

LIVERPOOL PLAINS

RESOURCING STRATEGY -

WORKFORCE PLAN

2017 - 2021



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Acknowledgement of Country

We acknowledge the traditional custodians of this land; the people of the Kamilaroi nation and their Elders, past and present. We acknowledge and respect their continuing culture and the contribution they make to the life of the Liverpool Plains Shire.

Council's Vision

That the Liverpool Plains Shire area achieves higher levels of growth and generates improved quality of life through expanded opportunities for economic and social development being realised within an environmentally and financially sustainable framework

Our Mission

To achieve the vision through a proactive community focus, delivering best value and practice services that are recognised by the community for their quality and positive impact on development

MESSAGE FROM THE GENERAL MANAGER



This Workforce Plan has been developed to provide a resourcing strategy to support the Liverpool Plains Shire Council's Community Strategic Plan.

This Workforce Plan is designed to ensure that Council has the necessary resources within its workforce to deliver the required services in line with our community expectations.

Council recognises that people are one of its most important resources and are proud of the dedication and loyal staff who serve our community.

We strive to be an employer of choice and continue to build an engaged, productive and diverse workforce to ensure the Liverpool Plains community receives the highest quality of services.

We are also committed to continuing to achieve outcomes in our key culturally specified initiatives identified by Council to increase a more culturally diverse workforce.

In an ever-competitive employment environment our Council must continue to be innovative and adaptive to attract, develop and retain highly skilled and experienced employees with the necessary values and attitude that will continue to meet workforce needs.

This Workforce Plan will identify strategies to ensure Liverpool Plains Council has the workforce needed to meet the future strategic goals of the organisation.

The components of this plan outline our ongoing commitment to deliver on:

1. Building a Skilled and Capable Workforce
2. Succession Planning
3. Engagement and Communications
4. Health and Wellbeing of Staff

Ron van Katwyk
General Manager
Liverpool Plains Shire Council

LINKS TO COUNCIL'S COMMUNITY STRATEGIC PLAN

In line with the Integrated Planning and Reporting Framework for NSW Local Government, the Council must prepare a 10-year Community Strategic Plan in consultation with the community.

The intention of the plan is to ensure that Council takes a long-term strategic approach to its activities and that these reflect the community's needs.

In order to deliver the goals set within that plan, a Delivery Program, Operational Plan and Resourcing Strategy are required.

The Workforce Plan, together with the Long-Term Financial Plan and Asset Management Plan, form the Resourcing Strategy.



Figure 1: Integrated Planning and Reporting Framework

ABOUT THE WORKFORCE PLAN

This Workforce Plan is to ensure that Council has the human resources necessary to meet its goals and objectives now and into the future. It will assist Council in identifying future workforce needs and includes strategies to contribute to the development of a capable workforce.

This plan is linked to Council's existing policies and programs including the Human Resources Strategy # 0 and Operational Plan. These documents and initiatives include activities which support the delivery of the strategies developed within the Workforce Plan.

This is the second Workforce Plan developed by Council under the Integrated Planning and Reporting Framework # March 2017.

Preparation of the Workforce Plan is based on the following process:



Figure 2 The Workforce Planning Process

1 Workforce Analysis

Council developed a profile of the existing workforce. This includes demographic information such as age and gender, length of service, skills and qualifications. Key positions in the organisation structure were identified to help establish our strengths and weaknesses and potential risks.

2 Forecast of Future Needs

A review of the Community Strategic Plan and Delivery Program was undertaken to understand the capacity of the current workforce to deliver the requirements of the plans. Consultation was undertaken with Directors and Managers to identify future skill and competency needs within their department.

3 Gap Analysis

The current workforce and the future workforce requirements. This included an analysis of the local labour market and internal and external factors which may impact the workforce. Strengths and weaknesses within the current workforce, and opportunities for improvement change were identified.

4 Developing Strategies to Address Key Issues

This involves the development of a range of strategies to address the challenges, opportunities and capability gaps which have been identified.

5 Implementation of Strategies

Specifically the actions assigned to the Human Resources Department. This will be supported by programs and initiatives undertaken by the Human Resources.

6 Monitoring and Evaluation

Actions of the Workforce Plan will be included in the relevant areas of the Delivery Program and the Operational Plan with appropriate performance measures. The Workforce Plan is a living document and will be monitored and reviewed in accordance with Plan timelines.



OUR WORKFORCE

Council provides services to the community through three functional areas.

One is led by the General Manager and the others are led by Directors.

Each is divided into departments responsible for delivering services in line with the needs of the community as detailed in the Community Strategic Plan.

General Manager's Office

General Management Administration
Councillor Support
Legal Services
Media and Communication
Human Resources
Workplace Health and Safety
Risk Management

Engineering Directorate

Road Construction and Maintenance
Traffic Facilities and Road Safety
Pedestrian Pathways and Cycle Ways
Kerb and Guttering
Public Water Supply
Sewage Collection and Treatment
Storm Water Management
Asset Management and Reporting
Street Lighting
Aerodrome
Quarries
Cemeteries
Parks Reserves and Playgrounds
Sporting Fields
Showgrounds and Racecourse
Plant and Fleet
Workshop
Depot and Store
Financial Services and Compliance
Rates and Revenue
Budgets and Financial Reporting
Information Technology
GIS (Management of Spatial Data)
Records Management

Environment and Economic Development Directorate

Town Planning
Development Assessment
Building Approval
Compliance
Integrated Planning and Reporting
Governance
Waste Management
Food Safety
Ranger and Companion Animals
Swimming Pool Safety
Onsite sewerage Management Systems
Natural Resource Management
Sustainability
Emergency Management
Noxious Weeds
Economic Development
Event Management
Tourism and Marketing
Royal Theatre
Section 35 Committees
Property Management Services
Heritage and Cultural Services
Customer Service and Service NSW
Libraries
Day Care Centre
Community Home Support Services
Disability Inclusion
Youth and Children Services

Profile

Of the approximately 15,000 employees within the Liverpool City Council Local Government Area (LGA) at 1 March 2017, there were 15,000 employees of which 7,100 were full time, 4,900 were part time and 2,900 were casual employees. The workforce is comprised of 40% women and 60% men as illustrated below. The chart also shows that 69% of Council workforce is employed in full time capacity. In contrast, 65% of the total local workforce is engaged in full time work.

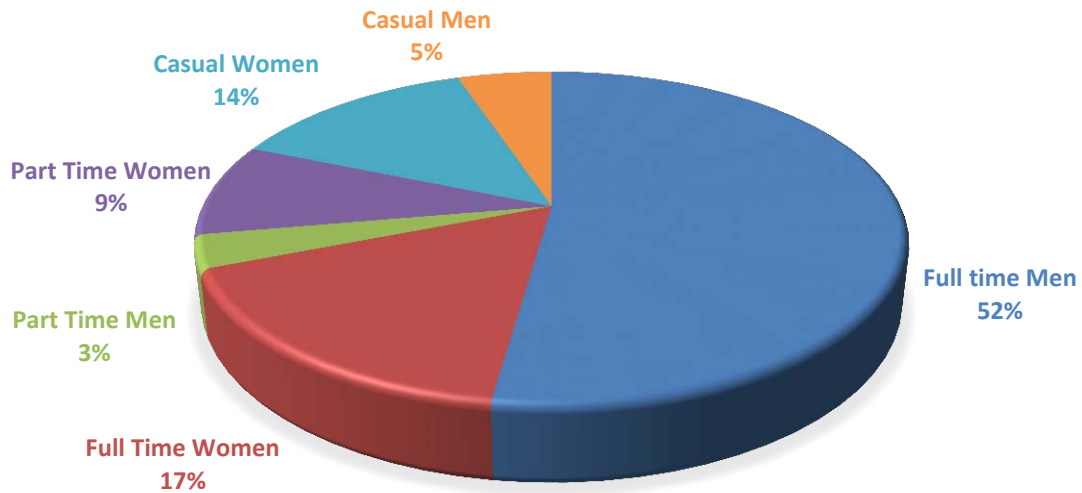


Figure 3: Council workforce Gender and Employment status March 2017

Diversity

There is significant diversity across age cohorts as shown in the table below

Age Distribution of Employees

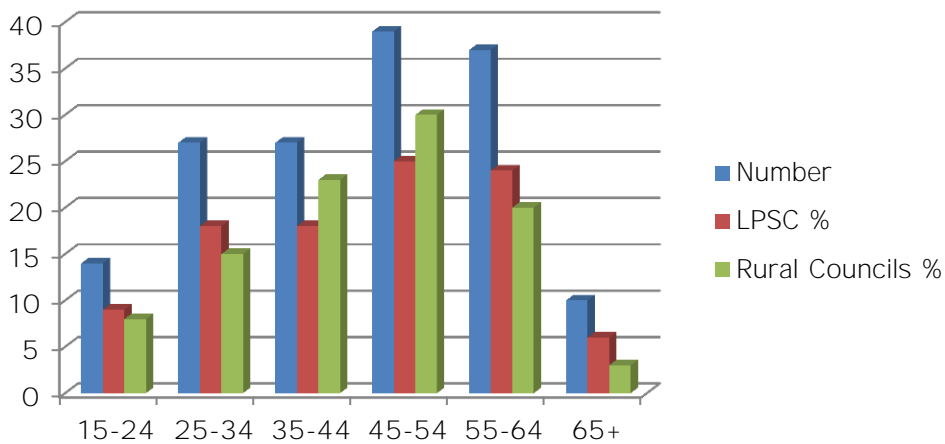


Figure 4: Council workforce age distribution at 1 March 2017

The youngest person currently employed by Liverpool Plains Shire Council is 19 years old and the oldest is 72.

The average age of council employees is 45 years.

The largest age group is the 54 year age category.

When compared to other Rural Regional Councils, Liverpool Plains Shire Council has a lower percentage of employees aged in the 55+ age groups, but higher percentages of younger and older employees (Department Premier & Cabinet) 2011

Skills

Most of # is engaged in operational roles with the next largest category working in technical skills roles. This is followed by people engaged in professional roles such as engineers, town planners and executives; then clerical and administrative staff. The smallest group of employees are occupied in trainee roles.

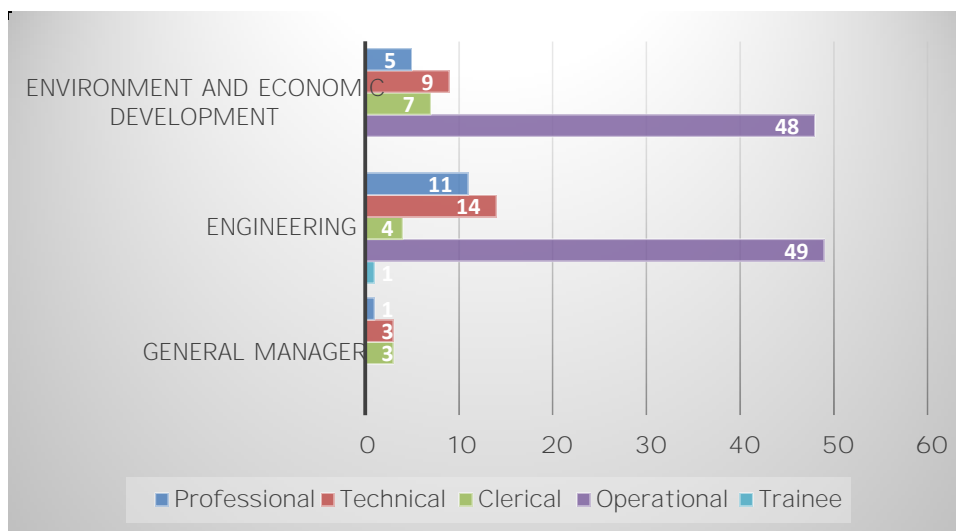


Figure 5 Employment by Type - Liverpool Plains Shire Council

WHAT OUR WORKFORCE THINKS

Council undertook a survey of all staff in 2016. The results of this survey have been compared against previous surveys and will also be compared against future surveys to track changes in satisfaction levels. The information gained from the survey will assist with ongoing strategic planning regarding satisfaction and engagement levels of employees.

To summarise the results of the survey, below is a representation of the top 5 and bottom 5 employee satisfaction indicators.

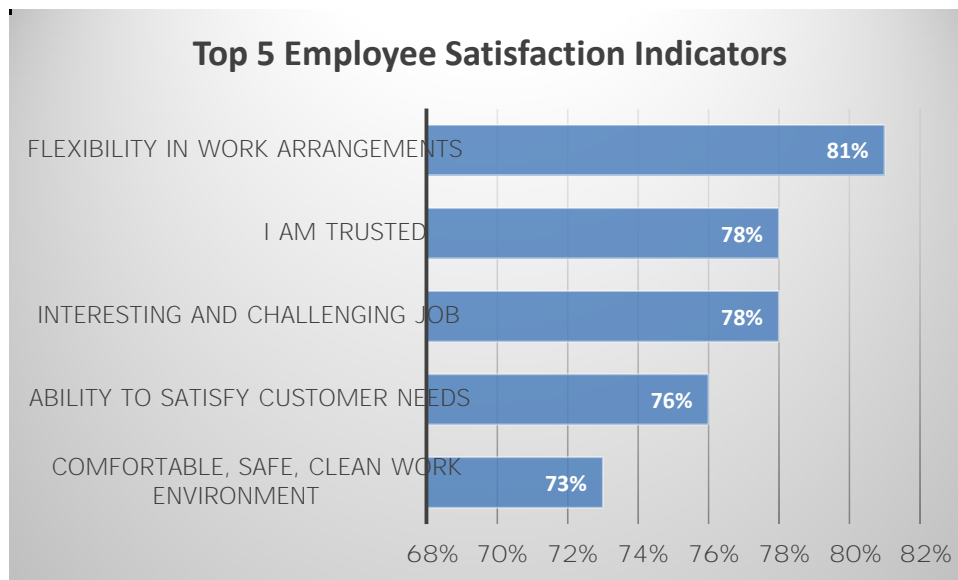


Figure 6: Top 5 criteria positive response % 2016 Staff survey

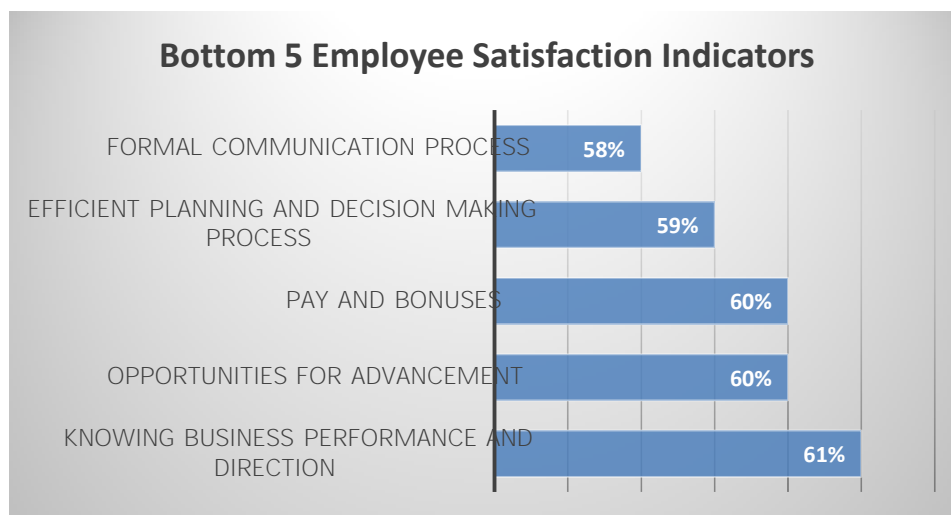


Figure 7: Bottom 5 criteria positive response % 2016 Staff survey

OUR CHALLENGES

This Workforce Plan links with the commitments of Community Strategic Plan to provide a thriving economy; sustainable environment; strong community, Council and business leadership and a great rural lifestyle with access to quality services. Our response to these challenges was included in the Workforce Plan and Human Resources Strategy Plan and its processes.

The specific challenges which relate to each of these key areas are:

1. Health and Safety of our Workplace and our Employees
2. An Ageing Workforce
3. Developing Employee Capabilities
4. Skills gaps, employee attraction and employee retention in specific professional groups
5. Technological advancements, innovation and continuous improvement
6. Innovation regarding job design multiskilling, job sharing and resource sharing opportunities
7. Streamlining and improving systems and processes to improve efficiency and support organisation culture change.

OUR OBJECTIVES FOR THE FUTURE

After analysing the data collected during the

staff and leadership team, and through analysis of the current workforce, key areas of focus were developed. These key focus areas will assist Council to build a workforce capable of meeting needs and

- < **Building a skilled and capable workforce**
- < **Succession planning**
- < **Engagement and communication**
- < **Health and wellbeing of staff**

Plan.

Building a Capable and Skilled Workforce

To develop and maintain a workforce that has the skills to meet the changing needs of the community and deliver objectives of the Community Strategic Plan, Council needs an effective recruitment and retention strategy and a strong framework of employee skills. This development includes:

- < Continue to improve recruitment and selection processes to attract a diverse range of people with the essential skills and abilities required to meet our workforce needs now and into the future
- < Develop and lead a workforce which can provide services which are essential to our delivery program and Operational Plan Items in line with community expectations
- < Develop recruitment strategies to target the critical skill gaps which were identified during the Workforce Planning process

- < Review and strengthen the onboarding and induction process for new employees to improve coaching and mentoring of new staff
- < Undertake a needs analysis and review organisational training procedures including gaining and Education Assistance policies
- < Promote a workplace learning culture that encourages and supports self-directed learning and continuing professional development
- < Offer professional development opportunities and flexible working conditions to build a reputation as an employer of choice to attract and retain employees
- < Review and enhance the Performance Management System to move the focus toward coaching, mentoring and ongoing performance review, and to drive employee development, upskilling and multiskilling.
- < Recruit technical staff from within the local community and our current workforce to address current or future skill gaps
- < Increase the diversity of the workforce through initiatives to support diversity strategies such as our Aboriginal and Torres Strait Islander Employment, Strategy Diversity Strategy, Gender Equity and Youth Training Strategies.
- < Implement a Leadership Development Program to improve the skills of staff in leadership roles
- < Continue to encourage and support employees to gain and continue to build on formal qualifications in their skill area

Succession Planning

During the workforce planning process, positions were identified which contain specialist skills and knowledge which are critical to meet community needs and expectations and are difficult to replace. These core positions require succession plans to ensure business continuity if they or their staff are absent for extended periods.

Due to the age of the workforce and the imminent retirement of staff in some key positions, it was also identified that strategies need to be developed to contain their skills and knowledge and prepare successors from within the existing workforce where possible. These include:

- < Retain critical corporate and organisational knowledge by ensuring all processes and procedures are documented across the organisation
- < Capture and transfer specialised skills which are difficult to replace or source from outside the organisation through a coaching and mentoring program which links to the Performance Development System
- < Provide development opportunities for future leaders within the organisation through the Aspiring Leaders Program linked to the Leadership Development Program
- < Provide career advancement opportunities by identifying future skill gaps which will result due to retirement of staff in critical roles, and implement a training plan to upskill other staff so they can move into these roles

Engagement and Communication

Analysis of the results of the employee survey in 2016 revealed that the lowest staff satisfaction indicator was the formal communication process.

It is important to the efficient and effective operation of the council that employees have access to all information that is critical for them to perform their duties.

Employee engagement is also reinforced about issues which affect their roles

The following areas for improvement have been identified:

- < Develop and implement a Communication and Consultation Strategy and consultative mechanisms between management, staff and other stakeholders
- < Review the current systems of organisational consultation
- < Increase the accessibility of Human Resource information across council by more effective use of technology and other communication channels
- < Increase Human Resources capability to enhance strategic business partnerships within and better support staff and management.
- < Support and enhance the effectiveness of the Consultative Committee through provision of training and development opportunities for committee members.
- < Provide systems to enable employee engagement in decision making or policy development where applicable
- < Build interdepartmental knowledge sharing and communication processes to build trust and create a cohesive and cooperative workplace
- < Use technology to enable field employees to stay connected and be productive and efficient in meeting community expectations
- < Develop leadership capabilities to support a high performing team culture
- < Promote a culture of innovation and support mechanisms to capture ideas from employees.
- < Improve change management processes to support employees through organisational change and maintain or enhance employee engagement.

Health and Wellbeing of Staff

Liverpool Plains Shire Council is committed to ensuring that our workplace is safe, healthy and happy for all our workers. Without an efficient and productive workforce, we cannot provide services to the community. Our focus for safety is to promote a culture of zero harm and reduce or eliminate incidents which injure our workers. Improving employees health and wellbeing is also a fundamental element in reducing the risk of injury in turn reducing operating costs and improving productivity and service delivery

- ◁ Continuing commitment by senior management to provide leadership and direction to the Council regarding safety and risk management
- ◁ Continue to build and promote a safety culture by supporting continuous improvement of Risk Management, WHS and Injury Management Systems.
- ◁ Review and maintain the Work Health and Safety (WHS) Management System
- ◁ Commit to best practice injury management by review and maintenance of the Management and Return to Work procedure
- ◁ Commit to the development of our workforce through training and induction programs that will contribute to the effective management of risk throughout the organisations operations and functions.
- ◁ Continue the review of safety and risk management procedures, documents and tools to ensure the workforce has the resources available to support a safe working environment
- ◁ Develop policies and strategies to promote and support employee balance such as flexibility and leave options.
- ◁ Develop a health and wellbeing strategy that identifies how we can support the wellbeing of workers including healthy lifestyle initiatives.





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