



growth
opportunity
excellence

2022-2026

WORKFORCE MANAGEMENT STRATEGY

Adopted 14 June 2022



START A CONVERSATION ABOUT YOUR HEALTH

#Talk2YourDoc



JB's wear

RICK'S
KORNER
of change

CONTENTS

Acknowledgment of Country	4
Message from the General Manager	5
Introduction	6
Executive Summary	6
Purpose of the Workforce Management Strategy	7
Our Workforce Planning Framework	12
Alignment with National, State and Regional Goals	13
Camden Council at a Glance	15
Our Role, Vision and Corporate Values	20
Where Are We Now?	22
Adaptive Organisational Framework	22
Workforce Growth	24
Staffing Profiles	24
Age-Based Analysis	25
Gender-Based Analysis	27
Employee Length of Service	29
Type of Employment	32
Location	34
Internal Labour Demand and External Labour Supply	37
Labour Market Challenges and Trends	42
Challenging Labour Market	42
Ageing Population and Workforce	43
Generational Change	43
Digital Disruption, Technological Change and Automation	44
Changing Working Practices	45
Staff Development Challenges	45
Health and Wellbeing	46
Attraction and Retention	46
Future Capability Needs and Skill Shortages	48
General	48
Professional Roles	48
Construction Roles	49
Trades Roles	49
Engineering, Planning, Surveying and Project Management Roles	50
Human Resources Roles	51
IT Skills	52
Data and Digital Roles	55
Soft Skills and Cognitive Capabilities	53
Workforce Management Plan	54
Planning and Attraction	55
Leadership and Engagement	56
Performance and Reward	57
Growth and Empowerment	58
Measuring Success	59

ACKNOWLEDGMENT OF COUNTRY

Council acknowledges the Dharawal people as the traditional custodians of this land and pay our respect to their Elders both past and present.



MESSAGE FROM THE GENERAL MANAGER

Our Community Strategic Plan (CSP) sets out a long-term direction for our Council. It protects and strengthens the things our community values and loves, while simultaneously providing a vision for delivering the reforms our community wants to see to make Camden an even better place to live and work in.

To facilitate achievement of the CSP and related plans, we must effectively manage and lead our most important resource – our staff. To do this, we must continue investing in the development of our workforce. As such, I am pleased to present Camden Council’s Workforce Management Strategy (WMS).

Our WMS is the people component of our strategic plan and sets out the processes and programs we use to define and deliver the people resources needed to execute our strategy. Our WMS will ensure the development of Council’s workforce is consistent with Council’s vision and that we have the appropriate capability and skills in place to safely deliver the Services and Priorities that Council sets before us. It sets the bar for our Council to be an organisation which promotes a progressive, innovative, inclusive, safe and healthy working environment.

The implementation of the WMS will also enable us to swiftly and adaptively position ourselves for changing conditions and ensure that the right people, those that thrive in an environment of growth, change and evolution, are in place to deliver real improvements for people living and working across Camden Council. As we do so, we will also be mindful of the need to continue to develop and maintain an engaging workplace culture as we embrace new ways of working in response to changing employee expectations and the needs of a modern workforce.

Ron Moore

INTRODUCTION

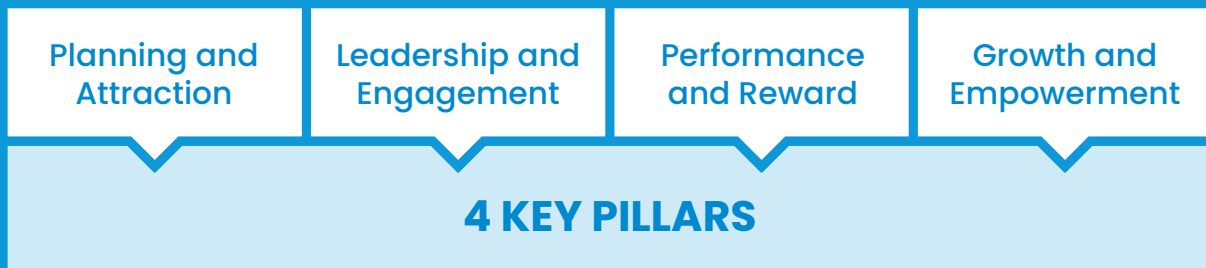
Executive Summary

Local government authorities in New South Wales are diverse organisations delivering a vast array of services to the communities they serve. For Camden Council, the wider community we serve is continuing to experience significant levels of growth and change which is expected to continue for a number of years.

This extraordinary growth will be both challenging and rewarding and presents opportunities for Council and our employees to grow and develop. In embracing the future challenges, we aim to continue to sustain a high-performance organisation that achieves great outcomes, efficiently and effectively delivering on the commitments we've made to our community.

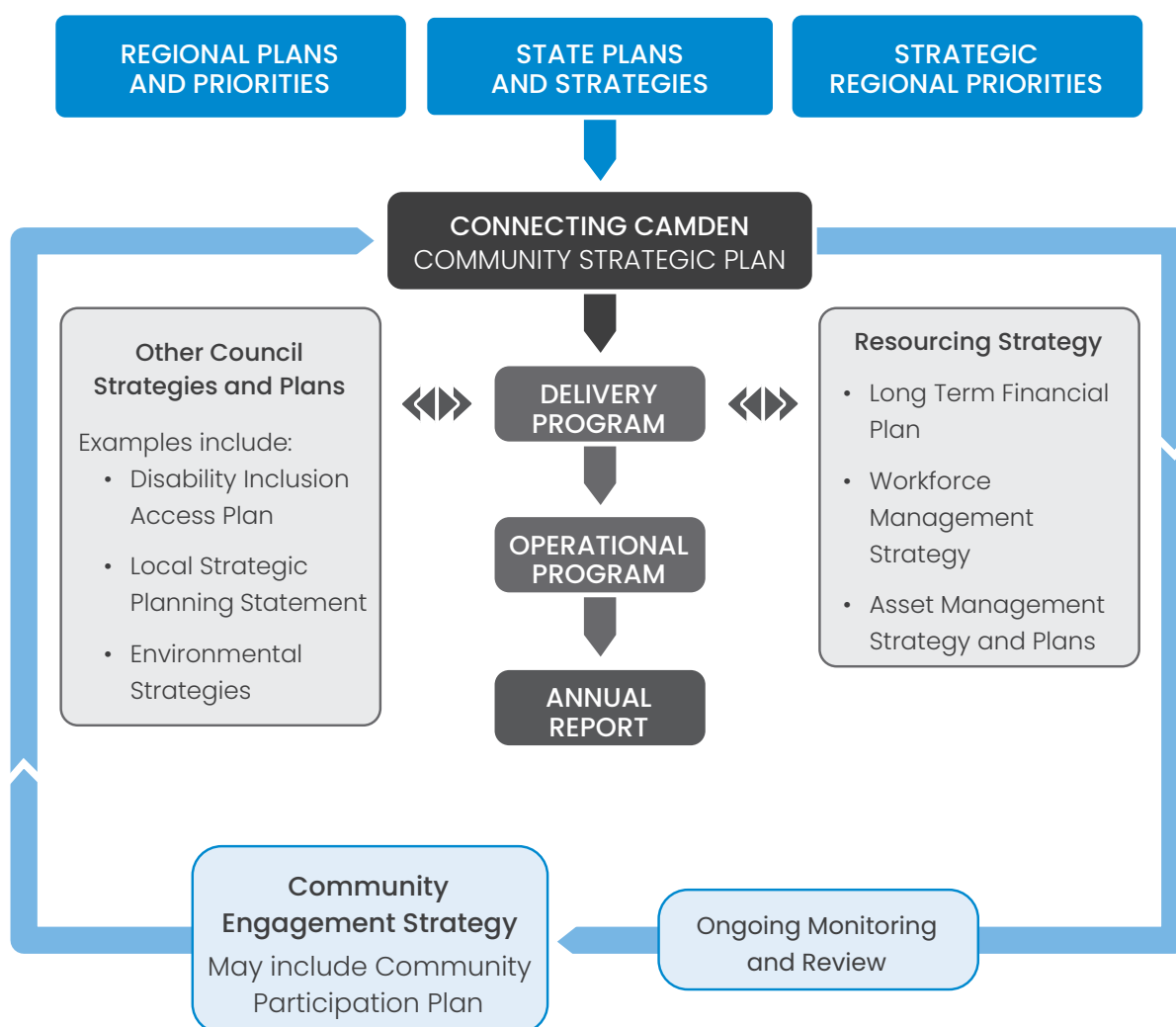
In order to achieve our objectives, we will put our people and community at the centre of everything we do. Our Workforce Management Strategy, developed with this principle in mind, sets out the objectives and strategies that we believe will assist in ensuring that the commitments established in our Delivery Program are achieved.

Analysis of our current workforce demographic, identification of future resourcing challenges, forecasting future needs and extensive consultation with key stakeholders has resulted in a workforce management strategy based on four key pillars as outlined below and explored in greater detail in this document.



Purpose of the Workforce Management Strategy

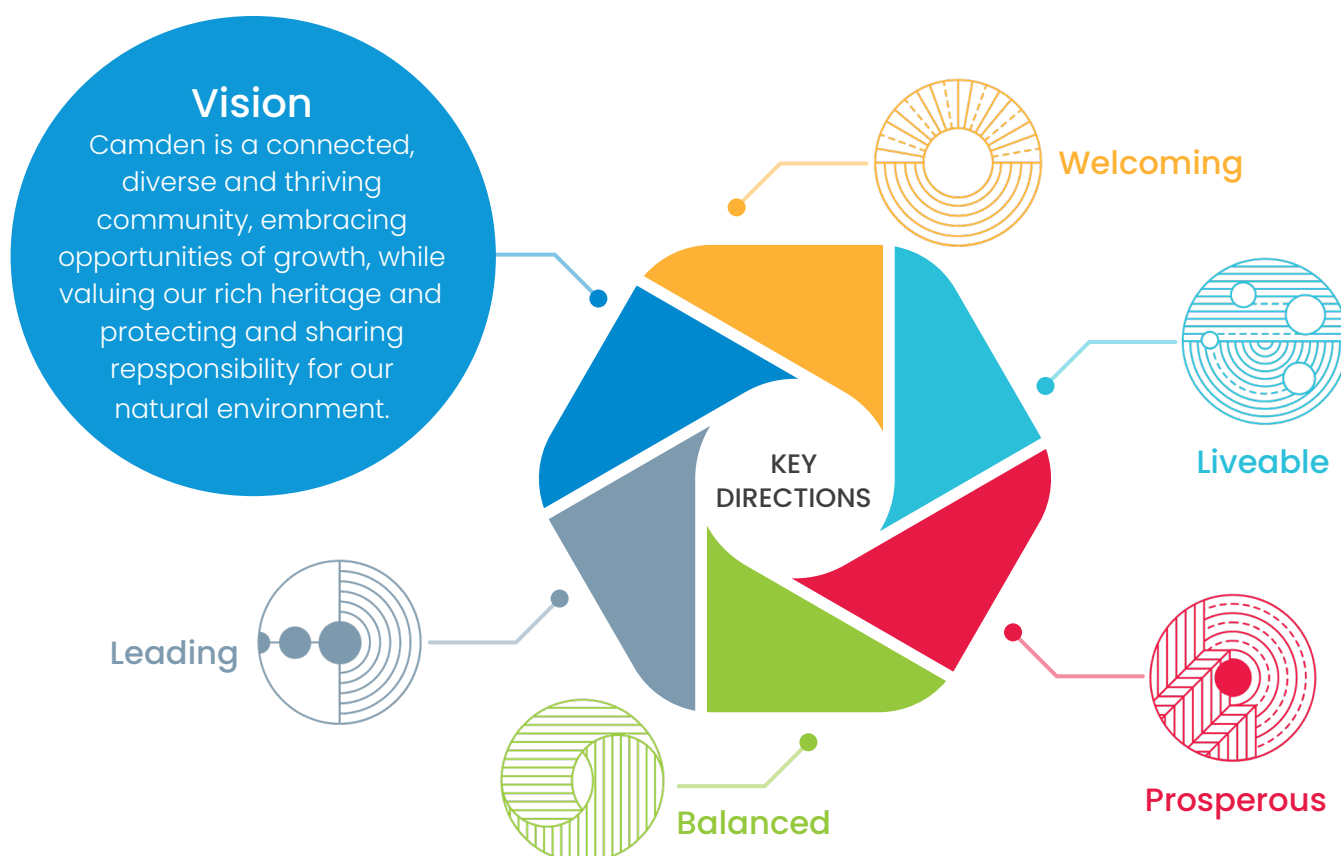
Our Plan is part of the Integrated Planning and Reporting that all local government Councils must use to plan for their area, based on the expectations of their local community.



As illustrated above:

- The **Community Strategic Plan** is the highest level of planning within the IPR framework. It provides a vision that reflects the aspirations of the community, and sets clear directions, objectives, strategies and measures for progress on achieving the community's vision. It informs all other documents.

- The **Delivery Program** describes Council’s commitment to achieve the Community Strategic Plan in the elected term of Council. It sets Council’s four-year commitment from 2022 to 2026 and references all activities to be undertaken, setting priorities and scheduling programs.
- The **Operational Plan** identifies annual projects and activities against the delivery plan principal activities. Operational Plan components are updated annually to reflect the Council actions for each year and progress against the Delivery Program.
- The **Resourcing Strategy** demonstrates how work in the Delivery Program and Operational Plan will be resourced.
- **Annual Reporting** provides information to the community on Council’s work against the Delivery Program and Operational Plan.



Where are we now? Challenges and Opportunities	Where we want to be? Objectives for 2036	How will we get there? Strategies to Achieve Objectives	Our Plan In Action and Measures for Success
----------------------------------------------------------	----------------------------------------------------	-------------------------------------------------------------------	----------------------------------------------------

The Workforce Management Strategy (WMS) sits within Council's Resourcing Strategy and is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.

It clearly identifies how future staffing and skills requirements will be met, such as through recruitment, staff progression and development, internal redeployment, and succession planning.

Councils operate within challenging environments that demand greater flexibility, responsiveness and performance improvements to meet agile labour markets, skills shortages and an ageing workforce. With a well-written and thorough WMS, councils are in a stronger and more stable position to plan for and address future workforce needs. In summary, workforce planning should be:

- An ongoing activity;
- A process, not just a set of actions;
- Able to support workforce planning with a clearly identified purpose that is linked to organisational objectives and informed by the DP and OP; and
- Applicable to the current workforce while also anticipating future needs and capabilities.

Successful workforce planning is an active process that must be continually monitored, and adjusted when required, to promptly address new workforce or organisational issues. Monitoring and evaluating should comprise:

- Establishing a regular monitoring and evaluation process;
- Outlining a timeframe for monitoring;
- Measures of success and performance indicators;
- Feedback from stakeholders during the monitoring and evaluation process; and
- Identifying opportunities for shared learning.

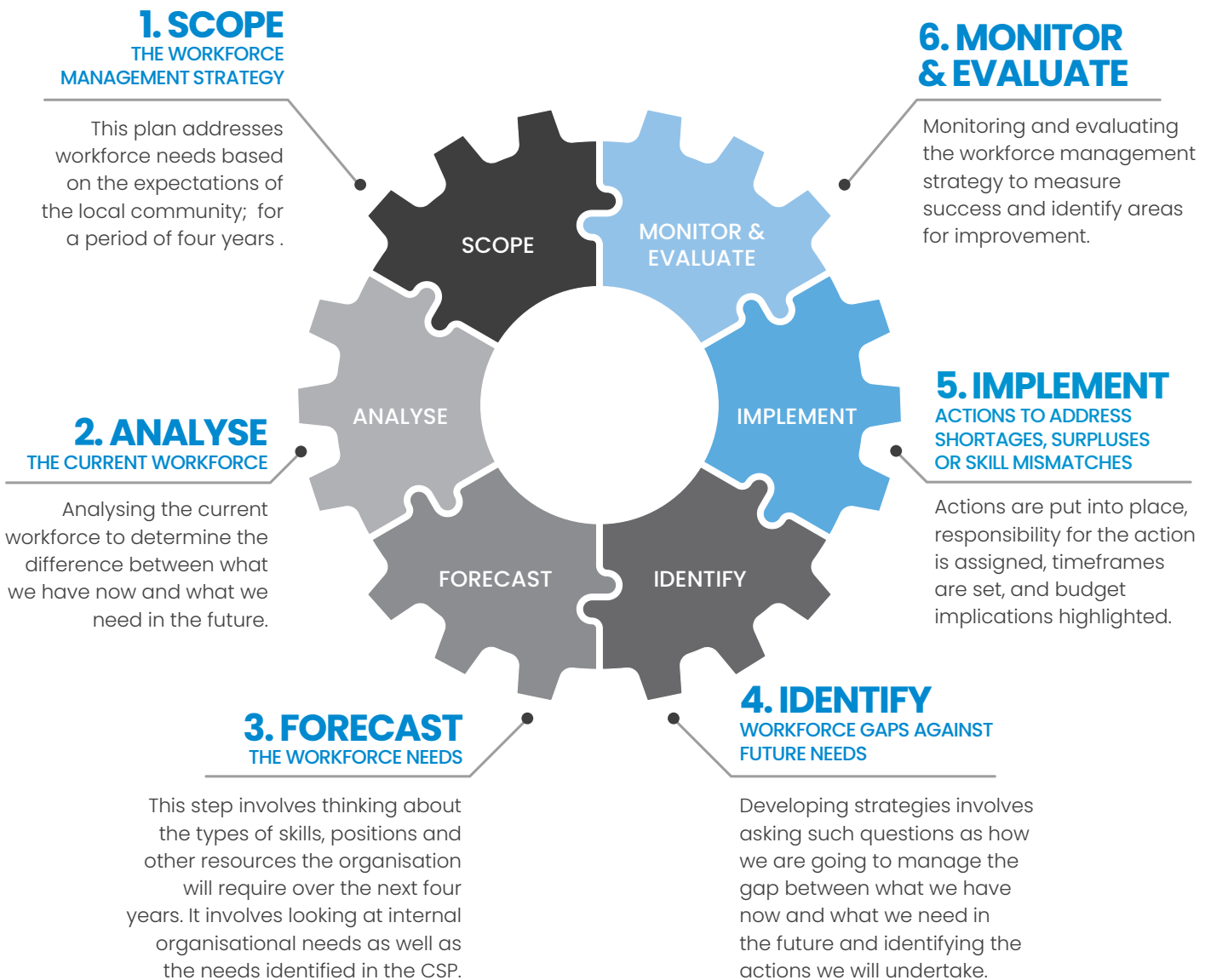
To support the development of the Council's Workforce Management Strategy, the project team undertook an internal engagement process that included discussions and briefings with Council's Senior Management and Executive Team and other critical stakeholders within the organisation. All feedback received through this process has been considered when preparing this document.



Our Workforce Planning Framework

To enable Council to deliver high quality services to a growing population, it is essential that appropriate workforce planning is undertaken. There are many aspects to this process including analysis of the current workforce, understanding future demand for and supply of labour, forecasting the numbers and types of jobs and people required, identifying the source of those people, identifying gaps and managing issues such as succession planning, planning for retirement and skill shortages.

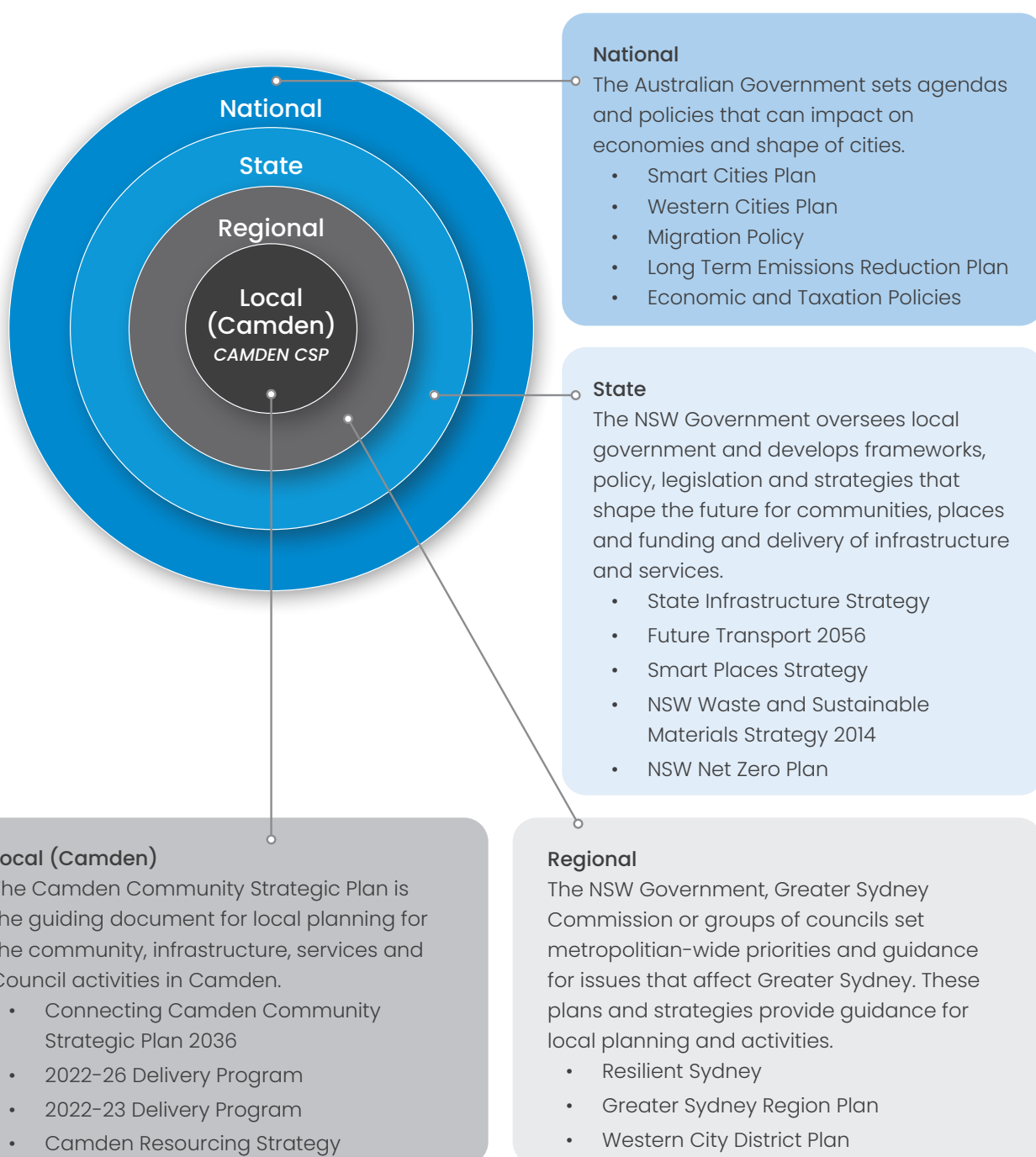
Council's process is informed by OLG guidance and is outlined as follows:



Alignment with National, State and Regional Goals

This Delivery Program and Operational Plan is a lead delivery plan at a local level. Based on the community vision, it aligns and works with strategies, plans and policies developed at other levels of government.

Camden is integral to several shared national, state and regional initiatives for Western Sydney. The Delivery Program activities contribute to these initiatives and allows Council to advocate on strong local outcomes for Camden within this regional context.

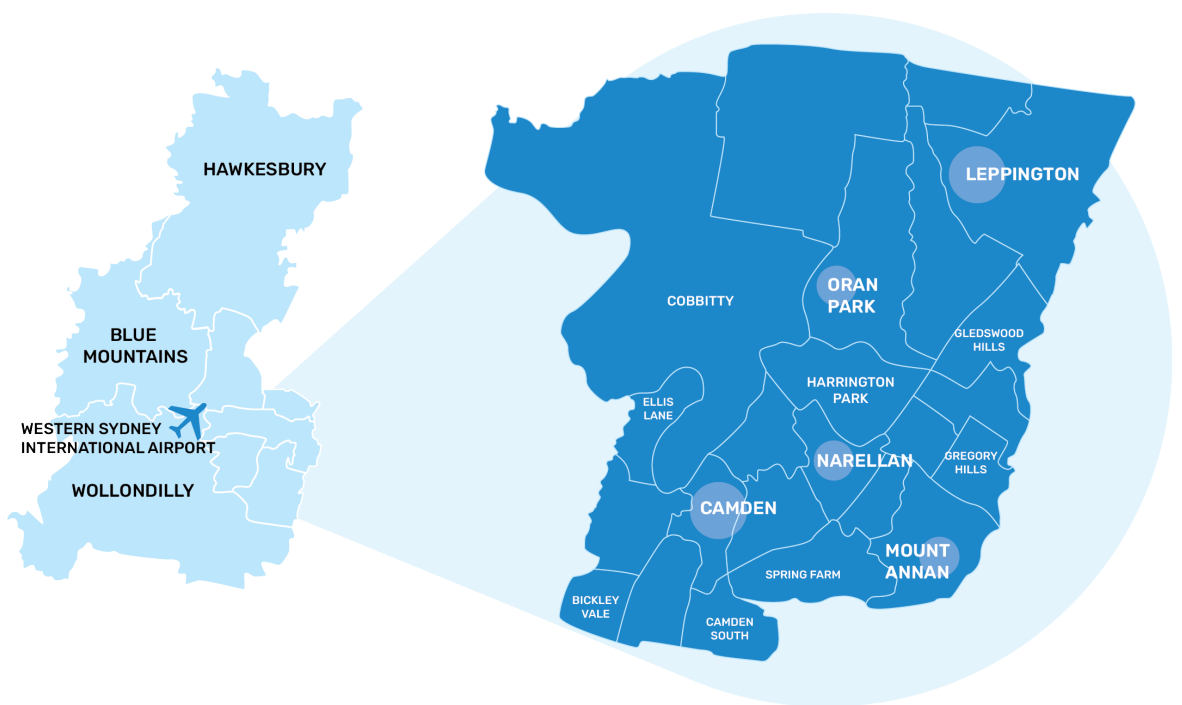




CAMDEN COUNCIL AT A GLANCE

About Camden

Located in Sydney's south west, Camden Local Government Area (LGA) is essential to the success of the emerging Western Parkland City. It covers approximately 200 square kilometres and is becoming a place of regional significance.



Camden is set to be home to more than a quarter of a million people by 2036, making it one of the fastest growing LGAs in Australia.

With this projected growth, and with an international airport (Western Sydney International Airport) on its doorstep, Camden will become a cornerstone of the thriving south-west Sydney region.

As a rapidly growing area containing a mix of agricultural land, country towns and villages, new residential areas, rapid commercial and industrial development and in the context of a new major airport, the Camden LGA offers unique opportunities for investment with Sydney's leading population growth rate from 5.2% per annum for the next 20 years.

Major government investment in infrastructure is being rolled out in the Camden LGA to support the significant growth in residential and employment in the LGA, including road, rail, services and utilities establishment and upgrade.

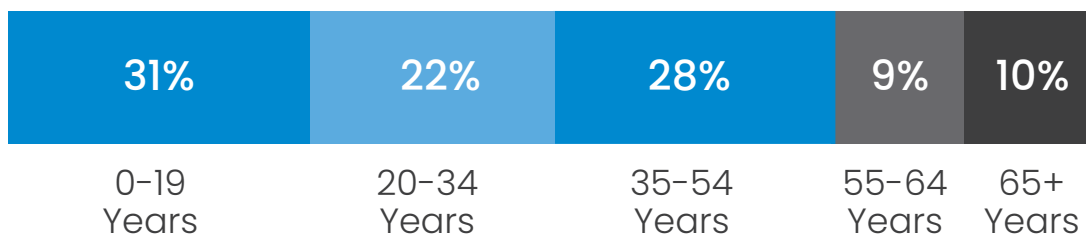
Camden LGA is expanding exponentially, however the diverse community still benefits from a rich cultural and rural setting with cafés, grower's markets, galleries and facilities set amongst the natural environment, with busy retail, industrial and commercial hubs spread across the LGA.

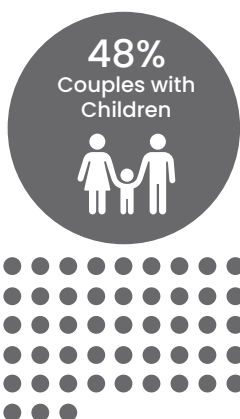
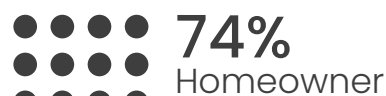
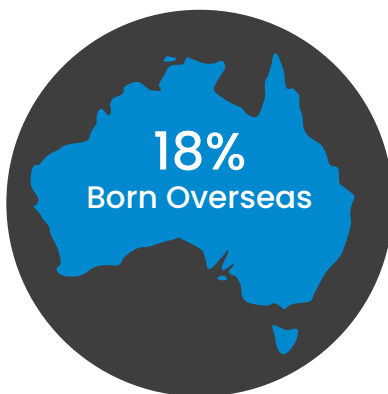
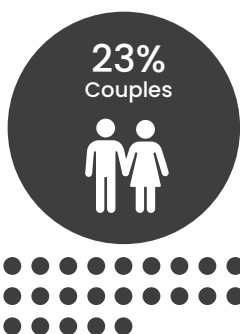
Council is effectively balancing this new urban growth with the existing semi-rural country feel by providing people with the option to enjoy both an urban and rural lifestyle. The Camden area is steeped in heritage, arts, culture, sports and recreation.

Our Community



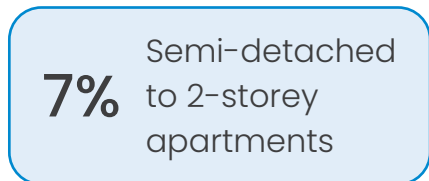
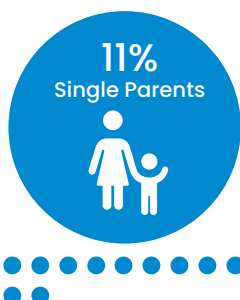
Age Profile: Camden LGA has a younger age profile than the total NSW population, with high proportions of young families.





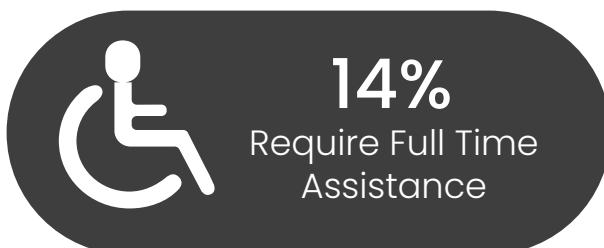
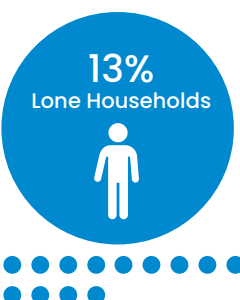
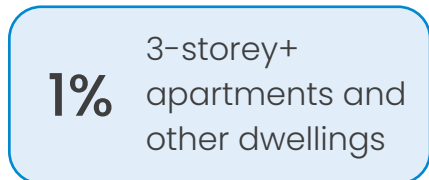
Top Countries

1. United Kingdom
2. New Zealand
3. India
4. Philippines
5. Fiji
6. Italy
7. China
8. South Africa
9. Malta
10. Iraq



Top Languages

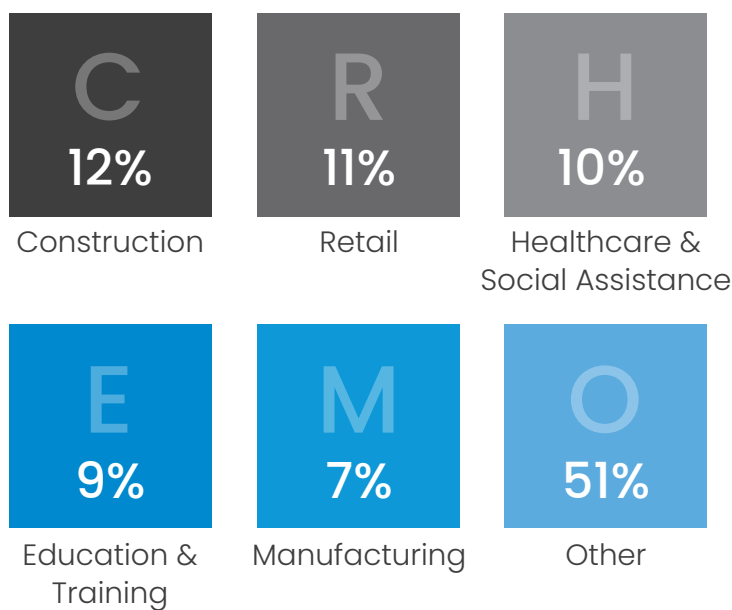
1. Arabic
2. Italian
3. Spanish



Where do we work?



Top Fastest Growing Industries 2011-2016





OUR ROLE, VISION & CORPORATE VALUES

Our Role

Council delivers for the local community by providing community services, programs and infrastructure that impact on the health and wellbeing of residents. Its activities support local economic growth and support care and management of the local environment. Council is the community's advocate in regional and city-wide discussions with other tiers of government service and infrastructure providers.

At Camden we are guided by our organisational vision and our corporate values encapsulate our approach to everything we do - working together and with our partners to deliver services for our community.

OUR VISION

At Camden Council we think big, work hard and get results.

The community relies on us to deliver outstanding customer service, well-managed growth and quality services.

Our pride for our area and respect for each other is shown in everything we do.

We work in partnership to service the community safely and be a leading council.

OUR CORPORATE VALUES

Innovation | Dream, Create, Inspire

We innovate and inspire to create better ways to deliver to our community.

Leadership | Empower Others

We invest in the growth, development and empowerment of staff to become the best version of themselves.

Partnership | Together We Can

We partner to achieve success through support, understanding and shared goals.

Customer Focus | Our People, Our Community

We deliver excellence to our customers through service, facilities, information, resources, education and support.

Commitment | Dedication Drives Results

As a high-performance Council, we strive for excellence in all we do.

Safety | Safety Is Everyone's Job

We put safety and wellbeing of people at the centre of everything we do.



INNOVATION



LEADERSHIP



PARTNERSHIP



CUSTOMER
FOCUS



COMMITMENT



SAFETY



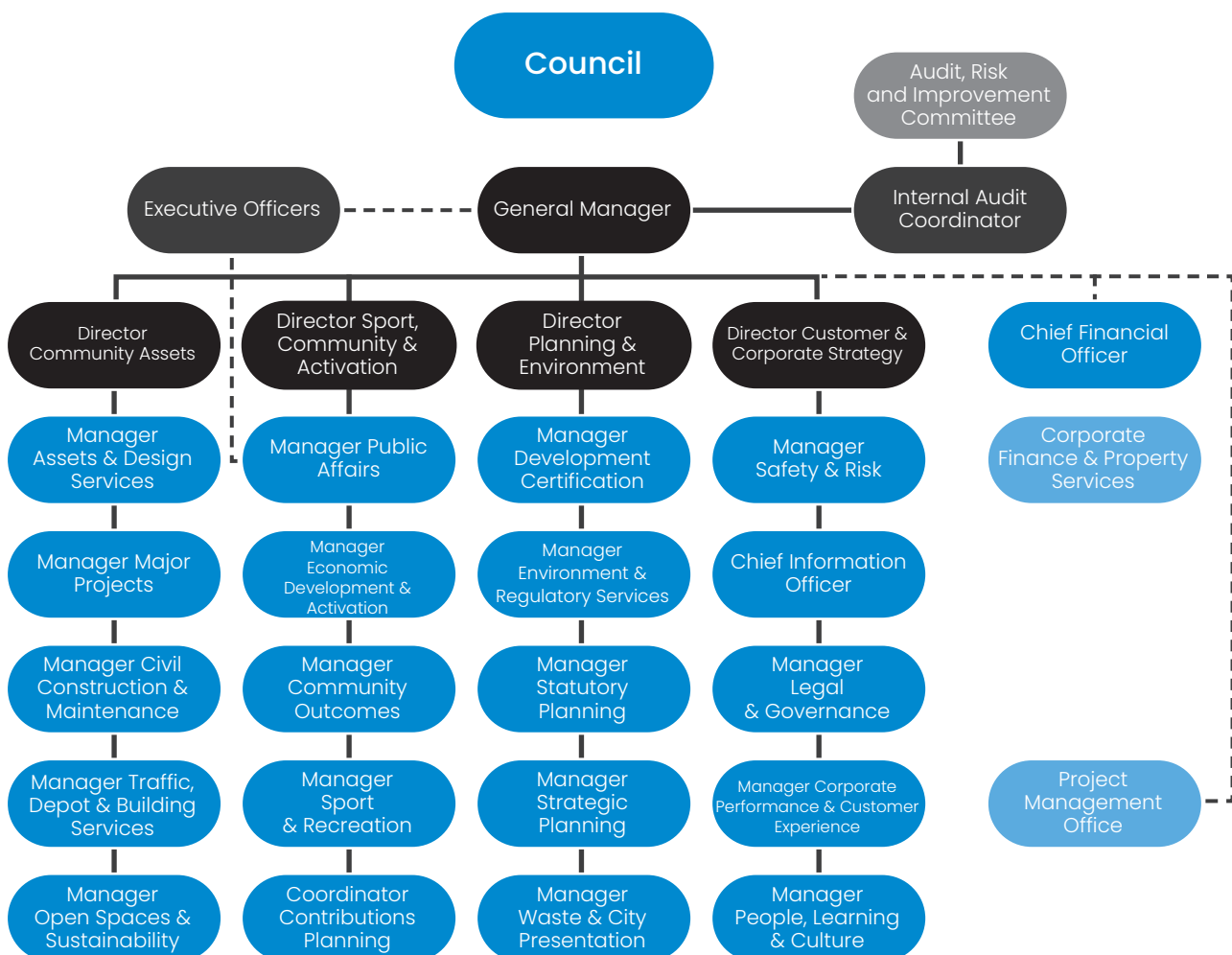
WHERE ARE WE NOW?

Adaptive Organisational Framework

Council's organisational framework is consistently reviewed and evolving with the aim of maintaining an adaptive and resilient configuration that promotes high performance and excellence in service delivery and customer experience.

Framework review focuses on key strategies to support this approach including:

- Building on strengths;
- Enabling organisational success;
- Attention on existing and future customers;
- Formalised and structured collaboration;
- Maintaining strong links between planning and service delivery;
- Organisational development and improvement; and
- Core service delivery.



Current Workforce Headcount by Directorate

Directorate	Headcount	As % of Total Headcount
Community Assets	170	32%
Customer & Corporate Strategy	122	23%
Planning & Environment	152	28%
Sport, Community & Activation	92	17%
Other	3	0%

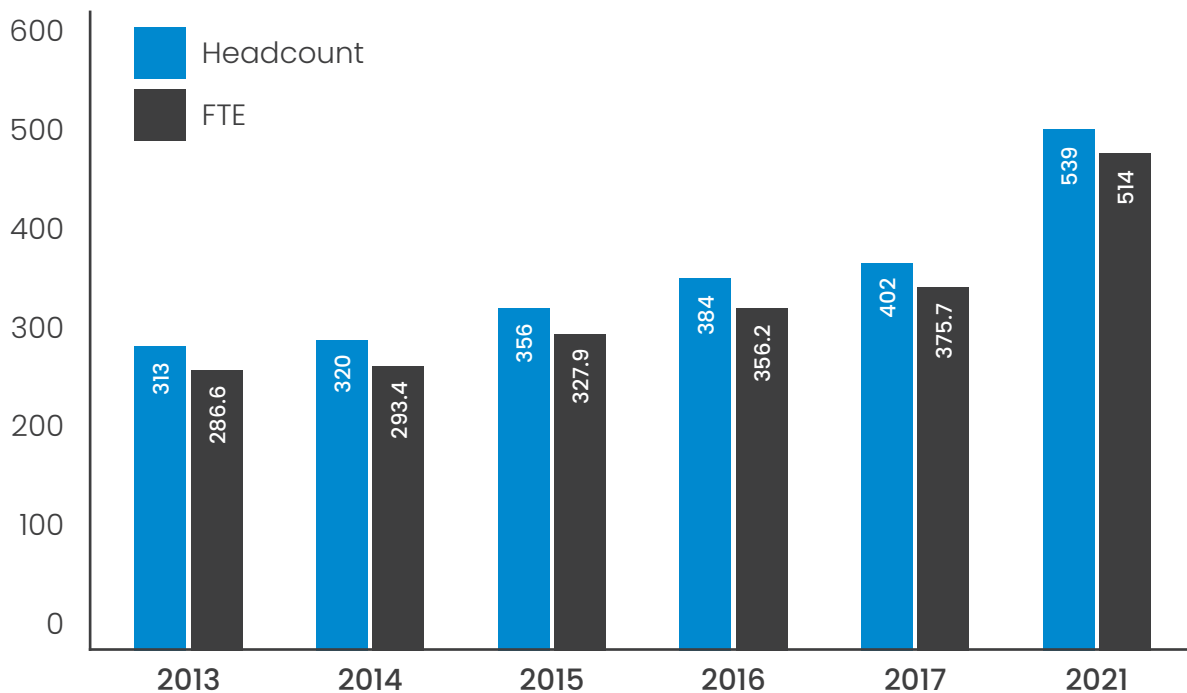
Source: Current Employee Listing at 30/11/2021

In addition to the numbers outlined above, Council also utilises temporary/short term and contract-based workforce to cover resourcing needs above and beyond the capacity of the permanent workforce. Council utilises this additional workforce in order ensure the service levels we commit to are met and that the organisation is able to keep up with the continued and rapid growth of the LGA and broader community.

Workforce Growth

Since 2017 Council has seen a 36.8% growth in the full-time equivalent workforce, averaging at 9.2% per annum in full time equivalent hours. Responding to the population and service growth in the local government area, the growth in Council's workforce has increased by 138 full time equivalent positions.

Workforce Growth Since 2013



Sources: Establishment Register Listing at 10/12/2021, Workforce Management Plan 2017-2021, Current Employee Listing at 30/11/2021

Staffing Profiles

Anticipating and managing changing workforce demographics is a key aspect of our approach to ensuring that we continue to have the right mix of skills and capability to deliver our Strategic, Delivery and Operational Plans.

The following analyses the make-up of our current workforce and helps us to anticipate potential challenges that may arise into the future. It is intended to be a broad snapshot of the workforce rather than an exact representation.

Age Based Analysis

There are a number of statistics available that suggest Australia's population and labour force continues to age over time. In order to understand the potential impact for Council, and as a key input to the development of our workforce management strategies, we have examined our current workforce by age group.

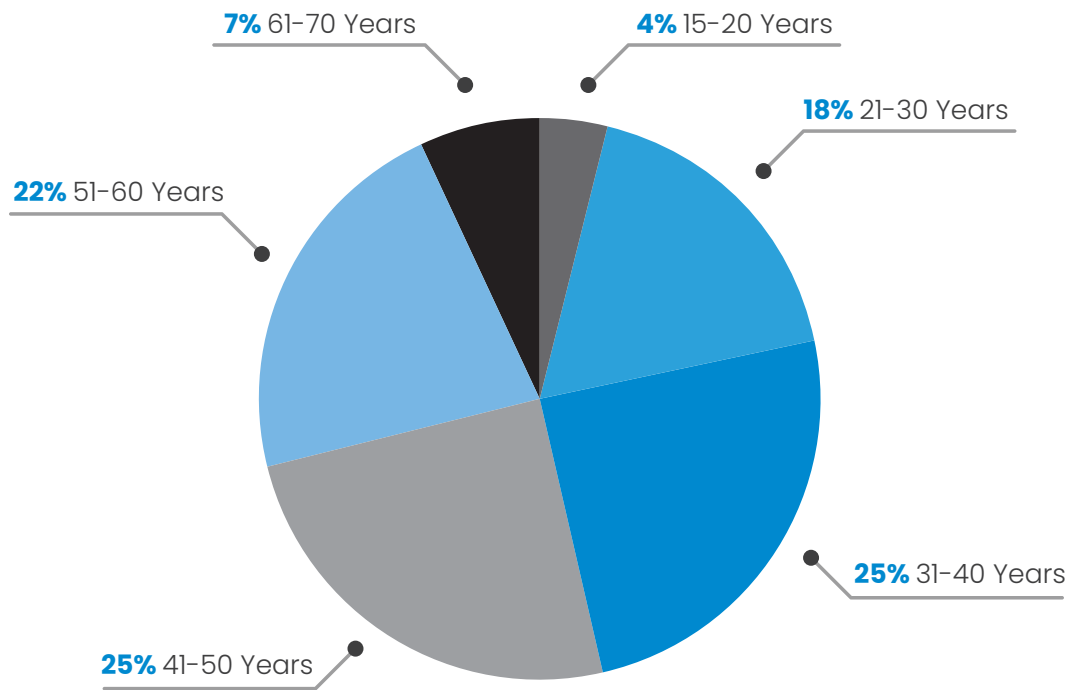
The median age for the Council's workforce is 42, and approximately 44% are under the age of 41. Some 7% of our current employees are aged 61 and above, just over half of whom work within the Community Assets directorate.

Council's senior management team is slightly older than the general workforce on average, with a median age of 47.

Age Group	Representation (Variance Since 2017)
Under 21	4% (+3%)
21-30	18% (+1%)
31-40	25% (0%)
41-50	25% (0%)
51-60	22% (-2%)
61-70	7% (0%)
Over 70	0% (-1%)

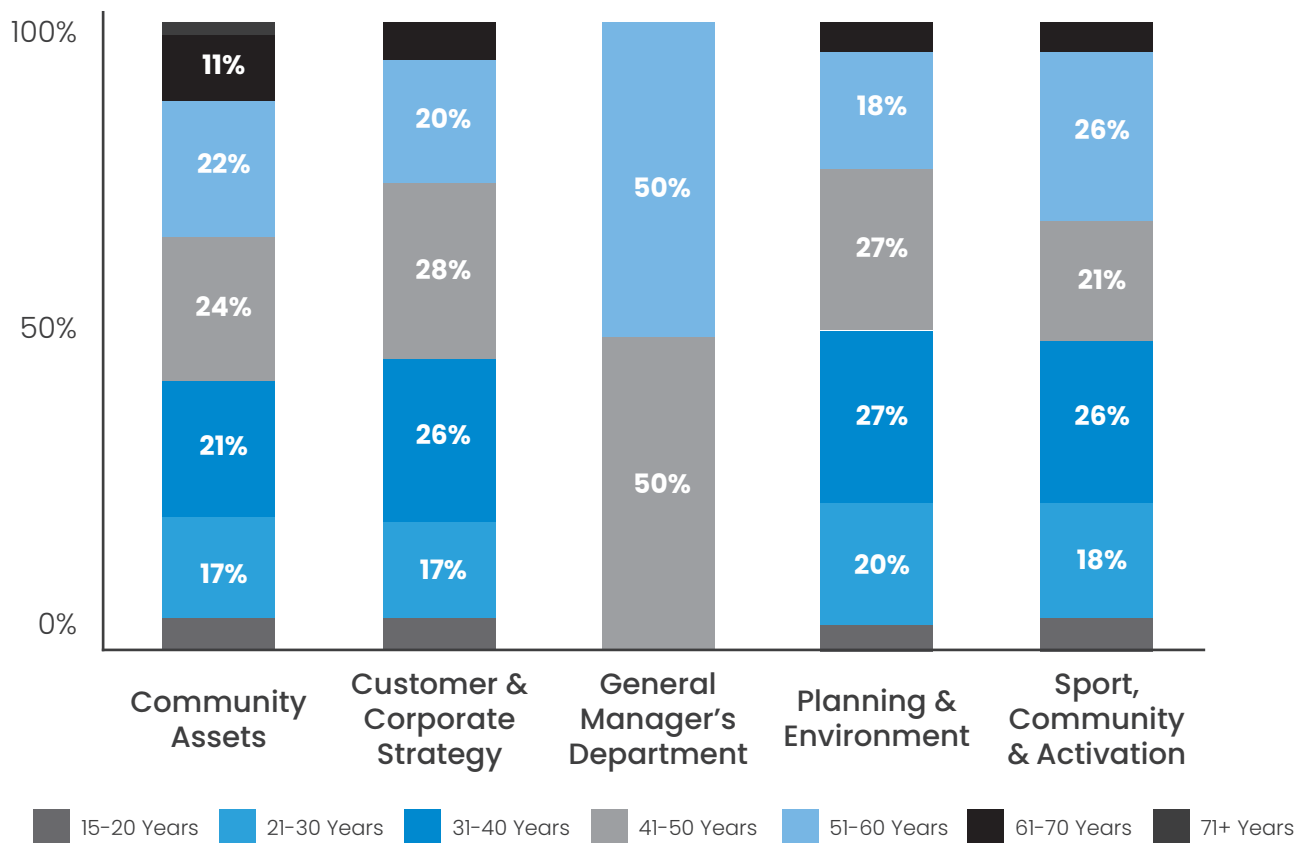
Source: Current Employee Listing at 30/11/2021

Age Representation Across Council



Please note, 0% for 71+ Years. Source: Current Employee Listing at 30/11/2021

Age Representation by Directorate

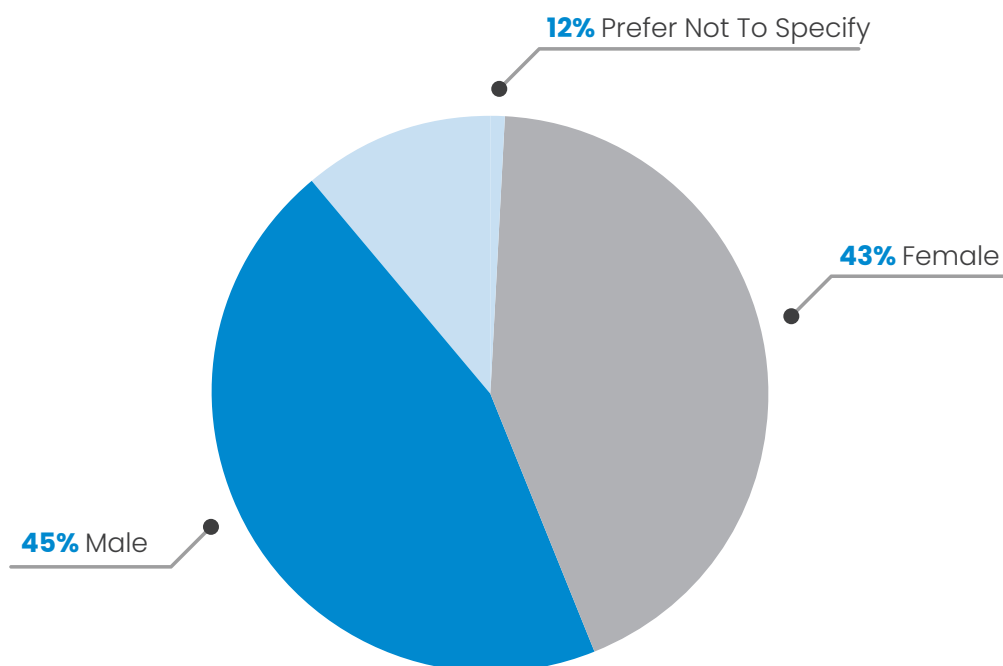


Source: Current Employee Listing at 30/11/2021

Gender Based Analysis

Since 2013 Council has seen a trend towards equalising the gender balance of its total workforce, with only a 2% variance between male and female participation across the current workforce.

The following gender-based analysis reflects the Council's current employees at the time of publication, including casual and temporary staff, trainees and apprentices.



Please note, 0% for Non-Binary. Source: Current Employee Listing at 30/11/2021

Gender	2013	2017	2021
Female	46%	48%	43%
Male	54%	52%	45%
Non-Binary	-*	-*	0%
Prefer Not To Specify	-*	-*	12%

Sources: Workforce Management Plan 2017-2021,
Current Employee Listing at 30/11/2021

-* data not available

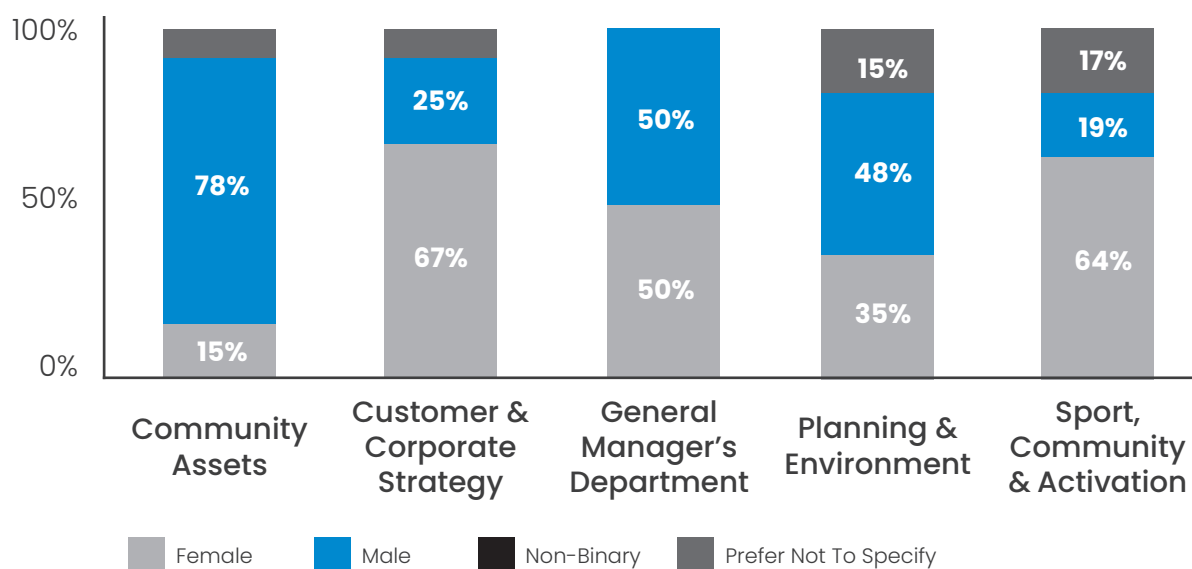
Gender	Indoor	Outdoor
Female	56%	6%
Male	35%	75%
Non-Binary	0%	1%
Prefer Not To Specify	0%	18%

Source: Current Employee Listing at 30/11/2021

Despite the continuing trend towards equalising gender balance, we still see a considerably higher representation of male to female employees in the outdoor workforce, with 75% of all current outdoor employees identifying as male.

Conversely, we see a higher representation of female employees in the indoor workforce, with 56% of all current indoor employees identifying as female.

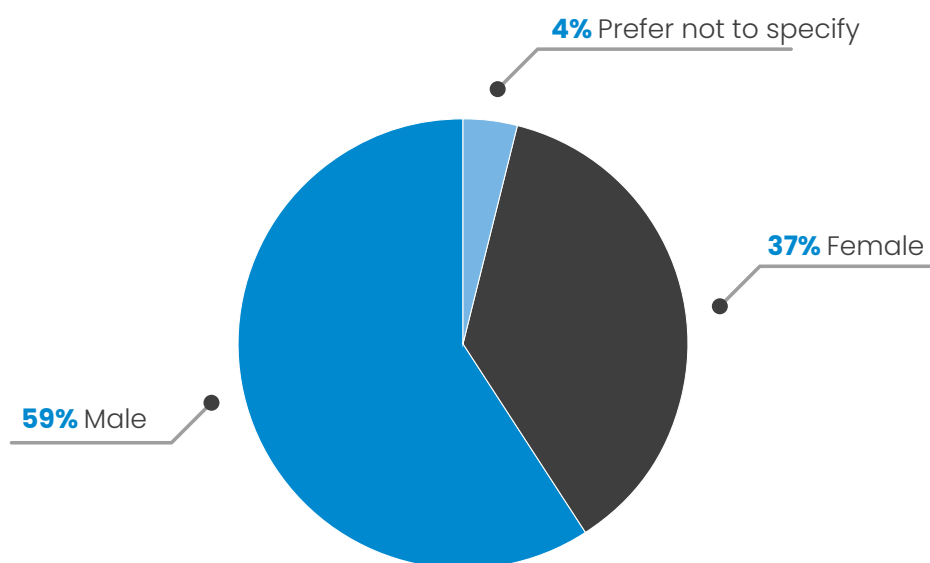
Gender by Directorate



Source: Current Employee Listing at 30/11/2021

Gender representation changes when cross referencing gender representation within Council's senior management team (SMT) where there are 22% more males than females (59% and 37% respectively).

Gender Within Council's Senior Management Team (SMT)



Source: Current Employee Listing at 30/11/2021

Employee Length of Service

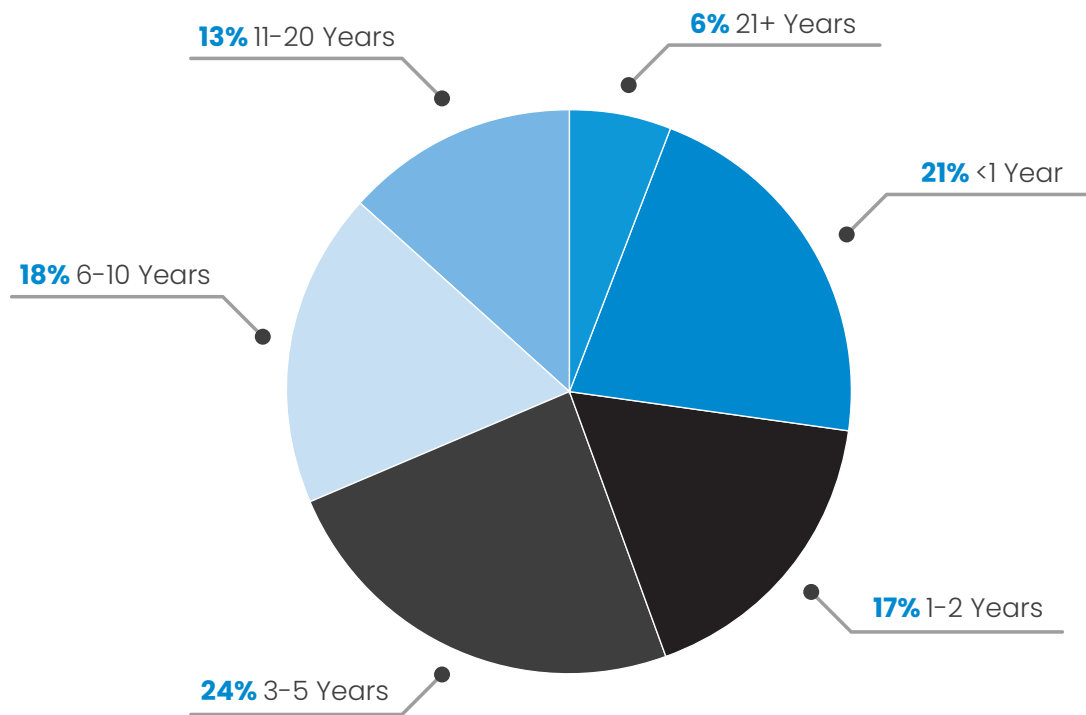
Through a combination of workforce growth and natural attrition, Council has seen notable growth in the percentage of staff with less than five years' service (rising from 42% in 2013 to 62% in 2021). The median tenure across Council's workforce is 4 years.

Tenure Group	% of Workforce (2013)	% of Workforce (2017)	% of Workforce (2021)
0-5 Years	42%	59%	62%
6-10 Years	23%	18%	18%
11-15 Years	14%	9%	9%
16-20 Years	10%	7%	5%
21-25 Years	4%	4%	4%
21+ Years	7%	3%	3%

Sources: Workforce Management Plan 2017-2021,
Current Employee Listing at 30/11/2021
Please note, due to rounding some figures

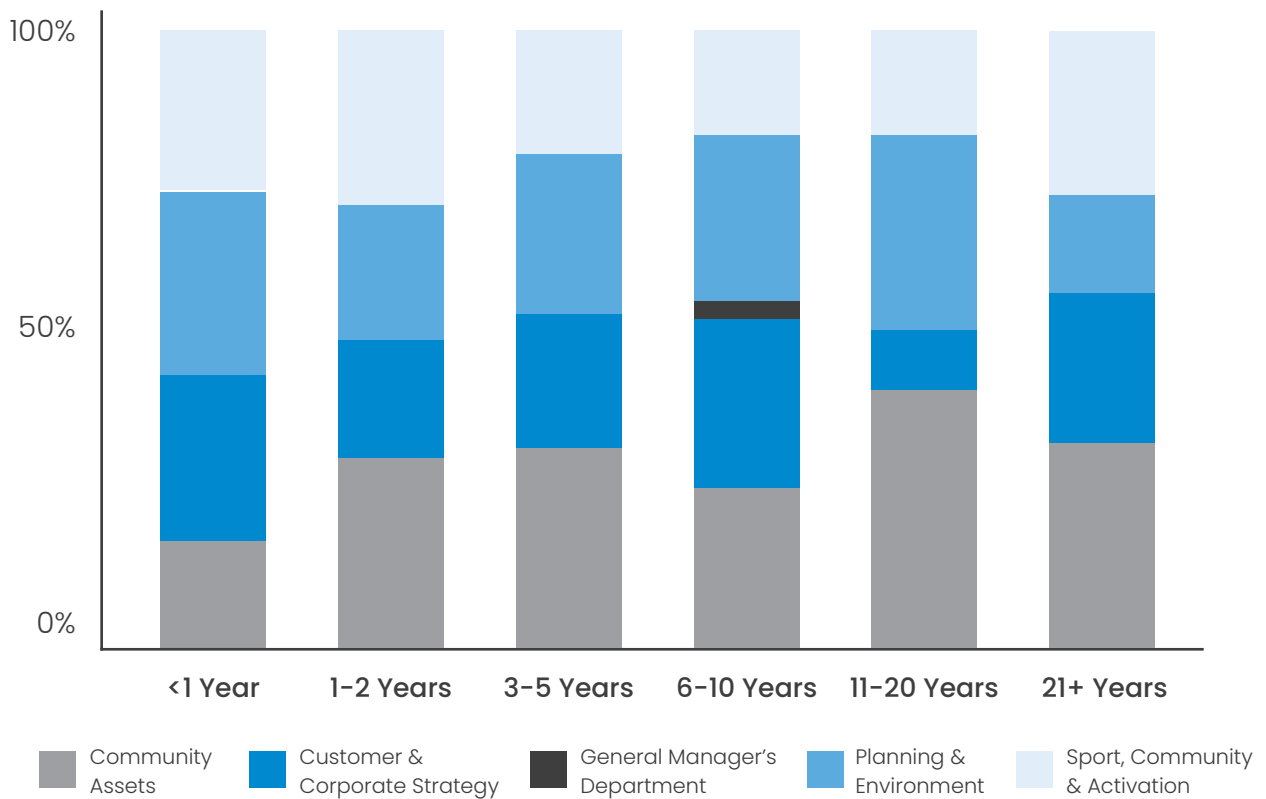
The table below has further broken down the 2021 figures summarised above in order to further understand current tenure levels, specifically focusing on more granular descriptors for staff who have been employed at Council for less than 5 years.

Tenure Across Council



Source: Current Employee Listing at 30/11/2021

Tenure by Directorate



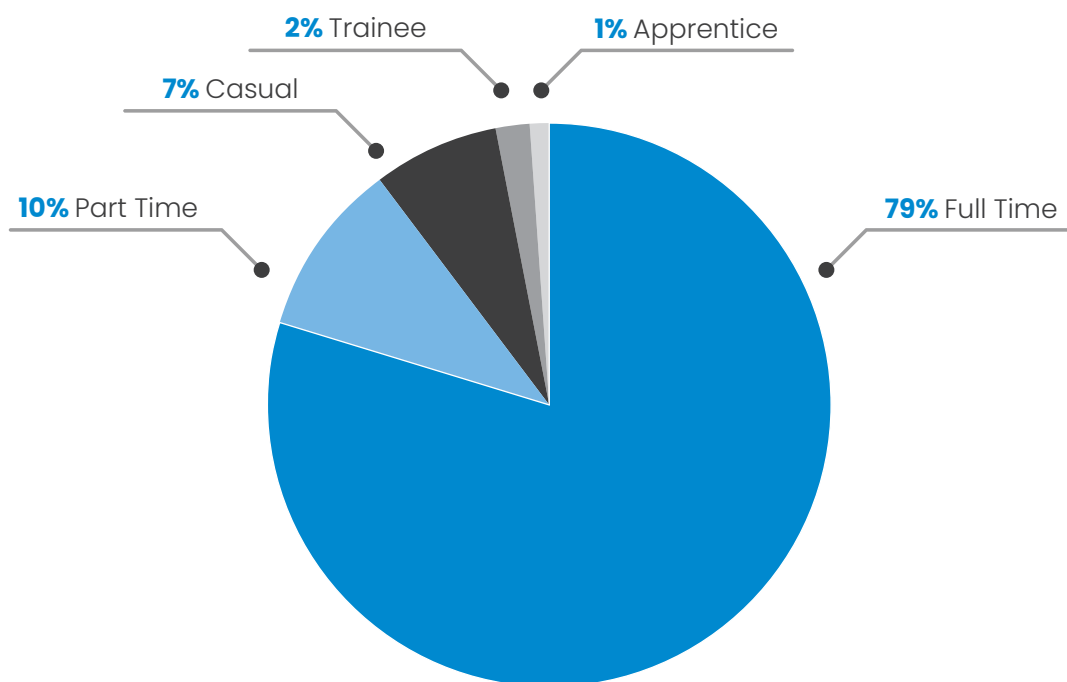
Source: Current Employee Listing at 30/11/2021

When exploring employee tenure by directorate we see a generally consistent picture across the organisation with the overall median tenure for Council's current workforce being 4 years. Comparatively, tenure for members of Council's SMT is higher at a median of 7 years.

Type of Employment

Some 79% of those employed by Council are employed in a full-time capacity. Part time and casual employees make up an additional 10% and 7% of the workforce respectively. The remaining 3% are trainees or apprentices.

This differs slightly to the industry-wide breakdown of employment where, according to research conducted by the Australian Local Government Association, industry wide 68% are full-time employees, 16% are part-time and 16% are casual.



Source: Current Employee Listing at 30/11/2021

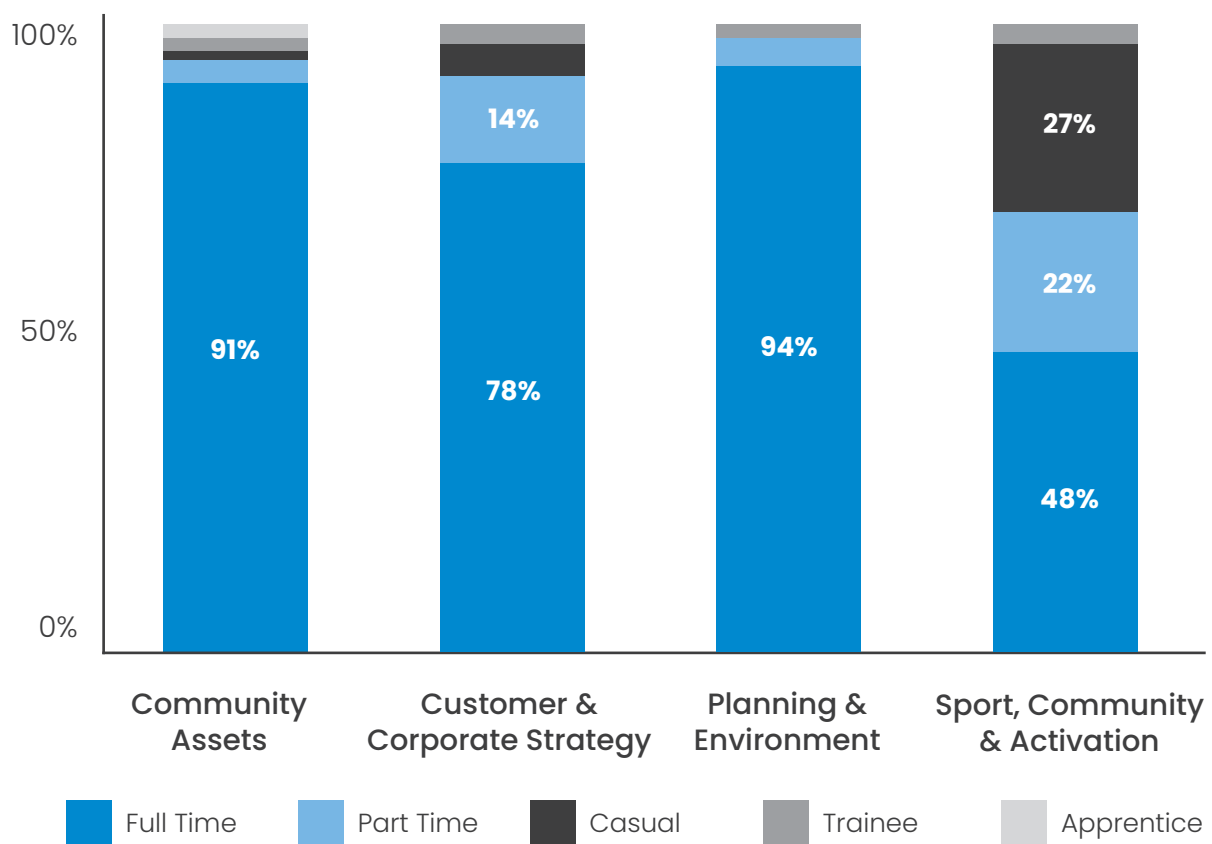
Employment Type	2017	2021
Casual	11%	7% (-4%)
Part Time	14%	10% (-4%)
Full Time	75%	79% (+4%)

Sources: Workforce Management Plan 2017-2021,
Current Employee Listing at 30/11/2021

Due to the nature of services being delivered some Directorates are more readily able to offer part time and casual employment opportunities.

Achieving the right balance of employment opportunities is essential to maintaining an agile and adaptable workforce and will be an essential characteristic of Council's approach to resourcing into the future.

Employment Type by Directorate



Source: Current Employee Listing at 30/11/2021

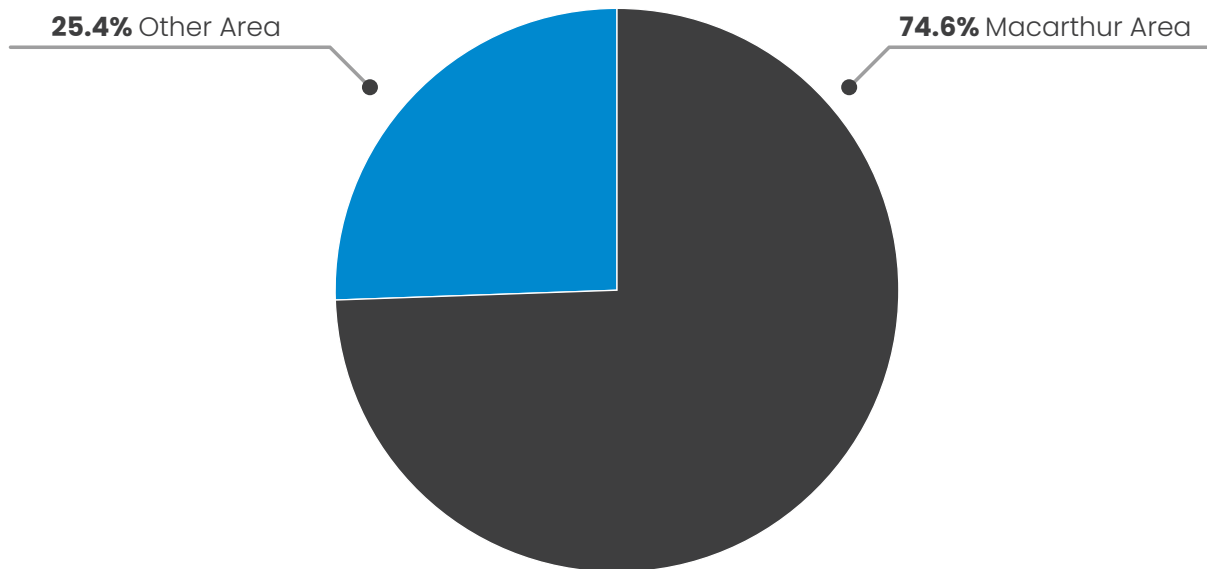
Location

Camden Council is a leading local employer with approximately 75% of staff living in the Macarthur area which incorporates the Camden, Wollondilly and Campbelltown local government areas.

Consistent with population data, Council's operational, customer service and administrative workforce mainly resides within the Macarthur area. A greater percentage of professional, project management and leadership staff are willing to travel further for the opportunity.

Council continues to encourage local employment by advertising locally in all instances. Recognising the many opportunities available during this period of significant growth, Council is consistently developing attraction strategies to encourage applications from people from all backgrounds that are moving or considering relocating into the area and who are attracted to our exciting program of work and our dynamic, performance focused culture.

Employee Location



Source: Current Employee Listing at 30/11/2021





INTERNAL LABOUR DEMAND AND EXTERNAL LABOUR SUPPLY

Internal Labour Demand

As one input to our future needs forecasting process a formulaic approach has been utilised to estimate future capacity requirements. The forecasts outlined below have been based on the ratio of historical organisational growth (and subsequent FTE counts) to the Camden population.

While these needs are only an estimate and are subject to the scrutiny of budget reconciliation and Council approval, the information provides an initial basis to understand future capacity and capabilities required in Council's workforce.

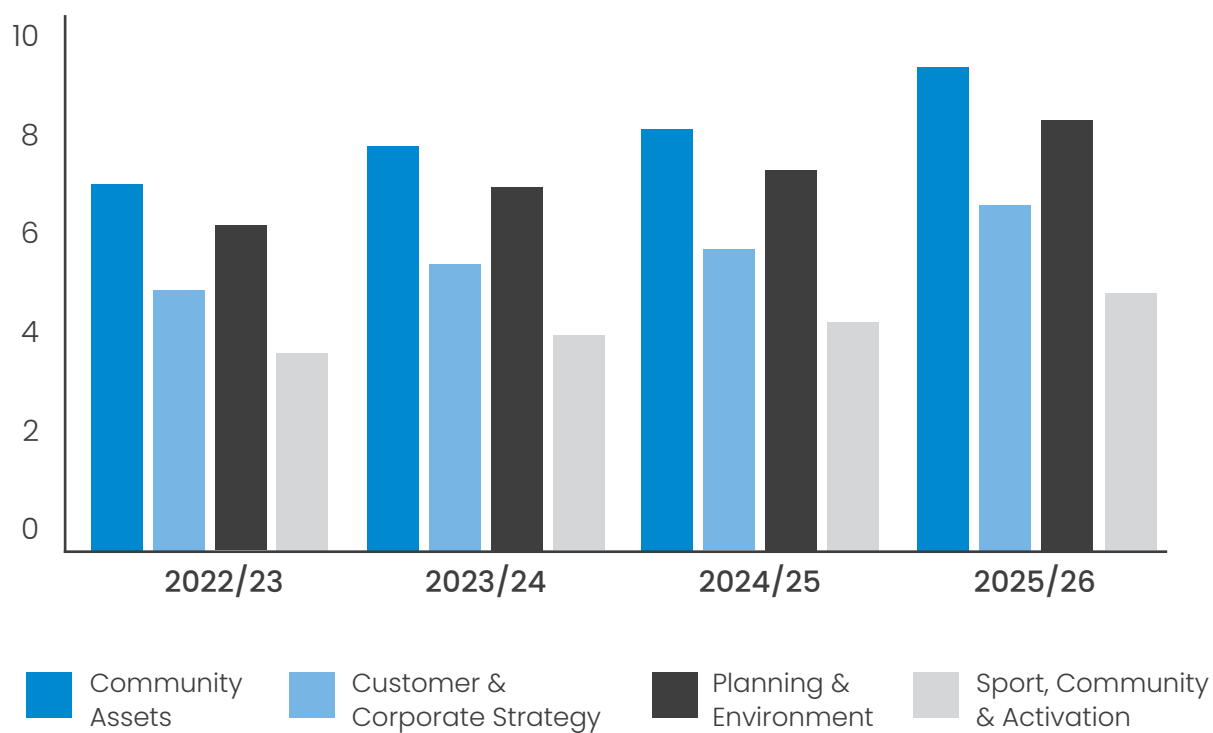
It is important to note that there are a number of factors that may accelerate growth beyond the levels forecasted here. The population forecast figures have been sourced from forecast.id.com.au, a comprehensive online demographic forecasting resource which shows how the population will change between 2016 and 2041. The numbers are also based on the numbers of permanent positions employed and does not therefore include the temporary and short-term contract workforce as discussed in section 6.1 of this document. As such, the numbers presented in the table below are likely to reflect a minimum growth forecast rather than actual growth levels.

Some of the factors that are likely to accelerate future growth of the organisation above the formula-based forecasts are summarised below:

- A change of operating style where some roles are currently being performed outside of the organisation and may need to be brought in house in the future.
- A need to increase service levels as the community grows.
- The development and completion of significant projects, generating exponential community growth, such as the Leppington project, which would clearly require additional resourcing beyond the historical ratios.

Forecast Positions by Financial Year and Directorate

Directorate	2022/23	2023/24	2024/25	2025/26
Community Assets	7	8	8	9
Customer & Corporate Strategy	5	5	6	6
Planning & Environment	6	7	7	8
Sport, Community & Activation	4	4	4	5
Grand Total	22	24	25	28



External Labour Supply

Given that a majority of Council's workforce is sourced from within the LGA and the greater Macarthur area it is important to understand the availability of skills and capabilities that may be required to fulfill workforce needs.

The following data provides an overview of the available workforce in the Camden and greater Macarthur areas. Where specific capabilities are in low supply within these areas it is important that Council develops and undertakes innovative strategies to limit attraction difficulties.

We've identified that some 75% of Council's workforce reside within the greater Macarthur area. Analysis of the external labour data provides Council with a profile of positions that may be sourced from within the area. This data identifies that:

- A full range of qualified and non-qualified workers is available with 16.5% of the employed population holding bachelor's degree or higher qualifications and a further 9.7% holding Advanced or Diploma and 23.6% holding certificate level qualifications.
- Up to 21.8% potentially come from culturally diverse backgrounds speaking languages other than English.
- Up to 35.2% of the employed population is likely to have childcare responsibilities.

This insight into the local labour market will be used to guide our workforce strategy, ensuring that Council is capable of attracting required talent and to position Council as a reputable employer of choice in the local community.

Employment Type	2017	2021
Gender		
Male	48.8%	48.9%
Female	51.2%	51.1%
Age		
Youth (15-24 Years)	19.9%	20.6%
Retirement (55+ Years)	14.4%	17.1%
Camden Top Three Occupations		
Technicians and Trades	17.1%	14.8%
Professionals	15.2%	16.8%
Clerical and Administrative	12.9%	12.4%
Hours Worked		
Full Time	61.6%	62.6%
Part Time	33.8%	32.3%
Qualifications		
Bachelor or Higher Degree	17.6%	16.5%
Advanced or Diploma	11.0%	9.7%
Certificate	25.2%	23.6%
No Qualification	39.5%	44.7%
Other Characteristics		
Speaks Another Language Other Than English	14.4%	21.8%
Has Broadband Internet Access at Home	88.8%	85.8%
Has Childcare Responsibilities	39.3%	35.2%

Source: 2016 Census



LABOUR MARKET CHALLENGES AND TRENDS

Combining a process of workforce analysis, research and management consultation, the following challenges have been identified as being crucial to maintaining a sustainable workforce that is agile and capable of delivering the Community Strategic Plan.

Challenging Labour Market

The Australian economy has experienced almost three decades of uninterrupted growth. Combined with an ongoing structural shift away from employment in primary production and manufacturing towards a more service-based labour market.

This (along with other factors) has led to a steady shift towards higher skilled occupations. The share of employment in occupations generally requiring a bachelor's degree or higher qualification has increased from 23% of the workforce in 1988 to 32% in 2018.

Over this time, shifting demographics, technological advancements and increased pressure from overseas-based competitors have shaped the composition of the labour market.

The increasing importance of tertiary education and skills

development beyond secondary school is highlighted by the five-year projections that show more than nine-in-ten new jobs are projected to require post-school qualifications.

In response to higher skills needs, young people are spending longer in education and STEM skills (science, technology, engineering and maths) are an integral part of Australia's labour market, which have helped to facilitate the emergence of more complex, innovative work in many industries.

Overall, the labour market weathered well the impacts of these big picture forces and changes and entered the COVID-19 pandemic with a relatively low unemployment rate following a number of years of solid employment growth. Despite this, in June 2021, 27% of businesses surveyed reported having difficulty finding suitable staff to fill jobs.

The future of work in Australia will provide many opportunities, but also challenges. Globalisation, technological progress and population change are having an impact on our society and labour markets.

Ageing Population and Workforce

According to research conducted by the Australian Bureau of Statistics, the median age of the Australian population in 2020 was 38 years of age, a significant increase from 35 years of age in the year 2000. With a median age of 42 years and 54% of the workforce over the age of 41, an ageing workforce is a significant issue for the management and planning of Councils workforce.

As a result, a number of challenges are raised in terms of maintaining and developing a skilled workforce into the future.

Across local government generally, the operational outdoor workforce is older (55% over 45 years) compared to professional/admin (50% over 45 years). As such, risks posed by an ageing workforce are expected to be felt acutely in the public infrastructure sections, with some estimates suggesting 40% of workers are due to potentially retire in the next fifteen years.

These challenges involve proactively managing corporate knowledge transfer, skills transfer, valuing and meeting the needs of older workers, flexible work options for transition to retirement, whilst ensuring health and safety remains a priority for all, as well as ensuring we are equipped to replace those leaving the workforce when they decide it is the right time to retire.

Generational Change

Whilst NSW Councils employ considerably less people under the age of 30 (13.8%) when compared to the general industry average (25.2%), as younger generations become a greater proportion of the workforce, employers will need to plan for changing expectations and attitudes to work and careers.

For example, according to research conducted by PWC on the workforce of the future, 60% think 'few people will have stable, long-term employment in the future'. This is a very different mindset to that of older generations and one that likely demands a fresh approach and thinking in regard to employee retention and turnover.

Digital Disruption, Technological Change and Automation

Emerging technologies such as the internet of things, artificial intelligence, automation and robotics will affect the nature and type of jobs available in the future, and therefore the skills and capabilities required to perform both new and existing jobs.

Predictions vary, but the Organisation for Economic Co-operation and Development (OECD) estimates that in coming decades over 10% of current jobs are at high risk of automation, while another 30+ percent are likely to be affected by significant modifications. This aligns with research suggesting that over 35% of the Australian workforce are worried about automation putting jobs at risk.

Non-routine, cognitive jobs, involving an emphasis on non-technical skills, are logically the most likely to be the resilient in the face of automation, highlighting the importance of non-technical skills such as creative thinking, originality, initiative, analytical thinking, innovation and complex problem solving in Australia's future skills needs.

The two most enduring changes following the global pandemic are likely to be changes in the way we do our jobs, known as task change, and the acceleration of changes that were already underway, such as increasing activity online. This may be felt in a particularly prevalent way for Council's outdoor operational workforce where additional digital capability will be required into the future as these changes are not specific to roles that are currently associated with technology use.

growth
opportunity
excellence

Changing Working Practices

As more organisations shift to remote work operations, we will need to explore the critical competencies and skill mix that employees will need to effectively collaborate digitally and be prepared to adjust and evolve our employee experience strategies.

Many organisations have already adopted a hybrid workforce – or will be planning to – that enables employees to work from the office, their home, or an alternate third space (such as co-working spaces, etc.). In embracing these opportunities we must review performance management practices, for example, to guard against unconscious bias when considering the hybrid work arrangements.

Whilst changing working practices will likely continue to be most disruptive for indoor/office-based roles, operational based outdoor roles are not exempt from change. Whilst working from home will not be an option for these roles, the workforce will need to be able to adjust to ensure services continue to be delivered effectively in situations where staff may be unexpectedly absent or separated (for example through social distancing, continued

lockdowns due to COVID). Some examples of these adjustments are things like offset working hours and the upskilling of staff to ensure they have the ability to work across multiple locations and work types as required.

Staff Development Challenges

Sustained employee engagement is supported when employees believe that the organisation supports their personal and professional advancement. Opportunities to develop capability must be underpinned by meaningful career pathways to foster and maintain long term engagement.

Research across the local government industry suggests that many councils face challenges in delivering required training needs with factors such as the availability of training expertise, budgetary constraints and time constraints. In order to ensure our staff are supported in gaining soft skills particularly our strategies will need to be well considered including ensuring effective relationships are maintained with training providers and appropriate short, medium and long-term planning is undertaken.

Health and Wellbeing

The pandemic has increased the trend of employers playing an expanded role in their employees' financial, physical and mental well-being a trend that has been accelerated as a result of the COVID-19 pandemic.

As such, it will be crucial for organisations to recognise this need and prioritise mental health alongside physical health and wellbeing as we move into a post-pandemic world. Encouragingly, current research suggests that up to 45% of wellbeing budget increases are being allocated to mental and emotional wellbeing programs by employers. Camden is at the forefront of this change, already employing an equal number of mental health first aiders compared to physical/traditional first aiders for example.

Attraction and Retention

Employees more than ever expect satisfactory pay and benefits, but more than that they want to feel valued. Employees are looking for a renewed sense of purpose in their work. We crave and want social and interpersonal connections with colleagues and managers and to feel a sense of shared identity.

It is estimated that across Australia some 40% of the current workforce are at least somewhat likely to seek new employment in the short term. Forecasts suggest that attrition levels generally are likely to increase as more people appear willing to resign from their roles without already having secured their next role.

That said, a primary reason that many employees choose to stay with their employer is that they are attached to their location which could prove beneficial to Council's situation. Caution must be taken however, as more and more organisations are enabling remote work, more and more employees can change jobs without the need to relocate.



FUTURE CAPABILITY NEEDS AND SKILL SHORTAGES

General

Throughout 2021, data suggests that 45% of employers had difficulty in recruiting for their most recent vacancies. Despite overall statistics being largely in line with previous years, recruitment difficulty has become more common outside capital cities following the pandemic, with rest-of-state recruitment difficulty exceeding that for capital cities in 2020 (for the first time ever) and again in 2021.

One of the key triggers causing difficulty in recruitment relate to shortage of skilled labour. This combined with the reality that the skills that will be needed in the future are uncertain, some companies will shift from trying to build skills for an uncertain future all together and simply hire (and in doing so, pay a premium) when there is a genuine need for said skills.

Other companies will expand their use and reliance on outsourced/contract-based/external partnerships with other organisations to effectively rent employees for a short period of time to meet the specific skill needs they are facing at that time.

Professional Roles

Employment in Professional, Scientific and Technical Services is projected to increase by 131,100 (or 11%) over the five years to November 2025, reflecting an ongoing demand for the services of qualified and highly educated workers throughout the economy as a whole.

Camden is aware of this projected increase in demand and the importance of these roles and the impact they will have on the future of the organisation. Camden recognises the importance of a focus on STEM-based capabilities and has current partnerships with a number of external entities that may help solve a supply of these roles including local universities, CSIRO and TAFE.

Construction Roles

The Government's agenda of new infrastructure projects will require increased numbers of skilled construction workers. Of the 50 occupations identified as relevant to public infrastructure, 34 of these are rated as either likely or potentially in shortage.

Over the next three years demand for labour is anticipated to reach unprecedented levels and these labour shortages are anticipated to be three times greater than in previous years, peaking at a likely shortfall of 93,000 workers in early 2023, or 48% higher than the projected supply of workers.

Efforts to grow the workforce are compromised by a range of cultural, geographical, diversity and education issues that constrain the sectors' ability to rapidly grow its workforce. Traditionally this increased demand has been met with migration, however, net migration will not solve this problem alone. This has only been exacerbated in recent years thanks to COVID related border closures, limitations of visa programs and poor utilisation of existing migrants.

Trades Roles

Skills shortages are particularly prevalent in trade related occupations, with shortages evident in nearly all trade occupations as per data provided by the industry bodies. For many of these occupations, the shortages are long-standing, and have been evident for most of the last decade.

Notably, they are in occupations for which an apprenticeship is the main training pathway where low training wages for up to four years have been cited as one reason why young people are less attracted to the traditional apprenticeship model.

Engineering, Planning, Surveying and Project Management Roles

A study conducted by the Australian Local Government Association found that 69% of councils across Australia were experiencing skills shortages in Engineers, Planners, Building Surveyors, Environmental Health Officers and Project Managers.

The key reasons behind the skills shortage were reported as being:

- The inability of councils to compete with the private sector on remuneration;
- Lack of suitably qualified/experienced candidates available locally;
- High demand across the labour market for certain occupations; and
- Remoteness/location making it difficult for councils to attract and retain workers.

Another reason particularly prevalent in the Camden context is a shortage in specific areas within these disciplines (such as recreation planning and contributions planning), caused largely due to a lack of NSW universities offering degrees for these specific areas. A lack of local education opportunities will only worsen the already strained supply of suitable employees.

The country is nearing peak demand for engineers, scientists and architects with shortages anticipated to peak depending on specific profession at different points across the next three years.

The shortage of roles across this discipline will prove to be a major challenge for Council given the projected continued growth of the region and its ever changing infrastructure needs and we will need to ensure we are positioned as an employer of first choice in order to attract and retain those with the required skill sets to deliver success for our community.

Human Resources Roles

The human resources area has a broad range of applications in facilitating and managing organisational change, and HR skills and qualifications are therefore demanded across the economy as a whole. As a result of this, the HR workforce is expected to see stronger growth than the Australian labour force more generally.

A recent Australian Human Resources Institute survey found that although almost 30% of its members already hold a master's degree, over half of these HR professionals believed that they will need to pursue further education to prepare for future changes in the workplace environment.

HR professionals need to be able to apply concepts on organisational performance, governance and employment law within the workplace. In doing so, the skills required in successful HR professionals typically go beyond what may be taught in a formal classroom environment, with interpersonal, communication and problem-solving skills often cited as being mission critical.

Research suggests that it can be challenging to develop these skills in a classroom environment and that other learning approaches such as work-integrated learning are valuable in this context.

IT Skills

The increased digitisation of the economy will require more and more people to possess information and communications technology (ICT) skills to effectively contribute to organisations into the future. As such, computing is likely to continue being a key skill into the future, reflecting the job creation aspect of automation replacing labour in some jobs or tasks, as well as creating new tasks and demand for labour more generally.

As of today, many adults do not have the right skills for emerging jobs, largely thanks to a lack of basic ICT skills. This will be a particularly important element for Council to consider in terms of how technology is managed across the organisation, how integrations may differ across different areas of the organisation. These skills will also be crucial as the organisation continues to develop with the community, working towards initiatives such as the smart city framework.

Data and Digital Roles

Data and digital skills are among the fastest growing emerging skill-sets worldwide and Australia is doing well with respect to recognising the need for specific digital skills. That said, further effort may be required to build base digital skills proficiency at all skill levels, rather than a continued focus on higher skill levels.

There are also significant gains on offer to organisations and individuals from investing in said digital skills. This is evident as new technological capabilities are continually enabling organisations across a range of industries to translate quantitative data into practical business insights.

The level of growth and variety of data now available is resulting in companies integrating data and analytics into their daily operations. Therefore, demand for individuals with data science skills has increased, with the development of analytics roles in a diverse array of sectors and applications.

Soft Skills and Cognitive Capabilities

According to the National Skills Commission, the key skills that will be needed for jobs of the future are:

- Care;
- Computing skills;
- Cognitive skills;
- Communication skills.

Beyond these key skills of the future the NSC goes on to highlight the importance of core competencies or 'employability skills', with high proficiency in core competencies correlating with a decrease in the likelihood of automation.

Within that group of core competencies, high proficiency in oral communication and writing are the least likely to be automated, supporting the notion that communication is a core skill of the future.

In addition to this, according to the latest Local Government Workforce and Future Skills Report conducted in 2018, all local governments who responded to the Survey indicated the need to improve their position in relation to soft skills, particularly:

- The ability to work productively, drive engagement and demonstrate presence as a member of a virtual team;
- Ability to understand concepts across multiple disciplines; and
- Digital skills.

This notion around the importance of soft skills has only been further strengthened as we continue to work our way out of the COVID-19 pandemic. According to research, employers rate 'collaboration' as the most important skill in a post-pandemic world and that employers more generally believe softer attributes, such as collaboration and empathy, will become more important post-COVID-19 than traditional hard skills.

WORKFORCE MANAGEMENT PLAN

In embracing the challenges for the future, we aim to continue to sustain a high-performance organisation that delivers great outcomes, efficiently and effectively delivering on the commitments we've made to our community. To achieve our objectives, we will put our people and community at the centre of everything we do.

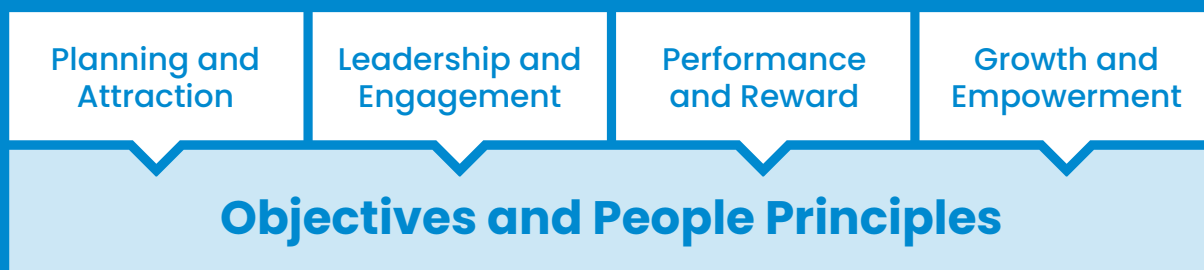
As a start point for developing our workforce management strategy, we first ensured that the organisational strategies and measures of success were clearly established in our Delivery Program and Operational Plan. From there our people-related practices have been integrated and aligned with the organisational needs.

By considering the organisational imperatives we were able to establish a business case for meaningful, strategic investment in our people in the knowledge that high engagement levels are proven to correlate with better performance and outcomes.

Our workforce management strategy sets out the critical people principles and practices that we believe will ensure we are able to maintain a sustainable, high-performing, people-focused organisation. The strategy is designed to integrate the various people practices we need to be successful, and prioritisation of the actions and initiatives included in the plan ensure focus on key strategic initiatives.

We have taken a layered approach to development of the workforce management strategy based on 4 key pillars, as shown below. Each pillar is defined by clear objectives and our 'people principles'.

These are in turn supported by an internal People, Learning and Culture Plan which details actions and initiatives that bring the plan to life. We will continue to monitor progress and measure success through a suite of key performance indicators, adjusting and enhancing the plan based on progress towards our objectives.



Planning and Attraction

People Principles	What This Means
<p>We have a clear and strong Employee Value Proposition</p>	<ul style="list-style-type: none"> • We promote the benefits of working with us through our brand and recruitment initiatives. • We have a workforce that is diverse, inclusive, and able to deliver current and future community needs. • We attract people from diverse backgrounds and celebrate everyone’s contribution. • Our employee experience and our reputation as an employer will be aligned to our values, purpose and future organisational needs.
<p>We utilise an effective and adaptive organisational framework</p>	<ul style="list-style-type: none"> • An effective adaptive organisational framework is one designed around the services of the organisation; ensuring resources are focused in the areas that they are needed most. • The structure also supports effective information and workflows reflecting operational processes.

Leadership and Engagement

People Principles	What This Means
<p>We foster a positive working environment</p>	<ul style="list-style-type: none"> • We role model values-based behaviour in engaging our people. • Our workplaces encourage and support diversity and inclusion. • Our people make informed ethical and risk-based decisions, consistently acting in line with our Code of Conduct. • We will be known for nurturing a progressive, innovative, inclusive, safe and healthy working environment. • We will build and lead a unifying culture that promotes a strong sense of connection for our people, that enables them to live the organisation's values in our communities, and nurtures both collaboration and excellence during times of change.
<p>We have great leaders at every level</p>	<ul style="list-style-type: none"> • We have a set of common capabilities and behaviours that define successful leadership, which is consistently referenced in our recruitment process as well as in the identification and development of our future leaders. • Capabilities for leading people and performance are core for people managers, are reflected in recruitment processes and are a critical element in annual performance plans. • We will identify, select and grow our leaders at all levels to drive leadership excellence and capability, bring to life the organisation's values and behaviours, work collectively towards a common purpose, and lead effectively through change.

Performance and Reward

People Principles	What This Means
<p>We take a value-adding approach to performance planning and reviews</p>	<ul style="list-style-type: none"> • We create opportunities for our people to understand their role in developing our Community Strategic Plan. • Our people are skilled in giving and receiving constructive performance feedback.
<p>Our reward program align our people with organisational performance</p>	<ul style="list-style-type: none"> • Our reward program helps to create a work environment and culture that is driven by Council's vision, mission and values, and a high performing workforce that is eager, curious, innovative and agile. • Beyond financial reward, alternative recognition and benefits programs can support the organisational culture.

Growth and Empowerment

People Principles	What This Means
<p>We establish clear career paths and development frameworks</p>	<ul style="list-style-type: none"> • Our people are supported to reach their potential and help deliver Camden Council’s Community Strategic Plan. • Our people are agile and are enabled to develop transferable skills. • Our people take ownership of their careers and access career guidance and development to support self-directed learning. • We will continue to be a learning organisation that encourages individual and workforce growth to ensure that we have or develop the capabilities required to meet current and future personal and organisational needs.
<p>Our people have the capabilities to meet current and future community needs</p>	<ul style="list-style-type: none"> • We invest in the learning and development needs of our people to ensure they have capabilities to deliver in the field and office-based environments. • We support people to pursue multiple careers through various employment arrangements and accommodate people leaving and re-joining our workforce. • To ensure that Camden has the right capabilities for now and in the future in order to continue being an adaptive, high performing organisation.
<p>We promote a zero-harm organisation that proactively addresses the wellbeing (physical and mental) safety of our people</p>	<ul style="list-style-type: none"> • We promote the well-being (physical and mental) safety of our people by focusing on leadership, building capability and effective use of technology. • We provide information and services for our people to manage their wellbeing, and everyone takes personal responsibility for zero harm. • Our people are physically and psychologically fit for work in the various field and office-based locations.

Measuring Success

Monitoring and evaluation are important aspects of the workforce planning process that allows Council to analyse the effectiveness of objectives and strategies, and where required make changes to improve ongoing success.

It is anticipated that over time the workforce will present new or different challenges for the organisation. A review of the Workforce Plan will therefore be undertaken annually with associated actions to be managed within Council's Delivery Program and annual Operational Plans.

This review process will consider whether the key themes and strategies remain current or if new issues or actions need to be added throughout the 4-year period of operation.

growth
opportunity
excellence



70 Central Avenue,
Oran Park NSW 2570



02 4654 7777



mail@camden.nsw.gov.au



PO Box 183,
Camden NSW 2570



www.camden.nsw.gov.au