



**HAY SHIRE COUNCIL**

**Workforce Management Plan**

**2022-2026**

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## Executive Summary

A strong diverse, committed and motivated workforce is at the core of any successful business.

Getting the right people into the right jobs is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned with our Vision and Values.

We are very multi-faceted organisation, with a significant number of functions and operations. Accordingly, we require a diverse workforce that is capable of delivering positive outcomes for the organisation and to help grow our community.

We are however faced with many challenges; these include skills shortages in specific occupations, a proportion of our existing workforce nearing retirement and recruiting the next generation of skilled specialist staff.

We are taking a proactive approach in this regard through our 'grow your own' philosophy; creating traineeships and apprenticeships in a range of specialist areas.

Through our Workforce Management Plan, we're focused on attracting and retaining quality people, including trainees, and in investing in developing our leaders and recognising our staff and support them in learning new ways of working, including have a more flexible and hybrid work model.

The Workforce Management Plan aims to support Hay Shire Council in achieving the skilled, motivated, flexible and diverse workforce it needs to deliver value for money services that make a difference to our local communities, while at the same time creating our position as an employer of choice.

## Introduction

### A community in the future

The Hay Shire Council Community Plan (CSP) is undergoing a comprehensive review to ensure it expresses the community visions for the future. Council consulted closely with the community to develop the Hay Shire Community Strategic Plan 2022-2032. Engagement was conducted in line with councils Community Engagement Strategy and included community meetings, Community Satisfaction Survey, along with stakeholder direct contact.

A significant distinction in Council's revised CSP is the integration of a Disability Inclusion Action Plan (DIAP) in an effort to prioritise disability inclusion across all areas of Council's business. The aim is to highlight the importance of disability inclusion across our community and provide resources to achieve the desired outcomes.

Council's Workforce Management Plan is designed to demonstrate how Council and its staff will transform the community's visions into action. The strategy outlines how our staff will achieve the community's long-term goals and objectives under the Community Strategic Plan; and Delivery Program.

Hay Shire Council's Workforce Management Plan aligns with the National and New South Wales Local Government Workforce Strategy in that it adopts a broad vision to ensure Hay Shire Council has:

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

The objectives and actions within the Workforce Management Plan address the eight key strategic themes on the National and NSW Strategy which are:

1. Improving workforce planning and development
2. Promoting local government as a place-based employer
3. Retaining and attracting a diverse workforce
4. Creating a contemporary workplace
5. Investing in skills
6. Improving productivity and leveraging technology
7. Maximising management and leadership
8. Implementation and collaboration

The Plan has a progressive perspective, seeking to be responsive to changing community need, legislative reform, technology advances and evolving workforce demographics.

This Plan is structured differently to the original Workforce Management Plan and adopted in 2018 to reflect the changes that have occurred over the last four (4) years and where Council is heading in the next four years. The approach Council has taken is to ask five (5) simple questions:

1. Where have we come from as a workforce?
2. Where are we now as a workforce?
3. Where are we going as a workforce?
4. How does our workforce get there?
5. How do we know we have arrived?

Key actions were identified in Council's 2018 Management Plan which assists in ensuring the community's long-term goals and objectives, as expressed in Hay Shire Council's Strategic Plan were met.

In 2018, an analysis of the workforce demographic, identification of risks, forecasting future needs and extensive consultation with key stakeholders identified the following key themes as being essential to the delivery of Council's future workforce needs:

- Organisational learning and development
- Facilitating a culture of high-performance collaboration, respect and wellbeing.
- Responding to the changing needs of our Community.
- Planning for our future workforce needs.
- Improving operational efficiency to remain financially sustainable, consistent with LTFP.
- Enhancing service through technology.

Council will need to consider the key themes going forward determine whether or not change as the community and the organisation reviews and evaluates its needs.

As aforementioned, the Plan is designed to be evolving document that will change as the community and organisation reviews and evaluated its needs.

The initiatives planned for the next four years as outlined in this document will require the ongoing commitment of Councillors, senior management and all staff.

The CSP embraces the aspirations for the Shire's communities, and the delivery of these aspirations relies on the collaborative and committed effort between government, business and community.

The Community Strategic Plan and its attendant strategies, programs and plans are a result of combining corporate planning (long term direction) and short-term budgeting (short term and funding). Therefore, the Community Strategic Plan is the single most important document for Hay Shire Council in that it provides the direction in the long term and how it intends to get there in the short to medium term.

## Background

The Integrated Planning and Reporting reforms adopted by State Parliament required all Council's in NSW to adopt a strong sustainability with at least a 10-year strategic business planning framework relative to their Local Government Areas and the activities of their Councils.

Council is adopting its Community Strategic Plan 2022-2032 that addresses social environmental and economic issues as well as civic leadership. Council is also adopting its Delivery Program and Operational Plan. The purpose of a strategy for resourcing the community strategic plan is to ensure the community's ideas and visions for the future are realistically achievable. The resourcing strategy must be underpinned by a Long-Term Financial Plan (LTFP), an Asset Management Strategy, Policy and Plans and a Workforce Management strategy. In the context of these reforms, the purpose of the 2022-2026 Workforce Management Plan together with the LTFP and Asset Management Framework including Policy, Strategy and Summary Plans, is to ensure the community's strategic objectives identified in Hay Shire Council's Community Strategic Plan are met.

The development of an effective Workforce Management Plan enables Council to focus on the medium and the long term and provides a framework for dealing with immediate human resource challenges in a consistent way. An essential element of the Council's Workforce Management Plan is that it must address the human resource requirements of the Council's Delivery Program.

The Workforce Management Plan Outlines Hay Shire Council commitment to ensuring it has workforce capable of delivering positive outcomes for the organisation.

To ensure this happens, it requires us to recruit develop, retain and recognise talented and motivated employees.

## Integrated Planning & Reporting Framework

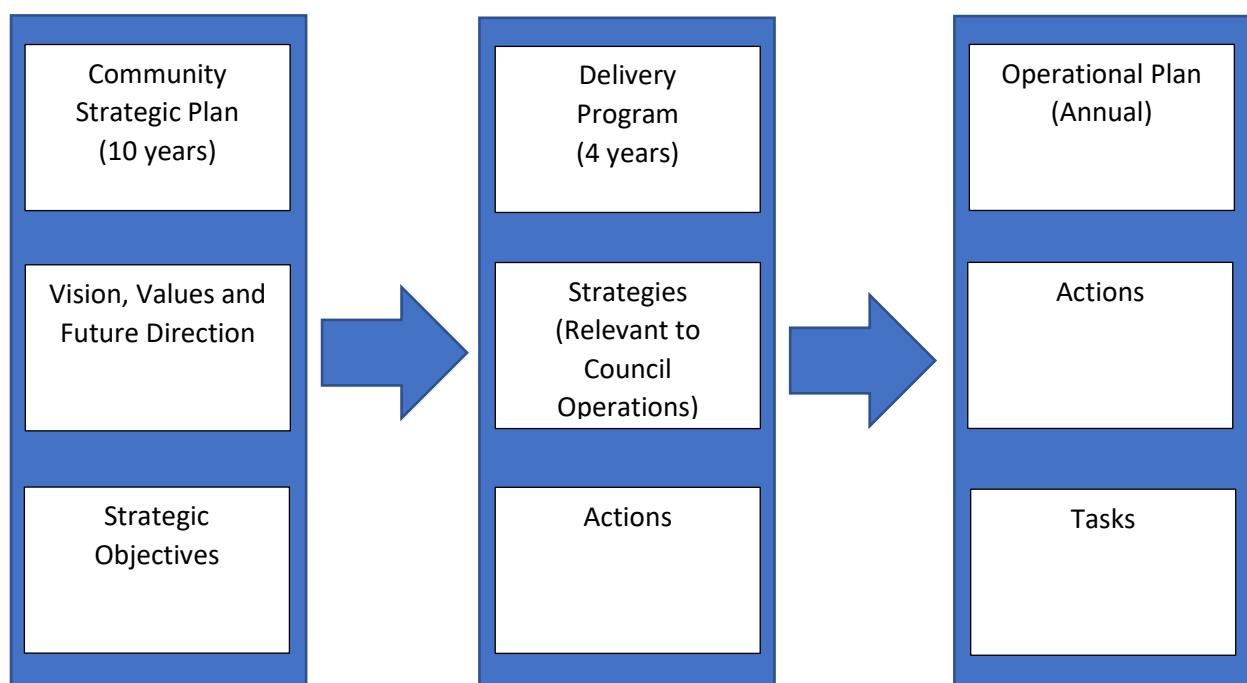
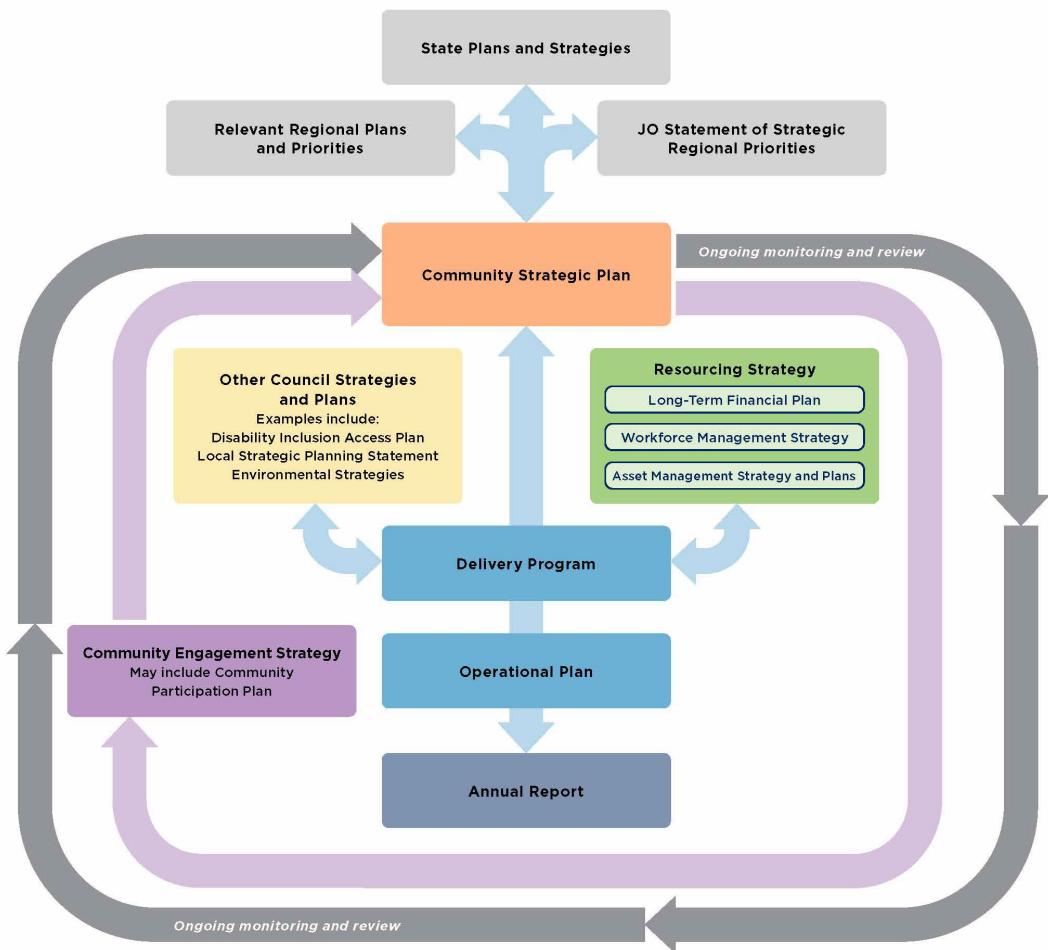
Hay Shire Council's integrated planning framework comprises the following plans/programs:

- Community Strategic Plan – identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals.
- Delivery Program – describes the activities we will undertake over the next four years to achieve our long-term goals and outcomes.
- Operational Plan – outlines the details of the projects and activities that will achieve the commitments outlined in the Delivery Program.

The Workforce Management Plan, together with the Asset Management Strategy and Long-Term Financial Plan, provide the resources necessary to achieve the Delivery Plan.

The Workforce Management Plan aligns with and supports Hay Shire Council's other key planning and documents to ensure that we have a capable, professional, engaged and sustainable workforce, in order to deliver on our commitments to the community.

The Workforce Management Plan is designed to cover a rolling four-year period.



## Organisational Structure

Hay Shire Council's internal structure is divided between three divisions: General Managers Services, Corporate and Community Services, Infrastructure and Planning Services. Council's staff are located at its Administration Centre, Council Depot, Library/Kay Hull Community Centre, and the Visitor Information Centre.

### Hay Shire Council Department Responsibilities:-



## Our Workforce

### Our Workforce 2018

- 50 Permanent Positions
- 40% Female
- 60% Male
- 3 Part-time employees
- 13 Casuals
- 2 Trainees
- 3 Indigenous Employees

Years of service

| 0-5 years | 5-10 years | 10-15 years | 15-20 years | 20-25 years | 25-30 years | 30-35 years | 35-40 years | 40-45 years | 45-50 years | 60-65 years |
|-----------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 14        | 12         | 7           | 3           | 6           | 1           | 3           | 1           | 3           | 0           | 1           |

### Our Workforce Now

- 53 Permanent Positions
- 45% Female
- 55% Male
- 3 Part-time employees
- 8 Casuals
- 2 Trainees/Apprentices
- 5 Indigenous Employees

Years of service

| 0-5 years | 5-10 years | 10-15 years | 15-20 years | 20-25 years | 25-30 years | 30-35 years | 35-40 years | 40-45 years | 45-50 years | 60-65 years |
|-----------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 24        | 8          | 5           | 4           | 1           | 5           | 0           | 3           | 1           | 1           | 0           |

## Our Leaders by Gender



|                |   |   |
|----------------|---|---|
| GM & Directors | 0 | 3 |
| Managers       | 2 | 3 |
| Supervisors    | 4 | 7 |

## Our Workforce (Permanent Staff)

| No. Staff | Section  |
|-----------|--|
| 5         | General Manager – including Tourism, Economic Development, Executive Services and HR   |
| 4         | Corporate Services - Finance   |
| 3         | Corporate Services – Customers Service, Administration, and IT   |
| 3         | Corporate Services - Library   |
| 2         | Corporate Services - HMSO  |
| 1         | Corporate Services - Centrelink  |
| 8         | Infrastructure & Planning – Administration & Support, including Ranger Services, Building and Regulatory Services, and Store |
| 13        | Infrastructure & Planning – Roads and Construction   |
| 4         | Infrastructure & Planning – Water and Sewer  |
| 6         | Infrastructure & Planning – Parks and Gardens  |
| 4         | Infrastructure & Planning – Waste Services, Swimming Pool, Biosecurity   |

## What does our Workforce Cost?



## Other Facts about our Workforce

- ✓ Traineeship Program – 6 Trainee Positions
- ✓ Undergraduate Engineer program
- ✓ Undergraduate Building Surveying program
- ✓ Annual health, wellbeing and training day for all staff

## Formulating the Workforce Management Plan

In establishing Council's Workforce Management Plan, Council had to acknowledge and consider all associated challenges that accompany an ageing workforce and operating in a regional and remote area.

Council has many dedicated employees working to serve our local community efficiently and effectively. We are challenged by the geographical size and spread of our community, our distance from the major regional and capital centres, the wide spectrum of services we are required to provide. We must continually look towards innovation and different ways of utilising our workforce in order to deliver services to our community, today and into the future.

The Workforce Management Plan provides a roadmap to achieving the deliverable required under our Delivery Program and Operational Plan as part of Hay Shire's Community Strategic Plan. It considers the challenges of an aging workforce, the difficulties of recruiting new employees to live and work in our region, the risk of losing specialist skills and corporate knowledge as employees retire, and the requirement to plan for succession in positions we know will be vacated in the future. Council is actively trying to engage with our younger workforce through the implementation of a Traineeship Program and a Graduate Programs. Council is looking at ways of increasing gender equality and diversity in the organisation, including employing other nationalities and people with a disability.

Council is committed to being a values-based organisation. Council has a set of four (4) core corporate values: -

| <b>Integrity</b>          | 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. |
|---------------------------|--|
| <b>Openness</b>           | 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.  |
| <b>Responsiveness</b>     | We will consult with our community and other stakeholders and be guided by their wishes. We will deliver on our promises.  |
| <b>Quality of Service</b> | We will strive to provide best-practice services through continuous improvement and embracing new ideas and we will respond promptly to service problems.  |

## National Employment Trends

### Shrinking Future Workforce

Access Economics forecasts that the working age population will grow just 125,000 for the entire decade of the 2020's compared with 170,000 people a year currently. That means for every 10 candidates we see now; we will see only one in 2020's.

Accordingly, to the NSW Local Government Workforce Strategy 2016-2020, 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, such as Hay Shire Council, are significant local employers offering jobs in a wide range of occupations.

The size of local Councils is highly diverse; however, the average Council population is approximately 28,000. (<http://alga.asn.au/?ID=42>) Local government employs around 5% of the workforce in a local government area (LGA); however, the proportion is considerably higher in many regional and rural LGA's. The Australian Centre of Excellence for Local Government (ACELG) recently reported that, in seven LGA's, local government employs over half of the workforce.

The challenge for Hay Shire Council is no longer about hiring bright young graduates, it is more about attracting and retaining appropriately trained people to deliver our core services.

### Ageing Workforce

The ageing population means that Australia will face increasing difficulties in maintaining the size of the labour force, directly impacting on the potential pool of employees available to local government. The range of occupations that exist in local government require a variety of skills and experience which places the industry in a vulnerable position as their skills will be difficult to replace.

(Australia ageing population and increasing demand for childcare and home-based care services as well as being stimulated by the implementation of the National Disability Insurance Scheme) – Employment Outlook to November 2020.

According to the Profile of the Australian Local Government Workforce 2015 Report – February 2015, the local government workforce is ageing, with 37% of employees ages 50 years and over, compared to the Australian labour force average of 29%. Male employees are, on average, older than female employees, with 41% of the men working in local government aged 50 years or more compared to just 32% of women.

The average age of Hay Shire Council employees is 48 years of age.

Our rural location brings its own difficulties in successfully attracting new staff away from major regional and metropolitan organisations. The significant salary packaging benefits and rewards these organisations offer results in their rural counterparts struggling to compete in the open market.

An ageing workforce is more likely to have increased health related issues. This may impact on both our ability to deliver services and achieve community outcomes as well as increase our Workers Compensation costs. It is important we continue to work with our people to improve the safety and wellbeing in our workforce. Further, we need to pinpoint our critical roles and establish mechanisms to capture and share organisational knowledge to ensure the long-term sustainability of our organisation.

## **Generational Diversity**

Baby Boomers (born 1946 to 1961), Generation X (born 1961-1976) & Generation Y (born 1976-1991) have a quite diverse work values with Generation X and Y not being interested in traditional work models. Generation Z (born from the end of 1991-2006) are about to graduate from university and start looking for jobs.

They are said to be hard workers, are good at multitasking but have short attention span and need a clear sense of purpose before committing to an organisation.

The experts say Gen Z will need to learn how to conduct themselves at work, such as acceptable use of a mobile phone, and understanding the values held by older colleagues.

However, those born between 1996-2012 are reportedly going to be easier to please as workers as then their older millennial brother and sisters.

The growing literature on part of the workforce suggests that, in addition to increased mobility between jobs, these generations are looking for flexible work options that allow a balance between work and other activities. This reflects a shift in the notions and premium placed on career and loyalty to an employer. It is noticeable shift that younger employees are not motivated by overtime and out of hours work.

If flexible practices are to be used to further improve, a numbers of challenges need to be addressed including cultural barriers that impede the development of effective flexible work options.

The differing characteristics of each generation require adjustments and flexibility in management style, organisational culture and the structure of the workplace. This does not have to be a costly or onerous exercise – establishing an approach of flexibility in daily management behaviours can make significant difference.

Much conjecture exists among the experts in relation to the date ranges across the various generational grouping.

The COVID-19 pandemic has also created the hybrid working model, creating complexity of the flexible workplace. An employer will need to be flexible to attract staff in the future.

## **Skills Shortage**

Employees in local government operate within unique single environment where careers relate directly to the sector and not individual employers as is the case with most, if not all, other industry sectors particularly in the private sector. In other words, they are career mobile rather than employee mobile. (VLGMIN 2013 Forum Workplace Diversity: Workforce For the Future)

Challenges relating to skills shortages reported by 19% of Councils in the 2015 Profile of the Australian Local Government Workforce Report include recruitment competition (19%), and competition with city Councils (11%) as key workforce concerns. Identified workforce development challenges relating to human resource management included a lack of workforce planning resources (18%), staff retention (15%), leadership development (15%), and succession planning (10%).

Regional employers continue to attract fewer applications and fill lower proportion of vacancies than metropolitan employers, though the recruitment gap is closing. *Source: Department of Employment, Survey Employers who have Recently Advertised.*

Hay shire Council is already experiencing skills and knowledge shortages in a number of areas such as engineering, town planning, building surveying, environmental health and more recently Corporate Services and financial management.

The establishment of an ongoing traineeship programs including existing worker trainees where applicable, and an undergraduate (cadet) Engineer and Building Surveying programs will place Council in a more viable long-term position. The following table indicates the level of education held by existing staff across the organisation.

| High School Equivalent | Certificate II/III/IV | Diploma/Advanced Diploma | Tertiary Qualifications |
|------------------------|-----------------------|--------------------------|-------------------------|
|                        |                       |                          | 4                       |

## Workforce Recruitment

Council is strongly aware that it is operating in a competitive labour market and that effective, targeted efficient recruitment strategies are required to meet Council's continuing workforce requirements. In ensuring that Council is able to access a sufficient pool of applicants and quickly move them into employment with Council, the following activities will be undertaken:

- Continue to ensure that Hay Shire council maintains its industry standing as a strong, financial and growing regional Council;
- Continue to promote Hay Shire as a lifestyle destination;
- Continue to monitor:
  - Where Council's employment candidates come from;
  - Which is the most cost effective and efficient medium for attracting candidates to apply for positions, in targeting Council's advertising for vacancies;
- Continue to ensure that Council's recruitment and selection processes are timely, professional and contemporary;
- Candidates are aware of recruitment time frames and process completed in a timely fashion; and
- Where necessary appoint external recruitment agencies to assist in the recruitment process.

## Workforce Retention

As outlined previously the average age of a Council employee is 48 years while approximately 21 employees are older than 55. While this means we have access to employees with vast experience, it also suggests around 40% of our workforce could be seeking retirement or flexible work practices over the next 10 years. According to NSW Local Government Workforce Strategy 2016-2020, the aging workforce is a challenge not limited to local government.

To retrain an engaged and committed workforce, we need to work towards developing a deeper understanding of the future needs of our employees. To combat an ageing workforce and sustain our workforce capacity we need to attract and retain skilled employees from the young labour market. Congruently, Council needs to consider, where possible, methods of retaining mature talent to provide valuable corporate knowledge and offer mentoring and coaching to younger staff. As suggested in the NSW Local Government Workforce Strategy 2016-2020, methods may include:

- Retraining and transitioning older workers into meaningful jobs that can accommodate their health and wellbeing;
- Finding sufficient numbers of jobs within Council's very static organisation structure which older workers can transition to; and
- Changing the attitudes of older workers to consider the options of a new role within Council rather than retirement.

We recognise attracting younger employees and retaining their talent requires a flexible approach and strong support for them in furthering their career prospects. A workplace that can offer an innovative and technology adept environment will be necessary to retain this segment of the workforce. Development opportunities through training and education as well as coaching and mentoring programs will be increasingly valuable in this environment.

Some of the activities Council will be undertaking to maximise its employee retention in the short to medium term are:

- Introduction of further flexible working hours schemes (ie: 4 day weeks)
- Investigation of alternate leave arrangements, including the purchase of additional leave (subject to legal requirements)
- Investigation of additional salary sacrifice arrangements for staff;
- Investigation of transition to retirement schemes for older workers noting Hay Shire ageing population.

## What are the Challenges facing our Workforce?

The New South Wales Local Government Workforce Strategy identifies various challenges facing Council's as they compete for labour drawn from within and outside of their local areas.

The most significant challenges in this strategy are:

1. Skills shortages, especially technical skills
2. Ageing workforce
3. Difficulty in recruiting staff
4. Loss of corporate knowledge
5. Limitations in leadership capability,
6. Lack of skills and experience in workforce planning.
7. Lack of workforce data trends
8. Resistance to flexible work practices.
9. Lack of cultural diversity.

**The average age of a Hay Shire Council employee is 48 years of age.**

While many of the above challenges resonate with Hay Shire Council, the following workforce challenges are the most significant currently facing the organisation.

### **1. Resourcing Service Provision**

A key challenge for Hay Shire is the management of pressures associated with increased workload. This increased workload can be attributed to a variety of different factors, including the increased governance and legislation compliance, changing service expectations from our community and local government increasingly being called on to assist in delivering Commonwealth and State Government services at the local level.

As the State Government applies increased governance and legislative compliance on Council's, this puts pressure on staff, particularly senior staff, while still maintains their service delivery.

Service demand has increased in Council's Infrastructure and asset project delivery department. Infrastructure Services is a key area which supports the efficient processing and delivery of development proposals. Asset project delivery is fundamental to Council's Asset Management Strategy and the delivery of infrastructure renewal and maintenance.

The organisation does not currently have sufficient resourcing to fund additional positions to respond to these pressures. Financially, we need to consider new and innovative ways to meet these challenges and invest in key positions to plan, deliver and grow our services.

### **2. Reform and Continuous Improvement**

We are now operating in a climate of increased expectations for Council's operations to be leaner, more productive, innovative and collaborative with the community since local government in future year's means Hay Shire must be able to adapt to these changes.

Striving to continuously improve efficiency and accountability presents challenges but also positive opportunities for our workforce to look at better, more innovative and efficient ways to deliver our services through a renewed and ongoing continuous improvement program.

### **3. Ageing workforce and investment skills.**

Our workforce, like many in Local Government, is ageing. It is anticipated that we will have a significant staff turnover within the next 3 to 5 years with currently 21 staff over the age of 55 and 13 of those staff over the age of 60.

Transferring these skills and knowledge through formal succession planning opportunities is critical in ensuring we have a skilled workforce with local knowledge and capabilities to deliver services to our community. Greater investment in our traineeship and apprenticeship training program as well as our young employees is required to achieve this.

To continue to deliver services effectively to Hay Shire community, Council must remain an attractive employment option for all existing and potential employees. Council needs to position itself to encourage workers to remain in the workforce beyond the average early retirement age of 59 years while also effectively creating opportunities for younger less experienced employees and emerging leaders. This will allow Managers to assess their current situation, identify areas for improvement and ensure that knowledge is transferred and skill loss is managed.

### **4. Attraction and Retention of Staff**

Hay Shire Council is a rural Council which has attracted and retained staff historically based on its rural characteristics and work lifestyle balance.

Competitively, we neighbour various larger Council's which have greater financial capacity to provide more generous salary arrangements for key staff positions. There is increasingly difficulty in attracting and recruiting high quality staff to the organisation in particular skill shortage areas of planning, engineering and finance.

As an employer, we must strive to go beyond this and consider a number of other innovative options we can attract and retain the best quality of staff (with strong focus on ideas to retain staff). Hay Shire Council must also continue to better market and position itself as an employer of choice. Resource sharing may also be a consideration for the future under a Joint Organisation Structure and/or through our alliance with Cumberland City Council.

### **5. Opportunities in leadership capability, capacity and alignment**

Our leaders are critical in ensuring our staff achieve the organisational vision and outcomes from the delivery program. We need the right leaders who are innovative, accountable and effective to navigate through the current and future challenges. Managers and Supervisors have the most significant impact on both individual and organisational performance.

Strategies will be implemented to better align Council's vision, corporate values and delivery program outcomes with our leader's individual performance objectives.

Further developing our existing leaders and also new upcoming leaders in people management continues to be a high priority. Leadership capabilities in people management will contribute to a high performing organisation focused on continuous improvement, innovation and increased productivity.

## How do we get there?

### Five broad workforce strategies

There are five (5) key broad overall strategies which will enable us to achieve the organisation vision and achieve the Delivery Program outcomes.

The five strategies are:

**1. *Creating a learning organisation that inspired and support growth, innovation and personal development.***

Alignment with NSW Council Workforce Strategy

- Strategy 5 – Investing in skills;
- Strategy 6 – Improving productivity and leveraging technology
- Strategy 8 – Implementation and Collaboration

**2. *Supporting our leaders to be innovative, accountable and effective with responding to growth Alignment with NSW Council Workforce Strategy***

- Strategy 1 – Improving workforce planning and development;
- Strategy 4 – Creating a contemporary workplace
- Strategy 5 -Investing in our skills;
- Strategy 7 – Maximising Management and leadership

**3. *Facilitating a workforce that accepts growth, high performance with responding to growth Alignment with NSW Council Workforce Strategy***

- Strategy 4 – Creating a contemporary workplace;
- Strategy 5 – Investing in skills
- Strategy 6 – Improving productivity and leveraging technology

**4. *Partnering within our business to deliver safe, efficient and effective people services Alignment with NSW Council Workforce Strategy***

- Strategy 4 – Creating a contemporary workplace
- Strategy 6 – Improving productivity and leveraging technology
- Strategy 8 – Implementation and Collaboration

**5. *Attracting and retraining the people with capabilities to deliver now and into the future Alignment with NSW Council Workforce Strategy***

- Strategy 4 – Creating a contemporary workplace
- Strategy 3 -Retaining and Attracting a diverse workforce

*Creating a learning organisation that inspires and enables growth, innovation and personal development*

*Learning and Development*

An investment in our organisational learning with a view to multi-skilling and broadening the capability base of staff is critical to achieving this strategy within a rural Council with a lean workforce. Developing the required capabilities of our staff will ensure they can contribute at a higher level for the community. As an organisation, we have invested in Learning and Development to ensure there is a strong focus in this area.

With the likelihood of in the next few years of staff turnover, a detailed training needs analysis will be undertaken to determine how we as an organisation can improve our workforces learning and development. Currently Council develops an annual Corporate Training Plan based on recommendations from Performance Reviews and consultation with management.

An individual training needs analysis should then be conducted for each of our staff and worked through with each Manager to respond to skills gaps. We will then provide a broad range of learning opportunities, content and mediums that can accommodate the various learning styles of our people.

*Ageing Workforce and different generations of staff*

Over 40% of our staff are aged 55 years or older. While this means we have access to employees with vast experience, it also suggests a significant proportion of our workforce could be seeking retirement or flexible work practices over the next 3-5 years.

We need to work towards developing a deeper understanding of the future needs of our employees. To combat an aging workforce and sustain our workforce capacity. We need to attract and retain highly skilled employees from the young labour market. We will need to consider hybrid working models as a way to attract and retain staff.

We recognise attracting younger employees and retaining their talent requires a flexible approach and strong support for them in furthering their career prospects. A workplace that can offer innovative and technology adept environment will be necessary to retain this segment of the workforce. Development opportunities through training will be necessary as well as coaching and mentoring programs will be increasingly valuable in this environment. An ageing workforce is more likely to have increased health related issues. This may impact both our ability to deliver services and achieve community outcomes as well as increase our Workers Compensation costs. It is important we continue to work with our people to improve the safety and wellbeing in our workplace. Further, we need to pinpoint our critical roles and establish mechanisms to capture and share organisational knowledge to ensure the long-term sustainability of our organisation.

*Benefits of a mature workforce*

Mature employees bring greater stability to the workforce. Employees over 45 years of age stay in their roles and average 2.5 times longer than younger employees. The Federal Government Intergenerational Report in March 2015 recognises that we need for mature workers to remain in the workforce longer and for employees to have more inclusive workplace.

**A stable workforce has many benefits:**

- Lower turnover rates and therefore lower recruitment costs;
- Longer retention of corporate knowledge
- Easier future planning

**Other benefits of a mature workforce include:**

- Better attendance records and therefore greater productivity;
- Greater work experience and problem solving ability to contribute to improvement strategies and initiative;
- Maturity and patience to relate well to co-workers and to provide quality customer service.
- Ability to work with minimal supervision to allow managers to focus on other aspects of the workplace.

## Health, Wellbeing and Ageing

Health and wellbeing are important at any age, it is vital to individuals, families, communities, organisations and society as a whole, Illness and absence from work increases pressure on families and colleagues, and is a significant cost to employers and the economy. Building healthy and engaged workers is key to improving organisational productivity.

## Supporting our Leaders to be innovative, accountable and effective

The New south Wales Local Government Workforce Strategy stated that the link between leadership and good governance is critical to NSW Local Government.

Strong leadership and role modelling behaviour foster and reinforce a culture of good governance. This in turn aligns with the changes to the Local government Act 1993 that include guiding legislative principles in risk management, continuous improvement and fair and ethical treatment.

There are significant weakness and gaps with leadership which were identified in a recent study of Australian Leadership – Leadership at Work: Do Australian Leaders have what it takes (2016).

These relate to:

- Improvement in basic management skills and fundamentals including performance management and monitoring
- Inability to encourage and drive innovation;
- Lack of a formal training program for leaders and new aspiring leaders,
- Under- investments in leadership training across organisations, especially at the frontline where improved performance can be achieved through better employee engagement and outcomes;
- Lack of diversity amongst senior leadership;
- limited external sourcing of advice and information from associations, consultations, experts or other senior leaders within the industry or elsewhere.

Our leadership capabilities need to reflect our corporate values with a particular focus on;

- We treat people fairly and consistently, we embrace diversity and opinion;

- We are ethical and honest, we take responsibility for our actions, we take pride in the manner in which we perform our duties;
- We listen to people, we promote a friendly, supportive work environment.

As an organisation, we will invest in new and emerging leaders. In this climate of rapid change and growth we need to create a stronger, more diverse leadership profile by empowering emerging leaders through development opportunities, mentoring and training.

| Key Action to achieve strategy  | Responsibility           | Partners                 | Timeframe     |
|---|--------------------------|--------------------------|---------------|
| Explore high Performance Leadership Training Program  | Human Resources          | Directors and Managers   | July 2024     |
| Provide training for managers, supervisors, coordinators and team leaders in performance management and soft skills | Human Resources          | Managers and Supervisors | Annually      |
| Review our recruitment strategies to ensure we are recruiting the right leaders                                     | Human Resources          | Managers and Supervisors | December 2022 |
| Mentoring programs are developed to support new and emerging leaders  | Managers and Supervisors | Human Resources          | December 2023 |
| Review performance appraisal system and process.  | Human Resources          | Managers and Supervisors | July 2023     |

## Facilitating a Workforce that embraces change, high performance and continuous improvement

### Values and behaviours Transformation

Building a workplace culture that is agile, flexible and resilient to change is critical to meeting the growth facing our organisation and industry. We will continue to roll out our corporate values program and training to create a positive work environment where staff are supported and change is embraced as an opportunity to improve.

Building a workforce that is high performing and with the right behaviours will be a key focus when a review is conducted on our performance assessment process.

### Continuous Improvement

We will continue to implement continuous improvement reviews across the organisation to improve our work practices, systems and processes to ensure they are meeting needs of customer, best practice and reflect value for money. Continuous improvement reviews focus on ways we can deliver services to the community in a more efficient and effective way. As Council continues to review and improve its services to the community, we recognise the skills profile of our workforce may change as well. Embracing innovations from our people through collaborative leadership and staff engagement programs will also allow us to improve the way we do business.

### Embracing new innovative technology

Greater opportunities to explore new ways to automate our systems, processes and practices will ensure that our services are best placed to deliver for our community. Embracing new technology will lead to a number of positive benefits including greater customer satisfaction and responsiveness, operational efficiency, and greater capacity for staff. With a lean workforce, it will become more important to leverage off technology in order to meet the needs of the community, with greater utilisation of Council of an Information Technology Committee to prioritise technology systems to support our organisation and people. The committee could also focus on developing a smart Technology Strategy.

| Key Action to achieve strategy   | Responsibility           | Partners                 | Timeframe |
|--|--------------------------|--------------------------|-----------|
| Streamline services using innovations in technology                      | Managers and Supervisors | Human Resources          | Ongoing   |
| Continue to focus on Council's Continuous Improvement                    | Managers and Supervisors | Employee Relations       | Ongoing   |
| Undertake change management, technology and resilience building training | Human Resources          | Managers and Supervisors | Ongoing   |

## **Partnering within our business to deliver safe, efficient and effective people services Human Resources & Industrial Relations.**

The Human Resources area will continue to evolve and transform into a key business partner on all workforce matter. This evolution will focus on supporting and advising the organisation on greater strategic workforce planning matters and also people enhancing services to achieve Council's objectives. The services delivered will continue to add value and enhance organisational capacity through a revitalised recruitment and selection process, a formal review of Council's performance appraisal process, modern and proactive payroll practices and a collaborative and positive industrial relations regime.

### **Safety and Risk Management**

Council believes the safety, security, and the physical and mental wellbeing of our people are central to the ability of all staff contribute to the achievement of Council's objectives. Council's commitment is to see all staff go home in the same physical and mental condition, or better, than when they arrived at work.

Our current work health and safety systems and processes are an ongoing work in progress within the current state of our workforce. We continue to make positive improvements with the way we safely perform our work. However, as we continue to grow and we see an increase on workloads and service expectations the challenge will be to maintain and exemplary safety record. In addition with changing technology and work practices, new work health and safety risks will be inevitable.

### **Learning and Development**

A more structured approach to learning and development will be implemented in recognition of the need to grow our workforce and enhance our capabilities. A continual investment in our workforce learning and development will be a key challenge to ensure our workforce have the right skills, capabilities and behaviours to deliver efficient and effective services to our community.

### **Equal Employment Opportunity**

Council is committed to making our workforce inclusive and reflective of the broader community. We need to embrace diversity and explore opportunities to increase participation with employees with a disability, women in leadership roles and Aboriginal and Torres Strait Island descent. The plan has been developed in accordance with the requirements of section 344 of the Local Government Act 1993 and supports the Act's objectives to:

- a) Eliminate and ensure the absence of discrimination in employment on grounds of race, sex, marital or domestic status and disability in Councils, and
- b) Promote equal employment opportunity for women, members of racial minorities and persons with disabilities in Councils.

## Attracting and retaining the people with capabilities to deliver now and into the future

### Overview

As at 30 June 2022, 63% of Hay Shire Council's employees have less than 10 years' service, with over 46% having been with the organisation for less than five years. These figures would seem consistent with the modern trend of employees changing workplaces and careers on more regular basis than in the past.

Over the last four years, Council's staff turnover has averaged 6.5 employees per year, a figure which would indicate, at the lower end of the scale, a "healthy level turnover". In the last two years, Council has undertaken restructures and a change of management which may account for the spike in employees exiting the organisation. Closer analysis of those employees who left the organisation over the three years indicates some interesting facts, including:

- 70% were male
- The average tenure was 11 years
- 0% accepted positions with another Council
- 3% had their employment terminated by Council (including redundancy)
- 24% left due to retirement
- 8% left employment due to personal reasons such as moving
- 8% passed away during employment
- Over 57% accepted other employment positions outside of Local Government.

### Why work at Hay Shire Council

A greater focus on marketing Hay Shire Council and its location is needed to raise awareness of who we are and the positive benefits of working and growing with our organisation. Promoting our growth, rural living lifestyle, and our generous workplace conditions are key selling points for people wanting to pursue a career at Hay Shire Council.

There is increasing competition across local government and private industry to attract and recruit employees with the right skills and experience, which means we need to continually set ourselves apart from the others and market and promote our strengths.

To retain existing staff, including mature ages workers, generation X and Y, we need to provide opportunities for career diversity and flexibility that accommodates both professional and personal aspirations. Employee engagement and loyalty programs will drive and increase in retainment and also improve our performance.

We have conducted a review of our salary administration system to ensure that we align with industry standards, and we are competitive to attract and retain staff.

Renumeration is only one aspect to employee attraction and retention. Council currently provides housing to hard to recruit positions at a heavily subsidized rental. We must also explore other innovative way to attract and retain staff including greater flexible work practices, secondment opportunities, learning and development investment and the provision of new innovative technology.

### Skill Shortages/Difficult Recruitment Areas

The Federal Government Department of employment has identified various job categories which are designated skill shortage and/or difficult to recruit areas. Relevant areas for Council include:

- Accountants
- Building professions; and
- Engineering professions

Historically, Council has had significant issues in the recruitment of Building Surveyors and Engineers. Council will continue to develop innovative programs and practices to attract and retain staff in these areas, including undergraduate and trainee programs, salary system review and more flexible working arrangements.

### **Resourcing demands**

Unfunded resourcing demands and projections against future and anticipated service delivery priorities are to be considered by Council's Executive Leadership Team through budget resource allocation processes.

Council will continue to deliver services through mixture of internal and external sourcing such as contractors or consultants. Opportunities for position redesigning, multi-skilling, automation of work practices and streamlining of work processes will be investigated prior to additional positions being approved.

Council is also more likely to work with alliance partner Cumberland City Council, to share resources in the hard-to-get skills. This also includes the possibility of a remote office, located in Merrylands, Sydney, which would house back of office professionals, such as planners, engineers and accountants.

## How do we know we have arrived?

The successful implementation of the strategies is a partnership effort between all staff within the organisation. The ongoing monitoring and evaluation of this strategy is imperative.

Achievement against this Plan will be reported to Council as part of the Corporate Reports (IP&R). In addition, the following mechanisms will be adopted to ensure we are achieving this Plan

- Annual review of the Delivery Program and Operational Plan
- Monitoring of individual performance review action plans
- Human Resource Reporting
- Consultation from Staff, Unions and Consultative Committee, including Work Health and Safety Committee.

| Objective  | Recommended Actions  | Responsible Officer  | Time Frame             |
|--|--|----------------------|------------------------|
| 1. Develop HR Management systems and structures that assist Council to better meet the needs of the organisation and its key stakeholders. | <p>1.1 Develop and implement systems for workforce planning which:</p> <ul style="list-style-type: none"> <li>• Identification of critical /core positions and replacement timeframes</li> <li>• Formal succession plans</li> <li>• Predicted training requirements</li> <li>• Predicted replacement/recruitment plans.</li> </ul> | HR                   | 30 June 2023           |
|  | 1.2 Provide support to managers to enable them to identify and address strategic staffing needs, taking into account ageing workforce demographics, to ensure business continuity and organisational goals are met.  | HR                   | 1 July 2023 & ongoing  |
|  | 1.3 Implement systems to ensure our ageing and diverse workforce transfer their skills and knowledge to others the organisation through the development of a mentoring program.  | HR/MANEX/ Supervisor | 30 June 2023           |
|  | 1.4 Develop and implement strategies to address succession planning for identified critical positions.   | HR/MANEX             | 30 June 2023           |
| 2. Engage and align the workforce with Council's mission, vision and values  | <p>2.1 Promote Council's values</p>  | MANEX/All Staff      | Ongoing                |
|  | 2.2 Maintain mission, vision and value themes in induction and ongoing training for all staff  | HR                   | 31 Dec 2022 & Ongoing  |
|  | 2.3 Incorporate reference to Council values and behaviours in performance agreement.   | HR/MANEX             | 30 June 2023           |
|  | 2.4 Include reference to mission, vision and values in dealings with suppliers and partners (MOU's, RFP's, Contracts)  | MANEX                | 30 June 2022 & Ongoing |
| 3. Enhance Council's recruitment and selection through provision of practical resources, guidance, and personnel systems.                  | <p>3.1 Review and develop existing recruitment and selection policies, and procedures to ensure our processes meet current best practice and the requirements of EEO legislation.</p>  | HR                   | Ongoing                |
|  | 3.2 Develop a competency-based recruitment process for outdoor staff.  | HR                   | 30 June 2023           |
| 4. Establish learning and development systems that equip all staff for their respective roles by achieving                                 | 4.1 Develop and implement revised employee appraisal and recognition process.  | HR/MANEX             | May - Dec 2023         |

|  |  |    |           |
|--|--|----|-----------|
| measurable results, behaviours, learning, and reactions. |  |    |           |
|  | 4.2 Provide training for managers, supervisors, coordinators and team leaders in performance management and soft skills. | HR | Annually  |
|  | 4.3 Explore high performance leadership training program.  | HR | July 2024 |

| Objective  | Recommended Actions  | Responsible Officer          | Time Frame            |
|--|--|------------------------------|-----------------------|
| 5 Establish innovative HR practices responsive to workers' needs and providing competitive employment conditions.                                | 5.1 conduct an internal employee opinion survey to seek feedback from staff.   | MANEX                        | 30 June 2023          |
| 6 Family friendly conditions of employment to remain attractive to all segments of the labour market and retain existing high quality employees. | 6.1 Where practicable offer flexible working arrangements.   | MANEX/Consultative Committee | Ongoing               |
| 7 Policies that encourage continuous learning and development opportunities for staff.   | 7.1 Encourage staff to act in higher level positions as opportunities arise.   | All supervisors              | Ongoing               |
|  | 7.2 Encourage the utilisation of Council's education assistance policy.  | All Supervisors              | Ongoing               |
| 8 Promote Council as preferred employer  | 8.1 Ensure Council's conditions of employment are maintained to meet market expectations in rural areas.   | HR/MANEX                     | Ongoing               |
|  | 8.2 Remain abreast of current issues affecting prospective employees and about appropriate policies required.  | HR/MANEX                     | Ongoing               |
| 9 Promote Council as preferred employer  | 9.1 Development and implementation of Council's EEO Management Plan.   | HR                           | 31 Dec 2022 & Ongoing |
|  | 9.2 Review positions as they become vacant and determine if suitable redesign for part time employment or other flexible work arrangements to suit women, mature workforce, or people with a disability. | HR                           | Ongoing               |

|  |  |               |              |
|--|--|---------------|--------------|
| 10 Code of Conduct                                     | 10.1 Code of Conduct and other policies are understood and demonstrated<br><br>10.2 Leaders address poor behaviour and standards promptly and strongly   | MANEX         | Ongoing      |
|  | 10.3 All employees accept personal responsibility and accountability   | All Employees | Ongoing      |
| 11 Ageing Workforce and Recruitment of Younger Workers | 11.1 Investigate a phased Retirement Policy which looks at a arrange of flexible work options to staff approaching retirement.<br><br>11.2 Strengthen links with local high schools, universities and TAFE colleges thereby promoting a career with Council. | HR            | 30 June 2023 |
|  | 11.3 Recruitment of Trainees and Apprentices on a cycle to maintain a minimum of trainees/apprentices.   | HR/ED         | Ongoing      |
|  |  | HR            | Ongoing      |

| Objective                | Recommended Actions   | Responsible Officer  | Time Frame |
|--------------------------|---|----------------------|------------|
| 12 Safe Work Environment | 12.1 Roll out WH&S system available to all staff  | HR                   | Ongoing    |
|                          | 12.2 Regular WH&S refresher training programs on staff training program                     | Risk/WHS Coordinator | Ongoing    |
|                          | 12.3 Management support and encourage initiatives aimed at improving fitness and lifestyle. | MANES/HR Coordinator | Ongoing    |