

City of Bayswater

Workforce Plan 2017-27

Contents page

| | |
|---|----|
| ✓ CEO's Message | 3 |
| ✓ Executive Summary | 4 |
| ✓ City of Bayswater Overview | 5 |
| ✓ Section 1 Introduction to Workforce Planning | 7 |
| ✓ Section 2 Analysis of External Environment and Workforce | 11 |
| ✓ Section 3 Analysis of Internal Environment and Workforce | 15 |
| ✓ Section 4 Our Workforce Challenges | 19 |
| ✓ Section 5 Other Workforce Solutions | 21 |
| ✓ Section 6 Issues and Successes Identified During Workforce Plan Consultations | 23 |
| ✓ Section 7 Strategic Community Plan and Corporate Business Plan Workforce Implications | 25 |
| ✓ Section 8 Strategies for Leading, Attracting, Retaining and Developing Our Best Workforce | 27 |
| ✓ Section 9 Monitoring and Reporting | 30 |
| ✓ Section 10 Appendices | 32 |
| ✓ Section 11 References | 34 |

Message from the Chief Executive Officer

The City of Bayswater Workforce Plan is an essential component of the Integrated Planning and Reporting Framework and has been developed to ensure that as an organisation we have the right people with the right skills to effectively deliver on the City's Strategic Community and Corporate Business Plans.

The Workforce Plan sets in place the framework that will help shape our organisation to ensure that we have the capability and capacity to deliver on our strategic priorities. The plan is about identifying and implementing the actions needed to build a capable, agile and productive workforce to meet the challenges and opportunities that lie ahead.

This Workforce Plan is being developed as an interim plan which will be significantly reviewed and updated in the next 12 months. Since my recent appointment as Chief Executive Officer, and consistent with the new direction of Council, it is proposed that a comprehensive review be undertaken and presented to the incoming Council following the 2017 local government elections.

This Workforce Plan therefore is an evolving document which reflects the current position of the City's workforce. It also however signals a clear intent to better integrate workforce planning with financial and service planning.

The type and nature of resources to address the issues raised in this plan will be better identified during service reviews and potential restructuring over the next 12 months. It is understood that all options need to be considered and that corporate resources may be seasonal, part time or outsourced to address service requirements to ensure that we remain sustainable.

In a service-led organisation, It is critical the appropriate people resources are effectively and efficiently utilised to deliver the organisational requirements. Ensuring the people resources are the most capable they can be, are well lead and have processes and systems to support the efficient delivery of outcomes will be key to ensuring we are able to deliver customer responsive programmes that make a difference to the quality of life enjoyed by our residents and ratepayers

Andrew Brien
Chief Executive Officer

Executive Summary

Local governments oversee the delivery of a diverse range of programs, services, facilities and projects for their communities.

Effective workforce planning is fundamental in meeting the community's needs now and into the future. Achieving the right mix of staffing, volunteers and contractors is crucial.

Workforce Planning is a key component of the Integrated Planning and Reporting Framework which was introduced to Western Australian local governments in 2011.

The City of Bayswater Workforce Plan 2017-27 is both an informing document to the City's Strategic Community Plan, Corporate Business Plan and long term Financial Plan as well as being an output of those plans. It provides a consolidation of workforce requirements and strategies for current and future operations.

As at 2016/17, the City of Bayswater employed a total of 567 staff; received volunteer support from approximately 110 long term volunteers; and contracted an estimated 50-80 businesses/entities to assist with the City's operations.

It is intended for the Workforce Plan to be significantly reviewed in 2017-2018 to consider efficiencies and innovation to improve the sustainability of the City's workforce. This review will set the framework for future structure and recruitment which will be implemented over a 10 year period, with strategies and accompanying actions aligned with the major reviews of the Strategic Community Plan and Corporate Business Plan conducted every four years.

Currently the Workforce Plan will be implemented from 2017-2021 and comprises 12 actions that are grouped under four focus areas, namely:

1. Enhancing our Culture
2. Investing in our People
3. Effective Leadership
4. Organisational Resilience

Throughout the life of the Plan the City will undertake annual reviews to ensure the Workforce Plan actions are implemented; monitored and reported against.

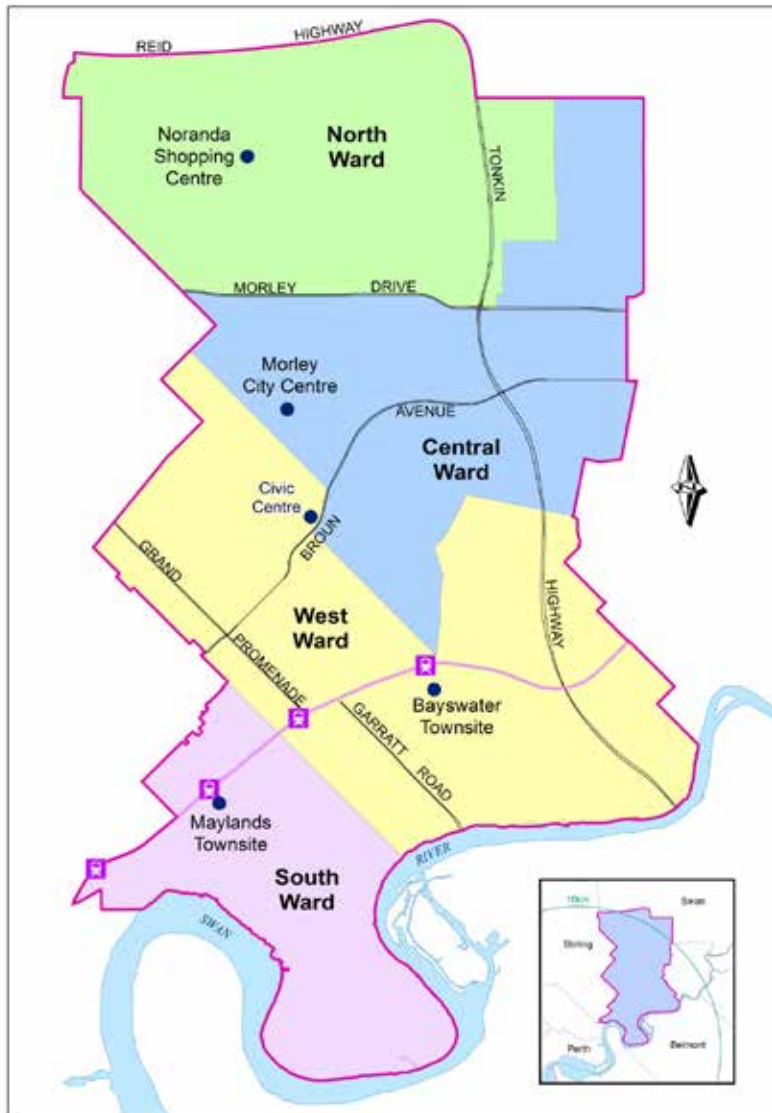
Key challenges or risks identified within the Plan include an aging workforce, a lack of investment in development of the workforce and a need to update and improve processes and systems to support the work of the organisation.

The Workforce Plan also addresses diversity, gender composition, risks and workforce related improvements.

Implementation of the Workforce Plan will support the City in delivering on its Employee Value Proposition (EVP), that is, why people are attracted to work for the City, why they choose to remain employed by the City and why they make discretionary efforts in their roles. In doing so it will position the City as a more sustainable local government authority that achieves excellence through a well-resourced, skilled and effective workforce.

City of Bayswater – Overview

The City of Bayswater is located just 6kms north-east of Perth's CBD and includes the suburbs of Bayswater, Bedford, Embleton, Maylands, Morley and Noranda, as well as parts of Mount Lawley, Dianella and Beechboro.



History

From the Bayswater Road District gazetted in 1897 to Shire and then full City status in 1983, the City of Bayswater has evolved to meet the changing needs of a growing population and an ever complex regulatory environment. As a local government the City has traditionally prided itself on its responsive customer service and a willingness to innovate dating back many years to include opening the State's first wave pool, introducing co-mingled recycling to Western Australia and developing the first community patrol service used as a model by other councils. The City continues to grow and evolve to meet the community's needs

Our Community Vision

"A place where community vision becomes reality."

Our Leadership Vision

The City of Bayswater is a City of Excellence, characterised by:

- Clear Values and open communication
- Valued, empowered, accountable, and engaged employees
- High performing teams focused to deliver excellent results aligned to our community aspirations.

Our Corporate Values 'The heart of the organisation'

Coming out of a workforce engagement process the City of Bayswater has updated its values to include four foundational values:

- Accountability - 'doing it right'
- Excellence - 'doing it well'
- Innovation - 'doing it better'
- Respect - 'doing it together'

These values are considered to resonate with the workforce as well as provide the alignment to create the desired organisation. The values will be incorporated into a variety of workforce processes to provide structural reinforcement and improve organisational performance.

Section 1 – Introduction to Workforce Planning

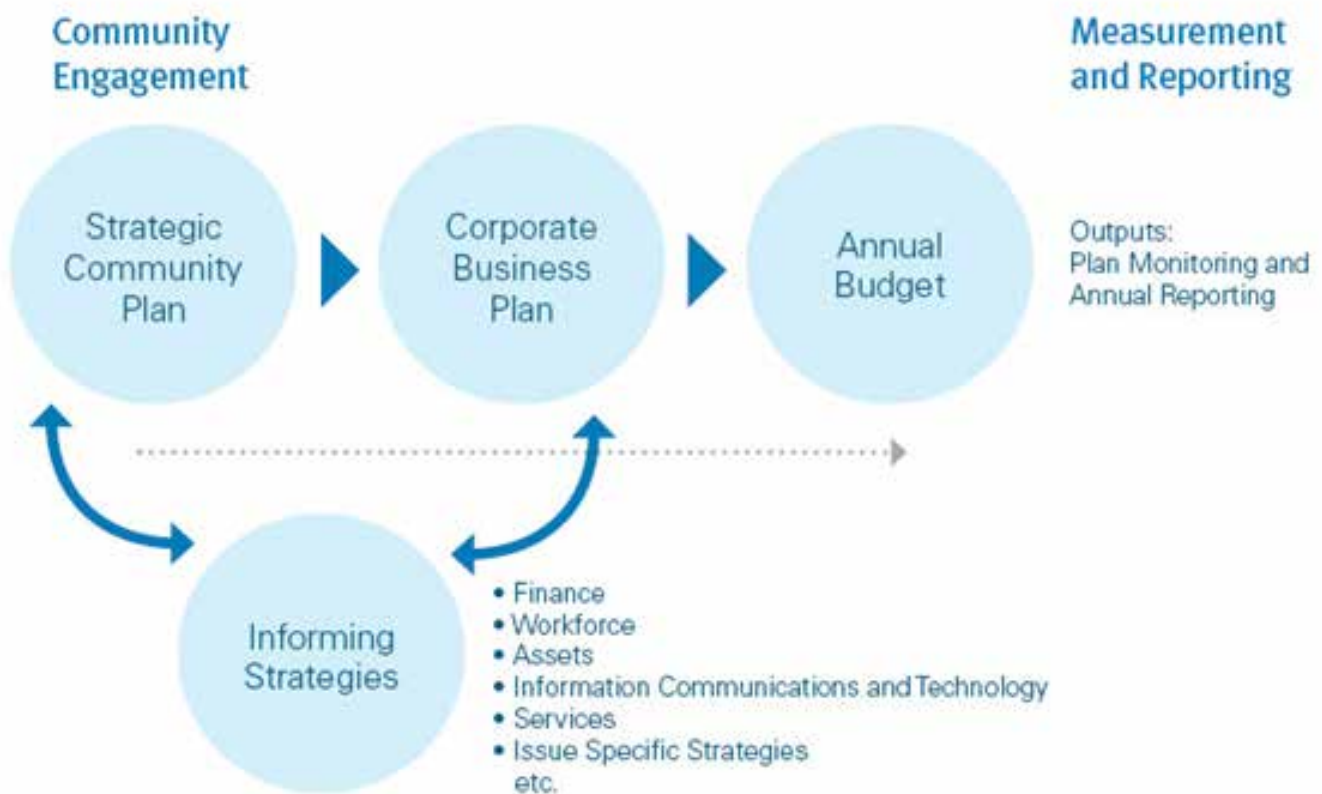
Integrated Planning Framework

The City of Bayswater is committed to meeting the needs, expectations and aspirations of the current and future community.

Integrated planning and reporting gives local governments a framework for establishing these local priorities and to link this information to operational functions.

The City’s Workforce Plan 2017 – 2027 is an essential informing strategy to the Strategic Community Plan and Corporate Business Plan. It is intended to identify workforce requirements and strategies for current and future operations over the next ten years.

The linkages of the Workforce Plan with both the City of Bayswater’s Strategic Community Plan and Corporate Business Plan are shown in the diagram below.



Elements of Integrated Planning and Reporting Framework

Workforce Planning

Workforce Planning is "a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future." (*Australian National Audit Office (2004), ANAO Audit Report No.55 2004–05: Workforce Planning, Commonwealth of Australia*)

To be effective, Workforce Planning needs to be integrated into the City of Bayswater's strategic planning framework and reviewed annually. As an informing strategy it assists in the development of the Corporate Business Plan by identifying workforce requirements and strategies for current and future operations over the next ten years. It is important that Workforce Planning is an integral part of the City of Bayswater's management and operations.

This Workforce Plan will be used to identify the resources required to deliver the City of Bayswater's operations. It will also detail how those requirements will need to change over the next ten years in order to meet the aspirations of the community as detailed in the Strategic Community Plan and as prioritised by Council.

Workforce Plan 2017-27 Methodology

There were four main steps completed in the development of the City's Workforce Plan 2017-27, namely:

1. Review of the City's previous Workforce Plan 2013-17 - a review of the previous Workforce Plan indicated that there were 33 actions/ recommendations to be implemented during the life of the Plan. Out of those 33 actions/recommendations 4 were completed, 24 were partially completed and 5 were not completed. The priorities that surfaced from review of the previous Workforce Plan content and implementation were added to the new Workforce Plan 2017-27.
2. Local Governments Workforce Plan Review – three other Workforce Plans were reviewed and benchmarked.
3. External Stakeholder Consultation – consultation was undertaken with Local Government Managers Australia (LGMA), Western Australia Local Government Association (WALGA) and the Department of Communities and Local Government.
4. Internal Stakeholder Consultation – collaborative internal consultation process was undertaken with the Executive Leadership Team, Operational Managers Team, Advisors and Coordinators. The internal consultation process served to identify organisational workforce gaps, risks, priorities and future workforce requirements, which now inform the Workforce Plan 2017-27.

Future Labour Market Considerations for WA Local Governments

There are a number of factors that could affect the WA Local Government future labour market that need to be considered in trying to achieve the City's goals. These may include, but are not limited to, the following:

- There is continuing focus on sustainability, efficiency and effectiveness in local government driving the need for a flexible, skilled and committed workforce
- We are facing new legislative/compliance requirements with workforce implications
- We have an ageing workforce
- Technology is changing the world of work

- "Alternative workforce" such as encouraging women to re-enter the workforce after taking maternity leave and mature age workers staying longer in the workplace
- Creating an inclusive and diverse workplace such that we can facilitate the greatest potential from the workforce.
- There are specific pressures in some skill areas/ specific skills and roles in demand
- Training and up-skilling of existing staff will be paramount
- Salaries increase / increase in costs of living
- Generation Y and Z – increased change in workforce entering the market
- Competition in the labour market is continuing
- There is continuing attention on workplace programs to promote healthier lifestyles.

All of these factors will impact the City to a varying extent and will need to be considered in a more strategic way as part of workforce plan review.

Skill shortage in the Local Government Context

Skills shortage summary pre 2007:

The Local Government Managers Australia (LGMA) National Skills Shortage Strategy for Local Government - May 2007¹ says, "*Skills shortage is a major issue confronting Australia's workforce, as the Australian workforce is not growing fast enough to keep up with the demand for labour and the particular skills required by many industries.*

The labour market in Australia is ageing, with 37% of Australia's workforce over the age of 45. As the Local Government workforce is substantially made up of workers over 45 years of age, it faces a significant challenge in filling the employment gaps as older employees retire and leave the workforce.

Typical areas of staff shortage are the professions associated with Building Surveyors and Inspectors, Environmental Health Officers, Planners, Tradespeople and Engineers."

Skills shortage summary post 2007²:

The 'Mining Boom' has since declined and there are more people looking at local government entry level employment. This contributes to skill shortages as it takes considerable time to develop those entry level employees.

The prospect of Local Government reform in 2015 saw minimal local government jobs being advertised and employees remained in their place of work due to uncertainty. However, once the reform agenda was removed, there was considerable movement of employees within the sector (from one Local Government to another) retaining skills within the sector but not necessarily within each organisation.

The labour market continues to age and the Local Government workforce continues to be substantially made up of workers over the age of 45 years of age. This means that the industry continues to face challenges, as older workers leave the workforce. Organisations will inevitably lose some corporate knowledge when older and long serving employees exit and will have to fill the employment gaps.

¹ <https://www.planning.org.au/documents/item/321> (2007)

² LGMA Observations and Benchmarking Exercise 2016

Workforce gaps, issues and risks in Local Government Context

- Changes in the workforce will be required to deliver Council priorities while maintaining existing services. For example the introduction of Place Managers into Local Government is over and above the requirements of traditional services
- Strategies will be required to ensure continued workforce supply for identified critical positions or key groups. This will also need to address fitness for work considerations.
- Workforce diversity gaps and challenges will need to be addressed and better represent the broader community
- Strategies will be required to ensure continued supply of critical skills and capabilities such as traineeships, apprenticeships, study assistance etc.
- Staff development and training needs will need to be prioritised if Local Governments wish to remain contemporary, innovative and future thinking. Particularly when competing with other potential employers within the Local Government industry and also external to the industry.

Section 2 - Analysis of external environment and workforce

City of Bayswater Demographics



Sources:

City of Bayswater
ABS for census data

Diversity of Our Wider Community and Our Workforce

The *Diversity Comparisons Table* below is made up of statistics captured from the 2011 Census, which are specific to the City of Bayswater. These statistics give us a snapshot into the diversity of people living in the City and also provide us with information on Australian population numbers, as a way of comparison.

In addition, the table below shows the organisation's workforce diversity (as at 30 June 2016) compared to the national averages and our wider City of Bayswater community. It is important to compare the diversity compositions, as this gives us an indication of where we may have an under representation of employees within the organisation compared to the wider community.

Note- Organisational workforce diversity is determined through information supplied by employees, although provision of information related to cultural diversity and disability is voluntary. The City has been collecting workforce diversity information since 2014. Therefore the following statistics do not provide a comprehensive summary of the diversity within the organisation's workforce but rather a sample of the total workforce.

Diversity Comparisons Table

| Diversity of People | Australian Population (2011) | City of Bayswater Community | Our Organisation ³ |
|-------------------------------------|------------------------------|-----------------------------|-------------------------------|
| Aboriginal /Torres Strait Islanders | 3% | 1.3% | 1% |
| Culturally Diverse | 24.5% | 38.4% | 27% |
| People with Disability | 18.5% | 20% | 1.39% |

As an organisation, the City of Bayswater:

- has a balanced representation in employment of Aboriginal and/or Torres Strait Islanders in relation to the City of Bayswater community population (1.3%)
- is currently under represented in employment of people with disability compared to the Australian population and City of Bayswater community
- appears to be under represented in employing people from a culturally diverse background compared to the City of Bayswater Community, however, is fairly consistent with the Australian population.

Age of Our Community and Our Workforce–

The graphs below show the Age Profiles of the City of Bayswater community and the organisations' workforce.

Over the years, demographic shifts in age profiles and changes in population are expected to have impacts on the demand for infrastructure and services within the region.

It is also important to note the differences between the City of Bayswater's community age and our workforce age:

- The City of Bayswater's community median age is 35.8 years
- Graph 1 below shows the City has fewer children and teens within its boundaries than the average within the metropolitan area; however it has significantly more people between the ages of 20-40 years.
- Graph 1 also shows that 14.45% are seniors over the age of 65 and this percentage will grow significantly over the next 10 years.

Graph 2 shows that out of the 359 employees represented, the percentage of employees over the age of 45 within the organisation is 58.3%. The national average is 37%⁴. This is not an uncommon trend within local governments, but does demonstrate the importance of an ageing workforce within the industry and within the organisation. In particular within the Management/Supervisory level of our workforce.

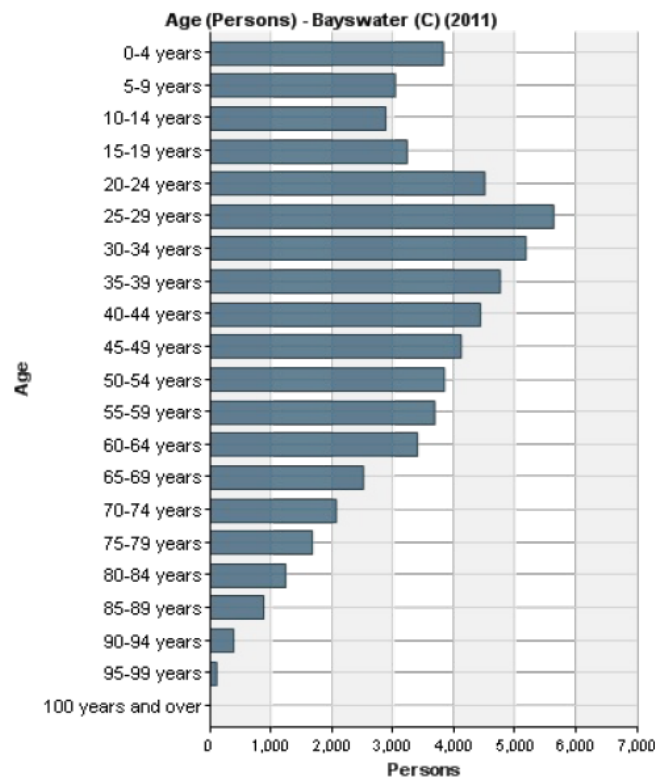
³ 99% of employees who completed the Diversity Survey did not specify if they are from an Aboriginal or Torres Strait Islander background.

44% of employees who completed the Diversity Survey did not specify their cultural diversity whilst 29% identify themselves as being from Australia.

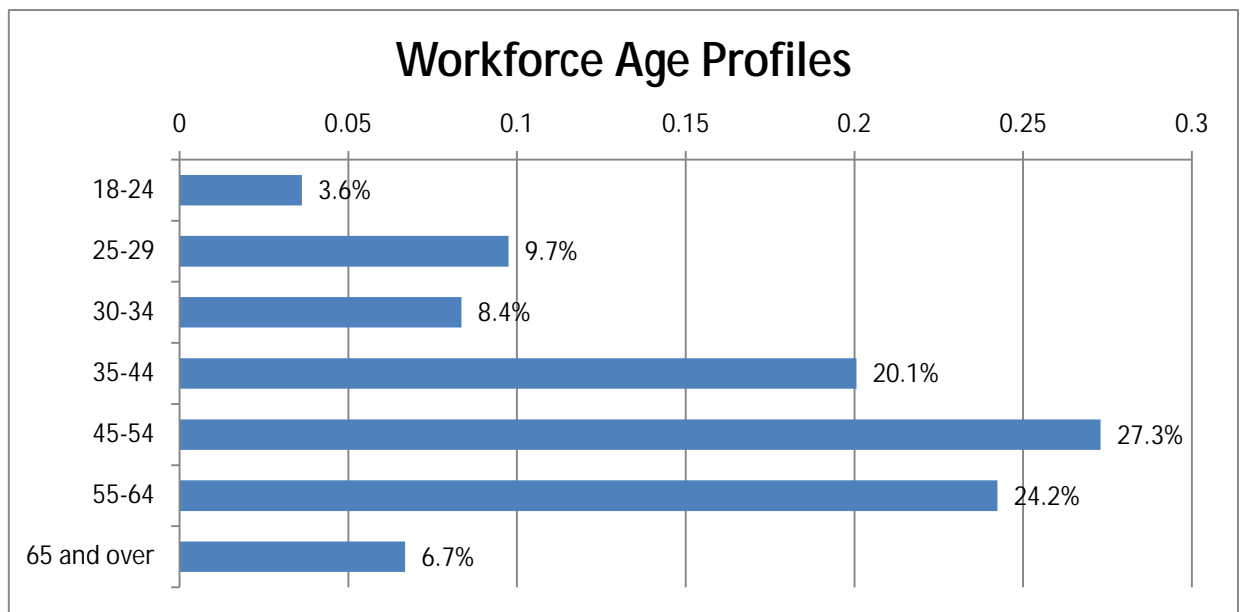
98.61 of employees who completed the Diversity Survey did not disclose having a disability.

⁴ The LGMA National Skills Shortage Strategy for Local Government - May 2007

Graph 1 – City of Bayswater Community by Age (Based on Australian Bureau of Statistics, Census 2011)



Graph 2 – Our Workforce Age Profiles



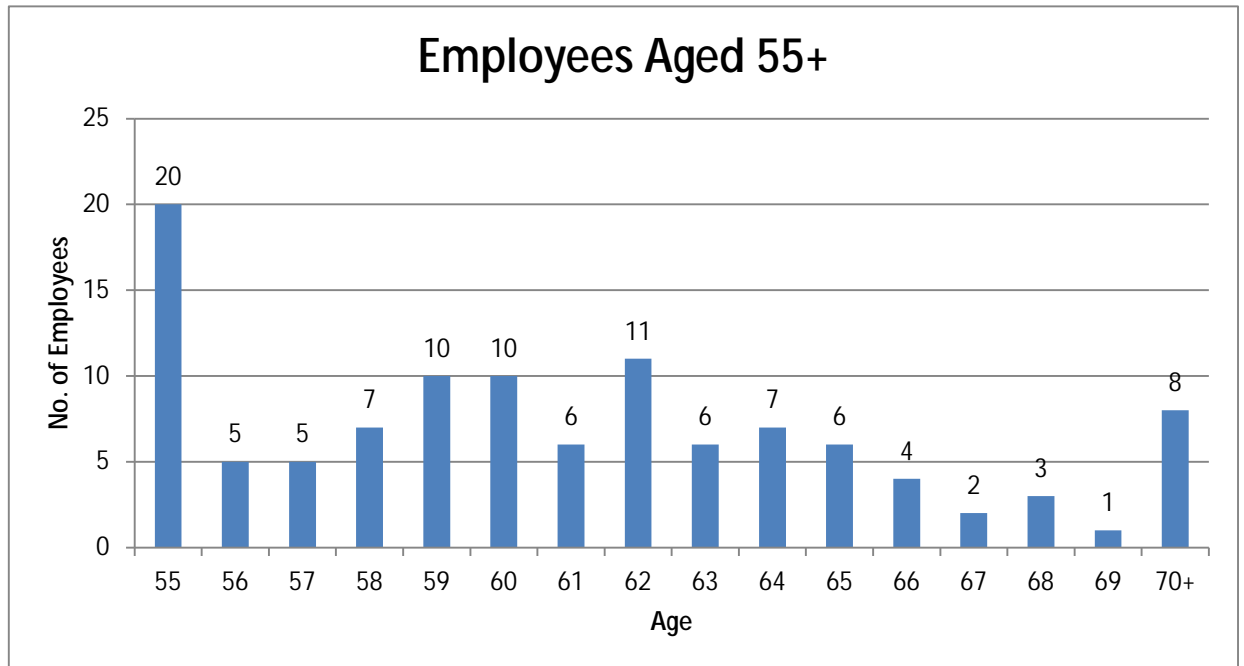
As can be seen in Graphs 1 and 2 the City of Bayswater workforce is highly skewed to the older age groups vs the age of the City of Bayswater Community. Many of these employees are engaged in the outside workforce.

Current Workforce over the Age of 55

As this Plan looks into the next 10 years, it is important to show the number of employees over 55 years of age, as they will reach the retirement age of 65 by the year 2027.

The Graph below shows employees over the age of 55 by incremental year after the age of 55.

Graph 3 – Employees Aged 55+



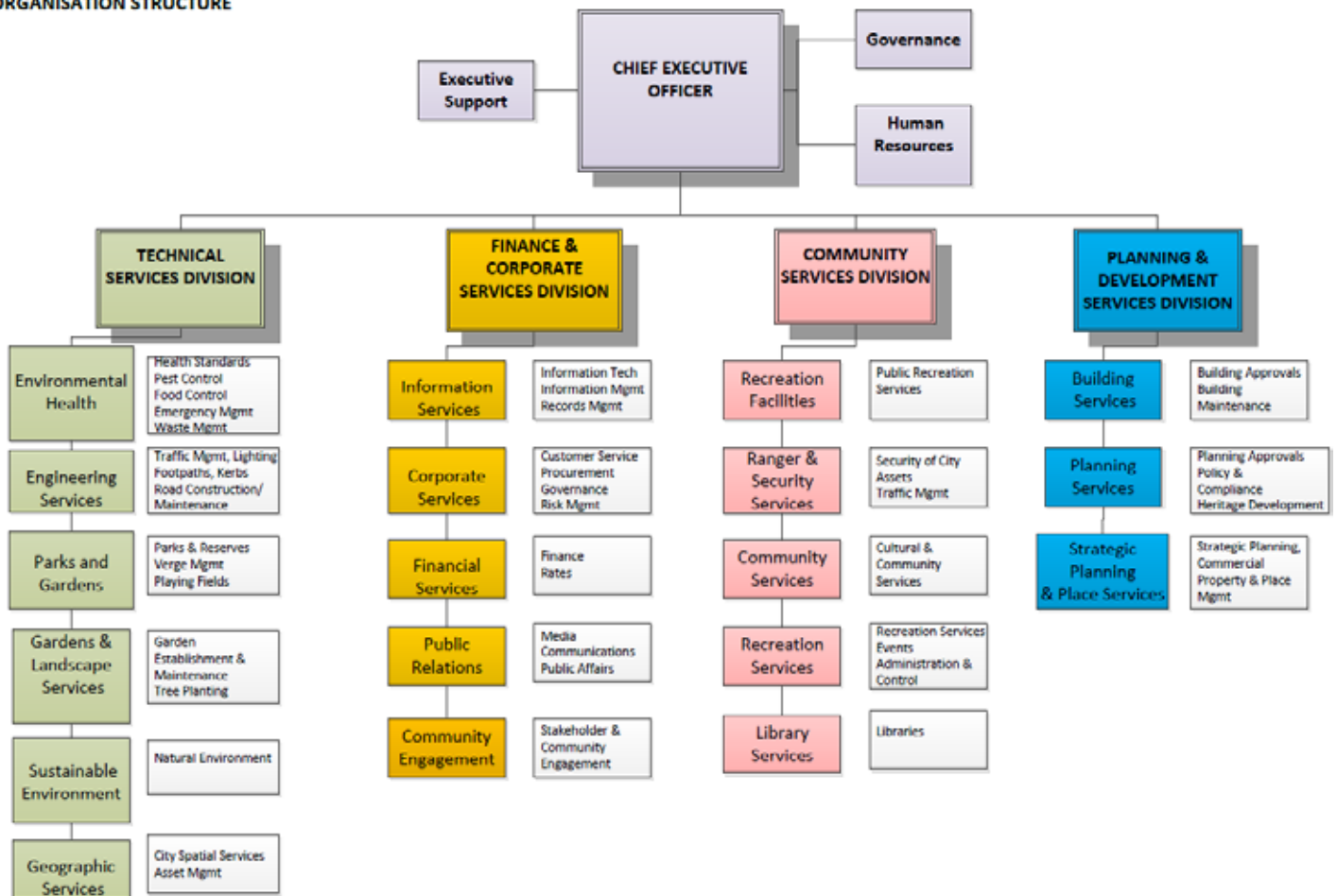
As with many organisations, the overall workforce is ageing, with high number of staff in some occupations in the over 55 age groups. This causes some concern that a large number of long term, experienced employees may seek retirement over a short period of time potentially leaving the organisation under resourced.

In light of this, some of the priorities for the City over the life of the Workforce Plan are to:

- More formally capture intentions of retirement from its older employees
- Develop phased retirement options
- Targeted succession planning for critical roles.
- Up-skill its workforce (through mentoring, higher duties, secondments etc.)
- Capture and retain corporate knowledge from the older workforce
- Attract and retain skilled workers.

Section 3 - Analysis of Internal Environment and Workforce

CITY OF BAYSWATER ORGANISATION STRUCTURE



Our Current Workforce Profile

As of 23 February 2017, the City of Bayswater employed a total of 567 staff including:

- 248 permanent full-time
- 91 permanent part-time and
- 203 casuals

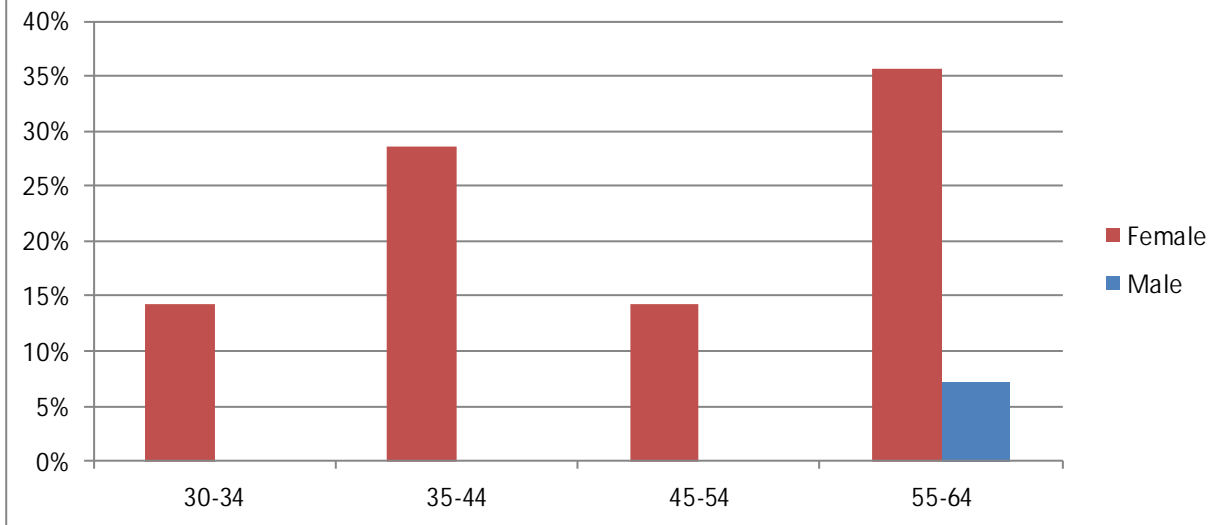
The large majority of casual staff are engaged in the Community Services Directorate, in particular within Recreation Facilities.

The graphs below shows staff age distribution per city Directorate with the exclusion of casual staff.

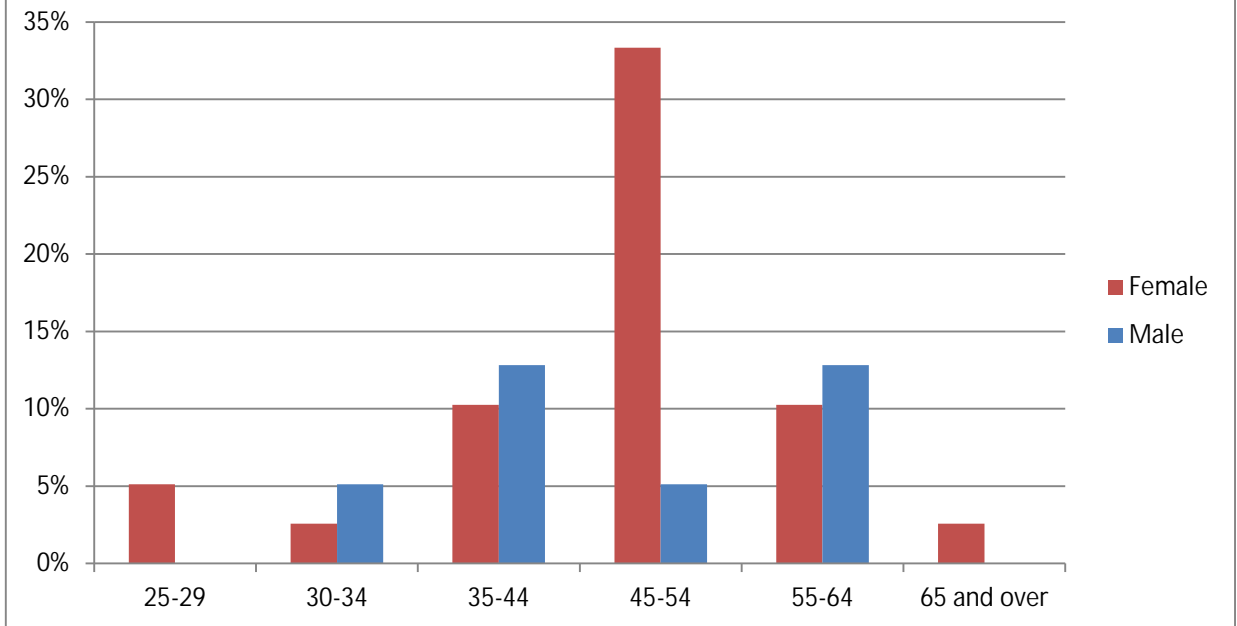
Graph 4 – Age and Gender Composition per City's Directorate

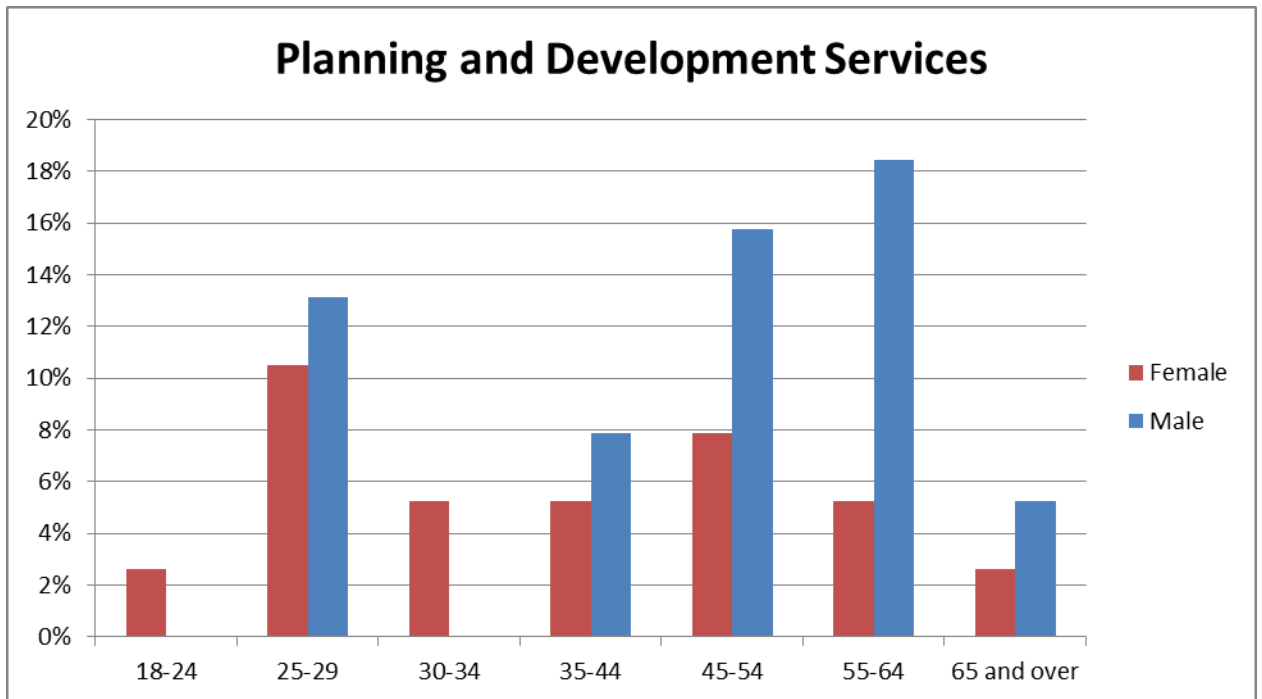
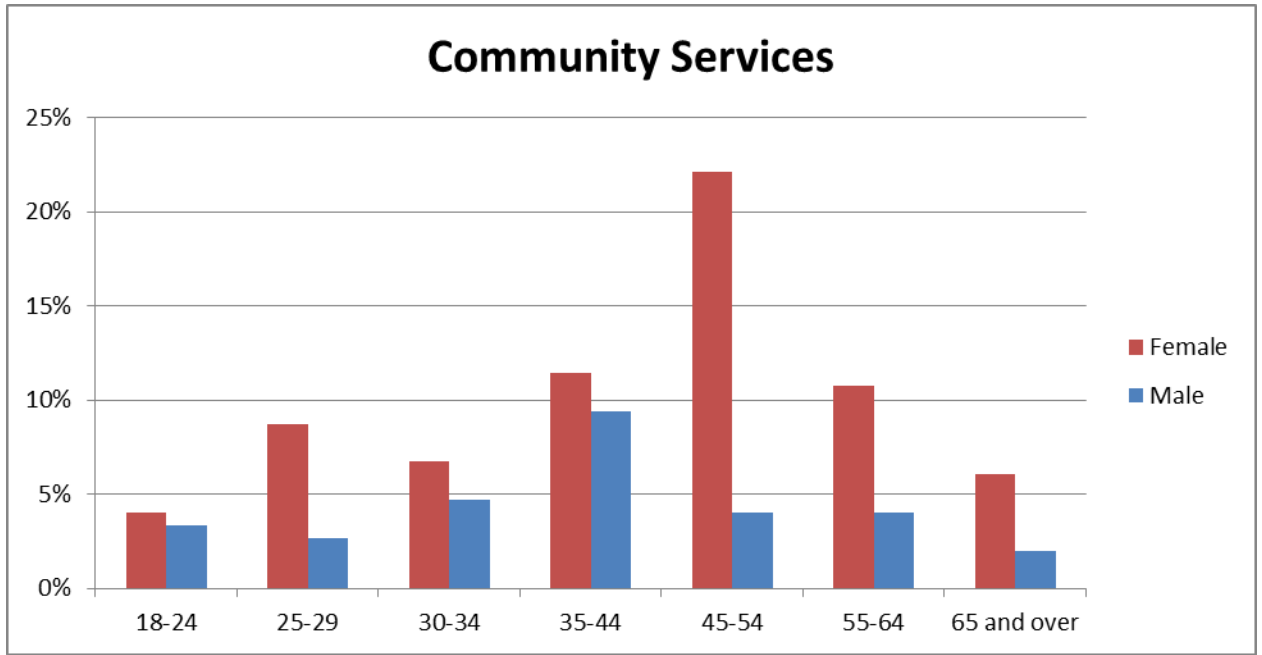
Overall the City has a healthy level of gender diversity with slightly more female than male employees however there is significant variation on a Directorate bases. There is further opportunity to work across Directorates to achieve a more consistent representation.

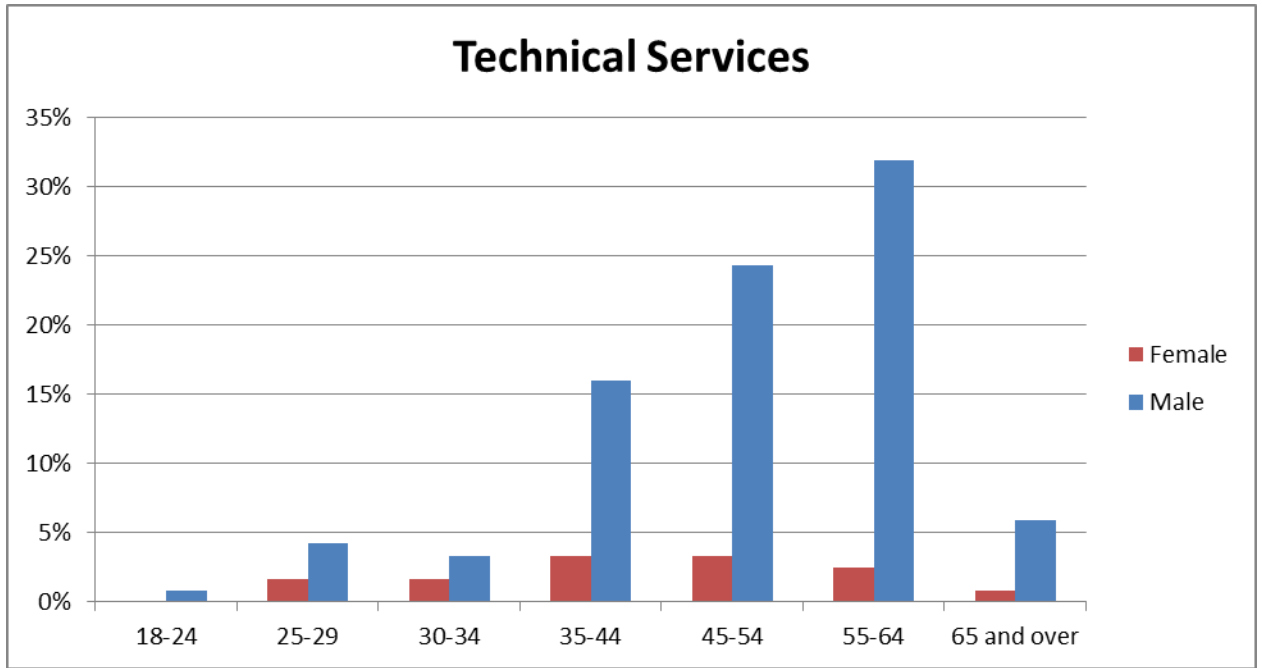
Executive Services



Finance and Corporate Services







Where Our Employees Work

The City's employees are distributed across 15 work locations throughout the City. For a detailed map of the City of Bayswater Civic Locations, which also outlines where our workforce operates from, refer to Appendix 1 - Civic Locations Map.

Total City of Bayswater Annual Salaries and Wages

The City's annual salaries and wages have increased by approximately 3% each year since 2013. The increases also take into account compulsory and co-contribution superannuation.

A new Enterprise Bargaining Agreement (EBA) covering the 'Inside Workforce' was approved in December 2016 for a period of three years. The Outside Workers EBA with consistent terms and conditions was approved in April 2017.

For 2016 employee costs for the City were \$30.5M. This compares favourably to other City's relative to total income, number of residents and number of electors

Section 4 - Our Workforce Challenges

Employee Turnover

| Year | Turnover percentage |
|-------|---------------------|
| 13/14 | 12% |
| 14/15 | 12.25% |
| 15/16 | 15.3% |
| 16+ | 11.7% |

According to the Western Australian Local Government Association (WALGA) Local Government Remuneration Survey 2015, Western Australian Local Governments and Regional Councils had average employee turnover (full-time equivalent positions) of 19.5% for 2014 in comparison to 13.66% in 2013.

According to recent observations made by the Western Australian Local Government Managers' Association (LGMA) and the Western Australian Department of Local Government and Communities, the City's staff turnover currently reflects the industry average for Perth metropolitan local governments.

Staff turnover at the City of Bayswater appeared to peak, in 2015/16 when Local Government Reform was taken off the agenda. Anecdotally, this is likely to be because there has been a lot more willingness for movement in the sector since then, creating a rise in turnover across most Perth metropolitan local governments. Since then turnover has eased somewhat albeit still slightly higher than ideal.

Data from an LGMA benchmarking exercise undertaken by PWC highlighted the City's turnover of 11.7% compared favourably with the Western Australia local government average of 16.2%. The report did highlight turnover challenges for the organisation with Gen Y at 24% (sector avg 24%) and employees in their first year 19% (sector avg 17.45). Looking into the next ten years, the City will need to work on retaining the younger generation and new employees to reduce staff turnover and transition older employees into retirement.

Organisational Development

Organisational Training is both an investment in personal and professional development, and a contributor towards stronger organisational performance and productivity.

Over the past three financial years, the City has spent the following on organisational wide training:

- \$274,588 In 2013/14
- \$260,118 in 2014/15
- \$268,152 in 2015/16

This is equivalent to approximately 0.35% of the City of Bayswater's operational budget in 2015/16. This is very low relative to external benchmarks.

Over the course of the next 10 years, organisational development and training and will need to be an area of investment for the City in order to remain relevant, progressive and competitive. Therefore, it is recommended that the City considers budgeting 0.5% of its total operational budget for staff development over the first four years of this Plan.

Investment in training and development is fundamental to creating a high performing organisation and will ensure the up-skilling of the workforce; compliance in meeting legislative requirements; and maintaining core competencies. Ongoing training and development of the workforce will ensure that the City does not experience a significant skills shortage (as is predicted across Local Government). It can also be regarded as a strategy to optimise employee retention.

Disability Access and Inclusion Plan

The Western Australian Disability Services Act (1993) requires all State and Local Government Authorities to implement a Disability Access and Inclusion Plan (DAIP).

The City's DAIP 2016 - 2020 has eight outcome areas. Each outcome area has a number of strategies to be implemented. Outcome 7 relates specifically to employment of people with disability and needs to be taken into consideration when planning for the City's future workforce.

Outcome 7 - People with disability have the same opportunities as other people to obtain and retain employment with the City of Bayswater.

It is a requirement of the *Disability Services Act (1993)* that the City must take all practical measures to ensure that the DAIP is implemented by its officers, employees, agents and contractors.

The full version of the City's DAIP 2016-2020 can be accessed on the City's website.

Staff Accommodation

In 2007, the Civic Centre comfortably accommodated approximately 108 employees. However, between the years 2007 to 2017, an additional 24 employees have been accommodated into the original office layout (not including temporary positions).

The Civic Centre building has reached its staff seating capacity in its current configuration and alternative options for staff accommodation need to be explored in the middle term of this Workforce Plan (2019-2022) as the workforce continues to grow.

Other City of Bayswater civic locations will also need to be assessed for staff accommodation capacity in the middle term of this plan, as several locations have or are very close to full capacity.

Organisational Culture

The City has recently undertaken a cultural survey in which all employees were invited to provide feedback about working at the City. Overall the feedback from employees was the City is a good place to work with many positive elements such as nice people, they felt treated with respect and were proud to work for the City. The survey outputs did, however indicate more work is required on managing performance and employee development. The outputs from the survey have been shared with the workforce and an improvement strategy created focusing on the following key areas:

- Leadership
- Managing Performance
- Reward and Recognition
- Communication
- Directorate specific actions

All of which is underpinned by the newly created organisational values.

Annual Leave Liability

The City has identified its leave liability levels are unsustainable. The PWC benchmarking report identified that 14% of the City's workforce had in excess of 8 weeks accrued annual leave vs an average of 9% in the WA local government sector. This is due to a combination of factors including the high percentage of long term employees and lack of active management of leave historically. The City has already initiated management interventions to address this issue which are providing successful with a 30% reduction in annual leave liability between February 2017 and June 2017. Continued focus in this space will be required.

Section 5 - Other Workforce Solutions

Volunteers

The City of Bayswater acknowledges the enormous contribution volunteers provide to the community and the positive input they make to the City's operations. The City engages volunteers in various programs and projects in both a temporary and long term capacity. It currently engages approximately 110 long term volunteers and there are also a number of Environmental groups that volunteer with the City of Bayswater on projects, on a more casual basis.

Volunteers in City of Bayswater programs are managed in a similar manner to paid employees in that they receive a workplace induction and are provided with insurance protection, training, supervision and ongoing support. A number of paid employees provide support to our volunteers as an integral part of their respective roles. In addition, the City has a Council endorsed Volunteer Policy to provide guidance around the recruitment, retention and recognition of volunteers.

Volunteering opportunities will continue to grow over the next ten years. Therefore, over the course of this Plan, the City will continue to actively engage volunteers with an aim to continuously improve volunteer management across all areas.

It is important to recognise that the engagement of volunteers can at times bring up some challenges for the City. In main, these challenges need to be worked through by the staff supporting volunteers as part of their respective roles. Some of the challenges include:

- Inability to use volunteers for work that would normally be completed by paid staff. This becomes a challenge when volunteers themselves wish to expand on their volunteering positions
- Fewer older community members are applying for volunteering positions, as retirees now have increased active ageing choices
- Volunteers are seeking meaningful volunteer roles and greater flexibility in how they volunteer⁵, which can be time consuming to manage
- The demands on volunteering are being shaped in part by a dynamic population base and this is challenging for local government due to its more fixed structure

Contractors and Agency Staff

Contractors have been considered in the Workforce Plan as they provide an important alternative source of service delivery. Contractors are engaged when it can be demonstrated that it is either a more cost effective way of delivering services due to the particular expertise or compliance requirements for providing the service or the requirement is only occasional.. By using contractors, the City is also better placed to measure the quality and consistency of service delivery.

In most areas where contractors are used, it has been identified that it is a way to '*do more with less*'. As part of the strategic review of the workforce plan coming out of the service review there is the opportunity for a more structured consideration of appropriate contracting opportunities.

Anecdotal evidence suggests that local governments are increasing the amount of outsourcing for their services. For this reason, a challenge for local governments is the ongoing management, cost and availability of contractors/consultants.

⁵ State of Volunteering in Australia 2012 - Volunteering Australia

See Appendix 2 for a summary of current contracts for service.

Traineeships and Apprenticeships

The City has appointed traineeships and apprenticeships from time to time, as alternative options for employment within several business units when the work environment can support these programs and appropriate supervision can be provided. The City does not currently have a systematic approach to supporting and managing these appointments, therefore if apprentices and trainees are to be employed in the future this is an area of opportunity for the City.

Work experience

The City supports community members with work experience within several business units such as Park and Environment, Planning, Community Services and Environmental Health. Work experience opportunities will continue to be supported by the City into the future.

Section 6 - Issues and Successes Identified During Workforce Plan Consultation

Employee Reward and Recognition

The City does not currently have a consistent employee reward and recognition program. A review of practices in this area will be conducted in 2017/2018 initially through a staff survey and subsequent analysis of the findings.

Corporate Training

During the process of developing the workforce plan, it has been identified that in addition to the training budgets which are individually managed by each business unit, the City requires a centralised training calendar to capture corporate training across the organisation. The corporate training calendar is required to meet legislative requirements, to maintain competencies and for compliance purposes.

A corporate training calendar should include but not be limited to the following training, some of which is mandatory:

- Occupational Safety and Health
- Equal Employment Opportunities
- First Aid
- Fire and Safety/ Fire Warden
- Integrated Planning and Reporting Framework
- Risk Management
- Performance development
- Introduction to Local Government/ Obligations of Local Government Employees.

The City also has the opportunity to invest in flexible and on-line training models to efficiently manage the ongoing cost of providing in-house training into the future.

Our Workforce Risks

Workforce risk is any workforce issue that could pose risk to delivery of business outcomes and outputs. They arise where there is a misalignment between the City's existing workforce and the workforce needed to successfully deliver its strategic objectives.

None of the risks identified for the City of Bayswater have a catastrophic consequence but some have the potential to grow to major risks in cost and reputation. In particular in the areas of:

- regulation and compliance
- attraction and retention
- fitness for work
- performance management

Workers Compensation Claims are related to fitness for work risks.

Implementation of strategies and associated actions detailed in Section 8 will enable the City to not only manage and reduce the above identified risks but also improve overall organisational performance.

Our Most Recent Workforce Successes

During the consultation phase of the Workforce Plan 2017-27, employees identified recent organisational successes and gave their opinion, as to what they think the City does and should continue to do well.

Some of the city's recent workforce successes include:

- Movement towards a more positive organisational culture
- Positive workplace environment (described as safe and supportive with good teamwork)
- Most employees think the City is generally a nice place to work
- Provision of quality customer service, responding to community requests and feedback in a timely manner
- Opportunities for flexible employee working conditions
- Fit4Life employee program (workplace program aimed at promoting healthier lifestyles)

Section 7 - Strategic Community Plan and Corporate Business Plan Workforce Implications

The focus areas and objectives identified in the Strategic Community Plan that directly or indirectly relate to the workforce have been listed below. In addition, Managers forecast the skills and positions they would need to achieve the Strategic Community Plan objectives.

Our Community

- A strong sense of community through the provision of quality services and facilities
- Accessible services that recognise diversity.

Our Natural Environment

- Natural environment and biodiversity which are conserved and protected.
- A resilient community that responds to sustainability challenges.

Our Built Environment

- Appealing streetscapes
- A connected community with sustainable and well maintained transport
- Quality built environment

Our Local Economy

- Support initiatives for local business
- Active and engaging town and city centres
- Attractive to new services, businesses and investment

Leadership and Governance

- Accountable and good governance
- Proactively communicates and consults
- Strong stewardship and leadership

Future Workforce Needs (new positions anticipated in the next 10 years)

One of the objectives of this Workforce Plan is to encompass any increase in ongoing service delivery requirements, any changes to these services and any projects likely to be undertaken over the next 10 year period, as per the City's Strategic Community Plan.

The anticipated skills and new positions the City will need across the next 10 years have been considered but will be significantly reviewed during 2017-2018. An allowance for workforce changes has been forecast based on the following considerations:

- new services likely to be required;
- services which may be stopped during the period;
- increases, decreases or changes to the types of services to be delivered (known or expected to occur);
- changes to compliance requirements that may require staffing changes;
- increased requirement for service delivery due to impacts from State Government, e.g. new legislative requirements; and
- technological changes likely to either change processes or require additional staff with technical expertise.

Each new position created requires an additional 27.04% of base salary for on costs[#] and an Information Services on-boarding cost of \$6,000 per new position (for software, hardware, telephone, licenses etc.)

This table is also reflected in the City's Corporate Business Plan and Long Term Financial Plan, as reference of potential future workforce requirements. The final impact of workforce requirements may differ significantly following service reviews as we work towards greater sustainability. The figures below should be considered a worst case scenario based on current business modelling without efficiencies or innovations applied.

Future Workforce Needs Consolidated Table

| | Financial year | | | | | | | | | | |
|--|----------------------|----------------|---------------|---------------|-------------|-------------|--------------|-------------|-------------|-------|-------|
| | Totals over 10 years | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 |
| Total Positions | 38 (36.1FTE) | 10 (9.6FTE) | 12 (11FTE) | 6 (5.5FTE) | 4 (4FTE) | 1 (1FTE) | 2* (2FTE) | 2 (2FTE) | 1 (1FTE) | 0 | 0 |
| Total Cost including IT provision | 3,921,196 | 761,367 | 1,160,670 | 607,170 | 423,580 | 88,000 | 195,000 | 186,276 | 107,000 | 0 | 0 |

* Indicates additional positions intended to be cost neutral

Year one positions have only been funded for 9 months to allow for recruitment and appointment lags. The costs in the table above do not take into consideration any additional vehicles required for new positions, consultancy charges, or additional staff accommodation that may be required with a growing workforce. An information technology systems allowance has been included for positions expected to require these resources. The approximate additional costs not yet included are listed below:

Vehicles – New vehicles will be required for various positions (Rangers and Security, Manager Executive Services, Development Services, Parks and Gardens). These costs have been included within the fleet operations in the City's Long Term Financial Plan. There is an opportunity for the City to review how it manages the fleet for its inside workforce by investigating pool vehicles and vehicle allowances for staff.

Accommodation – A notional amount has been identified for future office modifications at the City's Civic Centre or other identified venues. An assessment of staff capacity is required at all City staff locations.

Salary on costs have been calculated as follows:

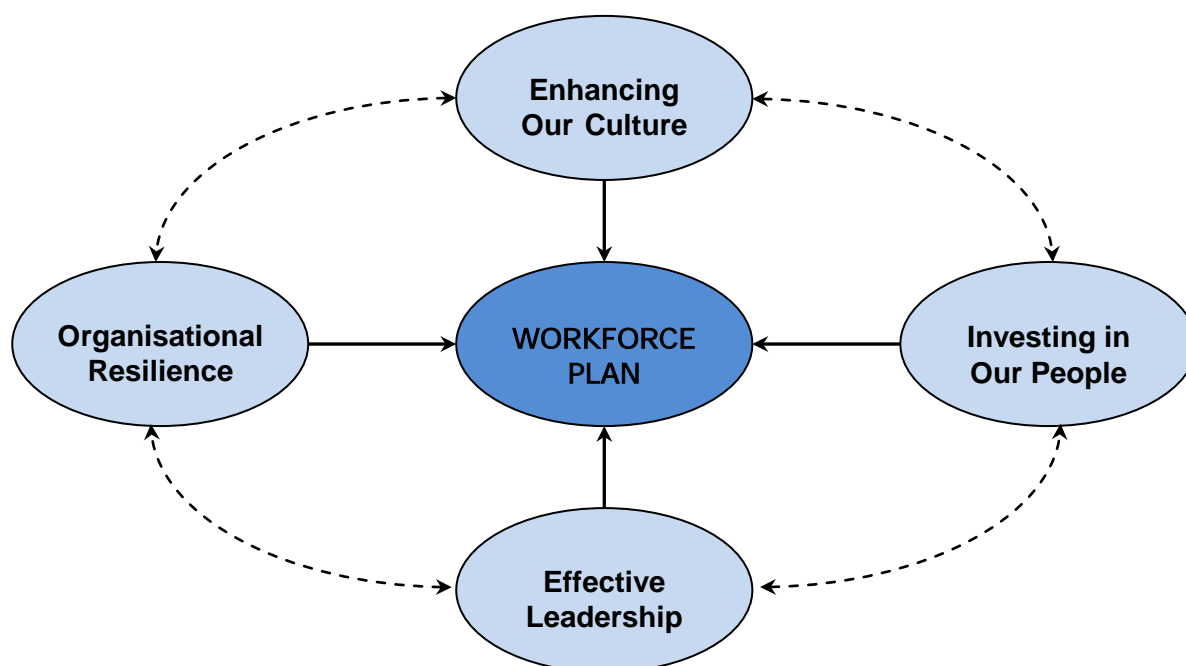
| | Maximum | Minimum |
|----------------------------------|---------------|---------------|
| Annual leave | 8.46% | 8.46% |
| Annual leave loading | 1.48% | 1.48% |
| Long service leave | 2.50% | 2.50% |
| Superannuation - Compulsory | 10.50% | 9.50% |
| Superannuation - Co-contribution | 5.00% | 0.00% |
| Workers compensation insurance | 2.20% | 2.00% |
| | <u>30.14%</u> | <u>23.94%</u> |
| Salary on costs average | 27.04% | |

Section 8 - Strategies for Leading, Attracting, Retaining and Developing Our Best Workforce

The Strategic Community Plan sets out the community's vision and Council's priorities. The Workforce Plan aims to enhance the City's capacity to achieve the outcomes of the Strategic Community Plan through effective utilisation of its employees. To achieve this, both the Executive Leadership Team and Operational Managers Team were consulted in the identification of the four key focus areas illustrated below.

Each focus area has been further developed into a strategy with three actions attached to each of the four strategies for implementation in the first four years (2017-2021).

These four focus areas are complementary rather than mutually exclusive to deliver the Workforce Plan.



Workforce Plan Strategies and Actions for Completion within the First Four Years of the Plan (2017 - 2021)

Focus area 1 Enhancing Our Culture

Strategy

We will enhance our organisational culture with a goal to boosting employee engagement, retention, morale and satisfaction.

Actions

Accountability

1.1 Review and update Corporate Vision and Values

Executive Leadership Team

1.2 Improve internal communication by developing and implementing an Internal Communication Strategy

Operational Managers Team

Focus area 2 Investing in Our People

Strategy

We will invest in our people by providing them with the right training, encouragement and development opportunities to make a real contribution.

Actions

Who

2.1 Create effective management practices to support career development and career progression opportunities including mentoring, internal secondments and training and development to undertake future higher duties.

Human Resources

2.2 Develop a staff reward and recognition program

Human Resources

2.3 Develop and implement a structured approach to training and development supported by appropriate systems and technology.

Human Resources/IT

Focus area 3 Effective Leadership

Strategy

We will advance effective leadership across the organisation to improve accountability and people management in all areas.

Actions

3.1 Implement an ongoing leadership and supervisory development program

Who

Executive Leadership Team

3.2 Improve accountability across management by developing appropriate key performance indicators that are consistently reported and monitored

Executive Services

3.3 Develop and review Human Resources policies and practices to ensure support is provided to managers for effective people management

Human Resources

Focus area 4 Organisational Resilience

Strategy

We will enhance our organisational resilience to become a fully compliant organisation in all areas of reporting and service alignment.

Actions

4.1 Undertake an organisational restructure for improved service alignment

Who

Chief Executive Officer

4.2 Improve the Integrated Planning and Reporting Framework (IPRF) management and ownership across the organisation by embedding the IPRF into all corporate practices.

Governance

Reporting on Key areas of Focus

The key areas of focus listed above will be reviewed annually. They will also be reflected in the City's Corporate Business Plan for accountability, monitoring and quarterly reporting purposes.

The four strategies and actions are reflected in Focus Area 5 (Leadership and Governance) of the Corporate Business Plan. These actions are reported against by Management, as per the City's integrated planning reporting schedule. Council receive a Corporate Business Plan actions progress report every quarter.

Section 9- Reporting and Review

Workforce Plan Annual Review

The Workforce Plan will be reviewed each year, in line with the Corporate Business Plan desktop and major review/s. The City's Human Resources Manager will be required to coordinate and collate information for reporting purposes and provide a six monthly report to the Executive Leadership Team that will inform the annual desktop review.

The monitoring and review process enables the City of Bayswater to assess what is working and what is not, make adjustments to this plan and its actions and address in a timely way new workforce and organisational issues which might have arisen.

Information the City of Bayswater may need to consider in reviewing the Plan:

- Corporate Business Plan targets, outcomes and performance indicators;
- Planned actions and strategies and progress with the implementation of these;
- Outcomes of service reviews;
- Proposed system and organisational structure changes and progress towards implementing these;
- Monitoring of actual costs and benefits against Plan estimates, and
- Qualitative information and performance indicators in such areas as organisational culture, values, communication and change and staff views regarding these.

Reporting Criteria

In reporting to council on the effectiveness and implementation of this Workforce Plan the following key success factors will be applied:

1. The major review of the Workforce Plan is undertaken within the 2017-2018 financial year;
2. A report is presented to Council on the outcomes of the review prior to consideration of the 2018-2019 Annual Budget;
3. Management of outstanding leave shows a decrease in the City's leave liability;
4. Absenteeism is reduced as a result of increased staff engagement;

Regulatory Monitoring

The Integrated Planning and Reporting Framework provides Advisory Standards relating to the key elements of integrated planning.

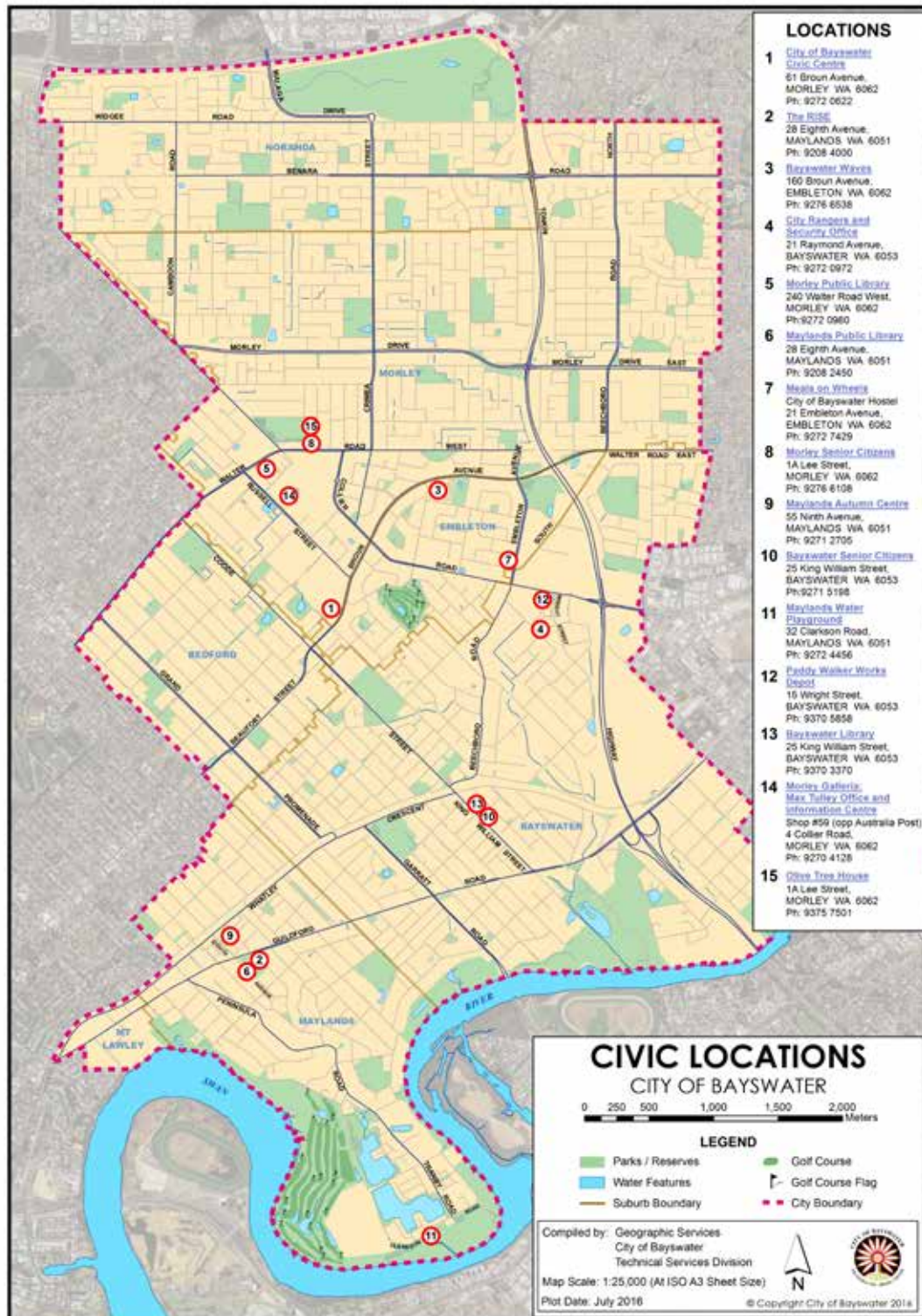
The City of Bayswater aims to *Achieve the Standard* between the years 2017 - 2021. It aims to meet the *Intermediate Standard* between the years 2022 – 2026 and the *Advanced Standard* level by 2027.

The Advisory Standards for Workforce Planning are detailed below:

| Regulatory Requirements | Standards |
|--|---|
| <p>From the Local Government (Administration) Regulations 1996 19DA (3)c:</p> <p>A corporate business plan for a district is to... develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.</p> | <p>Standard is not met if the Achieving Standard is not met.</p> <p>Achieving Standard:</p> <p>Achieving standard is met when:</p> <ul style="list-style-type: none"> § Council has a current Workforce Plan § The Workforce Plan identifies the current workforce profile and organisational structure § The Workforce Plan identifies gaps between the current profile and the organisation's requirements § The Workforce Plan identifies organisational activities to foster and develop workforce § The Workforce Plan is budgeted for in the Corporate Business Plan and Long Term Financial Plan <p>Intermediate Standard:</p> <p>Intermediate Standard is met when the Workforce Plan meets the Achieving Standard and:</p> <ul style="list-style-type: none"> § Council has a Workforce Planning policy § Council has a system to collect and analyse workforce information § Organisational activities to foster and develop the workforce are being implemented as planned § The Workforce Plan is integrated with other plans § Reports to Council identify workforce requirements and implications and Council decision making takes these into account § Employees have the opportunity to participate in the workforce planning process <p>Advanced Standard:</p> <p>Advanced Standard is met when the Intermediate Standard has been met and:</p> <ul style="list-style-type: none"> § Workforce planning, policy and practices are a high priority for the organisation and are incorporated into all planning, decision making, systems, policies and procedures § Managers include workforce considerations as an integral part of the local government's operations for which they are responsible and accountable |

Section 10 - Appendices

Appendix 1



Appendix 2

| Our Current Contracts for Services include: | | |
|---|--------------------------------|------------------------------------|
| Podiatry | Fencing | Workshop and depot supplies |
| Hair Dressing | Laying of Asphalt | Furniture and building maintenance |
| Recruitment | Kerbing | Glass |
| Security | Paving | Lifts |
| CCTV Installation and maintenance | Lighting | Locksmith |
| Consultants are engaged for policy work; | Road Profiling | Painting |
| Grant writing and project management | Drainage components | Plumbing and Electricians |
| ITC Products and Systems | Engineering Consultants | Air conditioning servicing |
| Transport and Courier Services | Street Tree Pruners | Termite treatments and inspections |
| Contractors for once off projects and capital works | Mowing | Waste Management |
| Strategic Planning projects | Oval Renovation | Environmental Restoration |
| Traffic management | Agronomists | Detailed Design |
| Footpaths | Turf Wicket Curator | Employee Relations Consultants |
| Concrete | Landscape Designers/Architects | EEO Specialists |
| Crossovers | Electronic doors | OSH Consultants |
| Installation of Bus Shelters | Fire panel | Registered Training Organisations |
| Supply of Signs and line marking | Gas plumbing | Employee Assistance Program |
| Audits | Aged Care | Mediation and facilitation |

Section 11 - References

Standards Australia, 2008, *Workforce Planning Handbook*, Sydney, Australia

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Australian National Audit Office, 2004, *ANAO Audit Report No.55 2004–05: Workforce Planning*, Commonwealth of Australia

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City of Bayswater, 2016, *Disability Access and Inclusion Plan (2016 - 2020)*, Perth, Australia

Volunteering Australia, 2012, *State of Volunteering in Australia 2012*, Australia

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