WORKFORCE MANAGEMENT STRATEGY 2021-2031

Adopted June 2018. Revised April 2021.

Ku·ring·gai Council

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Simplified Chinese

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Traditional Chinese

需要幫助嗎？

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Korean

도움이 필요하십니까?

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Persian

آیا به کمک نیاز دارید؟

این مدرک حاوی اطلاعات مهمی است. اگر آنها را نمی فهمید، خواهش می کنیم به خدمات ترجمه نوشتاری و گفتاری (Translating and Interpreting Service) به شماره ۱۳۱ ۴۵۰ تلفن کنید و از آن سرویس بخواهید از جانب شما با شهرداری کورینگای (Ku-ring-gai Council) در ساعات کاری، دوشنبه تا جمعه از ساعت ۸:۳۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با شماره تلفن ۰۲ ۹۴۲۴ ۰۰۰۰ تماس بگیرند.

Japanese

ご質問がありますか？

当文書には重要な情報が記載されています。もし何か不明な点があれば、月曜から金曜の午前8：30から午後5：00までの受付時間内に、まず131 450の通訳翻訳サービスにお電話いただき、通訳を介してKu-ring-gai Councilのサービス担当（電話：02 9424 0000）までお問合せください。

These languages were chosen as they are the most widely spoken by Ku-ring-gai residents indicated by ABS Census data 2011 and 2016.

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Bobbin Head wildflower
Cover photographer: WonYun Lee

Contents

Introduction

Ku-ring-gai Council's revised Workforce Management Strategy outlines our commitment to ensuring Council has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and ultimately the community.

The Workforce Management Strategy together with the Asset Management Strategy and Long Term Financial Plan, provide the resources necessary to achieve Council's Delivery Program and Operational Plan that support our Community Strategic Plan. It aligns with and supports our key planning and strategy documents to ensure that we have a capable, skilled, engaged and sustainable workforce in order to deliver on our commitments.

This strategy meets the Office of Local Government's Integrated Planning and Reporting (IP&R) requirements where assets, finances and the workforce are planned in an integrated framework. It identifies high level issues and themes and provides a strategic framework to guide our people management strategies over the next 10 years.

It is anticipated that the local government industry and our workforce will experience moderate changes during the period and as such the Workforce Management Strategy 2021-2031 will be reviewed extensively in line with the annual IR&P annual cycle.

Workforce planning and development

Standards Australia defines Workforce Planning as a management technique which is used to effectively manage workforce demand and supply.

It is the process used to align the needs of a business with those of its workforce by identifying current and future staffing needs.

Workforce Planning focuses on retaining existing staff as well as attracting new employees to ensure an organisation has the right number of people, with the right skills in the right jobs at the right time.

The Workforce Management Strategy details Councils strategic approach to workforce development, whilst the outcomes of our workforce planning are detailed in the Long Term Financial Plan.

Organisational Context

The External Environment

NSW Labour Market & Economy

In January 2021, the unemployment rate for New South Wales was 5.3% (up from 4.6% from 2020), with the Greater Sydney (North Sydney to Hornsby) region having an unemployment rate of 5.7%. The annual employment growth for this area was 1.0% compared to NSW at -0.7%. Employment participation was sitting at 71.0% compared to the State at 64.9%.

Ku-ring-gai Local Government Area

Between 2011 and 2016, Ku-ring-gai Council area's population increased by 7,868 people (6.4%) to 122,472. This represents an average annual change of 1.4% per year over the period (ABS 2016).

The official population estimate of the Ku-ring-gai Council area as of 30 June 2019 is 127,153. Since the previous year, the population has grown by 0.94% (profile.id).

Ku-ring-gai has a vibrant and increasingly diverse population spanning all generations. It is a popular area for families with school aged children attracted to the area for its open spaces, range of sporting facilities, access to schools and health services and close proximity to major employment areas.

Our residents are generally employed as professionals in the health, social assistance, education and finance sectors.

About 40 per cent of residents were born overseas, mainly in the United Kingdom, South Africa, Hong Kong, New Zealand, China or South Korea. Aside from English, the most commonly spoken languages at home are Cantonese, Mandarin and Korean.

We face many challenges in catering for our population growth and meeting the ever changing needs of our diverse community.

NSW Local Government Sector

Approximately 45,000 FTE (full time equivalent) staff work in local government in NSW. NSW councils are diverse in geographical size, population and cultural mix, rates of growth and functions performed. Many are significant local employers, offering jobs in a wide range of occupations. Yet most councils face similar workforce challenges as they compete for labour drawn from within and outside their local areas.

Within the local government industry there continues to be strong competition for key professional appointments such as Building Surveyors, Town Planners, Engineers and Early Childhood Teachers.

Research undertaken by NSW Local Government in 2015 indicates that the greatest future workforce challenges facing NSW Councils are as follows:

1. Ageing workforce
2. Uncertainty surrounding local government reform
3. Skill shortages across a number of professional areas
4. Limitations in leadership capability
5. Gender imbalance in senior roles
6. Lack of skills and experience in workforce planning
7. Lack of workforce trend data
8. Difficulty in recruiting staff
9. Resistance to more flexible work practices
10. Lack of cultural diversity

(NSW Local Government Workforce Strategy 2016-2020)

There are two recent key strategic documents that have been designed to support the Local Government workforce at a State and National level. A brief overview of each is provided below.

National Local Government Workforce Strategy 2013-2020

The National Local Government Workforce Strategy 2013-2020 is designed to futureproof the challenges faced by local government, and to move the sector towards a more sustainable workforce through retention, attraction and development at a time when Australia is confronted by decreasing supply and an increasing demand for skilled workers.

It recognises that local governments are often significant local employers and require a diverse workforce that encompasses a wide range of occupations. Without effective local governments, local economies and communities struggle to operate, especially in regional Australia. In addition, as the functions of local government increase and expand, workforce capacity, capability and innovation become even more critical.

The following 8 key themes identified within this strategy are designed to provide a consistent national methodology for workforce development in order to encourage a strategic approach to meeting current and emerging challenges.

1. **Improving Workforce Planning and Development** - The first strategy explores workforce demands and skill shortages, and identifies the extent to which planning for these exists in councils, and what barriers exist. Data gathered through the Australian Local Government Workforce and Employment Census informs where demands and shortages lie, as does information from the Environmental Scans of the various Industry Skills Councils. The identification of demands and skills shortages is an essential first step in developing an informed and appropriate workforce.

2. **Promoting Local Government as a Place-Based Employer of Choice** – Local government is uniquely placed as a local employer with national reach to position its employment offerings to retain and attract workers. This is explored in the second strategy. The focus is on place-based Employment Value Propositions (EVPs) and removing barriers to workforce mobility.

3. **Retaining and Attracting a Diverse Workforce** - The third strategy is about workplace diversity and equity. A flexible and multi-skilled workforce is informed by the multifaceted community which it serves. The diversity of the workforce encapsulates the tapping of underemployed talent, the reengagement of former employees, a focus on women in leadership, increasing the participation of Indigenous Australians and those from a culturally and linguistically diverse (CALD) background, and the recruitment of skilled migrants.

4. **Creating a Contemporary Workplace** - Flexibility and sustainability are the key issues of the fourth strategy. By being responsive to the needs and desires of the current and potential workforce, local government is better equipped to combat skill shortages and better retain and attract workers. New ways of working flexibly and sustainably can include job sharing, flexible working hours, compressed working weeks, part-time work, and working from home.

5. **Investing in Skills** - Combating skill shortages and ensuring the sector has the skills it requires to deal with current and future service needs is the focus of the fifth strategy. There are opportunities to increase skills by taking advantage of government training programs, and by using good people management to create and increase skills.

6. **Improving Productivity and Leveraging Technology** - Embracing and investing in technology to increase workplace productivity are the key themes of strategy six. Broadband rollout and the potential benefits it provides is a critical contributor to the National Productivity Agenda, along with other investments in technology to allow the sector to be more productive.

7. **Maximising Management and Leadership** - Strategy seven is focused on enabling staff to realise their potential through effective leadership and good people management. Retention is about cultivating staff to perform at their best through the maximisation of leadership and by building capacity for good management.

8. **Implementation and Collaboration** - The final strategy is about implementation and integration so that all of the strategies and their actions can be properly aligned and realised. It is about tailoring actions to particular circumstances in a changing political and operating environment at national, state and local levels.

NSW Local Government Workforce Strategy 2016–2020

The NSW Local Government Workforce Strategy 2016-2020 was prepared by Local Government NSW in collaboration with the NSW Office of Local Government, Local Government Professionals Australia, Institute of Public Works Engineering (IPWEA) (NSW Division), the NSW Public Sector Industry Training Advisory Body (ITAB) and the Institute for Public Policy and Governance, University of Technology Sydney (formerly a partner in the Australian Centre of Excellence for Local Government, ACELG).

Two key drivers underpin the Strategy:

1. The development of a national workforce strategy, Future-Proofing Local Government: National Workforce Strategy 2013-2020.

2. Recommendations emerging from the local government reform process, particularly actions from Destination 2036 and recommendations of the Independent Local Government Review Panel and the NSW Government.

The Strategy adopts the eight strategic themes of the National Workforce Strategy 2013-2020 and sets direction for a range of initiatives to address the workforce challenges facing local government in NSW over its term.

The Internal Environment

Organisational structure

At Ku-ring-gai Council services are delivered to the community via five departments together with the General Managers unit (Civic) and Major Projects.

Each discrete service is provided by one of the twenty business units that operate across these departments.
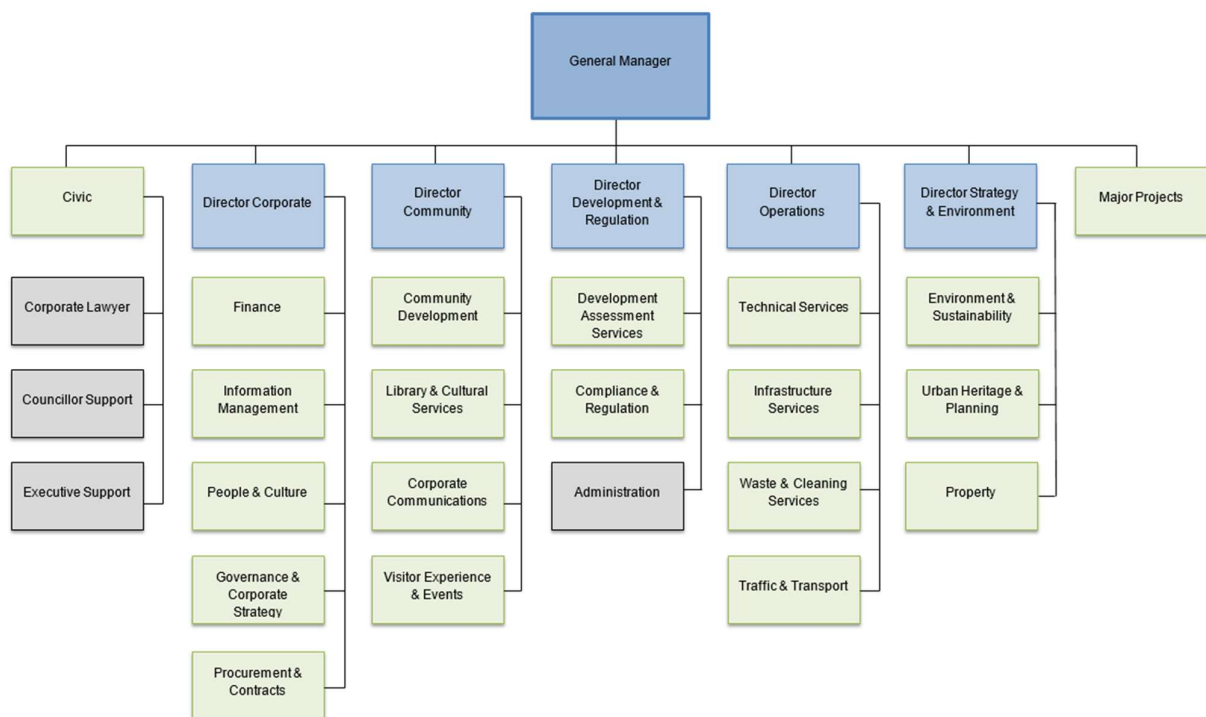
Corporate Values

In 2014 it was identified that a new set of Corporate Values were needed for our organisation.

At Ku-ring-gai Council we recognise the importance of having a set of shared common values that everyone has helped establish to leverage a stronger culture for our organisation and help lead us to a more positive outlook on our environment, the people we work with, and the work we produce.

In light of this, we facilitated a number of values workshops and invited all permanent and fixed term staff to attend. During these workshops, staff were asked to complete a series of exercises aimed at promoting the importance of personal values and identifying how they align with the principles, beliefs or philosophies of other individuals and groups across the organisation. A set of common values were identified from each of the sessions, which were then categorised into common themes by the leadership team, and a set of common values were identified.

The four values, Do What Is right, Show Respect, Own Our Actions and Strive For Excellence were identified as the most common values from across all workshops. These were then defined and described using the words staff contributed during the feedback sessions.

Value	Description	We Will...	We Won't...
Do what is right	• We act with integrity in everything that we do and say • We make transparent, ethical and consistent decisions that support the vision of Council	• Act with honesty and transparency • Be fair and unbiased • Be trustworthy and sincere	• Be dishonest, corrupt and/or deceptive • Take the soft option and avoid hard conversations • Serve individual interests above those of Council
Show respect	• We are considerate towards others ensuring fairness, dignity and equality • We practice and encourage transparent communication	• Be open and have honest interactions • Treat people fairly and equally • Be open to all points of view	• Disregard the views of others • Disrespect others through gossip and innuendo • Bully, harass and/or discriminate
Own your actions	• We are accountable for our decisions • We take responsibility for the outcomes of our choices, behaviours and actions	• Be responsive, available and inclusive • Be receptive to constructive feedback • Hold ourselves and others accountable	• Hide mistakes and shift blame • Fail to meet our commitments • Be white-anting and/or undermine colleagues or decisions
Strive for excellence	• We work together as a team to achieve our full potential • We have the insight and passion to lead Council into the future	• Have a 'can do' attitude • Make courageous decisions • Encourage new ideas	• Be closed-off to new ideas • Be complacent, lazy and/or negative • Settle for the status quo

Our values are critical in driving our organisation forward in the right direction, building our culture and energising our people.

Culture

Employee Engagement

The Employee Opinion Survey provides an open platform for staff to give honest and transparent responses to questions that aim to measure staff engagement levels and organisational performance.

Whilst we had endeavoured to roll-out the Employee Opinion Survey in 2020 a decision was made to defer the rollout until 2021 due to the COVID-19 pandemic.

The 2021 survey will remain heavily focused on measuring staff engagement and organisational performance, with proposed additional questions designed to measure the overall effectiveness of the organisation's approach to diversity and inclusion.

Work/Life Balance

Council recognises the need to create and support a healthy work/life balance for our employees.

Initiatives such as the Transition to Retirement Scheme and Self-funded Leave Program together with our flexible working arrangements are key in fostering this approach.

At the end of 2020 we introduced a new Working from Home Policy which builds upon the options for flexibility available to staff and increases access to these arrangements across the broader workforce. The underlying philosophy of this framework stems from the notion that work used to be somewhere you went; now it is something you do. This initiative aims at empowering and entrusting our staff, and sets the foundation for an outcomes driven organisation.

Equal Employment Opportunity (EEO)

Following the successful delivery of the 2016-2020-EEO Management Plan, a draft 2021-2025 EEO Management Plan has been created.

The purpose of Ku-ring-gai Council's Equal Employment Opportunity (EEO) Management Plan is to promote diversity and respect. It contains a statement of objectives, actions and target dates that have been established to ensure achievement of Council's overall strategy for Equal Employment in the workplace.

The 2021-2025 plan continues to addresses the legislative framework established to ensure Council takes appropriate action to eliminate discrimination and promote equal opportunity.

Council is committed to ensuring all people are treated equally and are not disadvantaged by prejudices or bias.

The 2021-2025 EEO Management Plan paves way for a more progressive approach to further improving communication and building awareness of EEO principles and programs, ensuring non-discrimination across all human services and associated practices, and collection and recording of information complies with EEO principles.

Safe Working Environment

Council continues to be committed to providing a safe and healthy workplace for all staff.

In conjunction with the ongoing review of our Work Health and Safety Management System, a Work Health and Safety (WHS) Strategic Plan has been developed with an additional resource established to implement initiatives and key actions set out in this plan.

We have recently reviewed and updated our WHS policy together with our Health & Safety Committee Charter and Consultation Cooperation and Coordination Procedure. Furthermore, our Business Continuity Framework has been reviewed to facilitate improved awareness and preparedness to weather through current and future uncertainties.

Due to restrictions associated with the COVID-19 pandemic only essential/mandatory WHS training took place in 2020 which included: Work Zone Traffic Management Plan Development, Traffic Control Plans Implementation and Traffic Controller training, Chainsaw training (Basic, Intermediate, and Advanced levels), Confined Spaces (Initial and Refresher) training, Safe Work Training Near Power Lines, Construction Induction, Manual Handling, Sharps Handling, Chemicals Handling (AQF3), First Aid Application and CPR, Emergency Management training and Health and Safety Representatives (HSR) training.

As part of our Wellness Program we continue to offer annual flu injections, skin cancer screening and hearing tests, which yield an excellent take up by staff.

In addition to the many events and programs that are delivered annually Council also provides a financial benefit for a wide range of activities that contribute to individual wellbeing. Council will contribute up to a maximum value of $100 for eligible employees.

In 2021, we plan to deliver a range of WHS initiatives and strategies including:

- Musculoskeletal Prevention program
- Hazard Identification training
- Safe Driving Awareness/Campaign
- WHS Leadership Program and Safety promotion
- Review of Induction processes, Volunteer Management, Procurement procedures and Contractor Management

Response to the COVID-19 Pandemic

Since February 2020 Councils Crisis Management Team (CMT) has been meeting on a regular basis to review and respond to the risks associated with the pandemic based on advice from the Government.

Between March 2020 and January 2021 many staff were working remotely in order to facilitate social distancing guidelines by reducing the number of people in the workplace.

Additional measures implemented to mitigate identified risks and/or address concerns relevant to the workforce have included:

- Providing regular updates to staff on decisions made by the CMT together with useful COVID-19 resources and information from Council's Employee Assistance Provider.
- Providing specific support and guidance to Managers and staff with our COVID-19 *WHS Standards & Protocols, Safety Plans* and *Work Area Capacity Tool.*
- Installing hand sanitiser at entry and exit points of all Council workplaces.
- Providing spray sanitiser and paper towel at all workplaces.
- Splitting staff into different locations throughout Council buildings.
- Cancelling/postponing all non-essential face to face internal and external meetings/conferences/workshops and delivering them in a remote/virtual format where possible.
- Providing face masks to all front line staff and making these available to other staff upon request.

From an industrial perspective, Local Government NSW and the relevant Unions agreed to a unified approach to staffing matters during the pandemic, which have been documented in a 'Joint Statement' and a new temporary Award titled *'Local Government (COVID-19) Splinter Award'.* Council is supporting staff and acting in accordance with the relevant provisions of these agreements.

We are committed to ensuring that staff continue to have meaningful and productive work during this challenging time. To date, our departments that have been directly affected by the pandemic have been able to effectively respond by redirecting and refocusing their resources in order to manage fluctuating demands.

Workforce Demographics

Council employees work across a number of locations within the Ku-ring-gai area and in a diverse range of occupations. The majority of staff (81%) commute from outside of the local government area (LGA) with only 19% of staff living locally.

The following workforce demographics are provided as at 30 June 2020.

Employment Type

Council employs a total of 432 employees in both a full time and part time capacity. A total of 87% of these positions are full time providing significant employment opportunities for local residents.

Workforce Total Headcount by Employment type
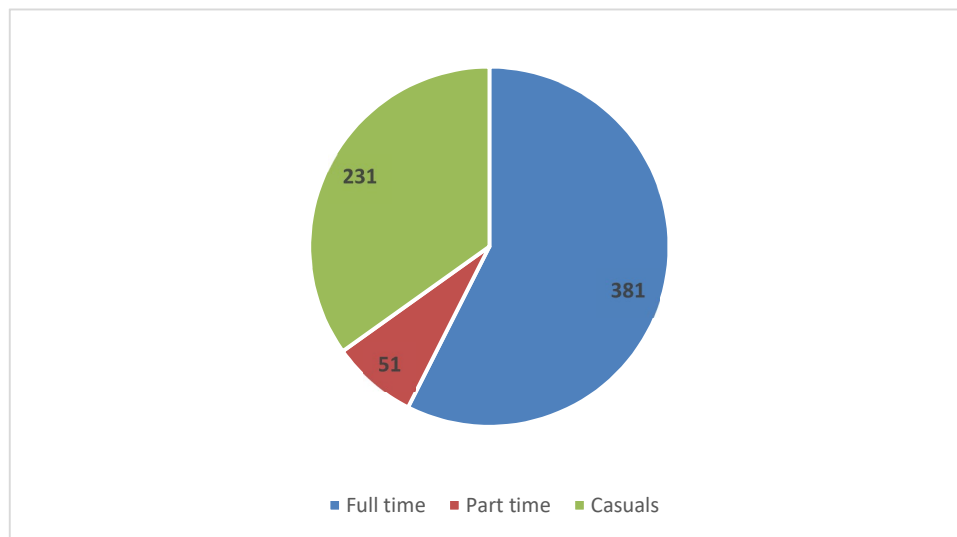
Departments meet their service delivery requirements by employing a mixture of labour to support operational imperatives and fluctuating resource requirements.

Workforce by Employment type (by Department)
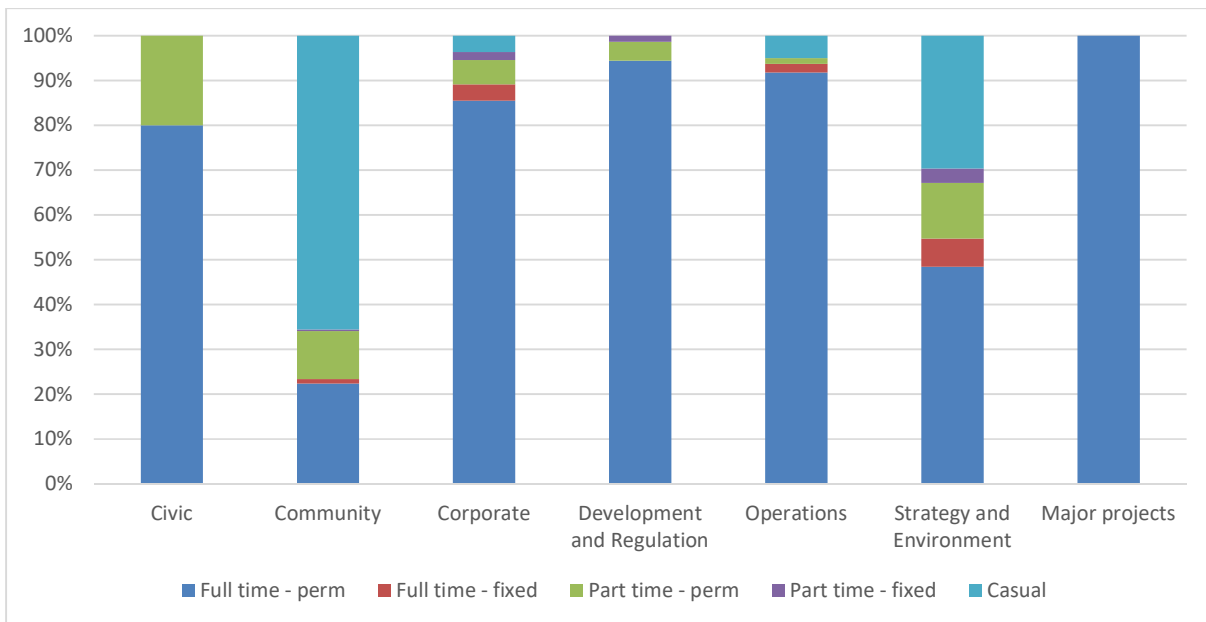
Council also engages non-permanent staff, including casuals and labour hire staff in a range of seasonal and vacation care roles.
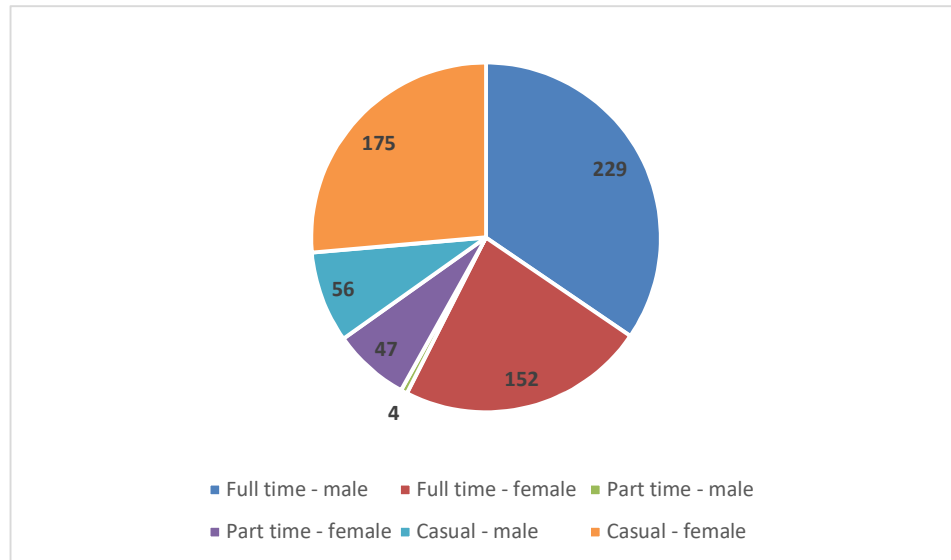
Gender

Council is an equal opportunity employer and is committed to ensuring gender equity in employment.

Employee profile - snapshot	2019/20
Number employees (FT and PT)	432
Median age range (years)	45 – 54 years
Retention rate	88%
Percentage of females	46%
Percentage of males	54%
Females in Band 6 and above	10.8%
Males in Band 6 and above	17.5%

The current workforce gender balance is split approximately 46:54 female to male, with the disparity appearing to result from the high percentage of outdoor operational roles (20% of the workforce) which are traditionally undertaken by males.

Workforce by Employment Type and Gender

Males and females are proportionally represented in all age demographics.

Workforce by Age and Gender
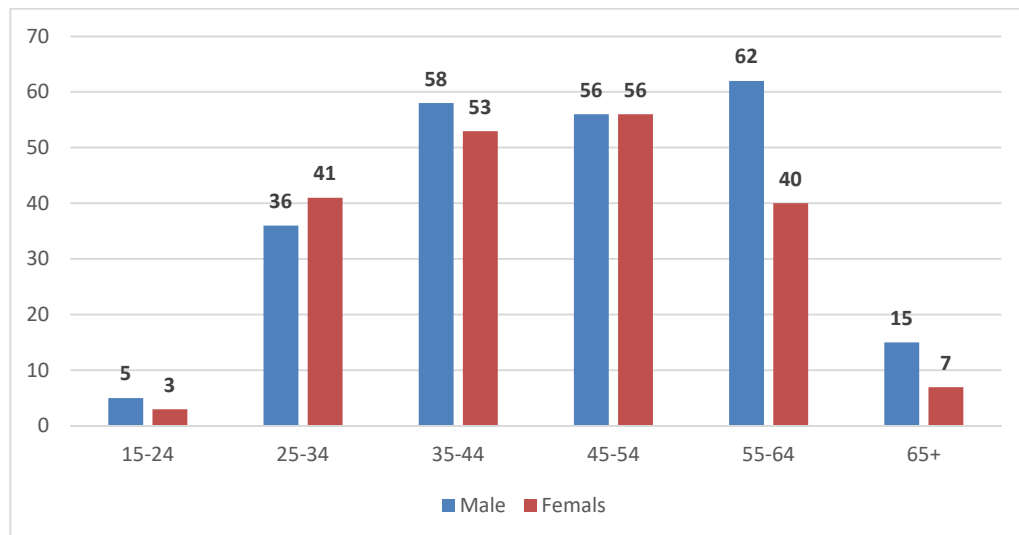
It must be noted that women are under-represented in higher level and senior roles (categorised as roles sized at band 6 or higher) which has been a trend over the past five year period. Strategies are currently being considered in order to address this deficiency.

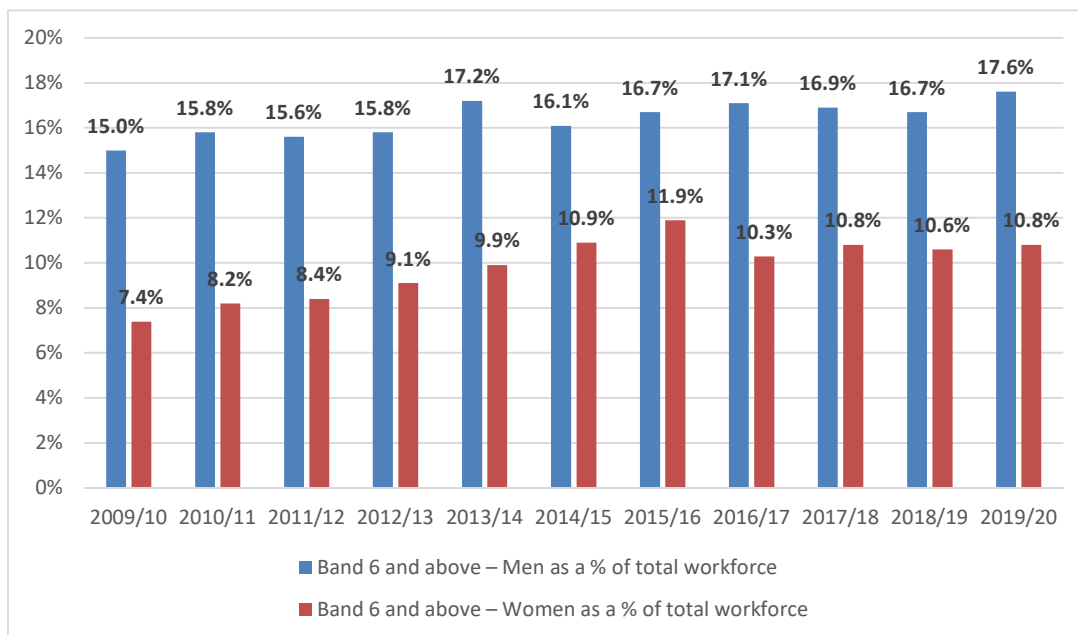## Employees Band 6 and Above by Gender

Age

Over 56% of Council's workforce is aged 45 years or over with a median age of 48. This compares to a median age of 44 for the NSW public Sector. This profile is more closely aligned with the NSW public sector than the general workforce population in NSW. At June 2019, the median age (the age at which half the population is older and half is younger) of the New South Wales (NSW) working population was 39 years.

While Council was broadly comparable in employment percentages across the 35 – 54 year age brackets, Council employs significantly more people in the 55 to 64 year age group than both the NSW Public Sector and the wider NSW employed persons group.

Council's age profile provides an indication of the number of employees likely to retire in the next five to ten years, which will inform the development of strategies for both attracting and retaining younger workers (e.g. graduate recruitment and career path development) and attracting older workers (e.g. flexible work options, reducing physical demands). Job redesign and technological innovation will also assist in ensuring the ongoing delivery of services to the community within the constraints of an ageing workforce.

Council continues to monitor and devise strategies to meet the challenges of an ageing workforce. Initial indications are that we remain an employer of choice for many staff and Council continues to offer opportunities for continued employment for all age groups.

Workforce by Age (Percentage)
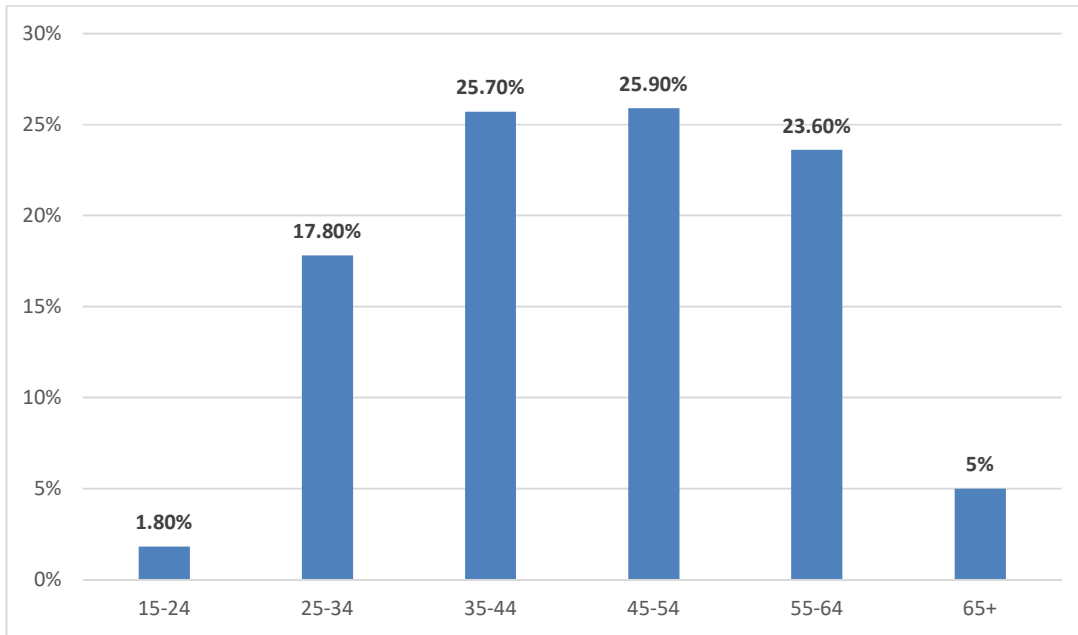
The median age of Council's employees is 48 (as at 30 June 2020), however this varies across each department which may be a result of a number of variables. Job families vary in anticipated tenure and career opportunities. Council is typically a stable employer and length of tenure can reflect the constant and ongoing requirement for employment in a particular area.

The median age can also reflect high levels of satisfaction with the types of employment offered by local government and the ability of employees to maintain active career paths and productive longer term employment. In comparison, the NSW public service has 23.8% of its workforce over 55 years, NSW Employed persons has 19.5% of the workforce over 55 and Council 31.5% over 55 of age, reflecting the active career paths and productive longer term employment opportunities provided by Council

Average and Median Age by Department
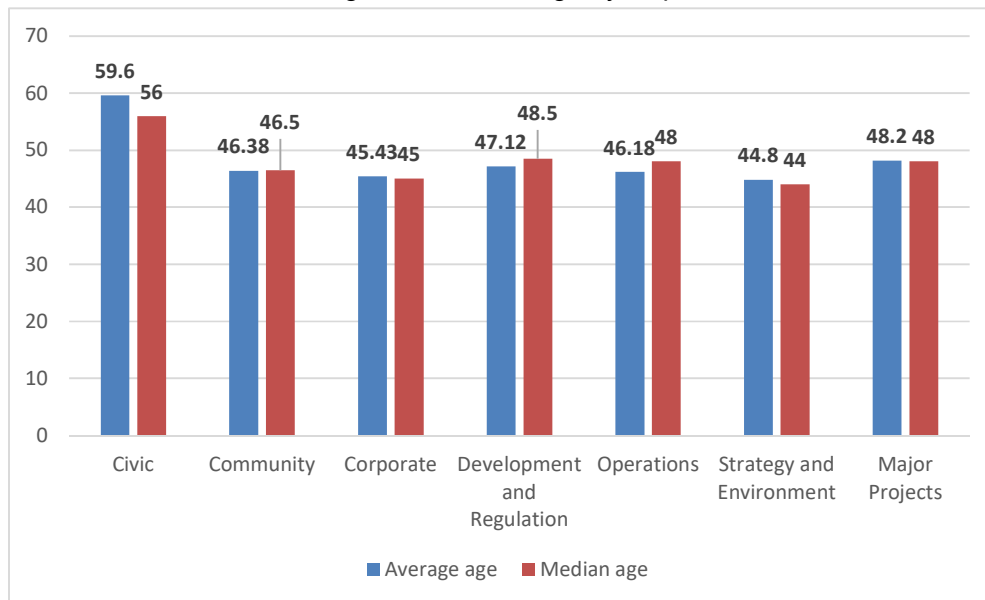
Length of Service

Council's turnover rate is 12.03% per annum which is reflective of the relatively high average years of service across all departments at 8.6 average years of service. 51.7% of staff have tenure of between one and five years with 42.4% having from six to twenty five years of service.

Turnover rates across the last five year period are within Council's targets and reflect the ability of Council to renew and refresh it's corporate skills and knowledge while retaining its historic skills and knowledge base. Lower turnover in 2019-2020 reflects the impact of the pandemic. With the uncertainty in the marketplace resignations significantly declined in the final quarter of the financial year in 2020.

The workforce reflects a mix of new and old knowledge and the smooth transition of ideas and practices as Council continues with ongoing organisational renewal.

Average Years of Service by Department
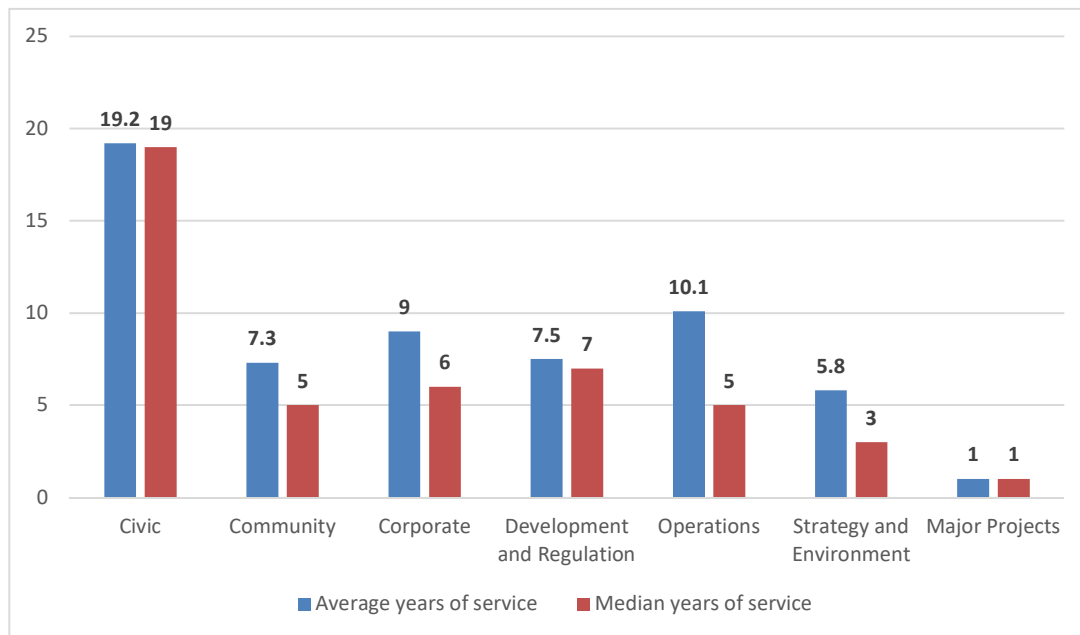
Percentage of Employees by Years of Service

Years of Service	Percentage
0 - 5	51.7%
6 - 10	15.1%
11 - 15	14.1%
16 - 20	8.8%
21 - 25	4.4%
26 - 30	2.5%
31 - 35	1.6%
36 - 40	1.8%
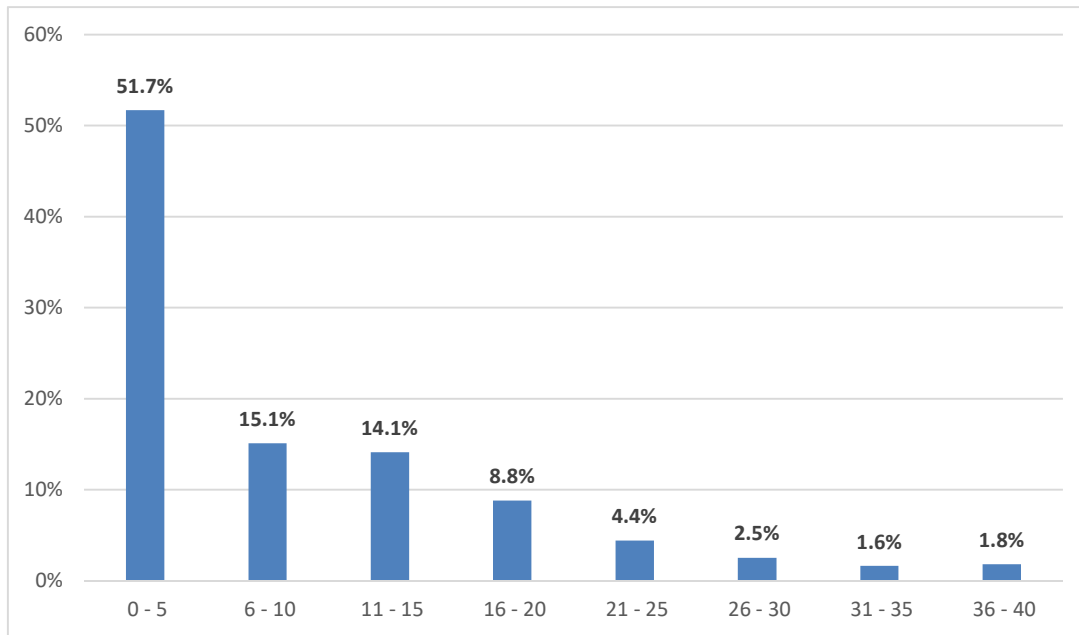
Workforce Intention to Continue Employment

Age group	2 years	5 years	I can see a future for me at Ku-ring-gai Council
Under 25	47%	38%	50%
25-34	69%	61%	55%
35-44	79%	70%	65%
45-54	85%	80%	72%
55 and over	85%	69%	69%
Age not specified	56%	48%	44%
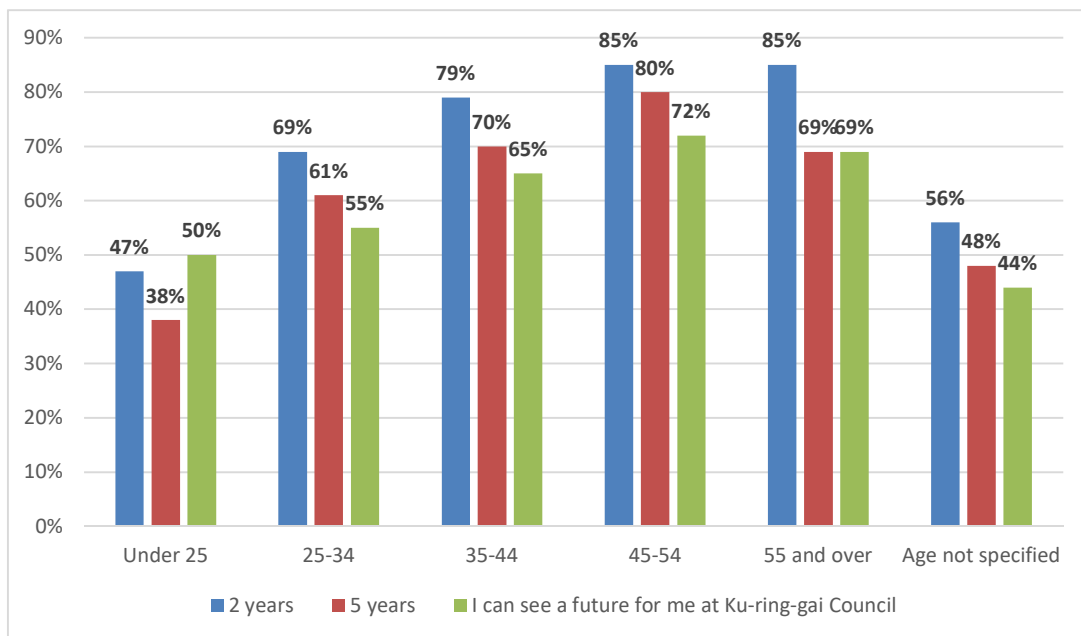
Influences

In developing an effective Workforce Management Strategy it is crucial to identify and understand current and future internal and external factors that may have an impact on the workforce.

The 'influences' identified below will be monitored as part of the annual review of this strategy to ensure our response to workforce planning remains effective.

External

- COVID-19 Pandemic
- Current and future labour market
- Current and future economic environment
- Operational and strategic workings of the Local Government environment
- Local Government reform
- The demographics within the Local Government Area
- Legislation and regulatory requirements
- National Local Government Workforce Strategy 2013-2020
- NSW Local Government Workforce Strategy 2016-2020
- Community expectations

Internal

- Community Strategic Plan, Delivery Program & Operational Plans
- Resourcing Strategy
- Major Projects portfolio
- Equal Employment Opportunity Management Plan
- Ageing Workforce Strategy
- WHS Management System
- Enterprise Risk Management System
- Corporate Sustainability Action Plan
- Employee Opinion Survey's
- Staff accommodation arrangements
- Workforce metrics
- Leave liability

Key Challenges

Ku-ring-gai Council is facing a number of challenges, both now and into the future. These are predominantly related to the nature of Local Government, the diversity of our organisation and expectations of the community.

Many of these challenges will have an impact on this Strategy with the current key issues identified below:

1. *COVID-19 Pandemic* – The COVID-19 pandemic emerged in 2020 and presented an unexpected challenge to many aspects of what we consider to be 'normal life' across the world. From an organisational perspective Council has had to manage and mitigate the risks presented whilst adapting to new ways of working in order to ensure the continuity of our business operations and sustain the viability of our workforce.

2. *Ageing workforce* – As identified by an analysis of Council's current workforce approximately one half of our staff are aged 45 years or over with more than 40% indicating their intention to leave Council within the next 5 year period. The biggest risk to Council of this ageing workforce is therefore associated with the underutilisation or loss of knowledge critical to organisational performance. Knowledge loss impairs performance and results, achievement of plans and objectives. It is therefore imperative that we are vigilant in addressing issues associated with our ageing workforce in order to minimise its impact on our business and operational imperatives.

3. *Leadership* – Councils most recent Employee Opinion Survey identified, among other areas, leadership as an opportunity for improvement particularly in regard to communication, consistency in decision making and accountability. Whether it be a matter of perception or reality, in order to achieve and maintain an engaged workforce it is imperative that appropriate strategies are implemented in order to further develop our leaders and alleviate these concerns. In addition to this it must be acknowledged that there is a notable gender imbalance within staff occupying key leadership roles.

4. *Skill shortages* – The ageing workforce continues to expand, especially in areas that are already significantly impacted. Existing areas of skills shortages and tight labour supply in jobs such as civil engineering, early childhood, trades (plumbing, mechanic) are likely to become even more constricted.

5. *Multigenerational workforce* – Council's workforce is currently made up of four distinct and unique generations requiring a thorough understanding of intergenerational differences to ensure effective staff attraction, retention and management whilst being mindful that generational workgroup cohorts create the culture of an organisation.

6. *Workforce sustainability* – A highly skilled and sustainable workforce is critical to the delivery of Council services. The current and future limitations on Councils financial resources together with issues surrounding ageing assets and infrastructure create a significant challenge with respect to the development and maintenance of our workforce in order to ensure that the needs of the community continue to be met. As recruitment and retention is forecast to become more competitive in areas vital to our business, Council needs to ensure it is primarily positioned in the employment market. This requires innovating in key areas to bring the right people into the business and keep critical talent. As the labour market tightens, we need a greater focus on how we value, lead and develop the workforce.

7. *Continuous Improvement* – Increasing community expectations and the complexity of community needs result in an added emphasis on strategy and management of resources. Council's workforce faces increasing demands to deliver results and the need to make sound decisions based on guiding priorities.

Our Future Workforce

The Ku-ring-gai local government area has a growing residential population which provides Council with the opportunity to offer employment to a greater number of locally based residents together with job seekers in the broader Sydney metropolitan area.

Council seeks to provide employment that offers flexibility and values work/life balance in exchange for retention and development of high potential employees to support its service delivery to the community.

Our long term objective is be recognised as an employer of choice and to a focus on developing Council's ability to foster and maintain a productive, flexible and adaptable workforce. Ongoing and effective management will ensure that Council remains capable of maintaining a sustainable workforce.

In support of this objective the four key focus areas reflected in this strategy are: Workforce Planning, Attraction and Retention, Learning & Development, Organisational Development.

STRATEGY	ACTIONS
OBJECTIVE 1: INCREASE OUR WORKFORCE PLANNING CAPABILITY _Link to NSW Workforce Strategy_: Improving Workforce Planning and Development	
Maximise workforce sustainability through effective Workforce Planning	Develop criteria in order to identify critical position's based on current and future needs
	Create a register of critical positions, skills and qualifications
	Monitor turnover of critical positions and create customised retention and attraction strategies as required
	Monitor turnover of critical positions to identify and address current/emerging skill gaps
	Develop and implement succession planning processes for critical positions
	Review the employee Exit Interview process
Enable effective identification of key resourcing issues using workforce metrics	Continue to monitor, analyse and report workforce demographics to the Executive team on a quarterly basis
	Review existing business processes to improve the capture and reporting of workforce metrics
	Develop strategies to address workforce sustainability issues as required

STRATEGY	ACTIONS
OBJECTIVE 2: ATTRACT AND RETAIN THE RIGHT PEOPLE _Link to NSW Workforce Strategy_: Attracting and Retaining a Diverse Workforce, Promoting Local Government as a Place Based Employer of Choice	
Appropriately respond to the impacts of an Ageing Workforce	Engage with the Leadership team and staff to finalise Councils' Ageing Workforce Strategy
	Implement Ageing Workforce Strategy actions in accordance with planned timeframes
	Monitor and report progress on a quarterly basis
Address staff attraction issues	Identify 'hard to fill' positions based on occupational groups and job families
	Develop, implement and monitor a targeted staff attraction program to address significant workforce issues
	Undertake an annual industry based review of remuneration and benefits and recommend adjustments where required
	Subscribe to at least two Local Government Remuneration surveys
	Develop an Employee Value Proposition and integrate this into the Recruitment & Selection process
	Participate in career related events with higher education institutions to build relationships and promote Council as an employer of choice
Address staff retention issues	Identify and monitor areas of high turnover
	Develop, implement and monitor a targeted staff retention program to address significant workforce issues
	Develop, implement and monitor a Rewards & Recognition program
	Develop, implement and monitor a Talent Management Strategy
	Engage with staff in order to undertake an annual review of the Performance Appraisal System
	Develop, implement and monitor an Employee Engagement Strategy
	Continually review and evaluate our workplace policies to ensure Council is a fair workplace whose policies are modern, reasonable and easy to understand

STRATEGY	ACTIONS
OBJECTIVE 3: LEVERAGE THE CAPABILITY OF OUR WORKFORCE _Link to NSW Workforce Strategy: Investing in Skills, Maximising Management and Leadership_	
Quantify employee capabilities	Review the NSW Local Government Capability Framework and articulate a 'best fit' framework that aligns with Councils requirements
	Integrate the capability framework with Councils Job Evaluation and Salary Systems
	Undertake a gap analysis of staff capabilities against position requirements and develop individual training plans
	Integrate capabilities into Councils Recruitment & Selection process
	Integrate capabilities into Councils Performance Appraisal process
Maximise leadership capabilities at all levels of the organisation	Continue to roll out the planned suite of leadership programs at all levels across the organisation
	Maintain internal accreditation to support ongoing delivery of this program to new staff, and refresher sessions for existing staff
	Identify and implement new mechanisms for measuring leadership effectiveness
	Develop, implement and monitor targeted leadership programs to support and promote women in leadership and aspiring leaders
	Develop, implement and monitor a Succession Planning Strategy
	Promote participation in and leadership of cross functional projects by emerging and developing leaders
Optimise the On-Boarding of new starters	Undertake an annual review of the current employee induction program and implement required changes
	Undertake an annual review of the online induction program and implement required changes
	Continually review and develop on-boarding processes and programs
Promote consistent and effective staff supervision	Provide training for Managers and Supervisors in performance management and coaching
	Provide training for Managers and Supervisors on intergenerational staff management
	Engage with Managers and Supervisors to identify other areas of upskilling required and develop relevant training programs
Expand our capacity for e-learning	Continue to review and develop e-learning resources
	Engage with Managers in relation to their e-learning requirements and develop programs as required
	Regularly communicate with staff regarding e-learning resources and opportunities

STRATEGY	ACTIONS
OBJECTIVE 3: LEVERAGE THE CAPABILITY OF OUR WORKFORCE (continued) _Link to NSW Workforce Strategy_: _Investing in Skills, Maximising Management and Leadership_	
Improve accessibility to and awareness of learning and development opportunities	Review the training application process and implement required changes
	Review the Staff Sponsorship policy and process
	Regularly communicate with staff regarding learning and development opportunities
Create succession pathways	Investigate opportunities to offer traineeships, apprenticeships and graduate programs
	Partner with local educational institutions to develop formal work experience programs
	Design and implement a formal succession planning program
	Investigate opportunities for resource sharing across departments to enhance career pathways for staff
	Investigate the viability of implementing Job Rotation programs in targeted workplaces
	Review the Higher Duties Policy and process
	Create an Additional Duties Policy and process
Enhance our Knowledge Management capabilities	Define and identify subject matter experts
	Develop a Knowledge Management Strategy
	Develop and implement a formal mentoring program to assist in the transfer of knowledge and skills between staff
Improve workplace facilities	Review staff accommodation arrangements and implement improvements as required

STRATEGY	ACTIONS
OBJECTIVE 4: CONTINUE OUR FOCUS ON ORGANISATIONAL DEVELOPMENT _Link to NSW Workforce Strategy_: _Creating a contemporary Workplace, Attracting and Retaining a Diverse Workforce_	
Continually enhance our organisational culture	Undertake an Employee Opinion Survey on a biennial basis
	Communicate the results of each survey to staff
	Engage with the Leadership team to develop Organisational Action Plans to address the feedback received in each Employee Opinion Survey
	Engage with Directors, Managers and staff to develop Departmental Action Plans to address the feedback received in each Employee Opinion Survey
	Engage with Managers and staff to develop Business Unit Action Plans to address the feedback received in each Employee Opinion Survey
	Integrate Councils' Vision and Values into the Recruitment & Selection process
	Design, develop and implement programs that reinforce Councils Vision and Values
	Develop and implement a clear communication strategy for the Leadership team
Celebrate the diversity of our workforce	Continue to implement Councils EEO Management Plan
	Design, develop and implement programs and initiatives that promote diversity and inclusiveness
	Communicate with staff in relation to the generational differences
Promote staff wellbeing	Review of the Wellbeing Program and implement changes as required
	Review of Flexible Working Arrangements Policy and practices and implement changes as required
	Review of the Employee Assistance Provider arrangements and implement changes as required
	Design and implement a Mental Health First Aid program
	Investigate cost effective options to provide additional services to staff that enhance their overall wellbeing
Foster a culture of continuous improvement and innovation	Develop and implement a continuous improvement program
	Investigate opportunities to encourage and support innovation

Monitoring and review

Detailed project plans identifying key milestones and completion timeframes are being developed for each Strategy contained within this document. These plans will be closely monitored and progress reports will be provided to the Leadership team on a quarterly basis.

The Workforce Management Strategy will be reviewed on an annual basis.

Contact Us

For assistance or information regarding any of Council's services or facilities please contact us.

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