

BLUEPRINT 100

Workforce Management Plan

2023 - 2025

PART TWO



OUR WORKFORCE MANAGEMENT PLAN

At Tamworth Regional Council we use workforce planning to ensure our vision and goals are achieved through our people and their commitment to our community.

Council aims to build an agile and engaged workforce who are equipped to achieve our commitments to the community now and into the future.

Our workforce plan helps us to understand the current workforce, highlight potential skills shortages, associated risks and to identify any new skills required. It allows Council to prepare for future needs and address emerging challenges early, including the reality of an aging workforce.

OUR WORKFORCE PROFILE

Tamworth Regional Council has a large workforce which encompasses a broad range of disciplines across the organisation. Our employees work across community and external facing services including planning, construction, waste facilities, sport and recreation through to entertainment, libraries, art, museums and delivery of the Country Music Festival. Our Council is also supported by internal services such as legal, finance, IT, customer service, communications and People and Culture.

Only 5 percent of staff are employed on a casual, temporary or fixed term basis. 2% are currently participating in tertiary/vocational education programs.

Our employee base is supplemented by contract employees or external labour hire which fluctuates with operational short-term demand. This approach allows flexibility to meet periods of peak demand while protecting ongoing job security for our employees.

Our workforce comprises of 614 employees with 93% being permanent staff (full or part time).

Over reliance on this type of labour can present challenges and on-going viability and utilisation is reviewed regularly.

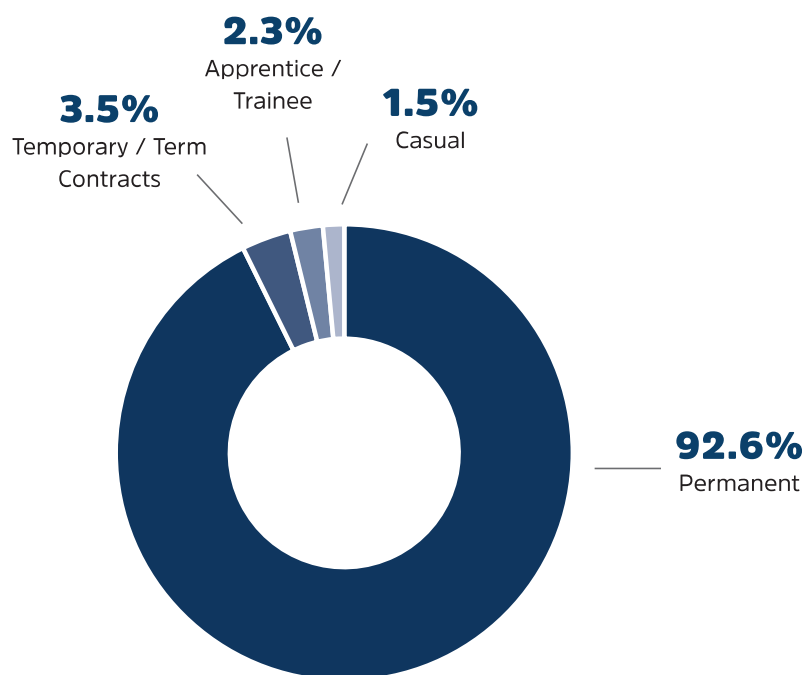


Figure 1 – Workforce Breakdown
(at 1 Jan 2022)

AGE

Just over 27% of our workforce are approaching retirement age (55 years and over) and this has increased by over 3% in the last four years. It is anticipated that this will continue to grow and with it,

the number of employees planning for retirement and exiting the organisation. This will become a significant challenge to particular parts of the workforce and highlights the need for stronger emphasis on succession planning and career development.

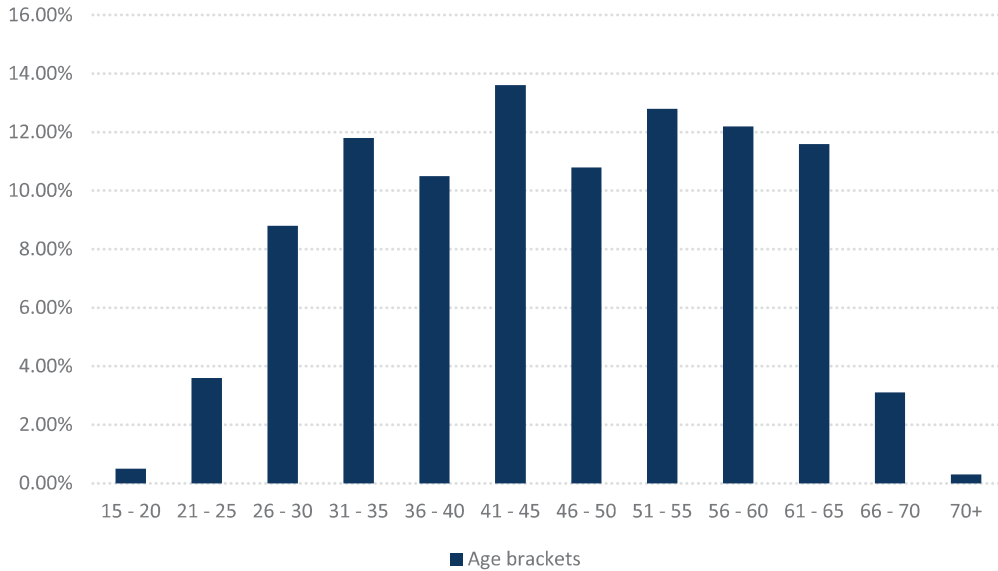


Figure 2 – Age Profile
(at 1 Jan 2022)

GENDER

Council is an Equal Opportunity Employer and recognises the benefits that a diverse workforce brings. Our total workforce comprises 35.7% female and 64.2% male. The Regional Services and Water & Waste Directorates have a high proportion of

male employees, particularly in outdoor occupations. Predominantly female employees are largely seen in indoor occupations. The number of female employees in senior leadership positions has increased over the last 12 months.

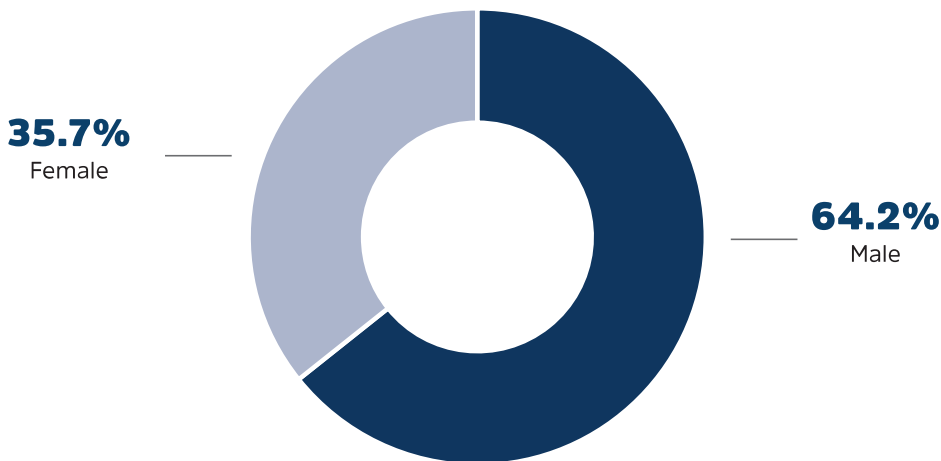


Figure 3 – Diversity Breakdown
(at 1 Jan 2022)

TENURE AND TURNOVER

Turnover at Council has increased significantly in the last two years since the COVID-19 pandemic. Staff turnover rate in 2016 was 6.4% compared with 15.72% in 2021.

15% of our employees have up to 20 or more years of service at Council, 40% have 5 years or less with Council and in the last 12 months Council has welcomed 70 new employees, meaning over 10% of the organisation are new to their roles with Council.

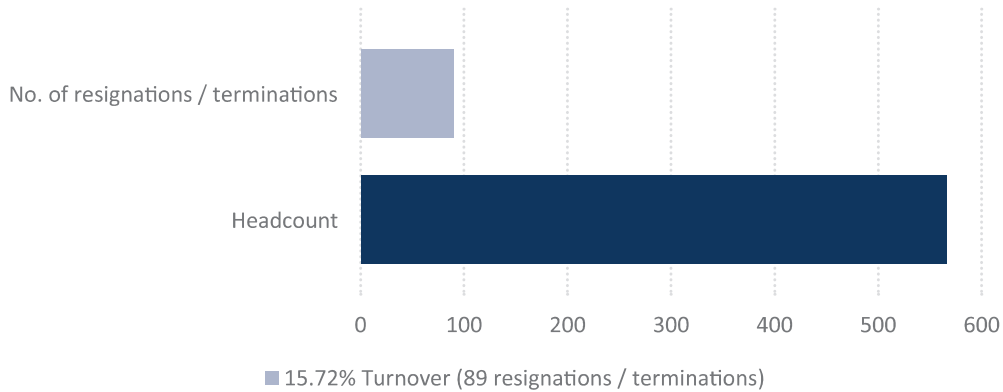


Figure 4 – Turnover as a Percentage of Headcount (2021)

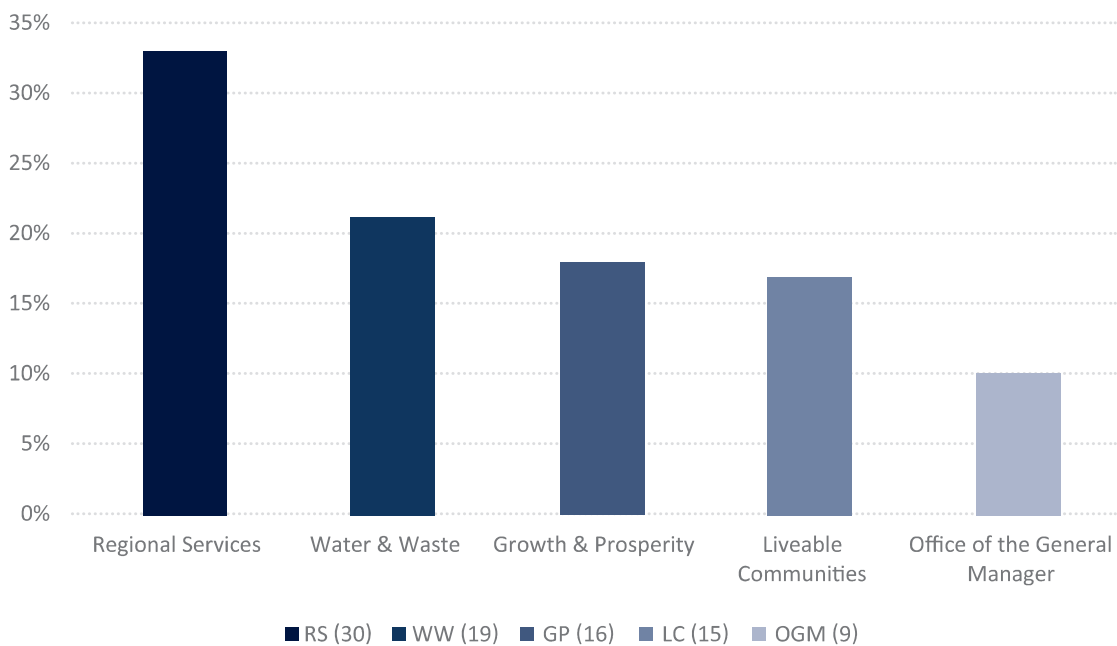


Figure 5 – Resignations/Terminations by Directorate (2021)

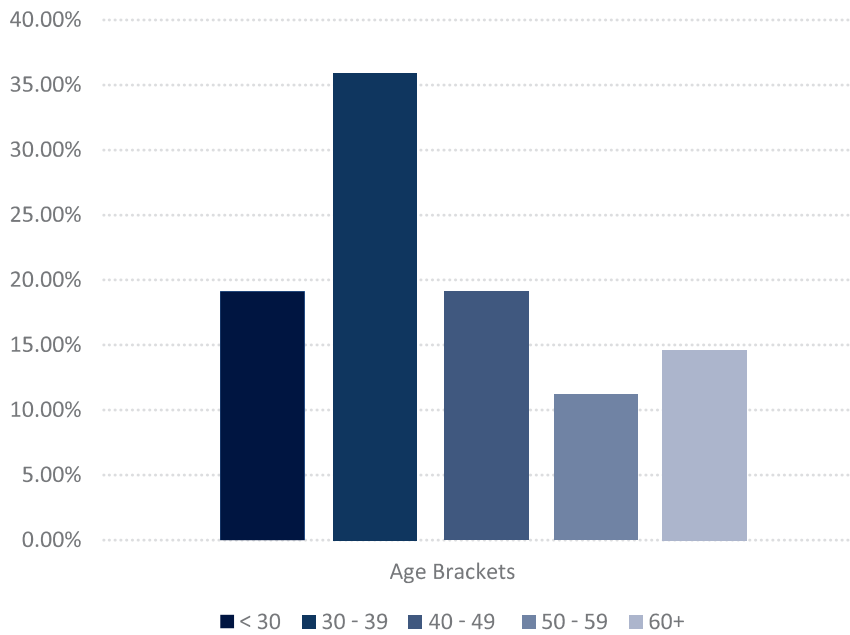


Figure 6 – Resignations/Terminations by Age (2021)

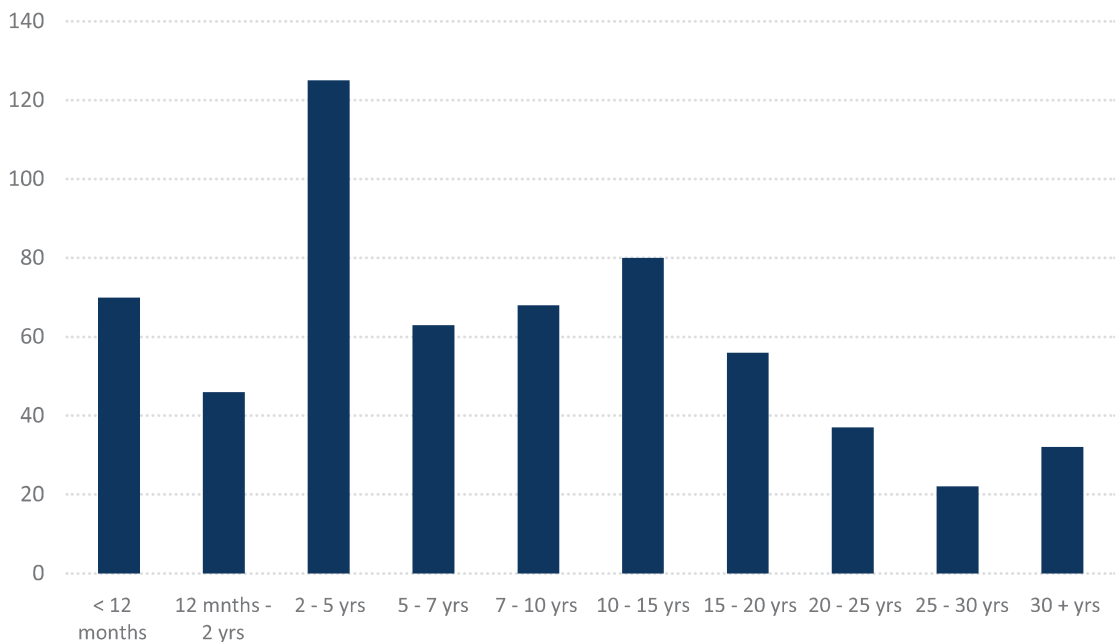


Figure 7 – Years of Service
(at 1 Jan 2022)

COVID-19

Similar to many other organisations COVID-19 has had a significant impact on our workforce. We have worked with our people to adapt to the changing environment including implementing a Covid Safe Workplace Policy. The pandemic has changed the way we work and there is an expectation of increased flexibility in the workplace. Working from home, condensed hours and 9 day fortnights are trending in the increasing number of Flexible Work Arrangement requests.

Our Future

Tamworth Regional Council is committed to building a future-ready workforce which is agile and able to pivot in line with the priorities of Blueprint 100 and the expectations of our community. We are committed to our people, from attracting, retaining and engaging employees, through to developing their skills using career pathways and increased opportunities. A strong focus on leadership development will be the foundation of enhancing our culture of respect, excellence and wellbeing.

One element of building and maintaining an agile workforce is to ensure we continue to focus on the health and wellbeing of our people. This encompasses both physical and psychological wellbeing. As part of our wellbeing strategy, we continue to research and promote best practice tools and supports. This includes pro-active programs, engaging health and wellbeing experts to educate and promote a healthy workplace. We will continue to work with our employees to promote and implement a philosophy of recovery at work.

We will champion a continuous improvement philosophy to ensure our operations are ethical, efficient and based on evidence and best practice. Council is committed to delivering its goals as part of Blueprint 100 and recognises the need for a sustainable workforce to ensure we can continue the delivery of services to our community.

Council's Workforce Plan's overarching priority is to build an agile and future-ready workforce. This is underpinned by five key strategies and subsequent action items.

1. OUR PEOPLE Attract and retain a high performing and engaged workforce	2. OUR DEVELOPMENT Create opportunities for learning and the development of our people	3. OUR CULTURE Facilitate a culture of innovation, respect, excellence and wellbeing	4. OUR OPERATIONS Promote ethical operations, efficient processes and systems of work	5. OUR FUTURE Plan for our future workforce
1.1 Develop and implement a Talent Acquisition Strategy including a Employee Value Proposition	2.1 Develop and implement a learning and development framework to support current and future skill requirements	3.1 Develop a framework to enhance our organisational culture	4.1 Develop and implement agreed service levels	5.1 Develop a Strategic Workforce Plan in consultation with leaders and employees to ensure our workforce is sustainable
1.2 Refine recruitment processes to create positive experience for candidates	2.2 Develop and implement a succession planning framework for critical, emerging roles and retirement planning	3.2 Document and implement a Diversity Management Plan	4.2 Ensuring operations are aligning with regulatory and compliance requirements	5.2 Identify critical roles and retirement trends to forecast future needs that align with achieving Blueprint 100 strategies
1.3 Set up new employees ready for success with an informative induction and onboarding experience	2.3 Invest in a leadership development program as a foundation for leaders at all levels	3.3 Design and implement a health and Wellbeing Strategy	4.3 Embed continuous improvement to ensure efficiency in processes and systems of work	5.3 Align learning and development, vocational and tertiary recruitment programs to future needs
1.4 Develop and implement a holistic performance and development program which is aligned to Council strategic objectives	2.4 Facilitate the introduction of coaching and mentoring programs	3.4 Introduce and develop a culture of integrated risk management across all functions and levels of the organisation		5.4 Formally develop and implement transition to retirement arrangements to facilitate knowledge transfer
1.5 Review and promote flexible work arrangements		3.5 Improve and expand the positive beliefs, values, attitudes and perceptions relating to workplace health and safety		5.5 Review job design of Council roles to meet market demand
1.6 Review use of contingent labour (contractors, contracts, labour hire)				
1.7 Develop and implement an improved salary system				