



# Workforce Management Plan

2018 – 2022



# Hay

*Exciting Heritage... Positive Future*

# Introduction by the General Manager

I am pleased to present Hay Shire Council's Workforce Management Plan 2018 – 2022. This is the element of the Council's Resourcing Strategy that outlines the workforce planning and management strategy required to ensure Council can deliver its commitments to achieving the community's priorities in the Community Strategic Plan 2017 – 2027.

This Plan is about getting the right people with the right skills in the right place at the right time to deliver the Council's Delivery Program economically, efficiently and effectively, in a climate of struggling to maintain financial sustainability with increasing compliance requirements and community aspirations.

Our workforce planning helps Council plan for the future, anticipate change, manage the workforce, and make progress towards achieving the community's priorities. It identifies how future staffing and skill needs will be met through recruitment, learning and development and succession planning to develop the capacity, capability, and agility of the workforce, and develop a high performance culture.

We aim to deliver on the objectives of the Community Strategic Plan through the Delivery Program and Operational Plan with a workforce that reflects the community we serve, who are motivated and committed to serving the community of Hay Shire and realising their own potential.

The Plan has the following themes:

1. Organisational learning and development
2. Facilitating a culture of high performance, collaboration, respect and wellbeing
3. Responding to the changing needs of our community
4. Planning for our future workforce needs
5. Improving operational efficiency to remain financially sustainable, consistent with our Long Term Financial Plan.
6. Enhancing service through technology

I commend the Workforce Management Plan to you.

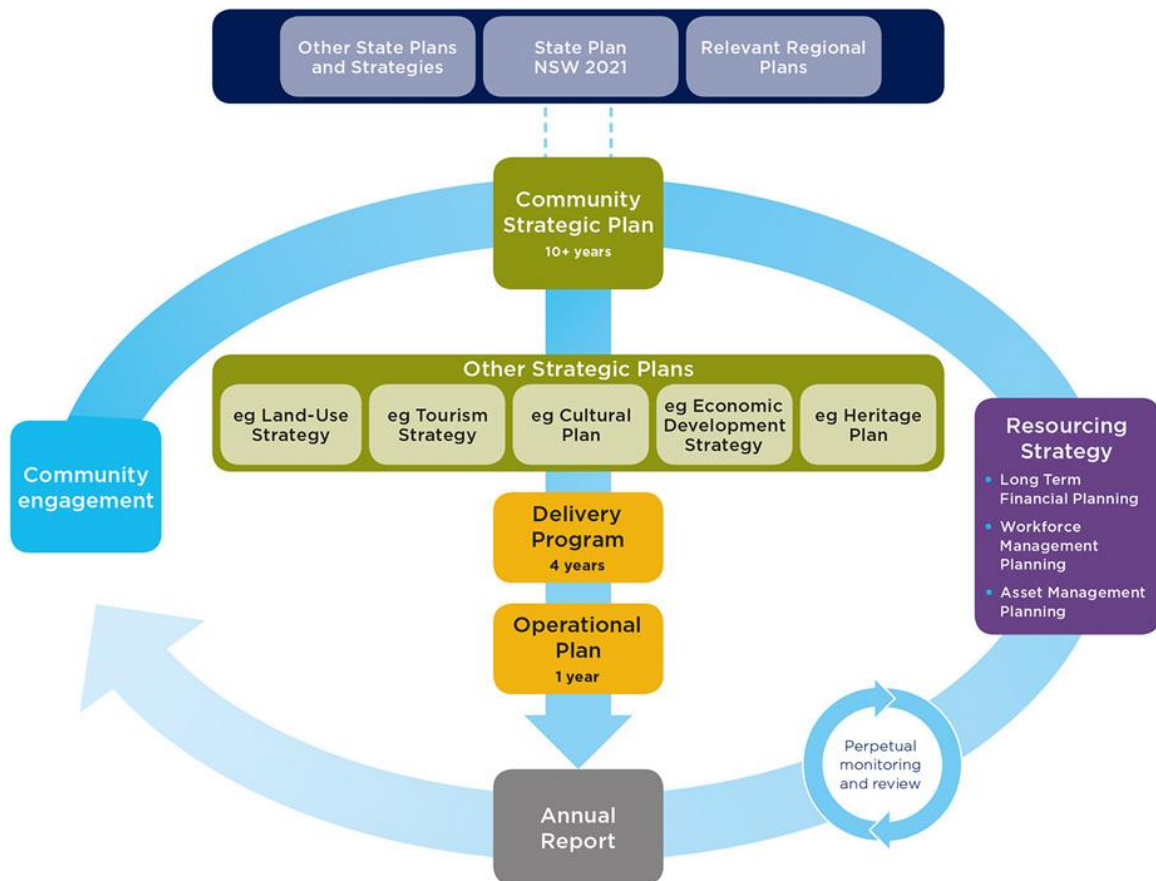
**Amanda Spalding**

**General Manager**

## Integrated Planning and Reporting

The Integrated Planning and Reporting Framework forms the backbone of local government strategic planning and is enshrined in the revised Local Government Act in the Guiding Principles for Local Government:

- *Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.*
- *Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.*
- *Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.*



This Workforce Management Plan aims to ensure that the strategic goals and the activities to work towards them can be achieved within council resources, and promote continuous improvement.

# Vision

Where our people are happy, healthy and safe, living together with a strong sense of community in a vibrant and prosperous economy.

# Mission Statement

To be a progressive rural council committed to:

- Caring for the welfare of our citizens;
- Protecting the environment;
- Sustaining a climate that encourages opportunities to achieve a sound economic base;
- Managing the Council's limited resources in an open and accountable manner consistent with the principles of value for money and equity.

# Corporate Values

## Integrity

We will be honest, fair and ethical in all our dealings, complying with the letter and the spirit of the law. We will make decisions in an unbiased, objective manner devoid of any personal interests or prejudices. We will treat all people with respect.

## Openness

We will be readily accessible and will be transparent in all our dealings. We will communicate truthfully and regularly with our community. We will give reasons for our decisions.

## Responsiveness

We will consult with our community and other stakeholders and be guided by their wishes. We will deliver on our promises.

## Quality of Service

We will strive to provide best-practice services through continuous improvement and embracing new ideas and we will respond promptly to service problems.

# Principles

- actively engage local communities, including through integrated planning and reporting;
- be transparent and accountable;
- recognise diverse needs and interests;
- have regard to social justice principles;
- have regard to the long term and cumulative effects of its actions on future generations;
- foster ecologically sustainable development;
- effectively manage risk;
- have regard to long term sustainability;
- work with others to secure services that are appropriate to meet local needs;
- foster continuous improvement and innovation;

- act fairly, ethically and without bias in the public interest; and
- endeavour to involve and support staff.

## Outcomes

- **Environmental Sustainability**
- **Liveable and Vibrant Community**
- **Economic Prosperity and Sustainability**
- **Governance and Organisational Performance**
- **Our infrastructure**

## Cascade of Plans



## Current Workforce Profile

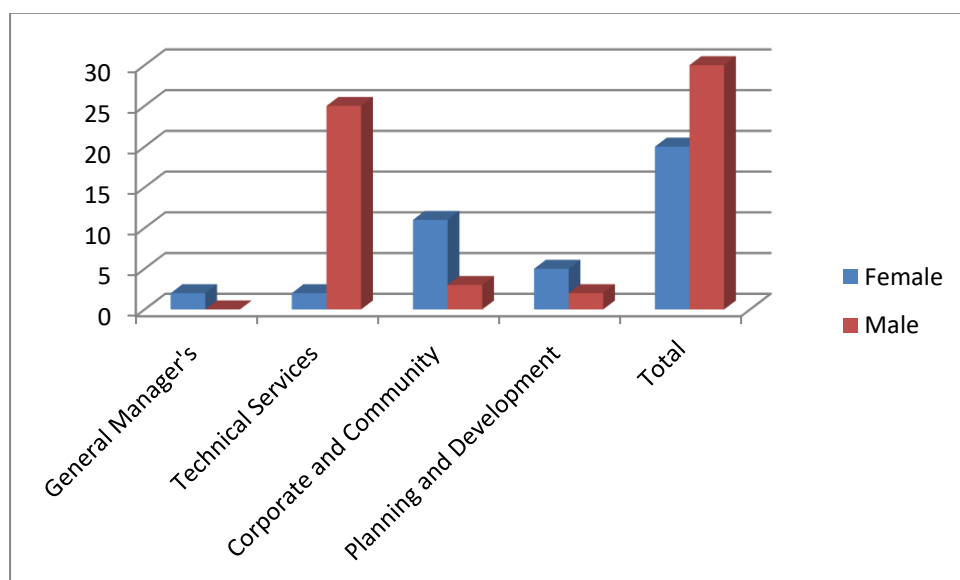
Hay Shire Council's current workforce profile of 50 permanent positions is shown below.

### Gender

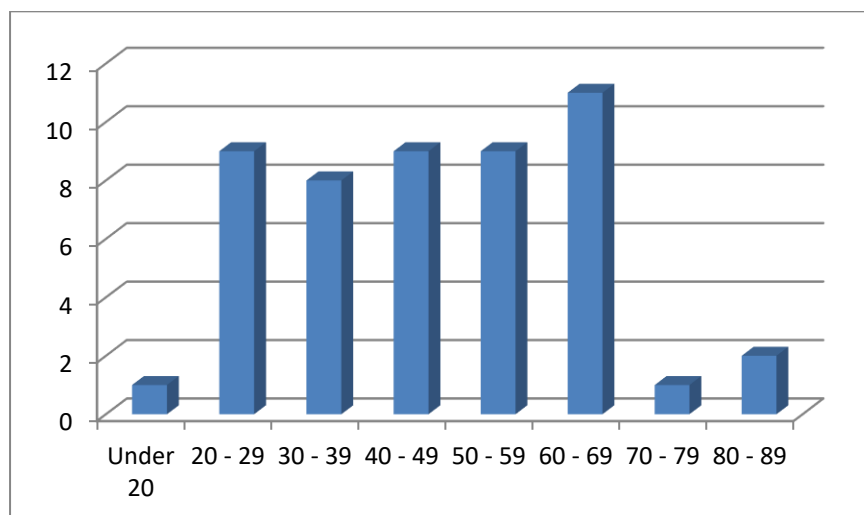
General Manager's Department	Technical Services Department	Corporate and Community Department	Planning and Development Department
2	27	14	7
2 F	2F/25M	11F/3M	5F/2M

There are 20 women and 30 men in permanent positions, and we have one assistance dog - Parker. In addition there are a number of casual positions to meet gaps to ensure consistent service delivery.

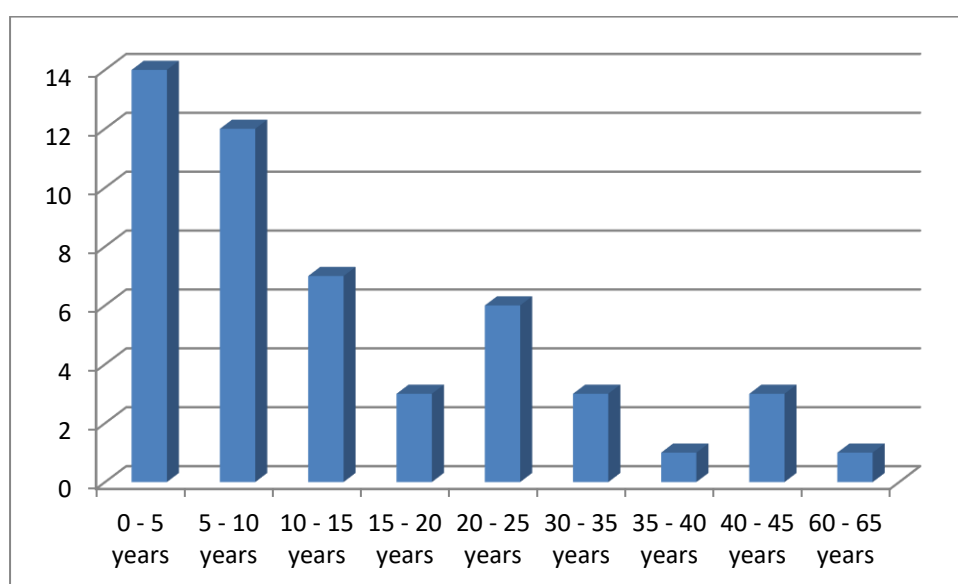
### Gender



## AGE OF WORKFORCE



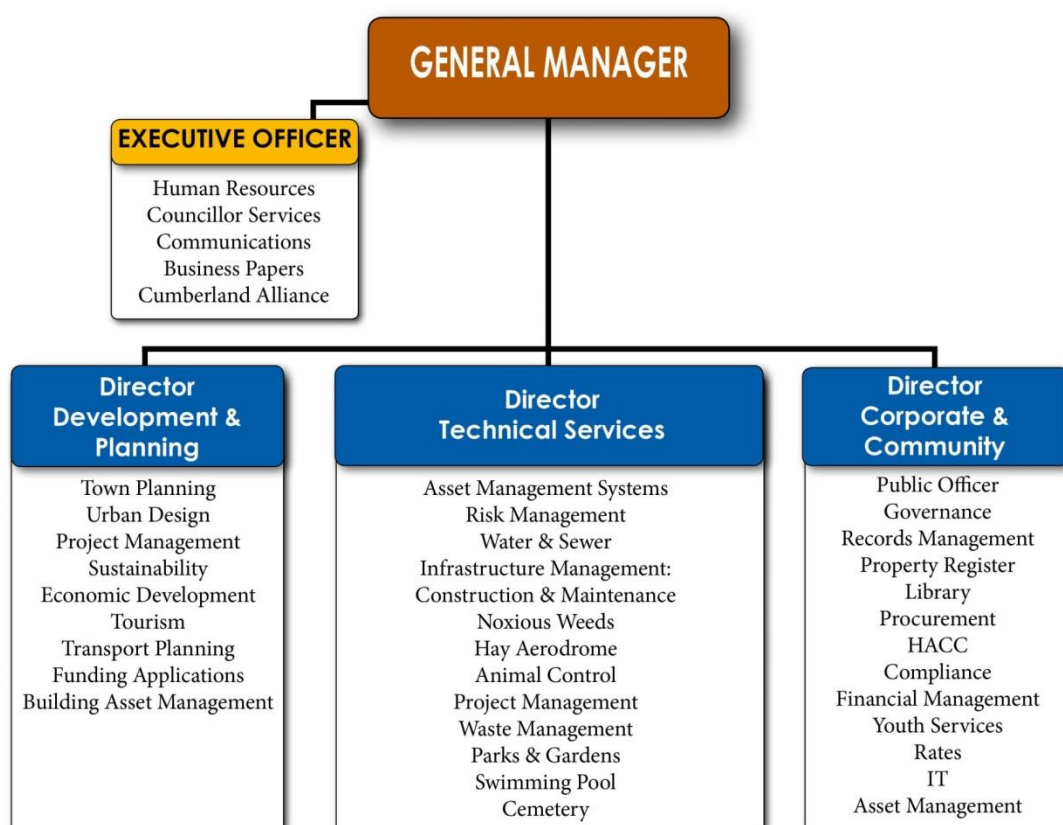
## YEARS OF SERVICE



## Structure

The structure of Hay Shire Council is shown below. This structure was endorsed by Council on 27th March 2018. The principles of the new structure are based on clear reporting lines, fairness, accountability and continuous improvement. With improved management and communication we can grow our capacity through learning and development and develop a high performance culture.

The new structure aims to achieve the best use of existing resources with some succession planning and opportunities for transition to retirement to ensure knowledge transfer and skills development with existing staff.



## **Strategies**

### **1. Organisational learning and development**

We aim to grow our skills from within through planned learning and development, knowledge transfer, mentoring and career path planning to develop a high performing culture and encourage staff to realise their potential.

Each member of staff will have an annual agreed Individual Work and Performance Plan to deliver the Council's Operational Plan, and an Organisational Learning and Development Plan developed through the performance appraisal process. Both supervisors and staff will be trained in the performance appraisal process so that staff are given the opportunity to develop and demonstrate skills acquisition and performance to progress in the Council's salary system.

Council subscribes to a virtual learning resource from an international Business College and makes training resources available on Council's intranet.

### **2. Facilitating a culture of high performance, collaboration, respect and wellbeing**

Facilitating a culture of high performance, collaboration, respect and wellbeing is the responsibility of all staff of Hay Shire Council, and is particularly promoted through the Consultative Committee.

The Consultative Committee meets regularly to consider:

- Award implementation
- Training
- Consultation with regard to organisational restructure
- Job redesign
- Salary system
- Communication and education mechanisms
- Performance management systems
- Changes to variable working hours arrangements for new or vacant positions
- Local government reform
- Equal Employment Opportunity principles and policies
- Proposed variations to leaseback vehicle arrangements
- Health and wellbeing programs

The parties to the Award are committed to co-operating positively to increase the productivity, structural efficiency and financial sustainability of Local Government and to provide employees with access to more fulfilling, varied and better-paid work by providing measures to, for instance:

- improve skill levels and establish skill-related career paths;
- eliminate impediments to multi-skilling;
- broaden the range of tasks which a worker may be required to perform;
- achieve greater flexibility in workplace practices;
- eliminate discrimination;

- develop business processes and workflow plans
- establish rates of pay and conditions that are fair and equitable;
- work reasonable hours;
- promote job security;
- ensure and facilitate flexibility for work and family responsibilities;
- ensure the delivery of quality services to the community and continuous improvement;
- encourage innovation;
- promote cooperative and open change management processes; and
- promote the health and safety of workers and other people in the workplace.

Council is committed to developing in-house skills to improve the utilisation of plant and reduce the use of contractors.

### **3. Responding to the changing needs of our community**

The 2016 Census showed that the population of Hay Shire has remained just below 3,000 people with a decrease of only 0.5% since 2011. The population is becoming more diverse with an increase in the proportion of people born outside Australia and speaking a language other than English at home. The number of children has fallen by 12%. There has been a slight increase in numbers of working age people, and a 14% increase in people aged over 65 years. So, Hay Shire has an ageing population.

The policies of State and Federal Governments impact on Council in terms of the skills needed to deal with those impacts. State government is increasingly consolidating its workforce in larger regional centres like Wagga Wagga, Albury and Griffith and withdrawing employment from Hay. The provision of health services and services for an ageing population are a major concern.

Hay Shire is fortunate in the high level of community volunteering filling gaps and providing services like transport. Many Council staff are very committed to community volunteering.

With an ageing population the volunteer base is also ageing and Council needs to take a role in encouraging volunteering, and providing training, particularly in governance matters to refresh Council's S355 Committees.

Economic and tourism development are important Council services to promote economic prosperity and sustainability and encourage more people to live in the Shire.

### **4. Planning for our future workforce needs**

The strategic planning undertaken through the Integrated Planning and Reporting Framework considers long term changes in skills required and the needs of a workforce going through generational change.

Succession planning is being developed, particularly in the Corporate and Community and Technical Services Departments with a generational change underway with the transition to retirement of people in key positions, and training packages will be developed for new staff to gain the necessary skills. Career path planning is part of this to grow our workforce skills from within. There is a lack of training for Finance staff in general throughout local government in NSW.

Increasing compliance requirements from State Government impose an ever increasing burden on Councils that is difficult to resource in a small council.

Working in partnership with neighbouring Councils, and with other levels of Government through the newly formed Riverina and Murray Joint Organisation, and lobbying and advocacy to obtain resources for the community are increasingly important skills

There is a growing expectation that Councils will engage with the community and that requires new skills for staff. Customer service expectations are ever increasing and is a skill all staff need to develop.

Project, contract and asset management are increasingly important skills to be developed.

#### **5. Improving operational efficiency to remain financially sustainable, consistent with our Long Term Financial Plan.**

Better job design will improve productivity and increase job satisfaction. Position descriptions are being reviewed and all staff will participate in a performance review process that will set agreed annual Work and Performance Plans.

Business process and workflow plans will improve overall efficiency within work sections by eliminating overlapping and redundant effort, as well as ensuring gaps in staff responsibilities are filled. Formalising business processes and workflow plans will ensure that new staff or staff that are new to a role have a clear set of guidelines to work to whilst establishing themselves in their new position and effectively reinforce the framework that job design sit within.

Management and Leadership Development Programs will be developed to improve management and supervision of staff to improve operational efficiency through collaboration and improved job satisfaction.

#### **6. Enhancing service through technology**

Many staff are already using mobile technology to work more efficiently and effectively. The use of mobile technology, like tablets, in the field will increase, particularly for asset management.