

WORK FORCE PLANNING STRATEGY

2017/18 - 2020/21

se
ct
30
z



*Vision to values,
adopting to growth
and change...*

INTRODUCTION

Wollondilly Council’s Workforce Management Strategy outlines how our staff will achieve the community’s long term goals and objectives under the Wollondilly Community Strategic Plan and Delivery Program.

This strategy aligns with the National and New South Wales Local Government Workforce Strategy in that it adopts a broad vision to ensure Wollondilly’s workforce has:

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

The strategies and actions within the Wollondilly Workforce Management Strategy address the eight key strategic themes in the National and NSW Strategy which are:

1. Improving our 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.

Continuous improvement is a fundamental component to this strategy. This ensures we are meeting and reflecting changing community needs, legislative reform, technology advances and evolving workforce demographics.

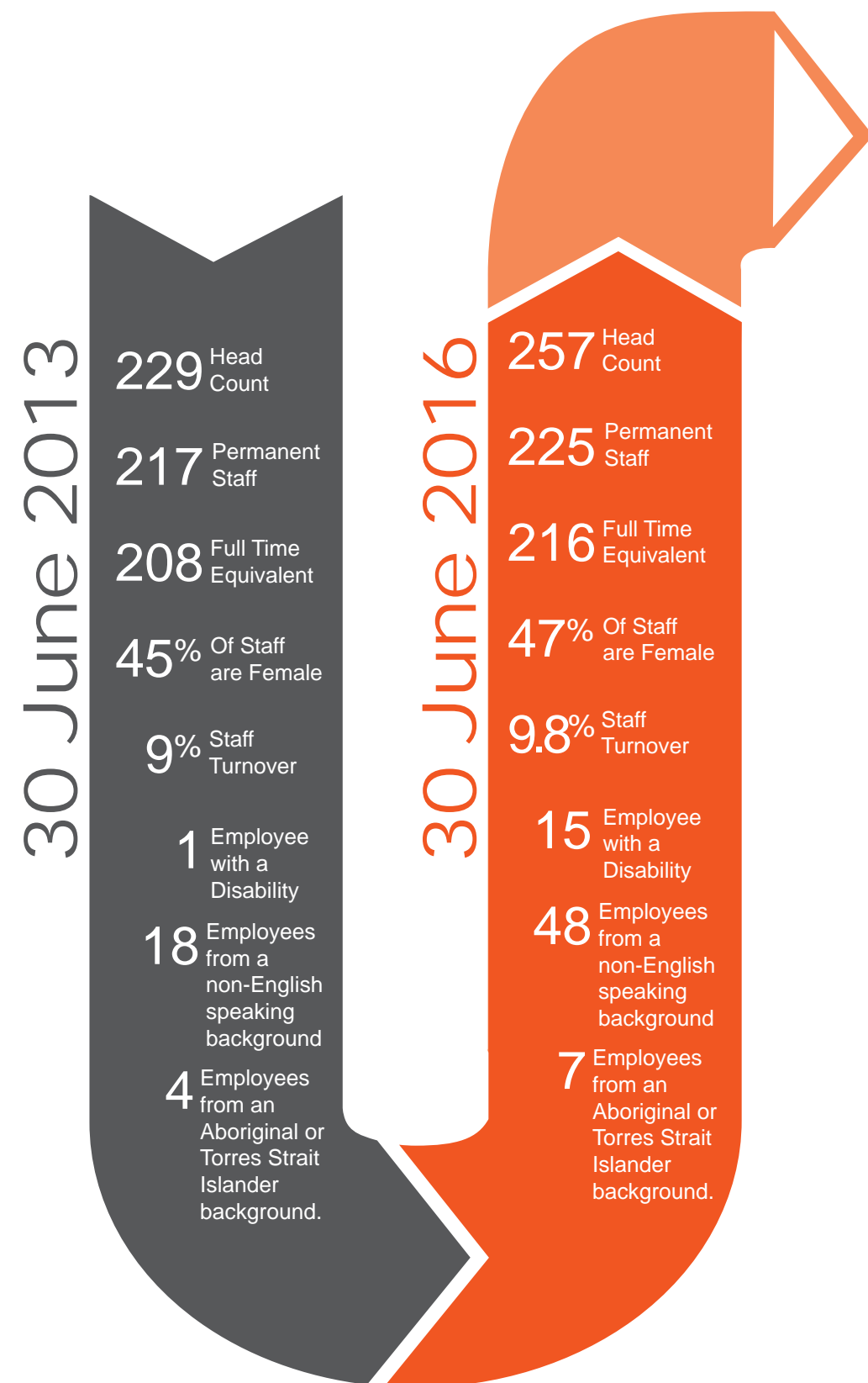
This plan is structured to answer the following five (5) simple questions:

- Where have we come from as a workforce?
- Where are we now as a workforce?
- Where are we going as a workforce?
- How does our workforce get there?
- How do we know we have arrived?

SNAP SHOT OF OUR WORKFORCE

Where we have come from?

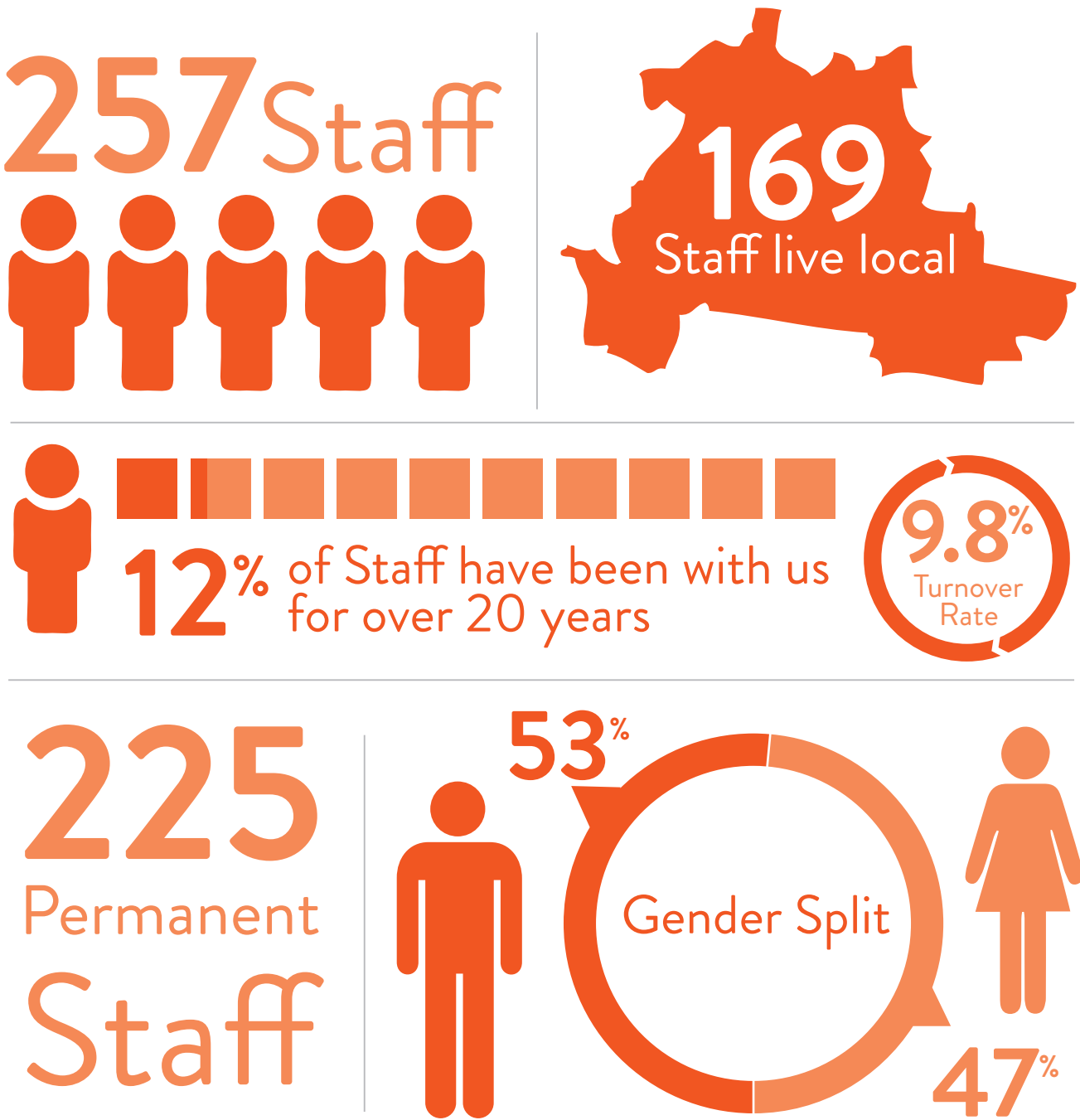
An overview of Wollondilly's journey



Where Are We Now?

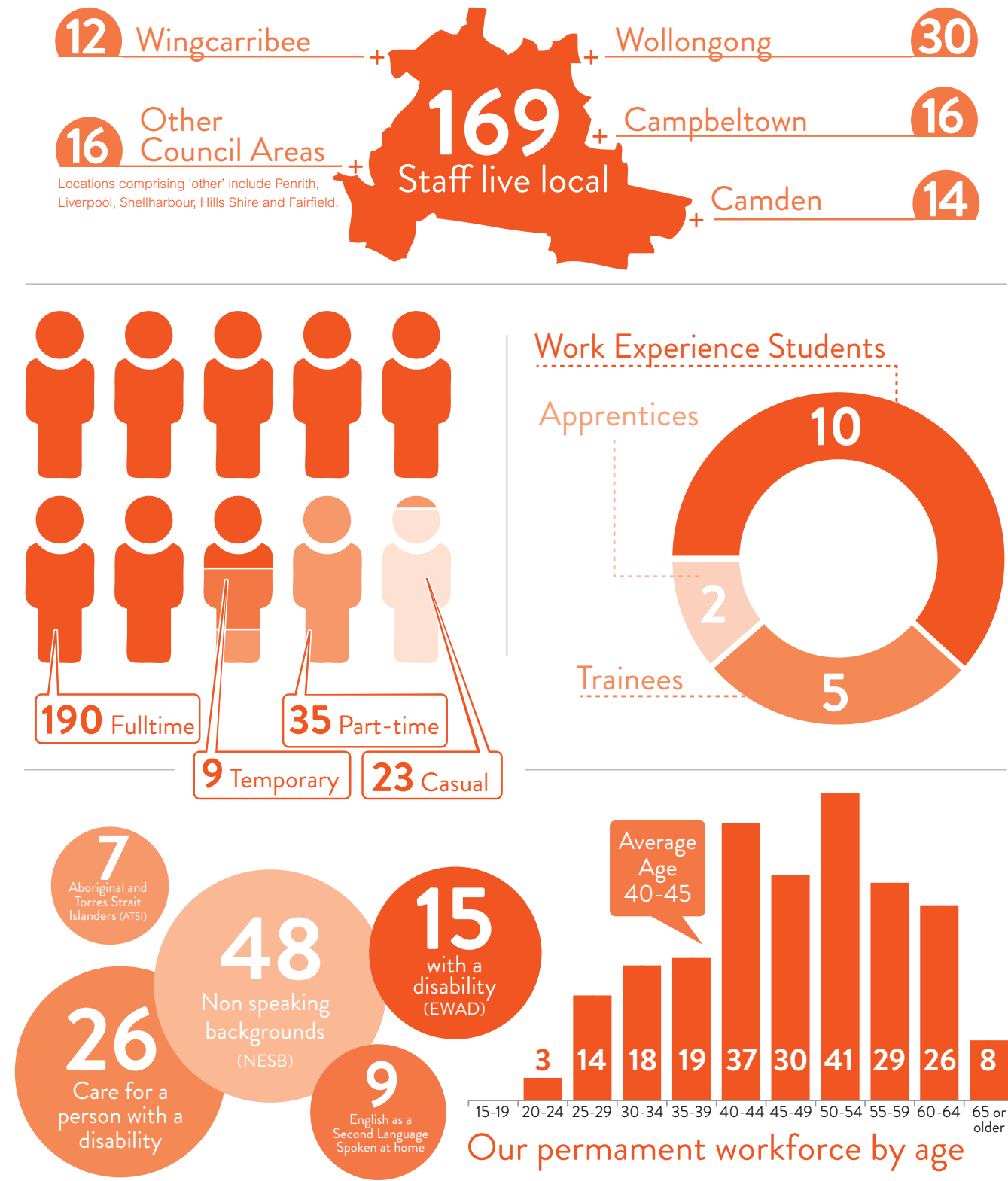
Our workforce, our people - A summary

As at 1 July 2016, Council's workforce consists of a total of 257 staff employed in a variety of capacities including full-time, part-time, casual and temporary employees. We provide a range of services to our community consisting of 32 broad service types. We also host five trainees and 2 apprentices through a separate organisation MG My Gateway. Other noteworthy demographics of our staff include 169 of our staff residing within the shire, approximately 25% of our staff are over the age of 55 and our turnover rate is only 9.8%.



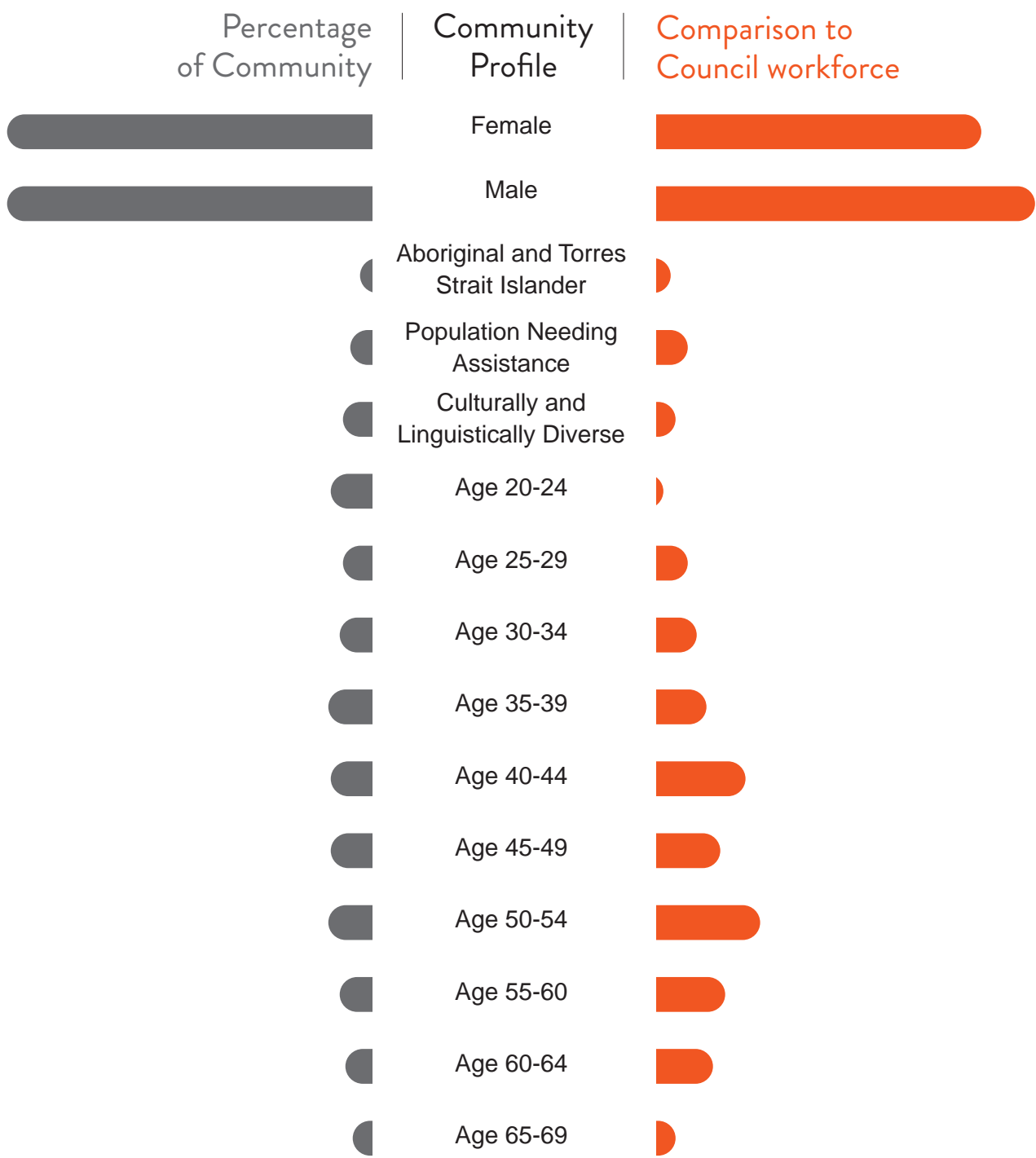
Demographics of our people

A closer look

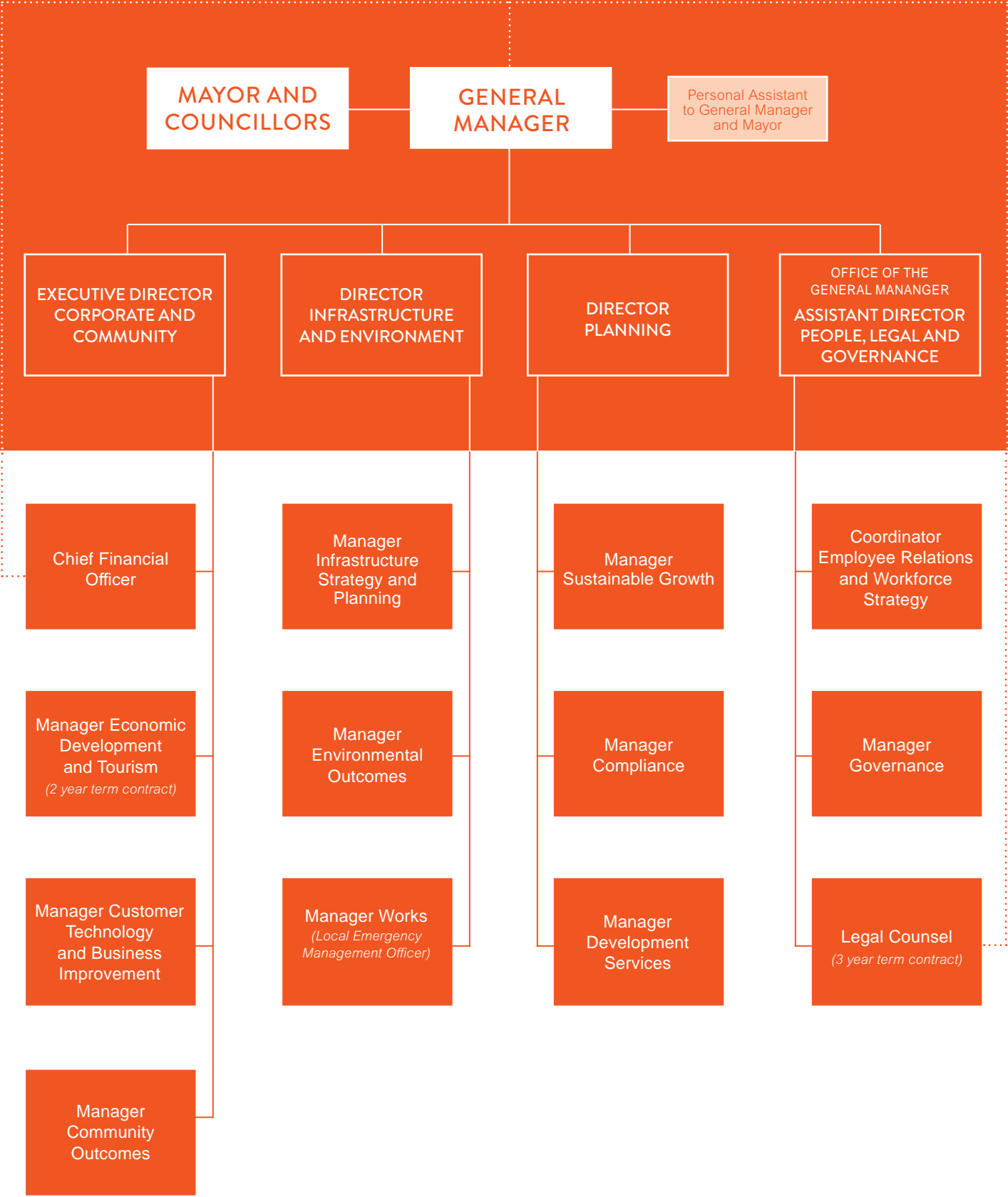


Community Profile Comparison

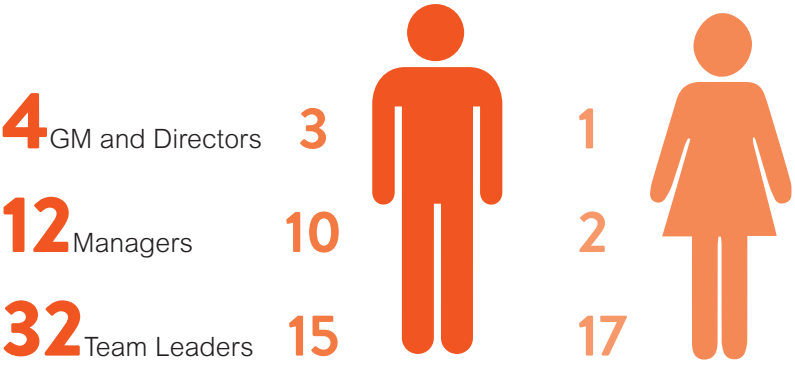
To compare the workforce demographics and profile of the local community with the workforce of Council, the following tables have been included. The statistics below are drawn from the Australian Bureau of Statistics, 2011 Census of Population and Housing. Results from the 2016 Census data were not available at the time of publication.



Organisational Structure



OUR LEADERS BY GENDER



Our Permanent
Mature Workforce
(55 years of age and above)

Number of Staff
Department

1	Executive
2	Economic Development
1	Employee Relations
0	Community Services
2	Library Services
4	Children's Services
1	Governance
1	Property
0	GIS
3	Customer Service
1	Information Management
0	Information Technology
1	Finance
2	Waste Services
1	Environment
6	Area Maintenance, Parks and Reserves
4	Infrastructure Planning
2	Workshop
19	Works
2	Growth & Strategic Planning
0	Development and Building Assessment
2	Compliance
2	Planning Administration

\$ What does our
workforce cost?
Current employee costs
and future forecasts



SOME OTHER
FACTS
ABOUT OUR
WORKFORCE

- ✓ We continue to improve on proactive WHS programs;
- ✓ Workers compensation premiums are a record low;
- ✓ Corporate risks have decreased;
- ✓ New Online Learning Management System to be implemented;
- ✓ Staff Receiving Educational Assistance - 7.

**“SUSTAINED GROWTH,
appreciable amenities that
exist for the citizens and
others outside Wollondilly
- that attract visitors and
business into the area.”**

Resident's vision for Wollondilly in 2033

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 their local areas.

The most significant challenges highlighted in this strategy are:

1. Ageing workforce;
2. Uncertainty due to possible local government reforms;
3. Skills Shortages;
4. Limitations in leadership capability;
5. Gender imbalance in senior roles;
6. Lack of skills and experience in workforce planning;
7. Lack of workforce data trends;
8. Difficulty in recruiting staff;
9. Resistance to flexible work practices;
10. Lack of cultural diversity.

While the above challenges resonate with Wollondilly, the workforce challenges on the following page are the most significant currently faced by the organisation.

1. Managing Growth and Resourcing Service Provision

A key challenge for Wollondilly is the management of pressures associated with increased workload. This increased workload can be attributed to a variety of different factors, particularly the increased growth within our community and changing service expectations from our customers. Our focus on delivering asset renewal programs following the special rate variation in 2015-2016 have also seen increased pressure on our existing resources.

Currently our Planning section is experiencing the largest increase in workload with increases in the number of development applications, compliance requests and planning proposals. Skill shortages in key positions such as Development Assessment Planners, and Building Surveyors, coupled with the substantial growth in the housing and construction sector have led to difficulty in recruiting these positions.

Service demand has also increased in Council's engineering and asset project delivery streams. Engineering Development 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 under the special rate variation.

Support services of Council including Employee Relations, Finance and Technology Information have not kept pace with the above services to ensure they are supported and enabled to effectively deliver services.

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. Local Government Reform and Continuous Improvement

As our community continues to grow, there will be increased pressure on our workforce to deliver more services without a compromise to existing service levels. We are operating in a climate of local government reform in New South Wales with increased expectations for Council's operations to be leaner, more productive, innovative and collaborative with the community. The New South Wales State Government will continue to reform local government in future years and Wollondilly must adapt to these changes.

Striving to continuously improve efficiency and accountability are particularly strong themes in the reforms facing local government. Local government in New South Wales is going through significant changes and, even though Wollondilly is not identified for Amalgamation, the days of "business as usual" are long past.

This 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. In addition, cultural realignment and encouraging change and growth mindsets with our workforce to ensure we have the right people with the right behaviours that align with our organisational vision and corporate values.

3. Ageing workforce and investment in skills

Our workforce, like many in Local Government, is ageing. It is anticipated that we will have a significant staff turnover within the next 5 to 10 years with currently 57 staff over the age of 55. The majority of these staff are within Outdoor operations with 27 staff in total over the age of 55.

Transferring these skills and knowledge through formal succession planning opportunities is critical in ensuring we have a highly 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 its excellent work for the Wollondilly 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

Wollondilly is a peri-urban Council which has attracted and retained staff historically based on its rural characteristics and work lifestyle balance. In recent years, we have also introduced a number of generous workplace incentives and programs which has assisted us to attract and retain staff.

Competitively, we neighbour various metropolitan Council's which have greater financial capacity to provide more generous salary arrangements for key staff positions. There is increasing difficulty in attracting and recruiting high quality staff to the organisation in particular skill shortage areas of planning and engineering. As an employer must strive to go beyond this and consider a number of other innovative options if we are to attract and retain the best quality of staff (with a strong focus on ideas to retain staff).

Wollondilly must also continue to better market and position itself as an employer of choice.

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 growth presents us. 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 leaders 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 focussed on continuous improvement, innovation and increased productivity.

WHERE DO WE WANT TO BE?

Our Organisational Vision and Corporate Values

This vision for our organisation is to build a resilient, safe and supported workplace that provides respectful, efficient services for our customers now and for future generations

Integrity

We act with honesty, always doing the right thing

Collaboration

We openly share and partner with others to deliver results

Accountability

We own our work and take responsibility for our actions & results

Respect

We show mutual consideration for others and acknowledge our differences

Embrace Innovation

We encourage new ideas, welcome change and continuously improve



The vision has been set for the workforce to overcome identified challenges and to create a workforce that delivers the best services for our community. We want to be an organisation that provides a resilient, safe and supported workplace. We want to provide respectful, efficient services for our customers now and for future generations.

Achieving this vision is fundamentally important to our workforce and where we want to be as an organisation.

This vision works in unison with our newly refreshed corporate values. These corporate values underpin how we make decisions and how we will behave when overcoming challenges.



I.C.A.R.E.

Embrace Innovation



WORKFORCE SWOT ANALYSIS

The table below illustrates the workforce's strengths and opportunities for improvement.

This information supports where are we now and where do we want to be. It also enables the development of strategies to overcome the above identified challenges. This analysis has been facilitated through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

Strengths

- Workplace culture;
- Low turnover and loyalty;
- Local knowledge;
- Strong Employee Relations focus;
- Flexible work practices;
- Employee Recognition;
- Strong workplace safety systems and practices;
- Strong relationships with unions.

Weaknesses

- Skills in managing change and employee performance;
- Obsolete work practices in some areas;
- Succession planning;
- Uncompetitive salary system;
- Diversity within teams.

Opportunities

- Investment in learning and development;
- Capitalise on leadership strategies;
- Greater investment in technology to improve work practices;
- Marketing Council as employer of choice;
- Shared service delivery models and partnerships with neighbouring Council's.

Threats

- Ageing workforce;
- Gaps in leadership capabilities;
- Loss of corporate knowledge;
- Difficulty recruiting positions;
- Industry competitiveness with neighbouring Council's;
- Increasing of community expectations;
- Insufficient resourcing.

“A HAPPY

and functional community with plenty of opportunity for all people to grow within the community.”

Resident's vision for Wollondilly in 2033

WHAT IS IMPORTANT TO OUR EMPLOYEES?

Our employees have a direct impact on the provision of services to the community. Without them, Council would not be able to fulfil its civic or statutory obligations.

As part of the Workforce Planning Process, consultation was undertaken with staff at a number of levels. At a managerial level this included the survey of the Manex Group, the identification of collective strengths and weaknesses of each workgroup and the forecasting of future resourcing needs. In addition to this, two (2) structured focus groups and an optional online survey of 65 council staff took place over a period of two weeks in April 2017. We sincerely thank all employees who took part in this process.

Staff Satisfaction at a Glance...

The staff survey and focus groups centred on:

- **ATTRACTION:** What attracted you to Wollondilly Shire Council?
- **RETENTION:** What keeps you working at Wollondilly Shire Council?
- **OPPORTUNITIES** for improvement in the way we work at Wollondilly Shire Council.

In summary, the results were:

ATTRACTION

- The location and more specifically, ability to work close to home (40.15%)
- Work/life balance and conditions of employment (30.29%)
- Opportunities for career development and training (14.23%)
- A sense of connection to the community and making a difference (8.76%)
- Council's people and culture (6.57%)

RETENTION

- Council's people and culture (29.90%)
- Work life balance and conditions of employment (19.07%)
- Ability to work close to home (18.56%)
- Job satisfaction and interaction with the community (18.56%)
- Opportunities for career development and training (11.86%)
- Other reasons (including family and financial) (2.05%)

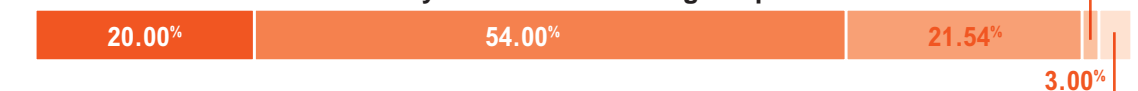
OPPORTUNITIES FOR THE FUTURE

- Ongoing professional development including the creation of additional opportunities for growth via staff transfers and secondments, on the job training, coaching and mentoring and extension of leadership training opportunities.
- The need to innovate and implement process improvements including the adoption of new technology and digital tools to allow more efficient communications and remote processing.
- Improvements in the way we interact internally and work as a whole including: the need for more seamless interactions and customer service between departments, a renewed focus on meetings, outcomes and the number of them and a call for more strategic, planned responses in accordance with Council plans and community priorities.
- Cultural change emanating from the implementation and consistent application of Council's renewed values, creation of shared accountability and management of poor performers, embracing of change and an ability to learn and grow.
- Social media management, additional social and staff well-being considerations, community engagement initiatives and process improvements.

I am proud to work at Wollondilly Shire Council



I would recommend Wollondilly Shire Council as a good place to work



I have thought about moving on from Wollondilly Shire Council in the last 12 months



I am likely to be working for Wollondilly Shire Council in 4 years time



Overall I am satisfied with my employment at Wollondilly Shire Council



“REMAIN

*a quiet rural environment
with more modern
infrastructure.”*

Resident's vision for Wollondilly in 2033

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.

Each strategy contains specific programs and actions that will be delivered over the next four years of the delivery program.

92% of a recent staff survey on the Workforce Management Plan agree to the 5 Strategies listed below.

The five strategies are:

1. Creating a learning organisation that inspires and supports 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 and continuous improvement.

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 retaining the people with capabilities to deliver now and into the future.

Alignment with NSW Council Workforce Strategy

- Strategy 4 – Promoting Local Government as a place-based employer of choice;
- Strategy 3 – Retaining and Attracting a diverse workforce.

1. 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 multiskilling and broadening the capability base on staff is critical to achieving this strategy. 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 an organisational Learning and Development Officer to ensure there is strong focus in this area.

A detailed training needs analysis was finalised in November 2016 which put forward numerous recommendations on how we as an organisation can improve our workforce's learning and development. This included the development of a biannual in-house training calendar, organisational learning protocol and procedure and investment in a learning management system.

The individual training needs analysis was conducted for each of our staff and will be worked through with each Manager to respond to skills gaps of our staff. We will provide a broad range of learning opportunities, content and mediums that can accommodate the vast array of learning styles. Investment in a learning management system will make it easier for our people to embrace our commitment to being a learning organisation that facilitates ongoing learning and continuously improves our people.

Ageing Workforce and different generations of staff

Close to 25% of our staff are aged 55 years or over. While this means we have access to employees with vast experience, it also suggests over half of our workforce could be seeking retirement or flexible work practices over the next 10 years.

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 highly skilled employees from the young labour market.

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.

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 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 an average 2.5 times longer than younger employees. The Federal Governments Intergenerational Report in March 2015 recognises that we need for mature workers to remain in the workforce longer and for employers to have more inclusive workplaces.

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 initiatives;
- 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.

Extensive research has concluded that chronological age is only a rough indicator of health or performance capacity, in fact those over 45 years of age take fewer sick days and experience less work related injuries than younger employees. Holistic strategies that take into account physical and psychosocial factors, reduce workplace hazards, and improve work and job design will benefit employees of all ages.

Key Action to achieve strategy	Responsibility	Partners	Timeframe
Creation of a new on boarding and induction process	Employee Relations	Managers and Supervisors	December 2017
Monitor effectiveness of biannual training calendar	Employee Relations	Managers and Supervisors	Bi Annually
Finalise and implement outcomes of individual employee training needs analysis	Managers and Supervisors	Employee Relations	Annually review
Review of Educational Assistance Program	Employee Relations	Managers and Supervisors	July 2017
Implementation of Learning Management System	Employee Relations	Managers and Supervisors	December 2017 – December 2018
Ensure the development of succession plans to retain identified capabilities and mentoring program	Managers and Supervisors	Employee Relations	Ongoing
Investment in additional trainees, apprentices and cadets in areas with anticipated retirements	The Executive	Employee Relations	Ongoing
Implement ongoing training and communication for all employees to assist with ensuring compliance with Council's policies as they are revised and updated.	Employee Relations	Managers and Supervisors	Ongoing
Develop a Health and Wellbeing Procedure	Employee Relations Corporate Planning and Business Improvement Officer	Health and Safety Committee Staff Consultative Committee	December 2017
Greater promotion of health and preventative strategies	Employee Relations	Corporate Planning and Business Improvement Officer	Ongoing

2. Supporting our leaders to be innovative, accountable and effective.

The New South Wales Local Government Workforce Strategy states 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 proposed 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 weaknesses 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-investment 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, consultants, experts or other senior leaders within the industry or elsewhere.

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

- Fosters a respectful, supported and inclusive workplace;
- Acts ethically, fairly and responsibly;
- Be Authentic and genuine in behaviour and communication;
- Role models and inspires the organisation’s values and vision.

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.

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

Key Action to achieve strategy	Responsibility	Partners	Timeframe
Review High Performance Leadership Training Program	Employee Relations	Managers and Supervisors	July 2017
Provide training for managers, supervisors, coordinators and team leaders in performance management and soft skills.	Employee Relations	Managers and Supervisors	Annually
Review our recruitment strategies to ensure we are recruiting the right leaders	Employee Relations	Managers and Supervisors	July 2017
Mentoring programs are developed to support new and emerging leaders	Managers and Supervisors	Employee Relations	Ongoing
Review performance appraisal system and process	Employee Relations	Managers and Supervisors	December 2018

3. 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 meeting the growth facing our organisation. 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, greater capacity for staff. Recently an Information Technology Committee was formed to prioritise new technology systems to support our organisation and people. The committee will 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	Employee Relations	Ongoing
Continue to rollout Council's Continuous Improvement Program	Managers and Supervisors	Employee Relations	Ongoing
Promoting and celebrating our innovations	Managers and Supervisors	Employee Relations	Ongoing
Undertake change management, technology and resilience building training	Employee Relations	Managers and Supervisors	Ongoing
Develop and implement a cultural change to align with our corporate values.	Employee Relations	Managers and Supervisors	Ongoing

4. Partnering within our business to deliver safe, efficient and effective people services.

Human Resources, Industrial Relations and Payroll Services

The Employee Relations Team will continue to evolve and transform into a key business partner on all workforce matters. This evolution will focus on supporting and advising the organisation on greater strategic workforce planning matters and also people enhancing eservices 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 is central to the ability of all staff to 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 exceptional 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 in workloads and service expectations the challenge will be to maintain our 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 has recently been 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 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. An Equal Employment Opportunity (EEO) Survey was recently conducted which revealed that our workforce demographics are changing. 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. Council is currently reviewing its EEO Management Plan which will identify specific strategies to achieve these objectives. The plan will be developed in accordance with the requirements 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.

Key Action to achieve strategy	Responsibility	Partners	Timeframe
Consideration given to new safety system	Employee Relations	Managers and Supervisors	December 2018
Continue to streamline recruitment, selection and payroll practices	Employee Relations	Managers and Supervisors	Ongoing
Equal Employment Opportunities strategies are implemented to encourage diversity and inclusion in employee relations practices	Employee Relations	Managers and Supervisors	Ongoing
Review all Employee Relations documentation to ensure that it reflects best practice	Employee Relations	Managers and Supervisors	Ongoing
Continue to support existing employee health and wellbeing programs and scope new programs	Employee Relations	Managers and Supervisors	Ongoing

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

Overview

The NSW Independent Local Government Review Panel Report (2013) into Revitalising Local Government identified the importance of attraction, retention and talent management of staff and the need for the sector to have quality leadership and management programs.

The NSW State Government response to the NSW Independent Local Government Review Panel Report highlighted the need to attract and retain high quality staff and also address key skill shortage areas of engineering professionals.

Why work at Wollondilly?

A greater focus on marketing the Wollondilly 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, our 'Fit for the Future' Stand-alone status and our generous workplace conditions are key selling points for people wanting to pursue a career at Wollondilly.

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 others and market and promote our strengths.

To retain existing staff, including mature aged 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 an increase in retainment and also improve our performance.

We must also conduct a review of our salary administration system to ensure that we align with industry standards and to ensure we attract and retain staff.

Remuneration is only just one aspect to employee attraction and retention. We must also explore other innovative ways 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;
- Child care occupations; and
- Engineering professions.

Historically, Council has also had significant issues in the recruitment of Development Assessment Planners, Building Surveyors and Engineers. We have also experienced some difficulty in attracting positions in Strategic and Recreational Planning. Individual skills set required for development contributions planning, financial rating creates a known industry shortage and could be a particular risk for Wollondilly Council with the impending growth.

We will continue to develop innovative programs and practices to attract and retain staff in these areas, including graduate 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. Recently, a workforce planning survey was conducted with Council's Management Team to ascertain these future projections. Consideration also must be given to the effective delivery of the 2015 Special Rate Variation outcomes through Council's Asset Management Plan.

Council will continue to deliver services through a mixture of internal and external sourcing. Opportunities for position redesigning, multiskilling, automation of work practices and streamlining of work processes will be investigated prior to additional positions being approved.

Key Action to achieve strategy	Responsibility	Partners	Timeframe
Review salary system to ensure we are competitive in the marketplace	Employee Relations	Managers and Supervisor	December 2018
Explore additional workplace incentives and programs to attract and retain employees	Employee Relations	Managers and Supervisor	Ongoing
Provide regular and constructive feedback to staff	Managers and Supervisor	Employee Relations	Ongoing
Investment in additional trainees, apprentices and cadets to support local employment opportunities.	The Executive	Employee Relations	Ongoing
Market Wollondilly as an employer of choice to attract the widest possible field of applicants.	Employee Relations	Managers and Supervisor	Ongoing
Undertake formal succession planning for critical positions	Managers and Supervisor	Employee Relations	Ongoing
Investigate the implementation of a performance reward program to encourage, reward and retain high performers.	Employee Relations	Managers and Supervisor	Ongoing

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 Strategy 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 strategy.

- Annual review of the Delivery Program and Operational Plan;
- Monitoring of individual performance review action plans;
- Employee Relations Reporting;
- Consultation from Staff, Unions and Consultative Committees, including Health and Safety Committee;
- Employee Opinion Surveys;
- National/State Award recognition as an 'Employer of Choice'.

