

**NAMBUCCA SHIRE
COUNCIL
RESOURCING STRATEGY**

**WORKFORCE
PLAN 2017-2021**

Adopted 29 June 2017

Introduction

The NSC Workforce Plan 2017-2021 provides strategies that will be implemented over the next four years to ensure that we are positioned to meet our existing and future services demands and challenges.

Strategic workforce planning is a continuous business planning process of shaping and structuring the workforce to ensure there is sufficient and sustainable capability and capacity to deliver the organisational objectives, now and in the future.

The Workforce Plan identifies the human resource strategies required to continuously deliver the right people – that is, those with the skills and capabilities necessary for the required work – in the right numbers in the right place, at the right time.

The methodology

NSC is committed to evidence based workforce planning and a process of continuous improvement as we shape and develop our workforce. To develop this Workforce Plan, NSC followed a rigorous workforce planning process as follows:

- Review of the NSC Workforce Plan 2013-2017
 - Determine progress against agreed strategies
- External environmental scanning, with a review of:
 - Global trends impacting on the business environment
 - Trends in the local government sector
 - State government directions and policies likely to impact on NSC
 - Feedback from the community (primarily via the customer satisfaction survey)
- Internal business scanning, including:
 - NSC Community Strategic Plan
 - NSC's current workforce profile
 - NSW local government HR metrics benchmarking
 - Staff Diversity survey
 - Managers Workforce Planning survey
- Internal consultation:
 - Consultation with NSC executive team members to clarify workforce issues and priority strategies
 - Consultation with staff via the Consultative Committee
- Forecast of future service delivery demands and strategic gap analysis of capacity and capabilities
- Development of strategies to meet the demands of the future workforce

Our workforce

2013

2017

127

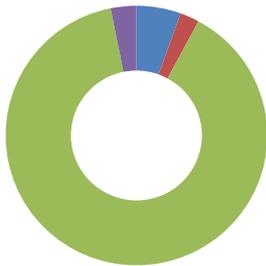
114 staff FTE

Staff (headcount)
+ 8 vacant positions

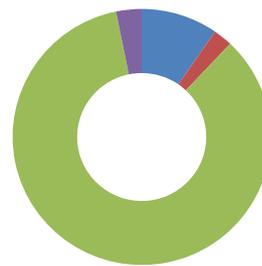
125

109 staff FTE

Staff (headcount)
+ 3 vacant positions



- casual 5.51%
- contract 2.36%
- permanent 88.98%
- temporary 3.15%



- casual 9.60%
- contract 2.40%
- permanent 84.8%
- temporary 3.20%

49years average age¹

13years average tenure¹

7% average turnover¹

49years average age¹

13years average tenure¹

9% average turnover¹

NSWLG²

Not available

10 years

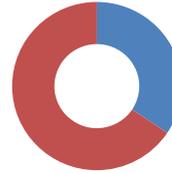
11.71%



30% female
20 FT | 13 PT | 5 casual



70% male
88 FT | 1 PT | 2 casual



34% female (**35%**)¹
24 FT | 8 PT | 11 casual



66% male (**65%**)¹
79 FT | 2 PT | 1 casual

¹ Permanent staff

² NSW rural councils (2016 HR Metrics Benchmarking Report)

Our workforce - diversity

A survey of staff was conducted in April 2017 to determine the level of diversity in our workplace. Based on the 62 responses received, the survey revealed the following:

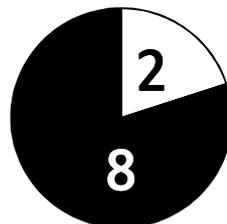
- 4.8%** (3/62) are of **Aboriginal and/or Torres Islander** descent compared to **7.3%** of our local population and **2.5%** across Australia¹
- 8.1%** (5/62) considered themselves to have a **disability** indicating the nature of the disability to be vision (1), hearing (2) and physical (2)
- 19.3%** (12/62) were **born overseas** compared to **14.9%** of our local population and **30.2%** across Australia¹
- 93.5%** (58/62) only speak **English** at home compared to **93.8%** of the local population and **76.8%** nationally¹
- 14.7%** (9/62) speak a **second language** ie English (4), French (2), German (1), Dutch (1) and Croatian-Bosnian (1).

Gender diversity in leadership roles:

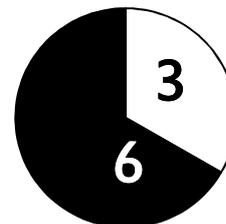
SENIOR EXECUTIVE



MANAGERS



TEAM LEADERS²



□ FEMALE ■ MALE

¹ ABS Census 2011

² Female: Water and Sewerage Engineer, Senior Librarian and Accountant

Male: Senior Health and Building Surveyor, Roads Coordinator, Structures Coordinator, Depot Coordinator, Green Space Coordinator and Civic Services Coordinator

Our challenges

The workforce planning process identified key challenges that will impact on our ability to achieve our vision and strategic imperatives:

- Increasing government compliance requirements and regulation – affecting work functions, reporting and qualification requirements.
- Ongoing reform of the local government industry and legislative framework.
- The rapid pace of technological changes and increased reliance on technology – affecting service expectations, service delivery, job design and market competition.
- Attracting and retaining staff in critical roles.
- Evolving community expectations, Council strategy and business direction – requiring new or different skills/capabilities to deliver objectives. In particular, we are seeing growing demand from our customers for: online access to services; immediate response to queries and complaints; increased accountability and more

services (but not at the expense of existing services).

Based on research undertaken by Government Skills Australia, the following issues remain a concern for the local government sector:

- salary competition from other sectors
- reduced training budgets due to economic constraints
- a perceived lack of career pathways and opportunities
- the image of the sector and job roles not seen as desirable

We are also influenced by challenges impacting many Australian workplaces, including an increasing and unpredictable number of retirements, skills shortages in certain occupations¹ and growing importance of the role employers have in the wellbeing of their employees.

All of the identified challenges were considered carefully when developing the workforce plan strategies.

¹Research undertaken by the Department of Employment to 31 December 2016 (*Skills Shortage List, Australia; Department of Employment; published 28 March 2017*) identifies skill shortages in the following jobs which exist in our staffing structure:

Occupation	National Rating	NSW Rating	Comment
Surveyor	D	S	Nationally, the recruitment difficulty is for registered cadastral surveyors. Shortages are evident in Sydney and regional NSW across various specialisations and sectors including cadastral, engineering and construction.
Civil Engineering Professionals	D	D	The recruitment difficulty is for senior positions and those with specialised requirements. In NSW, the recruitment difficulty is for geotechnical engineers and structural engineers.
ICT professionals	D	Not available	The recruitment difficulty is for senior web developers; senior programmers and senior ICT security specialists; Assessed at national level only.
Civil Engineering Draftspersons and Technicians	S	S	Shortages are evident in NSW, Melbourne and SA; Shortages are for civil engineering draftspersons and technicians with experience in particular engineering software and construction specifications and codes.
Motor Mechanic	S	S	Shortages are evident for diesel mechanics working across various types of heavy vehicles eg trucks, buses, cranes, mobile plant, agricultural equipment.
Plumber	D	S	Employers in some states experience difficulty recruiting for multi-skilled plumbers, roof plumbers and gas or sprinkler fitters; Shortages are evident for general plumbers and roof plumbers across NSW.

S = National/State-wide shortage

D = Recruitment difficulty

Our capability priorities

The workforce planning process reviewed the services provided by NSC to determine how the demand for these services was changing and what impact the changing demands would have on our workforce capability requirements.

Managers identified the following emerging workforce capability requirements crucial to meeting future needs and some ideas about how to harness these skills and capabilities:

Who?	What?	How ?
Assets	<ul style="list-style-type: none"> combination of engineering, finance and computing knowledge (GIS, databases and Microsoft) 	<p>A variety of strategies exist and will depend on the particular scenario:</p> <ul style="list-style-type: none"> continuing professional development engagement of contingent workers (eg contractors, labour hire, temporary/casual employees) job redesign paying more to get the right staff redeployment resource sharing with other councils restructure skills audit succession planning training
Community Development	<ul style="list-style-type: none"> Library staff - technical services and IT; more qualified staff Tourism - social media and marketing 	
Finance	<ul style="list-style-type: none"> Asset management Accounting 	
Information Technology	<ul style="list-style-type: none"> IT skills 	
Infrastructure Services	<ul style="list-style-type: none"> customer service internal auditing 	
Water and Sewerage	<ul style="list-style-type: none"> multi skilling in both water and sewerage capability wastewater and water treatment dam operations 	
General Manager	<ul style="list-style-type: none"> better educated staff increased focus on people management better typing and IT skills 	
Corporate Services	<ul style="list-style-type: none"> increased level of expertise in financial accounting, system accounting, management accounting and asset accounting broad-based and specialist IT skills 	

Additionally, there were three capability requirements identified as being imperative across NSC in order to achieve a workforce that is aligned with our strategic direction and models desired workplace behaviour. Regardless of the specific role, NSC staff need to be:

Open	Customer-focussed	Proactive
<ul style="list-style-type: none"> An interest in and confidence using new methods and technologies Positive attitude to change and new ideas Comfortable with "flearning" (failing + learning)¹ 	<ul style="list-style-type: none"> High level customer service skills (both external and internal customers) including communication, relationship development, negotiation, conflict resolution. 	<ul style="list-style-type: none"> Take personal responsibility Value diversity of opinions, be proactive in reaching consensus Learn on the job Celebrate achievements, recognise others, give feedback. Promote best return from Council's resources

¹ O'Connor, Thea: "Stop failing and start 'flearning'", www.intheblack.com; 2 February 2015

Strategic workforce objectives 2017-2021

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Staffing	The recruitment strategy attracts a pool of talented candidates	Review current recruitment policy and procedures	Policies and procedures reflect industry standards	MHR	2017/18
		Participate in salary benchmarking surveys	Market competitiveness	MHR	Ongoing
		Mitigate risk of being unable to attract the right people	Consider alternative models to deliver services	MHR/Managers	Ongoing
	The retention strategy supports the creation of a welcoming, inclusive and engaged workplace.	Review and implement an on-boarding program that covers new employees' first 12 months and includes: induction, probation, core training and development and performance feedback and support.	<p>New process completed and implemented.</p> <p>100% of staff have completed formal induction within the approved timeframe.</p> <p>100% of annual appraisals are completed.</p> <p>Voluntary turnover remains within the industry standard.</p>	MHR	Ongoing
		Mitigate risk associated with the loss of critical people	Embed succession planning for key positions	MHR and key staff	Ongoing

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Performance planning, development and management	The employee performance framework is aligned to Council's goals and clearly communicates and reinforces performance expectations.	Review all position descriptions so that core accountabilities, knowledge, skills and attributes are aligned to organisational goals and accurately described.	All position descriptions in standard format and content up to date.	MHR and key staff	Ongoing as new roles and vacancies arise and as part of the annual appraisals.
		Implement online performance management system (PULSE) incorporating performance expectations, goals and measures.	Online employee performance management system is implemented. Employees not meeting the expected standard of performance have a development and improvement plan.	MHR	July 2018
Learning, training and development	The workforce is ready, willing and capable of delivering efficient and effective services.	Provide Leadership Development Program to all managers	100% participation Positive feedback	MHR and managers	August 2017
		Develop and implement Professional Development Plan for critical roles	Plan in place and training completed	MHR and managers	30 June each year
		Develop and promote online learning management system (e-quip)	System widely used All training programs are informed by the Delivery Program, Operational Plan, Workforce Plan, position descriptions, performance and competency appraisals.	MHR	Ongoing

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Work Health and Safety	The WHS plan meets legislative, regulatory and organisational requirements	Participate in the annual StateCover WHS audit	Audit undertaken annually.	SRO	July each year
		Develop a strategic WHS plan and supporting annual action plans	Plans developed and submitted to Manex for approval and implementation.	MHR/SRO	November each year
		Implement approved annual action plan	Action plan status report is submitted to Manex each quarter demonstrating compliance with legislative, regulatory and organisation requirements.	MHR/SRO	Quarterly
	The WHS Committee continues to function efficiently	Ensure meetings are held at least 4 times per year.	Effectiveness of the WHS Committee	MHR/SRO	Ongoing
Wellbeing	The Health and Wellbeing Program is focussed on education and awareness of critical wellbeing risks.	Develop a wellbeing program that is informed by WHS, workers compensation, injury management and wellbeing issues and focused on education and awareness. Implement approved wellbeing program Evaluate the program 12 months after introduction to test its value and contribution.	Implementation of the wellbeing program. Voluntary participation rates increase.	MHR	Ongoing