

HORNSBY SHIRE COUNCIL

WORKFORCE MANAGEMENT PLAN

2022/23–2025/26



Contents

1	OUR PLAN FOR OUR WORKFORCE	4
2	OUR VALUES	5
3	OUR PEOPLE	6
4	OUR FUTURE	8
5	OUR EMPLOYMENT PROPOSITION	9
6	OUR STRATEGIC OBJECTIVES	10
7	OUR GAME-CHANGERS	11
8	WHAT SUCCESS LOOKS LIKE	14

Acknowledgement of Country

We acknowledge the Traditional Custodians of this land, the Darug and GuriNgai peoples, and pay respect to their Ancestors and Elders past and present and to their Heritage. We acknowledge and uphold their intrinsic connections and continuing relationships to Country.

Foreword

The last two years have seen unprecedented change for workplaces everywhere, and local government is no exception. We've experienced the sudden shift to working from home full-time for many of our people due to necessity, and now the return to a hybrid office/working from home model for the flexibility in our work life balance we all value.

The effects of the pandemic and rapid change have also significantly impacted our customer-facing and field-based teams.

More than ever, it is important we plan for our future workforce. This transformational plan seeks to support Council in addressing the needs of our community over the next four years, by guiding our approach to recruitment, development and retention of a high performing workforce.

While it is a legislative requirement and an important element in delivering Council's Delivery Program and Operational Plan and Community Strategic Plan, it is also our opportunity to articulate our vision for the people we employ and aim to employ in the coming years. We already have great people in our organisation. This plan will support our vision to be a great organisation.

I am grateful to the staff who have helped to develop this plan, and to those who will implement its actions over the coming years.

I'm confident this plan will help guide our future decision making, ensuring that the staff we manage, engage and develop are the very best we need to deliver exceptional service to the Hornsby Shire community.

Steven Head

General Manager

1 Our plan for our workforce

The Workforce Management Plan is a mandatory requirement under the Integrated Planning and Reporting (IP&R) framework and is intended to address the human resourcing requirements of Council's Delivery Program.

It has been developed by Hornsby Shire Council to ensure it has the capacity and capability to deliver on its goals and objectives over the coming four years. It takes into account the anticipated workload drivers over this timeframe including the delivery of a number of major works projects and the evolving nature of the work environment in response to the COVID-19 pandemic.

How it was developed

In September 2021, engagement commenced with Council's Executive Committee and managers. The purpose of this engagement was to gain an understanding of Council's strategic direction, workload drivers, capacity and capability gaps and other contextual insights. Industry research and analysis of workforce and demographic data has also informed this process, including consideration of external trends that might affect Council in the next four years.

The Plan was developed via a series of activities:

- One-on-one interviews with Council's Executive Committee
- Workshop with Executive Committee
- One-on-one interviews with managers across Council's five divisions
- Workshop with Executive Committee and managers
- Supply and demand analysis of workforce data
- Assessment of future trends for local government
- Validation workshop with Executive Committee

Feedback, analysis and research has heavily informed the development of this document and ensures that the objectives, actions and measures identified are relevant to Council and reflective of the organisation's current and future operating context.

What it includes

The Plan includes a snapshot of the current workforce, demographics of the Hornsby community and an employment proposition that reflects the workforce Council seeks to retain and attract. It considers external and internal trends and how Council might respond to these drivers of change in the future. The strategic objectives and corresponding actions and measures clearly articulate what is needed to attract and retain the workforce requirements of Council over the next four years. This document excludes processes which are part of HR services, instead identifying a suite of carefully developed strategies that address external pressures and underlying challenges for Council. Alongside the strategic objectives and actions in the Plan, Council will continue to deliver key operational human resource functions, including: performance management, remuneration framework, recruitment, learning and development, health and safety, grievance management, and employee and industrial relations.

How it should be used

The Plan will guide Council's overall approach to recruitment, staff progression and development, and succession planning over the next four years. It is a practical and live document which will be used by all executives, managers and supervisors within Council. The Plan is integrated in the IP&R process, with progress measures drawing on our staff engagement and community satisfaction feedback processes. It should be considered in conjunction with Council's Long Term Financial Plan and Asset Management Plan, that form the overall Resourcing Strategy for Council. Importantly, this document will be regularly monitored and adjusted when required in response to new workforce challenges.

2 Our values

Our values underpin all that we do; they provide us with a shared vision of who we are and what we stand for as an organisation.

Service

We provide a helpful and efficient service. We are local and know the neighbourhood.

Trust

We are fair and reasonable. We are mindful of the best interest of all stakeholders in the decisions we make.

Respect

We listen and encourage open and transparent communication. We are respectful of all views.

Innovative

We are resourceful and incorporate sustainable work practices. We seek to be innovative and do things better across all facets of our operations.

3 Our people

HEADCOUNT



471 WITHOUT CASUALS
671 WITH CASUALS

*as of March 30 2022

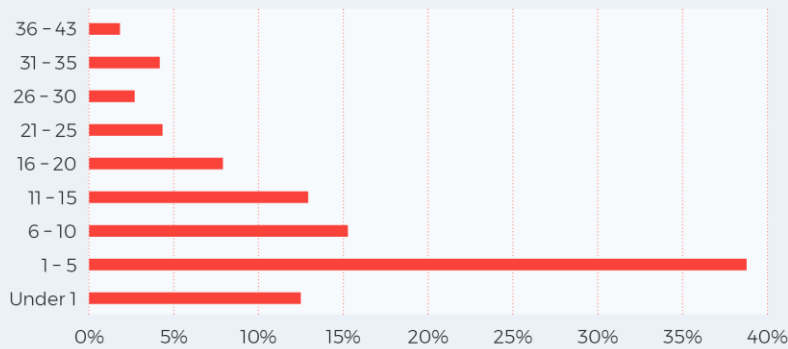
NUMBER OF EMPLOYEES WHO LIVE IN HORNSBY LGA



282
STAFF

42%
OF WORKFORCE

LENGTH OF SERVICE (YEARS)



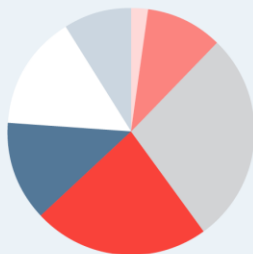
TURNOVER

2019
8.45%

2020
7.37%

2021
7.31%

AGE GROUPS



- 1940 - 1949
- 1950 - 1959
- 1960 - 1969
- 1970 - 1979
- 1980 - 1989
- 1990 - 1999
- 2000 - 2003

GENDER



MALE



FEMALE

	MALE	FEMALE
OVERALL	321 47%	361 53%
FULL TIME	228 66%	155 34%
PART TIME	19 20%	77 80%
CASUAL	74 37%	129 63%
MANAGEMENT	21 68%	10 32%

SNAPSHOT - HORNSBY LGA
(2016 ABS)

14%
increase



in population predicted to 2036

There is a larger proportion of high-income earners in Hornsby LGA with

37% of households earning over \$2500 per week, compared with 28% in Greater Sydney



The Hornsby LGA is highly educated with

38%
of people

in the LGA holding a bachelor's degree or higher qualification

A large proportion (68%) of employed residents

travel outside the LGA to work



however with working from home expected to continue there will be increased demand and pressure on local amenities and services

31.1%
of people



spoke a language other than English at home (Mandarin, Cantonese and Korean)

4 Our future

Over the next four years, Council will embark on designing our culture to be an innovative, customer centric organisation prepared to meet the challenges of the future with dynamic and flexible approaches. The following statements were informed by staff feedback as well as research to understand external trends affecting local government.

To respond to the challenges of the future we will:



Deliver sustainable work programs

There is a drive to reconsider how Council services and work programs are delivered and understand how sustainability measures could be incorporated to reduce emissions and environmental impacts. We will play an active role in the transition to net zero and building a more resilient community.



Adopt digital solutions

The pandemic has accelerated the adoption of digital solutions and there are increasing customer expectations around the use of new technologies to create better experiences. Online service delivery and self-service will become standard place so that customers can enjoy the ease and efficiency that the adoption of technology offers.



Embrace new and enhanced skills in the workforce

Automation and digital augmentation will change the nature of work and redefine the composition of the workforce, presenting an important opportunity to innovate and evolve.



Build a capable, fit for purpose workforce

Council is embarking on an exciting period over the next four years and beyond, with some of the largest projects in its history already in the pipeline and a number of new strategies and policies to implement. We will continue to identify skills gaps, up-skill internal staff where appropriate and recruit a capable, fit-for purpose workforce.



Plan for an ageing workforce

The local government workforce is considerably older than the general Australian workforce, with declining participation under 30. We will succession plan, engage future leaders across the organisation and ensure that knowledge and skills-sharing opportunities are embedded in every-day work.



Respond to changing community needs

The area is becoming increasingly diverse with 37 percent of residents born overseas while a growing population is also increasing demand. Council's front-line services will adapt and respond to changing demographics within the community.



Attract and retain the best talent

There are certain prominent skills and training gaps facing local government creating a highly competitive recruitment market. We will be clear on our employment proposition, differentiate our organisation for its unique set of values and embrace flexible work approaches to attract and retain the best talent.



Remain flexible and adaptive

Responsibilities of local government will continue to increase as part of a devolution of services from state government, specifically in areas like waste management and community services, circular economy and net zero targets, smart cities, roads and transport infrastructure, natural disaster resilience and pandemic recovery. We will remain flexible and adaptive in response, seeking out innovative approaches and building internal capacity and capability where possible.

5 Our employment proposition

Our greatest strength is our staff. Our employment proposition is what sets Hornsby Shire Council apart and attracts new employees who have goals and values that match those of the organisation.



Career

We create opportunities for you to continuously improve, learn and grow, working with leaders in your field.



Culture

We offer roles which have purpose. We build strong trusting relationships based on honesty and openness. You are empowered to make decisions.



Flexibility

We value work life balance, and promote flexible work arrangements to meet the needs of our staff and our customers.



Work environment

We offer a friendly, supportive and inclusive workplace that encourages ideas and new solutions. Hornsby is centrally located supporting easy access from a number of nearby areas.



Remuneration

We recognise the importance of every role. Our salaries are benchmarked against comparable councils for fairness and transparency, and we recognise great work.

6 Our strategic objectives

Our strategic objectives have been identified to guide workforce planning at Hornsby Shire Council over the next four years. They reflect the priorities for Council in order to attract and retain the workforce needed to meet the expectations of the community as outlined in the Community Strategic Plan and Delivery Program.

Focus area	Strategic objective
Culture	1. <i>Reaffirm our values and embed the desired workplace culture and behaviours for Hornsby Shire Council</i>
Leadership	2. <i>Enable our leaders to grow a diverse and engaged workforce that meets community and organisational expectations</i>
Workplace flexibility	3. <i>Support a stable work environment that promotes flexibility as a feature of our employment proposition</i>
Customer and community service	4. <i>Champion a customer and community service approach</i>

7 Our game-changers

For each of our strategic objectives, we have identified high priority actions that go beyond business-as-usual workforce management. These are actions that have been carefully developed in consultation with Council staff to guide our workforce planning over the next four years. Implementation has been phased to reflect the resourcing and capacity of staff to deliver. Measures have been identified to indicate Council's progress in addressing each objective.

1. Culture

Strategic objective: Reaffirm our values and embed the desired workplace culture and behaviours for Hornsby Shire Council				
HIGH PRIORTIY ACTIONS	Year of commencement			
1.1 Develop and implement an Organisational Culture Program with results monitored annually				
1.2 Drive a culture of high performance, to support the future workforce and future workplaces of Hornsby Shire Council				
1.3 Embed values and positive behaviours in employment contracts and performance framework				
1.4 Strengthen and promote Employment Proposition to attract and retain talent				

Measurement tools:

- Organisational diagnostics to establish baseline, then annual measurement
- Annual climate and culture survey to measure integration of values, shared language about culture and desired behaviours
- Annual performance review framework to include review and feedback against values and desired behaviours
- Employee engagement surveys

2. Leadership

Strategic objective: Enable our leaders to grow a diverse and engaged workforce that meets community and organisational expectations				
HIGH PRIORTIY ACTIONS	Year of commencement			
2.1 Develop Corporate Vision and Strategy to communicate clear directions, galvanise leadership, and provide certainty and accountability				
2.2 Reinvigorate Leadership Development Program to leverage diverse perspectives across the leadership team				
2.3 Develop and implement Talent Management Framework incorporating: career pathways; critical leadership role identification; succession planning; access to leadership development for emerging leaders; tactical recruitment and retention strategies for key roles				
2.4 Implement initiatives that promote workforce diversity and support a positive organisational culture and performance				

Measurement tools:

- Annual 360-degree leadership review
- Progression opportunities identified and implemented year on year
- Employee engagement survey – including positive behavioural indicators for leadership and internal customer experience feedback
- Attraction and retention data
- Workforce profile year on year
- Annual performance review framework to include review of succession planning and positive behaviours towards inclusivity

3. Workplace flexibility

Strategic objective: Support a stable work environment that promotes flexibility as a feature of our employment proposition				
HIGH PRIORTIY ACTIONS	<i>Year of commencement</i>			
3.1 Review flexible work policies to meet staff needs and maintain a high standard of customer experience				
3.2 Develop a change program to support a transition to a new workplace and agile work practices				
3.3 Invest in building digital capabilities to ensure remote access to work platforms and seamless customer experience				

Measurement tools:

- Annual performance review framework to include review and feedback against positive behaviours towards flexible work policies, agile work practices and collaboration
- Employee engagement surveys – including perceptions of collaboration
- Customer satisfaction survey (external)
- Customer satisfaction survey (internal)

4. Customer and community service

Strategic objective: Champion a customer and community service approach				
HIGH PRIORTIY ACTIONS	Year of commencement			
4.1 Develop and implement a Customer Experience Charter that reflects Council's diverse customers and stakeholders				
4.2 Promote and invest in customer experience behaviour training				
4.3 Review organisational structure that enables best customer and community outcomes (internal and external) <i>*review will happen in year one and three</i>				
4.4 Embed customer experience KPIs in performance management framework				
4.5 Re-invigorate the STRIVE awards to encourage and reward staff-led innovation that improves customer experience and service delivery				
4.6 Promote and invest in community engagement approaches across the organisation				

Measurement tools:

- Annual performance review framework to include review and feedback of positive behaviours towards customer experience, community engagement and innovation
- Employee engagement surveys – including internal customer experience feedback and staff perceptions of purpose
- Customer satisfaction survey (external)

8 What success looks like

We will know we're achieving our ambitions under the Plan because our staff are strongly engaged and supported, enjoying a real sense of purpose and connection to Council's direction and objectives. Staff are proud to work at Council and are confident to promote our employment proposition to others. Our leaders role model diverse perspectives to set clear directions for the benefit of the whole organisation, our customers and our community.

We will have elevated attention to culture and values, creating a shared language to make this a regular part of our work environment. We take every opportunity to promote our culture and values, including through staff progression and development, our performance review framework, and our recruitment activities.

We will have crystalised what workplace flexibility means to us, acknowledging that it means different things to different people. We offer tailored options to individuals which reflect their priorities, and our leaders confidently manage the balance between the needs of staff, colleagues, customers and community. Workplace flexibility is one of the top reasons our staff want to stay, and a key driver of successful recruitment.

We will have refreshed our approach to delivering services to our customers and community. We recognise that Council operates in a complex stakeholder environment, and we are adept at managing diverse relationships and the tensions between different interests. We engage with community in new ways, across all parts of the organisation, leading to a richer understanding of community priorities.

NEED HELP?

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9847 6666 on your behalf to contact Hornsby Shire Council. Council's business hours are Monday to Friday, 8.30am-5pm.

Chinese Simplified

需要帮助吗?

本文件包含了重要的信息。如果您有不理解之处，请致电131 450联系翻译与传译服务中心。请他们代您致电9847 6666联系Hornsby郡议会。郡议会工作时间为周一至周五，早上8:30 - 下午5点。

Chinese Traditional

需要幫助嗎？

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German

Brauchen Sie Hilfe?

Dieses Dokument enthält wichtige Informationen. Wenn Sie es nicht verstehen, rufen Sie bitte den Übersetzer- und Dolmetscherdienst unter 131 450 an. Bitten Sie ihn darum, für Sie den Hornsby Shire Council unter der Nummer 9847 6666 zu kontaktieren. Die Geschäftszeiten der Stadtverwaltung sind Montag bis Freitag, 8.30-17 Uhr.

Hindi

क्या आपको सहायता की आवश्यकता है?

इस दस्तावेज़ में महत्वपूर्ण जानकारी दी गई है। यदि आप इसे समझ न पाएँ, तो कृपया 131 450 पर अनुवाद और दुभाषिया सेवा को कॉल करें। उनसे हॉर्न्सबी शायर काउंसिल से संपर्क करने के लिए आपकी ओर से 9847 6666 पर फोन करने का निवेदन करें। काउंसिल के कार्यकाल का समय सोमवार से शुक्रवार, सुबह 8.30 बजे-शाम 5 बजे तक है।

Korean

도움이 필요하십니까?

본 문서에는 중요한 정보가 포함되어 있습니다. 이해가 되지 않는 내용이 있으시면, 통역번역서비스(Translating and Interpreting Service)로 전화하셔서(131 450번) 귀하를 대신하여 혼즈비 셔 카운슬에 전화(9847 6666번)를 걸어 달라고 요청하십시오. 카운슬의 업무시간은 월요일~금요일 오전 8시 30분~오후 5시입니다.

Tagalog

Kailangan ng tulong?

Itong dokumento ay naglalaman ng mahalagang impormasyon. Kung hindi ninyo naiintindihan, pakitawagan ang Serbisyo sa Pagsasalinwika at Pag-iinterpretate (Translating and Interpreting Service) sa 131 450. Hilingin sa kanilang tawagan ang 9847 6666 para sa inyo upang kontakin ang Hornsby Shire Council. Ang oras ng opisina ng Council ay Lunes hanggang Biyernes, 8.30n.u.-5n.h.



Hornsby Shire Council

ABN 20 706 996 972

Contact us

PO Box 37

Hornsby NSW 1630

Phone: **(02) 9847 6666**

Fax: **(02) 9847 6999**

Email: **hsc@hornsby.nsw.gov.au**

hornsby.nsw.gov.au

Visit us

Hornsby Shire Council Administration Centre

296 Peats Ferry Road, Hornsby NSW 2077

Office hours: Please check the website for the latest opening hours for the Customer Service Centre and Duty Officer.

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