

STRATHFIELD 2035

DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-2026



General Manager Message

Strathfield's Community Strategic Plan focuses on five priority areas to ensure Strathfield Council is attending to the community's priorities. These are:

- Connectivity
- Community Wellbeing
- Celebrating Culture and Place
- Liveable Neighbourhoods
- Responsible Leadership

Our *One Team, One Council, Moving Forward* is Council's Workforce Management Plan. This supports Council's values and key directions and assists Council in achieving its community vision.

The strategies identified will enable Council to evolve and to maintain a workforce that is flexible, adaptable and responsive to the Community's needs in the future resulting in improved infrastructure, service delivery and overall community satisfaction.

Our Workforce Management Plan will continue to adapt year on year to respond to the challenges Council faces with the emergence of new technology, an ageing workforce, skill and gender gaps and the need to attract and retain skilled leaders and employees.

Council can only succeed with the right people in the right jobs. We acknowledge and understand that in order to successfully deliver for the community a major focus needs to be on our people. We aspire to be *One team, One Council Moving Forward*.

Brian Barrett

A/General Manager

March 2022

Introduction

The Integrated Planning and Reporting Framework requires Councils to review and develop strategies pertaining to financial, asset management and workforce planning which form the Council's Resourcing Strategy.

The Workforce Plan details priorities and actions to ensure we have a workforce capable of delivering the outcomes identified in the Strathfield Community Strategic Plan and Delivery Program.

The Workforce Plan has been developed to address the challenges the providing appropriately qualified and experienced staff today and in the future with four priority areas of focus being Leadership, Talent, Capability and Adaptive and Resilient Culture.

Council, its employees and the community will receive the following benefits from workforce planning:

- a diverse workforce is employed with the required skill sets to meet future workforce needs;
- Council is responsive and adaptable to changing business requirements, challenges and opportunities;
- workforce capacity, capability and resilience is built in the organization;
- staff turnover is reduced and talent retained to sustain a high performance workforce;
- corporate knowledge is retained and accessible;
- an agile, high performance culture is enhanced linked directly to delivery of the Community Strategic Plan through the Delivery Program and Operational Plans.

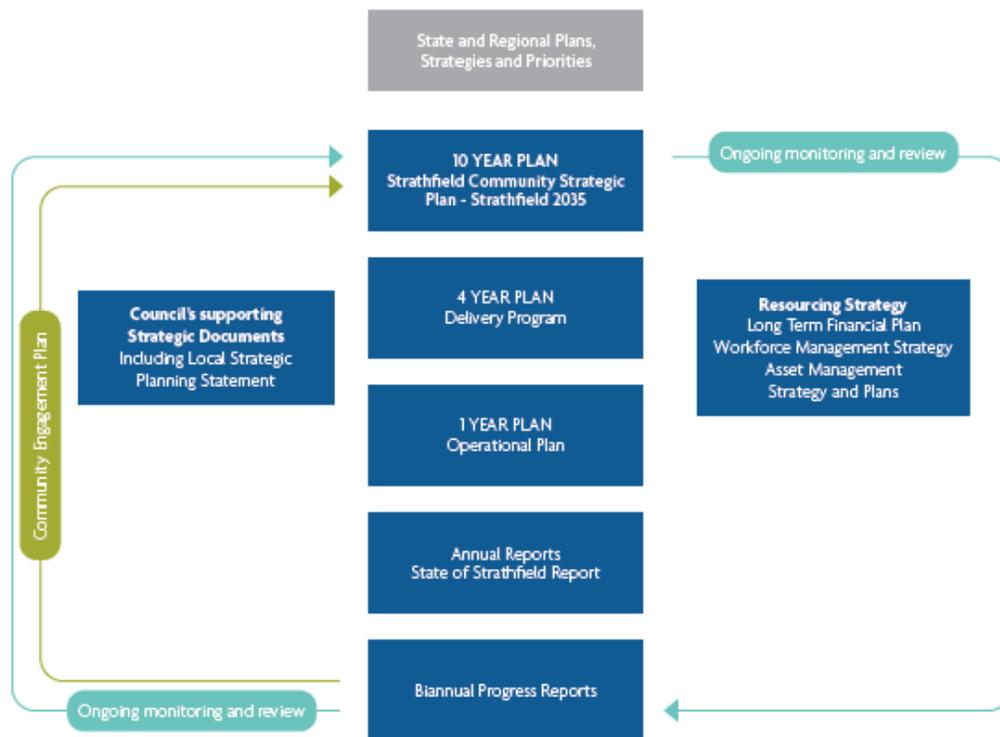
Workforce Strategy Priority Areas

1. Leadership – encouraging open and honest communication among leaders and employees to enhance employee engagement and help drive high performance at Strathfield Council.
2. Talent - Having skilled individuals at all levels of the organisation is critical in creating and sustaining a high performance workforce.
3. Capability - Developing leaders and employees is important to improve employee engagement, enhance Council's performance and position Council to serve the community of the future.
4. Adaptive and Resilient Culture - A best practice approach to leadership creates a sustainable, durable and high performing culture which contributes to engaging Council's staff and to best contribute to the organisation in a volatile and challenging social environment experiencing changes and shocks like climate change and COVID-19.

Statement of desired workplace culture

Council recognises the importance of organisational workforce culture in achieving the goals of the Community Strategic Plan and Delivery Program. Council is committed to the continuous development of our workplace culture, not only to maintain the already high level of achievement but also to be aiming for ever improving achievement through increased staff engagement with their roles and the community we serve.

An important initiative in this regard has been the constant focus and expenditure on training, education and development of the necessary skills and abilities of staff to take leadership roles in the workplace that build teamwork and teammate support when staff are required to 'go the extra mile' and do things differently and 'better' to ensure the community receives best value from their rates.



Purpose of the Workforce Management Plan and its place in the Integrated Planning and Reporting (IPR) process

The Workforce Management Plan, Long Term Financial Plan and Asset Management Strategy and Plans make up the Resourcing Strategy, which supports and enables the implementation of goals and actions in the Delivery Program 2022-2026 and the annual Operational Plan, which operates under the auspice of the Community Strategic Plan. The relationship of these plans is shown in the IPR process diagram.

Workforce planning is a continual process of identifying the strengths and opportunities for enhancement of the workforce; identifying threats and risks posed by internal or external factors; identifying future workforce requirements; and reviewing the effectiveness of strategies that ultimately aim to enhance and develop the collective capacity and capability of the workforce to deliver services to the communities within the Strathfield Area.

Review cycle

The Human Resource and Organisational Development Section constantly monitors and reviews their activities to ensure that outcomes are on track. This enables the workforce to be flexible and adaptable to meet emerging challenges, with an annual review undertaken to establish whether the planned goals have been able to be met.

The following pages set out Council's structure; profiles the current workforce; identifies challenges that Council's workforce is projected to face in coming years; and specifies a series of strategies to enhance Strathfield Council's efficient, effective, adaptable and resilient workforce.

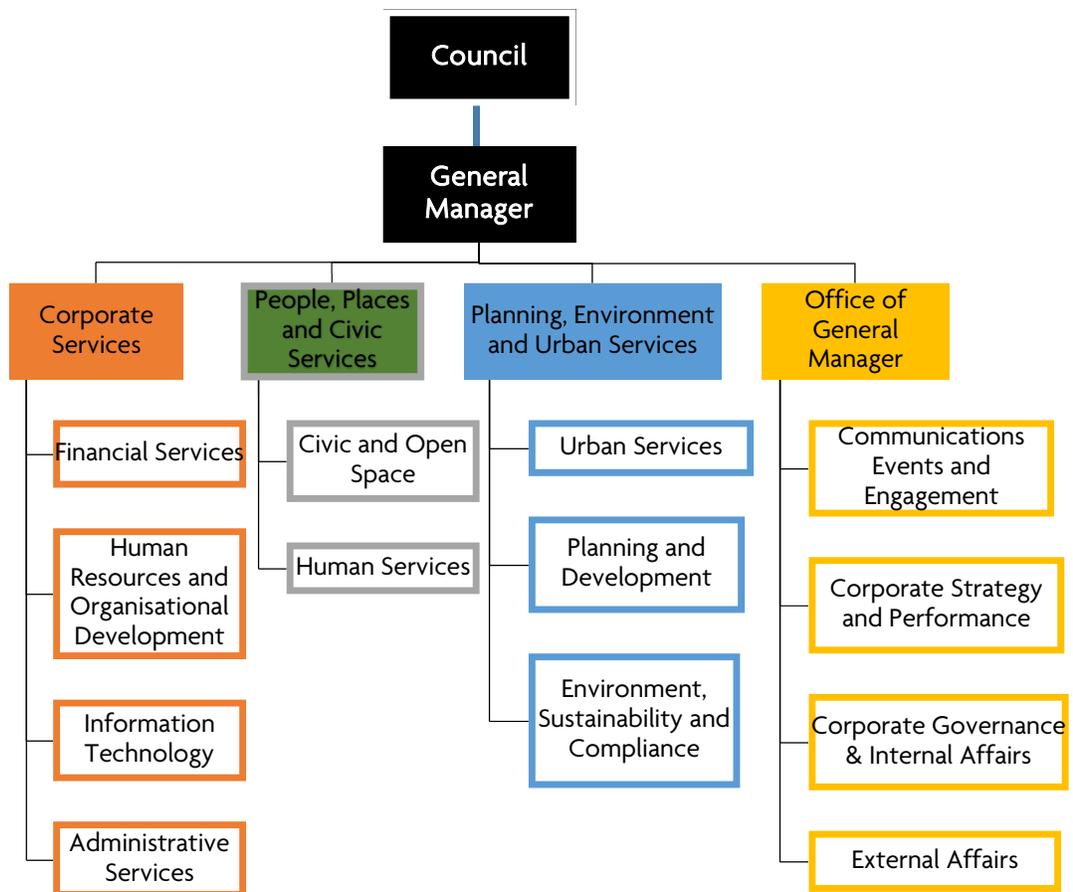
Strathfield Council Functional Organisational Profile

Council undertakes the full range of activities of other Local Governments in NSW. The diversity of undertakings, the skill sets, qualifications, certifications and licenses are as broad as any organisation operating in Australia today. The structure below aims to deliver those services optimally and is subject to ongoing review.

Organisational Structure

**as at February 2022*

Council's administration is managed by the General Manager under the following organisational structure.



Analysing the Current Workforce

Employees

As at February 2022, Council had 197 employees. The establishment for Council is 204 positions.

Length of Service

7.2% of our staff have been employed by Council for more than 20 years, and 76% have been employed by Council for less than five years. Furthermore, 6.6% of employees have tenure of more than five years but less than ten years. The average employee tenure is six years.

Length of service	% of staff
0-5 years	76%
6-10 years	6.6%
11-15 years	6.6%
16-20 years	3.6%
21-25 years	3.6%
26+ years	3.6%

Age

Historically, the age profile of our workforce has remained relatively steady, consistent with other sectors and the general population. Our average employee age is 43 years old, with our largest group of employees aged between 36 and 45 years.

Age groups	% of staff
15 to 25 years	5.60%
26 to 35 years	23.35%
36 to 45 years	29.44%
46 to 55 years	21.82%
56 to 65 years	15.74%
65 or older years	4.05%

Gender

Currently, our workforce is made up of 71 females and 126 males. In recent years, Council has seen a rise in gender equity across its permanent, temporary and casual workforce. More female employees are now in frontline professional and operational positions, where the ratio of male to female employees has historically been higher. Council has also implemented more

flexible working models, which have traditionally appealed more to female staff.

Female employees	71
Male employees	126
Female employees at manager level and above	15
Male Employees at manager level and above	19

Employee Turnover

On an annual basis, Council sees a turnover rate of approximately 9%. This is slightly below the 11% average figure for Local Government. Council can attribute much of this difference to the extraordinary circumstances surrounding the pandemic but also the negotiation of the Council Enterprise Agreement which brought in the compressed working hours four day work week, which is quite unique in the industry and broad society.

Living in the Strathfield LGA

8% of Council employees live in the Strathfield LGA while around another 16% live within 10 kms of Strathfield. Apartment living accounts for the majority of residences due to the extremely high house prices and house rental prices within the LGA. The vast majority of staff travel for longer than 30 minutes each way to and from work which goes some way to explaining the success of the compressed working hours four day work week.

Strategic Issues and Risks facing Staff

The Human Resources and Organisational Development Section constantly engages in business environmental scanning covering the industry, society and the workplace to identify workforce challenges that have informed the strategy and plans set out in this document. The key identified challenges are:

This Workforce Strategy sets out our organisational needs, forward planning and resourcing requirements. Key trends and emerging issues considered in the development of our Workforce Strategy include:

- an increase in resident population
- difficulty attracting and retaining niche and/or in-demand skills
- knowledge loss when employees resign or retire
- increasing workloads
- balancing the work-life needs of the workforce
- improving Council's capacity for change.

Understanding our workforce

Council has experienced significant recruitment activity, internal staff movements, and the utilisation of casual labour in the Parks area to help ensure delivery of commitments to our community. Metrics gathered across all areas of Council ensures that Council can:

- keep the number of established roles that sit vacant within our organisation as low as possible
- ensure all employment arrangements are in line with Award and legislative requirements
- maintain adequate numbers of staff in prioritised areas of need
- monitor progress in relation to diversity employment numbers

An ageing population

Of Council's workforce, almost 20% is 55 years and over. The challenges posed by an ageing workforce can include:

- ensuring knowledge and skills are maintained and transferred;
- work health and safety of staff;
- older workers feel valued;
- flexible work options are available to ease the transition into retirement;

- that replacement staff are recruited in a timely fashion to ensure a smooth transition.

Gender diversity and equality

Strathfield Council currently has a workforce made up of 71 females and 126 males, with males therefore making up a large majority of our workforce with a 65% share. However, Council has made progress in this regard but there still needs to be a better balance of gender representation especially in the 'outdoor' areas of Council employment to better reflect the balance within the community we serve.

Managerial ranks contain 15 women and 19 males which appears to be amongst the best ratios in local government today. Council aims to recruit and promote more females into all levels of Council's operations, and this will especially become part of our succession planning process, alongside our normal diversity objectives.

Attraction and retention of qualified and skilled leaders and employees

Due to the current very tight labour market, it is a sellers' market with people able to pick and choose from a multitude of job opportunities that reflect the competition for jobs and the salary inflation associated with the need to compete for scarce resources.

Teamwork culture

The final stages of breaking down the previous 'silo' mentality of a number of staff still has impact on the cohesion and productivity of some areas of Council, but this is being focused upon by training and development activities.

Attracting, recruiting and retaining staff in the face of competition

Council is especially focused on attracting, retaining and developing the right number of quality staff with key skillsets. Council faces competition with other Councils and the private sector when it comes to sourcing suitable candidates for employment. Council does not often have the capacity to offer the remuneration and/or benefits offered by competitors in the private sector, but we have a few advantages that are meaningful, such as:

- compressed working hours arrangements that allow for a four day working week
- salary sacrifice opportunities;
- generous Award leave entitlements;
- flexible and family-friendly work practices;
- learning and development opportunities;
- the opportunity to work in the public sector and make a difference in our LGA.

Alignment of core business functions

Council reviews the organisational structure regularly, making changes where necessary to ensure it is flexible, resilient, and that it promotes high performance and value in service delivery and customer experience. To use a time-proven definition of efficiency Council aims to have the right people, in the right places, with the right skills, doing the right jobs, at the right time. The structural review process focuses on:

- building on strengths where Council is recognised as doing well by the community;
- core service delivery at levels agreed by the community;
- collaborating and strengthening relationships and effective delivery across Council; and
- employee professional development and improvement.

Changing position requirements

Roles within Council are often impacted by legislative, social and technological factors. Council staff need to be agile and adaptable to ensure we move with the times in a seamless manner ensuring service levels are maintained or improved. Employees are therefore subject to skill enhancement activities both on and off the job while their tools and machinery are also upgraded and modernised. The Local Government Award provides for staff to undertake duties not specifically included in their Position Description as long as they have the competence in that role and this allows Council to be responsive to a changing workplace and environment.

A culture of accountability and talent performance

A lack of leadership skills and accountability across the organisation can create a negative culture and impact on team performance when poor conduct and performance is not managed. Council's focus on learning and development centres on leadership capability, with management at all levels tasked with creating, implementing and driving a high-performance, respectful culture.

Workforce Plan

This document, *One Team, One Council Moving Forward* represents our overall Workforce Plan to support our workforce in response to the challenges identified.

This Workforce Management Plan has been costed and factored into the Long Term Financial Plan across all areas of activity including recruitment and selection, welcoming, salary step increases, training and education, separation and termination.

The Local Government Award allows for around a 2% pay increase each financial year, while it is expected that Council's Workers Compensation Insurance costs will increase this year by about 10%-20%, which will be challenging. Claims management and workplace safety will be areas of focus.

There are no major projects factored into the Operational Plan 2022-2023. In 2021, Council acquired an application to manage our Learning Management System and Performance Feedback system, therefore this upcoming operational year is one of consolidation and expanding uses.

The Operational Plan 2022-2023 has proposed building a Leisure Centre in Strathfield LGA. A centre would have impacts on staffing as the facility will need to be staffed by ongoing, full-time, part-time and casual staff as well as possibly contractors to cover the multiplicity of activities (learn to swim, gymnasium, fitness programs etc) and possibly extended hours of business.

The recruitment and selection of these staff can be handled by existing HR staff. Not knowing the hours of opening, the programs to be provided, membership numbers/general patronage at this stage makes an accurate prediction of staffing needs problematic but at this stage it appears that the HR elements of commencing and maintaining HR services to the Centre will not be an issue within existing resource levels and budgets.

Engagement

Staff consultation and engagement through the Joint Consultative Committee (including Work Health and Safety) facilitates and promotes informed decision making and constructive working relationships between Council, employees and unions.

Council recognises the benefits associated with maintaining and expanding a culture of consultation and engagement in the workplace, which include:

- a more productive workplace based on cooperation and collaboration;
- better and more informed decision-making and successful implementation of ideas;
- attraction and retention of skilled and positive staff;
- a workplace that is better able to cope with change;
- less grievances and less industrial action.

Strategic Direction

Supporting the Community Strategic Plan

The Workforce Strategy is a key contributor to meeting the strategic objectives of the Community Strategic Plan, Delivery Program, Long Term Financial Plan and Asset Strategies and Plans.

The key areas of Council's plans which directly relate to the Workforce Management Plan include:

Community Strategic Plan

Theme/Priority Area: Responsible Leadership

- Strategy 5.2 Council effectively and responsibly manages and responds to community needs
 - Goal 5.2.1 Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure

Delivery Program (2022-2026) and Operational Plan

Delivery Program Strategy 5.2.1.3

- Ensure Council is properly resourced to meet challenges of implementing the Delivery Program
 - Operational Plan Action 5.2.1.3.1 - Prepare and implement Council's Workforce Plan including EEO Management Plan. Implement actions scheduled for 2022-2023.
 - Operational Plan Action 5.2.1.3.2 - Monitor and provide reporting on current and projected workforce data to plan and ensure Council has staff resources and skills to deliver effective programs and services

Delivery Program Strategy 5.2.2.2

- Promote organisational culture of safety, best practice and continuous quality improvement
 - Operational Plan Action 5.2.2.1.4 - Prepare and implement Work, Health and Safety programs to ensure compliance with statutory requirements. Manage Workers Compensation claims. Provide consultation with staff on WH&S.

Long Term Financial Plan

The LTFP considers the impact of employee costs in the plans expenditure forecasts,

sensitivity analysis and current and forward financial statement estimates.

Objectives and strategies

In our framework, Key Improvement Areas are identified as a focus:

- Leadership
- Talent
- Capability
- Adaptive and Resilient Culture

Actions have been developed for each Key Improvement Area.

1. Leadership

Key Improvement Area	Priority	Strategy	Measurement	Timeframe
Leadership	Communication	<ul style="list-style-type: none"> Continue to implement a Leadership Development Program Build a culture of open communication where feedback from staff is welcomed by management Enhance JCC and SMTM forums for managers to listen to staff's concerns Assess current communication channels and adjust them in order to enhance how senior leaders keep staff informed of Council's matters 	<ul style="list-style-type: none"> All leaders participate in Leadership Development Program Number of meetings held and number of Agenda items regarding staff 'voice'. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by January 2023
	Values	<ul style="list-style-type: none"> Facilitate Values Refresher sessions for all staff 	<ul style="list-style-type: none"> Number of refresher sessions conducted and number of attendees. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by September 2022

2. Talent

Having skilled individuals at all levels of the organisation is critical in creating and sustaining a high performance workforce.

Key Improvement Area	Priority	Strategy	Measurement	Timeframe
Talent	Recruitment and Selection	<ul style="list-style-type: none"> Develop selection panels' capability to select the right individual for the right job (meritocracy) Introduce psychometric testing for the recruitment of all leader roles 	<ul style="list-style-type: none"> Reduce voluntary turnover rate from last reviewed year 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by October 2023
	Skill Shortages	<ul style="list-style-type: none"> Identify skill shortage gaps in key areas and develop and implement targeted attraction strategies to address them Provide career development opportunities to employees to transition into skill shortage jobs 	<ul style="list-style-type: none"> Increased participation rate by staff in training and education activities from last reviewed year 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by December 2023
	Talent Management and Succession Planning	<ul style="list-style-type: none"> Continue to implement Leadership Development Program Create matrix to determine high risk areas and action plan accordingly Develop leaders' accountability for spotting, developing and retaining the next generation of leaders Identify high potential staff and develop PF documentation that provides opportunities to grow, be empowered and work on interesting assignments 	<ul style="list-style-type: none"> All leaders participate in Leadership Development Program Action succession plans for key areas of the business by December 2022 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by January 2023
	Employee Value Proposition	<ul style="list-style-type: none"> Develop opportunities to highlight the benefits of working at Council, especially 	<ul style="list-style-type: none"> Increase in job applicant response rate for skill 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and

Key Improvement Area	Priority	Strategy	Measurement	Timeframe
		35 hour, 4 day work week	shortage jobs.	initially deliverable by September 2023
	Diversity and Inclusion	<ul style="list-style-type: none"> • Include an EEO goal in leaders PF documentation. • Enhance flexible working arrangements to target females with caring responsibilities • Highlight the need for diversity and inclusion in the workplace at every opportunity 	<ul style="list-style-type: none"> • Increase female participation in Council's workforce from last reviewed year. 	<ul style="list-style-type: none"> • Ongoing throughout the life of this plan and initially deliverable by December 2023

3. Capability

Developing leaders and employees is important to improve employee engagement, enhance Council's performance and position Council a step ahead to serving the community of the future.

Key Improvement Area	Priority	Strategy	Measurement	Timeframes
Capability	Organisational Capability	<ul style="list-style-type: none"> Examine Council's SWOT, identify organisational capabilities required and implement HR, leadership and organisational practices aligned to Council's CSP 	<ul style="list-style-type: none"> Improvement in all key HR metrics year on year 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by February 2023
	Competencies	<ul style="list-style-type: none"> Review Competencies for each role 	<ul style="list-style-type: none"> Number of reviews conducted as a percentage of total positions 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by June 2023
	Induction and Onboarding	<ul style="list-style-type: none"> Ensure candidates are supported from the moment they apply to Council to the end of their probation period if selected Implement Compliance Training Program 	<ul style="list-style-type: none"> Feedback from staff is positive across all milestones of Council's Induction and Onboarding processes All staff have current qualifications 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by December 2022
	Employee Development	<ul style="list-style-type: none"> Implement Employee Development Program Create PF documentation which includes individual development plan 	<ul style="list-style-type: none"> Reduce voluntary turnover rate from last reviewed year Learning and Development participation rate increased from last reviewed year. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by June 2023
	Performance Management	<ul style="list-style-type: none"> Review and enhance Council's performance management process and system 	<ul style="list-style-type: none"> End of financial year performance review completed by end of 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by December

Key Improvement Area	Priority	Strategy	Measurement	Timeframes
		<ul style="list-style-type: none"> Clarify performance objectives focusing on right outcomes, provide honest feedback, introduce regular 1-1s. Facilitate employee performance reviews Implement new performance management process by December 2022 	<p>December 2022</p> <ul style="list-style-type: none"> New performance feedback process implemented by December 2022 Number of Performance Feedback documents completed and on-foot. 	2022
	Reward and Recognition	<ul style="list-style-type: none"> Introduce informal recognition initiatives Enhance Employee Service Awards 	<ul style="list-style-type: none"> Increase in the number of recognition activities from last reviewed year 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by December 2022
	Managing Council's aging workforce - Transition to Retirement (TTR)	<ul style="list-style-type: none"> Promote TTRs Adapt flexible working arrangements to cater for TTR Ensure knowledge is shared by TTR employees with less experienced employees 	<ul style="list-style-type: none"> Create Mentoring and Coaching Program so that corporate memory is enhanced. Number of TTR arrangements put in place. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by March 2023

4. Adaptive and Resilient Culture

Leaders play an important role in developing a positive and professional work environment, one that creates a sustainable, durable and high performing culture. Given the volatile and challenging societal environment, this element is quite important for operational and personal reasons e.g. psychological fitness of work. A best practice approach to leadership will contribute to engaging Council's staff and bring forward their best contribution to the organisation.

Improvement Area	Priority	Strategy	Measurement	Timeframe
Culture	<ul style="list-style-type: none"> Culture Management 	<ul style="list-style-type: none"> Implement Leadership Development Program Reinforce Council's collective sense of purpose Facilitate Values Refresher sessions Leaders and HR&OD team members to become the custodians of Council's culture and values 	<ul style="list-style-type: none"> Performance Feedback documentation reinforces desired workplace culture expectations and measures / records compliance and conformity to expectations. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by December 2022
	<ul style="list-style-type: none"> Change Management 	<ul style="list-style-type: none"> Develop and launch Council's Change Management Model to be used by all leaders to ensure a consistent approach to change management is used across Council when implementing any system, process or culture change 	<ul style="list-style-type: none"> Feedback from Joint Consultative Committee on change management documentation and outcomes is favourable. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by September 2022
	<ul style="list-style-type: none"> Employee Relations 	<ul style="list-style-type: none"> Maintain the Employee Relations strategy to enable a positive work environment, increase communication with employees and reduce employee grievances 	<ul style="list-style-type: none"> Reduction in formal and informal grievances and industrial disputes. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by June 2023

Improvement Area	Priority	Strategy	Measurement	Timeframe
	<ul style="list-style-type: none"> Reward & Recognition 	<ul style="list-style-type: none"> Review salary structure and adopt a structure that reflects the value of jobs and ensures fair compensation. 	<ul style="list-style-type: none"> To be completed by December 2022. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by January 2023
	<ul style="list-style-type: none"> Values 	<ul style="list-style-type: none"> Identify and recognise examples of where display of values are being lived at work and document when they happen by a written recognition attached to Personnel File. 	<ul style="list-style-type: none"> Number of staff recognised for displaying Council's Values at work. 	<ul style="list-style-type: none"> Ongoing throughout the life of this plan and initially deliverable by December 2023

Performance and Review

This Workforce Management Strategy was reviewed and updated in March 2022. The plan is intended to be delivered over the four years of the Workforce Management Strategy. The plan shall be reviewed, updated and enhanced on an ongoing basis to reflect changes within the Council's business environment, societal environment (e.g. health directives) and projected impacts on the capacity of the workforce.

Progress of the Workforce Management Strategies and its actions will be reported in the six-monthly Delivery Program report and Annual Report.