

ORGANISATIONAL LEADERSHIP STRATEGIC PLAN

1. OVERVIEW

The Wentworth Shire Council is committed to ensuring that it invests appropriate time and resources into retaining and attracting quality staff. This plan aims to build the capacity of its current workforce and look at ways to make Wentworth Shire Council an employer of choice. This plan is important due to an aging workforce and increasing difficulty in attracting quality and qualified staff due to its rural location and general skill shortages in Australia.

1.1 Strategic Plan Summary

The strategic plan aims to provide a framework to develop staff skills and put in place measures and actions to ensure that the Council has in place opportunities to develop existing staff and attract professional and competent staff.

The most significant issues to be addressed are to:

- Identify the key positions, teams and roles within the organisation for succession planning.
- Develop three key strategies for each position:
 - Immediate Strategy – what needs to happen if an employee leaves the organisation with little or no notice
 - Short Term Strategy – if a staff member is away for a period of up to 2-6 months leave. (It is an assumption that if a staff member is away for a period greater than 6 months, but less than 12 that the position be filled temporarily)
 - Succession Strategy – potential for staff to comfortably move into position with confidence and ability
- Develop strategies for a corporate focus on succession planning.
- Develop strategies to attract staff to Council.

Key recommendation is:

- That Council adopt this plan.

1.2 Status of Plan

Basic information about the strategy is contained in the table.

Plan effective from this date:	July 2009
Plan covers this period:	2009 – 2013
Plan approved by:	General Manager
Plan adopted by Council:	June 2009
Person accountable for this	Manager Human Resources
1 st person to contact about this	Manager Human Resources
Stakeholders to consult with	GM, Directors, Managers, staff, Council
Performance will be reported	Management Plan
This strategy was last reviewed	Not applicable
This strategy must be reviewed at	Annually before consideration of Management Plan

This Plan is a support document to the Human Resources Strategic Plan and guides Council's direction and policy making in the area of succession planning.

2. WHERE WE HAVE BEEN

Staff are principally located in the town of Wentworth. Other key population centres in the Shire are Gol Gol, Dareton and Buronga. Over recent years the composition of the workforce has changed with increasing numbers of both indoor and outdoor staff to meet legislative

requirements and increased work commitments to be able to meet community needs and the diversification of services.

It is becoming increasingly difficult to attract qualified staff and retain them for long periods.

2.1 KEY ISSUES

<p><i>The strengths are:</i></p> <ul style="list-style-type: none"> • Competent and willing staff • Lifestyle • Practical management approach 	<p><i>The opportunities are:</i></p> <ul style="list-style-type: none"> • Closeness to Mildura Rural City Council (51,263 population) • Trainings sessions developed regionally • Lifestyle
<p><i>The weaknesses are:</i></p> <ul style="list-style-type: none"> • Travel to major facilities • Isolation (distance from all NSW Local Government Shires) • Limited numbers applying for vacant positions 	<p><i>The threats are:</i></p> <ul style="list-style-type: none"> • Reduced services to cater for professional staff • Loss of economies of scale to cover different locations in the Shire • Increasing demands for services and reliance on external funding • Local Government Structural Reform • Water issues

2.2 Stakeholder Analysis

The people and organisations most impacted by or who should be consulted about or have an influence on this strategy are the General Manager, Directors, Managers and staff.

2.3 Key Planning Assumptions

The Succession strategy in the Key Activities table 3.1 is irrespective of whether the replacement comes from within the organisation or external.

2.4 Market Analysis

Wentworth Shire Council has approximately 100 staff and is one of 152 councils in New South Wales, and one of approximately 600 councils in Australia. The majority of staff are employed locally but rely on professionals externally to fill senior positions, usually on a contract basis.

Up until the early nineties many of the professional streams, such as accounting, engineering, planning and health, were employed by staff who had studied specific courses. These courses were deregulated during the nineties and left the local government industry with difficulty in attracting qualified staff. Poor responses to the challenges posed by the industry in the last decade have left councils with a smaller pool of professionals to draw from and consequently continue to face increasing pressures on salaries and recruitment costs.

2.5 Shifts in Resource Allocation

WHAT WE WILL DO MORE OF:	WHAT WE WILL DO LESS OF:	WHAT WE WILL CEASE TO DO:
<ul style="list-style-type: none"> • Focus on risk management issues 	<ul style="list-style-type: none"> • Not communicate policies, procedures & standards required to staff effectively 	<ul style="list-style-type: none"> • Not document staff issues
<ul style="list-style-type: none"> • Focus on quality systems 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Not identify staff resource

		requirements in project development
<ul style="list-style-type: none"> Review of personnel practices within council with a view to the identification of any discriminatory practices 	•	•
<ul style="list-style-type: none"> Focus on staff education and communication 	•	•
<ul style="list-style-type: none"> Adopt a more proactive approach to staff issues 	•	•

3. WHERE WE WANT TO BE (THE PLAN)

The key activities that are proposed over the planning period are listed below. The table details the person or group accountable for the action, the year in which the action will take place and the indicators that will be used to assess how well we have or are performing.

3.1 Key Activities

OBJECTIVES AND ACTIONS	WHO	WHEN	PERFORMANCE
<p>Greater focus on career training for staff</p> <p>Incorporate career pathways training for staff in annual training plan</p> <p>Complete specific succession plans for each Department with a focus on skill shortage professions.</p>	Manex / MHR All Departments	Annually 09/10	Training Plan completed each year Succession plan developed for all Departments
<p>Greater opportunities for young people to learn about Council and become involved</p> <p>Traineeship / apprenticeship positions</p> <p>Work experience positions</p> <p>Work with local schools to educate students about opportunities and pathways in local government</p>	Manex / MHR MHR	Annually Annually Annually	Review positions 3 per year Discuss opportunities with career coordinators
<p>Increase probability of staff being replaced internally</p> <p>Identify staff who have an interest and ability to step into key positions and develop a mentoring program to assist these staff</p> <p>Develop programs with the Leadership Group to help build on and improve skills of senior staff</p>	Manex / MHR GM/ MHR	10/11 Annually	Mentoring program developed 5 meetings
<p>Attractiveness of positions</p> <p>Consider incentives or motivators to make working at WSC more attractive to help retain and attract skilled workers</p>	Manex / MHR / SCC	Annually	Strategies developed

4. HOW WILL THE PLAN BE FUNDED

This part of the strategy details how we intend to fund the objectives and actions identified in the Plan.

The Organisational Leadership Program links up to the Human Resources Strategic Plan, which financing is included within the Management Plan and as recurrent expenditure.

5. REVIEW

This strategy will be reviewed at least annually in conjunction with the Human Resources Strategic Plan.

6. LINKS TO THIS STRATEGY

The objectives and actions of this strategy will be incorporated into the Council Management Plan. This strategy must always be considered in conjunction with Wentworth Shire Council's policies, procedures and statutory and legislative requirements.

Other important documents are:

- Management Plan
- Human Resources Strategic Plan
- EEO Management Plan
- Training Plan
- Human Resources Manual
- Organisation Chart
- Local Government Act 1993