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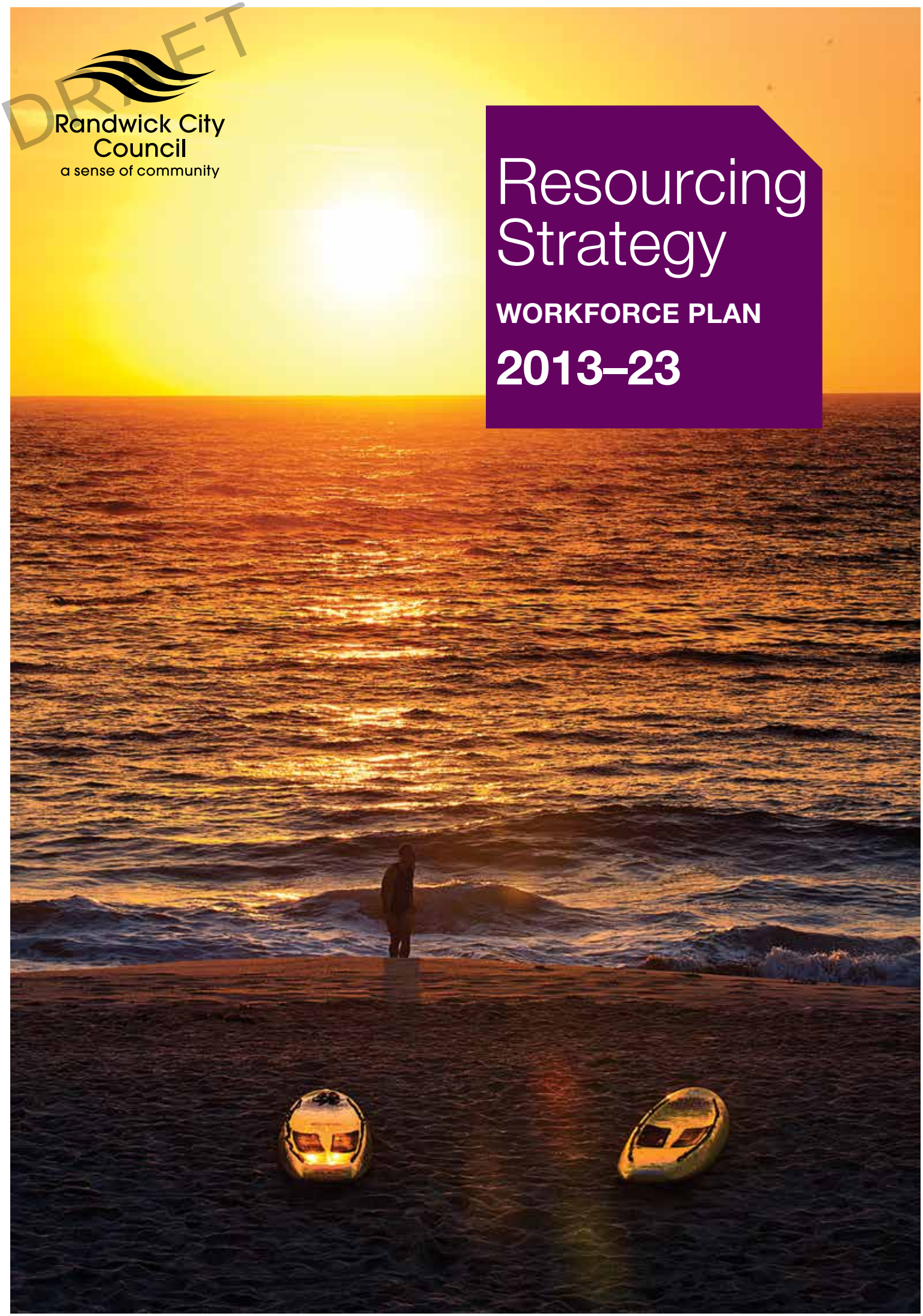
Randwick City Council
a sense of community

Resourcing Strategy

WORKFORCE PLAN

2013–23



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Executive Summary

The Resourcing Strategy Executive Summary 2012 outlines the integration of the Long Term Financial Plan (LTFP), Asset Management Strategy and the Workforce Plan within the Randwick City Council Resourcing Strategy.

The Workforce Plan is a key component of the Randwick City Council Resourcing Strategy. The Strategy underpins the Council's Integrated Planning and Reporting Framework and demonstrates how The Randwick City Plan will be resourced over the next 10 years.

The Integrated Planning Framework encourages and supports the review and implementation of plans relating to the Financial, Asset and Workforce contributions to the Council. Through sound financial planning, proactive asset management and the development of a strong work force, Randwick Council will maintain its position as an industry leader.

Randwick City Council has developed a 10 year Resourcing Strategy (incorporating the LTFP, Asset Management Strategy and Workforce Plan) with a specific focus to meet the needs of the 2013–17 four year Delivery Program. This document details the 10 year Workforce Plan and demonstrates its relationships to existing workforce strategic plans and actions.

The 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 Division of Local Government, Premier and Cabinet, Destination 2036 Action Plan and resulting NSW Independent Local Government Review Panel. This Workforce Plan enables a fluid connection of the needs of the community, as set out in the Council's 20 year Community 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 both the LTFP and Asset Management Plan 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 Council will ensure appropriate human resources are available and competent to meet the four year Delivery Program outcomes.

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Activities from the Workforce Plan 2009–13

The Workforce Plan 2009–13 is the predecessor to the Workforce Plan 2013–23. This plan set out the strategic objectives and performance measures in relation to the Council's workforce to ensure we were able to meet the needs of the community set out in the Delivery Program 2009–13 and The Randwick City Plan.

Our activities in the Workforce Plan 2009–13 fell under the Delivery Plan 2009–13's Outcome 1 – Leadership in Sustainability. Outcome 1(b) positioned Randwick Council as a leader in the delivery of social, financial and operational activities, and it is here that the actions and activities for the Workforce Plan 2009–13 were drawn.

Randwick Council undertook a range of activities during this time. For instance, to build leadership skills of local government staff, we developed and facilitated the inaugural Corporate Leadership Cup. This brought together employees from urban councils (Randwick, Sutherland and Canterbury) and their sister rural councils (Temora, Harden and Cobar) to compete in real life business challenges that affect local government. This program is now in it's forth year and the partnership has extended to include employees from the NSW Police Force.

In addition, Randwick Council has entered a team in the Local Government Management Challenge each year. In 2010 our team was the NSW runner up and in 2012, the Council's team won the NSW competition and participated in the Australasian finals.

As we progress towards becoming an employer of choice and attract high quality staff, we became the first NSW council to participate in the Aon Hewitt Employer of Choice survey. To date, there have been two staff surveys to determine levels of staff engagement and satisfaction with the Council as an employer. Over this period, results from the two surveys have there found a notable improvement in staff engagement.

As part of an Australian first agreement, Randwick Council staff completing internal learning and development programs will be given credit towards post-graduate study at the University of Technology. Council signed an MOU, and became the first Australian Council to partner in ACELG's Advancing Leadership initiative.

Other achievements resulting from the Workforce Plan 2009–13 include:

- productive relationships with industrial stakeholders
- resolution of internal grievances at a local level
- implementation of an online performance review system
- provision of learning and development services externally through shared services
- implementation of an online recruitment strategy and process
- 'Does Gender Matter' workshop held for Council's female staff in 2010
- bronze accreditation achieved in 50:50 Vision – Council's Gender Equity Program
- annual award winning training program 'All Stops To Randwick'
- Australian Institute of Learning and Development 2012 finalist for 'Australian Innovation in Learning'

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- participation in the Local Government Management Challenge each year
- introduction of the 'ICARE about Learning' corporate training program
- introduction of the 'Workforce Obligations and Responsibilities Kit' for managers
- new Workplace Health and Safety Management System implemented in 2012
- continuation of education and training of staff in workplace health and safety
- decreasing the worker's compensation premium by 25 per cent, saving over $340,000 during the term of the delivery program
- reduction in lost time injuries
- improved strategies to minimise Workplace Health and Safety risks to all stakeholders
- introduction of 'Lifestyle lunches' and 'Be fit' programs
- continuation of the immunisation program, and
- workplace Health and Safety and Wellbeing services and education provided at annual 'All Stops To Randwick' program.

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A 10 year focus

It is anticipated that the local government industry and our workforce will experience minor to moderate changes in the next 10 year period. With this in consideration, the Workforce Plan 2013–23 will be reviewed extensively in line with the development of each commencing four year Delivery Program.

The inherent values and themes of the Workforce Plan will remain unchanged as they represent the aspects of workforce planning that require actions, 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
- encouraging wellbeing.

This document details the current four year Delivery Program and implementation of workforce strategies and actions against the Workforce Plan 2013–23 themes. These strategies and actions link into the City Plan through the theme of 'Responsible management'.

Review of the Workforce Plan will continue every four years and consist of:

- workforce demographic profile
- reviewing alignment with the 10 year Assets Management Plans and Long Term Financial Plan
- 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 Workplace, Health, Safety and Risk & Welfare Strategy.

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Scoping the development of the strategy

The Workforce Plan 2013–23 has been prepared for the whole organisation using a consultative process that began in 2008 with the implementation of the Human Resources Strategy 2008–2012 and the Randwick City Council Workforce Plan 2009–13.

The Workforce Plan is one part of the overarching Resourcing Strategy that also includes the Asset Management Strategy and Plans and the Long Term Financial Plan. The goal of the three interlinked resourcing plans is to support the organisation by delivering resources to achieve outcomes in our Randwick City Plan and current and future four year Delivery Programs.

At the same time, the Workforce Plan has the opportunity to implement strategic industry actions, such as those created through the Destination 2036 Action Plan and also through the NSW Independent Local Government Review Panel directions. While the Review Panel is yet to make recommendations in relation to the industry, it is important that its terms of reference are considered in this plan and the scope of the plan enables these recommendations to form a part of it when they are determined.

The Randwick City Plan was first published in 2006 and further reviewed in 2009 and 2012. It is a strategic document that reflects the community's priorities and aspirations. The plan guides and coordinates the Council's activities over a 20 year period. Randwick Council has been operating under, and refining, an integrated planning framework for the delivery of The Randwick City Plan for some years. It is therefore in a strong position to again implement resourcing through the Integrated Planning and Reporting Framework.

The Randwick City Plan is based on six broad inter-related themes:

- responsible management
- a sense of community
- places for people
- a prospering city
- moving around
- looking after our environment.

The Randwick City Plan is actioned through the Council's Delivery Programs and an annual Operational Plan.

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Analysing the current workforce

Overview

In 2008, a workforce profile was completed for Randwick Council. This profile assessed the Council's current workforce capacity, identified risks and detailed a plan to ensure human resources were available and competent to meet the ongoing Randwick City Plan outcomes. The workforce profile continues to be updated on an annual basis and reported to the Council through the outcomes of the annual Operational Plan.

A further organisational workforce profile was completed in September 2012. This profile included gathering information from management about current team skills, shortages and knowledge gaps and organisational succession plans.

The 2012 profile of the Council workforce highlighted minor growth movements with the size and scope of the workforce and the type of work being performed, particularly in the departments of GIS and Online Services, Information Services and Aquatic Services (including the Des Renford Leisure Centre).

On 30 June 2012, our permanent full-time equivalent staffing count was 497.3 plus vacancies, down from 517.8 in January 2010. Casual employment has predominately remained the same over this period with a full-time equivalent of 25.3, taking into account the seasonal needs associated with outdoor work.

We employ 408 permanent full-time employees and 37 part-time employees. We employ 25 full-time staff on performance-based contracts and 25.3 are employed on a temporary basis.

In the 2011–12 financial year, 115 staffing appointments were made from 1,637 applications. 15 per cent of these were filled by current staff. Of these arrangements, 29 per cent were permanent full-time, 13 per cent temporary full-time, 1 per cent permanent part-time, 1 per cent on a performance-based contract and the remaining 47 per cent were casual appointments. A further 8 per cent of all new hires were for junior staff or apprenticeships. The division of City Services made 84 per cent of these appointments. This is consistent with the workforce size and the division, which includes the Storey Street Depot, Des Renford Leisure Centre (DRLC) and the Libraries.

While Randwick Council maintained a low staff turnover of 7.22 per cent in the financial year 2011–12, this has gradually increased since 2009 when it was 6 per cent. This is symptomatic of the external workforce climate where there is a flattening, but continuing, general unease perceived or real about workplace stability and structure. Local government presents a stable and ongoing environment and in 2012 this was reflected in measures such as low staff turnover and minimal industrial activity.

At the same time, the Council has dedicated many resources to becoming 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 Department of Local Government's Destination 2036 Action Plan. A low turnover is therefore also indicative of a strong brand and good morale amongst existing staff, in part through the implementation of this strategic direction.

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Although 101 separations occurred during this period, 31 per cent resulted from a resignation or retirement. Over 58 per cent of separations were planned resulting from the end of temporary or casual employment.

The average employee leaving the organisation in the financial year 2011–12 had been employed at Council for 6 years, was 39 years of age and 62 per cent were male.

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 management and staff in pursuing the Council's outcomes and in achieving high levels of organisational performance.

The ICARE Values relate to the behaviour of staff and, by defining behaviours, we give every Randwick Council employee an understanding of our values and empower them to demonstrate them 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.

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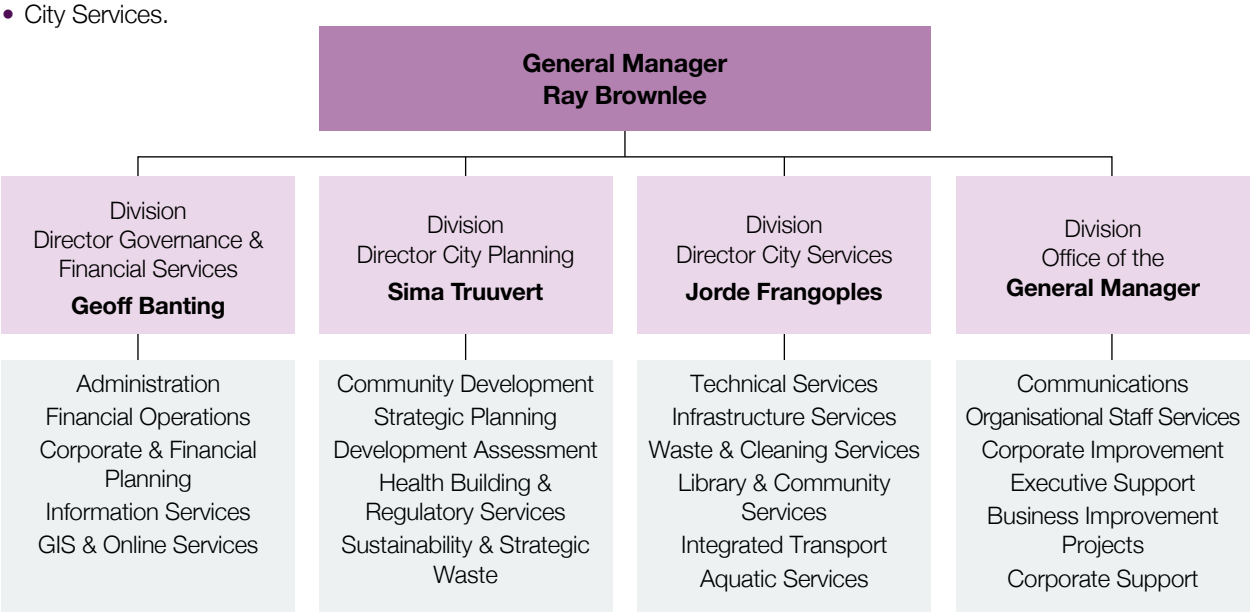
Current workforce structure

Randwick Council comprises four divisions:

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



Within the divisions, departments complete functions, projects and provide services in line with the key themes of The Randwick City Plan.

Workforce diversity

The previous Resourcing Strategy 2009–2013 provided a Workforce Plan that took into account the demographics of the organisation at that time. This information provides useful benchmarking to analyse the way Randwick Council's workforce has changed over the last three to four years, enabling us to better understand possible changes in our workforce and therefore prepare for the next 10 years.

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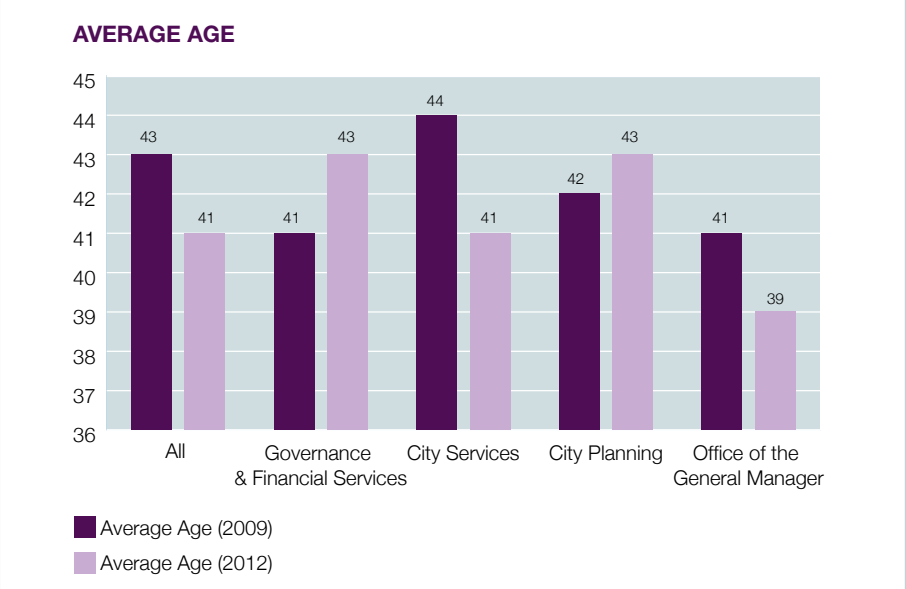
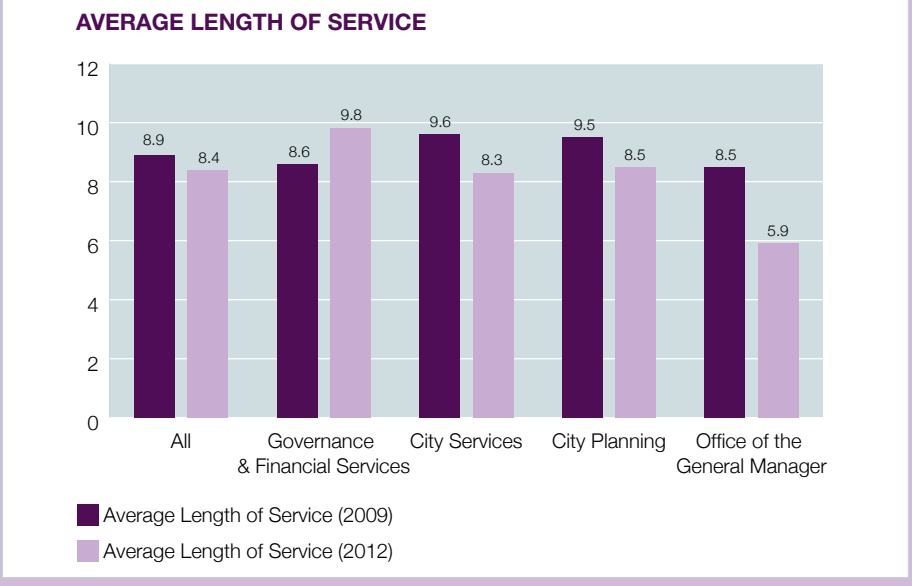
Randwick Council did not follow the expected forecast of an ageing workforce over the last few years. While some directorates did increase in their average age, none exceeded the actual time passed. For instance, City Planning changed in average age from 42 years to 43 years, but over a three year period. On a whole, the organisation's average age reduced from 43 years to 41 years.



The average length of service also reduced over the last few years. The 2009 figures show an average length of service from 8.9 years in 2009 to 8.4 years in 2012. This change could be associated with the retirement of some ageing staff who may have held off from retiring during the global financial crisis.



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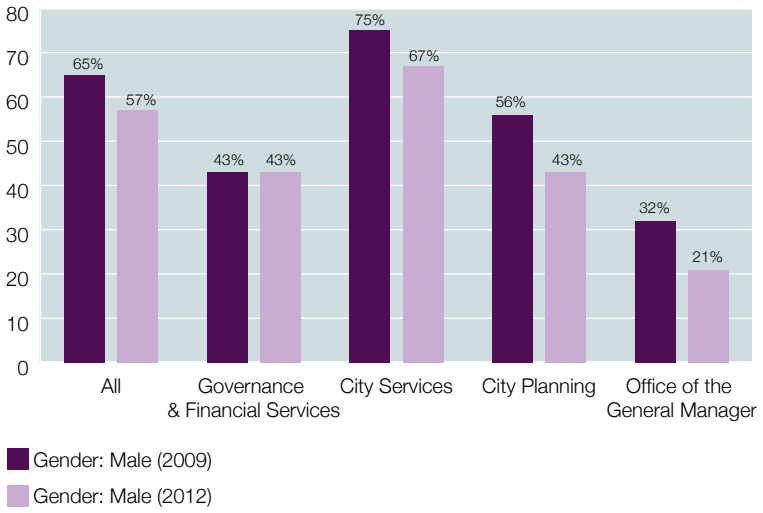
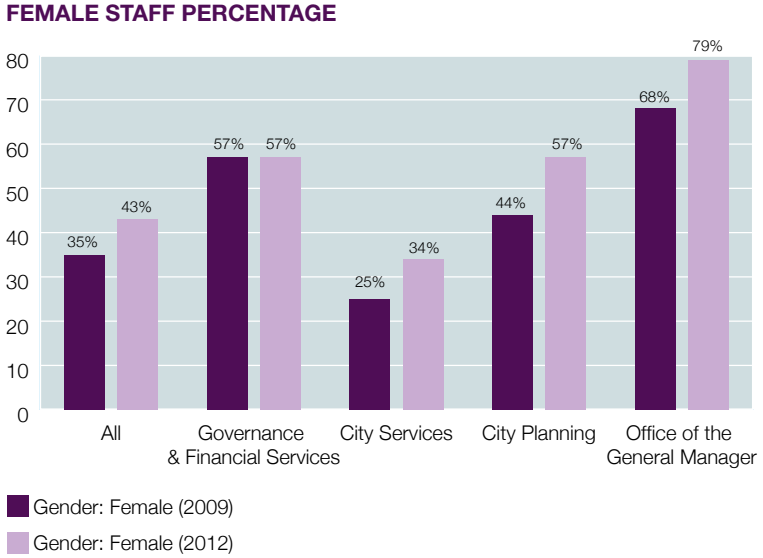
Over the last three to four years, Randwick Council has been striving to promote gender equity across all of its directorates. In 2009, the Council had an average gender split of 65 per cent male, 35 per cent female across the organisation. Often gender balances in local government are skewed towards males as many of the operational outdoor positions (often a key function of councils) attract a large proportion of male applicants. In many ways local government authorities are therefore challenged at times to have an equal gender ratio.



Through Randwick Council's ongoing efforts to promote equal opportunity and a discrimination free workplace, the Council has seen a significant change in the gender split of its staff. In 2012, the Council was pleased to report that the gender split of its staff had moved to 57 per cent male and 43 per cent female. In being recognised for the achievements and commitments we have made to gender equality, Randwick Council was awarded the Bronze Award in the Department of Local Government's 20:20 Vision for Women in Local Government.

Further information on the Council's actions regarding diversity is found under the heading of Ensuring Diversity.



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Workforce movement

Over the last four years, our workforce has remained steady. While it was forecasted in 2009 that we would increase staff full-time equivalents (FTE) within the organisation by 0.5 FTE per year, the Council saw a decrease in its FTE. At the same time, no significant change was made to the amount of appointments of casuals or contractors, and in essence the decrease of FTE was absorbed by the Council through business efficiencies.

On 30 June 2012 our permanent FTE staffing count was 497.3 plus vacancies, down from 517.8 in January 2010. Casual employment has predominately remained the same over this period with a FTE of 25.3, taking into account the seasonal needs associated with outdoor work.

We employ 408 permanent full-time employees and 37 part-time employees. We employ 25 full-time staff on performance-based contracts.

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 implementation of the GIS and Online Services department and an added emphasis on information technology, as seen in the Information Services Strategy.

In the last 12 months we actively recruited to fill 116 permanent, temporary and casual vacancies and successfully recruited over 98 per cent of these.

Ongoing workplace health and safety

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 meet this responsibility by the following actions:

- ensuring our workforce has the training and awareness to perform effectively in their roles and create a resilient organisation.
- position the Workplace, Health And Safety Management System and embed due diligence as a core value with General Manager, Directors, Managers, Coordinators, Supervisors and the workforce.
- support initiatives and proactively recognise Workplace Health and Safety individual and team performance and success.
- comply, maintain and review Workplace, Health And Safety legislation.
- continue 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.

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- prepare for, achieve and maintain accreditation in HSE MS including current Australian/New Zealand Standard in Occupational Health and Safety Management System, International Standards Occupational Health and Safety Management System, International Standard Occupational Health and Safety Assessment series and Australian Standard/ New Zealand Standard Environment Management Systems.

Managing skill gaps through Learning and Development

Randwick Council continues to review the learning and development needs of its staff to ensure that the skills, qualifications and competencies of staff meet our current and future operational requirements. At the same time, we recognise and embrace that all staff 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 staff Learning and Development Plans and evaluation of staff training needs analysis. The challenge in the design and delivery of training is being able to effectively address the learning needs of our staff in the areas of literacy, language barriers, computer literacy, intergenerational diversity and learning styles.

The Council consists of employee groups covering 40 professions and trades based over 12 different work sites. The Learning and Development Strategy establishes a clear framework to ensure we equip our employee groups with the capabilities they require for optimal performance. Unifying staff as one organisation demands a responsive, innovative and creative learning environment. The Learning and Development Strategy supports the Workforce Plan by delivering on Performance Indicators detailed in each of the five Workforce Plan themes:

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

The Strategic Goals of the Learning and Development team are to:

- improve the delivery of the City Plan by ensuring staff have the skills capabilities and behaviours to perform effectively in their roles and create a resilient organisation
- strengthen the workforce capability to meet current and future challenges by increasing staff development opportunities
- promote an innovative and creative organisation by developing learning programs that reflect best practice and the principles of the Business Excellence Framework
- increase the accessibility and flexibility of learning via the use of internet, social media and technological resources
- ensure maximum transfer of learning through the use of innovation and creativity.

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Ensuring diversity

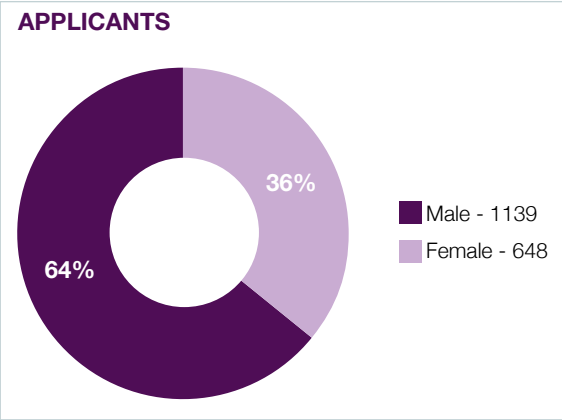
The Local Government Act 1993 requires local government authorities to plan for a diverse workforce. Randwick Council sees this much more than a statutory requirement, and recognises the value of diversity within both its workforce and its community.

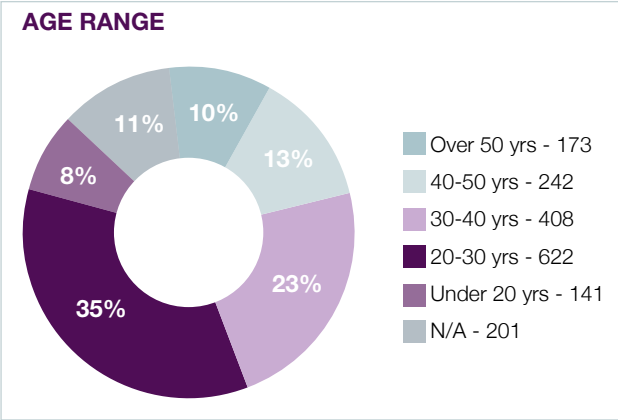
Our current staff speak many different languages, allowing our organisation to better service our community. For example, in 2012 the Council had internal staff qualified to speak to the community in 16 different languages, including Cantonese, Mandarin, Croatian, Serbian, Greek, Spanish, Russian and Indonesian.

Randwick Council reviews its diversity on a monthly basis, both in terms of candidates applying for roles at the Council and also by reviewing the diversity in our existing staff.

All candidates for positions are provided an opportunity to complete an anonymous online survey. This data is used to analyse the diversity of our applicants to ensure we deliver equal employment best practice. As this survey is voluntary, not all applicants complete the details in full and this is reflected in the data.

In the 2011–12 financial year, 1,637 applications were received by the Council for 115 advertised positions. Of these, 64 per cent of applicants were male and 36 per cent were female. The gender split within the current staff of the organisation, with 57 per cent male and 43 per cent female.





The age of applicants varied considerably, showing that the Council attracts a diverse range of ages. There was strong representation throughout all age categories, with young people under 20 years of age representing the smallest age group at 8 per cent. Employees aged 20 to 30 years made up the largest representation at 35 per cent. Further, as was seen in the last Workforce Plan, workforce sustainability is continuing to be achieved with more that 50 per cent of all applicants being aged between 20 and 40 years. This is consistent with the average age of the Council's workforce, which has lowered over the last four years to 41 years.

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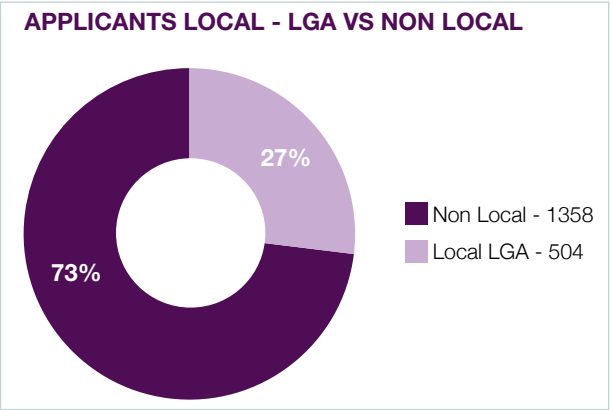
We are also engaging our potential local community workforce with 27 per cent of employment applications received in 2011–12 coming from people who lived in the local government area.



In addition to statistics, the Council has implemented and delivered several actions to address equal employment opportunity and diversity issues throughout the organisation. In the financial year 2011–12, this has included:

Workforce diversity training

The Council has trained its entire staff on equal employment opportunity and diversity issues through its annual training program, All Stops To Randwick.

100 per cent EEO training completion rate for all new staff

All new staff are required to complete training on equal employment opportunity (EEO) and anti-discrimination issues within their first week at the Council. In the financial year 2011–12, the Council achieved 100 per cent compliance with this, as it has in previous years.

50:50 Vision – Councils in Gender Equity program

In early 2012, Randwick Council earned the Bronze Award in the national 50:50 Vision – Councils in Gender Equity program, recognising Randwick Council's ongoing commitment to gender equity issues in local government.

Merit selection training

During the financial year 2011–12, Recruitment and Selection convenor training was conducted for applicable staff. The training educates and reinforces the Council's commitment to merit-based selection decisions.

Maintaining diversity profile

Following the principles of merit-based selection, Randwick Council has appointed new staff from targeted EEO groups to work in all four divisions of the Council.

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Leadership diversity

The Council demonstrates diversity in leadership with 40 per cent of the Executive Leadership team being female, 40 per cent of Managers being female and 50 per cent of Coordinators and Supervisors being female.

Employee engagement

For the past two years, the Council has participated in the Aon Hewitt Best Employer survey. This demonstrated a change in engagement for women from 59 per cent of women being satisfied with working at Randwick Council to 68 per cent this year. The change for men was from 50 per cent to 57 per cent.

Further, as a part of the Department of Local Government's Year of Women in Local Government in 2010, Randwick Council created and implemented 'Does Gender Matter?', a staff forum for women featuring inspirational speakers and open discussion on any perceived or actual gender issues within the workplace. Resulting actions were delivered through the current Workforce Strategy.

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Forecasting workforce requirements

Current Delivery Program needs

The primary purpose of the Workforce Plan 2013–23 is to meet the four year Delivery Program actions.

The Council's four year Delivery Program determines current and future human resources needs and provides details of the projects and outcomes the Council is seeking to achieve for both the community and the workplace.

The Delivery Program actions identify and implement industry developments, such as the Department of Local Government's Destination 2036 Action Plan and also the NSW Independent Local Government Review Panel's review of local government. A significant part of this action plan and the review considers the needs of the workforce in preparation for future developments within the industry. It is vital that these considerations form part of the Workforce Plan over the next four years.

Impacting in the current year's Delivery Program is the Council's Asset Management Strategy for its infrastructure assets including road pavements, parks and reserves, footpaths, buildings, kerb and gutter and drainage. 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 the Parks and Recreation, Engineering Services and Building Services and Open Space departments. When reviewing the delivery of the Asset Management Plans, it is evident the Workforce Plan allows for maintaining current practices in resourcing balancing between internal staff and contractors.

For new work or renewal, the detailed design is undertaken both in house and by consultants. The Council has a tendered panel of professional consultancies that provide expertise and the flexibility to increase or decrease resourcing for design work. The external consultancy resources are factored into the pricing of works in the Asset Management Strategy. This is also factored into resourcing needs in the Workforce Plan.

The renewal or maintenance of infrastructure works is undertaken by internal staff contractors. Large capital work is primarily undertaken within a schedule of rates or tender. Contractors and internal staff are supervised by Council Project Managers. This structure allows flexibility in staffing levels to cater for the varying workloads throughout the year and from year to year. Special projects of significant scope and nature are tendered separately. The cost for these projects is factored into the project costs.

Existing staffing levels will continue to carry out the planning, supervision responsibilities and work required when implementing the Asset Management Strategy and four year Delivery Program.

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There are several areas impacting the changing needs of the organisation. The Council's Delivery Program sets key priorities throughout the City, including a focus towards public transport, local businesses, upgrading of existing recreational facilities, housing and other community needs. At the same time, internal objectives and focuses also drive the strategic direction of staff over the next four years. The Council has committed to bringing customer services online, ensuring that ratepayers, residents and visitors can interact with the Council without needing to physically come to the Council offices. The Information Services Strategy ensures that Council evolves in line with technological development.

The Workforce Plan has accounted for the opening of the Des Renford Leisure Centre in 2013. These costs have also been included in the Long Term Financial Plan (LTFP). The Des Renford Leisure Centre will see an increase in full-time equivalent (FTE) staff by approximately 5 to 8 FTE, depending on the operational needs of the new facility.

The LTFP has forecast FTE numbers to remain relatively stable, with only a small increase or decrease over the next four years. At the same time, wage costs will remain steady, increasing at a consistent rate in line with Award salary increases and scheduled performance reviews of permanent staff.

In addition to these considerations, the Council must continue to consider the skills and knowledge of its staff to ensure that we plan to address any skills shortage. As the Council moves to reflect the needs of the community, the required skills and knowledge of staff is also required to change. The current and future challenges to local government identified in reports such as Destination 2036 Action Plan June 2012 and Strengthening Your Community Consultation Paper July 2012 act as an external driver for the Learning and Development Strategy. Learning and Development will continue to focus on building strong partnerships with not only our key stakeholders, but also with other regulatory and statutory authorities. These partnerships foster a collaborative approach to developing learning programs for our staff as well as ensuring our staff can access the most up-to-date programs, theories and research.

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General workforce trends 2013–23

The changing composition of the Australian workforce in terms of age, gender and geographical distribution has significant impacts on the availability and retention of our human resources.

The structure of work also continues to evolve as new information and communication technologies are used to deliver services and products.

Other challenges influencing the Australian workforce economically and socially are globalisation of the Australian economy, managing diverse generation workers and planning for maintaining a sustainable environment.

These influences create a requirement for a workforce that is multi-skilled, flexible and intellectually savvy with the increasing ability to work effectively in online environments.

Our overall emerging work environment is producing stronger demand for graduates and highly skilled staff, predominately in the professional fields, with an acknowledged skills gap in planning and engineering. The future of work may lead to different and varied employment opportunities as a result of more efficient systems and broader job design.

Employment costs

Increases in employee costs consist of two components:

- award increases
- movements within the grading system as part of the annual performance review process.

Staff levels are planned to notionally increase over time to meet expected population growth and service level expectations, as outlined in the Workforce Plan. The rise in employee costs has been set with reference to forecasts provided by Access Economics (June 2012).

The Council is party to an Industry Defined Benefit Superannuation Plan. In 2009 the Scheme advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities. At 30 June 2012 this deficit was estimated to amount to $334.2 million.

As a result, the scheme asked for significant increases in contributions from 2009–10 onwards to fund the deficiency. The Council estimates these contributions will be required for the next three years (to 2015–16) at $581,158 per annum.

Employee costs have also been adjusted in 2013–14 to account for the opening of the DRLC Indoor Multi Purpose Fitness Facility.

The Local Government (State) Award 2010 provides for increases of 3.25 per cent until 2013. Discussions with industry and union parties about the Award commence in early 2013 to decide on further mandatory increases. At the same time, the Council has developed a salary system that grades staff over 18 different salary grades. Within each grade are five salary levels, starting at entry level and progressing to Level 4. Staff have the opportunity to move through these levels on an annual basis as a part of a performance-based annual review.

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From 2006, the Council has seen a varying increase in its employment costs, ranging from as low as 4.0 per cent in 2012–13 to 9.8 per cent in 2007–8. An average of 6.0 per cent was seen across the organisation over the period.

Employee Costs	2013–14	2014–15	2015–16	Thereafter
Salaries and Workers Compensation Insurance	4.4%	4.5%	4.5%	Average 4.5%
Defined Benefits Superannuation	4.6% on 200%	4.9% on 200%	4.3% on 200%	4.5% on 200%to Year 9 4.5% on 100% Years 10 to 20
Superannuation Guarantee Contribution	0.25% + Salaries Index	0.25% + Salaries Index	0.5% + Salaries Index	0.5% + Salaries Index to 2019–20 (Year 7) Salaries Index only thereafter
Other Employee Costs (Training, FBT, Uniforms, etc)	2.5% CPI	2.5% CPI	2.5% CPI	Average 2.5% CPI

Current four year delivery plan increases for salaries and wages				
	2013–14	2014–15	2015–16	2016–17
Salaries	41,593,238	43,928,568	45,904,426	47,924,221

Current four year delivery plan increases superannuation				
	2013–14	2014–15	2015–16	2016–17
	4,451,120	4,698,078	4,924,873	4,576,642

Workers Compensation				
	2013–14	2014–15	2015–16	2016–17
	1,160,427	1,225,214	1,280,324	1,336,658
Learning and Development				
	2013–14	2014–15	2015–16	2016–17
	560,396	574,406	588,904	603,770

Other Employee Costs				
	2013–14	2014–15	2015–16	2016–17
EAP	10,250	10,506	10,769	11,038
Medical Costs	25,625	26,266	26,922	27,595
Transport / Operational Costs	56,521	57,934	59,382	60,866
WHS materials, Tools, Equipment & Uniforms	147,723	151,416	155,201	159,082
Attraction and Retention Costs	51,250	52,531	53,845	55,191

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On cost expenses			
2013–14	2014–15	2015–16	2016–17
3,579,125	3,740,186	3,908,494	4,080,468

As forecast from the TLFP.

Employee FBT			
2013–14	2014–15	2015–16	2016–17
315,700	323,593	331,682	339,974

As forecasted in the TLFP.

ELE Liabilities			
2013–14	2014–15	2015–16	2016–17
16,500,517	17,243,041	18,018,977	18,811,812

With 18.4 per cent of employees aged 55+ and a combined leave entitlement of $4.2 million, leave payouts associated with retirement are set to increase significantly. Furthermore, an additional 16.7 per cent of employees aged 50 to 54 years of age hold a combined leave entitlement of $3 million.

The Council has estimated leave payments required in the future and set a target reserve balance. The current reserve target is 42 per cent of the Employee Leave Entitlements liability, which is equivalent to $6.412 million. While this percentage is expected to increase as the workforce ages, the actual value of the reserve is anticipated to fall as we continue to focus on staff leave management. Our focus on increasing this reserve balance is illustrated by the following graph.

* The discounting factor applied to the Employee Leave Entitlements present value calculation fell substantially in 2012 to an average of 2.8 per cent compared with 5.0 per cent in the prior year (based on the "Indicative Mid Rates of Selected Commonwealth Securities"). Had the discount rate remained at the previous year's estimates the required provision would have been $13.802 million and resulted in 44 per cent of the liability held in reserve.

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Supporting strategies

In addition to the existing framework created through the Resourcing Strategy, Randwick Council has developed a number of strategies to assist in the implementation of performance measures. These strategies flow into the performance indicators, and also create additional operational activities that are reflected in annual Operational Plans. In essence, these strategies provide direction for the way that key issues are implemented throughout the Workforce Plan and annual Operational Plans.

The key strategic documents that form part of the Workforce Plan's performance indicators are:

- Workplace Health, Safety, Risk and Welfare Strategy 2013–17
- Learning and Development Strategy 2013–17.

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Workplace Health, Safety, Risk and Welfare Strategy **2013–17**

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Introduction

The Workplace Health, Safety, Risk and Welfare Strategy details the program that will be implemented during 2013–2017. This Strategy is embedded within the Workforce Plan and is reviewed annually.

Purpose and Scope

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

The Workplace Health, Safety, Risk and Welfare Strategy delivers actions that support the five Workforce Plan themes:

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

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
- position the Workplace, Health And Safety Management System and embed due diligence as a core value with General Manager, Directors, Managers, Coordinators, Supervisors and workforce
- support initiatives and proactively recognise Workplace Health and Safety individual and team performance and success
- comply, maintain and review Workplace, Health And Safety legislation
- continue to work to reduce work place injuries and incidents through continued application of injury prevention programs, promotion of health and wellbeing programs and ongoing Workplace, Health And Safety training
- prepare for, achieve and maintain accreditation in HSE MS including current Australian/New Zealand Standard in Occupational Health and Safety Management System, International Standards Occupational Health and Safety Management System, International Standard Occupational Health and Safety Assessment series and Australian Standard/ New Zealand Standard Environment Management Systems.

The successful achievement of these goals link to the four year Delivery Program actions:

- 1b.1 Demonstrate best practice and leadership in local government
- 1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation
- 1b.9 Provide a safe and healthy environment for staff, contractors and the community.

References

This strategy links to:

- Destination 2036 Action Plan June 2012
- Resourcing Strategy 2013–23
- Operational Plan 2012–13 / Delivery Program 2013–17
- Workplace, Health And Safety Management System
- Workplace, Health And Safety Policy
- Workers Compensation Return to Work Policy.

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 Workplace Health 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

To consolidate the current Workplace Health And Safety Management System, policies and procedures to achieve accreditation to the Australian/New Zealand Standard in Occupational Health and Safety Management System and International

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Standard Occupational Health and Safety Assessment series and Australian Standard/New Zealand Standard Environment Management Systems.

Achieving accreditation further drives operational excellence in the management of health and safety risks and/or environmental impacts upon Council employees 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. This will include the implementation of harmonised work health and safety legislation across all Council departments, related policies, procedures and initiatives
- 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
- prepare for, achieve and maintain accreditation in HSE MS including current Australian/New Zealand Standard in Occupational Health and Safety Management System, International Standards Occupational Health and Safety Management System, International Standard Occupational Health and Safety Assessment series and Australian Standard/ New Zealand Standard Environment Management Systems
- complete an internal and external audit of the Workplace Health And Safety Management Systems to determine capacity for certification to Australian and International standards
- 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
- ensure no WorkCover 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 Workers Compensation Return to Work Policy.

Key actions:

- ensure that each reporting ECCR will be below ICCR, 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 average cost and time lost per claim below the industry average. This will be maintained through continual liaison with key stakeholders, including,

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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 from 2012 with a further 10 per cent reduction
- implement medical awareness procedures for consistency in injury management and return to work processes.

Objective 4 Health and wellbeing programs

Randwick Council has a range of health and wellbeing programs including immunisation programs for at risk employees, skin sun checks for appropriate employees, 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 health and wellbeing of employees through fitness for work appointments, where appropriate
- 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.

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 Profiling Procedure.

Key actions:

- implement the Risk Register in Risk E Maps 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
- develop a Risk Management Plan for systematic organisational risk assessment and management
- scope and implement control measures for emerging risks
- continuously monitor hazard identification forms for new risks in order to control and measure risks
- continue toolbox talks and other education strategies for safety risks and environmental impacts.

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Training, support and motivation

Randwick Council, Workplace Health, Safety, Risk and Welfare and Learning and Development will provide employees with training as part of their due care and due diligence in Workplace Health and Safety.

Programs include briefing sessions, formal learning and development, Simeon resources, annual learning and development programs, toolbox talks, safety folders, visual aids, risk management training, ASTR training sessions, and consultation at Workplace, Health And Safety Committee meetings and staff groups.

To ensure that all employees are informed and supported, Workplace Health And Safety will utilise:

- **Simeon** – which hosts all aspects of the Workplace, Health And Safety Management System including procedures and policies, fire wardens photographs, workers compensation forms, risk assessments forms, training presentations, key personnel contacts, chemical management system, incident notification forms, codes of practice and relevant legislation – http://whs.randwick.nsw.gov.au/index.aspx
- **systematic and issue specific consultation** with key stakeholders across the Council and external partners, contractors, Union organisers and nominated delegates, Workplace Health And Safety Committees including the Health and Safety Committee, Depot Sub-Committee, and Aquatic Services Sub-Committee
- **one-on-one interaction** – The Workplace Health And Safety department is located in the Administrative Building on Frances Street. Aside from the fixed location, Workplace, Health And Safety team members regularly frequent and work from the depot, DRLC and Libraries for a transparent consultative process, where employees can give feedback, ask questions and raise issues.

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

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- 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.

Performance Indicators

Specific Workplace Health and Safety performance indicators are actioned and measured through the Workforce Plan:

- ongoing implementation of the Workplace Health And Safety Management System
- implementation of the Workplace Health And Safety Awards and Recognition Procedure
- 100 per cent compliance of mandatory Workplace Health And Safety competencies and licences
- Workplace Health And Safety learning and development supports the Workplace Health And Safety Management System
- no WorkCover notifiable incidents
- 90 per cent of staff more than satisfied with Workplace, Health And Safety induction measured through Manager and employee probation review
- no formal Workplace Health And Safety complaints made to Work Cover
- each reporting ECCR will be below ICCR
- 100 per cent compliance with the Workers Compensation Act for all incidents including no excess payments
- average cost and time lost per claim will be below industry average
- health surveillance for at risk workers
- positive psychology concepts and practices are supported through 'psychological wellness' and 'resilience building' programs
- 10% reduction in LossTime Injuries.

Review

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

Summary

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

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Learning and Development Strategy **2013–17**

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Introduction

The Learning and Development Strategy details the program that will be implemented during the 2013–17 period. This Strategy is embedded within the Workforce Plan and is reviewed annually.

Strategic objectives

Our organisation consists of employee groups covering over 40 professions and trades based over 12 different work sites. The Learning and Development Strategy establishes a clear framework to ensure we equip our employee groups with the capabilities they require for optimal performance. Unifying staff as one organisation demands a responsive, innovative and creative learning environment. The Learning and Development Strategy supports the Workforce Plan by delivering on Performance Indicators detailed in each of the five Workforce Plan themes:

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

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

- support the delivery of The Randwick City Plan by ensuring staff have the skills capabilities and behaviours to perform effectively in their roles and create a resilient organisation
- strengthen the workforce capability to meet current and future challenges by managing skill gaps and increasing staff development opportunities
- promote an innovative and creative organisation by developing learning programs that reflect best practice and the principles of the Business Excellence Framework
- increase the accessibility and flexibility of learning via the use of internet, social media and technological resources
- ensure maximum transfer of learning through the use of innovation and creativity.

The successful achievement of these goals link to the four year Delivery Program actions:

- 1b.1 Demonstrate best practice and leadership in local government
- 1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.

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Key inputs

This plan links to:

- Destination 2036 Action Plan June 2012
- Strengthening Your Community Consultation Paper July 2012
- Resourcing Strategy Workforce Plan 2013–23
- Delivery Program 2013–17
- Leadership Development Strategy
- Learning and Development Policy
- Study Assistance Policy.

Partnerships

Learning and Development will continue to focus on building strong partnerships with not only our key stakeholders, but also other regulatory and statutory authorities. These partnerships foster a collaborative approach to developing learning programs for our staff as well as ensuring our workforce has access to the most up-to-date programs, theories and research. Partnerships are identified by the following categories:

Organisational

- Council – Successful implementation of the Randwick City Council Resourcing Strategy and Workforce Plan
- MANEX – Identification and assessment of skills and knowledge gaps in the organisation. Collaboratively implementing initiatives and programs that will assist the organisation to achieve the principles of the Business Excellence Framework; Leadership, Strategy and Planning, Data, Information and Knowledge, People, Customer and Market Focus, Innovation, Quality and Improvement and Success and Sustainability
- Managers – Consultation during the process of developing the annual ICARE About Learning programs via the identification of skill gaps and workforce capabilities.

Subject matter experts

- External – These can include Registered Training Organisations, external facilitators, academics and other leaders of industry
- Internal – Randwick Council staff who are subject matter experts work collaboratively with Learning and Development to design and develop training that addresses the learning needs of our diverse workforce. This method has been used as the basis of delivering the annual learning event, All Stops To Randwick as well as other regular training sessions. Internal training sessions cover Information Management record keeping software, Workplace, Health and Safety, horticultural practices, finance and purchasing software and finance principles. The on-boarding process for new employees and policy and procedural training is also facilitated by internal subject matter experts.

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Resource sharing

- Training Courses – Through the establishment of relationships with Burwood, Marrickville and Waverley Councils we can offer an increased variety and frequency of courses whilst keeping our costs minimal. This increased efficiency has a twofold benefit, responsible financial management while increasing the percentage of fully completed Learning and Development plans
- Knowledge Sharing – Learning and Development not only build relationships with other local government authorities but with other small, medium enterprises and large corporations. Sharing ideas, challenges and information is conducive to developing an innovative and creative environment. Knowledge sharing is achieved by networking face-to-face and online, attending forums and other industry conferences.

Community

- NSW Police – the delivery of custom training and working collaboratively on leadership programs with NSW Police strengthens our relationship through the sharing of ideas and experiences via a learning program, and improves delivery of services to our local government area
- Community group within the local government area – the inclusion of community groups in learning programs delivered for Council staff not only strengthens community ties but increases staff understanding of the community issues. Community groups with limited resources benefit by gaining access to a high level of learning and training programs.

Educational institutions

- University of Technology Centre of Local Government and Australian Centre of Excellence in Local Government – partnering via a Memorandum of Understanding in the delivery of the Graduate Certificate in Local Government Leadership
- TAFE – delivering accredited training and custom design of competency units
- Randwick City Council Library Services – Learning and Development encourage the continuous learning of staff by promoting the Corporate Library where industry publications, reference materials and books can be sought and borrowed
- e-learning is available for the staff via the Library Services website. Programs include job interview and application assistance, Microsoft and other software training programs. As well as a Learning and Development custom e-learning program “Share our Journey”, a comprehensive guide to Randwick City Council, its community and local government responsibilities.

Memberships

- Australian Institute of Training and Development – analysis of current industry trends, vocational training and facilitator/trainer development
- Local Government Shires Association – involvement in a local government learning and development forum where industry specific challenges are identified and addressed via knowledge sharing
- Local Government Managers Australia – covering a broad range of local government and Department of Local Government issues and future planning discussions.

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The continuing development of these and other partnerships create the framework for our responsive and innovative learning programs. Moreover they ensure that Randwick Council's Learning and Development team continue to provide programs according to best practice principles.

Leadership

The current and future challenges to local government identified in reports such as Destination 2036 Action Plan June 2012 and Strengthening Your Community Consultation Paper July 2012 act as an external driver for the Leadership Development Strategy. Leadership development requires a multi-faceted, innovative and responsive approach. Customising programs to address organisational needs are imperative. This is achieved by the continuation of partnerships with other Councils and educational facilities. The Leadership Program is a talent management initiative addressing the 'Building knowledge and skills' Workforce Plan theme.

Leadership Programs address both the organisational objectives and the learning outcomes for staff, successfully creating a pool of self-motivated leaders ensuring business succession planning. The two main components in ensuring the successful implementation of the Leadership Program are:

- identification process for existing and potential leaders
- skill matrix for each level of leadership connected to position descriptions.

Leadership Development Strategy goals are:

- identification of core competencies for each level of leadership
- equity and transparency in regards to the accessibility of Leadership Development programs
- systematic approach to succession planning
- embedding a level of behavioural accountability for the creation of staff internal drivers to maximise learning opportunities.

Current programs include but are not limited to:

Leadership Challenges:

- Corporate Leadership Cup – a partnership with City of Canterbury, Temora Shire, Sutherland Shire, Harden Shire and Cobar Shire Councils and NSW Police Force
- Local Government Managers Australia – a State and National competition.

Graduate Certificate in Local Government Leadership

- A partnership with the University of Technology Centre of Local Government and the Australian Centre of Excellence in Local Government, enabling recognition of internal learning programs with credit points towards the degree.

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Custom Leadership Programs:

- Step Up
- Managing Organisations
- Next Step
- Blueprint Management

ICARE About Learning Programs

- Finance for Non Finance
- Change Management
- Achieving Best Practice
- Creative Thinking Techniques
- Learn More About Yourself – individual coaching sessions
- Conflict Management in the Workplace
- Resolving Customer Conflict
- Communicating for Results
- Emotional Intelligence

Cross departmental projects:

- programmed and ad hoc on-demand projects
- regularly occurring projects such as 'All Stops To Randwick'.

These current programs address the performance indicator, 'Staff involvement in a range of cross departmental and external projects, challenges, training and networking opportunities', detailed in the 'Inspiring performance' theme of the Workforce Plan.

The Council's Learning and Development team will continue to be a role model in industry leadership behaviour for other areas of the business by:

- presenting and facilitating at internal and external conferences, such as Local Government Shires Association Learning and Development forums and the 2012 Personal Assistants Conference
- receiving awards such as Winner of 2009 Local Government Managers Association – Management Innovation and Finalist of 2012 Australian Institute of Training and Development – Australian Training Innovation
- working collaboratively with external partners in the delivery of training and other research projects
- sharing knowledge, ideas and initiatives via the Learning Management System and the Learning and Development section in Simeon.

Learning and Development will continue to develop programs and collaborative partnerships to deliver best practice Leadership Development for staff.

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Systems and communication

To ensure staff have equal access to Learning and Development programs and initiatives, a multi-level clear and transparent communication platform is necessary. The Learning and Development team utilises a continuous process improvement model that is dependent on obtaining feedback from staff on a regular basis.

The quality of communication is directly dependent on the systems Learning and Development utilise. These systems also act as knowledge repositories.

Learning and Development's system and communication streams include:

Learning Management System

The current Learning Management System, 'My Place' has been identified as lagging behind some of its competitors due to the progress made in information technology. Currently 'My Place' allows staff to electronically access course information and enrol in courses and programs. Supervisors can also monitor their staff's Learning and Development programs. Learning and Development in collaboration with the Organisational Staff Services team are investigating options in regards to upgrading this system. One requirement is the ability to access the Learning Management System via smart phone or app.

ICARE About Learning

Little Box Big Ideas detailing the financial year learning programs available to staff. These are discussed with staff and their supervisors during the annual performance review period where each staff member's Learning and Development plan is developed and submitted to Employee Staff Services.

Simeon

Learning and Development will continue to expand the information available on the intranet to include all programs and initiatives, such as the Leadership Development Strategy, Health and Wellbeing programs including BeFit and Lifestyle Lunches, ICARE About Learning program, All Stops To Randwick, Study Assistance, monthly training calendar and other information. To streamline this process, Learning and Development can utilise the Objectify software to instantaneously update the website.

Marketing

Learning and Development are able to produce marketing collateral via the software, Adobe InDesign to promote learning programs and initiatives. These products can be sent via email, printed and distributed throughout the Council and all its locations, attached to payslips and displayed on visual screens.

Meetings

Representatives from Learning and Development attend other departmental team briefs and monthly ganger meetings to promote information.

Access to Learning and Development staff

Learning and Development staff are based in Frances Street. To ensure access to staff who do not work in the Administrative building, Learning and Development staff

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work from the depot on a weekly basis, the nursery, Des Renford Leisure Centre and Bowen library on a monthly basis. In addition, Learning and Development staff attend the monthly BBQ to communicate and be accessible to staff.

Staff can also contact Learning and Development via Simeon, the team email learning@randwick.nsw.gov.au or by the office phone number and individual staff mobile numbers.

Written communication via:

- Internal mail
- Online surveys
- Training course evaluation forms.

Implementation

The implementation of learning and development initiatives is based on individual staff Learning and Development Plans and the evaluation of staff training needs analysis. The challenge in the design and delivery of training is being able to effectively address the learning needs of our staff across areas including literacy, language barriers, computer literacy, intergenerational diversity and learning styles. The identification of these learning needs are addressed by ensuring all internal and external facilitators are comprehensively briefed by the Learning and Development team.

Learning is achieved through practical activities and interactive workshops ensuring the transfer of learning is effectively integrated into the workplace. Using the principle of orientation, staff are led to understand that they may not need to know this information now but it will be important for their future career path. Encompassing the principle of readiness ensures our staff have the desire to know how the learnings can be used now. The learning programs are designed to encompass different learning styles, such as audio, tactile and visual. The Learning and Development Strategy is responsive and the learning can be categorised as:

- formal and informal training
- accredited courses
- ‘Just in Time’ learning
- custom training
- e-learning
- mentoring and coaching
- networking
- conferences and forums
- online resources
- group learning – cross-functional teams.

The concept of ‘Just in Time’ Learning has led to a collaboration with the Information Management team resulting in the development of online learning programs via the use of Camtasia software. Initially this project has involved the creation of a series of ‘how to’ clips on the usage of the TRIM record keeping software. Once this system is fully operational, it will be able to be translated to all other custom software

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the Council uses, such as PowerBudget and TechOne. This initiative delivers instantaneous learning to staff, increasing skill and productivity levels across the business, linking directly with the delivery program action, 'Maintain a high performing workforce that is responsive to the needs of the organisation'. This project also encompasses the implementation of training video clips, produced by our internal and external facilitators. These will be stored and accessible to all staff via Simeon, transforming the intranet into a knowledge repository for Learning and Development programs.

Responsibility

Staff responsibilities are to:

- develop their Learning and Development plan during their annual Performance Review
- implement and share the skills and competencies staff obtain during training
- actively participate in learning opportunities
- complete online and written evaluation forms as requested.

Supervisors' responsibilities are to:

- identify staff skill gaps
- assist in the implementation of learning on the job initiatives by providing coaching to staff
- ensure staff are available to attend scheduled training
- collaborate with Learning and Development on the creation of custom training for staff
- ensure each project is a learning experience for staff by discussing and reflecting on objectives, progress and output.

Management responsibilities are to:

- enable staff to obtain experience at work that will help them develop over time
- create a clear understanding of the importance of the implementation and completion of staff Learning and Development plans
- communicate and implement Learning and Development programs and initiatives within each department
- collaborate with Learning and Development to ensure successful achievement in the completion of organisational development goals.

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Performance Indicators

A variety of measures are used to ensure that the key performance indicators and other statistical analysis data detailed in the Workforce Plan are met.

These include:

- employer of choice results
- evaluations of inductions, training and Health and Wellbeing programs
- skills matrix
- Learning and Development Plan completion rates
- regulatory and competency completion rates.

Specific Learning and Development key performance indicators listed in the Workforce Plan are:

- internal and external opportunities exist for cross-functional projects
- workforce data is accurate and used in strategic decision-making to positively influence both workforce sustainability and capability
- more than 5 per cent of full-time and part-time staff participating in programs offered within the Leadership Development Strategy
- staff involvement in a range of cross departmental and external projects, challenges, training and networking opportunities
- staff use of informal and formal multi-platform learning opportunities
- implementation of ICARE About Learning Program
- annual learning and development plans created for all full-time and part-time employees
- more than 3 per cent of full-time and part-time staff applying for study assistance and 90% completion of study assistance programs
- maintain attendance levels for Health and Wellbeing programs and activities.

Review

This Learning and Development Strategy will be reviewed annually within the Operational Plan and via quarterly reporting.

Summary

Learning and Development will continue to meet and exceed the expectations of our stakeholders utilising best practice methods supporting the Council's vision and leadership.

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Implementing current Delivery Program (2013–17) Workforce Plan

The current four year Delivery Program supports the ongoing implementation of existing workforce strategies and actions as detailed in the Workforce Plan 2013–23. These strategies and actions link into The Randwick City Plan through the theme of 'Responsible management'.

Responsible management is focused on achieving excellence through leadership, innovation and sustainability in all areas under Randwick Council's control. As a values-based organisation, we respect our community and demonstrate strong and effective civic leadership.

At the same time, the Council's internal themes must be joined to the ongoing strategic direction of the local government industry. The Department of Local Government's Destination 2036 Action Plan sets the strategic focus and pace for the industry on a wide range of issues, including several areas considering staffing. Randwick Council's Workforce Plan must therefore meet these directions and deliver upon the strategic influence of not only the City Plan but also the industry as a whole.

Randwick Council has dedicated considerable focus in becoming an employer of choice – a key action from Destination 2036. This first became part of the Council's Workforce Plan in 2009, and significant progress has been made in this and is programmed to continue.

Council staff are essential to the success of the organisation and there is a focus on attracting, retaining and developing the best staff and building both organisational and individual capability. Central to responsible management is the development of a workplace culture that values and encourages ethical behaviours and safe working practices.

The Workforce Plan consists of five key themes. Each theme comprises a number of strategic performance measures that are delivered through operational activities across an annual Operational Plan. These plans are reported quarterly to the Council.

In addition, a biennial review of the LTFP ensures that both our people resources and asset resources are sustained at a level that continues to deliver a high quality of service to our community. Randwick Council also annually reviews its organisational profile and structure, as well as external influences such as the outcomes from the Destination 2036 Action Plan. Economic and factors are considered, to ensure that our operations continue to deliver best practice workforce management.

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Aligning values and workplace

City Plan Theme: Responsible management

Responsible management underpins all of Randwick Council's activities. It refers to the integrity we apply to our financial management and governance and the way we value our staff. It is about leadership and sustainability and is the platform through which we deliver the other themes in this plan.

Delivery Plan 2013–17: Outcome 1 Leadership in Sustainability

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

We will demonstrate leadership and achieve a sustainable future by applying best practice financial, administrative, environmental, social and planning strategies and rigorous internal systems of governance. Through our staff we will build a strong platform for productivity, customer focus and achievement and fulfil our responsibilities to the whole community.

Four year Delivery Program action

1b.1 Demonstrate best practice and leadership in local government.

1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.

Randwick Council is dedicated to building a workforce where staff feel valued and involved and are ultimately remaining and developing within the organisation. Our goal is to increase alignment between values and workplace by strengthening relationships between management and staff, ensuring transparency, creating a culture of two-way communication and increasing individual accountability and responsibility.

Performance Indicator 2013–2017
A range of communication tools are used in human resources programs and corporate processes to support employee involvement
Staff demonstrate the behaviour of the ICARE Values in the workplace, measured in annual performance reviews
Collaborative and productive relationships with employee committees, unions and associations
Staff policies are current and support the ICARE Values, diversity and best practice
Internal and external opportunities exist for cross-functional projects
Organisational Staff Services systems and processes support the ICARE Values and are current, transparent and accessible

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Strengthening workforce capability

City Plan Theme: Responsible management

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Four year Delivery Program action

1b.1. Demonstrate best practice and leadership in local government.

1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.

To achieve the outcomes of The Randwick City Plan, the Council must continue to focus on strengthening its sustainability, capability and performance. By positioning Randwick Council as an Employer of Choice, we will increase our ability to attract and retain staff with the skills and abilities required for the Council to deliver outcomes for the community.

Performance Indicator 2013–2017
The strategic objectives of the Learning Development Strategy are achieved through the Workforce Plan individual actions
The strategic objectives of the Workplace, Health and Safety Strategy are achieved through the Workforce Plan individual actions
Workforce data is accurate and used in strategic decision-making to positively influence both workforce sustainability and capability
Attraction and retention strategy success is measured, reviewed and maintained
Induction program to be completed by all full-time and part-time new staff
90 per cent of staff are more than satisfied with employee induction, as measured through manager and employee probation review
95 per cent success rate with recruitment activities
95 per cent probation successful rate
The turnover rate of permanent staff is less than 5 per cent in the first five years of service
Employee engagement strategies are reviewed and maintained
Employer branding strategy is implemented
Ongoing implementation of the Workplace, Health and Safety Management System

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Inspiring performance

City Plan Theme: Responsible management

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Four year Delivery Program action

1b.1. Demonstrate best practice and leadership in local government.

1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.

We are continuing to ensure our leaders are capable of performing the important and often challenging, performance management functions of their position by supporting, educating and expecting accountability.

By ensuring equitable, clear and assessable performance measurement, recognition and reward, we are inspiring a workforce to achieve both personal and organisation goals.

Performance Indicator 2013–2017
Annual performance review completion within timeframe
More than 5 per cent of full-time and part-time staff participating in programs offered within the Learning Development Strategy
Merit-based selection for internal applications for promotions or transfers
More than three Employee of the Month nominations received each nomination period
90 per cent of unsatisfactory performance managed locally and consistent with the Council's policies
Less than two formal complaints per annum of unfair or harsh practices
Implementation of the Workplace, Health and Safety Awards and Recognition Procedure
Staff involvement in a range of cross departmental and external projects, challenges, training and networking opportunities
Staff use of informal and formal, multi-platform learning opportunities
Implementation of staff Employer of Choice initiatives
Create and sustain opportunities for emerging leaders within the organisation
More than 98% of staff are assessed to be at least proficient in the annual performance review

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Building knowledge and skills

City Plan Theme: Responsible management

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Delivery Plan 2013–17: Outcome 1 Leadership in Sustainability

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

We will demonstrate leadership and achieve a sustainable future by applying best practice financial, administrative, environmental, social and planning strategies and rigorous internal systems of governance. Through our staff we will build a strong platform for productivity, customer focus and achievement and fulfil our responsibilities to the whole community.

Four year Delivery Program action

1b.1. Demonstrate best practice and leadership in local government.

1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.

1b.9 Provide a safe and healthy environment for staff, contractors and the community.

In competing for talent, the Council needs to continually commit to building skills and expertise across the organisation. In achieving this we are encouraging staff to learn and seek out new practices, take risks, develop their knowledge and be innovative in their role.

By implementing the Learning and Development Strategy, we are nurturing our emerging leaders and systematically planning for succession. By supporting our staff in their development we are continuing to build and retain knowledge for the organisation.

Performance Indicator 2013–2017
Implementation of ICARE About Learning program
Annual learning and development plans created for all full-time and part-time employees
100 per cent compliance of mandatory Workplace Health and Safety competencies and licences
More than 3 per cent of full-time and part-time staff applying for study assistance and 90 per cent completion of study assistance programs
More than 5 per cent of full-time and part-time staff participating in programs offered as part of the Learning Development Strategy
Access to secondments, higher grade opportunities and promotion is based on merit and frequently used across the Council
Work Health and Safety learning and development supports the Workplace Health and Safety Management System

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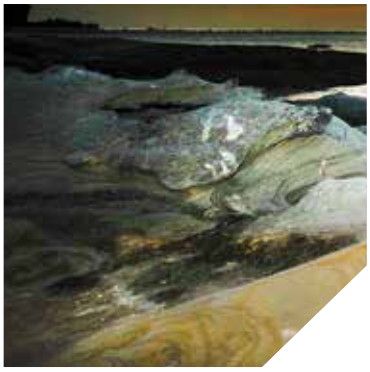

Encouraging wellbeing

City Plan Theme: Responsible management

Responsible management underpins all Randwick Council's activities. It refers to the integrity we apply to our financial management and governance and the way we value our staff. It is about leadership and sustainability and is the platform through which we deliver the other themes in this plan.

Delivery Plan 2013–17: Outcome 1 Leadership in Sustainability

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Four year Delivery Program action

1b.1. Demonstrate best practice and leadership in local government.

1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.

1b.9 Provide a safe and healthy environment for staff, contractors and the community.

Successfully blending competing priorities between workplace and home and encouraging a healthy lifestyle. Providing a working environment that supports employee wellbeing.

Performance Indicator 2013–2017
No WorkCover notifiable incidents
90 per cent of staff are more than satisfied with the Workplace Health and Safety induction, measured through manager and employee probation review
100 per cent pre-employment health assessments completed for permanent roles
No formal Workplace Health and Safety complaints made to WorkCover
Each reporting ECCR will be below ICCR
100 per cent compliance with the Workers Compensation Act for all incidents including no excess payments
Average cost and time lost per claim will be below industry average
Maintain attendance levels for Health and Wellbeing programs and activities
Health surveillance offered to at risk workers
Positive psychology concepts and practices are supported through 'psychological wellness' and 'resilience building' programs
Create and sustain ongoing planning for Workplace Health, Safety, Risk and Welfare within the organisation

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Monitoring Performance Indicators and evaluating the Workforce Plan

The three plans that make up the Council's Resourcing Strategy (Workforce Plan, Asset Management Plan, Long Term Financial Plan) identify issues, risks and challenges for workforce sustainability. The goal is to achieve the outcomes of the four year Delivery Program actions. The Workforce Plan combined with the Human Resources Strategy drives people sustainability for the organisation.

These plans detail the programs and processes required to provide responsive conditions of employment, reward and motivate staff, and establish a positive culture through valuing diversity, ethical behaviours and working practices.

At the same time, the Workforce Plan has the opportunity to implement strategic industry actions, such as those created through the Department of Local Government's Destination 2036 Action Plan and also through the NSW Independent Local Government Review Panel directions. While the Review Panel is yet to make recommendations in relation to the industry, it is important that its terms of reference are considered in this plan and that the scope of the plan enables these recommendations to form part of it when they are determined. As a consequence, it is essential to continue to monitor and review the Workforce Plan in line with changes in the industry.

Operational Plans are reviewed annually to maintain consistency with the Delivery Plan, Asset Management Plan and Long Term Financial Plan. Performance indicators are set for each of the plans and measured for success by the Council's corporate reporting system.

Performance indicators for each Workforce Plan theme are further detailed with timeframes, resources and project plans in the annual Organisational Staff Services Operating Plan. The Operating Plan is reviewed each quarter with an extensive review undertaken annually. It is at this time outcome highlights, challenges and completion of various actions are captured.

Workforce Plan Summary 2013–23

Randwick Council continues to implement proactive and measurable programs and practices to build workforce capability.

A flexible and responsive Workforce Plan was prepared to support and integrate with the Asset Management Strategy and Long Term Financial Plan. The purpose of the Workforce Plan is to ensure resources are available for the current four year Delivery Program.

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

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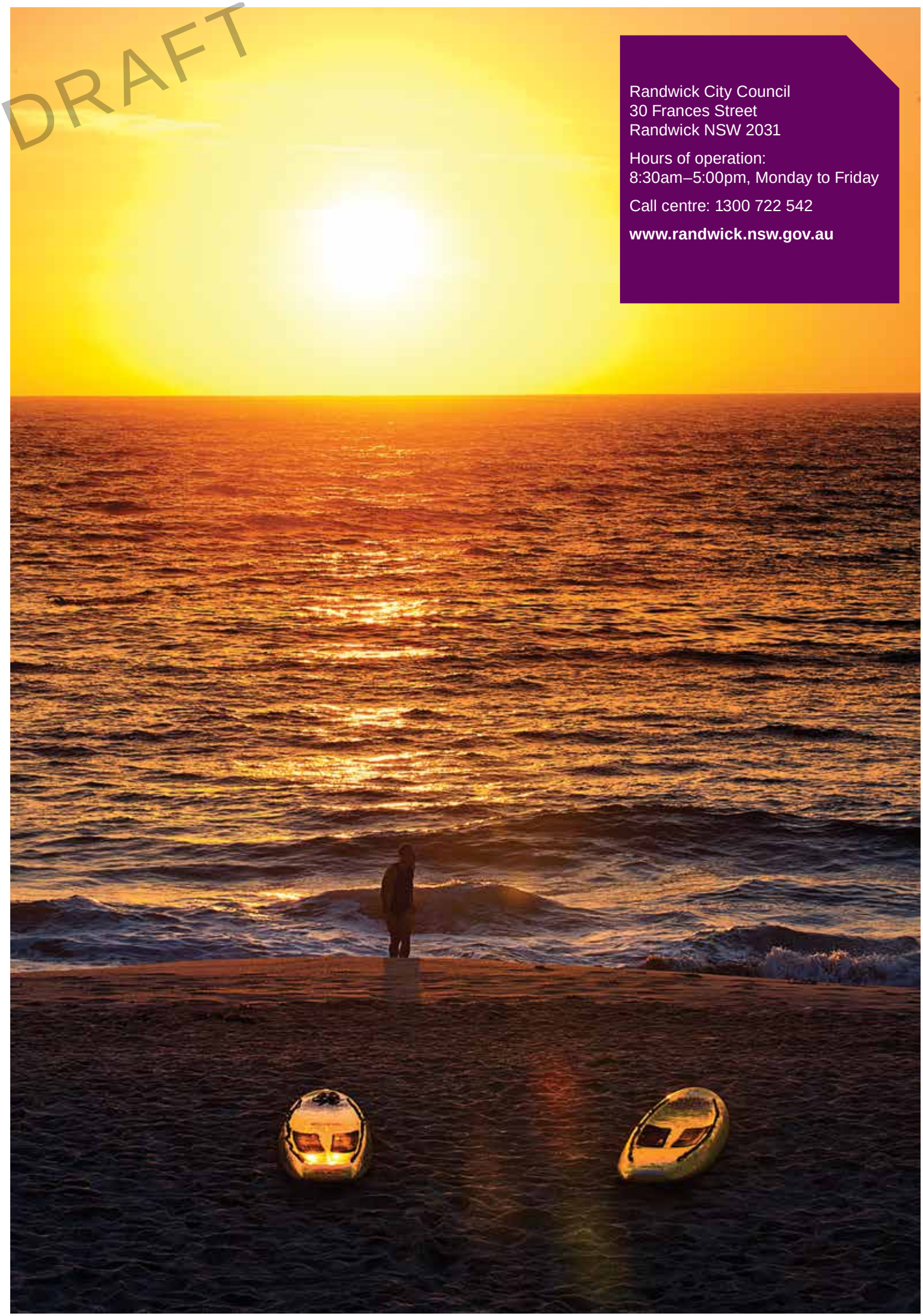

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