

Our home
Our City Our future



WORKFORCE MANAGEMENT PLAN

OUR PEOPLE, OUR FUTURE

INTEGRATED PLANNING AND
REPORTING FRAMEWORK



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Our Commitment to Aboriginal and Torres Strait Islander Residents

Fairfield City Council (Council) acknowledges the Cabrogal people of the Darug nation as the traditional custodians of Fairfield City and pays its respect to the Elders past, present and future. The Cabrogal name comes from the 'cobra grub', an edible freshwater worm that was a staple food for the clan harvested from local creeks in the City. Council also recognises the spiritual relationship Aboriginal Australians have with the land and the right to live according to their own beliefs, values and customs.

In July 2000, Council signed a Local Government Commitment that both acknowledged and recognised Aboriginal and Torres Strait Islander people as the first people of Australia. It acknowledged their loss and grief caused by alienation from traditional lands, loss of lives and freedom and the forced removal of children.

Council continues this commitment through the delivery of the Reconciliation Action Plan which supports the community.





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Introduction

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Executive Summary

Welcome to Fairfield City Council's Workforce Management Plan (WMP) 2022/23 – 2025/26, a crucial part of Council's Resourcing Strategy.

Since 2020, the global COVID-19 pandemic has had a significant impact on Council practices and operations. Some of these impacts were a shift to work from home arrangements and increased safety practices. These effects and impacts of the pandemic inform this plan in order to minimise the long term impact on our workforce.

Our next Delivery Program does not include an extensive new capital works program, instead the focus is innovation in our maintenance and renewal programs with an ensuing review of skill requirements.

Council has implemented many of the initiatives outlined in the Workforce Management Plan 2017 – 2021. Our new plan provides workforce direction for the next four years so that Council achieves its objectives from the Fairfield City Plan and the Delivery Program. It outlines priorities and initiatives to ensure Council is appropriately resourced to complete the Delivery Program while continuing to develop our most important asset – our people. We must constantly address how our talent needs will change. How do we attract, retain and motivate the people we need?

The WMP, developed using a comprehensive internal consultation process and in-depth research and analysis, identifies objectives and supporting initiatives which will be our focus over the next four years.

We consulted with key stakeholders when reviewing what Council's workforce currently looks like and asked what challenges can be expected in the future.

As a result, the priorities identified as essential in supporting a sustainable, resilient and evolving workforce for the future are:

1. Attracting, Retaining and Engaging our people
2. Enabling our people
3. Serving our people
4. Enhancing the safety and wellbeing of our people

These priorities will be monitored, reviewed and reported on through the Integrated Planning and Reporting (IP&R) Framework.

The WMP links to both the Long Term Financial Plan and Asset Management Strategy. It ensures that, both now and in the future, the workforce is skilled to meet the financial and service delivery requirements of Council.

The behaviour and conduct expectations of all staff when they are on Council's premises or engaged in Council business is governed by the Code of Conduct, our organisational values (UMGAWI), Appropriate Workplace Behaviour Policy. They are supported by other policies such as Equal Employment Opportunity (EEO) and the Disability Inclusion Action Plan.

Council empowers our workforce to be safe, diverse and inclusive, based on evidence that diversity brings innovation of thought and progression of ideas. These lead to increased productivity and better outcomes for the community. Equity, inclusivity and safety are vital to our growth and sustainability as a community service provider. Our corporate purpose and values are a fundamental requirement in delivering organisational goals and 'how we do what we do'.



Fairfield City Council, Administration Centre

Workforce Planning

The Fairfield City Plan 2022-2032 is our Community's plan. It outlines the community's vision, priorities, goals and strategies for the next ten years. The Integrated Planning and Reporting (IP&R) framework is a legislative requirement for NSW Councils. Fairfield City Council's IPR

Framework consists of the following plans:

- Fairfield City Plan (10 years)
- Delivery Program (4 years)
- Operational Plan (1 year)

These plans are informed by a Resourcing Strategy (10 years) comprised of:

- Long Term Financial Plan Asset Management Strategy (money)
- Asset Management Policy, Strategy and Plans (assets)
- Workforce Management Plan (people)

The Workforce Management Plan builds on the progress made in the previous plan and supports the strategic objectives of the Fairfield City Plan 2022-2032.

The purpose of the WMP is to identify and respond to workforce challenges and opportunities. In particular, the increasing financial pressures facing Council, the ability to respond quickly to changing needs of the Community, technological capabilities, an ageing population, increasing salary/superannuation requirements and enhancing the health and wellbeing of our people. Reskilling and upskilling current staff will result in greater efficiencies and ensure the future sustainability of Council.

In responding to challenges affecting the workforce, Council must continually review and develop staff skills. Skill requirements will change as automation increases and the nature of an efficient workforce changes.

Communicating our purpose and values effectively, managing and educating our talent are critical in achieving objectives set out in our Fairfield City Plan 2022-2032 and Delivery Program. The strategic framework for this WMP is our Fairfield City Plan, with a focus on **Theme 5 - Good Governance and Leadership**.

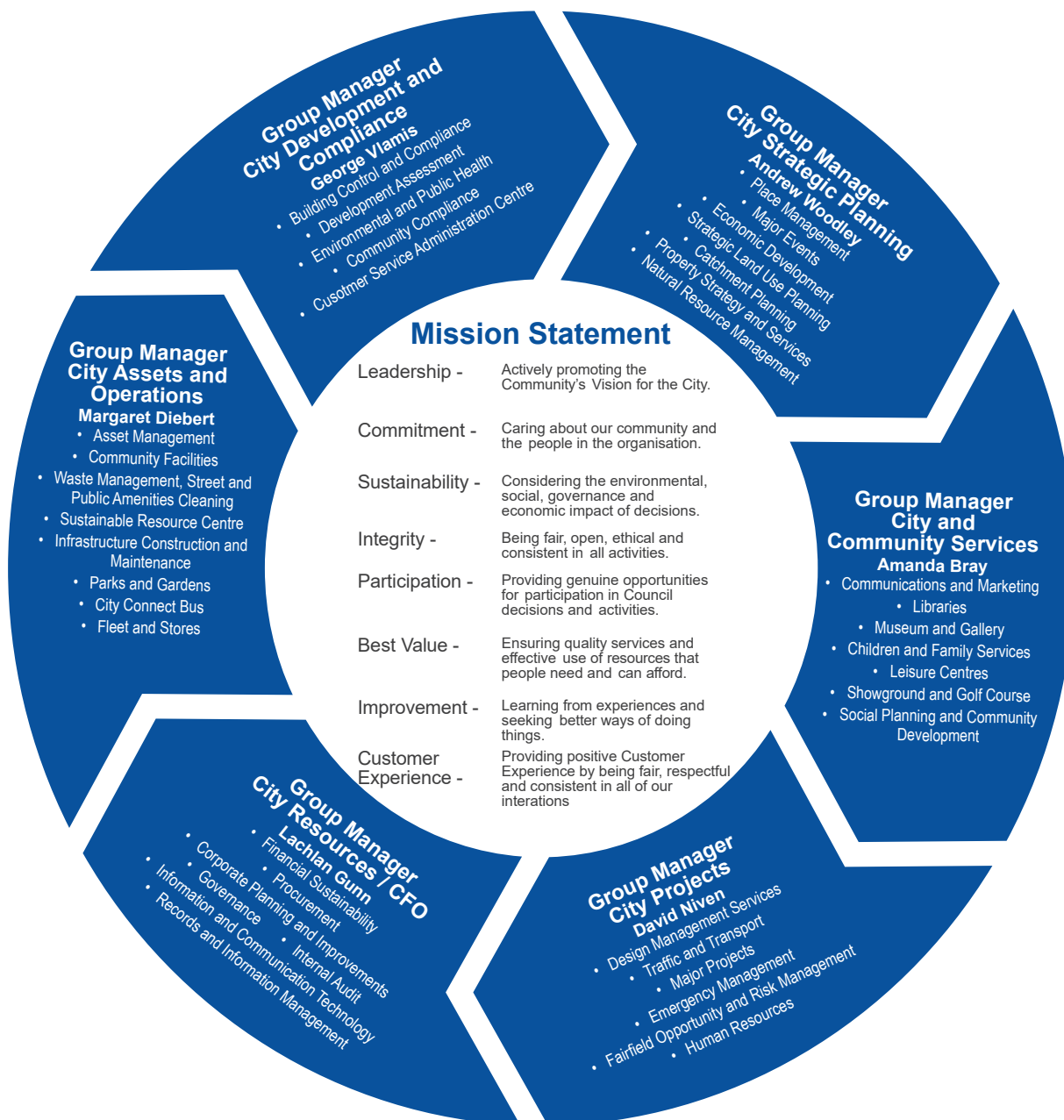
Good Governance and Leadership ensure that the community has access to relevant information and is able to participate in the development of policies and decisions which affect them. Fairfield Community expects a high standard of ethics, justice and honesty to be reflected in the actions and behaviour of individuals, organisations, businesses and governments.

Fairfield City Council's organisational structure, see next page, supports and encourages collaborative work practices across the organisation to ensure a skilled, flexible and capable workforce that can effectively deal with change to meet the community's expectations. The leadership roles ensure that the organisation can be adaptable in applying the skills and resources to deliver community outcomes.

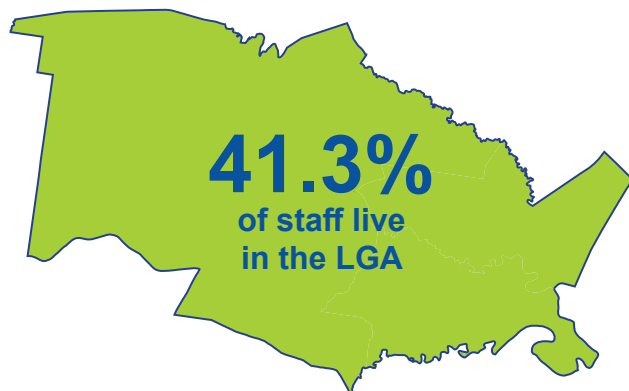
Organisational Structure

Council's Mission

Council is committed to delivering quality services that meet the needs of its community as identified in the 2022-2032 Fairfield City Plan. Fairfield City Council will deliver these services in accordance with its Mission Statement to assist the community in achieving its vision for the City.



Fairfield City Council Workforce Profile



Average age at Council

40



2012

40.85



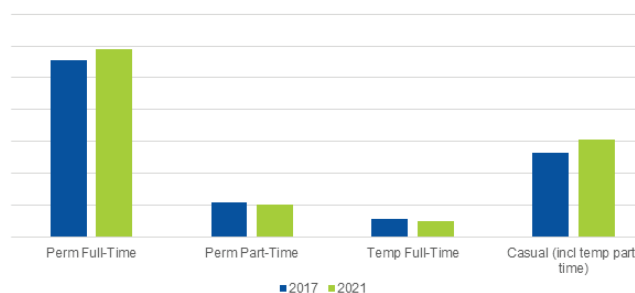
2017

41.2

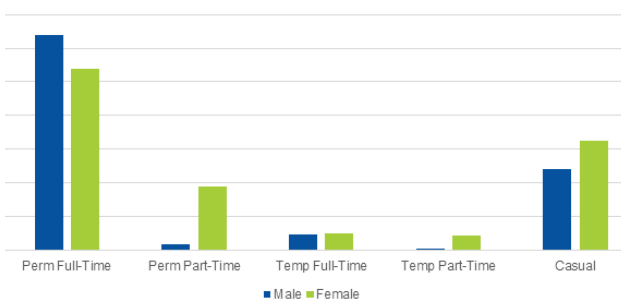


2021

Council Employees 2017 vs 2021



Employment type by gender



Length of Service

**Less than
5 years**
54.48%

**Between
5-15 years**
22.38%

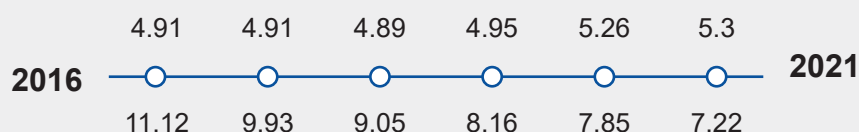
**More than
15 years**
23.14%



lost time incidents

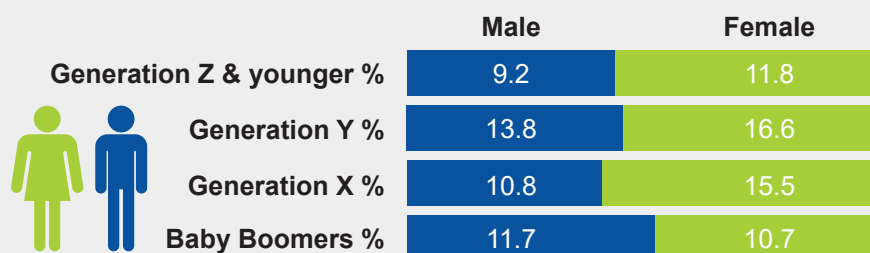
Average Leave Liability in weeks

Annual Leave



Long Service Leave

Gender diversity



Average Length of Service



**8.7
years**



\$504,471
total L&D Expenditure
for FY 21

Corporate Commitment to Customer Experience and Service Delivery

Customer Service is the responsibility of all staff at Fairfield City Council. Everyone contributes to the experience a customer has when dealing with Council. We know where we are today and where we aim to be when providing an excellent customer experience.

Council customers have diverse needs and expectations. Evolving working and communication practices have changed how people seek information and service. This has led to increased demand for faster, more flexible, personalised customer-focused service.

Our Customer Experience corporate priority outlines our commitment to being a customer-focused organisation. This collaborative approach will standardise customer service expectations across Council. It provides a framework for Council to ensure that the customer is at the centre of everything we do.

Expectations are exceeded by investing in processes, technology and our people. We are committed to delivering tangible benefits and outcomes for our community by developing strategies, policies and staff training to enable all to:

- Value and connect with our customers while providing personalised and personable service
- Provide high-quality, consistent, plain-language communication and information
- Provide services which are more relevant to our customers' needs
- Increase our community's understanding of Council's role, services and processes

The following key messages reflect our commitment to serving our Community:

- Our Customers are our priority
- Customer service is our purpose
- We serve with a 'can-do' attitude
- Complaints/issues are an opportunity for improvement
- We aim to meet and/or exceed customer expectation



Corporate Commitment to Leadership and Culture

At Fairfield City Council we consider leadership to be an integral part of successful workforce planning. Council has invested in leadership programs and initiatives and requires leaders who are strategic, can think long term and are collaborative so that Council can deliver its vision for the future.

Our leaders:

- Involve key stakeholders in the workforce planning process
- Align the Workforce Management Plan with Council's City Plan
- Coordinate the workforce plan with succession planning and career development initiatives
- Make workforce planning an ongoing activity, with continuous evaluation of changes in the internal and external environment which may affect Council's staffing needs
- Create the performance culture needed to achieve Council and Community outcomes

Effectively leading our Workforce Management Plan puts Council in a position to address everything from recruitment and selection, on boarding and induction to forecasting. This enables Council to improve retention rates, decrease turnover and save on costs while increasing productivity.

In support of this Council provides:

- A comprehensive set of Leadership Competencies
- Job specific training
- Soft skills training and development
- A program for Emerging Leaders
- A practical program for our Divisional Leaders
- Access to internal and external training to improve staff efficiencies

Council Cultural Program

Council Organisational Culture is the fundamental element of sustainable change and HOW people relate to one another in order to achieve higher levels of performance.

Critical Inputs from Divisional Leaders: commitment, leadership and role modelling, communication and consultation; change management. Leaders focus on culture, continuous development and on having the right people in the right place at the right time – fulfilling the right roles

Council Values

Our Organisational Culture Program builds on existing strategies and processes to create a philosophy which will consistently reinvigorate and reinforce our values (UMGAWI) across the organisation, enhance understanding of their underpinning principles and embed/influence a standard of behaviour in all activities undertaken by Council officers, both now and in the future.



Corporate Commitment to Work Health and Safety

Council's approach to WHS is a strategic move from compliance-based activity to collaborative management of WHS in the workplace. Council recognises the importance of WHS in Council's long-term performance and in developing our WHS Culture into a "Resilient" one. Council maintains its self-insurance licence by focusing on the following:

Work Health and Safety:

Application of a coordinated and whole-of-organisation approach to Work Health and Safety and Chain of Responsibility obligations. This continually improves our safety performance, compliance with legislation and creates a holistic safe working environment. WHS also governs the more flexible work arrangements implemented after return to work from the COVID-19 disruptions.

Health and Wellbeing:

Employee health and wellbeing are fundamental to reducing the likelihood of physical illness, disease and mental distress. Council has implemented a framework which provides information, workshops and experiences designed to enable employees to make the right choices for maintaining physical wellness and mental stability.

Workers Compensation:

Council's Self Insurance for Workers Compensation priority is to return injured workers to the workplace. This is achieved by managing the workers' injury process effectively, establishing positive relationships and assessing for risk of potential delayed recovery or work loss. Council tailors actions and programs to optimise recovery and work outcomes.

Council is committed to supporting injured workers and ensures compliance with relevant legislation and guidelines provided by the regulator.

Emergency Preparedness and Response:

Council has established a Corporate Emergency Preparedness and Response (EPR) Committee to oversee compliance with the emergency Preparedness and Response procedure in all facilities. Relevant training is provided to appropriate Council officers.

The Safety Leadership Team is empowered to make decisions on strategic requirements in relation to the Emergency Preparedness and Response process for asset management.



Informing our Priorities

A comprehensive review of our workforce, including feedback from the Executive Leadership Team, managers, employees and a scan of the external environment was undertaken to identify future workforce needs to deliver on organisational goals.

This review reveals four emerging priorities that have been used to inform our Workforce Management Plan 2022- 2026. They point to best practice and trends – both current and future. They reflect strengths we must maintain and areas we need to strengthen.

These priorities set the scene for a plan building on what we do well and embraces steps we must take to be ready for the future.

Priority 1: Attracting, Retaining and Engaging our People

- Perceptions of Local Government – many customers think Local Government does not make customer service a priority. We have an opportunity to use our Customer Experience Program to engage, partner with and build trust with our Community.
- Skills shortages – a challenge for Council especially in the areas of planning and building. We must consider strategies to attract and retain staff who have the skills to address skill shortages.
- Ageing Workforce – this can result in loss of corporate knowledge and skills and disruption to service.
- Generational Differences – Council's current workforce consists of four generations. When recruiting and retaining different generations we must ensure we implement strategies to address generational differences, needs and aspirations.
- Flexibility – remote or hybrid working conditions are a key consideration amongst job seekers with many candidates seeking greater flexibility. Remote working has become a major trend where candidates and existing staff are seeking opportunities to work remotely.

- Value Proposition – Council needs to be competitive in the attraction and retention of NEW and EXISTING employees. Council needs to identify its value proposition in order to compete in the talent pool to attract staff. What offerings can council provide to compete against other Council's and the private sector other than salaries?

Priority 2: Enabling our People

- Technology – it is crucial for staff to be trained appropriately to meet the changing way work is being carried out.
- Technological Change – transforms the way we do business. How we capture, access, share and use data from new technologies is critical to our transformation
- Data Ethics and Security – provide training so that we comply with legislation and relevant policy.
- Changing systems and demands – COVID-19 has changed how businesses deliver their services. Customers demand greater digital flexibility

Priority 3: Serving our People

- Customer Expectations – these are constantly changing and we must transform how we deliver our services to the community.
- Customer-centric thinking – bring all staff into thinking first and foremost about excellence of service to our customers.
- Western Sydney Deal – understand the benefits this may bring to Council and take advantage of them, especially with the possibility of access to skills in which we have a shortfall.

Priority 4: Enhancing the Safety and Wellbeing of our People

- Mental Health – implement training/ support systems to reduce mental health issues which can affect one in five staff.
- Investment into creating a positive workplace to increase staff engagement thereby reducing costs associated with staff absences and turnover.
- Attitudes/Behaviours post COVID-19 – the pandemic has affected people differently and caused rethinking of work/life balance. Council recognises the need to develop innovative ways of managing staff mental health.



Staff BBQ, 2021

Priority 1: Attracting, Retaining and Engaging our People

This priority's focus is on developing and implementing strategies to attract, develop and retain people with the right skills, knowledge and behaviours so that Fairfield City Council can deliver on its Operational Plans and Delivery Program. Attracting and developing the right people is critical to developing a talented workforce and achieving organisational success. We will ensure our organisational capacity by understanding our workforce needs and attracting, developing and retaining the right people in the right roles at the right time. Having skilled individuals at all levels of the organisation is critical to sustaining a high performance culture.

Attracting and retaining people is a major challenge for Local Government as Local Government is not seen as an employer of choice. In order to attract appropriately skilled workers Council needs to address this perception and to be seen as an employer of choice in a highly contested market.

To sustain our workforce capacity we must attract and retain highly skilled employees from across all intergenerational labour markets (Baby Boomers, Gen X, Y and Millennials) and continue to promote Council as an employer of choice. As our workforce profile indicates, our workforce is ageing with highly knowledgeable staff reaching retirement age. It is critical that knowledge is transferred and any skills gap identified and addressed.

Developing our people is vital to ensuring we continue to respond to the changing needs of our community, resourcing constraints, pressures from other sectors and skills shortages.

We must continue to review and develop our training programs which encourage experiential learning, improved performances and personal growth. This includes mentoring programs, graduate development programs, leadership programs and training in management / supervisory skills.

The initiatives and projects implemented through the WMP 2017/2021:

- Review and analysis of systems for implementing an improved recruitment process.
- Included Equal Employment Opportunities and diversity principles into Recruitment practices, policies and advertising
- Interview guidelines developed to assist managers in identifying the right talent
- Culture surveys undertaken to assess the culture at Council and review of Council values
- Collated data about skill shortages, emerging skills and skills' gaps in the market to assist in workplace strategies to manage workforce challenges

Objective: Attract the best people by promoting and positioning Council as a preferred employer.	
Initiatives	Stakeholder
Promote Fairfield City Council as a desirable and progressive career path	
Review Reward and Recognition program	
Implement applicant friendly software for electronic recruitment to assist with workflows, approvals and a more efficient and timely recruitment process.	
Develop our employer brand in order to drive attractiveness in various labour markets.	
Investigate flexible employment options to attract staff with required skills.	
<ul style="list-style-type: none"> Develop a talent program. Identify positions with transferrable skills to provide secondment opportunities for existing staff Develop a process to create a talent pool of existing staff and applicants to Council in order to identify high calibre talent 	
Support work experience, community and school career events	
Investigate alternate talent avenues – such as NSW Veterans Employment Program, Universities	
Identify skills shortages and generate actions to address them	
Provide opportunities for staff to work in other divisions to transfer skills and improve the knowledge base of the workforce.	
Youth programs to address youth unemployment in the region. Traineeships, apprenticeships, cadetships and undergraduate positions and work experience can incentivise people with skills in high demand	



Priority 2: Enabling our People

Our people deliver the services used and enjoyed by our community.

Our capacity to embrace change in the external environment and consider innovative and alternate ways to deliver services to our community is key to achieving the Delivery Program in a sustainable manner.

We will enable our people to adapt to change in a sustainable and consistent manner with supportive policies, technology, systems and processes. This framework supports employee engagement, enhances our performance and positions us to meet the needs and expectations of our community.

We operate in a dynamic environment as technology changes the way we work and operate. It is important that we are aware of changes in technology that can improve the services we provide, and remain flexible in meeting the changing needs and expectations of our community.

Skill shortages for specific professional / technical expertise or skills will require approaches to utilise the skills and knowledge available within the organisation. This may involve more general skill sets, increased use of para-professionals and changes to the roles of technical specialists. Building employee resilience and adaptability is critical in ensuring that staff are best equipped to deal with the impacts of change in work practices, expectations and the requirement to deliver more with less.

We must continually look at efficiencies to improve services. Cost containment, productivity innovations and initiatives are important drivers of sustainable operations. Service reviews are integral to the approach we will adopt in becoming better at what we do and how we deliver services.

The initiatives and projects implemented through the WMP 2017/2021:

- The Divisional Development Program, which increases the leadership capabilities of senior managers at Council.
- The Emerging Leaders Program provides staff who are identified as having leadership capabilities the opportunity to build on their leadership skills
- A new external website and an updated internal Intranet website
- All Council staff are on the one Performance and Development System.
- Skills and Competency system was reviewed and updated to assist staff during the review process
- Staff training assistance was provided in the Council budget to support all Council functions
- Training Needs Analysis conducted by managers for their operational areas
- Training and educational programs implemented to increase financial management capabilities across Council i.e. Finance for non-finance managers, credit card training.
- Set up of mobile work practices i.e. work from home instructions, VPN set up, mobile devices.

Objective: Council will look for alternative and innovative ways to deliver the necessary services to our community and align the workforce with the changing needs of the community.

Initiatives	Stakeholder
Review an attendance system which manages, measures and improves workforce productivity across all worksites	
Develop a change management framework, tools and eLearning modules	
Implementation of a Learning Management System	
Identify and address skills gaps to develop a multi-skilled and agile workforce.	
Review working arrangements, including work spaces to ensure Council is contemporary and fit for purpose	
Facilitate the review and introduction of equipment, tools and resources required for changing workforce needs i.e. remote work locations, virtual teams	
Technology – continuous review and updating of business processes in line with technological change and service level agreements	

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Local Government Management Challenge 2022

Priority 3: Serving our People

This priority focuses on creating a culture where everyone understands that their role and actions are critical to the customer experience. Based on customer expectations we will develop our people and respond to changes in demand for existing and new services.

We will measure our achievements and outcomes and continually develop and improve our people. This priority sets Fairfield City Council's path toward achieving excellence in the customer experience, including both internal and external customers. It encompasses the customer's perception of their whole journey from their first thought about interacting with Council through to the completion of that interaction.

These three key priorities, as set out in Fairfield City Council's Corporate Commitment to the Customer Experience, act as support pillars in bringing our customer-led vision to life. We need to drive a new way of working and transform how we deliver our services. We must focus on understanding and examining the customers' experience, expectations and choices, our systems and processes and the individual behaviour of our staff.

The initiatives and projects implemented through the WMP 2017/2021:

- A Refugee Work Experience Program to provide refugees in the Fairfield LGA with an opportunity to gain work experience in a business environment.
- Assistance to businesses in the LGA to be COVID Safe.
- Provided residents with access to workshops via our libraries.
- Provided relevant workshops and webinars targeted at adults, youth and children.
- Service enhancements through technology with manual data entry reduced to improve the effectiveness of staff performing their role.
- Services enhanced by improving access to Council information; this included Council website and staff intranet upgrade, electronic rates notices, new facility booking system and hybrid zoom Council meetings.



Lifeguards, Prairiewood Leisure Centre

Objective: We will ensure that Council is a customer-focused organisation which creates a positive customer experience

Initiatives	Stakeholder
Development of a Customer Service Policy and Charter driving consistency and responsiveness to customers	
Embed customer experience and customer service principles into our everyday culture	
Ensure that public information is accessible, accurate and consistent	
Develop a Fairfield City Council Customer service standard	

Objective: We will create a culture of accountability and continual improvement of the customer experience

Initiatives	Stakeholder
Develop Customer Service Standards for each Division of council	
Conduct an annual Customer Satisfaction Survey to identify areas for improvement in customer service across Council	
Develop business-unit specific Customer Service Competencies	
Develop a range of KPIs, in terms of their Customer Service Standards, on which managers will report	

Objective: We will ensure that our staff and systems provide our customers with an exceptional experience

Initiatives	Stakeholder
Develop and implement a Customer Service Training Plan which aims to empower staff to resolve customer issues	
Develop and deliver customer experience awareness training programs	
Develop a Customer Feedback Facility to seek suggestions and comments which support customer-driven service improvement	

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Corporate Commitment

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Priority 4: Enhancing the Safety and Wellbeing of our staff

At Council, 'WHS is not negotiable' and everyone's responsibility.

All workers and managers are accountable for ensuring their own safety and that of others in the workplace. By being accountable, we will ensure that WHS responsibilities are performed effectively through Council's systems and processes.

We will strengthen and embed Fairfield City Council's safety culture across Council and ensure the commitment and accountability of management and workers in implementing Fairfield City Council's Work Health and Safety Management System.

This priority focuses on the wellbeing of all staff at Council. It covers not only WHS, but mental and emotional wellbeing as Fairfield City Council transitions into a post COVID-19 workplace. Fairfield City Council is committed to the health and wellbeing of all staff and aims to reduce injuries which may disrupt the lives of staff and reduce lost time injury absences. This priority focuses on:

- Enhancing safety through continued implementation of safety systems and processes
- Reducing the impact of illness and injury
- Enhancing the wellbeing of all staff through the implementation of wellbeing programs
- The initiatives and projects implemented through the WMP 2017/2021:
- WHS Responsibility, Accountability and Authority form was reviewed to include requirement to maintain up to date license/tickets and elements of the National Heavy Vehicle Legislation Chain of responsibility (CoR)
- Simplification of the WHS management system and analysis on potential online system
- Review of Council Asbestos management program
- Review and Implementation of Council Continual Improvement Audit program.
- In response to COVID-19, a COVID response team was created to assist in how to respond to COVID-19 in the workplace with implementation of COVID plans and risk assessments
- Health and wellbeing initiatives undertaken for staff - Health and Wellbeing expo, flu vaccinations, branch safety and wellbeing activities
- Chain of Responsibility legislation implemented in Council operations supported by training programs and revision of Safe Work Method Statements.



Health and Wellbeing Event, 2019

Objective: Enhance workers' capabilities to better implement and practise safety in the workplace in order to prevent and reduce the incidence of occupational injuries, illness and disease.

Initiatives	Stakeholder
Continuously improve the elimination and management of hazards from the workplace	
Effective and proactive management of worker's compensation claims	
Implementation of a Work Health and Safety Management System across Council	
Proactive identification, elimination and management of hazards in the workplace	
Enhancing staff capabilities through appropriate and relevant WHS training, information and instruction	

Objective: Managers and workers are accountable for meeting WHS responsibilities

Initiatives	Stakeholder
Coordination of events to promote safety	
Utilisation of technology to allow efficient retention and accessibility of WHS records	
All staff have access to the intranet resources to complete training and records retained in Objective	

Objective: Strengthen and embed Chain of Responsibility (CoR) requirements across Council to continually improve safety performance

Initiatives	Stakeholder
Establish CoR benchmark to measure compliance	
Conduct a training needs analysis for high-risk sites (training requirements for CoR)	
Identify key staff to undertake National Accredited Training (NAT) for CoR	
Site specific CoR training to be developed for toolbox talks, training sessions and electronic delivery for high risk	
Corporate Induction WHS presentation to be updated with high level CoR requirements	
National Heavy Vehicle Law (NHVL) - our commitment to integrating the NHVL and CoR requirements into relevant sections of the WHSMS	
Investigate OBMMS with key managers of HV departments	
Review drug and alcohol procedures in tandem with Human Resources	

Objective: Promote the wellbeing of all employees at Fairfield City Council. Ensure employees are informed to make the right choices to achieve physical wellness and mental stability

Initiatives	Stakeholder
Mental Health awareness/training for staff	
Develop and promote health and wellbeing initiatives and information	
Continue Health and Wellbeing calendar, including monthly staff events and annual Health Expo	



Fairfield City Council's Workforce Management Plan
is available for viewing at Council's website:
www.fairfieldcity.nsw.gov.au/ipr

For more information:
Call us on 9725 0222
Write to us at PO Box 21, Fairfield NSW 1860
Email us at mail@fairfieldcity.nsw.gov.au

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