



ALBANY 2030

PEOPLE STRATEGY

2016 - 2019

FOREWORD

ALBANY IS A VIBRANT COASTAL COMMUNITY OF 37,000 PEOPLE AND THE COMMERCIAL HEART OF THE GREAT SOUTHERN. IT IS THE ONLY CITY LOCATED ALONG THE SOUTH COAST OF THE STATE AND IS ONE OF THE LARGEST CITIES IN REGIONAL WESTERN AUSTRALIA. THE REGION RATES HIGHLY IN TERMS OF OVERALL LIVE ABILITY WITH MOST OF THE CONVENIENCES OF CITY LIVING YET SURROUNDED BY AN AMAZING NATURAL ENVIRONMENT ONLY MINUTES DRIVE IN ANY DIRECTION.

The official population of the City of Albany as of the 30 June 2014, is 36,940. The Census population of the City of Albany in 2011 was 33,648, living in 15,678 dwellings with an average household size of 2.41.

Bounded by the southern ocean, the picturesque Stirling Range and the Great Southern hinterland, Albany embraces clean, green principles, from wind-generated energy to sustainable and organic agriculture, to ensure its continuing viability as a liveable, progressive centre.

The City of Albany is building strategic capacity for the challenges now and into the future. With recent achievements including the; National Anzac Centre, major upgrades to Mt Clarence and Princess Royal Fortress, new Town Square, upgrade of Stirling Terrace and continued development of the Centennial Park Sporting Precinct, giving the organisation and community a high spirit of confidence and enhanced a culture that is focused on delivering excellence in community services and facilities.

This people strategy is divided into four key themes that define how we will address and respond to the external context and drivers that influence our organisational goals. It links every aspect of an employee's career cycle at the City; from the factors that count when first joining such as recruitment and induction; to offering development opportunities to support career and promotion. From ensuring the highest standards of leadership and management to sustain a motivated and engaged workforce; to fostering a culture which is inclusive and provides a work life balance.

By adopting a flexible approach, we are able to remain responsive and stay on track to fulfil our vision – to be Western Australia's most sought after and unique Regional City to live, work and visit.

Warm regards,



Andrew Sharpe

Chief Executive Officer



PART 1 - GUIDING PRINCIPLES

The Human Resources Department supports the City of Albany and is committed to provide strategic, innovative and flexible policies and practises, programs and services to:

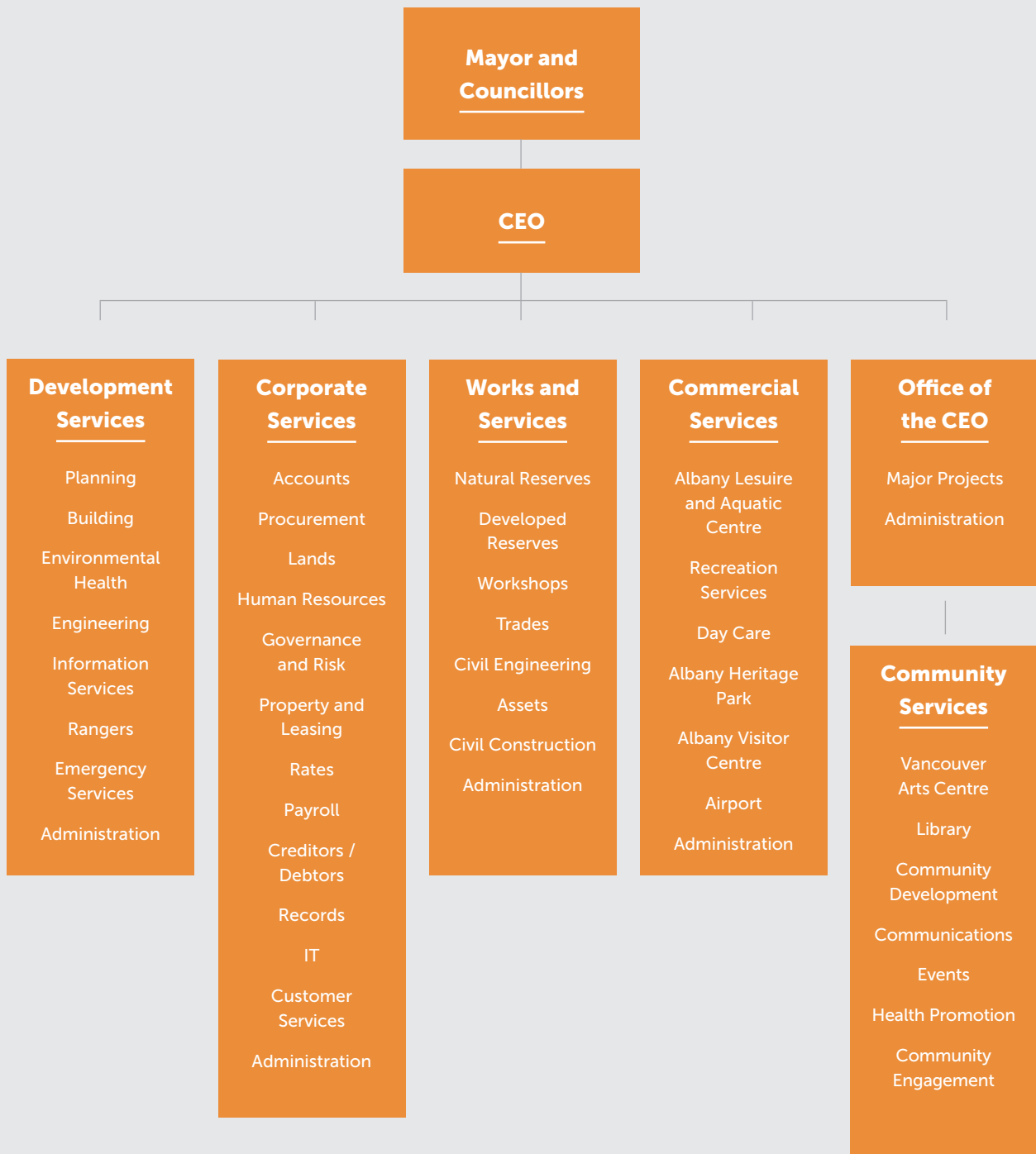
- Attract, develop, reward and retain a diverse and talented workforce;
- Operate as a strategic, integrated and business-oriented service across all that we do;
- Foster a productive work environment where people feel valued;
- Work in partnership with managers, staff, trade unions and all other relevant stakeholders;
- Respond to the changing nature of work and the workplace environment and embrace a culture of continuous improvement;
- Ensure that our services are always delivered in a timely, responsive, flexible and solutions-focused way;
- Ensure that equity, fairness and transparency shape and inform our policies, practices and processes;
- Create an environment that fosters creativity and innovation in our ideas, initiatives and the solutions we offer; and
- Act in a way that is responsible, accountable and ethical.



PART 2 - WORKFORCE PLANNING

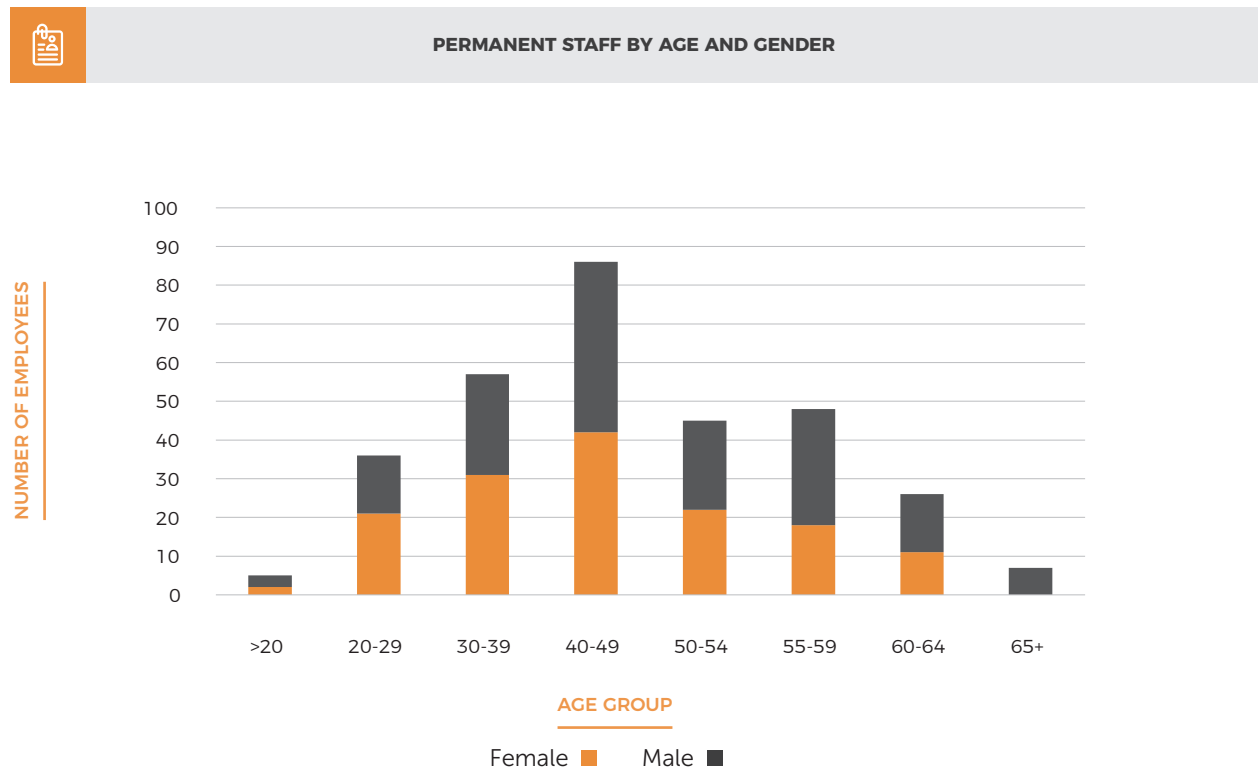
The People Strategy is an informing strategy to the Corporate Business Plan / Integrated Planning Framework. By definition Workforce Planning is “a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future.” (Australian National Audit Office (2004), ANAO Audit Report No.55 2004–05: Workforce Planning, Commonwealth of Australia). It will indicate how capable the City is of delivering the services and assets required by the community and is continually evolving in response to internal and external changes.

OUR PROFILE



Age and Gender of Employees

- The City's permanent workforce consists of 147 females and 163 males. Females and males are proportionately represented across the organisation however this then varies by Directorate.
- Operational areas (i.e. construction, reserves, waste) are still predominately male with administrative functions predominately female.
- Demographically, for permanent staff only 13% of the workforce are aged under 30 and the largest percentage, 28% is within the 40-49 age bracket.
- Operational areas (i.e. construction, reserves, waste) continue to retain a mature workforce whilst Commercial Services (i.e. Albany Leisure and Aquatic Centre) has a slightly younger workforce.



By Corporate Position (where an employee is supervising one or more employees) more of a distinction can be made between the genders at a managerial level as 25% are female employees and 75% are male employees. At an Executive level 100% are male.

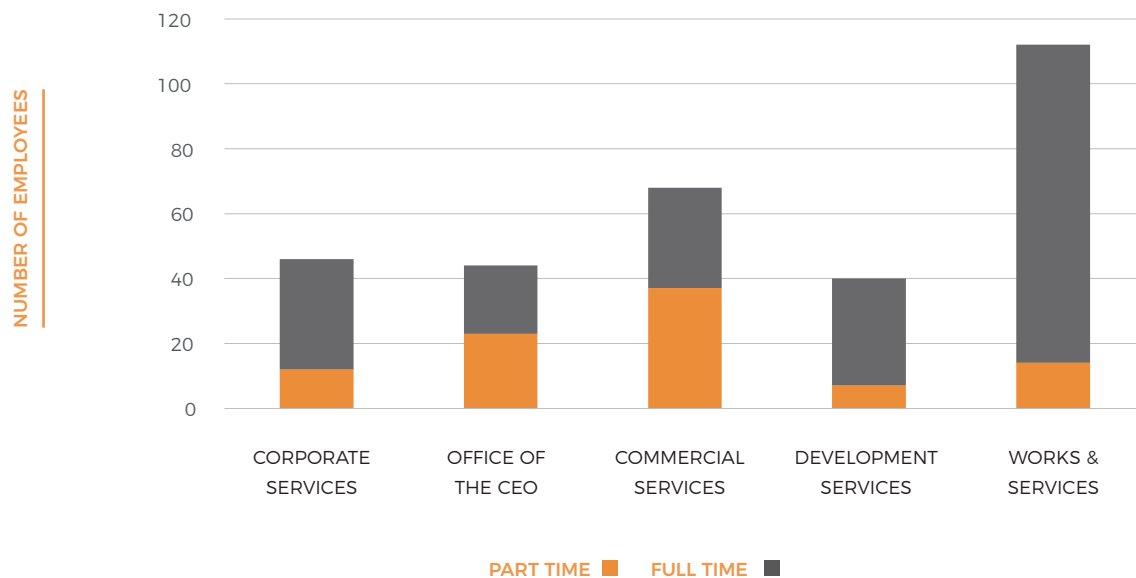
| Gender Distribution by Corporate Position | | | |
|---|--------|------|-------|
| Corporate Position | Female | Male | Total |
| Executive | 0 | 6 | 6 |
| Manager | 5 | 15 | 20 |
| Coordinator/Supervisor | 23 | 45 | 73 |

Type of Employment

The City of Albany's total workforce comprises of 384 people as at 30 September 2016, including 283 permanent (full and part time), 74 casual and 27 temporary / contract staff members. City of Albany's Full Time Equivalent (FTE) is 266.92.

| Full Time Equivalent | | | |
|----------------------|---------------|----------------------|---------------|
| Directorate | Permanent | Temporary/Fixed Term | Total FTE |
| Corporate Services | 36.69 | 4.8 | 41.49 |
| Office of the CEO | 28.23 | 6.6 | 34.83 |
| Commercial Services | 38.52 | 8.43 | 46.95 |
| Development Services | 33.27 | 4 | 37.27 |
| Works and Services | 104.38 | 2 | 106.38 |
| TOTAL | 241.09 | 25.83 | 266.92 |

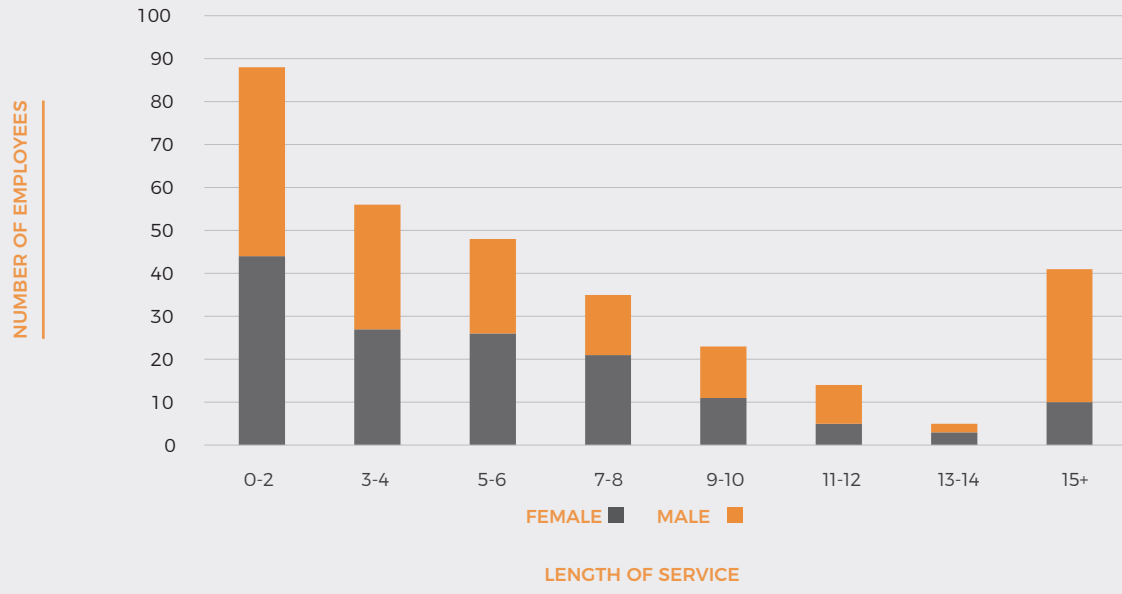
EMPLOYMENT TYPE BY DIRECTORATE



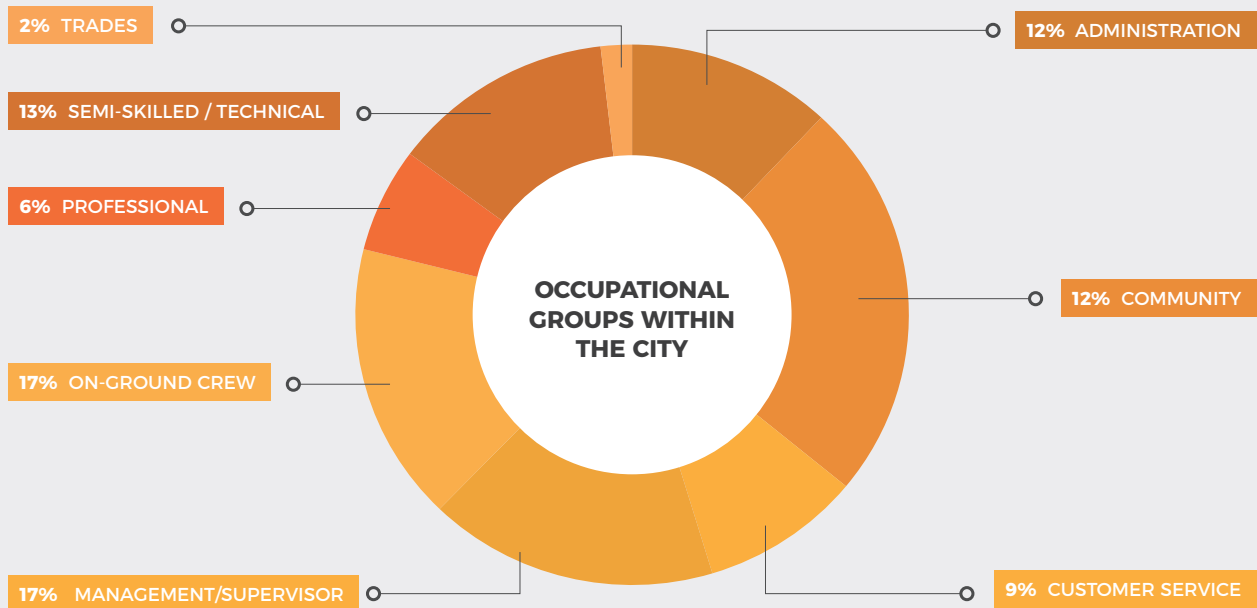
Years of Service and Occupational Groups

The average length of service for staff is between 0 to 4 years.

PERMANENT STAFF BY GENDER AND LENGTH OF SERVICE

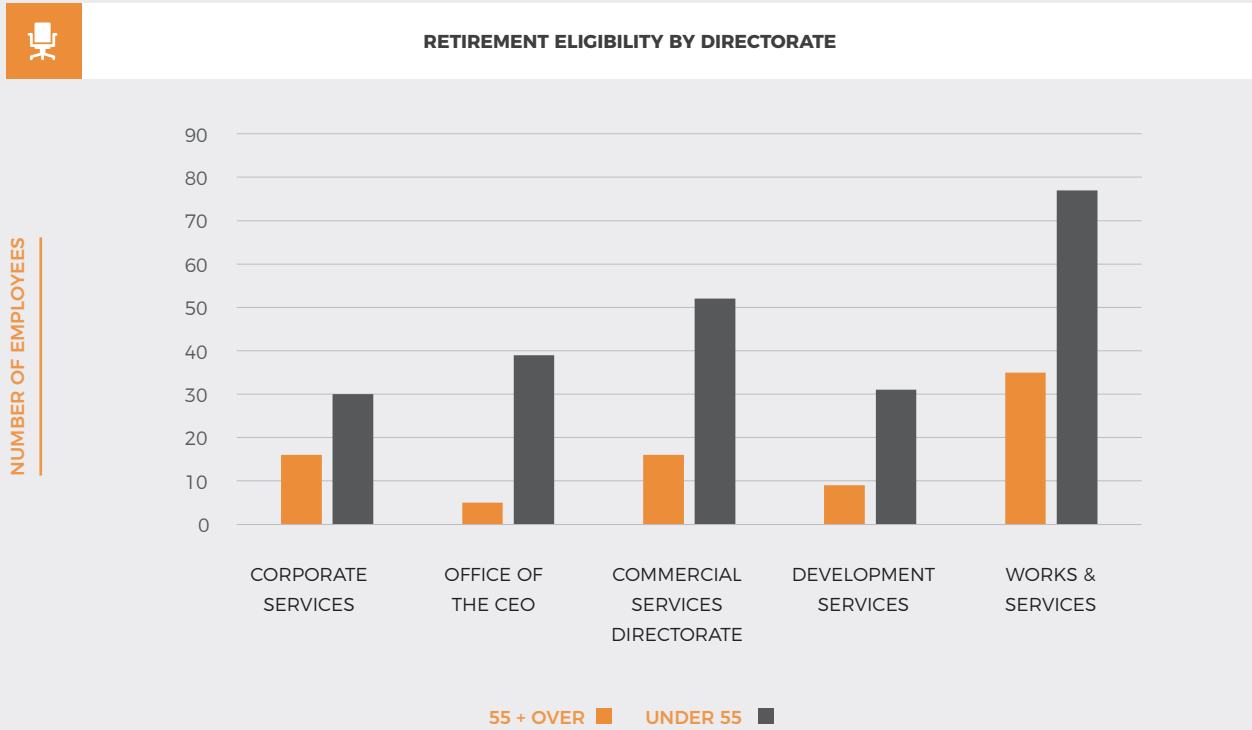


OCCUPATIONAL GROUPS WITHIN THE CITY



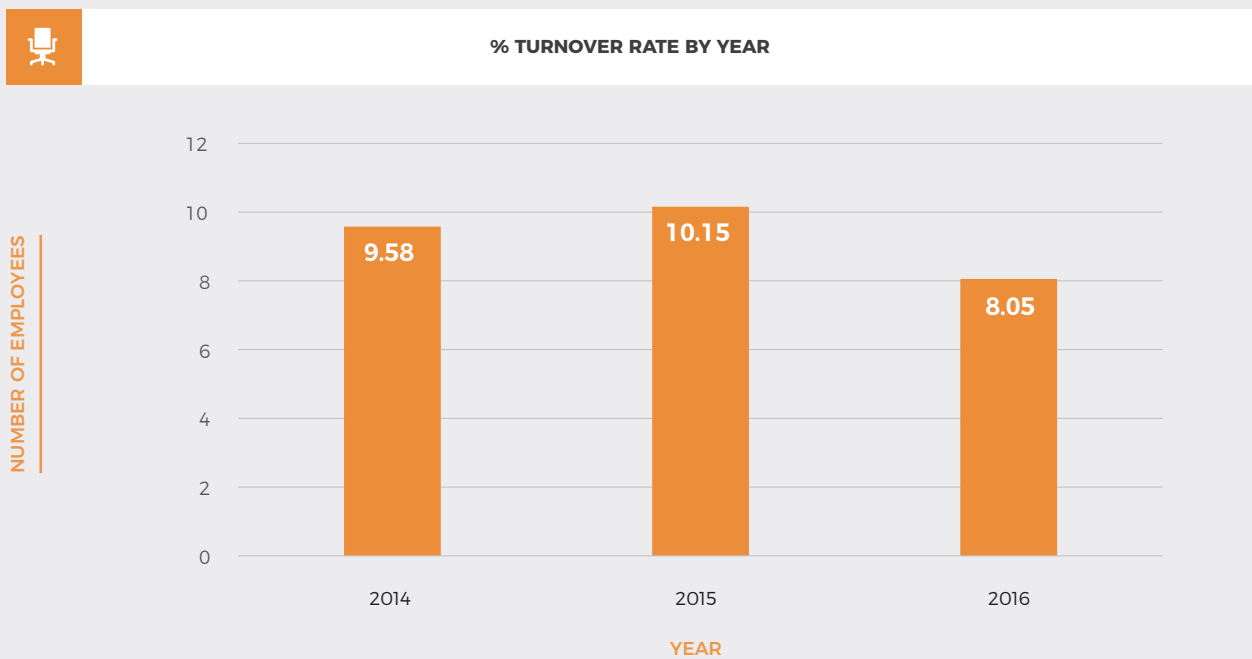
Retirement Eligibility

26% of our employees are currently eligible for retirement (i.e. 55 years and older). Many of the staff who are eligible for retirement bring with them years of experience; the loss of which will need to be managed in some areas of the City.

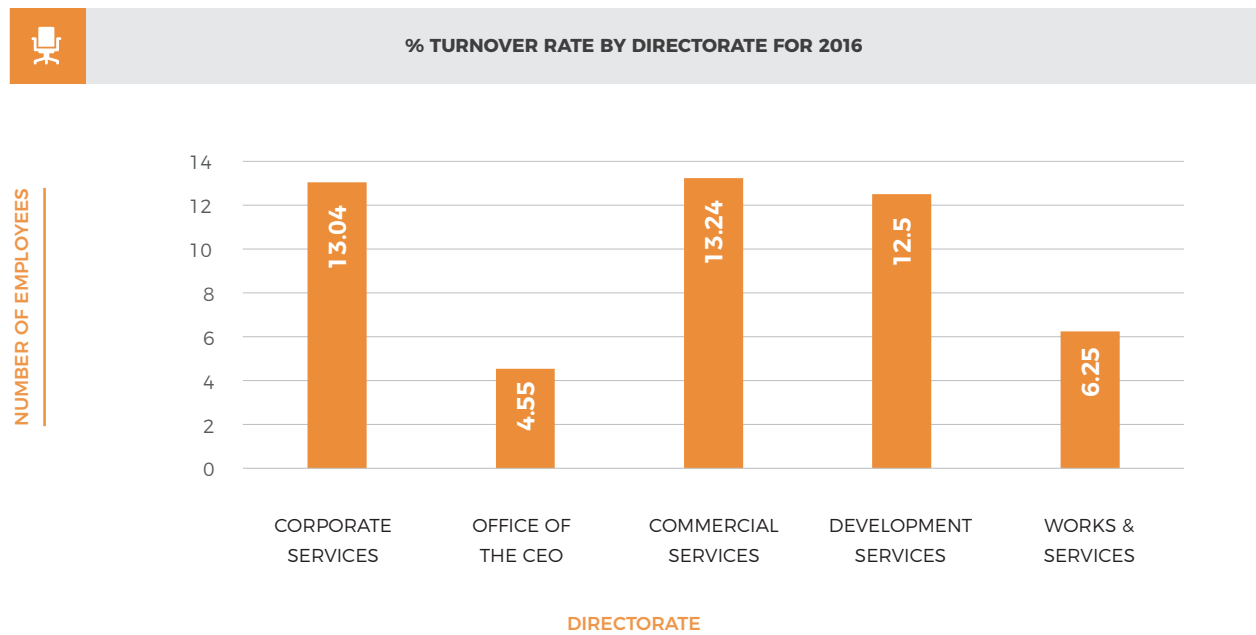


Turnover

Employee turnover in the last three years has been stable and is for a variety of turnover reasons such as relocation, personal reasons and performance management.



Turnover (cont.)



Diversity

In producing this People Strategy, the City reviewed and analysed the demographic profile of its local communities versus our current workforce profile.

This analysis indicates that the demographics of the City's workforce was largely consistent with the demographics of our communities but that there were areas which could be improved on as demonstrated in the table below. More effort will be made to increase our commitment to indigenous employment, people with disability and those from culturally diverse backgrounds.

| Workforce Diversity | | |
|-------------------------------|------------------|----------------|
| Category | Albany Community | City of Albany |
| Female | 50.92% | 53.65% |
| Male | 49.08% | 46.35% |
| Aboriginal | 3.3% | 1.82% |
| Disability | 5.2% | 0.26% |
| Culturally Diverse Background | 6.3% | 0.26% |

PART 3 - STRATEGIC CONTEXT

The operational direction of this People Strategy has been based on the status quo; therefore no additional resources have been included within the administration workforce. The Council is open to State Government funded initiatives which is in line with our strategic plan and may affect the workforce plan going forward.

Challenges Facing the City of Albany

POPULATION GROWTH

As our population grows so will the need for development therefore the additional infrastructure will need to be maintained, e.g. Public open space, roads, signage etc, this has been incorporated in the plan. However this may not equate to a growth in City's resources.

Population growth may result in:

- Increased demand for services and facilities such as refuse collection, leisure and library services and the age specific community for different age groups such as youth groups and aged care; and
- Increased need for economic development/activity. The City's ability to attract business and investment would be a key factor.

USE OF TECHNOLOGY

Services and work processes are constantly evolving to take advantage of technology, including:

- Increased use of iPads, Skype, Wi-Fi and social media to access information and provide decentralised/mobile services; by staff and customers.
- Increased use of "virtual services" e.g. Visitors Centre, online planning approval systems and other digital applications.
- CCTV security (fixed and mobile) making it easier to identify and report incidents.

COMMUNITY EXPECTATIONS

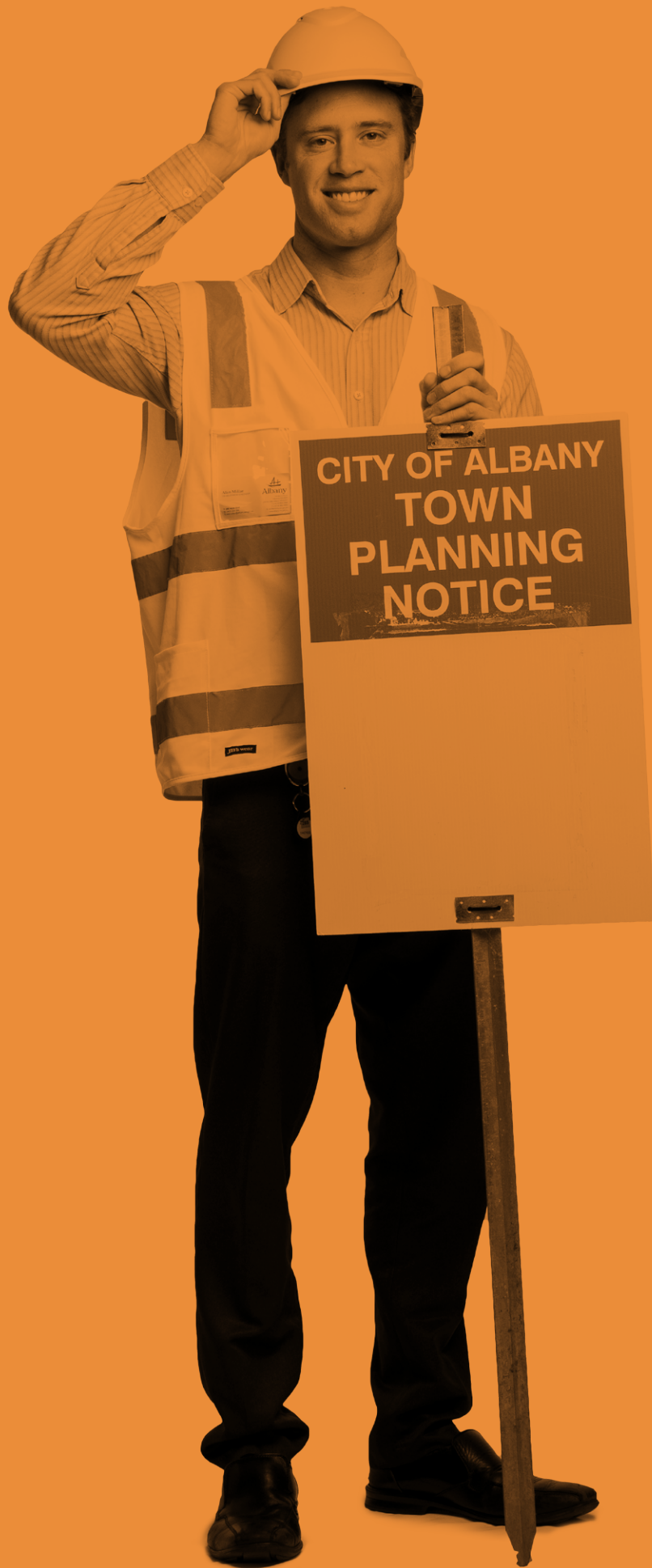
- Community service expectations are constantly increasing and our communities utilise and expect a wider range of services.
- The community is better informed and more knowledgeable.

We are increasingly expected to deliver services, customer support and information outside business hours and on weekends.

AGEING WORKFORCE

It is estimated that approximately 19% of the City's workforce will retire in the next 5–10 years which in turn could be influenced by such factors as personal financial position, health and job satisfaction and competency etc.

If we do not continue to focus on career and succession planning, we could encounter a situation where our service delivery to our communities and customers might be impacted due to a loss of corporate knowledge and experience.



PART 4 - OUR APPROACH

The purpose of this Strategy is to shape, develop and contribute to organisational effectiveness, through the identification of actions and plans that position the City of Albany in the strongest possible place, to be able to address the multiple and complex challenges described above.

These challenges can be considered in more detail under key strategic themes, which relate to the goals, objectives and strategies in the City's Community Strategic Plan. These key themes are, by their very nature, integrated. For example, 'attract, reward and retain the best talent' is linked to civic leadership, which fosters culture. These strategies should therefore be seen as part of a holistic approach to realising our strategic ambitions.

The main aim of our People Strategy is to value, support, develop and utilise the full potential of our staff, working with each other across the City of Albany, to make it a successful place to work.

Values and Culture

OUR VALUES AND CULTURE FOSTER AN ENVIRONMENT THAT EMBODIES OUR COMMITMENT TO EQUALITY AND DIVERSITY, AND PROMOTES A POSITIVE CULTURE FOR WORKING.

We recognise the importance of ensuring that all staff make a valuable contribution to the success of the City of Albany, working in effective and collaborative ways to create a vibrant and innovative work place, in which all staff feel a sense of professional achievement.

Our working environment reflects the type of employer we are; emphasis will therefore be placed on creating a healthy working environment. We are mindful of the need to achieve a fair work-life balance, ensure equitable workloads, and support staff in maintaining a healthy lifestyle.



Leadership

EXCELLENT LEADERSHIP SKILLS FORM AN ESSENTIAL PART OF MEETING OUR GOALS. WE WILL DEVELOP OUR LEADERSHIP COMPETENCIES AT ALL LEVELS, TO ENSURE THAT STAFF UNDERSTAND THEIR OWN LEADERSHIP STYLES, AND CAN ADAPT THEM TO DEAL WITH DIFFERENT SITUATIONS, IN ORDER TO MOTIVATE AND ENGAGE THEIR TEAMS.

Significant steps will be taken to achieve greater diversity among our leaders. Therefore it will be important to understand how we can make leadership roles more attractive and appealing to a wider talent pool.

Management

MANAGEMENT SKILLS WILL BE EQUALLY IMPORTANT TO LEADERSHIP SKILLS, AND EMPHASIS WILL BE PLACED ON PREPARING MANAGERS TO DELIVER CHANGE AND INNOVATION EFFECTIVELY.

Through development and coaching, managers will become accomplished in creating a high-performance culture, and will be confident in dealing with every aspect of managing staff: from setting clear expectations and rewarding excellence, to managing poor performance where necessary.

Talent Management in Practice

TALENT MANAGEMENT IS THE PRACTICE OF STRATEGIC, LONG-TERM, CAREER MANAGEMENT, WHICH ADDRESSES RETENTION AND DEVELOPMENT. THERE ARE MANY DIFFERENT MODELS OF TALENT MANAGEMENT AND THE CITY OF ALBANY WILL MOVE AWAY FROM A MORE TRADITIONAL MODEL OF CAREER MANAGEMENT, WHICH DEFINES CAREER PROGRESSION PURELY IN TERMS OF AN UPWARD, LINEAR TRAJECTORY.

Adopting a 'life-cycle' model will represent our commitment to sourcing, attracting, selecting, training, developing, retaining, promoting and moving employees through the organisation, throughout their career with the City. It's also a flexible model to: facilitate a motivated, responsive and agile workforce through effective leadership, and succession planning centred on an individual's strengths and career development potential.

A long-term benefit of talent management is that it involves an ongoing evaluation of workforce capabilities. City staff should continue to have the skills, competencies and expertise to contribute to our future growth and development, and be able to adapt to meet new conditions and changing demands at a time of increasing uncertainty and competition.

Expanding the opportunities for staff to benefit from mentoring and coaching will also provide future investment.

PART 5 - KEY PEOPLE THEMES

Our People Strategy is divided into four high-level people themes, which represent the key people management priorities in the Strategic Plan:

1. **Attract, reward and retain the best talent;**
2. **Promote, champion and support transformational leadership and management;**
3. **Develop people and build capability;**
4. **Foster a culture of inclusivity, safety, good health and wellbeing.**

Each of these four people themes is underpinned by strategies to fulfil their successful implementation and delivery.

Theme 1 - Attract, Reward and Retain the Best Talent

| Strategy | Action | 2016/17 | 2017/18 | 2018/19 |
|---|---|---------|---------|---------|
| Promote the attractiveness of the City as an employer, through tailored recruitment strategies that market our reputation and distinctiveness. | Review and explore the use of social media to attract the highest calibre of staff (e.g. online media, e-job boards etc). | ● | ● | |
| | Review the City's promotional materials for potential and new employees. | ● | ● | |
| | Develop and deploy recruitment training for recruitment panel staff. | | ● | ● |
| Support new staff through tailored induction processes, to enable them to quickly become effective in their new roles. | Review and improve the induction policy and processes. | | ● | ● |
| | Source and deliver meaningful cultural awareness training. | | ● | |
| Reward excellence and success in a variety of ways through a total reward strategy aligned with City goals. | Ensure pay parity and equity in our salary policies, through equal pay audits and review processes. | | ● | |
| | Review contribution rewards to facilitate greater flexibility. | | | ● |
| | Compare employment packages with other Local governments and create a reward and recognition scheme. | | ● | |
| Measure employee opinion on various components of the Employee Relationship | Conduct annual Employee Engagement surveys and report recommendations to the Executives and share results with staff. | ● | ● | ● |
| | Conduct Exit Surveys to ascertain employee views (noting this is not compulsory). | ● | ● | ● |

Theme 2 - Promote, Champion and Support Transformational Leadership and Management

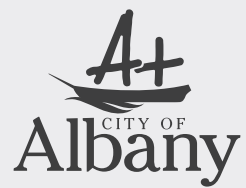
| Strategy | Action | 2016/17 | 2017/18 | 2018/19 |
|--|---|---------|---------|---------|
| Foster a culture of high performance, excellent leadership, effective management and high levels of employee engagement, by providing a wide range development initiatives. | Continue to develop and deploy Leadership Development Training and offer follow up online training modules. | ● | ● | ● |
| | Invest strategically in our staff, to inspire and equip them with a range of skills to shape, influence and lead by building supervisor and management capability from team leader / coordinator / supervisor level down. | ● | ● | ● |
| | Identify and nurture talent early, to support effective succession planning and build the next of leaders. | | ● | ● |
| | Develop a strengthened induction programme for line managers, operational managers and leaders. | | ● | ● |
| Build on models of good practice to increase the proportion of women and other under-represented groups in leadership roles at all levels of the City. | Offer opportunities for secondments, acting higher duty roles, involvement in special projects etc. where appropriate. | | ● | ● |

Theme 3 - Develop People and Build Capability

| Strategy | Action | 2016/17 | 2017/18 | 2018/19 |
|--|--|---------|---------|---------|
| Promote flexible, interdisciplinary team-working, providing opportunities for staff to broaden their experience, skills and knowledge and operate effectively in an increasingly cross-functional work environment. | Assist leaders to manage staff performing below expectations. | ● | ● | |
| | Conduct an annual needs analysis which covers core skills, management capability and technical capability. | ● | ● | ● |
| | Undertake competency assessment and skills audits. | | ● | ● |
| | Ensure that our staff are clear about what is expected of them and their role as advocates of the City of Albany (PPDR's). | | ● | ● |
| Support professional and career development, planning and advancement. | Develop and maintain a comprehensive, up-to-date training calendar aligned to identified needs. | | ● | ● |
| | Identify difficult to replace roles and key skills. | | ● | ● |
| | Ongoing development and expansion of our online learning capability 'Amity'. | | ● | ● |
| | Link employee learning and development to performance expectations and accountabilities. | | ● | ● |
| | Motivate and inspire staff, communicate visibly and effectively, and create opportunities for staff to collaborate and innovate. | | ● | ● |

Theme 4 - Foster a Culture of Inclusivity, Safety, Good Health and Wellbeing

| Strategy | Action | 2016/17 | 2017/18 | 2018/19 |
|--|---|---------|---------|---------|
| Contribute to wider social objectives i.e. addressing employment of young people. | Target recruitment activity at younger workers and ensure traineeships and apprenticeship positions are supported to ensure successful outcomes. | ● | ● | |
| | Identify roles which may be targeted for indigenous recruitment including traineeships as well as identifying roles which may be suitable for a proactive approach in recruiting Aboriginal people. | ● | ● | |
| | Continue to work with disability employment providers vocational training organisations, and schools to support employment or work experience placement of people with disability. | | ● | ● |
| | Conduct training, offer information and support for supervisors with Aboriginal people as employees. | | ● | ● |
| Maintain and promote the importance of mental health and wellbeing. | Develop and promote a program of health and wellbeing activities such as health assessments, skin cancer screening, gym membership discounts, flu vaccinations etc. | | ● | ● |
| | Provide and actively promote an Employee Assistance Program for employees and their families. | ● | ● | ● |
| Maintain a healthy and safe workforce and workplace. | Conduct job relevant pre-employment medicals including drug and alcohol screening. | ● | ● | ● |
| | Develop and implement online OSH inductions and training. | | ● | ● |
| | Implement an internal audit program to align with 3 year LGIS audit cycle. | | | ● |



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Adoption Date:

Adoption Reference:

CITY OF ALBANY
102 NORTH ROAD YAKAMIA
PO BOX 484, ALBANY, WA 6331
TEL: (08) 6820 3000
FAX: (08) 9841 4099
WWW.ALBANY.WA.GOV.AU