

Workforce Management Plan

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Executive Summary

Our people play an essential role in the successful operation of Council to deliver services and undertake functions for the community. This 2018-2022 Workforce Management Plan is a key human resources plan for Newcastle City Council to deliver and support Newcastle's 2030 Community Strategic Plan (2018-2028).

Over the next four years, Council is seeking to transform into a smart, people-centric organisation as we attempt to deliver improved service levels in a way that is sustainable and within approved budgetary and resource allocations. Identified challenges for our workforce over the next four years include:

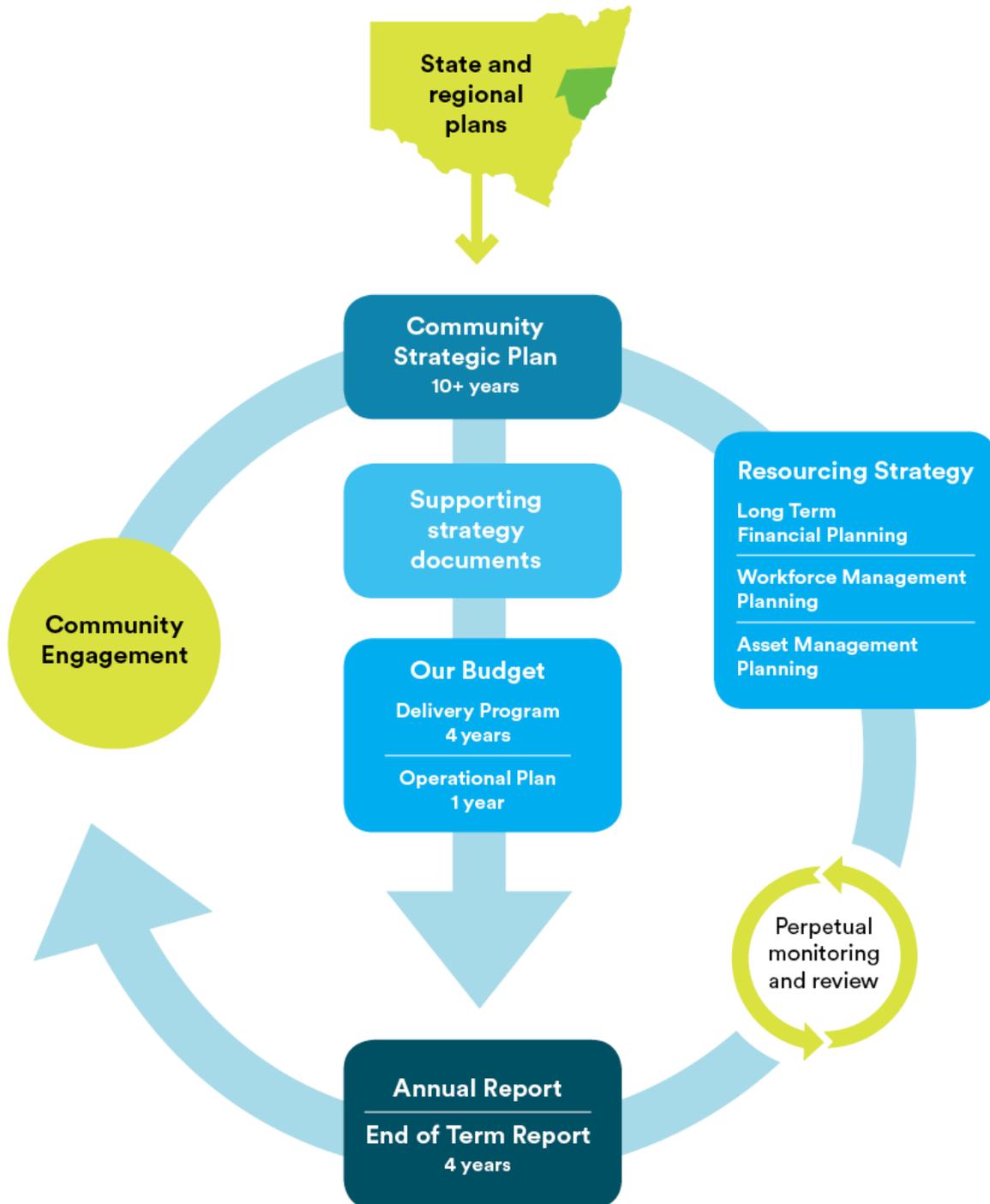
- Our ageing workforce
- Encouraging diversity across the organisation
- Reducing our staff turnover
- Emerging technology
- Building on internal leadership capability
- Attracting and retaining talented staff particularly younger workers and those employed in critical and emerging roles.

This Plan builds on earlier workforce planning and resourcing strategies and is underpinned by four strategic priorities which aim to:

- Attract and retain a high quality, committed workforce
- Invest in the capabilities of our people
- Facilitate a culture of Cooperation, Respect, Excellence & Wellbeing
- Plan for our future workforce needs.

This Plan outlines how Council aims to recruit, train, manage and develop our people through actions supporting our strategic directions for Newcastle and our organisation.

Integrated Planning & Reporting Framework



Workforce Management Planning

As the Integrated Planning & Reporting (IP&R) Framework diagram shows, a Workforce Management Plan is an integral component of a resourcing strategy complementing Asset Management Planning and Long Term Financial Planning documents. These plans are reviewed every four years to ensure the changing needs and expectations of our community and workforce are considered and planned for so Council can continue to drive toward its vision.

This 2018-2022 Workforce Management Plan has been developed in consultation with all levels of the organisation to ensure our broad, diverse and individual workforce needs can be addressed.

The principles of effective workforce planning used to develop the Plan and achieve benefits and outcomes sought are highlighted below:

The six steps of our Workforce Planning Cycle

1. An analysis of our current workforce
2. Consideration of future needs
3. Identification of gaps and challenges
4. Developing strategies
5. Implementing actions to address identified gaps
6. Monitoring and evaluating success of strategies.



Benefits of effective workforce planning

- Provides an understanding of the current and future workforce needs based on our commitments;
- Supports the budgeting process;
- Highlights potential skills shortages allowing for Council to prepare and address challenges early;
- Supports the strategic planning for future staffing requirements, and new or emerging skill areas;
- Improves our understanding of our workforce profile and ensures projects and initiatives are prioritised accordingly; and
- Provides insight into future recruitment, training and development needs across a diverse operational workforce.

Monitor and Evaluate

The IP&R framework requires councils to measure and report progress on implementation of this Plan. Over the coming years, Council will assess the actions and outcomes of this Plan in alignment with our annual Operational Plan and Delivery Program Reporting cycles.

Key achievements of our 2013-2017 Workforce Management Plan

Over the term of our previous Workforce Management Plan, Council implemented a number of strategies and initiatives. These four key strategies and initiatives remain relevant for this revised 2018-2022 Plan.

Key Strategies

1. Attracting and retaining talent
2. Investing in the capabilities of our people
3. Planning for our future workforce needs
4. Facilitating a culture of cooperation, respect and wellbeing.

Key Achievements

1. Attracting and retaining talent

- Our professional development, Apprenticeship, Trainee and Graduate programs were relaunched and expanded to meet the key needs of the business.
- A focus on Aboriginal employment and development resulted in a significant increase in Aboriginal employment participation from 21 employees in 2012 to 33 employees in 2017.
- A major organisation restructure was undertaken during 2013-2014 to ensure Council's ongoing financial sustainability. This included the recruitment and on boarding of all new Senior Management positions.

2. Investing in the capabilities of our people

- An internal 'Women in Leadership' program was launched with over 60 participants from across the organisation.
- Our 'BluePrint' Leadership program targeted at Council's Supervisor and Coordinator level employees was developed and implemented during 2017 to align with our 'Blue Bus' cultural change program.
- An increased focus on mentoring both internally and externally including participation in the University of Newcastle's 'Empower' mentoring program, commencement of an internal mentoring program within the New Graduate and Undergraduate programs.
- The successful development of Council's Volunteer Management Framework including; rollout of our Volunteer Induction Handbook; Training program; and Recognition and Reward schedule ensuring a consistent and nationally recognised standard for our volunteer involvement.
- NSW Government Leadership Capability Framework Four Core Pillars endorsed in 2017.

3. Planning for our future workforce needs

- Council has supported the development of key talent through sponsored participation in external programs including Hunter Future Leaders and Women's Leadership.
- Participation in Local Government Excellence survey for benchmarking purposes.
- In 2015, Council's implementation of a new Customer Service Contact Centre including training, coaching, mentoring and a dedicated system for rostering and planning staff needs within this business unit.

4. Facilitating a culture of cooperation, respect and wellbeing

- Council commenced a cultural change program called 'Blue Bus' to move the organisation towards a more constructive and collaborative organisational culture.
- Between 2015 and 2017, over 1,000 employees attended three hour 'playshops', with over 375 leaders participating in an additional two day leadership program.

- Over 30 cultural improvement 'Espresso Session' workshops have also been facilitated across Council.
- An 'Alcohol and Other Drug Education' program has been implemented with 73 sessions held since 2017. More than 725 employees have completed training across a variety of locations.
- A 'Recognition and Reward' program was launched during 2014/2015, with over 600 staff recognised in the 2016/2017 financial year.
- 'Employee Engagement Surveys' were conducted in 2015 and again in 2017 to obtain valuable feedback from staff about their workplace experiences and needs. The results showed improvements in 15 of the 17 survey areas.
- Development of a new Enterprise Agreement commenced during 2017/2018 with an Interest-based Bargaining Approach and underpinned by Council's values of Cooperation, Respect, Excellence and Wellbeing.



Our City

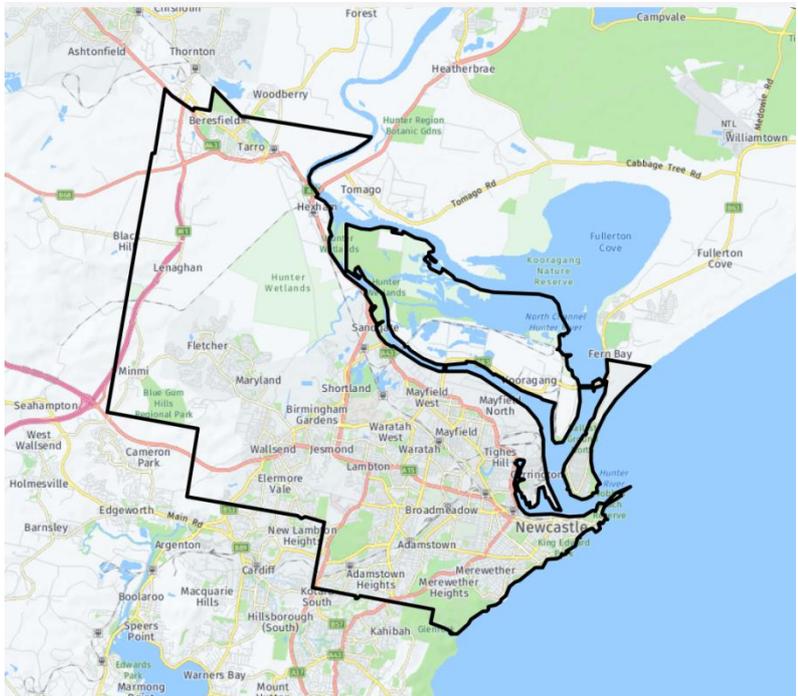
Newcastle is Australia's seventh largest city and occupies a total land area of 187 km². Located in the Hunter Region of New South Wales, Newcastle is approximately 160 kilometres north of Sydney, and is bordered by the Port Stephens Local Government Area (LGA) in the north, Lake Macquarie in the South, Maitland and Cessnock in the West.

In 2017, the population of Newcastle City was 160,919, of which 22,368 (13.9%) were born overseas.¹

Over the past few decades Newcastle has redefined itself from a 'steel city', to a more diversified commercial and residential hub with a growing portion of the economy now based around the service sectors. This transformation has accelerated over recent years with Newcastle being ranked as the sixth 'Most Liveable City in the World' by the Property Council's Annual Report 'My City: The People's Verdict (2013)', and named as one of the world's top 'Smart Cities' to watch in 2017 by Global magazine National Geographic Traveller.

As part of the growth of our area, Newcastle is currently experiencing a development boom with a 141% increase in the residential building approvals in the LGA between 2011 and 2016. In addition to this private investment, record levels of major infrastructure and investment projects are being undertaken across Newcastle city including:

- NSW's Largest Regional Courthouse – development of a \$90m purpose-built state of the art courthouse opening in the Newcastle CBD in 2016;
- NewSpace - a \$95m landmark education precinct opening during 2017 with university links to the Newcastle Callaghan Campus;
- Light Rail - the \$250m major construction of a high capacity, frequent service through the CBD commencing in 2017 with estimated completion in 2019. Linking to the new Newcastle Interchange (opened 2017).
- Newcastle Port Redevelopment - handling over \$19b in trade annually, the 2015-2020 Port Development Plan ensures our Newcastle Port remains a major seaborne trade gateway for NSW.



¹ CommunityID demographic resources, July 2018

Across our City, the population, labour force participation and total dwelling numbers have also experienced steady growth over the five years to 2016. The largest increases in the age demographics were among the young workforce (25 to 34 years) with an increase of 1,819 people and empty nesters and retirees (60 to 69 years) with an increase of 1,789 people.

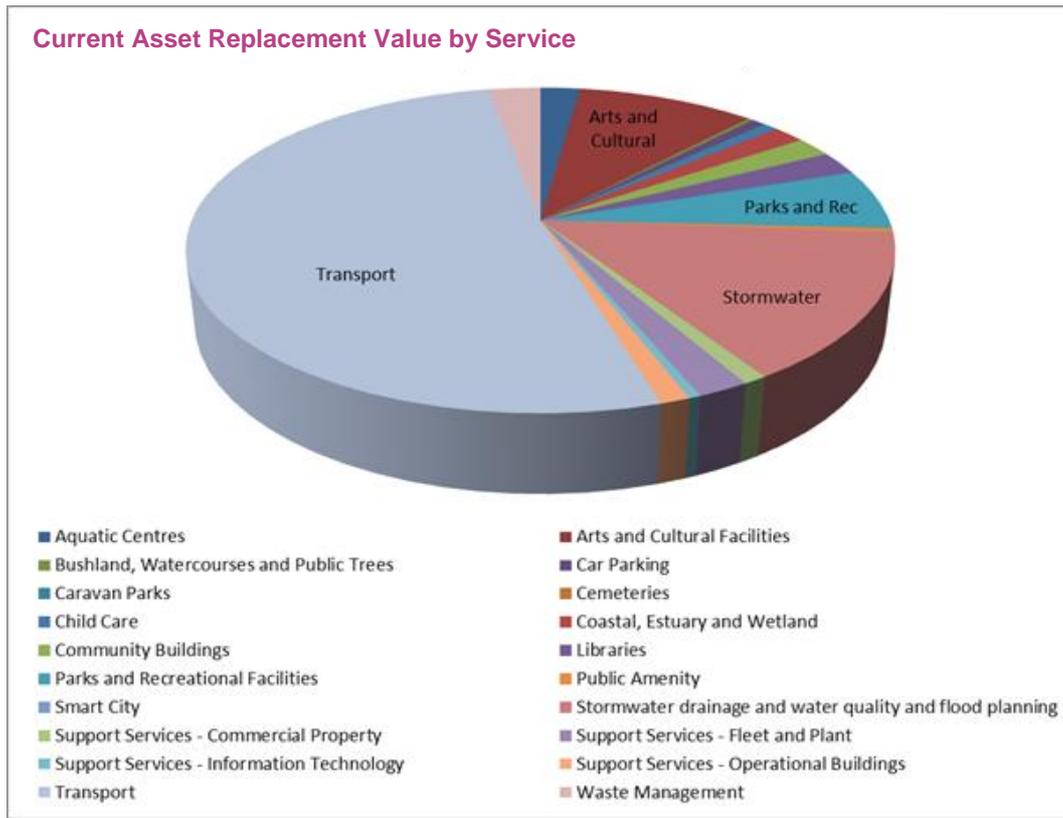
Year on year residential building approvals have increased from 406 in 2011 to 1,199 in 2016. This represents a 195% increase over the five years, and an additional 3,303 additional properties (houses, units and other) have being approved for the Newcastle LGA in the last five years.

	2011	2016 ²	Increase
Population	155,550	160,919	3.45%
Labour Force Participation Rate	74,537	78,858	5.80%
Total Dwellings	65,937	69,020	4.68%
Residential building approvals	406	1,199	195%

Newcastle City Council delivers a range of infrastructure projects to support Newcastle's transformation, the ongoing growth and achieve the community goals and outcomes identified in the Newcastle 2030 Community Strategic Plan.

In addition to infrastructure projects, Council also owns and operates a large number of service assets across the LGA. This diagram outlines the different service assets and also the replacement value associated with each of these pivotal services for the community. (Graph source: Asset Management Plan 2018-2030).

² Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented in profile.id by .id, June 2018



Between 2014-2016, Newcastle City Council also experienced a significant increase in project expenditure. Current levels of infrastructure expenditure are anticipated to be maintained for the duration of this Plan.

The Asset Management Strategy is based on service planning, the process of determining the services needed by a community and delivering them in a sustainable manner. The Community Strategic Plan drives the Asset Management Strategy to:

- (5.4b) Plan, provide and manage infrastructure that continues to meet community needs;
- (7.4a) Continuous improvement in services delivery based on accountability, transparency and good governance; and
- (7.4b) Provide services that deliver on sustainable community service expectations.

The transformation of Newcastle into a smart, liveable and sustainable global city continues as a major theme in Newcastle City Council's budget, which includes a record \$100m on capital works in 2018/19.

Council's 2018/19 Our Budget (combined 2018-2022 Delivery Program and 2018/19 Operational Plan) proposes a works program that strikes a balance between essential asset renewal and providing new and upgraded services to the community. The capital works program is forecast to grow over the short term to allow for key projects such as Smart Moves Newcastle, City Change and the Summerhill Waste Management Solar Farm (Graph source: Long Term Financial Plan 2018-2030).

Capital Works (Capex & Opex)



* highlighted is our current focus 2018-2022

The significant increase in demand in both the infrastructure and development assessment (DA), areas of Council over the past few years have placed significant pressure on Council resources in key areas such as: development assessment and approvals; infrastructure planning: project management: and civil works. If output is to remain at current levels for the medium term, Council needs to carefully consider the resourcing implications on these areas.

Additionally, the impact for predicted population growth following the development boom is expected to have flow on effects for other service areas of Council such as waste collection, regulatory services, libraries and our cultural facilities, as increased demands for services and facilities are expected and demanded by our Community.

Hence, key positions required to deliver Council's 'Capital Works Program' including: engineers, project managers, development assessors, planners and civil designers. These positions are considered critical roles in ensuring Council can meet development growth and community expectations across the Newcastle LGA.

Our Council

Newcastle City Council is governed by a Lord Mayor and 12 Councillors. Local Government elections were held during the latter part of 2017 for a new three year term, with the next Local Government elections being scheduled for September 2020.

Our Organisation

Newcastle City Council's administration is leading toward a smart organisation driving the transformation of our smart city. To do this, our workforce must provide a range of functions and deliver a range of services to the Community. In March 2018, Council adopted an organisation design to better align our organisation to its vision underpinned by a service-based ethos across each of our new Directorates bringing all elements of Council and the Community closer through improved working relationships. Refer to page 21.

Our new operating structure boasts five new Directorates under the leadership of the Chief Executive's Officer (CEO). Each Directorate consists of a number of Service Units responsible for delivering services in accordance with our Newcastle 2030 Community Strategic Plan (2018-2028).



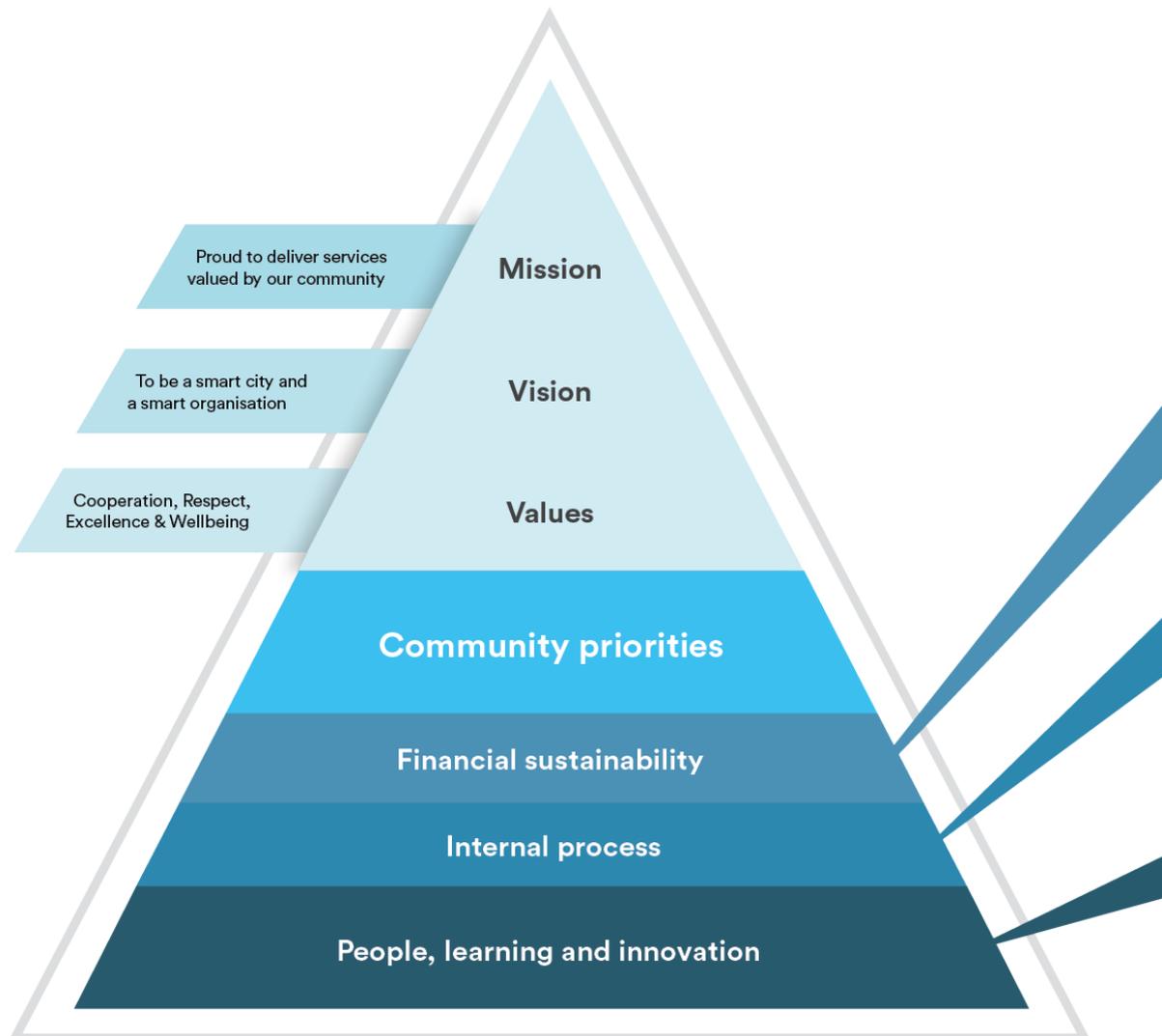
Chief Executive Officer
Executive Office
Jeremy Bath

CEO's Office

Governance	Strategy & Engagement	People & Culture	Infrastructure & Property	City Wide Services
Finance (Chief Financial Officer)	Information Technology	Organisational Development	Depot Operations	Art Gallery
Legal	Major Events & Corporate Affairs	HR Operations	Assets & Projects	Museum
Regulatory & Assessment	Corporate & Community Planning	WHS & Injury Management	Civil Construction & Maintenance	Civic Services
		Training & Learning	Property & Facilities	Libraries & Learning
		Payroll		Customer Service
				Waste Services
				Parks & Recreation

Our Vision, Mission, Values & Culture

Council's mission and values are represented by this pyramid to show that our people are our foundation and with strong financial sustainability and internal process we have an organisation proud to deliver services valued by our community.



In 2015, Council embarked on a cultural change program called 'Blue Bus' to embed our values. The program promotes improved performance, contemporary leadership practices and staff engagement, based on the core principles of Courage, Trust & Pride. Through a series of 'Playshops' and team based sessions, staff are encouraged to get involved, build personal connections and foster continuous improvement in and across teams.

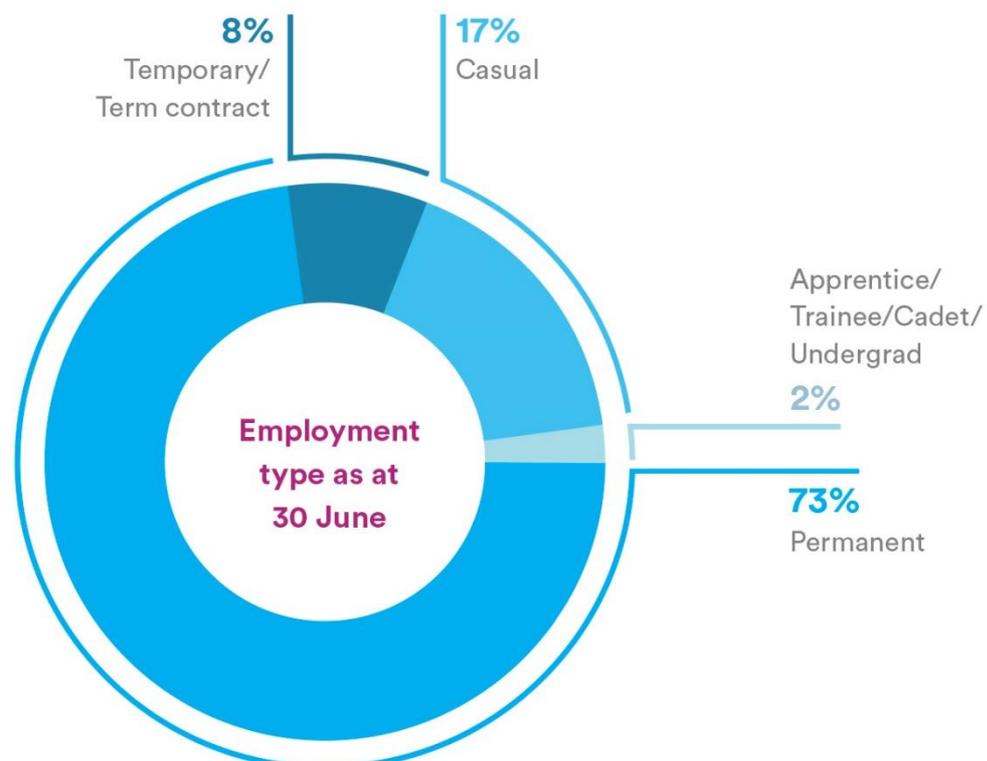
Our Workforce Profile

Newcastle City Council's workforce is large and diverse with a range of occupations across the organisation. Our employees work across a range of governance, delivery, external facing services and internal enabling services including planning, construction, waste facilities, libraries and learning, culture and arts, heritage and recreation facilities, finance, legal, communications and marketing as well as administration and support offices.

Our workforce comprises of 1,277 employees with the majority being permanent staff (full time and part time). Approximately one quarter of our staff are employed on a casual, temporary or fixed term basis or are participating in tertiary/vocational education programs. Our approved Equivalent Full Time (EFT) positions are 957³.

Our employee base is supplemented by contract employees and external labour hire which fluctuates in accordance with short term work based demand. This approach allows flexibility to meet periods of peak demand while protecting ongoing job security for our employees. Over reliance on this type of labour can present challenges and ongoing viability and utilisation is reviewed regularly.

Complementing our employee and contingent labour hire base, is our strong volunteer network of over 350 people working across a range of locations and undertaking a variety of services on behalf of our broader community. The majority of our volunteers primarily assist at the Museum, Playhouse, Art Gallery, Libraries, Blackbutt Reserve, and multiple Landcare sites, community halls, ovals and parks.



³ Council resolution, July 2017

Age

Australia is experiencing a rapidly ageing population, and this is even more distinct within the Local Government Sector workforce. The 2016 Australian Bureau of Statistics Census data shows that the age structure for older workers and pre-retirees aged between 50-59 years is 13.8% in Regional NSW⁴.

For Council in particular, the percentage of our workforce approaching retirement age (55 years and over) has increased significantly from 14% in 2009 to 22% in 2017 and is anticipated to continue to accelerate to over 35% by 2021⁵. This poses a significant challenge for Council as it represents over 450 individual workers being eligible for or, contemplating retirement over the coming four years.

A significant proportion of these employees will have performed many years of service with Council and typically hold substantial organisational knowledge. Currently 181 employees of Council's total employees of 1,277 (including casuals) have over 25 years of service⁶. This identifies a core issue of retention for Council and promotes a need for strategic actions that prompt Council to address attraction and retention of talented employees.

Further, this represents a significant risk to the organisation and requires immediate attention as to how we can retain and transfer knowledge, up-skill our existing and new employees, as well as transition our current workforce toward retirement. Noting our ageing workforce, Council's formal volunteer's network of over 350 people has an average age of 65 years.

Several of the key strategies and actions outlined in this Plan specifically aim to address these challenges such as:

- Planning for more flexible options to retain the desired skills from our ageing cohort while supporting their transition to retirement;
- Facilitating knowledge transfer through appropriate succession planning strategies;
- Focusing on attracting and retaining diverse new talent, particularly from Generation Y. Our mentoring and tertiary/vocational education programs will also form key initiatives for addressing this issue.

Detailed analysis of our permanent workforce at the Service Unit level identifies the following areas already have over 30% of their permanent staff over the age of 55 years and therefore should form the priority for pilot programs and initiatives around our ageing workforce:

- Libraries and Learning;
- Information Technology;
- Waste Services;
- Depot Operations; and
- Civil Construction and Maintenance.

With Newcastle City Council's 'Baby Boomers' (the cohort of the Australian population born between 1946-1965), now aged between 53 and 72 years of age, many are moving towards retirement age showing that the generational mix within our organisation is changing.

While our 'Baby Boomer' generation of employees remain the predominant generation in Council, the trend is decreasing as a percentage of the workforce as our 'Generation X' (1965-1979) employees stabilise and our 'Generation Y' (1980-1994) and younger employee cohort increases toward 30 % of our workforce.

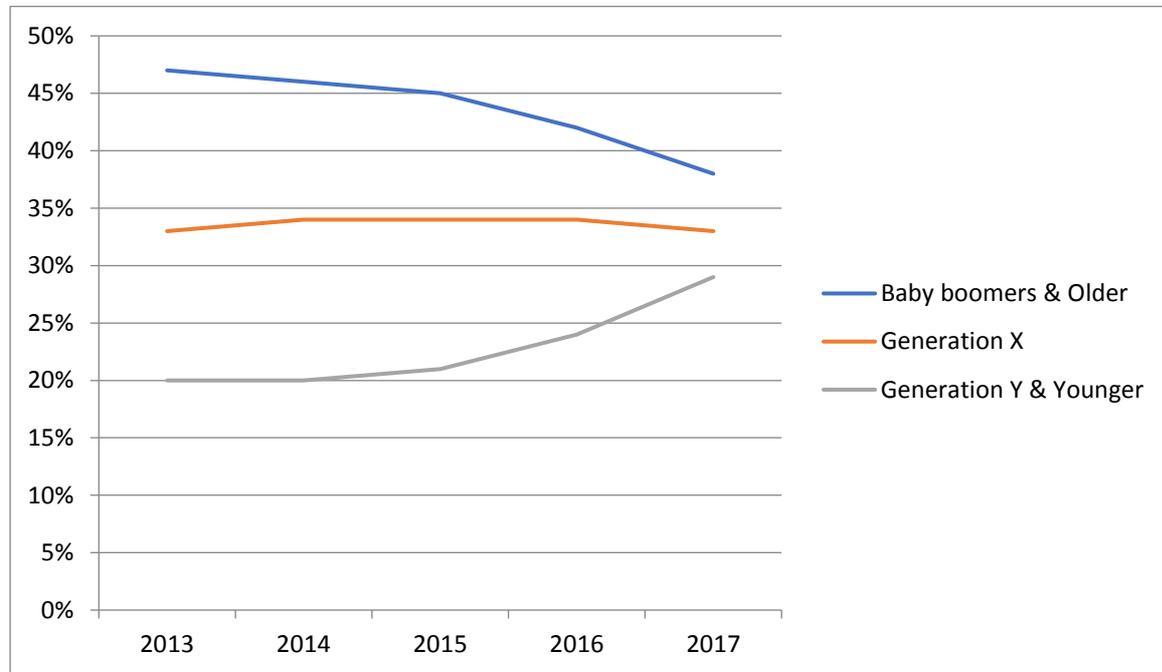
⁴ Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016

⁵ Newcastle City Councils Human Resources Unit, December 2017

⁶ Newcastle City Councils Human Resources Unit, May 2017

As shown in the graph below, this trend is consistent across NSW Local Government⁷ and is expected to continue. The different expectations from the different generational groups must inform future programs and planning to both attract and retain talented employees, transition staff to retirement and provide development succession planning opportunities.

Percentage of total workforce for each generational grouping (2013 & 2017)



Turnover

Overall annual employee turnover for Newcastle City Council remains consistent at 12.9% with the NSW Local Government median of 12.2%⁸.

However, as shown below, for employees who are Female, 'Generation Y' or have less than five years' service, the average turnover is significantly higher than Council's organisational average;



↑	18% turnover for Female employees (10% for males)
↑	24% turnover for 'Generation Y' (post 1980) employees
↑	27% turnover of employees with less than five years' service

Research suggests a reduction in staff turnover offers potential financial savings with the average cost of replacing an employee up to 150% (for executive positions), of the replaced employee's annual salary⁹.

⁷ LG Performance Excellence Program, 2017

⁸ LG Performance Excellence Program FY17. Includes fixed term contract employees.

Accompanying this, evidence suggests a strong link between an engaged, happy, healthy work environment and staff retention⁹. Work plays such a significant role in people's lives, it is therefore important to recognise its impact on mental health and wellbeing i.e. excessive sick leave, workplace injury, and workplace harmony and support. Several key retention initiatives identified aim to reduce our annual turnover figure are highlighted as actions in this Plan.

Diversity

Diversity (and equal employment opportunity) for Newcastle City Council is about achieving fairness, social justice and equity. Through employing people with diverse experiences, cultures and abilities we better position our organisation toward its vision of a smart, liveable and sustainable global city.

Diversity makes our organisation an exciting place to work and enables us to be more responsive to the needs of our workplace and community. A 2013 Deloitte report states *'When employees think their organisation is committed to, and supportive of diversity and they feel included, employees report better business performance in terms of ability to innovate, (83% uplift) responsiveness to changing customer needs (31% uplift) and team collaboration (42% uplift).'*¹⁰

Council values and understands the importance of equity and diversity in the workplace and expects all employees will treat each other and members of the community with these principles, regardless of race, religion, marital status, family responsibility or status, gender, age or impairment. It is important that our people enjoy a supportive, harmonious workplace free of prejudice, harassment and discrimination. Newcastle City Council is committed to the development of a culture that is supportive of Equal Employee Opportunity (EEO) principles in the workplace.

The breakdown below highlights the diversity challenges facing Council which are key considerations amongst a number of Council's diversity strategies.

Currently, gender diversity continues to be a challenge for Council with only 39% of our total workforce being female, compared to the Newcastle LGA female population of 50.7%¹¹.

Examining this further, gender diversity at the Senior Leadership (CEO and Director) levels remains imbalanced with no current female representation at these levels within Council compared to a Local Government average of 20%¹² women at the senior levels as at 2017. Notwithstanding, significant improvement has been made during 2016-2017 with the percentage of female employees at Manager level jumping from 20% in 2016 to 42%¹³ in 2017, for females in an acting management capacity. Implementation of Council's EEO Management Plan (2018–2021) and initiatives aim to address gender diversity, particularly within leadership positions.

Significant gains have been made in the number of staff identifying as Aboriginal and/or Torres Strait Islander however the level of representation at Newcastle City Council remains below the LGA population of 3.5% indicating that more work needs to be done. Council has identified strategies within our EEO Management Plan, our [Aboriginal Employment Strategy](#), and our [Reconciliation Action Plan](#) to address this low level of representation and increase our Aboriginal and/or Torres Strait Islander employment ratios.

Inclusion also remains a focus in this Plan, with only 1% of Council employees who currently identify as living with a disability. Council has also identified specific actions with our EEO Management Plan, [Disability Inclusion Action Plan \(2016-2019\)](#), and our recently endorsed development of a Disability Employment Strategy to enable our Council to become a more inclusive employer.

⁹ Reeder, M. (2011, Jan 14). [Want to keep your employees? Try better benefits](#). Reuters. <http://this.deakin.edu.au/career/understanding-the-importance-of-workplace-wellbeing>. Deakin

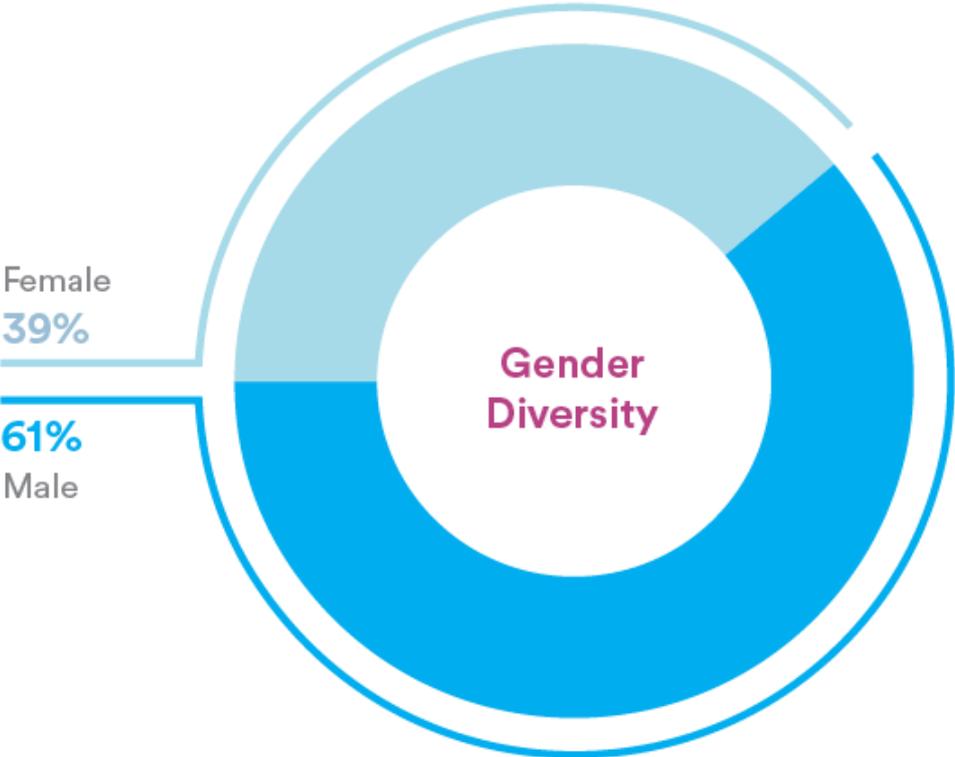
¹⁰ Toohey, (2013) [Waiter, is that inclusion in my soup?](#). Deloitte.

¹¹ Community ID demographic resources, 2016

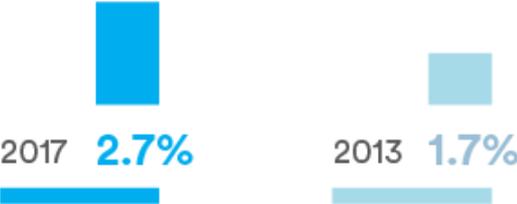
¹² LG Performance Excellence Program FY17

¹³ LG Performance Excellence Program FY17

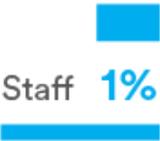
Diversity breakdown



Aboriginal and Torres Strait Islander Workforce



Staff who identify as having a disability



Recruitment

Attracting and retaining a high quality, committed workforce is a key objective for Newcastle City Council. Many of the objectives outlined in this Plan aim to improve how we recruit and retain our most valuable asset; our people.

Attracting high quality candidates continues to be a challenge for Council. On average, Council has advertised over 120 positions per annum over the past four years. While the majority of those positions are filled, feedback from panel members suggests that attracting a competitive pool of suitably qualified and experienced candidates for some positions has proven difficult due to the following factors:

- Lower remuneration levels for specialised positions compared to the external market;
- Specialist government roles with limited comparable sector experience;
- Diversity of Council services requires breadth of experience not readily available in the external market;
- Perceptions that Council is not as an attractive employer due to political landscapes and historical instability at the senior management levels;
- Lack of leadership (stability and consistency); and
- Outdated buildings/facilities and a lack of available parking.

In addition, during the past four years, the following positions (which are deemed critical roles) are examples that required re-advertising in order to attract suitably qualified candidates:

- Civil Project Officer
- Project Manager
- Development Assessment Coordinator
- Asset Systems Coordinator
- Management Accountant
- Ranger
- Operator Driver
- Engineer
- Heritage Planner.

These internal and external factors show there is potential to improve how we recruit and retain staff, through supporting continued implementation of workplace planning initiatives such as the development of a Total Value Proposition. Council's value proposition aims to develop and package up all of the benefits that Council provides its employees and market them externally to promote and attract talented candidates to Council.

Other initiatives are scheduled within the duration of this Plan and include: improvement to our salary and performance systems as a result of a new Enterprise Agreement; increased employee access to workplace flexibility; and a 2019 relocation to new modern workplace premises for the majority of civic based employees.

Tertiary/Vocational Employment Programs

Council's Tertiary/Vocational Employment Programs encompasses our Apprentices, Trainees, Graduates and Undergraduates. Council currently employs 31 staff within these relaunched programs. Since 2011, approximately 50% of participants in our tertiary/vocational programs have successfully secured a role within Council on completion of their study, with around 35% securing a role in their field with another organisation.

Our Executive Leadership Team (ELT) support the expansion of these programs in future years as a key initiative to staff development, succession planning and staff retention. Contingent upon ongoing financial approval and investment, goals for the program aim for:

- Apprentice/Traineeship positions increasing from 22 in 2017 to 50 in 2020/21; and
- Undergraduate/Graduate positions increasing from 11 in 2017 to 20 in 2020/21.

While Newcastle City Council sees this as a vital investment to address our key human resource challenges, the skill/training areas for these positions will be reviewed on an annual basis in accordance with critical positions and ageing workforce needs identified within this Plan.

What our employees think

In 2017, an 'Employee Engagement Survey' was conducted to obtain valuable feedback about workplace experiences and needs. Overall, staff reported improved levels of engagement during 2017 (47%), compared to the same Survey undertaken 2015 (41%) with overarching, results showing improvements in 15 of the 17 individual survey areas.

Discretionary effort was our most favourable area of improvement with 92% of staff reporting that they are willing to put in extra effort to get a job done when required and 83% reporting that they frequently try to help others with heavy workloads. Other areas of strength included:

- Commitment to organisational vision and goals
- Enjoyment working on day to day tasks
- Cooperation between staff to get jobs done.

The survey areas presenting the greatest opportunity for improvement are:

- Improving recognition of high achieving employees
- Improving use of rewards other than pay to recognise efforts
- Aligning pay with performance
- Improving communication between departments.

A number of these challenges and issues will be directly addressed through the actions contained within this Plan around Council's new Salary System and Performance and Development Framework. Better workplace collaboration and communication through new and improved environments are anticipated to be partly addressed with a planned 2019 office relocation for a large majority of civic based staff to 12 Stewart Avenue at Newcastle West.

Our Future

Following the appointment of a new elected Council and permanent CEO in late 2017, Council has embarked on an organisational design process to better align our services and functions to deliver on Council and community goals and objectives through our Newcastle 2030 Community Strategic Plan.

In working towards achieving our community vision, Council is driving toward becoming a smart, people centric organisation. Key principles underpinning our organisational design include a:

- Strong leadership focus;
- Solid service based philosophy underpinning operations; and
- Commitment to prepare our next generation of leaders from within the organisation.

Council is also committed to evidence-based decision making and fostering genuine and collaborate relationships that are focused on our vision. Through our workforce we will seek to improve efficiency, accountability, integration and alignment by working better together across the organisation.

The operational pillars that underpin the organisational design are derived from our community start and end points. Our community linkages with our elected Council and CEO filter through to our administration and operational staff as a collaborative effort to improve our city through the work that we do. Embodying governance, enabling functions, delivery and service in turn, our four key pillars are structures to drive and support the delivery of services to our community.

The new Organisation Design was implemented on 2 July 2018.

2018 Organisation Design Key Principles



New Enterprise Agreement

In May 2017, Council commenced a collaborative approach to drafting a new Enterprise Agreement (EA) known as Interest Based Bargaining under the principles of Trust, Excellence and Fairness, and Council's 'Blue Bus' cultural philosophy and corporate values.

An Enterprise Agreement Discussion Group (EADG) was established to guide the development and facilitate conversation for a new Enterprise Agreement comprising of Union delegates, Management and Employee Union Representatives. In July 2017, the group conducted an Enterprise Agreement, staff survey with over 700 employees responding. This survey identified the priorities for the EA process as:

- Simplification of language and approach;
- Increased access to flexible work arrangements including nine day fortnight and flexitime where impact on cost and service levels is neutral;
- Additional flexibility around leave options; and
- A platform for the development of a new Performance Development and Salary Systems.

The implementation of the new EA will take place over the duration of this Plan and will support the implementation of the strategies and actions contained herein.



Our Budget (Delivery Program & Operational Plan)

Newcastle City Council's Delivery Program and Operational Plan for the first time will be combined to show a more integrated approach and be known as Our Budget 2018/19.

Our Budget sets out Council's objectives for the next four years and outlines our planned actions and projects for 2018/19. This is our response to the Newcastle 2030 Community Strategic Plan and Council's commitment to our community on what we will do. Our Budget forms part of the IP&R Framework, refer to the diagram on page 4.

What makes up Our Budget?

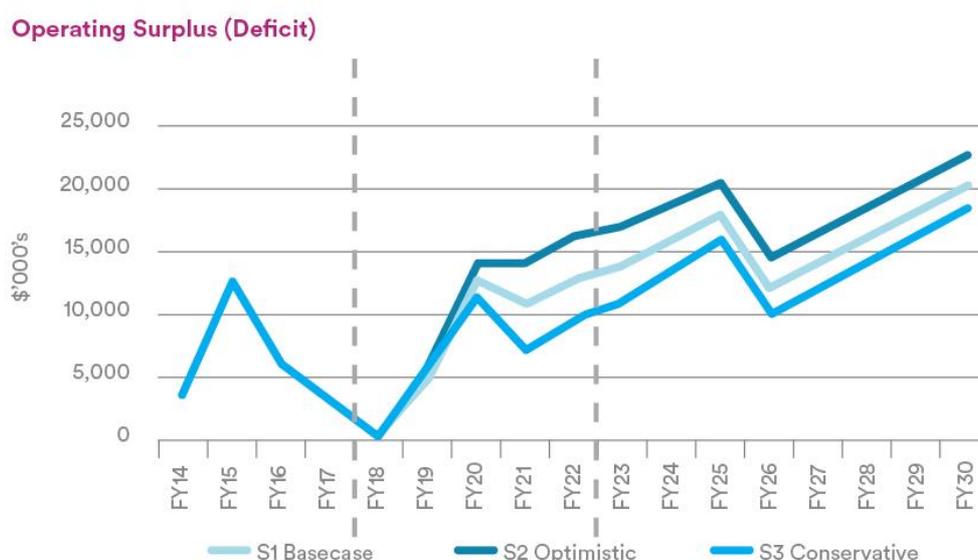
Delivery Program - Council's 2018-2022 Delivery Program is a four year plan that covers the term of our elected Council. To create our Delivery Program, we looked at the CSP and asked what we can achieve over the next four years to bring us closer to the community's vision and priorities.

Operational Plan - Council's 2018/2019 Operational Plan is a one year plan that supports our Delivery Program. It outlines in detail the actions and projects that Council will undertake in the 2018/19 financial year and allocates the resources necessary.

Resourcing Strategies - The resourcing strategies provide Council with important information about our current resources and shows our consideration of the staff, assets and money required to deliver the four year objectives and annual actions and projects.

Our current Council, elected in 2017, has a strong vision to transform Newcastle into a smart city with Newcastle City Council evolving into a smart organisation. As such Council's Capital Works Program is forecast to grow over the short term to allow for key new projects, such as the Smart Moves Newcastle, City Change and the Summerhill Waste Management Solar Wind Farm.

Council's operating position is projecting surpluses for the duration of the forecast, with the exception of FY18 which is anticipating a break even position at year end. The trend emerging of a continual surplus reflects a positive pattern of financial performance. (Graph source: Long Term Financial Plan 2018-2030).



* highlighted is our current focus 2018-2022

Critical Roles

An analysis of our current workforce profile and projected ongoing demands in the infrastructure and development areas of Council has highlighted the following roles as critical to the achievement of our 2018-2022 Delivery Program objectives:

Immediate - Senior Development Officers, Project Managers, Contract Management within Civil Works, Civil Engineers, Infrastructure Planning Coordinators.

Emerging - Information Technology Project Managers, Planning & Investigations roles, Civil Works Coordinators, Business and Corporate Analysts.

****Over the duration of this four year Plan, these roles will be deemed as critical and appropriate emphasis and priority placed upon them in terms of our skill gaps, planning for and acting upon, our workforce needs.***

The inability to fill these immediate and emerging critical roles with quality people will have a detrimental affect on Council's ability to achieve its Community commitments and our Delivery Program objectives.

Initial steps are being taken to establish a pipeline of qualified resources. An example of this is Council's current New Graduate/Undergraduate program targeting Development Officers and Civil Engineers to ensure we can generate and develop quality employee pools within the organisation and build on our wealth of corporate and technical knowledge. Future program intakes will be expanded to include some of the emerging disciplines across Council to ensure we keep abreast of new trends and skill gaps.

Training & Learning Opportunities

Leadership development is the key focus for training and development over the next four years. Council's CEO has committed to an organisational design process with the key objectives of encouraging leadership across the organisation and developing our future leaders internally. The implementation of a leadership development framework will be critical to success moving forward. Council has recently contributed to the development of a sector wide local government Capability Framework which has been endorsed by our Executive Leadership Team. This framework will inform learning and development initiatives in the future, particularly within the leadership development space.

Recent investments in leadership development such as: 'HunterNet Future Leaders', 'Blue Bus Edge'; and 'BluePrint for Supervisors' have achieved good results in developing base skills across varying areas of Council.

Investment in our leadership capability will continue with the recent adoption of the *Local Government Capability Framework*. This framework sets out the essential knowledge, skills, abilities and attributes needed for our future leaders to effectively lead in Government.

Other opportunities for focus include: BluePrint for Middle Management; Council's Mentoring Program; and the continuation of Council's mandatory training requirements.



Technology

With Newcastle's aspirations to be a leader in smart innovations with a prosperous, diverse and resilient economy, our workforce will need to evolve and adopt new technologies and ways of working in-line with this vision.

This type of technology change will be broad reaching across our diverse organisation impacting every Service Unit in some way.

Key to the success of technology, transformation will require immediate consideration of what this change looks like for the different work groups, the resourcing of support requirements to ensure a successful and sustainable integration, and adoption of the new ways of working.

Immediate examples include:

- Continued roll out of handheld devices for outdoor staff to increase the speed of work order processing in the field;
- Introduction of GPS technology to facilitate improved fleet mobilisation;
- Waste tracking and smart bin technology which will change the way garbage collection is scheduled;
- DA lodgment will be moving online from mid-2018; and
- Introduction of additional cloud based IT solutions across the organisation.

Medium term considerations due to emerging technologies:

- Apps to enable data collection in the field and linkages with internal software;
- Digitisation of the library environment to increase automation and self-service ;
- Availability of data from the Smart Cities initiative and other projects e.g. collection of big data from smart poles will change the way we conduct pedestrian/vehicle counts, crowd control, road conditions, and town planning strategies;
- Demand for 3D GIS mapping for planning studies is predicted to increase; and
- Exploration of webchat for customer service.

Our Challenges & Opportunities

Over the next four years, Council will transform into a smart, people-centric organisation as we strive to deliver improved service levels in a way that is sustainable and within current budgetary and resourcing constraints.

Community expectations combined with record levels of residential development and infrastructure projects will continue to place pressure on our workforce to deliver more within our existing resources.

An analysis of our workforce profile combined with an assessment of future demand highlights a number of key challenges and opportunities for the future. The following initiatives are planned to address our key issues and opportunities:

Issue/Opportunities	Actions
<ul style="list-style-type: none"> Use of contingent labour needs to be reviewed to ensure best value and utilisation. 	<ul style="list-style-type: none"> Review use of contingent labour to address short term needs and provide job security for permanent staff. Review EFT requirements across the organisation and manage labour in line with organisation needs. Identify and evaluate critical roles annually as part of the corporate planning process.
<ul style="list-style-type: none"> Our workforce is ageing and increasing retirements are imminent. 	<ul style="list-style-type: none"> Improve access to flexible work arrangements through EA implementation. Develop and implement a succession planning framework for critical roles. Develop and implement transition to retirement arrangements to facilitate knowledge transfer and up-skilling.
<ul style="list-style-type: none"> A lack of gender diversity at senior levels needs to be addressed. 	<ul style="list-style-type: none"> Facilitate the introduction of mentoring arrangements across Council.
<ul style="list-style-type: none"> Aboriginal & Torres Strait Islander representation across Council needs continued focus. 	<ul style="list-style-type: none"> Implement actions from our EEO Management Plan, Aboriginal Employment Strategy, Reconciliation Action Plan, Disability Inclusion Action Plan, Social Strategy and Multicultural Plan through integrated actions.
<ul style="list-style-type: none"> Council must become a more inclusive employer to attract staff with a disability. 	
<ul style="list-style-type: none"> Vocational/tertiary programs require ongoing expansion to cater for anticipated retirements/turnover in key areas. 	<ul style="list-style-type: none"> Align annual vocational/tertiary program recruitment to critical roles and retirement trends identified for future placements.
<ul style="list-style-type: none"> A reduction in staff turnover offers potential financial savings. 	<ul style="list-style-type: none"> Create a positive induction/on-boarding experience. Improve access to flexible work arrangements through EA implementation. Relocation of the City Administrative Centre to a new high performance building. Continued investment in activities to enhance our organisational culture and build courage, trust, pride. Design and implement a holistic health and wellbeing strategy.
<ul style="list-style-type: none"> Council must provide a modern recruitment process to attract and retain quality talent. 	<ul style="list-style-type: none"> Corporate on-boarding program to be reviewed and reintroduced to new and existing employees. Re-evaluate recruitment processes including advertising and interview components. Develop a Total Value Proposition representing the values and culture Council embodies and the practical benefits for employees such as learning, wellbeing and development opportunities.

<ul style="list-style-type: none"> • An outdated Enterprise Agreement (EA) inhibiting a people-centred organisation. 	<ul style="list-style-type: none"> • Implement a new EA including initiatives, processes and policy updates. • Develop an improved salary system. • Develop a Performance Development Framework. • Review Position Descriptions.
<ul style="list-style-type: none"> • Recognition, rewards and pay for performance require improvement to attract & retain quality staff, particularly Generation Y and younger. 	<ul style="list-style-type: none"> • Develop and implement an improved salary system including progression framework with recognition of critical roles. • Develop and implement an improved performance and development system including recognition mechanism for high performers and all staff. • Continued investment in activities to enhance our organisational culture and build courage, trust and pride.
<ul style="list-style-type: none"> • Support and manage the introduction of emerging technology to ensure we become a smart organisation and achieve efficiencies. 	<ul style="list-style-type: none"> • Develop and implement training to support the introduction of new and emerging technologies. • Review Service Unit profiles and structures to ensure our functions and services are aligned with our Smart Organisation vision. • Review and update Position Descriptions to ensure role clarity, capacity to meet future demands and identify development opportunities.
<ul style="list-style-type: none"> • Build leadership capability and develop the next generation of leaders internally. 	<ul style="list-style-type: none"> • Invest in leadership development for both current and future leaders.
<ul style="list-style-type: none"> • Attracting and retaining staff in positions identified as critical roles. 	<ul style="list-style-type: none"> • Develop and implement an improved salary system including progression framework and recognition of critical roles. • Improve access to flexible work arrangements through EA implementation. • Align annual vocational/tertiary program recruitment to critical roles and retirement trends identified in this Plan.
<ul style="list-style-type: none"> • Attracting a competitive pool of experienced candidates for some positions is difficult. 	<ul style="list-style-type: none"> • Total Value Proposition and recruitment initiatives to be reviewed and revised. • Improve access to flexible work arrangements through EA implementation. • Relocation of the City Administrative Centre to a new high performance building.

Our Strategies & Measures of Success

In formulating the 2018-2022 strategies and actions outlined in this Plan, we aim to build on the significant achievements of our previous workforce plan whilst incorporating the 2015 Employee Engagement Survey results.

Consistent with our previous workforce plans, the initiatives outlined previously can be summarised under four strategies:

1. Attract and retain a high quality, committed workforce
2. Invest in the capabilities of our people
3. Facilitate a culture of Cooperation, Respect, Excellence & Wellbeing
4. Plan for our future workforce needs.

The management initiatives contained in this Workforce Management Plan will reside with the People and Culture lead team responsibilities shared across the Directorate.

Each action has attached measures ensuring our progress is tracked and we are on target to deliver on the four key strategies.

Strategy 1: Attract and retain a high quality, committed workforce

Actions	Lead	Measures	Financial Year
1.1 Develop an Total Value Proposition	HR Operations	<ul style="list-style-type: none"> • Total Value Proposition developed and utilised in attracting talented candidates • Reduction in number of positions readvertised per annum • Increase in number of suitable applicants for advertised positions 	2018-2019
1.2 Create a positive induction/on boarding experience	HR Operations	<ul style="list-style-type: none"> • Process reviewed and updated • Improvement in new starter survey results • Reduction in turnover for <1year service 	2018-2019
1.3 Develop and implement an improved salary system including progression framework and recognition of critical roles	People and Culture Projects	<ul style="list-style-type: none"> • Salary system developed and implemented • Critical roles reviewed annually in line with the corporate planning processes 	2019-2020
1.4 Develop and implement an improved performance and development system including recognition mechanism for high performers	People and Culture Projects	<ul style="list-style-type: none"> • Performance Development framework developed and implemented • Increase in the number of Performance Development plans completed per annum 	2019-2020
1.5 Improve employee access to flexible work arrangements	HR Operations	<ul style="list-style-type: none"> • Increase in number of staff accessing flexible work arrangements • Reduction in number of sick days taken annually 	2018-2019

1.6 Relocation of the City Administrative Centre to a new high performance building	Organisational Development	<ul style="list-style-type: none"> Relocation complete and workforce mobility and engagement improved Reduction in staff turnover Improved cross organisational collaboration and workplace culture 	2019-2020
1.7 Review and update position descriptions to ensure role clarity and capacity to meet future demands	People and Culture Projects	<ul style="list-style-type: none"> Percentage of position descriptions updated and evaluated 	2019-2020
1.8 Review use of contingent labour to address short term needs & provide job security for permanent staff	HR Operations	<ul style="list-style-type: none"> Reduction in expenditure on contingent labour Consistent reporting on EFT, costs and productivity efficiencies Synergies created through collaborate effort across service units on staff needs and utilisation 	2018-2019

Strategy 2: Invest in the capabilities of our people

Actions	Lead	Measures	Financial Year
2.1 Develop and implement a succession planning framework for critical (and emerging), roles and retirement planning	HR Operations	<ul style="list-style-type: none"> Succession planning framework developed and implemented Percentage of identified critical roles with formal plans in place >80% 	2019-2020 2020-2021
2.2 Develop and implement an improved performance and development framework including identification of career paths and access to development opportunities	People and Culture Projects and HR Operations	<ul style="list-style-type: none"> Performance Development framework developed and implemented Percentage of performance plans completed per annum >75% 	2019-2020 2020-2021
2.3 Develop and implement training to support the introduction of new and emerging technologies	Training & Learning	<ul style="list-style-type: none"> Training needs assessed and programs developed implemented 	2019-2020
2.4 Facilitate the introduction of mentoring arrangements	Organisational Development	<ul style="list-style-type: none"> Mentoring program(s) implemented across key diversity groups 	2018-2019
2.5 Invest in leadership development for both current and future leaders	Organisational Development	<ul style="list-style-type: none"> Continued participation in Blue Bus Edge and Blueprint programs Leadership capability framework developed and implemented 	2018-2019

Strategy 3: Facilitate a culture of Cooperation, Respect, Excellence & Wellbeing

Actions	Lead	Measures	Financial Year
3.1 Continued investment in activities to enhance our organisational culture and build courage, trust and pride	Organisational Development	<ul style="list-style-type: none"> All new starters participate in the Blue Bus program within six months of commencement Implementation of additional Blue Bus initiatives to support organisational redesign and relocation 	2018-2022 ongoing
3.2 Implement our Diversity Management Plans, (Aboriginal & EEO Employment Strategy, Reconciliation Action Plan, Disability Access & Inclusion Plan) through integrated actions	Organisational Development	<ul style="list-style-type: none"> Actions from plans reviewed and integrated to capture synergies before implementation Report outcomes through Corporate Planning cycles 	2018-2022
3.3 Design and implement a health and wellbeing strategy	WHS & Injury Management	<ul style="list-style-type: none"> Strategy developed Recommendations and actions endorsed for annual implementation Reduction in average sick leave per annum Reduction in injury rate per annum Explore training initiatives for emerging issues such as domestic violence and mental health wellbeing 	2018-2019 2019-2020 2019-2021 2018-2019
3.4 Continue to develop our safety culture	WHS & Injury Management	<ul style="list-style-type: none"> Develop opportunities for improved return to work processes and collaborative inclusion. Develop opportunities for WHS mobility and ease of user access. Establish dynamic WHS statistical reporting. Ensure our mandatory training requirements are continuously met 	2018-2019 2018-2021

Strategy 4: Plan for our future workforce needs

Actions	Lead	Measures	Financial Year
4.1 Align annual vocational/tertiary program recruitment to critical roles and retirement trends identified in this plan	Training & Learning	<ul style="list-style-type: none"> • Increase in participation of in accordance with programs • Maintain or improve current participant retention rates post training completion • Targeted placements aligned to critical roles 	2018-2022 ongoing
4.2 Review EFT requirements and critical roles annually as part of the corporate planning process	HR Operations	<ul style="list-style-type: none"> • Annual review conducted for alignment • Improved reporting in collaboration with corporate planning and analysis 	2018-2022 ongoing
4.3 Develop and implement transition to retirement arrangements to facilitate knowledge transfer	HR Operations	<ul style="list-style-type: none"> • Identify opportunities and options based on work place locations • Develop strategies with management and staff to empower employees • Process developed within priority service units as a pilot 	2018-2019 2018-2019 2019-2020
4.4 Review true vacancies regularly to offer opportunities and flexible options for critical emerging and development roles	HR Operations	<ul style="list-style-type: none"> • Undertake environmental scans on labour and workforce trends to keep abreast of changes • Review critical roles with relevant service units regularly in terms of vacancies and skill gaps • Explore external network opportunities for contract or shared resources for critical roles 	2018-2019 ongoing

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