



Disclaimer Information

Copyright

Prepared By:

Version:

Version no.	Updated by:	Date:	Nature of changes
1	GM	21 April	Initial Draft

## Contents

FOREWARD .....	4
WORKFORCE VISION .....	5
WHY DO WORKFORCE PLANNING .....	5
BACKGROUND.....	5
ORGANISATION STRUCTURE.....	6
Employment Type .....	7
Occupation Profile .....	7
Gender Profile.....	8
Length of Service.....	9
Age Distribution .....	9
CURRENT WORKFORCE CHALLENGES.....	10
WORKFORCE MANAGEMENT STRATEGIES .....	10
1.0 Safety and wellbeing of our staff .....	10
2.0 Building career paths .....	11
3.0 Reward and Recognition .....	11
4.0 Attraction and retention processes .....	11
5.0 Leadership capability .....	12
6.0 Maintaining a diverse workforce .....	12
FORECASTING WORKFORCE REQUIREMENTS .....	13
Current Delivery Program Needs .....	13
Future requirements.....	13
REVIEW OF THE STRATEGY .....	13

## FOREWARD

The NSW Government's new framework for Integrated Planning and Reporting (IP&R) places considerable expectation on Council with regard to partnering with the community in the development of a long-term Community Strategic Plan (CSP). The intent is for Council and the community to have important discussions about funding priorities, service levels, preserving local identity and to plan, in partnership, for a more sustainable future.

IP&R creates new challenges for Uralla Shire Council (USC) in order to meet the demands and expectations of our community. Now, more than ever before, Council is required to:

- Proactively communicate service standards and actively manage expectations;
- Be responsive to changing demands and priorities;
- Increase efficiency and productivity while remaining cost competitive;
- Create a positive corporate culture that fosters teamwork, excellence and innovation.

The successful implementation of the Workforce Management Strategy recognises that our employees are our greatest asset and we will continue to build upon the workforce planning foundation that we are developing. A committed and engaged workforce results in improved organisational outcomes, and ultimately better service delivery and facilities for our community.

Damien Connor  
**General Manager**



## WORKFORCE VISION

*The Uralla Shire Council is committed to becoming an established Employer of Choice that provides an excellent quality of work life and opportunities for its people.*

## WHY DO WORKFORCE PLANNING

Workforce planning is about forecasting and predicting trends. It is not an exact science but a continual process designed to analyse the current workforce and future needs, identify gaps between present and future requirements and develop solutions to ensure Council can achieve its mission and objectives.

In short, workforce planning aims to have the right people in the right places with the right skills and motivation doing the right jobs at the right time.

In particular, workforce planning will help Council to:

- Make staffing decisions to provide services based on strategic priorities;
- Identify potential resource or skill shortfalls and take steps to address these;
- Identify and plan for new and emerging roles;
- Recruit appropriate numbers of staff to meet future needs;
- Develop workforce skills that take time to grow;
- Provide improved career development opportunities;
- Reduce staffing costs through appropriate staffing levels;
- Increase employee motivation and contribution through better job design;
- Contain human resources costs including the cost of turnover, absenteeism and injury.

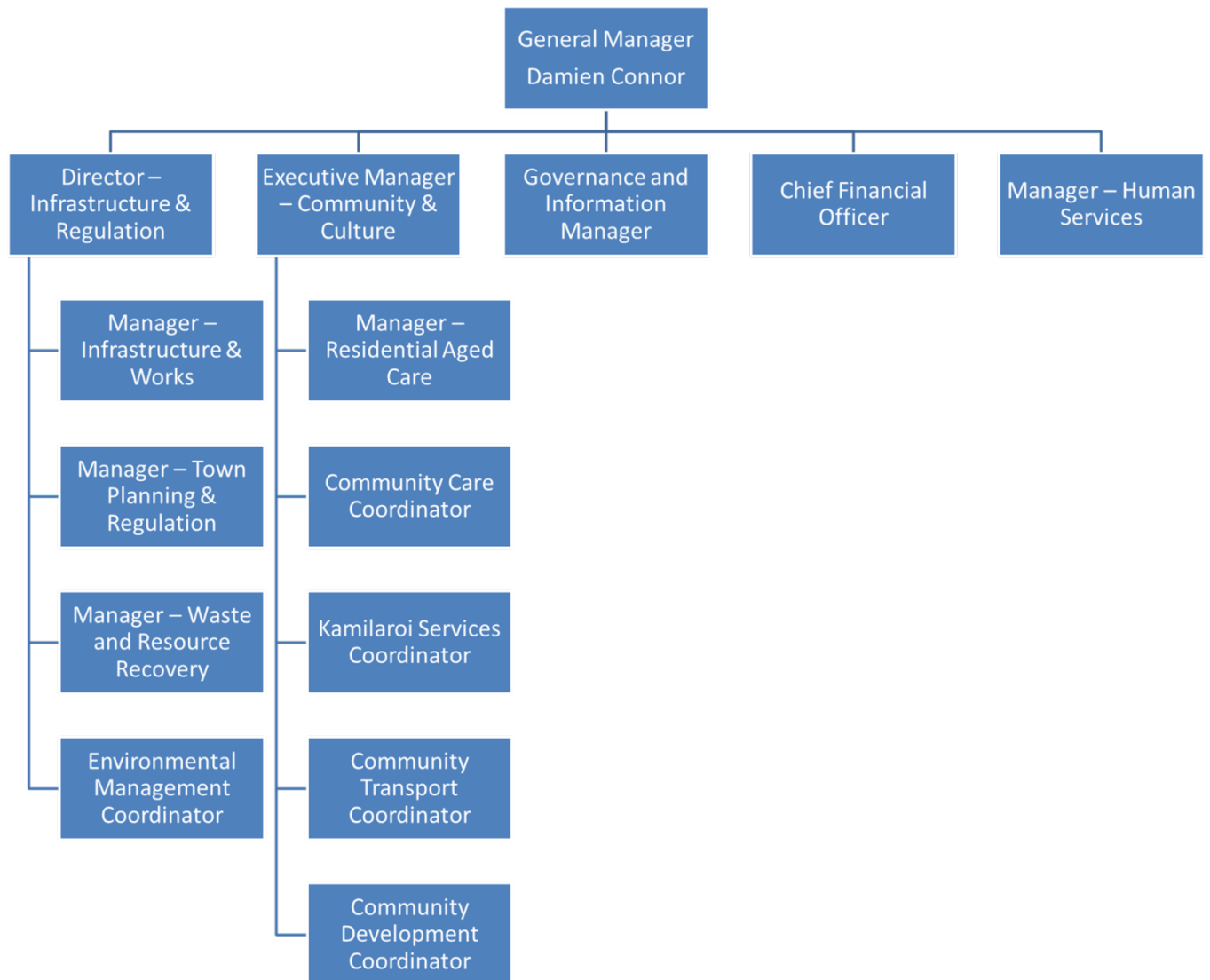
This Workforce Management Plan is an extension of Council's existing employee programs, policies and initiatives and is designed to complement and enhance these. Other related documents include Council's Code of Conduct and Statement of Business Ethics. All of our human resources activities support our Civic Leadership aspirations contained within the Community Strategic Plan with a specific focus on "attracting, developing and retaining highly skilled staff".

## BACKGROUND

The Workforce Management Strategy (WMS) makes up one of three components of Council's **Resourcing Strategy** as required under the NSW Local Government **Integrated Planning and Reporting framework**.

This WMS is designed to outline the strategies and plans which determine how Uralla Shire Council will ensure appropriate human resources are available and are fully competent to meet the Delivery Program. By identifying workforce capabilities on hand now, considering what will be needed into the future and planning systematically, Council can limit the risks associated with unanticipated events and ensure we are appropriately resourced to handle the changes and challenges that will need to be faced in the coming years.

## ORGANISATION STRUCTURE



## Employment Type

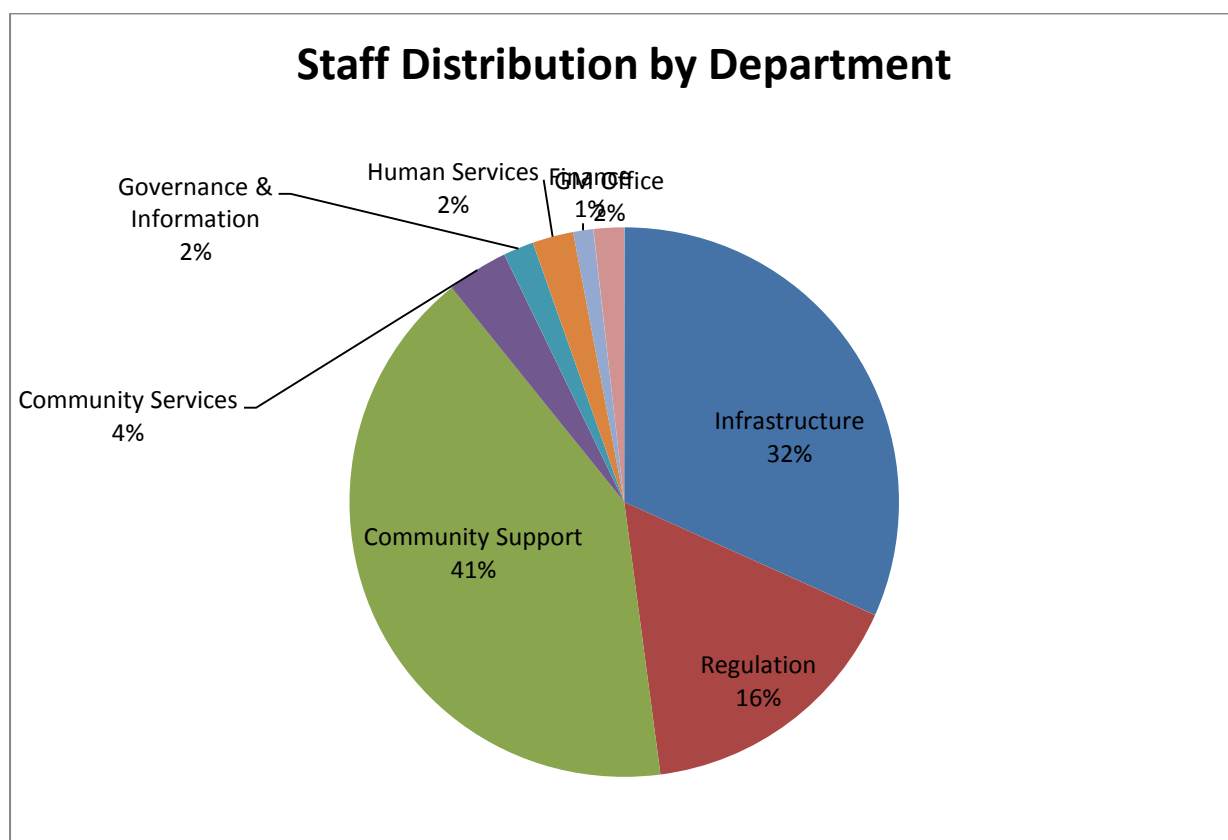
Uralla Shire Council (USC) workforce is made up of 47% full-time, 34% part-time and 19% casual employment. A large proportion of the casual employment pool relates to our Community Services and Aged Care facility which require additional flexibility in their workforce.

While the variety in employment types offers appropriate flexibility to Council in resourcing its activities, the length of service and regularity of hours by some casual employees needs to be reviewed, with clear objectives and strategies from some departments and what workforce mix will achieve these.

## Occupation Profile

Almost half of our staff (48%) are employed within the Infrastructure and Regulation division of Council. This group are responsible for service delivery across a variety of areas including Roads, Parks, Water Supply, Sewerage, Waste, Planning and Animal Control.

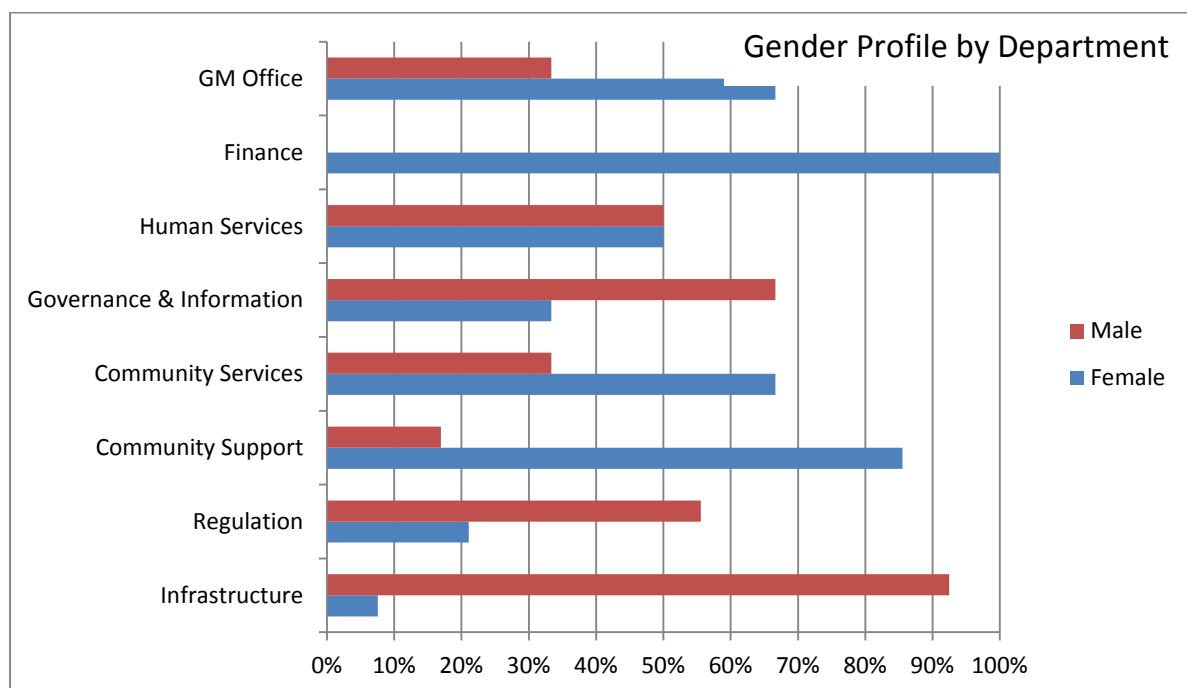
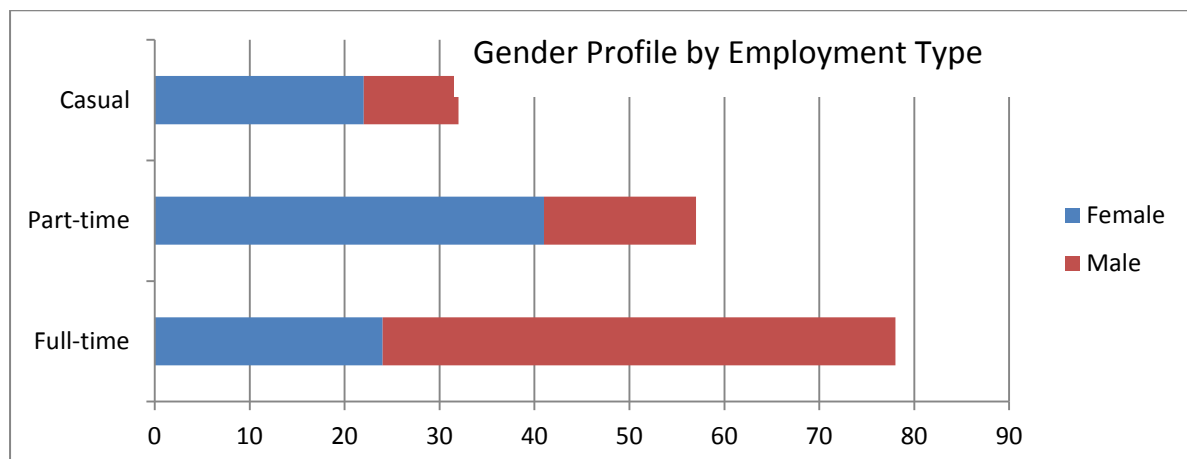
Another 41% of staff provides care within our Aged Care facility and Community Support services operations; with the remaining group of staff (12%) employed within Community and Corporate Services.



## Gender Profile

In 2015, Uralla Shire Council has a gender split of 48% female and 52% male across the organisation. This balance is largely due to Council's involvement in Aged Care and Community Service programs where the majority of staff are female.

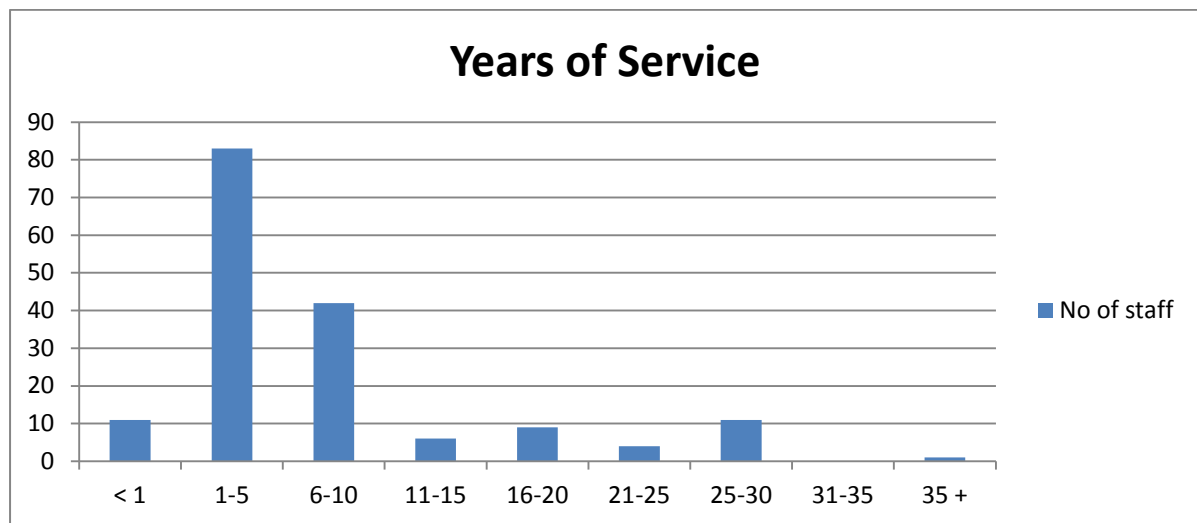
The Executive Team and Leadership team gender profile does not reflect this balance, where we have 3 out of 5 members of the Executive team being female and 69% of our Leadership group being female.





## Length of Service

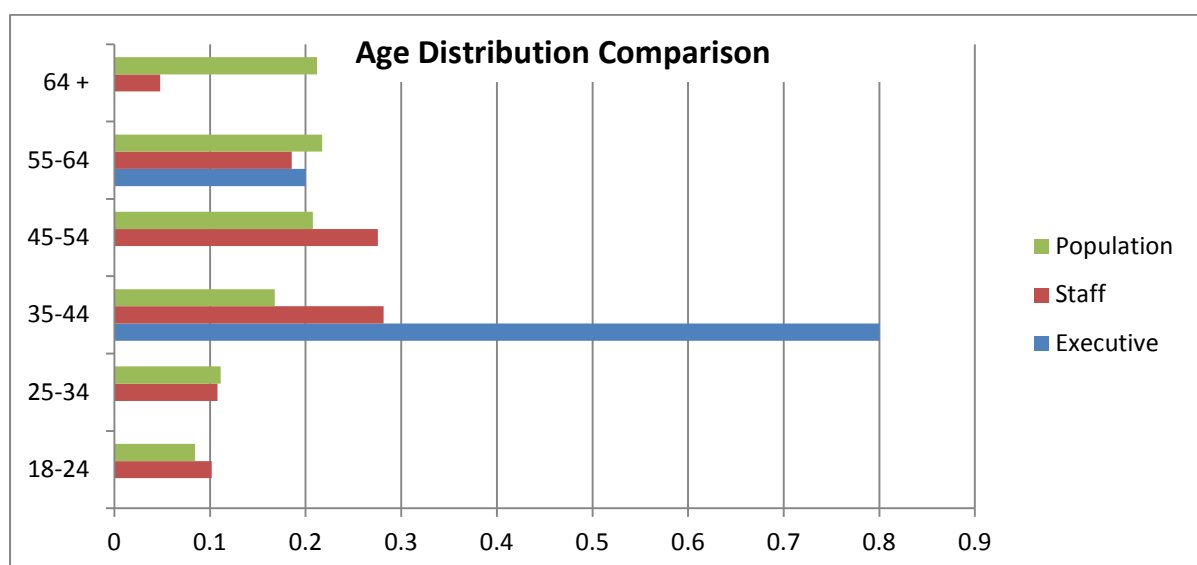
Over half (57%) of our staff has less than 5 years or less service with Council. 25% has between 6 -10 years of service with the remaining 18% having in excess of 11 years service.



## Age Distribution

Local Government has a high number of mature aged workers compared to the national average for industries. Within NSW local councils, 52% of the workforce is aged between 35 and 54 years and 20% aged 55 years and over. (2010 Census of Local Government: Report on Findings – August 2011).

USC is comparable in this profile with 54% of staff between the age of 35 and 54 and 24% of staff over the age of 55. Those over the age of 55 were split across Aged Care and Community Services and the Infrastructure and Regulation group and primarily involved in manual handling tasks.



## CURRENT WORKFORCE CHALLENGES

The following issues are identified as being of importance and/or key challenges in the management and development of USC human resources and the delivery of Council's strategic objectives.

- Attracting skilled and qualified staff;
- Retaining and optimising our existing staff, particularly those with longer employment service and operation critical skills;
- Successful adoption of new systems and procedures in order to improve efficiencies and provide better service delivery;
- Identifying ways to recognise effort and encourage high performance culture;
- Being able to offer career development;
- Capturing and transferring corporate knowledge and know-how;
- Providing valuable learning and development opportunities;
- Skills shortages and challenges in recruiting some service critical positions;
- Provision of career progression opportunities and succession planning for staff.

These challenges are not unique to Uralla Shire Council, local government or the region. To attract, develop and retain a workforce that is capable of meeting the aspirations of our community, keeping pace with the changing environment we must continue to focus on the human resources of council to implement change.

## WORKFORCE MANAGEMENT STRATEGIES

Having the right people in the right place at the right time is the main deliverable of the plan. Our people are the ongoing key to the success of Uralla Shire Council as an organisation. To deliver this outcome we will work across the following key areas:

### 1.0 Safety and wellbeing of our staff

We are committed to creating a culture where the health and safety of our employees is paramount. We will not only promote workplace safety, but also recognise the importance of a holistic approach to employee health and wellbeing. Council will provide an organisation wide approach to the effective management of workplace health and wellbeing by promoting initiatives and education that assist employees to sustain a healthy, safe and supportive lifestyle.

	2015/2016	2016/2017
1.1 Provide and maintain a safe and healthy working environment	✓	✓
1.2 Pro-actively manage Return to Work and Workers Compensation	✓	✓
1.3 Develop Staff well-being programs	✓	

## 2.0 Building career paths

The development of our staff is critical to meeting the changing environment and challenges faced by Council. We will create an environment where innovation and accountability exists at all levels of the organisation. Council programs will shape Councils' culture and assist to grow our current and future leaders. We will foster a culture of life long learning by providing staff with learning and development opportunities that meet their personal and career goals and align with Councils' objectives.

	2015/2016	2016/2017
2.1 Establish learning and development systems that equip staff for their respective roles	√	
2.2 Develop a succession planning program and plan	√	
2.3 Provide opportunities for resource sharing across departments and career pathways for staff.	√	

## 3.0 Reward and Recognition

We are aware of what motivates our people and have a range of formal and informal systems to ensure our people are fairly remunerated, recognised and valued for their work and commitment to Council and the community. We will ensure that our remuneration system is reflective of our position in the employment market.

	2015/2016	2016/2017
3.1 Review and implement effective and transparent reward and recognition systems.	√	
3.2 Implement and maintain a performance management framework to enable clear reporting on progress against milestones and key indicators in Councils strategic planning documents.	√	√

## 4.0 Attraction and retention processes

It is vital that we have the right people, with the right capabilities, skills and attitudes in the right jobs. The experience and knowledge that our staff possess is one of our biggest assets. We will attract and retain the best people to enhance the work environment for our employees. We will develop, implement and continually improve our recruitment and selection techniques to ensure they reflect the immediate and longer-term needs of the organisation.

Our recruitment activities will be complemented by our internal professional development strategies and plans to ensure that we grow and develop our existing workforce to meet Council's emerging needs and provide rewarding careers to our staff.

	2015/2016	2016/2017
4.1 Focus on our recruitment and retention activities on ensuring we have the right people, with the right skills at the right time to achieve our objectives.	√	√
4.2 Establish Uralla Council as an employer of choice that trains, recruits and retains talented staff and facilitates a diverse workforce		√
4.3 Resource the organisation of Council adequately to provide the services and support functions required to deliver goals and strategies detailed in this plan.	√	√
4.4 Implement strategies and structures to support flexible work arrangements	√	

## 5.0 Leadership capability

Our Council and staff will be supported by well trained and supportive leadership group. The effective leadership of an organisation is paramount to maximising efficiency and to achieve organizational goals. Council's leaders are invaluable when it comes to formulating and communicating new strategic directions, as well as communicating with and motivating employees to increase dedication to organizational goals. We will continue to invest in our existing and emerging leaders to ensure the ongoing success of Uralla Shire Council.

	2015/2016	2016/2017
5.1 Improve the leadership capability of the current and future leaders of Council	√	√
5.2 Establish a succession management program for key positions within Council.	√	
5.3 Develop a clear communication strategy for leaders and the organisation.	√	√

## 6.0 Maintaining a diverse workforce

The Local Government Act 1993 requires local government authorities to plan for a diverse workforce. Uralla Shire Council sees this much more than a statutory requirement and recognises the value of diversity and equal employment opportunity both within its workforce and its community.

	2015/2016	2016/2017
6.1 Commitment to promoting a supportive and diverse workforce	√	√

## **FORECASTING WORKFORCE REQUIREMENTS**

### **Current Delivery Program Needs**

The primary purpose of the Workforce Management Strategy is to meet the staff requirements of the current Delivery Program actions. The Council's Delivery Program determines current and future human resources needs and provides details of goals, strategies and actions the Council is seeking to achieve for both the community and the workplace.

The Long Term Financial Plan (LTFP) has forecast FTE numbers to remain relatively stable, with only a small increase or decrease over the next four years. At the same time, wage costs are expected to remain steady, increasing at a consistent rate in line with Award salary increase and scheduled performance reviews.

The current position of our workers compensation premium will continue to be a significant focus for the organisation, with a continued strong focus on workplace health and safety systems, operations and pro-active management of return to work programs.

### **Future requirements**

USC will continue to improve our approach to proactively engaging with staff and developing a strong culture. This will enable Council to further build workforce capability and continue delivering a high quality service to the community.

The ability to be responsive to the changing needs of our environment and staffing is imperative in the delivery of these objectives. To support our ability to be responsive, we will focus on developing and promoting strong consultation practices with our staff through performance discussions, informal and formal feedback systems and structured committees.

The aim is to have healthy, fully engaged, motivated and innovative staff who can contribute to the ongoing success of USC.

## **REVIEW OF THE STRATEGY**

To ensure that Uralla Shire Council's workforce strategy delivers on its objectives and remains aligned to the delivery plan and community strategic plan, it is critical that regular reviews against key milestones are undertaken. This will allow for the plan to remain active and permit informed changes as required.

Councils Service Business Plans are reviewed annually to ensure consistency with the Delivery Plan, Asset Management Plan and Long Term Financial Plan. Performance indicators are set for each of the plans and measured for success.

Performance indicators for each of the Workforce Management Strategies strategic items are further detailed with timeframes and project plans in the Human Services Service Plan which is reviewed annually

