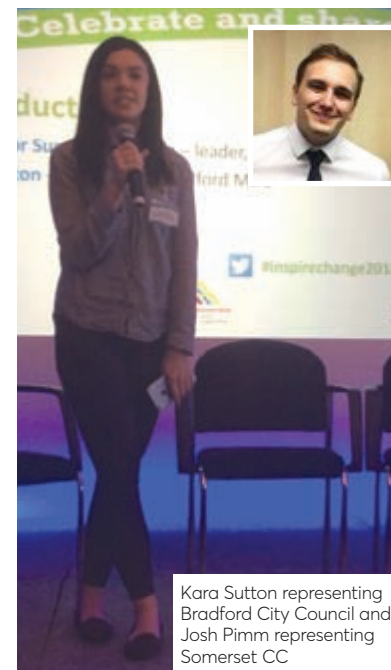
Leatham tells us more about this year's programme: 'What an occasion this year's PPMA public sector Apprentice of the Year proved to be. So much talent radiated from Leeds University this week that our judging panel were unable to differentiate between two outstanding future leaders... so, the decision was made to break with the traditional and celebrate two winners for 2018.

Kara Sutton representing Bradford City Council and Josh Pimm representing Somerset CC jointly lifted the title.

That in no way diminishes the brilliance of the other exceptional apprentices who all showcased their skills and abilities brilliantly and we were blown away by their sheer talent. I had a fantastic time working with, and getting to know, a group of young people at the start of their careers, all bursting with enthusiasm to learn, demonstrating an ability to grow, and passion for working in the public sector.

What a privilege, and thanks to you all. I am thrilled to announce that I will be sharing the main stage with them, as well as our winners from the PPMA's One to Watch and HR Rising Star programmes, at this year's PPMA Conference to held on 19 and 20 April – I can't wait.

PPMA will continue to invest in this important programme next year and beyond.



Kara Sutton representing Bradford City Council and Josh Pimm representing Somerset CC

Additionally, we will be campaigning to ensure that the implement of the Apprentice Levy delivers what was intended and the we share best practice across public service organisations. Investing in our future is critical to the success of public service and it is even more important that senior leadership interests in such initiatives as a priority.

Developing a longer-term overview on developing talent is critical to us being able to proactively anticipate and address current and emerging challenges, whether they come from financial constraints, ever increasing developments in technology or demographic changes in our population.

Leatham Green is founder of The Mindful HR Centre and PPMA board lead on talent

Engaging and involving our future leaders



One of the consistent priorities PPMA has promoted over the past five years is the importance to engage with, and involve our future leaders in the work that we do and promote. For this reason the talent work stream has remained a central feature for each past president of the PPMA, starting with Richard Crouch through to our incoming president Karen Grave.

Why does this continue to dominate our agenda?

The headlines in professional journals and online articles continue to be filled with the very difficult challenges that face all areas of public service: how tough it is to work in the sector; how less appealing it is compared to previous generations, and often how bleak the future looks.

These sentiments may well be true and need to be aired and debated but at some stage there also needs to be the counter argument about how amazing the world of public service is and what amazing careers talented people can enjoy. There must be a compelling reason why the best talent would be attracted to work in the sector.

Our talent programme aims to address this imbalance and create the opportunity to share and celebrate the world class talent that we do enjoy in the sector and generate a range of inspirational stories that we can use to promote a brighter, and more realistic reflection about what working in public service actually means.

Our aim

Our talent programme covering Apprentice of the Year; The One to Watch; HR Rising Star, and Peer into the Future have now been running for five years and we have established a great community of outstanding talented professionals from all parts of the UK. We will be seeking to identify how we can best harness their



Matthew Burrows, HR Support Assistant, Serco Local & Regional Government and PPMA The One to Watch winner 2018

enthusiasm and passion to support us in our future work programmes and specifically to assist us to be able to promote public service as an employer of first choice. We look forward to sharing with you how this develops in future editions of the PPMA Supplement.

We can help you develop your own talent programmes

Have you thought about running your own versions of these programmes? If you would like to find out more about how your organisation could run its own version of these successful ventures we would be delighted to hear from you. The models we have created are simple to implement, have proven methodology, are cost effective and have instant impact both for the individual, their teams and your organisation.

Leatham Green is founder of The Mindful HR Centre and PPMA board lead on talent



PPMA Welcomes all of our delegates to our Annual Conference 2018.

We also want to say a HUGE THANK YOU to all our sponsors and partners, we could not do this without you.

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

#PPMAHR18 is our conference hashtag.

Appreciating behavioural economics

Andrew Collings asks if behavioural economics can break the taboo of talking about financial wellness in the workplace

As human beings, we like to think of ourselves as being rational decision makers but the truth is we are anything but; often making choices that do not serve our long-term interests. This is largely due to our brains taking 'shortcuts' - ie making fast decisions based on instinct, social influence or past behaviour.

Having an appreciation of behavioural economics means we can better understand the way employees approach financial decisions therefore create solutions and implement interventions to help drive positive behaviour that improves employees' financial wellbeing.

Comparably, when employees are incentivised to do something, they are likely to continue doing so up until the time the incentive is fulfilled. When it comes to effecting long-term behavioural change, incentivisation can become expensive and excessive.

While small, there is already a growing awareness and appreciation of behavioural economics amongst the HR community, thanks in part to the rise of popular science books like *Thinking, Fast and Slow*, *Freakonomics* and *Nudge*.

The behavioural insights team believe that encouraging a certain



type of behaviour needs to rest on four key principles; Easy, Attractive, Social and Timely (EAST).

So, how can we apply this learning to all aspects of financial wellbeing (not just pensions)?

Traditionally, money is a topic most of us struggle to talk about with our friends and family yet alone breach

in the workplace. But 82% of public sector staff have been affected by financial worries in the last year, of which only 3% would turn to their employers for help.**

With 37% of employers looking to implement a financial wellbeing strategy in the next year, it's clear that we have to explore how we can best

By making it easier, timely and more socially acceptable to talk about finances in the workplace, as well as lean on employee benefits for support, we have a real chance of changing employee's financial lives for the better

adhere to the EAST principles when it comes providing financial support and guidance in the workplace.

By making it easier, timely and more socially acceptable to talk about finances in the workplace, as well as lean on employee benefits for support, we have a real chance of changing employee's financial lives for the better.

Through our experience of launching financial wellbeing strategies with a large number of companies across the UK we have seen first-hand the impact of a well executed, timely employee engagement plan. Through the use of roadshows, personalised content, tools and seminars, jargon-free language, user-friendly online platforms, and regular feedback,

Neyber have seen a change in the way employers and staff approach financial wellbeing.

One employee from Medway NHS Foundation Trust, who recently received an award for the financial wellbeing programme they've implemented, said: 'I was considering going to my bank to pay off existing debt. As a senior manager I was initially anxious that I would be judged that I couldn't manage my money - nothing could have been further from the truth. I was dealt with very professionally by the Trust and by Neyber.'

There is definitely exciting potential for how we can use behavioural economics to influence our financial wellbeing strategies and better understand our employees' relationship with their money.

■ *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 details, you can also visit www.neyber.co.uk*

Andrew Collings is Head of Public Sector at Neyber

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