



Workforce Plan

2018-2021: **Our place. Our plan.**

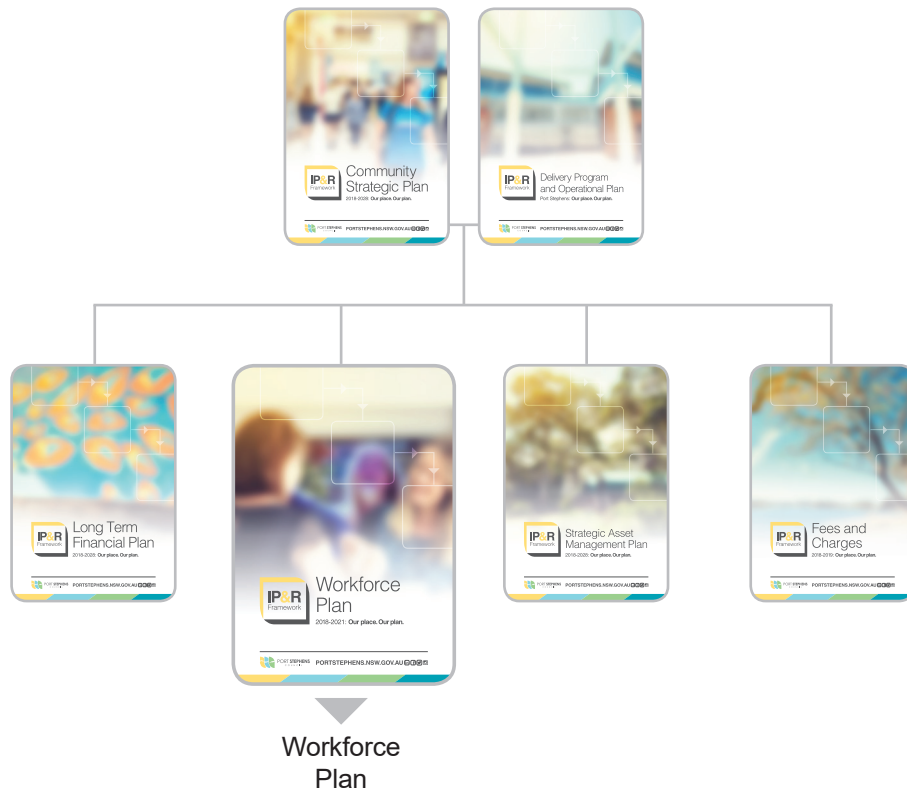


PORT STEPHENS
COUNCIL

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Integrated Plans and resourcing strategies



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Executive Summary

Workforce Plan 2018-2021

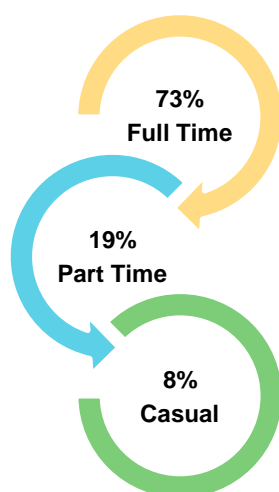
As a result of extensive employee and community consultation, Council has developed a long term plan which outlines a vision for Port Stephens and our local community. To support this vision, a 10 year Community Strategic Plan has been established which covers a range of strategies over a number of key areas.

In order for Council to contribute to achieving the goals of the Community Strategic Plan, it has developed a three year Delivery Program which articulates Council's plans up to 2021. In that context we require a clear Workforce Plan that sets out what type of organisation we need to be and how we plan to get there.

In partnership with Council's Long Term Financial Plan and Strategic Asset Management Plans, the Workforce Plan is about ensuring that there are sufficient resources available in the right place, at the right time, with the right skills to deliver on the community's vision and aspirations for their place and community.

The Workforce Management Plan helps Council plan its human resource requirements for the next three years and beyond, and plan what needs to occur to ensure the necessary staff resources are in place when they are needed. The right workforce is a critical element to delivering each of Council's plans.

Snapshot of Current Workforce



The structure comprises of 491.76 equivalent full time (EFT) positions across three Groups and the General Manager's Office with a focus on ensuring we have the right people in the right places with the right skills doing the right jobs.

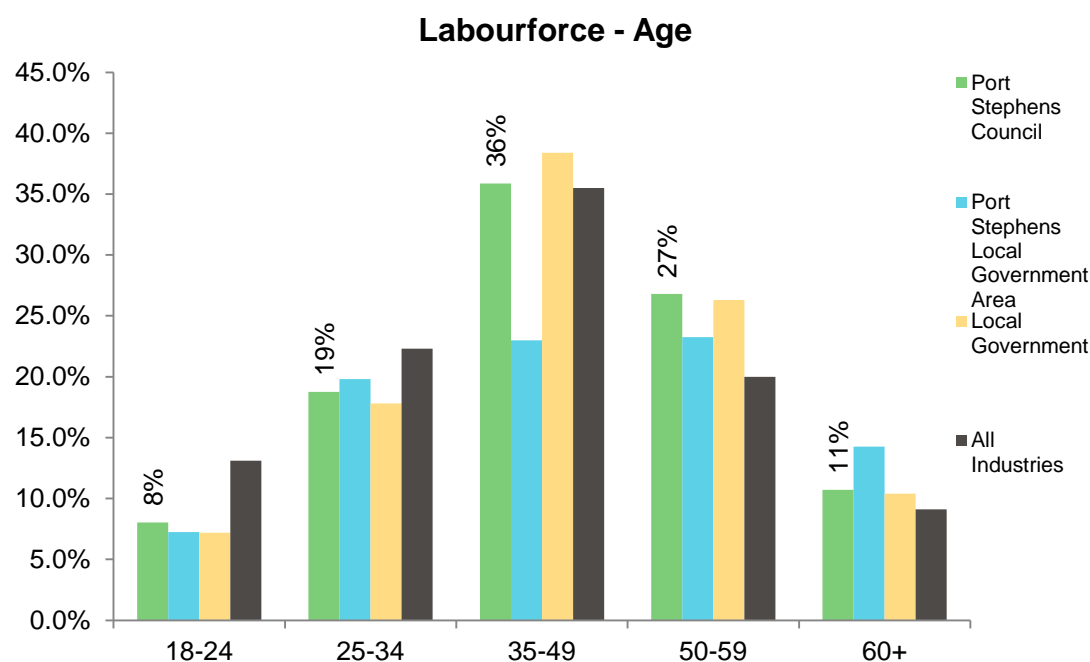
Port Stephens Council's age profile is similar to that of the average for local government, a feature of which is a low

proportion of young employees under the age of 25 (less than 10%) compared with the proportion of older workers aged 60 and above (11%+).

36% of the workforce is aged between 35-49 and a further 27% of the workforce is aged between 50 and 59. The proportion of its workforce aged 25-34 is slightly higher than the local government average, generally showing a slight positive trend.



Port Stephens Council has made significant improvements in attracting younger employees over recent years. We have increased our participation of Generation Y employees to 28% of our total workforce in the last financial year, up from only 19% in the 2014 year. Our Generation X employees remain stable at 35% over the same period and our Baby Boomer employees have decreased from 45% to 37% of our total workforce.



The current median age of employees at Port Stephens Council is 44 years old which is similar to the profile of the LGA.

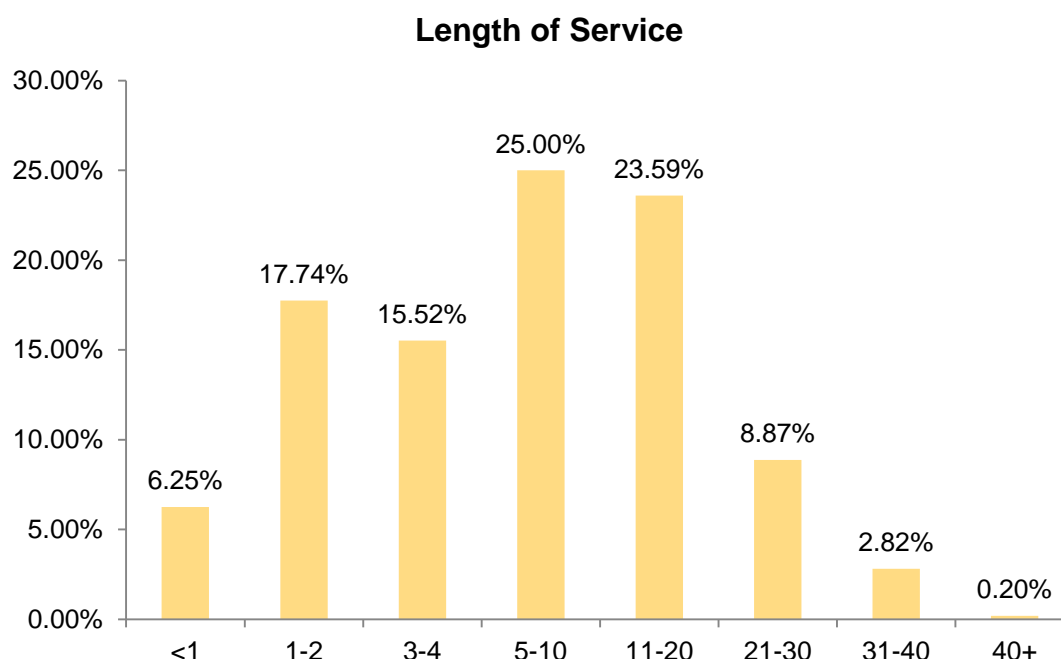


Port Stephens has a reasonably balanced gender profile across the organisation, with 50% of its employees being women compared with the NSW average for Councils (40%). The staff profiles of metropolitan, regional and rural Councils differ to some extent. Positions within our Senior Leadership Team comprise the General Manager, three Group Managers and 11 Section Managers, occupied by 11 males



(73%) and four females (27%). In the Combined Leadership Team which includes other managers and coordinators, 79% are male and 21% are female.

The average length of service with Port Stephens Council across all employees is 9.25 years with a median of 6.17 years' service.



Of concern to Council in the past was an increasing voluntary turnover rate. Port Stephens Council has been able to effectively reduce turnover to less than broad industry rates. A dramatic decrease was seen following the introduction of the Port Stephens Council Enterprise Agreement in September 2008 which provides a broader suite of work/life balance initiatives and a revamped salary system linked to market.

Employment costs continue to increase at a much higher percentage than increases in rate revenue. Employment costs as a percentage of expenditure increased over the period from 42% in 2013-14 to 43.1% in 2016-2017.

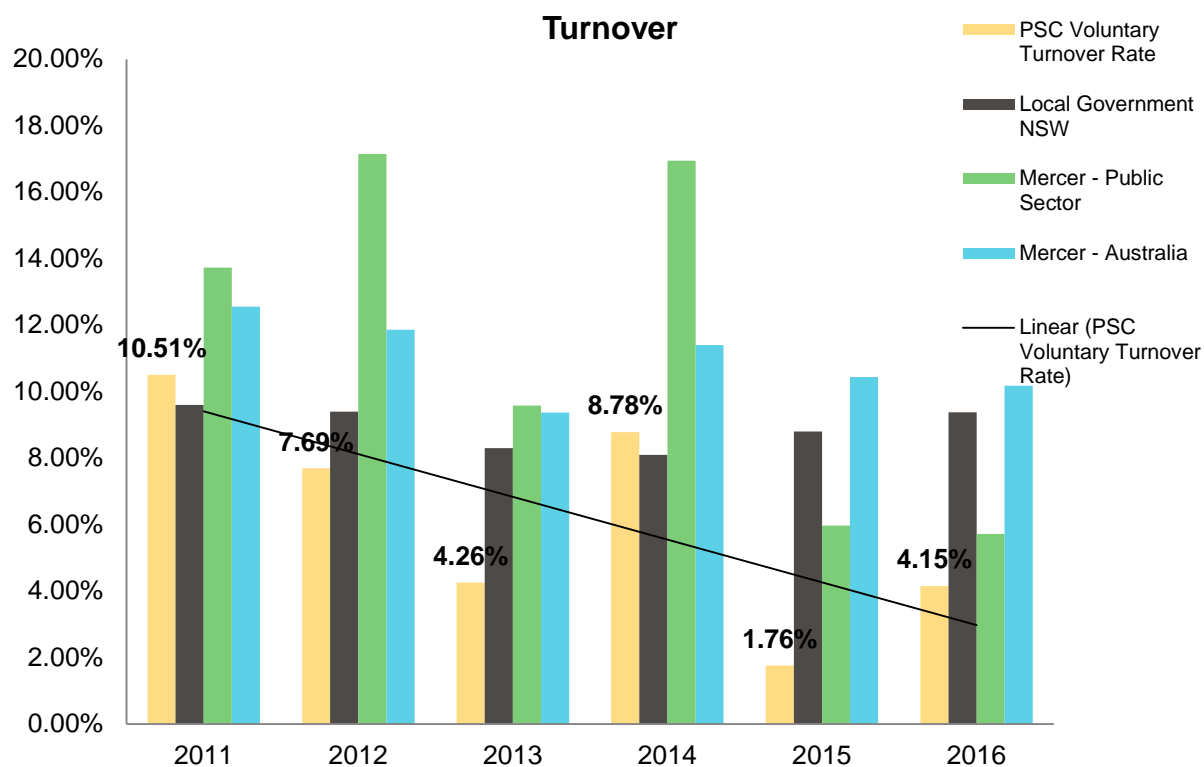
Expenditure \$'000s	2013-14	2014-15	2015-16	2016-17	2017-18 Budget	2018-19 Projected	2019-20 Projected	2020-21 Projected
Employment Costs (including on-costs)	37,792	39,541	41,753	42,635	43,863	45,208	46,249	48,317
Total Rates and Annual Charges	47,489	49,674	51,749	53,415	54,708	56,058	57,434	58,838
Employment Costs as a % of Total Rates	79.6%	79.6%	80.7%	79.8%	80.2%	80.6%	80.5%	82.1%
Total Expenses from Continuing Operations	89,953	97,479	104,581	98,860	100,639	100,506	102,503	105,353
Employment costs as a % of Total Expenses	42.0%	40.6%	39.9%	43.1%	43.6%	45.0%	45.1%	45.9%



Expenditure \$'000s	2013-14	2014-15	2015-16	2016-17	2017-18 Budget	2018-19 Projected	2019-20 Projected	2020-21 Projected
% Increase in Actual Employment Costs	7.8%	4.6%	5.6%	2.1%	2.9%	3.1%	2.3%	4.5%
Total EFT	465.14	466.95	479.26	485.47	491.76	491.76	491.76	491.76

The total staff turnover across all industries (at the median) has decreased to 10.18% compared to 10.44% reported in 2015 and in the public sector it has decreased from 5.97% to 5.72% over the same period.

Voluntary turnover for Port Stephens Council for the year ending 30 June 2016 was 4.15%, which is within the target range of 10%.



In recent years Council has commenced collecting information on the qualification levels of its staff and has implemented a career management service which assists staff to identify educational needs and opportunities for future career growth. In general, employees of local governments have higher levels of educational attainment than the Australian workforce average, with 65% of men and 70% of women in local government having a post-school qualification, compared to the national average of only 45%.



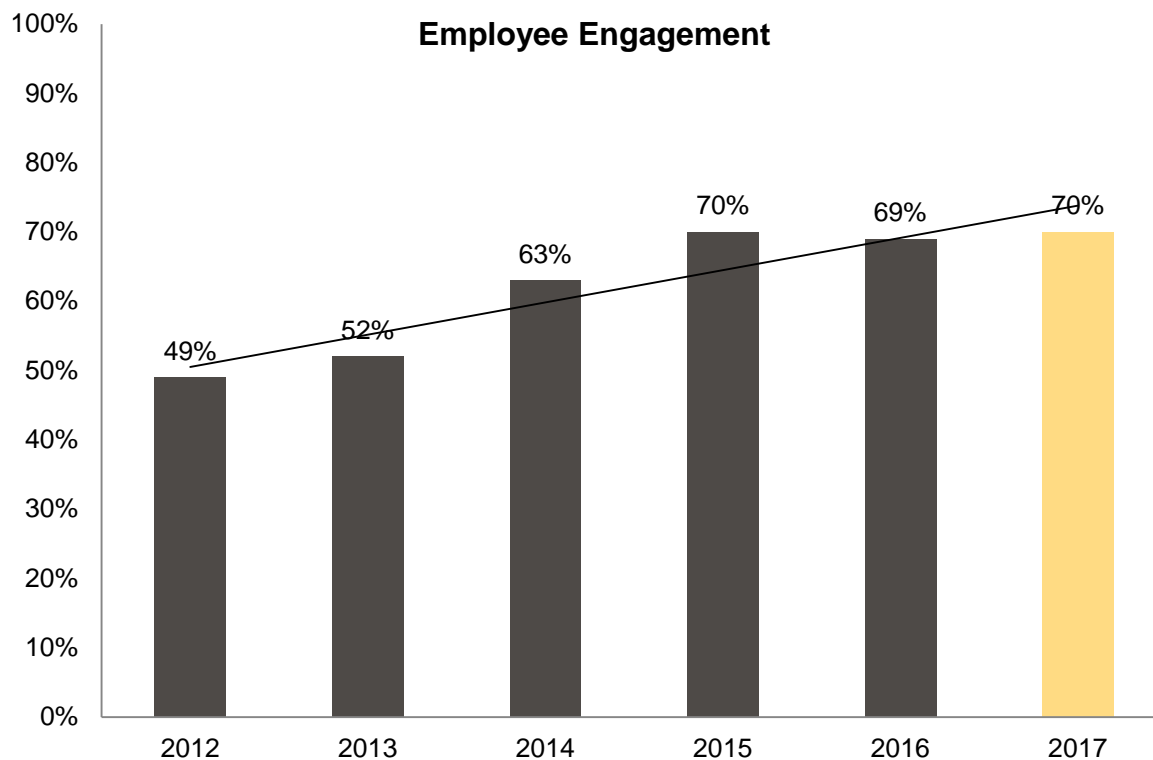
Qualification	Male	Female
Postgraduate qualification (UNI)	3%	3%
Bachelor Degree (UNI)	6%	7%
Diploma/Advanced Diploma (VET) (UNI)	4%	5%
Certificate 3 or 4 (VET)	4%	13%
Certificate 1 or 2 (VET)	1%	2%
High school/school only	0%	4%
Unknown	32%	16%

Council's annual employee engagement survey measures:

- 1) the consistency with which they speak positively about the organisation;
- 2) their desire to be a member of Council; and
- 3) the willingness of staff to exert extra effort and engage in work that contributes to organisational success.

Employee engagement is about an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

At Port Stephens Council we have been working to improve the engagement of our workforce for some time with great results which make us part of the upper quartile of highly engaged organisations in the Australian workforce.





External and Internal Influences on the Workforce

In order to effectively plan to have the right people, at the right time undertaking the right roles to deliver the Community Strategic Plan, we need to understand the key trends and emerging issues affecting our workforce, which include:

- An increase in population;
- An ageing population and its effect on service delivery ;
- Difficulty attracting and retaining particular skills;
- An ageing workforce;
- Knowledge loss;
- Increasing workloads;
- Differing career expectations of generations at work;
- Increasing competition for staff;
- Increasing needs for strong governance, partnering and internal cooperation;
- Balancing the work-life needs of the workforce;
- Improving our capacity for change.

Globalisation will create a global talent pipeline that necessitates wider attraction strategies. Multi-National Corporations (MNCs) have a clear advantage and domestic organisations will need to use attraction strategies to compete for the global pool of skilled professionals.

Technological advancement will lead to new methods of talent management, including how hiring managers connect with potential recruits. The use of new technology in background checking needs to be carefully considered, while it is also



redefining our concepts of the traditional 'workplace', job functions and job applications. The benefits of new technology in the workplace, and its impact on the employment relationship, and the impact of new technology on the work/life blur will need to be considered.

Diversity in all its forms, particularly generational issues, needs to be considered in a world with a workforce spanning five generations.

Orange collar is the new phrase coined to describe the unique needs of organisations involved in Australia's resources boom. The term 'orange collar' refers to much more than the dress code of these workers. It refers to candidates who possess highly technical and specialist skills, are willing and able to work in remote locations, possess the necessary training and tickets, have the right attitude to compliance and are willing to commit to a project long term.

The local government workforce is ageing and, on average, is older compared with other government and industry sectors. As a large number of workers approach retirement at the same time, there are implications for local government in the areas of knowledge retention, recruitment, and replacement. 37% of the local government workforce is aged 50 years or over, compared to the Australian labour force average of 29%. Correspondingly, the proportion of local government employees aged less than 35 years is much lower than for the Australian average.

The long term sustainability of Port Stephens Council requires that we manage our operational expenditure, a large proportion of which is employment costs.

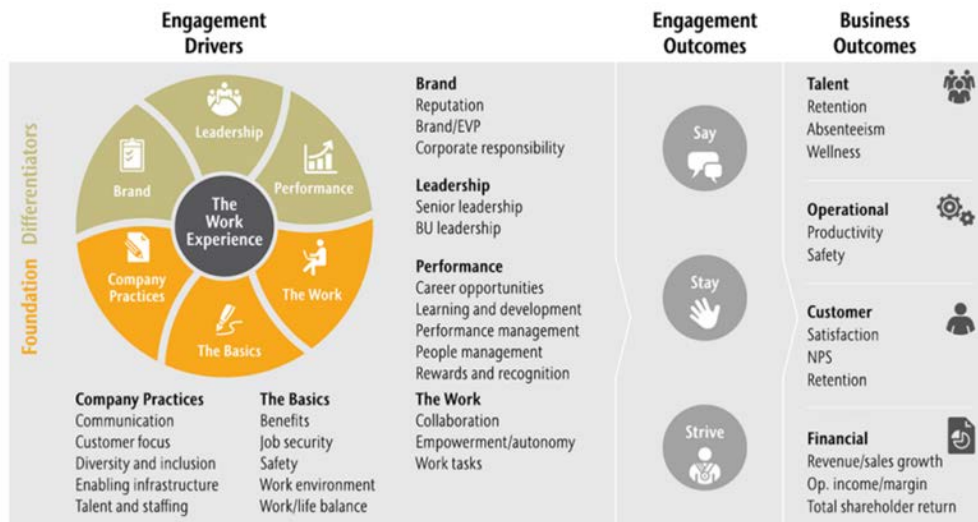
Strategies

A number of strategies have been developed and integrated by Port Stephens Council to support the Workforce Plan and to address the challenges of providing appropriately qualified staff for today and the future, being:

Best Employer

To be a Best Employer we must ensure that our organisation is a great place to work. Council identified various elements that we believe constitute being a best employer. We are working hard to ensure these are fulfilled. Council utilises the AON Hewitt Associates Best Employers Accreditation process, which determines who are the best employers in Australia through measuring employee engagement.





Talent Management

Talent management is a system comprising of a number of components and it is important not to see it as a series of separate actions. Therefore, when focusing on developing talent, the following plans and processes need to be integrated to track and manage that talent:

Workforce Planning

Workforce Planning is an important component of Council's integrated planning process to ensure that our organisation has the capacity and capability to deliver efficient, effective and responsive services to the community.

Workforce Segment Identification

An important component of Council's workforce planning and succession processes is the identification of position by workforce segment. This helps Council identify the different positions within the workforce and measure their criticality in relation to those which present the most significant risk to service delivery and where there is potential for a substantial gap between future demand for services and supply of labour.

Employer Branding

To ensure the continuing ability to attract and retain the right staff we must also ensure that we continue to carefully manage our employer brand. Effectively managing and marketing our Employer Brand and clearly understanding what is our Employee Value Proposition (EVP) is crucial to the market perception of Port Stephens Council as a best employer.



Sourcing Attracting Recruiting and Onboard Suitably Qualified Candidates

The recruitment, selection and employment process has been developed to ensure applicants are appointed on merit using the selection criteria relating to the position. This ensures that the process is free from any bias and discrimination and meets all relevant legislative responsibilities. All permanent positions within Council will continue to be advertised externally bringing renewal and market place currency to the organisation.

Health, Safety and Wellbeing

Council believes the safety, security, and the physical and mental wellbeing of our people is central to the ability of all staff to contribute to the achievement of Council's objectives.

Safety is one of Council's core values and staff are assured of Council's commitment to seeing them going home in the same physical and mental condition, or better, than when they arrived at work.

Managing and Defining Competitive Salaries

The Port Stephens Council Enterprise Agreement details a market based approach to the setting of salaries for the organisation. This approach ensures that rates of pay are connected to the market and keep pace with changes in that market. Annual increases are agreed as part of the negotiation process, however, if the local government market moves higher than the agreed increases, the rates of pay are adjusted for all staff to keep pace with the market.

Career Development

Council has a dedicated Career Development Manager and has developed an online Design Your Career Program that helps our staff to:

- Work out whether it's time for a career change;
- Think through options that match their strengths, interests and values;
- Consider alternatives to a complete career change;
- Implement strategies to make it happen.

Learning and Development Opportunities

Direct managers have responsibility for developing appropriate learning and development plans for their staff in accordance with the program available. This ensures that all staff have the skills and competencies required to perform the duties of their position.



Coaching and Mentoring

Coaching and mentoring ensures that staff are learning from others, adopting modelled behaviours and attitudes and absorbing the culture and values of the organisation through their personal interactions at work.

Performance Management

Our Individual Work and Development Plan has been in place for a number of years and has a clear line of sight to the achievement of the objectives in the Community Strategic Plan.

At Port Stephens Council we want our employees to be accountable. Accountability for us means 'doing what I say I will do' and continually behaving in a way that demonstrates our organisational values.

Knowledge Exchange

Knowledge exchange is transferring knowledge from one part of the organisation to another. Like knowledge management, knowledge transfer seeks to organise, create, capture or distribute knowledge and ensure its availability for future users.

Our knowledge exchange process creates opportunities for identified staff to have conversations and begin transitioning knowledge.

Succession Planning

Succession planning can be broadly defined as identifying future potential staff to fill key positions. Generally one or more successors are identified for key positions and development activities are planned for these successors. Successors may be fairly ready to do the job (short-term successors) or seen as having longer-term potential (long term successors).

Staff identified as potential successors will be provided with development opportunities that will form part of their learning and development plan. It is important to ensure that Council has some internal capacity to fill these critical positions that are considered vital and would cause disruption to the running of the business if unable to be filled.

Filling of these roles on a permanent basis is still via external recruitment in accordance with the agreed process. Recruitment of outside expertise brings renewal and market place currency to an organisation.



Workplace Equity and Diversity



Council recognises that valuing equity and diversity is best practice.

Council is dedicated to equity and diversity in the workplace and in the way it conducts business. Equity and diversity provides all Council staff and customers with a fair and inclusive workplace in which they are treated in accordance with Council's values.

The basic principle underpinning equity is 'a fair go for all in the workplace'; ensuring that everyone has access to relevant learning and development opportunities, fair working conditions and opportunities for progression. It is about providing everyone with the opportunity to make the most of their ability in the workplace.

Equity questions the 'fairness' of treatment when dealing with differences, such as gender, cultural background age and disability. Equity is about treating people based on merit and in line with individual needs and circumstances. Equity is not about treating everyone in exactly the same way. It is about recognising individual strengths and opportunities for improvement in different situations. Treating all people in exactly the same way is not the same as treating people fairly.

Diversity is about an inclusive environment. It means that the differences brought to Council by people of differing backgrounds, experiences and perspectives are valued. It means that the contributions brought to Council by a broad range of people are utilised and maximised to enhance the success and capability of the organisation.



Integrated Risk Management

There is risk and opportunity in everything we do. As the environment in which we operate changes, risks and opportunities change. Effective risk management is a means of monitoring those changes.

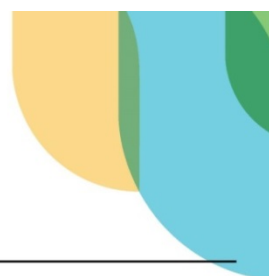
Management of risk must be an integral part of an organisation's culture, reflected in policies, systems and processes. This includes strategic business planning, performance management and overall governance to ensure sound financial management and efficient service delivery.

Port Stephens Council is committed to empowering employees to assume accountability and responsibility for risk management in the workplace by creating and promoting a culture of participation and by providing a robust process to monitor and review the effectiveness of risk management across Council.



Continuous Improvement

Port Stephens Council has a history of providing quality services to its customers. A consistent approach to continuous improvement strengthens the organisation's ability to deliver more efficient and effective services to the community. The organisation is doing this by pursuing the philosophy within the Internal Business Excellence Framework, specifically using the Australian Business Excellence Framework (ABEF). This philosophy provides a holistic approach to business improvement. This holistic improvement approach is adopted in the Port Stephens Council Integrated Business Operating Framework System and is how we do things at PSC.



PRINCIPLE ONE: **Be a leader**

- We make every effort to understand, and then commit to, the direction of the organisation.
- We bring our staff along the journey by translating the direction so that every person in our team understands that direction and how their job contributes to achieving the outcomes.
- We demonstrate our ongoing commitment to the direction through our work and interaction with our staff and staff in other teams.
- We engage our staff when we plan for our business units and actively realign what we will deliver to the overall direction.



PRINCIPLE TWO: **Be attentive**

- The success of our business is based on knowing our customers – we know who our customers and stakeholders are and what they value.
- We build our plans based on customer data and information, and then use this customer data and information to adapt our plans along the way.
- We actively try to strengthen the customer value chain by demonstrating a clear understanding of customer requirements for our internal and external customers.
- We have a clear understanding of our role and the capability of the organisation which we use to manage customer expectations.
- We have a 'can do' attitude to make decisions for the customer but if we can't, we manage the customer through to where the decision can be made.



PRINCIPLE THREE: **Be committed**

- We acknowledge and respect that the primary system is the organisation.
- We always consider the impact to the system before we try to improve.
- If we know something is not working, we Stop – Pay Attention – and Do Something about it.
- We are inquisitive in our approach to improvement by first seeking to understand.
- We capture lessons learnt and challenge process based on issues.



PRINCIPLE FOUR: **Be motivated**

- We seek to understand what motivates our staff and what capabilities they have both inside and outside of work.
- We want our staff to be passionate about their work so we create opportunities for them to play to their strengths and succeed.
- We generate enthusiasm in our staff by taking a genuine interest in them and in their work.
- We respectfully address poor performance in a timely manner because we know the impact it can have on our teams.
- We recognise the good work our staff do and thank them for making a difference.



PRINCIPLE FIVE: **Be innovative**

- We are respectfully curious people and use questions as a tool to understand.
- We take time to learn and encourage our people to learn because individual learning will lead to organisational learning.
- We celebrate innovative ideas and recognise the value of making mistakes because we capture the learning and we do it differently next time.
- We share our data, information and knowledge because we seek to understand.



PRINCIPLE SIX: **Be prepared**

- We don't measure for the sake of measuring – we look for data that reflects how we are performing so that we can make decisions.
- We understand the relevance of what we are measuring because it links to our strategy.
- We always ask our people to support their recommendations with data so that we can improve the decisions we are making.
- We measure at different levels of our organisation (corporate, group, section, teams) and we work towards strengthening the linkages between these components so that our organisation performs at its best.



PRINCIPLE SEVEN: **Be adaptable**

- We know that variation can exist in every process we use.
- We strive to understand what is acceptable and not acceptable variation through the eyes of our customers.
- We manage our customer's expectations because we know what acceptable variation is.
- Understanding variation and customer expectations is central to the way we improve our processes.



PRINCIPLE EIGHT: **Be accountable**

- We plan, deliver and make decisions by balancing the social, economic and environmental needs of our community and our organisation.
- We balance the needs of our different places by planning, delivering and making decisions in a transparent way.
- We commit to an integrated approach to business planning and reporting to enhance our performance so that we can continue to provide valued services to our community into the future.
- We care for our community and this is reflected in the way we work and the things we do.



PRINCIPLE NINE: **Be a role model**

- We understand, as Leaders, the impact we have on the culture and performance of our organisation.
- We fully commit to our values of Respect, Integrity, Teamwork, Excellence and Safety, and our actions and decisions support these values.
- We display the Principles of Business Excellence in everything we do and say, and in doing so, set the expected behaviours for our people to follow.



Workplace Governance

Port Stephens Council has a responsibility to stakeholders to implement effective systems of leadership and governance to ensure we are meeting legal, financial and ethical obligations. Governance is the process by which decisions are taken and implemented, the process by which organisations go about achieving their goals and producing their outputs and the process by which organisations are directed, controlled and held to account.

Our Business Operating System Framework provides a common understanding of how the 'big' picture of Port Stephens Council fits together and how we go about our business. It assists us to better manage our scarce resources and improve what we do, and how we do it, by providing a guide to decision-making behaviours and actions, assisting in operational and resource planning, ensuring effective workplace governance.

Business Systems/Digital Strategy

Business Systems capabilities are used to facilitate and enable the achievement of the strategies, objectives and deliverables within Council's integrated plans.

Specifically, the Business Systems/Digital Strategy facilitates the effective use, accessibility and security of data, information and knowledge required to achieve the organisation's objectives.

Data and information are enterprise assets that must be managed in the same manner as critical physical assets. The value of data and information cannot be fully recognised when it is maintained in isolated pockets. Information must be shared in a consistent manner to maximise effective decision making across the organisation. The data sources from which information is derived must meet high quality standards for integrity and timeliness.

Long Term Financial Plan

Port Stephens Council's Long Term Financial Plan (LTFP) contains a set of long range financial projections based on a set of assumptions. The LTFP covers a 10 year time period from 2018-2019 to 2027-2028.

The Long Term Financial Plan is structured as a series of 'scenarios', each of which shows a specific financial outlook. The scenarios are cumulative, so that each scenario incorporates the assumptions and financial outcomes of the previous scenario(s). The scenarios can also be looked at in isolation.



The Long Term Financial Plan (LTFP) exists primarily to facilitate the delivery of the objectives and strategies expressed in the Community Strategic Plan. The LTFP is not an end in itself but is a means of ensuring the objectives of the Integrated Planning framework are matched by an appropriate resource plan.

Implementing the Workforce Plan

The Community Strategic Plan 2018-2028 contains the strategic directions agreed with the community of the Port Stephens Local Government Area; a three-year Delivery Program 2018-2023, which sets out what Council will deliver to assist the achievement of the long term strategic directions; and the Operational Plan 2018-2021, which sets out the actions that Council will undertake in that year. The Operational Plan 2018-2021 also identifies which part of Council is responsible for implementing the actions.

The Workforce Strategic Directions are contained in the Community Strategic Plan in the following area:

Focus Area	Key Directions	Delivery Program Objectives	Operational Plan Actions
Focus Area Four: OUR COUNCIL Port Stephens Council leads, manages and delivers valued community services in a responsible way	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	L1.1.1 Manage and deliver the Human Resources program
		L1.3 Provide a strong ethical governance structure	L1.3.1 Coordinate and deliver governance and legal services
		L1.4 Provide strong supportive business systems for Council's operations	L1.3.2 Coordinate and report on the internal audit process.
			L1.4.1 Facilitate the four-year rolling Service Review of Council's processes and services



Focus Area	Key Directions	Delivery Program Objectives	Operational Plan Actions
			L1.4.2 Manage the Corporate Improvement and Business Systems program of work.
		L1.5 Reduce risk across Council.	L1.5.1 Manage the Integrated Risk Management System program of works.
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability.	L2.1.1 Manage Council's financial resources.
	Key Direction L3 COMMUNICATION AND ENGAGEMENT Our community understands Council's services and can influence outcomes that affect them	L3.1 Promote a customer first organisation	L3.1.1 Develop, implement and monitor Council's Customer First Framework.



1. Introduction and Overview

1.1 Background

Port Stephens Council is located in the Hunter Region of New South Wales, approximately 200 km north of Sydney. The Local Government Area (LGA) is nearly 900 sq km, measuring 55 km from east to west and 30 km from north to south. A significant proportion is National Park, State Forest and nature reserves.

The Worimi people have always been, and remain today, the traditional custodians of the land. The Worimi Nation falls predominately within the boundaries of the Port Stephens LGA.

The Worimi Nation is generally bounded by the four rivers, the Hunter River to the south, Manning River to the north and the Allyn and Paterson Rivers to the west, and the east coast. This area consists of 18 clans or “nurras”. Traditionally, the Worimi people used the beach area to travel between the northern and southern parts of the land. We know these areas today as Nelson Bay to the north and Stockton Bight to the south.

The entire area contains hundreds of sites that are significant to Worimi people. Within the traditional land and waters of the Worimi people is an important strip of land known today as Stockton Bight. Stockton Bight has a special cultural significance to the Worimi people because it contains a large amount of cultural history. The land and waters have been used for many thousands of years for living, the gathering of foods and the continuation of cultural activities. Aboriginal cultural connections have always been strong in this area and it continues today, as it is still a well-utilised fishing and recreational area by today’s Worimi people.

Following European settlement of Australia, Raymond Terrace Village was established in November 1837 and in 1843 Raymond Terrace and Dungog District Council was formed, transitioning to Raymond Terrace Municipal Council in 1884. In 1906 Port Stephens Shire Council, covering the rural areas, came into being. Finally, in 1937 an amalgamation of Raymond Terrace and Port Stephens Councils took place to form the basis for our current Council.

Port Stephens’ attractiveness to residents (including retirees) is based on a combination of its natural features, waterways and rural character; affordable housing; accessibility and its location in a significant regional labour market, which offers a range of accessible jobs in Port Stephens and the broader region.

Population projections suggest by 2036, 1 in 12 people will live in the Hunter with couples the most common household type. Projections suggest the Port Stephens' population will increase from 74,100 in 2016 to 92,650 in 2036, with the largest increase during this time in couple only households.



The latest estimated residential population (2016) for Port Stephens is 71,118 people with 19.2% youth (0-15) and 22.9% seniors (65+) compared to NSW figures of 19.7% and 16.3% respectively. The population of the Port Stephens LGA has grown by 3,904 people (5.8%) between 2011 and 2016.

Similar to communities across Australia, Port Stephens is experiencing an ageing population, which impacts on the composition of the workforce. This is an important consideration for an organisation, as workforce trends suggest a shift towards part-time and casual employment (known flexibility and underemployment indicators); increasing workforce participation by women; and pressure for workers to remain in employment beyond age 65.

Other population trends include:

- ageing of the population with high growth rates for people aged 60 years and over (an increase of 19% in the last five years and a predicted 57% increase by 2036); and
- an increase in total non-family households from 8,750 to 12,200 by 2036, the majority of which will be lone occupants.

The unemployment rate in Port Stephens has been tracking downwards from a high of 9.9% in September 2015 to 4.6% in March 2017, compared to the Hunter and NSW figures of 7.2% and 5.8% in September 2015, and 5.5% for both the Hunter and NSW in March 2017.

In 2016, based on the census figure for population of some 69,556 people, 49.4% are male and 50.6% female, with a median age of 44.8. Of our citizens 3,325 were Aboriginal and/or Torres Strait Islander people compared to 2,325 in 2011. The average number of people per household is 2.5 with a median weekly household income of \$1,180 and median monthly mortgage repayments of \$1,733, median weekly rent \$305 and average number of motor vehicles per dwelling 1.9.

In Port Stephens 28.6% of people were attending an educational institution. Of these, 28.6% were in primary school, 21.3% in secondary school and 13.9% in a tertiary or technical institution. Of people aged 15 and over in Port Stephens 10.6% reported having completed Year 12 as their highest level of educational attainment, 22.7% had completed a Certificate III or IV, 8.9% had completed an Advanced Diploma or Diploma and 11.1% a Bachelor Degree level and above. In NSW 15.3% reported having completed Year 12 as their highest level of educational attainment and 23.4% Bachelor Degree level and above.

Boasting a vibrant economy that attracts new businesses, young families, retirees and everyone in between, this rapidly growing area has a strong community spirit and an amazing range of sporting, cultural and community organisations.



Newcastle Airport is located within the LGA approximately 20 minutes' drive from the two main centres, Raymond Terrace and Nelson Bay, and connects Port Stephens to the rest of Australia with regular services to all major cities along the east coast – including Brisbane, Canberra, Melbourne, the Gold Coast and Sydney – and offers easy connections for onward travel both interstate and overseas. Regional services fly direct to Ballina/Byron Bay, Taree, Dubbo and Coffs Harbour.

The region also offers a highly efficient transport infrastructure providing fast links within the region and to the rest of NSW, Australia and the world. Of the 22,689 people that work in Port Stephens the major employment industries include: manufacturing (19%); public administration and safety, including defence (16.9%); retail trade (11%); and accommodation and food services (9.1%).

Key business drivers for the region include Newcastle Airport, Williamtown RAAF Base, and the extensive manufacturing base located at Tomago. The popularity of Port Stephens as a destination to live, work and play to both domestic and international visitors is directly tied to the unique natural environment and local attractions. Supporting industries play a significant role in the local and regional economy underpinned by these key engine industries of defence, manufacturing and tourism.

Residents enjoy all of the lifestyle attributes without the high cost of city living.

1.2 Core Business Functions

Council delivers a diverse range of more than 300 services which have been grouped into 62 discrete service packages. They are delivered under the following organisation structure:

- Corporate Services Group responsible for internal service provision
- Development Services Group responsible for enabling balanced growth
- Facilities and Services Group responsible for external service delivery
- General Manager's Office responsible for provision of strategic leadership and governance.¹

¹ Port Stephens Council, Business Operating Framework 2017



The services delivered are:

Group and Section	Service Packages
Office of the General Manager	
	Office of the General Manager
	Executive Administration
	Governance
Corporate Services	
Office of the Group Manager	Office of the Group Manager Corporate Services
	Corporate Strategy and Reporting
Business Systems Support	Office of the Business Systems Support Section Manager
	Business Excellence
	Corporate Systems and Business Improvement
	Information and Communication Technology Maintenance and Support
	Information Services
Financial Services	Office of the Financial Services Section Manager
	Finance Expenditure
	Financial Reporting
	Finance Revenue
Organisation Development	Office of the Organisation Development Section Manager
	Environmental Management
	Human Resources
	Risk Management
	Work Health and Safety
Property Services	Office of the Property Services Section Manager
	Holiday Parks
	Investment and Assets
	Land Acquisition and Development
	Marketing and Promotions
Development Services	
Office of the Group Manager	Office of the Group Manager Development Services
Communications	Office of the Communications Section Manager
	Community Development and Engagement
	Customer Relations
	Digital and Website
	Economic Development, Tourism and Events
	Public Relations and Marketing
Development Assessment and Compliance	Office of the Development Assessment and Compliance Section Manager
	Building and Developer Relations
	Business and Systems Administration
	Environmental Health and Compliance
	Planning and Developer Relations
Strategy and Environment	Office of the Strategy and Environment Section Manager
	Natural Resources
	Strategic Planning



Facilities and Services	
Office of the Group Manager	Office of the Group Manager Facilities and Services
	Business Systems and Administration
Assets	Office of the Assets Section Manager
	Assets Systems
	Civil Assets Planning
	Civil Projects
	Community and Recreation
	Engineering Services
Capital Works	Office of the Capital Works Section Manager
	Civil Contracts
	Construction
	Design
	Survey and Land Information
Community Services	Office of the Community Services Section Manager
	Children's Services
	Contract and Services
	Emergency Management
	Library Services
	Waste Management
Public Domain and Services	Office of the Public Domain and Services Section Manager
	Building Trades
	Mechanical Maintenance and Stores
	Parks
	Roads
	Roadside and Drainage

Many of these services are delivered in conjunction with partners from across Government and Non-Government sectors (Refer Council's Delivery Program and Operational Plans 2018-2021, Appendix One).

Our goal is to develop a high performing organisation that has a strong culture of 'working together doing the right things the best way'. We want to be recognised by our community as a leading local government authority and as a 'best employer'. We are doing this by pursuing the philosophy within the international Business Excellence Framework.

The Framework is based on a set of nine universal principles which describe the elements that allow us to continuously improve our:

- systems;
- processes;
- relationships; and
- to measure what we do in order to be sustainable.

Business Excellence is how we ensure that we continually measure and improve our organisational results to the community. It is about:

- having clear direction and knowing how we all contribute to the big picture;



- having a focus on our customers;
- implementing best practice;
- doing our best every single day.

The Business Excellence philosophy underpins how we go about our work. It is all about doing the right things – the best way! It's how we do things at Port Stephens Council. Our BOS follows the structure of the seven categories of the Business Excellence Framework.

1.3 Why Do We Need To Undertake Workforce Planning?

At its simplest, workforce planning is a planning process and analytical capability to measure and compare the current workforce with the future workforce.

This planning process provides insight into the best policies and initiatives needed to ensure Council is resourced with the right people in the right jobs who have the right skills to deliver the community's priorities as detailed in the Community Strategic Plan.

It has a critical role in developing resourcing requirements for the future and is linked to Council's Integrated Strategic Planning, Asset Management and Long Term Financial Planning processes.

1.4 What are Our Goals for this Workforce Plan?

Following extensive community and staff consultation, Council has developed a long term plan which outlines a vision for Port Stephens and our local community. To support this vision, a 10 year Community Strategic Plan (CSP) has been established which covers a range of strategies over a number of key areas. This Community Strategic Plan forms the basis of the Integrated Strategic Plans which integrates a three year Delivery Program and one year Operational Plan.

In that context we require a clear Workforce Strategy that sets out what type of organisation we need to be and how we plan to get there to ensure continuity of service delivery in both the short and longer term.

1.5 What are the Performance Measures for Our Workforce Plan?

To achieve the Workforce Plan the actions plans from the Strategy need to be implemented and reviewed annually and reflected in the Delivery Program and Operational Plans.

These plans detail the programs and processes that will provide:

- a responsive talent pipeline;



- employment conditions which deliver our employee value proposition of lifestyle, flexibility and diversity;
- a sustainable remuneration and recognition system which attracts and retains the right people, with the right skills and behaviours;
- a workforce that values diversity;
- risk aware safe systems of work; and
- ethical behaviours and working practices.

By reviewing Operational Plans annually consistency with both the Strategic Asset Management Plan and Long Term Financial Plan is accomplished. Performance indicators are also set for each of the plans and annually measured for success by the Council's corporate reporting system.

The major performance measurements for the Plan are those identified in the Level 1 Systems View of Council, being:

- >95% Integrated Plans delivered on time;
- >80% customer satisfaction;
- >70% employee engagement;
- >95% governance health check;
- >80% risk management maturity score;
- Underlying financial surplus .



2. Scoping the Development of the Plan and links to our Community Strategic Plan

The Workforce Plan informs the Workforce Management Plan which is one part of the overarching Resourcing Strategy that includes the Strategic Asset Management Plan (SAMP) and Long Term Financial Plan (LTFP). The goal of the three interlinked resourcing plans is to support the organisation by delivering resources to achieve outcomes in our Community Strategic Plan and current three year Delivery Program.

The Community Strategic Plan (the Plan) is a cornerstone document of the NSW government's Integrated Planning and Reporting (IP&R) framework required for all local governments. It is a summary of the community's aspirations and priorities for Port Stephens over the next 10 years.



The IP&R framework consists of the Plan and related documents, an integrated suite of documents that show how Council will respond to the Plan.

Key components of the IP&R framework are:

- State and regional plans.
- Community Strategic Plan - a summary of the community's aspirations and priorities into the future and Council's response to achieving them where possible.
- Resource strategies consisting of the Long Term Financial Plan, Strategic Asset Management Plan (SAMP) and Workforce Management Plan.
- Council's other strategic documents and policies.
- Delivery Program - normally four years, this time three years, reported on every six months.
- Operational Plans – annual with budgets and fees and charges.
- Annual Reports and End of Term Report (three years).

It also recognises that Council plans and policies should not exist in isolation – that they are inter-connected. This framework allows NSW Councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

The Port Stephens Local Environmental Plan 2013 (LEP) and accompanying Development Control Plan 2014 (DCP) are the main legislative tools that seek to implement the vision outlined in Port Stephens Planning Strategy. The Port Stephens Planning Strategy is influenced by and sits with the regional and state level strategy documents, being the Hunter Regional Plan and the NSW State Plan.

The IP&R framework is a legislated element of Council's work, providing the critical architecture from which all Council's strategic and business documents are connected, including Council's reporting and accountability.

The purpose of a Community Strategic Plan is to:

- Identify community aspirations and priorities;
- Outline Council's role in delivering these priorities;
- Work with other governments and agencies to achieve our community's priorities;
- Provide for community participation in decision making;
- Provide a basis of accountability and consistency in reporting.

The Community Strategic Plan 2018-2028 outlines the longer term aspirations of the Port Stephens community.



2.1 Council's Strategic Objectives

In 2017 and 2018, Council undertook a number of engagement activities to establish the community's key priorities for delivering community wellbeing.

These were identified as:



Our Community Vision

The vision of the Port Stephens community is to create '**A great lifestyle in a treasured environment**' for all residents, businesses and visitors.

Our Organisation Vision

To achieve this, the organisation has developed a vision of '**engaged people, working together, delivering valued services**'.

Reflecting on its broader context, this portrays:

Engaged people

- Having the right people, with the right skills, in the right roles.
- Developing the capability of our people.
- The need for all of us to fully utilise our talents at work..
- Our motivation to do what is required at the time in the right way.
- Aligning our culture with the PSC values and behaviours.

Working together

- The benefits of strong relationships, teamwork and embracing diversity.
- The need for each of us to provide self-leadership and take initiative.
- Our enthusiasm about the work we do, our colleagues and customers.



- Collaborating strongly with Hunter Councils, local governments and other agencies.
- Working in partnership with our community to ensure they can influence outcomes that affect them.

Delivering valued services

- The requirement to thoroughly understand and meet our customer and stakeholder needs.
- The need to deliver services that are cost effective, efficient and valued by our customers.
- Our continual endeavour to achieve excellence in what we do.

Our Purpose

'To deliver services valued by our community in the best possible way.'

Council facilitates a healthy and prosperous community by planning and delivering services that achieve a balanced approach towards social, economic, cultural and environmental considerations. Council's operations are based on the principles of Business Excellence.

The Integrated Plans 2018-2021 are delivered by way of resources applied to them – human, capital and assets and are organised into four focus areas:



These Plans are arranged within the **Community Strategic Plan** followed by **Council's Delivery Program** and the **Operational Plan** actions. The Community Strategic Plan also sets out which other areas of government are responsible for contributing to achieving the Strategic Directions and how these Integrated Plans align with the NSW State Plan NSW 2021 and the Hunter Regional 2036 Plan.



2.1.1 Strategic Priorities

A summary of Port Stephens Council's Strategic priorities is contained in the following table.

Focus Area	Key Direction	Delivery Program Objective
Focus Area One OUR COMMUNITY Port Stephens is a thriving and strong community respecting diversity and heritage	Key Direction C1 COMMUNITY DIVERSITY Our community accesses a range of services that support diverse community needs	C1.1 Provide facilities and services for children
		C1.2 Provide support for young people to build their confidence and contribution to the community
		C1.3 Encourage Port Stephens to be inclusive and access friendly
		C1.4 Support needs of an ageing population
		C1.5 Support volunteers to deliver appropriate community services
	Key Direction C2 RECOGNISED TRADITIONS AND LIFESTYLES Our community supports the richness of its heritage and culture	C2.1 Recognise and support local Aboriginal and Torres Strait Islander people
		C2.2 Support and promote local cultural activities.
		C2.3 Recognise and support the heritage of Port Stephens
		C2.4



Focus Area	Key Direction	Delivery Program Objective
	Key Direction C3 COMMUNITY PARTNERSHIPS Our community works with Council to foster creative and active communities	Provide public libraries as vibrant community spaces
		C3.1 Assist community service providers to effectively deliver services in the region
		C3.2 Support local community events that highlight and foster the creative and diverse nature of our community
		C3.3 Provide recreational and leisure services
		C3.4 Support financially creative and active communities
Focus Area Two OUR PLACE Port Stephens is a liveable place supporting local economic growth	Key Direction P1 STRONG ECONOMY, VIBRANT LOCAL BUSINESSES, ACTIVE INVESTMENT Our community has an adaptable, sustainable and diverse economy	P1.1 Support sustainable business development in Port Stephens
		P1.2 Support and deliver services that attract sustainable visitation to Port Stephens
	Key Direction P2 INFRASTRUCTURE AND FACILITIES Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable	P2.1 Plan civil and community infrastructure to support the community



Focus Area	Key Direction	Delivery Program Objective
		P2.2 Build Council's civil and community infrastructure to support the community
		P2.3 Maintain Council's civil and community infrastructure to support the community
		P2.4 Deliver road infrastructure services on behalf of Roads and Maritime Services
	Key Direction P3 THRIVING AND SAFE PLACE TO LIVE Our community supports a healthy, happy and safe place	P3.1 Provide land use plans, tools and advice that sustainably support the community
		P3.2 Enhance public safety, health and liveability through use of Council's regulatory controls and services
		P3.3 Support the amenity and identity of Port Stephens
		P3.4 Support emergency services and protect Council assets from bushfires and extreme weather event



Focus Area	Key Direction	Delivery Program Objective
Focus Area Three OUR ENVIRONMENT Port Stephens environment is clean, green, protected and enhanced	Key Direction E1 ECOSYSTEM FUNCTION Our community has healthy and dynamic environmental systems that support biodiversity conservation	E1.1 Protect and enhance the local natural environment
		E1.2 Educate the community about the natural environment
	Key Direction E2 ENVIRONMENTAL SUSTAINABILITY Our community uses resources sustainably, efficiently and equitably	E2.1 Reduce the community's environmental footprint
	Key Direction E3 ENVIRONMENTAL RESILIENCE Our community is resilient to environmental risks, natural hazards and climate change	E3.1 Encourage community resilience to coastal hazards
		E3.2 Encourage community resilience to detrimental impacts from the environment
		E3.3 Encourage community resilience to the impacts of climate change
Focus Area Four: OUR COUNCIL Port Stephens Council leads, manages and delivers valued community services in a responsible way	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce
		L1.2 Provide strong civic



Focus Area	Key Direction	Delivery Program Objective
		leadership and government relations
		L1.3 Provide a strong ethical governance structure
		L1.4 Provide strong supportive business systems for Council's operations
		L1.5 Reduce risk across Council
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability
		L2.2 Maximise non-rate revenue and investment to support Council services
	Key Direction L3 COMMUNICATION AND ENGAGEMENT Our community understands Council's services and can influence outcomes that affect them	L3.1 Promote a customer first organisation
		L3.2 Provide information in a range of accessible formats
		L3.3 Strengthen Council's reputation
		L3.4 Provide a voice for the community

These priorities are under pinned by a number of strategies and plans which provide valuable guidance on the priority and focus of Council's work.



2.1.2 Values

Leadership within Council is committed to aligning the operating culture of the organisation and strongly supports the **PSC values and behaviours**.

Organisational values are shared beliefs about what is desirable and worthy in our work life. The values are personally demonstrated by each of us in how we conduct ourselves every day.

	RESPECT Creating a unique, open and trusting environment in which each individual is valued and heard	Expected Behaviours <ul style="list-style-type: none"> • Being fair and courteous to each other. • Acknowledging individual contributions and differences. • Listening to our customers and keeping them involved. • Embracing the complexities of local government. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Making promises we know we can't keep. • Tolerating a blame culture. • Gossiping. • Disregarding the differing views of the community.
	INTEGRITY Being honest and inspiring trust by being consistent, matching behaviours to words and taking responsibility for our actions.	Expected Behaviours <ul style="list-style-type: none"> • Doing what we say we are going to do. • Leading by example and setting a positive direction. • Making the right choices, not just the easy ones. • Being present and actively listening. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Making excuses for not delivering what is expected of us. • Doing the bare minimum just to get by. • Allowing personal interest to affect our judgement. • Giving different messages to different people.
	TEAMWORK Working together as one Council, supporting each other to achieve better results for everyone.	Expected Behaviours <ul style="list-style-type: none"> • Tapping into the knowledge and experience of our people. • Helping each other and provide support to a workmate in need. • Communicating clearly and often. • Acknowledging and celebrate work well done. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Working in isolation or pursuing personal agendas. • Taking credit for the work of others. • Being negative about our workmates behind their back. • Acting in a way that impacts negatively on others.
	EXCELLENCE Improving the way we work, to meet the challenges of the future.	Expected Behaviours <ul style="list-style-type: none"> • Working according to the business excellence principles. • Basing all decisions on data and experience. • Seeking feedback to continuously improve what we do. • Encouraging ideas and suggestions and empowering people to develop new approaches. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Resisting change because 'we have always done it this way'. • Taking unnecessary risks when trying new things. • Avoiding responsibility for negative outcomes. • Using jargon over plain English.
	SAFETY Providing a safety focused workplace culture to ensure the wellbeing of staff, their families and the community	Expected Behaviours <ul style="list-style-type: none"> • Working safely at all times. • Taking responsibility for the safety of others as well as ourselves. • Speaking up and reporting unsafe acts. • Using our risk management system to create an even safer workplace. 	Unacceptable Behaviours <ul style="list-style-type: none"> • Continuing with a job or task if we feel unsafe. • Using equipment that we aren't trained to use. • Taking short cuts because we are busy, or pressed to do so • Taking risks that compromise the safety and welfare of staff, volunteers, contractors and/or members of the public.

The values and behaviours reflect our organisation's operating norms. It is important that these values are embraced by all staff in our daily work and dealings with each other and our stakeholders. Building strong relationships at all levels is fundamental to 'how we do things around here'.

Having an agreed set of behavioural statements around Council's values assists us to develop a culture where staff are engaged and align their behaviours with the principles of Business Excellence. These are the behaviours that we can hold ourselves and those around us accountable for.

These key behaviours apply to all employees and assist staff to understand the importance of leadership of self.

2.1.3 Capability Framework

Capabilities are the integrated knowledge, skills, judgement and attributes that people need to perform a job effectively. Having a defined set of competencies for each type of role within Council shows staff the kinds of behaviours the organisation values and which it requires to help achieve its objectives.

Defining capabilities helps:

- Staff to demonstrate sufficient expertise;
- Recruit and select new staff more effectively;
- Evaluate performance more effectively;
- Identify skill and competency gaps more efficiently;
- Provide customised learning and professional development;
- Plan sufficiently for succession;
- Make change management processes work more efficiently.

Our capability framework defines the knowledge, skills, and attributes needed for people within the organisation. Each individual role has its own set of competencies needed to perform the job effectively.

A comprehensive capability framework has been developed and deployed at Port Stephens Council for some time. In 2017 a framework review was undertaken in conjunction with Local Government NSW's development of a capability framework for the sector and Port Stephens Council has now updated our capability framework to reflect current and future needs of ourselves and the sector more broadly. The capabilities in this framework reflect increasing levels of complexity and requirements for staff at different levels within the organisation.

Capability dictionaries have been developed for each level and underpin all recruitment activities, the performance management system and learning and development offerings.

Our Position Descriptions are consistent across the organisation and clearly set out the key responsibilities, objectives and outcomes required to be successful in the role. They also capture the technical and behaviour capabilities required for the role.

This clarity assists in performance management of employees and ensures that staff are clear on the outcomes they are expected to deliver to achieve Council objectives.

The Position Description template is in [Appendix D](#).

We have determined that there are 12 key categories of positions which fit within our Organisational Hierarchy.



Our Role Matrix details the levels of positions within our organisation and assists in developing position descriptions. The Role Matrix and level descriptors are detailed in [Appendix B](#) together with a Position Mapping Matrix that details the types of positions required at Council, their relevant job family and hierarchical position. This informs our career pathing and assists staff in determining relevant learning and development requirements.



The following table sets out a summary of the core capabilities in this framework.

 Personal Attributes	 Relationships	 Results	 Resources	 Workforce Leadership
Manage Self Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning	Communicate and Engage Communicate clearly and respectfully, listen, and encourage input from others	Plan and Prioritise Plan and organise work in line with organisational goals, and adjust to changing priorities	Finance Be a responsible custodian of council funds and apply processes in line with legislation and policy	Manage and Develop People Engage and motivate staff and develop capability and potential in others
Display Resilience and Adaptability Express own views, persevere through challenges, and be flexible and willing to change	Community and Customer Focus Commit to delivering customer and community focused services in line with strategic objectives	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	Assets and Tools Use, allocate and maintain work tools appropriately and manage community assets responsibly	Inspire Direction and Purpose Communicate organisational goals, priorities and vision and recognise achievements
Act with Integrity Be honest, ethical and professional, and prepared to speak up for what is right	Work Collaboratively Be a respectful, inclusive and reliable team member, collaborate with others, and value diversity	Create and Innovate Encourage and suggest new ideas and show commitment to improving services and ways of working	Technology and Information Use technology and information to maximise efficiency and effectiveness	Optimise Workforce Contribution Hire and deploy people effectively and apply sound workforce planning principles
Demonstrate Accountability Take responsibility for own actions, commit to safety, and act in line with legislation and policy	Influence and Negotiate Persuade and gain commitment from others, and resolve issues and conflicts	Deliver Results Achieve results through efficient use of resources and a commitment to quality outcomes	Procurement and Contracts Understand and apply procurement processes to ensure effective purchasing and contract performance	Lead and Manage Change Initiate, support and champion change, and assist others to accept and engage with change
Core Capabilities				People Managers



2.2 Impacts on the Workforce

Environmental scanning is a process of gathering, analysing, and dispensing information for tactical or strategic purposes. The environmental scanning process entails obtaining both factual and subjective information on the business environments in which Port Stephens Council is operating and how these environments may impact on our ability to adequately staff our workforce with suitably qualified employees in the future.

2.2.1 External Environment

2.2.1.1 Population

Australia's population, like that of most developed countries, is ageing as a result of sustained low fertility and increasing life expectancy. This is resulting in proportionally fewer children (less than 15 years of age) in the population and a proportionally larger increase in those aged 65 and over.

The median age (the age at which half the population is older and half is younger) of the Australian population has increased by three years over the last two decades, from 34 years at 30 June 1997 to 37 years at 30 June 2017. Between 30 June 2016 and 30 June 2017 the median age remained steady at 37 years.

Over the next several decades, population ageing will have a range of implications for Australia, including; health, size of the working-age population, housing and demand for skilled labour.

Between 1997 and 2017, the proportion of Australia's population aged 15-64 years remained fairly stable, decreasing from 66.6% to 65.7% of the total population. During the same period, the proportion of people aged 65 years and over increased from 12.1% to 15.4% and the proportion of people aged 85 years and over increased from 1.2% of the total



population in 1997 to 2.0% in 2017. Conversely, the proportion aged under 15 years decreased from 21.2% to 18.8%.

At 30 June 1997, the proportion of the population aged between 15 and 64 years (traditionally referred to as the 'working-age population') was 66.6%. This proportion



increased to a high of 67.5% in 2009, before declining to 65.7% by 30 June 2017.

In the 12 months to 30 June 2017, the number of people in the working ages increased by 1.3% (or 207,700 persons). At the state and territory level, Victoria and New South Wales experienced growth rates for this group that were higher than the 1.3% national average at 2.2% and 1.5% respectively. In contrast, Tasmania and the Northern Territory recorded a decrease in the number of 15-64 year olds of less than 0.1% and 0.4% respectively.

There were 284,000 young people aged 15 years who entered the working-age population while 247,700 people turned 65 years and left the working-age population in the year ended 30 June 2017.²

2.2.1.2 Economy

Australia's economy has enjoyed considerable success in recent decades, reflecting strong macroeconomic policy, structural reform and the long commodity boom. Living standards and well-being are generally high, though challenges remain in gender gaps and in greenhouse gas emissions. The economy is now rebalancing following the end of the commodity boom, supported by an accommodative macroeconomic stance and currency depreciation. The strengthening non-mining sector is projected to support output growth and spur further reductions in unemployment. Low interest rates have supported aggregate demand but are ramping up investor risk taking and putting pressure on the housing market.

Improving competition and other framework conditions that influence the absorption and development of innovation are key for restoring productivity growth. Innovation requires labour and capital markets that facilitate new business models. Productivity growth could be boosted through stronger collaboration between business and research sectors in research and development activity.

Australia's adjustment to the end of the commodity boom has not been painless. Unemployment has risen, and inequality is rising. In addition, large socioeconomic gaps between Australia's indigenous community and the rest of the population remain. Developing innovation-related skills

Basic statistics of Australia (Numbers in parentheses refer to the OECD average) ^a			
LAND, PEOPLE AND ELECTORAL CYCLE			
Population (million)	23.9	Population density per km ²	3.1 (35.1)
Under 15 (%)	18.9 (18.0)	Life expectancy (years, 2014)	82.4 (80.9)
Over 65 (%)	14.9 (16.3)	Men (2013)	80.1 (77.8)
Foreign born (% 2014)	28.1	Women (2013)	84.3 (83.1)
Latest 5-year average growth (%)	1.4 (0.4)	Latest general election	July 2016
ECONOMY			
Gross domestic product (GDP)		Value added shares (% 2014)	
In current prices (billion USD)	1 229.6	Primary sector	2.6 (2.4)
In current prices (billion AUD)	1 633.8	Industry including mining and construction	25.4 (26.6)
Latest 5-year average real growth (%)	2.7 (1.9)	Services	72.0 (70.9)
Per capita (000 USD PPP)	46.7 (41.1)		
GENERAL GOVERNMENT Per cent of GDP			
Expenditure ^a	35.7 (41.7)	Gross financial debt ^a	44.2 (111.6)
Revenue	34.2 (38.5)	Net financial debt ^a	-14.6 (72.7)
EXTERNAL ACCOUNTS			
Exchange rate (AUD per USD)	1.329	Main exports (% of total merchandise exports)	
PPP exchange rate (USA = 1)	1.462	Crude materials, inedible, except fuels	31.9
In per cent of GDP		Mineral fuels, lubricants and related materials	25.3
Exports of goods and services	19.3 (5.5)	Food and live animals	14.3
Imports of goods and services	21.6 (5.1)	Main imports (% of total merchandise imports)	
Current account balance	-4.8 (0.2)	Machinery and transport equipment	39.6
Net international investment position	-56.8	Miscellaneous manufactured articles	15.1
		Manufactured goods	12.2
LABOUR MARKET, SKILLS AND INNOVATION			
Employment rate for 15-64 year-olds (%)	72.2 (66.2)	Unemployment rate, Labour Force Survey (age 15 and over) (%)	6.1 (6.8)
Men	77.5 (74.1)	Youth (age 15-24, %) (%)	13.1 (13.9)
Women	66.8 (58.5)	Long-term unemployed (1 year and over, %) (%)	1.4 (2.2)
Participation rate for 15-64 year-olds (%)	76.9 (71.2)	Tertiary educational attainment 25-64 year-olds (%) (%)	42.9 (35.7)
Average hours worked per year	1 665 (1 766)	Gross domestic expenditure on R&D (% of GDP, 2013)	2.1 (2.4)
ENVIRONMENT			
Total primary energy supply per capita (toe)	5.5 (4.1)	CO ₂ emissions from fuel combustion per capita (tonnes, 2014)	15.8 (9.4)
Renewables (% of total)	6.5 (9.6)	Water abstractions per capita (1 000 m ³ , 2011)	0.6
Fine particulate matter concentration (PM2.5, µg/m ³)	6.7 (14.5)	Municipal waste per capita (tonnes, 2011)	0.6 (0.5)
SOCIETY			
Income inequality (Gini coefficient, 2014 ^b)	0.337 (0.31)	Education outcomes (PISA score)	
Relative poverty rate (% 2014 ^b)	12.8 (11.0)	Reading	503 (496)
Median equivalised household income (000 USD PPP, 2014)	31.3 (22.4)	Mathematics	494 (494)
Public and private spending (% of GDP)		Science	510 (501)
Health care, current expenditure	9.3 (9.1)	Share of women in parliament (% August 2016)	31.9 (27.8)
Pensions (2014 ^c)	6.9 (9.1)	Net official development assistance (% of GNI)	0.27 (0.39)
Education (primary, secondary, post sec. non tertiary, 2013)	3.9 (3.7)		

a) 2014 for the OECD aggregate.

b) 2013 for the OECD aggregate.

c) 2011 for the OECD aggregate.

^d Data refer to 2015 unless otherwise stated. Where the OECD aggregate is not provided in the source database, a simple OECD average of latest available data is calculated where data exist for at least 29 member countries.

Source: Calculations based on data extracted from the databases of the following organisations: OECD, International Energy Agency, World Bank, International Monetary Fund and Inter-Parliamentary Union.

² Australian Demographic Statistics, June 2017, Australian Bureau of Statistics



will be important for the underprivileged and those displaced by economic restructuring and can help reduce gender wage gaps.³

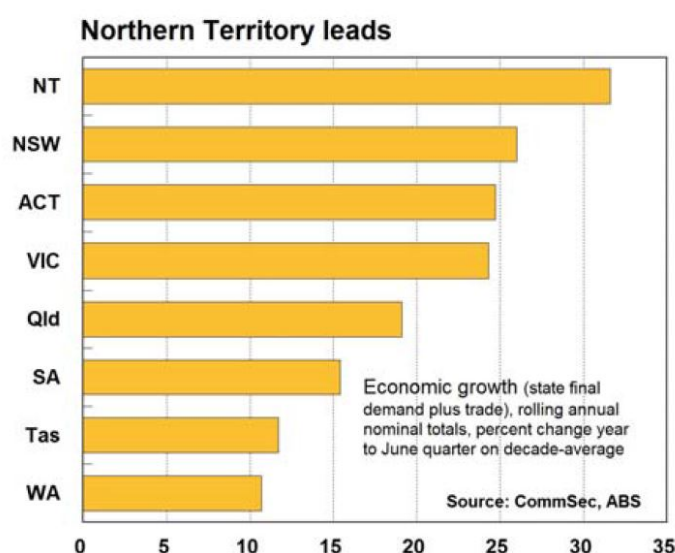
TREND ANNUAL GROWTH %				
	<i>Economic Growth</i>	<i>Retail Trade</i>	<i>Equip. Invest</i>	<i>Employment</i>
NSW	7.0	2.5	-7.0	2.1
VIC	6.1	3.2	6.9	3.1
QLD	8.2	1.4	7.7	4.1
SA	2.9	3.1	10.6	1.9
WA	3.4	0.0	-21.9	2.9
TAS	2.9	2.4	1.5	3.9
NT	14.5	0.6	19.3	-2.4
ACT	6.3	2.8	8.9	2.0
AUST	3.5	2.2	-4.0	2.8

	<i>Construct Work</i>	<i>Pop-ulation</i>	<i>Housing Finance</i>	<i>Home Starts</i>
NSW	4.9	1.60	7.1	-9.8
VIC	10.3	2.43	8.6	-0.8
QLD	0.9	1.56	-0.2	-24.4
SA	12.1	0.60	-8.4	-3.1
WA	-30.5	0.72	-6.4	-15.2
TAS	5.0	0.60	2.6	2.2
NT	-3.9	0.14	-5.2	-32.3
ACT	-6.2	1.78	17.0	-19.5
AUST	-2.0	1.61	3.5	-11.3

The latest data shows Australia's economies to be in good shape but with some differences in relative performance. NSW has retained the position as the best performing economy, at or near the top of all indicators. Victoria is not far behind, ahead of ACT. Then there is a gap to South Australia, Tasmania, Queensland, and the Northern Territory, then another gap to Western Australia.

NSW is performing well in both retail trade and dwelling starts and is now top on equipment investment and unemployment. NSW is second on three of the eight indicators. The lowest NSW ranking is third on housing finance.

The Northern Territory continues to take the top spot on economic growth. Economic activity in the 'Top End' is 31.6 per cent above its 'normal' or decade-average level of output. Next strongest is NSW, with output 26 per cent higher than the decade average level of output. Then follows the ACT (up 24.7 per cent) from Victoria (24.3 per cent).

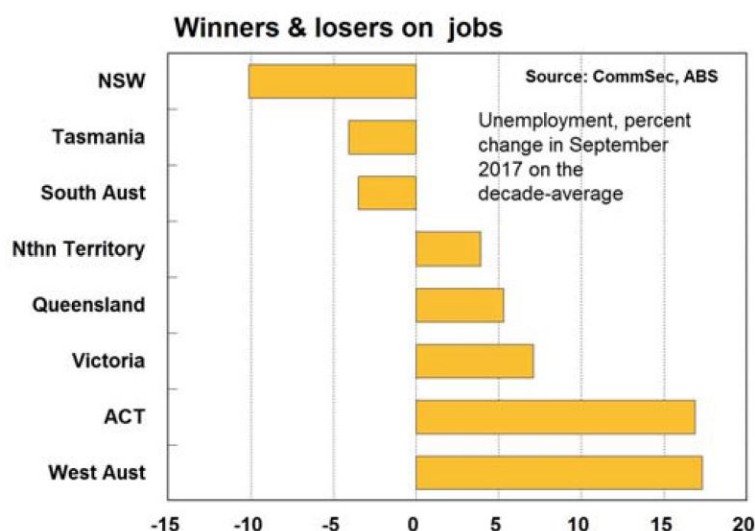


³ OECD Economic Surveys: Australia 2017

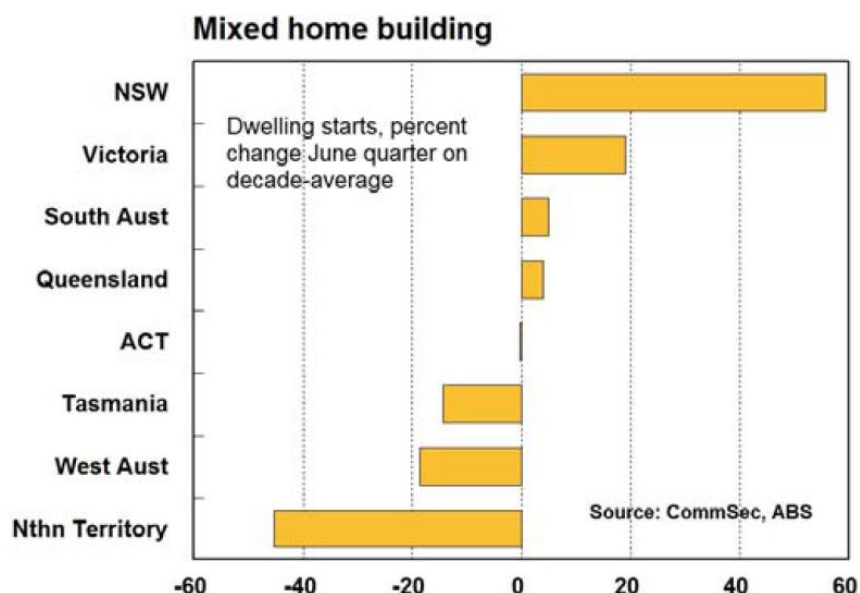
http://www.oecd-ilibrary.org/economics/oecd-economic-surveys-australia_19990146



Arguably NSW has the strongest job market in the nation. While jobless rates are lower in the Northern Territory and ACT, the NSW jobless rate of 4.6 per cent is just over 10 per cent below its decade average. And the NSW jobless rate is also the lowest in nine years.⁴



Home building remains mixed across the nation. The NSW market remains strong, responding to above “normal” population growth. And home building is also strong in Victoria. By contrast, starts in Western Australia are at the lowest levels in almost five years. NSW remains in top spot for dwelling starts with commencements almost 56 per cent above decade averages. But activity is slowing as demand is being met. In the June quarter 2017 the number of dwellings started was 10 per cent lower than a year earlier.



Of the eight key economic indicators, Unemployment and Population Growth have a direct impact on our ability to attract sufficient skilled labour to our organisation.

⁴ State of the States – Commsec, <https://www.commsec.com.au/stateofstates>, October 2017



2.2.1.3 Unemployment

Australia's trend estimate of employment increased by 22,200 persons in November 2017, with:

- the number of unemployed persons decreasing by 2,900 persons;
- the unemployment rate remaining steady at 5.4 per cent;
- the participation rate increasing by less than 0.1 percentage points to 65.4 per cent; and
- the employment to population ratio remaining steady at 61.8 per cent.

Over the past year, trend employment increased by 371,000 persons (or 3.1 per cent). Over the same 12 month period the trend employment to population ratio, which is a measure of how employed the population (aged 15 years and over) is, increased by 0.9 percentage points to remain at 61.8 per cent for the second month in a row, the highest rate since June 2012.

In monthly terms, trend employment increased by 22,200 persons between October and November 2017. This represents an increase of 0.18 per cent, which is above the monthly average growth rate over the past 20 years of 0.16 per cent.

Trend full-time employment increased by 15,300 persons in November, and part-time employment increased by 6,900 persons. Compared to a year ago, there are 308,200 more persons employed full-time and 62,700 more persons employed part time. The part-time share of employment decreased 0.5 percentage points over the past 12 months, from 32.0 per cent to 31.5 per cent.

The trend estimate of monthly hours worked in all jobs increased by 3.8 million hours (or 0.22 per cent) in November 2017, to 1,734.4 million hours. Monthly hours worked increased by 3.4 per cent over the past year, slightly above the increase in employed persons. As a result, the average hours worked per employed person has also increased slightly, to around 140.1 hours per month, or around 32.3 hours per week.

The trend unemployment rate remained at 5.4 per cent for the second consecutive month in November 2017, after the October figure was revised down to 5.4 per cent. The number of unemployed persons decreased by 2,900. The trend unemployment rate is now at its lowest point since December 2012.

The quarterly trend underemployment rate dropped 0.2 percentage points to 8.4 per cent over the quarter to November 2017. Over the past year this rate decreased by 0.3 percentage points, from a historical high of 8.7 per cent in February 2017, with the number of underemployed decreasing by 1,100 persons. The quarterly underutilisation rate, which is a combined measure of unemployment and underemployment in the labour force, was 13.8 per cent in November 2017, down from 14.1 per cent in August 2017.⁵

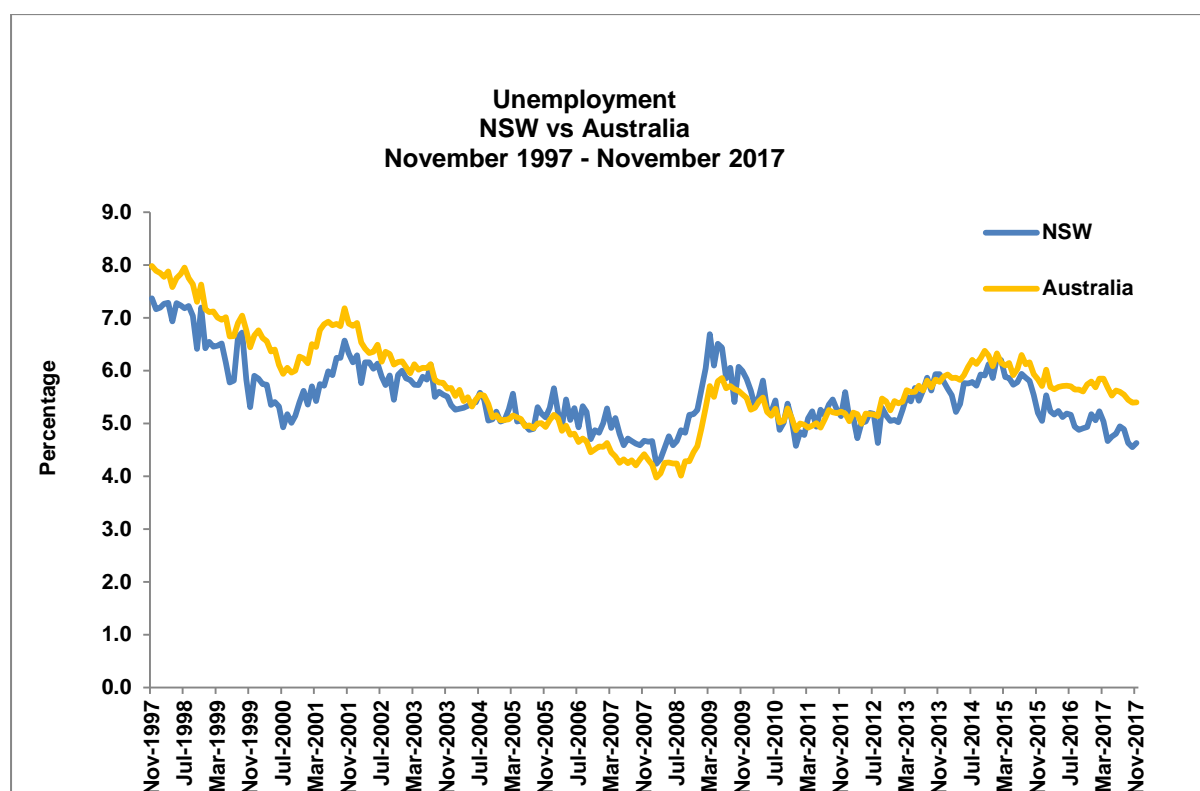
⁵ Australian Bureau of Statistics, 6202.0 - Labour Force, Australia, November 2017



In seasonally adjusted terms, job advertisements rose 1.5% in November 2017 following a 1.5% increase in the prior month. On an annual basis Job Advertisements are up 12.1%.

In trend terms, job ads were up 0.7% month on month in November. There has been a slight slowdown in the month on month trend which averaged 1.16% and 0.94% month on month over quarter 2 and quarter 3 respectively.

This suggests a positive outlook for the labour market, particularly given the solid prospects for economic growth. Labour market performance through 2017 has been robust, with employment concentrated in full time jobs and picking up across all states. That said, the improvement in labour market conditions has not yet translated into higher wage growth, as indicated in the weaker-than-expected quarter 3 number. Clearly, a further reduction in labour market spare capacity is required for a sustained increase in wage growth. On this front, it is encouraging to see business surveys report that firms are having an increasingly difficult time finding suitable labour. In the past this has resulted in firms bidding up wages. Indeed the RBA, through its liaison program, has already noted some evidence of this occurring in small pockets. As the unemployment rate grinds down further over the coming year, we expect this to become more widespread.⁶



⁶ ANZ Job Advertisements Series, <http://www.media.anz.com/phoenix.zhtml?c=248677&p=irol-jobad&nyo=0>, December 2017

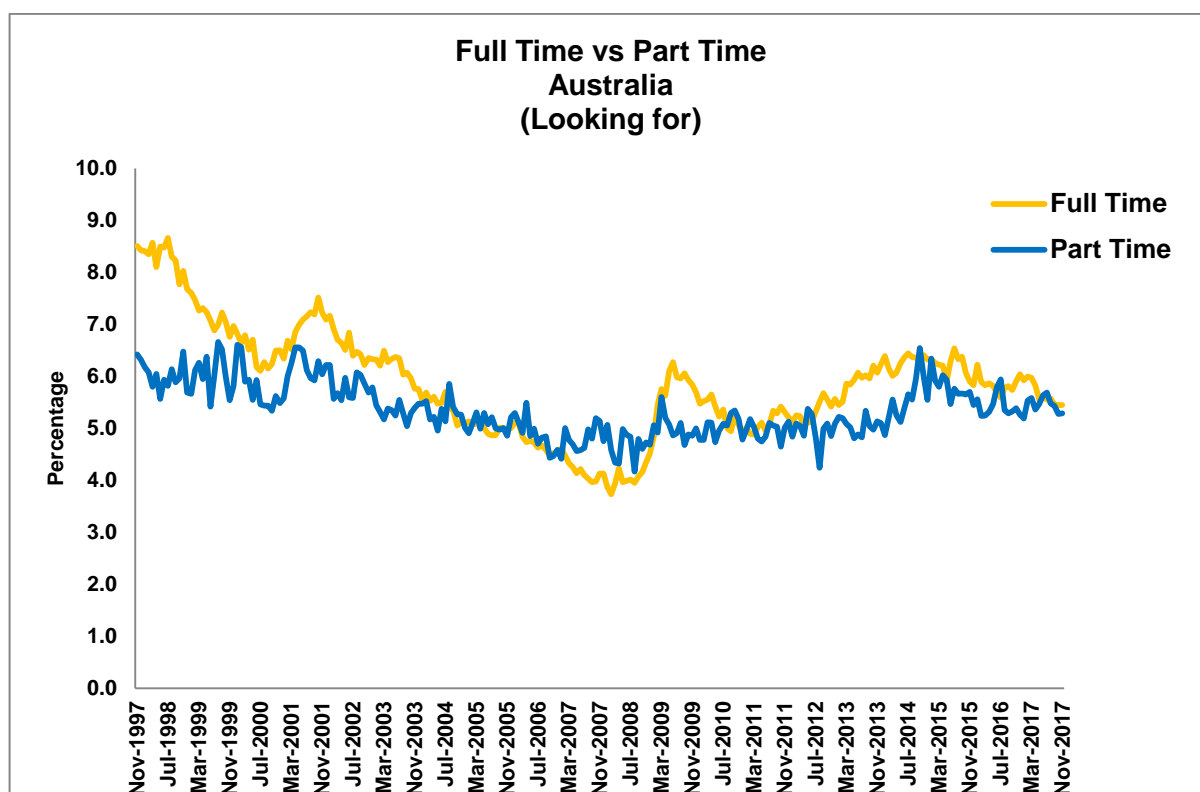


The labour force participation rate increased to 65.4 per cent, the highest it has been since October 2011. The female labour force participation also increased, to a further historical high of 60.1 per cent.

The monthly trend unemployment rate remained steady at 5.4 per cent in November 2017. The last time the trend unemployment rate was lower was in January 2013.

The quarterly trend underemployment rate decreased by 0.2 percentage points to 8.4 per cent over the quarter to November 2017.

The quarterly trend underutilisation rate, which includes both unemployment and underemployment, decreased by 0.3 percentage points to 13.8 per cent.



2.2.1.4 Population Growth⁷

Australia's population grew by 1.6% during the year ended 30 June 2017. Natural increase and net overseas migration contributed 36.8% and 63.2% respectively to total population growth for the year ended 30 June 2017.

All states and territories recorded positive population growth in the year ended 30 June 2017. Victoria recorded the highest growth rate of all states and territories at 2.3%. The Northern Territory recorded the lowest growth rate at 0.1%.

⁷ Australia Bureau of Statistics, 3101.0 - Australian Demographic Statistics, June 2017



	Population at end Jun qtr 2017	Change over previous year	Change over previous year
PRELIMINARY DATA	'000	'000	%
New South Wales	7 861.1	121.8	1.6
Victoria	6 323.6	144.4	2.3
Queensland	4 928.5	79.6	1.6
South Australia	1 723.5	10.5	0.6
Western Australia	2 580.4	21.4	0.8
Tasmania	520.9	3.3	0.6
Northern Territory	246.1	0.4	0.1
Australian Capital Territory	410.3	6.8	1.7
Australia(a)	24 598.9	388.1	1.6

(a) Includes Other Territories comprising Jervis Bay Territory, Christmas Island, the Cocos (Keeling) Islands and Norfolk Island.

2.2.1.5 Education⁸

Education plays an increasingly critical role in preparing individuals for entry into the labour force, and ensuring they have the skills necessary for employment and life-long learning. The changing structure of the labour market, as well as the fast pace of technological change in an increasingly global economy, requires a workforce capable of development throughout their life.

Over recent decades there has been an increasing demand for vocational and higher education qualifications across many sectors of the labour market. This has resulted in a steady increase in the proportion of the working-age population with these qualifications. However, while the proportion of Australian workers with qualifications has increased, there is concern that many of these workers are employed in a field of work that has little relevance to their qualifications.

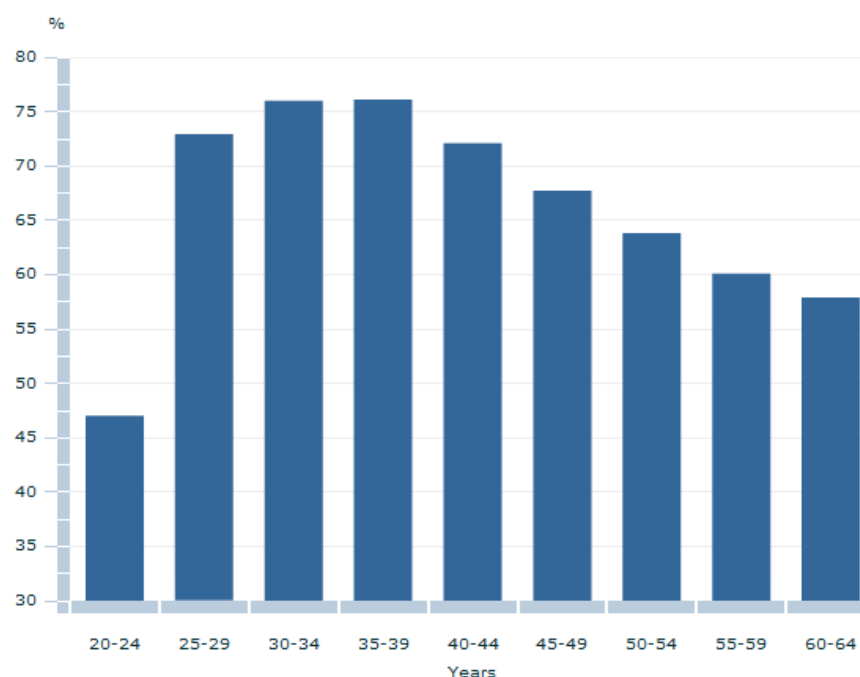
Qualification Trends

Over recent years, the proportion of Australians who have gained a qualification has been steadily increasing. In May 2017 it was estimated that of the 14.5 million people aged 20 to 64 years in Australia, 9.6 million (two in three Australians or 66%) have attained at least one non-school qualification. The proportion of males (67%) and females (66%) with a non-school qualification is almost identical. People in the age groups 30 to 34 and 35 to 39 years have attained the largest proportion of non-school qualifications.

⁸ Australian Bureau of Statistics, Education and Work 6227.0, Australia, May 2017



Graph 1.1 - Attainment of non-school qualifications, by age group, 2017



Of 20 to 64 year old persons, 62% have attained a Certificate III qualification or higher and 31% have attained a Bachelor degree qualification or higher. Similar proportions of males and females attained a Certificate III or higher (62% and 61%, respectively). A greater proportion of females (35%) than males (28%) have attained a Bachelor degree or higher.

Qualifications and Employment

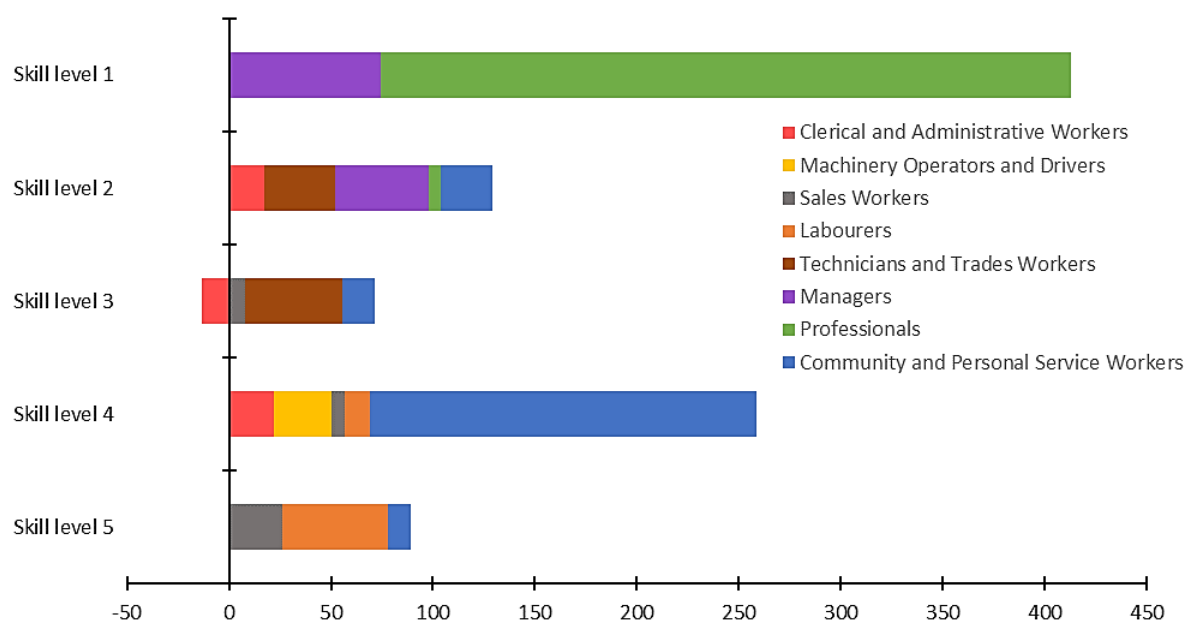
Two-thirds (68%) of employed people aged 15 to 74 years had completed a non-school qualification, compared with half (50%) of unemployed people, and 42% of people who were not in the labour force.

Of all employed persons with a non-school qualification, the industry they were most commonly employed in was health care and social assistance (16%), while employed persons without a non-school qualification were most commonly employed in the retail trade industry sector (16%).

There were 185,400 people aged 15 to 64 years who were employed as apprentices or trainees and were part of the Australian Apprenticeship Scheme. Of these, 81,100 people (44%) had commenced their apprenticeship or traineeship in the last 12 months. The majority of apprentices or trainees were male (83%). As in previous years, construction was the most common industry for apprentices and trainees, with 41% employed in this industry.⁹

⁹ Australian Jobs 2017, <https://www.employment.gov.au/australian-jobs-publication>

Occupations that are classified in the two highest skill levels¹⁰ are projected to make up well over half of projected employment growth over the five years to May 2022. Employment for skill level 1 occupations is projected to increase by 412,700 (or 10.7 per cent), with large increases in employment projected for Registered Nurses (up by 65,300 or 23.0 per cent) and Software and Applications Programmers (15,100 or 14.5 per cent). For skill level 2 occupations, employment is projected to increase by 129,000 (or 9.5 per cent), with the largest contributions projected to be made by employment of Cafe and Restaurant Managers (up by 13,100 or 18.5 per cent) and Welfare Support Workers (11,600 or 22.1 per cent). The relatively strong rates of growth at the top end of the skill distribution highlight the importance of educational and qualification attainment both for those in the workforce who seek career advancement and for labour market entrants who wish to improve their employment prospects.



Education and qualification attainment is also important for skill level 4 occupations (up by 256,400 or 8.2 per cent) which are projected to make a large contribution to employment growth and to grow at a higher rate than the 7.8 per cent projected for all occupations. The projected growth in employment in skill level 4 occupations is driven by Community and Personal Service Workers, such as Aged and Disabled Carers (up by 77,400 or 47.3 per cent), as demand increases for caring services to meet the demand arising from the NDIS and Australia's ageing population. The smallest contributions to employment growth are projected to come from skill level 5 occupations (up by 92,400 or 4.4 per cent) and from skill level 3 (57,800 or 3.4 per cent), with employment projected to fall for several skill level 3 occupations, such as Secretaries (down by 11,100 or 24.9 per cent), Metal Fitters and Machinists (5600 or

¹⁰ The Australian Bureau of Statistics (ABS) classifies occupations according to five skill levels commensurate with the following qualification(s) or where relevant work experience with training may be a substitute for formal qualifications:

- Skill level 1: Bachelor degree or higher qualification
- Skill level 2: Advanced Diploma or Diploma
- Skill level 3: Certificate IV or Certificate III with at least two years on-the-job training
- Skill level 4: Certificate II or III
- Skill level 5: Certificate I or secondary education



5.7 per cent) and Structural Steel and Welding Trades Workers (3300 or 4.5 per cent).

2.2.1.6 Occupation

Employment is projected to increase in all eight major occupational groups over the five years to May 2022. Very strong employment growth is projected to continue for Professionals (up by 344,400 or 12.1 per cent) and Community and Personal Service Workers (242,900 or 19.2 per cent), consistent with strong projected growth in the service industries that are leading employers of these occupational groups. Together, these two occupational groups are expected to account for well over half of the total growth in employment over the next five years. Employment of Managers is projected to grow at the average rate of growth (up by 120,000 or 7.8 per cent). Below average employment growth is projected for Technicians and Trades Workers (up by 82,000 or 4.8 per cent) and Labourers (64,300 or 5.3 per cent) while relatively weak growth is projected for Sales Workers (39,400 or 3.6 per cent), Machinery Operators and Drivers (27,900 or 3.6 per cent) and Clerical and Administrative Support Workers (27,400 or 1.7 per cent).



At the more detailed level, occupations that are employed mainly in the Health Care and Social Assistance industry feature prominently in the high projected employment growth (top right) quadrant. The occupations with the strongest employment growth projections are also generally higher skilled or require some training but have a strong emphasis on human interactions. There are, however, exceptions to this, including Sales Assistants (up by 24,900), General Clerks (up by 22,000) and Truck Drivers (up by 16,200), which have lower growth rates than their bounding peers but which demonstrate that employment opportunities are projected to continue to be available in the medium term for some occupations that are often regarded as being vulnerable to job losses from the effects of automation.

The occupations with the weakest employment projections show the ongoing challenges that globalisation and technological change present for some occupations. Some of these occupations are from the Clerical and Administrative Workers group, where work is routine in nature and susceptible to automation, such as Secretaries (down by 11,100 or 24.9 per cent), Accounting Clerks (8400 or 6.6 per cent), Bookkeepers (3400 or 3.2 per cent), Keyboard Operators (2700 or 4.6 per cent) and Checkout Operators and Office Cashiers (2700 or 2.1 per cent). Continuing technology development in the Agriculture industry is also expected to reduce projected employment of Livestock Farmers (down by 10,300 or 16.4 per cent) and Mixed Crop and Livestock Farmers (4600 or 17.8 per cent). The impact of continuing structural change on the Manufacturing industry in Australia is expected to sustain the pre-existing trend of falling projected employment in occupations like Product Assemblers (down by 6000 or 20.9 per cent), Metal Fitters and Machinists (5600 or 5.7 per cent) and Structural Steel and Welding Trades Workers (3300 or 4.5 per cent).¹¹

2.2.1.7 Industry

There are really large differences in the educational profile of the workforces across industries. For example, to be employed in Education and Training, workers are likely to require a higher education degree (around 86% of this industry's workforce has post-school qualifications, with 65% having a bachelor degree or higher). By comparison, just 41% of workers in Accommodation and Food Services have post-school qualifications, suggesting there are opportunities for people who have not completed study after leaving school. The table below provides more detail.

Employment by industry

Industry	Employment				Employment Profile			Workforce Educational Profile		
	Employ't Nov 2016	Share of total	5 year change to Nov 2016		Part-time	Aged 15 to 24 years	Aged 45 years or older	Bachelor degree or higher	Cert III or higher VET qual	No post-school qual
Industry	'000	%	'000	%	%	%	%	%	%	%
Accommodation and Food Services	851.8	7	97.4	12.9	60	45	21	14	24	59
Administrative and Support Services	433.6	4	38.3	9.7	42	10	41	24	33	38
Agriculture, Forestry and Fishing	299.8	2	-16.5	-5.2	27	12	56	14	30	51
Arts and Recreation Services	217.9	2	10.3	4.9	45	26	31	30	28	37
Construction	1,083.0	9	73.4	7.3	15	16	34	10	50	34
Education and Training	956.9	8	107.1	12.6	39	9	47	65	18	14
Electricity, Gas, Water and Waste Services	131.9	1	-18.0	-12.0	9	7	47	25	42	27
Financial and Insurance Services	430.7	4	5.4	1.3	18	7	33	48	25	24
Health Care and Social Assistance	1,509.2	13	187.1	14.2	44	9	46	45	33	17
Information Media and Telecommunications	204.6	2	-6.7	-3.2	20	14	34	48	23	29
Manufacturing	912.4	8	-24.7	-2.6	16	11	43	20	37	39
Mining	232.6	2	-8.2	-3.4	3	7	36	22	46	29
Other Services	484.2	4	32.6	7.2	33	17	39	15	56	24
Professional, Scientific and Technical Services	1,022.7	9	154.1	17.7	23	9	36	60	21	17
Public Administration and Safety	810.4	7	73.7	10.0	19	5	49	40	33	22
Rental, Hiring and Real Estate Services	214.2	2	11.2	5.5	25	12	42	27	37	28
Retail Trade	1,220.3	10	28.7	2.4	50	32	30	16	26	52
Transport, Postal and Warehousing	603.5	5	40.3	7.1	22	7	50	15	31	48
Wholesale Trade	377.8	3	-31.0	-7.6	18	10	44	23	32	40
All Industries	11,949.3	100	698.7	6.2	32	15	39	31	32	33

1. Some data are trend and, for these, totals do not add

Sources: ABS, Labour Force (trend and annual averages of original data); ABS, Education and Work

¹¹ Employment Outlook to May 2022, Department of Employment, 2017



2.2.1.8 Hours Worked

Non-managerial employees received average weekly total cash earnings of \$1,149.40. They were paid for an average 31.0 hours per week at an average hourly total cash earnings rate of \$37.00.

Permanent full-time non-managerial employees were paid for an average 39.2 hours per week at an average hourly total cash earnings rate of \$39.40 and received \$1,546.00 average weekly total cash earnings. These employees comprised 54.7% of all non-managerial employees.

Permanent part-time non-managerial employees comprised 20.7% of all non-managerial employees. They were paid for an average 23.2 hours per week at an average hourly total cash earnings rate of \$33.40, resulting in average weekly total cash earnings of \$776.10.

Casual non-managerial employees comprised 24.6% of all non-managerial employees. These employees were paid for an average 19.4 hours per week at an average hourly total cash earnings rate of \$30.10 to receive average weekly total cash earnings of \$582.70.

Permanent full-time males represented 32.3% of all non-managerial employees. They were paid for an average 40.2 hours per week at an hourly cash rate of \$41.10 to receive average weekly total cash earnings of \$1,651.40.

Permanent full-time females represented 22.4% of all non-managerial employees. These employees were paid for an average 37.8 hours per week at an hourly cash rate of \$36.80 to receive \$1,393.90 average weekly total cash earning.

2.2.1.9 Technology

Technology is rapidly changing our world, including our jobs and the way we seek employment. People often ask how these changes will affect them, and whether robots or computers will replace them in their occupation.

Dealing with technological change is not a new issue. New technologies such as the printing press or the steam engine have always led to the decline of some jobs while creating new jobs and changing others.

Technological improvements often mean that tasks which were previously done by a human can instead be done by a machine. One approach to thinking about the potential impact of automation on jobs focuses on two separate aspects:

- Whether jobs are routine or non-routine; that is, whether the job follows explicit rules which could be easily specified in computer code to be accomplished by machines.



- Whether jobs are manual or cognitive; that is, whether the job relates to physical labour (manual) or knowledge work (cognitive).

The jobs which are easiest to automate are those which are routine, and the proportion of people employed in such jobs is decreasing.

Routine manual jobs in controlled environments are easiest to automate. For example, factories and assembly lines have become increasingly automated, reducing the need for Factory and Process Workers in the Manufacturing industry.

Routine cognitive jobs are also being affected, particularly by advancements in computing power and machine learning which mean that more decision-making processes can be undertaken by computers. For example, some organisations are using computers to make quick investment decisions (algorithmic trading) or provide automated online customer support.

While technology is decreasing demand for some occupations, it is also creating opportunities through the need for workers to develop, use or supervise the operation of new technologies. For example, the coming years could see the creation of new jobs such as 3D Printing Designers or Big Data Analysts.

Technological improvements are likely to expand automation to jobs in less structured environments. Some effects could be seen in the near future, such as changes to the nature of Call or Contact Centre and Customer Service Manager roles through the use of automated customer service assistants. Other effects are a little further away, such as the eventual impact of automated vehicle technology on Automobile Drivers and Delivery Drivers.

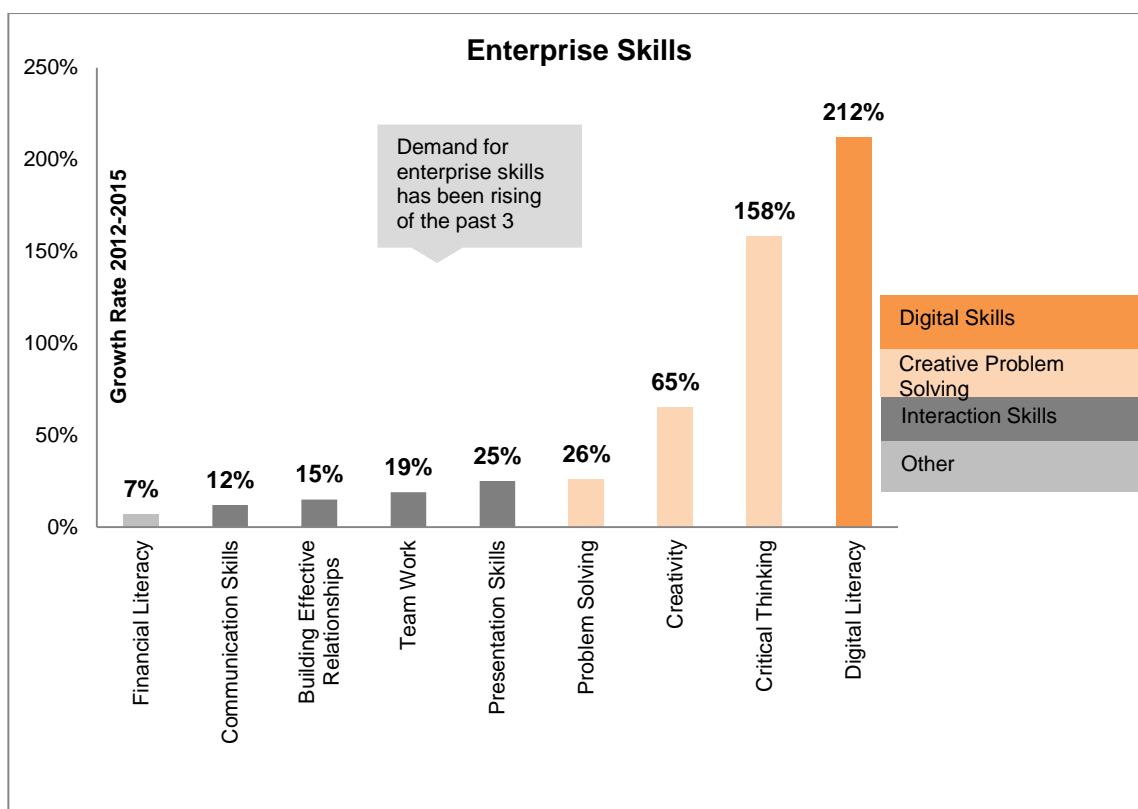
The number of non-routine jobs as a share of all jobs has increased steadily, and we should expect this trend to continue in the future. These occupations, such as Chefs, Teachers, and Software and Applications Programmers, often involve complex thinking, creativity and human presence.

Certain skill sets will be particularly valuable for jobs in the future. Science, technology, engineering and mathematics (STEM) skills are likely to be in high demand in mainstream future career paths. Aptitudes such as adaptability, resilience and entrepreneurial skills will also be increasingly important.

In a recent study, the Foundation for Young Australians analysed job vacancies to identify the skills employers are seeking. It found that transferable skills which enable workers to adapt to changing workforce demands are often requested. These skills include digital literacy, critical thinking, creativity, problem solving and presentation skills.¹²

¹² Foundation for Young Australians, The New Basics, 2016





2.2.1.10 Local Government

Government Initiatives

In global terms the political environment in Australia is very stable. However, services from State and Federal governments are regularly cost shifted to local government.

Cost shifting describes a situation where the responsibility for, or merely the costs of providing a certain service, concession, asset or regulatory function are "shifted" from a higher level of government on to a lower level of government without the provision of corresponding funding or the conferral of corresponding and adequate revenue raising capacity.

Cost shifting survey results for local government in NSW confirm that cost shifting continues to place a significant burden on Councils' financial situation. Cost shifting by the NSW Government and the Australian Government on to local government in NSW in the financial year 2013-14 is estimated to amount to \$670 million or 6.96% of local government's total income before capital amounts – about \$88 million higher than the result for 2011-12 of \$582 million.

Since the first cost shifting survey, cost shifting is estimated to have increased significantly from \$380 million in 2005-06 to \$670 million in 2013-14.

The cost shifting ratio has increased significantly from 6.26% of total income before capital amounts for 2011-12 to 6.96% for 2013-14. The increase is mainly driven by



significant increases above total sample trend in cost shifting in the metropolitan and urban regional Council groupings associated with the functional areas “waste levy” and, to a lesser degree, “community and human services”.

The majority of cost shifting is attributed to the NSW Government; with only a small portion of cost shifting attributed to the Australian Government.

The group comparison also shows that metropolitan and urban regional Councils suffer more from cost shifting than rural Councils.¹³

In August 2011 the Office of Local Government facilitated a discussion on reform of local government in NSW. The reform agenda, known as *Destination 2036*, is based on thinking of local government in NSW as a collective model of cooperation rather than competing entities where there are winners and losers.

Over the next 10, 20 and 25 years, our population, technologies and economy are going to change dramatically and Port Stephens Council needs to consider carefully what these changes will mean, both for the community and for our organisation.

A significant amount of work has been undertaken in recent years to review and improve the local government sector.

This work includes consideration of:

- Future needs of NSW communities;
- Governance models, structural arrangements and boundary changes¹
- Financial capacity of local Councils;
- The Local Government Act¹⁴.

Regional Initiatives

Port Stephens Council has for some years taken advantage of the benefits of regional resource sharing through Hunter Councils Incorporated. The members are made up of the local government Councils of the Hunter Region. These Councils have been working together for 60 years to ensure the communities in the Hunter benefit from positive cooperation and collaboration.

This has achieved:

- Strong communication between Mayors and General Managers;
- Shared professional expertise through staff working groups;
- Many inter-Council collaborative projects.

¹³ The Impact of Cost Shifting on NSW Local, Government: A Survey of Councils, - Financial Year 2013-2014, Local Government and Shires Associations of NSW, 2015

¹⁴ Local Government Reform, Office of Local Government, <https://www.olg.nsw.gov.au/strengthening-local-government/local-government-reform>, 2017



The goodwill established has underpinned the success of Hunter Councils as the lead organisation in resource sharing Australia wide. With the ever increasing pressure on local government to do more with less, Hunter Councils constantly strives to reduce the cost of “doing business” for local government through offering economies and efficiencies. This has supported the development and growth of the strategic divisions of Hunter Councils:

- Hunter & Central Coast Regional Environmental Management Strategy (HCCREMS)
- Local Government Training Institute (LGTI)
- Regional Procurement
- Hunter Records Storage
- Screen Hunter
- Consultancy Services
- Local Government Legal

Services are also available to non-member Councils, government agencies and private companies. Not only do they provide access to specialist and economical services but also provide the opportunity for clients to contribute to the regional community through strengthening the model and reducing the costs of services to local government.¹⁵

2.2.1.11 Legislation

To help grow Australian workers' savings for retirement, the compulsory superannuation guarantee rate will gradually increase from 9% to 12% commencing on 1 July 2013. The superannuation guarantee rate increases to 12%, as shown in the table below.

Year	Rate
2012-2013	9.00%
2013-2014	9.25%
2014-2015	9.50%
2015-2016	9.50%
2016-2017	9.50%
2017-2018	9.50%
2018-2019	9.50%
2019-2020	9.50%
2020-2021	9.50%
2021-2022	10.0%
2022-2023	10.5%
2023-2024	11.0%
2024-2025	11.5%
2025-2026	12.0%

¹⁵ Hunter Councils Incorporated, <http://strategicservicesaustralia.com.au/>, 2017

2.2.2 Internal Environment

2.2.2.1 Business Operating System Framework

Our organisation is large and very diverse with 62 different businesses operating. To ensure we all align our work practices, we have developed a Business Operating System Framework which we refer to as the BOS.

The BOS provides a common understanding of how the 'big' picture of PSC fits together and how we go about our business. It assists us to better manage our scarce resources and improve what we do, and how we do it, by providing a guide to decision-making behaviours and actions, assisting in operational and resource planning.

The BOS follows the structure of the seven categories of the Australian Business Excellence Framework.

1. LEADERSHIP
 - 1.1 Governance
 - 1.2 Council's Vision
 - 1.3 Our Values and Behaviours
 - 1.4 Port Stephens Council LGA
 - 1.5 Role of the Governing Body (Council)
 - 1.6 Principles for local government
 - 1.7 Role of the Mayor
 - 1.8 Role of the Deputy Mayor
 - 1.9 Role of a Councillor
 - 1.10 Functions of general manager
 - 1.11 Our Leadership Approach
 - 1.12 Leadership Teams
 - 1.12.1 Executive Team (ET)
 - 1.12.2 Section Managers
 - 1.12.3 Group Leadership Teams
 - 1.12.4 Section Leadership Teams
 - 1.12.5 Combined Leadership Team
 - 1.13 Code of Meeting Practice
 - 1.14 Council Meetings
 - 1.15 Public Access to Council by the Community
 - 1.16 Two Way Conversations with Councillors
 - 1.17 Apologies and Leave of Absence from Council
 - 1.18 Agendas and Minutes of Meetings
 - 1.19 Conflicts of Interest
 - 1.20 Code of Conduct
 - 1.21 Councillor and Staff Relationships
 - 1.22 Delegations of Authority
 - 1.23 Gifts and Benefits
 - 1.24 Declaration of conflict of interests of employee
 - 1.25 Organisation Structure
2. STRATEGY AND PLANNING
 - 2.1 Integrated Planning and Reporting Framework
 - 2.1.1 Delivery Program
 - 2.1.2 Operational Plan
 - 2.1.3 Resourcing Strategy



- 2.2 Planning Legislation
- 2.3 Legal Framework
- 3. INFORMATION AND KNOWLEDGE
 - 3.1 Knowledge Management and Information Communications and Technology (KMICT)
 - 3.2 Data Management
 - 3.3 Records Management
 - 3.4 Version Control
 - 3.5 Hierarchy of Internal Documents
 - 3.5.1 Systems View (SV)
 - 3.5.2 Strategies
 - 3.5.3 Plans
 - 3.5.4 Policies
 - 3.5.5 Management Directives
 - 3.5.6 Processes
 - 3.5.7 Supporting Documentation
- 4. PEOPLE
 - 4.1 Confidentiality
 - 4.2 Staff Engagement
 - 4.3 Talent Management
 - 4.4 Staff Induction
 - 4.4.1 Corporate Induction
 - 4.4.2 Section Induction
 - 4.5 Individual Work and Development Plan (IWDP)
 - 4.6 Health, Safety and Wellbeing
 - 4.7 Volunteers
 - 4.8 Workplace Committees
 - 4.8.1 Consultative Committee
 - 4.8.2 Workplace Health and Safety committee
 - 4.8.3 Workplace Equity and Diversity (WED) Committee
 - 4.9 Workplace Teams
 - 4.9.1 Workplace Governance Leadership Teams
 - 4.9.2 Project Teams
 - 4.9.3 Service Review Teams
 - 4.9.4 PDSA Teams
 - 4.10 Secondary Employment
- 5. CUSTOMERS AND OTHER STAKEHOLDERS
 - 5.1 Community Engagement
 - 5.2 Customer Satisfaction Survey
 - 5.3 Customer Service Charter
 - 5.4 Service Agreements
 - 5.5 Service Strategy and Service Delivery
 - 5.6 Committee Memberships
- 6. PROCESS MANAGEMENT, IMPROVEMENT AND INNOVATION
 - 6.1 Process thinking
 - 6.2 Continuous Improvement
- 7. RESULTS AND SUSTAINABLE PERFORMANCE
 - 7.1 Measuring Organisational Performance
 - 7.2 Audit
 - 7.3 Risk Management
 - 7.4 Incident Management and Business Continuity
 - 7.5 Insurance
 - 7.6 Budget and Financial Management



2.2.2.2 Council Structure

Port Stephens Council is a large and diverse organisation and comprises the three Groups of Facilities & Services, Development Services and Corporate Services. Each group is headed up by a Group Manager, each reporting to the General Manager.

Council also has a General Manager's Office, comprising the General Manager, Mayor, Governance (including Legal Services) and Executive Assistants. The Governance Manager reports directly to the General Manager.

The organisation structure is continually being refined as opportunities for improvement arise. Reviews into of structure at Port Stephens Council can be conducted because of:

- Annual business and workforce planning processes; or
- In response to key events (such as changes in customer needs, funding, technology, processes, priorities); or
- In response to a service review;
- In response to a continuous improvement review conducted using the ADRI quality cycle process ; or
- In accordance with Section 333 of the Local Government Act 1993 which requires Council to review its organisation structure within one year following the completion of an election.

In January 2017 the Executive Leadership Team of Port Stephens Council met to set the strategic direction of the organisation. Part of the discussion was around our current structure and whether changes were needed to deliver the services we provide in a better way.

Organisational change is an opportunity to redesign jobs, develop structures that improve career opportunities, and develop improved communication and reporting lines.

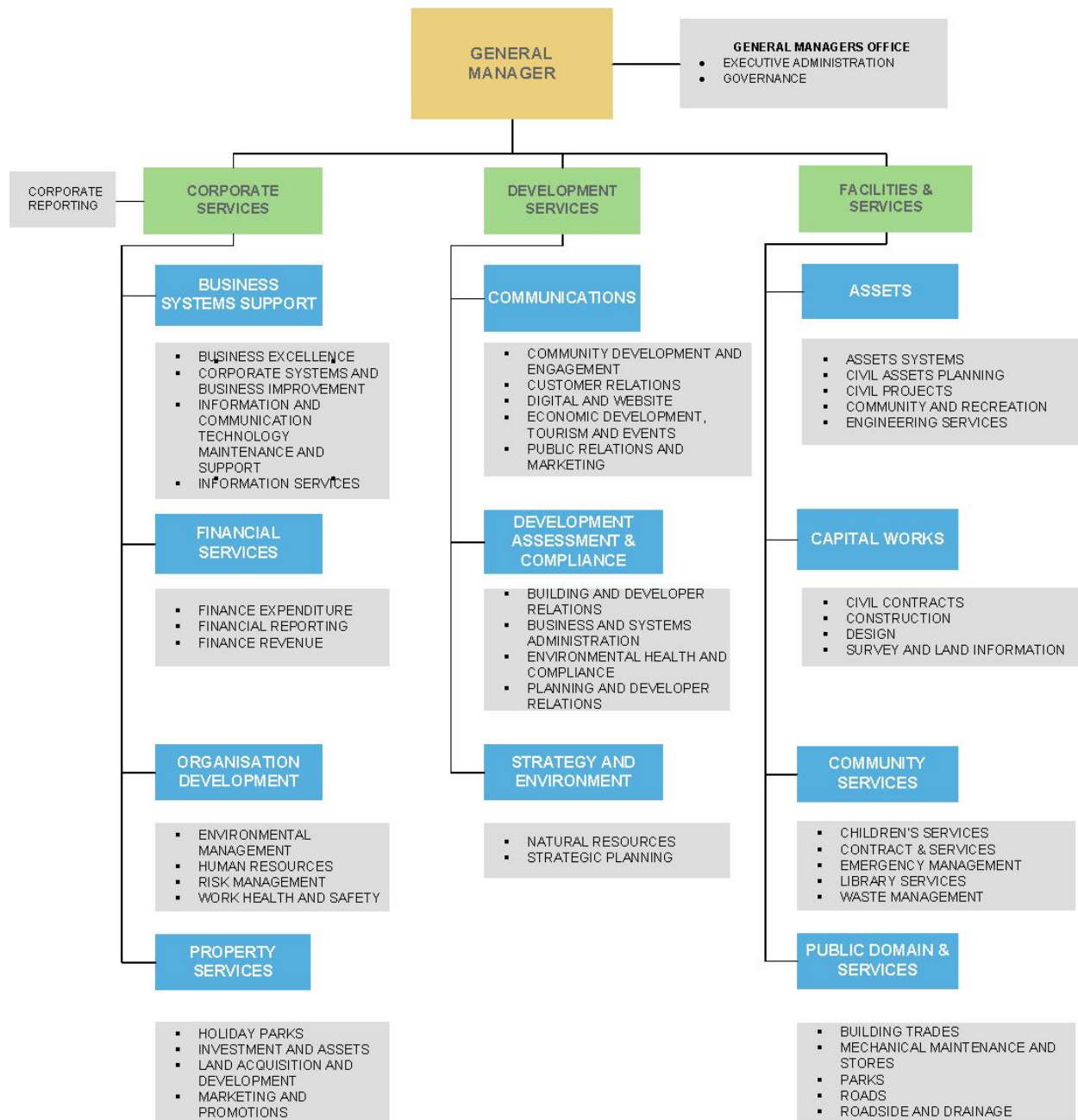
Organisational change will have implications for staff. This may include changes in the number of staff, changes in the skills and attributes required to undertake the work and changes in the manner in which the work is performed. Staff will have varying responses to organisational change. They should be supported and given the opportunity to be involved, including the opportunity to give their views.

The current structure is defined as follows:

- General Manager's Office responsible for provision of strategic leadership.
- Corporate Services Group responsible for internal service provision;
- Development Services Group responsible for enabling balanced growth; and
- Facilities and Services Group responsible for external service delivery.



Port Stephens Council Organisation Structure



2.2.2.3 Current Workforce Profile

The structure comprises of 491.76 equivalent full time (EFT) positions across three Groups and the General Manager's Office with a focus on ensuring we have the right people in the right places with the right skill doing the right jobs. The structure is appropriately configured so that Council can meet the long term goals and objectives of the Community Strategic Plan and Delivery Program.

	EFT	Percentage of Total Staff
Whole Organisation	491.76	100%
General Manager's Office	10	2%
Office of the Group Manager - Corporate Services	3	1%
Business Systems Support	31.20	6%
Financial Services	26	5%
Organisation Development	19.71	4%
Property Services	58.30	12%
Office of the Group Manager - Development Services	3	1%
Communications	17.70	4%
Development Assessment and Compliance	45.4	9%
Strategy and Environment	35.80	7%
Office of the Group Manager - Facilities and Services	11.73	2%
Assets	29.40	6%
Capital Works	58	12%
Community Services	46.20	9%
Public Domain and Services	96.32	20%

The total number of staff employed by Port Stephens Council currently¹⁶ is 486:

- 355.47 (73%) are full time;
- 91 (19%) are part time;
- 39 (8%) are casual.

All positions are filled using this mix which provides sufficient flexibility to meet fluctuating service delivery requirements.

In addition to employees directly engaged by the Port Stephens Council, a number of temporary employees, contractors and outsourced specialist are utilised from time to time to fill casual vacancies or meet increased needs through the use of labour hire agencies.

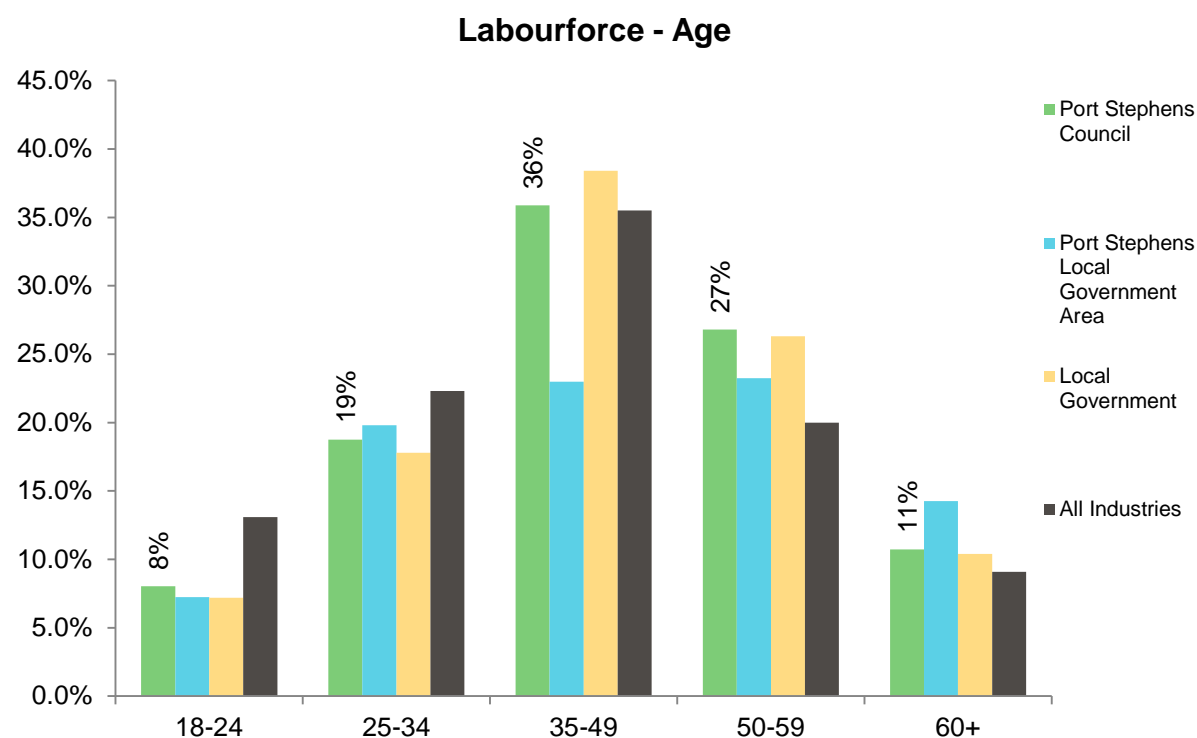
Recruitment processes set out the approvals which must be obtained to engage a new staff member, whether that is on a full time, part time or casual basis or from a flexible labour source. This ensures that staffing costs do not exceed budgetary allocations for staff.

¹⁶ As at 31 December 2017



Workforce Age and Gender

The following chart provides a profile of the age of the Council's workforce compared with Local Government in Australia and Australian industry generally.¹⁷



Port Stephens Council's age profile is similar to that of the average for local government, a feature of which is a low proportion of young employees under the age of 25 (less than 10%) compared with the proportion of older workers aged 60 and above (11%+).

36% of the workforce is aged between 35-49 and a further 27% of the workforce is aged between 50 and 59. The proportion of its workforce aged 25-34 is slightly higher than the local government generally showing a slight positive trend. These disparities highlight issues for recruitment and succession planning for Port Stephens Council. Whilst we are making some changes in the composition of our workforce, a high proportion of our permanent staff will reach traditional retirement ages over the next 10-15 years.

Port Stephens Council is a significant employer in the LGA, employing the equivalent of 1.6% of the total labour force. When comparing our labour force to that of the local government area our demographic spread of ages and gender composition is under represented in the under 45 - 49 age group and generally over represented in the 18 - 34 groups.^{18 19}

¹⁷Profile of the Local government Workforce, Australian Centre of Excellence for Local Government, 2014

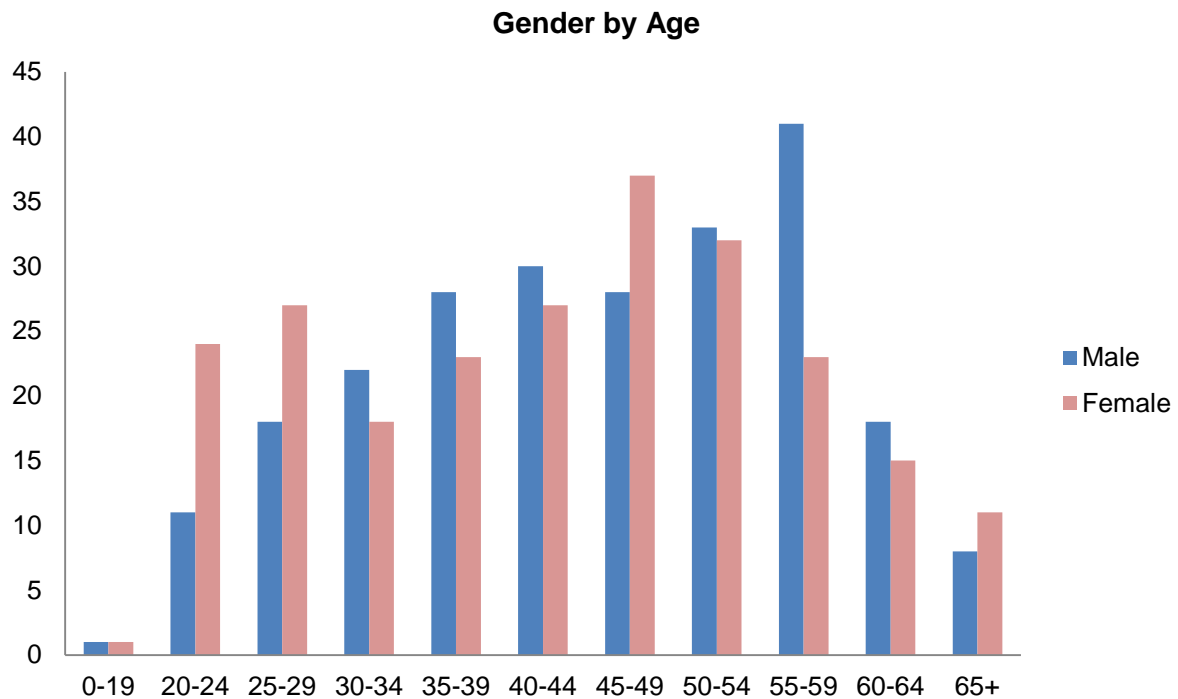
¹⁸ 2016 Census QuickStats, Australian Bureau of Statistics,

http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA16400

¹⁹ 2011 Census, Australian Bureau of Statistics



Additionally, Port Stephens Council has made significant improvements in attracting younger employees over recent years. We have increased our participation of Generation Y employees to 28% of our total workforce in the last financial year, up from only 19% in the 2014 year. Our Generation X employees remain stable at 35% over the same period and our Baby Boomer employees have decreased from 45% to 37% of our total workforce.

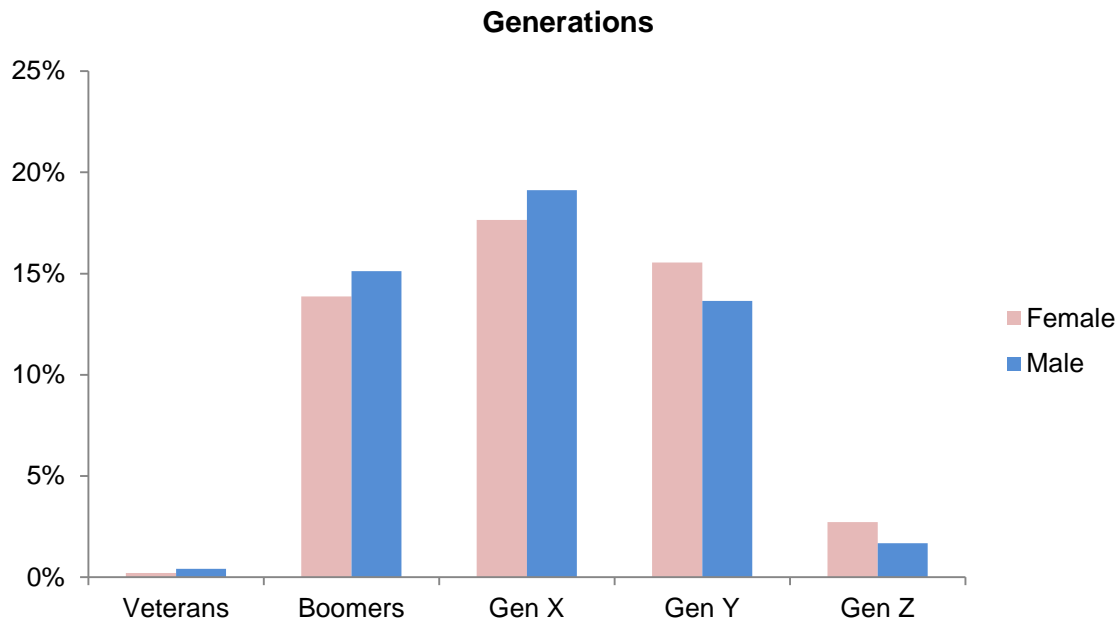


Port Stephens has a reasonably balanced gender profile across the organisation, with 50% of its employees being women compared with the NSW average for Councils (40%). The staff profiles of metropolitan, regional and rural Councils differ to some extent.

NSW Councils have increased the proportion of females being recruited with a median of 45%. In regional Councils the median has increased to 48%. At Port Stephens Council our female recruitment rate for the financial year 2017 is 68%.

Generation Y and Z are skewed towards women and a higher proportion of workers in the X and Baby Boomer generations are male.





As at 31 December 2017 positions within our Senior Leadership Team comprised the General Manager, three Group Managers and 11 Section Managers, occupied by 11 males (73%) and 4 females (27%). In the Combined Leadership Team which includes other managers and coordinators, 79% are male and 21% are female.²⁰

The current median age of employees at Port Stephens Council is 44 years old which is similar to the profile of the LGA.²¹

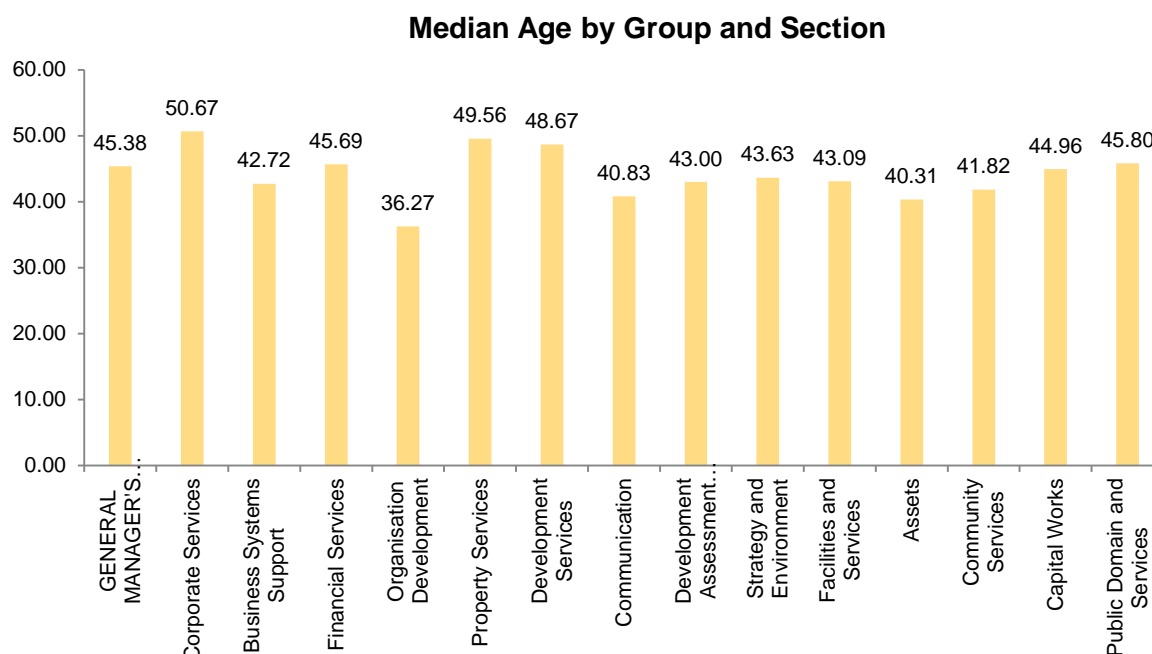
The local government workforce is ageing and, on average, is older compared with other government and industry sectors. As a large number of workers approach retirement at the same time, there are implications for local government in the areas of knowledge retention, recruitment, and replacement. 37% of the local government workforce is aged 50 years or over, compared to the Australian labour force average of 29%. Correspondingly, the proportion of local government employees aged less than 35 years is much lower than for the Australian average.²²

²⁰ The Australasian LG Performance Excellence Program FY 17, PwC and Local Government Professionals Australia, NSW, 15 December 2017

²¹ 2016 Census QuickStats, Australian Bureau of Statistics, http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA16400

²² Profile of the Local government Workforce, Australian Centre of Excellence for Local Government, 2014





Projections of labour force participation rates (LFPR) in Australia over the next 40 years suggest that without policy changes or significant changes in the labour supply behaviour of different age and gender groups, the ageing of the population will lead to a reduction in aggregate labour force participation rate, approaching 10%.

Australia faces a pronounced ageing of its population over the next 40 years. One-quarter of Australians will be aged 65 years or more by 2044-2045, roughly double the present proportion. The proportion of the 'oldest old' will increase even more.

In itself, population ageing should not be seen as a problem, but it will give rise to economic and fiscal impacts that pose significant policy challenges.

People aged over 55 years have significantly lower labour force participation rates than younger people. As more people move into older age groups, overall participation rates are projected to drop from around 63.5 per cent in 2003-2004 to 56.3 per cent by 2044-2045.

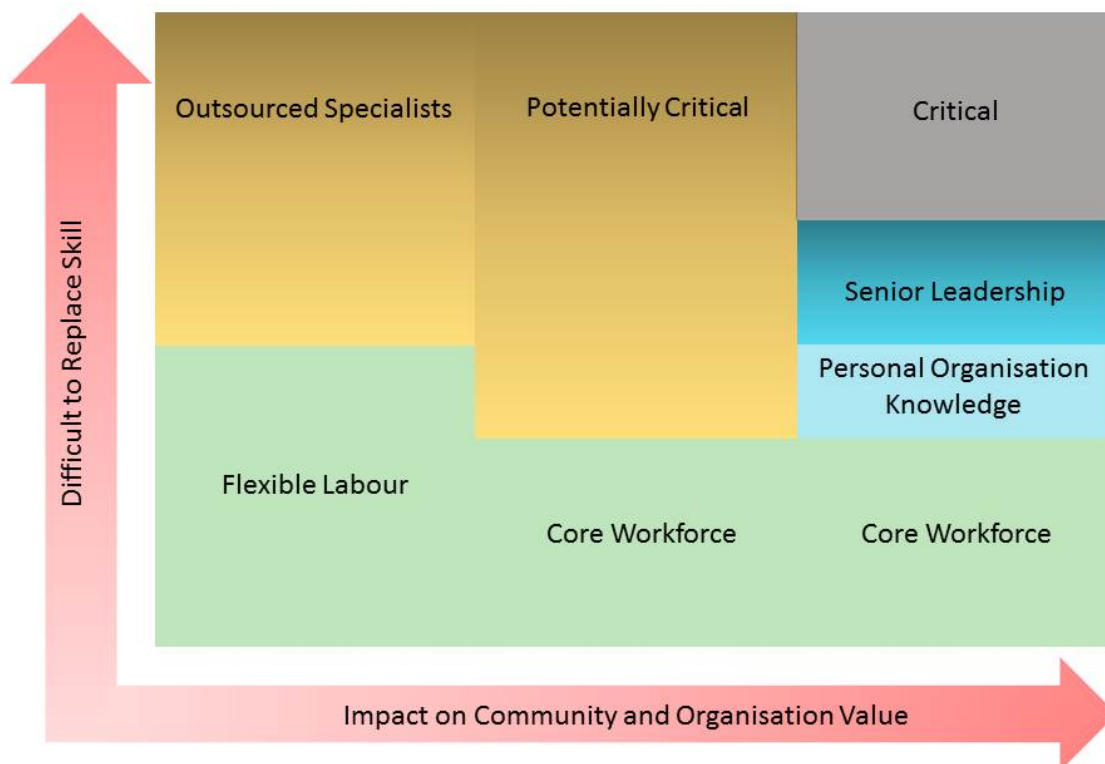
Assuming the average labour productivity performance of the past 30 years, per capita GDP growth will slump to 1.25 per cent per year by the mid-2020s²³

Workforce Sectors

An important component of Council's workforce planning and succession processes is the identification of position by workforce segment. This helps Council identify the different positions within the workforce and measure their criticality in relation to those which present the most significant risk to service delivery and where there is potential for a substantial gap between future demand for services and supply of labour.

²³ Productivity Commission, *Economic Implications of an Ageing Australia*, Research Report, 24 March 2005





Critical Workforce

This category can be best thought of as a special subset of the Core Workforce category and should be applied to a very limited number of individuals whose expertise is rare, essential to the business, and would be difficult to replace.

They will generally be persons who have highly specialised capability. They possess specialised knowledge of complex, though conventional, methods and techniques for a particular discipline resulting from many years of experience and/or advanced technical training. When managing policy advice they will have extensive knowledge, not only of the area of operation, but also of the impact of the environment in the context of legal, financial, social, economic and political implications. The succession plan for these positions must include a learning and development plan which ensures the best use of critical talent and contains retention and succession strategies.



The currently identified critical positions are:

Group	Section	Position
Office of the General Manager		PSC419 Governance Manager/Public Officer
Facilities and Services	Assets	PSC082 Engineering Services Manager
		PSC618 Development Engineer
		PSC735 Community & Recreation Coordinator
		PSC736 Drainage & Flooding Engineer
		PSC 617 Senior Development Engineer
		PSC053 Traffic Engineer
		PSC823 Civil Assets Planning Engineer
		PSC290 Civil Projects Engineer
		PSC661 Drainage & Flooding Engineer
		PSC473 Development Engineer
		PSC739 Senior Community & Recreation Planning Officer
		PSC287 Senior Drainage and Flooding Engineer
		PSC827 Civil Assets Planning Manager
	Capital Works	PSC383 Final Trim Grader Operator
		PSC331 Final Trim Grader Operator
		PSC293 Engineering Designer
		PSC445 Lead Engineering Designer
		PSC291 Engineering Designer
		PSC295 Engineering Designer
		PSC297 Senior Survey and Land Information Officer
		PSC274 Structures and Landscapes Projects Team Leader
		PSC659 Project Manager Design
	Community Services	PSC401 Waste Management Coordinator
Corporate Services	Business Systems Support	PSC098 ICT Corporate Systems Team Leader
		PSC776 Business Improvement Officer eServices
		PSC790 Corporate Applications Support Analyst
	Financial Services	PSC089 Finance Officer – Payroll
	Organisation Development	PSC091 Work Health & Safety Manager
Development Services	Property Services	PSC192 Property Officer
		PSC480 Senior Health & Building Surveyor - Fire Safety
	Development Assessment and Compliance	PSC075 Senior Building Surveyor (Swimming Pool Safety)

All of these positions are currently resourced.

Senior Leadership

Individuals in this segment or identified through the succession planning process as being potential successors to a senior leadership position, consistently deliver high performance and demonstrate that they have much further to go or more to give.



They are targeted to assist the organisation to develop current and future leaders and increase leadership capability and performance across the organisation.

Their personal behaviours include:

- the respect and trust of peers;
- consistently producing measurable results above expectations;
- being a proactive catalyst for change;
- self-managing in a way that fosters learning and high performance;
- having a good understanding of Council and their role in delivering on the vision of the organisation;
- striving to deliver and exceed customers' needs; and
- having a well-developed network of people.

They also demonstrate leadership attributes to a high degree measured by their adherence to the Principles of Business Excellence:

- 1) Clear direction and mutually agreed plans.
- 2) Understanding what customers and other stakeholders value, now and in the future.
- 3) Understanding that all parts of Council's systems contribute to the overall purpose of the organisation.
- 4) Engaging people's enthusiasm, resourcefulness and participation.
- 5) Innovation and learning.
- 6) Effective use of facts, data and knowledge.
- 7) Understanding the variability of work in planning and problem solving.
- 8) Delivering value for all stakeholders in an ethically, socially and environmentally responsible manner.
- 9) Leaders determining the culture and value system of the organisation through their decisions and behaviours.

Future leaders may be identified at any level in the organisation and the succession plan needs to include a learning and development plan focused on their career growth and retention by the organisation in line with organisation needs.

Personal Organisation Knowledge

These individuals will generally be senior employees, usually with long periods of service who have accumulated significant knowledge of the organisation's operations for which succession plans need to be developed and implemented to effectively capture and transfer this knowledge for continuing operational use. They are likely to depart the organisation in the next 12 months, although could be identified as much as 2-3 years prior to departure.

These individuals are often the 'go to' positions in the organisation. These individuals may be from any sector in the workforce. They are higher performers in their chosen technical field. They are seen as the best possible incumbent.



It is essential that the succession plan contains time bound retention and succession strategies for these individuals.

Council has developed a Knowledge Exchange process which we implement for positions which are identified in this category. Knowledge exchange is transferring knowledge from one part of the organisation to another. Like knowledge management, knowledge transfer seeks to organise, create, capture or distribute knowledge and ensure its availability for future users.

Core Workforce

Core Workforce forms the majority of the organisation. Their contribution is valuable to the organisation and they are well-trained in our processes. They consistently meet expectations and are well suited to their current position and level within the organisation.

Individuals in the Core Workforce are solid performers who may be promotable laterally or up one level, and in some cases will be designated as successors.

This category is a positive acknowledgement of the value of the individual to Council and should be communicated as such. Their learning and development plan is focused on skills in their current position, to stay 'state of the art' and be able to add greater value each year and should be driven by the employee and supported by their manager in accordance with organisational need. Those individuals in the Core Workforce seen in the succession plan as potential successors for critical and leadership roles should have a learning and development plan which includes skill development for those roles.

Outsourced Specialists

Reflects alignments formed where the organisation does not have the existing skills and cannot develop them cost-effectively in-house.

Flexible Labour

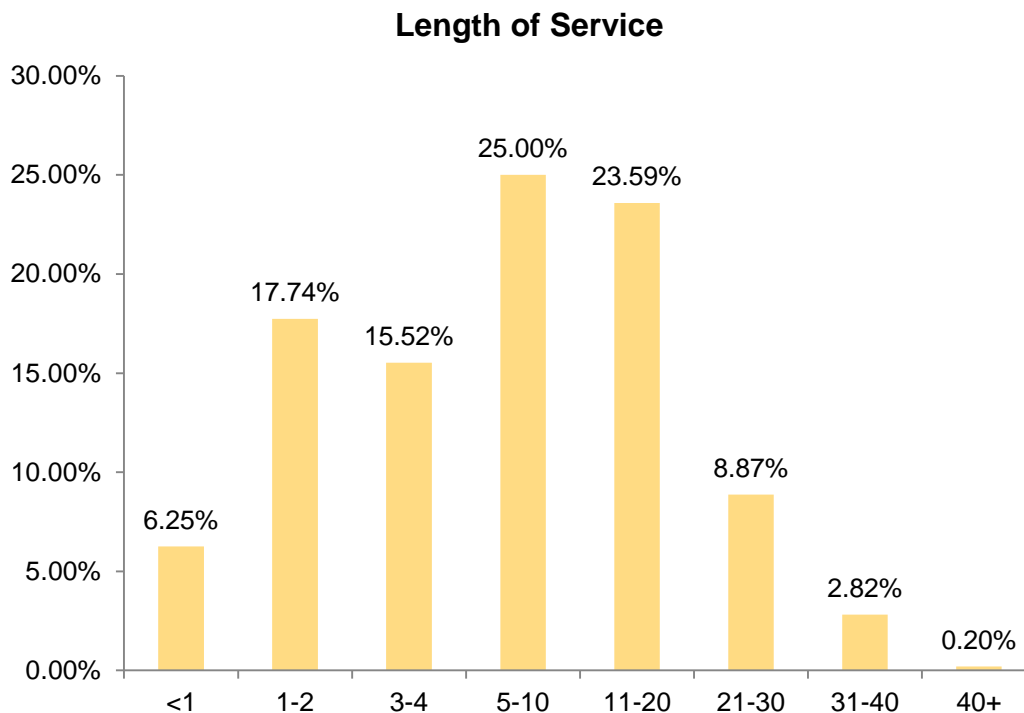
Reflects alternative workforces used to meet periods of high demand for employees eg day labour and contractors.

New/Developing

In all employee sectors there may be new and developing employees who are recent entrants to the organisation or position. These employees must have a learning and development plan identifying those skills which are mandatory for all Council employees.



Length of Tenure



The average length of service with Port Stephens Council across all employees is 9.25 years with the median of 6.17 years' service.²⁴

Ratio of Population to Staffing Levels

Using statistical information^{25, 26, 27} Port Stephens Council Community Profile and the Australian Bureau of Statistics, we can see that our ratio of population to staffing levels began to decrease in 2005 when we had one full time staff member for every 144 residents. Our continual program of service reviews which commenced in 2011 has seen this ratio increase and is currently 149.74 residents to one staff member. We predict this ratio will continue to increase over time as we continue to improve and refine the way we deliver services to the community.

²⁴ As at 31 December 2017

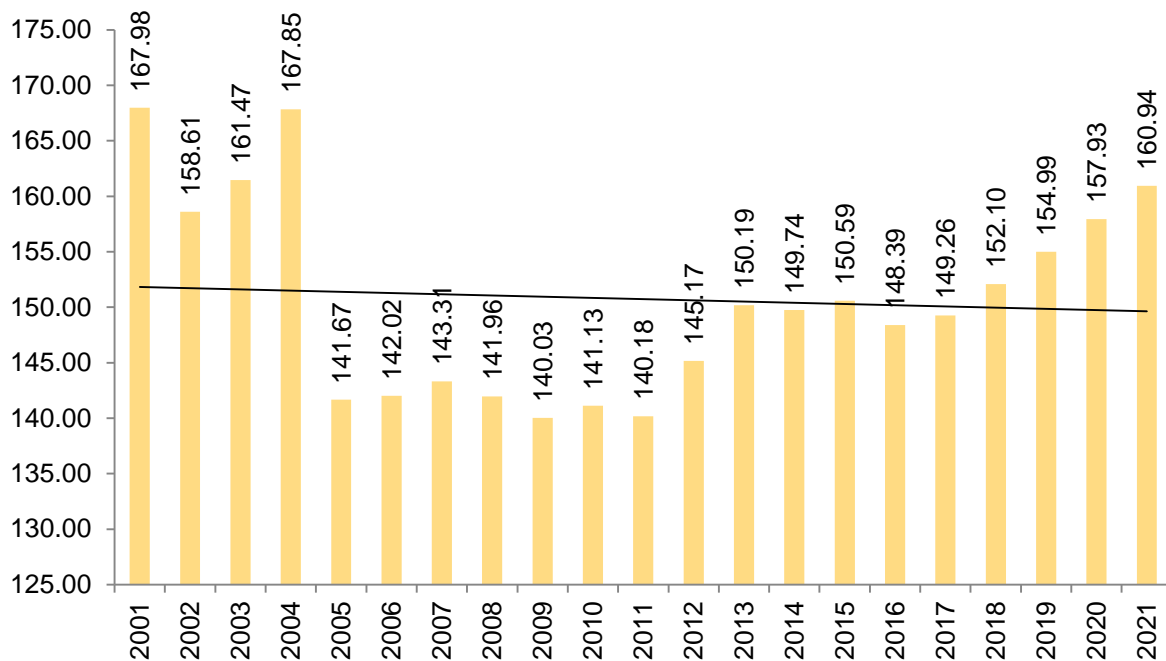
²⁵ Australian Bureau of Statistics, Regional Population Growth, Cat. 3218.0 (2016 revised data was released on 31 July 2017.)

²⁶ 2016 Census of Population and Housing, Time Series Profile 2003.0, Australian Bureau of Statistics

²⁷ REMPLAN, Economy Profile, <http://www.economyprofile.com.au/portstephens/>



Population Per Full-Time Staff Equivalent



This type of analysis does not take into account any increases in services delivered over time or those which re outsourced to contractors. A comprehensive listing of the services provided by Council is available in Council's Delivery Program and Operational Plans 2018-2021, Appendix One. This analysis also makes an assumption that net staff numbers will not increase over the next 10 years given our focus on continuous improvement and ensuring sustainability into the future.

Voluntary Staff Turnover Rates

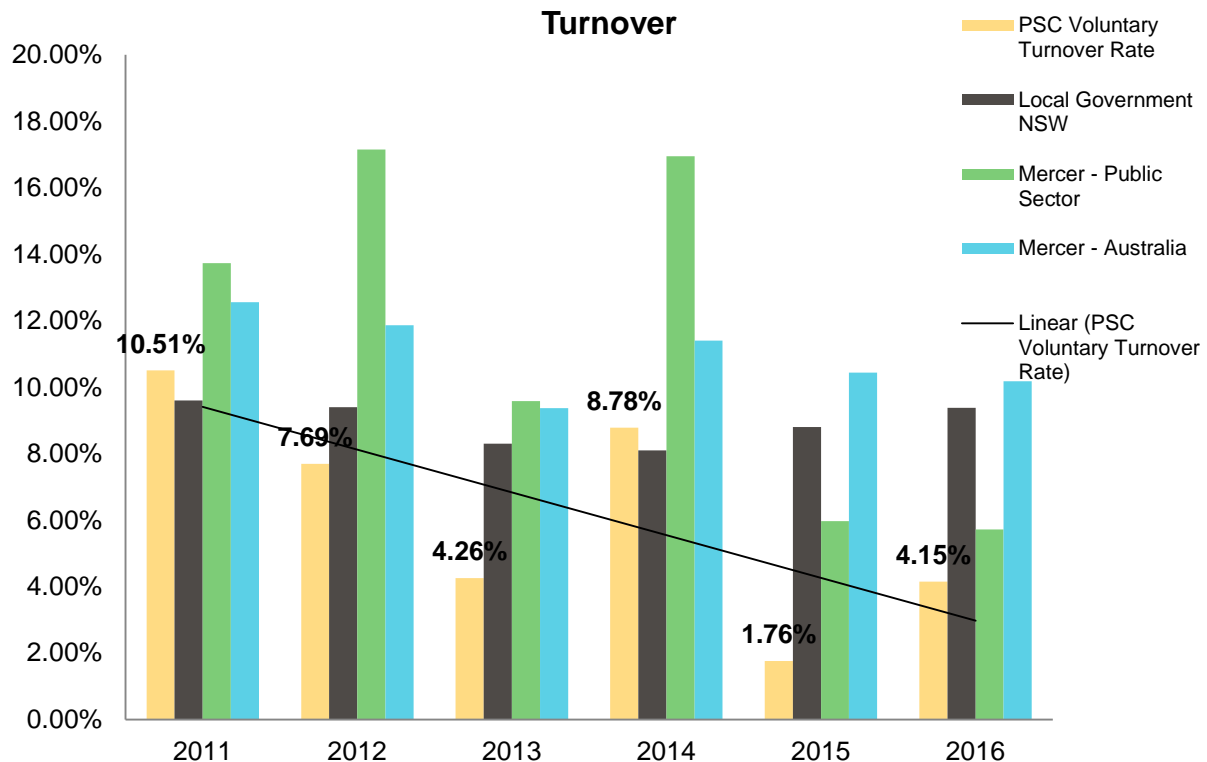
Of concern to Council in the past was an increasing voluntary turnover rate. Port Stephens Council has been able to effectively reduce turnover to less than broad industry rates. A dramatic decrease was seen following the introduction of the Port Stephens Council Enterprise Agreement in September 2008 which provides a broader suite of work/life balance initiatives and a revamped salary system linked to market.

The total staff turnover across all industries (at the median) has decreased to 10.18% compared to 10.44% reported in 2015 and in the public sector from it has decreased from 5.97% to 5.72% over the same period.

Voluntary turnover for Port Stephens Council for the year ending 30 June 2016 was 4.15%, which is within the target range of 10%.²⁸

²⁸ Workforce Metrics Review, Mercer, 2010-2016





2.2.2.4 Cost of Employing Staff

The long term sustainability of Port Stephens Council requires that we manage our operational expenditure, a large proportion of which is employment costs.

Employment costs continue to increase, even with relatively stable staffing levels, due to annual salary increases largely dictated by the NSW Industrial Relations system through the Port Stephens Council Enterprise Agreement. Port Stephens Council is in competition for skilled workers with a market that is continuing to tighten, particularly given our geographical location in one of the resource sector's main areas. The gap between employment costs as a percentage of revenue from total rates and annual charges has remained relatively steady for the last four years, ranging from 79.6% to 79.8%.

Employment costs continue to increase at a much higher percentage than increases in rate revenue. Employment costs as a percentage of expenditure increased over the period from 42% in 2013-14 to 43.1% in 2016-2017.

	2013-14	2014-15	2015-16	2016-17	2017-18 Budget	2018-19 Projected	2019-20 Projected	2020-21 Projected
Expenditure \$'000s								
Employment Costs (including on-costs)	37,792	39,541	41,753	42,635	43,863	45,208	46,249	48,317
Total Rates and Annual Charges	47,489	49,674	51,749	53,415	54,708	56,058	57,434	58,838
Employment Costs as a % of Total Rates	79.6%	79.6%	80.7%	79.8%	80.2%	80.6%	80.5%	82.1%
Total Expenses from Continuing Operations	89,953	97,479	104,581	98,860	100,639	100,506	102,503	105,353



Expenditure \$'000s	2013-14	2014-15	2015-16	2016-17	2017-18 Budget	2018-19 Projected	2019-20 Projected	2020-21 Projected
Employment costs as a % of Total Expenses	42.0%	40.6%	39.9%	43.1%	43.6%	45.0%	45.1%	45.9%
% Increase in Actual Employment Costs	7.8%	4.6%	5.6%	2.1%	2.9%	3.1%	2.3%	4.5%
Total EFT	465.14	466.95	479.26	485.47	491.76	491.76	491.76	491.76

Port Stephens Council negotiated a new Enterprise Agreement in 2013. Minimum increases in rates of pay are the same as for the local government sector via the Local Government (State) Award 2014 being:

First Full Pay Period	%Increase
1 July 2015	2.7%
1 July 2016	2.8%
1 July 2017	2.8%

A new salary system was introduced in 2008 as part of the Port Stephens Council Enterprise Agreement negotiations. The salary system provides for increase above the minimum prescribed by the Agreement based on the Mercer annual survey of the local government sector in Australia. This provides us access to the most current and up to date salary information available in the local government sector.

Our salary system has adopted the median of the local government market represented as the normal maximum remuneration for each grade. This is a sustainable position for Council. This is adjusted annually based on the annual survey results. Critical positions are also market tested on an individual basis each year and may receive up to an additional 15% above the median rate if the market median for the individual position is higher than the median for the grade.

Since the introduction of the salary system in 2008, increases above the minimum have applied across some grades of the salary system in 2009 and 2010. Various critical positions have also received increases above the minimum amount.

A new Enterprise Agreement is currently being negotiated for implementation from 1 July 2018. The long term financial plan has factored in estimated increases of 2.5% for the next three years which is in accordance with the anticipated increases from the market.

Leave Liability

56% of the Port Stephens Council workforce has been employed with Council in excess of five years.



Total leave liability is currently \$16.84 million, made up of the following components:

Type ²⁹	Amount (\$ Million)	Average Days Accrued Per Employee
Annual Leave	3.14	22.3
Long Service Leave	6.83	47.1
Personal Leave	8.63	56.4

10% of our workforce has more than 8 weeks accrued annual leave and 29% has more than 12 weeks of accrued long service leave, which is around the same as local government generally in NSW.³⁰

Annual Leave

Since 2009 Port Stephens Council has been actively monitoring leave accruals and requiring employees with more than 40 days annual leave accrued to enter into a leave agreement to reduce, in particular, their annual leave accrual. We currently have 10% of our staff with an annual leave accrual in excess of 40 days, which is lower than the local government NSW rate of 12%.³¹

Long Service Leave

Long Service Leave entitlements are governed primarily by the *Long Service Leave Act 1955 (NSW)* and by conditions in the Port Stephens Council Enterprise Agreement which have primarily mirrored the Local Government (State) Award.

Employees of Council are entitled to Long Service Leave at the ordinary rate of pay as follows:

LENGTH OF SERVICE	ENTITLEMENT
After 5 years' service	6.5 weeks
After 10 years' service	13 weeks
After 15 years' service	19.5 weeks
After 20 years' service	30.5 weeks
For every completed period of 5 years' service thereafter	11 weeks

Leave, when granted, may be taken at double pay or half pay.

Port Stephens Council has not actively required employees to take long service as it falls due.

²⁹ The personal leave amount shown above includes vested and non-vested. From an accounting aspect we only show vested sick leave as a liability. The vested portion of personal leave is around \$3.2M. In addition we also have a flex leave liability which sits at around \$200k

³⁰ The Australasian LG Performance Excellence Program FY17, PwC and Local Government Professionals Australia, NSW, 15 December 2017

³¹ The Australasian LG Performance Excellence Program FY17, PwC and Local Government Professionals Australia, NSW, 15 December 2017



Payment of Sick Leave on Termination of Employment

An employee employed by Council prior to or on 26 September 2000, who has not previously waived their right to this provision, continues to have an entitlement for the payment of unused sick leave arising out of the termination of employment.

- 1) Employees who commenced between 27 February 1996 and 26 September 2000:

Any sick leave which was accrued between 26 September 2000 and date of termination, which remains as untaken as at the date of termination will be paid out at:

- 12.5% if termination is at 5 years;
- 25% if termination is at 10 years;
- 50% if termination is at 20 years or thereafter.
- (2.5% per year for 20 years = 50% maximum entitlement).

- 2) Employees who commenced prior to 27 February 1996 will be paid out at as follows:

- after 5 years 25%;
- after 10 years 50%;
- after each subsequent year's service 5% until a maximum of 100% of the entitlement is reached.

In 2008 Port Stephens Council negotiated a term in its Enterprise Agreement to allow an employee to request a partial payout of the entitlement prior to termination of employment. If an employee does this they forfeit any ongoing entitlement to payout of accumulated personal leave except for the retained balance at the time of payout if it is still available on termination.

Since the introduction of this condition, 20 employees have been paid out their entitlements, 13 of whom continue to work with Council but no longer have an ongoing entitlement to payout of accumulated personal leave except for their retained six weeks portion. A total of 84 current employees have an entitlement to payout on termination of employment, the total amount of entitlement as at 30 June 2017 was \$3.204 million.



2.3 Current Workforce Development Strategies

2.3.1 Current Skills and Competencies

Port Stephens Council's workforce can be broken down into the following job roles. A more comprehensive version mapping can be found in [Appendix B](#).

Job Roles						
Administration and Clerical	Corporate Services	Environmental Health	Planning and Building	Operational Works and Trades	Engineering	Community Health and Environment
Service Assistants	IT Personnel	Environmental Services Officers	Planning & Building Officers	Labourers	Engineering Officers	Tourism Workers
Administration Supervisors	IT Managers	Assistant Environmental Health Officers	Surveyors	Maintenance Officers	Engineers	Aged Services Workers
	Human Resources Personnel	Environmental Health Officers	Building Supervisors	Equipment Operators		Child & Youth Workers
	Human Resources Managers	Science Professionals	Senior Building Managers	Maintenance Team Leaders		Community Health Workers
	Finance Personnel		Assistant Planners	Workshop Coordinators		Recreation Workers
	Finance Managers		Planners	Skilled Trade Workers		Child & Youth Coordinators
	Marketing & Media Personnel			Technicians (Operational)		Community Health Coordinators
	Marketing & Media Managers			Technical Managers		Recreation Coordinators
	Corporate Services Personnel					Tourism Managers
	Corporate Services Managers					Child & Youth Managers
			Recreation Managers			

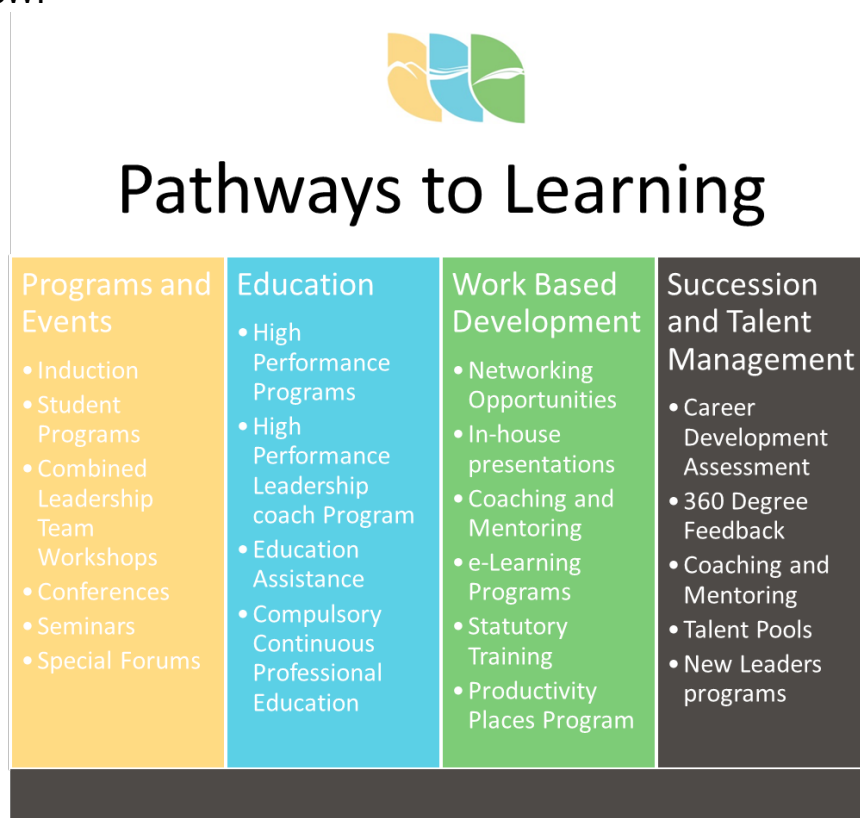
Port Stephens Council currently provides its workforce with a wide range of opportunities for education, training and professional development. Council supports staff by providing a mix of:

- Accredited vocational training (full qualification);
- Accredited vocational training (part qualification);
- Apprenticeships and traineeships;
- Non-accredited short courses;
- Regulatory training;
- University qualifications.



Learning and development needs are identified through individual Learning and Development Plans which are reviewed twice a year. Training priorities are determined from the needs identified in these plans following the completion of the workforce planning process.

The Council delivers much of its training in-house by Learning and Development staff, with the exception of ticketed/statutory training and Vocational Education and Training courses which are primarily run by the Local Government Training Institute and TAFENSW.



Education Assistance

Council's approach to education assistance is to support employees who wish to undertake tertiary and vocational education to assist their career goals within Council. Examples of eligible formal education programs are:

- University degree courses (including undergraduate, post graduate and honours) part time and by correspondence;
- National vocational education and training courses offered by Registered Training Organisations (RTOs);
- Continuing Professional Development programs.

Vocational Education and Training (VET) Programs

Port Stephens Council currently employs:

- Apprentices
- Existing Worker Trainees
- New Entrant Trainees



Student Placements

The Council has student positions on its organisational chart to support students undertaking tertiary and vocational qualifications, particularly in the fields of planning, environmental health and engineering.

Council's learning and development approach is centred around a Learning Organisation model based on six key focus areas:



Personal and Career Development involves staff managing their career and personal aspirations through learning new skills, and making improvements. This is an ongoing, lifelong process that helps staff learn and achieve more in their careers and individual goals.

Council assists staff to do this through its learning and development courses and education assistance.

Succession Planning for future staff movements so that suitable replacements for each key position are identified and prepared for the position prior to the actual need to fill it. Ideally, every key position should have at least one employee immediately available as a replacement.

Systems Thinking encourages an environment where people can learn together for the betterment of the whole. Based on systems thinking, a learning organisation's culture is one where employees see themselves as integral components in the workplace rather than as separate and unimportant.



Team Learning through empowering individuals to work to a common purpose and holding each other accountable for their actions. Teams throughout the organisation have tools for seeing the bigger picture of what is going on in their part of the system, and can communicate that to other parts of the system – looking outside your own area.

Leadership Development through the creation of values based leadership as our preferred way of decision making. This involves creating authentic decisions that builds the trust and commitment of employees and our customers.

Coaching and Mentoring are two ways in which people with vast experience help those in the same job or field of endeavour who have less experience. Coaching usually deals with specific skills and tactics, while mentoring often is a long term process and a more personal relationship is formed. In both coaching and mentoring the goal is to help people to reach their full potential.

In recent years Council has commenced collecting information on the qualification levels of its staff and has implemented a career management service which assists staff to identify educational needs and opportunities for future career growth.

Qualification	Male	Female
Postgraduate qualification (UNI)	3%	3%
Bachelor Degree (UNI)	6%	7%
Diploma/Advanced Diploma (VET) (UNI)	4%	5%
Certificate 3 or 4 (VET)	4%	13%
Certificate 1 or 2 (VET)	1%	2%
High school/school only	0%	4%
Unknown	32%	16%

A summary of the learning and development opportunities available at Port Stephens Council are available in [Appendix C](#). The opportunities available cover the broad areas of:

- Business Excellence
- Career Development
- Compliance
- Governance
- Personal and Professional Development
- Risk, Safety and Environmental Management
- Technology



2.4 Challenges

2.4.1 Skill Shortages

2.4.1.1 Australia

Skill shortages exist when employers are unable to fill or have considerable difficulty filling vacancies for an occupation, or significant specialised skill needs within that occupation, at current levels of remuneration and conditions of employment, and in reasonably accessible locations.

Recruitment difficulties occur when some employers have difficulty filling vacancies for an occupation. There may be an adequate supply of skilled workers but some employers are unable to recruit suitable workers for reasons which include: the specific experience or specialist skill requirements of the vacancy; differences in hours of work required by the employer and those sought by applicants; or particular locational or transport issues.

This list reflects research undertaken by the Department of Employment in 2016-2017. It shows only skilled occupations for which the research suggests there are shortages or recruitment difficulties.

This list combines the results of the research undertaken at the national and the state and territory level to provide information about shortages which are widespread enough to be considered national. Shortages may not, however, be evident in every state and territory. It complements the State and Territory Skill Shortage Lists.

Ratings of shortage reflect employers' recruitment experience for workers with around three years or more experience in the relevant occupation. Shortages may exist in occupations which have relatively high rates of unemployment.

The lack of a rating for an occupation does not necessarily imply 'no shortage' as the occupation may not have been assessed. Labour markets can change quickly and vary by location. The assessments made here reflect the labour market at the date shown.

Professionals

Occupation Group	Occupation	National Rating	Date Assessed	Comment
Design, Engineering, Science and Transport Professionals	Architect	National Shortage	April 2017	The shortages are essentially restricted to large eastern states.
Design, Engineering, Science and Transport Professionals	Surveyor	National Shortage	April 2017	Shortages are mainly for cadastral surveyors in the larger eastern states.
Design, Engineering, Science and Transport Professionals	Civil Engineering Professionals	Recruitment difficulty	April 2017	The recruitment difficulty is for civil engineering professionals with skills and experience in structural engineering.



Occupation Group	Occupation	National Rating	Date Assessed	Comment
Design, Engineering, Science and Transport Professionals	Veterinarian	National Shortage	March 2017	
Health Professionals	Medical Diagnostic Radiographer	Shortage in regional areas	June 2017	
Health Professionals	Sonographer	National Shortage	June 2017	
Health Professionals	Optometrist	Shortage in regional areas	June 2017	Optometrist graduate outcomes remain strong and employers continue to experience difficulty recruiting, but higher training rates are resulting in some easing in the labour market
Health Professionals	Hospital and Retail Pharmacist	Shortage in regional areas	June 2017	
Health Professionals	Physiotherapist	Shortage in regional areas	June 2017	
Health Professionals	Audiologist	National Shortage	May 2017	
Health Professionals	Midwife	Shortage in regional areas	June 2017	
Legal, Social and Welfare Professionals	Solicitor	Recruitment difficulty	February 2017	The recruitment difficulty is for solicitors with five or more years of experience.

Technicians and Trade Workers

Occupation Group	Occupation	National Rating	Date Assessed	Comment
Engineering, ICT and Science Technicians	Construction Estimator	National Shortage	April 2017	A shortage of experienced construction estimators is evident across most sectors of the industry. Employers in New South Wales and Victoria, and those seeking estimators with at least five years of experience, have the least success in filling vacancies.
Engineering, ICT and Science Technicians	Radio communication Technician	National Shortage	November 2016	Shortages are evident for qualified radio communication technicians in regional areas.
Automotive and Engineering Trades Workers	Automotive Electrician	National Shortage	December 2016	
Automotive and Engineering Trades Workers	Motor Mechanics	National Shortage	December 2016	
Automotive and Engineering Trades Workers	Sheet metal Trades Worker	National Shortage	December 2016	
Automotive and Engineering Trades Workers	Metal Fitters and Machinist	Recruitment difficulty	December 2016	There is marked variation in this labour market by location. There are large numbers of applicants in resource states but shortages are apparent in NSW and the ACT and employers in other areas have some difficulties recruiting workers with specialist skills.



Occupation Group	Occupation	National Rating	Date Assessed	Comment
Automotive and Engineering Trades Workers	Locksmith	National Shortage	December 2016	
Automotive and Engineering Trades Workers	Panel beater	National Shortage	December 2016	
Automotive and Engineering Trades Workers	Vehicle Painter	National Shortage	December 2016	
Construction Trades Workers	Construction Trades Workers		July to December 2016	There is marked variation in the construction trades labour market nationally. Shortages are evident in the eastern states (which comprise the majority of the construction trades labour market) where construction activity is strongest. Activity varies in other locations with surplus construction trades worker capacity apparent in WA. See individual state research for more detailed information.
Construction Trades Workers	Bricklayer	National Shortage	September 2016	See construction trades workers comments above.
Construction Trades Workers	Stonemason	National Shortage	September 2016	
Construction Trades Workers	Painting Trades Worker	National Shortage	September 2016	See construction trades workers comments above.
Construction Trades Workers	Glazier	National Shortage	September 2016	Shortages are evident in the eastern mainland states.
Construction Trades Workers	Fibrous Plasterer	National Shortage	September 2016	See construction trades workers comments above.
Construction Trades Workers	Solid Plasterer	National Shortage	September 2016	Shortages are restricted to the eastern states.
Construction Trades Workers	Roof Tiler	National Shortage	August 2016	Shortages are most evident in the eastern states.
Construction Trades Workers	Wall and Floor Tiler	National Shortage	September 2016	Shortages are restricted to the eastern states.
Construction Trades Workers	Plumber	Recruitment difficulty	September 2016	Employers in some states experience difficulty recruiting for multi-skilled plumbers, roof plumbers and gas or sprinkler fitters.
Construction Trades Workers	Cabinetmaker	National Shortage	September 2016	
Electrotechnology and Telecommunications Trades Workers	Air conditioning and Refrigeration Mechanic	National Shortage	August 2016	
Electrotechnology and Telecommunications Trades Workers	Telecommunications Trades Workers	National Shortage	December 2016	Employers have marked difficulty recruiting telecommunications trades workers who meet their skill needs. Those in regional areas attract very few candidates and shortages are most prominent in these areas.
Food Trades Workers	Baker	National Shortage	October 2016	
Food Trades Workers	Pastry cook	National Shortage	October 2016	
Food Trades Workers	Butchers and Smallgoods Maker	National Shortage	December 2016	



Occupation Group	Occupation	National Rating	Date Assessed	Comment
Food Trades Workers	Chef	Recruitment difficulty	December 2016	This is a large and diverse labour market with limited transferability of skills across cuisines and establishment types. There are marked differences in employers' ability to recruit but there are relatively few suitable applicants per vacancy overall. The nature and extent of recruitment difficulties vary by location.
Skilled Animal and Horticultural Workers	Arborist	National Shortage	September 2016	
Hairdressers	Hairdresser	National Shortage	August 2016	Shortages are evident for trade qualified and experienced hairdressers. Employers generally consider those who hold fast-tracked hairdressing qualifications to be unsuitable.

Of these Engineering Professionals are hardest to fill at Council.

The easing in the labour market has been driven by greater availability of professionals, with the labour market for trades workers (except construction trades) generally remaining relatively tight.

In 2017, job advertisements rose in seven of the eight occupational groups. The strongest gains were recorded for Technicians and Trades Workers (up by 15.3%), Professionals (12.0%) and Machinery Operators and Drivers (10.6%). Sales Workers recorded the only fall (down by 2.8%).

Job advertisements increased in five states and both territories, with Western Australia recording the strongest rise (up by 17.3%), followed by the Northern Territory (16.7%) and Queensland (13.0%). Tasmania was the only state to record a decrease in job advertisements (down by 0.3%).³²

State and Territory Trend	Index (Jan '06 # 100)	Yearly % change
Australia	83.2	8.5
Managers	110.5	8.1
Professionals	104.7	12.0
Technicians and Trades Workers	98.5	15.3
Community and Personal Service Workers	109.1	7.0
Clerical and Administrative Workers	73.4	6.6
Sales Workers	65.2	-2.8
Machinery Operators and Drivers	69.3	10.6
Labourers	40.0	2.9
New South Wales	91.5	5.0
Managers	111.9	5.1
Professionals	99.3	7.0
Technicians and Trades Workers	119.9	8.0

³² Department of Employment, Vacancy Report, November 2017, <http://lmip.gov.au/default.aspx?LMIP/GainInsights/VacancyReport>



State and Territory Trend	Index (Jan '06 # 100)	Yearly % change
Community and Personal Service Workers	126.1	6.2
Clerical and Administrative Workers	79.6	4.0
Sales Workers	70.3	-1.2
Machinery Operators and Drivers	82.7	0.9
Labourers	54.4	-2.0
Victoria	91.9	8.1
Managers	130.0	9.1
Professionals	118.9	11.5
Technicians and Trades Workers	109.8	13.0
Community and Personal Service Workers	120.4	13.5
Clerical and Administrative Workers	79.5	7.4
Sales Workers	68.8	-5.0
Machinery Operators and Drivers	78.5	16.3
Labourers	41.4	3.6
Queensland	67.2	13.0
Managers	91.2	11.9
Professionals	90.3	17.2
Technicians and Trades Workers	71.6	21.5
Community and Personal Service Workers	92.8	12.7
Clerical and Administrative Workers	60.2	12.9
Sales Workers	58.5	-1.5
Machinery Operators and Drivers	56.7	16.4
Labourers	34.0	7.4
South Australia	58.0	4.1
Managers	81.7	17.2
Professionals	94.4	16.3
Technicians and Trades Workers	65.8	17.5
Community and Personal Service Workers	60.5	-7.7
Clerical and Administrative Workers	54.5	0.7
Sales Workers	45.1	-7.9
Machinery Operators and Drivers	50.9	-0.9
Labourers	28.7	-11.9
Western Australia	81.4	17.3
Managers	108.9	6.2
Professionals	98.0	21.6
Technicians and Trades Workers	123.9	33.1
Community and Personal Service Workers	129.8	3.5
Clerical and Administrative Workers	57.3	12.6
Sales Workers	70.0	-4.4
Machinery Operators and Drivers	82.5	29.1
Labourers	33.3	23.2
Tasmania	50.5	-0.3
Managers	91.5	13.7
Professionals	107.2	12.8
Technicians and Trades Workers	59.8	19.9
Community and Personal Service Workers	59.2	-17.1
Clerical and Administrative Workers	59.1	-2.1
Sales Workers	42.6	-3.3
Machinery Operators and Drivers	26.4	-19.2
Labourers	14.6	-31.9
Northern Territory	80.2	16.7
Managers	112.4	25.5
Professionals	142.7	12.0
Technicians and Trades Workers	83.9	31.3
Community and Personal Service Workers	78.2	-3.5



State and Territory Trend	Index (Jan '06 # 100)	Yearly % change
Clerical and Administrative Workers	74.1	3.1
Sales Workers	58.4	0.9
Machinery Operators and Drivers	67.2	42.9
Labourers	37.7	41.6
Australian Capital Territory	167.2	7.2
Managers	159.1	7.6
Professionals	171.7	11.6
Technicians and Trades Workers	241.2	16.5
Community and Personal Service Workers	245.8	-10.8
Clerical and Administrative Workers	142.9	-0.2
Sales Workers	128.7	4.1
Machinery Operators and Drivers	168.0	42.9
Labourers	133.0	8.4

Australia's long term prosperity is heavily dependent on investments in education and workforce development. Much of Australia's workforce is already equipped with qualifications that are relevant to their employment, providing them with a foundation of skills and knowledge for work, both now and into the future.

The Australian government, in recognition of the increasing importance of qualifications beyond compulsory schooling, has introduced numerous programs to ensure the continuing development of skills for Australian workers

2.4.1.2 Local Government

The local government workforce is ageing and, on average, is older compared with other government and industry sectors. As a large number of workers approach retirement at the same time, there are implications for local government in the areas of knowledge retention, recruitment, and replacement. According to the ABS Census, 37% of the local government workforce is aged 50 years or over, compared to the Australian labour force average of 29%. Correspondingly, the proportion of local government employees aged less than 35 years is much lower than for the Australian average. This suggests there is room for local government to be doing more to attract younger people to join its workforce.³³

Strategy 5 of the NSW Local Government Workforce Strategy is focused on the continued development of skills. Education and training improve the employment prospects of individuals, the productivity of workplaces and the capacity of people and organisations to adapt to changes in demand for products and services. Investment in technical and 'soft' skills development occurs in a number of forms: organisational and individual investment in tertiary education, vocational education and training (VET) or other forms of structured courses and programs, learning and development through others from coaching, mentoring or networking and most commonly, through on-the-job informal learning.

³³ Profile of the Local Government Workforce, Australian Centre of Excellence for Local Government, February 2015



Much of the debate about investment in skills is focused on the acquisition of qualifications because this is readily measured, costed and compared across industries and countries. Full and part qualifications in the VET system are also the focus of most Commonwealth and State government policies linked to education and training funding, because they are a measure of the achievement of competency. However, workplace-based application and development of knowledge and skills remains a critical part of an organisation's (largely unmeasured) investment in skills and, as such, is acknowledged and encouraged in this Strategy.

Local government in NSW has been a longstanding supporter of entry level training programs such as apprenticeships, traineeships and cadetships. Despite a decline in participation in recent years, Councils are looking to increase opportunities to attract new and younger employees to address issues related to succession, age imbalance and corporate social responsibility. Some will need to address barriers related to management reluctance, inadequate organisational support structures and poor candidate quality, before participation in such programs can increase.

Councils must continue to invest in entry level tertiary and vocational programs to ameliorate skills shortages in the future. Strategies to attract apprentices, trainees, tertiary students and university graduates need to be developed with a sound understanding of future skills requirements and in collaboration with education and training providers.

The sector will also need to focus on investing in skills for mature workers who will remain in employment for longer but will have to adapt to the changing skills requirements of new, existing and revised job roles.³⁴

2.4.2 Workforce Ageing

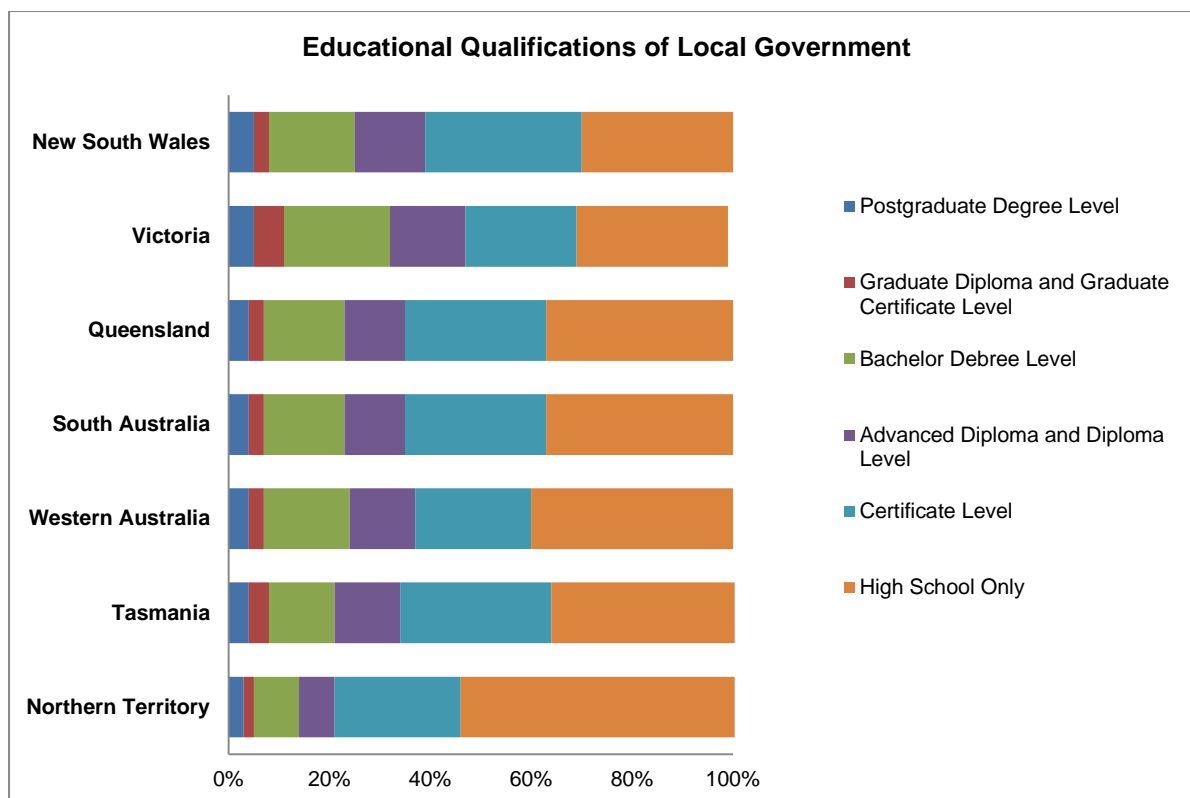
2.4.2.1 Local Government³⁵

In general, employees of local governments have higher levels of educational attainment than the Australian workforce average, with 65% of men and 70% of women in local government having a post-school qualification, compared to the national average of only 45%.

³⁴ NSW Local Government Workforce Strategy 2015-2020, Local Government NSW, November 2015

³⁵ Government Skills Australia, Workforce Development Report, November 2009





Female local government employees hold more university level qualifications (30% of women) than male employees (21% of men). Additionally, a larger proportion of women in local government are currently studying full-time (2.8%) or part-time (9.7%) compared to men (full-time 1.7%; part-time 6.4%).

Local governments are spending only a small amount on training (as a proportion of total payroll). In regional and rural Councils, the cost of accessing training is a significant issue as travel and accommodation costs eat into already limited training budgets.

Data suggests that there are relatively few apprentices in local government, particularly in the key occupations that are experiencing skills shortages.

The occupations identified as most difficult to recruit by the Government Skills Australia 2012 Escan (engineers, planners, childcare staff, environmental health workers, surveyors and managers), were also found to be positions with the highest number of long-term vacancies in local government.³⁶

The educational qualifications of local government workers are quite consistent across jurisdictions. The Northern Territory attainment level is lower than the sector average, whilst in Victoria and NSW it is slightly higher.

³⁶ Profile of the Local Government Workforce, Australian Centre of Excellence for Local Government, February 2015

The Council of Australian Government has established goals to:

- Halve the proportion of Australians ages 20-64 without qualifications at Certificate III level and above between 2009 and 2020; and
- Double the number of higher qualification completions (diploma and advanced diploma) between 2009 and 2020.³⁷

To meet these goals within its own workforce local government would need to:

- Increase the number of local government employees with qualifications at Certificate III level and above by at least 28,560 between 2009 and 2020.
- Increase the number of higher qualification completions (diploma and advanced diploma) amongst local government employees by at least 14,404 between 2009 and 2020.

The local government sector experiences skill shortages in the following job groups:

- Engineers
- Planners
- Tradespersons
- Planning and Building Officers
- Environmental Health Officers
- IT personnel
- Finance personnel
- Child and Youth Workers

Of these at Port Stephens Council engineering positions in design and drainage have proved difficult to fill with fulltime staff.

The main contributors to skills shortages in the local government sector are:

- Wages/conditions not seen as competitive;
- Sector requiring specialised skill needs;
- Lack of available local training;
- Applicants lacking skills/experience;
- Work not being viewed as desirable.

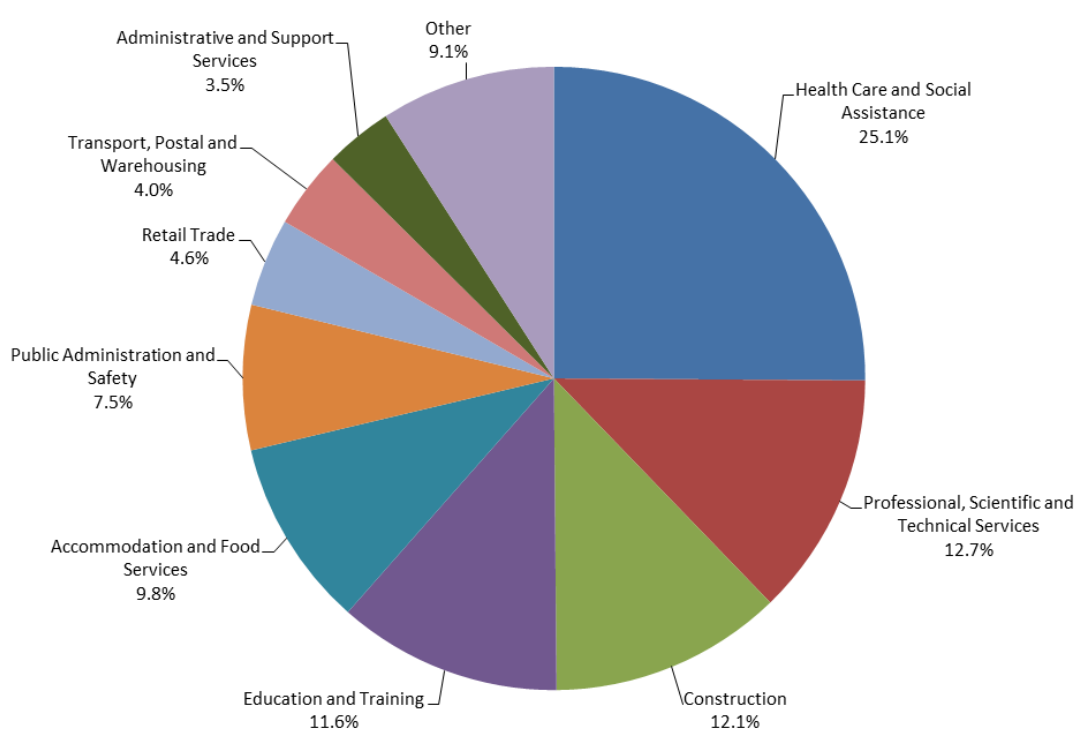
³⁷ COAG National Agreement for Skills and Workforce Development at http://www.federalfinancialrelations.gov.au/content/national_agreements.aspx, accessed 29/8/2011.



2.4.3 Future Workforce Profile

Employment is projected to increase in 16 of the 19 broad industries over the five years to May 2022, with declines in employment projected for Manufacturing; Electricity, Gas, Water and Waste Services; and Agriculture, Forestry and Fishing.

The long term structural shift in employment towards services industries is projected to continue over the coming five years. Health Care and Social Assistance is projected to make the largest contribution to employment growth (increasing by 250,500), followed by Professional, Scientific and Technical Services (126,400), Construction (120,700) and Education and Training (116,200). Together, these four industries are projected to provide 61.5 per cent of total employment growth over the five years to May 2022.³⁸



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Globalisation, the impact of rapid technological advances, generational issues and a new requirement for 'orange collar' skills as a result of Australia's resources boom are just four issues that will shape the jobs market of tomorrow and the way in which people look for and secure their next job.

These four key factors have been identified as shaping the way in which organisations attract, secure and retain talent in the coming years:

³⁸ Department of Employment, Employment Projections, <http://lmip.gov.au/default.aspx?LMIP/GainInsights/EmploymentProjections>

³⁹ 'Other' consists of Financial and Insurance Services; Arts and Recreation Services; Rental, Hiring and Real Estate Services; Other Services; Information Media and Telecommunications; Mining; and Wholesale Trade. Agriculture, Forestry and Fishing; Electricity, Gas, Water and Waste Services; and Manufacturing are excluded from the chart as they are not projected to grow over the five years to May 2022.



1) **Globalisation** will create a global talent pipeline that necessitates wider attraction strategies. Multi-National Corporations (MNCs) have a clear advantage and domestic organisations will need to use attraction strategies to compete for the global pool of skilled professionals. Globalisation means Port Stephens Council will need to:

- take advantage of its strengths to attract from the international candidate pool willing to cross borders;
- be ready to compete with other countries for the global pool of skilled professionals;
- leverage international workforces to manage ebbs and flows in business activity;
- align strategy, investments and operations;
- place importance on soft skills, such as cultural understanding and adaptability; and
- consider an international candidate's practical considerations during the recruitment process.

2) **Technological advancement** will lead to new methods of talent management, including how hiring managers connect with potential recruits. The use of new technology in background checking needs to be carefully considered, while it is also redefining our concepts of the traditional 'workplace', job functions and job applications. The benefits of new technology in the workplace, and its impact on the employment relationship, and the impact of new technology on the work/life blur will need to be considered. To keep pace with this environment, Port Stephens Council will need to:

- build a successful online presence to connect with potential recruits;
- research, listen and identify potential audiences;
- not become preoccupied with a single area of technology;
- be careful not to lose personal contact;
- launch mobile device-optimised applications;
- enable candidates to apply for jobs via their smartphones or tablets;
- use social media background checks wisely;
- embrace teleworking and the new definition of a 'workplace'; and
- develop a policy for the use of social media for work related matters, for personal matters at work, and what can and cannot be said about your organisation in the social media world.

3) **Diversity** in all its forms, particularly generational issues, needs to be considered in a world with a workforce spanning five generations. At Port Stephens Council we need to:

- be prepared to manage five generations by knowing how each generation likes to be managed, what they value and how they work;
- understand what constitutes work/life balance for each generation;



- use training and mentorships to give Generation Z the business tools for success;
- make training 'byte-sized and bite-sized';
- know how to communicate with a generation content with 140 characters or less; and
- not ignore the Baby Boomers by putting in place strategies to enable them to remain in the workforce.

- 4) **Orange collar** is the new phrase coined to describe the unique needs of organisations involved in Australia's resources boom. The term 'orange collar' refers to much more than the dress code of these workers. It refers to candidates who possess highly technical and specialist skills, are willing and able to work in remote locations, possess the necessary training and tickets, have the right attitude to compliance and are willing to commit to a project long term.

This sector has a particular impact on Port Stephens Council because of its geographical location and also because many of the skill sets required by mining are the same as those required for positions within local government. To minimise the impact of the attraction of the mining sector to skill workers, Port Stephens Council has needed to:

- understand what constitutes an 'orange collar' worker; and
- learn from employers involved in the mining boom on how they deal effectively with skills shortages beyond just remuneration.⁴⁰

⁴⁰ Tomorrow's Workforce', Hays Australia and New Zealand, 2012



2.4.3.1 Port Stephens Council

Workforce Implications and Issues

Since 2007 all Sections of Council have participated in an annual workforce planning process that provides our managers with a framework for making staffing decisions to address short, medium and long term business needs.

A summary of the challenges facing Port Stephens Council, derived from our workforce planning discussions, is shown in the following table. This information is utilised to help us develop our strategic response to workforce resourcing issues.

Issues	Corporate Services	Development Services	Facilities and Services
1. What are the likely changes to workforce demographics in the short- and medium-term future?	<ul style="list-style-type: none">• Workforce is ageing.• Increasing reliance on technology.• More processes will become automated.• People will be able to work anywhere.• Community will be more involved in strategic planning.• More part time work.• People will be working longer.• Increase in contract management.• Higher skilled workforce.• Working from home and flexible arrangements.• Increased numbers in younger staff.	<ul style="list-style-type: none">• Increased numbers in younger staff.• Higher female participation in workforce – due to more flexibility.• Lower participation of baby boomers in professional roles.• Trend for more women to be involved in environmental science and environmental management.• Greater need for communication and marketing skills.	<ul style="list-style-type: none">• Low turnover – not much increase in diversity – ageing workforce.• Building capacity of current staff to adapt to change.• Encourage younger workforce.• Younger workforce will be present/increased.



Issues	Corporate Services	Development Services	Facilities and Services
2. What are the priorities as identified in the Community Strategic Plan that will affect Council's service delivery in four or eight years' time? How is Council planning to address these priorities? What will be the impact on staff of Council's plan to address these priorities?	<ul style="list-style-type: none"> • A focus on modelling behaviours based on the principles of Business Excellence. • Integrated plans that provide clear direction and concise information. • Technology and systems that make business simple, accessible and informed. • Engaged staff embracing a safety focused, values based, high performance culture. • Strong customer focus and community engagement mechanisms. • Simplifying our business processes to ensure our services are efficient, effective and accessible. • Building organisation resilience to adapt, evolve and grow in the face of future challenges. • Maintain our commitment to customer focus, ensuring we remain relevant to our customers and the organisation. • More contract management. • More self-service both internally and externally. • More stringent governance. • Greater access to information. • Strong push to share services – regional. • Greater demand on internal corporate support services. • Data Eco-System. • Alignment of outputs. 	<ul style="list-style-type: none"> • Leadership and development and succession planning. • Ongoing systems and process development. • Digital service delivery. • Increased transparency of service delivery. • Delivering timely and quality services within legislative constraints. • Integrating the delivery of e-planning services. • Strengthening community trust in our judgement and service delivery. • Establishing clear land use plans to guide future development across the LGA. • Negotiating local government reforms to maintain and improve service delivery. • Stimulating investment and employment within the LGA. • More Regional focus. • Increased collaboration with Regional Councils. 	<ul style="list-style-type: none"> • Increasing transparency – community driven. • Higher level of community engagement. • Greater access to information. • Greater use of technology. • Greater focus on service delivery. • Focus on Asset Service Delivery to our customers from strategic planning through maintenance to initiation of capital works. • Link the Asset Management system to other parts of the organisation/modules. • Staff skill sets are being developed to focus on leadership and collection of data. • Increase in resource sharing • Focus on Asset renewal. • Greater use of technology in capital maintenance. • Focus on Project Management. • Focus on Contract Management .



Issues	Corporate Services	Development Services	Facilities and Services
3. What changes will be needed to the makeup of Council's existing workforce and structure to meet emerging priorities and objectives?	<ul style="list-style-type: none"> • Core workforce will be more generalist staff and buy in specialists. • Difficulties in attracting specialist roles – IT, accountants. • More robust, better designed systems. • Possible outsourcing or shared service models. • Regionalisation of services. • Facilities management. • The need for more people with specialised skills. • Better knowledge management – consistent. • More compliance. 	<ul style="list-style-type: none"> • More of a mix of consultants (private planners/certifiers) and staff. • Flexibility around recruitment. • Growing our own in house capacity. • Budget flexibility. • Mobile workforce. • More multi professional teams to improve responsiveness. • Sharing resources with other Councils and organisations. • Increased compliance role/responsibility. 	<ul style="list-style-type: none"> • More skilling up of staff to use new technology. • Move from technical to more interpersonal style of operating. • People will need to become more adaptable. • More flexibility no arbitrary barriers. • Well documented works processes. • Good digital and special asset information. • Project Management systems and skills. • Contract Management systems and skills.



Issues	Corporate Services	Development Services	Facilities and Services
4. What will be the skills and other attributes that council staff will need in 10 years, based on the Community Strategic Plan objectives?	<p>LG NSW Capability Framework</p> <p>Personal Attributes Display Resilience and Adaptability Demonstrate Accountability</p> <p>Relationships Communicate and Engage Community and Customer Focus Work Collaboratively</p> <p>Results Create and Innovate Plan and Prioritise</p> <p>Resources Procurement and Contracts Finance Technology and Information</p> <p>Workforce Leadership Inspire Direction and Purpose (Strategic Thinking) Manage and Develop People Lead and Manage Change</p> <p>Other</p> <ul style="list-style-type: none"> • Systems thinking/sharing/confidence • Project Management • Contract Management • Strategic thinking ability – coordinator and above • Technology skills 	<p>LG NSW Capability Framework</p> <p>Personal Attributes Manage Self Demonstrate Accountability</p> <p>Relationships Communicate and Engage Community and Customer Focus Influence and Negotiate Work Collaboratively</p> <p>Results Plan and Prioritise Create and Innovate</p> <p>Resources Technology and information</p> <p>Workforce Leadership Manage and Develop People Inspire Direction and Purpose</p> <p>Other</p> <ul style="list-style-type: none"> • Social networking capabilities • Tech savvy 	<p>LG NSW Capability Framework</p> <p>Personal Attributes Display Resilience and Adaptability</p> <p>Relationships Communicate and Engage Community and Customer Focus Work Collaboratively Influence and Negotiate Mediation</p> <p>Results Plan and Prioritise Create and innovate Deliver Results Think and solve Problems</p> <p>Resources Finance Technology and Information Procurement and Contracts</p> <p>Workforce Leadership Manage and Develop People Inspire Direction and Purpose</p> <p>Other</p>



Issues	Corporate Services	Development Services	Facilities and Services
5. What changes will be needed to existing job roles and position descriptions to deliver Council's Delivery Program?	<p>The introduction of the capability framework will influence changes to the structure of Position Descriptions – Inclusion of capability outlining knowledge, skills and abilities required for competent performance into the position description.</p> <p>Potential for generic position descriptions for roles drawing on the same skills and capabilities to support mobility and career path options.</p>	<p>Look at more disciplined staff.</p>	<p>Introduce the outcomes into the PD's to add to the behaviours. Reduce the tasks even more - one line description.</p>



Issues	Corporate Services	Development Services	Facilities and Services
6. What technological advances are emerging that will impact on Council operations in the short and long term?	<ul style="list-style-type: none"> • Better support to mobile workers. • Opportunities for greater shared services. • Significant changes in technology are expected in particular with the development of data management. • Business improvements and the Service reviews have recommenced and technology will be utilised to create new workflows and efficiencies. • Reliance on line training is increasing and staff are now beginning to manage their own Learning and Development. The Human Resource information System needs to constantly be reviewed and improved to support this. • Staff have greater mobility and require access to technology that supports working remotely and working from home. Any device, anywhere, any time. • A greater reliance on online forms both internally and externally. • Improvements to access to technology on remote sites which will enhance operation and service levels to customers. • Automation of services for holiday parks eg pre check in. • Keeping up with the web views that people want to access. • Cloud vs internal administration. 	<ul style="list-style-type: none"> • Delivering a service when and where the customer wants it. This could mean staff available at different times of day and outside general office hours. • Employees working in virtual space. • Systems and tools in place to measure feedback on a regular basis as opposed to doing it once or twice a year. • Increased demand on services and access to information. • Increase in digital service offering across three key areas: Community (eg readily available public Wi-Fi, social media and on line transactions. • Use of online engagement tools to increase exponentially. • Greater use of ePlanning tools and other associated electronic media. • Continued decline in traditional media sales/viewership, to be increasingly replaced with instant online 'news'. • Use of drones in the workplace. • Increased demand for 24/7 monitoring/responding to of media. 	<ul style="list-style-type: none"> • Mobile computing has had, and will continue to have, a positive impact. Mobile computing supports understanding the business better and quicker. Instant information will increase efficiency, data and customer responsiveness. • General improvement of technology applications for administration staff. • Improved information systems will assist business improvement. • GIS open source data. • Pavement Management System. • Asset Management Module. • The use of online App for faster and more efficient processing options could create efficiencies for the business. • Technology for truck movement and wear and tear on trucks. • Greater use of software for management of leases and licences details and automated billing. • Continue to Increase staff computer literacy. • Use of drones for Survey. • Use of digital theodolite. • Maintenance Management System



Issues	Corporate Services	Development Services	Facilities and Services
7. What are the key roles and skills sets that are difficult for Council to recruit and/or retain?	Key Roles <ul style="list-style-type: none"> Finance roles. Property Statutory roles. Leadership roles in Holiday Parks. Business and data analyst roles. Information technology project management roles. Risk Management in particular Work Health and Safety. Skills <ul style="list-style-type: none"> Customer focus. Building capability for improved strategic planning. Increased level of technological ability to support service levels and efficient operations. Leadership development of Frontline Managers. Alignment in delivering enabling services. Asset management. Project management. 	Key Roles <ul style="list-style-type: none"> Specialised Health and Building roles. Experienced Planners. A1 Certifiers. Skills <ul style="list-style-type: none"> Process mapping and reviewing. Resourcing in strategic planning. Economic development. Sophistication around marketing and promotion of tourism. Project management. People leadership. Mentoring. Customer focus. Social media skills. Graphic Design. Videography skills. Unsure about health roles. Compliance expertise/resources Negotiation and conciliation. 	Key Roles <ul style="list-style-type: none"> Engineering roles. Community and Recreation Management. Final Trim Grader roles. Engineering Design. Structures and Landscape Design. Survey and Land information. Waste Management. Civil Assets Planning. Skills <ul style="list-style-type: none"> Project management. Asset management including asset inspection and data collection. Infrastructure planning. Technology capability. Leadership. Documentation of service level standards. Building relationships and service delivery. Customer focus. Coaching skills. Design skills. Finance management. Contract management. Environmental management and awareness. Mediation.
8. What level of employee turnover is expected? In what areas? When is the turnover expected to occur?	<ul style="list-style-type: none"> Revenue. Defined benefit – implications. Remain steady at 10-15%. Increase in 5+ years. 	<ul style="list-style-type: none"> Increased turnover of professional staff. 	<ul style="list-style-type: none"> Retirement of aged workforce in the immediate future and hence the transition to retirement during this period.
9. What job categories and positions will become critical areas of shortage in the future based on Council's Delivery Program?	<ul style="list-style-type: none"> IT Accounts Project Management Governance 	<ul style="list-style-type: none"> A1 Certifier Compliance staff 	<ul style="list-style-type: none"> Manual labour.



Issues	Corporate Services	Development Services	Facilities and Services
10. What job categories and positions are likely to be in surplus in the future? How will this be managed?	<ul style="list-style-type: none"> Service review program will address any issues. 	<ul style="list-style-type: none"> Incrementally managed. Upskilling of current staff positions over time. Service review program will address any issues. 	<ul style="list-style-type: none"> Ageing workforce physical restrictions Service review program will address any issues.
11. What retraining is proposed for the ageing workforce, particularly outdoor workers?	<p>Council's Career Development Program Council has an online Design Your Career Program that will help staff:</p> <ul style="list-style-type: none"> Work out whether it's time for a career change; Think through options that match strengths, interests and values; Consider alternatives to a complete career change; Implement strategies to make it happen. <p>Digital Literacy Program The use of technology and computer literacy skills have become increasingly important as the changing work environment has resulted in increased reliance on technology to get work done. Staff that traditionally did not require computer skills now require these to perform everyday work tasks. This program focuses on developing the following skills:</p> <ul style="list-style-type: none"> Basic word-processing Using the Internet Creating simple spreadsheets Writing professional emails Writing professional documents, forms and reports <p>Create Your future Seminar This half day seminar is aimed at mature workers aged 45+. Based around a framework of identity, money, career, relationships and health – the seminar is a platform for creating the future. It takes participants on a life journey. Guided by a seasoned facilitator, participants explore where they are now and what career and retirement options lie ahead. Benefits of the program include:</p> <ul style="list-style-type: none"> Taking time to consider career and retirement options in a structured framework; Being empowered to make positive changes in the areas of money, career, relationships and health; Setting goals and identifying actions to create the future you envisage; Transitioning to retirement. <p>Education Assistance Program This program supports employees who would like to gain further tertiary qualifications for their current role, retraining for a new role or career transition. The program provides employees with subsidies to assist with fee payments, study and exam leave.</p>		



Issues	Corporate Services	Development Services	Facilities and Services
12. Has Council identified key position and skills areas where business succession planning is critical to achieving important strategic objectives? Are there strategies in place to address the supply and demand issues arising from this?	<ul style="list-style-type: none"> • Project management. • Contract management. • IT. • Accounts. • Governance. 	<ul style="list-style-type: none"> • Changes to legislation in planning/building space. • Potentially A1 Certification . • Compliance (pragmatic operators) . 	<ul style="list-style-type: none"> • Yes through the succession planning .
13. What role can apprenticeships and traineeships play in addressing workforce demand and supply issues?	<p>Council recognises the value of entry level development positions in all areas. These positions include Australian Apprenticeships and Traineeships in the Vocational Education and Training Sector and Cadet positions in other tertiary sectors. Council has an Apprentice, Trainee and Cadet strategy which supports the identification of Apprentice, Trainee and Cadet positions during the Workforce planning cycle. This strategy ensures :</p> <ul style="list-style-type: none"> • Opportunities for Apprentice, Trainee and Cadet positions are identified in line with future workforce needs. • The organisation's current and future capacity to provide a meaningful and supportive workplace learning environment. • Development and maintenance of relationships with key training providers and the Australian Apprenticeship Centres. • Fostering of an environment of mentorship between supervisors and employees. • Identified current and future skills needs can be addressed. <p>Development Services:</p> <ul style="list-style-type: none"> • Bringing new staff resources into an ageing workforce. <p>Facilities and Services</p> <ul style="list-style-type: none"> • Creating more entry level positions to increase manual labour availability. 		

To further assist in planning for our future workforce requirements, Port Stephens Council has recently undertaken a scenario planning exercise with our Section Managers.

A scenario means a description of scene. It is an opportunity to create a more vivid and creative background for thinking how to act in the future. Scenarios are descriptions of visions of the future. Scenarios are envisions of possible thinkable futures. They are used to test ideas and extrapolate them into the future. They reflect assumptions, personal and group beliefs about the future. They help organisations achieve consensus about the future.



Scenarios provide a framework within which managers can assess alternative strategies and integrate qualitative plus quantitative inputs.

Scenarios can help to:

- identify major changes and potential problems; and
- generate strategic options to deal with them.

This allows for anticipation of the unexpected, providing an early warning system.

Scenarios require managers to acknowledge uncertainties and allow for them within their thinking and provide a test bed for managers to explore the consequences of their strategic decisions.

In undertaking an environmental analysis, the Senior Leadership Team considered the external environment in which the services in their Sections will be operating in the next 10 years, including:

- who their customers will be;
- what their customers' requirements will be;
- how these needs impact on the expectations of the service users;
- what the key strategic issues are which may affect this service area short term and longer term;
- risk assessments linked to strategic issues, such as what will the impact be to the service if we fail to reach a particular target.



Related ideas were then grouped into clusters and analysed by the group to provide information on their likelihood and importance.

Cluster	Issue	Driver	Important and Uncertain (V)	Important and Certain (A)	Unimportant and Certain (U)	Unimportant and Uncertain (U)
Technology	Will drive the way we do business.	Social		✓		
	Will need to provide up to date technology – accessibility, connectivity security.	Economic Social	✓			
	Keeping staff skilled in the use of current technology.	Social Economic	✓			
	Remote Working.	Social		✓		
Economic	Economic downturn.	Political	✓	✓		
	Organisation's capacity to pay.	Economic		✓		
Legislation	Increased Compliance.	Economic			✓	
	Regional Government.	Political	✓			
	Increased Transparency.	Political		✓		
Skill & Education	Higher level of education.	Social		✓		
	Broader skill sets.	Technological Social	✓			
	Increased costs.	Economic		✓		
	LG NSW Capability Framework will influence skills/behavioural requirements.	Social Political		✓		
	Greater emphasis on technology to support development.	Technological	✓			
	Downturn in Apprenticeships.	Economic		✓		



Cluster	Issue	Driver	Important and Uncertain (V)	Important and Certain (A)	Unimportant and Certain (U)	Unimportant and Uncertain (U)
Flexibility	Increase in the expectation of flexibility.	Social Economic Technological		✓		
Ageing/ Workforce Profile	Managing five generations at work.	Social Economic Environmental		✓		
	Increased younger workers entering workforce.	Social Economic Environmental		✓		
	Increased turnover impacting recruitment.	Social Economic	✓			
Shared Services	Resourcing to make it work.	Economic Political		✓		
	Increased expectation to have shared service.	Economic		✓		
Communication	Increase in instantaneous communication.	Social Technological		✓		
	Greater emphasis on community consultation.	Social Political		✓		
Leadership	Changing Leadership Model.	Social Political Environmental		✓		
	Emphasis on growing our own.	Social Political Environmental		✓		
Customer Service	Reduction in face to face Customer Service.	Technological Social		✓		
	Increased responsiveness – Real Time.	Social Technological Environmental		✓		



As a result of this analysis, the major driver was identified as technological both from a social and economic perspective.

Scenarios were developed in identifying all of the issues raised and focusing on development of strategies Port Stephens Council will need to put in place to ensure it has the resources available to service the community, taking into account the major driver of the impact of technology which will require us to:

- provide up to date technology;
- keep staff skilled in the use of current technology;
- broaden skill sets of existing staff.

A number of gaps were identified through this process which has led to a review of our strategic responses to workforce resourcing.



3. Strategies to Address Identified Workforce Gaps

In order to deliver our Community Strategic Plan, we require clear strategies that set out what type of organisation we need to be and how we plan to get there. A summary of how these identified strategies map to the identified gaps is contained in [Appendix A](#).

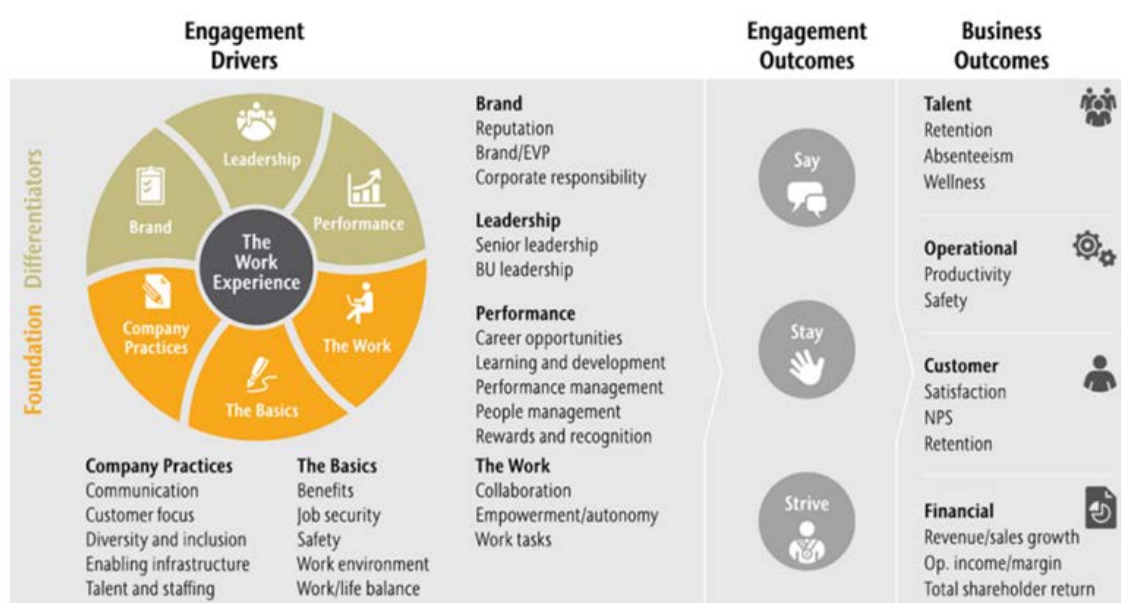
3.1 Best Employer

To be a Best Employer we must ensure that our organisation is a great place to work.

Council identified various elements that we believe constitute being a best employer. We are working hard to ensure these are fulfilled.



- 1) **Good working relationships** where people relate to each other as friends, colleagues, and co-workers in an environment of trust.
- 2) **Effective leadership** where supervisors and managers focus on creating a better future for their staff through leadership and vision.
- 3) **Working together** to do the right things in the best way.
- 4) **Staff having a say** and participating in decisions that affect the day-to-day business of Council.
- 5) **Clear values** where staff see and understand the overall purpose and individual behaviours expected in the place of work.
- 6) **Being safe** with high levels of personal safety, both physical and psychological and where staff are cared for by the organisation.
- 7) **Recruitment** that ensures the right organisational fit where new staff are recruited for attitude that aligns with our culture and values.
- 8) **Pay and conditions** that are fair for the contribution that staff make to the organisation's success and are aligned to the local government market.
- 9) Staff are regularly **getting feedback** on their performance and contribution to organisational success.
- 10) Staff have a **sense of ownership and identity** and pride in the workplace by being part of a cohesive team.
- 11) Being a **learning** organisation to help us adapt to the changes of the future.
- 12) Having **passion** and commitment and a sense of wellbeing about work.
- 13) Having **fun** in a psychologically secure workplace where people can relax with each other and enjoy social interaction.
- 14) Where staff have **community connections** and a feeling that the workplace is a valuable part of the local community.
- 15) Where staff have a high level of self-awareness and **emotional fitness** to deal with the day to day challenges of a dynamic and challenging work environment.
- 16) Council utilises the AON Hewitt Associates Best Employers Accreditation process, which determines who are the best employers in Australia through measuring employee engagement.



Engagement is the level of connection individuals have to the organisation and their willingness to apply discretionary effort to improve individual and business performance. Each year we measures the energy and passion that employees have and the extent to which the hearts and minds of its people have been captured by the organisation.

The key benefits of having a highly engaged workforce are:

- lower turnover;
- less absenteeism and fewer lost accident and sick days;
- larger pool of talent from which to select employees;
- greater employee productivity;
- increased customer satisfaction;
- higher revenue growth and economic returns;
- greater sustainability in the face of business challenges.

An organisation with engaged staff will have an engagement score of 65% or higher.



3.2 Talent Management

Talent management is a system comprising of a number of components and it is important not to see it as a series of separate actions. Therefore, when focusing on developing talent, the following plans and processes need to be integrated to track and manage that talent.



Workforce Planning

Workforce Planning is an important component of Council's integrated planning process to ensure that our organisation has the capacity and capability to deliver efficient, effective and responsive services to the community.

Workforce Planning is conducted annually and involves a comprehensive process that provides our managers with a framework for making staffing decisions to address short, medium and long term business needs. It includes the following steps:



- Understanding the organisation's strategic direction and its impact on the workforce.
- Analysing the current and future workforce needs and competencies.
- Analysing the gap between the current and future needs.
- Developing strategies to address workforce gaps.
- Implementing strategies to align the workforce with future business needs; and
- Evaluating the success of the workforce planning strategies in meeting objectives.

Workforce Segment Identification

An important component of Council's workforce planning and succession processes is the identification of position by workforce segment. This helps Council identify the different positions within the workforce and measure their criticality in relation to those which present the most significant risk to service delivery and where there is potential for a substantial gap between future demand for services and supply of labour.

Employer Branding

To ensure the continuing ability to attract and retain the right staff we must also ensure that we continue to carefully manage our employer brand.

The major benefits of a strong employer brand include:

- Increased productivity and profitability;
- Increased employee retention;
- Highly ranked for employer attractiveness;
- Increased level of staff engagement;
- Recognition as an employer of choice;
- Ease in attracting candidates;
- Higher job acceptance rate;
- Setting a standard for all HR activity;
- Increase in number of unsolicited resumes;
- Increased internal hire rate;
- Decreased time to fill;
- Lower recruitment costs;
- Minimised loss of talented employees;
- Employees recommending your organisation as a 'preferred' place to work;
- Maintenance of core competencies;
- Employees committed to organisational goals;
- Shorter recruitment time;
- Ensured long-term competitiveness;
- Improved employee relations ;
- Decreased time from hire to productivity



Effectively managing and marketing our Employer Brand and clearly understanding what is our Employee Value Proposition (EVP) is crucial to the market perception of Port Stephens Council as a best employer.

The Employee Value Proposition seeks to describe what we have to offer current and prospective employees. The important message we need to communicate is that working in local government, you have the ability to make a difference in the community in which you live. While you are doing that, PSC offers you:

- Diverse and Challenging Career Opportunities;
- Flexible Work/Life Balance ;
- An attractive Lifestyle;
- Competitive Pay and Generous Conditions.



Sourcing, Attracting, Recruiting and On-boarding Suitably Qualified Candidates

The recruitment, selection and employment process has been developed to ensure applicants are appointed on merit using the selection criteria relating to the position. This ensures that the process is free from any bias and discrimination and meets all relevant legislative responsibilities. All permanent positions within Council will continue to be advertised externally bringing renewal and market place currency to an organisation. We need to avoid looking inside the organisation for a short-term remedy to ensure that the longer term interests of the organisation are well served. We sometimes find it hard to look to the future when the present is so demanding. Obviously, short-term responsibilities to customers and the community must be met, but not looking ahead could leave the organisation stranded in future if we do not manage our talent well.

The organisation supports individuals to compete in the external market in a variety of ways. It has long been our practice that all temporary positions are offered to internal staff in the first instance through our 'expressions of interest' process. This allows our staff to act in positions that allow them to gain additional knowledge and skills and experience. It also allows them to demonstrate their performance in the role.

Council also provides the opportunity for staff to apply for a career break. Council recognises that a career break offers a range of benefits not only to the employee but also to the organisation. By combining entitlements for different leave types together an employee can meet their need to take a break from work to refresh, re-energise, attend to other responsibilities or pursue professional development. For Council to grant career breaks can support retention of valued staff and the professional development of staff.



A further opportunity is available for staff through a secondment. Secondments benefit all parties involved; the employee, the employer and the host organisation.

Employees benefit from taking secondments as they are an excellent way to explore different career possibilities without them leaving their current job. They are a valuable way of offering employees professional development and career opportunities.

Council's learning and development program is also available to assist employees in their chosen career path.

Council's merit based recruitment is determined through behavioural interviewing based on the Business Excellence Framework, technical ability relating to the role and is underpinned by our organisational values of Respect, Integrity, Teamwork, Excellence and Safety. This ensures our Recruitment and Selection process is transparent, consistent and fair and allows Council to provide valid feedback to candidates.

Health, Safety and Wellbeing

Council believes the safety, security, and the physical and mental wellbeing of our people is central to the ability of all staff to contribute to the achievement of Council's objectives.

Safety is one of Council's core values and staff are assured of Council's commitment to seeing them going home in the same physical and mental condition, or better, than when they arrived at work.

In order to achieve this, Council has put in place a robust management system to identify, evaluate and control factors in the workplace and our operations, which may affect the safety, health, security and wellbeing of employees, customers, contractors, visitors and members of the public.

Council also recognises that health issues can be debilitating, with long lasting effects for the individual. Studies have shown that increased levels of health positively impact work capacity, mental fatigue levels, susceptibility to stress and how employees feel about their job.

A Wellness Program is in place at Council which offers a range of initiatives for employees. Details of the program are communicated to staff on a monthly basis and through the publication of a Wellness Calendar.

The Wellness Program complements Council's Workers Health Initiative which provides subsidised access to a wide range of health facilities for staff and their families within the local government area and surrounding districts.



Council also offers an Employee Assistance Program which provides access to qualified psychologists and counsellors for staff and their immediate family. This service has an emphasis on assessment and referral rather than ongoing therapy and allows employees and their immediate families to voluntarily and confidentially seek professional assistance.

Managing and Defining Competitive Salaries

The Port Stephens Council Enterprise Agreement details a market based approach to the setting of salaries for the organisation. This approach ensures that rates of pay are connected to the market and keep pace with changes in that market. Annual increases are agreed as part of the negotiation process, however, if the local government market moves higher than the agreed increases, the rates of pay are adjusted for all staff to keep pace with the market.

Our market data are based on the Mercer annual survey of the local government sector in Australia. This provides us access to the most current and up to date salary information available in the local government sector.

Career Development

It's never too late to start organising your career. The workplace is constantly evolving and it can make a big difference if you can adapt and move with it. It's not unusual for people to change their career several times over their working life or design their career to give them greater freedom and flexibility.

If you can be pro-active in driving your future, you are much more likely to be satisfied, fulfilled and have a sense of being in control.

Council has a dedicated Career Development Manager and has developed an online Design Your Career Program that helps our staff to:

- Work out whether it's time for a career change;
- Think through options that match your strengths, interests and values;
- Consider alternatives to a complete career change;
- Implement strategies to make it happen.

Learning and Development Opportunities

Direct managers have responsibility for developing appropriate learning and development plans for their staff in accordance with the program available. This ensures that all staff have the skills and competencies required to perform the duties of their position.

Learning may then occur via e-learning, on the job training or by participation in off the job training. Some staff may have the ability to attend conferences or seminars where appropriate. Education assistance is also available to assist staff to achieve



recognised qualifications relevant to their current role or identified through succession planning. Managers will be responsible to ensure their staff understand the importance of participating in scheduled programs and at the completion of any training to discuss the new knowledge and skills they have learned. This approach ensures that Council's leaders are integral to providing the motivation and opportunity for learning: Leaders play a vital role in creating and sustaining a supportive learning culture. It also provides the means for managers to be able to measure the effectiveness of training undertaken by their staff.

On an annual basis, the Learning and Development team facilitate discussions with each Section Manager in consultation with their coordinators, to identify the training requirements for staff for the forthcoming year.

Learning and development needs are identified through:

- Performance Review process;
- Annual Workforce Planning process;
- Internal Audit process;
- Legislative requirements; and
- Identified areas of extreme risk.

The talent sector training options matrix in [Appendix C](#) outlines the learning and development opportunities available for staff in their current role and also for staff who have been identified through the workforce planning process as suitable for development into critical workforce positions. This ensures our learning and development program is appropriately focused on the skills that are identified as required to deliver the Community Strategic Plan.

Coaching and Mentoring

We often confuse the terms mentoring and coaching even though they are often used in place of each other. *Coaching* is usually short term and is focused on learning related to workplace performance. *Mentoring*, however, is usually longer term than coaching and is developmental. It gives people the opportunity to share their professional and personal skills and experiences, and to grow and develop in the process.

Port Stephens Council has a formal coaching and mentoring program. This ensures that staff are learning from others, adopting modelled behaviours and attitudes and absorbing the culture and values of the organisation through their personal interactions at work.

Mentoring that is linked to career development and workforce planning can provide an excellent mechanism for addressing the unique career development needs of individual employees and the service delivery needs of the organisation. Coaching is linked to our performance management program and is required to be undertaken by all people managers in Council.



Performance Management

Our Individual Work and Development Plan has been in place for a number of years and has a clear line of sight to the achievement of the objectives in the Community Strategic Plan.

At Port Stephens Council we want our employees to be accountable. Accountability for us means 'doing what I say I will do' and continually behaving in a way that demonstrates our organisational values.

The Individual Work and Development Plan forms part of the documents that assist employees in knowing what is expected of them by Council and works in conjunction with the relevant Systems View and individual position description.

The objective of the Individual Work and Development Plan is to provide employees with a fair and effective performance appraisal and facilitate an ongoing process of communication between the supervisor and the employee.

This process does not necessarily need to be limited to the minimum review timeframes identified in our process.

It includes all of the following:

- Clearly communicating to employees what their duties are and how to perform them. This information is communicated through written position descriptions, training and instruction from the supervisor.
- Telling employees the criteria by which they will be assessed. These are the objectives in the Plan.
- Ongoing feedback. Whenever employee performance fails to meet expectations, the supervisor immediately counsels the employee to identify the deficiencies and suggest concrete ways to improve performance. The supervisor should also give the employee feedback when performance is good.
- Documenting poor performance in writing. Supervisors document instances of significant failures by employees to perform to expectations. They also document the follow up discussion and subsequent progress toward improvement. Superior performance is also to be recognised in written commendations.
- Formal evaluations. These are scheduled at least twice per year but can be more frequent if desired.
- Employee review. Employees have the opportunity to review and comment on evaluations before they become final.

The system supports the factors that make jobs satisfying by providing:

- clear direction;
- a supportive environment;
- challenge and meaning;



- clarity;
- influence;
- growth and recognition; and
- enhancement of the relationship with immediate supervisors.

Employees who fail to perform to either technical or behavioural standards expected in the position are counselled to assist them in improving their performance.

Knowledge Exchange

Knowledge exchange is transferring knowledge from one part of the organisation to another. Like knowledge management, knowledge transfer seeks to organise, create, capture or distribute knowledge and ensure its availability for future users.

Our knowledge exchange process creates opportunities for identified staff to have conversations and begin transitioning knowledge.

Once identified, staff who are participating as the subject matter expert in the knowledge exchange process need to prepare for the exchange workshop. In order to do that, they initially meet with a member of the Human Resources Unit and complete a career snapshot and knowledge profile.

This will identify the various elements that occur with knowledge exchange including:

- The documents, databases and systems used;
- The skills, experience and knowledge needed in the job;
- The natural talent the employee may possess;
- The relationships that are important to this role;
- The way things are done – the routines, standards and methods of operating.

Succession Planning

Succession planning can be broadly defined as identifying future potential staff to fill key positions. Generally, one or more successors are identified for key positions and development activities are planned for these successors. Successors may be fairly ready to do the job (short-term successors) or seen as having longer-term potential (long term successors). The old succession planning model was purely about organisational needs and whilst this is still a primary focus, the modern version takes account of the growing recognition that people increasingly need to make their own career decisions and to balance career and family responsibilities. So the emphasis is about balancing the aspirations of individuals with those of the organisation, as far as possible customising moves to meet the needs of employees, their families and the changing skill requirements of the organisation.



All positions in the organisation are ranked according to the potential risk of losing the person and the consequence for the organisation:

- High – may leave in the next 6/12 months.
- High – critical workforce position.
- Medium – may leave in the next 12/24 months.
- Low – no immediate risk.

All positions require a succession plan to be developed, however, positions identified as high risk will take precedence and learning and development budget spend above mandatory training will be focused on these positions. This focus on addressing our high risk positions makes the process more manageable. It is also financially sustainable and provides Council the best return on investment in learning in development.

Staff identified as potential successors will be provided with development opportunities that will form part of their learning and development plan. It is important to ensure that Council has some internal capacity to fill these critical positions that are considered vital and would cause disruption to the running of the business if unable to be filled.

Filling of these roles on a permanent basis is still via external recruitment in accordance with the agreed process. Recruitment of outside expertise brings renewal and market place currency to an organisation.

Personal organisational knowledge has also been identified as the critical component of a number of the positions identified. With this in mind, actions to both successfully harvest the knowledge from the exiting incumbent and to facilitate seamless transition of the incoming talent need to be in place.



3.3 Workplace Equity and Diversity



Council recognises that valuing equity and diversity is best practice.

Council is dedicated to equity and diversity in the workplace and in the way it conducts business. Equity and diversity provides all Council staff and customers with a fair and inclusive workplace in which they are treated in accordance with Council's values.

The basic principle underpinning equity is 'a fair go for all in the workplace'; ensuring that everyone has access to relevant learning and development opportunities, fair working conditions and opportunities for progression. It is about providing everyone with the opportunity to make the most of their ability in the workplace.

Equity questions the 'fairness' of treatment when dealing with differences, such as gender, cultural background age and disability. Equity is about treating people based on merit and in line with individual needs and circumstances. Equity is not about treating everyone in exactly the same way, it is about recognising individual strengths, opportunities for improvement in different situations. Treating all people in exactly the same way is not the same as treating people fairly.

Diversity is about an inclusive environment. It means that the differences brought to Council by people of differing backgrounds, experiences and perspectives are valued. It means that the contributions brought to Council by a broad range of people are utilised and maximised to enhance the success and capability of the organisation.

Diversity embraces and makes the most out of the differences of all staff. Diversity relates to differences in people such as:

- Work/life experience
- Language
- Gender
- Values
- Disabilities
- Personality profile
- Social origin
- Work practice
- Nationality
- Age
- Education level



By providing an equitable and diverse work environment Council can retain the best people for the job.

Council has adopted the following Equity and Diversity principles:

- Treat all people with respect and dignity in accordance with Council's values (RITES).
- Recognise that all people are different and value this difference.
- Use the different contributions that people can make to the team.
- Make judgements based on fairness and merit.
- Eliminate artificial, unfair and inappropriate barriers to workplace participation.
- Provide appropriate means to monitor and address equity and diversity issues in the workplace.
- Workplace structures, systems and processes help staff balance their work, family and other responsibilities.
- Enable staff to find their voice through consultation on policies and decisions that affect them.
- Council plans demonstrate that the diverse background of its people is valued.
- Employment decisions are transparent, equitable and merit based; and
- All people behave in an acceptable manner and unacceptable behaviour is managed in accordance with Council procedure.

3.4 Integrated Risk Management

There is risk and opportunity in everything we do. As the environment in which we operate changes, risks and opportunities change. Effective risk management is a means of monitoring those changes.

Management of risk must be an integral part of an organisation's culture, reflected in policies, systems and processes. This includes strategic business planning, performance management and overall governance to ensure sound financial management and efficient service delivery.

Port Stephens Council is committed to empowering employees to assume accountability and responsibility for risk management in the workplace by creating and promoting a culture of participation and by providing a robust process to monitor and review the effectiveness of risk management across Council.

Risk influences every aspect of the operations at Council. Understanding the risks we face and managing them appropriately will enhance our ability to make better decisions, safeguard our assets, and enhance our ability to provide services to our community and to achieve our Council objectives and goals.

Council views the management of risk to its people, assets, environment and all aspects of its operations as an important responsibility. It is committed to upholding



its moral, ethical and legal obligations by implementing and maintaining a level of risk management which protects and supports these responsibilities.

Risk is explained as an event that may have an impact on the achievement of Council's objectives. Risks may arise from external factors (eg natural disasters, changing legislation, changing political parties, economic factors etc) or from internal sources (eg new projects, infrastructure, capacity challenges, performances etc).

Council has developed an Integrated Risk Management Framework which has been designed in line with the Australian Standard AS/NZS ISO 31000:2009; 'Risk Management – Principles and Guidelines'; AS/NZS 4804:2001 'Occupational Health and Safety Management Systems'; and HB 203:2012 'Managing Environment-Related Risk' which is an element of ISO14001:2016 'Environmental Management Systems'.

3.5 Continuous Improvement

Port Stephens Council has a history of providing quality services to its customers. A consistent approach to continuous improvement strengthens the organisation's ability to deliver more efficient and effective services to the community. The organisation is doing this by pursuing the philosophy within the Internal Business Excellence Framework, specifically using the Australian Business Excellence Framework (ABEF). This philosophy provides a holistic approach to business improvement. This holistic improvement approach is adopted in the Port Stephens Council Integrated Business Operating Framework System and is how we do things at PSC.

Through alignment with the Principles of Business Excellence we use the data, information and knowledge available from our business system service to make informed decisions and improvement implementations

Business Improvement is led by the Senior Leadership Team (SLT) comprising of the General Manager, Group Managers and Section Managers. The SLT is committed to and accountable for applying the philosophy of ABEF in all aspects of Council's operations.

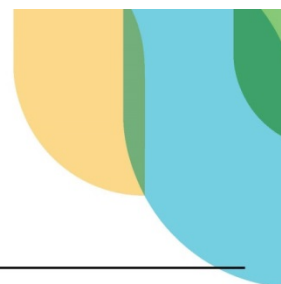
This includes the use of and timely review of Systems Views up to Level 4 and all the associated activities associated with the system such as deployment flowcharts that are mapped, service level agreements, supplier agreements, service reviews and process measures.

Business Excellence delivers this service to the organisation by implementing the Australian Business Excellence Framework using the nine principles and the seven categories and the following programs:

- ADRI Reviews (Approach, Deployment, Results, Improvements Process).
- BII (Business Improvement Ideas database and process).



- Business Excellence Awareness training.
- Business Excellence Networking.
- PDSA Facilitation (Plan, Do Study, Act).
- PDSA training.
- Promapp (process system) training.
- Promapp / Process Facilitation.
- Self –Assessments.
- Service Level Agreement Review Program.
- Service Review Program.



PRINCIPLE ONE: **Be a leader**

- We make every effort to understand, and then commit to, the direction of the organisation.
- We bring our staff along the journey by translating the direction so that every person in our team understands that direction and how their job contributes to achieving the outcomes.
- We demonstrate our ongoing commitment to the direction through our work and interaction with our staff and staff in other teams.
- We engage our staff when we plan for our business units and actively realign what we will deliver to the overall direction.



PRINCIPLE TWO: **Be attentive**

- The success of our business is based on knowing our customers – we know who our customers and stakeholders are and what they value.
- We build our plans based on customer data and information, and then use this customer data and information to adapt our plans along the way.
- We actively try to strengthen the customer value chain by demonstrating a clear understanding of customer requirements for our internal and external customers.
- We have a clear understanding of our role and the capability of the organisation which we use to manage customer expectations.
- We have a 'can do' attitude to make decisions for the customer but if we can't, we manage the customer through to where the decision can be made.



PRINCIPLE THREE: **Be committed**

- We acknowledge and respect that the primary system is the organisation.
- We always consider the impact to the system before we try to improve.
- If we know something is not working, we Stop – Pay Attention – and Do Something about it.
- We are inquisitive in our approach to improvement by first seeking to understand.
- We capture lessons learnt and challenge process based on issues.



PRINCIPLE FOUR: **Be motivated**

- We seek to understand what motivates our staff and what capabilities they have both inside and outside of work.
- We want our staff to be passionate about their work so we create opportunities for them to play to their strengths and succeed.
- We generate enthusiasm in our staff by taking a genuine interest in them and in their work.
- We respectfully address poor performance in a timely manner because we know the impact it can have on our teams.
- We recognise the good work our staff do and thank them for making a difference.



PRINCIPLE FIVE: **Be innovative**

- We are respectfully curious people and use questions as a tool to understand.
- We take time to learn and encourage our people to learn because individual learning will lead to organisational learning.
- We celebrate innovative ideas and recognise the value of making mistakes because we capture the learning and we do it differently next time.
- We share our data, information and knowledge because we seek to understand.



PRINCIPLE SIX: **Be prepared**

- We don't measure for the sake of measuring – we look for data that reflects how we are performing so that we can make decisions.
- We understand the relevance of what we are measuring because it links to our strategy.
- We always ask our people to support their recommendations with data so that we can improve the decisions we are making.
- We measure at different levels of our organisation (corporate, group, section, teams) and we work towards strengthening the linkages between these components so that our organisation performs at its best.



PRINCIPLE SEVEN: **Be adaptable**

- We know that variation can exist in every process we use.
- We strive to understand what is acceptable and not acceptable variation through the eyes of our customers.
- We manage our customer's expectations because we know what acceptable variation is.
- Understanding variation and customer expectations is central to the way we improve our processes.



PRINCIPLE EIGHT: **Be accountable**

- We plan, deliver and make decisions by balancing the social, economic and environmental needs of our community and our organisation.
- We balance the needs of our different places by planning, delivering and making decisions in a transparent way.
- We commit to an integrated approach to business planning and reporting to enhance our performance so that we can continue to provide valued services to our community into the future.
- We care for our community and this is reflected in the way we work and the things we do.



PRINCIPLE NINE: **Be a role model**

- We understand, as Leaders, the impact we have on the culture and performance of our organisation.
- We fully commit to our values of Respect, Integrity, Teamwork, Excellence and Safety, and our actions and decisions support these values.
- We display the Principles of Business Excellence in everything we do and say, and in doing so, set the expected behaviours for our people to follow.



3.6 Workplace Governance

Port Stephens Council has a responsibility to stakeholders to implement effective systems of leadership and governance to ensure we are meeting legal, financial and ethical obligations. Governance is the process by which decisions are taken and implemented, the process by which organisations go about achieving their goals and producing their outputs and the process by which organisations are directed, controlled and held to account.

Good governance is all about accountability. An effective governance system demonstrates accountability by:

- Clear objectives;
- An effective risk management system;
- The optimisation of organisational performance;
- Ensuring Council and staff act ethically and lawfully;
- A transparent government, including wherever possible, the public disclosure of Council's decisions, actions and outcomes;
- A financial management system that ensures responsible and accountable use of Council resources.

The key principles which underpin the Model Code of Conduct for Local Councils in NSW include:

- not being under any financial or other obligation to any individual or organisation that might reasonably be thought to influence the performance of Council duties.
- a duty to promote and support the key principles by leadership and example and to maintain and strengthen the public's trust and confidence in the integrity of the Council.
- a duty to make decisions in the public interest;
- making decisions on merit and in accordance with statutory obligations when carrying out public business. This includes the making of appointments, awarding of contracts or recommending individuals for rewards or benefits.
- fairness to all; impartial assessment; merit selection in recruitment and in purchase and sale of Council's resources; considering only relevant matters.
- accountability to the public for decisions and actions, considering issues on their merits and taking into account the views of others. This includes recording reasons for decisions, submitting to scrutiny, keeping proper records and establishing audit trails.
- a duty to be as open as possible about decisions and actions, giving reasons for decisions and restricting information only when the wider public interest clearly demands. This includes recording, giving and revealing reasons for decisions; revealing other avenues available to a client or business and, when authorised, offering all information and communicating clearly.



- a duty to act honestly, including declaring private interests relating to public duties and taking steps to resolve any conflicts arising in such a way that protects the public interest. This includes obeying the law, following the letter and spirit of policies and procedures, observing Council's Code of Conduct, fully disclosing actual or potential conflict of interests and exercising any conferred power strictly for the purpose for which the power was conferred.
- treating others with respect at all times.

Our Business Operating System Framework provides a common understanding of how the 'big' picture of Port Stephens Council fits together and how we go about our business. It assists us to better manage our scarce resources and improve what we do, and how we do it, by providing a guide to decision-making behaviours and actions, assisting in operational and resource planning, ensuring effective workplace governance.

3.7 Business Systems/Digital Strategy

Business Systems capabilities are used to facilitate and enable the achievement of the strategies, objectives and deliverables within Council's integrated plans.

Specifically, the Business Systems/Digital Strategy facilitates the effective use, accessibility and security of data, information and knowledge required to achieve the organisation's objectives.

Data and information are enterprise assets that must be managed in the same manner as critical physical assets. The value of data and information cannot be fully recognised when it is maintained in isolated pockets. Information must be shared in a consistent manner to maximise effective decision making across the organisation. The data sources from which information is derived must meet high quality standards for integrity and timeliness.

PSC investment in Business Systems/Digital technology and service based capabilities is strategically managed to ensure alignment with the business requirements and priorities and the pace of delivery is consistent with available resources.

Alignment with the Principles of Business Excellence means that the Business Systems/Digital Strategy focuses on supporting continuous improvement and to allow the most effective use of data, information and knowledge across the organisation. At PSC this means that addressing the following questions:

- 1) What information do we capture?
- 2) How can we automate processes (no double handling, direct input at source etc) and retain data in core Corporate Systems?
- 3) How do we understand, interpret and analyse information and trends?
- 4) How can we manage data, information and knowledge through the use of policies and standards?



- 5) How do we store and share information and knowledge?
- 6) How do we understand the various mediums that information and knowledge are retained in and can be found?
- 7) How do we ensure the integrity of data?
- 8) Through alignment with the Principle of Business Excellence, how do we use data, information and knowledge to make informed and wise decisions?

Our goal is that Council staff and customers, where ever they are, can access the right data and information needed, in the right format and at the right time.



3.8 Long Term Financial Plan

Port Stephens Council's Long Term Financial Plan (LTFP) contains a set of long range financial projections based on a set of assumptions. The LTFP covers a 10 year time period from 2018-2019 to 2027-2028.

The Long Term Financial Plan is structured as a series of 'scenarios', each of which shows a specific financial outlook. The scenarios are cumulative, so that each scenario incorporates the assumptions and financial outcomes of the previous scenario(s). The scenarios can also be looked at in isolation.

The Long Term Financial Plan (LTFP) exists primarily to facilitate the delivery of the objectives and strategies expressed in the Community Strategic Plan. The LTFP is not an end in itself but is a means of ensuring the objectives of the Integrated Planning framework are matched by an appropriate resource plan.

A number of key factors and issues identified in this Workforce Plan have been integrated into the Long Term Financial Plan. Specific inclusions relate to:

- Anticipated salary movements as determined by the Port Stephens Council Enterprise Agreement 2018 for each year;
- Movements in compulsory superannuation contributions.

The Long Term Financial Plan has also highlighted the employee leave liabilities that currently exist as they relate to vested sick leave and long service leave provisions. Specific provisions have not been included due to the difficulty in determining the timing of these entitlements. As further strategies are assessed and implemented, specific details will be included.



4. Implementing the Workforce Plan

The Community Strategic Plan 2018-2028 contains the Strategic Directions agreed with the community of the Port Stephens Local Government Area; a three-year Delivery Program 2018-2023, which sets out what Council will deliver to assist the achievement of the long term strategic directions; and the Operational Plan 2018-2021, which sets out the actions that Council will undertake in that year. The Operational Plan 2018-2021 also identifies which part of Council is responsible for implementing the actions.

The Workforce Strategic Directions are contained in the Community Strategic Plan in the following area:

Focus Area	Key Directions	Delivery Program Objectives	Operational Plan Actions
Focus Area Four: OUR COUNCIL Port Stephens Council leads, manages and delivers valued community services in a responsible way	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	L1.1.1 Manage and deliver the Human Resources program
		L1.3 Provide a strong ethical governance structure	1.3.1 Coordinate and deliver governance and legal services
			L1.3.2 Coordinate and report on the internal audit process.
		L1.4 Provide strong supportive business systems for Council's operations	L1.4.1 Facilitate the four-year rolling Service Review of Council's processes and services
			L1.4.2 Manage the Corporate Improvement and Business Systems program of work.



Focus Area	Key Directions	Delivery Program Objectives	Operational Plan Actions
		L1.5 Reduce risk across Council.	L1.5.1 Manage the Integrated Risk Management System program of works.
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability.	L2.1.1 Manage Council's financial resources.
	Key Direction L3 COMMUNICATION AND ENGAGEMENT Our community understands Council's services and can influence outcomes that affect them	L3.1 Promote a customer first organisation	L3.1.1 Develop, implement and monitor Council's Customer First Framework.



Appendix A – Workforce Resourcing Action Plan

The Workforce Resourcing Action Plan maps the gaps identified to the Community Strategic Plan and the strategic responses to workforce resourcing.

Focus Area	Key Direction	Delivery Program Objective	Gap/Issue	Gap Type	Priority Number/ Risk Rating	Existing Resourcing Strategies to Address Issue	New Strategies to Address Issue	Workforce Development Strategy Type	Who	Resources	Timelines/ Due Date
Focus Area Four: OUR COUNCIL Port Stephens Council leads, manages and delivers valued community services in a responsible way	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	Ageing Workforce	• Difficulty in attracting young staff	High	• Best Employer. • Business Systems. • Talent Management. • Integrated Risk Management. • Workforce Equity and Diversity.		A. Attraction. B. Recruitment. C. Retention. D. Organisational Practices. E. Flexible work arrangements. F. Training. G. Regional strategies.	• Combined Leadership Team.	• Organisation Development Section.	Ongoing.
		L1.5 Reduce risk across Council		• Fit for work issue and transition to other roles.	High	• Talent Management. • Integrated Risk Management. • Workforce Equity and Diversity.		E. Flexible work arrangements. F. Training.	• Combined Leadership Team.	• Organisation Development Section.	Ongoing.
		L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	Attracting and Retaining Good Staff	• Training. • Employment conditions. • Opportunities. • Flexibility.	High	• Best Employer. • Business Systems. • Talent Management. • Workplace Governance. • Workforce Equity and Diversity.		A. Attraction. B. Recruitment. C. Retention. D. Organisational Practices. E. Flexible work arrangements. F. Training. G. Regional strategies.	• Combined Leadership Team.	• Organisation Development Section. • Hunter Councils. • Business Systems Support Section.	Ongoing.
		L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	Attractive and Flexible Place of Work (office space)	• Cost. • Culture. • Community Perception.	High	• Strategic Asset Management. • Best Employer. • Business Systems.		A. Attraction. B. Recruitment. C. Retention. E. Flexible work arrangements. F. Training.	• Executive Leadership Team.	• Organisation Development Section. • Property Services Section. • Business Systems Support Section.	Ongoing.
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability	Increase in Superannuation Guarantee Rate	• Cost.	High	• Long Term Financial Plan.		H. Legislative Requirements.	• Executive Leadership Team.	• Financial Services Section.	Staged Implementation from 1 July 2021.

Focus Area	Key Direction	Delivery Program Objective	Gap/Issue	Gap Type	Priority Number/ Risk Rating	Existing Resourcing Strategies to Address Issue	New Strategies to Address Issue	Workforce Development Strategy Type	Who	Resources	Timelines/ Due Date
	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	Increases in Salary and Wages through Enterprise Agreement	<ul style="list-style-type: none"> Cost. Appropriate market linked remuneration. 	High	<ul style="list-style-type: none"> Best Employer. Long Term Financial Plan. 		A. Attraction. C. Retention.	<ul style="list-style-type: none"> Executive Leadership Team. 	<ul style="list-style-type: none"> Financial Services Section. Organisation Development Section. 	1 July each year.
		L2.1 Maintain strong financial sustainability									
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability	Leave Liability	<ul style="list-style-type: none"> Cost. 	Medium	<ul style="list-style-type: none"> Long Term Financial Plan. 		A. Attraction. C. Retention. E. Flexible work arrangements.	<ul style="list-style-type: none"> Combined Leadership Team. 	<ul style="list-style-type: none"> Organisation Development Section. Consultative Committee. Executive Leadership Team. 	1 July each year.
	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.3 Provide a strong ethical governance structure L1.4 Provide strong supportive business systems for Council's operations	Politics	<ul style="list-style-type: none"> Impact of political process on staff. 	High	<ul style="list-style-type: none"> Continuous Improvement. Talent Management. Workforce Governance. 		D. Organisational Practices.	<ul style="list-style-type: none"> Combined Leadership Team. 	<ul style="list-style-type: none"> Organisation Development Section. Business Systems Support Section. 	Ongoing.
	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce L1.4 Provide strong supportive business systems for Council's operations	Project Management / Contract Management	<ul style="list-style-type: none"> Skills. Processes. Cultural issues. 	High	<ul style="list-style-type: none"> Best Employer. Continuous Improvement. Business Systems. Talent Management. 		D. Organisational Practices. E. Flexible work arrangements. F. Training. G. Regional strategies.	<ul style="list-style-type: none"> Combined Leadership Team. Contract Managers. 	<ul style="list-style-type: none"> Organisation Development Section. Business Systems Support Section. Hunter Councils. 	Ongoing.
			Remote Work	<ul style="list-style-type: none"> Systems and Processes. 	High	<ul style="list-style-type: none"> Best Employer Continuous Improvement Business Systems 		D. Organisational Practices. E. Flexible work arrangements. F. Training.	<ul style="list-style-type: none"> Combined Leadership Team. 	<ul style="list-style-type: none"> Organisation Development Section Consultative Committee. Business Systems Support Section. 	Ongoing.
			24/7 Operations	<ul style="list-style-type: none"> Experienced contract managers. Skills Shortage. 	Medium	<ul style="list-style-type: none"> Best Employer. Continuous Improvement. Talent Management. Workforce Equity and Diversity. 		A. Attraction. C. Retention. D. Organisational Practices. E. Flexible work arrangements. F. Training.	<ul style="list-style-type: none"> Combined Leadership Team. 	<ul style="list-style-type: none"> Organisation Development Section Consultative Committee. Executive Leadership Team. 	Ongoing.



Focus Area	Key Direction	Delivery Program Objective	Gap/Issue	Gap Type	Priority Number/ Risk Rating	Existing Resourcing Strategies to Address Issue	New Strategies to Address Issue	Workforce Development Strategy Type	Who	Resources	Timelines/ Due Date
	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.4 Provide strong supportive business systems for Council's operations	Technology Infrastructure / availability, hardware / software	<ul style="list-style-type: none"> Costs. 	High	<ul style="list-style-type: none"> Business Systems. Long Term Financial Plan. 		D. Organisational Practices. E. Flexible work arrangements. F. Training. G. Regional strategies.	<ul style="list-style-type: none"> Executive Leadership Team. 	<ul style="list-style-type: none"> Business Systems Support Section. Hunter Councils. 	Ongoing.
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability									
	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	Technology Training and Skills	<ul style="list-style-type: none"> IT Staff. Costs. 	High	<ul style="list-style-type: none"> Business Systems. Long Term Financial Plan. Talent Management. 		A. Recruitment. C. Retention. D. Organisational Practices. E. Flexible work arrangements. F. Training. G. Regional strategies.	<ul style="list-style-type: none"> Executive Leadership Team. 	<ul style="list-style-type: none"> Business Systems Support Section. Organisation Development Section. Hunter Councils. 	Ongoing.
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability									

Focus Area	Key Direction	Delivery Program Objective	Gap/Issue	Gap Type	Priority Number/ Risk Rating	Existing Resourcing Strategies to Address Issue	New Strategies to Address Issue	Workforce Development Strategy Type	Who	Resources	Timelines/ Due Date
	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce L1.4 Provide strong supportive business systems for Council's operations	Training and Development	<ul style="list-style-type: none"> Skills. Cost. Processes to develop staff. 	High	<ul style="list-style-type: none"> Business Systems. Long Term Financial Plan. Talent Management. 		A. Recruitment. C. Retention. D. Organisational Practices. E. Flexible work arrangements. F. Training. G. Regional strategies.	<ul style="list-style-type: none"> Executive Leadership Team. 	<ul style="list-style-type: none"> Business Systems Support Section. Organisation Development Section. Hunter Councils. 	Ongoing.
	Key Direction L2 FINANCIAL MANAGEMENT Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability									
	Key Direction L1 GOVERNANCE Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce	Workforce Balance	<ul style="list-style-type: none"> Skills recruitment. 	Medium	<ul style="list-style-type: none"> Best Employer. Talent Management. 		A. Recruitment. C. Retention. G. Regional strategies.	<ul style="list-style-type: none"> Combined Leadership Team. 	<ul style="list-style-type: none"> Organisation Development Section. Hunter Councils. 	Ongoing.

³⁷ Gap Type*:

1. Pivotal / mission critical roles
2. Skills shortage / hard to fill roles
3. Other, please explain

Workforce Development Strategy Type**:

- | | |
|--|--|
| <ul style="list-style-type: none"> A. Attraction <ul style="list-style-type: none"> Employer of choice initiatives B. Recruitment <ul style="list-style-type: none"> Cadetships, traineeships, apprenticeships Cultural diversity recruitment to reflect community profile C. Retention <ul style="list-style-type: none"> Reward, recognition, appreciation D. Organisational Practices <ul style="list-style-type: none"> Training needs analysis (against a competency framework) to facilitate skills matching and enable full utilisation of skills, development of learning and development plans, and identification of future skills needs and career pathways Communication and change management initiatives to improve communication channels and workplace culture Job role redesign Upgrading performance management systems Buddying, coaching, mentoring Knowledge management Succession planning E. Flexible work arrangements | <ul style="list-style-type: none"> Phased retirement Work life balance F. Training <ul style="list-style-type: none"> Leadership training for team leaders, coordinators, supervisors to enable them to move up to leadership/management roles as they become available Skills development training for younger employees Ongoing professional development for professional staff Civil construction Workplace health and safety including bullying and harassment Stress management Use of technologies Workload management G. Regional strategies <ul style="list-style-type: none"> Resource sharing Shared services Collaborative initiatives H. Other, please explain |
|--|--|



Appendix B – Role Matrix and Position Mapping

Category	Key Accountabilities	Extent of Authority	Judgement & Decision Making	Skills, Knowledge and Capacity (Essential and Desirable Criteria)			Indicative Position Organisational Hierarchy
				Qualifications & Experience	Interpersonal	Organisational	
1	Employees work under close guidance /direction.	Works under direct supervision.	Judgement is limited and coordinated by other workers.	Completion of School Certificate with eligibility to be accepted by the relevant Registered Training Organisation.	Receives instructions. Limited to Communication with other staff and possibly with the public.	Demonstrated commitment to completing tasks within time, cost and quality. Ensure all documentation is completed on time and to required standards. Conduct that demonstrated Council's commitment to Respect, Integrity, Teamwork, Excellence and Safety. Commitment to learning and understanding of the Australian Business Excellence philosophy.	Individual Contributor - Trainees.
2	Completion of basic tasks with work closely monitored by the team leader or supervisor.	Works under direct supervision.	Tasks are not repetitive with all requirements strongly dictated by physical work flow. Problems are readily solved by applying basic principles/procedures and established practices.	Basic levels of reading, writing and numeracy. Jobs can be learned with a few hours tuition.	Receives instructions. Limited to communication with other staff and possibly with the public.	Demonstrated commitment to completing tasks within time, cost and quality. Ensure all documentation is completed on time and to required standards. Conduct that demonstrated Council's commitment to Respect, Integrity, Teamwork, Excellence and Safety. Commitment to learning and understanding of the Australian Business Excellence philosophy.	Individual Contributor.
3	Responsible for completion of regularly occurring tasks with general guidance on a daily basis.	Some guidance/supervision may be required. May assist a coordinator/trainer with on-the job training.	Positions involve the performance of non-repetitive tasks governed by established procedures, specific guidelines. Work is not often closely supervised. Positions interpret well established procedures, precedents and guidelines.	General educational standards that combine work experience with secondary school education plus additional training through short courses.	Communication is usually for the purpose of identifying needs and conveying factual information. Information and advice may be provided to the public on a course of action appropriate for their needs and is consistent with organisational policy and guidelines.	Demonstrated commitment to completing tasks within time, cost and quality. Ensure all documentation is completed on time and to required standards. Conduct that demonstrated Council's commitment to Respect, Integrity, Teamwork, Excellence and Safety. Commitment to learning and understanding of the Australian Business Excellence philosophy.	Individual Contributor.



Category	Key Accountabilities	Extent of Authority	Judgement & Decision Making	Skills, Knowledge and Capacity (Essential and Desirable Criteria)			Indicative Position Organisational Hierarchy
				Qualifications & Experience	Interpersonal	Organisational	
4	Responsible for supervising staff in operational duties or for work requiring independence in the application of skills, subject to routine supervision. Responsible for quality work function.	Supervisory skills in the communication of instructions, training and checking of work may be required.	Tasks are performed in accordance with well established procedures. Work programs may be determined within established priorities. Established procedures or rules occasionally do not cover the situation faced with the individual expected to discriminate between courses of action within a limited number of options.	Requires the knowledge and skills to understand and apply technology, work practices and work flow. Scheduling activities, equipment maintenance, checking the quality of work completed by others and providing technical assistance to others requires competence in work and knowledge of operational standards.	The position is required to obtain the co-operation of others to comply with technical components. Information and advice may be provided to the public on a course of action appropriate for their needs and is consistent with organisational policy and guidelines.	Demonstrated commitment to a customer service culture and delivery of quality service. Ensure all documentation is completed on time and to required standards. Conduct that demonstrated Council's commitment to Respect, Integrity, Teamwork, Excellence and Safety Commitment to learning and understanding of the Australian Business Excellence philosophy.	Individual Contributors and Supervisors
5	Responsible for the completion of work requiring the application of trades, administrative or technical skills.	Positions may require skills in supervision and co-ordination of small groups.	Positions involve the performance of non-repetitive tasks governed by established procedures, specific guidelines. Work is not often closely supervised. Problems are solved by following established procedures and applying basic principles. Defined procedures for the tasks to be performed are extensive and tasks to be done are numerous. Established procedures and rules occasionally do not cover the situation faced.	Requires general education standards that combine several years work experience with secondary school education plus vocational training in commercial, technical, trades and secretarial areas.	The position is required to obtain the co-operation of others to comply with technical components. Information and advice may be provided to the public on a course of action appropriate for their needs and is consistent with organisational policy. As well as exchanging information incumbents communicate with suppliers, counterparts in other divisions and/or external clients.	Conduct that demonstrated Council's commitment to Respect, Integrity, Teamwork, Excellence and Safety. Commitment to learning and understanding of the Australian Business Excellence philosophy Consistent positive response to developing Council's internal service level agreements and implementing agreed workplace changes.	Vocationally qualified Individual Contributors and Supervisors
8	Provide specialist/technical services or provide specialist advice to aid the complete assignments of projects in consultation with other professional staff.	Tasks are performed under the general direction of a Section Manager. Decisions are generally made within the scope of established procedures and guidelines.	Positions may be required to develop/modify operational methods and specific operational policies, practices and standards. The range of options can be imprecise and require an amount of inventiveness to depart from or adapt accepted practices and procedure. Positions are challenged by changing customer requirements, statutory requirements, market needs or technological demands requiring interpretation of operating policies in order to determine an appropriate and efficient course of action.	Degree or equivalent with some relevant experience or senior technical officers (not degree qualified) who are regarded as specialists and leading practitioners and required to demonstrate expertise and competency within a particular discipline.	Position are actively involved in and concerned with the influencing and convincing of others in the pursuit or achievement of specific and set objectives.	Conduct that demonstrates to others Council's commitment to Safety, Excellence, Teamwork, Respect and Integrity. Demonstrated commitment to a customer service culture and delivery of quality service. Understanding of the Australian Business Excellence philosophy. Development, implementation and maintenance of up to date Council strategies which integrate relevant Council policy, planning and decision making framework.	Functional Coordinators without staff and Individual Contributor Professional staff.

Category	Key Accountabilities	Extent of Authority	Judgement & Decision Making	Skills, Knowledge and Capacity (Essential and Desirable Criteria)			Indicative Position Organisational Hierarchy
				Qualifications & Experience	Interpersonal	Organisational	
9	Provides a specialised technical service in the completion of work and/or projects which have elements of complexity.	May manage a number of key projects involving people and other resources requiring project control and monitoring as well as motivation and coordinating skills. Tasks are performed under the general direction of a Section Manager. Decisions are generally made within the scope of established procedures and guidelines.	A variety of alternatives must be analysed before choices can be made. Problem resolution occurs within existing organisational or professional knowledge and experience.	Positions at this level would have supplemented base level professional qualifications with additional skills training. Considerable practical experience or skills training would be required to effectively control key aspects of the job. At this level all positions are expected to be capable of instructing or assigning work to professional, technical or administrative staff and reviewing the quality of work undertaken by these roles.	Positions require the ability to lead and motivate others to co-operate in resolving conflicts over priorities, the use of resources. There may be regular contact with members of the public on sensitive issues requiring tact and diplomacy in order to provide and obtain information, or convince them to recognise a particular situation, or to provide advice.	Conduct that demonstrates to others Council's commitment to Safety, Excellence, Teamwork, Respect and Integrity. Demonstrated commitment to a customer service culture and delivery of quality service. Understanding of the Australian Business Excellence philosophy. Development, implementation and maintenance of up to date Council strategies which integrate relevant Council policy, planning and decision making framework.	Coordinators and Senior Professionals.
10	Provide a professional advisory role to people within or outside of Council, providing strategic advice that can affect the overall direction council takes. Such advice may commit council and may have significant impact upon external parties dealing with Council. The position may manage several major projects or teams within Council.	May be required to manage staff, resolve operational problems and participate in a management team to resolve key problems.	Positions may be required to develop/modify organisation wide policies or to manage specialised projects requiring considerable interpretation and understanding of organisation operations and the particular subject matter. Positions are required to undertake detailed analysis and develop solutions to major problems.	Degree qualification with very many years of experience and in some case post graduate of second degrees.	Persuade others to adopt particular methods or strategies where there is conflicting interests and opinions. Positions may involve volatile industrial relations or major contract negotiations.	Conduct that demonstrates to others Council's commitment to Safety, Excellence, Teamwork, Respect and Integrity. Demonstrated commitment to a customer service culture and delivery of quality service. Understanding of the Australian Business Excellence philosophy. Development, implementation and maintenance of up to date Council strategies which integrate relevant Council policy, planning and decision making framework.	Senior Coordinators and Senior Specialists Individual Contributors.

Category	Key Accountabilities	Extent of Authority	Judgement & Decision Making	Skills, Knowledge and Capacity (Essential and Desirable Criteria)			Indicative Position Organisational Hierarchy
				Qualifications & Experience	Interpersonal	Organisational	
11	Accountable for the effective management of sections. Positions are required to have a direct influence in the development of policies and deliver key outcomes.	Positions may direct professional and other staff in planning, implementation and review of major programs, as well as participating as a key member of a functional team. Tasks are performed under the general direction of the Group Manager. Decisions and Guidance undertaken from broad Council policy direction and legislation.	Positions are required to develop and modify systems, operational policies, plan and organise large and complex operational programs which involve a wide variety of activities or to interpret complex legislation. Positions may be senior managers determining divisional strategies.	Managers require well developed skills in a specialised discipline together with managerial skills. Direction would be specified in terms of broad organisational objectives. Management positions at this level would be expected to perform a leadership role of a section including planning, organising, directing, leading and controlling the work of other managers.	The purpose of significant communication is to persuade others to adopt particular procedures, methods or strategies where there are conflicting interests and opinions. Substantial management skills are needed to lead and motivate others to cooperate in the achievement of difficult and sometimes conflicting objectives.	Conduct that demonstrates to others Council's commitment to Safety, Excellence, Teamwork, Respect and Integrity. Demonstrated commitment to a customer service culture and delivery of quality service. Understanding of the Australian Business Excellence philosophy. Positions are required to develop and modify systems, operational policies, plans and organise large and complex operational programs which involve a wide variety of activities or to interpret complex legislation. Development, implementation and maintenance of up to date Council plans which integrate relevant Council policy, planning and decision making framework.	Section Managers.

Category	Key Accountabilities	Extent of Authority	Judgement & Decision Making	Skills, Knowledge and Capacity (Essential and Desirable Criteria)			Indicative Position Organisational Hierarchy
				Qualifications & Experience	Interpersonal	Organisational	
12	Accountable for the effective management of Groups. Positions are required to have a direct influence in the strategic direction of the organisation.	Tasks are performed under the general direction of the General Manager. Decisions and Guidance undertaken from broad Council policy direction and legislation.	The position sets organisational objectives in consultation with the Council and determines organisational policies and strategies which have a service-wide effect.	Managers require well developed broad business and senior managerial skills. Direction would be specified in terms of broad organisational objectives. Management positions at this level would be expected to perform a leadership role of a Group including planning, organising, directing, leading and controlling the work of Section Managers.	Positions require the ability to lead and motivate others to cooperate in resolving conflicts over competing objectives. Substantial management skills are needed to lead and motivate others to cooperate in the achievement of difficult and sometimes conflicting objectives.	Conduct that demonstrates to others Council's commitment to Safety, Excellence, Teamwork, Respect and Integrity. Demonstrated commitment to a customer service culture and delivery of quality service. Leading organisational use of the Australian Business Excellence philosophy. Development, implementation and maintenance of up to date Council plans which integrate relevant Council policy, planning and decision making framework.	Group Manager.

Position Mapping by Job Family

Salary Point Range	Qualification Level	Hierarchy Level	Administration						Childcare and Healthcare	Tourism	Libraries	Maintenance, Construction, Parks and Trades		Professional and Technical																			
	(Indicative)		General	Finance	Information and Computer Services	Property	Organisation Development	Marketing and Communications				Maintenance	Construction	Waste Management	Engineering	Planning	Environmental	Legal and Compliance															
Trainee to 5	Certificate 1-4	Level 7	Trainee						Trainee	Trainee	Trainee	Trainee			Trainee	Trainee	Trainee	Trainee															
			Project Officer		Support Officer	Cleaner						Apprentice																					
												Facilities Cleaner																					
												Stores Assistant																					
												Team Leader																					
												Works Hand																					
Administration Officer						Administration & Client Support Officer	Customer Relations Officer	Library Assistant	Trades Assistant			Business Support Officer																					
Business Support Officer				Communications Officer	Administration Officer	Customer Service Officer - Grounds	Children's Literacy Program Officer	Waste Operator	Customer Services Officer																								
Customer Services Officer					Children's Services Educator	Housekeeping Supervisor	Library Technician	Boilermaker (Trade Qualified)																									
			Accounts and Payroll Officer	ICT Support Officer		Work Health & Safety Support Officer	Visitor Information & Events Support Officer	Youth Worker								Mobile Library Driver	Electrician (Trade Qualified)																
				Accounts Payable Clerk			Information Services Officer										Business Development Officer							Gardener (Trade Qualified)									
				Collections Officer			NAR Officer																										
				Finance Officer																													
				Rates Clerk																													
11 to 15						Accountant	Customer Liaison Officer									Communications Officer - Graphic Design	Caseworker			Building Maintenance Officer			Student Engineer	Customer Services Officer	Coast and Estuary Officer	Compliance Officer							
							Accounts Payable Supervisor			Caterer					Human Resources Officer	Community Development & Engagement Officer	Mobile Services Educator		Library Services Officer	Carpenter (Trade Qualified)			Graduate Engineer			Environmental Education Officer	Environmental Health Officer						
						Executive Assistant	Finance Officer	Business Excellence Officer								Community Development and Engagement Officer	Program Supervisor (Ngioka)			Librarian			Leading Hand (Trade Qualified)			Community Development & Planning Officer	Environmental Officer	Governance Officer					

Position Mapping by Job Family

Salary Point Range	Qualification Level	Hierarchy Level	Administration						Childcare and Healthcare	Tourism	Libraries	Maintenance, Construction, Parks and Trades		Professional and Technical						
	(Indicative)		General	Finance	Information and Computer Services	Property	Organisation Development	Marketing and Communications				Maintenance	Construction	Waste Management	Engineering	Planning	Environmental	Legal and Compliance		
				Financial Accounting Officer	GIS Technical Officer			Event Liaison Officer		Promotion and Sales Officer		Plumber (Trade Qualified)				Social Planning Officer	Invasive Species Officer	Health & Building Surveyor		
			Project Officer	Management Accounting Officer	Project Officer	Project Officer	Risk Management Officer	Public Relations and Marketing Officer				Circulation Coordinator	Contract Supervisor		Contract Supervisor	Survey Technician		Sustainability Officer	Paralegal	
				Payroll Specialist	Records Management Support Officer	Property Officer		Senior Community Development & Engagement Officer					Storekeeper		Assets Officer	Architectural Project Officer		Vegetation Management Officer	Ranger	
			Executive Administration Coordinator	Procurement and Tender Officer	Spatial Services Technical Officer	Facilities Officer		Project Officer	Project Officer									Senior Ranger		
				Utilities Officer				Website Officer												
	Diploma Advanced Diploma Associate Degree	Level 6	Team Leader	Team Leader	Team Leader	Team Leader	Work Health and Safety Officer	Team Leader	Team Leader	Customer Service Team Leader	Team Leader	Team Leader		Team Leader	Assistant Development Planner		Team Leader	Team Leader		
		Level 5	Supervisor	Supervisor	Supervisor	Supervisor	Supervisor	Supervisor	Supervisor	Supervisor	Supervisor	Supervisor	Program Officer	Supervisor		Community and Recreation Liaison Officer	Project Officer	Project Officer	Project Officer	
										Supervisor Before and After School Care			Project Officer	Facilities & Services Officer	Supervisor	Development Engineer	Strategic Planner	Supervisor	Supervisor	
										Recreation Services Officer				Engineering Designer						
			Coordinator	Coordinator	Coordinator	Coordinator	Return to Work Coordinator	Customer Relations Coordinator	Co-ordinator	Coordinator			Coordinator		Emergency Services Coordinator	Coordinator				
									Co-ordinator Family Day Care											
										Day Manager										
	16 to 20	Bachelor Degree				Business Analyst and Project Support Officer					Holiday Park Manager		Building Asset Officer			Project Manager	Senior Development Planner	Bushland Management Officer	Septic Inspection and Rectification Project Officer	
		Bachelor Honours Degree									Business Improvement Coordinator			Project Manager		Project Manager	Civil Assets Systems Officer	Senior Social Planner	Parks and Waterways Officer	Senior Environmental Health Officer
											Business Improvement Officer - e-Services						Traffic Engineer	Senior Strategic Planner		Senior Fire Safety Officer
																Civil Projects Engineer		Senior Health and Building Surveyor		
														Drainage and Flooding Engineer						

Position Mapping by Job Family

Position Mapping by Job Family																									
Salary Point Range	Qualification Level	Hierarchy Level	Administration						Childcare and Healthcare	Tourism	Libraries	Maintenance, Construction, Parks and Trades		Professional and Technical											
	(Indicative)		General	Finance	Information and Computer Services	Property	Organisation Development	Marketing and Communications				Maintenance	Construction	Waste Management	Engineering	Planning	Environmental	Legal and Compliance							
	Graduate Certificate Graduate Diploma Masters Degree	Level 4	Coordinator	Accounting and Revenue Coordinator	ICT Maintenance and Support Coordinator	Facilities Coordinator	Employment Coordinator	Community Development and Engagement Coordinator	Children's Services Coordinator	Business Development Manager	Library Services Manager	Coordinator		Coordinator	Civil Assets Engineer	Infrastructure Planning Coordinator	Natural Resources Coordinator	Waste Education and Enforcement Coordinator							
				Contracts Coordinator	Spatial Services Coordinator	Investment and Asset Manager	Work Health and Safety Manager	Digital and Website Coordinator									Senior Development Engineer	Planning and Development Relations Coordinator		Building & Developer Relations Coordinator					
				Management Accounting Coordinator		Land Acquisition and Development Manager	Risk Management Coordinator	Public Relations and Marketing Coordinator										Senior Survey and Land Information Officer		Economic Development Manager		Building & Developer Relations Coordinator			
						Property Development Coordinator	Workforce Development Coordinator	Tourism and Events Coordinator												Corporate Strategy and Planning Manager			Environmental Health and Compliance Coordinator		
							Human Resources Manager	Community Development and Engagement Coordinator																	Legal Services Manager
								Digital and Website Coordinator																	
								Public Relations and Marketing Coordinator																	
						Tourism and Events Coordinator																			
			21 and Above		Level 3	Section Manager						Section Manager				Section Manager									
					Level 2	Group Manager						Group Manager				Group Manager									
					Level 1	General Manager						General Manager				General Manager									

[illegible]

[illegible]

Appendix D – Position Descriptions

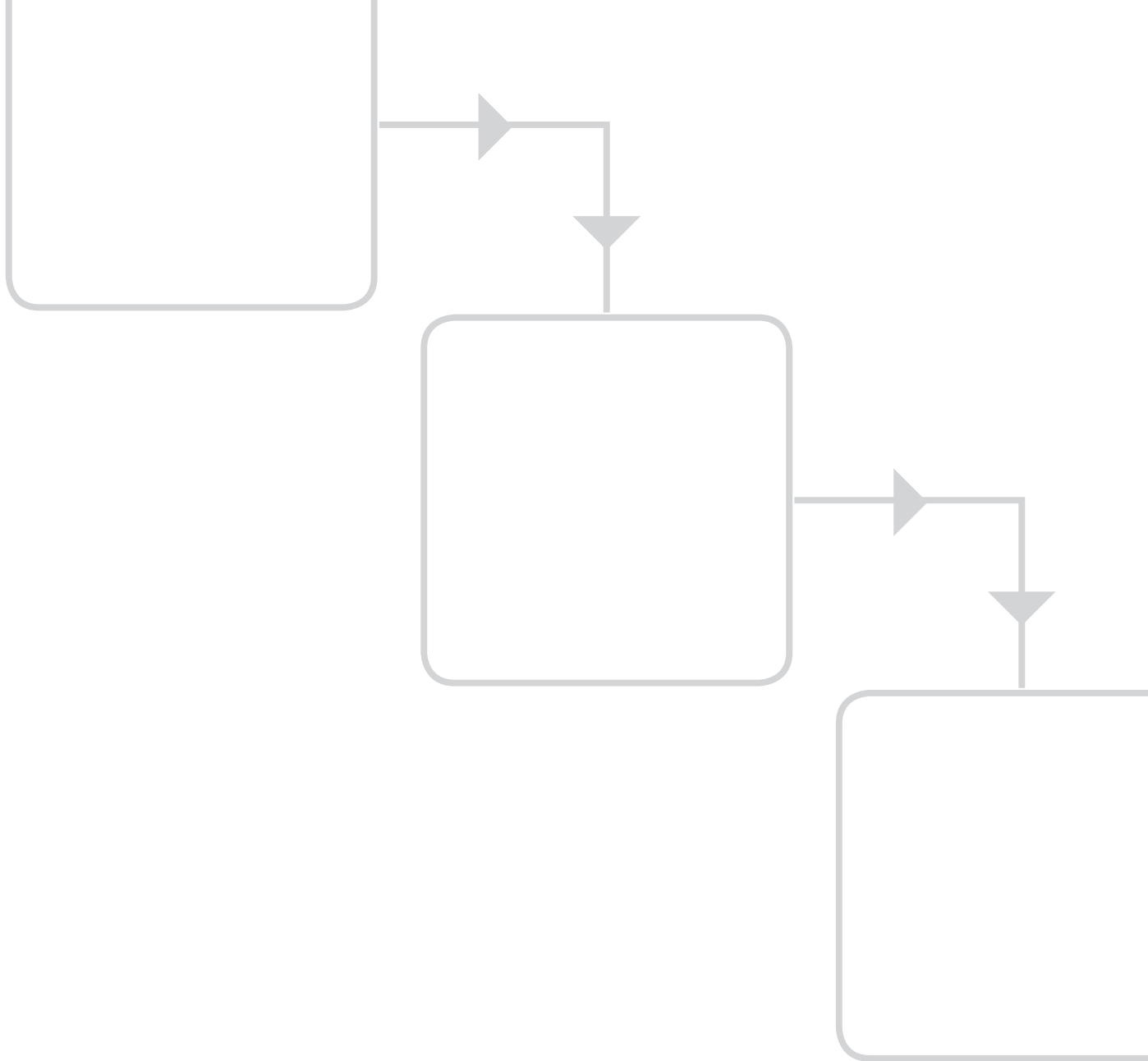
Component	Description
Position Title	The job title should be short but ideally should provide some indication of what the duties of the job entail. The job title should also indicate the relative level of the job in the organisational hierarchy, for example, by using terms such as Supervisor, Team Leader, Coordinator, Section Manager and Group Manager.
Position No.	The unique number we use to identify individual positions.
Section	The Section within our Structure where the position resides.
Salary Point	The Salary Point the position has been evaluated at. Job Evaluation is completed by the Job Evaluation Team (JETs).
Position Objective	A statement which clearly and concisely describes the objectives of the position. Its purpose is to provide a short (ideally, no more than about 50 words) statement of the main tasks of the job. It also acts as a lead-in to the more detailed description of key responsibilities and accountabilities of the role.
Key Responsibilities	A description of the six to eight key responsibilities of the role. This is not a task or duties list but a description of the key outcomes required to be produced by the role. Safety, WHS & Risk A statement which describes measurable WHS objectives and targets. Responsibilities are allocated to job roles for actions required. Management are actively involved in undertaking worksite inspections, risk assessments and incident investigations. Risk assessment and action plans are implemented and reviewed by management.
Key Accountabilities	A statement which clearly and concisely describes the accountabilities of the role.
Extent of Authority	A statement which describes the authority level of the role from an organisation perspective.
Judgement & Decision Making	A statement which describes the judgement and decision making level of the role from an organisational perspective.
Skills, Knowledge & Capacity	This is the essential and desirable criteria for the role and is divided into three main areas:- <ul style="list-style-type: none"> • Organisational Capabilities • Interpersonal Capabilities • Qualifications and Experience



Supporting Port Stephens Council Documents

Business Operating System Framework
Business Systems/Digital Strategy
Individual Work and Development Plans Guide
Integrated Risk Management Framework
Long Term Financial Plan 2018-2028
Knowledge Exchange Guide
Performance and Behavioural Problems Guide
Port Stephens Council Enterprise Agreement
Strategic Asset Management Plan 2018-2028
Structure Review 2017





Workforce Plan

2018-2021: **Our place. Our plan.**

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