



Workforce Plan

2013–2017

Contents

Executive Summary.....	3
1.Introduction and Overview.....	4
2.Our External Environment	7
3.Current Workforce Profile and Trends.....	8
4.Forecast Future Workforce Trends	12
5.Gap analysis and Closing Strategies	15
6.Conclusion	19
7.Literature	20
Appendix A: Our Current Employee Benefits	21

Executive Summary

Workforce planning is the process of identifying current and future staffing needs on the basis of current internal and external information. It focuses on retaining existing staff as well as attracting new employees to ensure we have the right number of people, with the right skills in the right jobs at the right time, now and in the future.

This Workforce Plan sets out the issues, evidence and strategies required to deliver a sustainable Warringah Council workforce capable of continuing to deliver high quality services to our community to 2017 and deliver on our vision. It builds upon the directions set out in the Community Strategic Plan and is aligned with the overarching NSW Planning and Reporting framework.

Key Issues

The key issues that will affect our workforce are:

- Demographic changes: the ageing of the population and the shrinking workforce. Age profile is one factor that determines our services. And the ageing of the population and the associated projected decrease in young and skilled people is likely to directly influence the potential pool of employees available to us;
- Skill shortages in a number of occupations required by local government to serve the community. Our current workforce encompasses a range of occupations that require a variety of skills and experience. This places us in a vulnerable position if employees were to retire over a short period of time, as the current skills may be difficult to replace;
- Increased employee expectations for flexible working arrangements; and
- Changes in our community's demand for particular services: an ageing population will be one of the key drivers of the type and mix of services supplied by us to our community.
- Proposed local government reform may impact on the size of our required workforce. Staff resilience to cope in this change environment is crucial.

Key Initiatives

With the above key issues in mind, this plan looks at how we attract, retain and develop our workforce. In this way our Workforce Plan is engaged at all levels of the supply of workers. It also aims to influence how our workforce is educated, trained and developed into the future.

Our key initiatives focus on:

- Entry level programs - Our Business Administration Traineeships will allow young people the opportunity to view and value local government work, and will offer us a reservoir of ready and skilled candidates;
- Retirement and Career Planning: identifying the critical skills and knowledge at all levels within our organisation and developing our employees to support retention, and transfer of these skills and knowledge as well as coverage of these skills and knowledge during any absence or in preparation of retirement;
- Learning and Development opportunities that increase staff skills and contribute to employees choosing to stay with our organisation;
- Maintain and expand on our Staff Health and Wellbeing policy and programs to ensure we give our staff every opportunity to be fit and healthy;
- Increased focus on flexible working arrangements and family friendly policies to cater for those that are caring for family members, undertaking study, or transitioning to retirement. Examples we are looking at include: working from home, career break schemes, school term rostering/ alternate core hours, and job sharing;
- Diversity: increased focus on data collection to ensure appropriate representation of diversity groups in our workforce, particularly in decision making positions.

1. Introduction and Overview

What is workforce planning?

Workforce planning is the process of identifying current and future staffing needs on the basis of information we currently have. It focuses on retaining existing staff as well as attracting new employees to ensure we have the right number of people, with the right skills in the right jobs at the right time, now and in the future.

Why is it important?

If we did not engage in strategic workforce planning, we could face a loss of skills and (corporate) knowledge, thereby potentially incurring higher staffing costs that would make maintenance of service levels difficult. This plan sets out the issues, evidence and strategies required to deliver a sustainable Warringah Council workforce, capable of maintaining high quality services to our community over the next four years. This includes developing strategies to facilitate recruitment in areas of known shortages and at the same time putting in place strategies to develop and retain existing staff. This plan aims to influence how our workforce is educated, trained and developed into the future, aligning to the Community Strategic Plan objectives and to the programs in the Delivery Plan so we have the right people to ensure the job gets done. This plan is also an extension of our already existing workforce programs, policies, procedures and plans and will continue to link in with these processes.

The main benefits derived from the workforce planning process are:

- Appropriate numbers of staff recruited and/ or developed to meet future needs. This ensures that replacements are available to fill important vacancies, which is especially critical as our organisation faces an increasing number of workers eligible for retirement in combination with labour market shortages;
- Improved employee productivity through better job design and technological advances. In other words: a more effective and efficient use of staff. This will become increasingly important as some service areas find themselves having to do the same amount of work or more with fewer staff members;
- Increased job satisfaction and reduced staff turnover;
- A clear rationale for linking expenditures for (re-) training, development, career progression, and recruitment;
- Maintains or improves a diversified workforce (that better reflects the resident population).

What are our goals for this Workforce Plan?

This plan aims to provide an understanding of demand and supply, a detailed assessment of the shortages and gaps and outline strategic actions to successfully retain, attract and develop the appropriate workforce. These actions act as performance measures too and can be tracked, monitored and measured.

How does this link to our Vision?

The vision for Warringah is: 'A vibrant, caring community, thriving in a unique beach and bush environment, supporting a balance of lifestyle, business and recreation'. This workforce plan sets out the issues, evidence and strategies required to deliver a sustainable Warringah Council workforce capable of continuing to deliver high quality services to our community to 2017 and to help achieve this vision. It builds upon the outcomes and objectives set out in the Community Strategic Plan and is part of the overarching NSW Integrated Planning and Reporting framework.

How does this link to our Values?

Warringah Council's Values (RITER) are at the very core of what we do and help to build and maintain our family friendly, cohesive and progressive culture. Our values guide our behaviour, how we go about our work, how we engage with each other and our customers, the choices we make and how we spend our time. They also provide a framework for improving the way we do things. Our values should be reflected in our everyday actions and decisions, and by all employees regardless of their position or how

long they have been in the organisation. We measure our success by living up to these values each day of our career with Warringah Council.

Our values are:

- Respect
- Integrity
- Teamwork
- Excellence
- Responsibility

How does this link to the Integrated Planning Framework?

Our Workforce Plan forms part of our Resourcing Strategy and has been prepared in accordance with the requirements of the State Government's Integrated Planning and Reporting Framework. It gives consideration to the capacity for Council to deliver on its responsibilities to help achieve the Community Strategic Plan.

Both the Community Strategic Plan and the Resourcing Strategy inform and are informed by Council's four-year Delivery Program.

The diagram below outlines this Integrated Planning and Reporting Framework and outlines the relationship between the Resourcing Strategy and the other elements of the framework.



Figure 1: The Integrated Planning Framework

The Workforce Plan 2013–2017 provides a framework for aligning decisions about human resources (such as recruitment, development, internal deployment etc.) with outcomes and objectives from the Community Strategic Plan. It is a key element of our Resourcing Strategy, informing and being informed by our Long Term Financial Plan (overall Employee Benefits and On-Costs) and our Asset Management Strategy in terms of the skills required now and into the future to sustainably manage the services Council delivers.

What is our Workforce Planning Framework?

Our Workforce Plan is underpinned by the Workforce Planning framework. This is pictured and described in more detail below:



Figure 2: The Workforce Planning Framework

The key steps are:

1. **Workforce Analysis:** Establishing the profile of our existing workforce. This analysis is provided in chapter 3 and includes a snapshot of workforce trends as well as a profile of our own workforce.
2. **Forecast Needs:** Establishing the future profile of our workforce based on the business direction over the mid to long term. This involves identifying changes to the service delivery requirements of our organisation, tying in closely to the Community Strategic Plan. See chapter 4 for a discussion of our future needs.
3. **Analyse Gaps:** Understanding the gap between our existing workforce and the future profile of our workforce. This step involves using the results of workforce analysis (step 1) and forecasting (step 2) to identify current and future gaps between the demand for services and the supply of labour to meet those demands (chapter 5).
4. **Develop Strategies and Action Plans:** Establishing strategies to develop the skills internally to match the future needs and where applicable source the skills externally and overcome any constraints. This involves the planning and design of specific programs and projects that will enable us to develop and maintain a workforce capable of supporting the delivery of the Community Strategic Plan. See chapter 5.
5. **Implement Strategies:** This is the delivery of the specific programs and projects required to develop and maintain the capability and capacity of our workforce. The implementation of these strategies is integrated into the broader business planning and operational management activities of our organisation.
6. **Monitor and review** the application of the strategies. This step is conducted to determine the effectiveness, efficiency and appropriateness of the workforce planning strategies and activities. Performance information is required to determine the impact of workforce planning on the overall achievement of organisational objectives and the Community Strategic Plan. This will be an ongoing process once the strategies have been implemented.

2. Our External Environment

Australia is confronted with the global phenomena of technological and demographic changes that are slowing growth of the workforce and dramatically changing the way we work. These national and global trends all contribute to a skills shortage in particular key areas and currently threaten Local Government.

Specifically, some external influences which may impact upon our future and current workforce include:

2.1 An ageing workforce

Australia's population is ageing, mainly due to sustained low levels of fertility and increasing life expectancy. According to the latest population projections released by the Australian Bureau of Statistics (ABS), Australia's population is set to change substantially over the next 50 years, and it is predicted that around one in four Australians will be 65 years or older by 2056. The ageing workforce will directly impact on the potential pool of employees available to local government, and more specifically, Council.

In particular, people working in the Australian public sector are on average 10 years older than the overall workforce, with 42% of the public sector workforce aged 45 years or over, compared with 33% of the NSW workforce. Over the next decade, a substantial proportion of key workers with critical skills and experience in the public sector will be lost as the so-called 'baby boom' generation reaches retirement age.

The ageing Australian workforce will also impact on the structure of the demand for our council's services. As the population ages, demand for health and aged care related services increases. These challenges can affect workforce capacity and the capabilities required by Council from staff.

2.2 A shrinking workforce

Australia's workforce is shrinking. This is a direct result of the ageing population, as well as a fall in the number of young people of working age, which is due to lower levels of fertility. This will obviously result in a much smaller workforce and will also directly impact on the potential pool of employees available to Council.

2.3 Differing needs and expectations of multi-generational workforce

As is reflected within our own workforce, the characteristics of the labour force will look different across all age cohorts. For example, younger employees have different expectations of their jobs, careers and employers. These varying attitudes and expectations towards work means that employers need to adopt a variety of workforce strategies to meet the various needs of workers.

2.4 Skills shortages

A skills shortage is a major issue facing Australia's workforce as the available Australian workforce is not growing fast enough to keep up with the demand for labour and the particular skills required by many industries. Skill shortages have been identified in a number of occupations required by local government, including engineering, town planning, environmental health and early childhood teaching. Our Council is currently experiencing difficulties in recruiting for a number of roles, such as Senior Web Developer, Early Childhood Teacher, Principal Strategic Planner, Stormwater Engineer and Asset Manager.

2.5 Increasing Competition

There is increasing competition across local government and private industry to attract and recruit employees with the right skills and experience. This means employers need to continually set themselves apart from others and market and promote themselves accordingly.

2.6 Other factors

In addition, technological changes, rising expectations of the community, financial reforms, together with changes in legislation and the current review of Local Government that is occurring could all potentially impact on our future workforce requirements.

3. Current Workforce Profile and Trends

3.1 Warringah Local Government Area

The data below demonstrates that Warringah is a relatively affluent area with a well educated labour force. Overall, there are significant differences between the Warringah resident labour force and the NSW/ Australian labour force. These differences are summarised below:

Median weekly income (people aged 15 years and over)

Our residents enjoy relatively high average incomes compared to state and national averages.

Median weekly income	Warringah LGA	NSW	Australia
Personal	\$745	\$561	\$577
Family	\$2,080	\$1,477	\$1,481
Household	\$1,722	\$1,237	\$1,234

Gross weekly household income

A larger proportion of households in our LGA have a high household income of \$3,000 per week or more (20.3% compared to 12.3% across NSW). A smaller proportion (16.1% compared to 24.2%) has a low household income (less than \$600 per week).

	Warringah LGA	NSW	Australia
Less than \$600	16.1%	24.2%	23.7%
More than \$3,000	20.3%	12.3%	11.2%

(Un-) employment

Unemployment rates remain low on the northern beaches and in Warringah; historically these rates track lower than the state and national rates. The unemployment rate in Warringah was 3.5% in the 2011 Census, below the state (5.9%) and national (5.6%) rates.

	Warringah LGA	NSW	Australia
Full-time	61.8%	60.2%	59.7%
Part-time	29.7%	28.2%	28.7%
Unemployed	3.5%	5.9%	5.6%

Cost of housing

The higher than state and national average cost of housing affects our available workforce. Feedback indicates that these costs prevent a large proportion of workers from moving to Warringah.

	Warringah LGA	NSW	Australia
Median rent (weekly)	\$440	\$300	\$285
Median mortgage repayments (monthly)	\$2,600	\$1,993	\$1,800

Age

The higher than state and national average age of our population will be the most prominent external force likely to shape the nature of our services. Firstly because as our local population ages, demand for health and aged care related services increases. This in turn can affect workforce capacity and the capabilities required by Council from staff. Secondly, all councils are competing in a labour market that will shrink as the older population withdraws from the labour force.

	Warringah LGA	NSW	Australia
15 – 19 years	5.5%	6.4%	6.5%
65 years and over	15.5%	14.7%	14%

Diversity

The percentage of local residents who have identified as coming from an indigenous or Non English Speaking Background (NESB) is significantly lower than the state or national average.

	Warringah LGA	NSW	Australia
Aboriginal and Torres Strait Islander people	0.4%	2.5%	2.5%

Country of birth

	Warringah LGA	NSW	Australia
Australia	67.7%	68.6%	69.8%
United Kingdom	8.2%	4.0%	5.1%
New Zealand	2.5%	1.7%	2.2%
China	1.4%	2.3%	1.5%
Italy	1.2%	0.7%	0.9%

Other findings

Industry type – Warringah has a significantly higher percentage of residents employed in professional and technical services and a significantly lower percentage of residents engaged in manufacturing and transport, postal and warehousing.

Qualifications – a higher percentage of residents have vocational, diploma or tertiary qualifications and a significantly lower percentage have no qualifications (Warringah 37.9%, Sydney 42.8%).

Occupation – a significantly higher percentage of residents are employed as managers and significantly lower percentages as machinery operators and drivers.

Employment containment – Some 59.1% who work in the Warringah Council area also live in Warringah.

3.2 Warringah Council workforce

Warringah Council is a complex, multi faceted business that operates across a range of industry sectors. We provide a broad range of services to our community from so called ‘soft services’ (childcare, libraries, community services for the aged and disabled etc) to construction services (roads and traffic), recreation (Warringah Aquatic Centre, parks and reserve etc) and services focused on keeping people safe (lifeguards at our beaches). To deliver these services we require a diverse workforce with a range of skills and qualifications from specialist/technical occupations, such as town planners and engineers, to manual roles that are crucial to maintaining the amenities of our area.

We are one of the major employers on the peninsula providing work for 1040 employees (as at 30 June 2012) on a full time, part time, casual, seasonal or temporary basis. This equates to 545 full time employees (excluding casual employees). Whether positions are filled on a full time, part time, casual, seasonal or temporary basis is based on our business needs. We monitor the profile of our employees at an organisational, divisional, service, team and co-ordinator level.

Overall findings

Gender - We employ more women than men with 62% of our total workforce female. If casual staff are excluded then this figure is 59%, still well above the National Local Government average of 46% female (2010 LG census).

Management roles - Even though we employ more women than men, fewer women are employed in management/ decision making roles.

Age - Our workforce is older (average age 40.86 years) than the average Australian workforce (38.60 years). If casual staff are excluded then the average age of our workforce is 45.12 years. Many of our workers are close to retirement age (159 staff members are over 55 years of age). Additionally, we employ very few young people with less than 1.5% of our workforce younger than 20 years of age.

Tenure – We have high staff tenure: 44% of our workforce has been with Council for five years or more.

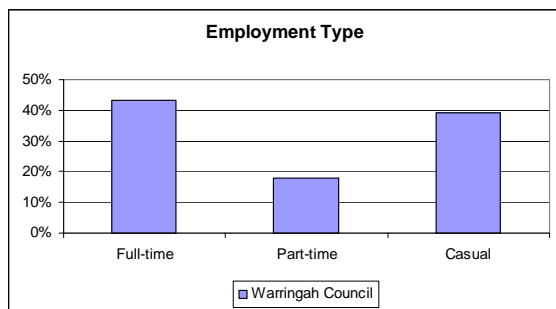
Employment type – 40% of our 1040 staff are casual staff. The main areas where casuals are employed are Vacation Care (32% of all casuals), the Warringah Aquatic Centre (17.5% of all casuals), Community Services (15% of all casuals) and Children’s Services (12% of all casuals).

Equal Employment Opportunity (EEO) – Our EEO data is limited as it is not a mandatory requirement and many staff chose not to share this information. At present, without EEO data from more than 300 staff:

- 11 staff indicate they have a disability
- 44 staff indicate a Non English Speaking Background (NESB) background
- 10 staff indicate an indigenous background

Presented below is a more detailed organisational view and commentary on how we compare to relevant benchmarks.

Employment Type



Our workforce consists of permanent, temporary and casual staff. This combination allows flexibility in responding to the needs of our community. As at 30 June 2012, our workforce was made up of 42.3% fulltime, 40% casual and 18.6% part time workers. This is significantly different from Local Government averages two-thirds (67%) of the local government workforce in NSW is full-time, followed by less than one-fifth who are casual (18%) or part-time (15%).

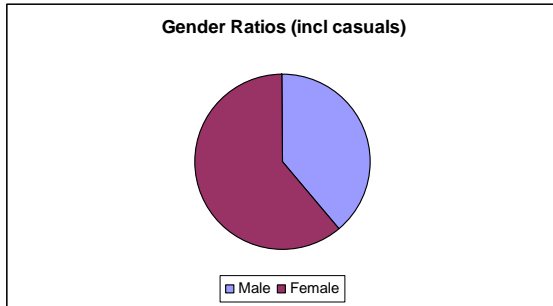
Age

The average age of our workforce is 40.86 years. This increases to 45.12 years if casual, temporary and part time staff are excluded. This is high when compared to the average Australian workforce age.

In the Warringah Region, the median workforce age is 41.90 years compared to 38.60 years for the Sydney Region. Persons 20 years or younger are largely absent and make up 1.5% of our workforce.

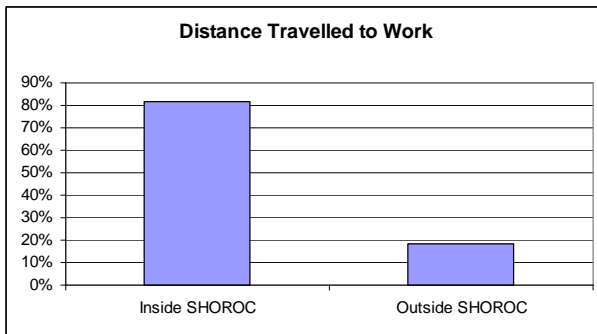
Age bracket	Number of Staff	%
<20	16	1.54%
20 - 30	235	22.60%
30 - 40	253	24.33%
40 - 50	223	21.44%
50 - 60	226	21.73%

Gender



Some 62% of our workforce is female and 38% male. There is a greater number of females employed on casual, seasonal or temporary basis. When we look at full time and part time workers 58.6% is female and 41.4% male. Despite this we are well above the National Local Government average of 46% females in the workforce (2010 LG census). However, we still have a way to go to ensure females are better represented in decision making roles.

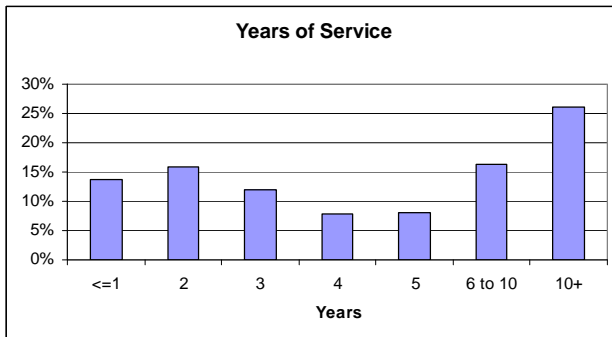
Distance Travelled to Work



Some 81.5% of our workforce live and work within the SHOROC region (i.e. live either in Warringah, Manly, Mosman or Pittwater Local Government areas). This is higher than compared to the overall SHOROC region, where 78.2% of the workforce lives within the region.

A little over half, 54.6%, of our workforce are local residents, living in the Warringah Local Government Area.

Length of Service and turnover



The average length of service is 6.82 years. If casual, temporary and seasonal staff are excluded, this average increases to 8.54 years. Some 54% of our workforce has worked with us for five years or more.

4. Forecast Future Workforce Trends

Based on the information in the previous chapters, Warringah Council faces the following challenges over the next few years:

4.1 Community Needs and Expectations

Community expectations will have an impact on demand. Consideration must be given to the extent our services are going to change in the future in order to better understand future employee needs. The ageing Australian workforce will impact on the demand for council's services. As the population ages, demand for health and aged care related services increases. These challenges can affect workforce capacity and the capabilities required by Council from staff.

4.2 External labour supply

The median age of people living in Warringah between 1991 and 2012 has increased from 34 to 38 years. Coupled with a relatively low projected population growth (4% in total from 2005 projected to 2031) and improving education levels of our local workforce, we will be increasingly more dependent on drawing workers from outside the Warringah Local Government Area. This will be particularly the case for positions that require no qualifications.

However, the cost of housing prevents a large proportion of potential staff from relocating to Warringah and poor public transport links, particularly along the east west corridor, make it difficult to commute to Warringah from other areas. This has implications for both the diversity and cohesiveness of our community as well as for the long-term viability of its economy. Overtime this may lead to increasing difficulties in recruiting staff.

Considering the above factors, it is essential that we are able to maintain or improve our relative attractiveness as an employer and maximise our retention rates across council. We need to ensure that key workers with critical skills and experience will remain in our workforce. A number of occupations required by local government to serve the community are already becoming increasingly difficult to fill, particularly where a skill set is in short supply. Examples include planners, engineers, building surveyors and also childcare workers, outdoor pool maintenance staff. This scenario may mean having to recruit on a state, national or even global level to fill some positions. If these trends are not managed properly, this will place strains on maintaining essential services to our community.

4.3 Ageing Workforce and retention

In some parts of our business (Cultural Services, Roads, Traffic and Waste, and Parks, Reserves and Foreshores) large number of workers will be approaching or have already reached retirement age. If we don't address the implications of this we may have difficulty ensuring continual availability and accessibility of critical job skills and knowledge in all departments. In order to minimise associated risks and to ensure immediate and future service and community needs are met we need to maintain a healthy balance in retaining existing employees while also attracting new staff. With regards to our older staff members, we need to ensure that we can offer flexible human resource practices in a safe and healthy work environment, facilitate their knowledge transfer, prepare them for retirement, whilst maintaining our levels of service to the community.

4.4 Technological changes

The role of local councils is continuously changing in order to meet the needs of the community. New technologies, new methods of work and new management systems are being looked at to ensure that we can continuously meet those demands without stretching the capacity of our workforce too far. We need to ensure changes are communicated clearly and at an early stage and that staff are appropriately consulted and trained. Examples of technological changes include having transactional customer services, such as bookings, customer requests and rate payments, conducted online. This on-line 'self service' model may impact on a number of different departments.

4.5 Changes in Childcare Regulations

The introduction of a new National Framework, including Regulations for Childcare, has direct implications for our Children's Services workforce. The new regulations are being phased in over time and they will set a higher requirement for more trained staff at certificate and diploma levels as well as reduced child to adult ratios for children under 3 years of age. This will have implications for the staffing and costing of our Childcare Services, with fees likely to increase significantly from January 2014. This may have an impact on the number of children enrolled in our Childcare centres, including Family Day Care, and therefore on the delivery model of these services.

4.6 Local Government Reform

Destination 2036 is a long-term Local Government reform agenda driven by the NSW Government. The aim is to create stronger communities through partnerships. Destination 2036 provides a process and a forum for local government to explore issues such as changing population, technologies and economy. It will also consider and develop structures and approaches to local government in NSW that will allow the sector to meet the needs and expectations of our communities in the future.

The strategic directions for NSW Local Government are:

- Efficient and effective service delivery: establish frameworks that facilitate and encourage effective, responsive and innovative service delivery
- Quality governance: enhance the governance framework to ensure community confidence in councils and to further enable Local Government to meet community needs and challenges
- Financial sustainability: ensure the financial sustainability of councils.
- Appropriate structures: develop a variety of Local Government structural models to suit different environmental contexts.
- Strong relationships: improve the relationship between the State and Local Government by working as partners, with a clear understanding of respective roles and responsibilities and for the benefit of our communities.

It is highly likely that any reform agenda will have a significant impact on our organisational structure, our locations, our service delivery model, and the composition and size of our workforce.

4.7 EEO

We are continuously striving to ensure that our workforce better reflects the residential population. The benefits of ensuring a diverse workforce include better local representation, improved communication and better understanding of the issues affecting our local community. Additionally, it will maximise the pool of workers from which we can address the workforce issues currently facing our organisation, such as skills shortages and an ageing workforce.

4.8 Internal workforce issues

Internal factors and issues that are affecting our workforce (based on consultation with our current workforce, including data from our Employee Opinion Surveys and Exit Questionnaires) are:

- The need for recognition and work being valued. These topics are the most important things to the majority of our staff
- An immediate need for superannuation workshops and individual superannuation advice
- A need for clearer career-paths
- More traineeships to encourage in-house knowledge building
- Allow for more flexible working arrangements for those closer to retirement (transition to retirement)
- Quicker and more effective recruitment processes
- Secondments and/ or job rotation, and development options for staff
- More flexible approaches to work arrangements, such as:
 - Start and finish times (7-7 coverage)
 - Contracts and projects
 - Working from home arrangements
 - Offering flexitime
 - Expansion of salary sacrifice options
 - Salary system refinement including consideration of market rates

- Buying additional leave

4.9 Council Sustainability

Currently Council is in a strong financial position. Our long-term financial planning reveals, with current rate pegging, that maintaining our current service delivery, asset management program and workforce costs are not sustainable in the future. Consequently, Council is planning for a rate increase in the near future. If this bid is unsuccessful there will be changes to current service levels which will have a direct impact on the size of the workforce.

5. Gap analysis and Closing Strategies

To address workforce issues and to ensure any workforce gaps are minimised, the following general recommendations are made (workforce strategies grouped as objectives with actions):

Objective 1: Attract and recruit staff from a wide applicant pool

To continue to strengthen our reputation as an employer and provide opportunities for Council to become a career pathway for a range of potential new recruits.

As the pool of potential employees shrinks, there will be increasing competition for job candidates for local government positions from both the public and private sector. This puts significant pressure on us to market ourselves as an employer of choice and to improve our recruitment practices.

Strategy and related actions

Recruitment of younger workers

- Implement a pilot of Business Administration Traineeships across Council, commencing February 2013. These traineeships allow young people the opportunity to view and value local government work. Such interaction can lead to a better understanding of the great services our Council provides, can distinguish local government as an employer of choice and can offer us a reservoir of ready and skilled candidates to draw from when vacancies occur;
- Investigate the option of graduate roles within Council as an action on our Corporate Plan. Target future critical shortages in various areas of our workforce by setting up programs with universities and colleges to recruit specific candidates and disciplines. Departments can also utilise graduates simply to address present workforce shortages or to complete specific projects;
- Continue to encourage and invite work experience students, thereby promoting a career with Council;
- Continue to strengthen links with local high schools, universities and technical colleges, thereby promoting a career with Council. This includes attending relevant career fairs to promote working in local government and showcase our organisation as a career destination.

Recruitment of a diverse workforce

Continued implementation of Council's EEO Management Plan, including:

- Increased focus on data collection of new and existing staff to ensure appropriate representation of EEO/ diversity groups in our workforce, particularly in decision making positions;
- Consideration of whether positions, as they become vacant, are suitable for redesign for part time employment or other flexible work arrangements (to suit mature workforce and/ or those that are caring for family members)
- Continue to promote the benefits of working for Council in order to remain sustainable in this competitive environment. We offer a number of benefits that can be marketed as attractive to potential employees. Research has shown that factors other than salary are particularly important to different age cohorts when choosing a potential employer. For example, we should continue to promote:
 - A greater sense of purpose and achievement, the ability to make a difference;
 - A community connection, social responsibility is a core value
 - Relative security in employment; and
 - A variety of experience

Targeted recruitment strategies for in-demand occupations

Using specific, targeted and cost effective recruitment strategies for in-demand occupations where candidates are in short supply, including:

- Research as to where our candidates generally come from, what motivates them (demographic, personal motivations, career progression, job flexibility) and what the current motivations and background of current employees in those roles are;
 - Advertising in a variety of media, i.e. local papers, internet job advertising sites, industry magazines, other publications and specific professional and social networks.
-

Competitive remuneration packages and salaries

- Continued benchmarking of external salaries and necessary adjustments to ensure Council remains competitive and is able to attract candidates in short supply or of high calibre;
 - Depending on the nature of the local government reform, review our current salary system and/ or explore the possibility for an enterprise agreement. This will allow us to attract and remunerate roles appropriately and according to going market rates. The strategic positioning of remuneration packages will become even more important as labour market conditions become more competitive.
-

Objective 2: Retention of appropriately skilled staff

To retain existing staff, including mature aged workers, by providing opportunities for career diversity and flexibility that accommodates both professional and personal aspirations.

Our retention strategies focus on providing our staff with a supportive work environment: to provide all staff with the direction and tools needed to perform our organisations' activities to the best of their ability, including quality work-life considerations, offering a safe and productive environment, and fostering a sense of belonging and community spirit.

Strategy and related actions

Retention of mature aged workers

Encourage mature age workers to remain in paid employment. Benefits for staff include the flexibility of work during the transition to retirement, the potential to keep earning a salary after retirement, and experience, skills and abilities can be better recognised. For our organisation there is better retention of corporate memory, scope for mentoring younger staff, diverse perspectives in projects, and a workforce that is more representative of the community, which may result in better policy. In order to achieve this we want to:

- Develop a Flexible Retirement Options initiative, which offers a range of flexible work options to staff approaching retirement and establishes a structured process for individual phased retirement plans;
 - Allow access to extended leave to allow social and caring needs;
 - Continue with our superannuation seminars in partnership with superannuation providers for all Warringah Council staff. Through this, we are hoping to encourage mature workers to continue on flexible working arrangements, without being disadvantaged financially;
 - Implement retirement planning seminars together with relevant providers to 'prepare' staff for retirement;
 - Continue to promote a safe and healthy work environment to ensure we give our staff every opportunity to be fit and healthy.
-

Career planning

- Identify the critical skills and knowledge within each department, division and/ or section, at all levels within our organisation;
 - Identify which roles will be vulnerable from (mass) retirement;
 - Undertake analysis on areas of concern and address issues, i.e. retirement planning;
 - Determine what needs doing to ensure retention and transfer of these skills and knowledge as well as coverage of these skills and knowledge during any absence or in preparation of retirement.
 - Offer continuous learning and development opportunities by promoting participation in our 'My Development and Achievements' process, which involves a structured individual development and training plan
-

Retention of younger workers

- Continue to encourage and offer opportunities to act at higher levels by regularly advertising internal promotional opportunities, and other short term vacancies and expressions of interest.
-

Retention of appropriately skilled and experienced staff

- Review our existing salary system and continue benchmarking to ensure market competitiveness.
-

Staff health & wellbeing policy and programs

- Expand on our staff wellbeing policy and programs. This includes breakfast sessions, yoga, meditation, information through different channels, and the possibility of looking at employing a Wellbeing Officer role in the future to ensure we give our staff every opportunity to be fit and healthy.
-

Employee opinion surveys

- Continue with our annual Employee Opinion Surveys. We want to keep asking our employees for their views of their work and how they feel about our organisation. This will enable us to test and compare engagement levels, get feedback on what staff thinks that we're doing well, on what can be improved, and to see what staff think of our benefits etc. The results and feedback from these surveys will help to focus our efforts and will enable us to continue to improve and maintain our commitment to becoming an excellent organisation.
-

Exit interviews

- Continue with our exit interview procedure. This allows us to identify any issues or problems within the workplace and we can check that individuals are not leaving due to unfair treatment or victimisation/harassment on any grounds and, importantly, enable us to act on any justified complaints.
-

Objective 3: Promote the use of flexible and leading edge human resource management practices that ensures Council is a desirable workplace.

Establish innovative human resource practices responsive to workers' needs

Strategy and related actions

Workforce plan update

- Continue to implement and update our workforce plan to capture all relevant workforce information and plan for the future;
 - Continue to expand the dashboard 'workforce scorecard' to hold GM, Deputy GM's and (Group) Managers accountable for identifying and developing talent as part of their KPI's.
-

Flexible human resource practices

- Continue to regularly monitor and review the appropriateness of our existing policies
- Regularly conduct external research of 'best practice' in a range of employment areas, such as career diversity, professional and personal development, work life balance, reward and recognition, job flexibility etc.
- Research the feasibility, uptake and options of the practices mentioned below:

Examples of flexible human resource practices

Flexible working arrangements and hours

- Flexible start and finish times

Retirement

- Retiree project employment
-

- Flexible rostering or scheduling
 - Part-time options/ dual jobs/ job sharing
 - Rostered/accrued days off
 - Rosters established on school terms and alternative core hours
 - Nine-day fortnight/compressed working week
 - Regular or occasional working from home
 - Phased retirement through reduced working hours and/or responsibility
 - Flexible exit strategies for older workers
 - Retirement intention survey / discussion planner
-

Leave arrangements

- Part-year employment, i.e. 6 months on, 6 months off
- Taking leave at half pay
- Cashing out of leave
- Buying annual / long service leave

Secondments and sabbaticals

- Career break schemes (e.g. defer 20% salary for 4 years to be paid in the 5th year during extended leave for personal/professional development)
 - Secondments / shadowing within Warringah Council
 - Leave without pay policy / practices
-

Objective 4: Minimising skill gaps, now and in the future

Offer continuous learning and development opportunities for all staff and accelerate the development of the next generation of leaders and other key professionals.

Strategy and related actions

My development and achievements' process

- Continue to build the capacity and skills of our existing staff by promoting participation in our 'My Development and Achievements' process, which involves structured individual development plans. Provide staff with growth opportunities and tools to help develop their skill sets which will contribute to employees choosing to stay with our organisation. This includes staff access to learning and further education, including traineeships and on the job possibilities.
-

Leadership program for all staff

- Continue the roll-out of our Leadership Program to all staff. This program provides staff with transformational leadership skills while also providing them with access to leadership coaching and resilience skills for success with out stress. It also provides the development of self-leadership and resilience skills, for use in both professional and personal life, for those who wish to take a more active informal leadership role in their current position. Participation in this program does not ensure promotions into a supervisory position in the future. However, the program will provide skill enhancement that can be applied immediately and accelerates the development of the next generation of leaders, thereby ensuring any skill gaps are reduced.
-

6. Conclusion

Summary of strategies and action plans

Strategy	Action
Recruitment	<ul style="list-style-type: none">▪ Recruitment of younger workers▪ Recruitment of a diverse workforce▪ Targeted recruitment strategies for in-demand occupations▪ Competitive remuneration packages and salaries
Retention	<ul style="list-style-type: none">▪ Retention of mature aged workers▪ Career planning▪ Retention of younger workers▪ Retention of appropriately skilled and experienced staff▪ Staff health and wellbeing policy and programs▪ Employee opinion surveys▪ Exit interviews
Flexible HR Practices	<ul style="list-style-type: none">▪ Workforce plan update▪ Research more flexible human resource practices
Minimise skill gaps	<ul style="list-style-type: none">▪ 'My Development and Achievements' process▪ Leadership program for all staff

7. Literature

In developing this plan the following materials have been considered:

- GLARM Workforce Development Strategy 2012
- 'Workforce Planning for the Public Sector', Q & A with Danielle Jiranek from SA Water.
- 'Workforce Planning: A National Perspective', by Sarah Artist, the Australian Centre of Excellence for Local Government
- '2010 Census of Local Government Employees', by Premier & Cabinet, Division of Local Government (August 2011)
- 'Attracting and Retaining Young Employees in Local Government', by Todd Hopwood, 2007, UTS:CLG
- Australian Bureau of Statistics, Census of Population and Housing 2001, 2006 and 2011
- 'The Impending Skills Shortage', by John M. McArthur, December 2009
- Department of Local Government Draft Planning and Reporting Guidelines and Manual for Local Government in NSW 2009
- Municipal Association of Victoria Department for Victorian Communities, Workforce Planning in Local Government, Discussion Paper, January 2006
- Kogarah City Council Resourcing Strategy
- 'Australia to 2050:future challenges', Circulated by The Hon. Wayne Swan MP, Treasurer of the Commonwealth of Australia, January 2010
- SHOROC Economic Profile economy.id®: <http://economy.id.com.au/Default.aspx?id=246&pg=600>

Appendix A: Our Current Employee Benefits

We recognise that there is much more to our employees than just the job they perform for us. For this reason, we have developed a comprehensive set of benefits focused on our employee's wellbeing, development, lifestyle and financial future. These benefits include (but are not limited to):

Reward and recognition

- Salary increases – award and/or consumer price index (CPI) increases provided annually.
- Service awards – provided to staff for longevity of service once they have reached 10 years of service and in increments of 5 years.
- Performance awards – categories of performance awards available.

Packaged benefits

- Car parking – car parking areas available for staff to use.
- Vehicles – option of salary packaging vehicles for staff including novated lease options for all staff.
- Mobile phones and iPads – available to employees in designated positions for business use with \$20 per month for personal use, all personal charges above this amount to be paid for by the employee at our great corporate call rates.

Health and wellbeing

- Onsite gym – we offer an onsite gym at Civic Centre for staff to use free of charge.
- Fitness activities / memberships – up to 50% reimbursement of fees associated with fitness activities/initiatives to a maximum amount of \$200 per annum.
- Warringah aquatic centre – free swimming pool access located at Frenchs Forest.
- Bi-annual motivational mornings – guest motivational speakers on a range of topics on a quarterly basis with breakfast provided.
- Employee assistance program – 24/7 access to professional counsellors to help staff and their families if they need professional advice on issues that may affect their health, work, performance or personal relationships.
- Influenza shots – free annual flu shots for all staff.

Career

- Study assistance – a maximum of \$2,000 or 50% of the course fees only, whichever is the lesser, per full year of study.
- Study leave – up to 2 weeks paid study leave per year.
- In-house courses – a range of courses are run in house and available to all staff.
- Conferences and seminars – opportunities to attend conferences and seminars relevant to the position.

Family

- Paid parental leave – once 12 months service has been completed, staff members have options of paid parental leave: 9 weeks leave on full pay, 18 weeks leave on half pay or a combination on full and half pay.
- Carers leave – use of sick leave entitlements to care for an immediate family member.
- Childcare – salary sacrifice arrangements for childcare fees at Warringah Council childcare facilities.

Workplace

- Break out areas – a number of break out areas with supplied tea, coffee and milk.

Other

- Transfer entitlements – accumulated benefits transferrable if moving from another council
- Long service leave – available after completion of 5 years service.
- Superannuation – choice of the Local Government Super Fund or your own nominated fund.
- End of year gift – provided to all staff at the end of the calendar year.

- Social club – a staff committee run a social club which offers events, activities and discounts to its members.
- Concessional leave – extra leave days provided at end of year period.
- Picnic day – one day annually is declared picnic day and is provided as paid leave to all staff.
- Casual Friday's – the last Friday of each month is "Casual Friday". Staff may wear smart-casual clothing instead of normal, professional work clothing. This program is voluntary, however it is open only to staff who make a donation to the Warringah Council Staff Charity Fund.