

WORKFORCE MANAGEMENT PLAN

2022 - 2026



Liverpool
Plains
Shire Council

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Related Policies	Community Strategic Plan Long Term Financial Plan WH&S Policy Anti-Discrimination and Equal Employment Opportunity Policy
Related Documents	ABS Census 2016

**Note: Any reference to Legislation will be updated in the plan as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.*

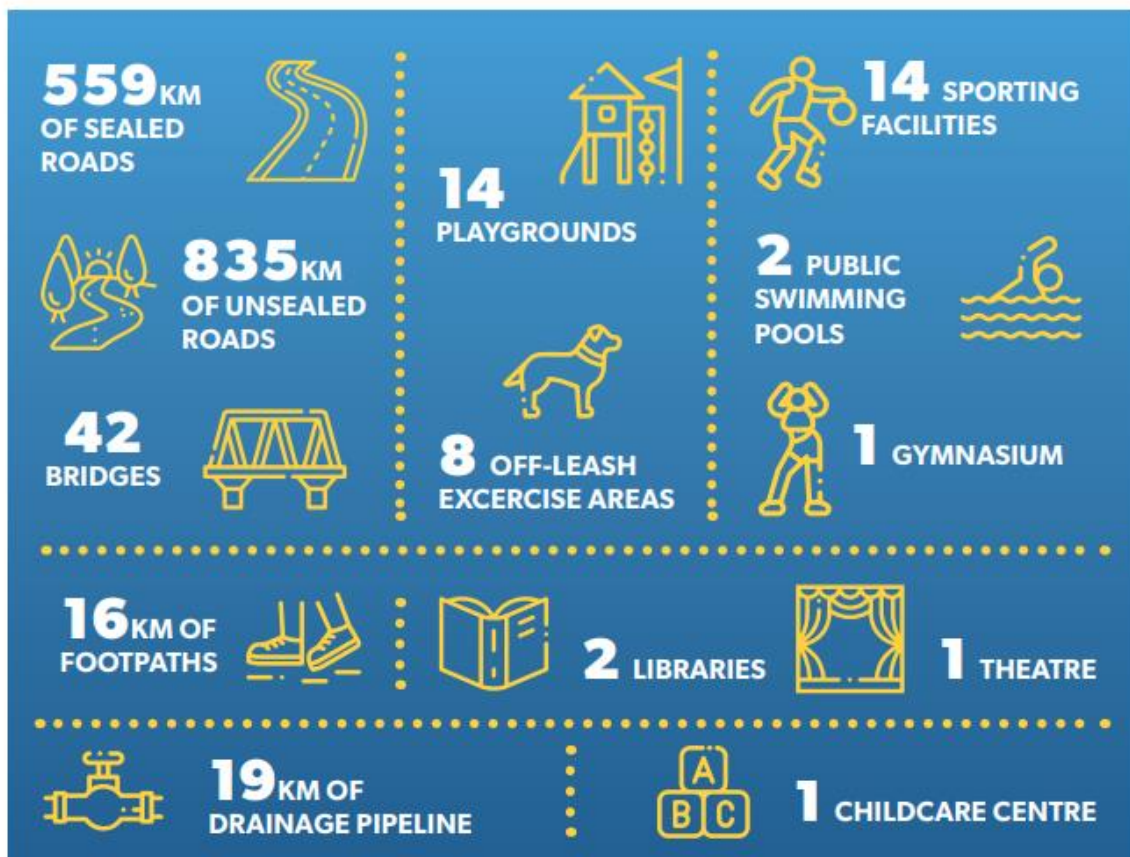
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1. INTRODUCTION

1.1 About the Liverpool Plains and Our Council

Located in the New England Northwest Region of NSW, the Liverpool Plains extends across the traditional lands of the Kamilaroi people. The Liverpool Plains sits at the junction of the New England and Kamilaroi Highways, approximately 350 kilometres north of Sydney, 250 kilometres northwest of Newcastle and 60 kilometres south of Tamworth. The population centres of Quirindi and Werris Creek are located at the heart of the Shire and are supported by several smaller villages and hamlets including Blackville, Caroona, Currabubula, Pine Ridge, Premer, Spring Ridge, Wallabadah and Willow Tree. Liverpool Plains Shire Council is constituted under the Local Government Act 1993 and was proclaimed on 17 March 2004 following the merger of the former Quirindi Shire with parts of Gunnedah Shire and the former Murrurundi Shire and Parry Shire. We administer a local government area covering 5,086 square kilometres and provide critical infrastructure and services to a permanent resident population of approximately 7,870 people. We are bounded by Gunnedah Shire in the north, Tamworth Region in the east, Upper Hunter Shire in the south and Warrumbungle Shire in the west. Our governing body comprises seven Councillors, and the day-to-day management of our organisation rests with our General Manager. Our workforce is diverse, reflecting the varied nature of the work we undertake and services we provide.



1.2 Council's Vision and Community Strategic Plan

1 Community

A great rural lifestyle that is inclusive of all cultures with access to quality services and facilities

- 1.1 We value beautiful landscapes, dynamic towns and villages and safe communities.
- 1.2 Our community is embracing and inclusive of all cultures. Recreation facilities support our communities sporting, health and physical activity needs. We build on our strong community spirit, resilience and sense of belonging.
- 1.3 Our health services meet our needs. Education services meets our needs and provide school, tertiary study and career pathways that support the community.
- 1.4 Our transport and telecommunications expand to improve support for our business, lifestyle and remote working.

2 Governance

Strong community, council and business leadership

- 2.1 Our Council, community and business leaders work together effectively.
- 2.2 Our leaders represent the diversity of our community.
- 2.3 We encourage our youth to become involved in the community as the leaders of tomorrow.
- 2.4 We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services.

3 Environment

A sustainable environment

- 3.1 Our infrastructure is well planned and maintained and will meet our needs now and, in the future.
- 3.2 We have access to affordable, clean water supplies.
- 3.3 We actively manage impacts on our natural environment.
- 3.4 Our local farming is sustainable.
- 3.5 We protect our environment and reduce our environmental footprint.

4 Economy

A thriving economy

- 4.1 Our agricultural economy is thriving, and we must pursue secondary industry to support all potential growth areas across the broader regional economy.
- 4.2 We grow our population, diversity and employment opportunities.
- 4.3 Our town centres are attractive and vibrant places. We foster new residential and business development built on our local strengths.
- 4.4 Our planning reflects the diversity of our towns and villages and enables future development. We develop our business community to support small and medium-sized business and remote working.
- 4.5 We develop our visitor economy.

2. FORWARD

Liverpool Plains Shire Council's Workforce Management Plan forms part of the resourcing strategy supporting Council's Community Strategic Plan notably the following elements:

Community

- 1.3 Our health services meet our needs. Education services meets our needs and provide school, tertiary study and career pathways that support the community.

Governance

- 2.1 Our Council, community and business leaders work together effectively.
- 2.2 Our leaders represent the diversity of our community.
- 2.3 We encourage our youth to become involved in the community as the leaders of tomorrow.
- 2.4 We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services.

Economy

- 4.2 We grow our population, diversity and employment opportunities.

The intent of this plan is to ensure that Council has the required capability and capacity within the workforce to deliver services in line with community needs. While HR strategic planning is an on-going process with attention on the long term, it must be cognisant of the dynamics of change in internal and external environment in which human resources planning operates.

3 SCOPING THE DEVELOPMENT OF THE STRATEGY

The approach utilised recognises the importance of a Human Resources Strategy that exhibits a profound understanding of the organisational environment, the sectors' challenges, opportunities for council and how human resources can secure enablers for Council to deliver services.

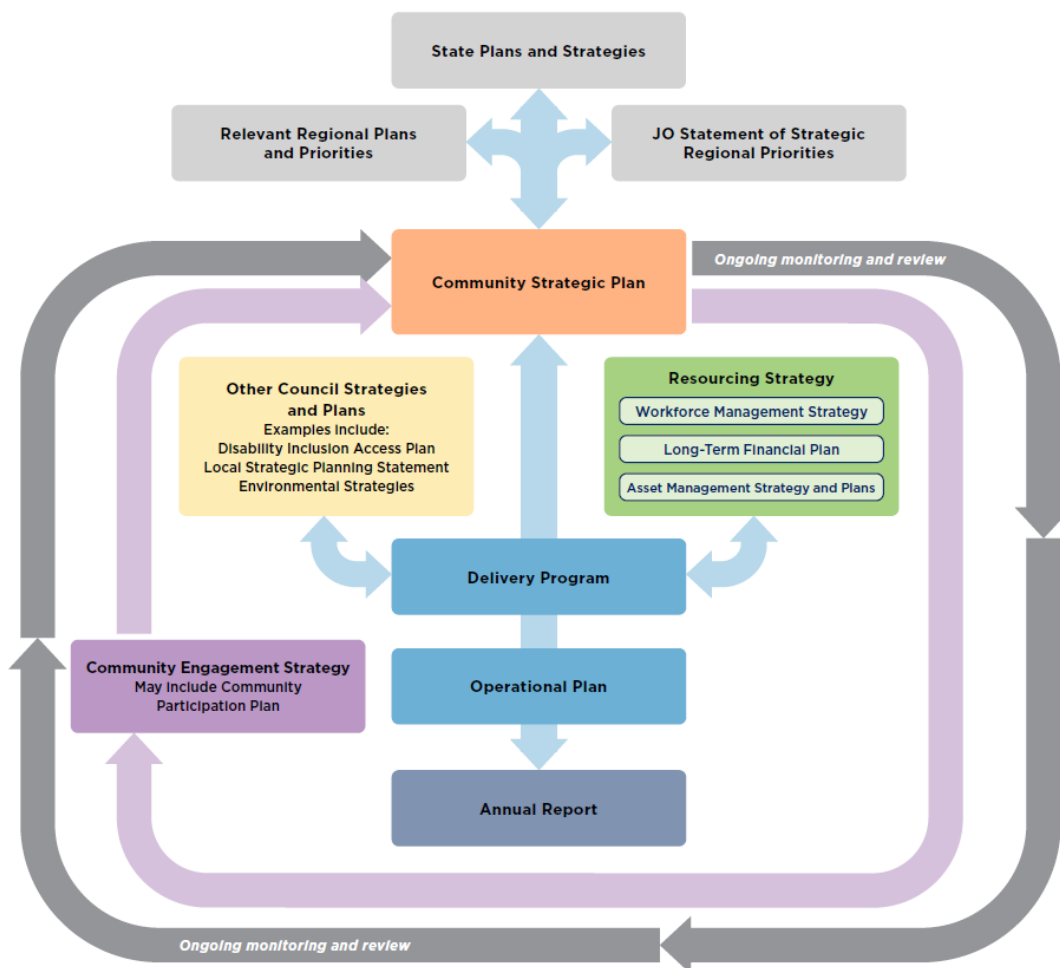
The future will need a dedicated approach to appropriate HR and WHS metrics and data analysis and robust ethical codes. The key focus for Human Resources is therefore to contribute to Councils' effectiveness by ensuring that strategies, policies, and directives support organisational outcomes.

The HR function itself will need to develop closer links with all levels of management forming partnerships that call out the bottom-line of strategic management. In this way Council will move from an accommodative HR linkage to a strategic plan that follows organisational strategies to a more interactive approach that subscribes to a two-way communication process between HR and corporate planning where the function contributes and reacts to overall strategies and critical assumptions.

Council must continue to be innovative and adaptive to attract, develop and retain talented employees with the right skills and attitude and strengthen the organisation's ability to meet its future workforce needs. This workforce management plan will define a set of actions and strategies to ensure Liverpool Plains Shire Council has the workforce needed to meet the future strategic intent of the organisation.

4 LINKS TO COUNCIL'S COMMUNITY STRATEGIC PLAN

In line with the Integrated Planning and Reporting Framework for NSW local government, Council must prepare a 10-year Community Strategic Plan in consultation with the community. The aim of the plan is to ensure that Council takes a long-term strategic approach to its activities and that these reflect the community's needs. To deliver the goals, set within that plan, a Delivery Program, Operational Plan and Resourcing Strategy are required. The Workforce Management Plan, together with the Long-term Financial Plan and Asset Management Plan, form the Resourcing Strategy. The Resourcing Strategy forms the bridge between HR strategies and the HR function.



5 ABOUT THE WORKFORCE PLAN



The purpose of the Workforce Plan is to ensure that Council has the human resource requirements necessary to meet its goals and objectives now, and into the future. It will assist Council to identify future workforce needs and includes strategies to contribute to the development of a capable workforce.

This plan is linked to Council's existing policies and programs including Council's Long-Term Financial Plan and Operational Plan. These documents and initiatives include activities which support the delivery of the strategies developed within the Workforce Plan.

This is the third Workforce Plan developed by Council under the Integrated Planning and Reporting Framework.

Preparation of the Workforce Management Plan is based on the following process:

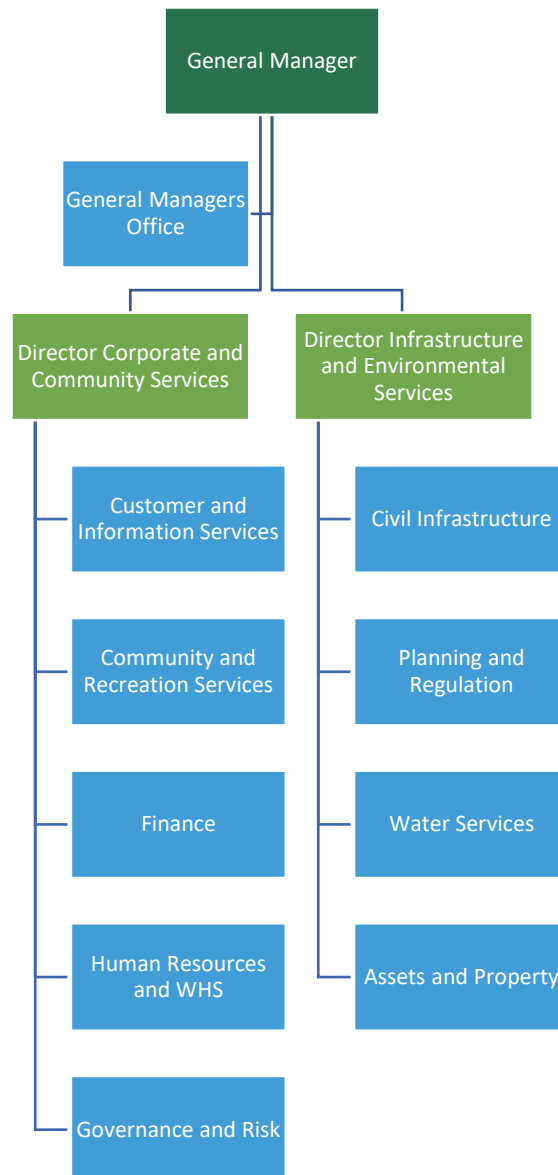


6 WORKFORCE ANALYSIS

Council has developed a profile of the existing workforce. This includes demographic information such as age and gender, length of service, skills, and qualifications. Key positions in the organisation structure were identified to help establish our strengths, weaknesses, and potential risks.

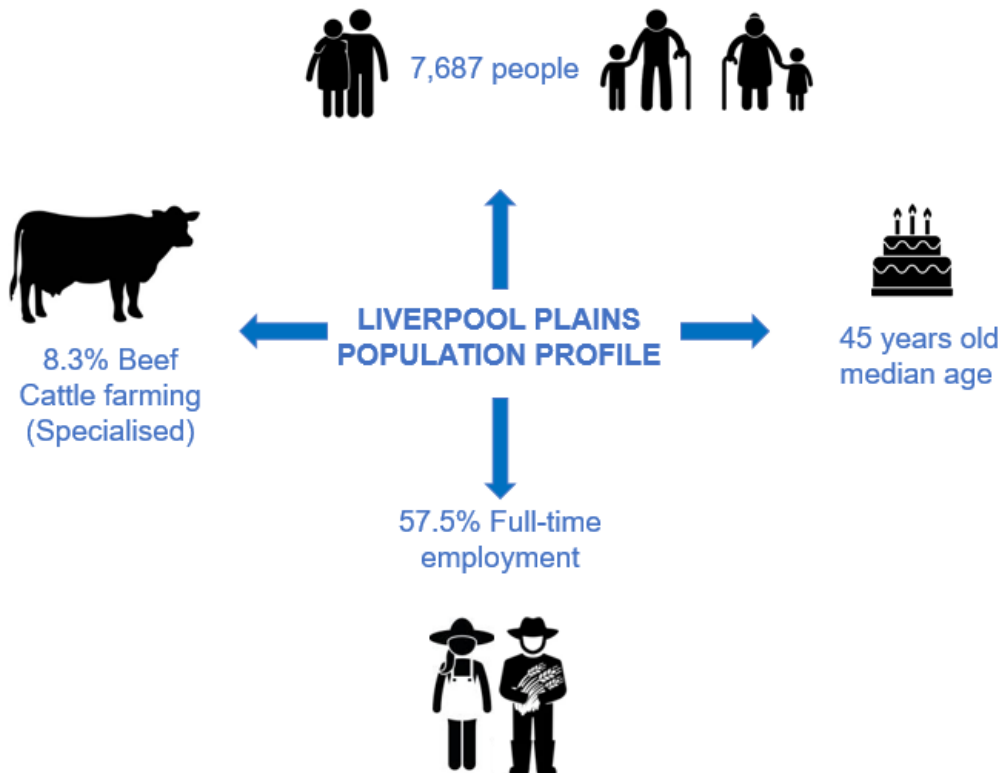
Our Workforce

Council provides services to the community through three functional areas. One led by the General Manager the others are led by Directors. Each function is divided into departments responsible for delivering services in-line with the needs of the community as detailed in the Community Strategic Plan.



7 LIVERPOOL PLAINS LOCAL GOVERNMENT AREA PROFILE

According to ABS Census 2016, Liverpool Plains had a total population of 7 687, comprising 50.4% male and 49.6% female, the median age is 45 years old. Liverpool Plains have 57.5% of the population employed full-time, with 7.4% unemployed.



8 LIVERPOOL PLAINS SHIRE COUNCIL WORKFORCE PROFILE

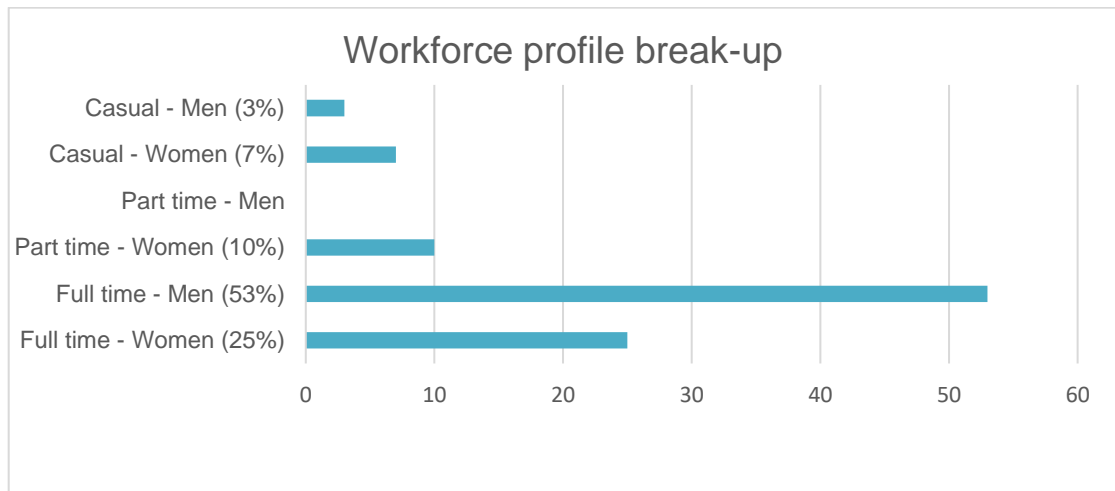
Liverpool Plains Shire Council’s workforce represents approximately 4% of the total workforce within the Liverpool Plains Local Government Area (ABS Census 2016).



As at 31 December 2021, there were;

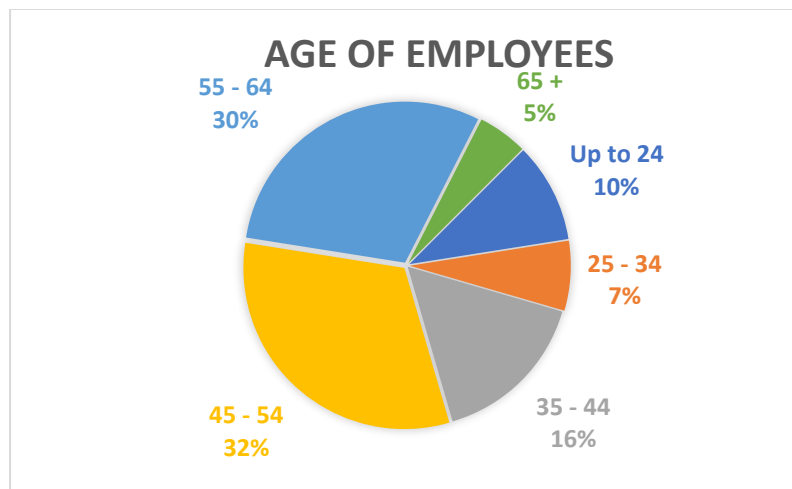
- 118 employees – of which;
 - 92 - full time
 - 12 - part time
 - 14 - casual

Council’s workforce is comprised of 44% women and 56% men. The chart below also shows that 78% of Councils workforce is employed in a full-time capacity.



8.1 Diversity

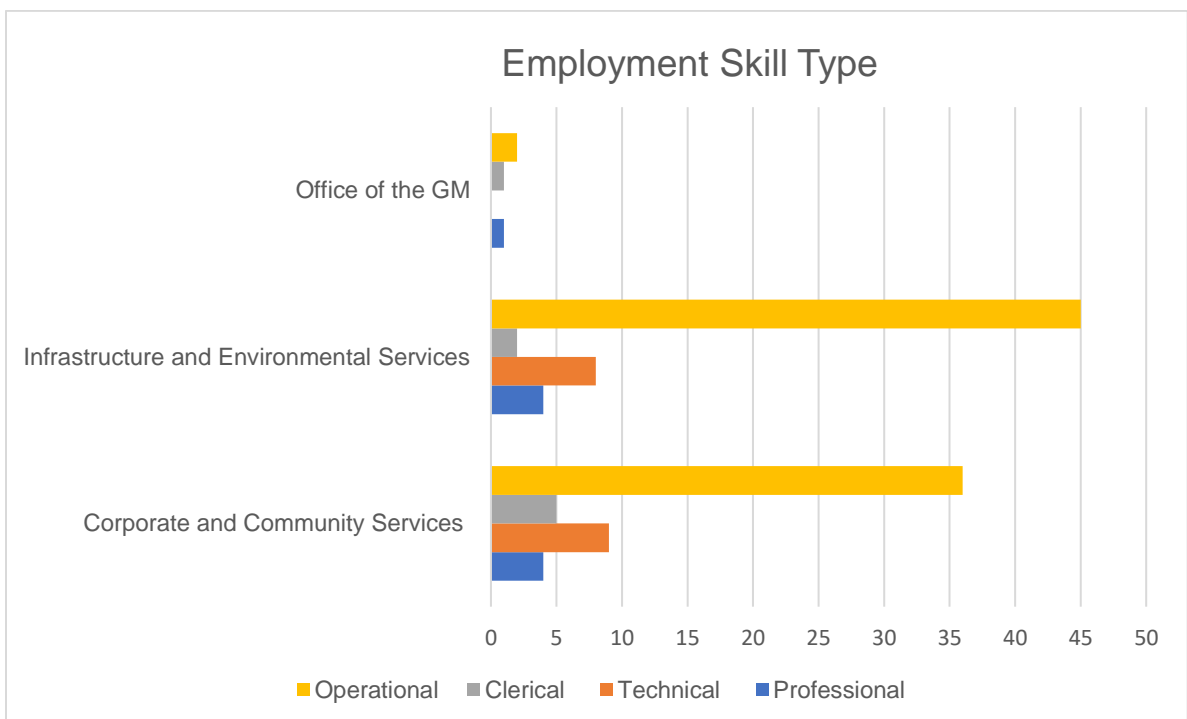
There is significant diversity across age cohorts at Council as shown in the table below.



The youngest person currently employed by Liverpool Plains Shire Council is 17 years old, and the oldest is 73. The average age of council employees is 45 years. The largest age group is the 45-to-54-year age category.

8.2 Skills

The majority of Council's workforce are engaged in operational roles with the next largest category working in technical skills roles. This is followed by people engaged in professional roles such as engineers, town planners and executives, then clerical and administrative staff.



9 ENVIRONMENTAL SCANNING

To ensure an appropriate evaluation is used concerning present and future challenges and opportunities facing Council, a PEEST analysis was carried out.

This approach uses five environmental factors - Political, Environmental, Economic, Social, and Technological. This scan addresses critical aspects at macro and micro level such as regional and national developments concerning legislation, funding agreements (macro) while micro addresses issues such as local characteristics as identified in asset management plans and through sourcing information from functional leads such as issues concerning intergenerational equity, extra revenue demands and community expectations around environmental stewardship.

The internal social aspect will be addressed through councils Employee Engagement Cycle that investigates attitudes to loyalty and commitment, work-life balance, and cultural issues.

9.1 Critical Assumptions

To estimate the needs for employee numbers based on Full-time Equivalents (FTE's), consultation with functional leads occurred to identify what key elements may occur in the next five years that could impact.

A Qualitative approach was used for a demand forecasting technique through managerial judgment in which leads assessed with HR their needs considering turnover, resignations, and effects of new technologies. These findings are then consolidated into an operational plan.

Through using such a qualitative approach by engaging those impacted by subsequent inputs helps ensure commitment to practices through using grass root information.

Key considerations:

- What are the workload drivers for the council?
- Will projects or projected services/directions impact on council business?
- What are council's current and future business, work functions and activities?
- What are the anticipated changes over the planning period?

Considered responses to the above are informed through engagement with function leads and include but are not limited to:

- Asset life of infrastructure and major infrastructure projects
- Aging population
- Aging volunteers
- Increase of regulations
- Skills acquisition in relation to technology in the field such as needs concerning water quality
- Critical control point (CCP's) monitoring for Department of Health

9.2 Gap Analysis

The comparison considers Council's current workforce and the future workforce requirements. This included an analysis of the local labour market and internal and external factors which may impact the workforce. Strengths and weaknesses within the current workforce, and opportunities for improvement or change were identified.

9.3 Developing Strategies to Address Key Issues

This involves the development of a range of strategies to address the challenges, opportunities and capability gaps which have been identified.

9.4 Implementation of Strategies

These strategies will be implemented through Council's Delivery and Operational Plan, specifically the actions assigned to the Human Resources function. This will be supported by programs and initiatives undertaken by the Human Resources team.

10 EQUAL OPPORTUNITY MANAGEMENT PLAN

Councils is required under section 345 of the Act to prepare and implement an Equal, which should be reflected in each council's workforce management planning.

Sections 344-347 of the Local Government Act (NSW) 1993 ("The Act") requires that each NSW Council prepares and implements an EEO Management Plan ("The Plan"). In accordance with the provisions of the Act this plan aims to ensure that all employees receive fair and equitable treatment in the workplace, by providing an equal chance when applying for employment, training, and promotion and in their work conditions.

The EEO Management Plan also benefit everyone in an organisation by providing a wider range of jobs and training opportunities, better chance to use their skills and qualifications and the opportunity to gain greater career development and achieve job satisfaction.

The main aim of the plan is to increase harmony and efficiency in the workplace, by utilising the talents and skills of the workforce.

The Anti-Discrimination Act 1977 has outlawed discrimination based on race, sex, marital status, physical impairment, intellectual impairment, homosexuality, or age in employment, and in the provision of goods and services. As an employer, Liverpool Plains Shire Council is bound by this legislation and will monitor its implementation ensuring the support, cooperation, and commitment of management.

Council recognises that organisational support and executive sponsorship for EEO is critical to influencing workforce attitudes and behaviours to create an environment of respect. This plan that captures contemporary HR practices to ensure Council subscribes to its EEO obligations through targeted endeavours to ensure employees irrespective of differences are respected, valued, and acknowledged. Each objective in the plan contains specifications with their own evaluation requirements to ensure delivery of the plan.

11 OUR CHALLENGES

This Workforce Plan links with the commitments of Council's Community Strategic Plan to provide a thriving economy; sustainable environment; strong community, Council, and business leadership; and a great rural lifestyle with access to quality services. We identified seven areas which challenge Council into the future maintain a workforce which can deliver of these commitments.

These challenges were identified by analysis of the current workforce, gap analysis against our future needs and surveying the labour market and other external influences which impact our employees.

11.1 Health and Safety

- Ensure compliance with WHS legislation.
- Ensure that efficient recover at work processes are in place to assist sustained recovery.
- Build further on our safety conscious workplace culture.
- Encourage proactive risk and hazard management in the workplace.
- Provide appropriate safety and risk management training in a diverse range of work environments.
- Ensure timely and efficient incident reporting procedures with controls to mitigate risk and close of opportunities in a traceable, accountable, and timely manner.
- Ensure that Volunteers, PCU's and other workers are captured in all safety endeavours.

11.2 An Ageing Workforce

- Mitigate the risk potential loss of highly experienced staff and their knowledge.
- Maintaining health and wellbeing of mature-age workers.
- Managing a multi-generational workforce.
- Defining critical roles for succession planning through key replacement list.
- Capturing and transferring corporate knowledge.
- Containing skills which are critical to the delivery of services.

11.3 Developing Workforce Capabilities

- Provide opportunities for job rotation and skill sharing where possible.
- Evaluate and deliver effective training due to our location and the size of our workforce.
- Look for opportunities for resource sharing to upskill employees.
- Providing leadership development opportunities.

11.4 Skill gaps and employee retention in specific professional groups

- Identify key roles with skill shortages.
- Attract a diverse range of people to the organisation to address skill shortages.

- Develop strategies to provide in-house training to address deficiencies in skills.
- Improve leadership skills across the organisation.
- Assess and understand our current disposition through the formation of a baseline group of Councils.
- Benchmark and target critical actions.
- Take these actions to task against transparent and meaningful measurements.
- Ensure key messages of people practices are shared with identified and targeted community and government groups.
- Ensure a recognition process beyond current length of service awards that announce high performance.
- Build further on the foundations of a common approach to the selection of individuals who possess the values, talents, skills and experience required to succeed within Council.

11.5 Technological advancement, innovation, and continuous improvement

- Increasing community expectations regarding access to Council services.
- Address skill gaps in digital literacy.
- Cater for generational differences in familiarisation with mobile and digital technology.
- Maintain pace of training regarding technological change.

11.6 Innovation regarding job design, multiskilling, job sharing and resource sharing.

- Design a resilient organisational structure which meets the current and future needs of the organisation particularly in a fast-paced changing dynamic world.
- Understand our state of Knowledge in preparedness for black swan events for now and the future.
- Seek opportunities for resource sharing with other Councils such as the JOLT
- Evaluate opportunities to outsource work where cost effective and appropriate.
- Investigate opportunities to redesign jobs to provide flexibility and agility within the workforce.

11.7 Streamlining and improving systems and processes to improve efficiency.

- Ensure casual positions are approached with the strategic intent of their purpose.
- Review and updating of existing Human Resources policies and procedures.
- Ensure the application efficient and effective performance management processes.
- Improving new employee induction with a focus to on-boarding.
- Facilitating knowledge sharing and creating an innovative culture.
- Increasing employee accountability at all levels.

12 KEY ACTIONS

After analysing the data collected from the environmental scan and through analysis of critical assumptions, four key themes were identified. These themes provide an informed focus that assist Council to build a workforce capable of meeting the needs and objectives of Council's Community Strategic Plan.

- Building a Capable Workforce
- Succession Planning
- Employee Engagement
- Health and Wellbeing of staff

12.1 Building a Capable Workforce



To develop and maintain a workforce that has the skills to meet the changing needs of the community and deliver the objectives of the Community Strategic Plan, Council needs an effective recruitment and retention strategy and a strong framework of employee skill development.

This includes:

- Improving recruitment and selection processes to attract a diverse range of people with the essential skills and abilities required to meet our workforce needs now and into the future
- Build a workforce which can provide services which are essential to meet our delivery program and operational plan Items in line with community expectations.
- Review and strengthen the onboarding and induction process for new employees to improve coaching and mentoring of new staff.
- Promote a workplace learning culture that encourages and supports self-directed learning and continuing professional development.
- Offer professional development opportunities and flexible working conditions to build a reputation as an employer of choice and attract and retain employees.
- Review and enhance the Performance Management System to move the focus toward coaching, mentoring and ongoing performance review, and to drive employee development, upskilling and multiskilling.
- Utilise traineeships and apprenticeships as an opportunity to 'grow our own' professional and technical staff from within the local community.
- Increase the diversity of the workforce through initiatives to support minority groups such as an Aboriginal and Torres Strait Islander employment opportunities and design and implementation of a EEO plan.
- Implement a Leadership Development Program to improve the skills of staff in leadership roles.
- Engaging with our employees through genuine and meaningful consultation.

- Continue to encourage and support existing employees to gain formal qualifications in their skill area.

12.2 Succession Planning and Talent Management



During the workforce planning process, positions are identified which contain specialist skills and knowledge which are critical to meet community needs and expectations and are difficult to replace forming a key replacement list approach.

To support Council's Key replacement list Council uses a 9-box approach. The 9-box grid is a contemporary talent management tool used to identify performance and potential that is relatively straightforward in its structure.

The tool provides a well-rounded approach to Council's performance management system by avoiding a single element of application of performance to evaluate both current performance and future potential within Council.

Ultimately the 9-box grid identifies leadership potential consequently moving selected talent onto development tracks. Population profiles chiefly the ageing population continue to provide significant implications for Local government including the Liverpool Plains Region.

A number of strategies to counter measure this include:

- i. Retain critical corporate and organisational memory by ensuring all processes and procedures are documented across the organisation.
- ii. Capture and transfer specialised skills which are difficult to replace or source from outside the organisation through a talent management program
- iii. Provide development opportunities for future leaders within the organisation through a Transition into Leadership Development Program.
- iv. Ensure Policies or approaches recognise responsibilities that employees have through flexible workplace practices in alignment to the award.
- v. Address potential difficulties posed by varying attitudes and work behaviours of employees across different generations.

12.3 Employee Engagement

Council will undertake a survey of all staff commencing 2022. The results of this survey will be compared to previous surveys and will also be compared against future surveys to track changes in staff engagement. The information gained from the survey will be used to assist with ongoing strategic planning regarding Council's Human Resources Management endeavours.

The Voice Engagement Survey that will be utilised is an employee opinion survey, and its purposes are:

- To obtain your views on how we are doing at Council in such key areas as leadership, teamwork, job satisfaction, overall effectiveness, and others, and
- To establish a data “benchmark” so that we will be able to compare how we are doing over time.

This kind of information will allow us to make the continuous improvements that are so important to our ongoing business.

Liverpool Plains Shire Council Engagement Action Plan Model

1. Survey Cycle 1.



2. Analysis- What does it all mean about the tool, metrics, and individual results.



3. Share- Communicate with employee’s results.



4. Focus Groups- deep dive into results.



5. Actions Targeted.



6. Execution – form action teams, create action plans and make change!

12.4 Health and Well-being of Staff

Liverpool Plains Shire Council is committed to ensuring that our workplace is safe, healthy, and happy for all our workers. Without an efficient and productive workforce, we cannot provide services to the community. Improving employee’s general health and wellbeing is a fundamental element in reducing the risk of injury reducing operating costs and improving productivity and service delivery.

Key actions include:

- Continuing commitment by senior management to provide leadership and direction across the council regarding safety and risk management.
- Build and promote a safety culture at council by supporting continuous improvement of Risk Management, WHS and Injury management systems.
- Review and maintain the Work Health and Safety (WHS) Management System.

- Commit to best practice injury management by review and maintenance of the injury management and Recover at Work procedure.
- Continue the review of all safety and risk management procedures, documents, and tools to ensure the workforce has the resources available to support a safe working environment.
- Develop policies and strategies to promote and support employee work-life balance such as flexibility and leave options.
- Develop a health and wellbeing strategy that identifies ways council can support the wellbeing of workers, including healthy lifestyle initiatives.

13 MONITORING AND EVALUATION

The Workforce Plan is a living document and will be monitored and reviewed in accordance with plan timelines. Achievements will be reported in Council's Annual Report.