CANTERBURY BANKSTOWN

SUPPORTING PLAN

Workforce Management Strategy 2022-25

April 2022

Document Control

This document was originally adopted by Canterbury-Bankstown Council on 26 June 2018.

Version	Years Covered	Date Adopted
1	2018-2022	26/06/2018
2	2022-2025	

7
destinations

Safe & Strong
A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.

Clean & Green
A cool, clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.

Prosperous & Innovative
A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.

Moving & Integrated
An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.

Healthy & Active
A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.

Liveable & Distinctive
A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.

Leading & Engaged
A well- governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Vision and values

CBCity 2036 - City Vision

"Canterbury-Bankstown is thriving, dynamic and real".

Our Corporate Vision

"A leading organisation that collaborates and innovates".

Our Corporate Mission

"To provide quality services to our community every day".

WE STICC TO OUR VALUES

We are committed to **safety**

We work as one **team**

We act with **integrity**

We care about our **customers**

We **continuously improve**

Acknowledgement

CBCity acknowledges the traditional custodians of this land, the Darug and the Eora peoples. We recognise and respect their cultural heritage, beliefs and relationship with the land, and pay our respects to their Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Executive Summary

To support the aspirations of our 10-year community strategic plan, Canterbury Bankstown Council has developed its Delivery Program and Resourcing Strategy which articulates its vision for the next 4 years. As a part of our long-term plan towards our community, the Workforce Strategy 2022-2025 draws together Council's **Ambition** of creating a *community that loves their community and Purpose of together we create a great city we love*.

The Covid-19 pandemic has accelerated the need for major technological shifts and demand for new skills across various sectors. Whilst this is not a unique challenge, we have understood the need to build a more resilient and agile workforce that responds to rapid environmental changes. Through workforce planning we are committed to ensure that we have the right people with the right skills, doing the right jobs, at the right time. This requires us to *reimagine* how we lead our people, deliver our services to our community, embed our processes, connect to our customers and use our systems.

The workforce strategy for 2022-2025 is a collaborative approach for using data and evidence to develop and maintain an agile, sustainable, and well distributed workforce across council to deliver on its strategic objectives.

Bringing this strategy to life has been a significant exercise. The development of our Workforce Strategy (2022-2025) stems from consultation with our executive team, leaders and team members across the organisation. The priorities outlined in this document aim to provide a strategic and an integrated approach to the development and management of our workforce to support Council's 4-year Delivery Operational Plan and needs of our local community.

Furthermore, the strategy builds on the success of the 2018-2021 Workforce Strategy which focused on 4 strategic objectives areas:

- People who are Engaged
- People who are Empowered
- People who are Evolving
- People who are Leaders

Integrated Planning and Reporting Communities do not exist in isolation – they are part of a larger natural, social, economic and political environment. Council's plans and strategies also do not exist in isolation – land use and infrastructure planning support social, environmental and economic outcomes, and vice-versa – they are all connected and must therefore be integrated.

Under the *Local Government Act 1993,* Councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IP&R) Framework. IP&R requires councils to draw their various plans together and understand how they interact. It also acknowledges that the City is constantly changing and that decisions made now may have a long 'lead' time before they are realised in the future.

Council's IP&R obligations are detailed in Section 8c of the *Local Government Act 1993* which outlines the principles for strategic planning that must be applied to the IP&R Framework.

These principles are to:

- identify and prioritise key local community needs and aspirations and consider regional priorities;
- identify strategic goals to meet those needs and aspirations;
- develop activities, and prioritise actions, to work towards the strategic goals;
- ensure that the strategic goals and activities to work towards them may be achieved within Council resources;
- regularly review and evaluate progress towards achieving strategic goals;
- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals;
- collaborate with others to maximise achievement of strategic goals;
- manage risks to the local community or area or to the Council effectively and proactively; and
- make appropriate evidence-based adaptations to meet changing needs and circumstances.

Decisions made by Council should:

- recognise diverse local community needs and interests;
- consider social justice principles – access, equity, rights and participation;
- consider the long term and cumulative effects of actions on future generations;
- consider the principles of ecologically sustainable development; and
- be transparent and accountable in decision-making.

The essential elements of the IP&R Framework are:

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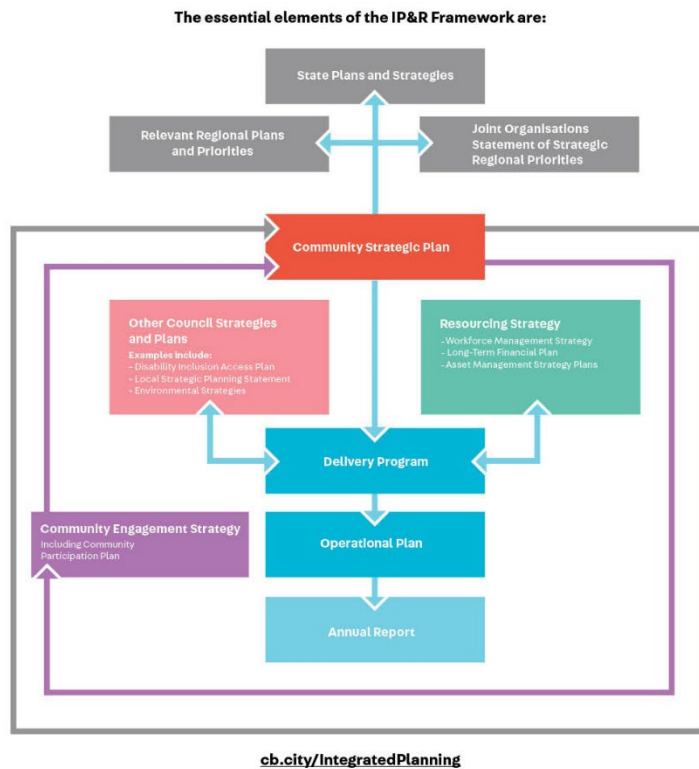
The Community Strategic Plan

CBCity 2036 guides Canterbury-Bankstown for the next decade and beyond on its journey to be a thriving, dynamic and real city of people who are interested and interesting – unapologetically themselves.

It's based on thousands of conversations with residents, businesses and government agencies, and interprets their vision into a blueprint to transform Canterbury-Bankstown.

CBCity 2036 is for the people who live, visit and work in Canterbury–Bankstown now and in the future. These people want what everybody wants - to be happy, healthy and safe in a community that:

- provides for their needs;
- values their culture, religion, and heritage;
- respects the environment;
- considers the future; and
- respects the past.

Council's response to CBCity 2036 can be found in its Delivery Program annual Operational Plans.

The Delivery Program

The Delivery Program examines the important issues facing the Council and outlines the priorities for the Council term to ensure that services continue to meet community expectations in terms of quality and value for money.

The Operational Plan

Annual Operational Plans expand on the priorities in the Delivery Program by identifying the specific services and projects Council will provide annually, and

The Resourcing Strategy

Other supporting strategies and plans ensure that Council's work is integrated and well planned, chief amongst these, being the Resourcing Strategy, which comprises a 10-year Asset Management Plan, 10-year Long Term Financial Plan and a three-year Workforce Strategy. The Resourcing Strategy ensures that Council has all of the resources it needs to deliver on its commitment to the community.

Our Organisation

The City of Canterbury Bankstown is a complex organisation. Council has an employee base exceeding 1,400, an asset base of $4 billion, annual operating expenses of $350M, and core services that cover everything from concreting driveways to changing nappies. It's clear from the structure below, that we are an organisation with many skills and abilities to contribute. Our current structure is reflected below.

General Manager

Director Planning	Director City Assets	Director Community Services	Director Corporate	Director People & Performance	Director City Future
Manager Development	Manager Infrastructure Services	Manager Recreation & Customer Experience	Manager Finance	Manager Human Resources	Manager City Plan
Manager Spatial Planning	Manager Asset Systems & Planning	Manager Leisure & Aquatic Services	Manager Governance & Property Services	Manager Corporate Development	Manager City Transformation
Manager Regulatory Services	Manager Open Space & Buildings Maintenance	Manager Children's Services	Manager Information Services	Manager Safety & Risk	Manager Sustainable Future
	Manager Works & Projects	Manager Waste & Cleansing	Manager Procurement		Manager City Business & Engagement
	Manager Fleet	Manager Community & Cultural Services	General Counsel		Manager Communications
	Manager Roads Operations		Principal Internal Auditor		Manager City Improvement
			Executive Support		

1. Our workforce

We are a multi-faceted organisation delivering a broad range of services with a significant number of functions and operations which include community services, information management, construction, planning, city design and administration. Our organisation comprises of more than 1400 employees who work full-time, part-time and on a casual basis. A snapshot of our workforce includes:

Metric	Value
FTE	1,475
Headcount	1,491
Full time	1,131
Part time	102
Casual	258
Male	57%
Female	43%
Turnover	3.54%
Median age	47 years

1.1 Our current workforce challenges

Our organisation needs to prepare for a range of potential challenges that may impact our workforce over the next three years.

Ageing workforce

In 1985 workforce participation for males and females aged 55 years and over was 46.2%. By 2015, that rate increased to 70.7% (ABS 2016). People are staying in the workforce longer for a range of reasons. People are generally healthier and living longer than previous generations and are extending their working lives to fund retirement, remain engaged in productive work for social and mental health benefits and to assist employers in managing talent shortages.

Over half of our workforce are aged over 46 years suggesting we are dependent on a somewhat ageing workforce. This will require us to put strategies in place to manage the ageing workforce including knowledge retention and transfer, succession planning, mentoring, health and well-being programs.

Skill shortage

Over the past couple of years many organisations have been experiencing enduring and worsening skill shortages. According to the 2021 National Skills Commission, there are 153 occupations in national shortage with strong future demand. Of these occupations, a number are critical to local government such as accountants, information technology specialist, auditor, engineer, electrician, child care worker, landscape gardener. This will require us to put strategies in place including trainee programs, mentoring, training, and attraction and retention initiatives.

Attraction and retention

The most recent global economic trend is commonly known as the Great Resignation whereby employees are voluntarily resigning from their jobs in search of purpose, better pay and conditions, flexibility and change. This will require us to put strategies to manage culture, our employee value proposition and the employee experience.

Technological changes

The rapid acceleration of technology and the use of data has required organisations to upskill employees and update technology to keep pace with the changing landscape. Organisations who can develop and use emerging technologies will be better placed to improve productivity and service. Technological changes will require us to transform the way we work and improve employee digital dexterity.

Succession Planning

Succession planning is an important process and strategy in managing continuity, particularly in critical roles and functions. Having succession plans in place ensures that critical processes are documented and known, and talented employees with potential to fill other roles in the future are developed accordingly. With 38% of our workforce being aged 46-60, the need for us to succession plan is important.

2. External Environment

Technology	Sustainability & Growth	NSW Government Priorities	Socio-economic
▪ Accelerated digital transformation ▪ Working towards flexible and an agile workforce	▪ Climate change ▪ Supply chain disruptions ▪ Increasing major constructions	▪ Demand for social services – i.e mental health wellbeing, financial aid ▪ Industrial regulations around vaccination	▪ Skill shortage ▪ Retaining workforce ▪ Increasing unemployment rate ▪ Disruption to business activities ▪ Increase in cost of living

Our People Priorities

Inspire- Reimagine- Improve

Priority 1: Inspire people with ambition and purpose

Engaging our people to create a great city we love.

At CBCity we love our community and it is our ambition that our community love their community too. By focussing on our collective ambition, and looking at everything we do through the lens of the customer and the lens of safety, we know that together, we will create a great city that we love.

What we want	How we will get there	What we will see
People who understand our Ambition, Purpose and Values and use this to make decisions People who think about safety and the community when they do their job	People will have the confidence and capability to make values-based decisions in line with our Ambition and Purpose People will have a customer centric mindset and capabilities People will look out for people People who want to work at CBCity People will have clear goals	Recognition of people's actions in line with our Ambition and Purpose Community satisfaction An empowered safety culture Attraction and Retention of talent Goals that are challenging and achievable

Key Actions

1. Ambition and Purpose
2. Customer service framework
3. Safety Strategy
4. Talent Acquisition Strategy
5. Performance Management Framework

People Priority 2: Reimagine our workplace culture

Empower our people to make a difference.

Since CBCity was created in 2016 we have worked with our people to create a great culture which has in turn enabled us to achieve many things for our community and organisation. We are now ready to take our culture to the next level by reimagining the way people approach their work and interact with each other. We believe that doing this will help us deliver our ambition and improve our effectiveness.

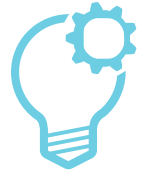| What we want	How we will get there	What we will see
People who are cooperative People who are receptive to change	People will contribute towards improving the way we work People will feel included and valued People will know what's expected of them and have the tools and capabilities to deliver People will understand the customer experience through customer journey mapping	A constructive culture An engaged workforce Community satisfaction

Key Actions

1. Workplace Culture Strategy
2. Diversity and Inclusion Strategy
3. Health and Wellbeing Strategy
4. Customer journey mapping

People Priority 3: Improve the way we do things

Boost employee digital dexterity and support a growth mindset

Over the past couple of years, we have learned that change is constant and for us to thrive as a community and a workforce, resilience and a growth mindset will set us apart. We believe that creating a love of learning and curiosity will make a big difference to people as they interact with our processes, systems and each other.

What we want	How we will get there	What we will see
People who are curious People who want to find better ways to do things	People will have confidence working with others to solve problems People will improve what they do with technology People will have what they need to perform their job well	Business improvement Capable and motivated employees Succession plans

Key Actions

1. Risk Strategy
2. Digital Strategy
3. Learning and Development Plans
4. Succession Planning
5. Ageing Workforce Strategy

Skills Priority List, 2021. Australian Government.
https://www.nationalskillscommission.gov.au/sites/default/files/2022-03/Skills%20Priority%20List%20Occupation%20List.pdf

Gahan, P., Harbridge, R., Healy, J., & Williams, R. (2017). The Ageing Workforce: Policy Dilemmas and Choices. *Australian Journal of Public Administration*, *76*(4), 511–523. https://doi.org/10.1111/1467-8500.12232