



Upper Hunter Shire Council
WORKFORCE MANAGEMENT PLAN

TABLE OF CONTENTS

The Workforce Management Plan is structured into 4 parts, as follows:

PART 1 INTRODUCTION AND OVERVIEW OF COUNCIL

What is the Upper Hunter Shire Council Workforce Management Plan.....	2
Strategic Challenges and Organisational Priorities.....	3
Vision, Values and Commitment	4
Our Organisation	5

PART 2 INTEGRATED PLANNING & REPORTING (IP&R) & COMMUNITY PRIORITIES

Our Integrated Planning and Reporting Framework.....	6
Our Integrated Planning and Reporting Framework - Colour Codes.....	7
Community Priorities.....	8
Resourcing Strategy.....	9
Linkages to Community Strategic Plan (CSP) 2027 and Delivery Program	9

PART 3 WORKFORCE PLANNING PROCESS

The Workforce Planning Cycle.....	10
Our Shire	11
Current Internal Environment.....	11
External Environment.....	14
Moving into the Future.....	16
Delivering and Monitoring the Plan.....	17

PART 4 WORKFORCE ACTION PLAN 2017/2018 - 2020/2021

Ownership and Accountability	18
Workforce Strategic Action Plan Goals	19
Workforce Action Plan 2017/2018 - 2020/2021	20



PART 1 INTRODUCTION AND OVERVIEW OF COUNCIL

What is the Upper Hunter Shire Council Workforce Management Plan?

The Workforce Management Plan is a key component of the Upper Hunter Shire Council Resourcing Strategy. The Resourcing Strategy underpins the Council's Integrated Planning and Reporting (IP&R) Framework and demonstrates how the Community Strategic Plan 2027 will be resourced over the next 10 years.

The Resourcing Strategy incorporates the Long Term Financial Plan, Asset Management Strategy and Plans and Workforce Management Plan with a specific focus to meet the needs of the Delivery Program 2017/2018-2020/2021.

Workforce planning is necessary for Council, as meeting Community priorities depends on having the right employees with the right skills in the right place, at the right time. Workforce Planning provides:

- The means to identify the competencies needed in the workforce, not only in the present but also in the future and then selecting and developing that workforce;
- Allows Council to systematically address issues which are driving workforce change;

- Provides Council with a strategic basis for human resource management decision making;
- Allows managers to anticipate turnover and to plan recruitment and employee development to create the workforce needed in the future; and
- Provides the means to identify staffing challenges and manage risk.

An in-depth analysis was undertaken to inform Council's revised Workforce Management Plan. This included analysis of the CSP 2027 and Delivery Program to determine the current and future workforce needed to deliver desired goals. Further review was then carried out to ensure Council could meet delivery of a potential Special Rate Variation, including all scenario's presented to the Community.

The Workforce Plan will ensure Council's workforce is capable, motivated and available, now and into the future to meet the needs of the community.



Strategic Challenges and Organisational Priorities

During the workforce review, data analysis and following the workshops, Senior Management Group (SMG) determined the following as significant strategic challenges:

- The precarious nature of funding for Community Services
- Infrastructure Management
- The salary system
- Operational budgeting and the organisation's ongoing ability to deliver a surplus budget
- Potential decisions regarding outsourcing versus internal service provision

SMG has also determined the following operational priorities:

- Ensuring clear linkage between all elements of the resourcing strategy
- Ensuring clear linkage between the workforce plan and the IP&R framework
- A workforce plan that is focussed on strategic outcomes
 - Creation of mechanisms for knowledge sharing, retention and management
 - Development of contemporary and transferrable skills sets (e.g. project and contract management)
 - Planned support for line management and supervisors (e.g. professional development, mentoring and coaching)
 - Widening the candidate pool and improving attraction and selection tools and processes
- Providing an environment conducive to building an organisation culture of commitment and cohesion which is premised on positive reinforcement
- Realistic and active workforce action plan



Vision, Values and Commitment

Vision

A Quality Rural Lifestyle – in a vibrant, caring and sustainable community.

Our Values

- Mutual respect for all people and cultures.
- Ensure staff and community safety.
- Efficient, effective and reliable service.
- Honest, open and accountable.
- Deliver on our Commitments.
- Improved Environmental Responsibility.

Our commitment to the Community

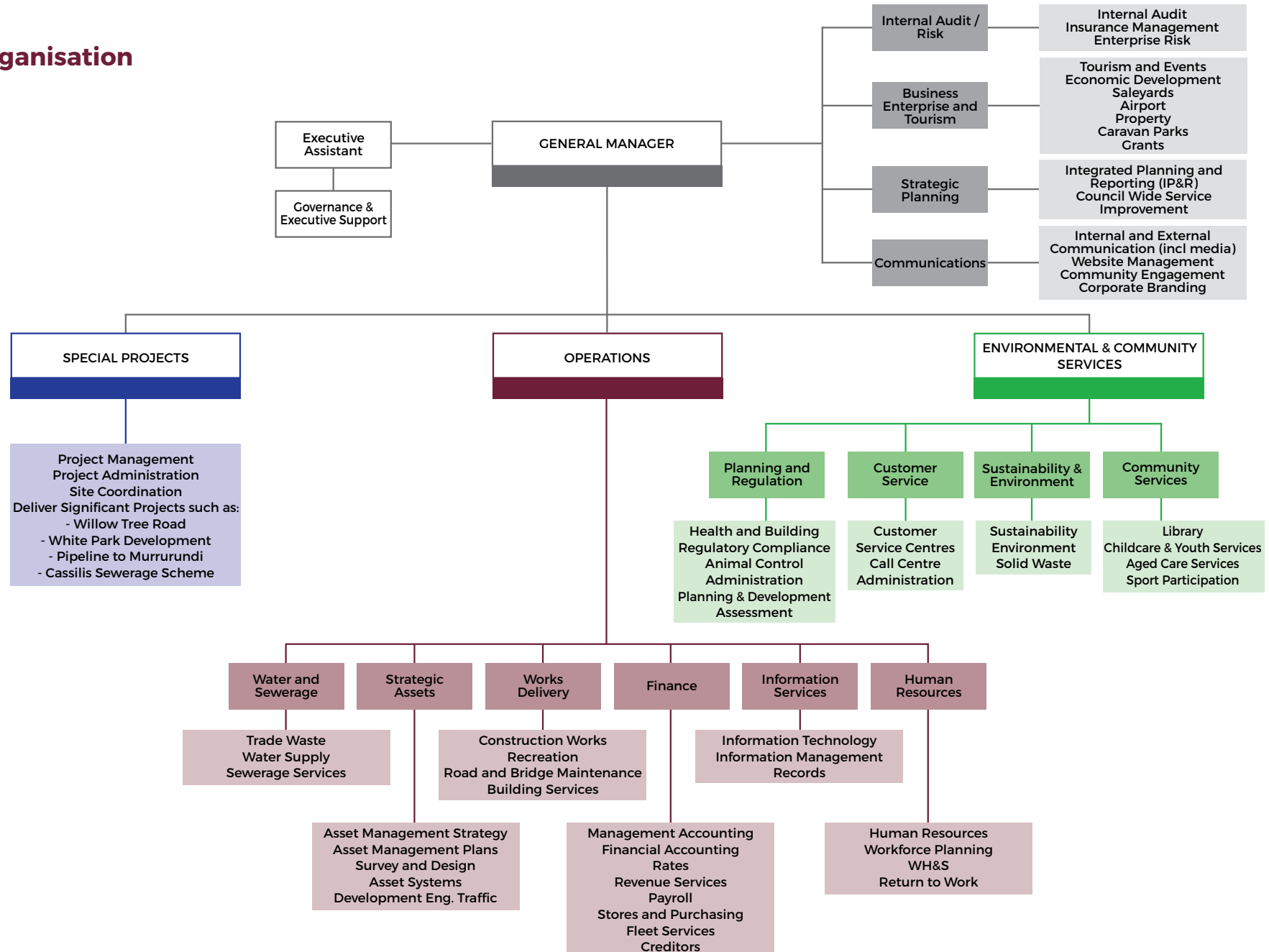
- We will deliver high quality, innovative, consistent and responsive services to the community.
- We respect the rights of everyone to be treated fairly.
- We will keep our community informed about Council services and financial position.
- We will continually strive to improve our services to the community and encourage community engagement.
- We will deliver increased effort in the protection of the environment.

Our commitment to each other

- We will conduct a safe, fair and open workplace where achievements are recognised and people are encouraged to develop personally.
- We will communicate openly and in clear and consistent language.



Our Organisation



PART 2 INTEGRATED PLANNING AND REPORTING (IP&R) AND COMMUNITY PRIORITIES

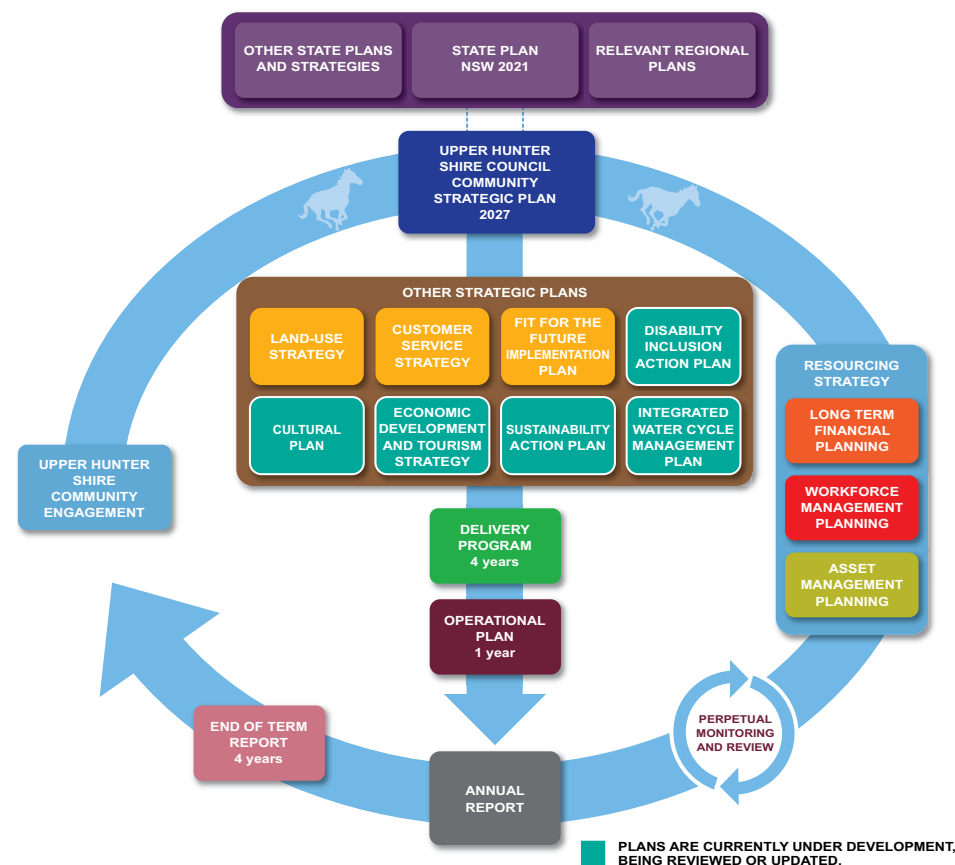
Our Integrated Planning and Reporting Framework

The Local Government Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable Local Government sector. The Local Government Act 1993 requires Council to work with the community to review the Community Strategic Plan and other documents within the Integrated Planning and Reporting Framework after the commencement of each four-year elected Council term.

Councils need to take a long term view and consider social, economic and environmental aspects and the needs of the current and future generations when making decisions. This underpins the Integrated, Planning and Reporting Framework. The importance of Civic Leadership and accountability and transparency in decision making should also underpin the Plan.

All NSW Councils are required to develop a Community Strategic Plan along with a Delivery Program (4 years) and Operational Plan (1 year). The CSP 2027 and its strategic objectives provide a foundation for our Delivery Program and Operational Plan. The Delivery Program and Operational Plan detail how each service addresses the CSP 2027 objectives, ongoing activities, priority projects and the strategies supporting this work.

These documents are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan, Asset Management Plans and Workforce Management Plan. In order to achieve the integration envisaged by the IP&R Framework, there is an alignment between the CSP 2027, Delivery Program, Operational Plan and the other key documents. This is identified on the Upper Hunter Shire Integrated Planning and Reporting Framework.



Our Integrated Planning and Reporting Framework - Colour Codes

Council's Integrated Planning and Reporting framework is colour coded and each of the key documents has a marking with the corresponding colour.

This alignment of Council's Key Plans is formed through the 11 Community Priorities and the 4 Key Focus Areas:

- Community Life;
- Built and Natural Environment;
- Economic and Infrastructure; and
- Leadership and Community Engagement



Delivery Program



Operational Plan



Long Term Financial Plan



Community Strategic Plan
CSP 2027



Asset Management Plans



Annual Report



End of Term Report



Other Strategic Plan



Community Priorities

The 11 Upper Hunter Shire Community Priorities represent what the Community believes to be the 10 most important priorities for the future and the final icon is to highlight the importance for Council to continue to be Fit for the Future.

Council and the Community will be able to clearly see how we are working to achieve each of the Communities Priorities, as the icons will link directly to Council's Key Focus Areas, Goals and Strategic Directions.

These will also link directly into Council's Delivery Program, Operational Plan and staff performance plans.

The Workforce Plan will ensure Council has a capable, motivated and skilled workforce to deliver the 11 Community Priorities.



Resourcing Strategy

Asset Management Strategy

The Asset Management Strategy identifies assets that are critical to the Council's operations and outlines risk management strategies for these assets. The strategy and plans also include specific actions required to improve the Council's asset management capability and projected resource requirements and timeframes.

Long Term Financial Plan

The Long Term Financial Plan projects financial forecasts for the Council for at least ten years, and is updated annually as part of the development of the Operational Plan. The Long Term Financial Plan is used by the Council to inform its decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.

Workforce Management Plan

Council's Workforce Management Planning considers what people with what skills experience and expertise are required to implement the Delivery Program and achieve the Community Priorities. It provides an opportunity every 4 years to plan adjustments to the workforce to meet changing priorities and take into account new technologies.



PART 3 WORKFORCE PLANNING PROCESS

The Workforce Planning Cycle

A review of the current Workforce Management Plan has been carried out. This included, workshops with line managers and directors from each department, and a desktop review of available documentation, key stakeholders were identified; consultation with the stakeholders and function experts took place onsite between October to December 2016. The information gathered through these processes revealed common themes with respect to organisation strengths, gaps, opportunities, potential risks, corporate capabilities, key focus areas and workforce planning tools.

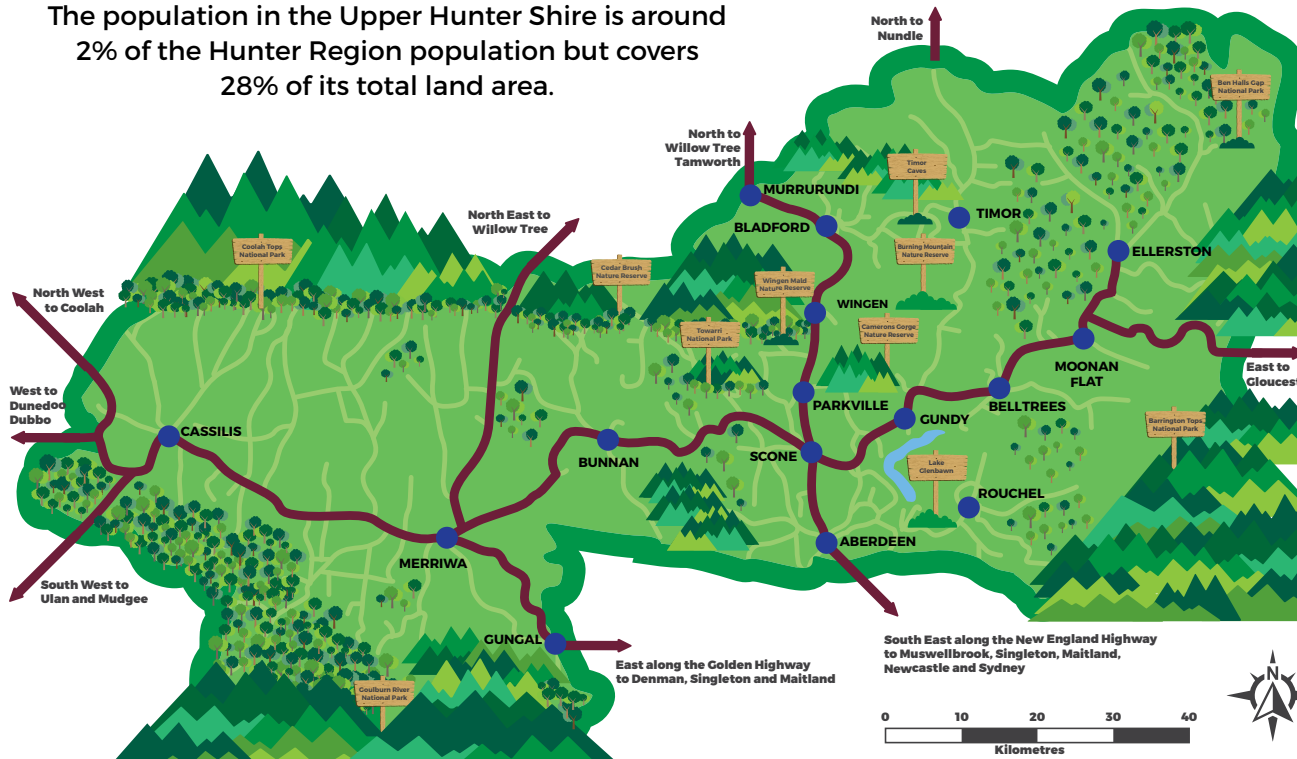
During development of the Workforce Plan it was assessed against the CSP 2027, Delivery Program, Asset Management Plans and Long Term Financial Plan to determine how it could best support and contribute to the achievement of Council's strategic and organisation priorities.



Our Shire

The Upper Hunter Shire is located in the Hunter Region of NSW and has a total land area of 8,100 square kilometres.

The population in the Upper Hunter Shire is around 2% of the Hunter Region population but covers 28% of its total land area.



Core Business Functions

Council's core business continues to be:

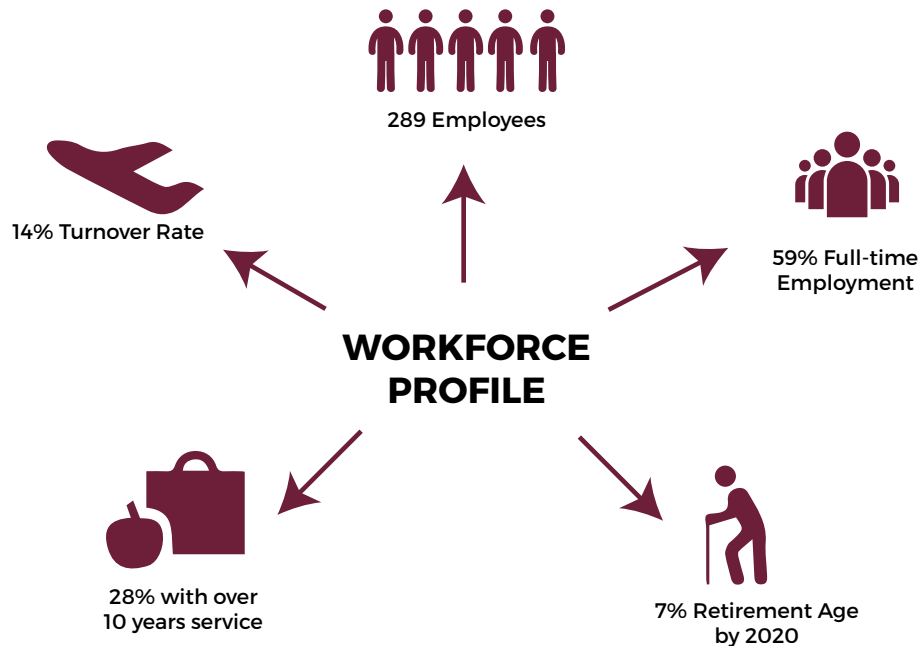
- The provision and maintenance of the roads system throughout the Shire.
- The provision of water, sewer and waste services for its residents.
- The provision of planning, building and regulatory services.
- The development and maintenance of recreation, sporting and cultural facilities, libraries, saleyards and airport.

Council Manages

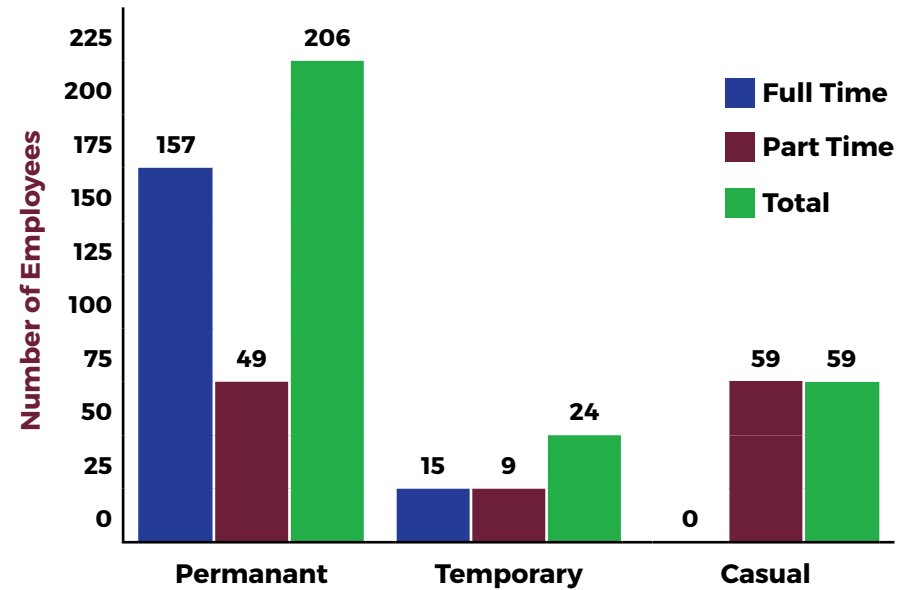
- 3 Council Branch Offices
- 8 Community Halls
- 5 Public Library Branches
- 3 Public Swimming Pools
- Youth
 - 3 Youth Centres
 - Early intervention services including:
 - Family and youth support
 - Skills groups
 - Counselling
- 3 Approved Children's Education and Care Services
 - The Early Learning Centre (ELC) Long Day Care
 - Family Day Care (FDC)
 - Scone Out of School Hours / Vacation Care Program (SOOSH)
- 17 Independent Living Units
- 1 Aged Hostel
- 2 Low Income Units
- 3 Animal Shelters
- 5 Waste depots
- More than 119 hectares of sports ground

Current Internal Environment

Workforce Profile



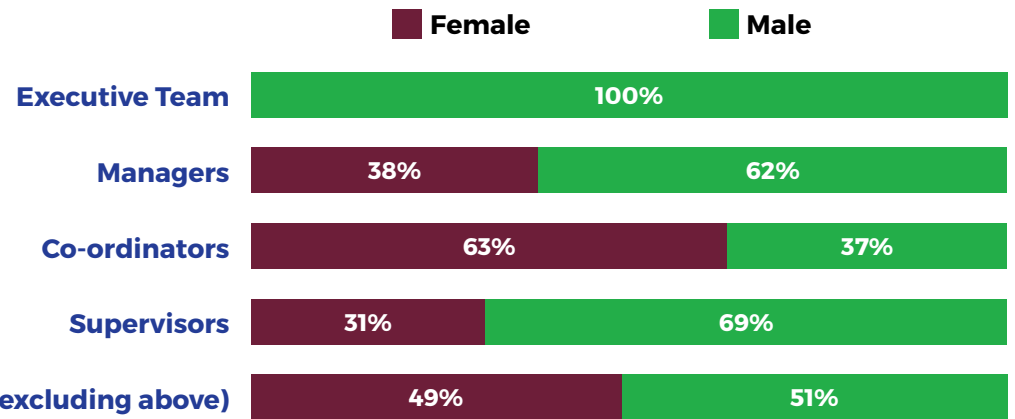
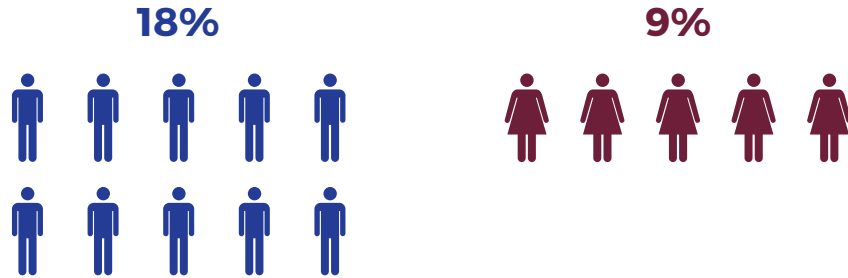
Employment Profile



No formal succession planning



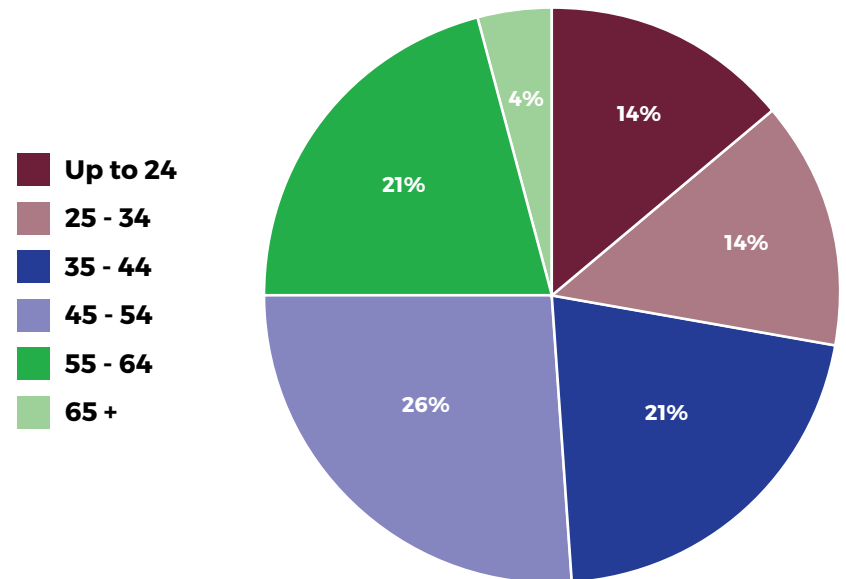
Turn Over Rate



Gender Percentages



Age of Employees



Lower median sick leave average compared to other NSW Councils

An analysis of our current workforce was undertaken using data from the following sources: PWC's Australasia LG Performance Excellence Programs, Council Statistics and ABS 2016.



External Environment

National Influences and Trends

NSW Local Government Reform

Attraction, retention and development of staff emerged as issues to be addressed by the sector at the Destination 2036 workshop in 2011. The Destination 2036 Action Plan then proposed a number of workforce-related actions to “establish local government as an employer of choice” and to “encourage and facilitate innovation”.

The NSW Independent Local Government Review Panel also acknowledged the importance of attraction, retention and talent management of staff and the need for the sector to have quality leadership and management programs.

The NSW Local Government Workforce

Approximately 45,000 FTE (full time equivalent) staff work in local government in NSW. NSW councils are diverse in geographical size, population and cultural mix, rates of growth and functions performed. Many are significant local employers, offering jobs in a wide range of occupations. Yet most councils face similar workforce challenges as they compete for labour drawn from within and outside their local areas.

In research undertaken with NSW councils in November 2015, the greatest challenges facing councils in developing their workforce for the future were (in descending order):

1. Ageing workforce
2. Uncertainty due to possible future local government reforms
3. Skills shortages in professional areas
4. Limitations in leadership capability
5. Gender imbalance in senior roles

6. Lack of skills and experience in workforce planning
7. Lack of workforce trend data
8. Difficulty in recruiting staff
9. Resistance to more flexible work practices
10. Lack of cultural diversity

Our Workforce Planning Framework

The Office of Local Government’s NSW Local Government Workforce Strategy 2016-2020 (the NSW Workforce Strategy), derived from the National Local Government Workforce Strategy 2013-2020 (the National Strategy), has informed the framework adopted by Council for the 2017-2020 workforce planning review. Both approaches share the same broad vision to ensure local government has:

- The workforce capability it requires for a productive, sustainable and inclusive future.
- The capacity to develop and use the skills of its workforce to meet the needs and aspirations of its communities.

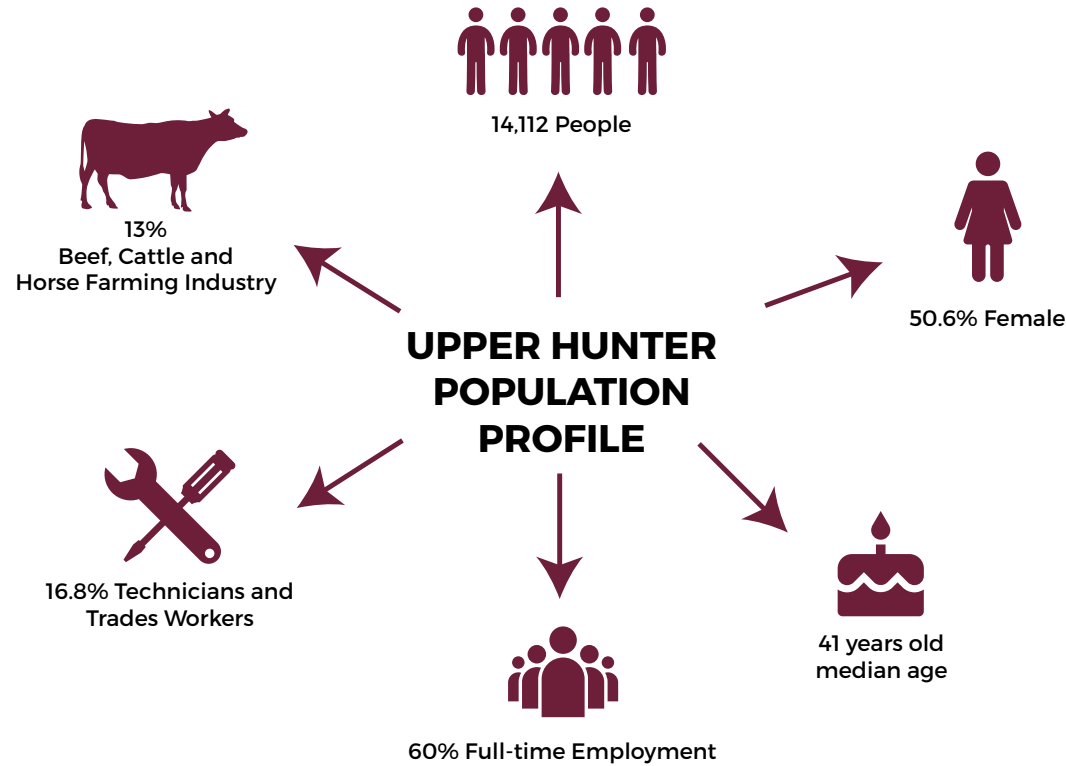
Relevant National Issues

The relevant national issues include:

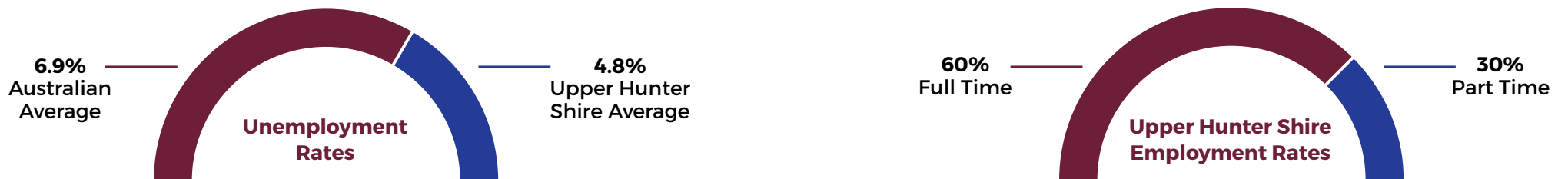
- Ageing population / workforce
- Generational change and expectations
- Change in patterns of work; and
- Skills shortages



Upper Hunter Local Government Area Profile



National Workforce Trends



Moving into the Future

Challenges and Opportunities

Strengths

- Established core HR frameworks and policies
- A workforce that is proud of what it does
- Invested in staff surveys and focus groups to address organisational issues
- Introduction of salary system
- Job evaluation of core roles
- Investment in leadership development critical for future state
- Reasonably stable Industrial Relations climate
- Established EEO/Diversity Plan

Gaps

- Readiness for future
- Change resistant in some areas - Silo's/mindset
- Business systems – not cohesive – IT strategy
- Under resourced in some areas – no back up
- Civil Works area – Professions such as project managers and entry level field staff (Labourers)
- Skills/Capabilities gap analysis and succession plans
- Recruitment process and Retention strategies

Opportunities

- Develop internal labour market – ready, capable and willing
- Encourage team based work to reduce silo's
- Promote UHSC for young people (e.g. "Training Platform")
- Apprentices/Traineeships
- Reinforcing Health and well-being programs for new and existing staff
- Retraining mature workers into the future
- Non-salary incentives
- Skill/knowledge sharing with other Councils
- Access to external funding sources to supplement/complement WFP initiatives
- Total Reward Offering (TRO)

Potential Risks

- Long term financial sustainability and re-funding for areas (e.g. Aged Care)
- IT strategy/funding
- Retention of current critical staff
- Ability to react to legislative changes for existing workforce (e.g. planning, funding required)
- Loss of funding – Community Services, Water and Sewer, RMS
- Skills Shortage – Project Management and entry level field staff
- Attracting skills to meet legislative requirements – Youth Services, ELC



The Workplace in 2027

- Ageing population but people work longer and retire later
- Increasing workplace diversity as generations collide
- Focus on new technologies, data analytics and social networks
- Traditional career models and job for life will be phased out
- Employees will have diversified careers
- Talent will demand mobility and flexibility
- New roles and job titles will emerge – automation will make some jobs obsolete
- Rise of part-time, freelance and contract work – portfolio careers will replace full-time employment

How we get there

As part of the review process future critical knowledge, skills and capabilities were identified for Council to consider:

- Upskilling or buy-in of Project management (core principles);
- Positions with a supervisory accountability – upskilling through Leadership Development Program and or on the job training with coaching;
- Corporate learning & development Matrix reflecting people capability/skills and gaps to enable future planning;
- IT strategy - Systems thinking approach to work, decision-making, planning and process development; and
- Performance planning, development and management to be streamlined and incorporated as a key element of Leadership Development Program.

Delivering and Monitoring the Plan

Council will undertake the following activities to implement and monitor the Workforce Management Plan:

- Preliminary review of Plan every 12 months;
- Review every 4 years and report to Council.



PART 4 WORKFORCE ACTION PLAN 2017/2018 - 2020/2021

Ownership and Accountability

Human Resources Manager is accountable for monitoring progress, facilitating implementation, reporting and review and update of Plan.

Senior Management Group (SMG) owns and is accountable for the workforce plan; it is the final decision-maker with respect to priorities, amendments and resource allocation.

The Management Team is accountable for contributing to the identification of key workforce planning issues and utilising the tools of the workforce plan to lead and manage the workforce.

The Workforce is accountable for working within the policies and frameworks of the workforce plan and actively and positively contributing to a culture of commitment, cohesion and service by being ready, willing and capable of delivering efficient and effective services.

Internal and External Stakeholders such as employer associations, unions, employee committees of Council, funding bodies, workers compensation insurers, WorkCover etc. will be actively and genuinely encourage to be involved with the implementation of the Workforce Action Plan 2017/2018-2020/2021, as appropriate and practicable. Council is committed to communicating with key stakeholders.



Workforce Strategic Action Plan Goals

The Workforce Action Plan Strategic Goals are:

- 1. Adopt a planned, effective and considered approach to resourcing Council functions** – All resourcing options are taken into consideration throughout Council's project and function planning process. Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.
- 2. Create and empower sustainable leadership pathways** – Council's workforce now and over time is ready, willing and capable of delivering efficient and effective services.
- 3. Invest in skills for a contemporary workforce** – Council encourages upskilling and professional career development through structured pathways to retain resources now and into future.
- 4. Harness resources for future workforce** – Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.



Workforce Action Plan 2017/2018 – 2020/2021

Goal 1 - Adopt a planned, effective and considered approach to resourcing Council functions

STRATEGY	ACTIONS	PERFORMANCE INDICATORS
The recruitment strategy attracts a diverse pool of candidates.	Develop an employment brand for UHSC (i.e. Employee Value Proposition).	<ul style="list-style-type: none"> • Increased number of suitable candidates. Minimal positions require re-advertising average <10% per annum • Increase in acceptance rate of preferred applicants average 90% per annum
	Review recruitment procedures and guidelines, including the platforms and channels for attraction of a diverse talent pool and the balance between requirements for generalist skills versus specialist local government skills.	
	Promote and educate community on opportunities/ benefits of employment at the Council such as flexibility of work practices.	
Ensure all resources options are considered and utilised where appropriate.	When undertaking organisational and project planning, all resourcing options are considered.	<ul style="list-style-type: none"> • Documented review of all resourcing options for major projects. • Documented service reviews completed, minimum 2 per annum.
	Undertake regular service reviews of high cost services and investigate alternative delivery methods.	
The retention strategy supports the creation of an inclusive and engaged workplace.	Implement an on-boarding program that covers new employees' first 12-24 months with the organisation and includes induction, probation, core training and development and performance feedback and support.	<ul style="list-style-type: none"> • Maintain an annual turn over rate of <15%. • Increased engagement of employees as measured by periodic survey • Number of departures within first and second year of service, less than 10%
	Review models of work and employment that may assist Council during peak periods or for project based work.	
	Foster collaborative relationships with other councils. Further utilise and secondment opportunities and investigate skill and resource sharing options.	
	Maintain staffing resources across rural centres as per allocated core numbers.	



Goal 2 - Create and empower sustainable leadership pathways

STRATEGY	ACTIONS	PERFORMANCE INDICATORS
<p>Line leadership is the principal motivating force for the organisation in accomplishing its strategic, operational and organisation goals.</p>	<p>Identify and provide development opportunities to a diverse cohort for the next generation of emerging leaders within the organisation.</p>	<ul style="list-style-type: none"> • 100% of current leaders participate in leadership development workshop • 25% or greater reduction in the number of grievances • Increased collaboration between management levels
	<p>Develop and implement a resource kit that supports line leaders' understanding and undertaking of their people and business management accountabilities, including:</p> <ul style="list-style-type: none"> • Employee performance management; • Budget monitoring and reporting; • WHS and injury management; and • General project management principles. 	
	<p>Implement leadership forum meetings for information sharing and skills development.</p>	
<p>Succession planning is future-focused and ensures the organisation is well placed to manage its corporate knowledge and continue to offer efficient and effective services.</p>	<p>Identify positions that are deemed critical to strategic and central objectives.</p>	<ul style="list-style-type: none"> • Identify critical and central strategic positions and critical people by April 2018. • The succession management plan is submitted to SMG by May 2018 for approval • The succession management plan is implemented by 30 June 2018 and reported on at SMG on annual basis
	<p>Identify 'critical people' in organisation.</p>	
	<p>Develop succession management plan for positions that are critical to strategic or central to objectives.</p>	
	<p>Implement succession management plan.</p>	



Goal 3 - Invest in skills for a contemporary workforce

STRATEGY	ACTIONS	PERFORMANCE INDICATORS
<p>The employee performance framework is aligned to the organisation's goals and clearly communicates and reinforces performance expectations.</p>	<p>Revise all job descriptions so that core accountabilities, knowledge, skills and attributes are aligned to organisational goals and accurately described. Incorporate Local Government Capability Framework.</p> <p>Develop a new skills and performance review system that clearly outlines skill requirements and performance expectations. Incorporate Local Government Capability Framework.</p> <p>Implement a performance development, support and improvement framework to assist staff positively contribute to the organisation.</p>	<ul style="list-style-type: none"> • All supervisors and co-ordinators and managers trained in utilising the new review system. • Reviews undertaken within the required timeframe • 100% of staff not meeting expected standard of performance improvement plan in place. • Maintain an average of less than 5% of staff not meeting performance expectations.
<p>The talent development program supports the proactive acquisitions of organisationally critical skills, knowledge and attributes to ensure the workforce is ready, willing and capable of delivering efficient and effective services for the future.</p>	<p>Create position and organisational skills/capability matrix that concentrates effort on critical knowledge, skills and attributes that will be required over the next four years.</p> <p>Develop and implement a talent development program that includes:</p> <ul style="list-style-type: none"> • Talent acquisition through traineeships, internships, apprentices or graduates; • Talent growth through up-skilling, cross-skilling, multi-skilling and retraining the workforce; and • Target skill shortages for entry level core field employees (e.g. Labourers) 	<ul style="list-style-type: none"> • Positioned organisational skills / capability matrix completed by June 2018 updated and renewed annually. • Talent development program commenced at the end of 2018. Ongoing implementations.



Goal 4 - Harness resources for future workforce

STRATEGY	ACTIONS	PERFORMANCE INDICATORS
The ageing workforce strategy assists mature workers remain productive, contributing members of the organisation.	Tailor leave management and flexible work arrangements to meet mature workers' and Council's needs.	<ul style="list-style-type: none"> Individual knowledge transfer plans developed for key mature staff Implement onsite information sessions and financial management for mature workers Review of leave practices and policies to ensure they adequately support flexible working arrangements for mature workers
	Provide access to local government financial and superannuation advisors.	
	Focus mature worker effort on knowledge transfer, on-the-job training, mentoring and coaching for positions identified as critical or central to strategic objectives.	
The workplace is committed to the organisation's goals and values and motivated to contribute to its success, at the same time as enhancing the sense of well-being.	Promote and increase awareness of Council's organisational values and goals.	<ul style="list-style-type: none"> Increased engagement of employees as measured by periodic survey Decrease in sick leave taken
	Further emphasis and enabled organisational goals and values in Council processes such as induction on boarding, learning and development, performance management.	
	Develop and implement a well-being programs focused on education and awareness of critical well-being risks.	
The Workforce Plan informs the Long Term Financial Plan, supports the Asset Management Plan, and facilitates the achievement of the objectives of the Delivery Program.	Monitor and account for material changes to the LTFP, AMP, Delivery Program or organisation and adjust workforce plan actions accordingly if applicable.	<ul style="list-style-type: none"> Preliminary review of plan every 12 months
Embrace digital technologies to support future and enhance workplace practices	Increase usage and implementation of mobile digital devices and technology.	<ul style="list-style-type: none"> Increase in number of staff with access to digital devices and technology.
	Investigate digital applications and technologies designed to improve work practice.	

