Workforce Plan
2021-2025

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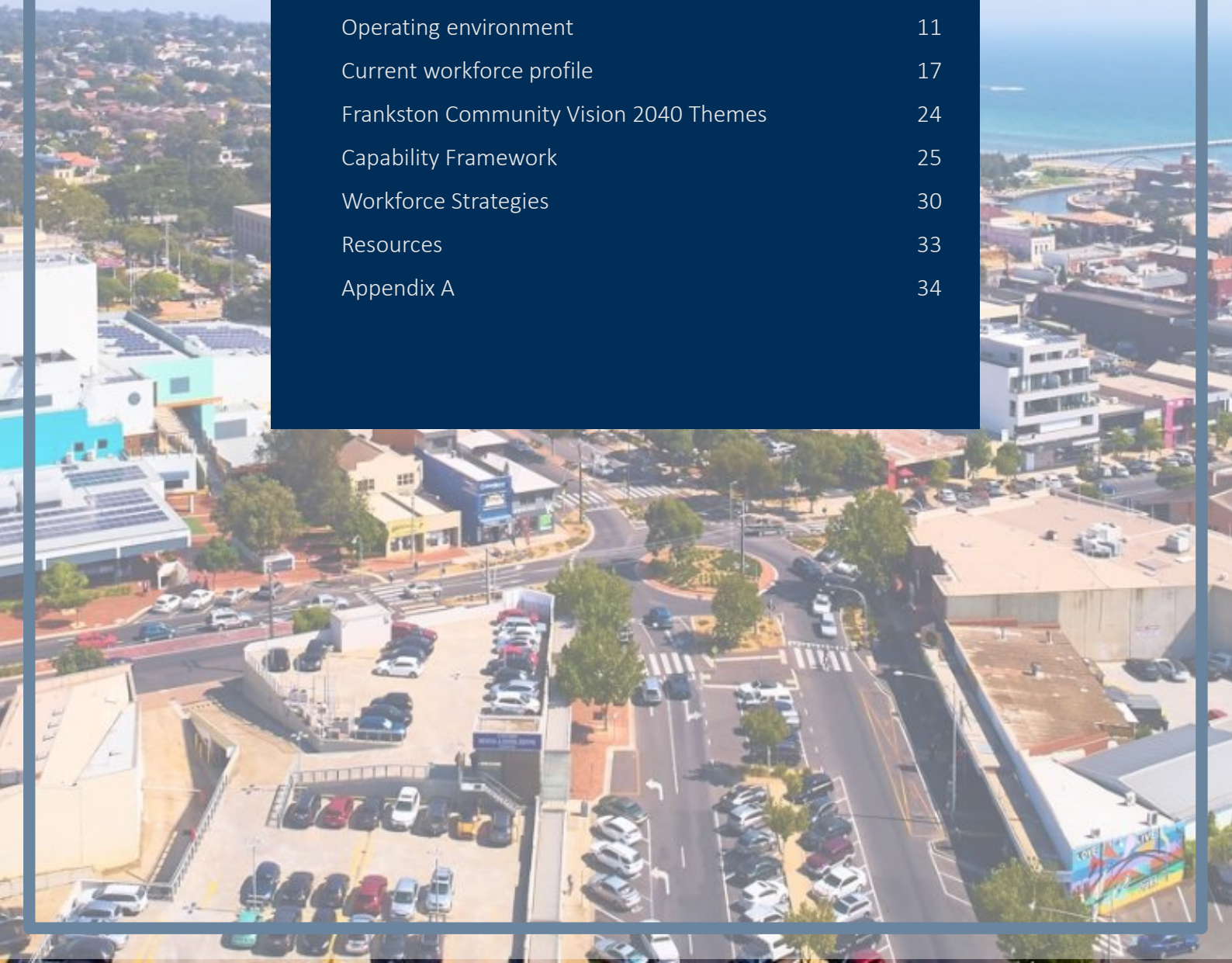
Introduction

The local government sector holds a competitive value proposition due to its strong non-financial incentives and flexible working conditions.

However, an increase in skills shortages has increased the competition for talent and has prompted other sectors to offer similar incentives.

Slow shifts to embracing new technologies and ways of working in some councils has also eroded this value proposition more broadly.

There is now a need for Frankston City Council (FCC) to identify new sources of competitive advantage and a unique employee value proposition.

In doing so, it will enable the Workforce Plan to support the Council in identifying the right people, with the right skills, in the right positions, at the right time.

Up until recent years, workforce planning did not receive the same attention or status within organisational planning and management practices. In many instances, it was viewed as an optional extra, nice to have but not vital.

Workforce planning is now seen as a fundamental component within organisational planning and management practices. The recent introduction of the Local Government Act 2020 has emphasised this need. Section 48 of the Act outlines that Local Councils are required to develop and maintain a workforce plan that:

- Describes the organisational structure of the Council;
- Specifies the projected staffing requirements for a period of at least 4 years;
- Sets out measures to seek and ensure gender equality, diversity and inclusiveness.

FCC is committed to delivering the following benefits from workforce planning:

- Healthy Families and Communities
- Vibrant and Inclusive Communities
- Natural Environment and Climate Action
- Connected Places and Spaces
- Industry, Employment, and Education
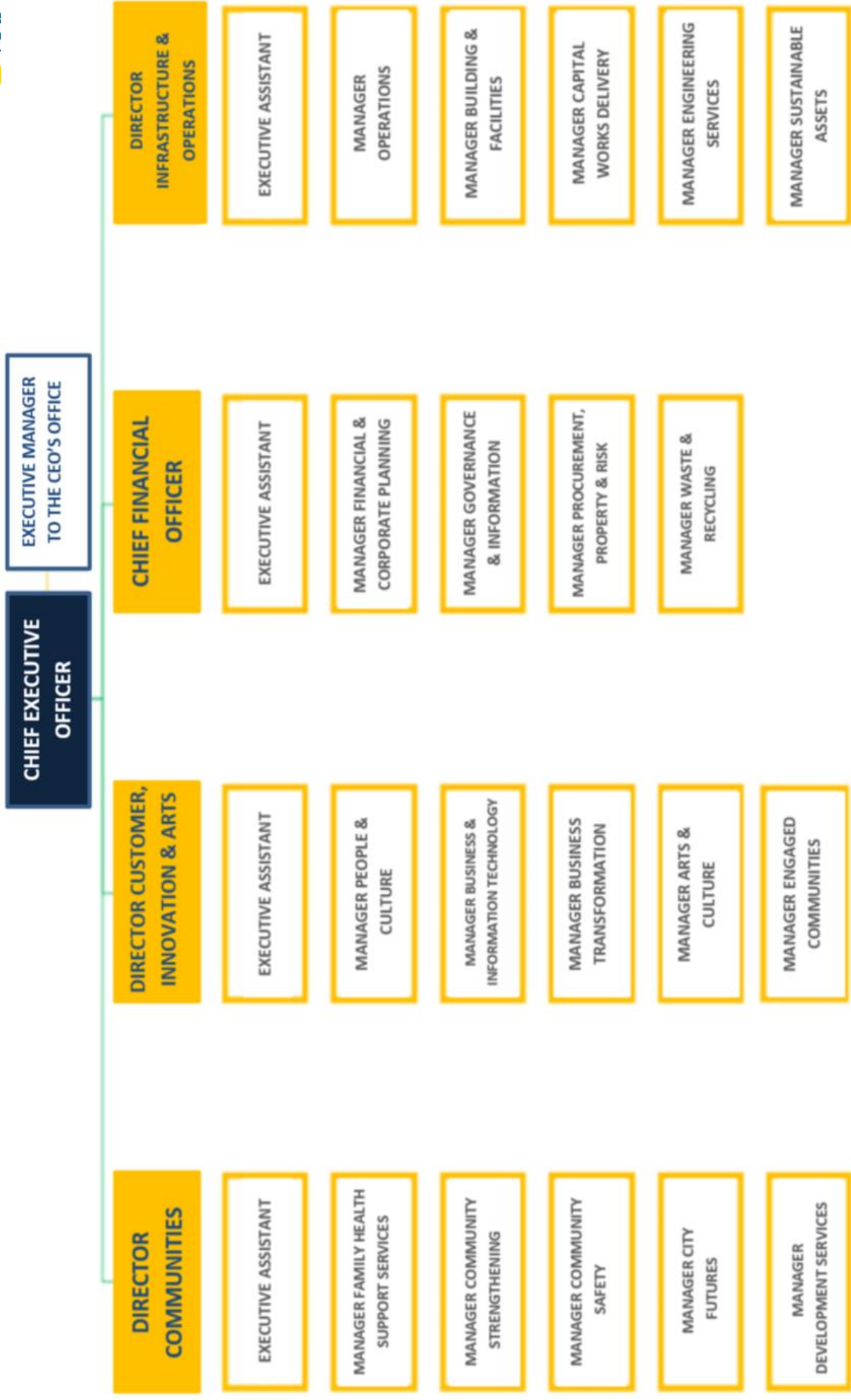- Advocacy, Governance, and Innovation

Methodology

The pressure to retain skilled employees is increasing.

Workforce planning helps an organisation ensure its resources are in place, well managed and aligned to the organisational goals. It optimises the use of a workforce to deliver on the strategic objectives now, and into the future.

In its simplest form, workforce planning is a gap analysis. It is a process to help identify future workforce needs, and match these needs against the current workforce to determine gaps in the workforce.

Organisational Structure

CHIEF EXECUTIVE OFFICER

EXECUTIVE MANAGER TO THE CEO'S OFFICE

DIRECTOR INFRASTRUCTURE & OPERATIONS
- EXECUTIVE ASSISTANT
- MANAGER OPERATIONS
- MANAGER BUILDING & FACILITIES
- MANAGER CAPITAL WORKS DELIVERY
- MANAGER ENGINEERING SERVICES
- MANAGER SUSTAINABLE ASSETS

CHIEF FINANCIAL OFFICER
- EXECUTIVE ASSISTANT
- MANAGER FINANCIAL & CORPORATE PLANNING
- MANAGER GOVERNANCE & INFORMATION
- MANAGER PROCUREMENT, PROPERTY & RISK
- MANAGER WASTE & RECYCLING

DIRECTOR CUSTOMER, INNOVATION & ARTS
- EXECUTIVE ASSISTANT
- MANAGER PEOPLE & CULTURE
- MANAGER BUSINESS & INFORMATION TECHNOLOGY
- MANAGER BUSINESS TRANSFORMATION
- MANAGER ARTS & CULTURE
- MANAGER ENGAGED COMMUNITIES

DIRECTOR COMMUNITIES
- EXECUTIVE ASSISTANT
- MANAGER FAMILY HEALTH SUPPORT SERVICES
- MANAGER COMMUNITY STRENGTHENING
- MANAGER COMMUNITY SAFETY
- MANAGER CITY FUTURES
- MANAGER DEVELOPMENT SERVICES

Organisational structure insights

Council's organisational structure represents a narrow span of control when looking at the Directorate reporting lines to the CEO. Recent changes, which are not reflected in the attached org chart, have provided more balance in managed headcounts across the Directorate portfolios.

For the purposes of visualising the headcount distribution across the organisation, the Departments have been segmented as either 'Internal Facing' or 'External Facing'.

Customer Innovation & Arts and Chief Financial Office Directorates contain the internal Facing Departments and generally represent enabling (support) and strategic functions.

The Departments in Communities, and Infrastructure & Operations are all considered to be External Facing Departments as they provide services directly to the public, along with Arts & Culture and Engaged Communities Departments in the CIA Directorate.

The total headcount of external facing Departments is 874 and internal Departments is 108. This segmentation represents a low ratio of approximately 1 support function employee to every 9 customer facing employees.

There is opportunity for FCC to continue to focus on augmentation of technology across the Internal Service Departments to free up capacity and streamline labour-intensive services. This will further allow FCC to redeploy these skillsets to areas of greater value-adding functions.

FCC have an opportunity to automate manual processes where possible, and introduction of a strong business partner model where the positions across the enabling functions are providing strategic advice to divisional leaders on their budgets and people.

Community Profile

Frankston City is located in the outer southern suburbs of Melbourne, about 40 kilometres south of the Melbourne CBD. The traditional owners of land in and around Frankston are the Bunurong people. The country of the traditional owners extends from the Werribee Creek to the Tarwin River and Wilson's Promontory.

The community profile is obtained through analysis of the Australian Bureau of Statistics Census data, which occurs around every five years to provide a snapshot of who the Australian communities are and how they are changing. At the time of developing the Workforce Plan, the most recent reporting available is from the 2016 Census.

It is important for Council to represent the community it serves, and represent strong diversity across all levels of the organisation in order to achieve best practice. The Census data assists Council to collect statistics about who our Frankston City community are in areas of work, life, income and health. It also provides crucial insights to inform Council on the vital services that Australians need, in the development of the workforce strategies.

That said, when looking at the 2016 Census results, Council acknowledges the limitations in the data in terms of representing all members of our community. Specifically, there is no representation of the LBTQIQ+ community and Non-binary people in the Census data.

Council understand that this dataset confines the ability to understand how many people in our community identify as LGBTIQ+, in addition to their socioeconomic status, health, relationships and more. An integral part of our ability to best serve our community includes finding ways to obtain this data ourselves, through community consultation and research.

Diversity is integral to this Workforce Plan, and all communities were considered in the development of the workforce strategies.

Population and Migration

Frankston City has an estimated resident population for 2020 of 143,338. That is a population density of 1,105 persons per square km. Since the previous year, growth within the region has increased by 0.49%, compared to Greater Melbourne with a population growth of 1.58%. Frankston has a predicted population forecast growth to 163,610 by 2041.

Inward migration data into Frankston identified the majority contributors being from within Victoria (76.65%), with 14.05% coming from overseas.

In-migration to Frankston by State/Territory
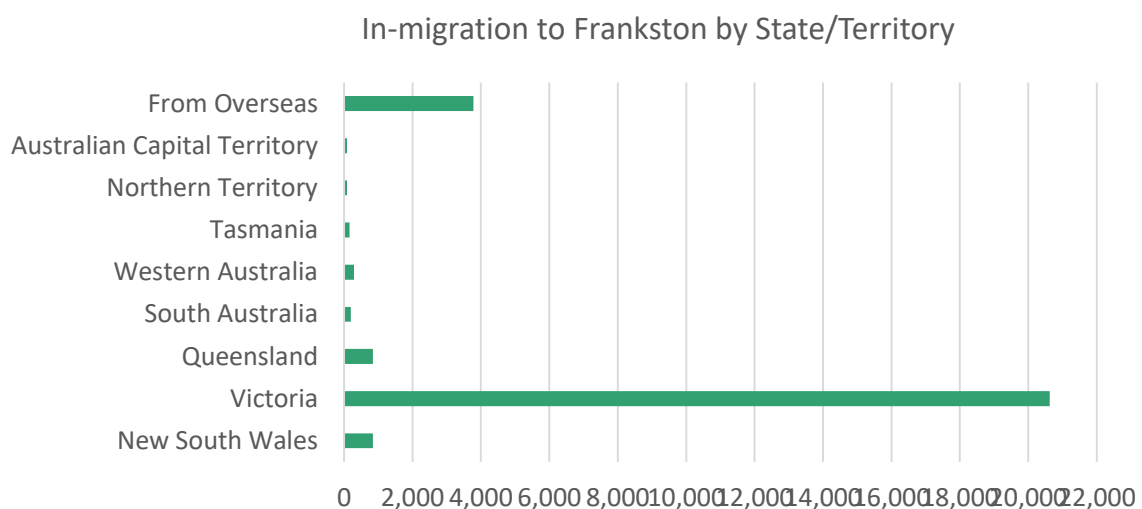
Examination of ABS population data estimates most of Victoria's future population growth will occur within the Greater Melbourne area, projected to increase to 6.2 million by 2027.

The challenge for many of the Metropolitan Councils will be managing density, whilst maintaining high-quality public realm essential for quality of life and social cohesion. It is important for Frankston to continue actively considering population planning and management working alongside the Commonwealth, State and Territory governments.

Across Australia, net overseas migration was the major contributor to population change between 2019-2020. This trend is expected to continue across the next 5 years. Border closures due to COVID-19 have large implications on the in-migration and mobility of the labour market, with increased competition for local talent.

This is driving organisations to rethink their recruitment campaigns including adopting virtual technologies, targeting remote workers, and developing from within.

Age

2016 Census data reports the median age for Frankston of 38 years. The working population (15-64) was estimated to make up 66% of residents within Frankston. In 2016, Frankston City had a higher proportion of children (under 18) and a higher proportion of persons aged 60 or older than Greater Melbourne. The 2016 Census identified an increased change in the older demographic (older workers/empty nesters/retirees), with the shifting aging demographic forecasted to account for 16.8% of the Frankston population by 2026.

Forecast Age Structure - Frankston

Legend: ■ 2016 ■ 2026 ■ 2041
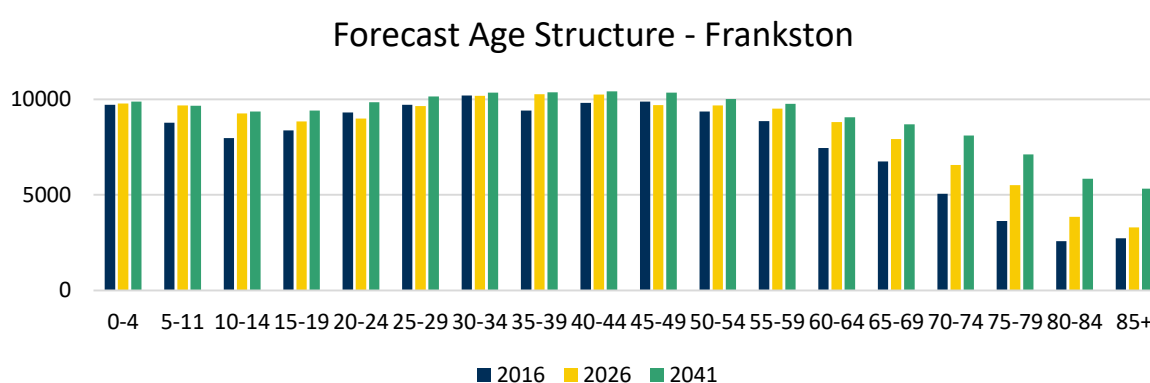
Housing

Home ownership makes up 64% of households in Frankston (2016). This indicates a large unwavering local population. Between 2011 and 2016, 52.4% of Frankston people did not change address.

Employment

93.6% of the 2016 Frankston population are employed, of which, 62% were full-time employees and 36% part-time. Technicians and Trade Workers, Professionals, and Clerical and Admin workers were the top 3 most commonly reported professions. The most frequently reported industries of employment included hospitals, supermarket and grocery stores, and Aged Care.

Travel to Work

Travelling by car (as a driver) was the most reported method of travel to work (71.92%). Working from home recorded 3.5% of responses. With the changing environment of work due to the impacts of COVID-19 on travel, it is expected that more contemporary transportation surveys would identify a greater increase in the number of workers opting for flexible work arrangements/working from home.

Location of Work

Census data identified 48.3% of the working population of Frankston also lived in the area, with 22,177 working residents (51.7%) travelling outside the area to work. This split identifies a potential reduction in the locally available talent pool for Council, but further identifies opportunities to expand searches to different markets and talent pools who are more willing to travel for work, or engage with work remotely.

The 2016 data identifies Mornington Peninsula (16.9%) and Casey (13.2%) as the highest reported residential locations of local Frankston workers.

Diversity

The Frankston population consisted of 48.8% male, and 51.2% female. 1.0% of the Frankston population identified as Aboriginal and/or Torres Strait Islanders. Of those, 50.6% were male and 49.4% female, with a median age of 25.

71.5% of people were born in Australia; with the most common ancestry in the area including English (28.9%), Australian (25.6%), Irish (8.2%) and Scottish (7.5%).

Operating environment

As a Local Council, Frankston City Council operates within a unique environment as the first line of connection to the community we serve. Council is enlisted to enable and enforce the federal and state government's policies and deliver essential services. Local governments are complex in the nature of serving customers, holding a large number of employees in addition to key services, and costs and revenues to manage.

Council play a critical role in building local identity, community wellbeing, and social cohesion while contributing to national productivity. Frankston is faced with multidimensional change while trying to reconcile the impacts of globalisation, technological disruption and environmental shifts.

In 2016, the Victorian Government introduced rate capping to restrict the amount that councils can raise their rates each year. The rate cap is set each year by the Minister for Local Government and for financial year 2020-21, the rate cap is 2.0%, a reduction from 2.5% in the previous year. As a result, Council is limited to how much revenue the organisation can raise.

The cost-base for Council is predominantly based on labour, followed by materials. Anecdotally, we understand Councillors need to strongly demonstrate the need for additional resources to meet community needs, in order to increase the labour force.

One focus of effective workforce planning is to ensure that efficiency initiatives are enabling more effective allocation of headcount resource capacity to deliver changing community service needs and expectations.

Changes in Service Requirements

There have been momentous shifts in the demand for Victorian Government services over recent years. These trends continue to influence the size and shape of the existing public sector workforce, including:

- changing community expectations

- an ageing population

- the increasing focus on national policy reform agendas

- a higher priority on security

- a continuing shift in Victoria's economic base toward knowledge based industries

- an increasing need for the public sector to be innovative in its service delivery for reasons of economy and efficiency to ensure the government is providing value to its citizens.

Organisational Wellbeing

Organisations wanting to redefine their employee value proposition are required to now consider more contemporary measures of employee experience. The volatile environment has led to many people re-evaluating their values and priorities, leading to waves of employees voluntarily entering the market with goals to 'downshift' and reclaim their time and wellbeing through flexible and hybrid working and workplace arrangements.

Council aim to reimagine its Employee Value Proposition and continue to measure our culture and develop initiatives to mitigate the risk of higher than expected voluntary employee turnover.

Operating environment

Impacts of Technology Reliance

Whilst changes in technology are inevitable, the impact of these changes are often harder to predict. Many current technologies are presenting users round-the-clock access to information and services, in real time and through a single access point.

For the public sector, this requires a focus on understanding and learning new ways of working to deal with the increasing demands of this new phenomenon. The impacts of these new technologies can help to innovate more adaptable and efficient service delivery models to the public.

Organisations will hold a competitive advantage by understanding the increased reliance on technology and online activity, increasing their cyber security awareness, maturity, testing and analysis when planning for the future of work and building capability for technology.

Remote/Flexible Working

External environmental challenges have forced many organisations to shift towards remote working practices, enabling more contemporary and agile ways of working to deliver on priorities. This includes robust knowledge management and information sharing platforms, collaboration tools, and re-designing onboarding processes to support the seamless transition of their workforce.

While flexible working arrangements are improving the employee value proposition and the attraction of talent in an increasingly deeper labour market talent pool, it is also creating a challenge to effectively onboard and develop staff. Working remotely, and in isolation, limits the ability to interact in the physical workplace and organisations are reporting it to have an overall impact on innovation and true connection.

Productivity metrics were seen to spike when remote working was first introduced during the height of the pandemic, however these gains were typically achieved at the expense of individuals' work-life balance. What is now starting to be seen as an emerging and rising trend, are the number of employee resignation and incidence of burnout across the sectors.

Competitive Labour Market

Since Australia's borders were closed in early 2020, changing economic activity has resulted in regional areas having far higher and more persistent levels of skills shortage compared with their metro counterparts. In particular, trades and technical skills have seen the largest skill shortage.

Border closures resulted in a rapid decline in inward migration, halting short-term international visitors and slowing population growth. Melbourne has seen a net loss of 26,100 internal migrants in 2021, the largest annual net loss for Victoria's capital on record .

Immigration has been used in Australia as a way of addressing skills shortages in the labour market, supported by international students who have contributed to domestic demand and added to the domestic labour supply. For example, international students made up the majority of accounting graduates in Australia.

As a result, the domestic labour demand has strengthened but has increased the competition for specialist skills in the market and contributed to ongoing wage pressures. To help alleviate some of the pressure, many organisations, particularly within private sector, are driving increased focus on their employment branding, marketing, and value proposition.

Operating environment

Education

The Victorian government pledged to find an additional 60,000 free TAFE course places in the 2020-2021 State Budget. The additional funding aimed to provide more opportunities for Victorians to receive skills training in in-demand industries after the COVID-19 pandemic. Industries that are expected to benefit from this additional funding effort include:

- Professional services (IT and Accounting services)

- Health and disability services

- Early childhood learning

- Construction and infrastructure

- Agriculture

- Hospitality and tourism

In 2021, the most in-demand fields of study for applications through the Universities Admissions Centre were Health, Management and Commerce. This trend has been consistent for the past five years and is expected to continue. The most popular TAFE courses in Victoria include certificates in Counselling, Education Support, Training and Assessment, and Business Administration.

Significant Events

Government priorities and demands on the public sector have been impacted by significant events over the past 5 years. Most notable are natural disasters (e.g. the 2019-20 Victorian bushfires), a global health pandemic, and a change of government leadership.

The unprecedented scale and magnitude of the natural disasters and global pandemic highlighted to most of the public sector a pressing need to enable a workforce capable of rapid responsiveness, flexibility, agility and resilience.

More than ever, communities are now relying more heavily on their local councils. There are increased demands on services, and local councils are required to review their priorities and redesign the approach and resource allocation to deliver on their essential services, redirecting resources into areas that need the most support. This includes strategically focusing service delivery efforts on those services that Council are best placed to deliver. In this way, Workforce planning must work hand in hand with effective Service Reviews and Planning processes.

Influencing factors

Many municipalities have not assumed a social role in the past, and instead focused their responsibilities on the 'nuts and bolts' of city operations such as roads, waste, sewers and water works. However, this social role of local governments is expanding well beyond these domains in response to the evolving political, economic, social, technology, legal and environmental context that has created new pressures and new opportunities.

This section outlines the external influences under the PESTLE framework.

	Political	**Economic**
Current Influences	• Push for local government to reform and save costs • Current Council policy and strategic agendas	• Impacts of COVID-19 on the budget • Reduced funding from other levels of Government • Essential Services Commission rate caps • Population change • Unemployment rates
Emerging Influences	• Reforms to public safety and police budgets, and operating procedures. • Changing role of local government • The push for Councils to offer shared services	• Growing constituent demand and expectations that exceed Council's capacity to deliver • Regional development, both within and outside Frankston region • Increased governance and transparency for outcomes
Impacts on Frankston	• Pressure to maintain and increase service levels but reduce costs • Pressure to drive/deliver economic growth and infrastructure development	• Infrastructure needs to keep pace with population change • Reduced (or discontinued) service levels • Alternative funding models • Potential reliance on higher debt • Competition for diminishing funding pools

Influencing factors

	Social	Technology
Current Influences	• The COVID-19 restrictions on mobility, reduced air-travel and international tourism impacting local economies. • Society increased apprehension in crowded environments • Greater demand for flexible work arrangements • Ageing population and ageing workforce	• Regulators and policy makers playing catch-up with innovations such as AI, introducing a new form of uncertainty • Business models being turned upside down by technology-powered consumers demanding greater personalisation
Emerging Influences	• Changing nature of the Australian workforce – away from reliance on mining and manufacturing to service based industries. • Population change, growth and distribution across areas • Community and workforce diversity and inclusion	• Exponential change in technology • Increased adaption of driverless cars and drones • Efficiencies in support and enabling functions • Paperless / digitised support for front-line services • Increased use of data • The pace of technological change leading to changes in skill set and jobs – critical gaps in technology skills in workforces
Impacts on Frankston	• Investment in infrastructure to support physical distancing while encouraging community participation, including widening of footpaths, cycle-ways, spaces for outdoor dining and upgrades of parks. • Increased support to vulnerable community members including older people and people from culturally and linguistically diverse backgrounds to access health information and social supports. • Need to respond to a community that is becoming increasingly cultural and linguistically diverse.	• Technological changes requiring workforce to upgrade qualifications and skills, including language, literacy and numeracy • Critical gaps in technology skills • Challenges in upskilling the workforce in new technologies • Increased focus on risk management and security of Council's data and systems • Greater emphasis on the use of reliable data and analytics to make informed decisions • Change in workforce composition to engage specialist skills on a temporary basis • Increased investment to stay ahead of the curve is necessary • The pace of technological change leads to changes in skill set and jobs

External Challenges and Opportunities

Challenges

- Reduced talent mobility leading to skills shortages in professional areas and increased competition for talent.

- The talent pools available in the Frankston community offer a much younger demographic.

- Increasing and changing community expectations and demands, coupled with rising costs and limited revenue.

- Pace of technology changes leading to changes in skill sets and job requirements.

- Increasing need to plan for climate change and assessing impact on assets and infrastructure.

- Attracting and retaining capable talent.

- Economic and social recovery from the impacts of COVID-19.

- Improve the resilience and wellbeing of the Frankston community.

Opportunities

- Diversify careers for employees

- Focus on new technologies, data analytics and social networks.

- Reimagine traditional career models and 'job for life' standard.

- Shift from work-life balance to work-life integration

- Review service delivery models, identifying opportunities for automation; making some tasks obsolete, while welcoming new skills and employment opportunities.

- Exceed the expectations of talent for mobile and flexible work practices.

- Design health and wellbeing initiatives that benefit our workforce both mentally and physically.

Current workforce profile

The current workforce profile provides an analysis of the current demographics across Frankston City Council based on data as at 30 June 2021. Additional analysis for each Directorate is provided in Appendix A.

The analysis has been grouped into the below pillars with greater analysis provided on the following pages. The workforce strategies will address any identified areas of concern with the current state of the workforce and aim to build, attract and retain engaged, trained and capable staff to deliver on FCC's priority areas.

Headcount

Total headcount is 982 people.

Gender structure

64% of the workforce is female, and 36% are male.

Age structure

The median age is 50 years old

Employment Status

76% of the workforce is employed on a permanent basis.

Tenure

The average tenure is 9.4 years.

# Current workforce profile - Gender

Overall, FCC's workforce is comprised of 64% female and 36% male workers. The female representation is high when benchmarked against 59% of workers who identify as female in the Victorian Public Service (as at June 2020)[1]. This indicates a moderate gender imbalance dominated towards female in the organisation.

The gender segregation in Directorates can be attributed to the nature of work and the bias that exists in the industries and predominant professions the Directorates are representing. For example, Nursing in the Communities Directorate and positions that require labour intensive activity in Infrastructure and Operations.

Gender by department
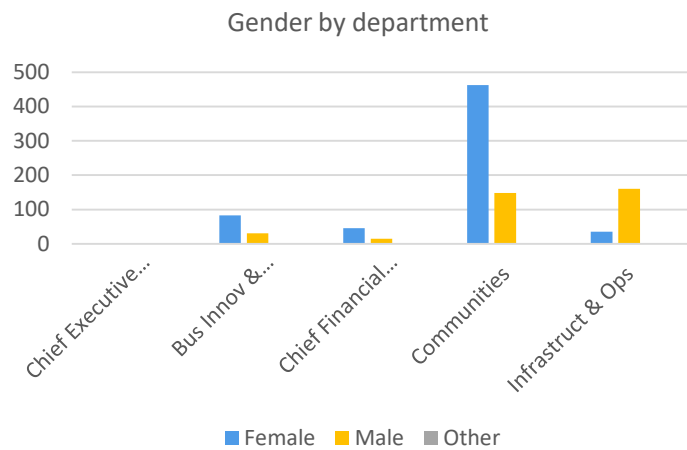
According to this dataset, no employees identify as non-binary. FCC will seek to obtain this information across the workforce to ensure an ongoing representation of gender identity and further measure and ascertain true psychological safety in identifying gender amongst the workforce.

Women have made important gains in leadership positions, which can be credited to the gender equality initiatives completed to date and the continued focus and commitment to this area. That said, strategies to build a stronger balance across all levels and Directorates will be looked at.

Gender by Band Position
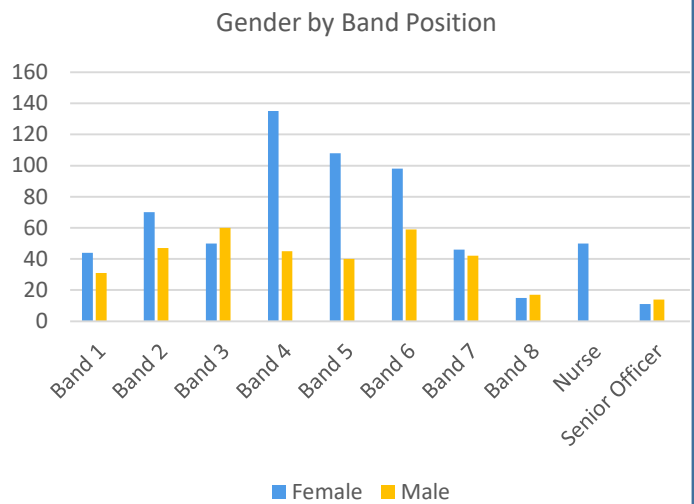
FCC understands talent and capability is not found in one particular demographic. The workforce strategies will look to ensure FCC has the best access to the best available talent and is able to retain this by becoming an employer of choice for existing and potential employees of all backgrounds. While this dataset has looked at gender diversity, additional focus will be given to identify any potential biases influencing employment practices for all diversity measures, as well as the degree of inclusivity across all minority groups within the culture of Frankston.

Current workforce profile - Age

The public sector holds around 9% of Victoria's workforce and is known to have an older age profile than the rest of the workforce[2]. This has been linked to failing fertility rates and increased longevity which continue to lead a decline in labour supply growth, particularly in the number of young people entering the labour market.

This means FCC, among other organisations, will face fewer candidates available for jobs and the candidates available will be older. Despite this, recruitment patterns across sectors indicate a continuing bias for younger workers.

Like many local governments, FCC is faced with an ageing workforce. This is represented by a median age in the workforce of 50 years old, and 33% of FCC employees being aged 55 and over. The average age for FCC of 51 years is notably older than the average age in the Victorian Public Sector of 43 years old (as at June 2020)[2]. This older workforce reflects the high proportion of public sector occupations that require post-secondary qualifications or professional experience.

The prospect of a large scale retirement of workers is an ongoing matter of concern across the public sector. Coupled with predicted fewer entrants into the workforce, there is a high risk of skills shortages and potential loss of corporate knowledge. FCC will look to identify potential successors of critical positions and develop the required capabilities in those people.
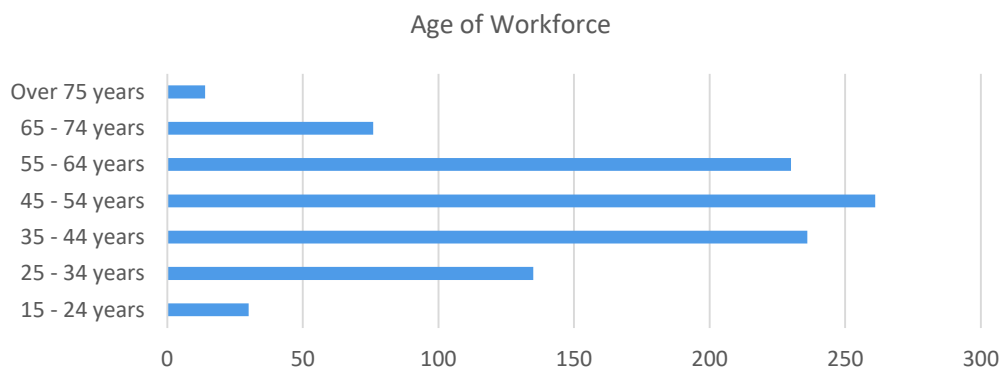
Age of Workforce

Across the Divisions, Communities sees the largest portion of the youngest and eldest workforce demographics due to the nature of work and casual working arrangements it offers. While age diversity is something to celebrate, it does require consideration on how to engage a workforce comprised of five generations.

Age by Directorate					
Age	Chief Executive Office	Bus Innov & Culture	Chief Financial Office	Communities	Infrast & Ops	Total
15 - 24 years	0	7	1	15	7	30
25 - 34 years	0	22	5	79	29	135
35 - 44 years	0	39	16	128	53	236
45 - 54 years	1	26	18	165	51	261
55 - 64 years	1	19	20	147	43	230
65 - 74 years	0	1	1	62	12	76
Over 75 years	0	0	0	14	0	14
Total	2	114	61	610	195	982

# Current workforce profile – Employment Status

The permanent workforce makes up 76% in FCC. This is appropriate for positions that embody core capabilities and can be deployed across different portfolios over a long tenure. It also supports career progression and developmental skills across the workforce.

However, too much of a permanent workforce can pose a risk to FCC's ability to flex up and down as demand levels shift and keep up with the pace of change. To mitigate this risk, FCC need to segment the workforce and understand where skills would be more appropriate on a casual or temporary basis to build greater flexibility and specialist knowledge transfer.

Casual employees make up 16% of the FCC workforce. Of this cohort, 87% of them are employed in the Communities Directorate. This high utilisation of casual positions in this Directorate is appropriate for the nature of work as it embodies a seasonal workforce with services that shift in demand. This allows FCC to flex up and down to meet the demand agility, particularly in times of a global pandemic and community restrictions.

There has been a fall in casuals in the Victorian Public Service since 2018 due to COVID-19 impacts on the workforce and the transfer of direct care staff to the National Disability Insurance Scheme (NDIS) providers. Across the whole public sector, casual employment fell from 8.7% in June 2019 to 6.3% in June 2020.

FCC may see an increase in part-time working arrangements as people are re-evaluating their values and priorities coming out of COVID-19. The pandemic continues to take a toll on employees, especially women, with burnout reportedly escalating much faster among women than men[3]. This is playing out in employees voluntarily entering the market with goals to 'downshift' and reclaim their time and wellbeing through flexible and hybrid working and workplace arrangements. Women are also more likely to be seeking flexible working arrangements to support the quantity of unpaid labour done in the home.

Headcount by Department
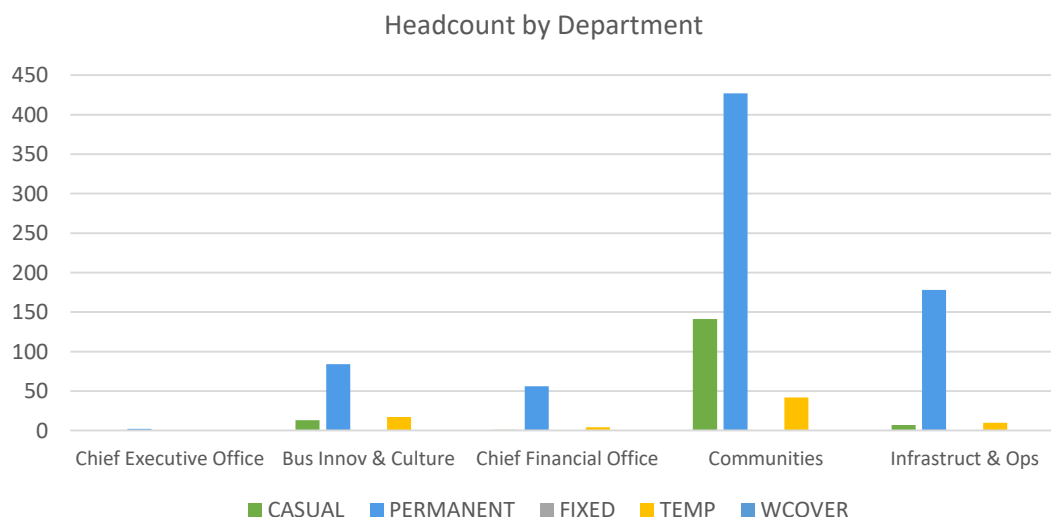
Current workforce profile – Band Position

The overall shape of the workforce represents a mid-senior workforce, shown in the higher headcount numbers across Bands 4-6, with tapering off towards the lower and higher level roles. Comparatively speaking, there is a relatively small cohort of Band 8 positions.

The span of control refers to the number of employees a supervisory role has responsibility for. This is indicated by the number of employees at the level we typically expect to be managing the workforce – in this instance, the Band 7 position.

This workforce represents a span of control of approximately 1:9 suggesting teams are medium sized and have adequate junior support for the senior team leaders.

Heacount across Band Position
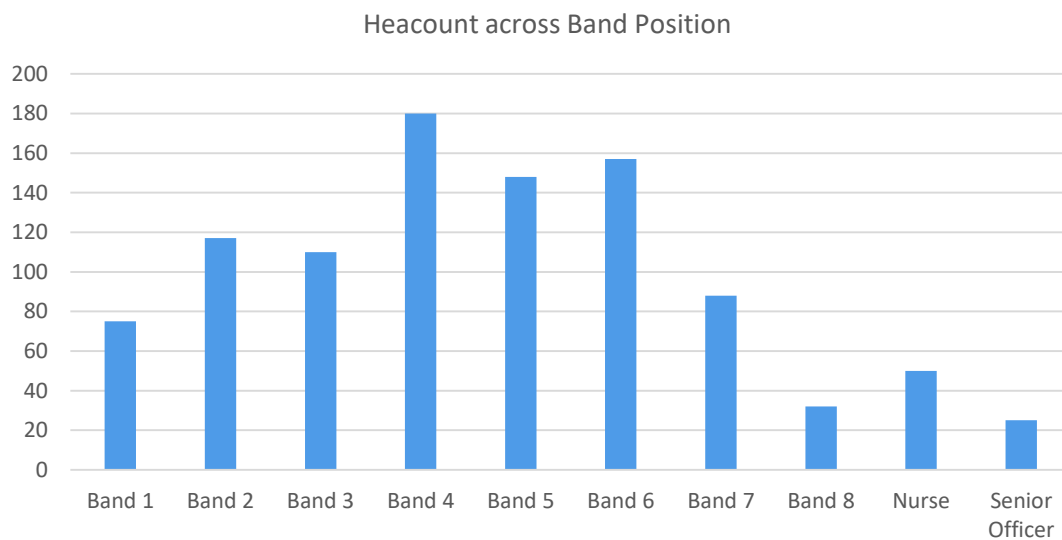
Internal Challenges and Opportunities

Challenges

- Ageing workforce presents a risk of greater demand on WorkCover, skill shortages and potential loss of corporate knowledge.

- The gender imbalance across the organisation and in particular an 'overrepresentation' of particular genders in some occupational categories, e.g males in engineering and females in home care.

- Need to identify top talent and build succession planning to allow for large scale workforce nearing retirement.

- Remote working increases number of people working in isolation which can have a damaging impact on the workforce culture, expectations and wellbeing.

- Policy changes and COVID-19 requirements increasing the demand on workplace relations and human resources.

- Workforce is required to be agile, flexible and responsive to meet the growing and changing community demands.

Opportunities

- Adapt to an ageing population where people will work longer and retire later.

- Adjust recruitment strategies to appeal to a younger workforce.

- Create partnerships and connections with local schools and universities to promote the many career pathways at FCC.

- Develop staff internally through education and training programs to improve leadership capability.

- Identify and manage top talent.

- Establish a strong value proposition for the office and build a hybrid working environment to get the best out of everybody.

- Continue to shift from work-life balance to work-life integration to exceed expectations of talent with mobile and flexible work practices.

- Reimagine traditional career models and 'job for life' standard as an attraction and retention incentive, targeting the needs of the emerging generation of talent entering the workforce.

- Improve the connection with local TAFE & Universities to promote the many career pathways at FCC.

- Identify ways to further measure and ascertain psychological safety for the organisation, including improving the reporting capability on bullying, harassment and sexual harassment cases.

- Define what diversity data FCC want to collect and ensure a single source of truth to accurately represent FCC's diversity.

- Integrate the diversity, inclusion and gender equity actions with workforce planning strategies.

Frankston Integrated Strategic Framework

Council is taking an Integrated Planning approach to the development of its policies, strategies and plans to ensure that we are working towards a set of shared outcomes that incorporate a long-term view of our community's desired future for the municipality.

This approach has been formalised through the introduction of Council's Integrated Planning and reporting Framework, which connects our Communities long term aspirations in the Community Vision 2020 with Council's long term resourcing strategies and medium term strategic plans and policies, and in particular the Council's Plan and Budget

Integrated Planning and Reporting Framework
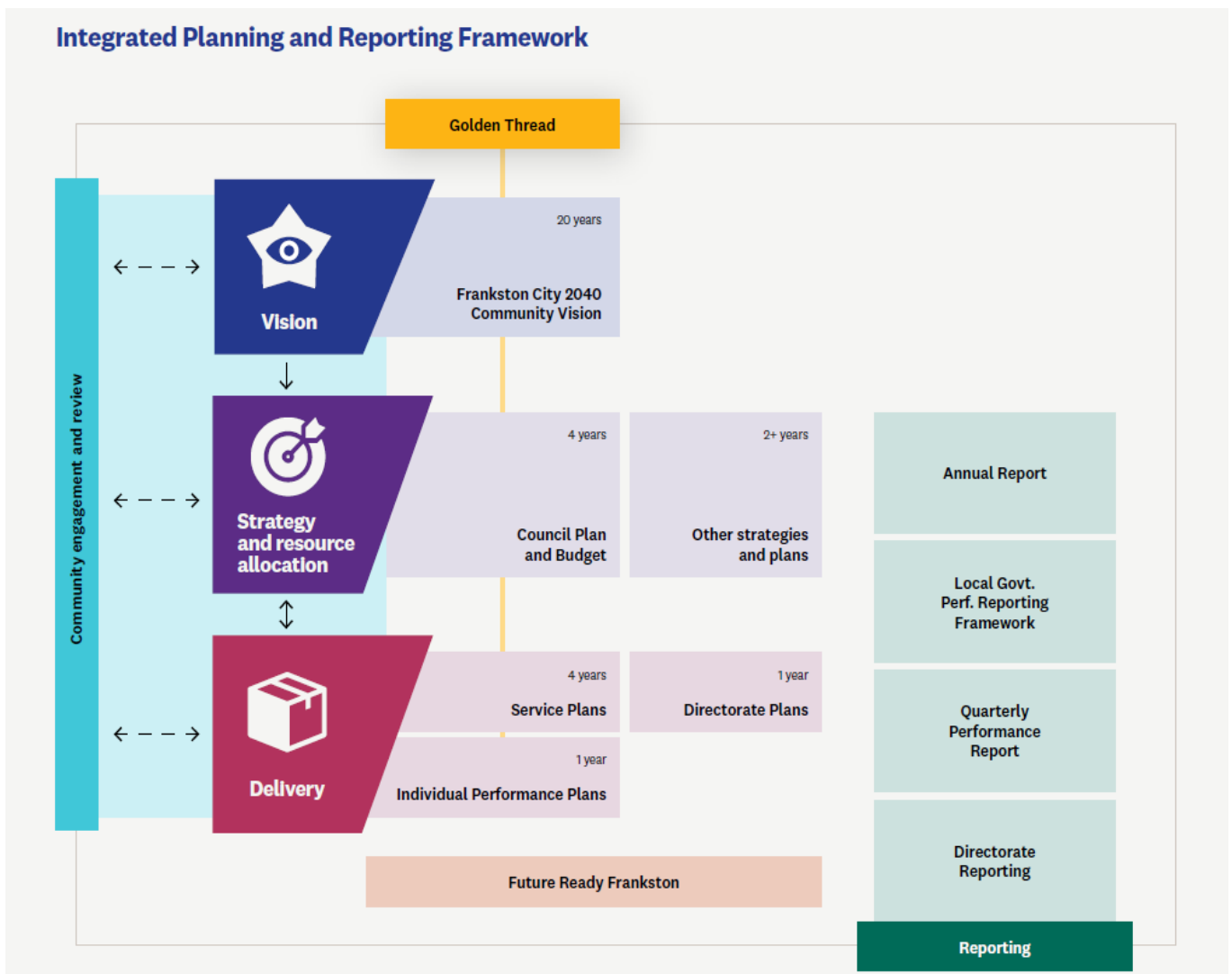
The Workforce Plan falls under "Other Strategies & Plans – 2+ years

Frankston Community Vision 2040 Themes

HEALTHY AND SAFE COMMUNITIES

Empowering everyone to improve their health and wellbeing through access to green space, quality health services, social supports, education and opportunities to be physically active.
Priorities:
- Active and healthy lifestyles that support residents living independently longer
- Long-term health and learning outcomes established in early childhood
- Reduction of harms from family violence, gambling, alcohol and other drugs
- Value and support young people

COMMUNITY STRENGTH

The community is proud of First Nations Peoples heritage and culture, and promotes a sense of pride and belonging for the local Aboriginal and Torres Strait Islander community. Frankston City is known as a cultural hub with a thriving arts community, embracing diversity and promoting wellbeing.
Priorities:
- Accessibility of services to enhance social inclusion and mental wellbeing
- Volunteering to build connections and resilience within the community
- Frankston City's arts and cultural identity

SUSTAINABLE ENVIRONMENT

Frankston City is green and sustainable, and a leader in sustainable industry and development. Both Council and community are committed to protecting and enhancing the environment and actively addressing climate change.
Priorities:
- Climate emergency response and leadership
- Green canopy cover to reduce urban heat
- Diversion of waste from landfill
- Protection, access and connection to the natural environment

WELL PLANNED AND LIVEABLE CITY

Frankston City is a well-connected and safe community with a unique identity, recognised for its vibrant City Centre that capitalises on its natural assets and heritage. Frankston City is the place that people want to visit, study, work and live in.
Priorities:
- Urban design renewal of public places and spaces
- Connected, accessible, smart and safe travel options
- Frankston City's identity as a liveable city

THRIVING ECONOMY

Frankston City nurtures and attracts innovation and investment and is known for its education and business opportunities, including renewable energy, technology, hospitality, health and tourism.
Priorities:
- Business and industry investment attraction
- Activity centre precincts
- Local employment, education and training opportunities for all people

PROGRESSIVE AND ENGAGED CITY

Frankston City Council puts innovation and inclusion at the heart of all that it does, engaging with all of the community and advocates for people of all abilities and backgrounds. Council will be well governed and use its resources in an accountable and sustainable manner.
Priorities:
- Engagement with our community in communication and decision making
- Future ready service delivery through changes to culture, capability, connectivity and customer experience
- Sound governance to build trust in the integrity and transparency of Council

To deliver on the Council Plan and the various strategies, plans and actions, it is going to take leadership capability and technical capability at all levels of the organisation. FCC has developed a leadership capability framework based on 3 Leadership principles of "Look to the Future", "Realise Potential" and "Implement effectively" to address the important leadership capabilities that are required to support the delivery.

We look to the future by realising Our People's potential as we implement actions effectively.

LOOK TO THE FUTURE
Articulate a clear vision
Adapt and innovate
Considered decision-making

REALISE POTENTIAL
Mindful of impact
Recognise achievements
Support and develop others

IMPLEMENT EFFECTIVELY
Plan for success
Accountable for outcomes
Service focus

The diagram below shows how we practice those leadership principles at FCC

Look to the Future

•Articulate a clear vision
Leaders inspire the organisation by looking ahead to what's possible and richly articulating the way to get there together.

•Adapt and innovate
Leaders drive innovative thinking, identify opportunities and support people as they adapt to a world of ongoing change and continually seek new ways of doing things.

•Considered decision-making
Leaders recognise and apply the best approach to decision making in service of the best outcome.

Realise Potential

•Mindful of impact
Leaders are attuned to their style of interacting with others and are able to moderate their behaviours to consider the impact on others.

•Recognise achievements
Leaders ensure great efforts and outcomes are rightly recognised in a way that aligns with the recipient's contribution, effort and achievements.

•Support and develop others
Leaders get the best out of their people by communicating their support and encouraging their growth.

Implement Effectively

•Plan for success
Leaders value sound planning for delivering on complex or costly programs of work and actively support the process through each stage.

•Accountable for outcomes
Leaders lean into their responsibilities, admitting mistakes, sharing successes and appropriately holding others to account.

•Service focus
Leaders are devoted to creating a culture that puts service to community, customers and employees at the heart of everything it does.

Capability

Each level of the Leadership Capability Framework has four levels.

Leading Self · **Leading Others** · **Leading Leaders** · **Leading Frankston**

Each of the practices, at each of the levels has 3 key descriptors of how our leadership practices are demonstrated. The levels are cumulative. This means that in most cases, the behavioural descriptors of the lower levels are included in the higher levels.

The "Look to the Future Capabilities" will be the focus of learning and development activities over the next few years at various levels within the organisation along with the priority technical capabilities identified on page 28 of the Workforce Plan.

Articulate a clear vision
Leaders inspire the organisation by looking ahead to what's possible and richly articulating the way to get there together.

Adapt and innovate
Leaders drive innovative thinking, identify opportunities and support people as they adapt to a world of ongoing change.

Considered decision-making
Leaders recognise and apply the best approach to decision-making in service of the best outcome for now and into the future.

Inspiring Leadership and developing a strong positive culture will be key factors in influencing Council's ability to deliver on its outcomes. It will also be important to identify the critical roles within the organisation and identify the critical technical capabilities which we need to grow and develop or buy in to position the organisation well for the future.

Technical Capability Framework

To assess readiness to deliver upon the identified Council Plan priorities for FCC, an assessment of maturity across the organisational capability framework for Local Government was undertaken.

These capabilities have been aligned to the strategic priorities as well as perceived gaps in maturity. The outcomes of this high level analysis is presented on the next slides. It is recommended that capability maturity is assessed as part of the Service Review Framework to enable more detailed iterations on workforce requirements next financial year.

Organisational Capabilities are the enabler for individual competencies, knowledge, skills, and abilities to flourish and deliver the required results.

Capabilities are often segmented into three high level categories:

Strategic Capabilities – Activities that enable performance and delivery of value along dimensions that matter to key stakeholders and the community.

Core Capabilities – Activities that contribute to performing your role as a local government entity, either through legislative obligations or, in the absence of legislative requirement, mandated by Councillors.

Support Capabilities – Processes and activities that support the City Council and its people to operate in an effective way.
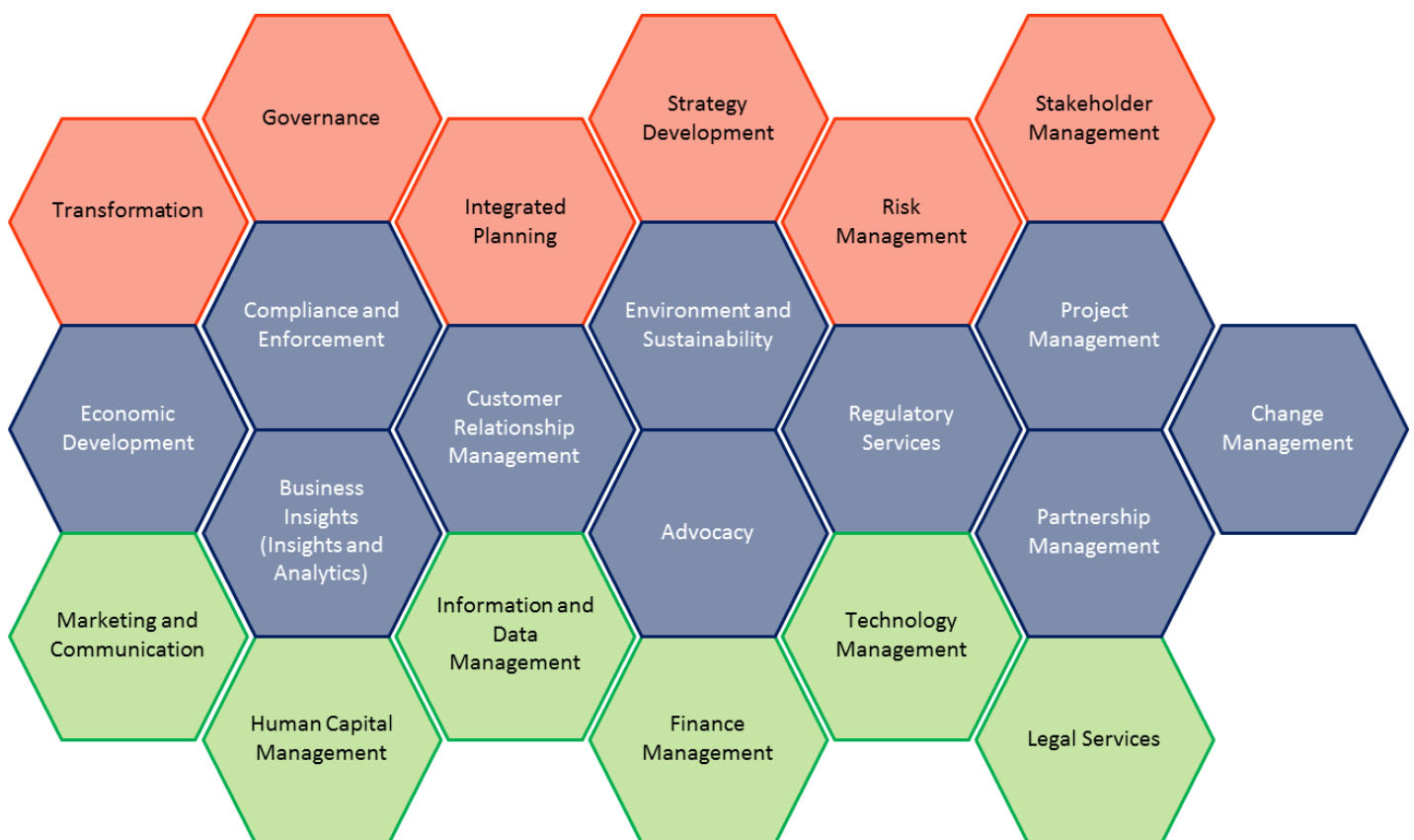
Prioritisation of Capabilities

The following map has been divided to prioritise the capabilities based on how they were mapped against maturity and strategic alignment. The quadrants represent:

Priority 1: High maturity gap and medium-high alignment to strategic pillars
Priority 2: Low maturity gap and medium-high alignment to strategic pillars
Priority 3: High maturity gap and low-medium alignment to strategic pillars
Priority 4: Low maturity gap and medium-low alignment to strategic pillars
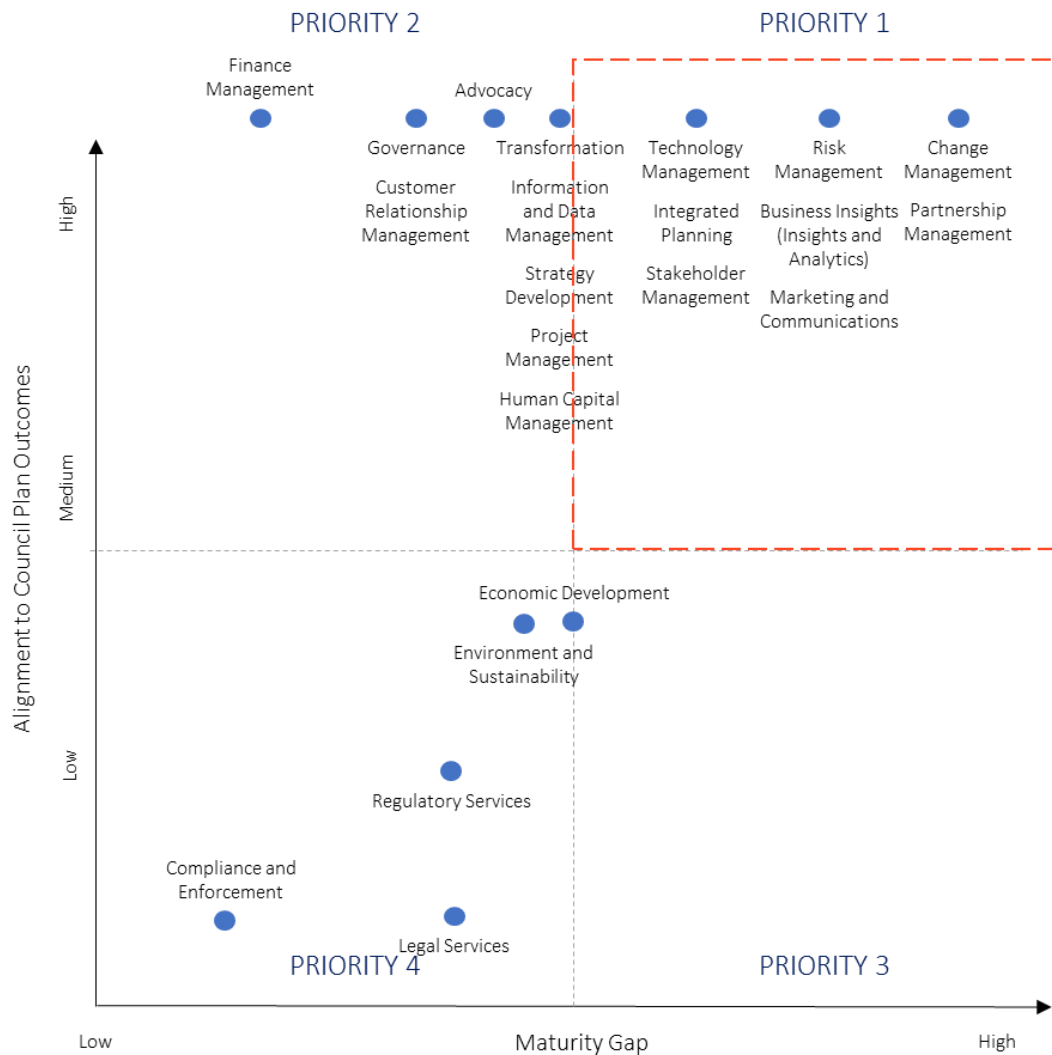
Capability areas identified with the largest maturity gap (>=2.0) include Partnership Management, Change Management, Risk Management, Business Insights (Insights and Analytics), and Marketing and Communications. These capabilities are linked to the six council plan outcomes and are a strategic focus for FCC.

Capability areas identified with the smallest maturity gap (=<1.2) include Compliance and Enforcement, and Finance Management. The latter capability in particular, being aligned across all outcomes, is a strength to continue to build upon and leverage.

Workforce Strategies

Talent has become the most critical factor of production. The ability to draw and keep talent creates regional advantage and is key to generating and applying ideas.

To achieve this, FCC will look to reinforce the advantages of working in an organisation focused on public value, community wellbeing and producing high quality outcomes for the infrastructure, community, economy and environment.

The Workforce Strategies identified as a result of the workforce planning analysis presented in this document are presented in alignment with the foundations of the People Strategy as outlined below.

SMART

Smart systems | Smart leaders | Smart recruitment | Smart planned workforce

This strategic pillar is focused on shaping our next strategy. The workforce strategies will look to ensure strong calibre of talent is attracted and developed while improving capacity of our workforce through efficient processes.

SAFE

Safe Workplace | Safety systems simplified

This strategic pillar is focused on ensuring everyone feels safe at work and takes responsibility for workplace safety. The workforce strategies will identify how this can be achieved through our people, practices and systems.

ENGAGED

Productive people | Healthy people| Acknowledged people

This strategic pillar is focused on creating the environment that promotes an engaged, healthy and productive workforce. These strategies will look to support Frankston's corporate strategic vision to become a Vibrant, Adaptive and Proud organisation.

Workforce Strategies

Workforce Strategic Challenge		Strategy
1.0 SMART	1.1	Link the Workforce Planning process to the service planning process
	1.2	Document all processes and identify efficiencies, including system enhancements in all People & Culture systems.
	1.3	Identify opportunities for people data collection and reporting to improve workforce knowledge and enable evidence based decisions .
	1.4	Review flexible work policies to support a hybrid working model without compromising collaboration, engagement or cultural inclusivity.
	1.5	Enhance talent management practices to ensure accountability across the organisation and embed the Leadership Capability Framework and/or any other capability framework.
	1.6	Develop an internal mentorship program,
	1.7	Establish a corporate graduate program, continue to build the Work Ready Program and research other employment programs to encourage all intersectional groups to be included as a part of the FCC workforce eg. Aboriginal and Torres Strait Islander people.
	1.8	Enhance the capability framework and align to roles to identify capabilities and roles in high demand and upskill the workforce accordingly..
	1.9	Configure and implement a time and attendance system which integrates seamlessly with the new payroll system to enable a simple and intuitive way to record time and attendance.

Workforce Strategies

Workforce Strategic Challenge		Strategy
2.0 SAFE	2.1	Continue to conduct bi-annual culture survey's and pulse checks to ensure alignment with desired culture. This should be integrated into performance management processes that look at ways of working, as well as outcomes.
	2.2	Review organisational practices, norms and traditions which may be impeding gender diversity, workplace flexibility and innovation.
	2.3	Develop initiatives to embed Frankston Values into all that we do.
	2.4	Build mental health awareness and physiological safety skills in our people leaders'
	2.5	Identify a suitable female and male dominated team and develop a 3 year project plan to increase participation of all genders and intersectionalities within that team including a strategy around recruitment, leadership, career development and culture

Workforce Strategies

Workforce Strategic Challenge		Strategy
3.0 ENGAGED	3.1	Continually review FCC's employee value proposition based on survey data and broader labour market data and modify marketing strategies accordingly
	3.2	Administer staff engagement survey in May 2022
	3.3	Continue to deploy the Future Ready Kick start program to develop employees into roles of the future.
	3.4	Develop a relevant and dynamic corporate training program based on organisational and individual needs to facilitate capability building aligned to the corporate strategy.
	3.5	Develop a set of behaviours which underpin our values of Kinder-Smarter-Fairer and seek to formally recognise employees for desired performance and behaviours.
	3.6	Consolidate the separation and engagement data captured to gain collective insights and inform ongoing decision-making and strategies on how FCC can achieve greater retention of talent.

Resources

Australian Bureau of Statistics. (2016). 2016 Census QuickStats. Available at: https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC80095

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Forecast id. (2020). Frankston: Population Forecast. Available at: https://forecast.id.com.au/frankston

McKinsey & Company. (27 September 2021). Women in the Workplace. Available at: https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace

Profile id. (2020). Community Profile. Available at: https://profile.id.com.au/frankston

Torjman, S., and Leviten-Reid, E. (2003). The Social Role of Local Government. Institute of Social Policy. Available at: https://maytree.com/wp-content/uploads/The-Social-Role-of-Local-Government.pdf

Victorian Public Sector Commission. (2020). Employee turnover and mobility. Available at: https://vpsc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-turnover-and-mobility/

Victorian Public Sector Commission. (2020). Employee work status, gender and age. Available at: https://vpsc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-work-status-gender-and-age/

Workplace Gender Equality Agency. (2019). Gender segregation in Australia's workforce. Available at: https://www.wgea.gov.au/publications/gender-segregation-in-australias-workforce

Appendix A

## Infrastructure and Operations – Current state workforce analysis

Infrastructure & Operations has higher representation of people who identify as male than the other Directorates (82% male and 18% female). This can be attributed to the large number of positions in this Division which are typically labour intensive in nature.

Headcount by Gender
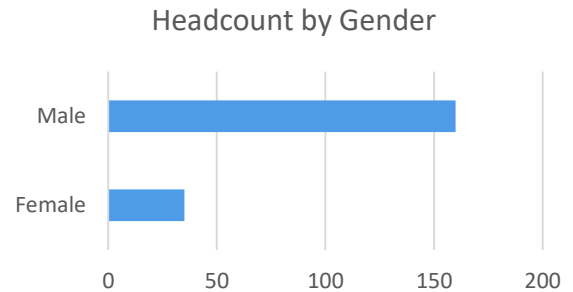
The median age of this cohort is 46 years old. This is comparable to other Divisions across the organisation and reflective of the experience required in the mid-senior positions.
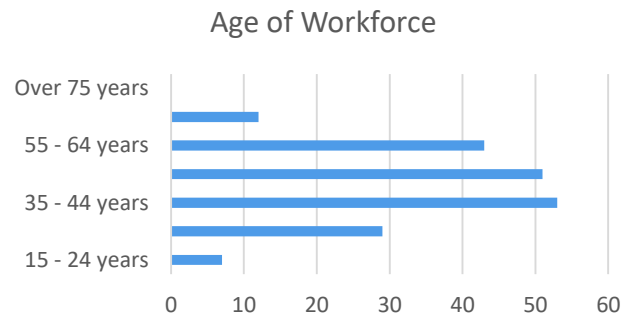
Age of Workforce

The median tenure of this workforce is 6.4 years. There is a healthy balance of workers who hold significant corporate knowledge to transfer across the Division.
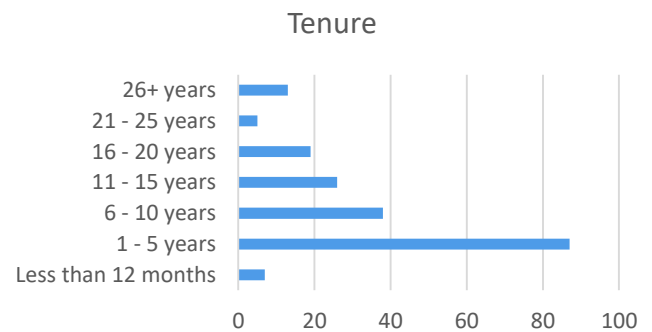
Tenure

The large portion of permanent employees reflects the core and ongoing capabilities required to deliver on the functions of this Division. The utilisation of a temporary workforce can help drive flexibility and transfer knowledge of speciality skillsets.

Employee Type
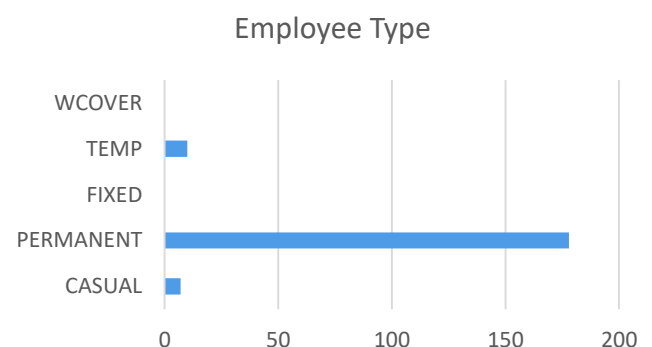
Appendix A
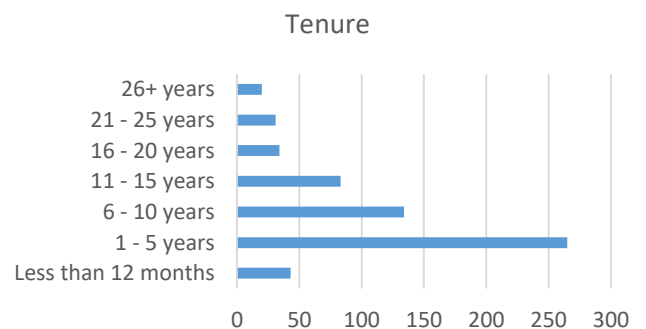
Communities – Current state workforce analysis

Communities has the highest representation of female workers (76% female and 24% male). This can be attributed to inherent bias in the professions and industries that this Directorate represents.

Headcount by Gender

(Bar chart)
- Male: ~150
- Female: ~460
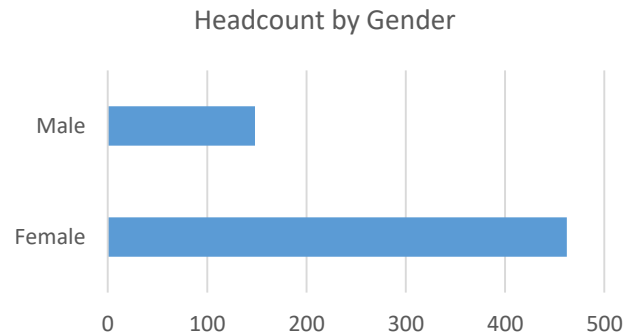
The median age of this cohort is 50 years old. This implies the positions in this Division are of mid-senior level and require sufficient experience and qualifications.

Age of Workforce

(Bar chart)
- Over 75 years: ~20
- 65 - 74 years: ~60
- 55 - 64 years: ~150
- 45 - 54 years: ~165
- 35 - 44 years: ~125
- 25 - 34 years: ~80
- 15 - 24 years: ~20
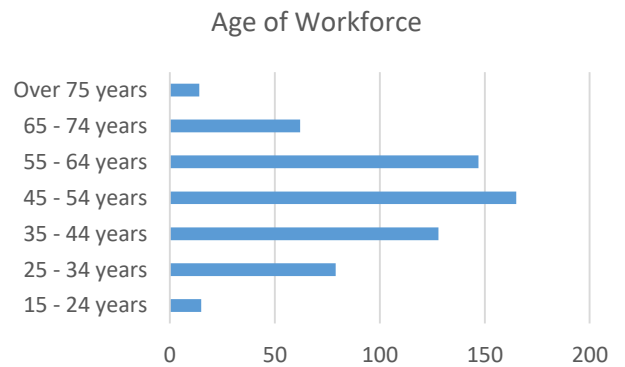
The median tenure of this workforce is 5.7 years. There is a broad range of tenure in this group, with a large group of employees who have been at FCC for less than 5 years, ranging to tenure as high as 40 years.

Tenure

(Bar chart)
- 26+ years: ~20
- 21 - 25 years: ~30
- 16 - 20 years: ~35
- 11 - 15 years: ~80
- 6 - 10 years: ~135
- 1 - 5 years: ~265
- Less than 12 months: ~40

Expectedly, there is a large portion of permanent employees. This is a reflection of the core and ongoing capabilities required to deliver on the functions of this Division.

Employee Type

(Bar chart)
- TEMP: ~40
- FIXED: 0
- PERMANENT: ~430
- CASUAL: ~140
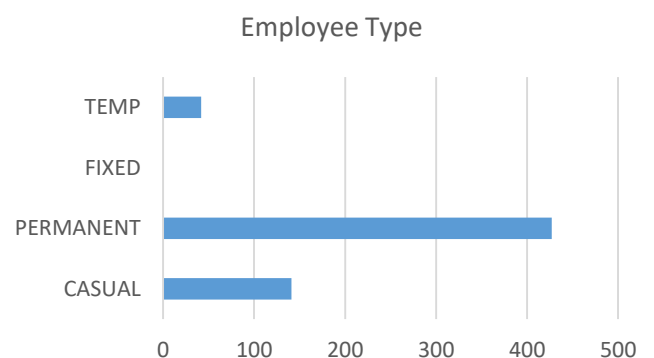
Appendix A

Business Innovation & Culture – Current state workforce analysis

Headcount by Gender

BIC is made up of 73% females and 27% males. This gender imbalance should be investigated further to understand what may be driving it.

Age of Workforce
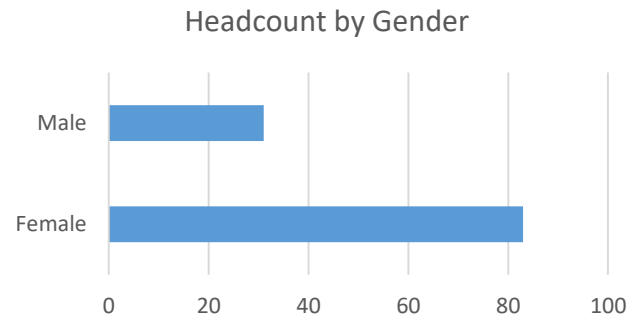
This cohort is mid-senior and can be attributed to the senior positions in this team which require experience and qualifications to fill. The median age is 41 years old.
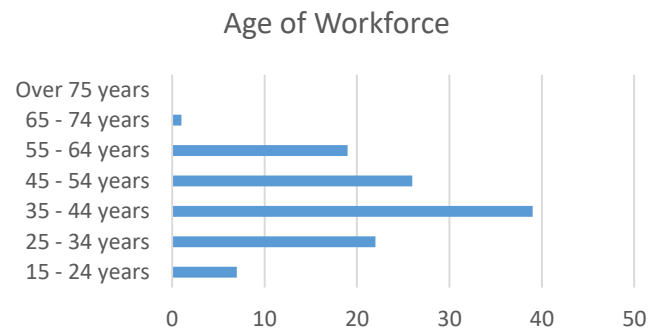
Tenure

The tenure for this Directorate is shorter than the others, with a median tenure of 3.4 years. This can help bring innovative ideas, but it is important that strong knowledge management practices are in place to allow for the ageing workforce and shorter tenure.

Employee Type
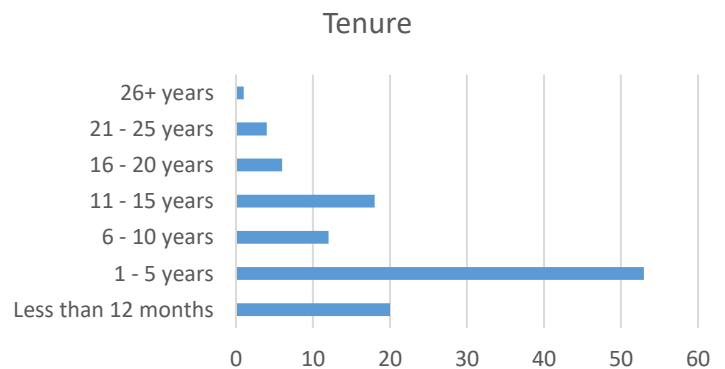
The large permanent cohort is a practical model to support the type of services that are offered with this Directorate. That said, the casual and temporary positions can help to meet flexing demands and specialist projects.
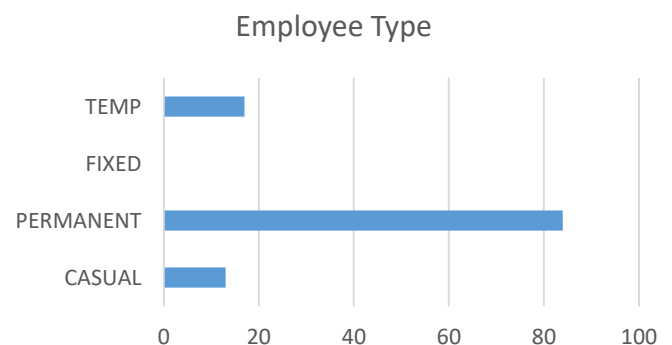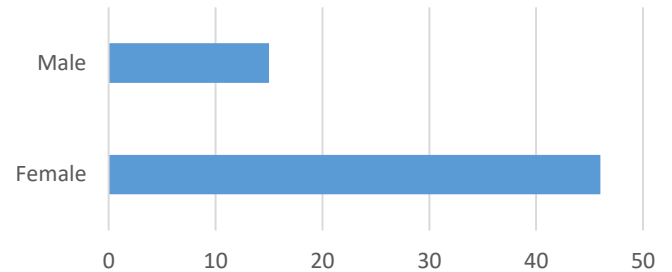
Appendix A

## Chief Financial Office – Current state workforce analysis

The Chief Financial Office is 75% female and 25% male. This is comparable to other Directorates but the imbalance should be further investigated to understand where it is coming from.

Headcount by Gender

The median age of this cohort is 50 years old. This is marginally older in comparison to the other Directorates and strong knowledge management practices should be put in place to allow for a large scale workforce nearing retirement.

Age of Workforce
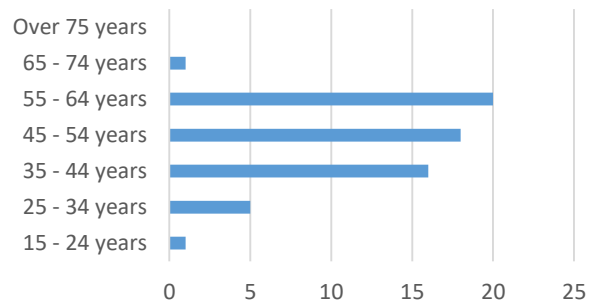
The median tenure of this workforce is 6 years. There is a healthy balance of new employees who can bring innovative ideas to the practice, and long standing employees who can compliment those ideas with substantial corporate knowledge.

Tenure
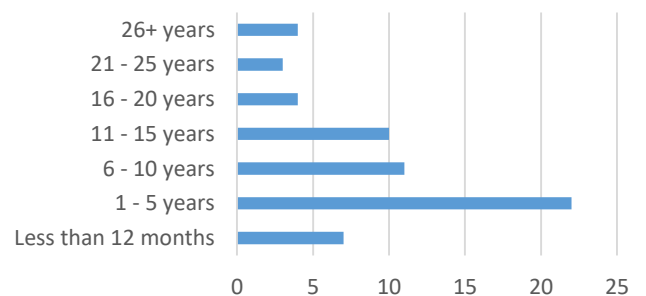
The large portion of permanent employees reflects the core and ongoing capabilities required to deliver on the functions of this Division. The low utilisation of a temporary workforce may be driving lower flexibility and speciality skillsets than what could be achieved.

Employee Type