



## CELEBRATING 40 YEARS OF SKILLS, INTEGRITY AND INNOVATION



## From humble beginnings – the story of the PPMA

**David Thomas**, the Founder President of SOCPO recalls the establishment of the Society and its first year of work

In the late 1960's and early 70's several attempts were made to establish a professional association to represent senior personnel officers in local government. In some local authorities the human resource function had become very sophisticated and in the highly charged industrial relations climate of the time it was felt to be vital that senior personnel officers should have a body that could stand alongside the very successful organisations that already existed for other professions in local government. But, for one reason or another, early attempts to forge a group for personnel officers fizzled out.

By 1974 the climate had improved following the local government re-organisation of

that year and the publication of the influential Bain's Report on the Staffing of Local Government. So in the autumn of 1974 Dudley Procter (Lincolnshire) and I (then at Surrey) decided to have another go. We convened a meeting of a small group of county personnel chiefs which was held in a room above a pub in Derby. I well remember passing the hat round to pay for the hire of the room - a far cry from the financial



sophistication of SOCPO and PPMA in later years!

We decided to set up a society based on other chief officer groups. But there were a number of obstacles to overcome. Many chief personnel officers were not convinced that a national organisation was the right way forward. Although the personnel departments in the metropolitan authorities, the London Boroughs and some (but by no means all) counties were well established and doing some high level work, most of the 1,500 local authorities that then existed had virtually no personnel function at all. The 'ringleaders' most interested in forming a society were, however, clear that an all-embracing national

organisation was the right way forward in the interests of the future development of the human resource function in local government. John Handel (Lambeth), Alf Lawrence (Manchester) and I (Surrey) were given the task of bringing all of our colleagues into line. We achieved this but with the compromise that membership of the society would be limited to those holding chief officer status in their authorities.

SOCPO was officially established at a meeting in London in March 1975. The main challenge in our first year was to gain recognition from the then separate local authority associations for county councils, metropolitan authorities and district councils and, particularly, from LACSAB

and the Employers Sides of the then, all powerful, national negotiating bodies. They all agreed to work closely with SOCPO and to seek our advice on all relevant matters. It is a measure of our success that all these organisations were represented at a senior level at our first annual dinner held in Harrogate in October 1976 (when our guest speaker was the then senior political figure and ex-cabinet minister, Lord Greenwood of Rossendale).

It is lovely to look back to see how SOCPO and now PPMA have flourished over the past 40 years. Keep up the good work. Happy birthday!

David Thomas is former president of SOCPO (1975-76)

### WHAT WE WERE DOING IN 1975-84

Donald Coggan was enthroned as Archbishop of Canterbury  
Britain's coal miners accepted a 35% pay rise offer from the government

The first commercial Concorde flight takes off

The Scottish Labour Party is formed

James Callaghan becomes Prime Minister of the United Kingdom upon the retirement of Harold Wilson

The Centenary Test between Australia and England begins at the Melbourne Cricket Ground

Red Rum wins Grand National for the third time

The Hitchhiker's Guide to the Galaxy first broadcast by BBC Radio 4

Naomi James becomes the first woman to sail around the world single-handedly

The London Underground Jubilee line is inaugurated

Margaret Thatcher becomes the first female Prime Minister of the United Kingdom

### LEGISLATION – THE GAME CHANGERS 1975-2015:

#### • 1975 – Employment Protection Act

A statute introducing new employment rights: including time-off work for union duties, the right not to be discriminated against on

union grounds and rights relating to maternity pay and leave.

#### • 1975 – Equal Pay Act (1970)

The Act, introduced in 1970, came into effect in the UK in 1975. It introduced the legal right to equal pay between the sexes – with ultimately far-reaching

consequences for local government through large-scale equal pay litigation across the sector in recent years.

#### • 1976 – Trade Union & Labour Relations (Amendment) Act

Another statute that strengthened trade unions' immunities from being

sued and revoked union members' rights to take action against their union for unfair expulsion.

#### • 1978 – Employment Protection (Consolidation) Act

The cornerstone of employment rights legislation for us in the HR

world. Brought together in one place nearly all individual employment protection rights; for many years this remained the principal employment rights statute. Included unfair dismissal, redundancy and industrial (as they then were) tribunals.

**WHAT WE WERE  
DOING IN 1975-84**

CONT.

The two-year Grunwick Film Processing Strike in Willesden, North London, commenced in 1976

The Winter of Discontent saw widespread strikes by public sector trade unions demanding larger pay rises from the then Labour government



1980 saw the Steelworkers Strike – the first group of workers to take on the Thatcher Tory government

Star Wars was released in UK to acclaim

England's rugby team beat the All Blacks at Twickenham in 1983



Michael Jackson topped the charts with Thriller

Bjorn Borg wins 5 consecutive Wimbledon titles



## 'A time of great change'

**Alf Lawrence**, the third President, recalls his time at the SOCPO helm with fondness during the late seventies



### Tell us your views

If you have any views about the contents of this focus or ideas for future articles or would like to contribute please email the Editor Dilys Wynn at [Dilys.WYNN@gloucestershire.gov.uk](mailto:Dilys.WYNN@gloucestershire.gov.uk)

I was very proud to be the third President of SOCPO in 1977 having been heavily involved in the concept of a society to promote and enhance the HR/Personnel function at that time.

Having been in HR all my working life I enjoyed some great times and made lifelong friends along the way.

Whilst in charge of large HR departments in



Greater Manchester and latterly West Midlands Councils I was honoured to be President during these turbulent times and of course this was post reorganisation.

*"I was heavily involved with the unions and at both Manchester and Birmingham was involved in some tough negotiations around the two regional airports"*

I was heavily involved with the unions and at both Manchester and Birmingham was involved in some tough negotiations around the two regional

airports which have certainly gone on to be huge success stories.

Finally, I'm proud to say

it was my initiative that introduced the trade show to the then-SOCPO conference in the first place.

Alf Lawrence is former president of SOCPO (1977-79)

**1970s**  
**Sanders and Sidney the business that would become Penna is born. The first test tube baby is born.**

### We were there

A lot's happened since the seeds of Penna were planted in 1974. But we embraced it all. The fresh, the different and, at times, the difficult. It's how we became the public sector's HR and Recruitment partner of choice. And why, after 40 years, we're now stronger than ever.



[penna.com](http://penna.com)

### LEGISLATION – THE GAME CHANGERS 1975-2015 CONT:

#### • 1980 – Employment Act

The starting point for the post-election Thatcherite programme of radical policy change to employment law. Repealed the

statutory recognition procedure; altered the law on picketing and commenced the attack on the closed shop.

#### • 1981 – TUPE

Beloved by HR professionals across local government and still giving us

headaches today! The infamous transfer regulations (required by European directive) were implemented with great reluctance by the Thatcher government.

#### • 1982 – Employment Act

Opened the door for unions to be sued

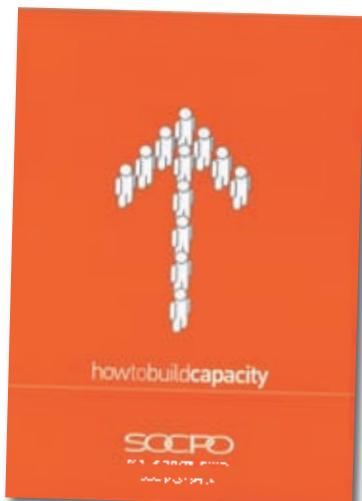
if in breach of newly tightened laws on industrial disputes. Full immunity for unions having previously been in place since the Trade Disputes Act 1906.

#### • 1984 – Trade Union Act

"Giving the unions back to their

members" was a key Tory election theme, focusing on the rights of individual union members. Unions must now hold regular ballots to endorse continuation of a 'political fund'; and opened to being sued, or face an injunction, if in breach of new provisions for industrial action ballots.

# 'Never forget the people function'



**Brian McAndrew**, President of SOCPO nearly 30 years ago, recalls how the help of his peers and members enabled the organisation to achieve great things

Congratulations to us all on the 40th anniversary of the Society of Chief Personnel Officers, and now PPMA. During those 40 years our work and the world in which we operate has changed beyond recognition. Much of that change has been for the better and SOCPO and PPMA members should take their share of the glory for placing the engagement and inclusion of people at the heart of local government.

My election as President in 1986 was a particularly proud moment because it reflected the support of my peers. The benefits a society able to deliver that peer-to-peer support and sharing of what works are immeasurable and needed even more today than 40 years ago.

I was also very proud to host one of the Annual SOCPO conferences and a Lord Mayor's reception in my hometown of Bradford.



## LEGISLATION – THE GAME CHANGERS 1975-2015 CONT:

### • 1988 – Employment Act

End of the post-entry closed shop: all legal protections for operating a closed shop that had survived to



These were exciting days in Bradford with its pioneering work in management development, leadership, workforce planning and equal opportunities. The previous Director of Personnel, Terry Musgrave, was the first of his profession to become a Chief Executive of a major authority. This broke the tradition of appointing lawyers and accountants to the top job albeit that Terry, the first Treasurer of SOCPO, was a gold medallist accountant. Once that particular ceiling was shattered, I was able to become the third Bradford Director to become a

**"The things that help determine a brilliant local authority are often the easiest to cut. Cling on to such things as diversity, equality and inclusion, leadership development and smart selection systems."**

London Chief Executive.

I know local government is a tough sector to be a leader in. If I could encourage PPMA to do one thing, it would be to support its

members to find ways to hang on to the good stuff even if you have to reluctantly hand over and/or cut the peripherals. The things that help determine a brilliant local authority are often the easiest to cut. Cling on to such things as diversity, equality and inclusion, leadership development and smart selection systems.

Keep the people function where it should be – in the mind and at the heart of any local authority.

**Brian McAndrew is former president of SOCPO (1986-87)**

this point were removed. Further tightening of industrial action ballot requirements and more new rights for individual trade union members.

### • 1990 – Employment Act

End of the pre-entry closed shop. All

secondary action now illegal.

- 1992 – Trade Union & Labour Relations (Consolidation) Act
- In a rare example of cross-party support this provided a major and long-overdue consolidation of

statutory collective labour law.

- 1995 – Disability Discrimination Act
- The last significant piece of new employment legislation of the Conservative era was a socially progressive measure introducing

statutory protection for workers against discrimination on the grounds of disability.

## WHAT WE WERE DOING IN 1985-94

Scientists discover the virus which leads to AIDS



Niki Lauder beats Alain Prost by 1 point to win the F1 championship

Live Aid takes place to raise money for the Ethiopian famine in 1985



First Rugby Union World Cup takes place

Pop culture phenomenon Wayne's World hits the big screen



Eastenders becomes the most watched TV show

Martina Navratilova wins Wimbledon every year between 1982 and 1987

History is made as the Berlin Wall falls

The World Wide Web is invented

European currency markets fall into turmoil during 1992 and the UK drops out of the ERM.

Betty Boothroyd becomes the first female (and probably best loved) House of Commons speaker



The invasion of the Power Rangers begins



Top grossing film Back to the Future (featuring this Editor's favourite car) makes a star out of Michael J Fox



**1980s**  
Penna floats on the Stock Exchange.  
BA, BAA and BT are privatised.



## We were there

The 80s saw a huge change to local government in the capital. And to us. Because shortly after we supported the Greater London Council with their closure, we were floating on the stock exchange.

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### LEGISLATION – THE GAME CHANGERS 1975-15 CONT:

- **1996 – Employment Rights Act**  
A wholesale consolidation (updating and replacing the 1978 Act) that remains in force as the principal

source of individual statutory employment rights.

- **1998 – Fairness At Work (White Paper)**  
Set the agenda for the government's employment law programme. In respect of trade union law much of

the Conservative reforms were to remain in place: "The abolition of the closed shop was one of the reforms of the 1980s that were justified and will remain ... [as will reforms of the law on] picketing, secondary action, strike ballots, unofficial action,

election to TU offices, the right to join a TU of one's choice and not to be unjustifiably disciplined"

- **1998 – Human Rights Act**  
Has proved to have far less impact on the employment relationship than

many employers originally thought / feared.

- **1998 – National Minimum Wage Act**  
Implemented New Labour's manifesto commitment to legislate for a minimum wage.

## 'Under pressure'

Ron Patterson looks at how adversity for the sector made his tenure as President more rewarding as progress started to build

Looking in retrospect at my Presidential year in 1990 it is clear that Local Government was experiencing a torrid time. Fortunately as Personnel Officers we did not have to deal with the Poll Tax protests but we had a plethora of our own problems.

Recruitment and retention of staff was one of the major issues facing authorities at that time and the subject was a regular agenda item. The main answer in the long run was to train more people to meet the demand but of course line managers were also

under extreme pressure to reduce costs and training was one of the first budgets to be cut.

**"Recruitment and Retention of staff was one of the major issues facing authorities at that time and the subject was a regular agenda item"**

The reduction of costs was also fundamental in order to compete with enforced competitive tendering. I am pleased that SOCPO was instrumental in seeking co-operation with other colleagues in LACSAB,

LGTB, INLOGOV and similar bodies to provide as much assistance as possible.

The publication of the Society's booklet on the Personnel Implications of the Single European Market set the scene for further co-operation with European colleagues. A pilot seminar on this subject was organised in Plymouth jointly by the Society and the Institute of Personnel Management which attracted a visit from colleagues in Spanish Local Government.

Ron Patterson is former president of SOCPO (1990-91)

# 'SOCPO's coming of age'

**Robert Cragg** outlines how the self-confessed 'gentleman's club' started to find its true voice

became President in 1996, which saw SOCPO's 21st Birthday. That 'coming of age', marked by assembling almost all of the Past Presidents at our Annual Conference, came at a time of great change in local government.

Many councils, including my own (District of the Wrekin) were in the



process of becoming Unitary Authorities, and of course some were being dismantled or significantly

**"Today's PPMA is a very different organisation in so many respects"**

downsized. Our society was a valuable network in turbulent times. And the Society itself was changing.

Under the leadership of my predecessors, the Society had transformed from what even its best friends would have characterised as a comfortable 'gentlemen's



club' to a powerful voice and a go-to consultee in local government. Whitehall doors were opening to us. As part

of that change process, one of the highlights of my year was a strategic planning weekend, hosted by Lewisham LBC, which I

believe helped to set the Society's future direction.

Today's PPMA is a very different organisation in so many respects.

Another highlight has to be my visit to our colleagues in South Africa to witness at first hand the combination of excitement, ambition and fear that accompanied the massive changes that were unfolding there.

I was proud to be succeeded as President by the late, and greatly respected, Susan K Thomas.

**Robert Cragg is former president of SOCPO (1996-97)**

## WHAT WE WERE DOING IN 1995-04

Top grossing films include Toy Story and Titanic



Internet giant Yahoo! is founded

Labour win the general election in 1997 as Tony Blair becomes prime minister

The world mourns as Princess Diana dies in a car crash in Paris

The Dot.com bubble bursts

Lennox Lewis becomes the most recent undisputed World Heavyweight Boxing Champion



The birth of the reality music star begins via Popstars – later Popstars: The Rivals (and precursor to modern shows X-Factor and The Voice)

The millennium arrives after much hype (and nothing happened!)

Many lose their lives during the Twin Towers tragedy

David Beckham wins Sports Personality of the Year in 2001

The 'Financial crisis' begins in earnest in 2008

The first Harry Potter film is released

Strictly Come Dancing debuts



The Spice Girls become a worldwide phenomena during the 1990s

Manchester United win the League, FA Cup and European Cup 'Treble' – a first for a British team

## New beginnings



**Rita Sammons** had the task of bringing SOCPO into the new Millennium – and developing connections was key

**B**eing President over the Millennium year was an added bonus to the honour of being SOCPO (as it was then) President – remember all the Year 2K hype, these were uncertain times.

My year started brilliantly. Managing to get Dave Ulrich as the Keynote Speaker at the 'New Frontiers' Conference was exciting. He was already an acknowledged HR guru so hearing directly about his latest thinking and challenges for the profession was stimulating.

Communication and making better connections was my key

priority for the year. As a result of great support from Hampshire County Council and my team there, I was able to spend quite a lot of time out of the office developing new partnerships, as well as making sure that our view got as



**"Communication and making better connections was my key priority for the year"**

much press coverage as possible. It was worrying how few journalists knew us, how little attention the sector got from CIPD and how infrequently the Government considered HR issues! We managed to build closer connections with SOLACE and with the Cabinet Office, as well as with HPMA (Health) and other professional societies.

Getting members involved in shaping the agenda was a priority too. This took the form of a 'Building on Strategy' consultation document which among other things looked at the role of the regions and sought to better define and integrate the activities of working groups.

An amazing year, full of great experiences that there isn't time to detail here, and lots of positive memories.

**Rita Sammons is former president of SOCPO (1999-2000)**

## LEGISLATION – THE GAME CHANGERS 1975-15 CONT:

**• 1998 – Working Time Regulations**  
Response to EU health and safety measure requiring member states to regulate working time and provide a statutory

entitlement to paid annual leave.

- 1998 – Public Interest Disclosure Act**  
Introduced statutory protection for whistle-blowers.
- 1999 – Employment Relations Act**

Unfair dismissal compensation limit increased from £12k to £50k.

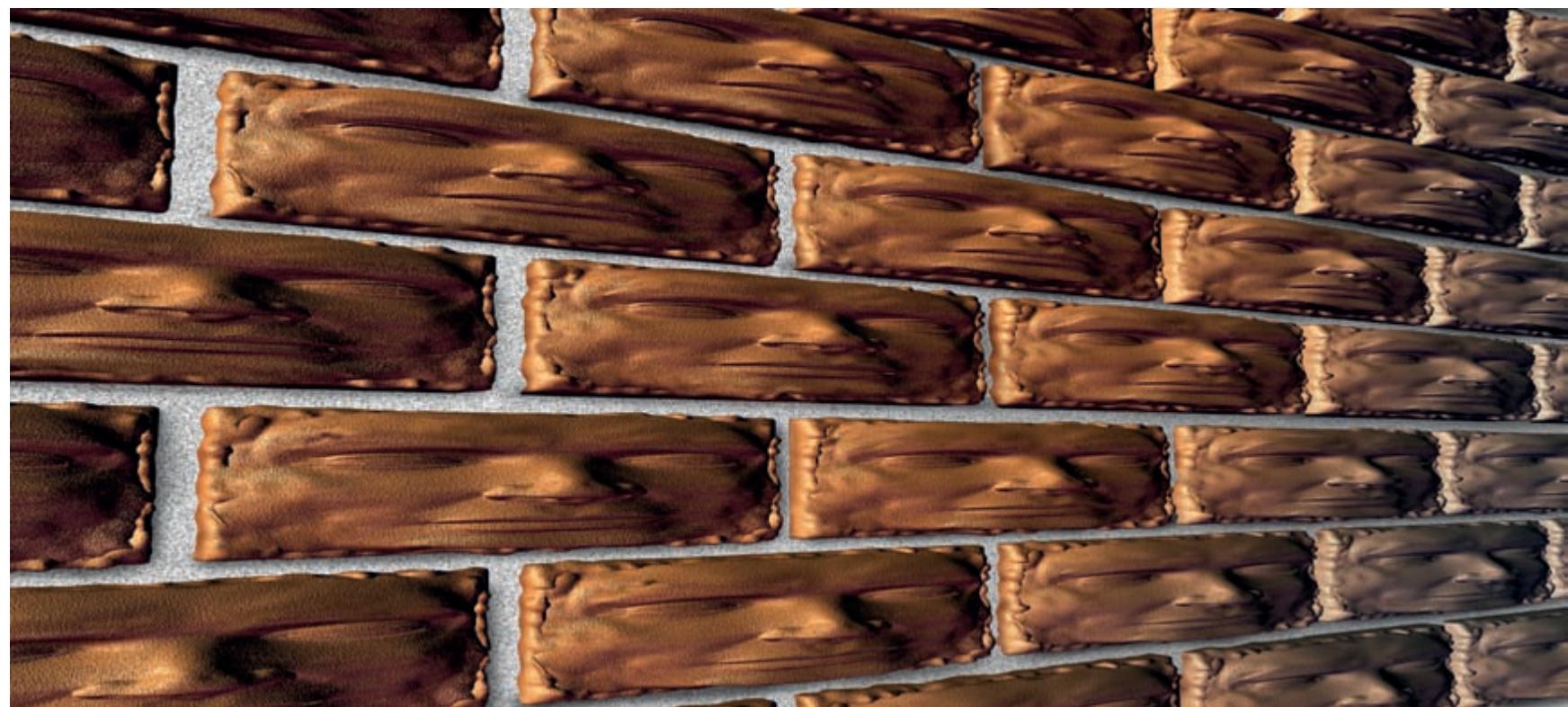
- 1999 – Maternity & Parental Leave Regulations**  
New and enhanced rights for employees taking maternity or paternity leave.

**• 2000 – Part-Time Workers (Prevention of Less Favourable Treatment) Regulations**

New rights preventing less favourable treatment of part-time workers.

- 2002 – Employment Act**

Put in place 'enabling provisions' for subsequent regulations on maternity, paternity and adoption leave and right to request flexible working. Introduced the ill-fated and subsequently repealed statutory grievance and dismissal procedures.



## 'The foundations of organisations are still people'

**1990s**  
Penna enters the Recruitment and HR Resourcing markets.  
Blur and Oasis enters the charts.

**Alan Warner** looks back on the issues during his time as SOCPO President

**S**OCPD was created in 1975 by people who had vision and a deep understanding that shared ideas, mutual support, continuous improvement and a collective professional voice could be of great benefit to local authorities. The PPMA emerged in 2006 retaining the original aims and values.

SOCPO/PPMA can point to many achievements over the years including the role played in influencing

and developing practical approaches to pay, CCT, Local Government Review, equalities and swathes of employment legislation.

I 'googled' what I said as President in 2004 and picked out the following:

On the Gershon efficiency review and the need to share HR services, I apparently said we should 'sharpen up!'

I said that the unions and employers were so far apart on pay I feared 'it will all end in tears'.

I told the world I was a great supporter of the modernisation agenda and e-HR.

Talent management and bringing on rising stars was high on my agenda.

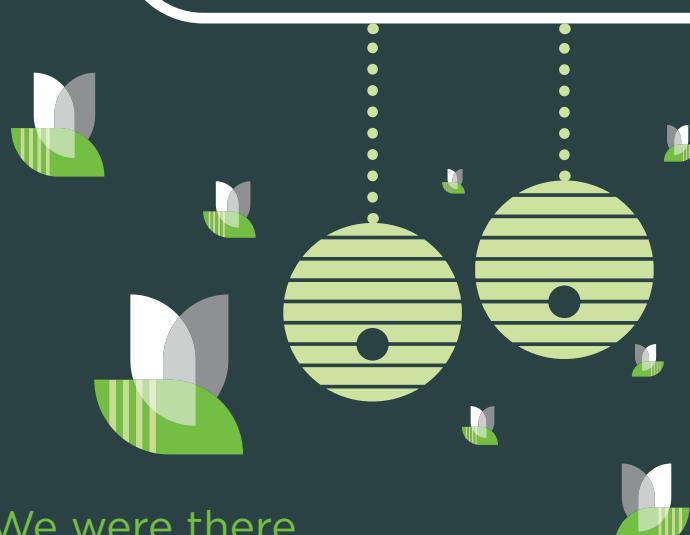
In 2015 there are some different issues but the foundations of organisations are still people. Every HR

professional is grappling with huge change and there are some wonderfully innovative approaches to doing things differently.

The public sector employs terrifically talented and committed people and it is a sadness that certain parts of the media have taken against them. The negative effect on morale is a challenge of our time and it is for the PPMA to encourage better employee value propositions and irresistible business cases for the proper appreciation of staff that the detractors cannot ignore.

The need for a collective voice has never been greater.

**Alan Warner** is former president of SOCPO (2004-05)



### We were there

Britpop was in full force and so were we. Now known as Penna, we went on a bit of a shopping spree to broaden our services, acquiring a range of businesses including KPMG Consulting and Talisman Resourcing.

[penna.com](http://penna.com)

### LEGISLATION – THE GAME CHANGERS 1975-2015 cont:

- **2002** – Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations  
New rights preventing less favourable

treatment of temporary workers.

- **2002** – Paternity and Adoption Leave Regulations  
Further extension of family-friendly rights.
- **2004** – Information and Consultation

of Employees Regulations  
New statutory right for workers to trigger obligations on the employer to provide information and consult on a range of employment-related issues.

- **2006** – Transfer of Undertakings

(Protection of Employment) Regulations  
Introduced 'service provision change' as a new category of transfer under TUPE in an effort to bring more certainty to outsourcing and retender of contracts. This continues to give rise to a steady stream of case law to

keep HR practitioners on their toes and provide a much-needed boost in earnings for impoverished lawyers!

- **2008** – Employment Act  
Repeal of hugely unpopular statutory grievance and dismissal procedures.

# 'Embracing change'

**Angela O'Connor**, as President, oversaw the transition of SOCPO to what is today known as the PPMA in 2006



2006 seems a long time ago but my memories of Conference in Brighton are very clear. Nine years ago PPMA didn't even exist. We were still SOCPO and it was time for a change. Our members were very adventurous and agreed to change our, name, our brand, our website, our membership criteria and appoint their first ever civil service president.

We went into conference as SOCPO and emerged as PPMA. We re-established our international links and welcomed new members from across the civil service and wider emergency services, boosting our

financial and membership base. What was more important than the increase in numbers was the broader professional community that we embraced. This gave us

**"PPMA gave me opportunities and friendships that I will always treasure"**

the national profile that we needed and allowed us a place at the table of national debate and comment.

The key issues that we developed approaches to were:

- Developing organisational citizenship through sensible performance management
- Developing the employment brand of the public sector as a great place to work
- Driving the efficiency agenda

These issues are still

important as we look at today's public services. Reputation matters and the failures in a range of institutions reminds us of how important it is for HR leaders to have courage, to stand up to poor practice, to challenge low standards and to demand adequate funding to deliver great services.

I look back on my time with PPMA with great fondness for the generous and talented HR leaders who shared their wisdom and friendship. Some of those such as Susan Thomas and Jan Parkinson are no longer with us, but they are not forgotten.

PPMA gave me opportunities and friendships that I will always treasure.

Here's to a wonderful 2015 conference and many more to come.

**Angela O'Connor is former president of PPMA (2006-07)**



## 'Finding HR's voice'

**Stephen Moir** describes the evolution process the sector had to go through during his own Presidential period

**A**nniversaries always provide a great opportunity to look to the past, as well as thinking about the future.

Thinking back to being PPMA President, I remember being most anxious about my theme for the dreaded presidential address. I spent a lot of time thinking about what was happening in the

**"They were hard truths, but they needing saying and perhaps they need re-stating in some cases."**

world of HR and in the public sector. In the end, I landed on a theme of 'Evolution or Extinction: the future for HR in public services'. This enabled me to do exactly what a great and much missed former President, Jan Parkinson, and I talked about – 'to provoke the profession'.

Being brave enough to stand up and to call out some of the hard truths about working in HR, including: the need to



cull the HR dinosaurs; to cease the perpetual navel gazing and to stop the victim mentality about not having a seat at the top table was a massive thing for me, looking back.

They were hard truths, but they needing saying and perhaps they need re-stating in some cases.

PPMA gave me that opportunity to really express my views and personal opinions about HR from a national platform. PPMA helped me find my professional voice and you know what? It's probably been impossible to shut me up ever since and I'd not change a thing.

I remain deeply grateful and humbled to have had the opportunity – thank you PPMA and Happy Birthday!

**Stephen Moir is former president of SOCPO (2007-2009)**

### WHAT WE WERE DOING IN 2005-15

The London bombings take place in 2005

Iraq is invaded just over a decade after the last occasion

The first African American US President, Barrack Obama, is elected



A cloud of volcanic ash from the eruption of Eyjafjallajokull caused the closure of airspace between the UK and northern and western Europe

Celtic Manor Resort in Wales hosts the Ryder Cup - the first time it has been held in the country



Austerity protests take place in London

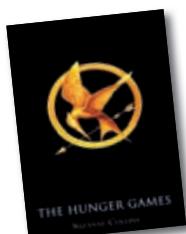
Britain hosts a memorable Olympic Games in 2012



Wales wins the Six Nations twice and once as a Grand Slam Winner

England wins the Ashes in the summer of 2013

The Hunger Games continues the trend of books targeted at young people becoming top grossing films



### LEGISLATION – THE GAME CHANGERS 1975-2015 CONT:

#### • 2010 – Equality Act

Introduced new measures, particularly the new definition of disability discrimination.

• 2010 – Agency Workers Regulations  
New statutory rights for agency workers.

• 2011 – Employment Equality (Repeal of Retirement Age) Regulations  
No more compulsory retirement led to HR activity on developing policies for working

without a compulsory retirement age.

• 2013 – Employment Tribunals (Fees) Order  
Controversial introduction of requirement for a claimant to pay a fee in order to proceed with a

tribunal claim against their employer.

• 2013 – Enterprise and Regulatory Reform Act  
Among other things, introduced greater protection for whistle-blowers.

• 2014 – Children and Families Act

Introduces in 2015 a new right to shared parental leave: described by some employment lawyers as the most hideously complicated piece of employment legislation of the last decade!

\*WITH THANKS TO NICK LERRY

## 'Challenging times'

**Anne Gibson** remembers a testing period for the sector

Towards the end of 2010, as I was looking ahead and planning my year as President, it was becoming increasingly clear that 2011 would be one of the most challenging that the public sector had faced in recent years.

So challenging that we took the very difficult decision that we should not hold PPMA's annual conference in 2011, responding to the broad view that it would not have been appropriate to hold the conference at the height of the unprecedented level of staff reductions across the public sector.

We all missed the development opportunities and the value that the conference brings, but in one of our most testing years as an association it was one of many



Anne Gibson is former President of PPMA (2011-12)

things we had to do differently.

My year as President reinforced for me all the great things that go on in the public sector. One of the best bits of representing PPMA as President was the opportunity and platform to speak up for the innovation and added value that there is across the public sector, and to challenge the more negative views being expressed in the media that was so frustrating to us all.

A key contribution to that was the joint CIPD/PPMA joint research report *Leadership, employee engagement and public service transformation* which explored how Chief Executives and HRDs in a range of local service organisations were leading efforts to transform service delivery.

Public service transformation is a journey we are all still on - PPMA's strength is in its collective knowledge and ability to support our organisations through the challenges still to come.

## 'A 40-year legacy'

**Barry Pirie** looks ahead to the next 40 years

**"IF I HAVE SEEN FURTHER THAN OTHERS, IT IS BY STANDING UPON THE SHOULDERS OF GIANTS"**

As your PPMA, President it is going to be a pleasure and honour to be able to build on the 40 year legacy defined by our founders of SOCPO.

I am passionate and proud to be involved in the PPMA and I look forward to leading debate and shaping the public services workforce agenda in 2015/16 and like predecessors, make my own unique contribution.

At our PPMA annual seminar 2015 "Our past, Our present and Our future" We will be celebrating 40 years of PPMA and its predecessor SOCPO (Society of Chief Personnel Officers) looking back at the last 40 years and at



what has influenced us all to the present day.

We will also be looking forward to the next 40 years of HR, People Management and Organisational Development, in the local, regional, central government arena in fact across all public services. We will



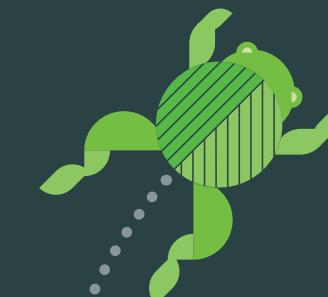
recognise 40 years of progress, celebrate the achievements of members and partners, and look forward to equipping the workforce of the future.

The quality of public service provision sits at the heart of all our communities and I believe HR/OD has a key role to play in helping our organisations deliver this. As President I am confident I can build on the legacy of the last 40 years and take us onto the next phase of our development.

Barrie Pirie is incoming President of PPMA

### 2000s

**The Digital Age takes off. Penna Recruitment Solutions is born. Shortlisted for HR consultancy of the year for our work with Haringey.**



**Well always be there**

The establishment of PSNI and the Highways Agency. QCA moves to Coventry and becomes QCDA. The London Olympics. Haringey rebuilds. We were there. Through it all. And we've been improving organisations through our award-winning solutions ever since. We were there for the public sector through so much. And we'll continue to be there for years to come. Also, like us, PPMA have been there too. We just want to say congratulations on a brilliant 40 years. We look forward to the future with you.