

PPMA Southern & South East & London Regions Meeting 18 May 2012

Summary Note

Present:

Southern & South East Region:

Nigel Fairburn, Kent County Council (Chair, Southern & South East Region)

Deborah Moon, HR Consultant (Secretary, Southern & South East Region)

Seanne Giddy, Tandridge District Council (Vice Chair, Southern & South East Region)

Andrew Davies, Crawley Council

Tony Madden, Bracknell Forest Council

Ian Allwright, Kent County Council

Hugh Martyn, Kent County Council

Tricia Palmer, Medway Council

London region:

Tracey Connage, London Borough of Brent (Chair, London Region)

Debra Norman, Islington Council

Shane Lynch, Islington Council

Marie Rance, Southwark Council

Susan Martin, London Pensions Fund Authority

Hesketh Emden, London NHS

David Veale, Ealing Council

Marj Keddy, Redbridge Council

Selena Lansley, London Councils

Jim Parrott, Independent Consultant

Speakers:

George Griffin, Lead Managing Consultant, Learning & Development, Penna

Jackie Switzer, Learning & Development Principal Consultant, Penna

Andy Albon, Director of Equalities & HR, Birmingham City Council

Apologies had been received from a number of members who had been unable to attend.

1. Welcome and Introductions

Tracey welcomed everyone to the meeting, which was the first joint event for both Regions (although reciprocal arrangements had been operating previously). It was intended to hold two such joint meetings per year.

Tracey also encouraged members to consider how they could become more involved with PPMA, e.g. through the various special interest groups.

Particular thanks were expressed to Penna for kindly hosting the event, to George Griffin and Jackie Switzer for their speaker input, and to Andy Albon for attending and presenting a case study on Birmingham City Council's transformation programme.

Nigel then provided feedback from the PPMA Annual Seminar which had taken place in Birmingham on 26 and 27 April. It was generally agreed that this had been a very positive event, with a range of interesting and informative workshops and presentations and had provided excellent value for money. Copies of the presentations were available on the PPMA website.

It was hoped to build on this success for 2013 and members were encouraged to consider attending this.

2. Pensions Update

Susan Martin from the LPFA and PPMA Pensions Lead Officer provided an update on the latest position with regard to the proposed changes to the LGPS. The various parties involved had worked hard to retain the principal of a defined benefits scheme, in particular, to ensure

recognition of the different position of the LGPS as a funded scheme from others in the public sector. It was also important to recognise the potential impact of changes to the LGPS on the broader economy, e.g. the contribution the fund made as a major investor.

The PPMA Pensions network was working in partnership with other bodies across the public sector, e.g. the NHS, in order to provide support, share knowledge and information. Members were asked to consider nominating colleagues to be involved with this network.

Susan was keen to receive feedback and ideas from members as to how best to engage with employees on this issue, to improve understanding of the benefits of the scheme, particularly in relation to new starters and those who have opted out. The forthcoming auto-enrolment was seen as an opportunity to assist with this objective, as well as improving data quality regarding scheme membership.

3. Presentation by Penna: The Business Benefits of Management and Leadership Development

Nigel Fairburn introduced this item, highlighting the critical importance of management and leadership development, talent management and employee engagement to councils, particularly in driving forward major organisational and service change and transformation.

Penna and the Chartered Management Institute, in conjunction with Henley Business School, had recently published a report on the outcomes from a major study on *The Business Benefits of Management and Leadership Development*. Historically, there had been gaps in the evidence regarding the impact and influence of management and leadership development on organisational and individual performance and the report was intended to address this, providing a range of detailed information to assist organisations in considering and taking decisions on these issues. The report was also intended to stimulate a broader debate about the role and contribution of management and leadership development (MLD) to the wider economy, setting out a range of recommendations for both private and public sector employers and for government. Drawing on findings from almost 4,500 managers, including over 300 CEOs and 550 HR Managers, it was the largest ever in-depth study undertaken of this type, providing an extensive body of data analysis, and illustrated by a number of different case study examples. As well as considering the range and type of different MLD activities, their impact and effectiveness, it also considered a number of related issues, including the link with employee engagement and views on line managers' skills and abilities.

George and Jackie led an interactive presentation and discussion, providing an overview of the report and highlighting some key aspects of it, for example, in relation to the range and different types of management and leadership development provided and undertaken, their impact and effectiveness both on individuals and organisations, the level of financial investment in these activities, the extent of evaluation, perceptions of line manager effectiveness and impact on employee engagement.

The Business Benefits of Management and Leadership Development, report by Penna and the Chartered Management Institute, available at www.penna.com/research

4. Case Study: Birmingham City Council

Any Albon, Director of Equalities & HR, Birmingham City Council, then provided an insight into the Council's business transformation programme, and new HR delivery model. Andy outlined the key drivers for and elements of this, describing the significant savings challenge faced by the Council, and the need to achieve greater flexibility in workforce deployment and utilisation of new technology. The Council had embarked on an Excellence in People Management programme, had implemented a new pay structure with future progression based on PDR outcomes and new flexible contracts of employment (described as the "Martini contract", i.e. any time, any place, anywhere!). Other initiatives included simplified policies and procedures, the removal of premium payments and a new PDR scheme, underpinned by a set of management behaviours, The Birmingham Way. Andy also described the Council's

new, flexible HR structure and the utilisation of integrated workforce/payroll information systems to support and inform key areas of activity.

5. Date of Next Meeting

It was agreed that the next joint meeting would take place on Friday 5 October. Further details would be available in due course but in the meantime members were encouraged to let Nigel or Tracey know of any ideas/thoughts they had on themes/topics for the meeting.

The meeting concluded with networking over a sandwich lunch.