



camden council

# Workforce Plan

*Transforming Community  
Vision into Action*

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# 1. Introduction

Local government authorities in New South Wales are extremely diverse organisations delivering a vast array of services to the communities they serve. Camden Council, and indeed the wider community it serves, will undergo massive change over the next decade with the ongoing release of new urban development in the South West Growth Centre.

Not only will the population grow to around 250,000 people but the demand for increased, and in some cases different, services will grow hand in hand.

This extraordinary growth will be both challenging and rewarding and presents opportunities for the organization and its employees to grow and develop. However if we are to meet these challenges and capitalize on opportunities, it is essential that we have a workforce made up of the right people, with the right skills in place at the right time. This will ensure that we continue to maintain and enhance the quality of life of our residents.

To achieve this goal, and in accordance with the State Government's new Integrated Planning and Reporting Framework requirements, the Camden Council Workforce Resource Strategy has been developed. The key actions identified in this Strategy will assist in ensuring the community's long term goals and objectives, as expressed in Camden 2040 are met.

Analysis of our current workforce demographic, identification of risks, forecasting future needs and extensive consultation with key stakeholders identified the following key themes as being essential to the delivery of Council's future workforce needs:

- Workforce sustainability
- Attraction and retention
- Skill and Labour shortages
- Workforce capacity
- Workforce wellbeing.

Each of these key themes has identified strategies, actions and performance measures to ensure they are successfully implemented.

It is intended that this Strategy will be an evolving document that will change as the community and the organisation reviews and evaluates its needs.

The initiatives planned for the next four years as outlined in this document will require the ongoing commitment of councillors, senior management and all staff.

## **2 What is the Integrated Planning Framework?**

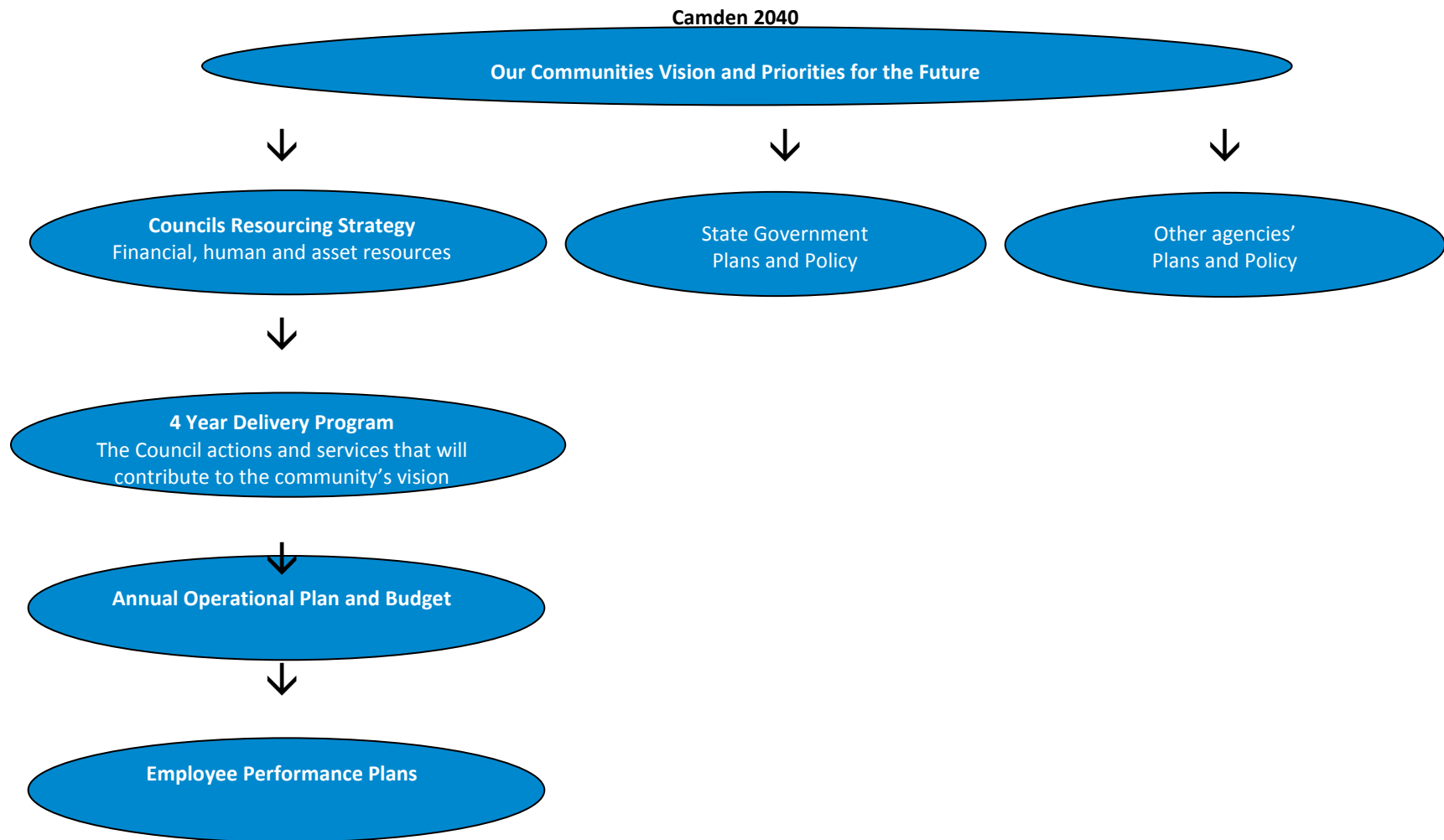
The Integrated Planning and Reporting reforms adopted by State Parliament in 2009 require all councils in NSW to develop a Community Strategic Plan (CSP) specific to their Local Government Area and the activities of their council. The Plan must have a long term focus (a minimum of 10 years) and must address social, environmental and economic issues as well as civic leadership.

In addition to the Community Strategic Plan, Councils are required to develop a Resourcing Strategy, a four year Delivery Program and a one year Operational Plan.

The Community Strategic Plan identifies the priorities and aspirations of the community for the future of the Local Government Area. The Delivery Plan describes the activities which will be implemented to achieve the community's priorities and the Operational Plan outlines the detail of the projects.

The Resourcing Strategy supporting the Delivery Plan is informed by the Asset Management Strategy (AMS), Workforce Resource Strategy (WRS) and Long Term Financial Plan (LTFP) which are intrinsically linked to the CSP.

Below is a visual representation of this process.



## 2.2 Camden's Community Vision

Camden's Community Strategic Plan 2040 (CSP), outlines the Community's expectations and a vision of what the community would like Camden to look and feel like in the year 2040.

The key directions of the CSP are;

1. Actively Managing Camden's Growth
2. Healthy Urban & Natural Environments
3. A prosperous economy
4. Effective and Sustainable Transport
5. Enriched and Connected Community
6. Strong Local Leadership.

## 2.3 What is a Workforce Resourcing Strategy?

Workforce planning is a continuous improvement process designed to ensure Council's workforce is capable of delivering the community's key priorities now and into the future.

In simple terms, the Workforce Strategy must ensure;

**The organisation has the right people, in the right place, at the right time.**

The Workforce Resourcing Strategy will play an important role in the achievement of Camden Council's vision as it is through our largest and most important resource, our people, that we will achieve our goals. Their knowledge, skills, motivation and ongoing development will ensure we meet the challenges of the future.

**What will it mean to actively manage Council's Workforce?**

1. Council will have the optimum number of appropriately qualified and experienced employees to deliver on its strategic and operational objectives.
2. Corporate knowledge is built, retained and accessible.
3. Council's workforce is multigenerational and diverse.
4. Council is responsive to changing business needs, challenges and possibilities.

## 2.4 Our Workforce Planning Framework

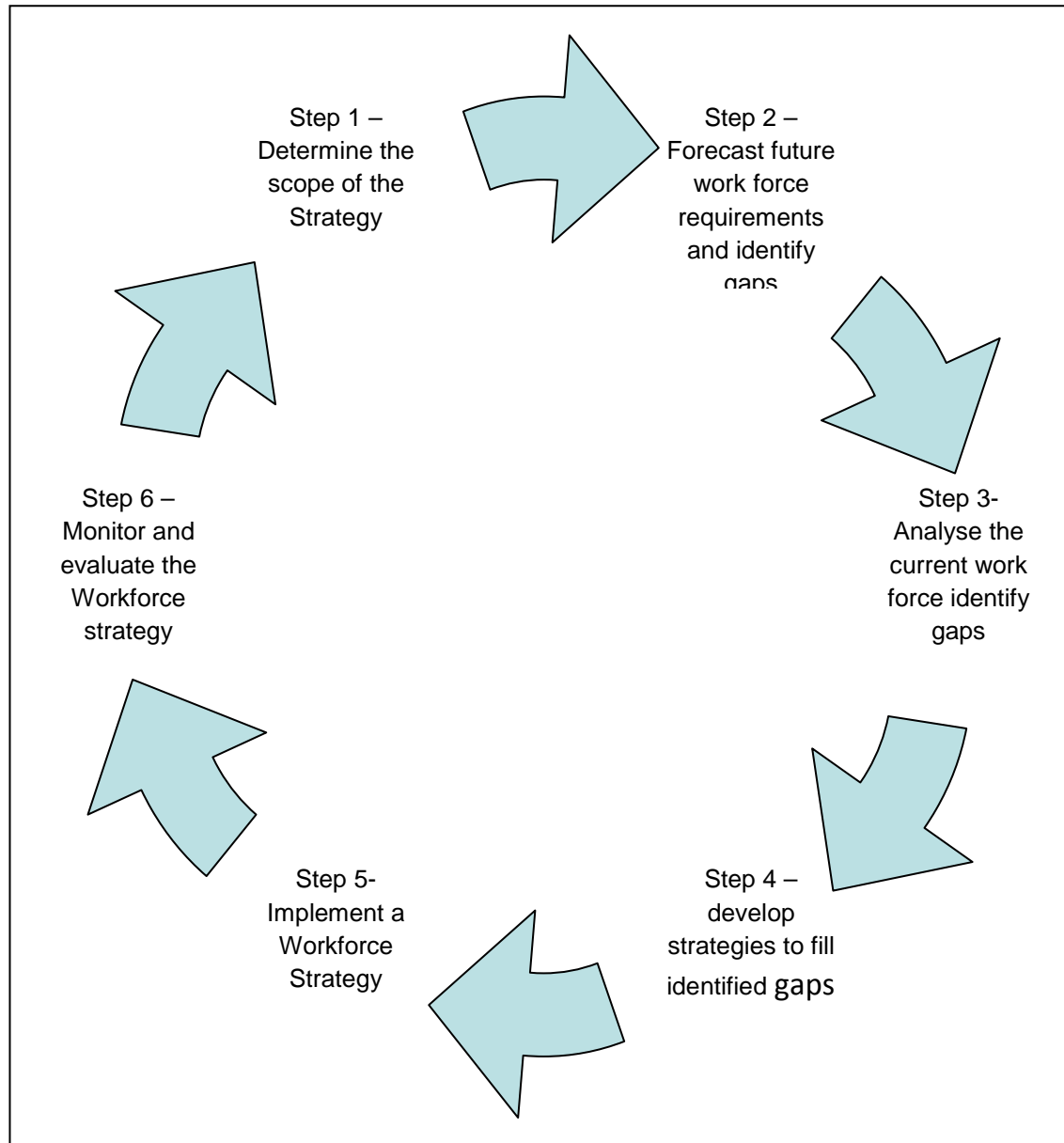
To enable Council to deliver high quality services to a growing population, it is essential that appropriate workforce planning is undertaken. There are many aspects to this process including, analysis of the current workforce, understanding future demand and supply for labour, forecasting the numbers and types of jobs and people required, identifying the source of those people, identification of gaps and managing issues such as succession planning, planning for retirement and skill shortages.

Council's process is outlined as follows;

- 1. Determining the scope of the strategy**  
The scope of the policy is to address workforce needs for a period of four years
- 2. Forecasting future needs and identifying gaps**  
This step involves thinking about the types of skills, positions and other resources the organisation will require over the next four years. It involves looking at internal organisational needs as well as the needs identified in the CSP.
- 3. Analysing the current workforce to identify gaps**  
Analysing the current workforce to determine the difference between what we have now and what we need in the future.
- 4. Developing strategies to address gaps**  
Developing strategies involves asking such questions as how we are going to manage the gap between what we have now and what we need in the future. .What are the actions we will undertake?
- 5. Implementation of strategies**  
Actions are put into place, responsibility for the action is assigned, timeframes are set and budget implications highlighted.
- 6. Monitoring and evaluation**  
This final process involves ensuring the strategies are being actioned and are on track to be fully implemented. It may highlight any problems or issues with delivery.



Following is a visual representation of this process.



### 3. Forecasting our future workforce Needs.

To forecast the future workforce needs of the Council consideration has been given to the key directions set by the Community Strategic Plan as well as the challenges facing the organisation from an internal and external perspective.

#### 3.1 Community Consultation Feedback

Council has not yet undertaken a specific formal survey of customer expectation as they relate to Council's workforce. However in preparing the Camden 2040 Community Strategic Plan, Camden Council engaged with almost 1,400 residents, workers and visitors to the LGA over the months of September and October in 2009. The consultation process focused on five (5) key questions:

1. What do people like most about the Camden area now?
2. What are the most important issues facing the Camden area now?
3. What will be the most important things to "get right" in creating Camden's future?
4. What is the community's vision for the future of Camden?
5. How satisfied are residents with Council's performance, and what are the priority areas in relation to Council's services and facilities?

As a part of this engagement with the 1,400 residents, Camden Council undertook a phone survey through IRIS Research<sup>1</sup> in November 2009. This survey further explored the last question above, requesting the respondents to give answers to the following three (3) broad objectives:

- Measure the importance of and satisfaction with, services and facilities provided by Council;
- Assist Council in identifying services or facilities that can be improved in terms of their delivery; and
- Identify services or facilities that Council currently does not provide.

Given the volume of feedback that was received, and the consistency of themes that resulted, this consultation process provides a clear insight into the concerns and vision of the community for the Camden Local Government areas as a whole.

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<sup>1</sup> IRIS Research – 2009 Camden Local Government Community Survey – Management Report, November 2009

### **Community Consultation – Survey Feedback**

The two greatest delivery priorities for Council are:

1. Maintaining Camden's feel and character through managing urban growth – urban and rural planning, heritage protection, active management of Camden Town and other places of significance; trees, parks and open space, and
2. Local roads and road-related infrastructure – condition, function, parking, kerbs, footpaths; major transport construction or upgrade; asset management

Following this, the priorities are:

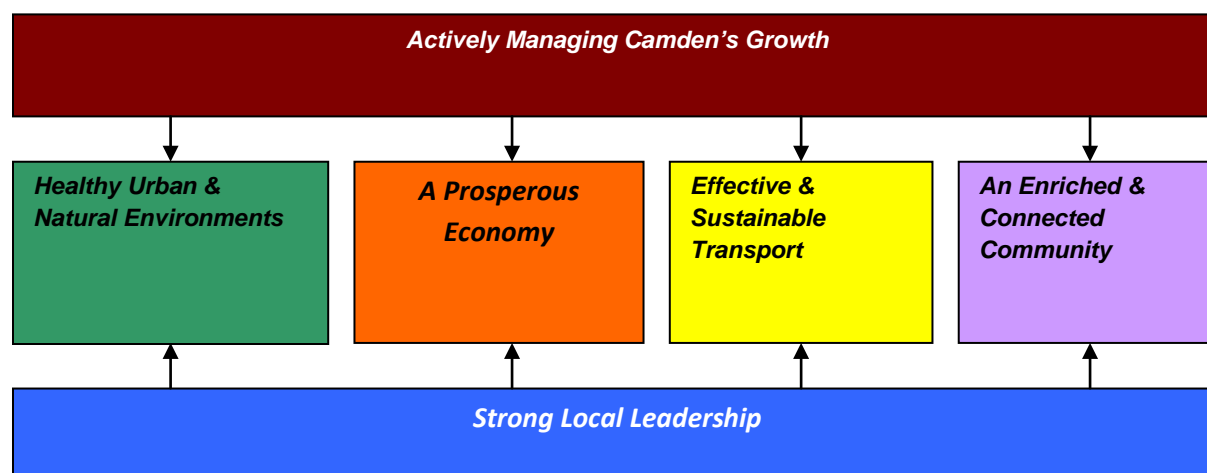
3. Recreation, community, health and education services and infrastructure - community needs and services forward planning; sense of community; community support facilities and services
4. Environmental activities
5. Community and road safety
6. Community consultation and engagement

### 3.2. Key Challenges linked to the CSP

A number of key challenges have been identified through consultation with our community.

Growth, in particular will place enormous pressure on Council's current workforce and its ability to deliver. There will be a demand for improved and increased services and in some cases, new services. Growth will also necessitate an increase in staff numbers.

The structure of Camden 2040 is visually represented as follows. The six boxes represent the principal activities Council must plan for and resource.



Listed below are some of the priorities from the CSP which may have workforce implications.

## **Effective Management of Growth**

Ensuring urban and rural planning is effectively managed, is one of the top three priorities identified by the Community. There is also a high expectation that the building process will be well managed.

Effective management of infrastructure, particularly transport will need to be addressed; however resourcing the management of this growth within Council's financial constraints will be a challenge.

Council will need to attract and retain experienced staff or up-skill in the areas of planning, development control; traffic and asset management.

Provision of local jobs for local people will also become important to Council's workforce planning strategies. The projected urban growth in the South West Growth Sector presents an opportunity for Council as there is likely to be an increased pool of potential labour available.

## **Healthy Urban and natural environments**

Trees, parks and natural open space are important to the community. Effective management of these areas will present an ongoing challenge to Council as more assets become Council's responsibility.

Management of bushland and riparian corridors will have a bigger focus than ever before. This will not only involve more staff, but also plant and equipment along with an increased need for different skill sets to traditional Parks maintenance.

Water and waste management will become a higher priority, as will compliance to ensure public health. This will place a strain on current staff levels and infrastructure.

There will be an increased need to reduce environmental footprints and promote sustainability. Council will need to increase resources to provide education, as well as develop policies and procedures for the community and the organisation to assist with this objective.

## **Prosperous Local Economy**

Council will need to consider playing a supporting role to local businesses, assisting in the areas of tourism and business development with a view to increasing local skills and employment opportunities.

Tourism development will aim to ensure Camden profits from a strong local and regional tourist market. This will place a requirement for additional resources to develop marketing and networking opportunities.

Workforce strategies will need to be addressed to support commitment to youth employment and develop partnerships with educational institutions, employers, business and industry groups.

## **Effective and sustainable transport**

The condition of local roads, footpaths and kerbs and Council's asset management were two of the highest priorities listed by the community in relation to Council's overall services.

Transport was identified as the most significant issue facing the area now, and the most important to 'get right' for the future.

There is an identified need to develop well connected, well designed and free flowing road networks, a network of cycle ways and footpaths and improve public transport options.

Managing parking demand and improving road and transport safety are also important to the community.

Council will not be directly responsible for some of these services, particularly some of the services surrounding transport. However, it will be important to ensure Council Officers are equipped with the skills needed to effectively lobby and negotiate on behalf of the community with key stakeholders such as the State Government.

Sourcing experienced staff in traffic planning and asset management areas has been particularly difficult for Council in the past, and will most likely remain a challenge to ensure that the required human resources are available to deliver these services. Also the increased volume of work may require additional positions in these areas.

## **Enriched and connected community**

The community wants to see improved community services as well as parks, open spaces and recreational facilities. Libraries in particular will need to be innovative, vibrant and serve as community hubs, enabling people to connect with information, learning, culture and social opportunities.

As a result there will be an increase in community services, arts and cultural activities. Cultural development will provide opportunities for creative expression, support for local artists and provide communities with an enriched public domain through public art.

Council will need to ensure information is up to date and easily accessible to the community. In addition to the supply and support of infrastructure, Council staff will need the skills to support the use of new technology.

There will also be a need to focus on recreation planning and development and community safety as major priorities.

## **Strong Local Leaders**

Council's ability to raise income is not proportionate to the rising costs of delivering services and infrastructure. The current rate base limits Council's ability to forward fund infrastructure due to rate pegging.

Despite this, the community expects community resources to be adequately planned and managed to meet current and future needs. Careful stewardship of the community's assets will be needed to achieve this goal. Once again, asset management will require increased human resource capacity to deliver on service priorities.

Council will also play an important role in the planning, advocacy and delivery of good outcomes for the community. The development of strong leadership and advocacy skills will be essential.

### 3.3 Key Challenges Facing the Organisation.

The challenges that Camden Council faces in regard to its future workforce planning and future capacity to deliver services, are in many ways similar to most Councils across New South Wales.

An ageing workforce, skill shortages, attraction and retention issues are all examples of challenges faced by most Councils and indeed other private sector industries.

However, Camden Council is in a unique and unenviable position because of the enormous growth predicted for the Local Government Area. Even though the population is expected to grow from around 55,000 to 250,000 over the next 25 years, it is not expected that the workforce will grow at the same rate.

It is therefore imperative that Council identifies key challenges and implements a workforce strategy that ensures Council's workforce is sustainable into the future.

Some of the major challenges facing Council are;

#### **Internal Factors**

##### **1. An Ageing Workforce.**

This issue is not specific to Camden. Generally speaking people are working longer than ever before. Although this has benefits such as retention of skills and knowledge, it also means that Council has to prepare for a workforce which may retire on mass.

Productivity issues need to also be considered as lighter work may be required by older employees, particularly in positions that require a high degree of manual labour. WH & S issues will need to be managed carefully to ensure workplace safety is maintained.

##### **2. Youth Employment – Generation X & Y**

Attracting young people to Local Government is a challenge. In the past Local Government was seen as secure employment, however today young people appear to be less concerned with job security. They are seeking challenging careers where progression happens quickly and results are achieved and recognised. They are not afraid to change jobs or try new things. A shrinking labour force will also mean there will be increased choice for younger employees. The challenge for Councils is to sell Local Government as an industry offering exciting opportunities for young people in a diverse range of occupations.



### **3. Critical positions – skill gaps**

Due to the skills shortage, Council also recognises that some positions which are currently filled are of such a critical nature, that strategies need to be implemented to ensure that if the position becomes vacant, a replacement is available.

### **4. Flexibility and Work Life Balance**

As the volume of work increases faster than the number of employees Council is able to engage, work/ life balance will become a challenge not only for the organization in the provision of opportunity whilst maintaining productivity levels but also for employees to have the capacity to manage workloads and maintain balance.

### **5. Asset Management**

Asset management will become critical to Council over the coming years. Growth will bring major liabilities to Council as new assets are acquired. Voluntary Planning Agreements and Works in Kind will need to be managed to ensure Council can effectively manage and maintain infrastructure provided by others.

### **6. Volume of work**

The major challenge will be how to manage the volume of work associated with the rapid growth. Some areas of Council will grow dramatically such as Parks & Gardens, Asset Management, Development, Strategic Planning and Traffic. Workloads will also increase in other Branches of Council who will be required to provide support roles. In some instances, the type of work will not change – there will simply be more of it however, in other areas the way in which work is conducted could possibly change.

## **External Factors**

### **7. Increased competition**

When sourcing suitable candidates for employment, not only will Council face competition for skills but also competition for benefits and remuneration. Council does not have the capacity to offer the rates of pay which may be on offer in the private sector. Therefore Council has to become a competitor through other non monetary means such as working conditions and career opportunities.

## **8. Skill Shortages**

In some professions such as planning, traffic and engineering there has been a skill shortage. This means that the pool of suitable applicants has not been available to fill the needs of the organisation. This problem has not been specific to Camden, but because of the growth facing our organization, various skills will become essential to deliver essential services to our community.

Added to this is the lack of graduates in some areas such as planning and environment and health. In some cases, courses have been cancelled at Universities due to the lack of numbers. This will have serious flow on effects in some professions.

## **9. Legislative Changes**

Increased emphasis on sustainability issues from the government will place added pressure on Council across many areas.

Accreditation changes to the Building Industry also place pressures on staff to obtain additional qualifications to do their current job, and may also present issues for staff retention as qualified staff may be in more demand in the private sector.

Recent changes to employment legislation have provided increased flexibility for employees with family responsibilities. These changes will create resourcing issues for Council, although they are considered a necessary benefit to deal with the changing family dynamic.

It is also anticipated that the Compulsory Superannuation Levy could rise which will have a significant impact on employment costs.

## **10. Financing the Growth.**

Council will be challenged to finance the growth that is expected. There will be increases in operating expenses and employment costs.

There will be a need to upgrade systems, procedures and software as well as employing more people to provide services to the community.

Government funding and Section 94 contributions remain an uncertainty which provides added pressure on Council's ability to finance the growth.

## **11. Changes to and increase of services provided.**

In some instances the level of service will need to increase in direct correlation to the population growth, for example waste services and rates. Regulatory services will need to increase as the community expectation that a continual presence is available grows. This will impact on services provided by such roles as Rangers

There will also be changes to the types of services provided by Council. For example in Community Services the need for more socially connected communities will necessitate extensive neighbourhood planning, Community Development Officers will have more of a social planning focus and youth services will need to be more technology based.

Council may also need to consider outsourcing services or employing contractors to deliver specific projects.

### 3.4 Service expectations and priorities

The Community Strategic Plan contains 12 Service Priorities which have been set by the community.

These are;

1. Construction and maintenance of roads
2. Asset management
3. Community consultation
4. Urban and rural planning
5. Community and road safety
6. Environmental activities
7. Parks and playground maintenance
8. Appearance of the area – graffiti
9. Youth facilities
10. Public transport/bus services
11. Planning and development approvals
12. Preventing anti-social behaviour.

To deliver these priorities Council will need to ensure it has the right employees, with the right skills at the right time.

Research indicates that Council is currently understaffed in comparison with the State average. It also is anticipated that in every area of Council there will be a need for increased resources to meet current and future needs.

### 3.5 Changes in Technology

Technology will change the way Council provides services.

Council will not only need to ensure that it can support its own internal IT demands, but will be required to provide technology to the community. This will be particularly important in Libraries and Youth Spaces for example.

Increased use of technology will present opportunities to improve accessibility and the services Council provides, however training needs and financial implications will need to be considered.

### 3.6 Specialist Skills & critical positions

Council has a highly skilled workforce, however in the future the need for these skills may change or fluctuate.

The CSP outlines values which will need to be reflected in the skills of the Council's workforce.

These are;

- Leadership
- Innovation
- Partnership
- Commitment
- Community focus.

Additional skills may also be required in the following areas:

- Architecture
- Design
- Traffic Engineering/Planning
- Social and cultural planning
- Recreation and cultural planning
- Asset management
- Advocacy

These skills may be developed with current staff or obtained through the recruitment of new staff.

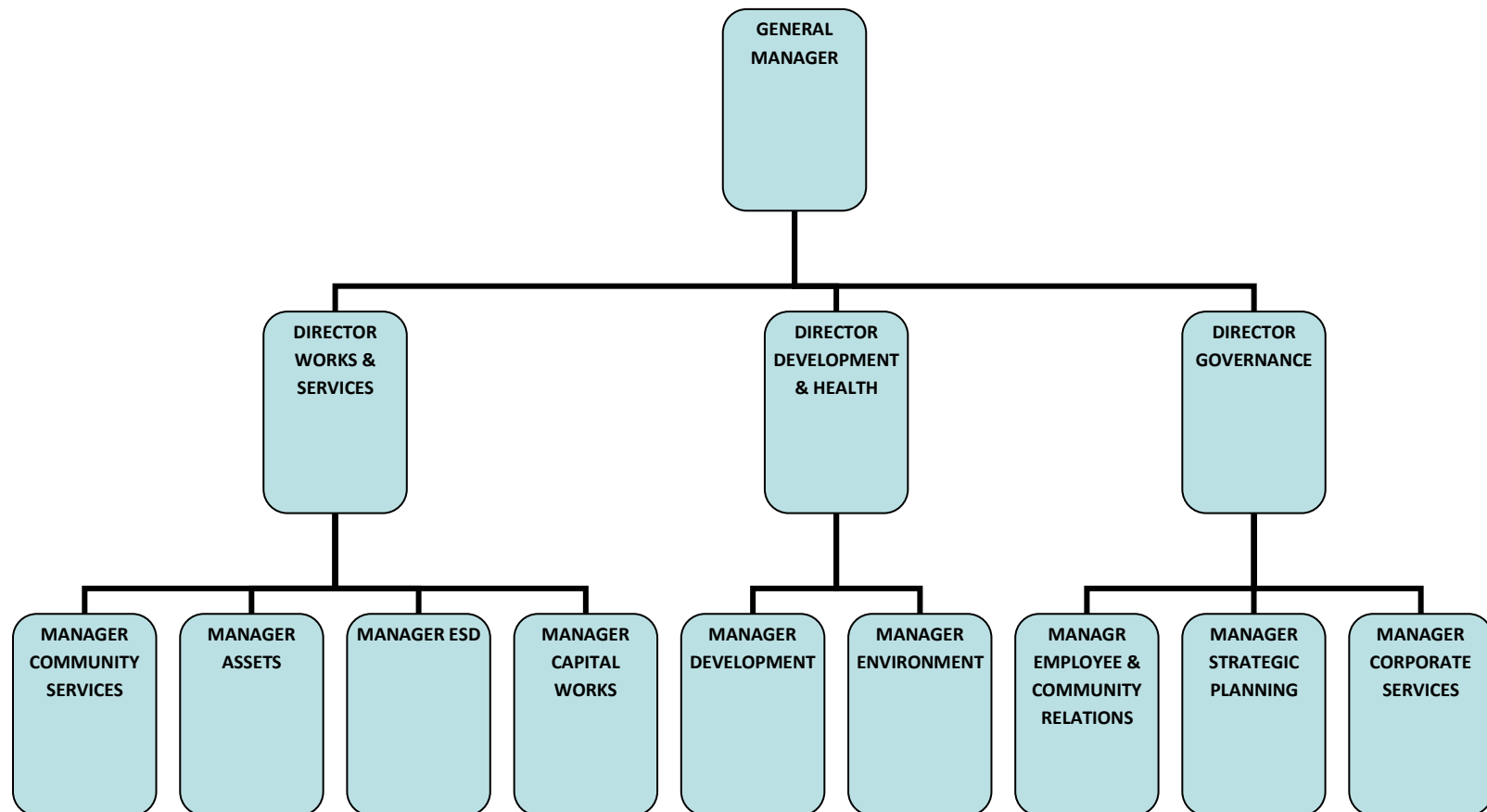
Critical positions have been identified in the areas of;

- Rates
- Assets
- Planning – Land Use, Town, Corporate
- S94
- Environment & Health
- Transport
- Design
- Recreation and cultural planning
- Asset management

## 4. Workforce Analysis – A snapshot of Camden Council.

Camden Council currently employs 285 people across a range of services. Of these 285 employees, 83% are full-time and 17% are part-time. Casual employees are engaged to work in areas such as libraries, civic centre and out-door crews from time to time.

Below is Council's current Management Structure.



Human resources are one of the largest costs to the Council, currently \$26,962 Million per year. It is therefore essential that this asset is planned for and managed well.

The table below shows employment costs as a % of revenue from Rates (at March 2013)

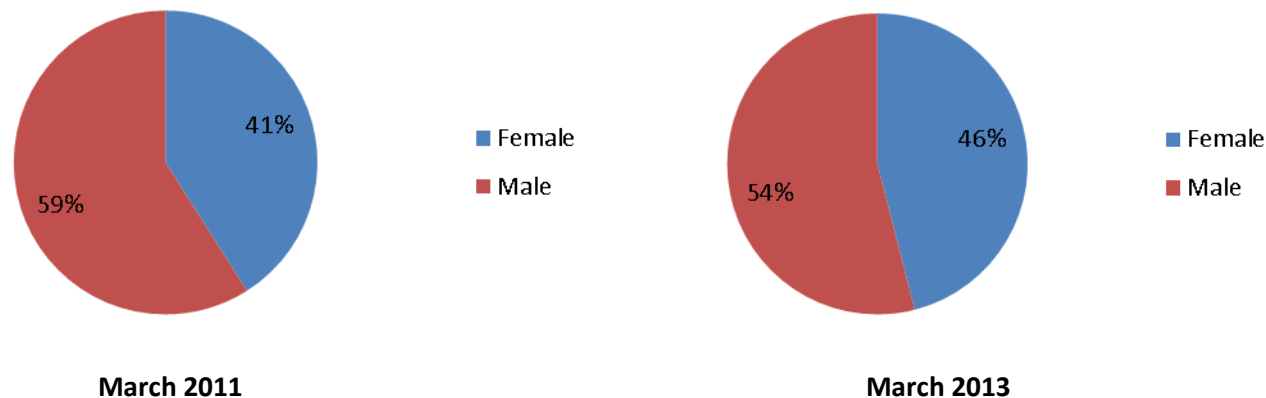
<b>Expenditure (\$'000)</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
Employment Costs	\$23,636	\$25,349	\$26,962
Total Rates and Annual Charges	\$34,027	\$36,672	\$39,560
Employment Costs as Percentage of total rates.	69%	69%	68%

## 4.1 Current Workforce Demographics.

To plan for the future, it is essential that Council understands its current workforce. This will allow planning for any future gaps.

It is also important that Council's workforce is representative of the community it serves. Council has developed an EEO Management Plan to address this goal.

### How diverse is Council's workforce?

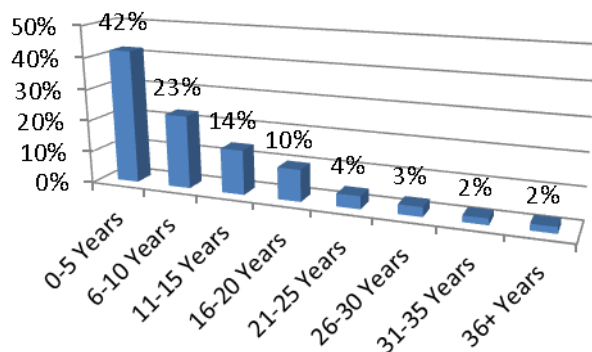


Council has a slightly higher gender balance towards males within the workforce. This could be linked to the types of work Council undertakes. For example in some professions the ratio of male to females is traditionally higher. In Council the Assets Branch has been traditionally male dominated due to the type of heavy manual labour that is undertaken. Labourer, driver and plant operation positions are typically occupied by males. Other services provided by Council such as Family Day Care and Library services are typically female dominated.

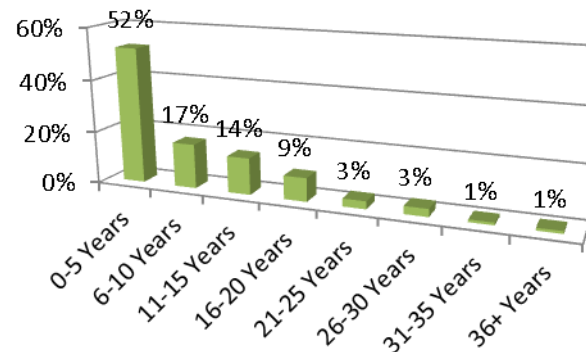
Council encourages EEO practices which are supported by the EEO Policy and Management Plan. Strategies have also been undertaken to encourage more diversity in the workforce across Council. A balance of male and female applicants are interviewed for all positions where interest, skill and experience are demonstrated.



## How long have employees worked for Council?



**March 2011**



**March 2013**

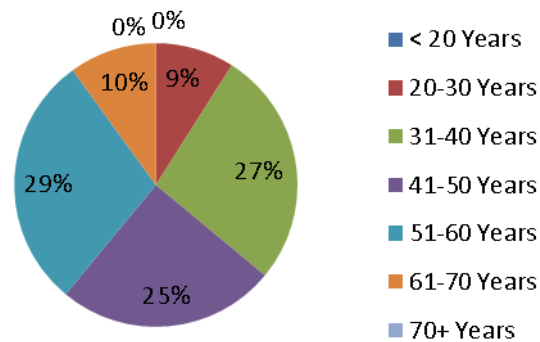
Typically Council's turnover rates are relatively low by comparison to other industries and even other Councils. Currently the turnover rate is 3.47%.

Council has many long term employees with 17% of the workforce being with the organization for longer than 15 years and 2% of the workforce have been employed by Council for longer than 30 years. This may indicate that Council is an 'employer of choice', offering attractive benefits and job security.

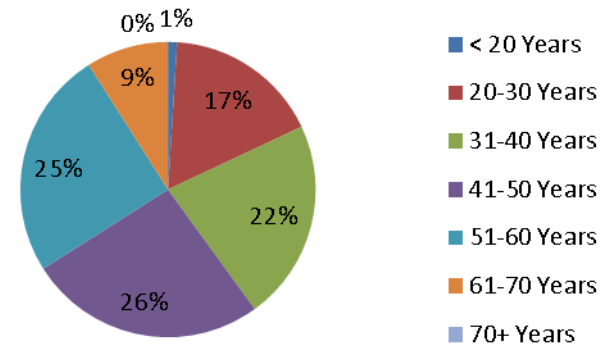
Although the above demographic demonstrates that Council has a mix of old and new 'knowledge', there are issues around retention of corporate knowledge. This wealth of knowledge in specialized areas such as rates and finance may be difficult to replace.

Years of service demographics show that overall, 52% of staff are relatively new to the organization. This could be through either staff vacancies or new positions.

## What is the average age of employees?



**March 2011**



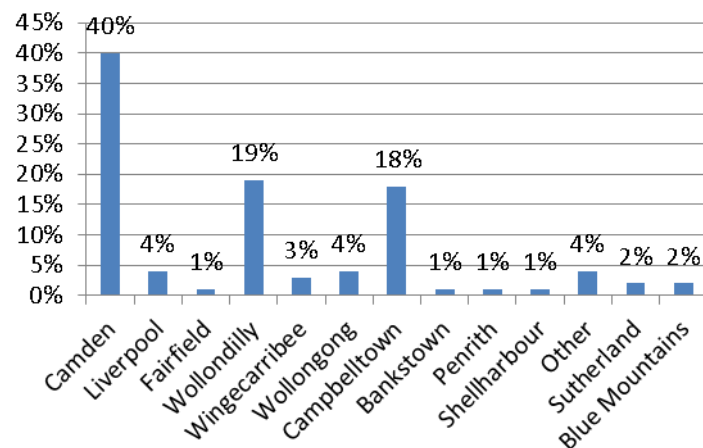
**March 2013**

Council has an ageing workforce where 34% of Council's employees are over 50 years of age, 9% of which may be considered to be of an age where they may soon retire.

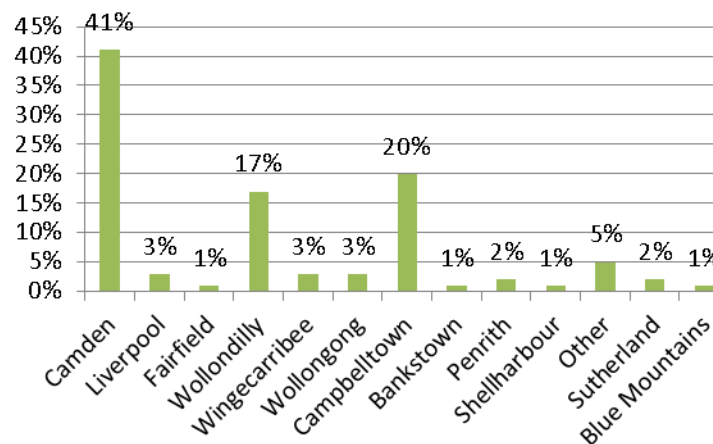
An ageing workforce presents risks to Council for retention of corporate knowledge, as well as WHS issues as people may begin to experience difficulties in performing the physical aspects of their jobs. This may also link to an increase in Workers Compensation costs. Strategies to address these issues may include succession planning, WHS education, job rotation, staged retirement, graduate and trainee employment programs.

Council supports youth employment through a traineeship program with MyGateway in areas of business administration, finance and tourism and events. University traineeships are also currently provided in Town Planning and Library Services. Council has also been able to provide for Student Planners and more recently traineeships in the areas of Engineering, Building Surveying and Ranger.

## Where do employees come from?



**March 2011**



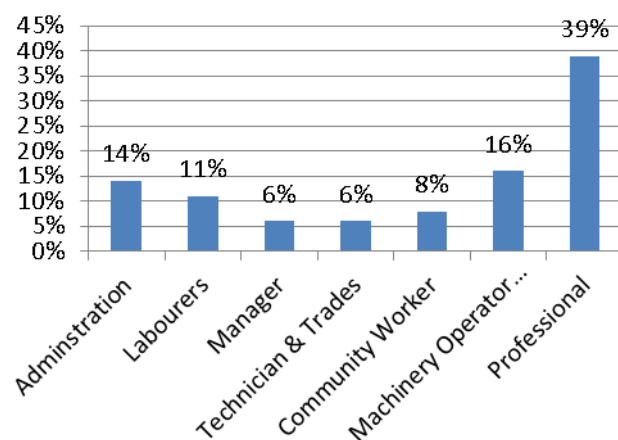
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Camden Council is a 'local' employer with 41% of staff working and living in the LGA. On a broader level, 78% live in what is considered to be the Macarthur area (Camden, Wollondilly and Campbelltown).

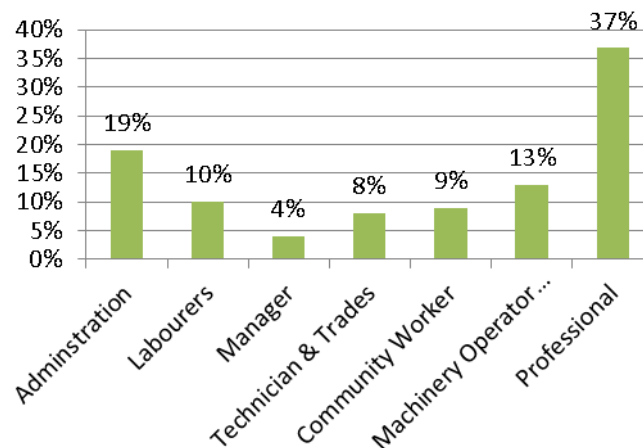
Employees who are willing to travel longer than 45mins to over an hour are generally in senior positions. Operational and administration positions tend to be filled by local people.

Council encourages local employment by advertising locally in all instances. Council has introduced different advertising techniques to encourage applicants who may consider Camden too far away.

## What do people do at Council?



**March 2011**



**March 2013**

Council provides a large number of employment opportunities across a diverse range of professions and services.

Generally, Council is able to recruit suitable applicants to fill positions, however in past years there has been some difficulty in filling planning, assets, engineering and environment and health positions. This is an industry wide problem and in some cases it has been necessary to fill positions with graduates. This has the dual benefit of encouraging a 'grow our own' philosophy.

Also, some positions are hard to recruit not only because experienced people are in short supply but because the remuneration Council is able to offer, is considered to be less in comparison to the private sector. For example mechanics and engineers can potentially earn higher salaries in the private sector. Council's ability to match the market is limited due to issues such as rate pegging.

## 5. Gap Analysis to identify risks and opportunities

An analysis of workforce data to determine current supply levels and forecast the labour demands based on the key directions identified in the Community Strategic Plan, has been conducted to determine Council's ability to deliver on community and organisational expectations. Therefore, based on that information, potential risks and/or gaps, as well as opportunities have been identified and strategies developed to either mitigate the risks or capitalise on opportunities.

### 5.1 Workforce Sustainability

To deliver on the key priority areas identified in Camden 2040, it is essential that Council is staffed by an effective, efficient and flexible workforce that is able to respond to changing and emerging needs.

Council's most significant asset will continue to be a stable and highly skilled workforce and factors such as an ageing workforce, low levels of youth employment and a shrinking labour pool will place significant pressure on the organisation. The wide range of occupations and vast array of specialist skills and experience within our organisation will be difficult to replace.

It is therefore imperative that a strong workforce, representative of all demographic sectors is established and maintained and that appropriate strategies are in place to manage the different generational expectations and ensure needs are met.

#### Risks:

- Ageing workforce
- Low youth employment
- Limited traineeship/cadetship opportunities
- Limited ability to capture corporate knowledge
- Limited opportunity for transfer of knowledge
- Possible lower productivity as a result of ageing workforce
- Gender imbalance in certain sections of the workforce
- Need to ensure composition of the workforce is representative of the wider community as it evolves over time.
- Need to recognise & support workplace diversity

**Opportunities:**

- Low turnover
- Long tenure for some employees
- Highly skilled existing employees
- Flexible working conditions
- Training & development opportunities
- Existing short term traineeship program

## 5.2 Attraction & Retention

Camden Council strives to be a leading employer, with a highly skilled, motivated and capable workforce. The attraction and retention of the right people with the right skills will be a key factor in our ability to deliver on key objectives.

Maintaining market competitiveness through appropriate remuneration and benefit packages, interesting and challenging work, learning and personal development, career progression opportunities and work/lifestyle balance will be essential in attracting prospective employees.

The retention of good employees will be largely dependent on the employee's continued engagement with and commitment to the organisation. This will be achieved through aligning employer of choice options at key stages throughout the duration of employment.

**Risks**

- Need to be identified as an Employer of Choice
- Remuneration levels are not comparative to private industry
- Local Government not seen as an attractive employment prospect for young people
- Recruitment processes can be slow and complicated.
- Increased costs associated with some employee benefits e.g. vehicles
- Need to ensure benefits remain competitive

**Opportunities:**

- Low turnover
- Long serving employees
- Experienced management team
- Good response to advertisements for some vacant positions
- Council has a good reputation as an employer
- Employment conditions and benefits within Local Government sector are competitive
- Population growth in the South West Growth Centre is likely to expand the pool of local talent.
- Flexible work options well established.

### 5.3 Skill & Labour Shortages

Sourcing employees with the relevant and required skill and knowledge levels will be essential to the ongoing effectiveness and performance of our organisation.

In light of the predicted growth and the rapid rate of legislative and technological change, it is equally important to ensure existing employees are provided with ongoing development opportunities.

A number of positions are considered critical to the ongoing functioning of Council's operations. These positions are considered critical due to a number of factors including increasing expectations, lack of suitably qualified replacement staff, the unique nature of some positions or the specialised skill and knowledge of the present incumbent. As many workers approach retirement age it is imperative that appropriate succession planning is in place and that strategies are developed and implemented to identify future leadership potential.

**Risks**

- Negative perception of Local Government
- Remuneration levels not competitive for some positions
- Shortages in specific occupational groups
- Need for new and/or different skills
- Possible loss of critical positions
- Need for effective leadership development

**Opportunities:**

- Extensive training and development opportunities
- Strong commitment to ongoing learning
- Language, literacy and numeracy program in place
- Leadership program in place.
- Education assistance program in place
- Successful short term traineeship program
- Increased population will expand local talent pool

## 5.4 Workforce capacity

Camden Council is currently operating with staff numbers that are well below the state average. Current and future work demands associated with the projected enormous population growth will continue to exert extraordinary pressure on the organisation and its employees' ability to continue to meet community expectations.

Changes in legislation, rapidly changing technology, cost shifting and revenue raising limitations due to rate pegging, seriously compromise adequate resourcing of the organisation.

It is essential as our organisation grows at a rapid pace that appropriate strategies are in place to assist and support employees through this difficult transition period.

**Risks**

- Low staff numbers compared to the State average.
- Need to monitor workloads as a result of rapid urban growth
- Accommodation constraints
- Outdated systems & processes
- Evolving technology
- Rapidly changing legislative framework
- Increased environmental/sustainability responsibilities
- Cost shifting
- Decreased federal and state funding opportunities.



**Opportunities:**

- Varied and challenging work opportunities due to rapid urban growth
- Growth of organisation will provide increased career development opportunities
- New employees will bring new ideas and methods of work
- Training and development in place to equip employees with necessary skills and assist with rapid change
- Leadership program implemented to assist with change process
- Reward & recognition programs in place
- Continue to actively seek alternate funding to assist with staffing needs

## 5.5 Workforce Wellbeing

Camden Council is committed to the provision of a safe, healthy, supportive and appropriately equipped work environment. Our organisations wellbeing will be characterised by a strong and positive workplace culture that values cooperation, equity and diversity, effective partnerships and encourages innovation, empowerment, motivation and productivity.

We are committed to strengthening relationships between management and staff by ensuring transparency and the creation of a culture of two way communication and increasing individual accountability and responsibility.

**Risks:**

- Possible decrease in work/life balance as workloads increase
- Need to monitor workplace culture
- Need for an integrated OH&S System
- Need to increase OH&S reporting capability
- Need to define linkages and accountabilities with CSP
- Need to ensure appropriate communication and consultation mechanisms are in place.

**Opportunities:**

- Work colleagues are highly valued
- Council has a positive workplace culture
- The high number of employees who live in the LGA ensures the connection with the local government area is strong
- Employees enjoy working in an environment where they make a difference
- Employees consider the Camden LGA as a favourable place to work
- There is a strong commitment to workplace safety and wellbeing.
- Low EEO complaints

## 6. Summary Action Plans

### Performance Indicators

●	Target met or exceeded	●	Requires attention
●	Progress made towards target	●	No data currently available

### 6.1 Workforce Sustainability

**Expected Outcome;** Council's Workforce is Multigenerational and Diverse

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comments	Indicators
Ensure Council's employment demographic is sustainable now and into the future	<ul style="list-style-type: none"> <li>Continually monitor, review and identify risks with current workforce</li> </ul>	Employee Relations	Managers	Annually	Demographics reviewed to identify risks and trends.	Demographics reviewed March 2013 Although minor shifts in demographics, no major issues identified	●
Ensure planning is undertaken to address issues with the ageing workforce	<ul style="list-style-type: none"> <li>Predict &amp; plan for employee's retirement.</li> <li>Investigate phased retirement options</li> <li>Provide pre-retirement planning through education and facilitation</li> <li>Carefully manage the physical capability of workers undertaking tasks to ensure their</li> </ul>	Managers & Supervisors	Employee Relations	Ongoing 2013/2014	Phased retirement scheme investigated and proposal developed.  WHS risks are minimised.	Phased retirement being managed on request.  Regular onsite meetings available with Superannuation providers and financial advisors.  Task analysis undertaken as part of pre employment medicals Proactive	●  ●  ●

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comments	Indicators
	long term health, well being and productivity capacity					management of injured workers continues	●
Succession Planning	<ul style="list-style-type: none"> <li>Identify critical positions for succession planning and develop strategies.</li> </ul>	Managers	Employee Relations	Ongoing	Succession Plans developed to address critical positions.	Critical Positions identified. Further work required on formalised succession planning	●
Develop processes to ensure Corporate Knowledge is retained.	<ul style="list-style-type: none"> <li>Develop information sharing processes to retain corporate knowledge</li> </ul>	Managers & Supervisors		Ongoing	Processes are developed within teams and implemented.	Opportunities provided for employees to act in other positions during periods of leave.	●
Encourage diversity in the workforce	<ul style="list-style-type: none"> <li>EEO strategies outlined in Councils EEO Management Plan are implemented</li> <li>Gender imbalance issues are addressed through the leadership program for targeted groups.</li> </ul>	Employee Relations	SMT	2011-2014  Ongoing	EEO targets are met. Target groups are able to compete for suitable positions.	Review of EEO Plan scheduled for 2013. Further information at conclusion of review  Leadership program commenced and currently in third year.	●  ●
Support youth employment	<ul style="list-style-type: none"> <li>Continue to provide work experience</li> <li>Consider graduates for identified hard to recruit positions.</li> </ul>	Employee Relations Managers & Supervisors  Employee Relations & Managers	Universities, TAFE Employee Relations	Ongoing	Youth employment opportunities have increased.	Council continues to provide work experience opportunities for schools and universities.  Graduates have been	●

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comments	Indicators
	<ul style="list-style-type: none"> <li>Continue with current traineeship program</li> </ul>					<p>offered roles in the professions of planning, engineering and environment &amp; health</p> <p>Council currently provides for 2 apprenticeships and 10 traineeships.</p>	<p>●</p> <p>●</p>
Consider Cadetship program	<ul style="list-style-type: none"> <li>Investigate and report on viability of a Cadetship program</li> </ul>	Employee Relations	Universities & TAFE	2011-2014	Proposal developed and submitted to SMT for consideration.	Further investigation required.	●

## 6.2 Attraction & Retention

**Expected Outcome;** Highly skilled and motivated employees are attracted to and retained by Council

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measure	Comments	Indicators
Ensure Council can attract & retain quality employees	<ul style="list-style-type: none"> <li>Develop innovative advertising with access to a wide audience</li> </ul>	Employee Relations	Communications	Ongoing	Suitable applicants are attracted to Council.	Council continues to advertise in a variety of mediums including websites, print media and Facebook.	●
	<ul style="list-style-type: none"> <li>Ensure Council's processes and procedures are welcoming and supportive of employees throughout the employment lifecycle.</li> </ul>	Employee Relations	Managers & Supervisors	Ongoing	Policies and procedures support the employment lifecycle	Recruitment and Selection Policy , Induction and probation procedures under review	●
	<ul style="list-style-type: none"> <li>Streamline Recruitment and Selection practices.</li> </ul>	Employee Relations		Ongoing	The recruitment process is efficient and timely.	Online recruitment process implemented	●
	<ul style="list-style-type: none"> <li>Gather information to determine why people are attracted to working at Council and why they stay.</li> </ul>	Employee Relations		Ongoing	Surveys/reporting mechanisms developed	Introduction of assessment centres	●
						Other mechanisms to be further developed.	●

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measure	Comments	Indicators
Become known as an employer of choice	<ul style="list-style-type: none"> <li>Ensure benefits are attractive and fair</li> </ul>	Employee Relations	SMT	Ongoing	Council is competitive in the job market	Council participates in salary surveys, undertakes research and market analysis.	●
	<ul style="list-style-type: none"> <li>Explore additional benefits to attract and retain employees</li> </ul>	Employee Relations	SMT	Ongoing	Benefits are explored, considered and implemented where appropriate	Council has introduced novated leasing, salary sacrificing, social club benefits	●
	<ul style="list-style-type: none"> <li>Promote employee benefits during all phases of the recruitment process</li> </ul>	Employee Relations	Recruitment Panel members	Ongoing	Council is promoted as an employer of choice	Benefits promoted during advertising, interviews and induction.	●
	<ul style="list-style-type: none"> <li>Develop relationships with educational institutions to promote Local Government opportunities.</li> </ul>	Employee Relations	Educational Institutions	Ongoing	Working relationships established	Direct advertising with universities undertaken	●
	<ul style="list-style-type: none"> <li>Participate in promotional opportunities.</li> </ul>	Employee Relations	SMT	Ongoing	Participation in career fairs and promotional opportunities.	Council continues to participate at careers fairs and other relevant networks	●
	<ul style="list-style-type: none"> <li>Investigate the development of scholarships and awards</li> </ul>	Employee Relations	SMT	2014	Proposal considered.	Investigation of scholarships with universities undertaken. Further investigation required.	●

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measure	Comments	Indicators
Provide career development opportunities are available	<ul style="list-style-type: none"> <li>Opportunities for career development are identified and planned during Performance Reviews.</li> </ul>	Managers & Supervisors		Ongoing	Career development plans are agreed on during the performance appraisal process. Succession planning is in place. Appropriate training programs implemented.	Performance Management and Salary System revised and updated in 2012 including additional emphasis on career planning and training with direct links to the CSP	●

### 6.3 Skill and Labour Shortages.

**Expected Outcome;** Council has the right people, with the right skills at the right time.

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comment	Indicator
Ensure Council has the required skills in the available workforce	<ul style="list-style-type: none"> <li>Determine current skill levels of staff and identify gaps in line with the CSP.</li> <li>Identify and plan for shifts in required skills in line with the CSP.</li> </ul>	Managers & Team Leaders	Employee Relations	Annually	Skills gaps are minimised. Career and training opportunities are identified	Annual Performance reviews identify skill gaps and training needs	●
	<ul style="list-style-type: none"> <li>Identify career and training opportunities.</li> </ul>	Managers & Team Leaders	Employee Relations	Annually	Training provided for the acquisition of new skill types	Corporate and branch specific training provided in accordance with identified training needs	●
Ensure the development of succession plans to retain critical skills and knowledge	<ul style="list-style-type: none"> <li>Identify critical positions</li> </ul>	Managers & Team Leaders	Employee Relations	Annually	Critical positions identified	Critical positions identified during review of Workforce Plan.	●
	<ul style="list-style-type: none"> <li>Identify potential employees for succession planning</li> </ul>	Managers & Team Leaders	Employee Relations	Annually	Succession planning implemented.	Informal process Needs further attention.	●
	<ul style="list-style-type: none"> <li>Implement mentoring program</li> </ul>	Managers & Team Leaders	Employee Relations	Annually	Mentoring program implemented	Mentoring provided to Future Leaders Group in the form of coaching sessions	●
Leadership qualities are developed and supported.	<ul style="list-style-type: none"> <li>Potential leaders are identified</li> </ul>	Managers & Supervisors	Employee Relations	2011-2014	Potential leaders are identified	Council's Leadership program is currently in the third year	●
	<ul style="list-style-type: none"> <li>Leadership program is implemented</li> </ul>	Employee relations	Managers	2011-2014	Identified potential leaders participate in Leadership program.		



Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comment	Indicator
	<ul style="list-style-type: none"> <li>Mentoring programs are developed to support new leaders in the workplace</li> </ul>	SMT	Employee Relations	2011-2014	Mentoring processes are developed and implemented.	<p>Mentoring provided to Leadership Growth group</p> <p>EAP – Managers hotline available to Managers for advice and coaching</p>	●
Variety of work is available	<ul style="list-style-type: none"> <li>Explore increased multi skilling opportunities</li> <li>Implement cross organisational team</li> </ul>	Managers & Supervisors		Ongoing	Increased participation in XO teams and special projects.	<p>Broadbanding trial implemented in Parks Branch to allow for multiskilling.</p> <p>Various XO teams working on projects across Council</p>	●  ●
Target skills to be developed	<ul style="list-style-type: none"> <li>Develop training plans in specific need areas.</li> </ul>	Managers	Employee Relations	2011-2014	Training needs identified and nominated staff participate.	Performance Reviews highlight training needs required across Council.	●

## 6.4 Workforce Capability

**Expected Outcome;** Council understands the critical pressures faced by the organisation and prioritises resources to deliver community expectations.

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comments	Indicator
Ensure Key Positions are funded	<ul style="list-style-type: none"> <li>Priorities for funding of key positions are identified by SMT in line with CSP</li> </ul>	MANEX & SMT	Employee Relations	2011-2014	Key positions are filled.	Identified through budget process	●
	<ul style="list-style-type: none"> <li>Alternate funding for positions is actively pursued.</li> </ul>	Managers	Employee Relations	2011-2014	Alternate funding secured where available.	Funding secured in Development and Strategic Planning, Community Services	●
Consider alternate employment options for high work volume areas.	<ul style="list-style-type: none"> <li>Consider contracting/outsourcing opportunities for pressure points.</li> <li>Engage casual, temporary and contract employment when appropriate.</li> </ul>	Managers	Employee Relations	Ongoing	Alternate sources of labour identified and recommended when appropriate	Consultants, casuals, temps and contract employees used as required and for identified special projects.	●
Streamline services using technological developments	<ul style="list-style-type: none"> <li>Continually review processes to ensure maximum efficiency.</li> </ul>	Managers & Supervisors	SMT		Increased technology used where appropriate and financially viable. Training provided when required.	Cross XO teams working on implementation of technology and systems e.g. Mobile device XO team	●
	<ul style="list-style-type: none"> <li>Provide ongoing learning and development opportunities to deal with new technology and the way work is undertaken.</li> </ul>					Corporate Training calendar provides training in the use of new technology	●

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comments	Indicator
Participate in networking opportunities	<ul style="list-style-type: none"> <li>Explore resourcing opportunities through networking.</li> </ul>	Managers		Ongoing	Participation in Networking meetings/conferences and groups.	Staff participate in a range of conferences, seminars and networking groups	●
Understand pressures faced by employees	<ul style="list-style-type: none"> <li>Monitor workloads to assess pressures on staff resources.</li> <li>Provide training opportunities to assist in managing workloads.</li> </ul>	SMT  Employee Relations		Ongoing	Processes to identify pressures developed. Staff participation in identified training. (e.g. Time, Stress and Change Management)	<p>Workloads continue to be monitored and issues addressed through workforce planning.</p> <p>Training opportunities provided for staff to manage change and workload pressures.</p> <p>Staff have access to Council's EAP program.</p>	●
Provision of appropriate staff accommodation.	<ul style="list-style-type: none"> <li>Continue to plan for future accommodation needs of Council in line with projected staff increases.</li> </ul>	MANEX		2011-2014	Accommodation needs have been identified and costed.	Site selected (Oran Park). Next phase will involve the procurement of a Project Manager and a Design Firm.	●

## 6.5 Workforce Well Being

**Expected Outcome;** Council's flexible work environment, family friendly policies and commitment to continuous improvement provide employees with a cultural that is personally rewarding.

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comment	Indicator
Create and support opportunities for work/life balance	<ul style="list-style-type: none"> <li>Work Life balance opportunities provided where services can be maintained.</li> </ul>	Managers	Employee Relations	Ongoing	Opportunities provided through flexible work practices.	Flexible Work Hours Policy  Working from Home Policy – remote access  Phased retirement opportunities provided as well as progressed return to work from parental leave.	●
Ensure employees feel that they can make a difference to the community.	<ul style="list-style-type: none"> <li>Work plans are linked to the CSP Key Directions.</li> </ul>	Managers & Supervisors	Employee Relations	2011	Work plans developed in line with CSP. Understanding of CSP implications and expectations expanded to whole organisation.	Performance Management System and Position Descriptions directly link to delivery of CSP	●
	<ul style="list-style-type: none"> <li>Develop understanding of Council's performance and service level expectations.</li> </ul>	Managers & Supervisors SMT		Ongoing	As Above	As above	●
	<ul style="list-style-type: none"> <li>Provide employees with regular feedback on their performance</li> </ul>	Managers and Supervisors		Ongoing	Accountability for regular feedback enshrined in Supervisors performance criteria.	Accountability for regular feedback incorporated into the Performance review process (Core Values)	●

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comment	Indicator
	<ul style="list-style-type: none"> <li>Implement effective communication mechanisms to ensure employees understand job 'fit' and contribution to the community CSP.</li> </ul>	Managers and Supervisors		Ongoing	Accountability for effective communication enshrined in Supervisors performance criteria.	<p>Accountability for effective communication incorporated into the Performance review process (Core Values)</p> <p>Staff committees provide ongoing communication mechanisms.</p>	●
Provide reward and recognition to employees	<ul style="list-style-type: none"> <li>Reward and recognise employee's contributions above and beyond expectations.</li> </ul>	Supervisors	Managers	Ongoing	Reward and recognition programs are utilised.	Bonus system reviewed and changes implemented	●
Ensure Council's Employee Assistance Program is accessible.	<ul style="list-style-type: none"> <li>Raise awareness of Council's EAP service to all employees.</li> <li>Ensure Council's EAP is providing a high standard of service</li> </ul>	Employee Relations Managers & Supervisors		2011 Ongoing	Information provided on services to employees on a regular basis.	Renewed – sessions to be rolled out.	●
Raise awareness of OHS and provide a safe workplace.	<ul style="list-style-type: none"> <li>Communicate report and consult on WHS issues.</li> </ul>	Managers & Supervisors	WHS Committee	Ongoing	Raised awareness of WHS issues and compliance needs.	All staff have undertaken WHS refresher training in 2012. WHS committee functioning as consultative body.	● ●

Strategy to Manage Risk	Key Actions	Responsibility	Partners	Timing	Performance Measures	Comment	Indicator
	<ul style="list-style-type: none"> <li>Develop fully integrated WHS systems.</li> <li>Provide training where identified.</li> </ul>	Employee Relations  Managers and Supervisors	Managers and Supervisors  Employee Relations	2011-2014  Ongoing	Systems developed  Training provided.	Work continues on further development of WHS system  Appropriate training required as required.	●
Create and sustain a culture of continuous learning	<ul style="list-style-type: none"> <li>Provide a Learning and Development program that encourages and supports employees the ongoing development of skills and knowledge.</li> </ul>	Employee Relations	Managers & Supervisors	2011-2014	Training and development opportunities utilised by employees. Knowledge transfer into the workplace Evaluations conducted to determine the effectiveness of training.	Council provides training which is available through the corporate training calendar or training which is branch specific.  Employees studying at tertiary level can access educational assistance.	●  ●
Investigate Health and Well-being initiatives for employees	<ul style="list-style-type: none"> <li>Explore opportunities for employees to participate in Health and well being programs. .</li> </ul>	Employee Relations	SMT	2011-2014	Health and Wellbeing initiatives developed for consideration.	Council currently provides Flu vaccinations, skin checks, and audiometric testing.  Council has also supported Weight Watches at Work	●

## 7. Review Process

It is anticipated that over time the workforce will present new or different challenges for the organisation. A review of the Workforce Strategy will therefore be undertaken annually.

This review process will consider whether the key themes and strategies remain current or if new issues or actions need to be added to the Workforce Strategy over the 4 year period of operation.

Close tracking of actions will also be undertaken to ensure their successful implementation, or to identify areas of concern.

## **8. Supporting Policies and Procedures**

Camden 2040

Resourcing Strategies (Asset Management Strategy & Long Term Financial Plan)

Delivery Program

Operational Plan

Human Resources Strategic Plan 2009-2014

EEO Management Plan

Recruitment and Selection Policy

Learning and Development Policy