DRAFT

Workforce Management Plan 2022-2026

Executive Summary

Shellharbour City Council's Community Strategic Plan (CSP) outlines our commitment to becoming a dynamic city that values and celebrates the unique diversity of our people, places and environment. We are a connected community working together to create a safe, sustainable future that provides opportunities for all to achieve their potential.

To support delivery of our CSP objectives, Council employees approximately 440 permanent employees as well as a casual workforce to provide services to our four key stakeholders; Community, Councillors, Customers and the Council itself. We call these our 4C's.

Our Core Values (Collaboration, Sustainability, Respect, Integrity and Accountability) are the heart of our culture, guiding us to provide the best possible outcomes and help us build a strong, resilient culture that provides benefits to the 4C's and sets us up for future success.

Our Vision is an aspirational statement about Council's future that connects to our Core Values, behaviours and decision making. We drew inspiration from our Vision when developing this Workforce Management Plan (WFMP).

Inspiring Enabling
People Growth

The WFMP is an essential element of the Integrated Planning and Reporting (IP&R) framework and details the approach taken in planning for our future workforce. It gives consideration to Council's current workforce profile, internal focus areas, external environmental influences and future resourcing requirements.

Our WFMP outlines Council's strategies and initiatives to attract, support, develop and retain a capable, resilient and diverse workforce who feel connected to our business and our purpose and who feel that their personal growth and wellbeing are valued.

Through consultation with Council's Executive and Senior Management teams, key topics were identified and prioritised allowing us to develop our **three workforce themes** that align to our CSP objectives and key focus areas. These three themes demonstrate our commitment to:

Develop, Grow, Innovate: C*reate a culture of continuous learning*; each day is recognised as an opportunity for learning, reflection and growth in our roles and in supporting that in others through learning and development, technology, leadership, succession planning, knowledge transfer and innovation.

Engage and Empower: *Engage and empower to enrich the experience;* attract, engage and retain people that reflect our values. We acknowledge everything we do at Council depends on the quality, motivation and engagement of our people.

Build Great Culture: *Create an environment in which our people feel connected, safe, motivated and empowered*; culture and wellbeing permeate everything we do. It is what drives us.

A key consideration in the development of our WFMP, is our Employee Value Proposition (EVP) and shifting our mindset to being more future focused in relation to our people. We are a growth Local Government Area (LGA), we are unique and we are geared now to start leading the way in breaking the mould of what Local Government offers in terms of employee experience.

What is workforce planning?

Council operates in an environment that demands responsiveness, flexibility and continuous improvements to address issues such as; an ageing workforce; labour market changes; skills shortages and technology and automation demands.

Workforce planning is a continuous process which involves a systematic assessment to compare future workforce needs with current workforce capability to establish actions required to meet strategic objectives that support adopted outcomes.

The workforce planning process focuses on current and future workforce trends and needs to help ensure that we have the right people, with the right skills, in the right roles, at the right time, to deliver services to our 4C's - Our Community, Customers, Councillors and Council.

The Workforce Management Plan (WFMP) is a four-year plan that focuses on current and future workforce needs and trends and links workforce strategies to business outcomes.

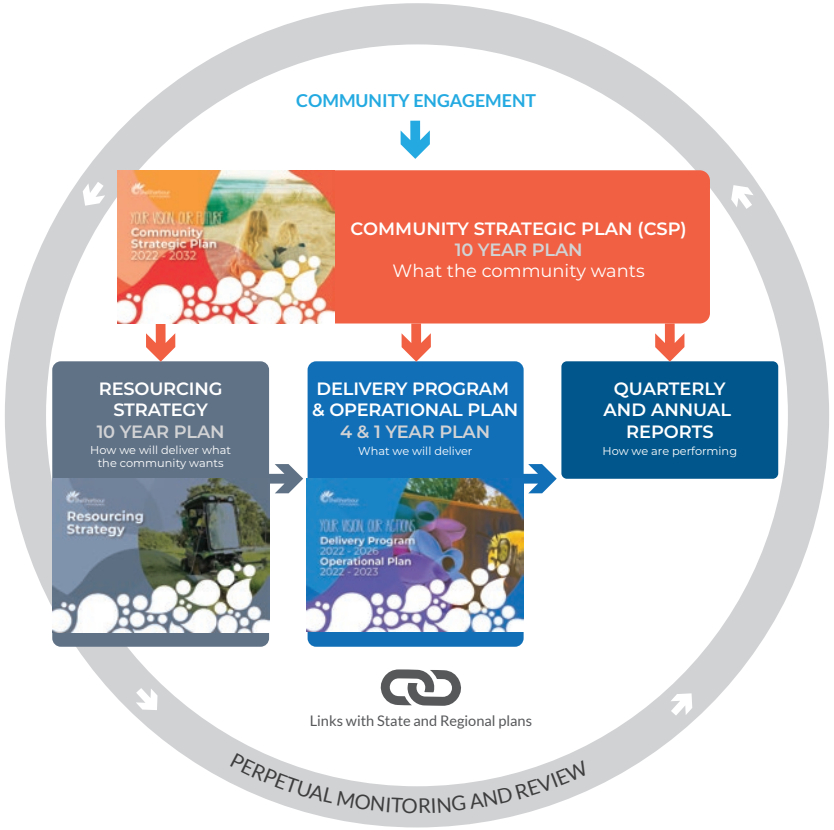
Why do we do it?

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework is a suite of documents which provides Council with the opportunity to work with our communities to develop a long term plan for our areas.

The Framework is a legislative requirement which consists of four layers of plans – The Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

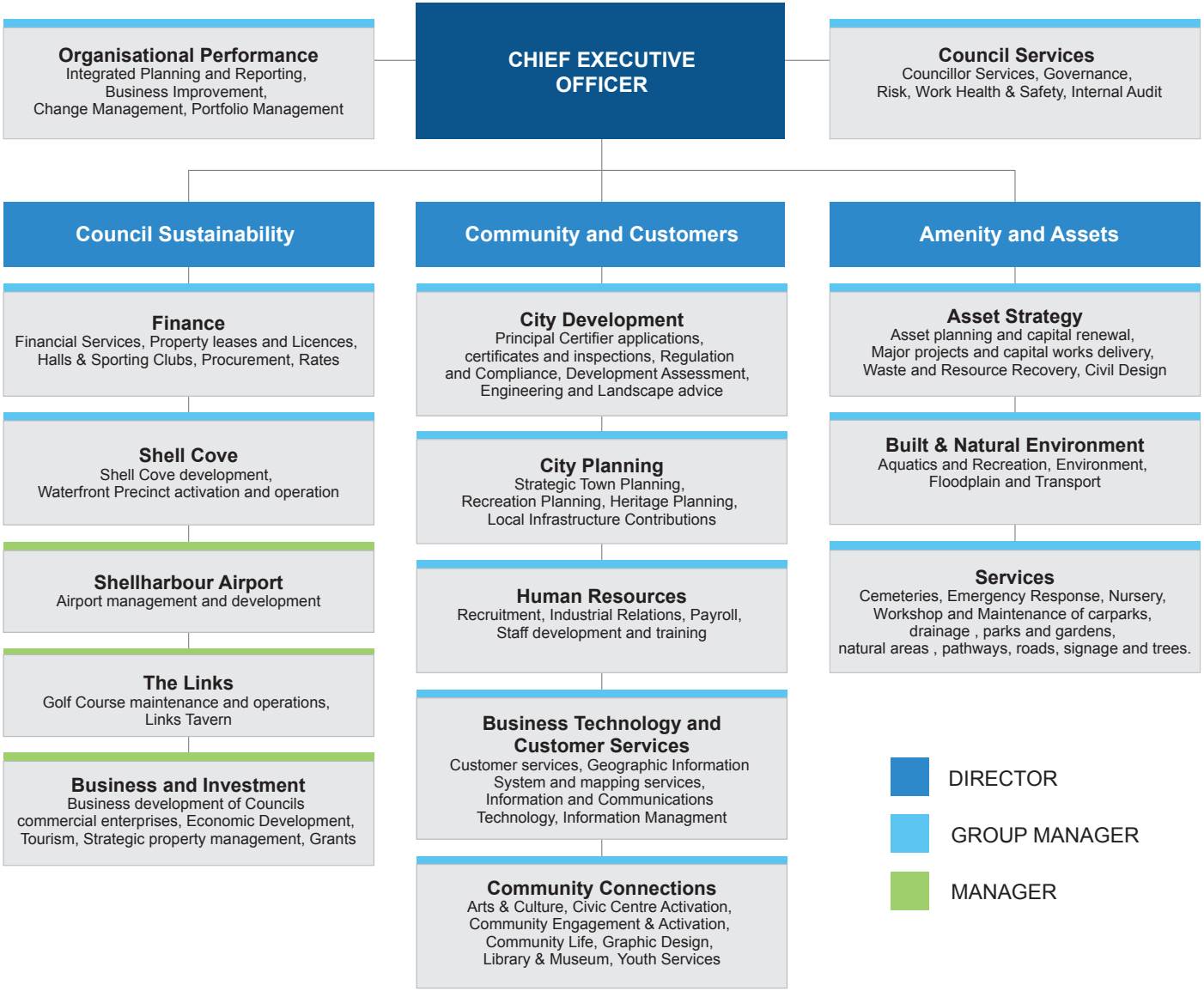
The WFMP is an integral part of Council's Resourcing Strategy and is informed by and developed in conjunction with the Long-Term Financial Plan and the Asset Management Strategy and Plans.



Workforce Planning Framework

Our Organisation

Shellharbour City Council deliver a wide range of day-to-day services to our local community – residents, businesses and visitors – as well as services to support our internal customers.



Council Sustainability is where the organisation's financial security will be assured and opportunities for financial return from current and future enterprises optimised. It is responsible for the following functions:

- Finance;
- Shell Cove;
- Shellharbour Airport;
- The Links, The Tavern Shell Cove and
- Business and Investment.

Community and Customers is the centre of services provided to the community. It drives community interaction with Council and ensures buildings and natural forms are acceptable to the community. This directorate ensures people systems are in place to attract and retain talent in order to deliver on current and strategic programs. It is responsible for the following functions:

- City Development;
- City Planning;
- People & Culture;
- Business Technology and Customer Service and
- Community Connections.

Amenity and Assets deliver infrastructure and asset management in a planned, orderly, prompt and accountable fashion to meet community expectations and as well as providing planning and budget control. It is responsible for the following functions:

- Asset Strategy (includes major projects);
- Built and Natural Environment and
- Services.

Organisational Performance and Council Services report directly to the Chief Executive Officer.

- Organisational Performance supports Integrated Planning and Reporting, Change management and business improvement and
- Council Services supports the CEO, Mayor and Councillors, Governance, Legal, Risk, WHS, Internal Audit and Media.

Our 4C's

Council exists to provide benefit to our four key stakeholders – Community, Councillors, Customers and the Council itself. We call these the 4C's.

1. **Community** - The organisation is communities focused in all that it does
2. **Councillors** - The organisation is Councillor focused and helps elected representatives to do their work
3. **Customers** - The organisation is focused on its customers and the success of the transactions and interactions it undertakes with them
4. **Council** - The organisation is sustainable

Our Values

In 2018, Shellharbour City Council discovered our Core Values - Collaboration, Accountability, Integrity, Respect and Sustainability.

These values are the heart of Council's culture, guiding us to provide the best possible outcomes for our Community, Customers, Councillors and Council (the 4C's). Our Core Values are supported by our and behaviour statements (listed below) and help us build a strong, resilient culture that provides benefits to the 4C's and sets us up for future success.

Collaboration

- We seek opportunities to develop teamwork and cooperation to support high performance.
- We work together with our Community, Councillors, Customers and Council to achieve shared goals and the best outcomes.
- We communicate and listen openly and honestly to ensure information is shared in an efficient, transparent and timely way.

Accountability

- I take responsibility for what I do and what I don't do.
- I demonstrate my commitment to deliver quality, reliable and professional services to our Community, Councillors, Customers and Council.
- I recognise my responsibility to learn, change and improve performance.

Integrity

- We behave professionally, ethically and reliably in everything we say and do.
- We are genuine, honest and transparent.
- We have the courage to do what is right when it's not the easiest route.

Respect

- I embrace diversity and welcome differences in backgrounds, experiences and viewpoints.
- I am friendly, open and polite in all my communications.
- I listen to and value the contributions of others.
- We support a safe and healthy work environment that treats everyone with fairness and equity.

Sustainability

- I seek to reflect community needs in the services I deliver.
- We make decisions today that will positively impact on Shellharbour City and its environment for generations to come.
- We adopt a long term view in the decisions we make and the actions we take so we can deliver enduring benefits to our community well into the future.
- We encourage creativity, innovation and continuous improvement to achieve a lasting impact

Our Vision

Our vision is an aspirational statement about Council's future that connects to our Core Values, behaviours and decision making.

During Change Week in March 2021, 50 employees from across the organisation participated in a Vision Discovery Workshop, ran by Colin Ellis, Culture Change Specialist.

This led to the development of our organisational vision:
Inspiring People, Enabling Growth.

Inspiring Enabling
People Growth

Workforce Profile - 2022
Key Metrics

Shellharbour City Council's workforce comprises of 440 permanent employees (including 55 fixed term).

Council also engages casual employees who work in all areas such as pools, beaches and bush regeneration as well as supplementing operations for the libraries, customer service and parks.

Gender Distribution

Of Council's permanent and fixed term employees the gender distribution is 52% male and 48% female. This is an increase of 2% of females in our workforce since our previous workforce management plan (2018).

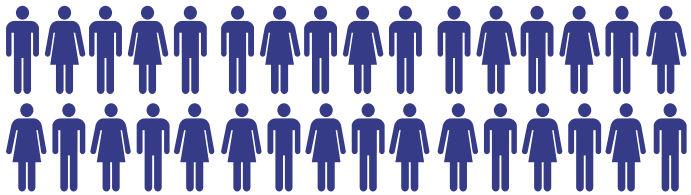
Of Council's permanent and fixed term employees that are in our indoor workforce the gender distribution is 32% male and 68% female.

Of Council's permanent and fixed term employees that work in our outdoor workforce the gender distribution is 87% male and 13% female.

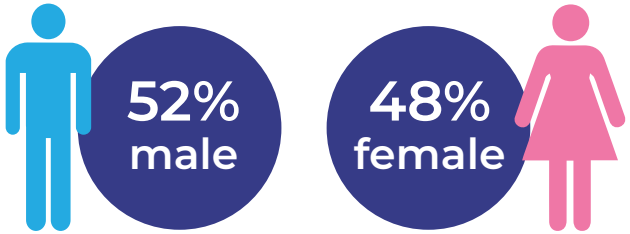
Gender and Management

Of Council's management and supervisory roles 57% are males, compared to 43% females.

Of Council's permanent and fixed term employees, 53% of males are in non-supervisory roles compared to 47% of females in non-supervisory roles.

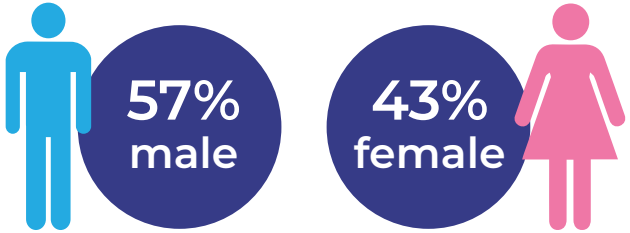


440 permanent employees



↑ 2% from 2018 Workforce Management Plan

Management and supervisory roles



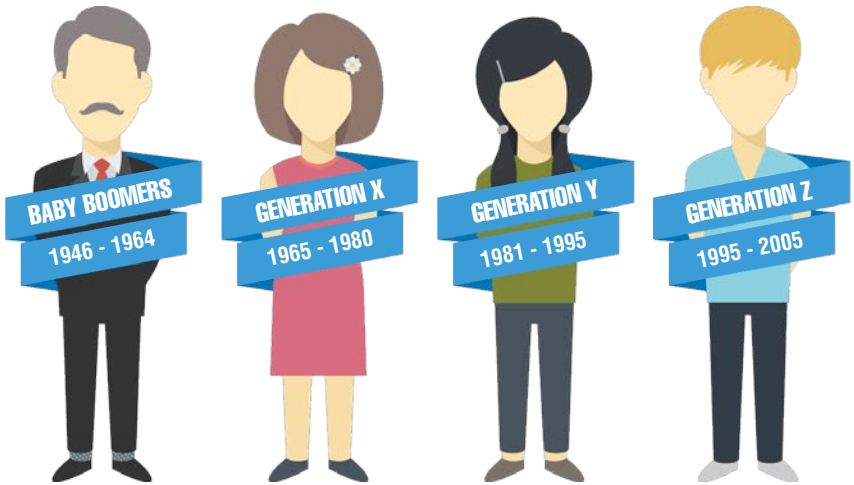
Age Profile

The average age of permanent and fixed term Council employees as at February 2022 was 43 years of age (median age was 44).

The average age for males was 44 years of age and for females 42 years of age.

Of Council employees 38 are over 60 years of age.

19 of these employees are from our Indoor team and 19 are from our Outdoor team.



	BABY BOOMERS	GENERATION X	GENERATION Y	GENERATION Z
2022	13.10% ↓	26.37% ↓	40.87% ↑	19.66% ↑
2018	30.19%	35.58%	32.88%	1.35%

Ageing workforce projections indicate that 13% of Shellharbour City Council permanent and fixed term employees will reach 60+ within the next 5 years, 12% within 10 years and 9% within 15 years.

An analysis of the age profile of Council over the next 5 years and life of this Workforce Management Plan, shows no significant difference across the Directorates or between the indoor and outdoor workforces.

Age and Key Areas

As at 28 February 2022:

- Of Council's 44 managers (including senior managers), 11 will be 60 years of age or older within five years.
- Of Council's 83 team leaders/supervisors 17 will be 60 years of age or older within five years.
- Of Council's permanent and fixed term workforce 209 are currently 45 years of age or older (48%).
- Of Council's permanent and fixed term workforce 271 will be 45 years of age or older within five years (62%).
- Of Council's permanent and fixed term workforce 38 are currently 60 years of age or older (9%).
- Of Council's permanent and fixed term workforce 94 will be 60 years of age or older within five years (21%). This is up 9% since the last workforce management plan in 2018.

Council has identified areas such as Waste and Resource Recovery, Aquatics and Recreation, City Planning, Libraries and Museum, Civil Engineering, Construction and Maintenance and Parks and Gardens, as areas where succession planning is required.

In some key areas there are a number of technical positions where employees are already over 60 years of age or will be within 5 years. Of these employees, some have engaged in a 'Phased Retirement' arrangement enabling Council to job share these positions until the employee retires. This assists with both a transfer of knowledge, training of other employees and appropriate succession planning prior to the employee retiring.

Employee Turnover

Council's turnover rate was 10.2% (excluding fixed term and casuals) over a 12 month period (March 2021–2022). This is compared to 9.07% in the last WFMP (2018).

39 permanent employees left Council during this 12 month period.

- 54% were male.
- 46% were female.

The majority of the employees who left Council during this 12 month period were in their 30's.

The average age of employees who left Council was 47 years of age.

In the 12 month period the average years of service of employees leaving was 8 years of service.

Our Internal Focus Areas

Diversity and Inclusion – Attracting a truly diverse workforce, educating and inspiring our people on diversity and inclusion, creating mechanisms to support and meet the needs and expectations of our diverse community.

Ageing Workforce – 62% of employees in our workforce will be over the age of 45 within five years and 21% will be 60 years of age or over. These figures emphasise the need to better support and accommodate the needs of our ageing workforce, with a focus on knowledge transfer, work health and safety, succession planning, upskilling and mentoring across Council.

Attraction and Retention – Attracting and retaining inspired and motivated talent with the right technical and people skills, experience, qualifications and knowledge.

Flexible Working – Sustaining and maximising the benefits of flexible working arrangements. The Covid-19 pandemic generated opportunities and highlighted the need to continue to evolve new ways of flexible working.

Technology – The need to leverage technology to continue to provide a diverse range of services to our community, improve operational efficiencies, available data to drive decision making, enable remote working and facilitate information sharing.

Wellbeing – Creating great cultures and building high performing teams provides an opportunity to be proactive in developing and implementing initiatives that promote and support a healthy workplace, whilst instilling a sense of purpose, pride and passion.

Leadership – Developing and inspiring great leaders, building leadership capacity and capability and a strong leadership culture will continue to be a key focus for Council over the coming years. Develop and retain leaders who can make sound and confident decisions, consider and promote the safety and wellbeing of employees and work consistently with our Core Values and behaviour statements.

Knowledge Transfer / Upskilling – Knowledge sharing and upskilling of our team will be critical in order to address and combat the challenges faced with an ageing workforce, attraction and retention and skills shortage areas. Upskilling and developing our team with the necessary skills will create an organic talent pipeline and a path of succession for our team, whilst also providing an opportunity for mentoring and sharing of innovative thoughts and ideas.

Learning and Development – Creating a culture of continuous learning where development and growth are encouraged. The focus within this learning environment will be on identifying the knowledge and skill gaps within our business, setting time aside from business operations to learn and develop, and aligning training offerings with both employee's personal goals and business objectives.

External Environment Influencers

Shellharbour City Council, like other Local Government Council's in NSW, face a number of key environmental workforce challenges. These challenges also present Council with a number of opportunities for the future of work. The following factors require careful management and thorough planning:

Technology

- Increased demand for mobility across our services;
- Automation;
- Increased need for upskilling of existing employees and
- Changes in how and when we work.

Population Growth Shellharbour Local Government Area

- Resourcing to meet demand;
- Increased demand for roles such as Project Managers, Engineers, Civil Works employees, Development Officers, Planners and Infrastructure professionals;
- Community expectations for more high quality amenities and maintenance outcomes and
- Processing growing volume of development applications.

Attracting and Retaining Talent

- Demand for high performing talent;
- Emergence of new markets;
- Multigenerational workforce demands – four generations working together all with differing expectations, behaviours and needs;
- Increased level of specialised labour needed for major infrastructure projects;
- Skill shortages;
- Expectation for greater flexible work practices and
- Challenge of competing with public and private sector.

The 2018 Local Government Workforce and Future Skills Report found that 69% of Councils across Australia were experiencing skill shortages in occupations such as Engineers, Urban and Town Planners, Project Managers, Environmental Health Officers and Building Surveyors.

In their 2021 Future of Work report, PwC (what-workers-want-report.pdf (pwc.com.au) asked 1800 Australian workers to rate what they wanted from their employer, below outlines the top ranking results:

25% **Remuneration and Reward** (Pay, bonuses, super, discounts etc)

22% **Wellbeing** (Mental health support, work-life balance, health and wellbeing)

16% **Experience** (Culture, Diversity and Inclusion, support and relationships, team spirit and energy)

Grants

- Federal and State Grants creating a demand for resourcing and specialised skills sets.

New / Changes to Legislation

- Changes to accreditations for positions such a building surveyors and engineering, impacting the current and future workforce and
- Continuous and at times adhoc changes to State Government legislation and Planning Reform impacting resources and services rendered.

Ageing Workforce

- Loss of corporate knowledge and intellectual capital;
- Experienced employees retiring and other employees not having the necessary skills to backfill;
- Work Health and Safety considerations and
- Managing talent shortages.

COVID-19 Pandemic

- Impacts on population growth and demographics;
- Impacts on Council services and demand for local amenities and
- Mental health, wellbeing, employee engagement and experience.

Resourcing Focus Areas

year 1	year 2	year 3	year 4
Environment	Refocus on Cadets, Trainees and Apprentices	Shell Cove Library Activation	City growth requiring further support in Planners, Building & Health Officers
Our People, Culture & Wellbeing	Service Level Reviews	Cyber Security	
Shell Cove, Projects and other Capital Works infrastructure creation.			
Infrastructure and City growth requiring ongoing maintenance and operational support.			

Transforming our Workforce

Reflecting on the years past

Since 2020 we have managed our business through two significant periods of pandemic including lockdown and transition to remote work for many of our people. Also during this time, Council invested in developing and inspiring great leaders, building leadership capacity and capability. Council developed a Leadership Development Framework and Program focusing on three key areas of development – Leading Self, Leading Others and Leading the Business. The Program is designed to build conscious leaders who value and invest in the culture of their teams.

Employee wellbeing and employee experience are the new focus of successful workplaces. At Council we began this journey back in 2018 with:

- The creation and enlivening of our Core Values;
- The strategic direction of our Health and Wellbeing Committee and
- The significant investment in our Leadership Program.

In November 2020, the Health and Wellbeing Committee partnered with NSW Health to undertake the Healthy Lifestyle survey across our organisation. The data from this survey highlighted a number of areas of concern:

- Mental ill-health risk - current risk (25% high, 29% medium risk) and future risk (16% high, 31% medium);
- Poor healthy eating patterns – Fruit (63% not adequate) and Vegetables (92% not adequate);
- Water intake – 83% not adequate;
- Poor discretionary eating choices – Sweets (41%) and
- Opportunity for better active travel – Motor vehicle (93%)

The mental ill-health risks in particular are also echoed by PwC's latest Future of Work publication where it was found that:

> "Almost one in two Australian workers were already experiencing mental health challenges before the pandemic"
> what-workers-want-report.pdf (pwc.com.au).

Leadership growth along with the awareness of the value in investing in the wellbeing of our people throughout lockdown, has brought us to a pivotal time in Council's consideration of our future workforce.

Focus areas in the years to come

The pandemic has taught us that wellbeing, employee engagement and experience are crucial to the connection our people have to the place of work we offer. We need to attract and retain a workforce who feel connected to our business, our purpose and who feel that their personal growth and wellbeing are valued.

Whilst we had already begun to acknowledge the importance of both Culture and Wellbeing at Council, the focus in particular on the Health and Wellbeing of our people through our recent lockdown experiences went into overdrive. Moving our workforce to remote work, protecting the physical and psychological safety of our diverse teams through the pandemic and devising creative ways to support managers in this time has only further demonstrated the inextricable link between work, culture and wellbeing.

One thing is clear – the focus on culture and wellbeing at work is no longer a nice to have. Thinking about how we can more purposefully integrate culture and well-being into everyday work going forward is also a crucial part of our Employee Value Proposition (EVP).

We know that Health and Wellbeing initiatives cannot be tokenistic or without considered planning. In our diverse work environment these initiatives will also require some tailoring to fit the unique needs of our disparate workforce, in particular offsite teams and taking into consideration the future generation of workers.

The future generation of workers are unlikely to be content to stay with an organisation for decades. They are likely to stay in their roles for shorter periods of time and have greater expectations and demands of their employers than preceding generations. In addition, our recent experience has proven that the pandemic has further shifted the expectations of our workforce. The playing field has changed and the time is now to take decisive action.

Learning and Development (L&D) is a relatively new function in Council and has only existed since 2019 and has operated predominately, in a highly administrative and operational delivery mode. We have seen the demands of this function in its short time continue to increase and it is clear that the business wants and expects more.

Research tells us however, that the expectation of our workforce goes well beyond basic competence and compliance training to that which enables us to acknowledge and unleash a workers potential. Deloitte describes the future of organisational development as one that:

> "Considers both the dynamic nature of work and the equally dynamic potential of workers to reinvent themselves. Empowering workers with agency and choice over what work they do, unleashing their potential by allowing them to apply their interests and passions to organizational needs."

2021 Deloitte Global Human Capital Trends.pdf

The importance of the L&D function in the employee lifecycle is inarguable. Everything from induction, compliance, support of cadets, trainees and apprentices to leadership development is expected from this fledgling work stream. This work all positively contributes to the EVP, employee experience and culture of our organisation.

A key driver in all of this is revising our EVP and shifting our mindset to being more future focused in relation to our people. The war on talent has been raging for years and it has moved past a basic pay discussion. The big private sector players have been focusing their attraction strategies on brand, benefits, culture, wellbeing and experience for years. We are a growth Local Government Area (LGA), we are unique and we are geared now to start leading the way in breaking the mould of what local government offers in terms of employee experience.

A recent report from Deloitte says:

> "that the shift from survive to thrive depends on an organization becoming—and remaining—distinctly human at its core. This is not just a different way of thinking and acting. It's a different way of being, one that approaches every question, every issue, and every decision from a human angle first."

2021 Deloitte Global Human Capital Trends.pdf

The investment the business has made in leadership development and through this, in the culture of our organisation makes now the perfect time to leverage these learnings and the appetite for change through strong strategic direction in relation to our people.

Developing our 2022–2026 Workforce Management Plan

In 2022 through consultation with Council's Executive and Senior Management team, we identified drivers (both internal and external) that would demand change and/or have direct impact our workforce. From here, key topics were identified and prioritised allowing us to develop our **three workforce themes** for the next four years demonstrating our commitment to:

Develop, Grow, Innovate: C*reate a culture of continuous learning*. Each day is recognised as an opportunity for learning, reflection and growth in our roles and in supporting that in others through learning and development, technology, leadership, succession planning, knowledge transfer and innovation.

Engage and Empower: *Engage and Empower to enrich the experience.* Attract, engage and retain people that reflect our values. We acknowledge everything we do at Council depends on the quality, motivation and engagement of our people.

Build Great Culture: *Create an environment in which our people feel connected, safe, motivated and empowered.* Culture and Wellbeing permeate everything we do. It is what drives us.

These themes have been identified in consideration of the employee life cycle and are represented in the visual People and Culture Strategic Plan (**Diagram 1).** The strategic plan identifies the components of an employee life cycle with 1, 4, 5 and 6 highlighted as Council's key workforce focus areas. In addition to the four key lifecycle focus areas, technology implementation and operations and business partnering support the entire employee lifecycle and are represented visually as wrapping around the cycle itself.

Diagram 1 – People and Culture Strategic Plan

2022-2026 Workforce Management Plan

Workforce Themes	Develop, Grow, Innovate	Engage and Empower	Build Great Culture
Objectives	**Create a culture of continuous learning.** Each day is recognised as an opportunity for learning, reflection and empowerment in our roles and in supporting that in others through: • Technology • Leadership • Succession Planning • Learning and Development • Knowledge Transfer • Innovation	**Engage and Empower to enrich the experience.** Attract, engage and retain people that reflect our values. We acknowledge that everything we do at Council depends on the quality, motivation and engagement of our people. • Remuneration • Attraction • Customer Service • Retention • Reward and Recognition • Performance	**Create an environment in which our people feel connected, safe, motivated and empowered.** Culture and Wellbeing permeate everything we do. It is what drives us. • Culture and Wellbeing • Diversity and Inclusion • Ageing workforce • Flexible Working • Work, Health and Safety
People and Culture Vision: **Partner with trust, empower together**			
How we will get there	• Technology implementation that improves access to data • Develop HR dashboards and reporting • Learning and development strategy • Induction program review and transition to online • Leadership development • Develop approach to succession planning • Develop leader capability in workforce planning • Promote creativity and innovation across Council	• Review of reward and recognition programs • Develop recruitment strategies and plans for hard to fill roles and skill shortages • Create an Employee Value Proposition (EVP) • Develop cadets, apprentices and trainee program • Enable high performance through clear goals and feedback with alignment to organisational objectives	• Develop culture strategy • Conduct culture surveys • Review health and wellbeing • Initiatives • Develop diversity and inclusion strategy • Develop ageing workforce strategy • Review flexible and hybrid work arrangements • Develop Work, Health and Safety initiatives to promote a positive safety culture • Increase opportunities for our employees to provide feedback and communicate improvements identified

Workforce Themes	Develop, Grow, Innovate	Engage and Empower	Build Great Culture
Our Measures	• Workforce four year implementation plan and reporting • Number of technology implementation projects completed • Increase in the use of people related data to drive decision making • Implement Learning Management System • Increase in innovation and ideas put forward • Increase in learning and development opportunities • Increase leaders capability and the number of successions plans in Council	• Number of improvements identified and implemented for reward and recognition • Increase in engagement and recognition measured through surveys and turnover • Increase in recognition nominations and notes of thank you • Decrease in time to fill vacancies • Number of initiatives and programs related to the development of our EVP • Increase in retention rate • Increase in engagement rates	• Implementation and action plans for each of the strategies • Number of culture initiatives identified and implemented • Number of health and wellbeing initiatives identified and implemented • Decrease in lost time (sick leave and injury) • Number of Work Health and Safety initiatives identified and implemented • Increase in participation in wellness programs • Number of initiatives identified and implemented to address our ageing workforce • Increase in feedback and number of improvements made • Improved health and wellbeing (measured through leave and survey)

Our 4C's

4C's

Community
Customers
Councillors
Council

Our Vision

Inspiring Enabling
People Growth

Our Values

Workforce Themes	Develop, Grow, Innovate	Engage and Empower	Build Great Culture
What Success will look like	• Improved leadership capability • Alignment of training offerings with both employees personal goals and business objectives • Our people own and drive their development • We foster and promote a growth mindset • Improved self-awareness and emotional intelligence • Our people are trained and competent to carry out work safely and skilfully • Systems that create efficiencies, consolidate data and enable us to share knowledge easily • Reward and recognise success • Succession planning is embedded in our people practices • Opportunity for mentoring and innovative thoughts and ideas	• A sustainable talent pipeline that reflects future business needs • Greater values match between potential employees and Council Core Values and behaviour statements. • Increased community satisfaction with customer service • Have adequate resources to provide the best possible outcomes for our 4C's • Improved and targeted recruitment and selection processes • Our people are proud, confident and visible at all levels of the organisation	• Leaders who consider and promote the safety and wellbeing of our people • Our people work consistently with our Core Values and behaviour statements • Improved engagement • Improved health and wellbeing • Harmonious, self-motivating teams • Enhanced cultural accountability • A diverse and inclusive workforce • Being proud of each other and our great workplace • Feedback is used to achieve continuous improvement
Achievement looks like: (Council's strategic objectives)	**LEADERSHIP:** 4.1 Build an organisation that places customers and the community at the heart of service delivery 4.2 The workforce is capable, resilient and diverse	**LEADERSHIP:** 4.1 Build an organisation that places customers and the community at the heart of service delivery 4.2 The workforce is capable, resilient and diverse	**LEADERSHIP:** 4.1 Build an organisation that places customers and the community at the heart of service delivery 4.2 The workforce is capable, resilient and diverse
Alignment to Business Focus Areas	• Community and Customer Experience • Building Great Culture	• Community and Customer Experience • Building Great Culture	• Building Great Culture

Tracking our Progress

The above themes and identified objectives will be supported by a four-year implementation plan and data/reporting program for tracking and reporting progress of the Workforce Management Plan and aligned to Council's Integrated Planning and Reporting Process – Action and Task Reporting.

Success will require organisational wide consultation, collaboration, team work and a growth mindset.

Monitoring and Reporting

Council is required to monitor and report on the implementation of this Workforce Management Plan (WFMP). We will undertake this to ensure that the workforce objectives are being achieved. Council will use the existing IP&R framework for the purposes of monitoring implementation of the WFMP.

Council will review the WFMP in line with the review of Council's Community Strategic Plan. In addition, if necessary, more regular updates can be made to the WFMP to reflect major changes and to ensure it is aligned to the latest trends and information available.

We will monitor and report on the progress of the WFMP through the IP&R Framework through:

- The Quarterly Reports of the Delivery Program/Operational Plan, at the end of each quarter report on Council's progress on delivering the workforce objectives of the WFMP.

- An Annual Report, at the end of each financial year to report on Council's progress on delivering on the workforce objectives of the WFMP.

Shellharbour
CITY COUNCIL

www.shellharbour.nsw.gov.au