



Summary

Workforce Management Plan

2013-2017

The Newcastle 2030 Community Strategic Plan

The Newcastle 2030 Community Strategic Plan was endorsed by Council on 15 March 2011. The document is a shared vision for the city and is the foundation for all of Council's work. It includes seven strategic directions for Council's services, forward works programs and budgets. These are:

- **A connected city**
- **A protected and enhanced environment**
- **Vibrant and activated public places**
- **A caring and inclusive community**
- **A liveable and distinctive built environment**
- **A smart and innovative city**
- **Open and collaborative leadership**

The aim of the Workforce Management Plan is to ensure Council's workforce meets the Newcastle 2030 Community Strategic Plan objectives.

The 2013-2017 Workforce Management Plan focuses on the next four years. However, workforce planning is a continuous process to match workforce requirements with organisational objectives. It also analyses and forecasts the human resource implications of undertaking operational or strategic activities.

In developing this Plan both internal and external factors that may affect our ability to meet our current and future workforce needs have been considered.

These include the ageing population, skills shortages, Council's culture and its financial position.



Challenges and strategies

The challenges faced by The City of Newcastle are similar to those identified in the NSW Public Sector Workforce Strategy 2008-2012.

These are:

- An ageing population;
- A shift in employment patterns from full-time to casual and part-time work;
- The ability to attract and retain younger workers and workers from under-employed sections of the population including women, people with a disability and indigenous people;
- The ability to provide employment for people in regional and remote locations;
- Leadership and capability development for upcoming managers; and
- Developing a workforce that reflects the community it serves.

The core principle of the NSW Public Sector Workforce Strategy 2008-2012 is the right people in the right jobs, with the right capabilities, skills and attitudes.

These issues are relevant to The City of Newcastle, which is a regional council with an ageing population. There is a critical need to attract a more diverse workforce and to ensure the ongoing development of current and upcoming managers. The development of all employees is a focus for this Plan to ensure employees receive adequate training, support and development to undertake their work.

In addition to the challenges identified, Council's financial position as at 30 June 2012 was a net operating deficit of \$22,962. To address this issue Council is implementing a number of strategies to achieve long term financial sustainability.

These strategies will impact employee numbers, the services delivered to the community and the mix of professions and skills in our workforce over the next four years. This Plan will be reviewed when implementation of the strategies is complete.

In 2012, Council undertook a cultural survey to gauge the culture of the organisation and the impact it is having on employee engagement and performance. More than 70 percent of the organisation participated in the survey and the results highlighted that Council's culture is impacting on performance.

Key strategies in the Workforce Management Plan are:

- **Attracting and retaining talent**
Having people with the right skills, knowledge and behaviours to ensure delivery of Council's strategic and operational programs;
- **Investing in the capabilities of our people**
Developing the required capabilities of our people to ensure they can contribute at a high level of performance;
- **Planning for our future workforce needs**
Implementing workforce planning processes that identify future workforce needs and put strategies in place to address them; and
- **Facilitating a culture of cooperation, respect, excellence and wellbeing**
Building a workplace culture that ensures that all employees act in accordance with Council's values at all times.



The Equal Employment Opportunity Management Plan 2013-2017 and the Aboriginal Employment Strategy 2013-2017 support the Workforce Management Plan

