

# *Workforce Management Plan*




2021/22 - 2025/26

Hunter's Hill Council

MAY 2021



An aerial photograph of a city is shown with a semi-transparent yellow overlay. A white rectangular box with a thin black border is centered on the page. On the left side of this box, there is a horizontal yellow bar. Inside the white box, a quote is written in black text, and below it, the name and title of the speaker are listed in all caps.

“As an organisation, we recognise there is a need to change. What we were doing was not sustainable..we have been on a 24 month journey and transition to ensure we remain sustainable and thrive into the future.”

**LISA MISCAMBLE  
GENERAL MANAGER**



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# INTRODUCTION

We are committed to sustainably planning for the future of the Hunters Hill and Council does this by working directly with the community & other key stakeholders.

Hunter's Hill Council's Workforce Management Plan 2021/2022-2025/2026 (the Plan) establishes a whole-of-Council approach to building and maintaining a high-performing, diverse and flexible workforce. The Plan provides a strategic and integrated approach for our workforce planning and management, enabling us to plan and develop workforce capabilities.

The Plan is built on the foundation of the State Government's Integrated Planning and Reporting Framework requirements. The objectives and strategies identified in the Workforce Management Plan support the delivery of our Community Strategic Plan and Delivery Program.





# What are the 4 key actions?

**1** Attract, build & retain skills, expertise & talent

**2** Embrace data, technology & flexible & responsible workforce models

**3** Provide strong leadership

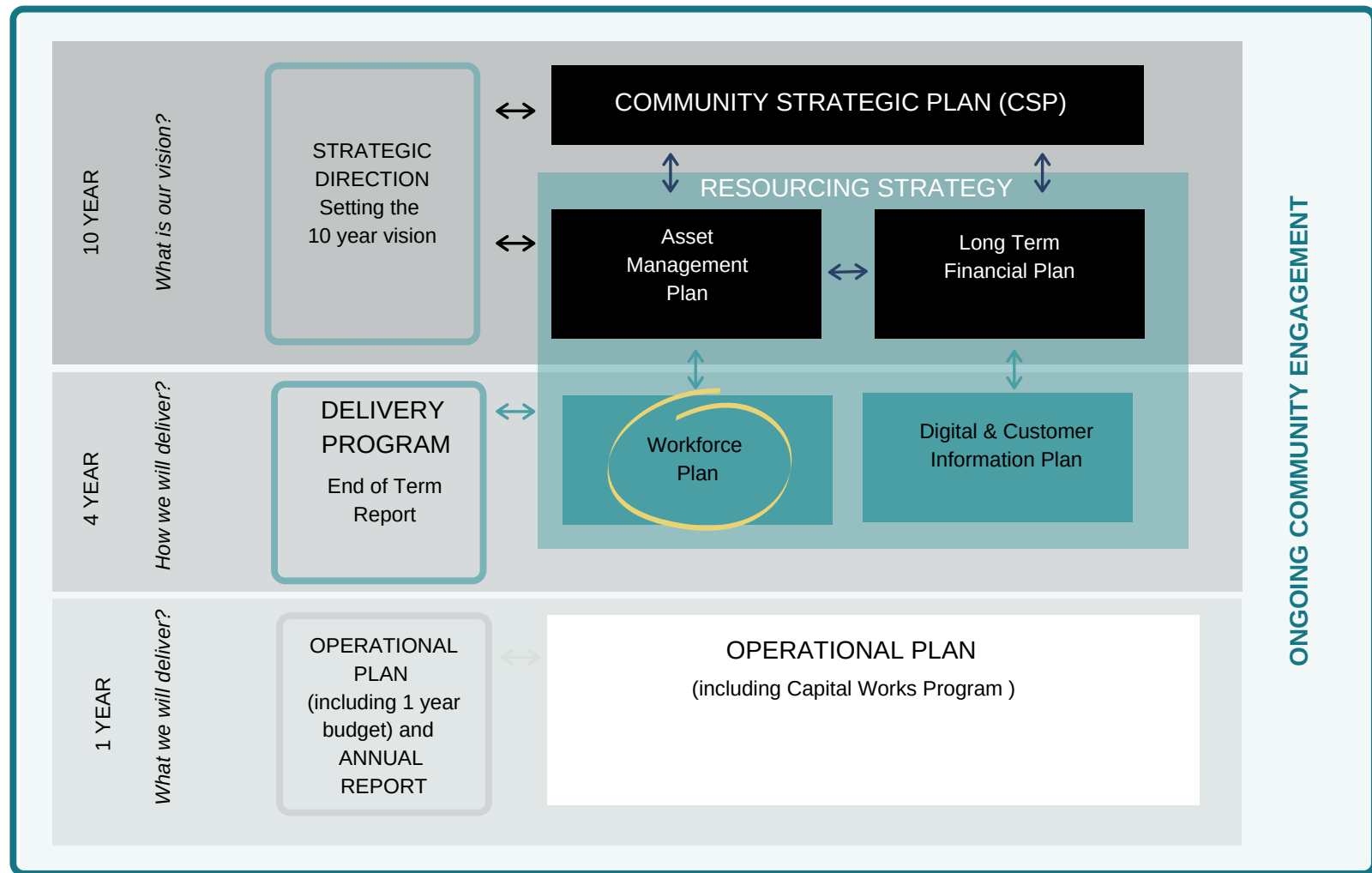
**4** Ensure a safe & healthy workplace

# Where does the Workforce Management Plan fit in IP&R?

1

2

3



# Our workforce management plan objectives

- 
- To have appropriately qualified and experienced employees and talent onboard to deliver its strategic and operational objectives**
  - To be responsive to changing business needs, challenges and possibilities**
  - To build, retain and share corporate knowledge**
  - To make workforce decisions that are evidence-based**
  - To link individual performance to the delivery of the Community Strategic Plan**
  - To foster an agile, high performance culture and shared goals**
  - To provide diversity in our workplace**



# S

- engaged community
- high volunteer participation
- multitasked workforce
- innovative culture
- agility
- our size - we are relatable and scalable

# Identifying our directions

# W

- budget constraints
- skills gap
- resources
- ageing assets
- succession planning



# O

- partnerships & collaborations
- great opportunities
- shared services
- integration of IT systems
- staff development opportunities
- digital transformation

# T

- financial sustainability
- competitive market for talent
- loss of skilled workers/corporate knowledge due to ageing workforce
- technological change
- labour shortage
- legal or regulatory changes

# IDENTIFYING OUR WORKFORCE GAPS

EXPECTATION OF  
HIGHER PAY IN A  
COMPETITIVE  
MARKET

CAREER  
PATHWAYS  
WITHIN THE  
ORGANISATION

SUCCESSION  
PLANNING

SKILLS GAPS IN  
AREAS SUCH AS  
PROJECT  
MANAGEMENT  
AND PROPERTY

RETENTION OF  
CRITICAL STAFF  
DUE TO  
EXTERNAL  
PRESSURES

The Workforce Management Plan has been developed following analysis of the following:

- results from staff survey
- analysis of our SWOT
- analysis of demographic
- identification of critical roles within Council
- analysis of internal and external impacts
- strategic planning workshops



# ANALYSING OUR CRITICAL ROLES

As a service based industry, the highest determinant of the quality of our service is our people - our workforce.

Valuable and unique skills need to be nurtured over time, given that they take some time to acquire or develop.

We have identified roles and will invest in the education, training and development of these skills. The following critical roles have been identified within Council:

- Environmental Health – labour market tensions
- Strategic Planner – labour market tensions
- Town Planners – labour market tensions
- Engineers – labour market tensions
- Rates Officers – niche market

Other priorities that we will need to address include:

- managing an ageing workforce
- skills shortages
- work/life balance expectations
- workforce diversity
- technological change

We have developed a range of strategies to attract talent to fill these positions and retain other critical roles identified.



# STRATEGIES TO ADDRESS OUR CRITICAL ROLE SHORTAGES


Addressing challenges and optimising opportunities for our future workforce will be achieved by:

- ensuring we have the right people at the right time doing the right jobs
- keeping up with new technologies
- capitalising on our size as an incubator for innovation
- closing the skills gap
- fostering collaboration
- maintaining a focus on health and wellbeing
- creating a great place to work through fostering a healthy workplace culture

Hear from some of our Team about why we are a great place to work:  
<https://youtu.be/kEgyRx6Waqc>

Our Works Team video: <https://youtu.be/Z2v0pR7zxcg>





“Our digital transformation is an enabler which allows Council to free staff to focus on more strategic and value add work, rather than transactional and manual processes.”

**ROSANNA GUERRA**  
**MANAGER, PEOPLE & CULTURE**

The profile and demographics of our workforce has shifted markedly in recent years. Although the proportion of Council employees aged 35 and over has increased, the generations these employees represent have changed and will continue to change.

By 2024, it is predicted that 50% of our workforce will represent Gen Y and Z, the digital natives.

The profile of our workforce and the types of work we engage in will continue to evolve.

The average age of the Hunter's Hill Council workforce is 48 years of age.

Younger workers are critical to a sustainable Council. Attracting and retaining women and people from culturally diverse backgrounds is also important.

Programs to promote a diverse workforce are outlined in our [Equal Employment Opportunity Plan](#).



# Our changing profile



# OUR CHANGING WORKPLACE



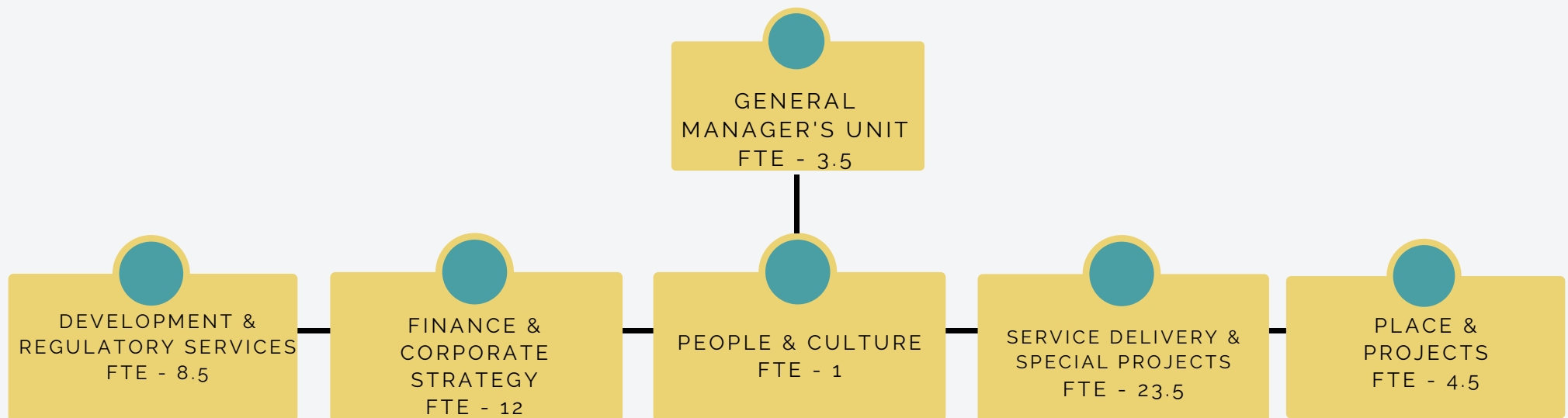
The work our employees perform continues to be diverse. Each day, our staff deliver services and programs, provide policy advice, regulate legislation and manage resources that touch upon many aspect of the lives of our customers.

The following chart breaks down our workforce across the organisation.

# Our organisational structure

The diagram below shows current functional reporting lines. However, we are one organisation and operate through cross-functional teams to deliver high quality services and projects. We have a total of 55 full-time equivalent staff.

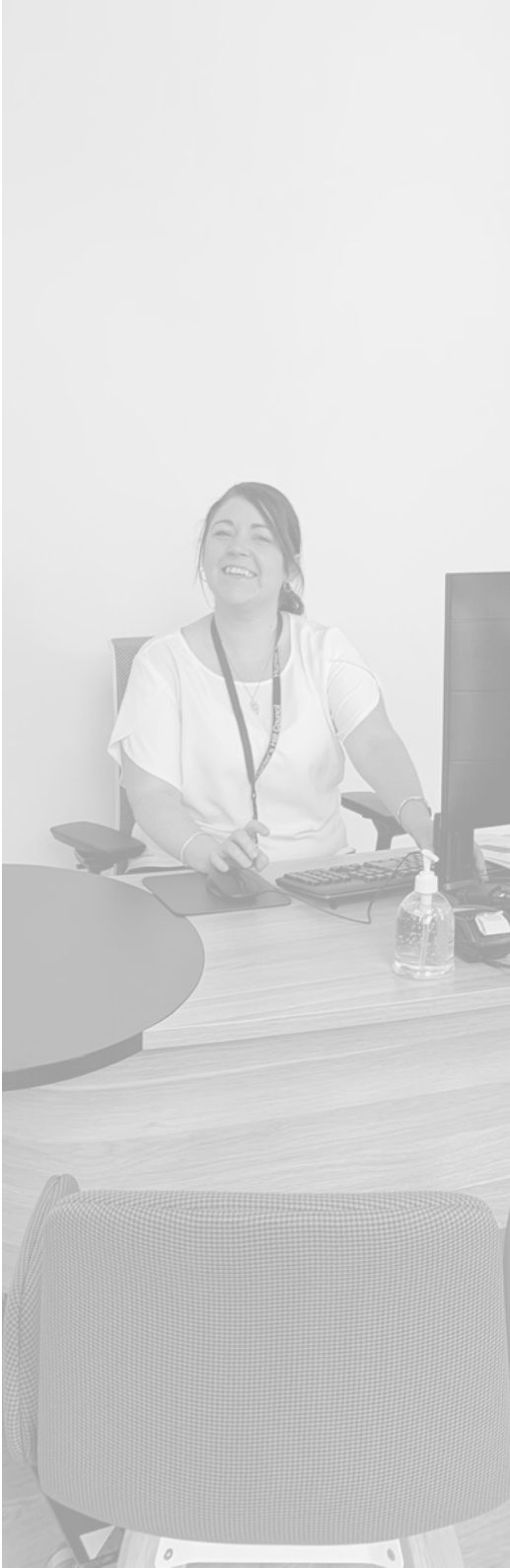
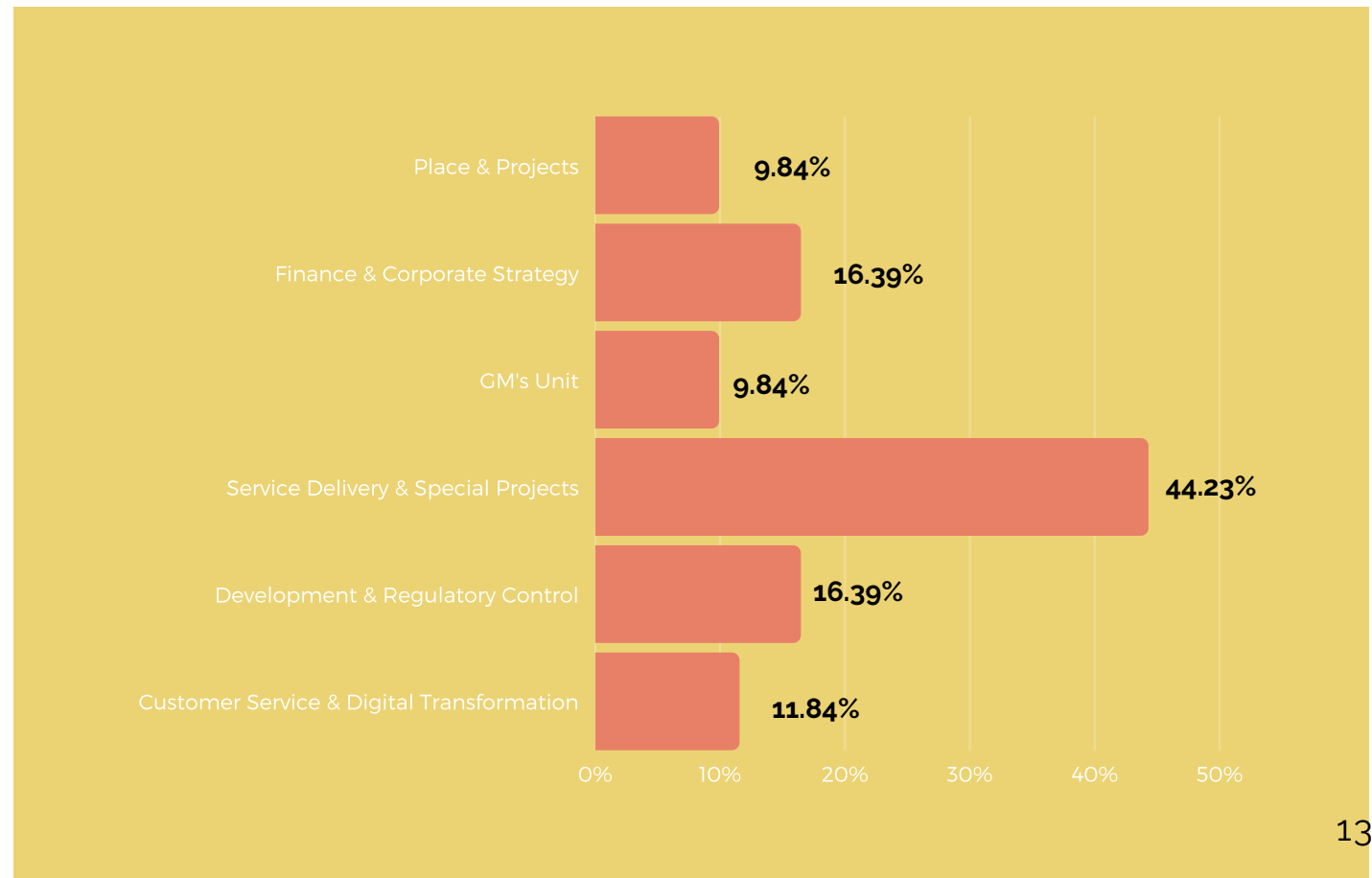
As an agile and productive organisation, we must continue to review and adapt the structure to meet the changing needs and expectations of our people and of our evolving community.



# OUR ORGANISATION

Given our size, our people need to be multi-disciplined and undertake a diverse range of tasks. Unlike larger Councils, we do not have specialised roles. Each day, our staff deliver services, programs and projects that touch upon many aspects of the lives of our community.

The following chart shows the distribution of our workforce across the organisation, which is reflected in the actions in our Delivery Program and Operational Plan.







## WHO WE ARE

19.12%

Part time employees

67.64%

Full time employees

13.23%

Casual employees

48%

Females

40%

Culturally &  
Linguistically Diverse

23.53%

Born after 1977

7.35%

Born after 1995



# WE ARE SUSTAINABLE AND THRIVING

50%

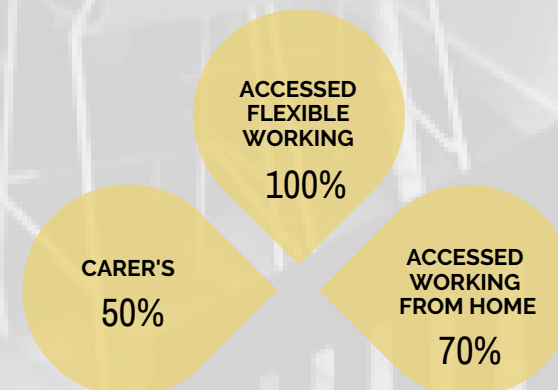
Managers are female



## FLEXIBILITY

In order to attract and retain skilled staff, we provide a number of benefits such as working from home opportunities, flexible working hours and foster a healthy workplace culture.

The percentage of employees who have utilised Council's flexible workplace options are highlighted below:



# OUR VALUES

H

## HONESTY

Being open and honest with each other

E

## EXCELLENCE

Striving for excellence in all situations

A

## ACCOUNTABILITY

Doing what we say we will do and owning it!

R

## RESPECT

Treating each other with respect at all times

T

## TEAMWORK

Working together!





*Our Workforce Management  
Action Plan*

# What are our key strategies?

**1** Establish Council as an employer of choice

**2** Provide professional learning & development opportunities for all staff

**3** Prioritise staff safety, health & wellbeing

**4** Strengthen workplace diversity

**5** Plan for our future workforce





# Strategy 1

## Establish Council as an employer of choice

### OBJECTIVES

Foster a culture of respect, harmony and equity

Attract expertise, the right skill and talent to our workplace

Ensure our work practices reflect the measures outlined in our service standards

### ACTIONS

- Conversations with employees to understand their needs and seek their input on making things better
- Distribute annual employee engagement surveys and action plans
- Workshops on Council's Respectful Workplace program

- Promote local government as a desirable and progressive career path where you can make a difference
- Partner with universities and colleges to promote our Council as a great place to work and grow your career
- Partner with industry advertising agencies
- Continue with training programs
- Pilot video used for branding and recruitment

- Embed Council's service standards into work plans
- Conduct a training needs analysis and document any gaps in performance in staff training plans

### SOURCE DOCUMENTS

- Culture and Engagement Plan
- Respectful Workplace Program
- Annual Engagement Survey Action Plan

- Staff Workplans
- Staff Development Plans
- Council's Service Standards

# Strategy 1

## Establish Council as an employer of choice

### OBJECTIVES

Challenge traditional work practices, embrace innovation, flexibility and equal opportunity

Reward employees for excellent performance

### ACTIONS

- Promote a work environment that recognises the need to achieve work / life balance
- Provide EEO training annually and upon commencement
- Council's induction program module on EEO

- Promote innovation and new ideas across the organisation and reward staff who use their initiative
- Conduct the Employee of the Quarter recognition program

### SOURCE DOCUMENTS

- EEO Policy and Plan
- Update Council's Flexible working policy to reflect contemporary work practices

- High Performance Pay Policy

# Strategy 2

Learning & Development Programs are linked to our strategic objectives and digital strategy

## OBJECTIVES

## ACTIONS

## SOURCE DOCUMENTS

Deliver a blended learning culture that combines on the job learning with formal training

- Provide opportunities for staff to learn in the workplace by working on projects
- Develop a buddy/mentor program
- Integrate Council's training program and budget to Council's delivery plan actions

- Learning & Development Policy & Plan
- Higher Grade Policy

Develop and implement a leadership framework

- Identify employees to participate in a Future Leaders/Management Development program
- Identify leadership qualities and develop a program to enhance skills across the organisation
- Implement management training for all supervisors
- Include in the next Staff Engagement Survey questions on leadership skills and modelling

- Staff Engagement Survey results

Develop employee skills to ensure the delivery of Council's Community Strategic Plan objectives

- Develop and implement a suite of programs to support and strengthen Council's capacity to deliver excellent services to our community
- Deliver project management training
- Prepare and deliver training programs to support our digital transformation

- Learning & Development Plan

# Strategy 2

Learning & Development Program is linked to our strategic objectives and digital strategy

## OBJECTIVES

Challenge traditional work practices to ensure future outcomes are relevant and contemporary

Actively review and seek feedback on our performance embedding a culture of process improvement

Implement a "Grow our Own" strategy

## ACTIONS

- Conduct a training needs analysis during performance reviews
- Implement Council's Learning and Development Strategy

- Develop a Business Excellence Framework
- Directors, managers and project leaders to provide feedback to teams and debrief on lessons learnt to promote continuous improvement
- Encourage a workplace where staff are comfortable seeking feedback and implementing key learnings
- Undertake annual performance reviews

- Nurture the talent of high performing individuals across all levels of Council, supporting their potential as future leaders
- Promote the External Studies program

## SOURCE DOCUMENTS

- Learning & Development Plan

- Individual learning and development plans



# Strategy 3

## Prioritise staff health safety & wellbeing

### OBJECTIVES

### ACTIONS

### SOURCE DOCUMENTS

<p>Promote a workplace culture that identifies and address risks in all facets of work</p>	<ul style="list-style-type: none"> <li>Facilitate risk assessments across Council and ensure they are kept up to date</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management Policy</li> <li>Risk Management templates</li> </ul>
<p>Continue to promote a safe working culture as our key priority</p>	<ul style="list-style-type: none"> <li>Ensure members of the WHS Committee are regularly trained</li> <li>Implement training program on WHS</li> <li>Promote WHS initiatives in toolbox talks and monthly staff newsletters</li> </ul>	
<p>Ensure health and wellbeing initiatives are relevant to Council's diverse workforce needs</p>	<ul style="list-style-type: none"> <li>Identify requirements through tool box talk meetings and WHS Committee meeting</li> <li>Respond to WHS needs immediately</li> <li>Ensure correct PPE and equipment is provided as a priority</li> </ul>	<ul style="list-style-type: none"> <li>WHS Policies &amp; Procedures</li> </ul>
<p>Value and look after our own and our colleagues' physical and mental wellness</p>	<ul style="list-style-type: none"> <li>Foster the HEART values</li> <li>Implement a program of activities each year that promote health &amp; wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Mental First Aid Officers</li> <li>Health &amp; Wellbeing program</li> </ul>

# Strategy 3

## Prioritise staff health safety and wellbeing

### OBJECTIVES

Value the contribution of Council's ageing workforce and continue to support these employees through potential new career paths and retirement transition initiatives

### ACTIONS

- Develop a transition to retirement program
- Organise health checks for workers over 65

### SOURCE DOCUMENTS

- Transition to retirement program

# Strategy 4

## Strengthen workplace diversity

### OBJECTIVES

### ACTIONS

### SOURCE DOCUMENTS

<p>Develop and implement initiatives to increase the number of *Gen Y and millennial employees</p>	<ul style="list-style-type: none"> <li>• Partner with organisations such as UTS, My Gateway to enable pathways for younger people into local government</li> <li>• Increase entry level and youth employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• EEO Plan</li> </ul>
<p>Promote local government to the broader community as a desirable and progressive career path where you can 'make a real difference'</p>	<ul style="list-style-type: none"> <li>• Increase branding awareness through social media and partnerships with LGNSW</li> <li>• Offer a work experience program for high school students</li> </ul>	<ul style="list-style-type: none"> <li>• EEO Plan</li> </ul>
<p>Challenge traditional work practices to embrace innovation, flexibility and equal opportunity</p>	<ul style="list-style-type: none"> <li>• Implement initiatives outlined in the EEO Plan</li> </ul>	<ul style="list-style-type: none"> <li>• EEO Plan</li> </ul>
<p>Develop and implement initiatives that attract and retain employees who identify as Aboriginal/Torres Strait Islander</p>	<ul style="list-style-type: none"> <li>• Increase representation of employees who identify as Aboriginal/Torres Strait Islander</li> </ul>	<ul style="list-style-type: none"> <li>• EEO Plan</li> </ul>

# Strategy 4

## Strengthen workplace diversity

### OBJECTIVES

### ACTIONS

### SOURCE DOCUMENTS

Provide career pathways for staff with a focus on trades and building capability

- Promote the available external training program

- Training plan
- External training program

Develop and implement initiatives to provide career development paths for women with a focus on engineering, trades, management and town planning

- Meet local government benchmarks for women employees

- EEO Plan



# Strategy 5

## Plan for our future workforce

### OBJECTIVES

Value and retain organisational knowledge held by individuals ensuring it is preserved and transferred to relevant colleagues

Nurture the talent of high performing individuals across all levels of the organisation, recognising their potential as future leaders

Implement integrated Human Resource management information practices to provide access to more accurate and timely data, delivering improved operational efficiencies

Promote a culture that embraces new technologies and emerging work innovations

### ACTIONS

- Partner staff with mentors and on the job coaches
- Identify critical roles and individuals for knowledge transference.
- Develop and implement a knowledge transfer and management framework
- Use programs such as Livepro for Knowledge management

- Identify employees to participate in leadership and management development programs
- Undertake a skills audit every 2 years

- Develop an integrated Human Resources Information system

- Provide training for staff to ensure they are upskilled

### SOURCE DOCUMENTS

- Digital IT strategy

- EEO Plan

- Digital IT strategy
- Training program & plan

# Strategy 5

## Plan for our future workforce

### OBJECTIVES

Ensure all employees understand their role in, and are equipped to provide, genuine and responsive customer service delivery

Commit to being individually responsible and accountable for performing our roles and ensure continuous improvement

### ACTIONS

- Deliver customer centred service delivery training across the organisation

- Ensure employees report on their Pulse actions and these are linked to annual work plans

### SOURCE DOCUMENTS

Digital & Customer Information Plan

- Pulse Operational Plan & performance review modules

