



Kiama Council

**Workforce Management Plan 2017/18–2021/2022**



## 1.0 Executive Summary

Kiama Municipal Council's human resources are one of the most valuable assets and investments representing \$24 million in salaries and wages in 2016/17. 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 Council in reinvigorating the workforce to ensure the achievement of Council's strategic objectives within the limitations of financial resources.

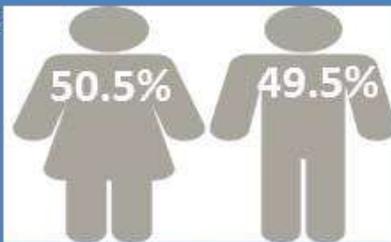
# OUR MUNICIPALITY | OUR COMMUNITY



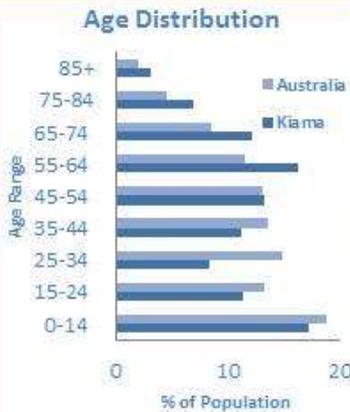
## Key Features:

- Medium sized regional Council
- Desirable place to live and work
- Relaxed coastal lifestyle paired with rural character
- Accessibility to regional centres and Sydney
- Separate villages and towns

**21,505\***  
PEOPLE LIVE IN THE KIAMA LGA



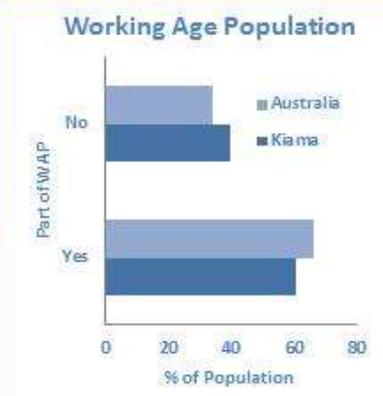
1.6%  
ATSI  
17.6%  
CALD



### Median Age

**KIAMA** 46.5 **AUS** 37.4

**19.8%**



**Strong Community Spirit**  
In a voluntary referendum in 2016, 95.4% of voters said 'No' to the proposed merge of Kiama & Shoalhaven Councils. Over half of eligible voters participated.

### Median House Price Continues to Rise

**KIAMA** \$619,000 **AUS** \$460,000



**Major Employment Industries:**  
Education and Training  
Tourism & Hospitality  
Construction  
Social Assistance & Health

## 2.1 Our Vision, Mission and Goals

### Our Vision

‘Working together for a healthy, sustainable and caring community’

### Our Mission

‘Kiama Council will work to create a Municipality that has a healthy, vibrant lifestyle, beautiful environment and harmonious, connected and resilient community’.

### Our Goals

Council’s goals as articulated in the CSP are:

- 1.0 – A healthy, safe and inclusive community
- 2.0 – Well planned and managed spaces, places and environment
- 3.0 – A diverse, thriving economy
- 4.0 – Responsible civic leadership that is transparent, innovative and accessible

## 2.2 Integrated Planning and Reporting at Council

The Community Strategic Plan (CSP) reflects the community’s priorities and aspirations from 2017-18 to 2027-28. The CSP guides and coordinates Council’s activities over a 10 year period. This Workforce Management Plan (WFMP) is aligned directly with the objectives detailed within the CSP and Delivery Program (DP), having regard to the budgetary constraints set by the strategic agenda of the Long Term Financial Plan (LTFP).

### 2.2.1 Council’s Strategic Objectives

The Integrated Planning and Reporting (IP&R) approach and how it relates to the way we go about our business planning at Council is as per the following diagram:



## 2.2.2 Strategic Priorities

The WFMP has been developed in light of the strategy articulated in the LTFP. This scenario sets Council's priorities as:

- An increased focus on asset renewal and maintenance over capital expenditure
- Integration between Council's budget and Asset Management Plans
- Implementation of the Improvement Strategy developed by Morrison Low
- Development and implementation of Council's Organisational Development Strategy
- Meeting 'Fit for Future' benchmarks.

Through ongoing sustainability service reviews, Council's agenda will be to:

- Increase productivity
- Decrease costs
- Increase customer satisfaction

To ensure Council is sustainable in the long term, Council needs to achieve an efficiency saving of 1% per annum through sustainability service reviews and continuous improvement.

## 2.2.3 Long Term Financial Plan

Council's LTFP and WFMP are fully integrated. This integration includes:

- salary structure review
- vested sick leave
- long service leave liability
- worker's compensation
- learning and development
- organisational development

## 2.2.4 Purpose of the Workforce Management Plan (WFMP)

The distinctive capacity of Council's employees to achieve the goals identified in the CSP is critical to the achievement of Council's vision. Council's WFMP exists to facilitate the delivery of the CSP objectives. Like the LTFP, the WFMP is not an end in itself but is a means of ensuring the objectives of the integrated planning framework are matched by an appropriate resource plan. This WFMP will assist to ensure Council is able to meet the current and future service and operational needs of the community.

## 2.2.5 Objectives of the WFMP

This WFPM is designed to achieve the objective of shaping Council's workforce to remain Fit for the Future.

## 2.2.6 Key performance measures and outcomes of the WFMP

The major performance measurements of this strategy are:

- Establishing a baseline and improving employee engagement
- Maintaining and improving customer satisfaction
- Meeting or exceeding Fit for the Future benchmarks
- Retaining service provision at current levels as articulated in the Delivery Program (DP)

## 2.3 Services

Council's voluntary referendum result in 2016 was exceptional. The implication is that the community will continue to expect high quality service. In an ever tightening fiscal environment, Council will continue to face the challenge of maintaining the quality and quantity of service within the limitations of funding. Council is dedicated to meeting the present and future needs of the community in a cost effective, sustainable, accountable and collaborative way.

A sustainability review process has commenced to review all Council services. To date, 1.0% efficiency saving has been realised. Now and into the future, Council will continually need to achieve this target. We are committed to improving the way we do business. It is not sustainable for Council to continue operating as it has in the past.

Historically, Council's services have not been succinctly mapped against the quadruple bottom line of IP&R - Social, Economic, Environment and Governance. In carrying out service reviews, Council's services will need to be succinctly mapped to the quadruple bottom line.

## 2.4 Values

Organisational values are shared beliefs about what is desirable and worthy in our work life. Council's Senior Management team has acknowledged the importance of developing an operating culture that is strongly supported by shared values. As part of Council's Organisational Development Strategy, in 2017 Council's 'Uncovering our Values' project commenced and will underpin the workforce framework in the medium and long term.

## 2.5 Competencies and Performance Indicators

Competencies are the integrated knowledge, skills, judgements, and attributes that people need to perform a job effectively. Council's existing competency and performance framework is:

- Linked to salary progression – with organisation limits on opportunities for progression in accordance with performance based steps that are driven by budget
- Based on job specific competencies that are derived from the position description
- Based on organisational performance indicators

Council has identified the need to evaluate the existing competency framework to determine whether it is contributing to the achievement of Council’s objectives of the CSP.

## 3.0 Our Workforce

External and internal factors impact Council's capacity to supply the required workforce, at the required time, within allocated budget constraints. These need to be monitored so that corrective or mitigating action can be taken to minimise the impact.

### 3.1 Our External Challenges

#### 3.1.1 Population

Australia's population is ageing and this trend will continue into the future. There will be implications for health, labour force participation, housing and demand for skilled labour. There has been a downward supply of labour within the domestic labour market as a result of:

- The ageing population from sustained lower fertility rates paired with an increasing life expectancy
- Proportionally lower numbers of people aged 15 years or less in the population
- 'Baby boomers' exiting the workforce paired with lower fertility rates.

These trends have informed change in superannuation and social security legislation. This will continue to impact the plans of employees to either remain in or leave the workforce.

The working age population composition is also changing. Generation Y and Z are representing an increased portion of the workforce and are more transient. This has implications on Council's ability to retain employees.

The population trends will impact Council into the future as follows:

- The trends will lead to changes in government legislation and policy that may impact the plans of current employees
- Council will need to continue to manage the demands of multiple generations working within the same workplace.

#### 3.1.2 Economy

Council has experienced an increase in supply of quality applicants across the majority of Council vacancies and in skills shortage areas.

This trend is unlikely to continue in the long term. As the economy improves, Council will likely experience:

- Declining applicant numbers for some positions
- Difficulties attracting and retaining employees in high demand areas such as trades, surveyors, town planning, engineering and aged care
- Increased resignation rates
- Increased salary pressure.

It is also anticipated that the supply of labour in the job market will continue to impact Council's ability to fill positions where there has traditionally been a shortage. One example of this is in the engagement of night shift Registered Nurses at Blue Haven Care Aged Care Facility.

Movements in the regional economy have the potential to impact Council's staffing in the future. Planned transport infrastructure development has, and will continue to make Kiama more accessible by transport links.

Housing affordability will continue to be a factor that impacts Council's ability to attract people to vacant positions from out of area. Residential house prices have continued to climb within the Kiama LGA, and the Illawarra Region. While this property market is attractive for some, it is a factor that has limited Council's ability to recruit quality applicants in some cases.

### 3.1.3 Locality

Kiama's proximity to large regional centres that are experiencing relatively high levels of growth has the following implications for Council:

- Competition with large employers including other councils and the University of Wollongong
- An opportunity to attract employees from a wide range of locations. Council has the opportunity to capitalise on the Local Government industry trend as a career industry rather than a career organisation.
- Kiama has a strong lifestyle proposition, however, increasingly this is challenged by the trade-off that comparatively lower salaries in some areas imposes paired with higher real estate costs.

The transport infrastructure that is now in place means that it is easier for people to commute to the Sydney area for work. This exacerbates the challenges Kiama experiences in competing in premium salary markets.

### 3.1.4 Local Government

While Australia's political environment is relatively stable, Council is exposed to the risk of the Federal and State Government cost shifting services to Local Government. When it occurs, cost shifting places a significant financial burden on Council to deliver services that were formerly delivered by other levels of government. Cost shifting, and increased demands on existing Council services as a result of changes to legislation will continue to impact Council in the short, medium and long term. These changes can range from increased demands on Council's employees to deliver services or withdrawal of funding sources that have sustained Council's operation to date.

There has been a period of uncertainty in the Local Government industry. Kiama was proposed by the New South Wales government to merge with Shoalhaven City Council by the State Government and this did not proceed. Further, neighbouring large regional Councils of

Shellharbour City Council and Wollongong City Council also survived a merger proposal, with the State Government deciding to allow the Councils to remain as stand-alone organisations. It is anticipated that this will impact Kiama Council in the short to medium term. As other Councils in the region stabilize in the wake of the amalgamation decisions, it is anticipated Council may experience turnover as opportunities arise at neighbouring Councils. In this regard, it is an accepted reality that Local Government is a career industry.

Local Government NSW is currently developing a capability framework. This project is of interest to Kiama Council in terms of the opportunities to improve role clarity and structure.

The Local Government Act is currently being reviewed. There is anticipated to be major changes to the legislation to make it relevant to the current and future profile of Local Government. There will likely be impacts on Council's workforce, and Council will need to evaluate the implications of this once the review is complete.

Council's workforce is engaged in line with one of the following industrial instruments:

- Local Government (State) Award
- Local Government, Aged, Disability and Home Care (State) Award
- Nursing Homes, and C., Nurses' (State) Award

A new Local Government (State) Award is due to take effect from the first full pay period on or after 1 July 2017. While the changes are not yet available to Council, there will likely be workforce implications of the changes that will need to be evaluated as a matter of urgency to determine the ongoing workforce impacts. The Blue Haven industrial instruments will also need to be reviewed in line with the development of the Aged Care Centre of Excellence.

### 3.1.5 Other Legislative Change

Given Council's significant investment in Community Services and Aged Care, Council is exposed to the uncertainty of the legislative change of the industry. Like in all areas where legislative change is expected, Council will need to keep abreast of changes that will continue to impact on the workforce.

Legislative changes are demanding agility of Council's corporate and administrative functions to ensure operational efficiency. It is also demanding resilience of employees, and willingness and readiness to participate in change as the inevitable.

The insurance regulating body for Safe Work and Worker's Compensation is in surplus which means that it is likely the legislative goalposts for Worker's Compensation will be adjusted. This may have implications on Council in the medium term.

The anticipated changes to superannuation guarantee legislation have been incorporated into Council's LTFP. The impact of this change has been factored into the LTFP and will be implemented as per the table below:

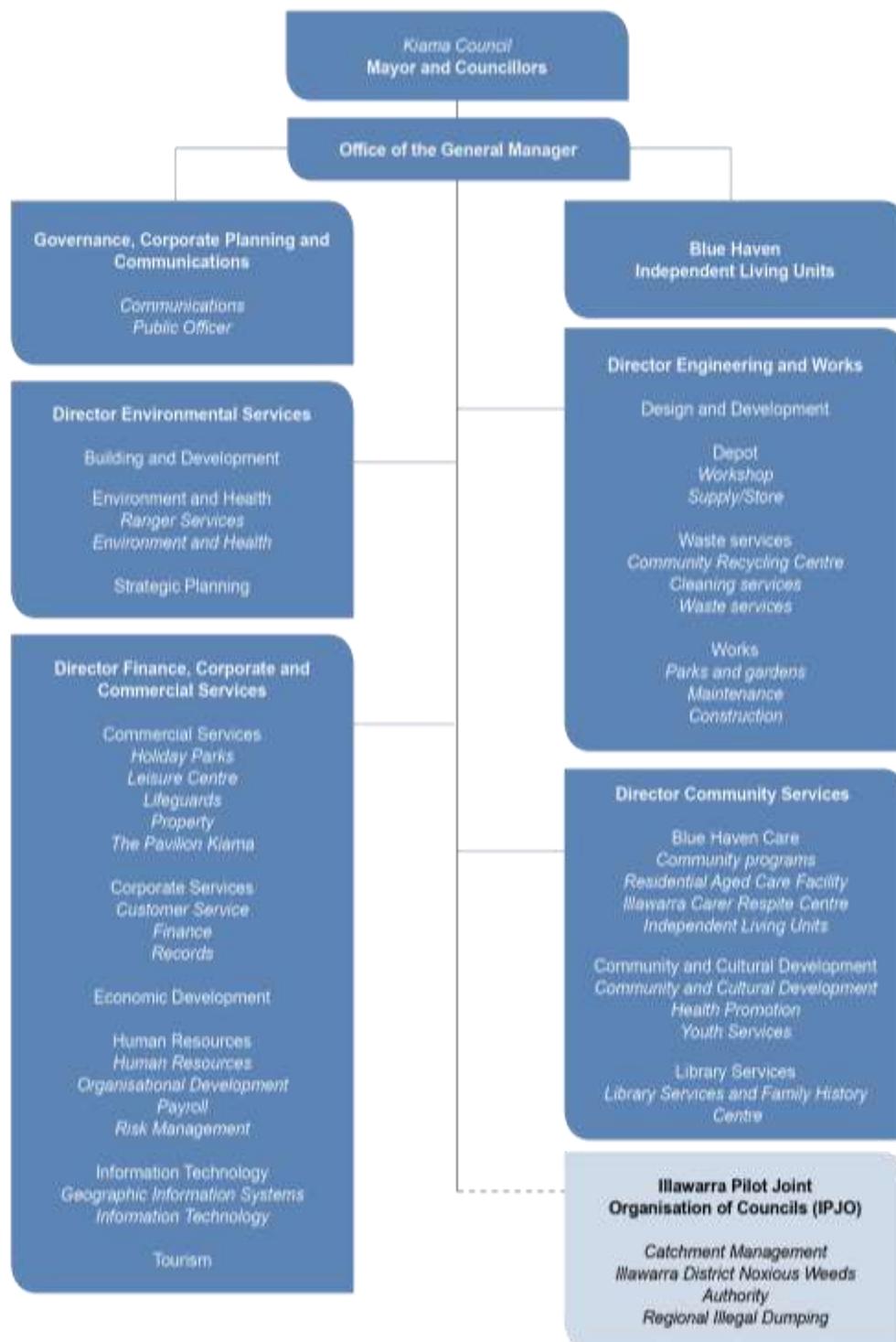
*Table 1 – Superannuation Guarantee Levy*

<b>Year</b>	<b>Rate</b>
2015-16	9.50%
2016-17	9.50%
2017-18	9.50%
2018-19	9.50%
2019-20	9.50%
2020-21	9.50%
2021-22	10.00%
2022-23	10.50%
2023-24	11.00%
2024-25	11.50%
2025 & onwards	12.00%

## 4.0 Our Internal Challenges

### 4.1 Organisational Structure

Council's current structure is as follows:



Council's organisation structure is continually being reviewed and refined. The organisation structure was reviewed in 2011, 2015 and 2016-17 to support the agreed future strategies of Council.

In preparation for the physical transition of employees from Blue Haven Aged Care Facility and Community Projects to the Aged Care Centre of Excellence in 2019, the structure is currently being reviewed. Implementation of this new structure will take place across the first 3 years of this WFMP.

#### 4.1.2 Systems and Protocols

Council's current operating system is guided by the CSP, DP and Operational Plan (OP). As part of the current IP&R review process, Council identified the opportunity to restructure the DP and OP. The restructure of the plans will result in:

- Simple and meaningful reporting against the full suite of integrated plans
- Consistency in measures at each level of the plans
- Improved alignment between the items in the DP, OP and Individual Work Plans
- Links between Council's operational plan and budget

In carrying out sustainability reviews, Council has identified the need to develop an approach so that the full impact of decisions and actions can be realised and services can be delivered in the most effective and efficient way possible.

# OUR WORKFORCE

HEADCOUNT

# 451

\*INC. P/T/C

Median Age

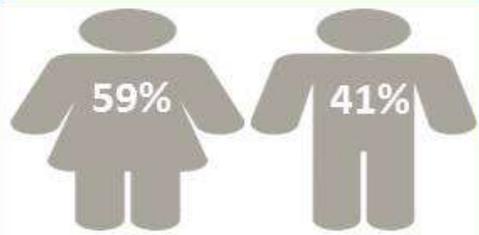
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Average Age

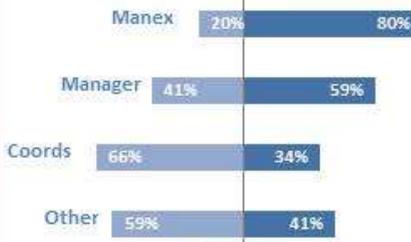
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Age Range

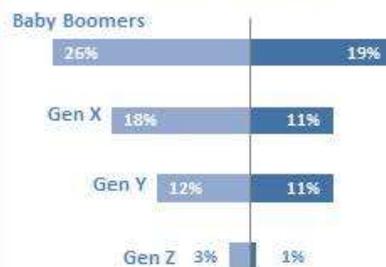
# 18 - 70



Gender by Org Level



Gender by Generation



VOLUNTARY  
TURNOVER  
**11.1%**

\*Exc. Fixed Term contracts

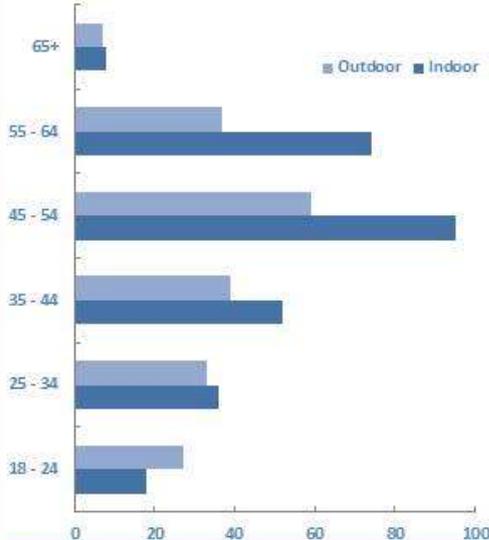
24% of employees  
will reach retirement  
age of 65 years by  
2027

Baby  
Boomer  
portion on  
the decline

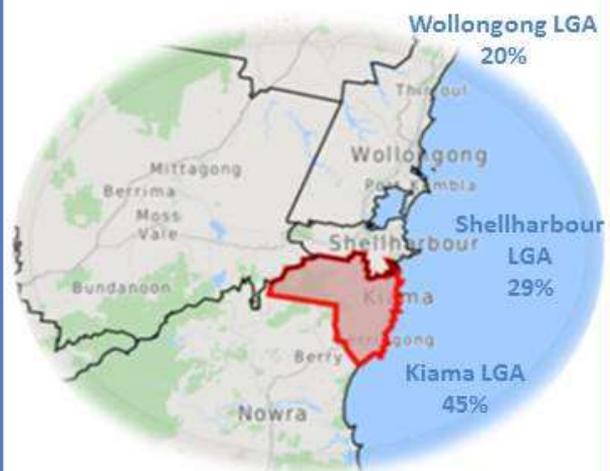


Gen Y and Z  
working for  
Council is  
on the rise

Age Distribution by Job Type



Where do our employees live?



#### 4.2.1 Gender Diversity

The higher proportion of females than males in Council's workforce could be attributed to the high portion of Council's workforce that is engaged in Aged Care, which are predominantly women. 36% of employees at manager level and above are women. The small number of positions within the cohort means that turnover in one position can have a significant impact on the percentage composition at that level. Kiama Council's profile generally reflects the industry trend of the imbalance between male and female incumbents at Senior Management level. This highlights the need to continue to support women to undertake opportunities to develop management and leadership skills. Council will continue to do this through the internal Women's Leadership Network that has the full support of the Senior Management team and by applying other strategies including encouraging women to participate in leadership courses and other learning and development activities.

Research has established that Generation Y and Z are twice as likely to leave Councils when compared with Baby Boomers and Generation X. Council needs to develop programs that support intergenerational participation in the workplace, paired with a strong employer value proposition that appeals in particular, to Generation Y and Z, to attract and retain people from these generations to work at Council.

#### 4.2.2 Aging Workforce

While Council uses the standard hours per week to classify 'Indoor' and 'Outdoor' positions, a common difference between these types of roles is the physical demands. Generally, indoor positions are more sedentary than outdoor positions. As such, there is generally a lower risk of physical injury in Indoor roles. In the medium to long term, the ageing workforce presents the following issues:

- Ongoing fitness for work, particularly with an ageing workforce in physically demanding, high risk positions that form a major part of Council's operation
- 'Retirement' mode – where employees transition to retirement but become disengaged with their role and Council
- Increased requests for transition to retirement that will impact Council's ability to replace positions in the full complement of the role
- Loss of corporate knowledge
- Lack of turnover which means lack of the opportunity to introduce new ideas from new starters in positions.

#### 4.2.3 Total Employee Turnover

It is important to acknowledge that Council's turnover is supplemented by high turnover in the aged care industry. The impact of this is that the figure for Council is artificially inflated. Nevertheless, Council's overall turnover statistic remains on par with the median result for Regional Councils of 11.6% and in touch with Council's voluntary turnover target of 10%.

Council needs to implement succession planning and organisational development strategies to ensure there is minimal impact of turnover on the delivery of the CSP.

#### 4.2.4 Skills Shortages/Critical Positions

Manex has identified the positions that are critical to the ongoing functions of Council. Critical positions are those positions throughout Council that if left unfilled in the short term would likely have a detrimental impact on the delivery of services or the achievement of strategies detailed in the CSDP and DP. The positions have been identified as critical for a number of reasons including the community demand for the position or the specialised nature of the role.

The currently identified critical positions are:

Department	Section	Position
Office of the General Manager		
Community Services	Blue Haven Care	Director of Nursing, Blue Haven Aged Care Facility
Engineering & Works	Design & Development	Manager Design and Development
		Subdivision and Development Engineer
		Assets Engineer
		Manager Works Design Engineer
	Depot Operations	Procurement Coordinator
Environmental Services	Strategic Planning	Manager Strategic Planning
	Building and Development	Senior Development Assessment Officer (Planning)
		Senior Development Assessment Officer (Building)
		Development Assessment Officer (Building)
	Environment and Health	Environmental Health Officer
Finance, Corporate and Commercial Services	Corporate Services	Chief Financial Officer
		Rates Officer
	Human Resources	Payroll Officer
	Information Technology	Senior GIS Officer

#### 4.2.5 Succession Planning

Historically succession planning has been carried out on a case-by-case basis. Council has identified the need to develop and implement a structured approach to succession planning. As it is not resourceful to succession plan for all positions across Council, the critical positions will determine Council's priorities for succession planning. All succession planning activities need to be carried out having regard for the legislative requirement for Council to select on the basis of merit. Council also needs to develop a formal succession planning methodology to embed this in the way of doing things at Council.

#### 4.2.6 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. In 2017, Council's Learning and Development budget was restructured to give Managers and Directors authority and accountability over the Learning and Development budget for their section. This was developed with input and advice from Managers on the needs of their employees for the 2018 Financial Year. Further a centralised reporting and payment structure has been developed and implemented to ensure that Council can accurately report on learning and development activities into the future.

Council's current suite of protocols that supports the ongoing learning and development of employees includes:

- Training and Development Protocol
- Study Assistance Protocol
- Cadets, Trainees and Apprentices Protocol
- Higher Grade Pay Protocol

A key change to the Study Assistance Protocol was the implementation of a 'recoup' clause which allowed Council to recover a portion of the fees paid for an individual if they cease employment with Council within 2 years of completing a formal qualification. This has served to ensure that there is a return on investment for Council for supporting the completion of formal qualifications. It has also resulted in fees being recouped and redirected to areas of need when employees cease employment prematurely.

Given the limitations of the budget, Council has maximised the uptake of government funded skills programs. Council's program for engaging trainees, apprentices and cadets has long history of success for Council, and has expanded in recent years to take on 2 additional roles. Success of this program is indicated in many of the employees who participate in these programs securing permanent employment both with Council and at external organisations either during or following the completion of their formal training.

In 2017, Council launched the 'Lunch and Learn' program. This program is designed to have employees who have participated in a professional development activity present back to

Council a key learning/implication for Council at a monthly 'Lunch and Learn' event. This program aims to:

- Facilitate transition of learning from the 'classroom' to Council's workplace
- Bring effect to the principle that the best way to ensure you have learned is to teach someone else
- Hold employees accountable for their attendance at learning and development activities, thereby improving the return on investment for Council

#### 4.2.7 Organisational Development

Council has implemented an organisational development strategy that is focussed on conducting ongoing sustainability service reviews to increase productivity, decrease costs and increase customer satisfaction. This has included initiatives associated with process mapping and prioritising process reviews and improving collaboration across Council.

### 4.3 Culture Enhancement

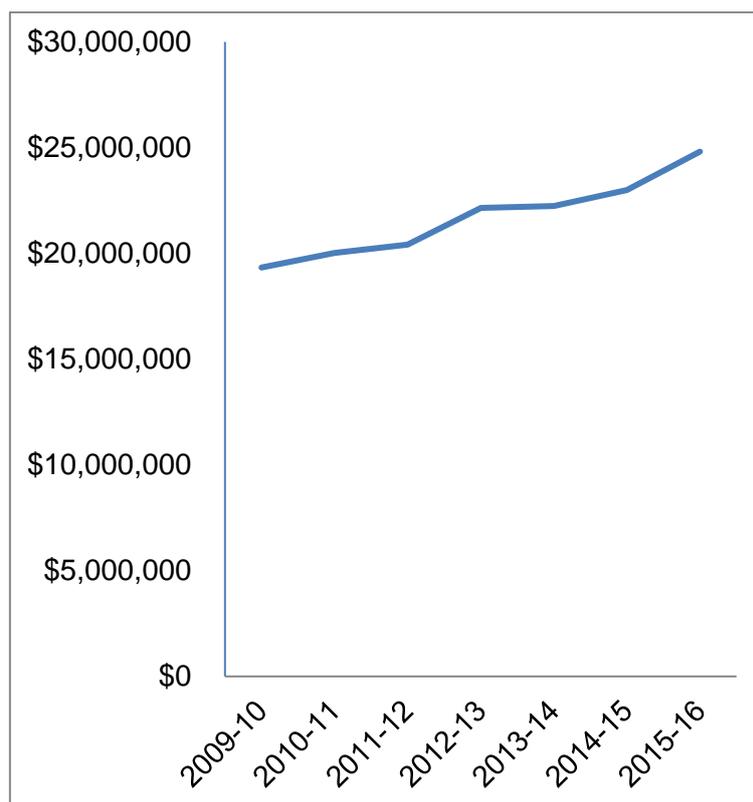
#### 4.3.1 Employment Costs

Council's workforce is one of its most valuable assets and investments, representing over \$24 million in total employee costs expended in the 2016 financial year. This is a significant portion of Council's operating expenses and represents \$1.2 million of employee costs per 1,000 residents.

Labour costs are steadily increasing and the impact of this is compounded in areas of labour shortage. For Kiama, these issues are exacerbated by its proximity to a number of large regional centres within the Illawarra Region. The premium being paid to secure qualified employees in some areas at times effectively prices Kiama out of the market. In some areas, Council's pay scale is generous compared to market benchmarks.

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.

Figure 1 – Total Employment Costs



\* Total employment costs include salaries and wages, travelling, employee leave entitlements, superannuation, worker’s compensation insurance, fringe benefits tax, training costs and other employment related costs, less capital costs as reported in Council’s respective Annual Reports.

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. Council needs to carry out structural review, and salary structure review as a matter of priority to determine a sustainable position for Council that minimises the growth in total employee costs.

#### 4.3.2 Salary Structure Review

Council’s salary structure is an entrenched system that has served Council for in excess of 20 years. The structure is characterised by 20 Grades that are linked to the position; and 9 Steps that are linked to an employee’s achievement of competencies and performance. Council’s salary structure has been indexed over time by Award increases. Council has identified anomalies between the current structure and industry benchmarks. As such, a strategic priority is to review the salary structure. An appropriate budget allocation has been included in the 2017/18 budget to carry out the review, and anticipated costs incorporated into the LTFP.

#### 4.3.3 Leave Liability

As at 30 June 2016, Council’s leave liability was as follows:

Table 2 – ELE Balances for year-end accounts

Leave Type	Total Liability
Annual Leave	\$1,635,176.00
Long Service Leave	\$3,991,764.00
Vested Sick Leave	\$573,633.00
On Costs	\$324,435.00
Total	\$6,525,009.00

#### 4.3.4 Annual Leave

As of the end of the 2016 Financial Year, 9% of employees had an accrued annual leave balance in excess of 8 weeks. This figure has increased from 6% at the end of the 2015 financial year. The Local Government (State) Award provides that Council can direct an employee to take leave where their annual leave balance is in excess of 40 days. While Council's result in this regard is below the NSW Local Government benchmark of 11%, Council acknowledges the need to implement more formal reporting, monitoring and management of these balances to ensure that the liability is limited. In reducing balances, Council needs to consider the impacts of downtime in positions on the ability to achieve objectives of the CSP and on the workload of other employees.

#### 4.3.5 Long Service Leave

Long Service Leave entitlements are governed by the Local Government (State) Award and the Long Service Leave Act 1955. Council has not actively required employees to take Long Service Leave as it falls due. This has resulted in 23% of Council's workforce having more than 12 weeks of accrued Long Service Leave at the end of the 2016 Financial Year. While this is below the rate reported for Councils of 28%, Council's LTFP has identified the need for Council to more actively require employees to use leave as it falls due to limit Council's liability and contribute to financial sustainability measures of FFTF and the LTFP.

Council has engaged a number of strategies to reduce long service leave liability including encouraging employees to take leave at double pay, allowing employees to access single days of long service leave as part of a transition to retirement arrangement and salary sacrificing long service leave into superannuation in accordance with the relevant amendment to the Local Government (State) Award in 2016.

#### 4.3.6 Payment of Vested Sick Leave

Staff employed at Council prior to or on 3 November 1993, who have not previously waived their right to this provision, continue to have an entitlement for the payment of unused sick leave arising out of the termination of employment. A provision for vested sick leave of \$574,000 has been included as a liability in the Balance Sheet, calculated as at when the eligible employee reaches 65 years of age.

#### 4.3.7 Worker's compensation

As a result of Council's focus on workplace safety Council's worker's compensation premiums have been reduced dramatically in recent years. These savings have been built into the LTFP. Council is committed to maintaining a commitment to a safe workplace and ensuring that the worker's compensation premiums remain stable.

#### 4.3.8 Workforce Flexibility

Council has comprehensive protocols in place to assist employees achieve a sustainable work life balance. These protocols include:

- 9 Day Fortnight
- A variety of forms of leave to accommodate personal circumstances of employees
- Flexible Work Hours
- Home Based Work
- Leave Without Pay
- Long Service Leave at half, single or double pay
- Paid and Unpaid Parental Leave
- Part time employment
- Purchased Additional Leave
- Rostered Days Off

These protocols are specifically designed to support Council's current employer value proposition as a family friendly employer.

While the flexible work provisions are important, a significant issue for Council is the anticipated increase in employees accessing transition to retirement provisions. Council will need to balance the operational requirements with the legal obligations in relation to flexible work. Where requests are accommodated, Council needs to ensure measures are put in place to eliminate or minimize the impact of individual flexible work arrangements on service delivery, workloads of remaining employees and the achievement of objectives of the CSP.

#### 4.3.9 Employee Engagement

Change is inevitable for Council and the pace of change is escalating. Increasingly, there is an expectation that Council employees will adjust and embrace change. To facilitate this process Council needs to:

- Improve internal communication, consultation, change management and project management methods
- Increase investment in training
- Establish baseline measures of employee engagement through surveying
- Enhance leadership and management skills of Directors and Managers and supervision skills of supervisors
- Provide clear and concise protocols, procedures and guidelines

- Enhance and streamline systems and processes

Council's measures of employee engagement to date have not been robust. As such, Council does not have a meaningful indicator of employee engagement. While this is consistent with 38% of Council's in NSW, Council has identified the need to implement robust ways to measure engagement, with a view to improving the initial results obtained throughout the term of this WFMP.

## 5.0 Our Future – ‘Reinvigorating our Workforce’

Council has acknowledged the need for a shift from maintenance of the ‘status quo’ to focussing on continuous improvement by shaping our workforce to be sustainable into the future.

The implication of this is that it is inevitable that Council will undergo considerable change over the course of this plan to ensure a sustainable financial position is maintained.

This WFMP identifies 5 strategies that will be implemented to ensure Council is appropriately resourced to meet our future needs.

These strategies have been developed having regard for the following key assumptions:

- No one formula exists for Council to run and resource the organisation
- ‘Bigger’ is not necessarily better - simply growing bigger will not necessarily provide the level of service required by the community. In fact, becoming bigger may entrench traditional work practices, when a more flexible work approach is required
- Becoming a small ‘residual’ authority is not a viable alternative

The strategic directions of this WFMP are as follows:



## Reinvigorating Our Workplace

### Preparing to improve productivity and do more with less

	<p><b>1 LIVE OUR VALUES</b></p> <ul style="list-style-type: none"><li>• Uncovering and embedding our values</li><li>• Culture surveying and improving employee engagement</li><li>• Investing in core WHS activities to reduce injury/illness and associated costs</li><li>• Developing strong management and leadership capability</li></ul>
	<p><b>2 ENSURE OUR WORKFORCE IS SUSTAINABLE</b></p> <ul style="list-style-type: none"><li>• Integrating the Community Strategic Plan, Delivery Program and Resourcing Strategies</li><li>• Conducting Sustainability Reviews and service mapping to the Quadruple Bottom Line</li><li>• Reviewing our structure</li><li>• Reviewing our Salary Structure</li><li>• Reviewing and developing protocols</li><li>• Implementing succession planning that prepares our workforce for the future</li></ul>
	<p><b>3 LEVERAGE OUR EMPLOYER VALUE PROPOSITION</b></p> <ul style="list-style-type: none"><li>• Implementing strategies to attract and retain the most talented employees</li><li>• Developing and implementing a Reward and Recognition program</li><li>• Reviewing and developing the Recruitment and Selection Framework</li></ul>
	<p><b>4 FOSTER EFFICIENCY AND DATA BASED DECISION MAKING</b></p> <ul style="list-style-type: none"><li>• Developing and implementing a capability framework</li><li>• Reviewing, developing and implementing data collection and reporting capabilities</li><li>• Mapping and reviewing processes</li></ul>
	<p><b>5 SUPPORT OUR PEOPLE TO CONTINUOUSLY IMPROVE</b></p> <ul style="list-style-type: none"><li>• Reviewing, developing and implementing an internal engagement and communications framework</li><li>• Investing in opportunities for learning and development</li></ul>

## 6.0 Our WFMP Actions

Council’s CSP 2017 – 2027 contains the strategic directions agreed with the community of the Kiama LGA; a four year DP 2017 – 2021, which sets out what Council will deliver to assist the achievement of the long term strategic directions; and the OP 2017-2018, which sets out the actions that year and the source of funds to be applied to achieve the actions. The OP 2017-2018 also identifies which part of Council is responsible for implementing the actions.

The WFMP directions are contained in the Community Strategic Plan in the following areas:

Community Strategic Plan	Strategy	
4.2	4.2.1 – Manage effective risk framework across Council.	4.2.1.3 – Review, coordinate and implement the Risk Management program of works
		4.2.1.4 – Review, coordinate and implement the Work Health and Safety program of works
		4.2.1.5 – Review, coordinate and implement the Injury Management program of works
	4.2.2 – Manage an effective workforce in an environment of continuous improvement.	4.2.2.1 – Develop, review and implement the Human Resources Management program of works
		4.2.2.2 – Develop, review and implement the Organisational Development program of works.
		4.2.2.3 – Coordinate regular disability inclusion awareness training for all Councillors, staff and contractors who interact with the public
		4.2.2.4 – Revise Council’s recruitment practices to ensure that access and equity principles are actively and consistently implemented
		4.2.2.5 – Develop and promote supported employment placements for people with a disability to develop work skills in Council operations and services

## 7.0 Our WFMP Performance

The achievement of the strategies detailed in Council's WFMP is critical to Council's achievement of objectives detailed in the CSP and DP. Given that Council's actions identified in the WFMP are directly integrated into the DP and OP, monitoring of Council's progress shall be carried out through monthly, quarterly and annual reporting in accordance with the requirements of Integrated Planning and Reporting.