Bayside 2030

Bayside Council
Serving Our Community

Strategic Workforce Plan
2030

Our vision

**One Community.
Many Cultures.
Endless Opportunities.**

Our mission

To provide quality local government services that protect our environment, are respectful to our community's needs and are delivered in a financially, socially and environmentally responsible way.

Contents

Introduction

Serving more than 200,000 residents, visitors and workers, our employees deliver Council's strategic priorities and services to our community.

In diverse roles across the organisation, our people are delivering the exciting and ambitious Bayside Council's Strategic Plan for 2028 while continuing to provide high-quality services that are valued by the community.

This Workforce Strategy plays an important role in resource planning over the next 4 years and beyond. With the needs of our community growing and evolving, delivering the right initiatives to build capability in our people is critical.

In line with the Integrated Planning and Reporting Guidelines, this Workforce Strategy summarises the work undertaken since the amalgamation, analyses new issues and trends affecting today's workforce and, based on this understanding, defines the strategic priorities for the next four years and beyond.

Bayside Council has established a range of workforce and organisational development programs over the last 20 months.

These have been developed and implemented with strong engagement with employees, managers and unions.

This strategy builds upon this earlier work and takes account the following key influences:

▶ The impact of technology;

▶ An older experienced workforce;

▶ Two organisation merging; and

▶ The need for talent attraction, retention and the influence of diversity.

Members of our Outdoor workforce listening to a merger update from the General Manager.

This plan has seven priorities. Collectively they aim to optimise Bayside Council's workforce strengths, address our most critical challenges and help focus our continuing efforts in building a high-performing workforce delivering exceptional service to our community.

Our strategic priorities are:

▶ Creating a customer centric culture;

▶ Promoting Bayside Council as an employer of choice;

▶ Retaining and attracting a talented and diverse workforce;

▶ Strengthen our safe and healthy workplace;

▶ Investing in skills;

▶ Improving productivity leverage technology; and

▶ Maximise management and leadership.

Our community

The Bayside Council local government area is 7–12 kilometres south of the Sydney CBD, in Sydney's southern and south-eastern suburbs.

The Bayside Council area Community Profile has current and forecasted population statistics. We use this information to help plan our services and from there the resources required to deliver them.

The following statistics were part of the information from the Community Profile used to develop Bayside Council Workforce Plan.

INDIGENOUS POPULATION

Bayside Council	1%
Greater Sydney	1.5%
New South Wales	2.9%

OVERSEAS BORN

Bayside Council	46%
Greater Sydney	37%
New South Wales	28%

LANGUAGE AT HOME OTHER THAN ENGLISH

Bayside Council	53%
Greater Sydney	36%
New South Wales	25%

UNEMPLOYMENT RATE

Bayside Council	4.30%
Greater Sydney	4.86%
New South Wales	5%

MEDIAN AGE

Bayside Council	35
Greater Sydney	36
New South Wales	38

UNIVERSITY ATTENDANCE

Bayside Council	7%
Greater Sydney	6%
New South Wales	5%

LOCAL JOBS

|	
At Bayside	102,209

Compared to Greater Sydney and New South Wales, Bayside Council has a significantly larger percentage of population born overseas and speaking a language other than English at home. This provides us with a unique opportunity to create a diverse and inclusive workforce and work environment, whilst striving to become an employer of place-based choice.

Our aim is that the Council workforce profile reflects the community profile as we believe that this will enable enhanced services to the community.

The largest changes in birthplace countries of the population in this area between 2011 and 2016 were for those born in the following countries:

▶ China (+3,683 persons)

▶ Nepal (+1,742 persons)

▶ Indonesia (+897 persons)

▶ Brazil (+826 persons)

Population 2017	Population 2036
168,161	**212,836**
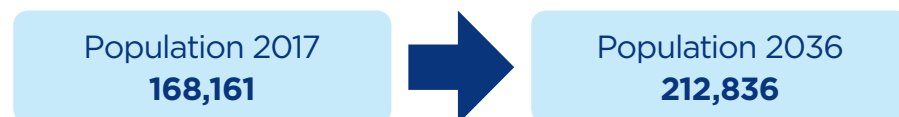
Bayside Council population forecasts.

Bayside's population will increase by 26.56% by 2036. Further, between 2016 and 2026, the age structure forecasts for the Bayside Council indicate a 24.4% increase in population under working age, a 19.5% increase in population of retirement age, and a 26.6% increase in population of working age.

Knowledge of how the age structure of the population is changing is essential for planning facilities and services, such as child care, recreation and aged care. It is also provides information to formulate strategies how we can attract the different age group to Bayside Council.
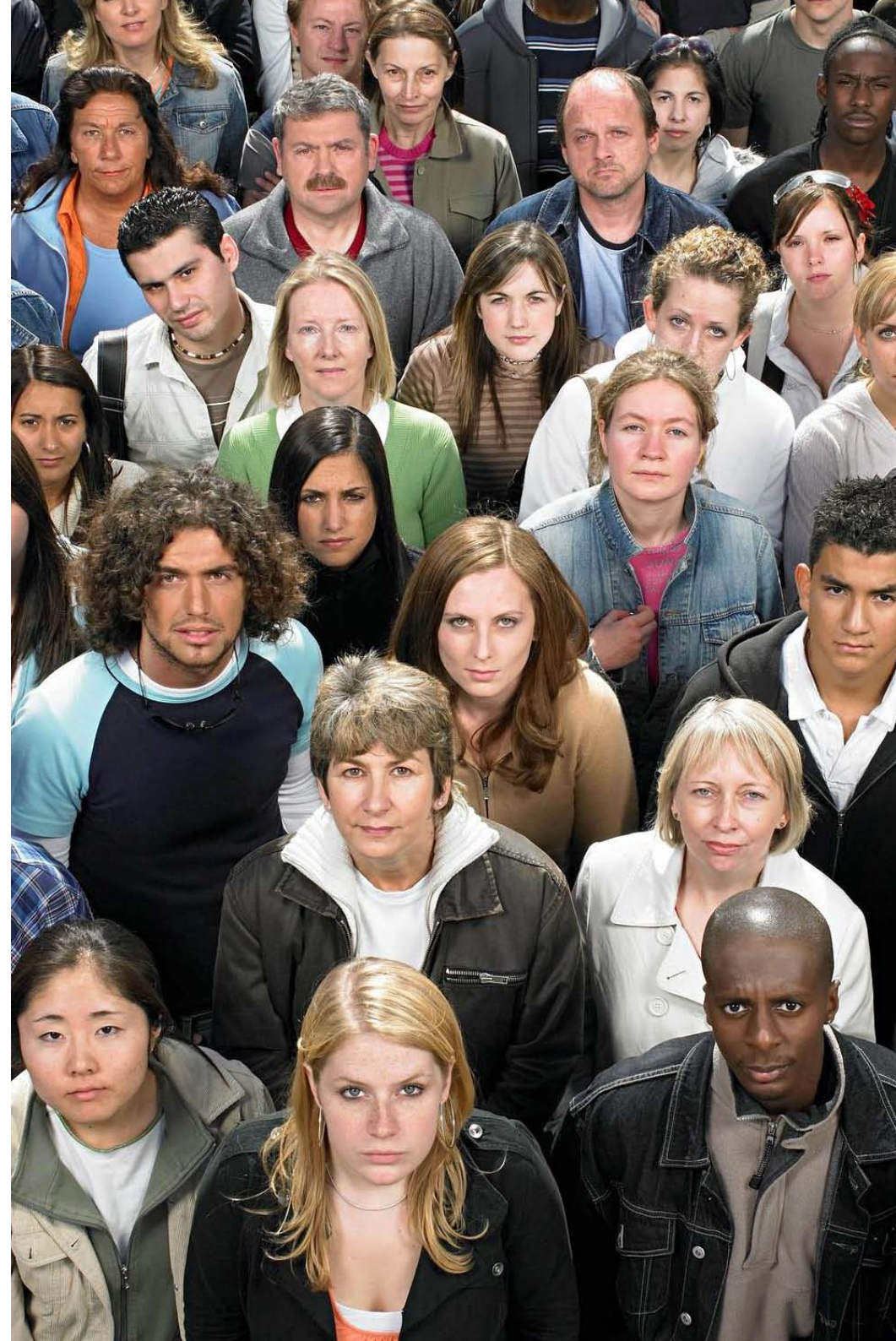
The following table provides a more detailed forecast of the changes to the different age groups.

Age group (years)	2016		2026		2036		Change 2016 to 2036
FORECAST AGE STRUCTURE – SERVICE AGE GROUPS							
	Number	%	Number	%	Number	%	
Babies & pre-schoolers (0 to 4)	10,119	6.2	13,376	6.6	13,446	6.3	+3,327
Primary schoolers (5 to 11)	12,346	7.6	14,623	7.2	15,300	7.2	+2,954
Secondary schoolers (12 to 17)	9,237	5.7	11,345	5.6	12,003	5.6	+2,766
Tertiary education & independence (18 to 24)	16,152	9.9	19,972	9.8	19,965	9.4	+3,813
Young workforce (25 to 34)	30,663	18.9	41,645	20.5	40,147	18.9	+9,484
Parents & homebuilders (35 to 49)	33,644	20.7	42,814	21.1	45,846	21.5	+12,202
Older workers & pre-retirees (50 to 59)	18,325	11.3	21,322	10.5	23,283	10.9	+4,958
Empty nesters & retirees (60 to 69)	14,690	9.0	17,104	8.4	18,726	8.8	+4,036
Seniors (70 to 84)	13,508	8.3	16,921	8.3	19,379	9.1	+5,871
Elderly aged (85 & over)	3,674	2.3	4,136	2.0	4,740	2.2	+1,067
Totals	**162,358**	**100**	**203,258**	**100**	**212,836**	**100**	**+50,478**

What lead us to where we are today?

Bayside Council was created on 9 September 2016 through the merger of City of Botany Bay Council and Rockdale City Council.

Merging two separate organisations is a massive task that requires enormous effort and dedication.

This was particularly true for Bayside Council as the environment preceding the merger prevented the 2 Council's collaborating and planning before the merger took effect.
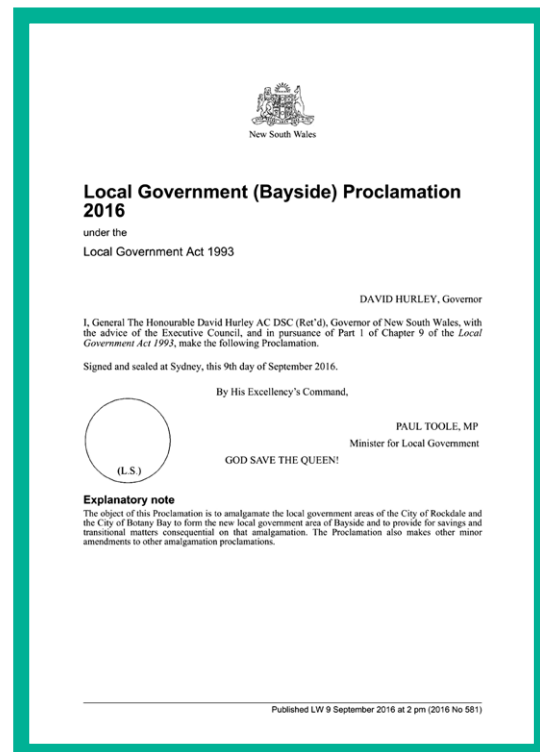
Also, Bayside Council was proclaimed 4 months after all the other mergers in New South Wales, so we had a very ambitious timeline set to catch up with the State Government requirements.

In this less than an optimal situation we have made considerable progress towards our aspirational vision to create a high performing Council that provides exceptional service to the community and become the leading Council in the State.

One of the first steps was developing Council's organisational structure to optimise its services to the community.

The result is five departments:

▶ General Managers Unit – including communications, events and human resources, this unit supports the organisation to enable service focused activities;

▶ City Life – delivering personalised and direct services to enhance community life, including family, aged, leisure and cultural services.

▶ City Presentation – ensuring the public areas in the suburbs of Bayside are aesthetically pleasing, clean, and enjoyable to live in.

▶ City Futures – developing strategies and planning for all aspect of our City, ensuring the built and natural environments of Bayside Council are sustainable

▶ City Performance – supporting the business units in the organisation to enable the delivery of service excellence by providing expertise in financial services, governance and technology.

New South Wales

Local Government (Bayside) Proclamation 2016
under the
Local Government Act 1993

DAVID HURLEY, Governor

I, General The Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales, with the advice of the Executive Council, and in pursuance of Part 1 of Chapter 9 of the *Local Government Act 1993*, make the following Proclamation.

Signed and sealed at Sydney, this 9th day of September 2016.

By His Excellency's Command,

PAUL TOOLE, MP
Minister for Local Government

GOD SAVE THE QUEEN!

(L.S.)

Explanatory note
The object of this Proclamation is to amalgamate the local government areas of the City of Rockdale and the City of Botany Bay to form the new local government area of Bayside and to provide for savings and transitional matters consequential on that amalgamation. The Proclamation also makes other minor amendments to other amalgamation proclamations.

Published LW 9 September 2016 at 2 pm (2016 No 581)

VISIONARY LEADERSHIP

EMPOWERED PEOPLE

EXCEPTIONAL SERVICE

MEANINGFUL RELATIONSHIPS

Culture clash is often the most significant obstacle to an effective merger. Organisational culture might be difficult to quantify, but its impact on a merger is very real. Corporate culture can be incredibly tenacious, resisting any and all attempts to modify its underlying values and associated behaviours.

Our cultural program was based on the recognition that culture is both powerful and implicit, and that employees are unlikely to change their cultural beliefs in response to enticements to adopt new cultural values.

So our values were created from deep within Council, close to 400 employees participated in workshops and sessions which resulted in the below values that will drive Council's performance; at Bayside Council we value Visionary Leadership, Empowered People, Meaningful Relationships and Exceptional Service.

Following the creation of the values a performance management system was created along with a reward and recognition program to drive employee's behaviours that reflects the values and that will support Bayside to become the leading Council in the State.

The two councils had different technology, systems and processes and services. Post-merger, during the transition phase, a significant effort was deployed to analyse and review systems and processes to evaluate synergies and the most effective and efficient way of delivering services to the community.

This journey commenced shortly after the merger and will continue until Bayside has identified and implemented transformational value opportunities in all of its services and processes to bring maximum benefit to the community.

Bayside celebrating staff achievements.

Our current workforce

Bayside Council's workforce consist of people employed on a permanent, fixed-term and casual basis, full time and part time, supplemented time to time with agency staff, contractors and volunteers.

The following points provide a quick overview:

▶ At 31 December 2017, there were 853 employees (permanent and fixed term);

▶ 56.1% of employees were male and 43.9% female;

▶ 50% of Bayside Council's Leadership Team[1] were female;

▶ The median length of service was 9 years;

▶ The average age of employees was 45.8 years;

▶ 26.36% of employees belongs to Generation Y and Millennia[2];

▶ 30.6% of employees were over 55 years old; and

▶ Last year 12.9% left their employment with Council.

Currently, our system does not allow us to extract statistic in relation to the number of employees that were born overseas or who speak a language other than English at home.

One of our strategic priorities is addressing this short fall as workforce data enables better business decisions.

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1. Leadership Team Includes Level I (General Managers, Level 2 (Directors) and Level 3 (Managers).
2. In this exercise Gen Y and Millennia is defined as employees being born between 1980 and 1995.

Looking to the future

The strategic priorities for our workforce were developed with our past achievements in mind and seek to improve future performance by develop our committed and capable workforce and attracting new talent.

In addition, our priorities are informed by key workforce trends, managers' perspective, our community and workforce profile.

Across the globe and in Australia there are pronounced changes influencing the nature of work and the workforce of the future, significant trends include:

▶ The impact of technology and technological breakthroughs;

▶ An older experience workforce;

▶ A healthy workplace as a driver of performance; and

▶ The need for talent attraction and influence of diversity.

The impact of technology

Key points

▶ New jobs and roles are being created;

▶ Technology is now part of the business strategy and customer experience;

▶ Different generations have different expectations in terms of technology; and

▶ Technology is important for engagement, mobility and flexibility.

The workforce is changing rapidly. Many of the jobs created today did not exist five years ago there will be jobs in the future that do not exist today. Much of this changes is influenced by technology, automation, robotics and artificial intelligence which are advancing at turbo speed. These advances are dramatically changing the nature and number of jobs available and creating an evolution of new roles and required capabilities across all workforces and organisations.

Examples that we can already see today are medical care being delivered by self-learning robots, intelligent sensors that help us take perfect pictures, automatic parking features in cars and tutoring programs based on artificial intelligence to mention a few.

Organisations are expanding their service delivery using digital channels. This requires the community and employees to have well developed technology capabilities. Within organisations technology has gone from being a work 'tool' to an essential business strategy and customer experience.

Over the past few years the use of mobile devices like tablets and smartphones has increased exponentially. Mobility options are now a vital tool for quality service delivery and field-based work.

Employees' expectations have also changed. They expect that their organisation investigates and implements new technologies continually to help them do their jobs better. These expectations, initially led by millennials, is now adopted by Generation X. Driving this expectation is having access to information from any device at any time and keeping their jobs fresh and interesting.

Generational differences in communication preferences and modes of collaboration are becoming heighten. All forms of work currently requires some computer literacy eg to send an email or search the internet for information. In the near future all forms of work will require enhanced computer skills.

The era of anytime, anywhere and on any device is blurring the line between work and home. Personal and work time is increasingly overlapping and the concept of work as a place is changing. Offices are being redesign to create dynamic and flexible spaces that enhance the well-being of employees and increase their performance and productivity. Across Australia, increasing numbers of employees of all ages are choosing flexible working arrangements including working away from an office.

Many organisations with technology-enabled flexible working practices are fast becoming employers of choice for mid-career and older workers, whose experience is vital to the performance of the organisation.

Over the coming 10 years Bayside Council will look to address the challenges and immense opportunities brought about through the impact of technology. Our next step is outlined in our strategic priorities.
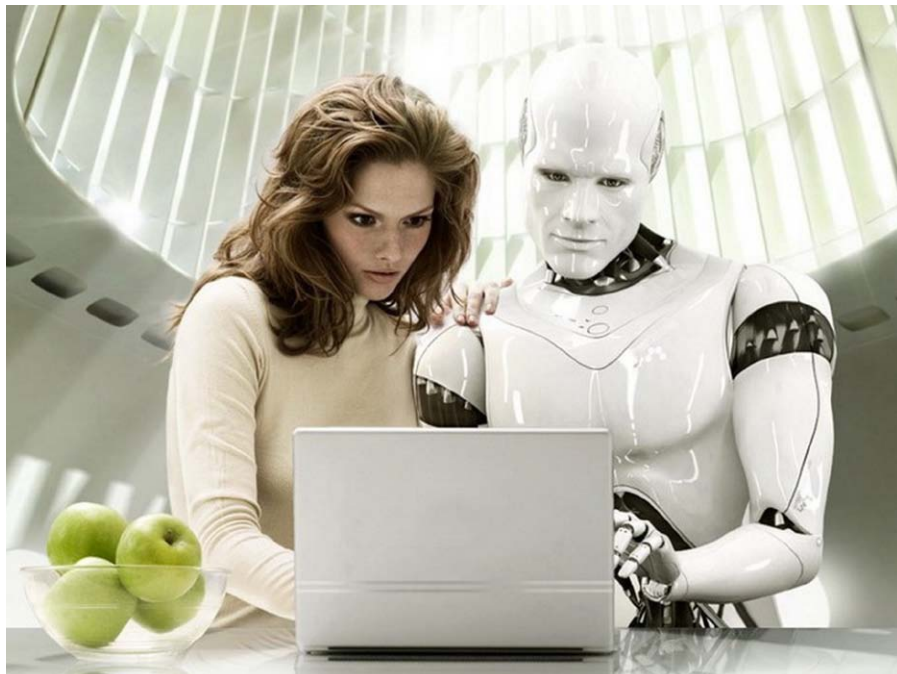
An older experienced workforce

Key points

▶ The developed world and Australia has an ageing population and the retirement age is increasing;

▶ People are able and keen to work longer;

▶ Employers are changing workplace policies and practices to accommodate and retain mature aged and knowledgeable workers; and

▶ A multi-generational approach brings benefits.

Like many nations around the world, Australia is experiencing a marked societal shift – one which will see Australians in the 55 to 70 age bracket number over 5 million by 2030 (Deloitte 2012b). This trend will affect all aspects of society and the economy, including the workforce.

According to the Australian Government's 2015 intergenerational report, Australians aged 65 or over are projected to more than double by 2055. This brings new challenges for our country including the need for older workers to learn new skills and work longer. In Australia the workforce participation rate amongst those aged 65 and over are projected to increase strongly from 12.9 per cent in 2014 to 18 per cent in 2050 (Commonwealth of Australia 2015). Other researcher is predicting this percentage to be much higher.

The growth in the number of older Australian's also provides opportunities for Australia. For example, research by Deliotte (2012a) shows that increasing the older workforce by 5 per cent would bring an extra $48 billion annual to Australia's GDP.

According to the Hon. Susan Ryan AO, age Discrimination Commissioner, to achieve these benefits we need to remove the barriers that prevent many older Australians from reaching their full potential in the workplace (Ryan 2014).

Encouraging workforce participation by older workers and increasing the retirement age are now government priorities.

Employers are developing plans to retain older workers and looking at new ways of attracting them. Tapping the full potential of older workers will become critical.

Companies are looking for ways to make the workplace age-friendly, especially with regard to physically demanding jobs, and are promoting health and fitness.

All this adds up to a future with a more diverse workforce. New thinking about the ageing demographics trend demands 'integrated ageing management strategies', not just for employers, but also for public and private organisations delivering services to the community.

Rather than only responding to an ageing workforce, employers are learning to manage a multi-generational workforce, to create a work environment that is flexible and attractive to workers of all ages and to build an employer brand that attracts and retains top talent.

Examples include:

- Addressing age diversity in recruitment policies;

- Providing opportunities for employees of all ages to develop new skills and competencies;

- Providing flexible work options;

- Addressing age-related stigma; and

- Enhancing mangers' ability to manage a diverse workforce.

The ageing workforce is a trend likely to bring about positive outcomes, not least because it will make the workplace more inclusive. Research on older workers and their engagement shows that at least one category of older workers choose to work because they want to, and therefore are highly engaged, which translates to high performance employees'.

Over the coming years Bayside Council will look to address the challenges and opportunities brought about through an older workforce. Our next steps are outlined in our strategic priorities.

A healthy workplace as a driver of performance

Key points

- Sedentary lifestyle, obesity and chronic disease is on the rise;

- Psychological injuries are more costly than physical injuries for employers;

- There is a growing understanding of the economic benefits of a healthy workforce; and

- Health and wellbeing programs are becoming an attractor for employers and employees alike.

There is a growing evidence about the health challenges impacting the Australian workforce. With the population ageing and the number of people leading a sedentary lifestyle and people classed as overweight increasing, chronic diseases are rising.

Chronic disease can result in functional limitations and as a result, people with chronic disease may be limited in their ability to participate fully in the workforce. According to the Australian Institute of Health and Welfare 2009, the social economic costs associates with absenteeism and lost productivity due to chronic conditions are key concerns.

Research identifies work-related contributing factors to increased obesity. A systematic review of 39 studies found a positive association between long work hours and weight gain, especially amongst men (Solovieva S, etal Psychosocial factors at work, long work hours and obesity: a systematic review. Scand J Work Environ Health 2013; 39(3):241-258).

However, it is not just physical conditions and chronic illness that are impacting the workforce. Recent findings show that mental illness is one of the leading causes of sickness, absence and long-term work incapacity in Australia and is one of the main health related reasons for reduced work performance (Harvey et al.214).

An analysis by PWC (2014) for beyondblue and the National Mental Health Commission reports that mental health conditions cost Australian workplaces an incredible $4.7 billion in absenteeism, $6.1

Recent Health Fair for employees held at Bayside.

billion in presenteeism and $145.9 million in compensation claims. Further, the report found mental health conditions result in around 12 million days of reduced productivity for business in this country each year. And that one in six people in employment experience a mental health issue every year, those millions of days are being lost across the economy; in every sector and among organisations of all sizes.

On the bright side, this analysis estimates that a return on investment of 2.3 is possible through implementing effective actions to create a mentally healthy workplace. This means that every dollar spent on effective workplace mental health actions may generate $2.30 in benefits.

More than 90 percent of business leaders say that promoting wellness will positively impact on employee productivity and performance (non-profit Health Enhancement Research Organisation). Organisations are understanding that investment in human capital through health and wellbeing programs is an essential part of a smart organisations business strategy.

Bayside Council currently provides our employees with health and wellbeing actions and the steps to create a comprehensive Health and Wellbeing program are outlined in our strategic priorities.

The need to attract talent and leverage diversity

Key points

▶ Talent purchasing power has shifted;

▶ Australian workplaces are becoming more diverse;

▶ Organisations are looking for new ways to attract and retain people; and

▶ Aligned personal values and organisational purpose are powerful drivers to attract talent.

Since the global financial crises, there has been a steady shift from Western to Eastern economies (Hay Group 2014). This shift has given employers in Asia more purchasing power to attract talent from around the globe.

For Australia, and more specifically Sydney, as a potential attractor of talent, this means an increasing need to compete with places like Singapore, Hong Kong and Indonesia. In the past, global organisations made Sydney their regional hub, this is now changing.

The shift from West to East has benefits for Australia and its workforce. According to McCrindle Research, "Currently 1 in 4 Australians weren't born here and the cultural diversity of the under 30s is even greater than that of the over 30s" (McCrindle Research n.d., p.8)

The cultural mix in the Bayside community is even more diverse, with 53% of all residents speaking a language other than English at home. Over 50 different languages are spoken at home and most common are Greek (7.1%), Mandarin (6.7%), Arabic (5.8%) and Cantonese (3.8%).

Relative to trends in the Greater Sydney area, and Australia as a whole, there has been a very strong growth in the proportion of Bayside Council's residents born overseas, with a percentage rising from 14.3% in 2006 to 24% in 2016.

A richly diverse workforce has implications for the types of managers succeeding in todays, and tomorrows, workplace. Leaders and

organisations that foster inclusion, leverage diverse perspectives and have a strong sense of connection with the community they serve are becoming the most successful at attracting talented employees and support employees to become high performers.

Organisations that have introduced initiatives such as flexible work practises, gender equity programs, and disability and mental health awareness, are also providing a link between themselves as an employer and their broader role in the community.

Reconciliation Action Plans, White Ribbon and other value-based organisational development programs are also examples of ways organisations are helping employees find a connection between their personal values and those of the organisation for which they choose to work.

Bayside Council strategies to attract key talent and leveraging diversity will be outlined in our strategic priorities.

Improving customer experience

Local government plays a critical role in maintaining and developing the social and economic fabric of regions, bringing communities together and producing local solutions to local problems.

Following are the findings regarding Australian people's beliefs in local governments' role in their lives (Why Local Government Matters, Full Report 2015)

▶ Australians feel a strong emotional connection to the local area in which they live, providing them improved emotional wellbeing and a stronger sense of their personal identity.

▶ In their local area, the most important thing for Australians is a safe environment, the availability of health care, levels of pollution (water, air and noise), and being able to afford appropriate housing.

▶ Australians believe it is important that local governments deliver a diversity of activities, with planning for the future being amongst the most important considerations, and they want to be involved in the decision making of how and what services should be delivered.

International research (Ipsos Social Research Institute 2010) finds that drivers of satisfaction with local government can be categorised into six main areas: overall service quality; direct communication and engagement; perceived value for money and/or absence of corruption; clean, safe and strong communities, which create a sense of 'liveability'; media coverage; and background factors such as affluence and diversity.

Bayside's community has clearly told Council that we need to improve the overall service quality experienced when interacting with Council staff.

Bayside Council highest strategic priority is to improve your experience when you are interacting with Council, our aim is to become the leading Council in the delivery of positive customer experiences. The plans of how to achieve this outcome is outlined in our strategic priorities.

Our strategic priorities

Our research and consultation with managers has been the foundation for the development of this Plan. This plan has seven strategic priorities. Collectively they aim to optimise Bayside Council's workforce strengths and performance, address our most critical challenges and help focus our efforts in building a customer centric and high performing environment.

Our seven strategic priorities are:

▶ Strategy 1
Creating a customer centric culture

▶ Strategy 2
Council as an employer of place-based choice

▶ Strategy 3
Retaining and attracting a talented and diverse workforce

▶ Strategy 4
Strengthen our safe and healthy workplace

▶ Strategy 5
Investing in skills

▶ Strategy 6
Improving productivity leveraging technology

▶ Strategy 7
Maximising management and leadership

Strategy 1
Creating a customer centric culture

Bayside Council is committed to providing a positive experience every time, for all of its customers, and recognises that the delivery of exceptional customer experience is the responsibility of all staff.

In meeting the changing needs and expectations of our community, our focus is to dramatically improve our reputation for, and delivery of, exceptional customer experiences.

Customer centricity is not just about offering great customer service, it's about the driving force or passion of our staff. In a Customer Centric culture staff actively strive to ensure that all interactions with our customers provide a positive experience, even if the outcome is not as they desired.

It is a strategy that is based on putting our customer first, and at the core of Bayside Council.

Outcomes

▶ Achieving a culture of a 5 Star Customer Experience across the organisation;

▶ All staff at Bayside Council are skilled, trained and supported in delivering excellent customer service;

▶ All staff has insight into the 'customer experience' with Council to inform future services;

▶ A welcoming environment at all Council buildings for all members of our community including people from cultural and linguistically diverse backgrounds and people with disabilities;

- Customers receive a consistent response, regardless of how they choose to contact us;

- Our services are easy to use and accessible; 'how you want, where you want and when you want to contact us';

- We demonstrate efficiencies in our processes in the use of time and money while maintaining an excellent customer experience leveraging technology;

- Technology solutions are customer focused and user friendly;

- Managers and employees have appropriate customer experience performance measures; and

- Providing the right answer, on time.

Deliverables

- Develop and implement an organisation wide change culture program to achieve a 5 Star Experience;

- Design and deliver a 'New Employee Customer 5 star Experience' induction training for all new Bayside Council Employees;

- Design and deliver a tailored training program that focuses on how each unique work area will operate to deliver exceptional service;

- Develop and implement a training program for managers to take a lead role in demonstrating and empowering their teams to deliver a 5 star experience;

- Develop and implement training program for key staff in complaint and compliment handling; and

- Develop and implement customer experience key performance indicator and deliver monthly reports on all customer contacts across the organisation identifying opportunities for improvements.

Strategy 2
Council as an employer of place-based choice

The phrase 'Employer of Choice' has picked up a considerable amount of popularity, but what is the importance of becoming an Employer of Choice? The phrase is more than just a buzzword; it is representative of a whole new design of corporate culture.

It means that people will:

- Choose to work for Bayside;

- Actively look for job opportunities at our organisation;

- Choose to really dedicate themselves to our success; and

- Choose to stay with Bayside Council, even when they are being courted by recruiters from other employers-recruiters with exceptionally attractive inducements.

In the years ahead, workforce stability will be an organisation's competitive edge. In these turbulent times, exacerbated by a tight labour market, employers will be continually challenged to locate, attract, optimise and retain the talent they need to serve their customers. The most successful employers will be those who legitimately inspire highly talented workers to join them and stay with them.

The workforce at Bayside Council does not currently represent the demographic of the community. To attract talent in the community and reflect the local government area we need to improve our brand as an employer of choice.

Outcome

Achieve the Australian recognition as an employer of choice.

Deliverable

Develop and implement a place based employer of choice strategy including marketing of Bayside Council as a preferred based placed employer.

Strategy 3
Retaining and attracting a talented and diverse workforce

Why is this important?

▶ A workplace that values diversity and is free of discrimination is more productive.

▶ Greater employee satisfaction also leads to improved productivity.

▶ Reduced employee turnover cuts the cost of having to replace skilled and experienced people.

▶ Harnessing diverse employee skills and perspective increases creativity and innovation.

▶ A reputation for respect, inclusion and diversity also enhances an employer's business and reputation.

▶ Failure to take steps to prevent discrimination has serious legal and financial consequences.

The way we attract and retain highly talented people has been one of the major priorities for all Human Resources professionals for a number of years. As the competition for the best talent grows; businesses must reduce the disconnect between their talent requirements and the strategies and processes which underpin them.

Research consistently finds that retaining top talent is essential for maintaining an organisations knowledge, high morale and satisfied customers.

In contrast, employee turnover is a drain on an organisation's staff and financial resources. Losing key employees can limit productivity, damage morale, and cost as much as (or more than) the departing employee's salary during the process of finding and training a replacement.

Outcome

Bayside Council workforce is highly talented with a passion for delivering exceptional customer service leveraged by technology. Bayside council's labour turnover remains below 11%.

Deliverables

▶ Develop and implement an attraction strategy including the following deliverables:

▶ Review, develop and implement an innovative recruitment process that takes into account at the edge research and future predictions;

▶ Review and analyse positions appropriate for traineeship, graduate programs, apprentice schemes and vocational training;

▶ Identify positions where we have difficulty attracting / recruiting appropriate staff and develop strategies to improve uptake;

▶ Market research, identify where highly talented people are searching for work;

▶ Develop and implement an innovative inclusion strategy that takes into account all minorities groups, analysing where to recruit them and how to attract them.

▶ Review and analyse the most successful recruitment strategies, matching cost against new recruits performance at difference stages during their employment; and

▶ Develop networks to enhance knowledge base including participating in recruitment fairs, social media, neighbouring Councils etc

▶ Develop and implement a retention strategy including the following deliverables:

▶ Develop and implement an employee survey tool. Analyse results and develop business units' actions plans to improve employee engagement and retention;

- Develop and implement new ways to receive and give employee feedback, including, but not limited, to exit interviews; and

- Develop and implement a succession planning process that enables the identification of emerging talent quickly and acts on their needs such as professional development, lateral as well as horizontal development.

Strategy 4
Strengthen our safe and healthy workplace

While improvements to work health and safety were made during the National OHS Strategy, current data shows that, on average, over 250 workers in Australia die from an injury sustained at work each year.

It is estimated that over 2,000 workers die from a work-related illness each year. In 2009–10 640,000 workers reported experiencing a work-related injury or illness. In the same year 303,000 workers were compensated for an injury or illness.

Bayside Council's Work Health and Safety strategy set ambitious targets with an aim to significantly reduce work-related traumatic injuries.

Outcomes

- Reduced incidence of work-related death, injury and illness achieved by reduced exposure to hazards and risks using improved hazard controls and supported by an improved work health and safety infrastructure. (Infrastructure - A responsive and effective regulatory framework, the knowledge and skills of all parties with a role in a work health and safety and a robust evidence base information)

- Minimise workplace risk to mental health and reduce stigma associated with mental health conditions.

Deliverables

- Develop and implement a work health and safety strategy and action plan including the following strategic outcomes:

- Structures, plant and substances are designed to eliminate or minimise hazards and risks before they are introduced into the workplace;

- Work, work processes and systems of work are designed and managed to eliminate or minimise hazards and risks; and

- Everyone in a workplace has the work health and safety capabilities they require.

- Develop and implement a mental health action plan, including the following strategic outcomes:

- Those providing work health and safety education, training and advice have the appropriate capabilities;

- Auditors and other staff of work health and safety have the work health and safety capabilities to effectively perform their role;

- Work health and safety skills development is integrated effectively into relevant education and training programs;

- Council leaders foster a culture of consultation and collaboration which actively improves work health and safety;

- Health and safety is given priority in all work processes and decisions;

- Evidence is translated to assist practical application; and

- The results of research and evaluation are disseminated and implemented.

- Develop and implement a health and wellbeing program.

Strategy 5
Investing in skills

Investing in employees skills and knowledge starts with improvements in an individual's performance, which then transfer to his or her localised workplace performance, which then ultimately result in a positive impact on the whole organisation's performance.

Investing in skills development will see results in better customer service, better work safety practices and productivity improvements.

However, today the landscape is very different, with the breakthrough in technology organisations must invest more in training than ever before to meet the customers' needs because employees must be able to use and leverage technology to deliver a 5 star service.

We need to ensure that everyone has the right skills for an increasingly digital world as this is essential to promote an innovative, productive and a 5 Star customer experience.

Several types of skills are needed:

▶ Technical and professional skills, including IT specialist skills for workers who drive innovation and to support digital infrastructures and the functioning of the digital eco-system;

▶ IT generic skills for workers and residents alike to be able to use digital technologies; and

▶ IT complementary 'soft' skills, such as leadership, communication and teamwork skills, required for the expanding number of opportunities for IT-enabled collaborative work.

▶ Critical thinking and problem solving, analytical skill, strong communication skills, active listening skills, customer service skills, feedback skills, negotiation skills, change management skills, managerial skills

Outcome

Bayside council have a highly skilled talented employees with an ability to leverage technology to deliver a 5 star customer service experience.

Deliverables

▶ Develop and implement a 4 year learning and development strategy and program, including the following deliverables:

▶ Develop and implement a training needs analysis tool that takes into account future skills need for Bayside Council to meet its objectives;

▶ Analyse community feedback survey, as well as the mystery shopper survey, to identify training needs;

▶ Identify and analyse skills gaps to determine training needs, especially around the ability to effectively use technology and evaluate and improve processes leveraging technology;

▶ Prioritise and assign the training into categories, mandatory, skills development and/or 'nice to have';

▶ Review the available training delivery models considering when it is more effective to use technology and/or convert face-to-face training to technological solution.

▶ In partnership with local education facilities, design effective programs for apprentice schemes, trainee ships, graduate and vocational training programs.

Strategy 6
Improving productivity leveraging technology

Performance is a function of three factors acting together.

PERFORMANCE = ABILITY + MOTIVATION + OPPORTUNITY

Ability = can a person do a task.

Motivation = does a person want to do it.

Opportunity = accessibility; a person is unable to do a task if the person is not given a chance or if the person is denied access to necessary resources or amenities.

Looking at human performance being influenced by multiple factors is exacerbated by the difficult and variable nature of our work today. All of these factors must be supported by the work environment in order for people's best work to occur.

To help our leaders manage their teams they need access to information and data such as the ability to analyse employees performance alignment with the business units vision and goals.

Other helpful management information would include, measured, analysed and reported:

- Absenteeism;

- Engagement levels;

- Demographics;

- Turnover;

- Work place injuries and incidents;

- Employees potential and training needs; and

- Forecasting needs like the skills and number of staff required to deliver objectives in the Community Strategic Plan.

At Bayside we currently do not have the ability to produce this information.

Outcome

Leaders and managers are managing their human resources strategically to deliver the objectives detailed in the Community Strategic Plan whilst providing a 5 star customer experience to the community.

Deliverables

- Develop and implement human resources technology strategy including the following deliverables:

- Improve internal communication channels and connectivity between employees; and

- Improve the efficiency of performing administrative tasks for employees, human resources personnel and leaders.

- Implement human resources strategies and processes in our software systems that provides timely and relevant workforce data to leaders and managers.

- Develop and implement a workforce planning methodology.

Strategy 7
Maximising management and leadership

Strong leaders help an organisation to maximise productivity, efficiency and achieve business goals, whereas weak leadership hurts productivity and jeopardises the health of the business.

And strong leadership is different to strong management, and sometimes we need both.

Leadership is about People. Those with strong leadership skills can create a vision that excites their direct reports. They can talk about the future and where their organisation is going, and they can articulate the strategic vision that will lead their team to success.

Leaders understand that teams are made up of individuals with different personalities, skill sets, communication and behavioural preferences. They also see that, when brought together through effective leadership, these differences can produce exceptional results. When conflict may start to arise amongst their direct reports because of these differences, leaders can see it, and they deal with it before it can make any impact on the team.

Good leaders have high emotional intelligence (a high EQ) and understand how their emotions, both positive and negative, affect their team. They understand that a leader's emotions are contagious. In this sense, leaders who are always in bad moods are bad for business, and those that seem to be in good spirits help drive business success. All of these things make people want to follow great leaders.

Management is about Processes. Managers are often subject matter experts promoted through the ranks to retain them at an organisation. Managers embed themselves in the tactical aspects of the workplace – the doing. They delegate and prioritise tasks, refine processes and make sure people follow them. Managers make sure that operations are running efficiently. They ensure that people complete their time sheets correctly, are back at their desks on time after lunch, and don't leave early. Managers don't necessarily understand or appreciate that their employees have communication and behavioural styles that need to be managed differently to get optimum results.

Bayside Council's leadership team display the above mentioned behaviour and qualities, however, we need to strengthen and enhance our leaders' ability to lead Council in this fast changing environment to ensure that we deliver the customer experience the community expect.

Outcome

Bayside Council will have leaders that are contextually and culturally aware, have and operate to a clear vision for Council and their teams, inspire people to follow them, are agile and can adopt to day-to-day needs, continue to welcome and give honest, impartial and objective feedback, are accessible, consistently display qualities including honesty, being forward looking, inspiring and competent, knowledgeable about best practise, are coaches, facilitators and enablers to drive Bayside vision to deliver a 5 star customer experience and become the leader in the local government industry.

Deliverables

▶ Develop and implement a leadership and management strategy including the following deliverables:

▶ A Leadership and Management Model

▶ Requirements of leaders and managers

▶ An action plan describing deliverables for the future 10 years

▶ Develop and implement an induction program for leaders and managers commencing with employees commencing with Council and employees who is entering a supervisory position for the first time.

▶ Develop and implement a leadership and management development program.

▶ Develop and implement a succession management plan and procedures.

Bayside Council

Serving Our Community