

Our home  
*Our City* Our future



## WORKFORCE MANAGEMENT PLAN 2013-2022

## TABLE OF CONTENTS

<b>1. EXECUTIVE SUMMARY.....</b>	<b>3</b>
<b>2. INTRODUCTION .....</b>	<b>4</b>
<b>3. The story so far.....</b>	<b>5</b>
3. 1 Values: UMGAWI.....	6
3. 2 Development of Culture and Leadership Program.....	6
3. 3 Local Employment Policy.....	6
<b>4. Structure and Implementation.....</b>	<b>7</b>
4. 1 PART 1: Summary of Council's Workforce Profile .....	8
Overview of Fairfield City Council's Workforce .....	8
4. 2 PART 2: Environmental Scan of Key Challenges Impacting Council .....	12
1. Workforce aging and the emerging skills shortage .....	12
a) Our Workforce is aging .....	12
b) We will experience the impact of skills shortages .....	14
c) Whilst we are aging and skill shortages exist, we must still cater to generational differences... ..	15
d) We need to continue to learn and treat knowledge as an asset.....	15
2. Council's Financial Sustainability.....	17
a) Our Organisation needs to change.....	19
b) Our Corporate Enterprise Bargaining Agreement (EBA) must be effective and low cost.....	19
c) We need to work smarter not harder... ..	19
d) Employee wellbeing needs focus when times are tough... ..	20
3. The introduction of Integrated Planning and Reporting .....	20
a) We need to change the way we see our role.....	21
b) Customer Service Vs Customer Servicing ... ..	22
4. Local Government Reform: the Future for Local Government .....	23
5. Technology and how the Office/Workplace Operates.....	24
4. 3 PART 3: GAP ANALYSIS & PROGRAM ACTIONS .....	26
Council Success .....	27
Council Culture & Leadership .....	34
Council Safe.....	39
Council Customer Advocacy.....	42
Council Connect .....	47
<b>ATTACHMENT A: Comparing Diversity amongst Groups (Graph).....</b>	<b>51</b>
<b>References .....</b>	<b>52</b>



## 1. EXECUTIVE SUMMARY

In developing its 2013-2017 Delivery Program, Fairfield City Council (Council) has identified the services, initiatives and major programs it will deliver, over the next four years, in response to the community's priorities, as identified in the Fairfield City Plan 2012-2022.

Council's Workforce Management Plan, known as "Our People, Our Future: A Human Resources Strategic Plan" (Our People, Our Future), is a key component of the resourcing strategy which supports the delivery of these services, initiatives and major programs. It ensures that Council has the right workforce skills, attributes, capabilities and strategies in place to meet the community's expectations, now and in the future.

The vision for this Plan is that Council achieves a well earned reputation amongst staff, the labour market and the sector, as "A great place to work – a great community to serve".

The Plan builds on existing workforce programs, actions and successes. It includes five key strategies, translated into interrelated programs, to meet specific Community and Organisational priorities. These strategies are:

<u>Council Culture &amp; Leadership:</u>	Embed Council's constructive culture and best practice workforce Leadership
<u>Council Success:</u>	Grow and secure Council's workforce capability
<u>Council Safe:</u>	Ensure Council's workforce health, safety and wellbeing
<u>Council Customer Advocacy:</u>	Enhance customer and community service orientation in Council's workforce
<u>Council Connect:</u>	Foster Council's workforce engagement, flexibility, innovation, diversity and sustainability

Each program is underpinned by priority objectives and actions. These objectives and actions are the result of consultation with Council's staff, evaluation of the Local Government sector and analysis of future industry trends/challenges which will impact the organisation.

"Our People, Our Future" is one element of the resourcing strategy, and it is linked to both the Long Term Financial Plan and Asset Management Strategies, ensuring that workforce numbers, skills and development meet the identified financial and service delivery requirements of Council, both now and in the future.

## 2. INTRODUCTION

Council's Workforce Management Plan is one of several critical plans that make up the Resourcing Strategy for the Integrated Planning and Reporting (IPR) Framework, introduced by the NSW Local Government. The IPR Framework consists of the Long Term Financial, Asset Management and Workforce Management Plans (see Figure One below). This Resourcing Strategy ensures achievement of the 10 year Fairfield City Plan, and the 4 year Delivery Program, by providing comprehensive analysis and response strategies to meet Council's capital asset, financial and human resource challenges.

**Figure One: Integrated Planning & Reporting (IPR) Framework**



*Our People, Our Future* applies a practical and strategic approach to meet the specific needs of the City Plan, the Delivery Program and Council's Organisational Strategy. Its purpose is to ensure that Council has in place the appropriate programs and strategies to meet its workforce requirements. It includes attracting and retaining the right staff, ensuring that the skill and capability development of staff is optimised and that current and future workforce needs are considered and met.

Overall, our City remains relatively stable and future priorities identified for the City do not call for significant changes in our future workforce make-up. There are, however, many situational, environmental and socio-political issues which will affect our workforce and impact Theme 5: Good Governance and Leadership of the Fairfield City Plan, 2012-2022. The vision for *Our People, Our Future* is for Council to achieve a well-earned reputation amongst staff, the labour market and the sector as:

***"A great place to work – a great community to serve".***



### 3. THE STORY SO FAR...

The origins of “Our People, Our Future” stem from 2007, the year Council, developed, in extensive consultation with staff and management, its first Human Resources strategy, Fairfield City Council’s Human Resources Strategic Plan, “Our People Our Future”.

This plan was developed in recognition of the fact that a skilled and motivated workforce is fundamental to the effective delivery of services to the Fairfield City community. Given the many challenges Council faced, particularly the increase in competitiveness in the labour market, a long-term strategy was required to ensure the organisation would attract and retain the skills necessary for effectively serving our community into the future. The intended ambition, at this stage in Council’s workforce development journey, was set to a pathway to become an “employer of choice”.

With the Plan in operation for nearly five years, the Human Resources division delivered a number of projects to facilitate Council becoming an employer which attracts and retains skilled individuals who want to play their part in developing a positive work life. In the process of implementing “Our people, Our Future”, Council was recognised by achieving several industry awards including:

- The Human Synergistic Cultural Transformation Award (2008)
- National Safety Council of Australia Award (2008) for Business Excellence in OHS Management (2008)
- Finalist in HR Leader Awards for Best OD strategy (2009)
- LGMA Leadership & Innovation Award (2010)
- Second best ever Work Cover Self Insurance result (97% and 98%, 2011)

After several revisions, in early 2009 and mid 2010, it was recognised that the operating environment had changed significantly and new priorities were emerging. Further revision of the Plan was necessary, aimed at retaining those strategies and actions which were still relevant and important and adding new ones dictated by changed times and requirements. Late in 2010, a number of staff workshops and discussions were implemented across Council staff to understand what staff felt would likely further drive their commitment, enjoyment and attachment to Council as an organisation. These were conducted in the context of Council’s culture and values, considering what had been achieved so far and focusing on what else should be undertaken to improve development of Council’s First Workforce Management Plan 2011 - 2013.

The initiatives and activities resulting from “Our People, Our Future”, since it was first adopted, have seen substantive workforce improvements. Some of these are outlined below:

- Development and implementation of an Ageing Workforce Strategy.
- Extensive research and development of an employer branding strategy.
- Establishment of a comprehensive Industrial Relations strategy.
- Successful negotiation and ratification of four key Enterprise Agreements designed to reduce Council’s escalating leave liability and provide staff with flexible and valuable benefits and conditions:
  - Concessional Leave Agreement, 2009
  - Domestic Waste Collection Agreement, 2011
  - Senior Management Enterprise Agreement, 2011
  - Attendance Productivity Payment (Paid Out sick Leave Agreement), 2012
- Ongoing research into flexible work practices, recruitment strategies and remuneration and benefit strategies.
- Standardisation of Business Support roles to enable greater redeployment and development opportunities.
- Implementation and promotion of Apprentice, Trainee and Graduate guidelines for Managers.
- Promotion of the recently implemented Local Employment Policy.
- Launch of our Leadership Development Program and Self Directed Resource Centre.

The key initiatives which are finalised and integrated into the workplace are as follows:

### 3. 1 Values: UMGAWI

Fairfield City Council's corporate values (UMGAWI) were adopted in 2006 after extensive consultation with employee representatives from across Council. Our values are designed to guide what we do and the way we work, and have gradually been weaved into all our programs. This has been so successful, over a short space of time, that the 'language' and usage of our values is becoming well entrenched into our organisational culture.

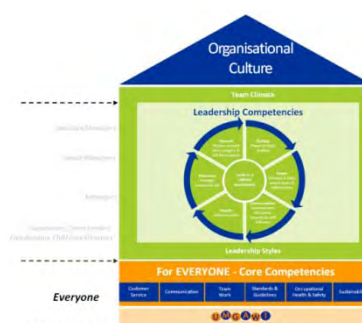
Upfront	We value the direct sharing of information that affects us and others and the work we do
Motivated	We value approachable people who believe in our abilities and aspirations
Growing	We value the ability to achieve our best through self-development and shared learning
Achieving	We value good work ethic, taking responsibility and being competent in our work
Winning	We value decision-making that respects the needs and aspirations of all people
Important	We value the people we work with and respect their opinions as we serve our diverse community

### 3. 2 Development of Culture and Leadership Program

Fairfield City Council is committed to creating and maintaining a constructive culture which creates a workplace where employee satisfaction and enjoyment results in delivering great service to our community. Our constructive culture enables us to focus on, and take steps towards achieving, our future goals as an organisation and it underpins our leadership program.

The opposite picture shows Fairfield City Council's Culture and Leadership program and how these Leadership Competencies facilitate a Constructive Culture. Our Council values, 'UMGAWI' are the foundation of our constructive culture and defines "the way we do things at Fairfield City Council". Core Competencies are also part of the foundation and set the minimum standard of behaviour for everyone at Fairfield City Council.

The middle section of the house illustrates the leadership competencies for every leader in Fairfield City Council and highlights that Team Climate and Leadership Styles are an important part of facilitating a constructive culture. The roof of the house represents our Constructive Culture.



### 3. 3 Local Employment Policy

Council has implemented a Local Employment Policy, the first of its kind in the NSW metropolitan area. This policy ensures that employment preference will be given to local residents, when more than one person is equally suitable for a position or work experience opportunities can be offered. Work experience has always been on offer; however the policy gives priority and preference to local residents.

The purpose of the Local Employment Policy is two-fold:

- Extends our commitment to increasing experience, skilling and employment preparation opportunities for members of the Fairfield City community.
- Encourages innovative practice to define our work practices and ensure that our workforce make-up matches the diversity of our community.



## 4. STRUCTURE AND IMPLEMENTATION

Each theme of “Our People, Our Future” addresses critical improvements to Council’s culture, values, operational performance, staff development and wellbeing. A constant aspiration is to have a workforce which is informed about priorities and issues affecting the organisation, and also have opportunities to express views, make suggestions and shape our organisation and the community’s future. This aspiration was significant enough to warrant a change of the Vision for “Our People, Our Future” to its current form: “Fairfield City Council: a great place to work - a great community to serve”.

“Our People, Our Future” is a ‘living’ action plan in Council’s strategic planning framework. “Our People, Our Future” 2013 – 2023 is structured around five (5) key strategies. These strategies outline the identified priorities in achieving our vision and meeting the workforce requirements to support the community, the elected Councillors, current and future requirements outlined in the Delivery Program and Organisational Strategy. These strategies are:

<b>Council Culture &amp; Leadership</b>	<b>Embed Council’s constructive culture and best practice workforce leadership</b>
<b>Council Success</b>	<b>Grow and secure Council’s workforce capability</b>
<b>Council Connect</b>	<b>Foster Council’s workforce engagement, flexibility, innovation, diversity and sustainability</b>
<b>Council Safe</b>	<b>Ensure Council’s workforce health, safety and wellbeing</b>
<b>Council Customer Advocacy</b>	<b>Enhance customer and community service orientation within Council’s workforce</b>

The response to each strategy sits in a dedicated program (See Figure Two: **The Five Programs of “Our People, Our Future”**). Each program identifies objectives, and a plan of action to meet each objective and enhance Council’s capacity to provide continued, sustainable service to the Community of Fairfield City.

**Figure Two: The Five Programs of “Our People, Our Future”**



“Our People, Our Future” is divided into three parts:

### **Part 1: Summary of Council’s Workforce Profile**

Outlines Council’s current workforce demographics.

### **Part 2: Environmental Scan and Gap Analysis of Key Challenges Impacting Council**

Examines a range of significant issues, the challenges they represent and the potential impact on the Delivery Program and Organisational Strategy. Each issue is divided into a three parts to ensure effective understanding of:

- The context, current thinking and general impacts of the issue
- The specific impact of the issue, focusing on current and/or future impediments or implications for Council’s workforce in the context of the Delivery Program and/or Organisational Strategy
- Specific strategic gaps requiring a response from our organisation.

### **Part 3: Gap Analysis and Program Actions**

Summarises the five programs of “Our People, Our Future” and the initiatives which address commitments already in place, and current/emerging workforce needs which have been identified but are not yet addressed.

## **4. 1 PART 1: Summary of Council’s Workforce Profile**

Our People, Our Future begins with an examination of Council’s current and future workforce needs and the review of a range of significant issues which will impact its workforce and thereby the success of Councils Delivery Program. These issues were identified in an analysis of internal, external, current and future workforce data and researching the external environment. Although presented separately, these issues overlap in many areas and must be considered holistically.

### **Overview of Fairfield City Council’s Workforce**

Australia’s workforce make-up continues to change, with little variation since 2007. Whilst birth rates have increased since 2007 and the ageing of Australia’s population has slowed slightly, an increasingly large proportion of people in the workforce are approaching retirement age. The Fairfield Ageing Strategy 2013-2017 supports this general trend, identifying that, as of 2011, around 12% of the Fairfield City population was aged 65 years and over.

Council’s workforce, as at 30<sup>th</sup> June 2012, was comprised of 1022<sup>1</sup> staff. This figure is made up of 708 permanent staff (including full-time and part-time), 254 casual staff and 60 full time temporary staff. Since then, an Organisational Change Program has been initiated, seeing the structure of the Council’s workforce re-organised to better reflect the services provided to the Community and more readily position the organisation to respond to changing community service priorities. A table of current staff allocations according to applicable Service Groups (see Table One: Staff Allocation by Service Group) appears below.

<b>Department</b>	<b>Division</b>	<b>Number of employees</b>
City Manager’s Office Total = 9	Office of the Mayor and City Manager	3
	Communications	6
City Outcomes Total = 49	Place Management	8
	Policy and Community Development	35
	Administration Project Support	6
Environmental Standards Total = 108	Building Control	12
	Development Planning	17





<b>Department</b>	<b>Division</b>	<b>Number of employees</b>
	Administration Support	19
	Environmental Investigations	27
	Environment and Health	22
	Strategic Land Use Planning	11
City Services  Total = 730		
	Waste Services	49
	Leisure Centres and Showground	255
	City Assets and Property	20
	Libraries and Museum	63
	Engineering Services	39
	City Works	134
	Children and Family Services	150
	Business Improvement Unit	20
Corporate Support  Total = 118		
	Business Services	42
	Enterprise Performance and Information Management	28
	Financial Sustainability	13
	Human Resources and Customer Service	35

note<sup>1</sup>: This figure excludes labour provided by external agents and fee-for service contractors.

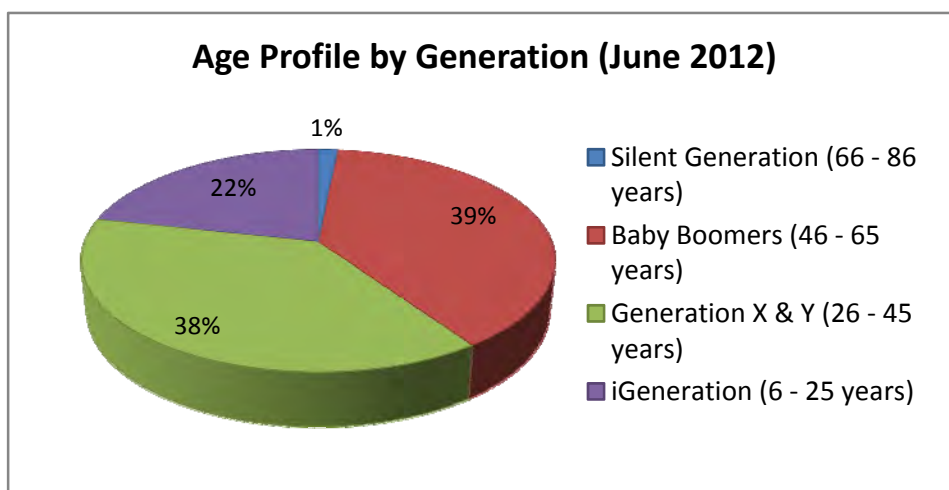
When all positions in Council are grouped, according to the Australian Bureau of Statistics (ABS) occupation category definitions (2011), the number of occupations employed across Council (in a summary version) can be seen below:

Professionals	333
Community and Personal Service Workers	300
Clerical and Administrative Workers	96
Machine Operators and Drivers	80
Technicians and Trade Workers	66
Labourers	55
Managers	54
Sales	38

Fairfield City's age profile appears to be consistent with the current age profile (as at June 2012) at Council which shows that, although indicating a slight reduction in the average age of staff from 41 to 40 since 2007, there has been steady growth in age demographics above 56 years of age. This has grown by 12% since 2007, with 143 employees who are 56 years of age or over. The slowing of Council staff ageing can be attributed to an influx of younger staff in areas such as the Leisure Centres (28yrs) and Works and Parks (46.1yrs). Conversely, in the 46-56 age brackets, a reduction of 12% in staff numbers reflects the number of staff not replaced by younger staff and a significant number of staff within this age group leaving the organisation. Presently, staff aged over 50 represent over 45% of Council's workforce, with the highest average age being in Waste Services (50.3yrs) and Libraries and Museum (47.8 yrs).

The Australian workforce is currently made up of five different generations (ABS 2011): Silent Generation, Baby Boomers, Generation X and Y and iGeneration.

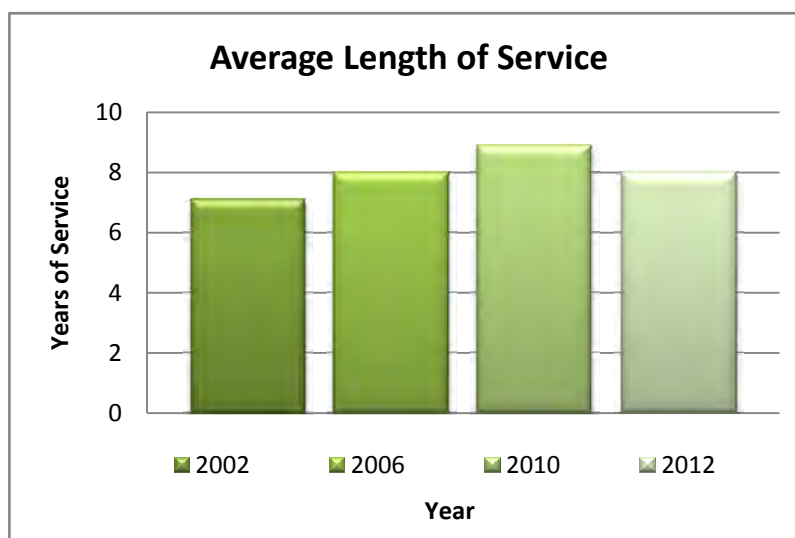
Over the next 10-20 years the workforce will be dominated by Generations X, Y and iGeneration. By 2020, Generation Y will comprise 42% of the workforce (McCrindle, 2008).



The **Chart: Age Profile by Generation (June 2012)** reflects the generation profiles of Council staff, as classified by the ABS 2011 definition. Although there is no widespread agreement about the titles from each generation, each covers a period of 20 years, allowing for more meaningful data. The ABS has grouped together Generations X and Y, since they share many characteristics and allow for the 20 year span.

Looking at continuance of service, (see **Table: Average Length of Service**), change, since 2007, tends to suggest that the expressed intention, articulated in the Council survey conducted in 2007, remains the same within the 56 year age group, with many staff wishing to remain in the workforce.

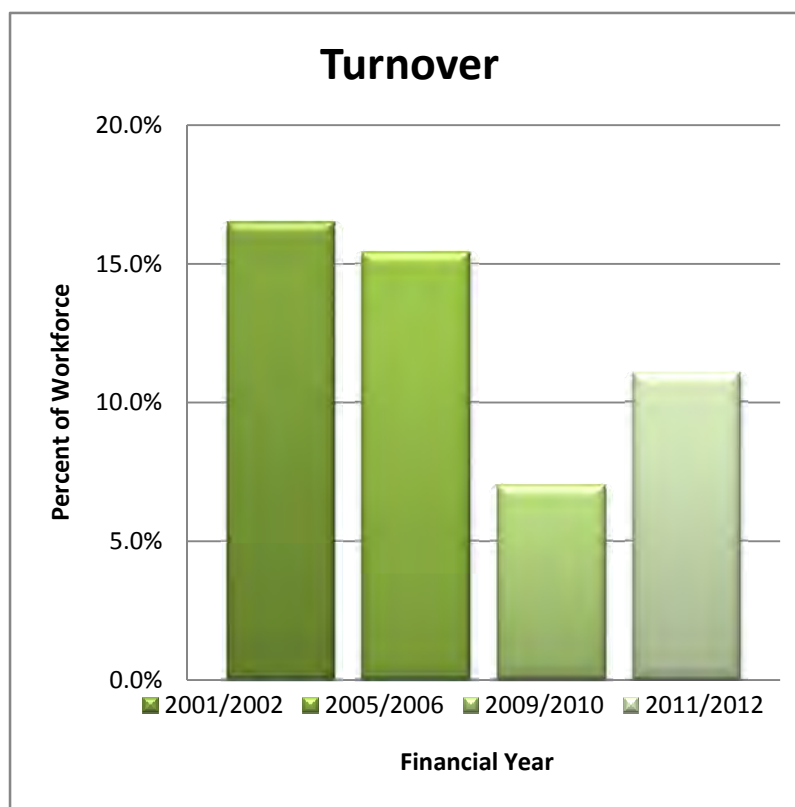
This can be attributed, in part, to the 2007 global financial crisis and recent superannuation and termination/retirement payment tax changes, delaying the financial suitability of early retirement. However, general reduction in the average length of service can be partly explained by the high influx of younger workers entering more junior roles within Council.



Across the business units, the highest average length of service is in Libraries and Museum (13.1yrs) and Works and Parks (12.3yrs). This is consistent with the general ageing trend in those businesses.

Council's **turnover** rate in 2009/10 was low at 7%, whereas the turnover rate has increased in 2011/12 to 11.4%.

According to the ABS, turnover for the national workforce was 11.5% in 2008, down to 8.8% in 2010 and back to 10.6% by 2012. According to a Queensland study, the average turnover for the local government sector in 2010 was 12.6% and it had decreased to 9.9% by 2012 (National Local Government Workforce Strategy 2013-2020). Although there has been an increase in 2011/2012, the average turnover rate for Council is below the National and Local Government average, and still significantly below previous years. The reduced turnover is also strongly correlated to the Global Financial crisis, with the reduction of employment opportunity in the market. Traditionally, Council's turnover rate in the past has been high; in excess of 15% (see Table).

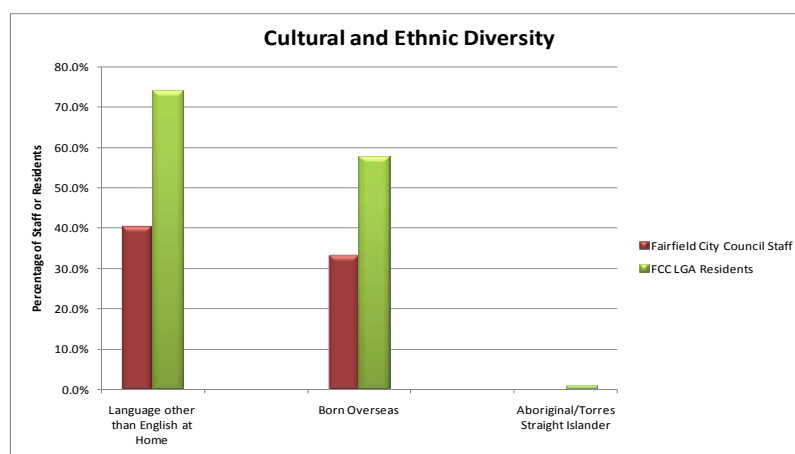


Increased turnover rates in Council, in 2011/2012, may have been impacted by a number of organisational factors such as a stronger performance culture being imbedded within the organisation and demographic changes in the Silent and Baby Boomers Generation. This indicates that a number of long term older employees had chosen to retire from the workforce during that year.

Another contributing factor is that Council has chosen to increase the number of casual employees used for episodic demand or variable work requirements. This has increased the overall turnover of the organisation as requirements for intermittent and casually occurring work may not provide sufficient income for those staff to stay with the organisation.

Fairfield is, indeed, a multicultural local government area, living up to its motto "Celebrating Diversity". According to Australian Bureau of Statistics data (2011), the Fairfield local government area (LGA) has the highest proportion, across Sydney, of residents born overseas (57.6%), and 74.1% of the population speak a language other than English at home.

The most common languages spoken at home are Vietnamese, Assyrian, Arabic, Cantonese and Spanish. The indigenous population is 0.7%.



The Council workforce is also ethnically diverse, with 33% of employees born overseas and 40.3% speaking a language other than English at home, as compared to 4.7% of the local government workforce, from a representation of 20.1% in the local population. Pleasingly, and whilst our diversity is still somewhat dissimilar to that of our community, recent years have seen a significant increase in the ethnic diversity of our workforce with increases of 7% in the

number of staff who speak a language other than English at home, and an increase of 10% in the numbers of employees born overseas. This is significantly better than the local government statistic. Anecdotally, initiatives such as Council's Local Employment policy and multi cultural intelligence training, introduced through "Our People, Our Future" can be credited with this increase.

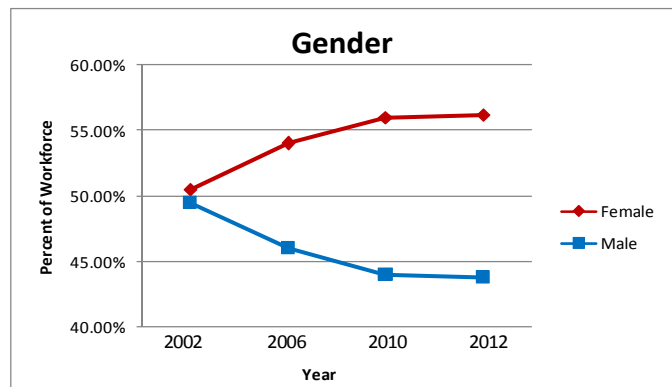
Women continue to be under-represented in the local government workforce. The NSW census found that women make up 46% of the local government workforce.

In terms of overall gender balance, the number of female to male employees is similar, with 574 females to 448 males (June 2012). Looking at the **Graph: Gender** below, the comparative gender difference between all employees and management is also very small. Whilst there has been little change, in this regard, since 2011, it remains a very positive indicator for Council's approach to workforce diversity.

The **Graph: Gender** shows that the percentage of females in the workforce is increasing slightly.

Although there is a higher number of female employees in Council, there is a significant difference between the years of service for male and female employees.

Females also make up the majority of casual and part-time employees.



It's difficult to speculate what influences these trends, however it may indicate the success of Council's work practices, such as paid maternity leave, flexibility, distance from home and actual availability of part time and casual work, which are currently offered to employees and may be the influencing factor for female employees to continue in employment at Council.

## 4. 2 PART 2: Environmental Scan of Key Challenges Impacting Council

There is currently a range of significant sector-wide issues which will impact on Council's current and future role, its operations and workforce generally. For the purposes of this plan, several areas have been identified for examination as to challenges they present, and the implications they may have for Council.

The issues are as follows:

1. Workforce ageing and the emerging skills shortage
2. Council's financial sustainability (Impact of Global/National economic uncertainty)
3. The introduction of the Division of Local Government's Integrated Planning and Reporting framework
4. NSW Local Government Reform
5. The impact of technology.

Although presented separately, these issues overlap in many ways and must be considered holistically.

### 1. Workforce ageing and the emerging skills shortage

#### a) Our Workforce is ageing ...

Council, as an organisation and a local government area, is ageing. Skill shortages are also expected to place increasing pressure on our organisational capacity, with existing internal staff, to meet forecast demand. Whilst current capability levels are effective, it is clear that the medium to long-term outlook is less favourable. We must focus on key workforce initiatives such as leadership development, succession planning and targeted initiatives to ensure that older workers transfer knowledge within our workforce.



The Fairfield City Plan 2012-2022, outlines how Australia, where the proportion of working age people is projected to fall, is impacted by the issue of an ageing population. It is estimated that, by 2050, there will be only 2.7% people of working age to support each Australian aged 65 years and over. Demography such as this will have significant implications for economic growth and government finances generally. The impact of an ageing population is one of the key factors influencing the slowdown in Australia's economic growth (City Plan, 2012).

Added to this is the increasing demand for age-related payments and services, placing further demand on the necessity of community social support. This trend is no different in the Fairfield local government area. Coupled with this general age demographic challenge, the Fairfield area is specifically forecast to expect a low influx of younger people. This will generally lead to a significant ageing of our population. Council's current age profile is expected to, on average, continue to age.

It is accepted that, with falling fertility rates and a large percentage of Australia's workforce set to retire over the next 5–20 years, it is inevitable that the potential pool of available labour will decline at the same time. Research shows that, by 2020, the number of people retiring will be greater than those entering the workforce and that 80% of future workforce growth will come from those aged over 45 years (Critchley, 2006).

Two recent organisational surveys were conducted to better understand how we can support and meet the needs of our older workforce, specifically to encourage continued employment and support our workforce. The first survey sought general staff views on the following:

- Identify a general opinion on labour shortages and older workers.
- Identify the feasibility of suggested solutions and strategies for an ageing workforce.
- Identify barriers which may be restricting knowledge transfer between employees.

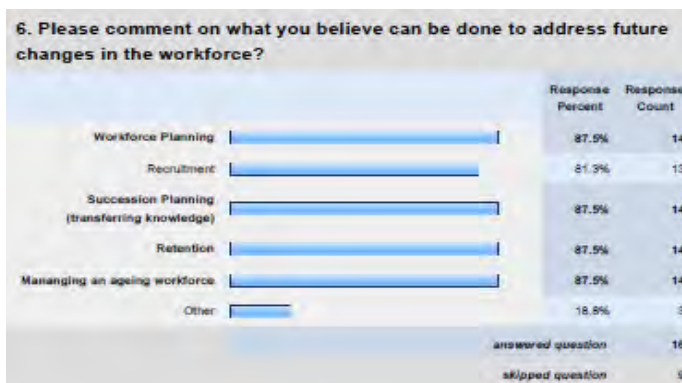
There were 192 surveys returned, with the majority (81.3%) of respondents holding permanent full-time tenure with Council. Key factors which would be advantageous to the workforce generally were identified as: older workers acting as mentors and sharing their knowledge, re-hiring retirees for any available part-time and temporary work and workplace and job redesign initiatives to benefit older workers.



#### **Q: What would help you to continue working as you age?**

When 25 managers were asked what could be done to address future changes in the workforce, a range of responses were equally important. Management felt that older workers provided many benefits to the organisation, including being productive (70% agreed), fitting in with the organisation (65% agreed) and reliable.

This demonstrated the value of ageing workers to the organisation, both now and into the future.



**Q: What can be done to address future changes in the workforce?**

Managers were asked what arrangements, to address the issue of an ageing workforce, were achievable and practical. All suggested strategies were supported, with older workers acting as mentors and sharing their knowledge (95.0% agreed strongly/agreed) identified as the most achievable and practical, followed by support with training programs for older workers (85.0% agreed strongly/agreed), knowledge sharing programs for co-workers and career planning seminars for older workers (75.0% agreed strongly/agreed).

**b) We will experience the impact of skills shortages**

We are currently experiencing an ageing workforce and it is inevitable that a large percentage of the workforce will retire over the next 5-20 years. Nationally, the average age at retirement is 62.5 years for men and 60.3 years for women. With falling fertility rates, the potential pool of available labour will decline at the same time. Regarding Council, 40% (baby bombers) of its current staff has the potential to retire over the next 10-20 years. Similarly, the concept of a 'global labour market' is already taking hold. This will only increase as our available workforce declines. Not only will Australia continue to receive immigrants from around the world, but more of our own citizens will be migrating overseas for work.

Skills shortages regularly change in line with national and local economic conditions and as such are variable at any point in time. Skills shortages are a major concern across the Local Government sector generally. With the highest predicted workforce reductions predominantly in the occupations of Engineers and Building Surveyors, Planners, Tradespeople, Mechanics, Childcare workers and Environmental Health Officers, skills shortages will likely continue to be a problem (Government Skills Australia 2012). With respect to skill shortages, Council is currently well resourced. However, given Council's reliance on the Delivery Program, it is highly probable that the City Works Program will be compromised and Professional Services will, in the future, struggle to retain skilled staff in a highly competitive market.

Over 63% of Council managers currently experience difficulties recruiting appropriately skilled and qualified employees. They strongly believe that skills shortages will continue into the future. Management has identified the following skills shortage areas (both current and in the future):

- Directors of Child Care Centres and Early Childhood Teachers
- Senior Planners and Town Planners
- Professional Engineers and Landscape Design Officers
- Plumbers, Electricians, Mechanics, Carpenters and Sign Writers

Another area of expected skills shortage is in management generally. When examining the generational make up of our managers and supervisors, it can be seen that just over 60% of this group are Baby Boomers. Considering that our older workforce wishes to retire gradually, and experience more flexible work arrangements, we must consider how we will fill these expected gaps within our management group. Data indicates that 58% of Council's current managers and supervisors are employed into a management position from the external market (with only 42% promoted internally). Since development/promotion from within is preferred to going to the external market, we are presented with an opportunity to consider more focused career planning and leadership training for our internal Generation X and Y employees.

Exacerbating the skills shortages which Council experiences is the generally poor image, in the community, of Local Government. This makes it even more difficult to compete for employees. In order to attract attention in the labour market, Council must maintain and extend its positive reputation as an employer and develop its employer brand.





In order to achieve this, Council's Recruitment and Selection procedures are being reviewed, in conjunction with implementing Employer Branding strategies. We have also developed an Employee Engagement Survey, to be carried out in 2014. This will be the first data of its type collected from Council, and will be incorporated into future iterations of this Plan.

The expectations, of prospective and current employees, are changing and diversifying. This is critical information to inform our future strategies. A Seek survey, conducted in 2009 (6000 respondents,) on Employee Satisfaction and Motivation revealed:

- To keep motivated, the majority of employee respondents require "increased encouragement and support"
- The things that employee respondents love most about their job are "the people they work with", "their boss" and "benefits/conditions"
- In contrast, the reasons that employee respondent left their last job was "bad management", "redundancy", and "not feeling appreciated".

The survey also highlighted the top 4 things which attract employees. These are: quality of management, salary, career development and workplace environment.

Two critical areas for retaining employees can be identified from this information, namely:

- Workplace environment – teamwork and a strong emphasis on positive organisation values
- Quality of management – constructive leaders (managers, supervisors and team leaders) who embed accountability for results, integrity and professionalism into the way the organisation operates.

**c) Whilst we are ageing and skill shortages exist, we must still cater to generational differences...**

McCrindle, (2008), predicts that by 202 the annual turnover of Australian organisations will be approximately 20% as organisations grapple with the discretely diverse workforce needs of up five distinct generations of employees. Council is already facing this challenge, currently operating with five different generations. This is significant and highlights that Council must be proactive in managing those looking to retire, those beginning their careers and everyone in between.

Employees of each generational category have different expectations of employers and their employment. In general terms:

The **Silent Generation** and **Baby Boomers** are looking for stability and a movement towards flexible work options and the possibility of part-time work.

The **Generation Xs** are generally at the age where they have a family. This means they want to have opportunities, security of employment and flexible work arrangements centred on balancing their work and family commitments.

The **Generation Ys** want to be provided with dynamic roles, in which they progress, where they are developed quickly and the expectation is of lifelong learning opportunity. They are very comfortable with technology and are looking for technological advances to undertake in their work and life activities. This generation will not stay with an employer for long, particularly if these opportunities are not being offered.

It is interesting to note that our youngest employee, at 16 years, falls into the newest generation entering the workforce, iGeneration, where technology is central to social engagement and must be a consideration in any remuneration offering.

**d) We need to continue to learn and treat knowledge as an asset...**

An Australian survey of Generation Y, in 2005 (Henry, 2006), revealed that 97% were interested in on-the-job learning, 81% were interested in online learning and 75% intended to take on further studies in 2-5 years. Generation X is similar in their attitudes to learning. This is a positive when considering how to manage our knowledge in the future.



It is widely recognised that organisations cannot rely on the belief that mentoring and coaching happens naturally. Council must invest in up skilling our employees to be a mentor/coach (Henry, 2006). Mentoring and coaching, from within the organisation, is an extremely simple and effective way to share and impart vital skills and knowledge, particularly from the older workforce. Council is introducing a formal mentoring and coaching program. This will ensure that we successfully manage the transfer of knowledge and support our Leadership and Culture Program.

This Plan has identified many anticipated future changes which will lead to changed skill requirements, work practices and expectations from employees. This will require flexible learning and development programs which meet these needs. These opportunities must include mechanisms for employees to share their learning, get to know about up-coming changes and understand the implications of technology.

Council has a great learning culture which is well supported and recognised by employees and managers. The introduction of the OD&L Website will continue our good work and ensure that our learning initiatives are responsive to changes within the organisation.

Managers and supervisors are integral to creating a constructive organisational culture in which employees feel they are respected, developed and have a shared vision. This means managers and supervisors are under significant pressure. Employees at these levels must be managers of "meaning", where they create a shared vision and mission for each area. Networking is to be encouraged, within and outside of Council, so that they have the support of peers and exposure to new ideas and concepts for enhancing the workplace. Managers must foster collaboration, independence and initiative. This means that people management skills will become more important than ever.

### **Analysis of the impact of Ageing and Skills Shortages on Council's Workforce and Delivery Program**

#### ***Ageing***

Managers and supervisors at Council are very positive about the value of older workers, particularly their experience, work ethic, commitment and achievements they bring to workplace. There are, however, still well established myths regarding their reluctance to take on technology and their potential resistance to change within the Council staff. Recent literature supports the premise that these views are unsubstantiated and can only be viewed as "*minority concern when compared with what older workers have to offer*" (Critchley, 2006; Chun, 2010).

In summary, a large group of our employees are, and will soon be, entering the retirement period. These employees must ensure evolving skill shortage impacts are mitigated. Most will wish to continue working and will retire gradually, over a longer period of time (over the next two decades), provided appropriate accommodations are made. These employees are, and will be, increasingly seeking greater flexibility and re-training opportunities which will, if implemented appropriately, provide significant workforce benefit essential to Council's successful implementation of the Delivery Program.

#### ***Skills***

Skills shortages in the industry and the financial pressure experienced by the organisation are already recognised as influencing Council's attraction and retention capacity. Significant limitations, regarding employee remuneration and Council's capacity to meet candidate remuneration expectations, have already seen the "plus 10%" effect, where competition for candidates elicits Council simply adding 10% to the remuneration advertised by nearby Councils. Whilst this practice is by itself unhelpful, it has greater gravity in its impact on the benchmark values of particular occupations, and the pressure it places on Local Government Sector rates of pay generally.

Our managers and supervisors have identified the need for more flexible working hours in order to sustainably deliver services to the community, when they most need them, without high salary costs being incurred. At the same time we need to acknowledge that we are in a labour intensive industry and so must remain competitive if we are to attract and retain quality staff. This tension can be partially resolved by fully exploiting cost neutral, but more flexible, remuneration strategies.



The new National Quality Standards for Early Childhood Education and Care were implemented in January 2012. This has impacted our Children and Family Services branch. These changes will continue to be implemented until 2015. The implementation of increased staff-to-child ratios, increased employee qualification requirements and a new quality rating system will impact on budgets and employee attraction and retention.

Further opportunities for staff to complete or upgrade existing qualifications will aide in the transition of changes to formal qualification requirements by 2015. The introduction of Diploma Traineeships for staff in 2013 will assist in meeting this change while we continue to offer Certificate III Traineeships to new employees.

Council is moving ahead with a major renewal of, and investment in, its corporate IT systems and use of technology. One such example is mobile computing. Recent developments include the implementation of electronic document management. The roll out of new and improved technology across Council will continue in the foreseeable future, possibly at a faster rate than ever, as community demand for better and faster services increases. Technology will also change the way our customers wish services to be delivered.

The ongoing training requirements for accredited Council Building Surveyors will impose a resource and financial impact on Council. The costs associated with attending training venues and renewal costs of accreditation will increasingly impact on budgets. Available staff numbers are also reduced during training periods, which impacts on service provision and ultimately income generation streams.

## **2. Council's Financial Sustainability**

There is little question that one of the key challenges for Local Government, including Council, is financial sustainability. As outlined in the Independent Inquiry into Financial Sustainability of NSW Local Government Sector, 2013, only 34 Councils are sound or better (T-Corp 2013). Although this, thankfully, is not the case for Council, as the industry benchmarks established by T- Corp show that Council has managed its financial obligations effectively. This fact is further supported by Council's attainment of a "sound" rating, identified in the Financial Sustainability of the New South Wales Local Government Sector Report, March 2013.

This fact is no basis for complacency. Council's current 10 year forecast indicates that this may change, as its capacity to meet the total of current and future spending requirements (including capital), using existing revenues and expenses, is significantly compromised. Several key issues require immediate response from Council to mitigate the current financial risk and to avert future financial concern.

The recent Global Financial Crisis impacts the Fairfield community and Council. At the community level it has a significant impact on the unemployment of residents within the City. Unemployment in the Fairfield LGA, since September 2007, has steadily increased, reaching 9.7% in June 2012. This has impacted Council, with an observable downturn in various activities such as: Development fees and charges, Leisure Centre memberships and Childcare intakes and, as a consequence, Council is forecasting downturn in revenue in these areas. Similarly, Council's level of sundry debtors has grown as the community's ability to pay declines

Various enquiries, including the Independent Inquiry into Financial Sustainability of NSW Local Government sector (T-Corp 2013), have identified that deficiencies exist in asset management in the Local Government sector, with the majority of Councils significantly under-provisioning for community asset renewal. In response to this the State Government mandated new asset management requirements, instituted in 2010. This has brought about an additional organisational expenditure, on asset renewal, of \$4.1M, resulting from new methods of depreciation and investment in asset renewal.

The Target case, outlined in Council's Long Term Financial Plan and Council's preferred option for long term financial viability, requires aggressive focus on efficiency improvements, increased revenue opportunities and keeping salary and wages growth to the rate-pegged increase amount. The rate-pegged increase, assumed in the modelling, is the projected CPI increase, but average weekly earnings are forecast to increase at a much greater rate. The new Local Government (State) Award 2010 has implemented an award increase of 3.25% from 1 July 2013. No award increases from July 2014 have been fixed and will be subject to future award negotiations but forecast to increase, to what level is uncertain. The NSW State Government has applied a 2.5% wage constraint on the State Government; however, this does not apply to the Local Government State Award, though it can be used as a guide during negotiations with the



Unions. It is also anticipated that there will be increases in the compulsory superannuation levy. Beginning in 2013, the levy will increase gradually, to 12% by 2019.

#### **Analysis of the impact of Council's Financial Sustainability on Council's Workforce and Delivery Program**

The financial sustainability pressure which Council currently faces has a direct bearing on Council's Workforce and Delivery Program, eliciting an escalating need for budget prudence, efficiency and continuous improvement. These are key features in Council's response to addressing escalating costs and achieving its Long Term Financial Plan Target Scenario.

Tying salary and wage increases to rate-pegged increases, as is Council's current remit, is not considered a sustainable position in the long term, as the increases in average weekly earnings are expected to exceed these levels. There is still scope to achieve this over the life of the 2013-2017 Delivery Program, with a further annual savings of \$2.5m pa, built into the Delivery Program budget. Options for changes to the Award, Salary System and reducing staff numbers will be considered. Exploring general expenditure efficiencies and/or increases in income, to reduce the impact on Council's bottom line, will be a continued focus in the foreseeable future.

Council's budgets for the Delivery Program have, in practice, been reduced. Significant constraint is placed on the amount of funds available to Council business units, both in terms of operational and capital expense. This, in turn, has implications on the organisation's approach to replacing or supplementing the labour workforce, especially around the funding of budget items which may be considered "less essential" to core operational needs. This will require staff to have an increased understanding of asset management principles, thus ensuring that asset maintenance, purchase and disposal covers best value and whole of life cost implications. This also presents a significant challenge to motivating and engaging Council staff, where teams and individuals are required to do things differently, more effectively and with less inefficiency than ever before. This will have significant impact on the management of recruitment and retention strategies, remuneration and benefits policies and the challenge of meeting expectant staffing levels in a more financially constrained environment.

It is a key accountability of Council to work collaboratively with business units to aid the facilitation of the cultural, staffing and operational changes necessary to ensure that staff leadership and engagement is appropriate in minimising negative operational impact and optimising Council's service performance. Broadening accountability, multi-skilling, cross-functional collaboration and operational innovation must become "business as usual practices" in the Council to ensure that Delivery Program outcomes are not compromised.

In this upcoming Delivery Program period, Council will be required to implement a number of key organisational initiatives to ensure it is structured in the most effective and efficient way, and that innovative, cost competitive employee remuneration and engagement strategies are implemented so that its workforce is positioned, as effectively as possible, to service to the community of Fairfield City.



**a) Our Organisation needs to change...**

The commencement of an Organisational Change Program, moving from Council's current four department structure to a Service Group structure, is designed to facilitate improved accountability, adaptability and efficiencies in operational service provision.

Many of the existing staff and managers currently in the organisation will be confronted by significant changes to the roles that they perform, requiring them to transition their understanding of role contribution from day to day activity to a more contextual service orientation. In many instances this may require them to change practices and views that have been consistent for many years. This will require a new found necessity to harness more flexible and innovative work practices to meet Delivery Program imperatives. It will also require serious consideration of formal change management support, for many staff, to assist them in coming to terms with new operational structures, methods and management practices in the service groups.

Change management and multi-skilling will also be a key necessity for Council to address change brought about by the introduction of the organisational change program. Council must implement more flexible and innovative work practices to meet strategic imperatives and priorities which are now dictated by the community rather than by professional Local Government Officers. The resultant changes will also require serious consideration of changes to operational service structures, methods and management practices.

**b) Our Corporate Enterprise Bargaining Agreement (EBA) must be effective and low cost...**

Council's previous approach to EBA negotiations has been somewhat conservative, with minimal expectation of organisational benefit in responding to union wage and condition demands. For financial sustainability in the future, Council must ensure that that further incremental escalation of staff leave liabilities are offset with productivity increases and cost savings. This means that a mutual interest based approach to negotiations, between the unions and Council, is critical for a new EBA which benefits both Council and our employees. Council can assist in this process through extensive communication and collaborative engagement strategies. This is likely to occur in a in a significantly constrained financial environment.

Local Councils generally conduct EBA negotiations at a local level, and establishment of remuneration practices generally is almost non-existent. Industrial precedent is usually established through the negotiated outcome of a single Council. This is then used by representative unions for claims to increase industry standards (Local Government & Shires Association, 2009).

**c) We need to work smarter not harder...**

To address Council's long term financial sustainability we must ensure that all labour is purposeful, efficient and effectively delivers maximum value. This means implementing innovative practices to evaluate customer roster arrangements, whilst recognising increasing service demand. Council has in excess of 200 casual employees who are used as surrogate full-time employees or in long term predictable arrangements. Apart from this practice posing significant industrial risk, with respect to supported claims for tenure, Council has an opportunity to address the risk of a significant casual workforce whose costs are at a premium and whose turn over and departure risk is nearly three times that of a tenured employee.

Consideration, and persistent monitoring, of occupancy ratio for establishment positions is one of the key practices that must be established so that Council can achieve its labour savings targets for the upcoming Delivery Program. This will require development of labour management capability and the introduction of specific, and timely, labour report capability.

Revisions of casual utilisation, rostering practices and protocols and more effective monitoring of labour cost ratios will assist in placing the emphasis on more appropriate use of casual labour. Establishing universal acceptance of the need to reform Council's existing labour management practices, to ensure that service demands and operational requirements are supplemented by higher cost labour options only when definitively necessary, will be one of the key historical challenges facing the organisation in more financially constrained times.



Collaboration and the development of strong organisational business relationships are key success factors for the future of Council and feature in its response to achieving financial sustainability. The importance of Council's commitment to these requirements must include actively seeking regular contribution from all parts of the business in the development and construction of policy, the refinement and improvement of procedures and organisational Delivery Program initiatives. Feedback and engagement of staff must be continually sought and incorporated into the design and activity undertaken, by Council, to ensure that it benefits from the collective workforce. The times for definitive boundaries, segmenting the "bright ideas", must be moved into history, replaced with UMGAWI aligned obligation to contribute maximally, regardless of the role any individual may hold.

Consistent with our Organisational Strategy, a dedicated focus on efficient, risk driven systems and processes will require a structured evaluation and review of our processes and practices. Significant progress has been made in the implementation of quality management practices in some parts of the organisation in respect to documentation of plans, system procedures and work instruction. However, little work has been done on evaluation of process effectiveness and is regarded as a weakness for Council. It is the potential for improved effectiveness of Council established process which presents significant opportunity for cost improvements, through streamlining, simplification and risk based consideration of compliance based requirements.

Service levels and performance indices must be targeted, meaningfully and routinely reviewed as part of day to day operational performance practice. Staff performance and contribution targets must similarly be significantly improved to align staff effort to the requisite outcomes of the Delivery Program. Once established, these staff output measures must be regularly monitored. Constructive feedback must be provided as, and when, required as part of "the way we do things around here". This will assist organisational, team and individual performance improvement.

#### **d) Employee wellbeing needs focus when times are tough...**

Changes discussed above, including the blurring line between work and home and the increasing pace of change, will have an impact on employee wellbeing, now and in the future. At present, approximately 20% of employees report working longer than 50 hours per week and one third of employees report high levels of stress. Professionals have now become the largest occupation group and, predictably, with greater skills and qualifications, come greater responsibility and pressure (AHRI, 2010).

Stress is defined as being unable to "adapt to change, and results when one perceives a discrepancy, whether real or not, between the demands of a situation on the one hand, and on their resources to deal with them on the other". In other words, stress can occur when an employee's capability, resources and/or needs don't match the job expectations (Riddle, 2008). Recent workforce data from Comcare, the Australian Government's health and wellbeing agency, confirms that mental stress and bullying are on the rise amongst Australian workers. Mental stress claims at work have increased by 23% since 2008. Bullying claims increased from 32% in 2008/09 to 44% in the 2009/10 (Government Skills Australia 2012). Research suggests that employees from ethnic minority groups may be more prone to stress due to a range of issues such as cultural attitudes, discrimination and language difficulties and therefore must be an ongoing consideration for managers wishing to ensure that Delivery Program objectives are delivered effectively.

Building employee resilience and adaptability is a critical capability that will be a dedicated focus to ensure staff are best equipped to deal with the impacts of change in work practices, expectations and the requirement to deliver more with less.

### **3. The introduction of Integrated Planning and Reporting**

The new IPR framework opens the way for Councils and their communities to have important discussions about funding priorities, service levels, preserving local identity and to plan in partnership for a more sustainable future (Division of Local Government, Department of Premier and Cabinet 2010).

There is little doubt about the need for, and the magnitude of, change being brought about by the introduction of the IPR (Allan, P. 2006). It is, however, a significant change to the ideological understanding of the role of Council, Councillor and Council official. The change requires acceptance of a new understanding that, in exercising its





functions as a leader and service provider to the local community, Council undertakes to prioritise its functions and services, ensuring appropriate and effective management of the Local community ambition. Priority in this regard is established through extensive consultation with the Local community and then extensive evaluation and analysis of the resulting propositions which inform future Council direction and organisational activities. The change will also mean that Council decisions and direction must be sanctioned by a clear community mandate. Planning initiatives will span political terms of office, thus requiring strategic planning, budgeting and forecasting for the medium to long term, and aligning them to community view (UTS Centre for Local Government, 2009).

The NSW Local Government Act requires that Councils address social, environmental, economic and civic leadership sustainability and social justice principles through the establishment of the Community Strategic Plan. A key feature of the Council's introduction of IPR is the introduction of consideration of quadruple bottom line principles. Adopting the "quadruple bottom line" (QBL) influences of environmental, economic, social and governance issues in all aspects of its operations will ensure that the organisation will meet the present needs of the community without compromising the capacity of future generations to meet their requirements (Storey, 2010). All project bids requiring capital funding from Council are now required to incorporate justification on environmental, governance and/or social impact or enhancement grounds, and strategic alignment with equal selection weighting, comparable to that of the financial return of the project.

This approach has already begun to evidence a substantial change in the way in which plans are developed, proposals are prioritised and decisions are taken. Council's operational budgeting process has determined that priority of activity was determined through application of a SIMALTO grid evaluation of services. An analysis of external services, and material cost of provision, was presented to the Councillors in a SIMALTO format to enable a comparison on a like for like basis, where service could be either scaled up or down depending on relative community priority and importance. A similar exercise was applied to internal services, considering the importance of the service and alignment to Delivery Program and Organisational Strategy objectives. The results of this process, for the 2013/14 financial year, has seen greater than \$300k labour savings and reduction in service costs of an additional \$197K.

#### **Analysis of the impact of Integrated Planning and Reporting on Council's Workforce and Delivery Program**

##### **a) We need to change the way we see our role...**

The greatest need for development of staff and Councillors, especially in areas of strategic and corporate planning, is the issue of strategic leadership, particularly around cooperation between the Mayor, Councillors and senior staff in delivering such leadership. The development of political and strategic leadership will be a key competency which is currently in short supply at Council. The increased community focus, and alignment of community and Councillor requirements to organisational priority, requires dedicated focus by the Council leadership teams to ensure this capability is developed sufficiently to enable true support of IPR principles.

Staff are now required to understand that, in exercising their functions as a leader and service provider to the local community of Fairfield City, Council undertakes to prioritise its functions and services to ensure appropriate and effective management of the Local community. As a consequence of IPR, priority is now established through extensive consultation with the local community and then public exhibition of the resulting propositions which inform future organisational activities.

Many of the existing staff at Council will be confronted by significant changes to the roles they perform, requiring them to transition their understanding of role contribution from day to day activity to a more contextual sense of purpose, which will in many instances require them to change practices and views that have gone unchallenged for many years.

Extensive training programs will likely be required for elected members and managers so that they can come to terms with what the changes, represented by IPR, will mean in the context of day to day role performance. To a large extent, Council will have a significant role in establishing professional development programs supported by conventional learning opportunities, such as formal short courses and a broad range of self-directed and experiential learning opportunities. These programs will specifically address the development of medium term planning, QBL forecasting, budgeting and the alignment of service requirement with existing custom and practice.



Council's role in assisting the effectiveness of the organisation will require the promotion and development of strategic capability in the "targeted argument", where operational intentions are positioned and justified with community intention, QBL principles and practical political nous to ensure the alignment of intent with the needs the Councillors, the organisation and the community (Sansom, 2001). Moreover the increasing requirements for transparency will substantially increase the need to not only justify activity, but to ensure that the outcome of the activity is also achieved. Staff will require substantial development relating to the creation, management and reporting of both activity and outcome measures to ensure transparent and accountable service provision to the Community.

#### **b) Customer Service Vs Customer Servicing ...**

Council has already undertaken several programs of community engagement. The Community Engagement Strategy, for the purpose of development, implementation and assessment of the Fairfield City Plan, has already started to impact the community's views and expectations. The community participation through surveys, focus groups and other feedback indicates a level of public interest in the future of Fairfield LGA. When added to mounting pressure to remain sustainable, this will impact expectation and change the nature of service delivery in the future. It is therefore inevitable that community expectation will increase and the need to meet this expectation effectively becomes paramount when ensuring community satisfaction with the outcomes of the Delivery Program.

Community Engagement Strategy must address the type of services Council provides and the experience of dealing with Council as a service provider. Council must ensure provision of an ongoing commitment to engage with our customers about issues which matter to them. We must try to have "them think about the things we need them to think about", from the perspective of what they receive and also the way in which they receive these services (Joint LGMA NSW & DLG Integrated Planning & Reporting Forum 2009).

As an organisation we are focused on processes which deliver a service rather than on the people who are expecting that service. With increasing expectations, Council must consider championing the cause of the customer. It must seize every opportunity to market the value proposition of Council's services, fostering an understanding of the value and benefit of the money spent in providing services to the customer and the community.

The structure of Council is focused on Groups, Divisions and Branches and their capability to deliver products and services. Our customers often navigate the organisation to get the right answer and the right service. No one person, or branch, is responsible for ensuring our customers receive the service they expect or within the stated service levels.

Although Council receives regular informal feedback through customer complaints and compliments about its facilities and services, feedback is managed by individual branches. Any improvements, or procedural changes, are determined at a local level and based on the capacity of that area to address the nature of the customer feedback. Customer experiences are often managed in piecemeal fashion, our customers are referred to others in the organisation to complete their enquiry or receive their service. "I am responsible for my bit and someone else for theirs, so I will transfer you to ..... and they can help you. "

Council has multiple product and service offerings which require multiple staff members to engage with the customer. The capacity of staff to deliver service which is consistent with established organisational standards cannot be assessed and the standard of service provided may not be consistent across the organisation. Our customers are best positioned to determine the quality and effectiveness of our products and services, and we can use their experiences and multiple perspectives to review our service delivery, ultimately improving it.

While there is some evidence of customer satisfaction, this is kept and maintained at a local level. Understanding our customers, their level of satisfaction and the impact of our service delivery, on a corporate level, will provide the basis for informed whole of organisation change. Council must determine whether the current customer experience is what our customers expect and understand the relationship between the service we provide and what our customers want.



#### 4. Local Government Reform: the Future for Local Government

The Australian Centre of Excellence for Local Government's (ACELG) working paper on community governance (March 2011) reports that society is changing the way it wishes to engage with local government. People are becoming more individualistic, bonding less with their community and require more services from government agencies. They are also more willing to debate, and participate in, local government services.

There is a movement, away from traditional top-down approaches, to governments working in partnerships or collectively with the communities to meet community needs. This is referred to as "network governance" (Egger, 2007). Respondent changes in this direction have already begun in the NSW Local Government sector, with the introduction of Integrated Planning and Reporting in 2009. This requires Councils to engage in more diligent consultation with the community and lead and encourage other community organisations which have a role in the establishment of the Plan (ACELG, 2011).

More recently, the establishment of the "Local Government: Destination 2036" initiative was designed to establish a process and forum for local government to explore the issues facing the sector. It is the intention of the Destination 2036 initiative to consider and develop structures and approaches to local government, in NSW, which will allow the sector to meet the needs and expectations of our communities in the future. Two key expert review panels were established; the first is to review the model for reform of the NSW Local Government sector and the second to review the content of Local Government Act, 1993.

A clear indication, from the review panels, has focused on amalgamation which has to be considered in many of the local government areas as a strategy to address long term financial viability. The focus has now shifted to promoting a 'shared services' model as a more appropriate focus for NSW Councils and it is probable that any reform will see an incorporation of amalgamation and shared services. It is expected that voluntary amalgamation will improve community service delivery and reduce costs overall, especially where economies of scale and a focus on better resource and service sharing can be achieved.

IPR is the future. Council should expect to see the community, rather than Council, directing the local government area or, at least, having a much greater influence in the foreseeable future. Local government services will also increase and become more diverse as individuals come to rely less on their community (for example family and friends) and look to local community and government organisations for assistance. More equal partnerships and networks between local government, community organisations and the community are anticipated as being critical in moving forward. Technological advances and increased requirements for network governance will greatly facilitate this process. In the near future, all Councils will see inevitable changes in the way some of their services are delivered (Dollery, Akimov & Byrnes, 2009). In response to ever complex and changing issues, governments have been compelled to take the initiative and govern by network to solve problems which are more far reaching (Egger, 2007).

The Independent Local Government Review Panel (ILGRP) was established to investigate and identify options for governance models, structural arrangements and boundary changes for local government in NSW. The ILGRP report "Better Stronger Local Government" (November 2012) reinforces the need for Councils to review their own resources, structure and performance to enable development and strengthening of partnerships with other government authorities and community organisations. Local government must change and adapt to ensure long term capacity to deliver services and infrastructure to improve the lives of community members and protect and enhance the local environment.

The Future Directions for NSW Local Government, Twenty Essential Steps, and April 2013 was released for consultation. This paper outlines the need for radical changes in the structure and operations of NSW local government to create a more efficient and effective system. Recommendations included:

- A reduction in the number of councils from 223 to 97 overall, and from 40 to 20 in the metropolitan area (including what are now Wollondilly, Blue Mountains and Hawkesbury).
- No metropolitan council to have a population less than 100,000.
- Provision for elected 'community councils' within larger local government areas to provide local representation and undertake delegated functions.



- Use of County Councils, where local councils and other levels of government must cooperate on regional issues.

## 5. Technology and how the Office/Workplace Operates

Technology has impacted the workplace for the last 30 years and will continue to do so as more innovative technology, which offers better efficiency and effectiveness, is introduced across organisations. One of the largest themes to emerge from the brainstorming session was technology and its impact. Below are some of the challenges identified:

- Technology's continuance to replace manual tasks.
- The virtual and mobile office:
  - Climate change and energy conservation will be an influence on scaling down the central workforce (office/workplace)
  - Is there any need for a central workforce (office/workplace) in the future?
  - The virtualisation of some services
  - Access to employees and the workplace 24/7 from any location
  - Less distinction between work and home
- Social media and its impacts on the workforce and Council's customers.

The white paper "people @ work/2020" (AHRI, 2010) predicts that in 2020 workplaces will be experiencing, and need to respond to, some of the following:

1. Continued modernisation of information technology and processes.
2. Better consolidated and structured data/information management systems ('Enterprise information management').
3. Unification/convergence of voice and data networks and applications, and mobile devices. This will have implications for the office and customer service when managing and recording telephone calls.
4. Use of 'smart grids' for online management of integrated customer service groups.
5. Use of 'cloud computing'; sharing servers/data centres in order to reduce costs. This would allow several councils to share one IT server in order to reduce costs.
6. Increased potential for applications with the convergence of technological groups.

The development of innovative technologies allows new ways for workplaces/offices to operate. This may mean the virtual office or the extinction of the central workforce. However, AHRI (2010) predicts that within the next 10 years the central workforce will still exist, but with a much smarter design; that is, a combination of the physical workplace and the mobile office. This is referred to as the Ormond Model and consists of the following elements:

1. Three external spaces of work:
  - Office
  - Home
  - Remote location
2. Three internal spaces of work:
  - Solitary workstation for reflection and working alone
  - Multi learning and interactive zone for interaction with people and technology
  - Café networking for meetings and discussions

Workplace design will be more environmentally sustainable and flexible as well as being productive. The Ormond Model allows for greater flexibility, the capacity to better serve our customers, the community, through mobility and greater productivity with smarter design using interactive technology. It is anticipated that the distinction between work and home will have disappeared by 2020 which will change the culture and structure of the workplace.

A US/UK study found that more than half of employees use social media at work (HR Leader, 2008). AHRI (2010) highlight the current issue of the use of social media in the workplace. There have been mixed reactions from organisations; however, the report advises that banning social networking would be as ineffective as banning personal



telephone calls. It would be wiser to track and deal with excessive usage and continue to focus on employee's performance expectations.

Advancing technologies will allow Council to deliver services in different and innovative ways which offer greater efficiency and effectiveness. It will certainly impact all of Council's service areas. For example, current changes in libraries and in the future, as a result of technology, will likely be significant. Libraries of the future, or 'cybraries', will be designed as an 'experience' rather than a 'place'. The library service focus is already changing, being a learning place and a community focal point, and this will require a mix of physical and cyber resources (Schmidt, 2005).



## 4.3 PART 3: GAP ANALYSIS & PROGRAM ACTIONS

Fairfield City Council's Workforce Management Plan, "Our People, Our Future", has identified the following key initiatives for the 2013 – 2014 Operational Plan. Council is committed to these initiatives and emerging workforce issues included in the Action Plans set the foundation for the future success of the Fairfield City Plan, Community Strategic Plan.

Priorities for 2013-2014		
Initiatives	Description	Outcomes
Self Insurance Audit Licence Retention	<ul style="list-style-type: none"> <li>Self-insurers license holders are assessed by WorkCover on their conformance with the requirements of the National Audit Tool (NAT). Satisfactory outcomes will result in license retention.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation for NAT audit to retain Self Insurer licence</li> </ul>
Council Corporate Enterprise Agreement	<ul style="list-style-type: none"> <li>Develop and negotiate a Corporate Enterprise Agreement. Consolidation of common entitlements, achieve parity of core conditions and control of terms and conditions of employment.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation of common entitlements, parity, control of terms and conditions of employment.</li> </ul>
Revise organisational structure to strengthen service delivery and financial savings	<ul style="list-style-type: none"> <li>Review organisational structure and implement change program to facilitate improved accountability, adaptability and efficiencies with operational service provisions. Develop a labour management and resourcing strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Organisation is appropriately structured to meet service provisions and community needs.</li> </ul>
Develop leadership capabilities across the organisation	<ul style="list-style-type: none"> <li>Roll out Leadership and Culture development program and practices to enhance understanding of our standards and behaviour and embed the desired leadership in the "way in which we do things around here"</li> </ul>	<ul style="list-style-type: none"> <li>Established baseline competency expectation for participants that meet immersing culture and leadership qualities within Council.</li> <li>A developed approach to indicate career pathways for development in immersing leaders.</li> <li>Established flexible program for aspiring leaders which groups development milestones and encourages collaboration across Council.</li> <li>Evaluation process to measure success of program and return on investment of development spend.</li> </ul>



## Council Success

Council Success is created to develop and ensure Council has a capable and effective workforce that is positioned to meet and appropriately respond to the variant challenges and service requirements of the Fairfield community.

It is designed to ensure that, as an organisation, we have sufficient availability and depth of capability to guarantee continuity of operational services.

By ensuring that, as the organisation evolves, we are structured with consideration of current and future capability demands, Council Success provides Council staff with career options and targeted career development opportunities.

This program has the following specific themes:

- **Capability Risk:** Promote organisational awareness of staff capability risks and establish an appropriate framework for developing and informing contingent capability and succession plans for identified capability risks.
- **Capability Recognition:** To establish an aspirational program where staff who demonstrate superior Capability, Leadership and Performance are able to participate in dedicated development opportunities designed to further their career potential and organisational contribution.
- **Capability Development:** To establish an organisational wide capability development program that will enable cost effective and targeted development of staff capability and knowledge sharing in all areas of Council.
- **Career Capability:** To establish career and recruitment pathways which support staff capability, career development and the future capability needs of the Council.



Council Success centres on directly promoting the importance of staff retention and enhancement of staff capability, through structured programs that are designed to generate a sense of career purpose, skill acquisition and a firm affiliation with for Council. It will enhance the culture of continuous improvement by developing and implementing integrated programs which will position Council as a preferred employer and leader in Local Government.

### Identified Strategic Gaps requiring response must include:

Initiatives must specifically relate to the needs of Waste Services, Libraries and Museum and Works and Parks areas. Planning for flexibility, re-training opportunities and multi-skilling would be prudent to ensure there is a focus on productive workforce contribution into the future, whilst ensuring the WHS needs of these areas involved in primarily physical work, are addressed.

1. Utilising the opportunity of a large and long-term older workforce to address future skill shortage areas and utilise their skills, knowledge and experience to improve knowledge transfer within the existing workforce.
2. Approach development from within, given that it enables the retention of local knowledge, is more cost effective and delivers better operational consistency and opportunity exists for Council to consider more focused career planning and leadership training for our internal staff.
3. Knowledge management and transfer of knowledge programs are in the beginning stages and require a greater level of urgency in progression.
4. Continuing the good work and ensuring that learning initiatives are responsive to changes within the organisation.
5. Review and implement Council organisational structure to reduce duplication and inefficiency and achieve direct labour savings from broadened spans of accountability and permanent adjustments to Council's staff establishment.
6. Identify key labour saving controls to ensure labour occupancy and utilisation is as effective as it can be.
7. Review workforce practices in relation to utilisation of casual, consultant and OT labour hours in workplace operations and propose strategies to improve efficiency of labour utilisation.
8. Identify key labour establishment data and reports to monitor labour costs, utilisation and occupancy ratios.



9. Institutionalise annual process for reviewing Council's labour allocation and priority resourcing.
10. Review Council's organisational remuneration strategy to ensure the development of appropriately targeted capability levels are supported with affordable remuneration offerings.
11. Embracing succession planning and ensuring we have continuity of expertise, especially in critical areas and reduce the reliance of external consultancy or labour hire replacements.
12. Continuation of specific senior management review and approval for the replacement, or creation of, staff positions within Council's staff establishment.
13. Quality Management principles whilst applied strongly with respect of our WHS program and in some areas of our City Works, Assets, Strategy and Place and City Life areas, do not feature strongly across other areas of the organisation and will require significant emphasis to ensure workforce effort is most effectively directed to Delivery Program results.
14. Considering flexibility to cater for seasonal requirements of services, such as flexible employment practices (for example, multi-tasking) and flexible recruitment practices (for example, secondments).
15. Develop a technical skills and knowledge competency development framework based on key professional streams within FCC specifically targeting Political Nous, Strategic Capability and Service Standard.
16. Introduce development programs designed to support commercial validation, transparent accountability and QBL return on investment consideration in organisational operations.
17. Development of a program designed to increase the organisation's capability in asset management, planning and asset utilisation.
18. Development of innovative work practices in respect to evaluation and rostering practices and protocols for service demands, consideration of shift rotations, hours of work and use of maximum term contract employees, casual utilisation.
19. Development of relationships with local schools and TAFE to encourage the future workforce in considering a successful career in Local Government.
20. Continuing promotion and encouragement of scholarships, traineeships, graduate programs and career planning to allow younger generations to develop and grow within the organisation.

Projects to address identified Strategic Gaps are as follows:

Council Success		
Project Title	Description	Outcomes
<b>Theme 1: Capability Risk</b>		
Develop profiling tool for organisational wide analysis of role succession and capability risks	<ul style="list-style-type: none"> <li>Develop risk, capability and contingent preparedness definitions.</li> <li>Develop profiling matrix for evaluation of all Establishment positions.</li> <li>Populate tool with current and accurate staff establishment data.</li> <li>Develop an appropriate mechanism for highlighting relevant risks and/or priority actions.</li> <li>Establish line management accountability for unit succession and capability management.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a consistent approach, and tool, to undertaking analysis of role and capability risks.</li> <li>Develop a tool that will assist in the simplification and effective administration of periodic role succession and capability risks.</li> <li>Incorporation of succession planning into leadership accountability and workforce planning.</li> </ul>
Undertake role succession and capability analysis	<ul style="list-style-type: none"> <li>Undertake information sessions with Group Managers re role succession and capability analysis.</li> <li>Using profiling tool and applicable definitions, review organisational establishment for Important and Critical roles annually.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of Critical and Important roles within Council.</li> <li>Determination of positions requiring defined succession plans.</li> </ul>
Undertake staff succession suitability analysis	<ul style="list-style-type: none"> <li>Analyse existing succession strategies for Critical and Important roles.</li> <li>Identify potential successors.</li> <li>Profile potential successors against performance, potential, preparedness, aptitude and adaptability mastery.</li> <li>Populate profiling tool with candidate capability data.</li> </ul>	<ul style="list-style-type: none"> <li>Provide Council with a clear indication of organisational wide staff departure preparedness.</li> <li>Appropriate staff is identified for consideration of inclusion in succession plan.</li> <li>Critical skill gap analysis for identified successors determined.</li> </ul>
Develop role and capability succession plans for critical role and capability risks	<ul style="list-style-type: none"> <li>Establish succession planning template for use in succession planning.</li> <li>Complete succession plans for all identified business Critical and Important roles.</li> </ul>	<ul style="list-style-type: none"> <li>Succession plans are in place for addressing key critical and important role performance continuity.</li> </ul>
Establish measures to evaluate program effectiveness and improvements to organisational risk	<ul style="list-style-type: none"> <li>Establish applicable drivers for succession planning success.</li> <li>Document suitable performance measures.</li> <li>Establish periodic monitoring and reporting of succession planning effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Established monitoring initiative that will ensure organisational focus on improving the staff capability succession effectiveness and risk position.</li> <li>Established review and updates to Executive and Managers on succession planning status.</li> </ul>



Council Success		
Project Title	Description	Outcomes
Establish knowledge transfer program for business critical capability and process knowledge	<ul style="list-style-type: none"> <li>Identify areas of critical content and knowledge requirements that should be preserved.</li> <li>Establish an effective method of capturing role content knowledge.</li> <li>Establish knowledge transfer plans for all identified Critical and Important roles.</li> </ul>	<ul style="list-style-type: none"> <li>All identified Critical and important roles have process and knowledge requirements documented and incorporated into Council's QA processes.</li> <li>Established and effective knowledge transfer processes to minimise risk associated with knowledge gaps.</li> </ul>
<b>Theme 2: Capability Recognition</b>		
Develop Council Capability Star program	<ul style="list-style-type: none"> <li>Establish measurable goals and objectives for the program.</li> <li>Develop program outline, costing and policy relating to program participants and organisational investment in program.</li> <li>Document the criteria for assessing high potential and capability staff.</li> <li>Incorporate competency framework.</li> <li>Document the process for undertaking the assessment of aspiration participants.</li> <li>Establish budget structure for program.</li> </ul>	<ul style="list-style-type: none"> <li>Council has an established program and process to support and further develop high performing and capable staff.</li> </ul>
Develop Council Capability Star Program curriculum	<ul style="list-style-type: none"> <li>Develop a formal curriculum for program participants:               <ul style="list-style-type: none"> <li>Internal Management Challenge</li> <li>Bi-monthly skills development</li> <li>ACELG/UTS/industry courses</li> <li>Compulsory development modules and experiential learning options</li> <li>Hay leadership styles and climate assessment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Council has formal structured processes in place to enhance program participants' development.</li> <li>Partnerships with key learning institutions are established and aligned to capability development ambitions.</li> </ul>
Implement Council Capability Star Program	<ul style="list-style-type: none"> <li>Complete the assessment process of applicants.</li> <li>Identify and document next steps and identify competence gaps.</li> <li>Develop and document individual development plans for program participants.</li> </ul>	<ul style="list-style-type: none"> <li>Council has an established program and process to support and further develop high performing and capable staff.</li> </ul>



Council Success		
Project Title	Description	Outcomes
Establish Quarterly Capability Star project/secondment review	<ul style="list-style-type: none"> <li>Develop position paper on establishing a formal forum for discussion and planning related to critical business challenges and/or secondment opportunities that are suitable for development of Capability Star participants.</li> <li>Develop standing agenda for forum meeting.</li> <li>Develop project/secondment scope process.</li> <li>Outline project/secondment benefits realisation processes.</li> <li>Implement forum.</li> </ul>	<ul style="list-style-type: none"> <li>Experiential learning and development options are coordinated and are preferentially allocated to Capability Star participants.</li> <li>Established forum for discussion and planning related to critical business challenges and/or secondment opportunities.</li> </ul>
Develop Capability Star annual conference for Capability Star program participants with Local Government Sister City.	<ul style="list-style-type: none"> <li>Develop position paper on conducting an annual Capability Star conference with participation from Group Managers, ELT and, potentially, Councillors.</li> <li>Pending approval, develop and organise Capability Star annual conference.</li> </ul>	<ul style="list-style-type: none"> <li>Established an annual aspiration event where identified program participants are given collaborative opportunities with key executives and senior management.</li> <li>Annual analysis of effectiveness of program, return on investment and gap minimisation.</li> </ul>
<b>Theme 3: Capability Development</b>		
(Stage 1) Develop a technical skills and knowledge development framework based on key professional streams within Council for Grades 5 to 10	<ul style="list-style-type: none"> <li>Create a skills acquisition framework that will allow: <ul style="list-style-type: none"> <li>All role critical capability requirements to be documented.</li> <li>Sharing of expertise across business units.</li> <li>Provide all employees with development opportunities to ensure success in their roles.</li> <li>Build the technical capability of our staff.</li> </ul> </li> <li>Develop technical capability needs analysis tool, to simply and effectively profile technical and management capabilities for staff.</li> <li>Conduct a development needs analysis for all employees using technical and management capabilities.</li> <li>Develop technical skills development curriculum.</li> <li>Establish key and consistent approaches to generalisation of skills acquisition in the workplace.</li> <li>Establish returns on investment measurement for development spend.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a formal development program targeted to the technical areas of greatest need.</li> <li>Established a baseline competency expectation for technical skills in all areas of Council.</li> <li>Simple and informative tool that will enable targeted development direction.</li> <li>Necessary access to resources to provide independent, self-paced learning for technical skills development.</li> <li>An annual evaluation of program effectiveness and return on investment.</li> </ul>



Council Success		
Project Title	Description	Outcomes
Extend organisational development self-directed learning resource for leaders, technical skills and knowledge development	<ul style="list-style-type: none"> <li>Develop key self directed learning strategies for use in addressing identified competency gaps in technical skills and capability.</li> <li>Document key resources and self directed learning options for each competency.</li> <li>Identify learning and development options for technical skills and knowledge needs.</li> <li>Populate the OD&amp;L portal with the required online content resources for use by staff within Council.</li> <li>Purchase the required content resources for use by leaders within Council.</li> </ul>	<ul style="list-style-type: none"> <li>Established programs and pathways for self directed learning strategies for leaders, technical skills and knowledge development.</li> <li>A current OD&amp;L portal accessible to all.</li> </ul>
(Stage 2) Implement a technical skills and knowledge development framework based on key professional streams within Council for Grades 5 to 10	<ul style="list-style-type: none"> <li>Develop training program to support business to use tools, resources and training plans.</li> <li>Develop in house training programs to support development of identified common technical development needs incorporated into the Council L&amp;D calendar.</li> <li>Launch technical skills development program.</li> </ul>	<ul style="list-style-type: none"> <li>Established and relevant formal development program targeted to the technical areas of greatest need.</li> <li>Established review process to gauge uptake, measurable results and return on investment.</li> </ul>
<b>Theme 4: Career Capability</b>		
Identify and document professional career pathways within Council's existing staff establishment	<ul style="list-style-type: none"> <li>Develop a framework which identifies all career clusters across Council, then pathways contained in each.</li> <li>Benchmark minimum requirements for each stage of progression.</li> <li>Develop industry focused curriculum that prepares participants for career advancement.</li> </ul>	<ul style="list-style-type: none"> <li>Established tool for identifying career development pathways across Council.</li> <li>Established tool to assess participants for career advancement.</li> <li>A multi-step career ladder that begins with basic job-entry skills and concludes with advanced technical skills.</li> <li>Personal and developmental support services essential to staff success.</li> </ul>
Develop and redesign corporate workplace reform processes to include consideration of capability succession and career pathway design	<ul style="list-style-type: none"> <li>Gap analysis of current corporate reform process, in line with current/future directions of Council.</li> <li>Redesign of corporate workplace reform process to include necessary changes to address current and future capability/succession needs and organisational transformation.</li> </ul>	<ul style="list-style-type: none"> <li>Council has a workplace reform process to support organisational change and future capability and succession needs.</li> </ul>





Council Success		
Project Title	Description	Outcomes
Establish a formal new graduate program	<ul style="list-style-type: none"> <li>Develop competency based framework for each department.</li> <li>Design training program incorporating experiential learning and coaching.</li> <li>Develop metrics to measure success of the program and returns on development spend.</li> </ul>	<ul style="list-style-type: none"> <li>A new graduate program tailored to Council's current and future needs.</li> <li>Personal and developmental support services essential for staff success.</li> </ul>
Propose an annual mayoral scholarship and cadetship for local school leavers	<ul style="list-style-type: none"> <li>Develop proposal which outlines value to the community and Council.</li> <li>Develop a framework of selection criteria for eligibility to scholarship.</li> <li>Consult with key stakeholders.</li> <li>Design a program within the parameters of affordability, practicality and intended outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>An established scholarship which is aspired to by all school leavers.</li> </ul>
Conduct Internal Services Reviews as an annual process	<ul style="list-style-type: none"> <li>Internal Services are reviewed using the SIMALTO process</li> <li>Benchmarking branch against other councils/services provided.</li> <li>Presentations using standard templates are used to present to ELT.</li> <li>Reviews conducted annually.</li> </ul>	<ul style="list-style-type: none"> <li>Internal Services are reviewed to ensure relevance and the need for the service is justifiable.</li> </ul>
Asset Management education program	<ul style="list-style-type: none"> <li>Design and develop an education program for asset management, planning and asset utilisation.</li> <li>Increase understanding of asset management principles.</li> <li>Ensure that asset maintenance, purchase and disposal considers best value and whole of life cost implications.</li> </ul>	<ul style="list-style-type: none"> <li>Asset management principles and best value whole-of-life cost are considered.</li> <li>Leaders with a sound understanding the Quadruple Bottom Line and the impact on Local Government</li> <li>Leaders with essential budgetary understanding and management to ensure financial sustainability practices.</li> </ul>
Innovative work practices – rostering, shift rotations, hours of work	<ul style="list-style-type: none"> <li>Development of work practices in respect to evaluation and rostering practices and protocols.</li> <li>Determining service demands, consideration of shift rotations, hours of work and use of maximum term contract employees and/or casual utilisation.</li> </ul>	<ul style="list-style-type: none"> <li>The organisation is appropriately resourced and is able to meet community needs.</li> </ul>
Identify key labour saving controls	<ul style="list-style-type: none"> <li>Design reports that allow for an informed cost savings ratio with establishment data and future recruitment utilisation and labour costs.</li> </ul>	<ul style="list-style-type: none"> <li>The organisation is suitably staffed, financially sustainable and maintains the expected level of service</li> </ul>

## Council Culture & Leadership

Council Culture & Leadership is an ongoing initiative fostered by our City Manager and Executive Leadership Team.

It will build on existing strategies and processes to consistently reinforce Council values (known as “**UMGAWI**”) and leadership capability across the organisation, enhance understanding of our underpinning standards and beliefs, and embed the desired leadership and personal behaviour in all activities undertaken by Council staff.



Council Culture & Leadership Program links Council’s culture, climate and strategy through the evaluation and development of our Leadership Competencies. These competencies support Council’s vision and strategy by providing a framework through which the organisation can select, evaluate and develop current and future leaders.

The Council Culture (UMGAWI) component of the program is the fundamental element of sustaining an adaptable, high performing and change resilient workforce. UMGAWI, in its fundamental context, creates the climate in which we as an organisation achieve higher levels of community satisfaction by influencing the focus on standards of service provision, improved performance and how staff relates to one another.

It aims to develop organisational behavioural standards and establish an appropriate framework for ongoing development and UMGAWI reinforcement. This part of the program intends to:

- Align Council staff by providing a uniform understanding and practice, of behaviours which fit our overall UMGAWI culture
- Reinforce values-based decision making and behavioural practices
- Incorporate UMGAWI values, potential and future capability based recruitment/selection practices
- Reinforce UMGAWI values through Corporate Services practices, process and internal service orientation
- Establish and develop support programs for UMGAWI, Core Competencies and Leadership development
- Individual and organisational measurement tools, aligned with UMGAWI

Current leadership research tells us that leaders now, more than ever, are required to effectively embrace diversity, understand the need and complexity of adapting to ongoing change and making the most of every opportunity to improve the sustainability of their contribution to operations. Leaders within Council similarly must increasingly rely on their ability to collaborate and build relationships amongst, and across, diverse business and political interests, personal styles, priorities and ideas. They must be able to effectively engender collective results, nurture teams and communities to sustainably lead themselves and the areas for which they have responsibility. Community needs change and develop, and so too must our leaders evolve and adapt the habits and practices they have formed over lifetime in order to meet the challenges these needs represent. The Council Leadership component of this program sets about developing our organisational leadership capability via an establish framework for expectations of the Council leadership role, ensuring an expectation of continuous leadership development at all levels through:

- Developing a rigorous curriculum for developing desired standards and proficiency within the leadership behaviours, attitudes and competencies of Council’s current and future leaders.
- Establishing a process for identifying current and future staff suitability for the leadership role.
- Establishing formal coaching and mentoring programs for staff at all levels, using phased retirement options where possible.
- Enhancing competence of leading within the political context, to enhance Councillor/staff relationships, support and functioning.



**Identified Strategic Gaps requiring response must include:**

1. Maintain and extend its positive reputation as UMGAWI-focused employer and develop its employer brand in order to attract attention in the necessary labour markets.
2. Council is on track with a well established culture program and a newly developed leadership program. We must be vigilant to ensure that these programs stay on track and are promoted as part of our employer branding.
3. Investing in the up skilling of our employees to be a mentor/coach.
4. Executive development toward leadership and Organisational culture improvement
5. Executive development towards budgetary management, political nous and strategy operation
6. Training for management in Public performance - media and community communication for the record.

Projects to address identified Strategic Gaps are as follows:

Council Culture and Leadership		
Project Title	Description	Outcomes
<b>Theme 1: Organisational Culture</b>		
Delivery of Organisational Cultural Awareness Day to all FCC staff	<ul style="list-style-type: none"> <li>Training is based on FCC Corporate Values</li> <li>Culture Coaches trained</li> <li>All staff undertake UMGAWI questionnaire</li> <li>Learning modules developed for self directed learning and available on OD&amp;L portal</li> </ul>	<ul style="list-style-type: none"> <li>All staff have the same behavioural and ethical standards</li> <li>All teams develop an action plan for improved team performance</li> <li>All staff have accountability for their own behaviours and learning</li> </ul>
<b>Theme 2: FCC Leadership Capability</b>		
Development of curriculum for FCC leadership competencies to include options for formal, project, experiential and self directed learning	<ul style="list-style-type: none"> <li>Undertake leadership competency development analysis.</li> <li>Benchmark minimum competency standards for all leadership grades and pay points.</li> <li>Develop leadership competency needs analysis tool to simply and effectively profile Leadership capabilities for key people and technical leaders.</li> <li>Conduct organisational wide individual leadership competency needs analysis as part of annual skills and competency process.</li> <li>Develop key self directed learning strategies for use in addressing identified competency gaps.</li> <li>Document key resources and self directed learning options for each competency.</li> <li>Populate the OD&amp;L portal with the required online content resources for use by staff within Council.</li> <li>Purchase the required content resources for use by leaders within Council an OD&amp;L online learning portal.</li> </ul>	<ul style="list-style-type: none"> <li>Baseline competency expectations for Leadership within Council are established.</li> <li>Provide a simple and informative tool that will enable targeted development direction.</li> <li>Provide the necessary access to resources that will provide independent self paced learning for leaders.</li> </ul>
Executive Coaching for Directors, Group Managers.	<ul style="list-style-type: none"> <li>Develop essential internal benchmarks for leadership and coaching standards</li> <li>Develop standards for public performance for management dealing with media, politics and corporate governance.</li> </ul>	<ul style="list-style-type: none"> <li>Professional Brand management of Council.</li> <li>Risk management of profile regarding political issues</li> </ul>



Council Culture and Leadership		
Project Title	Description	Outcomes
Establish and embed a formal system of coaching and mentoring	<ul style="list-style-type: none"> <li>Establish organisational criteria and approach to coaching and mentoring.</li> <li>Create a corporate level mentoring/coaching strategy before implementing formal programs.</li> <li>Create a selection process, with hierarchy of criteria, which informs organisational choices.</li> <li>Develop training programs to support development of coaching/mentoring skills according to purpose and selection criteria.</li> <li>Establish metrics to measure success.</li> </ul>	<ul style="list-style-type: none"> <li>Established routes to coaching/mentoring: <ul style="list-style-type: none"> <li>Moments of transition</li> <li>As an adjunct to another intervention i.e. a training program, participation in Star Program</li> <li>A request from an individual to support career planning</li> <li>People who lead/manage teams</li> </ul> </li> <li>Established baseline competency expectation for coaches/mentors in Council.</li> <li>Established strategy to inform and encourage managers and leaders to undertake coaching/mentoring.</li> <li>Established training programs which enable coaches/mentors to map coaches/protégé journey to organisational goals and objectives.</li> <li>Established measurement tool which informs Council on its return on investment.</li> </ul>
Develop a program for promising and aspiring leaders linked to the current Culture & Leadership Program	<ul style="list-style-type: none"> <li>Evolve Culture &amp; Leadership competency needs analysis tool to profile leadership capabilities for aspirational purpose and future role requirements</li> <li>Develop training program, with flexible delivery for all Groups, which specifically targets advanced and future development needs.</li> <li>Develop metrics to evaluate success on an individual and organisational level.</li> </ul>	<ul style="list-style-type: none"> <li>Established baseline competency expectation for participants that meet emerging culture and leadership qualities within Council.</li> <li>A developed approach to indicate career pathways for development in emerging leaders.</li> <li>Established flexible program for aspiring leaders which groups development milestones and encourages collaboration across Council.</li> <li>Evaluation process to measure success of program and return on investment of development spend.</li> </ul>



Council Culture and Leadership		
Project Title	Description	Outcomes
Develop an Executive Leadership Team Culture and Leadership Development program.	<ul style="list-style-type: none"> <li>▪ Establish measurable goals and objectives for the program.</li> <li>▪ Develop program outline relating to program participants and organisational priority for the program.</li> <li>▪ Document the criteria for assessing minimum standards for Executive leader using FCC Leadership Competencies. Incorporate additional/extended executive capability development in: <ul style="list-style-type: none"> <li>○ Leading in a Political Context</li> <li>○ Organisational Strategy development &amp; evaluation</li> <li>○ Organisational budgetary management</li> <li>○ Leading organisational change</li> </ul> </li> <li>▪ Incorporate external mentoring to assist Executive development and support</li> <li>▪ Establish budget structure for program.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supported and capable executive leadership within FCC.</li> <li>▪ Clear standards of capability expectation established for Executive Leadership.</li> <li>▪ Establish a cultural expectation of continuous improvement for Executive Leadership Team.</li> <li>▪ Enhanced Culture and Leadership capability within the Executive Leadership team.</li> </ul>



## Council Safe

Council's approach to Work Health and Safety (WHS) represents a decisive move away from compliance-based safety activity to collaborative strategic management of WHS in the workplace. Council recognises the importance of WHS to Council's long-term performance, the continued development of Council's WHS Culture and maintenance of its self-insurance licence.

In particular, Council strives for a working environment which is safe from hazards and risks, and enables all staff to return home safely in the same condition in which they arrived for work.

The following themes have been prioritised to achieve this end. They include:

- Theme 1:** Prevent and reduce the incidence of occupational injury, illness and disease.
- Theme 2:** Enhance the commitment and accountability of management and workers to consistently implement the WHSMS.
- Theme 3:** Continuously improve and simplify Council's WHSMS, organisational compliance and accessibility of information to all users.
- Theme 4:** Strengthen and embed Council's safety culture across the whole of Council.
- Theme 5:** Further enhance workers' capabilities to better implement and practise safety in the workplace.

### Identified Strategic Gaps requiring response must include:

1. A focus on the impact of technology. Research suggests that sitting for long periods in front of a computer has negative impacts on health, including psychological stress.
2. Staff perception, either positive or negative, of their work and workplace can determine areas of potential stress and must be monitored to ensure employee wellbeing is maintained.
3. Offering a structured and well managed employee wellbeing program.
4. Program to simplify the complexity of the Work Health and Safety Management System.
5. Brand management initiative across Council to promote WHS is Not Negotiable.
6. Succession planning and a documented approach to how the WHSMS is managed and implemented across Council
7. Injury management program awareness across Council to ensure that responsibilities are clearly communicated across Council



Projects to address identified Strategic Gaps are as follows:

Council Safe		
Project Title	Description	Outcomes
<b>THEME 1: Prevent and reduce the incidence of occupational injury, illness and disease</b>		
Executive Health Management Program	<ul style="list-style-type: none"> <li>A comprehensive program designed to produce real and measurable health and wellbeing improvements for executives and senior managers.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation and selection of an appropriate Executive Health Management program and provider to conduct appropriate health monitoring and coaching for senior and executive management</li> </ul>
Asbestos management program	<ul style="list-style-type: none"> <li>A program designed to effectively control and minimise asbestos-related health risks to personnel working on, or visiting, Council sites.</li> </ul>	<ul style="list-style-type: none"> <li>Review and implement the Asbestos Management Program across Council</li> </ul>
<b>THEME 2: Enhance the commitment and accountability of management and workers to consistently implement the WHSMS</b>		
SI Audit retention	<ul style="list-style-type: none"> <li>Self-insurer licence holders are assessed by WorkCover on their conformance with the requirements of the National Audit Tool (NAT).</li> </ul>	<ul style="list-style-type: none"> <li>Preparation for NAT audit to retain Self Insurer licence</li> <li>Satisfactory outcomes will result in licence retention.</li> </ul>
Technology enhancements	<ul style="list-style-type: none"> <li>Technological WHS platform enabling Council to deploy and manage WHSMS hazards, injuries and corrective actions online.</li> </ul>	<ul style="list-style-type: none"> <li>Utilisation or investigation of technology to include escalation protocols to reinforce accountability within the organisation.</li> </ul>
<b>THEME 3: Continuously improve and simplify Council's OHSMS</b>		
WHSMS Simplification	<ul style="list-style-type: none"> <li>A WHSMS (Work Health and Safety Management System) is a set of plans, actions and procedures to systematically manage health, safety and welfare in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing simplification of the WHSMS to ensure a continuing positive safety culture across Council.</li> </ul>
Events Management	<ul style="list-style-type: none"> <li>Event management is the process through which an event is planned, prepared and produced according to WHS requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of the events management process and documentation within Council.</li> </ul>
Chemical Management	<ul style="list-style-type: none"> <li>Effectively manage chemicals, within the workplace, by implementing strategies to keep staff and personnel free from undue risks in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Program development and implementation of ChemWatch across Council to streamline access to hazardous substance information and chemical compliance.</li> </ul>
Confined Space Register and Management	<ul style="list-style-type: none"> <li>Documenting all confined spaces, in the Confined Spaces Register, will assist in managing hazards relating to persons entering and working in, or near, a confined space.</li> </ul>	<ul style="list-style-type: none"> <li>Review of all confined spaces across Council including management, maintenance and elimination where possible.</li> </ul>
Corporate Plant and Equipment Register	<ul style="list-style-type: none"> <li>Documenting Council plant and equipment in a Register with developed processes for management.</li> </ul>	<ul style="list-style-type: none"> <li>Documented process established for identification commissioning and decommissioning of plant and equipment across Council.</li> </ul>

<b>Council Safe</b>		
<b>Project Title</b>	<b>Description</b>	<b>Outcomes</b>
Inspection Testing and Monitoring (ITM)	<ul style="list-style-type: none"> <li>Provision of inspection and testing requirements of the normal business maintenance cycles, in line with intervals based on identified risk in the operational cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Review of ITM process away from Enterprise Asset Management system and manage as a corporate driven approach.</li> </ul>
Incorporation of commercial requirements for design, manufacturing and selling	<ul style="list-style-type: none"> <li>Develop a new procedure to incorporate the design, manufacturing and selling of products at the Sustainable Resource Centre.</li> </ul>	<ul style="list-style-type: none"> <li>A design, manufacturing and selling process incorporating the relevant WHS Act, regulation, codes and standards.</li> <li>Identification of other NAT audit criteria that impact on the self-insurer licences to ensure compliance and renewal of licence</li> </ul>
Access Control	<ul style="list-style-type: none"> <li>Develop a process to manage general access and restricted access within Council sites for all those who work for or visit Council.</li> </ul>	<ul style="list-style-type: none"> <li>Development of Access Control requirements, in the administration building, for employees, visitors and contractors.</li> </ul>
Quality Assurance (QA) & environment integration within the WHSMS	<ul style="list-style-type: none"> <li>QA ensures that the quality requirements for a product or service will be fulfilled. We are considering such a system.</li> </ul>	<ul style="list-style-type: none"> <li>Investigation of the integration of relevant components, from the environment and quality frameworks, into the WHSMS.</li> </ul>
<b>THEME 4: Strengthen and embed Council's safety culture across the whole of Council</b>		
WHS branding	<ul style="list-style-type: none"> <li>Develop a branding logo which is a virtuous reflection of the way we conduct business at Council.</li> </ul>	<ul style="list-style-type: none"> <li>A WHS brand to reinforce 'Safety is not negotiable'</li> </ul>
WHS mentoring	<ul style="list-style-type: none"> <li>A WorkCover program putting large and small business together, thus creating new ways to tackle safety in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of protocols for community business mentoring according to WHS guidelines.</li> </ul>
WHS implementation package	<ul style="list-style-type: none"> <li>The adoption and implementation of a range of effective WHSMS actions in a systematic manner to achieve optimal outcomes for all interested parties.</li> </ul>	<ul style="list-style-type: none"> <li>Development of simplistic and flexible methodology to implement WHSMS into the workplace, for new and current managers/supervisors</li> </ul>
<b>THEME 5: Further enhance workers' capabilities to better implement and practice safety in the workplace</b>		
Internal WHS training package's enhancements	<ul style="list-style-type: none"> <li>Develop Training Packages to meet training needs and to prescribe outcomes required by the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Review of all training documentation conducted by the WHS Branch, in line with the WHS Act and Regulation requirements</li> </ul>
Human Resources Business Partner (HRBP) up-skilling into WHSMS	<ul style="list-style-type: none"> <li>Providing opportunities for up skilling and enabling Council to be in a more competitive position through the multi-skilling of staff.</li> </ul>	<ul style="list-style-type: none"> <li>HRBR up-skilled into the WHSMS, over a two year period, to ensure branch knowledge retention and multi-skilling within the Human Resources and Customer Service division.</li> </ul>
Events Management Training	<ul style="list-style-type: none"> <li>Develop training for the event management the process in line with WHS requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of events management training for relevant branches focusing on volunteers and work experience.</li> </ul>

## Council Customer Advocacy

Council Customer Advocacy is a coordinated, organisational approach to continually improve the service experience of our customers and city residents.

The program supports the “customer first culture” within Council, engaging all areas of the organisation, by promoting and motivating staff participation with a view to understanding the value and importance of our customers, and how excellence in customer service supports the organisation’s plans and strategies.



The initiatives contained in this program will focus on developing the organisation’s knowledge and capability to deliver on our “service promise”. Customers will be encouraged to provide feedback on their experience of our service. Their feedback will be reviewed to identify key continuous improvement opportunities to progress improvement of customer experience across the organisation.

This program has the following themes:

- **Customer Engagement:** Establish a program enabling our community and customers to communicate with us when things go right or wrong.
- **Customer Commitment:** Ensure customers have confidence that Council will do what it says it will do, by establishing accountability and responsibility, for the customer experience, in all employees.
- **Customer Improvement:** Improve our operational capability to provide sustainable service which meets customer needs.
- **Customer Satisfaction:** Ensure that service intentions are clear, the customer experience is a positive one and to increase customer satisfaction.

### Identified Strategic Gaps requiring response must include:

1. Council must drive a service performance culture to transition our way of thinking into accepting feedback as an indicator of service rather than a problem, and move from “reactive” attention to proactive planning.
2. Council’s customer orientation must link to the strategic intentions of all organisational plans and strategies, to ensure that the customer experience is maximised and outcomes are as they were intended.
3. Initiatives to identify community expectations, their needs and wants; their perspective on the customer experience must be established.
4. Establish formal mechanisms, which enable improved customer feedback, as an indicator of service delivery. These will be used as a mechanism for facilitated resolutions, review of practices and to implement long term sustainable strategies to meet customer needs.
5. Establish corporate interaction standards to ensure consistent customer experiences across all Council business.

Projects to address identified Strategic Gaps are as follows:

Council Customer Advocacy		
Project Title	Description	Outcomes
<b>THEME 1: Customer Engagement</b>		
Implement a Customer Satisfaction Mechanism	<ul style="list-style-type: none"> <li>Develop a corporate customer satisfaction survey.</li> <li>Establish a regular survey program.</li> <li>Process all customer complaints about service using CRM.</li> <li>Establish customer focus groups.</li> <li>Include social media.</li> <li>Promote the program externally.</li> <li>Develop a reporting format.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of acceptability of our service levels.</li> </ul>
Identify Customer Touch Points	<ul style="list-style-type: none"> <li>Identify why customers contact Council on multiple occasions for the same matter.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of knowledge management which drives improvement initiatives.</li> </ul>
Identify Customer satisfaction with our information portals	<ul style="list-style-type: none"> <li>Develop a Council website feedback monitor.</li> </ul>	<ul style="list-style-type: none"> <li>Identified areas of inconsistency in information, ease of usability data..</li> </ul>
Develop internal customer capability	<ul style="list-style-type: none"> <li>Integrate our customer service intentions by developing a program of customer care training, inclusive of advanced customer service training, customer advocacy, customer response guide, customer service charter and service and conduct complaints management policy.</li> <li>Use marketing of the customer service strategy to gain commitment to our customers</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of customer care initiative.</li> <li>Employees understand everything Council does as customer service</li> <li>Customer service culture strengthened by providing the necessary skills and support.</li> </ul>

Council Customer Advocacy		
Project Title	Description	Outcomes
Develop a customer response guide to provide a consistent standard of expectations of service	<ul style="list-style-type: none"> <li>The response guide will be an internal document that provides guidance, on the standard of customer service, which is the minimum standard expected of all staff.</li> <li>The guide will include: <ul style="list-style-type: none"> <li>Staff obligations</li> <li>Behaviour and attitude</li> <li>Standard of service</li> <li>Provision of options</li> <li>Respect for privacy</li> <li>Service improvements</li> <li>CALD sensitivity</li> <li>Promotion of customer self help</li> <li>Timeframes for managing customer interaction</li> <li>Taking messages</li> <li>Answering, transfer and closing protocols</li> <li>What we expect from our customers and their rights</li> <li>Managing unreasonable customers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Established standard protocols so that employees have a clear understanding of their role in providing service to our customers.</li> </ul>
<b>THEME 2: Customer Commitment</b>		
Engage with Internal stakeholders	<ul style="list-style-type: none"> <li>Encourage stakeholder participation through training and familiarisation of the advocacy program.</li> </ul>	<ul style="list-style-type: none"> <li>Commitment from stakeholders to actively participate in the program.</li> </ul>
Stakeholder accountability	<ul style="list-style-type: none"> <li>Provide service performance reports and data.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of service provision, service failure and achievements.</li> </ul>
Focus on customer Requests	<ul style="list-style-type: none"> <li>Monitor customer requests through CRM activity reports</li> <li>Implement an escalation process for overdue and non-actioned CRM requests.</li> </ul>	<ul style="list-style-type: none"> <li>Access to live data on service performance.</li> </ul>
Create a corporate Customer Satisfaction Barometer.	<ul style="list-style-type: none"> <li>Establish customer service levels which meet our customers' needs</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of our performance against the established benchmark.</li> </ul>
Review administration centre operating hours.	<ul style="list-style-type: none"> <li>Establish customer service levels which meet our customer's needs</li> </ul>	<ul style="list-style-type: none"> <li>Commitment, to our customers, for the provision of service when they need it.</li> </ul>
<b>THEME 3: Customer Satisfaction</b>		
Develop a customer Engagement Program	<ul style="list-style-type: none"> <li>Invite our customers to communicate with us, educating them on Council programs and services.</li> </ul>	<ul style="list-style-type: none"> <li>Clarity, to the community, on the services we provide.</li> </ul>
Market our service offerings and standards to our customers	<ul style="list-style-type: none"> <li>Inform the community of the value, services and standards of delivery using the website, brochures, messages on hold, multi media advertising etc.</li> </ul>	<ul style="list-style-type: none"> <li>Clarity on service intentions and customer expectations.</li> <li>Utilisation of available methods for communication to promote Council.</li> </ul>



Council Customer Advocacy		
Project Title	Description	Outcomes
Support our staff to aim for customer satisfaction	<ul style="list-style-type: none"> <li>Provide customer service training for all staff.</li> </ul>	<ul style="list-style-type: none"> <li>Consistent service through application of guidelines</li> </ul>
Identify where CRM can be appropriately implemented to benefit the organisation	<ul style="list-style-type: none"> <li>Use our corporate systems with consideration of NAR standards and guidelines to maintain and action customer transactions.</li> </ul>	<ul style="list-style-type: none"> <li>360 degree view of our customers as citizens and community groups with a history of contacts, transactions, properties and relationships with Council.</li> <li>Council will be informed and have a true picture of the overall customer relationship Council has with the community.</li> </ul>
Ensure customer satisfaction is monitored	<ul style="list-style-type: none"> <li>Create a customer advocate role, responsible for promoting the advocacy program, managing complaints, compliments, feedback program.</li> </ul>	<ul style="list-style-type: none"> <li>Assignment of responsibility and accountability for corporate customer service.</li> </ul>
<ul style="list-style-type: none"> <li><b>THEME 4: Continuous Improvement</b></li> </ul>		
Improve access to information	<ul style="list-style-type: none"> <li>Upgrade information available on the intranet and Council website.</li> </ul>	<ul style="list-style-type: none"> <li>Self help information available in easy to use format.</li> </ul>
Improve customer access to Council services	<ul style="list-style-type: none"> <li>Call centre - Intelligent Queue to provide call back options for customers.</li> <li>Counter – customer kiosk to provide touch point survey opportunities and increase self service options.</li> <li>Review service provision at libraries and leisure centres with a view to extend existing services.</li> <li>Develop e-service solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of easy access to Council services</li> </ul>
Engage specialist resources	<ul style="list-style-type: none"> <li>Develop a team of specialist resources to provide information and guidance tour customers.</li> </ul>	<ul style="list-style-type: none"> <li>Access to the right information to support technical requirements</li> </ul>
Increase employee engagement to suggest solutions and improvements	<ul style="list-style-type: none"> <li>Develop an employee engagement forum where employees can raise issues and contribute to their resolution within their team.</li> </ul>	<ul style="list-style-type: none"> <li>Increased staff satisfaction by encouraging their participation in the improvement program.</li> </ul>
Improve staff performance	<ul style="list-style-type: none"> <li>Integrate the Culture and Leadership programs.</li> </ul>	<ul style="list-style-type: none"> <li>Increased staff capability and awareness of the connection between customer and service.</li> </ul>
Managers and employees have the skills and techniques to improve business efficiency	<ul style="list-style-type: none"> <li>Embed sustainable practices across the organisation through targeted development.</li> </ul>	<ul style="list-style-type: none"> <li>Increased Council sustainability through efficient achievement of goals and increased effectiveness of processes.</li> </ul>
Develop and implement leadership development support program	<ul style="list-style-type: none"> <li>Leadership bench strength is identified.</li> </ul>	<ul style="list-style-type: none"> <li>Increased leadership capabilities.</li> </ul>
Internal customer Council	<ul style="list-style-type: none"> <li>Develop an internal customer Council inclusive of key stakeholders to review service and drive improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with the business, using cross functional teams to work collaboratively in removing the barriers to service and developing sustainable improvement.</li> </ul>



Council Customer Advocacy		
Project Title	Description	Outcomes
Reporting our scorecard to customers	<ul style="list-style-type: none"> <li>Use the reporting framework to market our achievements.</li> </ul>	<ul style="list-style-type: none"> <li>Improved communication, demonstrating our commitment to our customers</li> </ul>



## Council Connect

It is clear that we cannot remain static when it comes to work practices, nor can we ignore opportunities for improvement. “*Council Connect*” centres on indirectly influencing the emotional connection, enjoyment and participation of staff through activities designed to generate a sense of intrinsic value, community contribution and a general affiliation for working for Council.

“*Council Connect*” sets out three connecting pillars, each of which is directed at a clearly identified theme and a number of detailed initiatives.



These include:

- **Connect Organisation:** Create an organisation which is capable of adapting to changing Community service requirements and where Council employees feel valued, pride, accomplishment and commitment by being part of Fairfield City Council;
- **Connect Contribution:** Council employees feel a part of the Fairfield City community, accessing opportunities to contribute to the City whenever they are able
- **Connect Innovation:** Council organisational structure and process enable employees feel that new ideas and approaches to the way we service our community are developed, actively sought and opportunities are regularly actioned to ensure that this occurs

### Identified Strategic Gaps requiring response must include:

1. Implementing strategies that support our older workforce and meet their needs for flexibility, rewarding and less physically strenuous work.
2. Council must continue to develop innovative and flexible work practices that are both cost effective and of appeal to existing, and prospective, staff to strengthen its capacity and ensure its necessary skills base.
3. Opportunities such as working from home, and flexible work arrangements. If we wish to retain some of the knowledge and skills held by our ageing workforce, or utilise their experience in a coaching/mentoring role, we will need to offer flexible employment arrangements, as our research suggests that many mature workers will not necessarily want to work full time.
4. We must embrace an individual approach to our employees and our various businesses. We cannot apply a one-size fits all approach if we are to i) meet individual business needs, and ii) be an employer attractive to all generations.
5. Continuing promotion and encouragement of scholarships, traineeships, graduate programs and career planning to allow younger generations to develop and grow within the organisation.
6. With the lowest average age and length of service, the Leisure Centre is experiencing a different set of challenges. We must consider a process, on how we recruit, train and manage a continuously transient workforce, that appeals to iGeneration and Generation Y (within a predominantly Generation X/Baby Boomer organisation).
7. We must continue active and ongoing diversity planning, through the Diversity and EEO Focus Group, to ensure that improvements achieved to date will continue.
8. Continue to offer and invest in Multicultural Intelligence training for all employees.
9. Continue to promote and apply the Local Employment policy.
10. Probation, Milestone and Exit interview data is underutilised, and evaluation and incorporation of information in strategic analysis must feature more readily in future planning and strategy development.
11. HR, OHS & CS metrics need stronger focus on Outcomes, not Outputs. Indicators must move, beyond the completion of activity, toward definitive measures which reflect achievement of intended results, particularly in relation to target skills areas, diversity, aging and progressive workforce performance data.
12. Establish comprehensive strategies to encourage multi-skilling and broadened accountability of senior and middle managers and staff.



13. Establish flexible purchasing and/or selling of leave arrangement schemes to assist in reducing leave liabilities and labour costs. Covered by Enterprise Agreements.
14. Business continuity planning is in its infancy, and there must be consideration of mitigating any critical organisational incident resulting from protracted industrial action or other immobilising incident.
15. Council must ensure that the Council's recruitment and selection, remuneration and benefit, organisation Culture and Leadership programs are strategically appropriate to match Council's capacity to pay, its need for applicable skills and capability and an appealing candidate value proposition.
16. Engender greater collaboration, with neighbouring councils, about remuneration management and strategies to address critical skill shortages.
17. A greater focus on wellbeing programs/training for employees at the "lower end of the organisational hierarchy" and who will be more affected by changes.
18. Ensuring that managers and staff are educated on the impacts of change and cultural diversity in the workplace. As workplace diversity increases, Council must consider flexibility which is responsive to individual needs.
19. Introduce a specific change management framework to encourage and promote adaptive and responsive action to variable community demand and assist staff transition to new requirements.
20. We need a much stronger process underpinning organisation and division gap analysis. Any future tool design must incorporate capacity evaluation relevant to our values, our practices and our execution against community expectations.
21. Embracing new and unique ways of doing business, for example, automated service delivery.
22. Establish a framework to explore resource sharing and collaboration within neighbouring councils.
23. Implement mandatory Multicultural Intelligence training for all managers, supervisors and customer facing roles within Council.

Projects to address identified Strategic Gaps are as follows:

Council Connect		
Project Title	Description	Outcomes
Succession Planning	<ul style="list-style-type: none"> <li>Develop a succession planning framework where critical roles are identified and contingent staffing plans are in place.</li> </ul>	<ul style="list-style-type: none"> <li>Maintained service levels upon role departure.</li> <li>Minimised loss of productivity.</li> </ul>
Council Corporate Enterprise Agreement	<ul style="list-style-type: none"> <li>Develop and negotiate a Corporate Enterprise Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation of common entitlements, achieves parity, control of terms and conditions of employment.</li> </ul>
HR policy development and renewal	<ul style="list-style-type: none"> <li>Development and renewal of HR policies, procedures and programs: Recruitment and Selection policy supported with training.</li> </ul>	<ul style="list-style-type: none"> <li>Simpler and more effective governance and administration of recruitment practice.</li> </ul>
Aging Workforce	<ul style="list-style-type: none"> <li>Propose ways Council can provide for an ageing workforce - implement strategies to overcome ageing workforce issues.</li> </ul>	<ul style="list-style-type: none"> <li>Improved opportunities to value develop and support our ageing workforce.</li> </ul>
HR Information System	<ul style="list-style-type: none"> <li>Explore technological options for improving the management of operational matters such as grievances, probation data, exit interviews, performance management, job evaluations and position descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>Advice is timely, effective, accurate and unbiased...One Stop Shop.</li> </ul>
Implementation of Diversity and EEO initiatives	<ul style="list-style-type: none"> <li>Report on effectiveness of diversity and EEO initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented diversity initiatives across Council</li> </ul>
Council Employer Branding	<ul style="list-style-type: none"> <li>Develop and implement Council Employer Branding.</li> </ul>	<ul style="list-style-type: none"> <li>Council accurately promoted as “a great place to work – a great community to serve” to attract, engage and retain candidates and employees.</li> </ul>
Implementation of process to update internal policy and procedures	<ul style="list-style-type: none"> <li>Establishing processes for modifying internal policy and procedures flowing from the review and access to legislative change.</li> </ul>	<ul style="list-style-type: none"> <li>Accurate modification of internal policy and procedures.</li> <li>Established reliable Intranet link for the dissemination of legislative changes.</li> </ul>
Indoor Staff Salary System	<ul style="list-style-type: none"> <li>Review of Indoor Staff Salary System.</li> </ul>	<ul style="list-style-type: none"> <li>Minimised labour cost to the business.</li> </ul>
Skills Shortage	<ul style="list-style-type: none"> <li>Research and propose comprehensive suggestions to address skills shortages at Council.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented strategies to address skills shortages.</li> </ul>
Review of Consultation Framework	<ul style="list-style-type: none"> <li>Development and redesign of corporate workplace reform processes to include consideration of capability succession and career pathway design.</li> </ul>	<ul style="list-style-type: none"> <li>Improved consultation framework.</li> </ul>
Staff Consultation Framework	<ul style="list-style-type: none"> <li>Develop options for enhancing staff consultation mechanisms and workplace change processes.</li> </ul>	<ul style="list-style-type: none"> <li>Information accurately updated on the Intranet.</li> </ul>
Establish an annual innovation forum	<ul style="list-style-type: none"> <li>Provide a forum for all employees to raise issues and contribute to their resolution and innovation within a team environment.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented team-based strategy to address staff issues.</li> </ul>

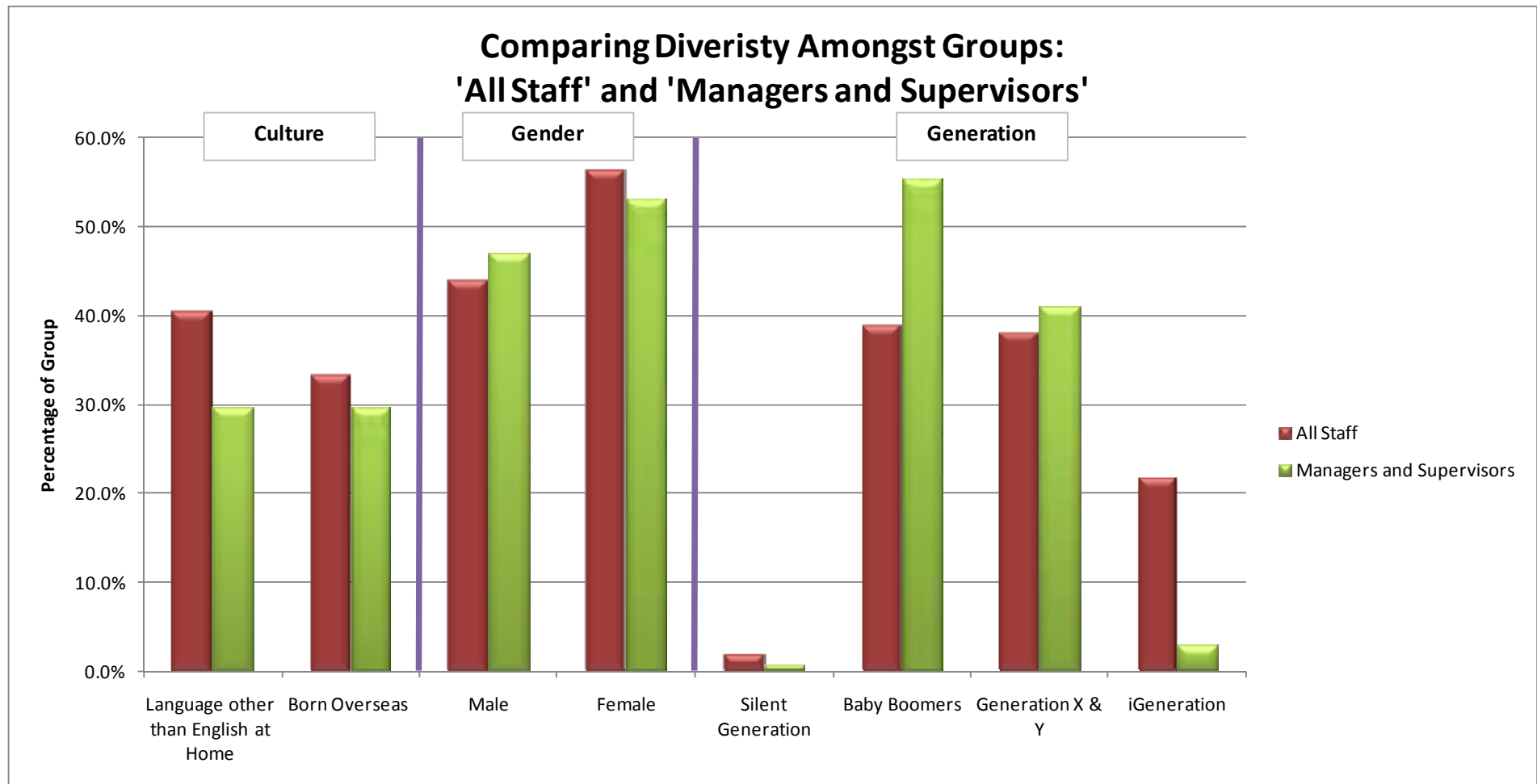


Council Connect		
Project Title	Description	Outcomes
Linking organisational and individual performance	<ul style="list-style-type: none"> <li>Stronger alignment between Individual Performance Plans and the link to IPR and community needs</li> </ul>	<ul style="list-style-type: none"> <li>Organisational transparency of performance.</li> <li>Understanding of individual performance against corporate targets.</li> </ul>





## ATTACHMENT A: COMPARING DIVERSITY AMONGST GROUPS (GRAPH)



## REFERENCES

- Australian Bureau of Statistics, Fairfield City Community Profile from the Census of Population and Housing, <http://profile.id.com.au/Default.aspx?id=356>, 2006.
- ACELG *Local Government and Community Governance: A Literature Review* Working Paper no. 2, prepared by Pillora S & McKinlay P, March 2011.
- AHRI, *people@work 2020. The future of work and the changing workplace: challenges and issues for Australian HR Practitioners* White Paper, 2010.
- Boyd, Carolyn, *Cultural melting pot*, HR Monthly, July 2010.
- Chun, Josie, *Boom or bust: job-hunting tips for the mature-age worker*, [www.careerfags.com.au](http://www.careerfags.com.au) 2010.
- Critchley, Robert, *The Ageing Workforce – to Rewire or Rust*, ICVET, March 2006.
- Department of Education, Employment and Workplace Relations, *Government Skills Australia Environmental Scan*, 2008.
- Division of Local Government, [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)
- Dollery B, Akimov A & Byrnes J *Shared Services in Australian Local Government: Rationale, Alternate Models and Empirical Evidence*, The Australian Journal of Public Administration, vol 68, no. 2, pg 208 – 219, 2009.
- Eggers WD, *The changing nature of government: network governance* from ‘Collaborative Governance. A new era of public policy in Australia’, ANZSOG Conference, 2007.
- Equal Pay Day, [www.equalpayday.com.au](http://www.equalpayday.com.au)
- Future- Proofing Local Government: National Local Government Workforce Strategy 2013 – 2020. Australian Centre of Excellence for Local Government (ACELG) & Local Government Management Association (LGMA). April 2013.
- Henry, Avril, *The Changing Face of the Workforce and Intergenerational Impacts*, ICVET, January 2006.
- HR Leader, *Employees addicted to social networking sites*, [www.hrleader.net.au](http://www.hrleader.net.au) December 2008.
- Local Government (State) Award 2010*.
- Local Government & Shires Association, 2009
- McCrindle, Mark, *Australia in 2020: A Snapshot of the Future*, McCrindle Research, 2008.
- Riddle, Dr B, *Workplace stress and why it matters*, in HR Leader, August 2008.
- Sansom, 2001
- Schmidt J *From Library to Cybrary: Changing focus of library design and service delivery* in Kapitzke, C & Bruce BC (Eds) ‘New libraries and knowledge spaces: critical perspectives on information and education’, 2005.
- Seek, *Satisfaction and Motivation Study*, <http://www.seek.com.au/investor/market-research>, 2009.
- Sparks K, Faragher B & Cooper CL, *Well-being and occupational health in the 21<sup>st</sup> century workplace*, Journal of Occupational and Organisation Psychology, 74, pg 489-509, 2001.

Storey, Hazel, *Sustainability Definitions and Principles*, 2010.

UTS Centre for Local Government, 2009



Our home  
Our City Our future

## APPENDIX 1 WORKFORCE MANAGEMENT PLAN



2013/14 – 2022/23

# WORKFORCE MANAGEMENT PLAN 2011-2021

## Appendix for Special Rate Variation Considerations

November 2013

The Workforce Management Plan is a 'living' action plan within Fairfield City Council's strategic planning framework. The Plan's action plan is structured around six key strategies (see below). Actions arising out of the Plan are grouped within the related strategy, which together, will ensure we become a great place to work.

Following are the six key strategies:

1. Developing a constructive organisation culture and unique employer brand
2. Growing and rewarding our own talent
3. Fostering workforce flexibility, innovation and diversity
4. Ensuring our health, safety and wellbeing
5. Maximising our capacity through equitable, effective industrial and employee relations policies and practices
6. Cultivating workforce engagement

This appendix approaches the requirements arising from the SRV works program in the context of the required knowledge base and whether this is an extension of existing internal capabilities or is a service to be procured externally i.e.. a consultant.

Council has identified a suite of projects (defined start and end points with a specific purpose) and a range of programs (annual renewal activity of existing assets).

The programs generally commence construction in year 2 of the SRV works program due to two considerations: (1) cash flow management of the priority projects and (2) to allow a period of 12 months to establish the required program/project management expertise to deliver the programs.

This appendix has three sections:

- Identification of the projects/programs, the timing and expenditure levels;
- A more detailed description of the projects; and
- An assessment of the internal and external skill sets required for delivery.

## SRV Program

The following table outlines the SRV works program. Works commence in 2014/15 and have been forecast for a 10 year cycle.

	Project / Program Name	Project, Program or Operations	Project / Program Total	2013/14	2014/15	2015/16	2016/17	2017/18
1	Fairfield Library Expansion	Project	\$ 5,080,000	\$ 80,000	\$ 2,482,000			
	Fairfield Library OPEX	Operations				\$ 305,000	\$ 628,000	\$ 647,000
2	WaterPark	Project	\$ 3,150,000	\$ 150,000	\$ 3,000,000			
	Maintenance	Operations				\$ 63,000	\$ 63,000	\$ 63,000
3	Sportsgrounds	Program (per annum)	\$ 1,000,000		\$ 100,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000
4	Open Space	Program (per annum)	\$ 460,000			\$ 460,000	\$ 460,000	\$ 460,000
	Park Landscaping	3 Year Program (per annum)	\$ 100,000		\$ 100,000	\$ 100,000	\$ 100,000	
5	Community Building	Program (per annum)	\$ 1,700,000		\$ 170,000	\$ 1,530,000	\$ 1,700,000	\$ 1,700,000
6	Fairfield Heights Upgrade	Project	\$ 1,000,000	\$ 400,000		\$ 600,000		
7	Cabramatta Upgrade	Project	\$ 1,020,000			\$ 1,020,000		
8	The Crescent Park	Project	\$ 1,980,000	\$ 180,000			\$ 1,800,000	
9	Roads, Kerb & Gutter	Program (per annum)	\$ 1,200,000			\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
	Footpath Town Centre Connections	3 Year Program (per annum)	\$ 100,000		\$ 100,000	\$ 100,000	\$ 100,000	
10	Drainage	Program (per annum)	\$ 150,000			\$ 150,000	\$ 150,000	\$ 150,000

**Table 1: SRV Proposed Works Program**

Items highlighted in light blue are operationally oriented, those highlighted in green are three year specialist programs and those highlighted in yellow are lead design activity expenditure.



## SRV Project Descriptions

The following table provides a broad scope definition of the project and/or program. Where necessary, the expenditure has also included the operating expenses for the proposal i.e. no existing funds and/or program.

	<b>Project / Program Name</b>	<b>Project, Program or Operations</b>	<b>Project / Program Total</b>	<b>SRV Funding Required</b>	<b>Project Description</b>
1	Fairfield Branch Library Expansion  Barbara Street, Fairfield	Project	\$ 5,000,000	\$ 2,482,000	The expansion of the Fairfield Branch Library from its existing 660 m <sup>2</sup> floor plate to a two storey branch library with a floor plate of approximately 1,300 m <sup>2</sup> . Development includes catering for students, ageing patrons, community groups, young readers, delivery of community programs and moving toward eLibrary concept. Office space for Council staff minimised while place team included in office space and operational design. Part funded through sale of land and Section 94 funds. Design and development approval in 2014 with construction in 2015
	Fairfield Branch Library Operations	Operations	\$ 575,000 + CPI	\$ 575,000	Existing management structure to be retained with expansion in staff numbers. Increase in operating expenses (power, climate control, lift, etc) and maintenance / cleaning requirements. Twelve month disruption to existing services with no temporary library planned.
2	Water Park Prairiewood Leisure Centre  Restwell Road, Prairiewood	Project	\$ 3,150,000	\$ 1,500,000	This is a stage 2 upgrade that includes the installation of a separated water play feature with specialist surf ride in the Water Park. It will also include picnic areas, wading pool, slides / water play structure and specialist surf rides. Delivery Program 2013-2017 includes \$1.65 m complementing stage 1 and the SRV Design and development approval in 2014 with construction completed June 2015.
	Maintenance	Operations		\$ 63,000	Specialist equipment with high maintenance needs in an aggressive environment (Chlorine) and therefore maintenance costs identified are higher. Other operating expenses assumed to be matched by increased revenue (for specialist rides, water play area access and general access)
3	Sportsgrounds	Program	\$ 1,000,000	\$ 1,000,000	Asset Management Plan for Open Space identifies a backlog of asset renewal activity with a declining average condition score across the asset base. Projects will be prioritised through the asset condition surveys and asset management plan criteria and delivered through an annual program of works. First year design for works to be undertaken with upgrades to commence in second year.
4	Open Space	Program	\$ 460,000	\$ 460,000	Asset Management Plan for Open Space identifies an increasing backlog of asset renewal activity, shorter asset life than expected for recently installed playgrounds and a declining average condition score across the asset base. Projects will be prioritised through the asset condition surveys and asset management plan criteria and delivered through an annual program of works.
	Park Landscaping	Program	\$ 100,000		Provide landscaping edges to parks across the city, including new trees for improved urban landscape, shade and reduced maintenance expenses.
5	Community Building	Program	\$ 1,700,000	\$ 1,700,000	The Asset Management Plan for Buildings identifies a backlog of asset renewal activity with a declining average condition score across the asset base. Projects

Project / Program Name		Project, Program or Operations	Project / Program Total	SRV Funding Required	Project Description
					will be prioritised through the asset condition surveys and asset management plan criteria and delivered through an annual program of works. First year design for works will be undertaken with upgrades to commence in second year.
6	Fairfield Heights Upgrade	Project	\$ 1,000,000	\$ 600,000	Upgrade to the streetscape in Fairfield Heights Town Centre, building on the pattern and works undertaken during the recent supermarket construction.
7	Cabramatta Upgrade	Project	\$ 1,020,000	\$ 1,020,000	Upgrade to the streetscape in Cabramatta, including the works in Freedom Plaza, John Street and Park Street.
8	The Crescent Park	Project	\$ 1,800,000	\$ 1,800,000	The creation of a civic / urban park in the heart of Fairfield City Centre, in close proximity to the transport interchange (railway station), The Crescent Park and the Chase Centre. Simple structure with a range of different spaces for use by residents, businesses, shoppers, commuters and students. Possible location for small events in the town centre negating need for road closures. Landscape design funded in 13/14 and provides platform for construction a few years later when funding is available.
9	Roads, Kerb & Gutter	Program	\$ 1,200,000	\$ 1,200,000	Asset Management Plan for Roads identifies a backlog of asset renewal activity with a declining average condition score across the asset base. Projects will be prioritised through the asset condition surveys and asset management plan criteria, using predictive modelling techniques, and delivered through an annual program of works.
10	Town Centre Footpath Connections	Program	\$ 100,000	\$ 100,000	Provide key links adjacent to town centre and business areas, including upgrading / new links for connecting car parks and activity centres
	Drainage	Program	\$ 370,000	\$ 150,000	Asset Management Plan for Drainage identifies a backlog of asset renewal activity with a declining average condition score across the asset base. Projects will be prioritised through the asset condition surveys and asset management plan criteria and delivered through an annual program of works.
A	SRV Program Management	Program	n/a	n/a	Management of the overall revenue and expenditure expected for the SRV suite of works. An internal mechanism for tracking, reporting and closing out individual projects and annual programs of work will be developed. Program staggered to allow for resourcing to occur in a timely fashion and enable works to be completed in nominated year i.e. 12 month ramp up period for annual program with some seed funding in first year to commence design works. Program delivery to be co-ordinated by Major Projects and Planning Division with strategic portfolio area oversight (community will not understand these).

## Workforce Requirements

The following table outlines the identified expertise for the different projects and whether this needs to be sourced internally or externally.

Rank	Project / Program Name	Project, Program or Operations	Expertise Required	Recommended Source for Expertise
1	Fairfield Library Expansion Barbara Street, Fairfield	Project	Capital project with significant architectural, planning, traffic, building services, quantity surveying and BCA expertise	External consultants to be engaged as required with appropriate background and experience.
			Contract and project management services will also be required	External expertise (possibly part of architectural services) to cover contract management. External project manager recommended with building services background
	Fairfield Library Operations	Operations	Operational and administrative staff to operate library	From existing staff
		Maintenance	Electrical, mechanical, hydraulic services and building repairs, including specialist equipment and/or plant	Building Trades operations with specialist contractors as required (mechanical services, etc)
2	Water Park Prairiewood Leisure Centre	Project	Capital project with significant hydraulic and specialist equipment expertise, building services expertise also required	External consultants to be engaged as required with appropriate background and experience.
			Contract and project management services will also be required	External project manager recommended with building services / aquatic services background
	Water Park Maintenance	Operations	Specialist services for and management of area (life guards, supervisors, etc...).	Supplier(s) and existing teams (casual pool for life guards)
		Maintenance	General building services maintenance	Building Trades operations with specialist contractors as required (non-slip coatings, wet play areas, pumps, etc)
3	Sportsgrounds	Program	Design and approvals – civil designer, soil specialist and quantity surveying	Internal project manager to co-ordinate design development, planning approval and quotation / tender
			Construction – site supervision and contract management	Internal project manager managing site and contracts
4	Open Space	Program	Landscape design	Internal services to include in program – project management, landscape and construction
	Park Landscaping	Program	Landscape plan and construction	Existing in-house teams to build into existing program of works
5	Community Building	Program	Design and approvals – architect / designer, structural and building services, BCA and quantity surveying	Internal project manager to co-ordinate design development, planning approval and quotation / tender
			Construction – site supervision and contract management	Internal project manager and building clerk of works managing site and contracts
6	Fairfield Heights Upgrade	Project	Urban design, civil design, structural, hydraulic and electrical services	In-house project manager to co-ordinate mix of internal (civil, urban design), external services (structural, electrical, hydraulic) and suppliers
7	Cabramatta Upgrade	Project	Urban design, civil design, structural, hydraulic and electrical services	In-house project manager to co-ordinate mix of internal (civil, urban design), external services (structural, electrical, hydraulic) and suppliers
8	The Crescent Park	Project	Landscape design, quantity surveying and contract	Existing in-house teams to build into existing program of

Rank	Project / Program Name	Project, Program or Operations	Expertise Required	Recommended Source for Expertise
			management	works
9	Roads, Kerb & Gutter	Program	Pavement investigation and design, contract / construction management	Existing in-house teams to build into existing program of works
	Footpath Town Centre Connections	Program	Landscape plan and construction	Existing in-house teams to build into existing program of works
10	Drainage	Program	Civil and hydraulic design services Construction management	Internal design and construction services augmented by contractors as required for delivery
A	SRV Program Management	Program	Accounting, project and program management	Existing in-house teams to build into existing work programs

**Table 2: Assessment of Workforce Requirements**

For further information in relation to the Special Rate Variation refer to Council's Draft Revised 2013-2017 Delivery Program which is available on Council's website [www.fairfieldcity.nsw.gov.au](http://www.fairfieldcity.nsw.gov.au) .

End of Document