



**PUBLIC SECTOR PEOPLE
MANAGERS' ASSOCIATION**

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The role of engagement in public sector reform

Richard Crouch looks at engaging the workforce in delivering public services during a time of transformational change

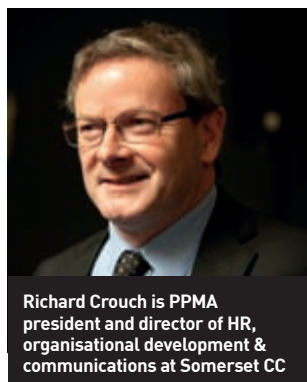
If we were to wind the clock back to the Industrial Revolution of the 19th century, there probably wasn't much mention back then of the need to 'engage' with the burgeoning workforce to improve its industrial output. In the early 19th century, the motivation of 'labour' as it was called then, was more along the lines of work as a means to survive and not much else.

This was bolstered by there being no real social welfare system to fall on if times were hard, apart from the dreaded workhouses, which incentivised people to work harder to avoid being one of its inhabitants! In our early industrial history, the supply of labour far outstripped demand and this situation became worse later in the 19th century with the onset of mechanisation when, in spite of continued industrial growth, the

dependence on labour started to recede and competition for work increased. This you might think simply led to the labour at the time being so incensed with finding work that no other motivational dependencies to engage people was required, but of course something happened!

What happened was human nature taking hold which, unlike that of the rest of the animal kingdom, has an inherent desire to do more than simply survive, but to grow and prosper as well. The 19th century was an important period in that the benefits of work and output were there for all to see, with companies making profits and industrialists becoming wealthy. The developing view of the labour force was that its contribution to wealth was falling into the hands of the minority and this was demotivating for it. They wanted

more. Enlightened industrialists at the time recognised this and for the first time put in measures to counteract growing workforce unrest and some of the best known are the social welfare programmes put in place by the likes of Rowntree. Such schemes were of course linked to the social consciousness being felt by industrialists and their



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wish to give something back to their hard working workforces but nevertheless, it does show a turning point in the need to motivate and 'engage' with the labour of the time.

Moving on to the present day, there are interesting analogies with our 19th century past in terms of engagement and motivation. For one, we know that in spite of an appalling level of unemployment in the younger population, work alone is not enough for many of them. Although supply far outstrips demand, many employers are still having to do their best to attract young talent and incentivise them to get them to work. In short, for many people, work nowadays has to offer far more than work itself.

For many people, work is not just about money, but being motivated by such things as the working environment, the people

within it, the product or service delivered and even the brand. One of our best known industrial successes in the UK is probably Jaguar Land Rover who, not that long ago, went to the market place for an additional thousand plus employees to work on their new Range Rover and received applicants many, many times over. The reason for this wasn't predominately due to there being hundreds of out of work car manufacturing people looking for work, but more the attraction of the company and its products which are seen to be some of the best in the world. The example provided by Jaguar Land Rover and other well respected brands like it, demonstrates that one of the most powerful engagement agents is one where employees can derive most meaning from work.

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The role of engagement in public sector reform

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Turning to the public sector, 'Meaning at Work' forms one of the most significant engagement agents we have, with us placing a heavy reliance on it to motivate employees to provide the best services possible. The public sector delivers services for people by people and many employees consider their reward to be linked to helping and supporting people in their communities who might find themselves disadvantaged in some shape or form. Employees involved in delivering children and adult social care services are particularly motivated by their customer bases and see work more as a vocation than simply employment.

There is no doubt at all that the economic recession and the Government's public sector comprehensive spending reviews and reductions has hit the public sector very hard. Demand for services continues to increase and to balance the budgets, employee numbers have sharply decreased. Whilst efficiencies have been made, the levels of cuts are such that employees are feeling the strain and this is impacting on the level of engagement generally in the public sector. To counteract that, health and wellbeing is beginning to be seen to be a useful engagement tool for the public sector workforce with the belief that by looking after employees they will be better positioned to look after the service users. If the current long range forecast of the economy is to be believed, there is no doubt that engagement needs to be seen as the new norm and not some fleeting 'woolly' initiative just for the enlightened few.

Pleasing it is therefore that the very successful Engage for Success movement, is now moving its thoughts from what it refers to as 'transactional' engagement to one which is more 'transformational'. By this it is meaning for engagement to be more whole organisational and elevating it to be on a firm and integral strategic footing. This has to be the right way to go and by so doing will no doubt generate a further head of steam to generate even more traction in helping to get the best out of the employee for the benefit of the service user.

However, even the move to a more transformational form of engagement, as it is presently interpreted, has its limitations in relation to public services. The direction of travel in the delivery

of public services is now moving along the lines of being community-focused and community-driven, rather than organisationally-led. This concept is not new and as reminded by Michael Burton in his excellent book *The Politics of Public Sector Reform*, such public sector reform has been on the political agenda since Margaret Thatcher's government and it is only now under the coalition, driven by austerity, that things are beginning to really take hold.

The new way forward in the delivery of public services will not be so much about them being delivered by the public sector per se, but by all sectors in our communities, which will also include the voluntary and private sectors as well as individuals and groups within the communities themselves. This calls on a different approach in terms of engagement as fundamentally the model of employment is likely to change from being one which has been hitherto organisationally centred to one that will be more community centred. As such, roles are likely to become far broader than they are now and employee engagement in the future model of public service delivery will not be just about employees delivering a specific link in the supply chain, but maybe the supply chain itself!

The public service employee of the future is likely to continue to be wedded to the core beliefs currently upheld in the public sector and these are likely to develop still further as the social model of employment takes a stronger hold. The coalescing of the public system (and its budgets) and employees becoming more integrated with communities is likely to change their employment perspective, their common purpose and their motivations. For example, it may well be that one of the key motivators in the future wont be so much on service delivery per se, but instead, a social belief of there needing to be work for all rather than work for a few, based on this perhaps having a greater benefit, financial and otherwise, in the social system? A phenomenon perhaps we might recognise from two centuries ago? Such a social model of work has the benefit of providing a far more resilient workforce and with that, more resilient communities which will be stronger and thriving to support economic prosperity. Surely the way forward for us all!

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Staff are the k

The workforce is key to achieving viable public sector reform writes Michael Burton who in his latest book says politicians usually regard staff as a blockage rather than an asset

The writer Dr Johnson once said that only a fool doesn't write for money. Then that's me; no one who writes a book on public sector reform expects to get rich.

But then other people spend their weekends playing golf, fishing, shopping, shining their cars. I spent a year writing a book *The Politics of Public Sector Reform from Thatcher to the Coalition*. It was never intended to rival *Fifty Shades of Grey*, though at times I wished it had been. It was simply on why it is that governments feel the need to initiate public sector reform programmes, whether they have succeeded and how they will adapt to a future deadly cocktail of constrained budgets and rising demand. The book came out in June 2013 and what is interesting is that even though reform appears to be a pan-party issue, the reviews of the book definitely approached the subject from political perspectives. From the right, I was too soft on 'producer interests' such as unions and professional associations while from the left I was too accepting of the 'austerity' programme as if this were a George Osborne conspiracy.



Michael Burton is editorial director of *The MJ* magazine

For my own point of view what became clear throughout the book was the fundamental role of the workforce in delivering public sector reform at whatever level, from senior civil servants to hospital porters. In fact as 80% of public sector costs are staff inevitably reform involves changing hearts and minds. This often seemed to be overlooked by 'reformers' for whom staff culture was a problem rather than potentially a solution.

I came to several conclusions. The first is that public service employers in the future will need to reduce staffing,



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Key to public sector reform



especially middle management, as indeed they have done since 2010, but that remaining employees need to be properly remunerated, well-trained and well-led. Pay freezes are a short-term tactic, not a long-term strategy.

Another is that reform has been dogged by the twin syndromes of 'not invented here' and 'reinventing the wheel.' In the case of the former, ideas or initiatives are discarded because they were proposed by a previous government, or a previous minister, or even another department. The 'not invented here' syndrome leads to 'reinventing the wheel' syndrome when incoming ministers and governments come up with ideas they believe are new

but which have already been tried, tested and in many cases rejected. There is insufficient attention paid to institutional memory with the results that the same mistakes keep getting repeated.

The other common theme from the lessons of previous public sector reform efforts is the importance of leadership. It is already accepted that the calibre of the headteacher is the most important ingredient in producing a high-performing school. The same applies to the Whitehall permanent secretary, the council chief executive, the hospital manager and the police chief. This means ministers paying serious attention to managerial training and if necessary paying over the odds to

attract outstanding leaders from the private sector, not arbitrarily benchmarking top public sector salaries to what the Prime Minister earns. Organisational change in particular requires strong leadership and a defined strategy which is imparted to staff who need to be clearly aware of what is required from them.

Public sector organisations also need to get over their obsession with corporate identity and territories. The public are not interested in what agency provides which service. Too many sensible efforts to share services, either across local government, or between public sector agencies have failed because of cultural or territorial jealousy by producer interests.

The public also have an overlooked role in public sector reform. They have to 'get real' about what long-term austerity in public finances means to their expectations. If public sector transformational reform is successful it will ensure that resources are focused on the frontline not lost within the organisation. But even with this it will be difficult, even impossible, to provide the same level of services that existed pre-recession when there was above-inflation investment in the public sector for a decade. The public and the media must also be prepared for more risk-taking by the public sector if innovation is to become standard. Public sector managers are rightly castigated for poor performance and incompetence but if the public and media are not prepared for the tiniest margin of error then public sector managers will always avoid trying new

initiatives for fear of failure and reprimand. In the private sector risk-taking is part of innovation.

Much greater attention must be paid by governments, central and local, to breaking down public sector institutional silos. Public spending must be seen as one pot delivering outcomes to users. This involves accountability issues and indeed new accounting arrangements as well as workforces on similar terms and conditions so that merging different parts of the public sector is no longer problematic for staff. The Treasury already itemises UK government spending by cross-departmental subject, under such headings as social protection, public order and safety and economic affairs in its annual Total Managed Expenditure figures. This should be applied locally. The public sector operates in separately funded silos like police, local government, health, schools, further education, welfare, each jealously guarding their budgets, each with their own workforce structures and terms and conditions. This must change so that budgets are shared and applied where required, especially in early intervention.

Whether this will change in time for the difficult 2015/16 spending round is questionable.

Now on to my next book...

The Politics of Public Sector Reform from Thatcher to the Coalition (June 2013) is published by Palgrave Macmillan and available on Amazon

All change at Barnet

Richard Cornelius looks at how the London borough of Barnet has delivered its ambitious change programme

Over the past five years, the London borough of Barnet has delivered one of the most ambitious organisational change programmes seen in local government. We have completely reformed our operating model, from an organisation that provides the majority of services directly, to a 'Commissioning Council' which commissions the market to achieve the best value and best outcomes for residents.

We approached this change in a structured way. From our 'Future Shape' programme in 2008 – which foresaw austerity and allowed us to plan our response – through to the 'One Barnet' programme, which developed 'bundles' of services to test with the market, and finally our Commissioning Council model, which provides a degree of separation between longer-term commissioning and day to day delivery.

The programme will achieve cumulative savings of £275m over 10 years, which

will go a long way to allowing us to live within our means without having to make swingeing cuts to the front line. It has also created room to invest in the infrastructure we need for the future.

Our main achievements are:

- A joint venture with Capita to provide planning, regeneration and regulatory services, which will achieve £39.1m through savings and income.
- A partnership with Capita for customer and back office services, to transform the customer experience and deliver £125.4m of benefits.
- Waste and recycling services brought in-house to achieve annual savings of £1.3m and increase recycling.
- A trading company to deliver services for adults with learning disabilities - reducing overheads and providing greater choice.
- Shared services with Harrow for public health and legal and a charitable trust to provide music services to schools.
- New solutions to complex problems,



Richard Cornelius is leader of Barnet LBC

including matching families with volunteer coaches from their own communities to become more independent.

We have passed on the benefits of our approach to residents through lower Council Tax. Council Tax in Barnet has been frozen since 2010/11 and we will cut it by 1% in 2014-15 and freeze it for 2 years after that. Between 2010/11 and 2016/17, residents will benefit from a real terms Council Tax cut of over 20%.

We have also been able to invest in the future, to protect what makes Barnet great:

- £55m invested in school places to ensure our schools continue to be amongst the best in the country;
- £10m – in addition to core budgets – invested in roads and pavements since 2011;
- Our seven major regeneration schemes

will create more than 20,000 new homes and allow for the provision for up to 30,000 jobs over the next 20 years; and

- £1m to support young people into work and training, keeping the number of 'NEETs' in Barnet well below London and national averages.

But significant challenges remain. We are not yet half way through a decade of austerity, which will see our spending power reduce by 45 per cent at the end of the decade compared to the start. Our Commissioning Council model gives us the capability to respond, allowing us to focus on stimulating the labour market, encouraging enterprise and delivering our regeneration ambitions to grow the tax base. We will take a 'whole place' approach to achieve better services and reduce overheads across the public sector. And we will continue to be more efficient and use our assets to generate income and benefit communities.

We will ensure the decisions we take are transparent, fair and that resources are prioritised on those residents that most need our support, whilst investing in the physical infrastructure Barnet requires for the future. Inevitably, with less money, the state will have to withdraw from some activities and it communities will need to fill the gap. This is already happening in Barnet – we have two community libraries and most of our allotments are self-governed – but is something we want to see more of.



New futures, New choices

Gill Hibberd describes the roller-coaster that is local government



I've recently returned from a trip to Orlando, Florida – love it or hate it, the artificial world of Disney hits its visitors with a wave of experiences that hit all your senses. The exhilarating highs of my favourite ride – *Rock 'N' Roller Coaster* – to the disheartening lows of fractious children and rude queue jumpers.

As I was trying to adjust my brain back into work mode on my flight home, the similarities with local government struck me. The disheartening lows in terms of local government facing its greatest ever financial, operational and strategic challenges; and yet exhilarating highs for the same reasons.

With a 28% reduction in its budget over the five years from 2010, local government has taken its fair share, and more, of the Government's squeeze on public expenditure. At the same time, we are also faced with rising demands on many of our services – not only the inexorable rise in the cost of social care which, if nothing changes, is projected to consume the totality of councils' budgets in a few years – but current birth rate

growth and the resulting pressures on resources such as schools and public health, etc. These challenges can, ironically, also be exhilarating, as they allow us the freedom to think afresh at how we can deliver better outcomes for our residents and businesses.

Some councils have made significant headway into thinking about different approaches to service delivery with a much more pluralist approach developing. For example, in my own organisation, over 50% of our revenue budget is now spent with external organisations including private sector organisations, third sector and other public sector providers.

The range of alternative delivery vehicles now in place in Buckinghamshire includes:

- Community led libraries and youth services
- A charitable trust (Buckinghamshire Learning Trust) running school improvement and learning services
- A local authority trading company (Buckinghamshire Cares) running adult social care services
- A charitable trust (Adventure

Learning Foundation) running adventure learning experiences for young people and adults.

- Shared services for internal audit and other services.

A number of other models are also in the pipeline including one of the first

coordinators of services rather than deliverer is now firmly taking hold across the sector. Development of these alternative modes of service delivery are, however, not without their challenges. Whilst they may be driving a new role for local

government in their localities, the fundamental shift that this represents for many organisations is testing in a number of ways, not least of which are leadership, values and identity.

Finally, from a leadership perspective it demands a new level of resilience, emotional intelligence, and risk awareness rather than risk aversion. We have to empathise with the concerns that colleagues may have about direction of travel. We also need to be prepared to fail on occasions. How we, as leaders, respond to such circumstances will be scrutinised by every part of our organisation.

These are game-changing times for local government. The opportunities to become more entrepreneurial in our approach to service delivery are wide and varied. The big systems changes that we are facing require a new approach to risk that allows for experimentation and which is more tolerant of failure.

We need to exploit the digital revolution and make it as simple as possible to access our services. Visionary and entrepreneurial leadership is going to be required as is a leap of faith on occasions. We all need to get on board the roller coaster and enjoy the ride!

These challenges can, ironically, also be exhilarating, as they allow us the freedom to think afresh at how we can deliver better outcomes for our residents and businesses

Solicitor Regulation Authority-approved alternative business structure for running legal services (Buckinghamshire Law Plus).

The concept that local authorities become

From a customer perspective it can feel fragmented and we can appear difficult to do business with. From a member perspective it can raise concerns about loss of direct control and accountability. Who do I go to in order to get an issue resolved? Where do accountabilities sit and how do I influence service provision on behalf of my constituents?

From an employee perspective it raises concerns



Gill Hibberd is strategic director for resources and business transformation at Buckinghamshire CC

What does public sector reform mean to you?

Public sector reform means different things to different people, but what does it mean if you're on the front line working in it, delivering it, experiencing it, some would say suffering it! **Julie Towers** shares her thoughts and experience on the HR and people impact of public sector reform.

For some organisations public sector reform reads cuts in funding, cuts in budgets, cuts in jobs and spending and for some organisations it has been a wakeup call to review the way in which they spend their money, and for some to recognise that the days of plenty are over, indeed if they were ever really here.

But funding given to deliver a service can mean organisations simply strive to deliver that service in the most efficient way, and in the good old days if you worked hard and ticked all the right boxes the Audit Commission or other inspector might have given you a star for it. If we're honest, very little was asked about outcomes, very little was asked about whether it was the best value or indeed a service that affected real change for communities. I'm being extreme to emphasise a point that for some public service reform has come out of the blue like a cold wind on a summers day and the impact on not having that funding had not been foreseen. So for some public sector reform equals cuts, equals reductions in jobs and ultimately equals bad news. But how quickly we learn to adapt to new circumstances and environments is interesting, and for many organisations public sector reform now means being focused, thinking more about how you use your energy, what you do, why you do it, who does it and most of all how you deliver real outcomes that improve lives and outcomes for the community.

For Manchester City Council, a clear leader in the advocacy and delivery of change through their Greater Manchester approach and ahead of their time 'total place' working, public service reform means: *"Going beyond just 'how we deliver services' – it involves reforming how residents receive services. This will be achieved by promoting and enabling independence for residents. The overall aim is to improve the lives of Manchester residents and reduce dependency on services. PSR involves using money differently, investing in tried and tested ways of working, which deliver a return on investment, which in turn can then be re-used"*.

So how is public sector or service reform impacting on the people agenda? Well I don't need to tell PPMA members reading this supplement that it has brought with it significant rounds



of voluntary and compulsory redundancy and TUPE transfer. As services are either stopped, redesigned, outsourced, partnered or delivered through different models e.g. social enterprise, mutual's and co-operatives. This in itself is not unusual for the public sector; they have been doing this for years, but not in the volume or at the pace of the last five years. When funding is cut, there seems to be a direct correlation with levels of increased creativity...and it's quite stunning to see how impressive public sector, particularly local government has been in designing new and creative ways of delivering outcomes by looking through a completely different lens. In my view some of this has been long overdue, and it's refreshing to hear candidates and clients we're talking to at Penna think about what the impact of their work will be on citizens, how they are working with the NHS, central Government, across departments in their own organisations and beyond to utilise little money, sometimes no money to focus on the improvements needed to reduce long term demand in their community, particularly those most vulnerable or reliant on the sector.

The Barnet Graph of Doom

might make gloomy reading, but it's evidence showed us all that unless we focus on the real issues in the community and improve the socio economic fortunes of those most in need or those most demanding on benefits then

Public sector reform means careers aren't for life anymore... but it has created a life full of new career opportunities

funding or no funding, politics of whatever colour will fail to make the real changes our country needs and reduce the deficit etc. I'm no political expert or indeed socio economic commentator,



Julie Towers is managing director (recruitment solutions) at Penna

if you want to read more about that then I highly recommend Michael Burton's book *The Politics of Public Sector Reform from Thatcher to the Coalition*. it chronicles the changes over the last 20 years and explains a lot about why short term investment into public sector reform has not worked; and how austerity is driving more creativity than seen previously. Whatever your politics it's well worth a read if you're interested in the political drivers behind public service reform.

But the reality of where we are with reform and the speed of change to co-design services that deliver outcomes means the people in our organisations have had to change, or be changed at an alarming speed. The public sector psychological contract is most definitely broken for good. Anyone still in public sector for good pensions, terms and a job for life are going to be highly disappointed. Anyone who thinks the vertical career ladder up and through the higher ranks that awaited them previously has probably realised that career ladder has long gone from beneath their feet; and that their career journey will now look a bit more like the London Underground map as the number of jobs reduces, the

focus on outcomes increases and the numbers of management roles are reduced and salaries suppressed.

But if you're motivated by designing and delivering outcomes for communities; can think creatively about what and how, without boundaries; can develop commissioning strategies that can break systemic societal challenges and behaviours; can keep asking 'why' and breaking through organisational and departmental silos and barriers to deliver change, then you're probably having the best time of your career delivering public sector reform at the moment. And isn't that what the public sector should be about? Isn't that the new psychological contract?

That's not to say that delivering the reform will be easy, there's no cash to make quick fixes, evidence based thinking is needed to make change lasting, and the level of your creative thinking, entrepreneurship and commerciality will be challenged like never before. And you'll need to be taking a step up in your own and others performance management. With so little money for now and the foreseeable future motivation of employees, ensuring their performance will be more down to you as a Manager than ever before; and therefore your skills and behaviour as a leader will be constantly tested and measured.

There's been a wholesale step up in expectation on the quality of management, particularly people and performance management, as many organisations in a quiet moment will be honest enough to admit that the very first waves of redundancy were really getting rid of the under performers! Harsh and a bit sweeping perhaps, but we all know there's truth in that. So perhaps the severity of the cuts and the pace of the change have brought out in all of us a focus that only recession can. For public or private sector the memory of the recession and the lessons learned as we slowly (hopefully) emerge from it must be remembered as I believe it has been the shot in the arm for many sectors, not just the public sector that nothing is forever and the minute you think it is, it's definitely over!

Public sector reform means careers aren't for life anymore.... but it has created a life full of new career opportunities.



Sharing – the way forward

Caroline Nugent explains how Havering and Newham's shared service arrangement has provided a strong platform to make savings without diminishing performance

The needs we all have arising from the funding challenges provide opportunities for HR to be at the forefront of change.

At the London boroughs of Havering and Newham we have taken the bold step of pulling together our respective resources directorates into one giant shared service. Unlike many shared service arrangements where typically HR, payroll and finance have been shared, we have moved to another footing and are sharing for example asset management, housing benefits, business rates, health and safety, some transport and over 1,300 staff are affected by this decision.

We wanted to create an outstanding and innovative service whilst making further savings.

As boroughs we have differing political leadership, as Newham is Labour controlled and Havering is Conservative, and we are not adjoining geographically, but what we do share is the political drive and officer determination to deliver good services to residents!

As there were such large numbers of staff involved, we considered various design

opportunities and a joint committee approach with a total of six members on the committee was the model which had less disruption, no TUPE and no impact on our respective pension funds. This meant that once the respective constitutional aspects had been worked through, the committee which has no legal

There will be challenges ahead but each council is keen to be at the forefront of the new direction in shared service models

entity in its own right, was up and running within a very short period of time.

As I write this we are in the final stages of the consultation on the senior management structure which will lead the formation of 'oneSource' and then the interesting journey begins. There will be two job-share managing directors who will still carry out the corporate functions of each council and the other directors will manage across the two councils.

As an HR and OD service we



will need to continue to provide a service to each council and the joint board model will have its challenges from an HR perspective. This is to design a culture where two different sets of employees, still employed by each council, on each council's terms and conditions feel like they are one body, albeit one which doesn't exist as an entity. The joint board has worked together to agree the name 'oneSource' and our challenge is to embed a feeling of togetherness from

two sets of employees, still working in separate buildings until planned service reviews timetabled over the next couple of years assess the best way forward to deliver each of the 20 service areas in 'oneSource'.

We have worked with the trade unions to ensure that the savings we can achieve together are transparent and for staff to know that by working together the whole is greater than individual parts, hopefully giving staff some sense of security (as much as we can) in the turbulent times ahead. One of our challenges will be that our separate JE schemes and pay scales make it a possibility that staff working in similar functions could be paid differently. Another is creating the right culture for the organisation, something the joint management committee will need to work through to keep staff motivated.

The model already in place in Havering, of managers' self-

service, will be incorporated across Newham through a joint, one instance, ERP system currently being implemented across seven London boroughs – no mean feat in itself! Managers have dashboards of information from budgets, to employee data and a management development programme, is being implemented to support managers in the skills needed in today's self-service environment.

A recent staff survey in Havering has shown higher levels of staff satisfaction virtually across the board in all areas since the last survey, even though we have had to bring in the significant cuts, taking staff through the potential process over the last year made a big contribution to this result.

There will be challenges ahead but each council is keen to be at the forefront of the new direction in shared service models which we believe will ensure residents continue to receive the services they expect. By keeping the service in the public sector rather than outsourcing, each borough will still have control of service delivery but with new 'commercial' thinking.



Caroline Nugent is head of strategic HR and OD at Havering LBC

Over 10,000 people in Gloucestershire have improved their awareness of dementia thanks to an online training package developed and funded by Gloucestershire County Council.

The council has been working hard over recent years with local NHS partners and the wider community and voluntary sector to develop implement and evaluate an integrated dementia training & education strategy. The on-line learning is just the start of a staged training & development pathway, which includes the role of the 'dementia link worker' (a champion role). More of their work later.

Whilst our initial focus was on upskilling our social care and NHS workforce, the approach has now been expanded to embrace community development, building capacity across Gloucestershire's wider community, voluntary and public services sectors.

Dementia doesn't just affect the people who have the condition, it touches entire families and communities, so it is really important that we work with not only traditional workforces who provide social care but focus on the development of dementia friendly communities. Recently two dementia leadership programme participants pioneered the idea of setting up a dementia pop up shop

Developing communities

Angela Willis describes how Gloucestershire CC is helping to make the wider workforce and residents in the county become more dementia friendly

in Cheltenham (pictured right). This aimed to take dementia to the high street, to encourage the general public to understand and obtain dementia advice, information and support. The idea proved to be a great success, allowing people access to information in an easy to digest way. As a result of the overwhelmingly positive feedback we now have plans to open six more throughout the county.

Over the last year, we have adapted what is a much respected dementia link worker model to take forward further initiatives in



Angela Willis is workforce commissioning and partnerships manager, Gloucestershire CC



support of developing dementia friendly communities. In the market town of Tetbury, one of our dementia education team, trained members of the community using an adapted training programme to become 'community dementia links'. The first stage was a dementia awareness-raising event attracting 30 local people; from this interest was sought for the community dementia links programme and 12 people went on to complete this course over 12 workshops, all themed around

community dementia living in a friendly environment. Aims of the programme were to:

- Widen awareness and basic understanding of dementia to include how the diseases affect individual people and their resulting behaviours.
- Encourage people to be supportive, accepting and considerate of those with dementia day to day within their communities
- Consider the benefits of being known as dementia friendly and how to get the message out

- Contribute towards stopping or delaying inappropriate admissions to care homes or hospitals

We have had some great results. These include:

- A 'no hurry' checkout aisle in a local supermarket
- The police participant persuaded colleagues to include dementia awareness training within constabulary training,
- Exercise programmes at the local sports centre
- 400 building society staff received information on dementia with their pay slips.

We are building on the success of this project which is now being rolled out into other communities. Realising the benefits of harnessing community capacity and the economies to be gained from an integrated approach we are now replicating it in our work on autism and safeguarding.

Finally, this is a great illustration of the changing role of public sector HR. The strategy has been led by Gloucestershire's HR team, creating a new public sector approach to development through a shift from merely training our internal workforce to supporting a multi-agency workforce and now to reaching out to support community capacity building. Positive public sector reform to support a positive future for our communities.



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PPMA Gold Partner



Pride, Community, Future

Louise Tibbert previews the PPMA's annual conference in May

The PPMA annual seminar at The Queens, Leeds on 8th and 9th May 2014, will signal the start of a new focus for the year ahead.

The PPMA now has members across local and central government, housing associations, police, fire and the charity sectors, and collectively we all face the challenges of today and are trying to shape the right tomorrow.

Although we have all had to focus on driving down costs and delivering savings, the last few years have also acted as a catalyst for major change and transformation in most, if not all public organisations. We are collectively taking the opportunities presented by the 'burning platform' to re-design our organisations,



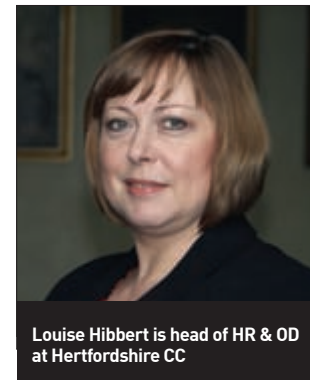
our partnerships and, most important of all, the services we deliver to local people. COMMUNITY is now at the heart of all we do - shaping services from the citizen's perspective is key to getting this right. The remit of public organisations is also extending from being internally focused into areas like job creation and driving the young people's employment agenda through apprentices and similar schemes. The government are proposing a shift of funding from training providers to 'putting employers in the driving seat'.

We all work hard to encourage our workforces to have PRIDE in what they do, even though many of them are concerned about whether they will have the same job or a job at all in future. We understand that the 'give' from the employers has been very balanced and that this extends far beyond pay and rations into wellbeing, reward, development and opportunities to progress and contribute - and above to all feel valued. Chief Executives and HR Directors can (and do!) now quote their latest engagement rate. It has become as important as

knowing turnover or sickness levels, or our talent strategy. We actively engage with people and we need them to tell us what they think about working for our organisations so that they want to join, stay and be the best. As we transform into more blended workforces, with staff from different organisations working together, including agency workers and volunteers, we need to work even harder to make sure they all understand their roles and how they can each make a difference to communities and people. PUBLIC and PROUD is

just one of the next steps in our collective workforce evolution. The popularity and impact of the many workplace choirs and fantastic examples of where individual and teams are making a real difference is testament to just how effective this can be - if we do it right. We also need to take the media and some politicians on this journey so they understand and value the millions of workers across the whole of the public sector for what they deliver every day to every one.

Shaping the FUTURE of public services is happening all around us but the response is very different across sectors and locations. Local and national politics play a significant role, whilst the circumstances of local economies and the needs of the local people also play a part. We all need to engage in the debate, show leadership and listen to communities, partners and workforces to make sure that we are shaping the right FUTURE for tomorrow not just the one that delivers the cash savings we need today.



Louise Hibbert is head of HR & OD at Hertfordshire CC

Peering into the Future: PPMA's response to the reform

Yvonne Skingle looks ahead to the completion of the 'Peer into the Future' programme

The 6th March 2014 is a key date for 16 senior HR professionals who finish the first 'Peer into the Future' programme.

PPMA has worked closely with PWC, the LGA and Penna to encourage the sector's HR leaders to stand back and give thought to the challenges ahead and define the role for HR and OD as a catalyst for new debates, conversations and action.

PWC offered some excellent advice around new operating models; the LGA offered a range of case studies and good advice snippets about the public sector landscape and Penna focused

on the behavioural clusters that HR and OD need to 'Lead in the New Normal'.

Our date in March will reflect on

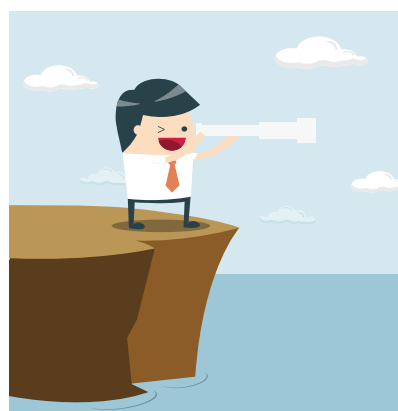
PPMA has worked closely with PWC, the LGA and Penna to encourage the sector's HR leaders to stand back and give thought to the challenges ahead

how the modules have helped the practitioners review their strategic focus and influence their organisations.

We are holding a Masterclass at the annual seminar in May where a number of the HR professionals will showcase how the programme has supported them to create space to think and network in their busy roles.

PPMA is currently developing the programme for the 2014/15 cohort so if you are up for the challenge and keen to develop your networks please contact Yvonne Skingle at Penna 07817418039 or Sue Evans at Warwickshire Council

Yvonne Skingle is lead managing consultant - public sector executive search, at Penna



PPMA LEEDS 2014

PPMA ANNUAL SEMINAR
8-9TH MAY 2014 | THE QUEENS, LEEDS

Open to HR and OD practitioners across public services, the 2014 PPMA Annual Seminar is an excellent opportunity to get involved in high quality debate, develop professional networks and expand your knowledge.

The two-day programme, based around PRIDE, COMMUNITY, FUTURE will be a mix of keynote presentations, case studies, and panel debates from across the public and private sectors. Focusing on major changes like the integration of health and social care, the programme will help you tackle the HR challenges you face today - and tomorrow. Our ever-popular master classes will focus on reward, talent, wellbeing, engagement and employment law.

For more information and to book a place visit www.ppma.org.uk/annual-seminar-14

Book now! Early-bird discount deadline extended to 21st February.