Shoalhaven City Council

Draft Workforce Management
Planning Strategy 2022-26

Workforce Management Strategy

The Workforce Management Planning Strategy is a document that shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives over the next four years in alignment with Council's core values of Respect, Integrity, Adaptability and Collaboration.

It will act as a roadmap to guide key workforce initiatives to ensure Council can meet future workforce and organisational challenges. The document includes an assessment of workforce trends, needs, current challenges and forecasts future needs. The development of the Workforce Management Planning Strategy is aligned to the 2032 Community Strategic Plan and will support Council to achieve our Delivery Program objectives and positive outcomes for our community.

Given that employee costs are approximately one third of total operating expenses for the Council, how the Council plan and manages the workforce will have a significant impact upon the Council's financial sustainability. Furthermore, the capability, performance and productivity of the workforce are essential components of achieving long term financial sustainability for the Council. Therefore, the following plan for the management of the workforce as been developed to integrate with the other resourcing plans – Long Term Financial Plan, the Asset Management Strategy and the ICT Strategy – to enable the Council to deliver on the Community Strategic Plan in an approach that is financially sustainable.

In response to the recommendations of the Financial Sustainability Review amendments to the Workforce Management Planning Strategy have included strategies to enhance the asset management and project management capabilities across the workforce, as well as general improvements to the financial acumen at all levels of management.

Consistent with the other resourcing plans, the following plan includes three potential scenarios that the Council may decide to adopt – the base case scenario (not increase in rates above the rate peg) and two additional scenarios that include an increase in the rates above the rate peg. The rate peg is the maximum percentage increase that the Council is allowed to increase the general rate revenue and is determined by the Independent Pricing and Regulatory Tribunal (IPART). While enhancements to asset management, project management and financial management are essential for all three scenarios, with additional revenue through a special rate variation (increase above the rate peg) the Council will need to enhance the workforce capability to deliver the additional works, including the need to plan, deliver and report on the additional investments made.

Workforce Trends & Needs

As at November 2023, Shoalhaven City Council had a total headcount of 1556 staff (includes 403 casuals). Staff are distributed across seven areas as shown in Table 1. Full-time equivalent numbers in Table 1 exclude casual positions.

Table 1. Workforce Distribution				
Group	Headcount	Percentage of workforce (%)	Full time Equivalent (includes fixed-term excludes casuals)	Percentage of FTE (%)
CEO	18	1.16	15	1.36
City Performance	188	12.08	146	13.24
Shoalhaven Water	238	15.30	214	19.40
City Services	431	27.70	405	36.72
City Development	177	11.38	141	12.78
City Lifestyles	452	29.05	145	13.15
City Futures	52	3.34	37	3.35
Total	**1,556**	**100%**	**1,103**	**100%**

Age

Shoalhaven has an ageing workforce, with 40% of staff aged 50 or older. In contrast only 20.1% of workers are aged under 30. While the ageing workforce is an issue across the organisation, it is most pertinent in City Services, where 46.4% of staff are 50 years or older. Table 2 displays the age distribution across Council. Council has in place an established traineeship and apprenticeship program to assist in attracting and retaining young people within the organisation through an agreement with a third-party provider with on average 50 participants involved. These externally engaged trainees are not included within the numbers below.

Table 2. Age Distribution by Directorate (%)								
Age	Total (%)	CEO Group (%)	City Performance (%)	City Lifestyles (%)	Shoalhaven Water (%)	City Services (%)	City Futures (%)	City Development (%)
16 – 19	5.53	0.0	0.0	17.0	1.7	0.5	0.0	0.0
20 – 29	15.36	11.1	12.2	20.6	19.7	12.1	7.7	10.2
30 – 39	18.54	11.1	18.6	15.9	17.6	20.2	13.5	25.4
40 – 49	20.57	22.2	25.5	15.7	21.4	20.9	26.9	23.7
50 – 59	25.19	33.3	29.3	16.8	26.9	30.2	25.0	27.1
60 - 69	13.20	5.6	14.4	11.5	11.8	15.3	21.2	12.4
70+	1.61	16.7	0.0	2.4	0.8	0.9	5.8	1.1

Annual permanent turnover for 2022/23 was 15.61%. This included 159 permanent exits from an average of permanent staff of 1022.5 for the year. The permanent headcount at 30 June 2023 was 1024. The turnover can be compared to the national turnover rate of 15% for Local Government and close to 20% turnover rate for rural areas.

Gender

The overall percentage of women in the Shoalhaven City Council workforce as at November 2023 was 44%. As Table 3 displays, the percentage of women is highest in the City Performance, and lowest in Shoalhaven Water.

Table 3. Gender Diversity		
Directorate	**Women (%)**	**Men (%)**
CEO Group	63	37
City Performance	70	30
Shoalhaven Water	16	84
City Services	22	78
City Lifestyles	61	39
City Futures	75	25
City Development	55	45
Total Workforce	**44%**	**56%**

In reviewing the gender balance in management levels, the following statistics are relevant:

Table 4. Gender Balance in Management Levels		
Directorate	**Women**	**Men**
Supervisors/Managers = 234	99 (42%)	135 (58%)
Senior Managers (Grade 13^) = 78	26 (33%)	52 (67%)

Current Workforce Challenges

Current workforce challenges facing SCC are focused around building a capable and agile workforce. Based on consultation and the need to respond to the workforce profile identified above the workforce plan should target the following areas:

- Planning for an ageing workforce
- Addressing knowledge management
- Succession Planning
- Attraction and retention
- Staff capability and capacity to harness technological advances
- Developing a resilient and agile workforce
- Capability uplift around effective stakeholder management (both community and councillors)
- Attracting and retaining local staff including youth, ATSI and people with a disability
- Increasing operational effectiveness through communication and collaboration across Council
- Employee learning and development
- Leadership and Management Capability development

Forecasted Future Needs

Shoalhaven City Council needs to remain agile, with a continuing focus on customer service while developing a more proactive and planned approach to undertaking work. Council needs to position itself as an employer of choice and effectively plan for the retirement of a large portion of the workforce. The SCC workforce needs to be in a position to:

- Plan and deliver services and infrastructure as efficiently as possible
- Research and implement best practice and productivity improvements
- Collect, access and analyse data and information in making good decisions
- Retain knowledge as older workers exit the workforce
- Have a cohort of leaders ready to step into management positions as older workers retire
- Collaborate effectively across the different areas of Council
- Harness innovations in technology
- Remain agile in changing environments
- Meet and manage the needs of stakeholders
- Attract and retain the right staff for the right roles.

Strategic Action Plan

In the context of the challenges faced by Council, we have identified nine areas with related strategic actions which form the basis of the Workforce Management Planning Strategy. These priorities were developed in collaboration with staff, to align and address behaviours and capabilities to achieve the community goals of the Community Strategic Plan. Each of these priorities have actions to be implemented across the organisation over the next four years. The following sections outline each action, what is the success indicator and who is accountable. Actions from this strategy will be incorporated into the Delivery Program Operational Plan with implementation progress reported through the quarterly performance report.

1. Strategy

The workforce needs to understand how their work aligns with Council strategy. Team and individual activities should clearly link to overarching strategic objectives. The following actions will assist SCC to achieve strategic priorities.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Align strategic language about future direction in all relevant documents	1. Review key strategic documents, to ensure alignment and consistency 2. All managers to regularly communicate with staff regarding the strategic intent and how their work aligns with the approach	Staff use a shared language to articulate the future direction of SCC and can see how their work supports the strategy	CEO EMT Media & Communications Manager		✓	✓	
Enhance clarity and line of sight between teams and individual roles, & organisational strategy	1. Cascade organisational strategies into team and individual work plans 2. Ensure performance management system shows clear link to strategic plan and priorities.	All teams can articulate how their work contributes to achieving the Community Strategic Plan and the boarder direction of Council.	EMT Media & Communications Manager	✓	✓	✓	

2. Organisational Structure

The workforce structure will be instrumental in driving and supporting Council's strategy. The structure needs to support an agile workforce and should position staff to incorporate technological innovations in their work.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Align structure to support future direction of Council.	1. Review changes to organisational structure and ensure outcomes are being met.	Staff and management report a high degree of confidence in the structure	People & Culture (Human Resources) SLT	✓	✓		
	2. Commence review of those areas not changed in most recent restructure.	Higher levels of lateral integration can be observed		✓	✓		
	3. Assess and quantify the benefits of offering more roles with flexible working arrangements or part-time/ casual arrangements to better meet the needs of council and staff within the structure	SCC developed and reported on metrics to align workforce to business strategy		✓	✓	✓	✓

3. Resourcing

Strategic recruitment and forecasting of resource needs will enable an effective workforce. Recruitment processes will be transparent and implemented Council-wide and SCC will be recognised as an employer of choice in the region. To recruit the most suitable candidates, recruitment processes will consider both internal and external candidates and Council will engage in targeted recruitment of minority groups. Council will effectively utilise the skill sets of the workforce and resource requirements will be regularly forecast to prepare for any potential skill gaps. The resourcing requirements will be assessed to enable the delivery of the scenarios in the Long Term Financial Plan (LTFP) and Asset Management Strategy (AMS) as well as the strategies and actions listed in the delivery program and operational plan.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Forecasting and resourcing needs	1. Actively forecast human resourcing trends at enterprise level throughout the year taking into account peak periods and staff leave	Resourcing needs are identified in advance and can be planned for	EMT SLT People & Culture (Human Resources)		✔	✔	✔
	2. Forecast resourcing required to deliver the additional capital scenarios (Scenarios 2 and 3) presented in the LTFP and AMS	Resourcing needs are identified to enable the delivery of the additional capital works in Scenarios 2 and 3 presented in the LTFP and AMS			✔	✔	✔

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
	3. Complete a Council wide resourcing assessment to determine the staffing level required to deliver the different scenarios as outlined in the LTFP, Asset Management Strategy, Delivery Program and Operational Plan	Resourcing requirements for all Integrated Planning and Reporting documents are completed for each of the three scenarios.				✓	✓
	4. Identify the resourcing gaps where positions are required, vacancies need to be filled, additional training is required, or where current positions may have additional capacity	Resourcing gaps and additional capacity are identified				✓	✓
Implementation of Strategically Aligned Recruitment Practices	1. Re-define the recruitment processes to align with the workforce plan	Standardised recruitment practices are utilised through SCC	People & Culture (Human Resources)	✓			
	2. Develop consistent processes for including both internal and external applicants in the recruitment process			✓			

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Ensure recruitment practices deliver a diverse workforce that is representative of the Community	1. Develop practices to attract the recruitment of minority groups and work with community organisations to increase application rates	Higher representation of Aboriginal and Torres Strait Islander, minority groups and people with a disability in applicant pools	People & Culture (Human Resources)	✓	✓		
	2. Partner with employment providers to ensure recruitment practices are inclusive of people with a disability			✓	✓		
Develop and refine strategies to attract and recruit staff	1. Develop an Employee Value Proposition seeking staff input.	Employee Value Proposition (EVP) developed	People & Culture (Human Resources & Organisational Development)		✓	✓	✓
	2. Investigate options to develop stronger and more positive brand recognition for Council	Staff survey shows staff awareness of EVP and positive brand association		✓	✓	✓	
	3. Develop strategies which encourage youth within the local area to consider Council as a career option	Consideration given to defining customer survey metrics related to brand recognition		✓	✓		

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Proactively manage skills utilisation across Council	1. Undertake Council wide skills audit of current staff skills which includes disability access 2. Utilise skills audit to support forecasting requirements and determine gaps 3. Utilise skills audit to undertake staff rotation program and cross skill staff across multiple roles and through cross-functional projects and improvement activities	Skills audit is undertaken No of staff attending training or professional development Staff are agile and able to fill multiple roles across Council Levels of staff winning roles internally in different areas to current roles increases	People & Culture (Organisational Development)				✓
Review of Remuneration offering	1. Undertake a review and update of the salary table, benefits, reward and recognition program.	Updated salary table and remuneration system every 4 years Reward & Recognition program implemented	People & Culture (Human Resources)	✓	✓		

4. Succession Planning

Council will engage in organisation wide skills development and knowledge sharing to effectively address succession planning requirements. Council will utilise the knowledge of experienced staff through knowledge management processes to ensure in-depth Council knowledge is retained. Transition programs will support staff as they enter retirement and create appropriate time for handover to their successors.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Organisation-wide approach to succession planning	1. Council to develop a Succession strategy and guidelines for all key roles	Number of internal staff applying for roles is increasing Numbers of internal verses external appointment (based on merit)	People & Culture (Human Resources & Organisational Development) SLT		✓	✓	✓
	2. Develop a targeted succession plan for City Services to address the high percentage of aged workers	Age profile of City Services is more balanced			✓	✓	
	3. Use Performance Review process to assist employees identify their careers paths and the milestones they need to achieve the outcomes	Numbers of internal promoted is increasing over time (based on merit)			✓	✓	✓

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Ensure effective knowledge management processes are core to operational approach	1. Implement mentoring programs and internal professional development sessions run by subject matter experts 2. Involve experienced staff in developing training materials and 'handover guides' for new staff or those who may take over in the future staff	Council will have formalised processes for retaining key knowledge from experienced and retiring staff	People & Culture (Organisational Development) SLT		✓	✓	✓
Refresh Transition to Retirement Support Services	1. Review the existing Planned Departure Program to support staff as they transition to retirement	Knowledge is retained within SCC	People & Culture (Human Resources & Organisational Development)	✓			

5. Leadership and Professional Development

Council will look to innovative ways to include professional development opportunities into every-day work. There will be opportunities for staff to act in different roles and learn from internal subject matter experts. Professional development activities will be informed by a capability framework aligned to strategic objectives, which will outline behaviours needed for success at each level of Council. Leaders will understand what behaviours are required for success. Leaders will be effective in having performance conversations and giving feedback to staff. Performance management processes will be transparent and consistent across Council. Financial sustainability and asset management will be integrated into Council's training programs.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Capability Framework aligned to Strategic Workforce Plan	1. Develop a capability framework aligned to the Workforce Plan and use this when assessing professional development needs of staff and future recruitment needs 2. Utilise subject matter experts for internal training and capability uplift for staff	Capability framework developed and incorporated into professional development process Internal capability will be built in identified areas of skill development	People & Culture (Organisational Development)		✓	✓	
Create strong focus on Leadership Development Opportunities	Continue roll-out of a leadership program to support staff to experience different leadership roles and grow their leadership skills	More experienced staff will be actively involved in developing the capabilities and knowledge of other staff Increased awareness of staff regarding the opportunity for professional development through secondments,	People & Culture (Organisational Development) EMT	✓	✓	✓	✓

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
		education sessions and role shadowing.					
Proactively develop Leaders	1. Implement leadership development program for middle management staff including consideration of a 360degree assessment process	Self-Assessments of Leaders pre and post development programs show increase in confidence and capability	People & Culture (Organisational Development)		✓		
	2. Implement coaching and mentoring program	360degree process shows perceptions of leaders have improved		✓	✓		
Capability uplift to enhance performance outcomes in engaging in difficult conversations	Professional development for leaders to increase capability and confidence in having feedback conversations and managing difficult interactions	Self-Assessments of Leaders pre and post education sessions show increase in capability and confidence	People & Culture (Human Resources & Organisational Development)	✓	✓	✓	✓
Create a consistent approach to performance management across Council	Upskill all leaders such that they understand how to effectively utilise existing performance management processes	People management practices are consistent across SCC.	People & Culture (Human Resources & Organisational Development)	✓	✓	✓	✓
Leadership capabilities clearly defined	1. Leadership capability framework developed that clearly	Integration of leadership capability	People & Culture (Organisational Development)	✓	✓	✓	

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
	aligns with strategic direction 2. Integrate into the performance management processes.	framework into the performance management processes					
Financial sustainability training	Financial sustainability strategies identified in the financial sustainability review are integrated into the employee induction, Councillor induction program and the leadership development program	Financial sustainability strategies are integrated in training programs	People & Culture (Organisational Development)		✔		
Asset management and project management training to empower the Councillors and workforce to excel in managing and delivering infrastructure	1. Develop asset management training program covering strategic, technical and operational elements across the lifecycle of an asset and deliver to Councillors and identified staff. 2. Support the implementation of a new Project Management Framework with a gap analysis and training framework.	The asset management and project management training programs are developed and delivered to all Councillors and identified staff	People & Culture (Organisational Development) EMT		✔	✔	✔

6. Community

Council will utilise training programs to increase employment of local staff. Council will use innovations in technology to effectively communicate and interact with the community. Staff will have the capabilities to effectively navigate interactions with the community. Also, where possible and appropriate, Council will engage in partnering relationships with local organisations.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Capability Uplift for Staff Engagement with Community	1. Provide training for best ways to manage community expectations and hold effective conversation with stakeholders 2. Provide training/guidance in verbal and written communication skills for staff when engaging with the local community	Staff feel confident when engaging with stakeholders and the community The community is satisfied with Council interactions	People & Culture (Org Development) Media & Communications Manager	✔	✔	✔	✔
Ensure SCC is an inclusive employer and is representative of the Shoalhaven community	1. Work with community organisations to increase application rates from diverse segments of the community 2. Partner with employment providers to ensure increase applications from people with a disability	Higher representation of Aboriginal and Torres Strait Islander, minority groups and people with a disability in applicant pools	People & Culture (Human Resources) Community Connections	✔	✔		

7. Culture

The workforce will have a strong culture of Integrity, Respect, Adaptability and Collaboration. Staff will be able to clearly see how desired behaviours to support the culture are aligned with achieving strategic goals. The workforce will adhere to the strategies outlined in the Financial Sustainability Review to ensure that the future financial targets are met and the Asset Management principles are embedded into the workforce culture.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Proactively work on enhancing and aligning Councils culture to align with strategic direction	1. Develop Corporate behaviours aligned to core values 2. Involve staff to refresh the values and develop behaviours that align to the future culture 3. Include the corporate behaviours in the performance development and management process	Staff engagement survey shows awareness of and commitment to the SCC values and desired behaviours	People & Culture (Human Resources & Organisational Development) SLT	✓	✓	✓	✓
Financial sustainability culture	1. Financial sustainability strategies identified in the financial sustainability review are communicated by leaders to the workforce	Staff response to survey questions on importance and observed culture that supports the financially sustainable approach.	EMT SLT		✓	✓	✓

	2. Executive to be role models by leading discussions and making day to day decisions consistent with a financially sustainable approach. Budget managers are to be made responsible and accountable for their performance against budget		EMT SLT		✓	✓	✓
Asset management culture	1. The asset management principals of community benefit, financial sustainability, environmental sustainability, and continuous improvement are integrated into Council's workforce culture	The asset management principles are communicated to the workforce and are part of the induction training and the asset management training program.	People & Culture (Human Resources & Organisational Development) EMT SLT		✓	✓	✓

8. Communication

Collaboration and communication between Council areas will become integrated into Council's way of working. Communication will be aligned with strategic objectives to ensure the strategy is part of core shared language at Council. There will be clear processes for internal communication throughout Council such that messages are effectively cascaded to all levels of Council. External communications to stakeholders and the community will harness technological innovations.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Strategy is part of core shared language	1.Communication session is conducted with managers and leaders regarding the SCC strategies in the CSP and Resourcing Strategies and the requirements to cascade goals to teams and individuals 2. Common language is used and promoted throughout SCC regarding strategy and its role	Staff have a shared language regarding strategy Sessions on cascading strategy are completed.	CEO EMT Media & Communications Manager		✓	✓	

9. Technology

Technology will become an integral part of how Council operates and how Council interacts with the community. Council will harness technological advances to increase internal efficiencies and improve interactions with the community.

Strategy	Actions	Success Indicator	Accountable	2022/23	2023/24	2024/25	2025/26
Enable the workforce through the provision of technology and systems that allow them to work flexibly anywhere, anytime.	1. Work in collaboration with the Information Services team to ensure technology and systems deployed support flexible working arrangements, with remote system access as opposed to working offline.	Increase in percentage of mobile/laptops in the device fleet and number of SaaS/Cloud based systems.	People & Culture (Human Resources) Information Technology	✔			
Empower staff through effective learning and development programs/approaches centered around technology and systems.	1. Capability uplift for staff and increase in skills in using systems and technology	Increased completion rates of technology and systems learning and development programs	People & Culture (Organisational Development) Information Technology	✔	✔	✔	✔