

# CAMPBELLTOWN

Workforce Management Strategy

# 2032

Resourcing the Delivery Program 2022-26



**We acknowledge the traditional custodians of the land, the Dharawal people and their unique and spiritual connections to the land. We also respectfully acknowledge Elders past and present for the role they continue to play in guiding future generations.**













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# Executive Summary

Our Workforce Management Strategy 2022 to 2026 outlines how we will ensure we have the right people, skills and culture to deliver our commitments for the next 4 years and beyond. Together with the Long-Term Financial Plan (LTFP) and the Asset Management Strategy and Plans, the Workforce Management Strategy forms our comprehensive Resourcing Strategy under the Integrated Planning and Reporting Framework (IP&R).

At the heart of the Workforce Management Strategy is the Culture and Leadership Framework, which guides the way we need our people and teams to think and act to deliver on our actions and commitments in the Delivery Program.

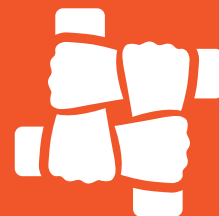
This framework guides and structures the actions and initiatives within this plan to delivery: Operational Efficiency, Healthy and Engaged Employees and Trusted Leadership.



Operational  
Efficiency



Healthy and  
Engaged  
Employees



Trusted  
Leadership

**Our Culture and  
Leadership Framework**

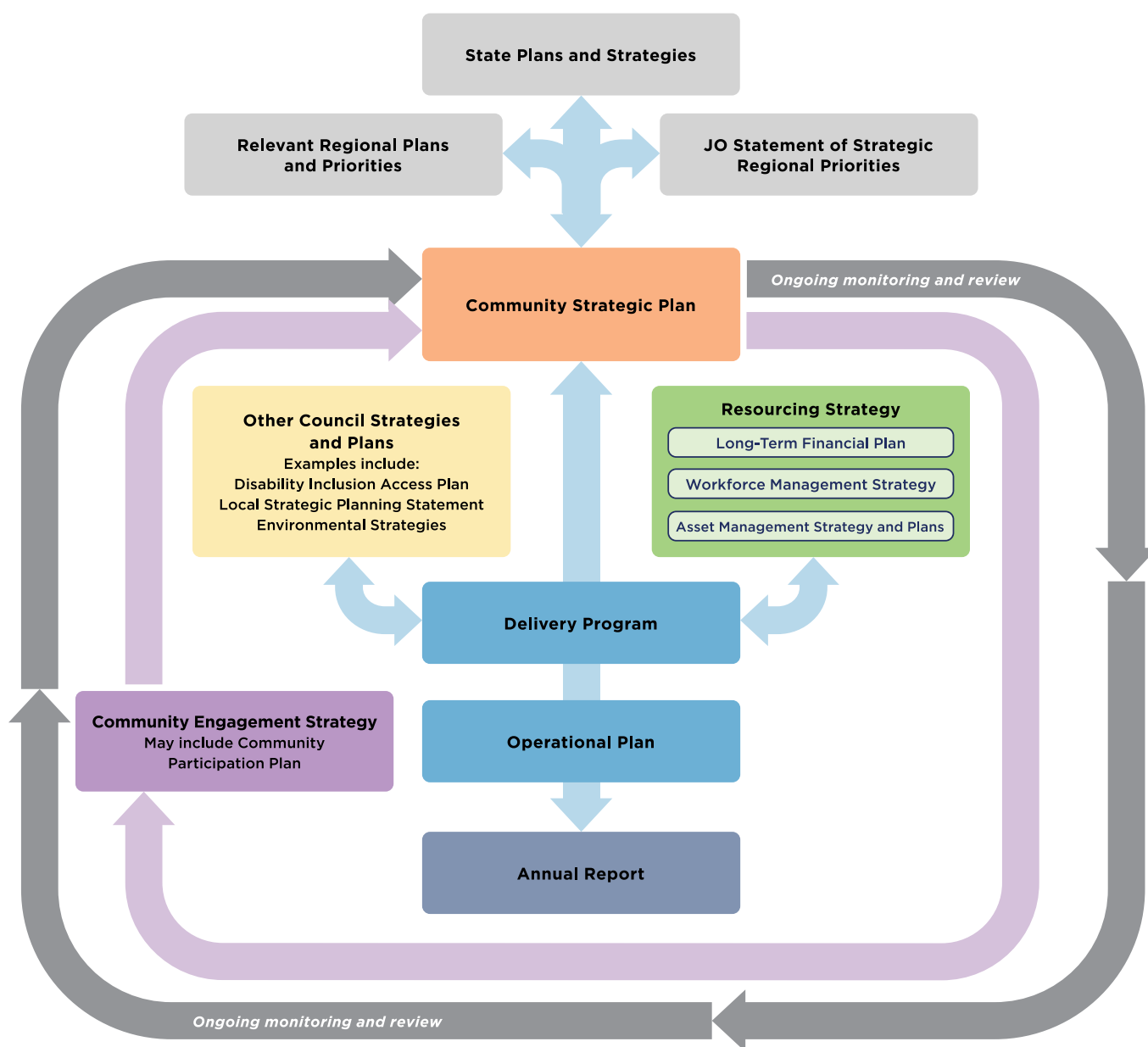




# Integrated Planning and Reporting

All councils in NSW are required to operate within an Integrated Planning and Reporting (IP&R) framework. The IP&R framework guides how each Council develops, documents, and reports on their strategic plans under the Local Government Act 1993.

The IP&R framework requires each council to develop and implement a Resourcing Strategy, which shows how the council will leverage its available resources to implement the Delivery Program and Operational Plan.



**The Integrated Planning and Reporting Framework - Office of Local Government 2021**



The Resourcing Strategy has 3 major components:

- **Long-Term Financial Plan** - The approach to financial management ensuring sufficient funding to deliver commitments into the future
- **Workforce Management Strategy (this document)** - The approach to workforce planning to ensure the right people, skills and culture exist to deliver commitment into the future
- **Asset Management Strategy and Plans** - The approach to asset management, renewal and planning to ensure well maintained and sustainable infrastructure into the future

The Resourcing Strategy is a key driver in delivering the strategies and plans developed by Council under the IP&R framework:

- **The Community Strategic Plan (CSP)** is the highest-level plan that a council will prepare. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

- **The Delivery Program** outlines a Council's direct response to the CSP. It details the specific activities (projects and programs) that will be undertaken during its elected term to address the CSP.

- **The Operational Plan** is a sub-plan of the Delivery Program. The Operational Plan outlines the annual activities that will be undertaken as part of the Delivery Program, alongside the annual budget.

- **Reports.** Councils prepare a number of reports (e.g. Annual Reports) that capture the progress against the CSP outcomes as well as monitoring the delivery of key activities in its Delivery Program and Operational Plan.

Detailed information about our City and Council is provided in our Community Strategic Plan – Campbelltown 2032 and Delivery Program 2022-26.

# Development and Review of the Workforce Management Strategy

To develop our Workforce Management Strategy we have considered the outcomes of both community and workforce surveys, statistical information, industry benchmarking and organisational metrics. It is imperative that we closely analyse the results and the messages within to develop and plan for the future. By developing achievable and pragmatic solutions, along with our aspirational goals, it will enable our organisation to be resilient and agile into the future.

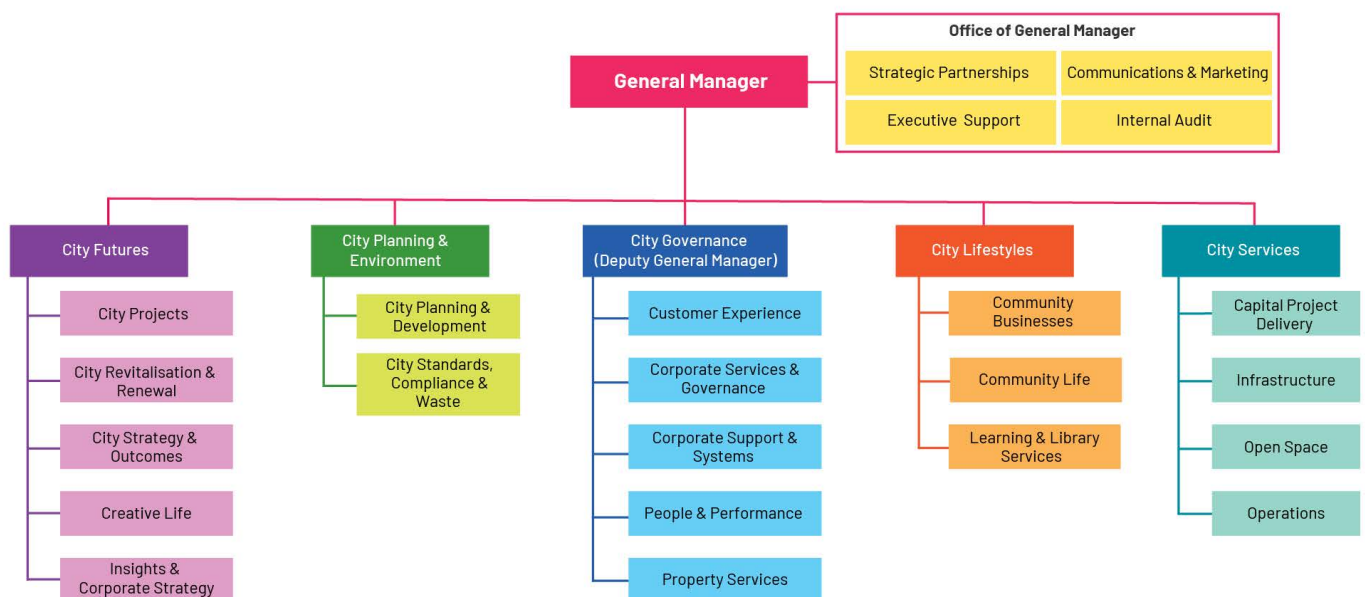
# Our Organisational Structure

The Local Government Act 1993 requires councils to adopt an organisational structure that is appropriate to the needs of each council and the communities they serve. Our organisational structure evolves to support the successful delivery of our Community Strategic Plan and consists of 5 directorates plus the Office of the General Manager.

The below diagram depicts current functional reporting lines however, we are one organisation and will increasingly operate through cross-functional teams to deliver high quality projects and services.

It is important to note, to be an agile and productive organisation we must continue to review and adapt the structure to meet the changing needs and expectations of our people and of our growing community.

## ORGANISATIONAL STRUCTURE



# Our Here and Now

## Staff per Division

**250**

City Services

**129**

City Governance

**102**

City Futures

**= total 1161**

**28**

Office of the  
General Manager

**487**

City Lifestyles

**156**

City Planning &  
Environment

Management

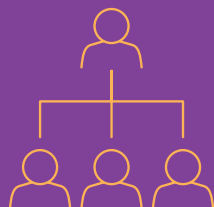


**35%**

Male

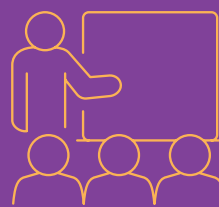
**65%**

Female



**4.3**

employees per  
1000 residents



Staff training spend

**\$540**

per FTE



Staff representing  
over

**38**

nationalities.



Sick leave

**9.2 days**

per year



**256**

new starters FY22



Average tenure

**7.15**

years



**16**

employees identifying as  
living with a disability



**100+**

volunteers



Staff turnover

**18.9%**



**10**

employees  
identifying a Veteran  
or Spouse of a Veteran



**30**

employees identifying  
as Indigenous



# IMAGINE THE POSSIBILITIES

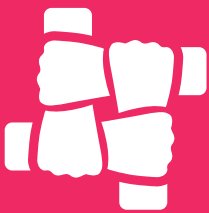
Helping to deliver the Campbelltown Community Strategic Plan



Operational  
Efficiency



Healthy and  
Engaged  
Employees



Trusted  
Leadership



It is through **respect**, **integrity** and **teamwork** that we build **trust** and create **optimism** for Campbelltown's future.

# Our Goals

Campbelltown is at the heart of unprecedented growth and change across the Macarthur Region, and our organisation must plan for multiple possible outcomes and it is essential that we recognise trends early and deploy the required resources to capitalise on opportunities. To be able to innovate ahead of our competition and meet the demands of change and growth, we need to be able to accurately forecast our needs and resources.

To do this we must:

- Encourage and develop shared values and purpose
- Support and foster diversity
- Encourage collaboration and teamwork
- Develop a culture of openness and accountability
- Ensure transparency and good governance
- Deliver clear and consistent communication
- Develop a sense of urgency and priority
- Manage risks

The initiatives within this Workforce Management Strategy will ensure we have the right people, in the right place, with the right skills at the right time.

By being ambitious and implementing the following strategies and supporting actions, we position our organisation to realise its potential by embracing innovation and embedding our vision as a city of opportunity for all.

Our formal Culture and Leadership Framework ensures alignment to our Community Strategic Plan, and the way we need our people and teams to think and act to deliver on our actions and commitments in the Delivery Program 2022 to 2026.

This framework consists of 3 core pillars: Operational Efficiency, Healthy and Engaged Employees, Trusted Leadership. These are underpinned by our shared values of respect, integrity, teamwork, trust and optimism.

Implementation of the Workforce Management Plan is overseen by our People and Performance group with key functions: Policy and Projects; Human Resource Operations; Learning and Development; Injury Management and Payroll.

Having progressed key initiatives identified in the previous 2017 to 2021 Workforce Management Plan, the 2022 to 2026 plan commits initiatives which build on our progress and successes to date.





# Commitment to increasing participation of Aboriginal and Torres Strait Islander people in our workplace

Council acknowledges Aboriginal and Torres Strait Islander peoples as the first Australians. We acknowledge the impact of settlement upon culture and recognise the social, economic and workforce participation challenges that continue to be faced today.

**As Council conducts business on Dharawal Country, we are committed to increasing the participation of Aboriginal and Torres Strait Islander community members in our workforce.**

In partnership with Aboriginal and Torres Strait Islander communities, Council will increase representation in the workforce through the introduction of key initiatives aligned to the pillars of Engagement; Cultural Safety and Career Pathways.

The "Campbelltown NAIDOC" artwork is a visual representation of the celebrations of NAIDOC Week held annually in and surrounding Campbelltown.

Campbelltown City Council has a long history of celebrating NAIDOC Week and working in partnership with key community partners, agencies and local Aboriginal organisations to celebrate Aboriginal and Torres Strait Islander people and culture.

Each element within the artwork has significant meaning, blending to form the overall artwork story. The colours applied within the artwork compliment the Campbelltown Council Branding.

RS Creative Solutions was established in 2017 by Rhonda Sampson a proud Kamilaroi woman who is passionate about sharing her culture and providing her clients with innovative design solutions.



# ENGAGEMENT

## Current Initiatives

- Statement to welcome applications from Aboriginal and Torres Strait islander people included in all job advertisements
- Acknowledgment of traditional land owners in all Job Descriptions
- Inclusion of Dharawal language in employment letters of offer
- Use of images of indigenous people and art in recruitment collateral.
- Monitoring workforce participation data
- Advertising opportunities through Aboriginal media
- Inclusion of Aboriginal and/or Torres Strait Islander persons on interview panels.

## Commitment Future Initiatives

- Showcase indigenous employee profiles
- Increase number of identified roles to 6 by June 2026.
- Host information sessions to enable potential candidates to gain a better understanding of the role and team and to receiving information about the assessment and selection process,
- Review of recruitment process training to reflect adjustments to provide cultural safety.

# CULTURAL SAFETY

## Current Initiatives

- Cultural Awareness training
- Acknowledgement of country at key meetings and training sessions
- Use of indigenous names for meetings rooms in Civic Centre
- Staff engagement at events of community and cultural significance.
- Indigenous Naidoc artwork presented on Operations uniform
- Indigenous Naidoc artwork included on staff ID tag lanyards
- Anti-discrimination training for all staff.

## Commitment Future Initiatives

- Host guided tours of Country for all staff
- Inclusion of indigenous reference on all staff uniforms.
- Access to cultural supervision for staff who identify as Aboriginal or Torres Strait Islander
- Acknowledgment of cultural loading in distribution and recognition or work.
- Increased participation of staff who identify as indigenous at Council's Aboriginal Reference Group

# CAREER PATHWAYS

## Current Initiatives

- 2 permanent identified roles within Council's establishment
- Hosting of Elsa-Dixon scholarship trainee (2-year school based trainee program)
- Commitment for minimum 1 indiginous trainee or apprentice per year.
- Hosting work experience placements throughout the year
- Grievance procedures and management of inappropriate workplace behaviour

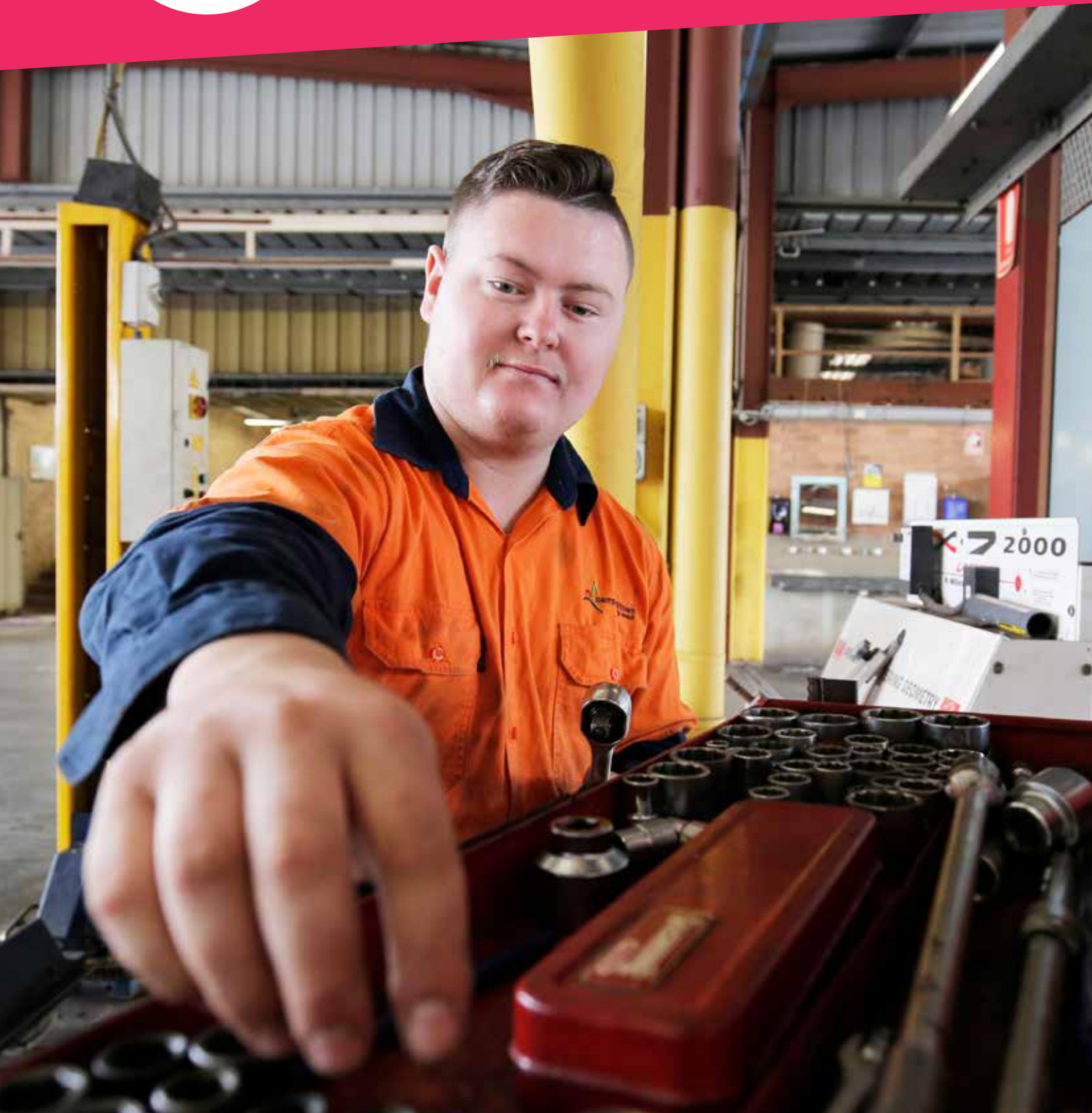
## Commitment Future Initiatives

- Mentoring program for staff who identify as Aboriginal or Torres Strait Islander.
- Coaching and support provided by People & Performance to enable scholarship applications and professional development .

# Operational Efficiency



- Our services are delivered effectively, meeting or exceeding customer and regulatory expectations, through efficient and agile workforce planning.
- Staff are equipped with the required skills and resources to deliver quality services.
- We innovate to improve and deliver seamless, timely and cost effective customer experiences.



## SUCCESS FACTOR

## INITIATIVE

Business technology and processes

Facilitate cross functional knowledge share of key business processes.

Promote innovation and continuous improvement in service delivery.

Continue rollout of IT strategy with emphasis on digital solutions to support agile and mobile service delivery.

Recruitment and Retention

Identify and implement risk mitigation strategies for critical roles, skills and knowledge areas.

Establish and manage talent pools for high demand roles.

Establish alumni network and staff referral program to support future talent acquisition.

Workforce Planning and Management

Embed Workforce Planning analysis and methodologies to support efficiencies in resourcing and rostering plans.

Review and consolidate online rostering and time and attendance platforms.

Develop Transition to Retirement Program.

Support and enable temporary relocation of staff during Community and Justice Precinct development.

Measurement and Reporting

Undertake industry benchmarking through continued participation in benchmarking surveys: Local Government Performance Excellence Program (LG Professional /PWC); LGNSW Remuneration Survey; LGNSW HR Metrics Survey.

Communicate business and HR performance metrics to internal leaders to facilitate decision-making.

Workplace Adaptability and Flexibility

Review organisational structure to support effective delivery of City Revitalisation.

Establish project based working framework.

Review and harmonise position descriptions to support internal flexibility and delivery of key outcomes.



# Healthy and Engaged Employees



- Our work environment supports physical and mental health, safety and wellbeing.
- Staff are engaged in meaningful work and recognise the value of their contribution to Council and our community.
- Diversity is celebrated and people are supported to thrive at work and reach their potential.



## SUCCESS FACTOR

## INITIATIVE

Shared Values

Implement the Corporate Values Program.

Staff Training and Development

Embed a competency based training framework across relevant business units.

Establish mentoring programs to foster excellence in both specialist and leadership roles.

Safe and Healthy Work Environment

Adapt COVID-19 response appropriate to advice from NSW Health and other government bodies.

Identify and assess Hazardous Manual Task risks and mitigation strategies.

Develop the Chain of Responsibility (CoR) plan in line with the CoR Program.

Organisational Capability

Embed utilisation and application of Council's Project Management Framework and methodologies administered by the Project Management Office.

Implement the High Performance team model.

Workplace Diversity

Review and update EEO Policy and reporting processes to better foster culture of diversity and inclusion.

Implement Equal Employment Opportunity Management Plan.

Implement Disability Inclusion Action Plan.

Implement Reconciliation Action Plan.

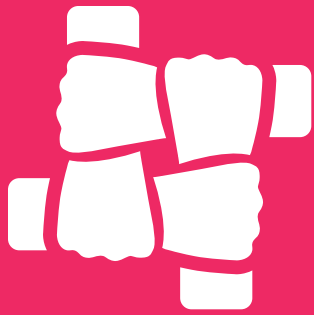
Reward and Recognition

Enhance staff recognition program and initiatives to acknowledge and reward tenure, performance and shared values through informal and formal initiatives.

Review salary and benefits structure to support attraction and retention of skilled and engaged workforce.



# Trusted leadership



- Teams and individuals demonstrate accountability and commitment to delivering quality outcomes for our community.
- Leaders demonstrate optimism, promote teamwork and create high performance work culture through leading, motivating and engaging staff.
- Decision making is guided through consultation, and based on quantitative evidence.





## SUCCESS FACTOR

## INITIATIVE

Staff Consultation, Engagement and Communication

Renew membership of staff representative group to focus on culture initiatives.

Administer staff surveys including: 6-monthly council check-in; bi-annual staff engagement and exit surveys.

Leadership Excellence

Adopt high performance assessment tool to identify and development future leaders and technical specialists.

Establish Strategic Leaders development program.

Employment Brand

Develop resource toolkit to support the promotion of Council's employment value proposition to current and future employees

Develop and implement Indigenous Recruitment Strategy to increase representation within Council.

Pursue industry recognition of best practice people and culture programs.

Accountability

Report business performance and HR metric trend analysis.

Embed consistent Performance Management processes across business units.

# Engage with us

If you have any questions relating to Campbelltown 2032, or the Integrated Planning and Reporting Framework, please visit the Corporate Planning and Strategy page on our website at [www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy](http://www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy)

If you would like to continue to engage with us and have your say on important projects and plans please join the conversation at [overtoyou.campbelltown.nsw.gov.au](http://overtoyou.campbelltown.nsw.gov.au)

## Contacting Us

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