



Resourcing Strategy

Workforce Plan

2018-28

Randwick City Council

30 Frances Street
Randwick NSW 2031 Australia

www.randwick.nsw.gov.au

Tel: 02 9093 6000

or 1300 722 542

Fax: 02 9319 1510

Email: council@randwick.nsw.gov.au

© Randwick City Council 2017

Contents

Executive Summary	4
Introduction	5
Our Workforce Plan in Review	5
Scoping the Development of the Strategy	6
Our Current Workforce	7
Forecasting Workforce Requirements	9
General Workforce Trends 2018-28	11
Supporting Strategies	11
Risk and Safety Strategy	12
Learning and Development Strategy	14
Attraction and Retention Strategy	17
Workforce Plan Issues for the Delivery Program 2018–21	18
Measuring and Monitoring Performance against the Workforce Plan	19
Workforce Plan Summary 2018-28	19

Executive Summary

In planning for our City's future and the Council's contribution to the outcomes in the City Plan, Council considers resourcing capability and future resourcing needs.

Council has developed an overarching Resourcing Strategy which demonstrates how Council will be resourced for the next ten years. The Resourcing Strategy outlines the integration between our finance, workforce, assets and technology.

A copy of the executive summary of Council's overarching Resourcing Strategy can be viewed on our website.

Key components of Council's resourcing capability are its assets, its financial position and outlook, existing and potential technologies and human resourcing. While we have separately documented how each of the key resourcing components will contribute to our resourcing, Council considers each component simultaneously in its overarching Resourcing Strategy as part of our long term planning.

The Integrated Planning and Reporting (IPR) framework encourages and supports the review of each of Council's resourcing strategies aligned with the review of the Randwick City Plan and at other times as required. This Workforce Plan provides detail on Council's forecasting of workforce

requirements, external market factors affecting our workforce and our strategies to support the achievement of our organisational goals to meet the needs of the 2018-21 Delivery Program.

The Workforce Plan can be read in conjunction with Council's suite of resourcing strategies. This suite includes:

- The Resourcing Strategy Executive Summary
- The Long Term Financial Plan
- The Workforce Plan
- The Asset Management Strategy
- The ICT Digital Strategy.

The Workforce Plan outlines the strategies that will give Randwick City Council the capability to attract and retain the talent required to continue to be an employer of choice.

The detail in this report reviews and updates the previous Workforce Plan 2013–23 which was last reviewed in 2012.

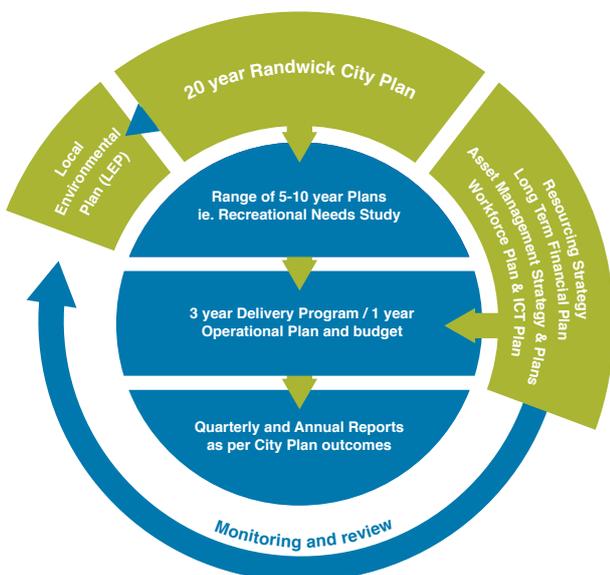
The strategies from the Workforce Plan will guide the delivery of actions by Council to achieve the following outcomes of the City Plan.

Outcome 1 – Leadership in sustainability

Direction 1b Council is a leader in the delivery of social, financial and operational activities.

Direction 1c Continuous improvement in service delivery based on accountability, transparency and good governance.

Through sound financial planning, proactive asset management and continuous improvement in the application of technology and the development of a strong workforce, Council will maintain its position as an industry leader.



Introduction

The Workforce Plan supports long-term workforce strength with annual actions surrounding the identified key themes:

- aligning values and workplace
- strengthening workforce capability
- inspiring performance
- building skills and knowledge
- encouraging wellbeing.

At the same time, the Workforce Plan takes into account the needs of the local government industry by considering strategic directions outlined in the NSW Office of Local Government's Destination 2036 Action Plan.

This Workforce Plan enables a fluid connection of the needs of the community, as set out in the Council's 20-year Randwick City Plan, and these

strategic directions. It also provides scope to enable ongoing review with the ability to realign the Workforce Plan to include further strategic direction or recommendations resulting from the above government bodies and working groups.

The Workforce Plan was developed alongside the Long Term Financial Plan, the ICT Digital Strategy and the Asset Management Strategy ensuring the human and financial availability of resources in order to implement the actions needed to achieve The Randwick City Plan outcomes.

This overarching resourcing document for workforce planning outlines the strategies and plans which determine how Randwick City Council will ensure appropriate human resources are available and competent to meet the 2018-21 Delivery Program outcomes.

Our Workforce Plan in Review

The Workforce Plan is regularly revised to account for changing internal and external factors to ensure we continue to plan for the resources we need to be an industry leader. The Workforce Plan 2013-23 is the predecessor to the Workforce Plan 2018-28.

Achievements resulting from the Workforce Plan include:

- implementing Business Continuity Framework and Planning;
- obtaining employer of choice;
- undertaking employee opinion surveys;
- strengthening internal communications, for example Staff News;
- achieving all corporate values targets;
- productive relationships with industrial stakeholders;
- resolution of internal grievances at a local level with zero liability;
- provision of learning and development services externally through shared services;
- undertaking annual award winning training program 'All Stops to Randwick';
- participation in the Local Government Management Challenge;
- implementing the 'ICARE about Learning' corporate training program;
- improved Learning Management System;
- implementation of Leadership Capabilities Framework;
- implementation of new Workplace Health and Safety Management System in 2012;
- continuation of education and training of staff in workplace health and safety;
- introducing skin checks for outdoor staff;
- decreasing worker's compensation premiums;
- improved strategies to minimise workplace health and safety risks to all stakeholders;
- 'Lifestyle lunches' and 'Be fit' programs;
- continuation of the immunisation program; and
- enhanced employee benefits such as novated leasing.

Scoping the Development of the Strategy

The Workforce Plan 2018-28 has been prepared for the whole organisation using a consultative process. That began in 2008 with the implementation of the Human Resources Strategy 2008–12. Development of the Randwick City Council Workforce Plan is an ongoing process of review to ensure relevance and good planning for future organisational needs.

A 10 year focus

It is anticipated that the local government industry and our workforce will experience moderate changes in the next 10 year period. With this in consideration, the Workforce Plan 2018-28 will be reviewed extensively in line with the development of each Delivery Program, aligned with the election cycle for local government.

The inherent values and themes of the Workforce Plan will remain unchanged as they represent the aspects of workforce planning that require ongoing review and monitoring to ensure workforce capability and sustainability.

These themes are:

- aligning values and workplace;
- strengthening workforce capability;
- inspiring performance;
- building knowledge and skills; and
- encouraging wellbeing.

This document details the implementation of workforce strategies and actions against the Workforce Plan 2018-28 themes aligned with the 2018-21 Delivery Program. These strategies and actions link into the City Plan through the theme of 'Responsible management'.

This review of the Workforce Plan consists of:

- updating the workforce demographic profile;
- reviewing alignment with the 10-year Assets Management Strategy, Long Term Financial Plan and ICT Digital Strategy;
- reassessing internal and external environmental changes and influences;
- assessing performance to maintain best practice;
- reviewing and developing performance indicators meeting the Delivery Program outcomes;
- reviewing alignment of the Learning and Development Strategy;

- reviewing alignment and direction of the Risk and Safety Strategy; and
- Development of the Attraction and Retention Strategy.

ICARE Values

Strongly influencing the development and delivery of the Resourcing Strategy and Workforce Plan are our ICARE Values. Implemented in 2005, our ICARE Values have largely set the culture that is driving leadership and employees in pursuing the Council's outcomes, and in achieving high levels of organisational performance.

The ICARE Values relate to the behaviour of employees and, by defining behaviours, we give every Randwick City Council employee an understanding of our values and empower them to demonstrate the values in their own way.

The ICARE Values are:

Integrity

Ensuring transparency and honesty in all our activities

Customer focus

Delivering prompt, courteous and helpful service and being responsive to people's changing needs

Accountability

Accepting our responsibility for the provision of quality services and information which meet agreed standards

Respect

Treating everyone with courtesy, dignity and fairness regardless of our own feelings about the person or the issue

Excellence

Being recognised for providing services, programs and information that consistently meet and exceed standards through the use of best known practices and innovation.

Randwick Council's values are introduced and demonstrated to both current and prospective employees through recruitment practices, induction, performance management, policies, learning and development and safety, and recognised and rewarded through employee of the month.

Our Current Workforce

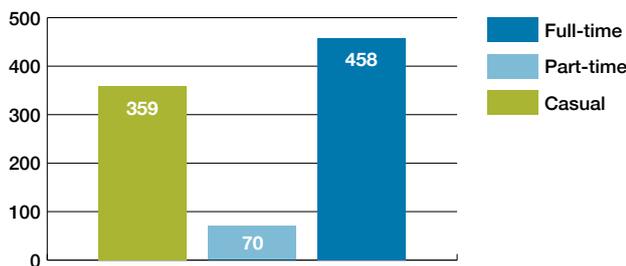
Overview

Randwick City Council manages the workforce activities throughout the employee lifecycle.



Our permanent full-time equivalent budgeted staffing count for 2017/18 was 563. We have a casual workforce of 359, predominantly made up of the seasonal and industry specific services.

Figure 1: Employee Status 2016-17



Randwick City Council maintained a low staff turnover of 11 per cent in the financial year 2016/17. This has decreased from 12 per cent in 2015/16.

A low turnover is indicative of strong employee engagement.

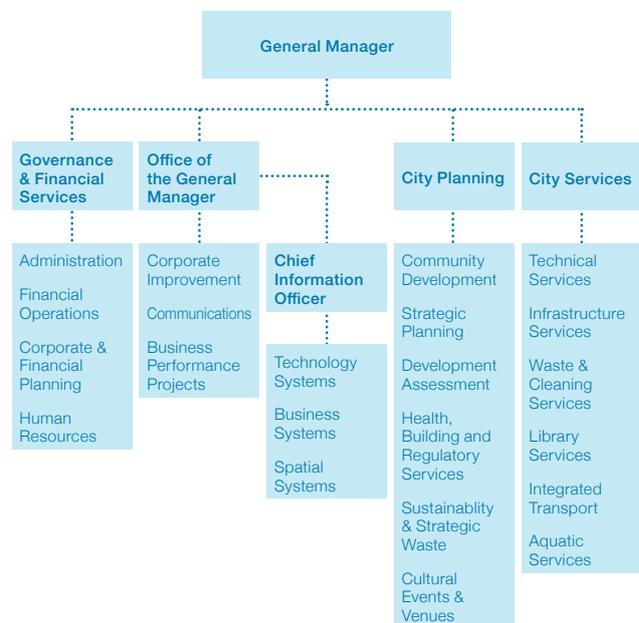
We had 100 separations during the 2016/17 period, however over 65 per cent of these separations resulted from the end of temporary or casual employment.

Council remains dedicated to continuing to be an employer of choice, not only in local government, but also in the greater Australian workplace. This action became a performance measure in the Workforce Plan in 2009, and has now become a strategic action as a part of the Office of Local Government's Destination 2036 Action Plan.

Workforce structure

Randwick Council comprises the following service areas;

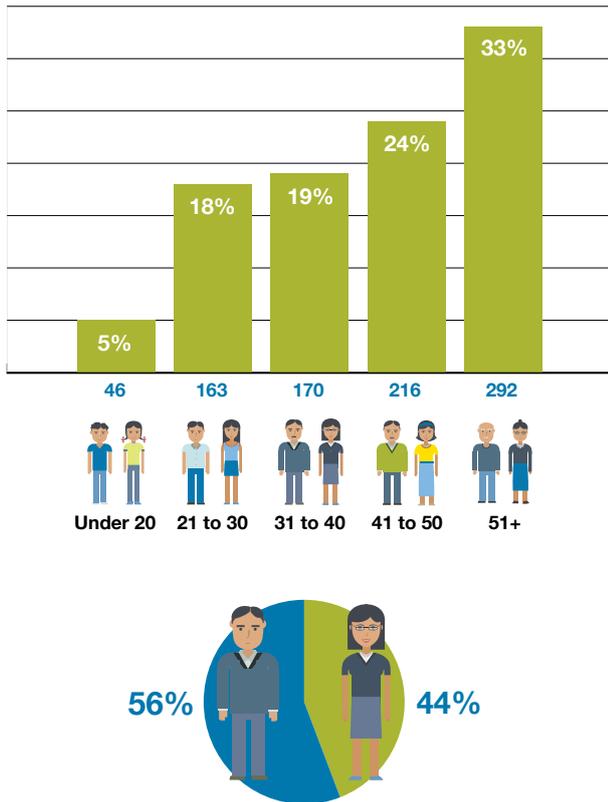
- Office of the General Manager
- Governance and Financial Services
- City Planning
- City Services
- Information and Technology.



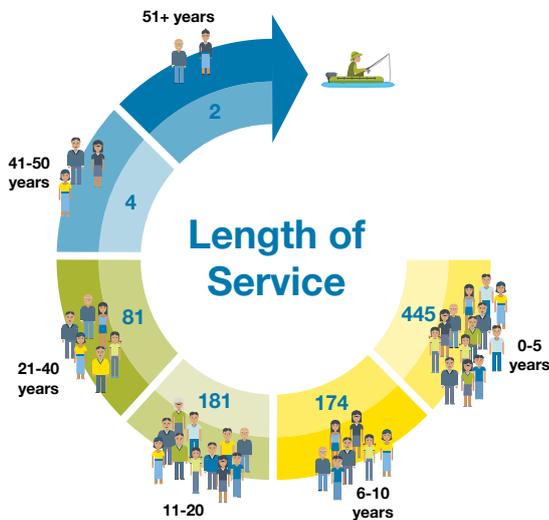
Workforce diversity

We have a range of age groups among our employees, with a high percentage moving into retirement phase.

Figure 2: Workforce by age cohort



We are very proud of our low turnover and the long length of service of our employees.



Workforce movement

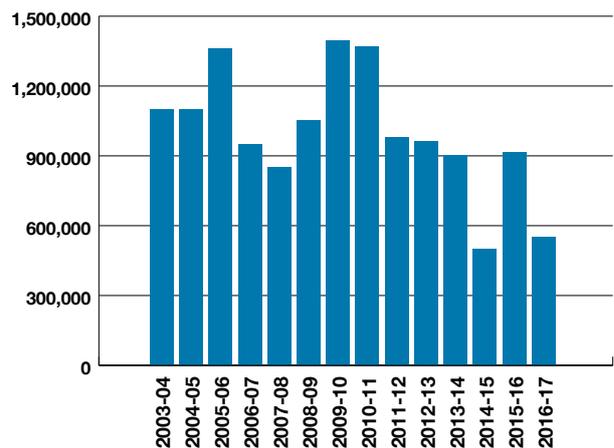
Over the last five years, our workforce full-time equivalent has remained steady.

The Council has continued its focus on meeting the needs of the community, however community expectations on service delivery methods have evolved. There has been movement towards increasing access to online services, and as such this has been reflected throughout the Council with the added emphasis on information technology and innovation.

Risk and safety

Randwick Council embraces its responsibility to operate in a manner that protects health and safety in order to support the Council's long-term growth and reputation as a responsible corporate citizen.

Figure 3: Workers Compensation Insurance Cost



Our focus on risk and safety has resulted in continuing decrease in Workers Compensation Insurance costs.

Forecasting Workforce Requirements

The review of the Workforce Plan considers a range of internal and external factors in forecasting our future workforce needs. Our Asset Management Strategy, ICT Digital Strategy, Long Term Financial Plan, annual budget and workforce capability requirements impact the Workforce Plan. The external environment, industry, economic and legislative factors also influence the Workforce Plan.

Asset Management Strategy

The Asset Management Strategy lists the assets we manage, how they are managed over their life and the required funding needed to provide the set levels of service for the assets.

The Asset Management Strategy and supporting plans are developed, maintained and implemented by Technical and Infrastructure Services. When reviewing the delivery of the Asset Management Strategy and Plans, it is the Workforce Plan which plans for the people resources.

Customer value

The role of Council's human resources is to provide support to the business to effectively and efficiently deliver our community services. Therefore from a human resources perspective, our customers are our employees and leaders in the organisation.

The increasing competition for talent and our vision of an employer of choice drives us to continually improve our employee engagement, our employees' experience at work, our leaders' experience with working with Human Resources and our candidates' experience when applying for vacancies.

Through the human resources function, we will continue to have a focus on customer value, finding new innovative and flexible ways to partner with the business and add value to achieving their business goals.

This includes evolving our Business Partnering model maturity to enable and drive the business on strategic people issues and provide timely analytics for decision making.

Attracting and retaining talent

The delivery of services to our community and the expectations of the community for technology, innovation, online services and efficiencies continue

to increase. The impact of this on our workforce is the increased need for technical and specialist skills in the areas of technology and telecommunications and the increased need for leadership with skills to drive innovation and implement change.

Other technical and specialist skills critical for the ongoing delivery and improvement of service include engineering, planning and financial and professional services. All these skill areas are in short supply and increasing in demand.

Flexible work practices

Together with a complex range of services, there is an increasing expectation of broader service hours. Currently we have areas of business operating between 3am and 10pm, 7 days a week, however the support services to those business areas operate during normal business hours. There will be increasing need for the services supporting the business operations to provide greater flexibility across operational hours.

With our ageing workforce, it will continue to be of importance to provide flexible work practices to support phased retirement plans. This strategy also allows us to mitigate the risk of losing corporate knowledge and supports the organisation to transfer knowledge, whilst supporting the wellbeing of our employees.

Flexible work practices are a component of our competitive advantage to attract and retain talent and will continue to be reviewed to identify value to both employees and the organisation in delivering our services.

Diversity and inclusion

The Local Government Act 1993 requires local government authorities to plan for a diverse workforce. Randwick Council sees this much more than a statutory requirement, and recognises the value of diversity within both its workforce and its community.

Council continues to implement and deliver programs to support diversity and inclusion throughout the organisation.

In some areas of the business we have a high percentage of employees approaching retirement. There is an increasing importance to support health and wellbeing, manage risk and support phased retirement.

The NSW Government's Disability Inclusion Action Plan encourages local government to play an active role in leading disability inclusion both in the community and the workplace. Randwick City Council has an identified action plan which will see projects and programs included in our work practices.

We will continue to strengthen our recruitment and selection processes. Randwick City Council uses a structured merit based selection process and this plan includes the Attraction and Retention Strategy and targeted recruitment program to continue to support diversity and inclusion.

Our workforce is a strong representation of our community with nearly 50 per cent of our employees living in Randwick City. To continue to build employee engagement, resilience, drive innovation and be an employer of choice, Randwick City Council will continue to build diversity and a culture of inclusion.

Risk management

We have strong performance managing our safety and risk and this will continue to be a focus for us.

Our enterprise risk management framework will continue to be reviewed and integrated across the business. We will continue to mitigate risk to ensure both operational and strategic risks are identified and addressed.

A significant workforce risk is our ageing workforce and we will continue to implement proactive programs to support the safety and wellbeing of our employees, balance our diversity across the business for sustainable service delivery and maintain corporate knowledge.

Another significant risk is our ability to attract and retain quality, qualified candidates for competitive roles. We will work towards implementing targeted engagement programs to ensure the right people are coming into and making a difference in our organisation.

Rewards and recognition

To remain a leader in local government, Randwick City Council will need to continue to review and benchmark our remuneration. This will enable us to remain competitive in the market and attract and retain talent and continue to deliver and improve our services.

Our benefits offered to employees are our strong competitive advantage, focusing on health and wellbeing, flexible work practices for work/life balance; culture and leadership; and learning and development. Proactively promoting and marketing our benefits will contribute to attracting and retaining talent.

Building capability through learning and development

Randwick City Council leads the industry as a learning organisation. We will continue our strong focus on building our leadership capability, operational skills, offering development opportunities and driving a high performance, values based culture.

We continue to review the learning and development needs of its employees to ensure that the skills, qualifications and competencies of employees meet our current and future operational requirements. At the same time we recognise and embrace that all employees should have the opportunity to further develop their knowledge and skills so that they may continue to grow and succeed, ensuring workforce sustainability.

The implementation of the Learning and Development Strategy is based on individual employee Learning and Development Plans and evaluation of employee training needs analysis.

Innovation, technology and change

Randwick City Council is focusing on innovation and technology to lead efficiencies, engagement and productivity.

To achieve this vision and embed in our culture, we are identifying the skills, competencies, systems and processes required. This includes supporting a learning environment with networks both internal and external to share ideas and discover best practice and new ways.

There are increasing expectations for us to provide a digital employee and manager experience and this will ensure we are delivering greater customer value. Two areas of focus will be how we engage others in processes and analytical data for decision making.

This and other drivers will continue to require us to develop our capacity to effectively lead change. The Learning and Development strategy will need to continue to support organisational agility and resilience.

General Workforce Trends 2018-28

In preparing the Workforce Plan the external environment is assessed for threats and opportunities to guide our planning for sustainable leadership.

Candidate experience

The expectations of technology and speed of process for candidates needs to be considered in our attraction strategy and processes. This will ensure we are reaching and engaging effectively with talented candidates, providing an experience for them aligned to our brand and values and strongly competing for the best talent.

Beside the ongoing increase in technology, new generations have varying expectations of employers, expecting a faster, easier and accessible recruitment and selection process.

The competition for talent

With some NSW councils amalgamated and others not, this has impacted the Local Government environment. We are now competing to attract and retain talent with larger councils who may offer higher remuneration packages or additional career opportunities. We continue to compete for talent with the private sector and State Government bodies. Also many private organisations are identifying the value of flexible work practices when attracting and retaining employees and therefore increasing their flexible work options.

The 2017 Hays Salary Review reports 40 per cent of employers are expecting to increase their headcount this year, therefore increasing the demand for talent.

The industries with greatest predicted business activity growth include IT and telecommunications, mining (engineers), financial services and professional services. This suggests it will become increasingly competitive for talent in these areas.

Employment costs

The Local Government (State) Award 2017 sets out the award increases for the industry for 2018 being 2.5 per cent and 2019 being 2.5 per cent.

Employees complete an annual performance review and following this, if eligible, may receive a salary step increase in addition to the annual award increase.

Considering external market factors impacting a range of the technical and specialist skills areas critical to delivering our service, we will conduct salary benchmarking. This will occur as required for these to inform decision making to support attraction and retention objectives.

Our Workers Compensation Insurance premiums have continued to decrease over the last 10 years. We will continue our focus to drive safety and effective incident management. However there are changes to the Workers Compensation framework for NSW which are currently being implemented. The effects of these on our insurance premiums is being investigated and we will continue to ensure our insurers are providing us with the service aligned to our organisational values.

Refer to the Long Term Financial Plan which provides further details of the employee costs.

Supporting Strategies

In addition to our overarching framework created through the Resourcing Strategy, Randwick Council has developed a number of supporting strategies to assist in planning our approach in addressing key workforce issues.

These strategies create additional operational activities that are reflected in annual Operational Plans.

The key strategic documents which support the Workforce Plan are:

- Risk and Safety Strategy 2018–28
- Learning and Development Strategy 2018–28
- Attraction and Retention Strategy 2018–28

Risk and Safety Strategy

Introduction

The Risk and Safety Strategy details the program that will be implemented during 2018-28. This Strategy is embedded within the Workforce Plan and is reviewed annually.

Purpose and scope

The purpose of this Strategy is to increase awareness and commitment to Risk and Safety within the Council's workforce and partners. The aim is to build, implement and achieve Risk and Safety excellence by providing minimum harm through a culture that ensures the safety of its workforce and partners, and the protection of the environment, as an absolute priority.

Randwick Council embraces its responsibility to operate in a manner that protects human health and safety in order to support the Council's long-term growth and reputation as a responsible corporate citizen.

We meet and will continue to uphold this responsibility through the following actions:

- ensuring the workforce have the training and awareness to perform effectively in their roles and create a resilient organisation;
- positioning the Workplace, Health and Safety Management System and embedding due diligence as a core value with General Manager, Directors, Managers, Coordinators, Supervisors and workforce;
- supporting initiatives and proactively recognising Workplace Health and Safety individual and team performance, and success;
- complying with Workplace, Health and Safety legislation; and
- continuing to work to reduce workplace injuries and incidents through continued application of injury prevention programs, promotion of health and wellbeing programs and ongoing Workplace, Health and Safety training.

Strategic objectives

Objective 1 Workplace health and safety culture

Embed workplace health and safety as a core value in the workforce to support effective and positive workplace health and safety performance outcomes, which will continue to build strong relationships within all divisions of Council.

Key actions:

- Report incidents as soon as possible, with a blame free culture supported through the entire workforce.
- Implement mechanisms to drive cultural change with a focus on high risk roles and all of the Council, including communication plans, learning and development programs and rewards and recognition initiatives.
- Managers/Coordinators/Supervisors actively participate in Risk and Safety programs and consultation.
- Maintain a workforce in full compliance of mandatory workplace health and safety competencies and licences. In partnership with Learning and Development maintain ongoing specific workplace health and safety education and training.
- Fully inform the workforce about expected workplace health and safety behaviours, responsibilities and performance expectations.

Objective 2 Systems and processes

Ensure Workplace, Health and Safety training Management System provides Council with the required procedural guidance and tools to manage the health and safety of workers.

Ensure best safety practices in the management of health and safety risks and/or environmental impacts upon Council workers and worksites.

Key actions:

- Monitor compliance with the Workplace Health and Safety Management System, all related policies, procedures and initiatives across all divisions of the Council.

- Monitor and continue to evaluate the Workplace Health and Safety Auditing Procedure in order to be compliant with legal requirements and to continue to achieve targets as outlined in performance indicators.
- Complete an internal and external audit of the Workplace Health and Safety Management Systems.
- Continue a program of review of accuracy and currency of Workplace Health and Safety Management System information in accordance with the existing documentation identification, retention and control procedures.
- Minimise SafeWork NSW notifiable incidents, as per the Workplace Health and Safety Management System and introduce control measures to enhance workplace health and safety education awareness, involvement and compliance across all departments.
- Undertake and maintain extensive education and training across the workforce.

Objective 3 Workers compensation, work injuries and illnesses

To reduce occupational injuries and illnesses through continued application of injury management and prevention programs in accordance with the current Workplace Health and Safety Management System and Injury Management Procedure.

Key actions:

- Ensure that each reporting Claim Performance Measure will be below Industry Claim Performance Measure, by managing workers compensation claims in a time and cost effective manner.
- Maintain 100 per cent compliance with Workers Compensation Insurance timelines for incident reporting, resulting in no excess payments.
- Aim to achieve an actual total claim cost below the industry average and a reduced actual total days lost measure. This will be maintained through continual liaison with key stakeholders, including, workers compensation insurer, medical practitioners, managers/coordinators/supervisors and injured workers.
- Have in place health surveillance for at risk workers by ensuring compliance with the health surveillance procedure in the Workplace Health and Safety Management System.

- Continue to improve Lost Time Injury Frequency Rate statistics.

Objective 4 Health and wellbeing programs

Randwick Council has a range of health and wellbeing programs including immunisation programs for at-risk employees, skin checks for employees working outdoors, pre-employment medical examinations, fitness for work examinations, Be Fit programs and Lifestyle Lunches.

These wellbeing programs are a Council initiative for a resilient, motivated, healthy and productive culture.

Key actions:

- Continue to enhance the wellbeing of employees with ongoing Lifestyle Lunches and Be Fit Programs.
- Continue to monitor the fitness for work where required following workplace injury or non-workplace injuries.
- Build a psychological resilience program to support positive psychology awareness in the Council.
- Continue the Employee Assistance Program providing counselling support for all employees of the Council and wellbeing program.

Objective 5 Risk management

Randwick Council has an enterprise Risk Register to record, monitor and review organisational risks across the organisation. The Risk Register is continuously reviewed and is linked with the Workplace, Health and Safety Management System – Risk Management Procedure.

Key actions:

- Continue to implement the Risk Register and critical control measures across all departments of the Council.
- Continue ongoing risk identification for Workplace, Health and Safety risks that require attention and implementation of critical control measures by the department.
- Risk Management Strategy to manage high risk work groups and ageing workforce.
- Develop a Risk Management Plan for systematic

organisational risk assessment and management.

- Scope and implement control measures for emerging risks.
- Continuously monitor hazard identification for new risks in order to control and measure risks.
- Continue toolbox talks and other education strategies for safety risks and environmental impacts.

Responsibility

Employee responsibilities are to:

- Ensure they practice due care as per legal requirements and Workplace, Health and Safety training.
- Ensure they assist officers in carrying out due diligence as per legal requirements.
- Ensure they notify a supervisor about any incident/illness/unsafe work practice.
- Actively participate in Workplace, Health and Safety training.

Coordinators/Supervisors' responsibilities are to:

- Ensure they practice due care as per legal requirements and workplace health and safety training.
- Participate in workplace health and safety training.
- Proactively manage workplace health and safety issues within their control or escalate to manager.
- Provide toolbox talks and/or other means of communication on workplace health and safety issues.

- Support workplace health and safety training of staff.
- Undertake risk assessments as required and take appropriate actions.
- Immediately advise Managers and the Workplace Health And Safety department of any unsafe work practices.

Managers' responsibilities are to:

- Ensure all staff, themselves included, have attended Workplace Health And Safety training
- Ensure their department's risks have been assessed and there are appropriate control measures implemented
- Ensure implementation and compliance of the Workplace Health And Safety Management System policies and procedures in their department.
- Immediately advise Managers and the Workplace Health And Safety department of any unsafe work practices.

Review

This Risk and Safety Strategy will be reviewed annually within the Operational Plan and quarterly reporting.

Summary

Risk and Safety will continue to meet and exceed the expectations of our stakeholders through best practice processes supported by Executive vision, leadership and commitment.

Learning and Development Strategy

Introduction

The Learning and Development Strategy details the programs to support the development needs within the Resourcing Strategy 2018–28. This Strategy is embedded within the Workforce Plan and is reviewed annually.

Strategic objectives

The Learning and Development Strategy supports the Workforce Plan by delivering on Performance Indicators detailed in each of the six City Plan themes.

The strategic objectives of the Learning and Development team are to:

1. Develop knowledge, skills and capability through the delivery of the Learning and Development Strategy.
2. Develop leadership capability and support a high performance culture through the Leadership Development Program and the implementation and integration of the Leadership Competency Framework.
3. Contribute to the attraction and retention of talent by supporting a range of targeted recruitment, well-being and development programs.
4. Promote employee engagement and wellbeing.
5. Embed and promote the ICARE corporate values

in all development activities.

Objective 1

Develop knowledge, skills and capability through the delivery of the learning and development strategy

Key actions:

- Develop, implement and evaluate the annual ICARE About Learning program for continuous improvement.
- Align all professional and personal growth programs in the ICARE About Learning program to the Leadership Competency Framework and provide development opportunities for growth in all competencies.
- Deliver courses from the ICARE About Learning program in flexible options wherever possible and package and deliver programs when requested to meet the needs of specific teams and business goals.
- Enhance reporting available on learning histories and progress against learning and development plans.
- Facilitate participation in specific professional development and networking opportunities.
- Review and promote the further education support program.
- Monitor and report on the key performance indicators and project milestones for the Learning and Development Strategy.
- Measure transfer of learning in alignment with the Leadership Competency framework.

Objective 2

Develop leadership capability and support a high performance culture through the Leadership Development Program and the implementation and integration of the Leadership Competency Framework

Key actions:

- Review and align the Leadership Development Strategy to the Leadership Competency Framework.
- Review and align the annual ICARE about Learning program to the Leadership Competency Framework.
- Respond to workforce planning priorities and requirements for 2018-21 and obtain

endorsement for implementation.

- Implement leadership development programs to support capability building and leadership pipeline.
- Investigate formal leadership qualification options for emerging and developing leaders.
- Manage programs for emerging and developing leaders to develop capabilities through learning from others, such as mentoring, shadowing, and coaching.
- Support participation in industry leadership events.
- Promote participation in and leadership of cross functional projects by emerging and developing leaders.
- Implement leadership capability self-assessment and leadership development plans.
- Support resources and programs to induct new leaders and managers.
- Support the implementation of 360 feedback and coaching for Managers and Executive.
- Support Executive development initiatives.
- Promote further education support program.

Objective 3

Contribute to the attraction and retention of talent by supporting a range of targeted recruitment, wellbeing and development programs

Key actions:

- Support the recruitment, development and support of a range of targeted recruitment strategies such as apprentices, student placements, interns, cadets and graduates.
- Participate in events with higher education institutions to build relationships with educational institutions and promote Randwick Council as an employer of choice.
- Facilitate the development of leaders in best practice interviewing.
- Facilitate equitable access to available further education support.
- Deliver annual all employee development event aligned with strategic priorities and engage across the business for facilitators and other critical delivery and support roles.

Objective 4

Promote employee engagement and wellbeing

Key actions:

- Implement resilience building programs to support positive psychology awareness in Council.
- Continue to enhance the wellbeing of employees by facilitating delivery of ongoing wellbeing activities, such as lifestyle lunches, exercise classes etc.
- Investigate technology and activities to engage with alumni and facilitate transition to retirement.
- Deliver annual all employees development event aligned with activities to promote employee engagement and wellbeing.

Objective 5

Embed and promote the ICARE corporate values in all development activities

Key actions:

- Reflect the ICARE corporate values in all development activities.
- Look for opportunities to reinforce the ICARE values in learning resources and discussion during learning activities.
- Support the development and currency of resources to promote the ICARE values and expectations for behaviour.
- Maintain and deliver employee induction.
- Use a variety of technology and tools to support managers in orientating employees throughout the probation period.

Responsibility

Employees' responsibilities are to:

- Develop their Learning and Development plan during their annual Performance Review using the ICARE About Learning program.
- Implement and share the skills and competencies obtained during development opportunities.
- Take action to develop and apply new skills in the workplace.
- Actively participate in learning opportunities, including a combination of learning methods (formal, from others, and from experience).
- Complete evaluation forms as requested for any

learning and development initiative.

- Initiate any approved external training with Learning and Development.
- Advise their supervisor/manager and Learning and Development if they are unable to attend scheduled training or there are changes to their learning and development plan.

Coordinators/Supervisors' responsibilities are to:

- Identify skill gaps and help target development needs of their team.
- Assist in the implementation of learning on the job initiatives by providing coaching, feedback, and development opportunities.
- Anticipate potential barriers to learning and plan how to overcome them.
- Ensure employees are available to attend scheduled training and provide confirmation of non-attendance (and provide a replacement if applicable).
- Support opportunities for application of new skills in the workplace.
- Support opportunities for progressive application of new skills and agreed measures for progress.

Management responsibilities are to:

- Support opportunities for application of new skills in the workplace.
- Provide learning opportunities (formal, from others and from experience) that will enable employees to progressively develop.
- Identify and remove potential barriers to learning.
- Create a clear understanding of the importance of the implementation and completion of employees Learning and Development plans.
- Promote and implement targeted learning and development programs and initiatives within each department as required.
- Collaborate with Learning and Development to ensure successful achievement of organisational development goals.

Learning and Development responsibilities are to:

- Develop and provide the ICARE About Learning suite of programs each financial year based on corporate priorities and the learning needs of our employees, and support our ICARE values.
- Provide flexible, enjoyable and safe learning experiences.

- Facilitate succession planning and the development of existing and potential leaders through the leadership development strategy.
- Administer learning and development through the Learning Management System.
- Communicate the availability of learning programs and initiatives through a variety of medium.
- See and incorporate employee feedback to continuously improve our programs and processes.
- Consult with key stakeholders and client groups to identify learning needs and solutions.
- Assist in the development of learning and development solutions for identified needs.
- Undertake informal surveys about learning issues and formal training needs analysis as required.
- Provide reports on learning and development undertaken.

Attraction and Retention Strategy

Introduction

The importance of attracting and retaining talent continues to be an important factor to deliver quality services to our community. The challenge of doing so is increasing with the changes in NSW Local Government, the ongoing competition with the private sector as business activity, headcount and salaries increase, the escalating speed of technology and changing expectations of candidates.

It is important our Workforce Plan includes our strategy to address these issues.

There are a range of programs needed to address this issue and these programs will deliver on the key actions below which are aligned to achieve the four objectives of the Attraction and Retention Strategy.

Strategic objectives:

1. Attract and retain quality candidates
2. Implement technology and system innovations
3. Measure results and inform strategic workforce decision
4. Embed the Leadership Competency Framework.

Objective 1

Attract and retain quality candidates

Key Actions

- Strengthen our employer branding and presence by promoting our values based culture, wellbeing programs, flexible work practices and learning and development programs.
- Continuously improve our processes to focus on candidate experience and customer value.
- Review and benchmark our total rewards and

benefits packages to align with our values and vision.

- Further develop our approach to targeted recruitment in support of diversity and inclusion and building a sustainable workforce.
- Continuously coach and develop capability for strong and strategic recruitment decision making.

Objective 2

Implement technology and system innovations

Key Actions

- Improve technology capability for data management, workforce planning and reporting.
- Try new ways of reaching and engaging with potential candidates and current employees.
- Use a variety of tools and technology to attract and select quality candidates.
- Integrate a competency framework across role design, selection and development.

Objective 3

Measure results and inform strategic workforce decisions

Key Actions

- Continuously improve the performance review process for meaningful career development conversations and performance.
- Engage leaders in 360 feedback cycles to provide ongoing strengthening of leadership capability.
- Review and alignment of our job evaluation process to ensure internal and external consistency and our vision as a leader in Local Government.

- Regularly measure the employee engagement, commitment and organisational performance as an employer of choice.
- Reporting and provision of data for trending, tracking and workforce decision making.
- Action planning for continuous improvement of people, programs and processes informed by data.
- Continually review and evaluate our workplace policies to ensure it is a fair workplace whose policies are modern, reasonable and easy to understand.

Objective 4

Embed the Leadership Competency Framework

Key Actions

- Implement consistency and efficiency in role design and position descriptions.
- Implement the competency framework across the selection process.
- Support the development of leaders in best practice interviewing.
- Integrate the competency framework into performance development plans.

Responsibility

Managers responsibilities are:

- Support the ongoing improvement and strengthening of the Recruitment and Selection process towards best practice and candidate experience.
- Ensure policy and process are followed to meet legal requirements and merit based decisions.
- Participate in and support their leaders to complete training to be skilled in best practice recruitment and selection processes and decision making.
- Actively support employee engagement activities.
- Demonstrate and support development of leadership at all levels.

Human Resources responsibilities are:

- Identify and implement ongoing improvements to the recruitment and selection process.
- Provide support, coaching and training for leaders in best practice recruitment and selection practices.

- Proactively identify opportunities to promote our employer brand to attract quality candidates.
- Design, implement and continuously improve reward and recognition programs.
- Identify and take advantage of opportunities to add value and strategically advise the business with workforce data.
- Lead the implementation of technology and innovation to achieve attraction and retention objectives.
- Plan, lead and report on people and leadership development programs.
- Review workforce policies.

Workforce Plan Issues for the Delivery Program 2018–21

In summary, the key issues for us to address in achieving responsible management and leadership in sustainability in the next Delivery Program period are:

1. **Attracting quality candidates**
2. **Retaining talent**
3. **Innovation, Technology and Change**
4. **Ageing workforce**
5. **Improving service and productivity**

Measuring and Monitoring Performance against the Workforce Plan

We will measure the impact of our strategies, the progress of our programs against these issues, and the Workforce Plan themes in the following areas:

Aligning values and workplace

- Internal Customer Experience
- Productivity Savings in process improvement
- Policies, systems and processes support the ICARE Values
- Workforce data is accurate and accessible for strategic decision-making
- Employee Opinion Survey
- Delivery of HR Programs within budget

Strengthening workforce capability

- Net Promoter Score
- Employee Engagement Score
- Time to Recruit
- Regrettable Turnover
- Development of Leadership capability
- Merit-based selection principles applied for recruitment decisions

Inspiring performance

- Annual performance review completion within timeframe
- Performance managed locally and consistent with the Council's policies
- Implementation of a Recognition program

Building knowledge and skills

- Induction Program completed by all new employees
- Satisfaction rating and participation rates of Learning and Development Programs

Encouraging wellbeing

- Compliance of mandatory workplace health and safety requirements
- Enterprise Risk Management Framework is current and integrated with the business
- Emergency procedures and policies are current
- Pre-employment health assessments completed for all roles
- Actual Workers Compensation total claim performance rate will be below industry average
- Participation and satisfaction rates for Health and Wellbeing programs
- Create and sustain ongoing planning for Risk and Safety

Workforce Plan Summary 2018–28

Randwick Council continues to implement proactive and measurable programs and practices to build a sustainable, agile and capable workforce.

A flexible and responsive Workforce Plan was prepared to support and integrate with the Asset Management Strategy, ICT Digital Strategy, and Long Term Financial Plan.

The purpose of the Workforce Plan is to ensure resources are available for the current Delivery Program to deliver services to meet the community's needs, outlined in the Randwick City Plan.

The Workforce Plan is implemented through Operational Plans that continue to be measured and reviewed on a quarterly and annual basis.

Randwick City Council
30 Frances Street, Randwick NSW 2031 Australia

www.randwick.nsw.gov.au

Tel: 02 9093 6000

or 1300 722 542

Fax: 02 9319 1510

Email: council@randwick.nsw.gov.au

© Randwick City Council 2017