



Workforce Plan 2017 - 2021

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Introduction

Local government authorities in New South Wales are diverse organisations delivering a vast array of services to the communities they serve.

Camden Council and the wider community it serves is currently experiencing extreme levels of growth and change which is expected to continue over the next twenty years with the ongoing release of new development in the South West Growth Centre.

Not only will the population grow to approximately 300,000 people during this time but the demand for increased and varied services will grow simultaneously.

This extraordinary growth will be both challenging and rewarding, and presents opportunities for Council and our employees to grow and develop.

In order to meet these challenges and capitalise on opportunities, it is essential that we have the right workforce in place with the required skills and capabilities. This will ensure that we continue to maintain and enhance the quality of life of our community.

To achieve this goal and in accordance with the State Government's Integrated Planning and Reporting Framework requirements, the Workforce Plan has been developed. The objectives and strategies identified in this Plan will assist in ensuring Council's Delivery Program and subsequently the Community Strategic Plan is achieved.

Analysis of our current workforce demographic, identification of challenges, forecasting future needs

and extensive consultation with key stakeholders identified the following key themes as being essential to the delivery of Council's future workforce needs:

- Workforce sustainability
- Attraction and retention
- Workforce Diversity
- Change Management
- Workforce Capability
- High Performance Culture
- Health & Safety

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

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

Scope

The objectives and strategies identified in the Workforce Plan are integrated to Council's Community Strategic Plan through the Delivery Program for action over the four year period from 2017 to 2021 as part of the Resourcing Strategy.

What is Workforce Planning?

Workforce planning is the alignment of an organisation's human capital with its business strategies. It is a methodical process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future and implementing solutions to ensure the organisation can accomplish its mission and goals.

Workforce planning provides a proactive and evidence-based approach to planning and addressing the workforce component of business change by establishing an integrated process for identifying, analysing and developing workforce capabilities.



Why is workforce planning important?

People are the most critical resource in delivering business outcomes, as such it is vitally important to ensure a capable workforce. An effective workforce plan provides Council with the people best able to contribute to its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

By approaching workforce planning in a strategic way, a number of aims and statutory requirements can be addressed in a single process to ensure that Council's operations are flexible and adaptive.

What is achieved by proactively managing Council's Workforce?

1. Council will have the optimum number of appropriately qualified and experienced employees to deliver on its strategic and operational objectives.
2. Corporate knowledge is built, retained and accessible.
3. Council's workforce is multigenerational and diverse.
4. Council is responsive to changing business needs, challenges and possibilities.
5. Workforce decisions are evidence-based.
6. An agile, high performance culture is fostered through common understanding and goals.
7. Individual performance is directly linked to delivery of the Community Strategic Plan through the Delivery Program.

Our Workforce Planning Framework

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

Council's process is outlined as follows:



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

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Where are we now?

Camden Council

The Camden local government area (LGA) is one of the fastest growing local government areas in Australia. Over the past four years, significant growth has been demonstrated across our community and this growth is expected to continue over the next decade and beyond.

As a result of this rapid growth Council has seen a significant rise in the services required by the community and subsequently Council has responded by recruiting the workforce required to deliver those services.

Council recognises that changing demographics may lead to spikes in demand for services as well as infrastructure within the urban growth corridor including, for example, roads, cycling tracks, parks and recreational facilities.

Council is committed to deliver services within the appropriate resources (i.e. workforce, assets and financial). By supporting decision making with evidence-based practice Council seeks to minimise the costs involved in sudden or unsustainable additions to the workforce.

The requirement for both human resource efficiency and high performance organisational culture to deliver our Community Strategic Plan and Delivery Program are therefore primary drivers of the Workforce Plan.

The total population of Camden is expected to increase by over 98,700 people to 157,142 by 2026, at an average annual growth rate of 6.82%. This is based on an increase of over 32,700 households during the period.

forecast.id.com.au/camden

Camden at a glance

Our Community

	2013	2017
Population	63,477	88,258
New residents per week	51	176
Young Workforce (25 to 34)	8,833	14,425
Couple families with dependents	9,331	12,856
People relocating into Camden Area	7,419	15,413

forecast.id.com.au/camden

Our Services

	2013	2016
Customer Requests received	10,795	18,266
Telephone Calls	-	83,477*
Development Applications received	1246	1742
Library Visitors	488,059	565,045
Number of Bins	914	2647

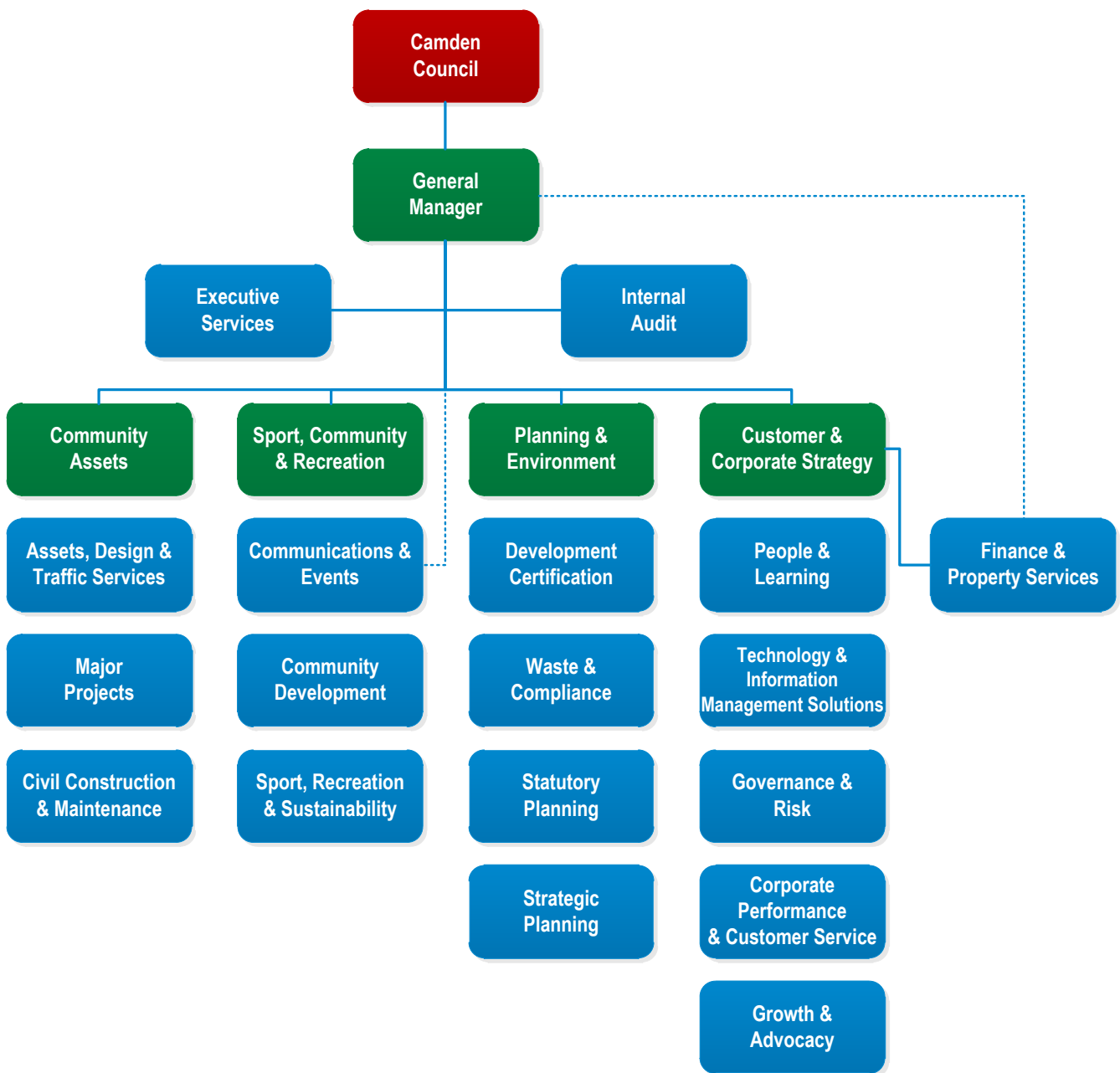
* Telephone calls increasing at a rate of approx. 800 per month

Our Workforce

	2013	2017
Permanent Headcount	308	384
% of Female Staff	46%	48%
Over 5 years' service	52%	41%*
% of Staff aged over 41	60%	56%
% Staff living in Macarthur Area	78%	76%

* Decrease reflective of organisational growth.

Adaptive Organisational Framework



Council’s organisational framework is consistently reviewed and evolving with the aim of maintaining an adaptive and resilient configuration that promotes high performance and excellence in service delivery and customer experience.

Framework review focuses on key strategies to support this approach including:

- Building on strengths
- Enabling organisational success
- Attention on existing and future customers
- Formalised and structured collaboration
- Maintaining strong links between planning and service delivery
- Organisational development and improvement
- Core service delivery

Consultation & Engagement

Council has continued to experience success in staff consultation and engagement through its Staff Consultative and Work Health and Safety Committees. These committees support transparent decision making and promote good working relationships between Council, its employees and Unions.

In addition to these formal methods, Council also utilises consultation and engagement to support employee involvement, growth and business improvement. These methods have played a key role in the development and implementation of Council's Business Improvement Plan. This plan has played a key role in supporting Council's growth through engagement and interaction with staff to drive that change. Through employee focused events including a World Café and Say G'Day Day, Council has engaged with staff to identify and implement significant business improvements including but not limited to, an internal communications framework, inductions and leadership framework.

Council continues to recognise that there are significant benefits associated with maintaining and expanding a culture of consultation and engagement in the workplace. Particularly Council believes that these practices result in:

- a more productive workplace as a result of greater cooperation and collaboration;
- better and more informed decision making and successful implementation of ideas;
- attraction and retention of skilled and positive staff;
- a workplace that is better able to cope with change; and
- minimisation of industrial and employee relations issues.

Organisational Culture

Maintaining Camden's people-focused and caring culture is important to both the local community and Council. Council recognises the importance of organisational culture in achieving community goals and is committed to continuously developing our culture to maintain an engaged and community focused workforce and excellence in service delivery and customer experience.

A core initiative in recognising this importance was the introduction of the new Customer Relations Team in October 2015. This has resulted in mapping and improvement of 60 customer services, introduction of the Customer Service Partnership Program and resulted in 81% of all customer service actions being resolved at first contact.

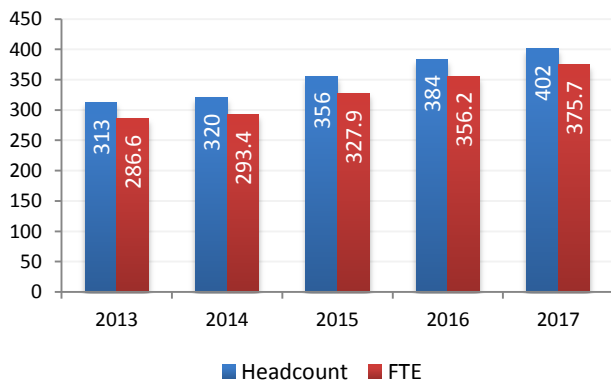


Staff World Café: 19 October 2016

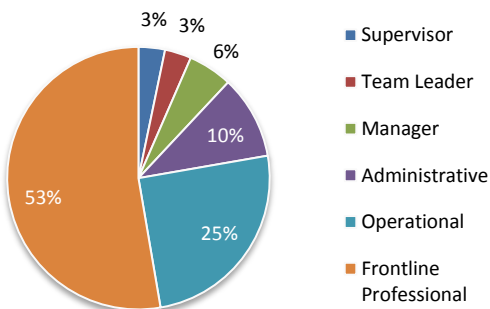
Growth

Since 2013 Council has experienced a 31.1% growth in its full time equivalent workforce, averaging at 6.5% per annum in headcount and 7% per annum in full time equivalent hours. Responding to the population and service growth in the local government area, the growth in Council's workforce can be primarily attributed to permanent increases in frontline professional positions which account for 52% of the growth in permanent establishment and operational positions which account for a further 25% of this growth.

Workforce Growth

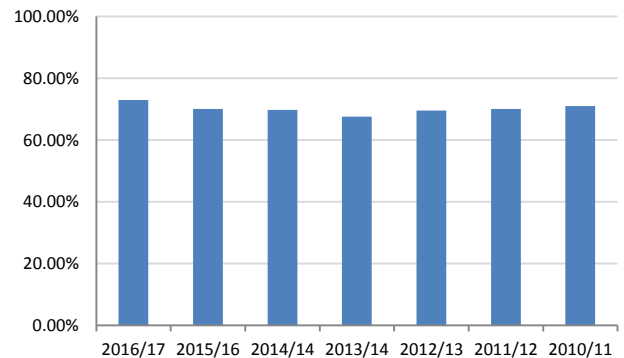


New Permanent Positions since 2013



Cost

While Council's workforce has steadily increased at the average rate of 6.5% headcount per annum, Council has worked hard to control the expansion of costs while balancing expenditure with maintenance and expansion of services. As a result the cost of the workforce has been sustained at an average of 70.5% of total rates income.



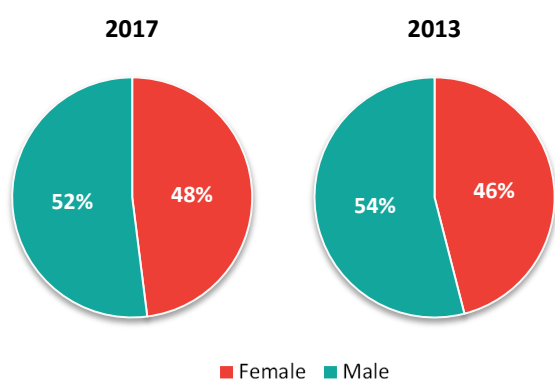
Expenditure (\$'000)	Employment Costs	Total Rates and Annual Charges	Employment Costs as Percentage of total rates.
16/17	\$41,322	\$56,626	72.98%
15/16	\$36,309	\$52,107	69.99%
14/15	\$32,145	\$46,076	69.77%
13/14	\$28,695	\$42,482	67.5%
12/13	\$27,545	\$39,619	69.5%
11/12	\$25,737	\$36,672	70%
10/11	\$24,284	\$34,027	71%

Gender

Since 2013 Council has experienced a trend towards equalising the gender balance of its total workforce encompassing permanent, temporary and casual employees. The number of male employees can be attributed to the increased number of frontline professional and operational positions in employment groups where the ratio of male to female employees is historically higher. The rise in female employees can also be attributed to increased workforce flexibility which traditionally attracts a greater number of female staff.

Council recruitment and selection procedures are underpinned by the EEO Policy and Management Plan, and are designed to provide equal opportunity for employment to all people.

Gender analysis reflects the whole of Council's workforce including casual and temporary staff.

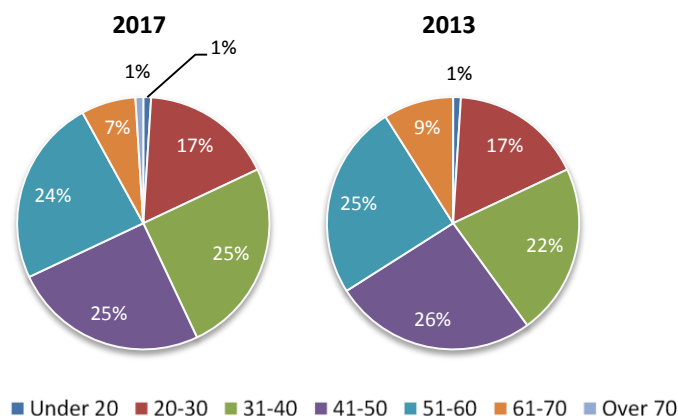


Age

Historically Council's age profile has remained relatively steady. Consistent with both the local government industry and the general population, the percentage of Council's workforce over the age of 50 has maintained at an average of 32.7%, with an average of 9.2% being currently at retirement age.

The rate of growth at Camden has resulted in an increase in the 31-40 year old age bracket which is consistent with growth experienced within the local and regional populations.

Council continues to support youth development and employment offering traineeship opportunities in business administration, human resources, finance and tourism and events. University cadetship and student employment opportunities are also offered in Town Planning, Library Services and Engineering.



Directorate	F	M
Community Infrastructure	18%	82%
Customer & Corporate Services	79%	21%
General Manager *	56%	44%
Planning & Environment Services	39%	61%

*General Manager Directorate includes Executive and Business Assurance Staff

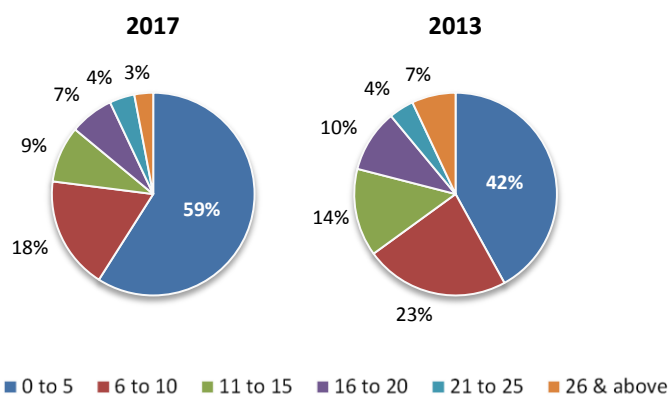
Age Group	Community Infrastructure	Customer & Corporate Services	General Manager *	Planning & Environment Services
Under 20	1%	1%	11%	1%
21-30	17%	14%	33%	20%
31-40	19%	28%	11%	28%
41-50	29%	25%	22%	23%
51-60	24%	26%	22%	21%
61-70	9%	5%	0%	7%
Over 70	1%	2%	0%	1%

*General Manager Directorate includes Executive and Business Assurance Staff

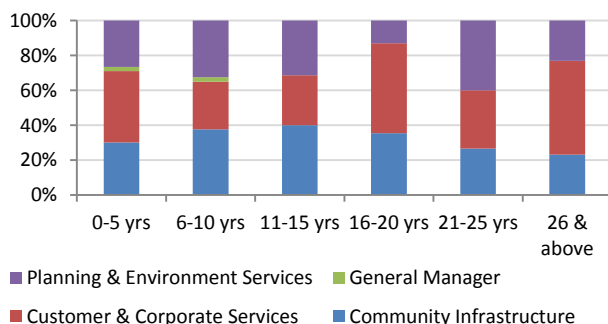
Tenure

Through a combination of workforce growth and natural attrition, Council has undergone notable growth in the percentage of staff being with Council for less than five years rising from 42% to 59%.

Despite the rise in staff employed with Council for less than five years, Council has maintained an overall average of 29.5% of the workforce that has been with Council for ten or more years. Maintaining this average number of staff with considerable experience specifically at Camden assists Council limit risks associated with loss of corporate knowledge and expertise.



Tenure by Directorate



Turnover

Understanding the reasons why staff leave is very important to Council and is monitored through the conduct of exit interviews.

Feedback gained through this process indicates that the majority of turnover can be attributed to career advancement, relocation and retirement.

Council understands that its workforce does not always have the capacity to offer all employees the opportunities they may seek, at the time and place those opportunities are desired.

However it is encouraging to receive feedback stating that the environment and culture in which Council operates is positive, supportive and desirable.

Indicative feedback being that staff:

- Feel connected and are able to contribute to the local community;
- Are able to make a difference;
- Appreciate their co-workers;
- Consider the environment supportive and conducive to achieving;
- Value the excellent learning & development opportunities.

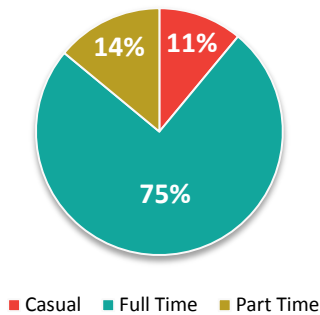
Moving forward Council will continue to monitor trends in order best attract and engage staff into the future.

Type of Employment

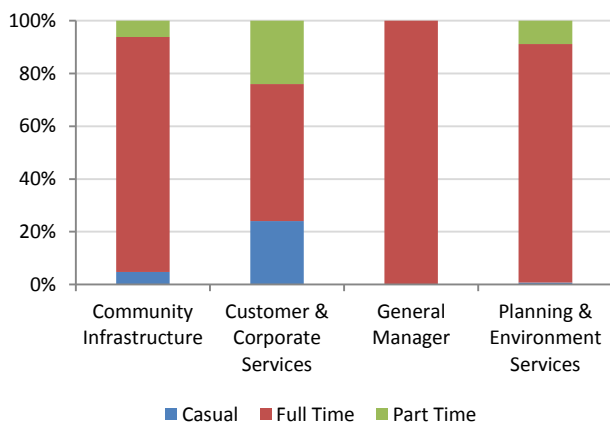
Of the number of employees employed by Council, 14% are employed in a part time capacity, with an additional 11% employed in a casual capacity. This provides workforce flexibility particularly for employees seeking flexible work practices to manage work life balance including but not limited to those employees transitioning to retirement or parents.

Due to the nature of services being delivered some Directorates are more readily able to offer part time and casual employment opportunities. Achieving the right balance of employment opportunities is essential to maintaining an agile and adaptable workforce and will be an essential characteristic of Council's workforce into the future.

Employment Types



Employment Type by Directorate



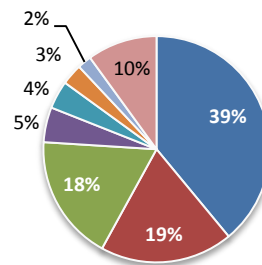
Location

Camden Council is a local employer with 39% of staff working and living in the local government area. On a broader level, 76% live in the Macarthur area incorporating Camden, Wollondilly and Campbelltown local government areas.

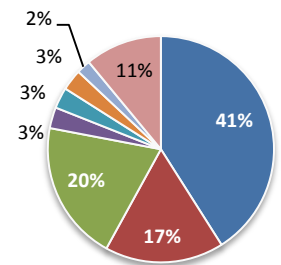
Consistent with population data, Council's operational and administrative workforce mainly resides within the Macarthur area. A greater percentage of professional and management staff are willing to travel further for the opportunity.

Council continues to encourage local employment by advertising locally in all instances. Recognising the many opportunities available during this period of significant growth, Council is consistently developing attraction strategies to encourage applications from people that are moving into the area.

2017

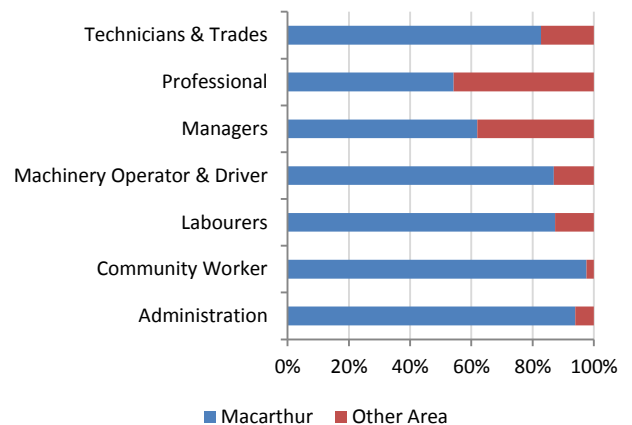


2013



Legend for Location by Job Family: Camden (Blue), Wollondilly (Red), Campbelltown (Green), Liverpool (Purple), Wollongong (Light Blue), Wingecarribee (Orange), Penrith (Dark Blue), Other (Pink)

Location by Job Family



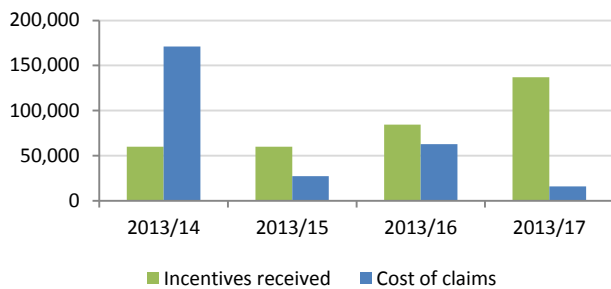
Work Health & Safety

With a focus on increasing workforce safety, Council continues to focus on developing and implementing health and safety systems and processes.

The development of Council's Safety Management System commenced in the latter part of 2013. The framework for the system was completed in late 2015, and consists of 5 policies and 26 procedures with numerous forms and checklists.

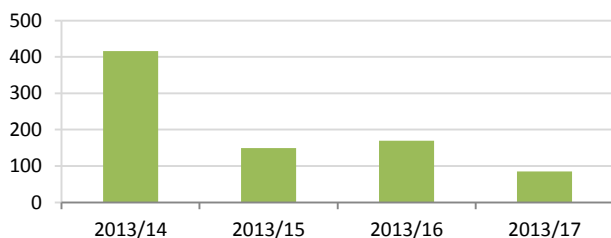
During this time, Council has achieved significant reductions in claims, lost time and cost of claims, and the success of improvement initiatives has been recognised and rewarded through significant incentive (reimbursement) payments from Council's insurer.

Incentive Payments & Cost of Claims



\$	2013/14	2014/15	2015/16	2016/17
Premiums	753,350	880,485	655,090	729,699
Incentives	60,000	60,000	84,301	137,000
Cost of Claims	171,178	27,220	62,734	15,936

Lost time days



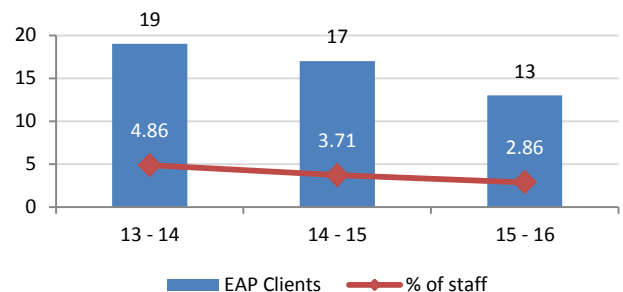
	2013/14	2014/15	2015/16	2016/17
Reported Incidents	54	65	67	40
Claims	19	26	22	20
Lost time days	416	149	170	85

Supporting health and safety improvement Council has implemented a range of policies and procedures to facilitate improvements in health & safety including:

- Work Health & Safety Policy
- Consultation procedure including the introduction of safety champions
- WHS Risk Management processes
- Sun Safety
- Smoke-Free Workplace
- Contractor Management
- First Aid
- Emergency Response procedures
- Online incident reporting

Council continues to offer an Employee Assistance Program (EAP) that provides employees and their family's access to counselling services by phone, online or face to face, enabling employees to receive confidential counselling and support. Since 2013 an average of 16 of our employees have access this service annually.

EAP Attendance



To further support Council's workforce, health, safety and wellbeing initiatives have been introduced and will continue to be developed into the future, including:

- Annual Flu program
- Annual Skin Check program (yearly)
- Bi-annual Manual handling (bi-annual)
- Defibrillators for all Council buildings
- Asbestos Management
- Mental Health Program including RU OK Day
- Ergonomics and manual handling programs

What lies ahead?

In order to understand and plan for future workforce needs it is essential to understand the environment and expectations in which the workforce will operate and to use this information to forecast risk, need and opportunity. Workforce forecasting involves the utilisation of future service information to identify future needs, and the analysis of the capacity and capability of the current workforce to determine future demand for labour and skills.

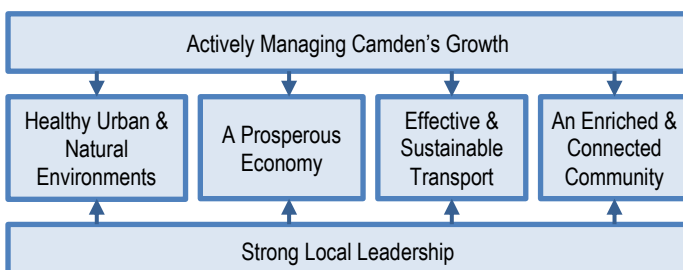
To forecast the future workforce needs of the Council consideration has been given to the key directions set by a number of strategic documents including the Community Strategic Plan, as well as the challenges facing the organisation from an internal and external perspective.

Community Strategic Plan

A number of key challenges have been identified through Council's Community Strategic Plan.

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

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



Listed below are some of the priorities from the Community Strategic Plan that may have workforce implications.

- **Effective Management of Growth**
- **Healthy Urban and natural environments**
- **Prosperous Local Economy**
- **Effective and sustainable transport**
- **Enriched and connected community**
- **Strong Local Leaders**

Council's Workforce Plan is integrated with the Community Strategic Plan through the Delivery Program.

Draft South West District Plan Greater Sydney Commission

The Draft District Plan proposes a 20 year vision for the South West District which includes the local government areas of Camden, Campbelltown, Fairfield, Liverpool and Wollondilly. It has been developed by the Greater Sydney Commission in consultation with State agencies and the community, with technical input from councils.

Community consultation undertaken in the development of the Draft District Plan identifies that the community wants better access to jobs, infrastructure and places for sport, recreation and leisure. They want better transport infrastructure and to spend less time commuting. The community is keen to see more diverse and affordable housing options, and as the population grows and new areas are developed they want new places to be well designed, sensitive to the heritage and character of the area and be environmentally sustainable.

The Draft District Plan identifies priorities and actions to realise the vision for the District and identifies accountabilities for councils in relation to:

- Reporting on local planning;
- Preparation of local housing strategies increasing housing capacity across the district;
- Enabling delivery of infrastructure for employment and urban services;
- Leverage the District's potential as a visitor destination; and
- Support of a sustainable, low carbon future.

In addition, the Draft District plan identifies Camden Council's role in the staging of Leppington town centre, Western Sydney Airport and Western Sydney City plans.

South West Priority Growth Area: Planning & Environment NSW

Developed by the NSW Office of Planning & Environment, the South West Priority Growth Area Plan aims to release more land for housing in order to provide access to a range of homes that suit different needs, budgets and lifestyle choices. As well as positively impacting housing affordability in Sydney.

The plan includes new communities in precincts including Oran Park, Turner Road, East Leppington, Austral and Leppington North, Edmondson Park and Catherine Fields. We are also planning for new communities in Lowes Creek and Marylands.

In addition the Plan aims to better connect new suburbs with the planned second Sydney airport at Badgerys Creek.

The Plans provide guidance and a framework to Council as well as provide more certainty on timings for land release.

The Plan poses challenges to Council in relation to regional priorities, direct accountabilities and responding to legislation changes prescribed through the *State Environmental Planning Policy (Sydney Region Growth Centres) 2006 (Growth Centres SEPP)*.

NSW Local Government Workforce Strategy 2016 - 2020

In addition to Council's suite of strategic documents, the workforce plan also takes into account the findings and actions provided in the NSW Local Government Workforce Strategy 2016 – 2020 (the Plan). The Plan was developed by Local Government NSW in response to the *Future Proofing Local Government: National Workforce Strategy 2013-2020* and *NSW Local Government Reform* recognising the need for purpose driven and local strategic directions and objectives.

Local Government NSW undertook a survey of 93 Councils and developed the Strategy responding directly to Council needs. The Plan identifies eight focus strategies including:

1. Improving Workforce Planning and Development
2. Promoting Local Government as a Place-Based Employer of Choice
3. Retaining and Attracting a Diverse Workforce
4. Creating a Contemporary Workplace
5. Investing in Skills
6. Improving Productivity and Leveraging Technology
7. Maximising Management and Leadership
8. Implementation and Collaboration

Strategies, objectives and actions identified by the Plan will be referenced to maintain alignment with state and industry objectives.

Fit for the Future Camden Council's Response to NSW State Government 2015

The Fit for the Future response was completed in June 2015 supporting the Independent Local Government Review Panel's recommendation that Camden Council not be involved in the broader amalgamations of Council across New South Wales.

The response examines sustainability across the whole of Council identifying associated challenges, opportunities and strategies.

Workforce challenges identified by the Fit for the Future response include:

- Inability to control or influence the rate of growth due to its dependency on external factors which impact on the rate of demand for service delivery.
- Time delay between when additional services are required and income is realised through growth.
- Competing with the private sector to maintain and attract specialised workforce.

The Fit for the Future response communicates Council's object to remain efficient in delivery of services, and in relation to its workforce identified strategies to:

- Strengthen the new organisational framework; and
- Continue business improvement and organisational development activities.

The response commits Council to the recruitment of staff required to implement the new organisational framework.

Internal & External Challenges

Combining a process of workforce analysis and management consultation, the following internal and external challenges are identified as being crucial to maintaining a sustainable workforce that is agile and capable of delivering the Community Strategic Plan.

Internal Challenges

1. Supporting the rate of workforce growth

Growth in Council's workforce is a natural and vital response to the growth in the local population and the associated increased need for services. It is therefore vital that Council utilise workforce planning and evidence-based practices to ensure that any growth in its workforce is sustainable and to consider alternatives to ongoing employment where appropriate. Building Council's workforce planning capacity and capabilities is vital to supporting the efficiency and sustainability of its workforce.

2. Volume of work

Management consultation has confirmed that a major challenge is how to manage the changes in volume of work associated with the rapid growth. Some areas of Council have grown dramatically such as Parks & Gardens, Asset Management, Development, Strategic Planning and Traffic. In these areas Council has increased frontline professional and operational staff to manage these loads, however the significant impact of growth on support and administrative workloads remains a challenge.

3. Internal Communications

Council continues to engage in staff consultation to identify business improvement needs. Through consultation Council's workforce have consistently identified the need to modernise and improve internal communication methods and strategies. Ongoing development of internal communication will result in improved employee experience, knowledge and organisational culture.

4. Organisational Culture

Maintaining and improving Council's organisational culture is a significant challenge during a period of substantial growth. Vital to delivery of community services, Council's challenge is to engage the new workforce in the existing people-focused and caring culture while embracing growth, high performance, modernisation and adaptability.

5. Changes in Technologies

Increased use of technology presents opportunities to improve accessibility and the services Council provides including the mobilisation of Council's outdoor workforce. In order to manage this challenge, the Technology Solutions Strategy has been developed to ensure that Council has a robust technology plan, governance, and platform to support the business needs with the expectation of continued rapid growth in the Camden LGA. The strategy supports management of workforce impacts including implementation, training needs and financial implications.

6. Specialist & Critical positions

Council has a highly skilled workforce and it is recognised that as the workforce grows the need for these skills may change or fluctuate.

In order to continuously meet the capability requirements of the workforce, Council will remain informed of specialist and critical positions and proactively develop intervention strategies to mitigate any associated risks.

Capabilities may be developed within the current workforce or obtained through the recruitment of new staff.

7. Ageing Workforce

With an average age of 42 years and 44% of the workforce over the age of 45, an ageing workforce is a significant issue for the management and planning of Councils workforce.

Combined with the ageing population both nationally and within the LGA, this raises many challenges to maintaining and developing a skilled workforce. These challenges involve managing the inherent needs of an aging workforce including knowledge management, skill transfer, valuing older workers, flexible work options for transition to retirement, whilst ensuring their health and safety is maintained, as well as ensuring we are equipped to replace older workers when they decide it is the right time to retire.

External Challenges

1. Service expectations & priorities

The expectations and priorities of the local community are expressed through Council's Community Strategic Plan. In order to deliver community expectations and priorities, Council must ensure that its workforce has both the capacity and capability to deliver the required services.

Management consultation identified an increased need to connect performance indicators between services and workforce to allow better efficiency and accuracy in the prediction of workforce needs.

2. Predictability of Development & Population Growth

New suburbs and developments are joining the LGA at a rapid rate. It is forecast that this growth will continue for another twenty years.

While a certain level of this growth is predictable, the workload across Council in preparation, implementation and creation of services is often impacted by external sources including State and Federal Government and developers. This unpredictable growth poses challenges to Council in ensuring that the workforce has both the capacity and capability to deliver services precisely when needed.

3. Financing the growth

Financing the continued need for additional workforce resources is a constant challenge. Workforce costs are not limited to employing more people to provide services to the community but also include operating expenses and resources as well as the need to upgrade systems, procedures and software.

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

4. Policy & Legislative Changes

Policy and legislative changes at both the State and Federal level have the ability to impact workload, responsibilities and accountabilities, costs and existing resources. It is vital that Council is proactive in identifying and managing this change in order to limit any impact on service delivery.

5. Competition with the private sector

When sourcing suitable candidates for employment, not only does Council face competition for skills but also competition for benefits and remuneration. Council does not always have the capacity to offer remuneration that is competitive with the private sector. Therefore Council must proactively promote the non-monetary benefits such as working conditions, career opportunities and the opportunity to contribute to the local community.

6. Skills shortages

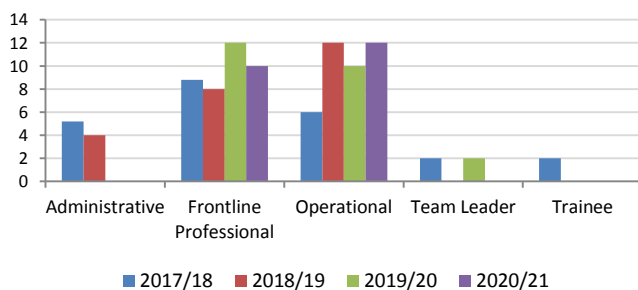
Skills shortages occur where there is a mismatch between available skilled people and the current and emerging needs of industry. They can create critical short term and long term problems for Australia's economic health and the quality of life for Australians.

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

Internal Labour Demand

Meetings were held with managers to estimate and forecast future workforce needs. While these needs are only an estimate and are subject to the scrutiny of budget reconciliation and Council approval, the information provides a strong basis to understand future capacity and capabilities required in Council's workforce.

Forecast Positions by Financial Year



Forecast Positions by Job Family

Job Family	17/18	18/19	19/20	20/21
Administrative	5.2	4		
Frontline Professional	8.8	8	12	10
Operational	6	12	10	12
Team Leader	2		2	
Trainee	2			

Forecast Positions by Directorate

Directorate	17/18	18/19	19/20	20/21
Community Infrastructure	4	9	11	11
Customer & Corporate	10.2	6	6	6
Planning & Environment	9.8	9	7	5

External Labour Supply

With 78% of Council's workforce being sourced from within the LGA and the greater Macarthur area it is important to understand the availability of skills and capabilities that may be required to fulfil workforce needs.

The following data provides an overview of the available workforce in those areas. Where specific capabilities are in low supply within these areas it is important that Council undertakes attraction strategies to limit attraction difficulties.

Together with the internal labour demand data, this information is used to undertake gap analysis and guide human resource strategies and actions.

Statistic	Camden LGA	Macarthur Region
Gender		
Male	53.2%	54%
Female	46.8%	46%
Age		
Youth (15 – 24)	16.1%	16.6%
Retirement (55 +)	14.7%	16.7%
Top three occupations		
Professionals	17.5%	15.3%
Clerical & Administrative	17.5%	17.4%
Technicians & Trades	15.2%	15.6%
Hours worked		
Full time	67.1%	67%
Part time	27%	26.8%
Qualifications		
Bachelor or higher degree	17.2%	16%
Advanced or Diploma	10.8%	9.6%
Certificate	28.5%	27.6%
No qualification	39.4%	41.8%
Other Characteristics		
Speaks another language other than English	10.5%	17.9%
Has broadband internet access at home	84.6%	82.3%
Has child care responsibilities	40.7%	35.9%

Gap Analysis

Analysis of internal labour demands in relation to external labour supply data allows Council to understand the available labour market and develop appropriate strategies to attract and retain the workforce needed to meet the needs of the community.

The labour demand data identifies that Council will primarily be seeking frontline professional, administrative and operational staff over the next four years.

It is identified that 78% of Council's workforce reside within the Camden and greater Macarthur areas. Analysis of the external labour data from both these areas provides Council with a profile of positions that may be sourced from within the area. This data identifies that:

- Professional, administrative and operational (technicians and trades) may be sourced from both the Camden and greater Macarthur areas.
- A full range of qualified and non-qualified workforce is available with 16% of the employed population holding Bachelor degree or higher qualifications and a further 9.6% holding Advanced or Diploma and 27% holding certificate level qualifications.
- Up to 27% of the employed population is likely to be seeking part time employment opportunities.
- Up to 17.9% potentially come from culturally diverse backgrounds speaking languages other than English.
- Up to 40.7% of the employed population is likely to have child care responsibilities.

This insight into the local labour market will be used to guide workforce strategy to ensure that Council is capable of attracting required talent and to position Council as a reputable employer of choice in the local community.

Strategic Directions

With a picture of what Council's workforce looks like, what it does and what challenges are expected in the future, it is possible to analyse and determine potential future needs to appropriately focus strategic directions.

From that analysis and in consultation with key stakeholders, following key themes have been identified as essential to support a sustainable, resilient and growing future workforce:

- Workforce sustainability
- Attraction and retention
- Workforce Diversity
- Change Management
- Workforce Capability
- High Performance Culture
- Health & Safety

Objectives and strategies to address these key themes provide the strategic framework for the Workforce Plan.



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How will we get there?

The objectives and strategies identified in this Workforce Plan are not a once only solution to be used and then shelved. Our workforce strategies will be consistently reviewed to determine whether they are relevant and in step with any changes to community and customer needs and expectations, as well as our changing environment and labour market.

Actions associated with these objectives and strategies will be managed through Council's Delivery Program and annual Operational Plans.

Sustainable Workforce

Objective:

To be a learning organisation that encourages individual and workforce growth to ensure that we have or develop the capabilities required to meet current and future personal and organisational needs.

Strategies:

- Engage in evidence-based practice and workforce decision making.
- Be responsive to personal, legislative and organisational needs in learning and development activities.
- Engage in sharing and subsequent retention of Corporate Knowledge.
- Actively engage older employees in the workplace.
- Provide youth development, support and career opportunities.
- Encourage knowledge sharing through investment in coaching and mentoring relationships.
- Support workforce flexibility to meet the ongoing needs of both Council and the future workforce.

Attraction & Retention

Objective:

To attract and retain an agile, engaged and high performing workforce. To be an employer of choice where people are proud to serve our community.

Strategies:

- Establish a competitive Employee Value Proposition to attract and retain a high performance workforce.
- Attract the best available people using best practice merit based employment strategies that are responsive to business needs and labour market changes.
- Develop and implement robust and fit for purpose recruitment techniques and strategies.
- Embed our values into all aspects of employment.
- Actively manage our applicant candidate pool and talent pipelines.
- Onboard employees into the organisation and engage them in our values and culture.
- Increase community awareness of the diversity of functions, jobs and opportunities within local government.
- Promote Council as an agile, high performing and engaging Employer of Choice.

Workforce Diversity

Objective:

To achieve a workforce that reflects the diversity of the wider community and to promote Council as a diverse employer.

Strategies:

- Actively promote Council as a diverse and equitable employer.
- Increase understanding of the benefits of a diverse workforce.
- Actively support attraction and retention of a diverse workforce.
- Build Council's capacity to measure and report on workforce diversity.
- Engage with the community to evaluate and improve employment practices and remove barriers to employment.

Change Management

Objective:

To effectively manage and implement change, and engage the workforce to embrace evolution and innovation.

Strategies:

- Embrace a change culture that is adaptive, flexible and forward thinking.
- Encourage innovation and support new ways of working in Council.
- Build Council's capacity to effectively manage change and ensure change is effectively integrated into day to day activities.
- Develop and implement change management and communication framework, tools and process to be used for all organisational changes.
- Develop and implement project management framework to support consistent engagement in organisational change.
- Build and maintain change management capability at all levels of the organisation.
- Support leadership development and coaching to effectively manage change and performance.
- Encourage learning and development opportunities for employees to upskill and gain knowledge/skills in growth capabilities.

Workforce Capability

Objective:

To ensure that Camden has the right capabilities for now and in the future in order to continue being an adaptive, high performing organisation.

Strategies:

- Embed organisational leadership practices that promote value based management principles.
- Provide a responsive learning program that addresses emerging business needs.
- Ensure Council has the skills and capability to effectively manage change, growth and sustainable improvement.
- Identify and invest in emerging talent with the view to grow future leaders.
- Implement and maintain skills audits and invest in identified capability needs.
- Research and adopt contemporary adult learning practices that ensure quicker skills transfer and return on investment.
- Invest in capability to embed continuous improvement & service design and improvement.

High Performance Culture

Objective:

To create a work environment and culture that is driven by Council's vision, mission and values, and a high performing workforce that is eager, curious, innovative and agile.

Strategies:

- Inspire a high performance culture by building our skills in alignment with Council's mission and values.
- Attract and retain highly skilled employees who take pride in delivering exceptional services to support Council's Delivery Program and Vision.
- Identify and implement initiatives to support growth as a high performing organisation, addressing leadership visions and staff feedback.
- Promote and develop leadership, coaching and support.
- Support workforce learning and networking with high performing leaders and organisations.
- Support organisational and operational change that is driven by staff consultation and engagement.
- Implement effective workforce practices such as succession planning, transferring and retaining knowledge and assisting staff to meet work-life balance needs.

Health & Safety

Objective:

To provide a work environment that values and supports the contributions of our people. This includes creating a safe, supportive and equitable work environment that sustains satisfaction, empowerment, commitment, enthusiasm and performance accountability.

Strategies:

- Enhance safety through continued implementation of safety systems and processes.
- Improve WHS leadership and culture.
- Reduce the impact of illness and injury.
- Sustain a healthy working relationship with staff and unions.
- Facilitate the resolution of issues, grievances and disputes in a timely and effective manner.
- Actively manage WHS risk.

Measuring Success

Monitoring & Review

Monitoring and evaluation are important aspects of the workforce planning process that allows Council to analyse the effectiveness of objectives and strategies, and where required make changes to improve ongoing success.

It is anticipated that over time the workforce will present new or different challenges for the organisation. A review of the Workforce Plan will therefore be undertaken annually with associated actions to be managed within Council's Delivery Program and Annual Operational Plans.

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