Kiama Municipal Council
Workforce Strategy

Acknowledgement to Country

Kiama Municipal Council acknowledges the Wodi Wodi people on Dharawal country as the traditional custodians of the land on which our Municipality is located. We pay our respects to Elders past, present and future. We are committed to honouring Australian

Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our community.

Introduction

All NSW Local Governments are required to develop a Workforce Strategy. This document forms part of the Resourcing Strategy and outlines how a council will resource the strategies and actions that are contained within the Integrated Planning and Reporting Framework.

Workforce Planning is the process of identifying current and future staffing needs. It identifies the skills required by the organisation to provide the services required by the community. The Workforce Plan provides a framework for aligning decisions about human resources (such as recruitment, development, and internal deployment) with Objectives and Strategies in our Community Strategic Plan. It is a key element of our Resourcing Strategy both being informed by and informing our Long Term Financial Planning (overall Employee Benefits and On-Costs) and our Asset Management Planning in terms of the skills required now and into the future to sustainably manage the portfolio.

Our Community Profile

Council is committed to delivering services that meet the changing needs of the Community whilst ensuring we are financially sustainable for the future. Council has to effectively manage its workforce and consider the services that it delivers to the community. To achieve this, it is important to understand our community and economy. Our community profile is as follows:

- Our Population - 24,006 (REMPLAN 06/22)
- The Kiama Municipality has an estimated $1.668 billion output. (REMPLAN 06/22)
- Average weekly earning for full-time adult in Australia in November 2021 was $1748.40 (ABS Nov 2021 key statistics)
- 42% of our population are employed in permanent jobs.
- There are 5260 jobs within our Municipality
- 8938 employed people live in the Municipality (REMPLAN 06/22)
- Approximately 48% of our population are not in the paid workforce (REMPLAN 06/22)
- 25% of our community work full-time; (REMPLAN 06/22)
- 17% of our community work part-time(REMPLAN 06/22)
- 1,023 jobs (18.2% of total employment) are in Accommodation & Food Services
- Construction is the largest output generating sector, with an annual estimated output annually of $399.172 M. (REMPLAN 06/22)
- Arts & Recreation Services have an annual economic output estimated at $34.263 M. (REMPLAN 06/22)
- 22% of our population live alone(REMPLAN 06/22)
- 46% of our residents own their homes outright
- The median age of our population is 47
- 14% of our community identify as unpaid carers.
- 1.7% of our population are Indigenous (REMPLAN 06/22)

- 19% of our population identify as living with disability;
- Our area is considered to have a population low density; with an average of 92 people per square km; (REMPLAN 06/22)

Alignment with State Government Plans

The *New South Wales Local Government Workforce Strategy* sets the direction for a range of initiatives and projects to address the workforce challenges facing local government in NSW over the next four years. The Strategy is a key document that has been considered in the development of Council's draft *Workforce Management Strategy 2022-2026*.

Two key drivers underpin the development and framework of the NSW Local Government Workforce Strategy:

- The Local Government Workforce and Future Skills Report Australia; Sept 2018
- Recommendations emerging from the local government reform process, particularly actions from Destination 2036 and recommendations of the Independent Local Government Review Panel and the NSW Government.

According to research in November 2015, the greatest challenges facing the workforce of NSW councils' were (in descending order):

- An ageing workforce
- Uncertainty around possible future local government reform
- Skills shortages in professional areas
- Limitations in leadership capability
- The gender imbalance in senior roles
- Lack of skills and experience in workforce planning
- Lack of workforce trend data
- Difficulty recruiting staff
- Resistance to flexible work practices
- Lack of cultural diversity.

Data confirms that these challenges certainly apply to Kiama Council and addressing these challenges is key to this Strategy

External Influences

There are many influences, both internal and external that impact on our workforce. These include

- organisational change and realignment
- changes in legislation,
- balancing community expectations and agreed levels of service
- assessment and review of service levels, functions and our capacity to deliver
- a changing demographic, including an aging workforce
- changes in technology
- hybrid or flexible work options
- a focus on continuous improvement
- a need for innovation, collaboration and high levels of engagement
- changes in affordability of housing in our LGA
- our capacity to attract and retain employees in the midst of the 'Great Resignation'

Where are we now?

Kiama Council is in the midst of significant change, that will have implications for our workforce going forward. Forensic auditing, recommendations from a range of professional associations, and a wide range of employee input have supported Council to develop a number of improvement actions. Reports from our Forensic Auditor, the Audit Office & the Office of Local Government show a clear need for us to address our financial sustainability. Along with feedback from our employees, these documents informed our Strategic Improvement Plan which clearly articulates a need for long-term strategies to improve culture, capability and capacity within Council.

Some of the key impacts include a review of Council's operations to ensure financial sustainability for the future. These are crucial considerations in the development and implementation of our plans. As with all change, timely and active engagement with our people will be key to the success of this strategy.

Given this change, this workforce strategy will be the subject of ongoing review. Further details are required to support this document, which are not yet known. It is expected that as these details (such as structure) are known, the document will be updated and reviewed.

Our people are feeling the impacts of the ongoing review of the past. They are asking to actively contribute to developing and delivering solutions. They know that the work they do, matters.

At the time of development of the Workforce Management Strategy, a significant piece of work is being undertaken to uncouple Kiama Council and Blue Haven ledgers. This impacts on the Workforce Management Strategy as there is data and information currently being refined for Blue Haven. Uncoupling the ledgers allows for a true representation of the resource impacts/needs of the Blue Haven Business to be separately accounted for, identified, and reported on separate to the Local Government arm of the business.

Further work needs to occur on Blue Haven including the master roster, business plan and other strategic documents to support accreditation. This work is ongoing.

For this reason, Blue Haven statistics, actions and strategies have not been included in this document at this time. The intent will be for this to be included in the future once further data and information is obtained.

Our Workforce

Our workforce is essential to delivering the vision articulated in the Community Strategic Plan, and the actions and outcomes outlined in the combined Delivery and Operational Plans.

Kiama Municipal Council's people are one of the most valuable assets and investments representing $39 million in salaries and wages in 2022/23. As such, the Workforce Management Plan is an essential element of the resourcing framework to be used to facilitate the achievement of the goals, strategies and objectives of the Community Strategic Plan, Delivery Program and Operational Plan.

Along with the Long Term Financial Plan, this Workforce Management Plan, will assist to ensure the achievement of Council's strategic objectives within the limitations of our financial resources.

We know that strategic planning supports success. This strategy focuses our attention on the need to ensure we engage our workforce and create the environment to ensure we have

$$\frac{People^{Right} + Place^{Right} + Time^{Right}}{Work} = Success$$

We must be prepared with

- the right workforce with the right skills, capabilities and drive,
- current and appropriate technology, processes and procedures,
- a real and visible commitment to ensuring a safe, healthy and satisfying workplace.
- a culture that innovates, supports and grows in strength with shared and meaningful values
- Strong leadership that empowers and enables achievement.

This will ensure we continue to maintain and enhance the quality of service we are providing to our community.

Our Workforce Profile

This Workforce Plan is the first step to work through what resources are available to deliver, what we can afford and how we can best serve our community. There is more work to be done on this plan as we find further information and analyse our business.

Separate work is also required on the Blue Haven Business Unit given the unique nature of this business. The statistics displayed below about our workforce are for the local government part of the organisation and do not include an analysis of Blue Haven.

- The local Government arm of our business employs 307 people. (excluding Bluehaven)
- Of our 307 employees 51% identify as female & 49% identify as male. We do not currently collect information regarding employees who identify as non-binary.
- We employ 25 casual beach lifeguards during the patrolled beach season of September to April
- 18% of our workforce have been employed by Council for less than 1 year.
- The median age of our workforce is 47. The mean age is 45.5.
- 30.5% of our workforce is over 55; a further 12.5% is over 50.
- 32% of our workforce has worked with Council for more than 10 years.
- 96% of our employees travel less than 30 minutes / 50km to work. Of these, 44% live and work locally in the Municipality. Only 1% travel to Council from outside of our ISJO region (being Shellharbour, Shoalhaven or Wollongong)

Further profile data will be added to this document as further analysis is undertaken. At this point in time the organisation is experiencing significant change and further work is required to undertake more detailed assessment of our workforce, trends and future state. It is expected that this document will undergo significant further review and additions over the next six months.
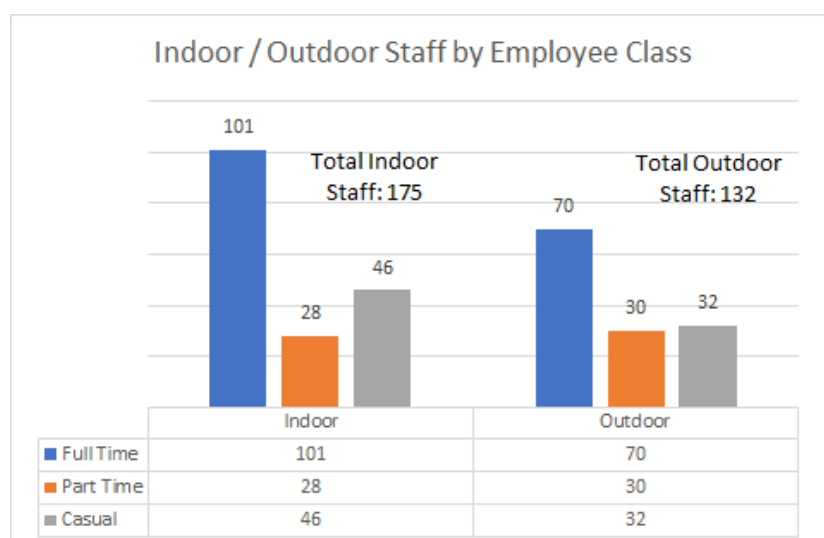
Council's Organisation Structure

Council currently has an interim structure in place. This structure was created in December 2021 as an interim response to current vacancies and to support some financial savings. This interim structure will not continue as it is unsustainable for the organisation and its workforce. A structure review is being undertaken with a focus on Executive and Managers reporting lines and positions. The intent is to support the organisational priorities as outlined in the SIP. Budget has been allocated for this financial year to support this process.

Our Interim Structure

Interim Organisational Structure
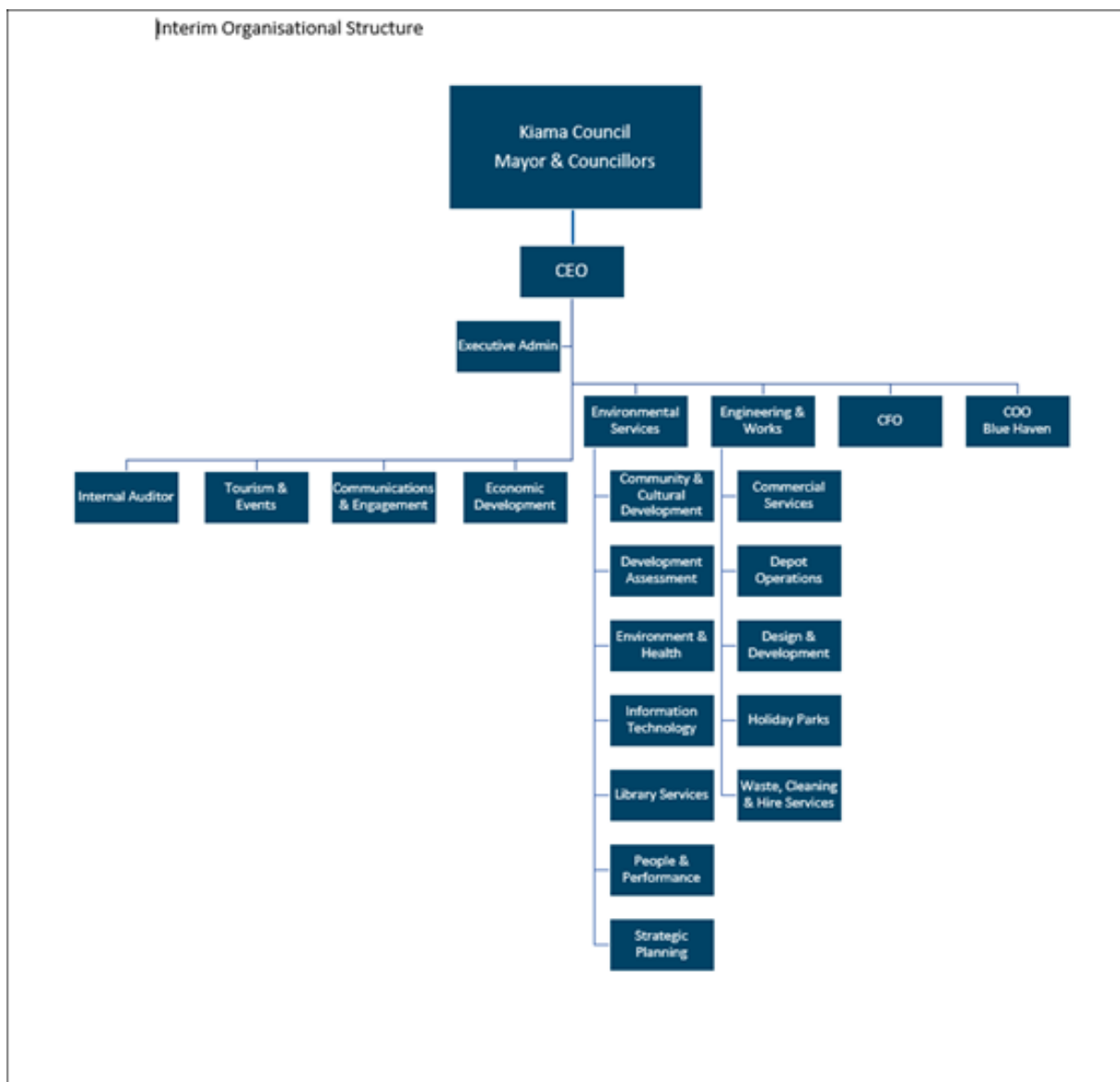
Overview of Current State

Labour costs are steadily increasing and the impact of this is compounded in areas of labour shortage. Council's employment costs have progressively increased over time. The key challenge for Council is to minimise employment costs while ensuring it has the right people in the right place at the right time, with the right skills to meet the community's desired needs and its short, medium and long term objectives. We also need to address the key need to invest in technology and training, to support efficient and effective customer service.

Indoor / Outdoor Staff by Employee Class

	Indoor	Outdoor
Full Time	101	70
Part Time	28	30
Casual	46	32

Total Indoor Staff: 175   Total Outdoor Staff: 132

The long term sustainability of Council requires that we manage the operational expenditure, a large proportion of which is employment costs. Even with relatively stable staffing levels, Council's employment costs have continued to increase. This is expected due to increases that are largely driven by annual Award increases and increases in the Superannuation Guarantee system.

Labour Hire and Use of Consultants

As part of Council's financial reviews, we will thoroughly analyse the use of Labour Hire, consultants, contractors and casuals to ensure that Council is getting best value for money while balancing the need to fill critical roles in the context of skills shortages and retaining knowledge and information.

Learning and Development

Historically, Council's Learning and Development budget has been modest relative to other Councils. The actual training spend per employee is significantly lower than NSW Local Government benchmarks. This is having impacts on the capability of staff to do their jobs, as well as the Employee Value Proposition. This is further exacerbated by Council's lack of a Learning Management System, a platform on which to host online learning programs.

Years of Service

The statistics for years of service are as follows:

- 18% of our workforce have worked at Council for less than 1 year;
- The majority (57%) have been here less than 5 years.
- 32% of our workforce have been here for more than 10 years.
- 2 people have worked at Council for 45+ years;
- 22 people for over 26 years
- 7 women have worked here over 26 years.
- 60 men & 38 women have worked here more than 10 years

Ageing Workforce

As with most regional Councils, our workforce is ageing and we need to develop a strategy to support and acknowledge the value and skills of this sector of our workforce. Office of Local Government have developed resources to support Councils undertake workforce planning for this sector.

	Total	Male	Female
Age range of workforce	307	150 (49%)	157 (51%)
15-24 Indoor	16	8	8
15-24 Outdoor	12	5	7
Total by age	28	13	15
25-44 Indoor	66	27	39
25-44 Outdoor	42	18	24
Total by age	108 (35%)	45	63
45-54 Indoor	40	20	20
45-54 Outdoor	37	19	18
Total	77 (25%)	39	38

Succession Planning

Historically succession planning has been carried out on an ad-hoc case-by-case basis. There is a fine balance between maintaining effective succession planning and the legislative requirements for advertising vacant positions to enable suitable external candidates to apply. Council has identified the need to develop and implement a structured approach to succession planning. This approach will support ongoing professional development, knowledge transfer, flexible work practices, while ensuring appropriate use of consultants.

While longevity can be a positive trait, succession planning is integral to effectively managing an aging workforce and ensuring service levels are maintained. It is also important to ensure Council's employees have diverse experience and current industry knowledge. Core and critical roles need to be identified and strategies planned for filling temporary vacancies to reduce risks to service levels.

Initially, priority for succession planning will be determined by risk analysis and identification of critical positions. Council needs to develop a formal succession planning methodology.

Flexible Workforce Approaches

We have a range of options available to our employees to help them to manage their work lives and the demands of life outside of work including generous flex-time provisions and extensive flexible work arrangements. Our employees tell us that these are a significant part of our value proposition as a family-friendly employer.

Like many organisations, Covid-19 has taught us that some services can be delivered effectively with employees working from home, while for others, our employees need be in the workplace. In conjunction with our Consultative Committee, we are reviewing our approach to home-based work and considering a hybrid approach. Efficiency is obviously not the only consideration here. We need regular contact with our employees to ensure that they feel engaged and part of the organisation. Strong team work and collaboration is important in developing the type of culture we value and in providing opportunities for on-the-job learning from others.

While providing individual flexibility is important, we need also to consider the impacts of flexibility on others in the team. The data shows us that we have an aging workforce with significant demand for reduced hours from employees transitioning-to-retirement. We respect and support this but need also to balance operational requirements and continuity of service to our community. When considering requests we need to ensure that we are not inadvertently putting onerous demands on others or risking achievement of objectives of the CSP.

Employee Engagement Survey

Change is an inevitable part of life and it seems that the pace of changing is ever-increasing. This is true for Council, as for all organisations. The willingness and ability to embrace change is an important competency in today's workplace. We recognise that we need to adopt effective change management practices to support our employees and enable them to make the changes that are needed. To do this we will

- Ensure we have effective channels of engagement and communication including information briefings using a range of available media, consultative meetings, and well-developed change management plans
- Ensure that we invest appropriately in training and professional development
- Support a culture of continuous learning where we share skills, knowledge and ideas with others
- Review employee engagement through structured and ad hoc surveys
- ensure our leaders and managers have access to professional development in the area of leadership as well as their professional disciplines
- Encourage active participation in leadership forum so that we can actively challenge through rigorous, respectful debate
- ensure our supervisors have access to appropriate training and development

- Ensure all employees have access to regular meetings with their supervisors to talk about Council's expectations of them, their work performance and development
- Ensure that we have regular and systematic reviews of our policies, procedures and guidelines
- Optimise use of our systems and processes

In December 202, Council undertook its first Employee Engagement Survey which identified opportunities for more robust employee engagement strategies. Events of the past few years including major bushfires in neighbouring areas, Covid-19 and significant changes in our Executive Team have diverted our attention.

Along with 38% of Council's in NSW, Council has identified the need to implement rigorous methods of measuring employee engagement and developing strategies to improve results. This WMP is but one of those strategies.

Our Challenges and Opportunities

Attracting and Retaining Talent

There is a significant skills shortage being experienced within Local Government, with a lack of resources available within the marketplace. Kiama is challenged to competitive with our neighbouring Council's which are of a larger size and scale, often allowing for better employee propositions to be offered to respective candidates

Building leadership and workforce capability

Current operational demands and challenges have in the past result in reactive staffing practices rather than proactive planning for change. There is further development needed for processes to support leaders at every level to develop effective needs analysis and workforce planning skills.

Council needs to develop strategies to support and grow leadership skills in our current and emerging leaders; encouraging further tertiary studies in leadership with support through the Study Assistance Program; nominating and supporting participants in the RDA's Leadership Illawarra Program; encouraging mentoring relationships within Council

Our Ageing workforce

Our workforce median age is 47; with a mean age of 45.5., 30.5% of our workforce is over 55; a further 12.5% is over 50. A significant component of our workforce is part-time; accessing flexible work arrangements to transition to retirement

Workforce Trends Analysis and Data

Accessing consistent and current data is currently challenging resulting in unreliable reporting and data available to make decisions. There is a need to ensure accurate and effective Implementation of TechOne modules to simplify reporting and effective data analysis. Skill development and capacity required to deliver workforce data is also needed to support decision making. This data will allow for us (when considered along with the staffing profile, organisational priorities and the CSP) to develop longer term projections for types of work and facilitate workforce planning allowing council to manage some changes through natural attrition. Operationally, this data allows management to make educated decisions about how to manage vacancies e.g. long term filling and filling behind leave (Higher Grade Pay). We should also have a good understanding of how long a vacancy can be sustained before it impacts the organisations performance. This can help with budgeting and provide justification for decisions either way. The profile will allow us to view the organisation as a whole, identifying critical skills (and gaps), training needs and succession planning. Such information will help align workforce planning with CSP and Delivery Plan.

Financial Sustainability

Office of Local Government report 35% of NSW councils are recorded as experiencing financial challenges. Fit for the Future requirements, other compliance and reporting

changes, & cost shifting from State and Federal Government continue to heavily impact. Kiama Council is specifically facing significant challenges in achieving and maintaining financial sustainability. These are well documented and outlined within the Resourcing Strategy

Managing Workforce Performance

The expectations of the Community are outlined in the Community Strategic Plan (CSP) and flow through to business plans and individual performance agreements and work plans. This is referred to as "line of sight", it is the direct link between Council's goals and the work we do. Managing performance is a high priority at Council. Work has occurred this year to set clear performance targets each year for the Senior Management Team. Measuring both interpersonal skills and business performance including annual performance discussions. Further work will occur on our performance review process, including additional training and upskilling of Managers and Coordinators.

Additional Challenges

Other challenges we face include:

- Governance and compliance
- Empowering and engaging our workforce
- Planning for the future of our workforce
- Supporting our staff health, safety and wellbeing
- Changing and increasing legislation

What have stakeholders told us?

Our stakeholders have said that they want:

- Clear and accountable leadership with strong communication
- Collaborative, engaged
- Supported by flexible work practices
- Enabled by technology
- Workloads and expectations are achievable
- The right people in the right jobs
- Is willing to learn; and feels safe learn, ; innovate and be resourceful
- Outcome focussed
- Courageous, honest and clear.
- Understands what is needed

Our Action Plan

Over the four-year period from 2022 to 2026 we aim to

1. Establish a clear correlation between our actions, our measures and desired outcomes
2. Become more strategic in our thinking, and strategic in our planning.
3. Address the challenges of our culture to improve our preparedness for effective change.
4. Grow our capability and capacity with the right supports, structures and skills.

It is important to note that numbers relating to the workforce are taken at a particular point in time, like a snapshot, and, as such, will be reviewed and will change in time. Further, we have identified a need and desire to improve our reporting framework and ensure our baseline data is robust and accurate.

Our organisation is also facing significant challenge and as identified in the Strategic Improvement Plan a key focus for our organisation is organisational capacity and capability.

There is further work to be done on this plan, it is a start. Further analysis, consultation, contribution and data is needed to refine and enhance this document. We acknowledge this and will:

- identify future business directions and workforce needs based on global and sector challenges and opportunities
- undertake further analyse to understand the make-up of the current workforce
- determine the necessary skills, capabilities and competencies required to achieve strategic and operational goals in the future
- develop further strategies and actions that will assist in achieving these goals are better able to respond to the changing needs of our customers
- identify strategies that are people-focused, unleash human potential and contribute to our business success

Key Focus Areas

The key focus areas for the future state of the organisation are:

Culture	We matter; We are inspired, included and committed
Our people understand how they contribute to the organisation's objectives and that what they do, and how they do, it matters. We encourage positive workplace behaviour and actively value inclusivity. We see the benefit of diversity in achieving enhanced outcomes We build a culture where safety is the norm and we make decisions that ensure the wellness of our people to meet the changing needs of our community	• Culture • Leadership • Trust / teamwork • Employee Value Proposition • EEO • Diversity & Inclusion • Wellbeing / Benefits
Capacity	We are enabled; We have the time, resources & the technology to do our jobs
We recognise the importance of having the capability to do the job. We know we need the right people, and the right supports to enable them to do the job. We have 'can do' attitudes but will speak up if we feel incapable. We review and update our approach to work to ensure that we are flexible and adaptable in an ever-changing environment.	• IM&T • IP&R • Recruitment and retention • Talent and succession planning • Strategy to address skills shortage • Flexible workforce
Capability	We learn, we lead, we try new things and we improve, always.
We respond positively and creatively to change We continuously build the capability of our workforce. We develop our people and create a safe space for employees to embrace opportunities to learn and develop in a supportive and constructive environment. We encourage innovative thinking and provide an environment in which employees are empowered to suggest, develop and implement creative solutions and ideas.	• Learning & Development Strategy • Mentoring • Apprentice / Traineeship / work exp

Compliance	We have integrity, we follow legislation, we have processes & procedures that support us
We are understand our policies, processes & procedures. We ensure that they are effective and support us to do our jobs well – they are tools that we are skilled to use We develop and implement appropriate policies, systems and processes to enable our workforce to make effective and measured decisions.	• Safety Management System • Enterprise Risk • Governance • Policies Register • Procedures; processes • Record Keeping systems • Legislation • Industrial relations • WHS
Communication	We actively listen, we courageously speak; we are clear, honest & respectful.
We communicate clearly and respectfully . We ask, we listen, we learn and we close the feedback loop when we make decisions. We make clear, accountable decisions that can be understood & communicated effectively We encourage collaboration at all levels by creating and contributing to shared goals.	• Alignment of strategic direction and ongoing reference to it. • Accountable, transparent decisions • Staff feedback & information • Engagement Strategy / survey • Reporting strategies • Consultative Committee / Unions / staff engagement

Actions

Action
Finalise the Workplace Structure to replace the interim structure
Develop and implement a comprehensive Workforce Management Strategy to "ensure the right people, with the right skills, in the right jobs"
Undertake further analysis of baseline data and consultation with employees
Support transition to retirement plans and the development of succession plans
Develop acceptable & agreed levels of service within available resources (SIP)
Ensure services are tailored and meet essential needs or legislative requirements
Council will deliver the actions outlined in the State of the Organisation Report and the Strategic Improvement Plan
Create systems of governance and oversight that are current and compliant, offering transparency and accountability.
Develop and implement a Hybrid Flexible Work Arrangements Policy.
Develop a Diversity Policy and Identify opportunities for Executive Sponsorship promoting positive role models and experiences for cultural diversity
Develop a rolling program to enable effective Service Level reviews, incorporating a Community Engagement Strategy
Develop a regional response to the Modern Slavery Act, with ISJO
Develop Childsafe legislative & regulatory changes
Undertake ongoing assessment and flexibility in workforce management balanced with industry best practice and Council's ability to attract and retain key talent
Review and align position descriptions
Deliver programs and initiatives that support leaders to develop skills
Support our workplace wellness and safety
Develop an IM&T strategy and resources to enable staff to undertake their jobs efficiently & effectively
Implement a learning program to support the development and maintenance of skills to ensure that employees have functional digital literacy required to keep pace with emerging digital culture and work practices
Develop processes and practices to ensure the IP&R framework supports with strategic planning and overarching, integrated planning
Facilitate workforce planning that includes sound risk management and succession planning whilst meeting requirements of the LG Act and Award.
Ensure appropriate and rigour in recruitment & selection processes to attract candidates that best fit and meet Council's needs
Develop structured learning to ensure development of competencies and confidence of employees acting in higher grade/relief positions.
Through engaging in a range of activities and initiatives liaise with LG NSW and ISJO to develop and implement strategies to attract key talent
Review salary structure and position descriptions

Roll out of Workforce Planning Across Council

Workforce planning is an ongoing exercise in a changing environment. A current organisational realignment is underway, along with levels of service review. While all efforts have been made to forecast operational needs, as with all strategic plans, the Workforce Management Plan is a 'living' document that should be reviewed and amended to ensure it reflects the organisation's changing needs.

A number of key strategies and policies will be reviewed in Year 1 of the Plan and enable us to develop a set of baseline data and reports to support decision making going forward.

Evaluation and Review

This Strategy will be reviewed annually as part of Council's Supporting Document update to ensure that the approach remains current and relevant, as well as to track progress to ensure the Strategy is being delivered.

A review of this document will be carried out toward the end of the term of the strategy, in preparation for the development of a new document

Appendix - Definition of Terms

Definitions of Terms	Meaning
Belonging	The individual sense of being accepted in the workplace
Capabilities	The skills, knowledge areas, behaviours & mindsets needed at an individual level to adapt and to succeed in the context of continuously emerging changes at work.
Collaboration	A working practice where individuals work together for a common purpose to achieve an outcome
Data-Analytics	Se of data-informed methods to improve planning, decision making and management
Digital Literacy	Having the capabilities to learn & work in an environment where communication & access to information is increasingly through digital technologies, including internet, social media and mobile devices.
Employees	People employed by Kiama Council
Employee experience	The intersection of the employee's expectations (including wants, needs & values), their environment (including culture, people & leaders, work, programs & processes, & workplace tech/ tech.) and the events (including life, career & organisation) that shape their journey in the organisation.
Evidence-informed decisions	Using a range of evidence, including best practice research, to inform decision making.
FTE	Full time equivalent
Hybrid Working	A flexible working model employees work partly between the physical workplace, and partly remote – at home or from another workspace.
Inclusion	The achievement of a work environment where all individuals are treated fairly and respectfully & provided equal access to opportunities & resources to ensure that they can contribute fully.
Organisational culture	a "pattern of shared basic assumptions" (Schein, 1992) that guide how work gets done within an organisation. It includes the organisation's vision, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits.
Policy	A statement of the organisation's attitude and preference of direction.
People	Used here to refer to our workforce; employees; staff; people resources etc.
"'People first' culture	a culture that actively considers and fulfils the needs of all people, including the community and employees. Within the organisation, a 'people first' culture ensures that people of all backgrounds, ages and abilities belong and are given the opportunity to thrive.
Resourcing Strategy	This document collates the long-term resources required to achieve the objectives established by the Community Strategic Plan. The strategy includes long-term financial planning, workforce management planning and asset management planning
Skills	the ability to perform a certain task / activity or to manage a certain tool, technology or process.
Long Term Financial Plan	The Long Term Financial Plan (LTFP) is a ten year financial planning document that contains financial strategies and accompanying performance indicators that the organisation considers when making significant strategic decisions about financial resource allocation.
Value Proposition	the collection of rewards and benefits that a company can offer its employees, in return for the capabilities and experiences that they bring to the company.
Ways of working	the set of principles, practices and processes that determine how a team / organisation collaborates to deliver outcomes.
Workforce planning:	the process through which an organisation analyses and plans for the workforce and capabilities it needs in the future to ensure it has the right people, in the right place at the right time.

Sources	Key themes / information
Mercers Global Talent Trends 2022 2022 Global Talent Trends Study | Mercer	Reset for Relevance Work in Partnership Deliver on total well-being Build for employability Harness collective energy
National Skills Commission Skills Priority List | National Skills Commission	
Skills Shortage & Hard to Fill Local Government Workforce and Future Skills Report Australia - Australian Local Government Association (alga.com.au)	A 2018 study found that 69% of councils across Australia were experiencing skills shortages in Engineers, Planners, Building Surveyors, Environmental Health Officer and Project Managers
Australian Bureau of Statistics (ABS) Occupation Standard, 2018 | Australian Bureau of Statistics (abs.gov.au)	
Increasing Diversity People with disability in Australia 2019: in brief, What are the key data gaps? - Australian Institute of Health and Welfare (aihw.gov.au)	Ageing workforce Disability Stats Aboriginal and / or Torres Strait Islander
Kiama Council Strategic Improvement Plan	Strategic Improvement Plan 2022 Kiama Council (nsw.gov.au)