



Achieving Excellence  
Through People



# STAFF

## THE MOST IMPORTANT INGREDIENT



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# STAFF

## THE MOST IMPORTANT INGREDIENT

- **The overall staffing picture**
- **The practicalities**
- **Opportunities in the longer term**



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## THE OVERALL STAFFING PICTURE

- Staff are the largest investment
- Councils with < 300 staff, growing to possibly 1,000
- Uncertainty
- Transferring functions
- Councils operating in Shadow form



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## THE PRACTICALITIES

- Form/confirm structures
- Most staff will continue in current role and location
- Interim appointments



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## THE PRACTICALITIES

Local Government Reform Joint Forum

- Vacancy Controls
- Scheme of Transfer
- Filling Posts
- Severance



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## THE PRACTICALITIES

Joint Forum - Model Policies

- Location, Relocation and Expenses
- Capability
- Grievance
- Discipline



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# **OPPORTUNITIES IN THE LONGER TERM**

**The new councils –  
What do they need for their staff to  
deliver services?**



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## People and Organisation Development Strategic Framework

- Changing environment and culture
- Utilising staff resources to deliver change
- A sector wide approach
- Supporting change
- Supporting delivery of new council  
Corporate Plans





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# **SIX STRATEGIC PILLARS SUPPORTED**

- 1. Leadership**
- 2. Performance Culture**
- 3. Employee Relations**
- 4. Pay and Reward**
- 5. Talent Management**
- 6. Learning Organisation**



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# PILLAR 1 – LEADERSHIP

A Leadership Framework

Leadership at all levels



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## **PILLAR 2 – PERFORMANCE CULTURE**

- **Individual, team and council goals are aligned**
- **Continuous development.**
- **Recognition for excellence in service delivery.**
- **Performance Management Framework.**



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# PILLAR 3 – EMPLOYEE RELATIONS

## A New Framework



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# EMPLOYEE RELATIONS

## MODEL STRUCTURE : REGIONAL LEVEL





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## **PILLAR 4 – PAY AND REWARD**

### **Unified Pay and Reward Framework**



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## PILLAR 5 – TALENT MANAGEMENT

**The right people with the right capabilities  
are in the right place at the right time**



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# **PILLAR 6 – LEARNING ORGANISATION**

## **A Learning Environment**

**Individuals to take ownership of their learning and development which supports their performance in delivering excellent service.**