



Workforce Plan

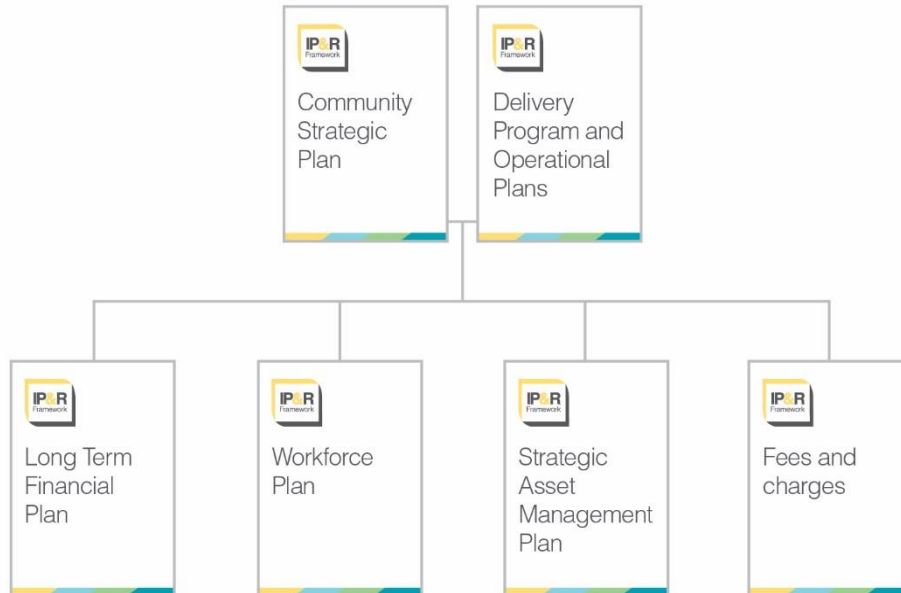
2018 to 2022: **Our place. Our plan.**



PORT STEPHENS
COUNCIL

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Integrated Plans and resourcing strategies



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The Workforce Plan of Port Stephens Council has been prepared in accordance with Section 403 of the Local Government Act 1993.

Acknowledgement

Port Stephens Council acknowledges the Worimi People as the traditional custodians of the land of Port Stephens. We also pay our respect to Aboriginal Elders past, present and future.

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Executive Summary

Port Stephens Council is dedicated to meeting the present and future needs of its community in a cost-effective, accountable and collaborative way. Our goal is to develop a high performing organisation that has a strong culture of 'working together doing the right things the best way'.

The arrival of the COVID-19 pandemic was unprecedented and everyone, including Port Stephens Council, has felt its effects.

While we were already committed to continuously improving our services, COVID-19 has taught us how to be even more resilient and adaptable. This approach is reflected in both the planning and execution of our Integrated Planning and Reporting (IPR) documents and all that we do at Port Stephens Council.

Despite the challenges presented by COVID-19, we are committed to delivering services valued by our community in the best possible way to ensure the wellbeing of our people and our place.

We are doing this by pursuing the philosophy within the Business Excellence Framework. Business Excellence is how we ensure that we continually measure and improve our organisational results to the community.

In partnership with Council's Long Term Financial Plan, and the Strategic Asset Management Plan, the Workforce Plan invests in our people by setting strategic objectives in four focus areas.

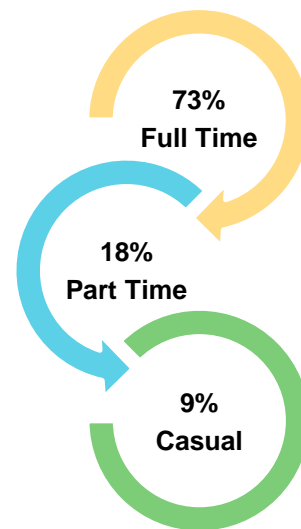
The Workforce Plan helps Council plan its human resource requirements for the four years of the Delivery Program and beyond, and plan what needs to occur to ensure the necessary staff resources are in place when they are needed. The right workforce is a critical element to delivering each of Council's plans, outlined in the IPR documents.



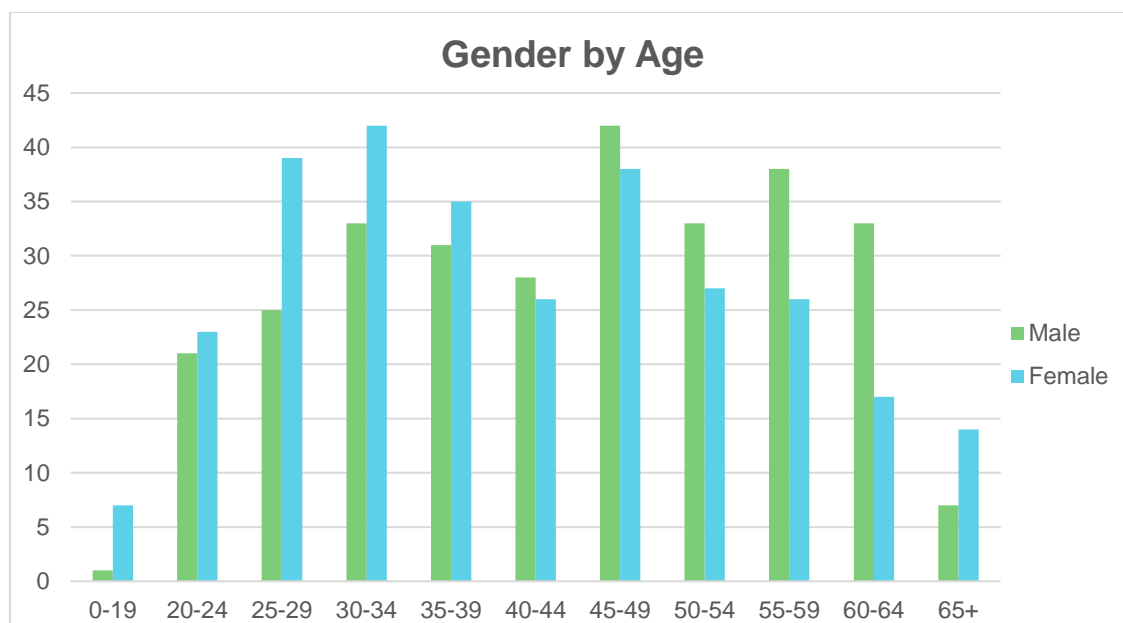
Snapshot of Current Workforce

The structure comprises of 546.31 full time equivalent (FTE) positions across three Groups and the General Manager's Office with a focus on ensuring we have the right people in the right places with the right skills doing the right jobs. In addition, we have 650 volunteers who complement our workforce.

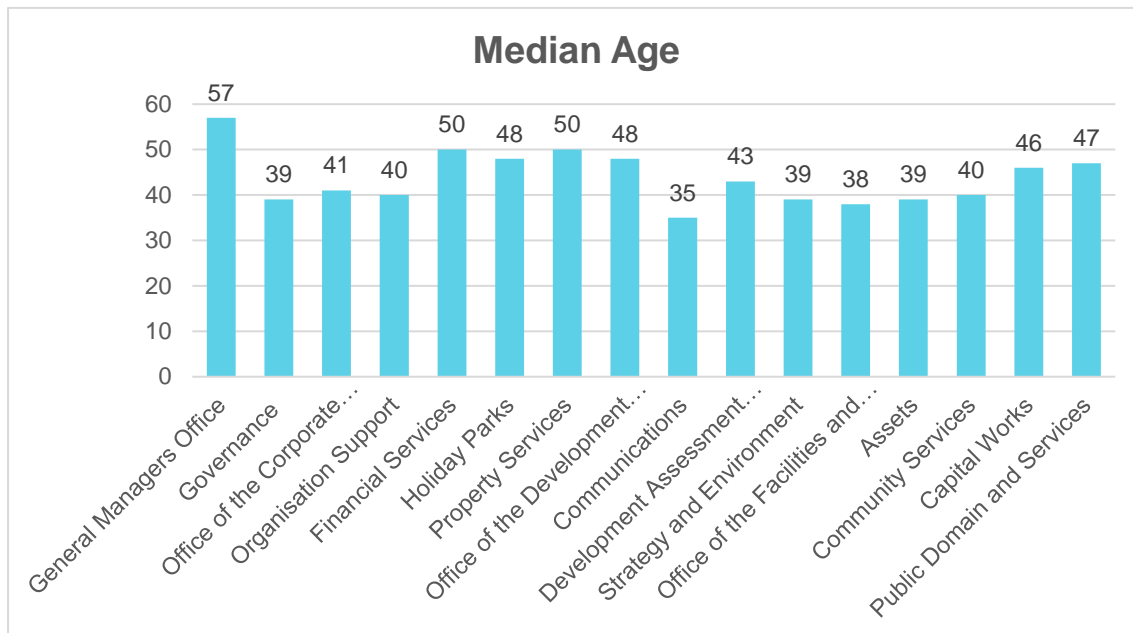
Port Stephens Council's age profile is similar to that of the average for local government, a feature of which is a low proportion of young employees under the age of 25 (less than 10%) compared with the proportion of older workers aged 60 and above (12%+).



36% of the workforce is aged between 35 and 49 and a further 23% of the workforce is aged between 50 and 59. The proportion of its workforce aged 25-34 is slightly higher than the local government average, generally showing a slight positive trend.



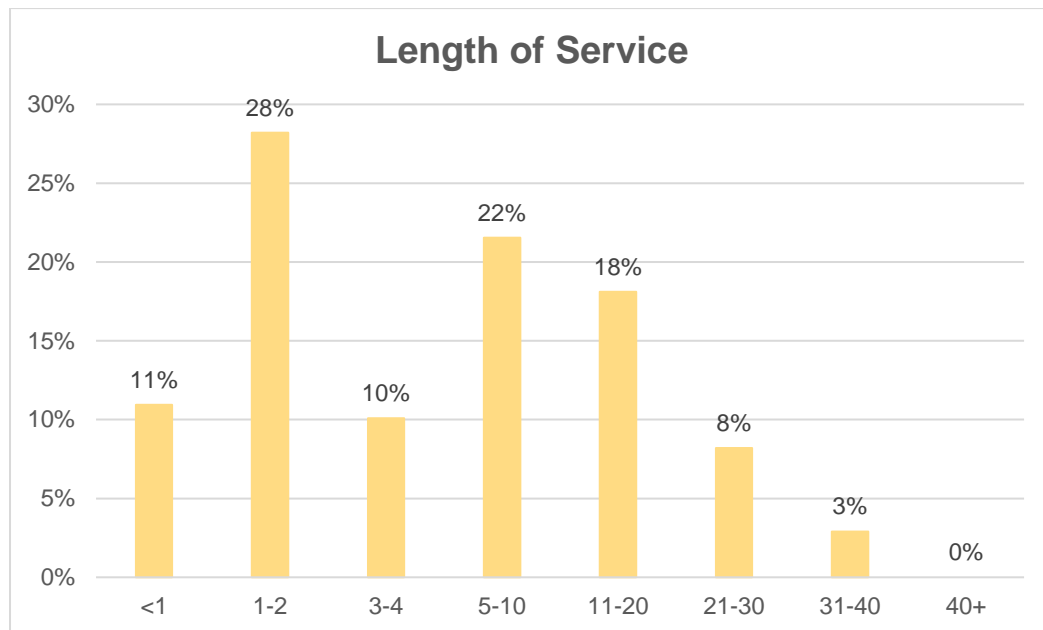
The current median age of employees at Port Stephens Council is 45 years old which is similar to the profile of the LGA.



Port Stephens has a reasonably balanced gender profile across the organisation, with 50% of its employees being women compared with the NSW average for Councils (40%).

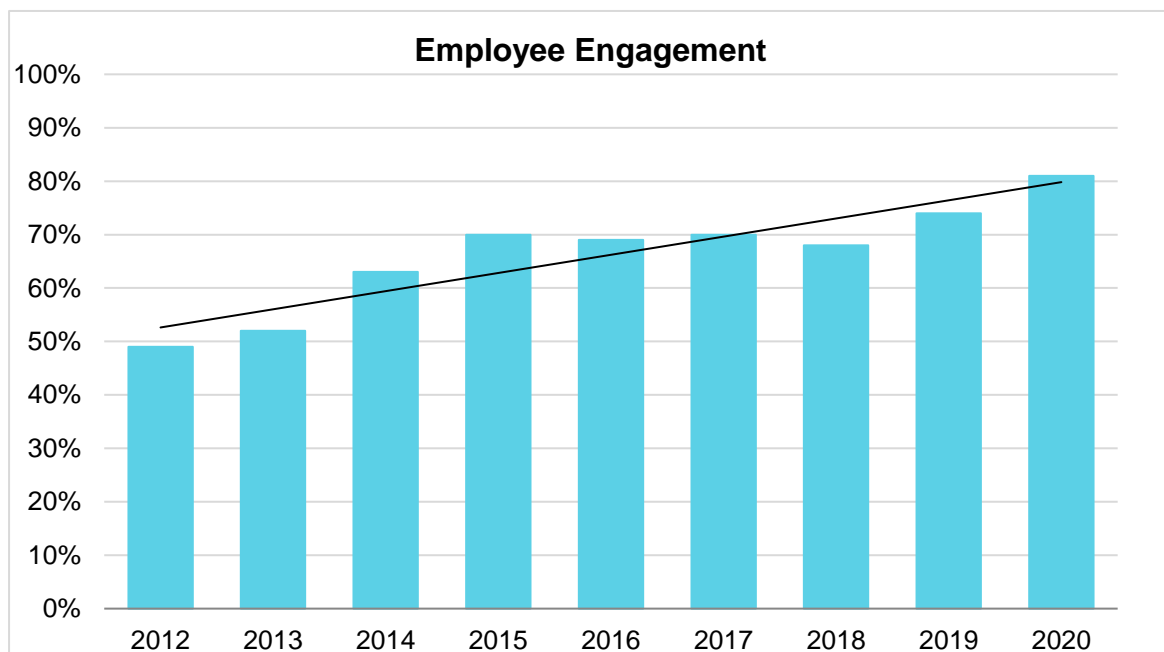


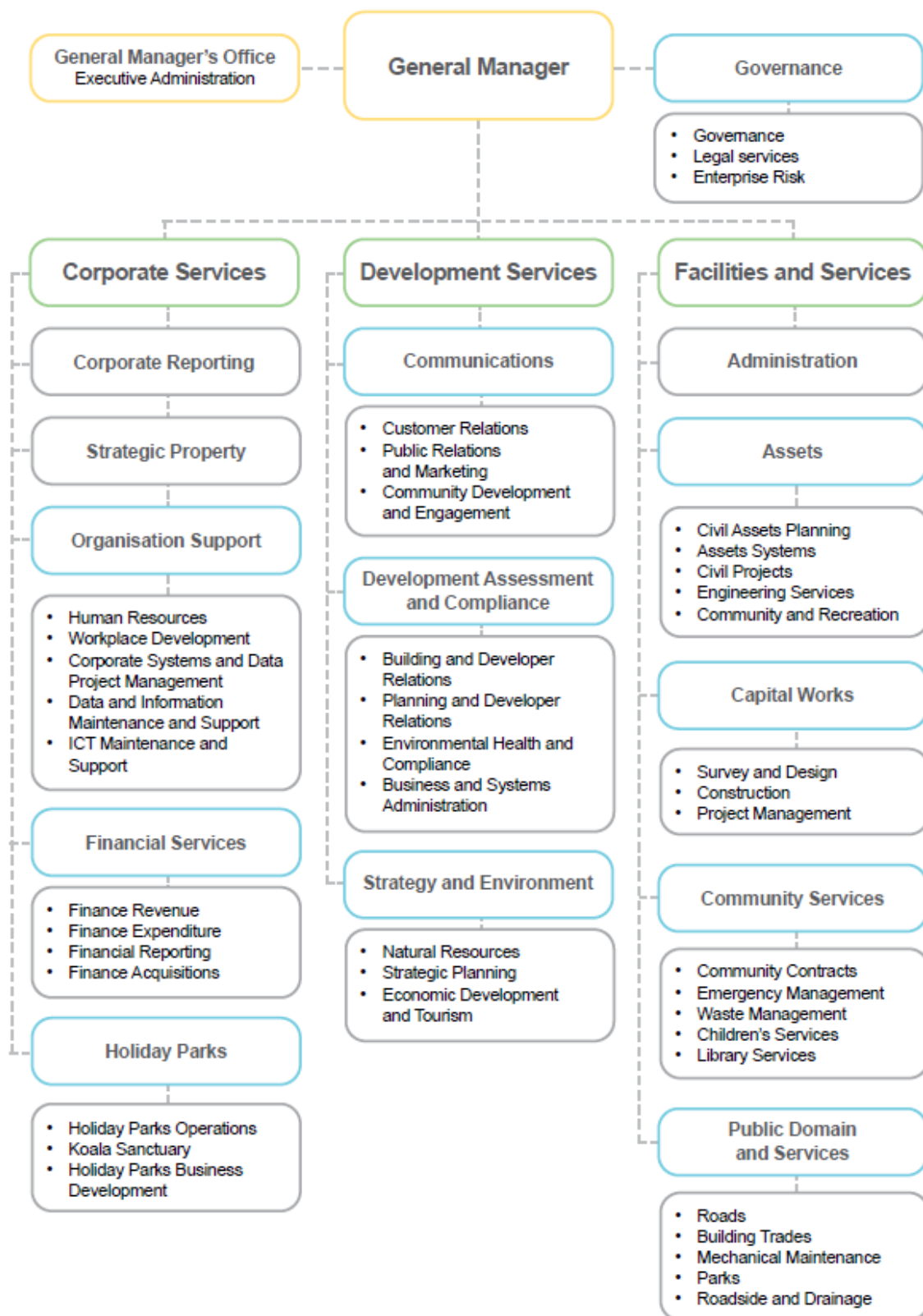
The average length of service with Port Stephens Council across all employees is 7.97 years.



Employee engagement is about an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

At Port Stephens Council we have been working to improve the engagement of our workforce for some time with great results which make us part of the upper quartile of highly engaged organisations in the Australian workforce.





Values

Leadership within Council is committed to aligning the operating culture of the organisation and strongly supports the PSC values and behaviours.

Organisational values are shared beliefs about what is desirable and worthy in our work life. The values are personally demonstrated by each of us in how we conduct ourselves every day.

	RESPECT Creating a unique, open and trusting environment in which each individual is valued and heard	Expected Behaviours <ul style="list-style-type: none"> • Being fair and courteous to each other. • Acknowledging individual contributions and differences. • Listening to our customers and keeping them involved. • Embracing the complexities of local government. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Making promises we know we can't keep. • Tolerating a blame culture. • Gossiping. • Disregarding the differing views of the community.
	INTEGRITY Being honest and inspiring trust by being consistent, matching behaviours to words and taking responsibility for our actions.	Expected Behaviours <ul style="list-style-type: none"> • Doing what we say we are going to do. • Leading by example and setting a positive direction. • Making the right choices, not just the easy ones. • Being present and actively listening. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Making excuses for not delivering what is expected of us. • Doing the bare minimum just to get by. • Allowing personal interest to affect our judgement. • Giving different messages to different people.
	TEAMWORK Working together as one Council, supporting each other to achieve better results for everyone.	Expected Behaviours <ul style="list-style-type: none"> • Tapping into the knowledge and experience of our people. • Helping each other and provide support to a workmate in need. • Communicating clearly and often. • Acknowledging and celebrate work well done. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Working in isolation or pursuing personal agendas. • Taking credit for the work of others. • Being negative about our workmates behind their back. • Acting in a way that impacts negatively on others.
	EXCELLENCE Improving the way we work, to meet the challenges of the future.	Expected Behaviours <ul style="list-style-type: none"> • Working according to the business excellence principles. • Basing all decisions on data and experience. • Seeking feedback to continuously improve what we do. • Encouraging ideas and suggestions and empowering people to develop new approaches. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Resisting change because 'we have always done it this way'. • Taking unnecessary risks when trying new things. • Avoiding responsibility for negative outcomes. • Using jargon over plain English.
	SAFETY Providing a safety focused workplace culture to ensure the wellbeing of staff, their families and the community	Expected Behaviours <ul style="list-style-type: none"> • Working safely at all times. • Taking responsibility for the safety of others as well as ourselves. • Speaking up and reporting unsafe acts. • Using our risk management system to create an even safer workplace. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Continuing with a job or task if we feel unsafe. • Using equipment that we aren't trained to use. • Taking short cuts because we are busy, or pressed to do so • Taking risks that compromise the safety and welfare of staff, volunteers, contractors and/or members of the public.

The values and behaviours reflect our organisation's operating norms. It is important that these values are embraced by all staff in our daily work and dealings with each other and our stakeholders. Building strong relationships at all levels is fundamental to 'how we do things around here'.

Strategic Objectives

The strategic objectives describe the foundational direction adopted by the organisation so that Port Stephens Council is well positioned to meet present and future Workforce needs.

Whilst the below objectives can be considered as focus areas, it is important to understand that they are inter-related and complementary.

Strategic Objective 1: **Recruit** – “Promote Port Stephens Council as a Best Employer to attract top talent”.

Strategic Objective 2: **Retain** – “Support our people to be healthy, resilient and engaged”.

Strategic Objective 3: **Develop** – “Empower our people to grow and develop through lifelong learning”.

Strategic Objective 4: **Inspire** – “Inspire a culture of excellence through continuous improvement and healthy relationships”.



1. Strategic Priority One – Recruit. “Promote Port Stephens Council as a Best Employer to attract top talent.”

1.1 Strategic Intent

Our goal is to attract and retain an agile, engaged and high performing workforce. To be a Best Employer where people are proud to serve our community.

1.2 Actions

- Improve our Recruitment functions through an end to end process review.
- Review our Employer Brand and pre-employment screening.
- Continue to provide professional HR advice on workforce capabilities and Human Resource Information System capacity.
- Promote the recruitment of apprentices, cadets, trainees and scholarships.



2. Strategic Priority Two – Retain. “Support our people to be healthy, resilient and engaged.”

2.1 Strategic Intent

Port Stephens Council is committed to supporting our people to maintain their wellbeing through innovative programs and support services. Engaging staff every day is part of our culture based on our Values. Our performance management processes and career development services are best practice.

2.2 Actions

- Review Fit for Work process.
- Increase Career Development and Mentoring services.
- Promote and implement well-being programs.
- Promote psychological safety initiatives.
- Enhance the workforce and succession planning processes to ensure that gaps are identified and future needs are met.
- Negotiate the Enterprise Agreement during 2021.



3. Strategic Priority Three – Develop. “Empower our people to grow and develop through lifelong learning.”

3.1 Strategic Intent

Our strategic intent is to engage with our staff to commit to lifelong learning, through our supportive coaching leadership philosophy. We encourage our staff to participate in ongoing learning and development initiatives and innovative projects, through the Individual Work and Development Plans process.

3.2 Actions

- Grow leaders through innovative leadership programs.
- Promote and deliver programs which improve culture, self-mastery and relationships.
- Design bespoke Learning and Development programs to meet specific business needs and promote embedding this learning in the workplace.
- Provide the opportunities for staff to engage in continuous learning and skill development.



4. Strategic Priority Four – Inspire. “Inspire a culture of excellence through continuous improvement and healthy relationships.”

4.1 Strategic Intent

We embrace our business excellence culture and train all staff in the processes to achieve this journey. Our staff are engaged and this is measured through our Employee Engagement Surveys.

4.2 Actions

- Continue to evolve Business Excellence programs, including Service Reviews.
- Conduct and promote the employee engagement surveys to measure against the Best Employer principles.
- Promote Equity, Diversity and Inclusion initiatives, which ensures staff are welcomed and valued as part of PSC.



Port Stephens Council's Supporting Documents

- Apprentice, Trainee and Cadet Strategy
- Port Stephens Council Business Operating System
- Corporate Systems and Data Management Strategy
- Individual Work and Development Plans Guide
- Integrated Risk Management Framework
- Learning and Development Guide
- Long Term Financial Plan
- Delivery Program and Operational Plans
- Knowledge Exchange Guide
- Port Stephens Council Enterprise Agreement 2018
- Strategic Asset Management Plan
- Organisation Structure 2021









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