



Attraction & Retention The Gold Coast experience

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Gold Coast City

- Australia's 6th largest city and one of the fastest growing
- Annual growth rate 3.2%, past 5 years
- Current population 527,800
- Over 735,000 by 2026
- More than 11 million visitors annually
- Economy of \$18.2billion
- 59,000 businesses



What was to become of Cavill Ave. 1926

1960



2006



Gold Coast City Council

- Second largest Local Government in Australia
- One of the largest 250 organisations in Australia
- Approximately 3290 staff
- \$910.6 million 2010/11 budget



Gold Coast City Employment

Most popular industry sectors, employing 57%:

- Retail Trade 11.9% (11.5% Qld)
- Construction 12.5% (10.2% Qld)
- Accommodation and Food Services 8.4% (7.3% Qld)
- Manufacturing 12.2% (11.2% Qld)
- Health Care and Social Assistance 12.2% (11.% Qld)

Our Strengths

Lifestyle

- About half of the population travel less than 10 km to work
- World heritage listed hinterland
- World class beaches, restaurants and entertainment precincts

Organisation

- Large, diverse organisation - increased career opportunities
- Growing/changing city – opportunity to be innovative with solutions and ideas

Our Challenges

Ageing workforce

- 13% employed with GCCC for 20 years or more
- Almost 50% aged 45 or over (average 44.3 years)
- Nationally, average workforce is 41.3 years (2010)
- Considerations:
 - provision of infrastructure and services to cater for growth
 - future recruitment needs
 - succession planning
 - knowledge sharing
 - provision of a safe workplace

2007/08 Skills Shortage

Infrastructure boom in SEQ

- \$8 billion SEQ Water Grid infrastructure
- \$1.8 billion gateway bridge duplication
- \$2.1 billion north south bypass tunnel
- \$3.4 billion airport link

Council's capital program

- Increased from \$301m in 2004/05 to \$675m in 2006/07 and \$657m in 2007/08
- Large infrastructure program from Gold Coast Water

Impacts

- hard to fill permanent vacancies for engineers, drafters, construction managers, project managers, building surveyors, town planners, tradespeople

Attraction And Retention Challenges

- Council turnover in 2007 was 15%
- Turnover in hard to recruit areas was “spiking” at 25%
- As an employer, we were struggling to meet the market in terms of pay rates
- Perception of Council as an employer in the marketplace
- Council could no longer rely on just its lifestyle to attract and retain staff

What Did We Do?

- External contracts for project management and design services
- Implementation of a Temporary Incentive Payment
- Increased studies assistance and flexible work practices (via EBA 2006 and 2009)
- Introduced flexible salary packaging e.g. novated leasing
- Advertising campaign, including new branding
- Strategic relationship with universities
- Introduced Executive Coordinator contracts

External Contracts For Project Management And Design Services

- Two major external services contracts
 - Infrastructure project management services
 - Design services
- Supplemented by internal resources
- Provide some certainty in terms of availability of resources to achieve large program

Temporary Incentive Payment (TIPs)

- Recruit and retain key **positions** and protect business continuity
- Flat rate payment of 10-30% of the base salary - paid annually
- Permanent positions assessed on set criteria:
 - criticality of the position in business continuity
 - inability to adequately implement a succession plan around that position
 - analysis of the current skills shortage within the industry and inability to attract suitably qualified candidates

Temporary Incentive Payment (TIPs)

- Approximately 340 positions across Council attracted a TIP
- Turnover in TIP related positions reduced from 25% to about 7%

General Incentives Provided (Mostly Via 2006 EBA)

- Generous study assistance program
- Health and wellbeing / work life balance
 - discounted health benefits
 - paid paternity leave (improved in 2009)
 - mid year career breaks (2009 EBA)
 - leave at half pay
 - flexible work arrangements / job sharing
- Financial incentives
 - novated leasing
 - salary sacrifice
 - special employee offers from financial institutions /suppliers

Introduced (Reverse) Novated Leasing (2007)

- Organisation leases vehicle and novates to employee
- Non-executive staff access to fleet discount
- Choice of vehicle
- Tax advantages
- Extends to spouse/family
- Salary sacrifice for general staff
- Currently 287 vehicles in program

Advertising Campaign, Including New Branding

BRANDING

- Increased employer branding with a focus on lifestyle, location and exciting project work opportunities
- Council-wide recruitment agency campaigns

www.newfuture.com.au

- Increased attendance at Careers Expos
- Revised GCCC website

Branding – New Future Campaign

The image shows a screenshot of a web browser displaying a recruitment banner for Gold Coast City Council. The banner features a photograph of two men in hard hats and business attire reviewing architectural plans against a backdrop of a city skyline. The text on the banner includes the council's logo and name, the headline 'planning a new future?', and a yellow call-to-action box that says 'work on award winning projects'. Below this, a blue bar lists various services: 'T SERVICES; ROADS INFRASTRUCTURE; TRANSPORT PLANNING; ECONOMIC DEU'. At the bottom, there are three yellow boxes: 'the motivator why the gold coast', 'apply online view the current vacancies', and 'employment enquiries contact the recruitment & careers centre on (07) 5581 6317 or email us at careers@goldcoast.qld.gov.au'. The footer contains copyright information for 2006, a disclaimer, and the 'SMART SANDS' logo.

Gold Coast City Council

planning a new future?

work on award winning projects

T SERVICES; ROADS INFRASTRUCTURE; TRANSPORT PLANNING; ECONOMIC DEU

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SMART SANDS

Branding - New Future Campaign

- Managed by IPA Personnel the campaign ran from September 2006 to July 2007
- Advertising focused on lifestyle and major infrastructure projects
- Two major sets of advertising:
 - October to December 2006 - Major press advertising across 18 papers in Australia and New Zealand as well as advertising on 11 online Job Boards;
 - April to June 2007 - Advertising across in-flight magazines and industry journals.
- On-going advertising in industry journals, jobs websites, industry websites and the campaign website

New Future Campaign Success

- Started with 52 ‘hard to fill positions’
- 19 placements made (36% of roles filled)
 - 50% of candidates from the South-East Queensland
 - 30% from interstate
 - 20% from overseas (UK and NZ)
- Cost per role equalled approx. \$10,000
- Increased GCCC profile to candidates across all areas. Increased general job applications

Strategic Relationship With Universities

- Council Director sits on professional boards at Griffith Uni and QUT
- Long term strategy to maintain a high profile in Universities
- Council funds Sustainability Chair at Bond Uni and Environment & Urban Planning Chair at Griffith Uni
- Access to students through lectures, temporary employment, communication as to careers available at Council etc

Introduced Executive Coordinator Contracts

- Major gap between senior EBA paid staff and managers
- Created an additional level of executive contracts under manager level
- Assisted in attracting and retaining senior staff

Global Financial Crisis

- Retail, construction, tourism industries slowed
- Employees seeking security
- Annual employee turnover rates slowed
 - 2008 – 15%
 - 2010 – 9%
- Turnover rate of employees in the 45-54 age group reduced (investment and superannuation losses)
- Labour market freed up in many areas

Removal of TIPS

- TIP agreements ceased in 2009
- General response quite negative:
 - staff accustomed to receiving it as a ‘bonus’
 - started to see it as part of their ‘standard package’
- No increased resignations due to economic climate
- Lessons learnt:
 - longer in place more staff perceive it as a standing benefit
 - application and equity needs to be carefully managed with strong control factors in place

Current Situation

- Steady recovery from GFC
- GCCC turnover rate is 9.29%
 - national median (all industries) 13.06%
- GCCC tenure – 9 years
 - national median (all industries) 7.7 years
- Employee turnover increasing in under 25 age group
 - 25% (2010)
- Employee turnover decreasing in 45-54 age group
 - 5% (2010)

Current Situation

- Municipal Engineering positions remain hard to fill
- Asset Management positions difficult
- Some accounting positions difficult
- Town planning positions are no longer a problem

What Are We Doing?

- Moving to labour hire for municipal engineering
- Campaign similar to 2006
- Talent Management – career development, retention planning, succession planning
- Flexibility in workplace
- Establishing bona fides for next boom
- Promoting benefits of working with Council to existing staff
- Focussed team and individual development programs

What Are We Doing?

- Competitive LG pay and conditions
- Market equity payments (limited use, business case)
 - fills gap between EBA rate and open market salary
 - paid as weekly allowance
- Special equity payments (limited use, business case)
 - similar to TIP, limited use
 - retain key roles for specific period

Promoting Some Exciting City Building Opportunities

- Gold Coast Rapid Transit Project
- Surfers foreshore redevelopment
- Broadwater Parklands
- Potential 2018 Commonwealth Games
- Potential Cultural Precinct development

Those same city building opportunities are also exciting career building opportunities

QUESTIONS?

