Glen Innes Severn Council

Draft Workforce Management Strategy 2022-2025

1 July 2022

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KEY TERMS AND DOCUMENTS

Key Terms

Asset Management Strategy	The Asset Management Strategy (AMS) is a key part of Council's overall asset management planning, ensuring the required level of service for community assets in accordance with the Community Strategic Plan.
Community Strategic Plan	The Community Strategic Plan (CSP) is Council's highest-level plan, aligning to broader state and federal planning for the region. It is a 10-year plan developed in consultation with the community, which provides the 'big picture' plan for the Glen Innes Severn local government area (LGA) and is supported by the Delivery Program.
Delivery Program	The Delivery Program (DP) is Council's response to the first three years of the implementation of the 2022-2032 Glen Innes Severn Community Strategic Plan. It identifies how Council will allocate its activities, programs, and projects (its Principal Activities) towards achieving the CSP's goals.
Integrated Planning and Reporting	The Integrated Planning and Reporting (IP&R) framework aligns with Local Government elections and sets out the cycle of community engagement, planning, reporting, monitoring, and reviewing involved in developing and implementing the CSP, DP and other related plans and strategies.
Long-Term Financial Plan	The Long-Term Financial Plan (LTFP) is a 10-year rolling plan that informs decision making and demonstrates how the objectives of the CSP and commitments of the DP and OP will be resourced and funded.
Operational Plan	The Operational Plan is an annual plan that allocates resources and sets annual performance measures for projects and functions in accordance with the Delivery Program priorities and resources.
Workforce Management Strategy	The Workforce Management Strategy (WMS) is a proactive document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.

Key Documents and Reference Sources

- Community Strategic Plan 2022-2032;

- Delivery Program 2022-2025;

- Long Term Financial Plan;

- Asset Management Plan;

- 10 Year Strategic Plan for Community Services;

- Aged and Disability Services Strategic Plan;

- Customer Service Standards;

- Communication Policy;

- Equal Employment Opportunity Management Plan;

- Human Resources Policy Statement Register;

- Local Government (State) Award; and

- Local Government Reform Program – Promoting Better Practice Report – Glen Innes Severn Council.

Council documents can be accessed on Council's website: *www.gisc.nsw.gov.au*.

WORKFORCE PLANNING OVERVIEW

The Workforce Management Strategy has been developed in accordance with strategic workforce planning principles.

Strategic workforce planning is the alignment of an organisation's human capital with its corporate and business objectives. It analyses the current workforce to determine future workforce needs based on strategic objectives, by identifying the gap between the present and the future and implementing solutions to enable the organisation to achieve its mission, goals and objectives.

Workforce planning seeks to ensure that an organisation has access to a workforce with the skills, knowledge and ability to undertake the activities required to achieve corporate objectives, considering such factors as the projected loss of knowledge through employee exits and the projected knowledge and skill requirements for maintaining and advancing the business.

Knowledge and skill requirements may include technology, new roles, maintenance and security of key workforce intelligence, or new business demands.

EXECUTIVE SUMMARY

The purpose of the Workforce Management Strategy 2022-2025 is to provide Glen Innes Severn Council with a revised set of workforce strategies and actions that are linked to the strategic objectives of the Delivery Program 2022-2025 and integrated into the Resourcing Strategy.

The Workforce Management Strategy 2022-2025 will ensure Council's workforce is capable, motivated and available, now and into the future, to meet the needs of the community it serves.

During its development, the Workforce Management Strategy was assessed against the GISC Community Strategic Plan 2022-2032, Delivery Program, Asset Management Plan and Long-Term Financial Plan to determine how it can best support and contribute to the achievement of Council's strategic and organisation priorities. The review considered Council's required future state with respect to its core strategic, operational, organisation and workforce priorities, challenges and opportunities.

Key findings indicate that Council's strengths and opportunities offer a solid foundation on which to enhance, realign and improve efficiency, effectiveness and performance. However, the external environment and internal factors (political decisions, financial sustainability, ageing workforce, difficulties in attracting and retaining staff, increased employment costs, loss of corporate knowledge, new and challenging technologies, etc.) will require innovative and flexible approaches to mitigate risk.

The Workforce Management Strategy seeks to support Council's continued autonomy as a local government area (LGA); it's long-term financial sustainability; efficient and effective service delivery; restrained real operating expenditure, and development of the internal labour market.

The revised *Workforce Action Plan 2022-2025* draws heavily on the preceding action plan and has been premised on establishing clear linkages with the Delivery Program, and integration amongst the elements of the Resourcing Strategy, which is illustrated in Figure 1. Further, it supports organisation and operational priorities and responds to the changing workforce through clear strategies and actions that articulate Council's vision, mission, values, priorities, expectations, and desired culture and work environment.

The action plan is based on the following five (5) key strategic workforce planning outcomes:

1. Become an Employer of Choice;

2. Foster a One Council Culture;

3. Create a Sustainable Workforce;

4. Promote Health and Wellbeing; and

5. Resource the Future.

Each of the strategic outcomes is underpinned by an Action Plan and a series of key focus areas, strategies and actions, the achievement of which is largely dependent on the commitment and cooperation of key stakeholders. Council is committed to supporting the implementation of the strategic outcomes, which will be reviewed annually by the Manager of Administration and Human Resources and reported to the Management Executive Team (MANEX) and Council.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

The *Local Government Act 1993* makes provisions for the Integrated Planning and Reporting Framework, which includes the development of a Community Strategic Plan and a four (4) year Delivery Program with the associated Resourcing Strategy comprising Asset Management, Work Force and Long-Term Financial Plans.

Council plans and policies should not exist in isolation; they are inter-connected. The Integrated Planning and Reporting Framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.
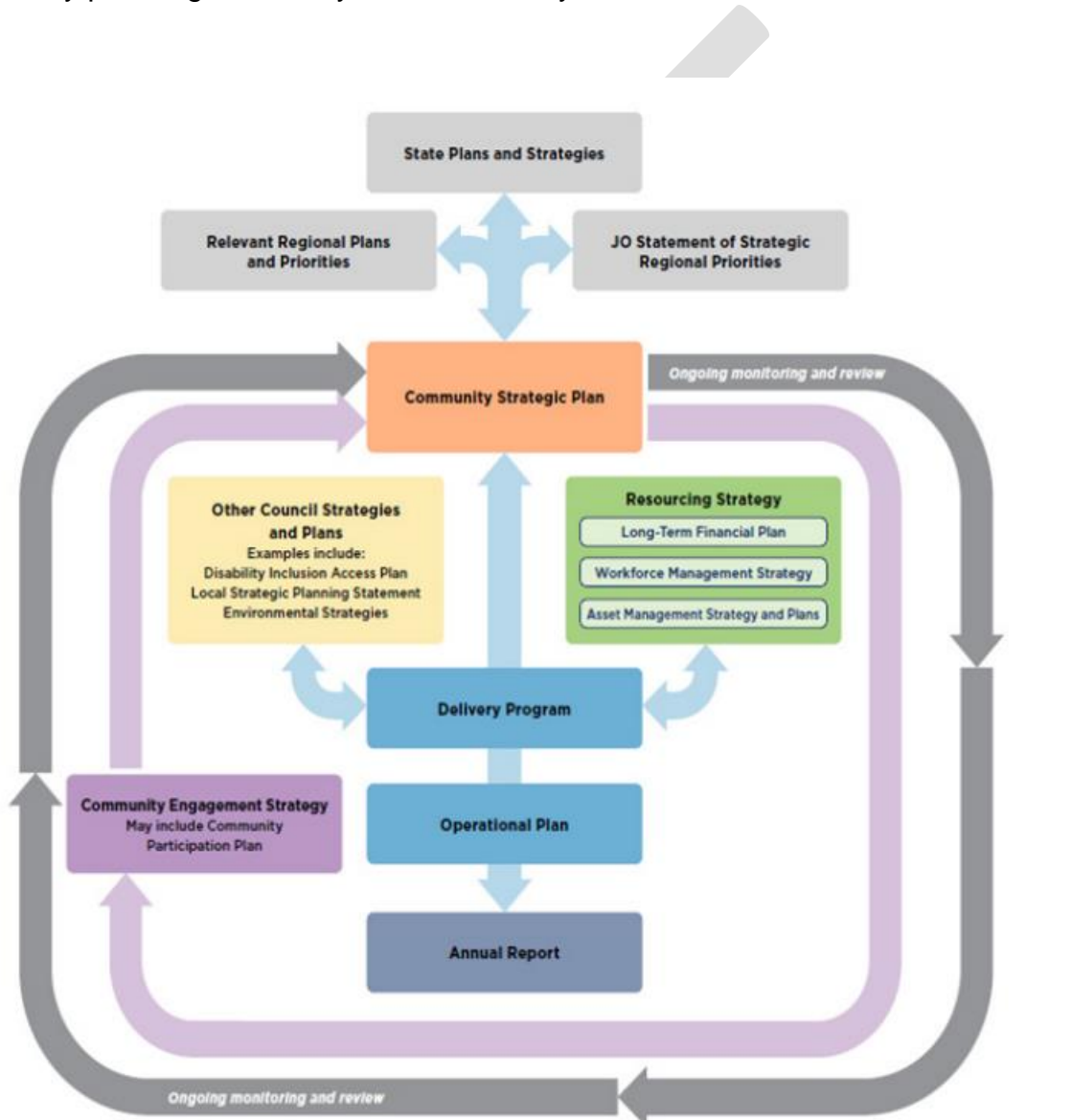
Source
NSW Office of Local Government's Integrated Planning and Reporting Guidelines For Local Government in NSW - September 2021

REVIEW PROCESS

Scope

To review the Workforce Management Strategy against the Community Strategic Plan 2022-2032, Delivery Program, Asset Management Strategy and Long-Term Financial Plan to ensure that it supports and contributes to the achievement of Council's strategic and operational priorities.

Purpose

The Workforce Management Strategy's purpose is that of a strategically focused tool that supports the achievement of the Delivery Program and key organisational objectives.

The following elements are critical to achieving this purpose:

Provide inputs into the LTFP (superannuation and Award rates, training and development costs, program costs, etc.).	Mitigate risk (WHS, workers' compensation, industrial, leave liability, skills shortage, technological change, ageing workforce, etc.).
Produce management tools (policies, frameworks, procedures, guides, forms, etc.).	Create a meaningful link between workforce planning and management activities and the Delivery Program.
Support the objectives of the AMP.	Guide the focus and effort of the HR department.
Communicate organisation culture, direction and expectations.	Reinforce strategic and organisation priorities.
Provide feedback for planning, decision-making and improvement.	Measure outcomes.
Ensure the right people are in the right place at the right time.	Prepare and support the organisation in managing change.

Objectives

- To link the Workforce Management Strategy to the Strategic Goals of the Delivery Program so that the workforce is capable, motivated and available, now and into the future, to meet the needs of the community it serves.

- To integrate the Workforce Management Strategy into the Resourcing Strategy so that works, projects, programs and services are funded, resourced and delivered in accordance with the priorities of the Operational Plan(s).

- To develop a Workforce Management Strategy that is linked to the Council's strategic, operational and organisational objectives.

Ownership and Accountability

MANEX owns and is accountable for the Workforce Management Strategy. It is the final decision-maker with respect to priorities, amendments and resource allocation.

The *Director Corporate and Community Services*, through the Manager Administration and Human Resources, is accountable for providing Manex with timely information, advice and guidance on workforce planning matters of strategic or organisational significance.

The *Manager Administration and Human Resources*, with the support of the staff of the department, is accountable for the development of programs, projects and activities that contribute towards the organisation's achievement of its strategic, operational and organisational objectives.

The *management team* is accountable for contributing to the identification of key workforce planning issues and utilising the tools of the Workforce Management Strategy to lead and manage the workforce. Further, the management team provides input into the IP&R process.

The *workforce* is accountable for working within the policies and frameworks of the Workforce Management Strategy and actively and positively contributing to a culture of commitment, cohesion and service by being ready, willing and capable of delivering efficient and effective services.

Internal and external stakeholders such as employer associations, unions, employee committees of Council, funding bodies, workers' compensation insurers, SafeWork NSW, etc., will be actively and genuinely encouraged to be involved with the implementation of the Workforce Management Strategy 2022-2025, as appropriate and practicable. Council is committed to communicating with key stakeholders.

COUNCIL'S VISION MISSION AND VALUES

Our Vision

Glen Innes Severn Local Government Area will be recognised as a prosperous connected community that nurtures its people and places.

Our Mission

Together we focus on our customers and partners to deliver the best possible local government services and projects at the best possible value now and into our shared future.

Our Values

- Respect;
- Integrity;
- Courage;
- Honesty; and
- Transparency.

Strategic Objectives

The Glen Innes Severn Council Community Strategic Plan 2022-2032 is supported by the following five strategic objectives.

An Attractive Quality of Life - that is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high-country climate.

A Prosperous Local Economy - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.

Fit for Purpose Public Infrastructure - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require.

An Appealing Sense of Place - that is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.

Recognised for Local Leadership - that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

CRITICAL ISSUES AND POSITIONS

Critical Workforce Planning Issues

In addition to the strategic objectives and goals identified in the Community Strategic Plan, the following issues have been identified as offering significant workforce challenges and opportunities:

- The long-term financial sustainability of Local Government, for example, in the face of rate capping rises that do not keep up with the rising costs of employment and services faced by the local government industry as a whole;

- The impact of funding and licencing requirements on community services, including Life Choices – Support Services (LC-SS) and Children and Family Services (CAFS), and the constant pressure to remain competitive in this environment;

- Council's ageing workforce, with baby boomers departing the workforce now and in coming years;

- The current and impending retirement of long-term staff in specialised or senior roles;

- Making employment in Local Government more attractive to younger people and attracting, retaining and meeting the demands of new generations;

- Changing the workforce culture to meet new demands for improved quality and more responsive customer service;

- The capacity of Council's current organisation structure to deliver modern services in a constantly evolving work environment;

- Greater participation of woman in the Local Government workforce, especially in senior roles, which is expected to increase;

- Ensuring that there are adequate staff resources for the delivery of key services to the community and the need to achieve more with less; getting more efficient and working smarter, especially in core functions;

- Ensuring that there is an adequate skilled workforce to deal with emerging new issues and challenges, such as those posed by climate change;

- Opportunities and challenges provided by emerging computer technology, for example, cloud computing, hybrid work and machine learning, and the challenges involved in ensuring that staff are equipped to make full use of such technologies;

- Opportunities for Council to engage more closely with young people, for example, through traineeships and work experience programs; and

- Impacts on tourism planning and local economic development.

Critical Positions

Certain positions within Council's workforce are more critical than others to achieving Council's strategic objectives. As part of the workforce planning process, it is essential to identify these positions and their alignment to the Community Strategic Plan versus those that play a less critical role.

In broad terms, positions can be divided into the following four (4) categories:

- **Critical to strategic objectives:** Positions that are vital to service delivery and where the delivery of services or achievement of goals would cease immediately or very nearly immediately if positions were to remain unfilled.

- **Central to strategic objectives:** Positions that are essential for service delivery but could remain unfilled in the short term without immediate cessation of service delivery or outcomes.

- **Support strategic objectives:** Positions that provide essential support but could remain individually unfilled for the medium to long term without a significant impact on overall service delivery.

- **Misaligned or non-aligned with objectives:** Positions that have, for whatever reason, become misaligned with objectives and are not required for service delivery in their present form.

Using the above definitions, the following positions have been identified as critical to the delivery of strategic objectives:

- Chief Financial Officer;
- Health and Building staff;
- Town Planning staff;
- Engineers;
- Quarry Manager;
- Team Leader Children's Services;
- Integrated Water Services staff;
- Rates Officer; and
- Payroll Officer.

The classification of positions according to this scheme will be reviewed periodically to ensure that all positions remain aligned with the delivery of operational and strategic objectives.

WORKFORCE MANAGEMENT STRATEGY - STRATEGIC AND OPERATIONAL LINKS

Delivery Program Linkages

The Workforce Management Strategy links to the Delivery Program, allowing Council to determine current and future workforce requirements, which in turn are translated into core workforce planning and management actions aimed at supporting the achievement of the Delivery Program's goals over the mid to long-term.

The *Workforce Action Plan 2022-2025* links directly to the Delivery Program through the following strategies:

- The WMS informs the LTFP, supports the AMP and facilitates the achievement of the Delivery Program through focused, measurable actions;

- Organisation goals and performance expectations are clearly communicated and understood;

- Council anticipates, prepares for and responds to change;

- Employees are committed to Council's goals and values, motivated to contribute to its success, and at the same time are able to enhance their sense of well-being;

- Succession planning ensures Council is well-placed to manage its corporate knowledge and continue to offer efficient and effective services; and

- Line leaders understand and undertake their people and business management accountabilities.

Long Term Financial Plan Linkages

The Workforce Plan is an input into the LTFP. It assists in identifying ongoing operational (employment) costs of Council, identifying major programs or projects such as changes to the salary system, WHS compliance, etc., and through the measurement of efficiency gains resulting from the organisation's people-centred activities.

The *Workforce Action Plan 2022-2025* links directly to the LTFP through the following strategies:

- The WFP informs the LTFP through key inputs and focused, measurable actions;

- The total reward offering is affordable, contributes to the achievement of strategic and operational goals and is of value to employees;

- Line leaders understand and undertake their people and business management accountabilities;

- Organisation goals and performance expectations are clearly communicated and understood;

- Workers compensation and injury management programs mitigate organisation risk; and

- The WHS Plan meets legislative, regulatory and organisation requirements.

Asset Management Plan Linkages

The Workforce Plan supports the AMP by anticipating the size, scope, composition and knowledge requirements of the workforce over the medium to long-term. Workforce planning actions are also focussed on providing management and staff of the Infrastructure Services Directorate with the tools and support to assist them in delivering efficient and effective services.

The *Workforce Action Plan 2022-2025* links directly to the AMP through the following strategies:

- The total reward offering is affordable, contributes to the achievement of strategic and operational goals and is of value to employees;

- Line leaders understand and undertake their people and business management accountabilities;

- Organisation goals and performance expectations are clearly communicated and understood;

- Proactive acquisition of contemporary skills, knowledge and attributes identified as organisationally critical;

- There are opportunities for upskilling, cross-skilling, multi-skilling and retraining;

- Workers compensation and injury management programs mitigate organisation risk; and

- The WHS Plan meets legislative, regulatory and organisation requirements.

Employee Engagement Linkages

A critical element in an organisation's success is the degree to which its employees are genuinely engaged with their work and workplace. An engaged employee is one who is committed to Council's goals and values, motivated to contribute to Council's success, and able at the same time to enhance his or her own sense of well-being. Workforce planning has a direct role in enhancing and sustaining employee engagement.

The *Workforce Action Plan 2022-2025* links directly to employee engagement through the following strategies:

- Creation of a welcoming, inclusive and engaged workplace;

- A total reward offering that is affordable, contributes to the achievement of strategic and operational goals and is of value to employees;

- Timely, consistent, communication, information and knowledge sharing and feedback;

- Line leaders understand and undertake their people and business management accountabilities;

- Organisation goals and performance expectations are clearly communicated and understood;

- There are opportunities for upskilling, cross-skilling, multi-skilling and retraining;

- Well-being is focused on education and awareness; and

- Older workers remain productive, contributing members of the organisation.

COUNCIL'S PROFILE AND WORKFORCE DEMOGRAPHICS

Council Profile

Located on the NSW Northern Tablelands, Council provides a diverse range of services to the Glen Innes Severn Local Government Area (LGA) and, via the State and Federal Government funded aged and disability programs, to other local government areas throughout the New England region and beyond.

When fully staffed, Council has around 174 permanent employees and an overall staff of around 200. It is governed by an elected body of seven (7) councillors and has an annual operating budget in the vicinity of $35,000,000.

Services provided by Council include roads and parks, garbage collection, water and wastewater treatment and delivery, a public library and learning centre, regional livestock saleyards, swimming pools at Glen Innes and Emmaville, children's, family and youth services, and a visitor information centre.

Council is also the contracted provider for a large number of home and community-based services, including domestic assistance, personal care, and social interaction and inclusion.

Children's services provided by Council include out of school hours and vacation care for children aged 5 to 12 years, an early intervention program for children with a diagnosed learning / development delay, and Supported Playgroups including an Aboriginal Playgroup.

Organisation Structure 9 April 2022

General Manager

Director Corporate and Community Services	Director Development, Planning and Regulatory Services	Director Infrasructure Services	Executive Support

Media (under Executive Support)

- Administrative Support Section 355 Committees
- Shared Internal Auditor
- Administrative Support (under Director Development, Planning and Regulatory Services)
- Administrative Supprt (under Director Infrasructure Services)
- Community Recovery

Manager Administration and Human Resources	Manager Library Learning Centre	Manager Community Services	Manager Governance, Risk and Corporate Planning	Chief Financial Officer	Manager Planning and Regulatory Services	Manager Recreation and Open Spaces	Manager Saleyards	Manager Infrastructure Delivery	Manager Asset Services	Manager Integrated Water Services	Quarry Manager	Manager Economic Development

Manager Administration and Human Resources
- General Admin
- Injury Management
- Records
- IT Services
- Human Resources
- WHS
- Payroll

Manager Library Learning Centre
- Library Services
- Learning Centre
- Conference
- Library Room
- Library Branches

Manager Community Services

Children, Youth and Family Services
- Admin Services
- After School Care
- Vacation Care
- Outreach Playgroups
- My Time
- NDIS
- Referral
- Support
- Youth Booth

Life Choices - Support Services
- Home Care Packages
- Direct Support Services
- Admin Services
- Meals on Wheels
- Healthy Lifestyle Programs
- Commonwealth Home Support Programme (CHSP)
- Private Funding

Manager Governance, Risk and Corporate Planning
- Corporate Risk Management
- Insurance
- Corporate Compliance
- Internal Auditing

Chief Financial Officer
- Financial Reporting
- Budget Compliance
- GST, FBT and Tax Compliance
- Rates
- Accounts Payable
- Accounts Receivable
- Customer Service
- Corporate Property Management
- Long Term Financial Planning
- Investment and Loans
- Procurement
- Depot Store
- Centralised Procurement

Manager Planning and Regulatory Services
- Urban and Rural Environmental and Development Planning
- Development
- Building Control
- Regulatory Services
- Companion Animals
- Food Regulation and Safety
- Public Health
- Parking
- Noxious Weed Management
- Landfill and Waste Management
- Building Maintenance
- Environment
- Customer Service

Manager Recreation and Open Spaces
- Parks and Gardens
- Sporting Fields
- Swimming Pools
- Cemeteries
- Cleaning Services
- Street Furniture

Manager Infrastructure Delivery
- Urban and Rural Roads
- Bridges - Concrete and Timber
- Traffic Signage
- Road/Pavement Marking
- Footpaths
- Kerb and Guttering
- Road Safety
- Survey and Design
- Traffic Control
- Rural Storm Water Drainage

Manager Asset Services
- Plant and Fleet
- Asset Management
- Airport
- Emergency Services
- Electrical Tag and Test
- Development Engineering
- GIS
- Property
- Street and Rural Addressing Register

Manager Integrated Water Services
- Water
- Wastewater
- Flood Management
- Urban Storm Water Drainage
- Liquid Trade Waste

Quarry Manager
- Gravel Extraction and Crushing
- Material Testing
- Retail and Wholesale Marketing
- Customer Relations
- Mine Safety Management

Manager Economic Development
- Economic Development
- Visitor Economy
- Promotion
- Management of Visitors Centre
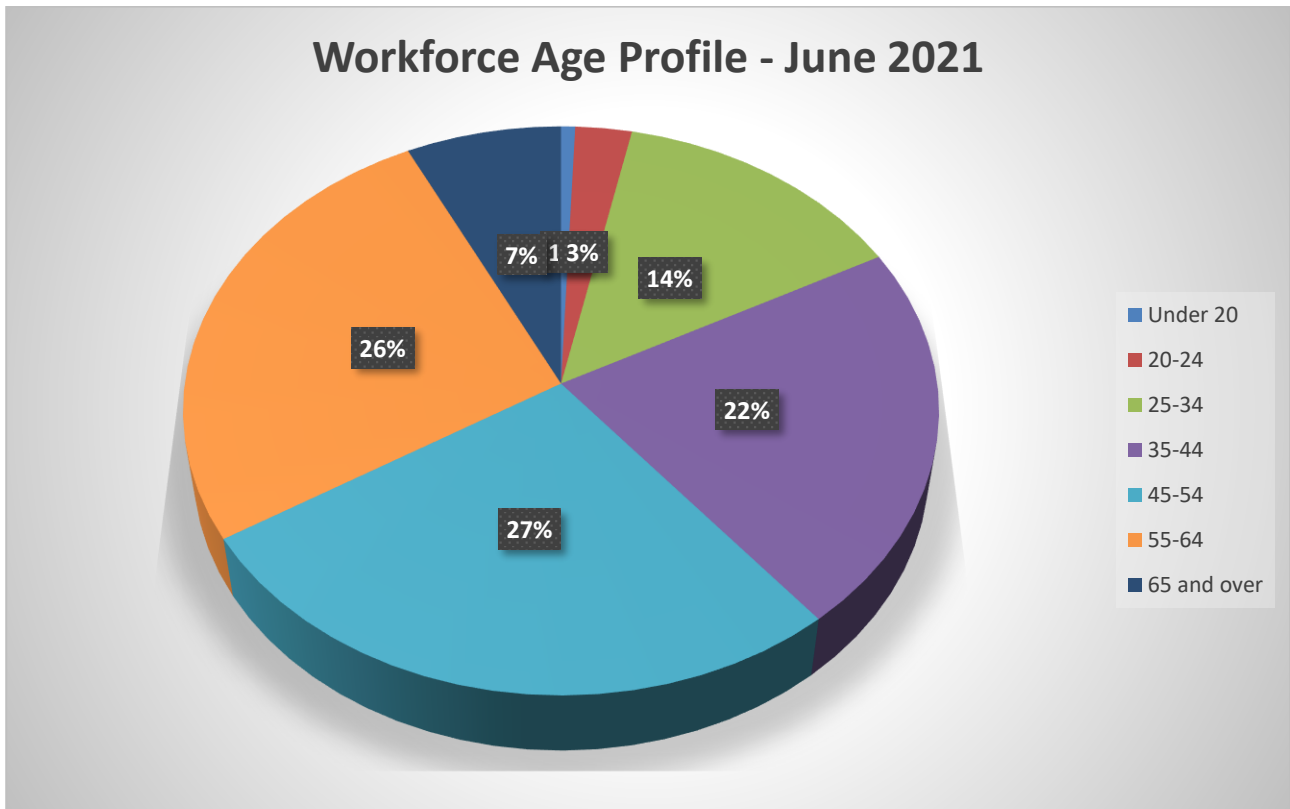- Festival/Event Coordination and Support
- Grants

Workforce Profile / Equal Employment Opportunity Statistics: 30 June 2021

	Total Staff	Male	Female	Aboriginal or Torres Strait Islanders	Racial, Ethnic, Ethno-religious Minority Groups	Non-English Speaking Back-ground	Persons with a Disability
		% of Total Staff					
Permanent Full-time	118	81	37	6	0	2	0
Permanent Part-time	31	7	24	3	0	1	0
Temporary Full-time	2	1	1	0	0	0	0
Temporary Part-time	0	0	0	0	0	0	0
Casual	40	13	27	1	0	0	0
Total %	**100.00**	**53.40**	**46.60**	**5.24**	**0.00**	**1.57**	**0.00**
Total Staff	**191**	**102**	**89**	**10**	**0**	**3**	**0**

Workforce Age Profile

The following statistics are compiled from permanent staff numbers and do not include casual employees.

Workforce Age Profile - June 2021
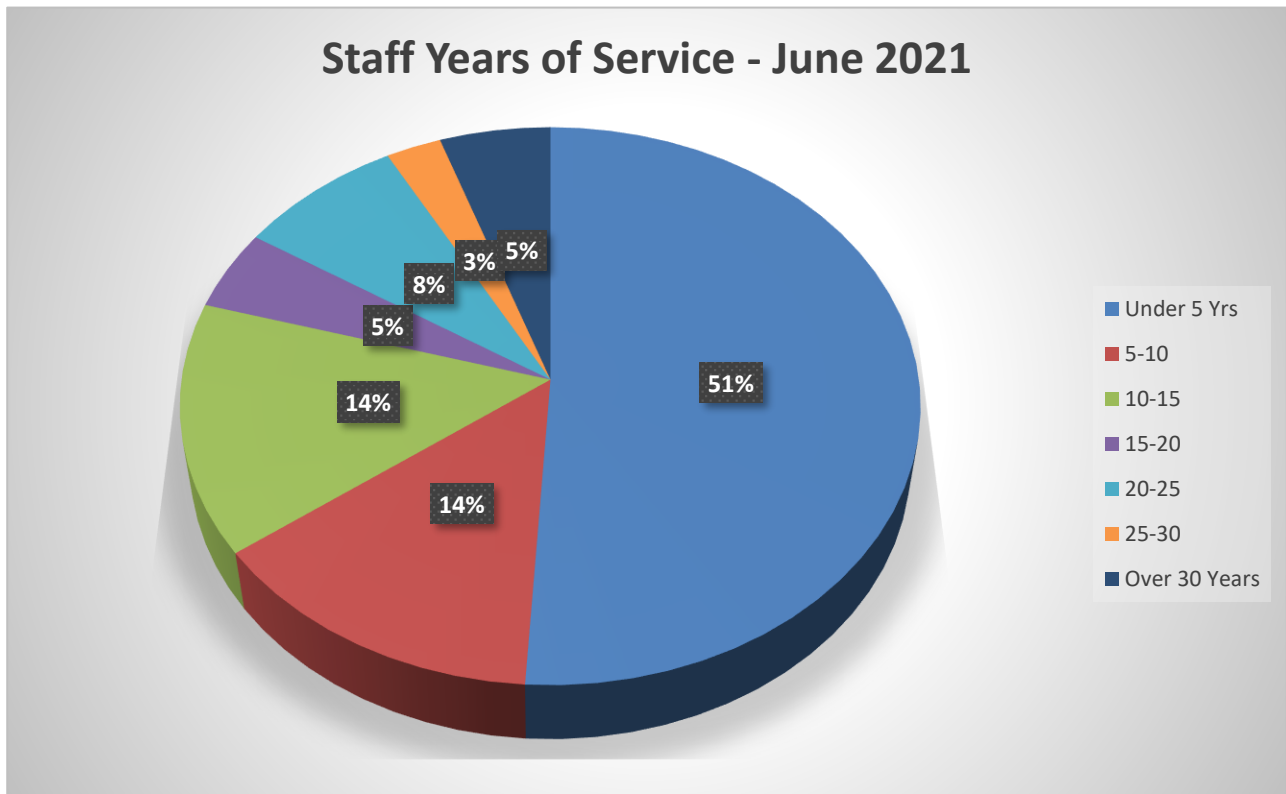
Legend	
■	Under 20
■	20-24
■	25-34
■	35-44
■	45-54
■	55-64
■	65 and over

Pie chart values: 7%, 1%, 3%, 14%, 22%, 26%, 27%

Workforce Age Profile by Function (Excluding Casual Staff) – 30 June 2021

	Under 20	20-24	25-34	35-44	45-54	55-64	65 and over	Total Staff
Administration and Finance	0	0	2	3	7	6	0	**18**
Children and Youth	0	0	2	0	1	1	0	**4**
Community Services	0	0	0	0	0	1	0	**1**
Economic Development	0	0	1	0	2	3	0	**6**
GM's Office	0	0	0	0	1	1	1	**3**
Glen Innes Aggregates	0	0	0	0	1	2	1	**4**
Infrastructure	0	0	3	10	9	10	2	**34**
Integrated Water Services	0	1	3	3	1	2	0	**10**
Library	0	1	0	0	3	0	1	**5**
Life Choices	1	0	7	3	9	6	4	**30**
Planning and Regulatory	0	0	2	6	5	5	1	**19**
Recreation & Open Spaces	0	1	0	5	1	2	0	**9**
Technical Services	0	1	1	3	1	1	1	**8**
Grand Total	**1**	**4**	**21**	**33**	**41**	**40**	**11**	**151**
% of Total Workforce	**0.66**	**2.65**	**13.91**	**21.85**	**27.15**	**26.49**	**7.28**	**100.00**

Staff Years of Service

*The following statistics are compiled from permanent staff numbers and do not include casual employees.*

Staff Years of Service - June 2021

Segment	Percentage
Under 5 Yrs	51%
5-10	14%
10-15	14%
15-20	5%
20-25	8%
25-30	3%
Over 30 Years	5%

Staff Years of Service by Function – June 2021

	Under 5 Yrs	5-10	10-15	15-20	20-25	25-30	Over 30 Yrs	Total Staff
Administration and Finance	8	2	4	0	1	2	1	**18**
Children and Youth	3	1	0	0	0	0	0	**4**
Community Services	0	1	0	0	0	0	0	**1**
Economic Development	4	0	0	1	1	0	0	**6**
General Manager's Office	2	0	0	1	0	0	0	**3**
Glen Innes Aggregates	0	2	0	0	1	0	1	**4**
Infrastructure	14	1	10	3	1	1	4	**34**
Integrated Water Services	5	2	1	0	1	1	0	**10**
Library	2	1	0	0	2	0	0	**5**
Life Choices	17	8	5	0	0	0	0	**30**
Planning and Regulatory	11	2	2	0	3	0	1	**19**
Recreation & Open Spaces	6	0	0	0	2	0	1	**9**
Technical Services	5	1	0	2	0	0	0	**8**
Grand Total	**77**	**21**	**22**	**7**	**12**	**4**	**8**	**151**
% of Total Workforce	**50.99**	**13.91**	**14.57**	**4.64**	**7.95**	**2.65**	**5.30**	**100.00**

Staff Turnover 2017-2021

Glen Innes Severn Council experienced an average annual staff turnover of 9.07% for the five (5) year period from 2017 to 2021. Those years with a higher than average turnover, as set out below, were affected by organisational restructuring and redundancies.

- **2017**   7.64%
- **2018**   18.00%
- **2019**   5.19%
- **2020**   6.10%
- **2021**   8.43%
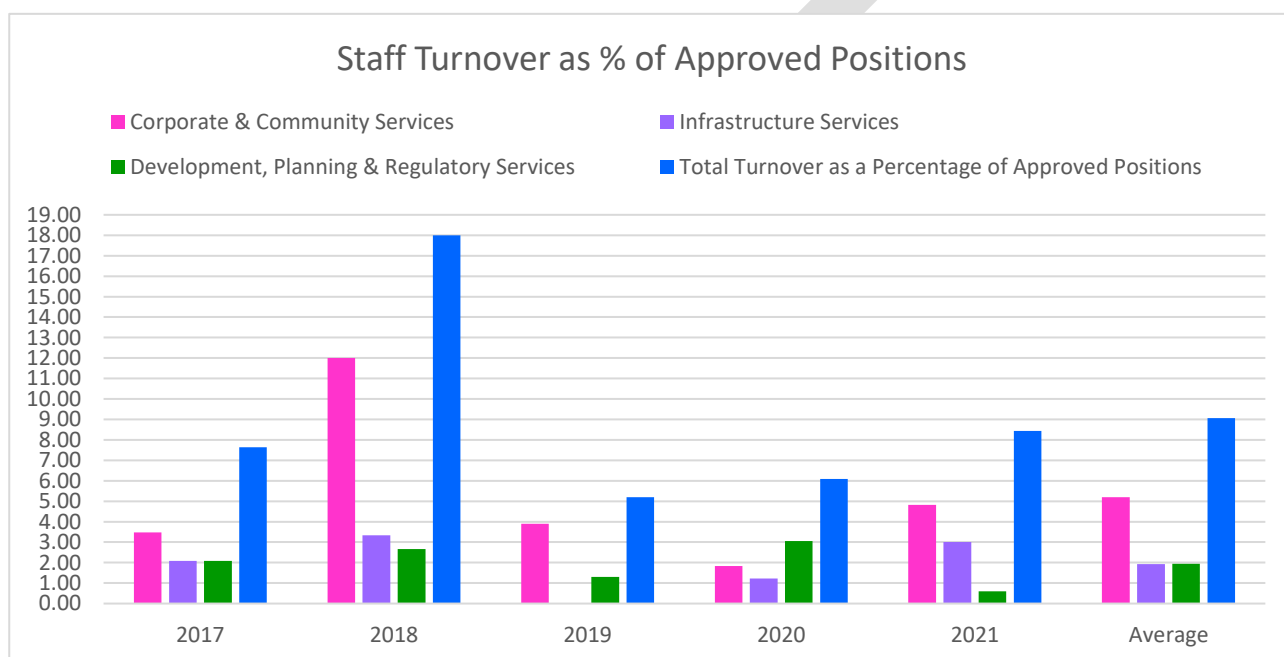
Staff Turnover % by Directorate

Directorate	2017	2018	2019	2020	2021	Average
Corporate and Community Services	3.47	12.00	3.90	1.83	4.82	5.20
Infrastructure Services	2.08	3.33	0.00	1.22	3.01	1.93
Development, Planning & Regulatory Services	2.08	2.67	1.30	3.05	0.60	1.94
Total Turnover as a Percentage of Approved Positions	**7.64**	**18.00**	**5.19**	**6.10**	**8.43**	**9.07**

Permanent Staff Positions Approved by Council 9 April 2022

POSITION	Full-time/ Part-time	Contract Hours	Total FTE Positions
GENERAL MANAGER'S OFFICE			
General Manager	FT	35	
Executive Assistant	FT	35	
Communications / Media Officer	FT	35	3.00
Economic Development			
Manager of Economic Development	FT	35	
Tourist Assistant	FT	35	
Tourist Assistant	PT	35	
Tourism and Events Officer	FT	35	
Marketing Assistant	FT	35	
Community and Business Development Officer	FT	35	
Grants Officer	PT	21	6.60
CORPORATE AND COMMUNITY SERVICES			
Director of Corporate and Community Services	FT	35	
Personal Assistant	FT	35	2.00
Governance, Risk and Corporate Planning			
Manager of Governance, Risk and Corporate Planning	FT	35	
Governance, Risk and Corporate Planning Officer	PT	21	1.60
Administration and Human Resources			
Manager Administration & Human Resources	FT	35	
Records Supervisor	FT	35	
Work Health and Safety Coordinator	FT	35	
Human Resources Officer	FT	35	
Administration Officer (Technology)	PT	20	
Payroll Officer	FT	35	5.57
Finance			
Chief Financial Officer	FT	35	
Financial Accountant	FT	35	
Rates Officer	FT	35	
Debtors Officer	FT	35	
Creditors Officer	FT	35	
Management Accountant	FT	35	

Finance Officer	FT	35	
Storeperson	FT	38	
Purchasing and Supply Officer	FT	38	
Customer Service Officer	FT	35	10.00
Library and Learning Centre			
Manager Library and Learning Centre	FT	35	
Library Technician	FT	35	
Library Assistant	FT	35	
Library Assistant	FT	35	
Library Assistant	FT	35	5.00
Community Services			
Manager of Community Services	FT	35	1.00
Children, Youth and Family Services			
Coordinator Children, Youth and Family Services	FT	35	
Youth Worker	PT	21	
Youth Worker Assistant	PT	12	
Educator Supervisor	PT	30	
Educator Assistant (OOSHC)	PT	21	3.21
Life Choices - Support Services			
Administration & Quality Officer	FT	35	
Finance Officer	FT	35	
Customer Service Officer	PT	20	
Customer Service Officer	FT	35	
Coordinator - Activity and Lifestyle Support	FT	35	
Activity Support Facilitator	PT	15.2	
Activity Support Facilitator	PT	22.8	
Activity Support Facilitator	FT	38	
Activity Support Facilitator	FT	38	
Activity Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	25.88

Coordinator Direct Support	FT	35	
Team Leader Direct Support	FT	38	
Maintenance Worker	FT	38	
P/T Direct Support Worker (Clinical)	PT	15	
P/T Direct Support Worker (Clinical)	PT	15	
P/T Direct Support Worker (Clinical)	PT	15	
P/T Direct Support Worker (Clinical)	PT	30	
P/T Direct Support Worker (Clinical)	PT	30	
P/T Direct Support Worker (Domestic)	PT	15	
P/T Direct Support Worker (Domestic)	PT	15	
P/T Direct Support Worker (General)	PT	15	
P/T Direct Support Worker (General)	PT	15	
P/T Direct Support Worker (General)	PT	15	
P/T Direct Support Worker (General)	PT	15	
P/T Direct Support Worker (General)	PT	15	
P/T Direct Support Worker (General)	PT	15	
P/T Direct Support Worker (General)	PT	15	
P/T Direct Support Worker (General)	PT	15	
DEVELOPMENT, PLANNING AND REGULATORY SERVICES			
Director of Development, Planning and Regulatory Services	FT	35	
Personal Assistant	FT	35	2.00
Planning and Regulatory Services			
Manager of Planning and Regulatory Services	FT	35	
Customer Service Officer	FT	35	
Building & Environmental Health Officer	FT	35	
Technical Support Officer	FT	35	
Town Planner	FT	35	
Ranger	FT	38	
Facility Maintenance Officer	FT	38	
Waste and Environmental Management Officer	FT	35	
Ranger	FT	38	9.00
Saleyards			
Saleyards Manager	FT	38	1.00

Waste & Recovery			
Waste & Recovery Coordinator	FT	38	
Landfill Attendant (Glen Innes)	PT	23.5	
Landfill Attendant (Glen Innes)	PT	23.5	
Landfill Attendant (Emmaville)	PT	8	
Landfill Attendant (Deepwater)	PT	8	
Landfill Attendant (Red Range)	PT	8	2.87
Recreation and Open Spaces			
Manager of Recreation and Open Spaces	FT	38	
Coordinator of Recreation Facilities	FT	38	
Aquatic Centre Operator	FT	38	
Trainee Gardener	FT	38	
Parks Team Leader	FT	38	
Parks Labourer	FT	38	
Parks Labourer	FT	38	
Parks Labourer	FT	38	
Parks Labourer	FT	38	9.00
Cleaning Services			
Cleaner (Community Services)	FT	38	
Cleaner (74.25 hours)	PT	37.13	
Cleaner (38.25 hours)	PT	19.13	
Cleaner (Villages) (10 hours)	PT	5	
Cleaners (Villages) (6 hours)	Cas	3	
Cleaners (29 hours)	Cas	14.5	3.07
INFRASTRUCTURE SERVICES			
Director of Infrastructure Services	FT	35	
Community Recovery Officer (Temporary Position)	FT	35	
Personal Assistant	FT	35	3.00
Asset Services			
Manager Asset Services (Maternity Leave)	FT	35	
Technical Support Coordinator	FT	35	
Property Administration Officer	FT	35	
Works Officer (Aerodrome)	FT	38	4.00

Design Services			
Senior Design Officer	FT	35	
Design Officer	FT	35	2.00
Plant and Fleet			
Workshop Supervisor	FT	38	
Plant Mechanic	FT	38	
Plant Mechanic	FT	38	
Plant Mechanic	FT	38	
Tradesperson / Welder	FT	38	5.00
Infrastructure Delivery			
Manager of Infrastructure Delivery	FT	35	
Works Coordinator	FT	38	
Team Leader Concrete	FT	38	
Team Leader - Bridges	FT	38	
Heavy Plant Operator (Bridges)	FT	38	
Skilled Construction Worker (Bridges)	FT	38	
Excavator Operator	FT	38	
Team Leader - Construction	FT	38	
Heavy Plant Operator (Construction)	FT	38	
Heavy Plant Operator (Construction)	FT	38	
Heavy Plant Operator (Construction)	FT	38	
Team Leader - Drainage	FT	38	
Heavy Plant Operator (Drainage)	FT	38	
Heavy Plant Operator (Drainage)	FT	38	
Team Leader - Grading	FT	38	
Grader Operator	FT	38	
Skilled Construction Worker (Grading)	FT	38	
Team Leader - Grading	FT	38	
Heavy Plant Operator (Grading)	FT	38	
Heavy Plant Operator (Grading)	FT	38	
Team Leader - Heavy Patching	FT	38	
Heavy Plant Operator (Heavy Patching)	FT	38	
Skilled Construction Worker (Heavy Patching)	FT	38	
Heavy Plant Operator (Heavy Patching)	FT	38	
Team Leader - Maintenance	FT	38	31.00

Skilled Construction Worker (Maintenance)	FT	38	
Jetpatcher Operator	FT	38	
Skilled Construction Worker (Maintenance)	FT	38	
Heavy Combination Operator	FT	38	
Heavy Plant Operator (Relief)	FT	38	
Heavy Plant Operator (Relief)	FT	38	
Glen Innes Aggregates			
Quarry Manager	FT	38	
Production Coordinator	FT	38	
Sales and Delivery Operator	FT	38	
Heavy Combination Operator	FT	38	
Administration Officer	FT	35	5.00
Integrated Water and Sustainability Services			
Manager of Integrated Water Services	FT	35	
Coordinator of Integrated Water Services	FT	38	
Trainee Water and Wastewater Plant Operator	FT	38	
Water and Wastewater Plant Operator	FT	38	
Trainee Water and Wastewater Plant Operator	FT	38	
Team Leader Reticulation	FT	38	
Integrated Water Services Field Operator	FT	38	
Integrated Water Services Field Operator	FT	38	
Integrated Water Services Field Operator	FT	38	
Integrated Water Services Field Operator	FT	38	10.00
Total FTE Positions			**150.80**
Total Positions Approved			**168.00**

WORKFORCE ACTION PLAN 2022-2025

Action Plan Overview

The revised *Workforce Action Plan* is built on the principles of:

- Pragmatism
- Flexibility
- Measurability
- Meaningfulness
- Transparency
- Defensibility
- Achievability
- Simplicity

The *Workforce Action Plan* structure now includes:

- Strategic outcomes that are aligned with the IP&R Framework;
- Key Focus Areas that identify areas of strategic, organisational and workforce priority;
- Strategies that create and link planning, decision-making and resources to the achievement of Delivery Program objectives;
- Actions that focus and guide work and effort across the organisation;
- Measures that provide meaningful and measurable information for evaluation, monitoring and amendment of current actions and act as input into future planning, decision making and resource allocation; and
- Accountability so that everyone understands how they contribute to the long-term financial sustainability of the organisation, and the delivery of efficient and effective services.

Strategic Workforce Planning Outcomes

Council's five (5) key strategic workforce planning outcomes are:

1. Become an Employer of Choice

Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.

2. Foster a One Council Culture

Unified by its values, Council's workforce is committed, cohesive and service-oriented.

3. Create a Sustainable Workforce

The workforce now and over time is ready, willing and capable of delivering efficient and effective services.

4. Promote Health and Well-Being

Council's health, safety and well-being practices are embedded in its culture and work systems.

5. Resource the Future

Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.

Measurement, Reporting and Review

The ***Workforce Action Plan*** includes indicative measures and reporting milestones, which act as a guide only. They should be revised periodically to ensure they meet the requirements of the organisation with respect to:

- The Integrated Planning reporting cycle;

- Council's reporting cycle;

- MANEX's reporting cycle;

- The budget cycle;

- Availability of information from existing systems;

- Established organisation process cycles (e.g. performance appraisal and progression); and

- Information intent (will the information used to satisfy compliance, risk mitigation, decision-making, planning, resource allocation, etc.).

Become an Employer of Choice

Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Staffing	The recruitment strategy attracts a diverse pool of candidates.	Review each years' recruitment information and create a profile of applicants and candidates. Review current recruitment procedures and guidelines to streamline processes and improve ease of use.	Average time to fill a vacancy (date of closing to offer) is six weeks or less. 90% or more of roles offered are accepted by the preferred candidate. There are at least five applications (average) that meet the position criteria in first round advertising.	Manager of Administration and Human Resources (MAHR)	Annually
		Review Council's current employment branding and recruitment practices with a focus on attracting women into non – traditional roles and increasing the participation of young people in the workforce. Implement agreed actions arising from the review.	The review is completed and agreed actions are integrated into Council's recruitment procedures and practices. There is a measurable increase in the number of applications from members of the target groups.	MAHR	31 March 2024
		Review Aboriginal and Torres Strait Islander employment to ensure that it is at least representative of the wider LGA.	Aboriginal and Torres Strait Islander employment within Council is maintained at a level that is at least representative of the working age population in the wider LGA.	MAHR	31 October each year

Become an Employer of Choice

Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
		Prepare an Aboriginal Employment Strategy if Aboriginal and Torres Strait Islander employment drops below the required target for two consecutive years, as reported in Council's Annual Report.			
	The retention strategy supports the creation of a welcoming, inclusive and engaged workplace.	Review Council's online on-boarding program to ensure that it is up to date, covers all required areas and includes: induction, probation, core training and performance feedback and support. Review Council's onsite induction procedures to ensure that they up to date, effective and include: ICT and security, safety, physical and psychological requirements.	Relevant information is added to Council's online on-boarding system, which is available to all new staff members. 100% of staff have completed formal induction within the approved timeframe and understand the requirements of their roles. 100% of annual appraisals and assessments are completed in accordance with the approved review cycle. Voluntary turnover remains within the industry standard. The baseline workforce engagement index is better than 'satisfactory'.	MAHR / Human Resources Officer	30 April 2023

Become an Employer of Choice

Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
		Review and further develop a retention strategy for the 35 - 54 year cohort of employees.	Findings and strategy are submitted to MANEX for approval. 50% of cohort indicate an intention to remain with the organisation for greater than five years. Multi-skilling and retraining actions contribute to risk mitigation for positions central to strategic objectives, and improved efficiency and effectiveness in service delivery. An employee engagement index of 'satisfactory' or better is achieved.	MAHR	30 June 2025
Total reward offering (TRO)	Council's remuneration and non-salary incentives are affordable, contribute to the achievement of strategic and operational goals and are of value to its employees.	Review Council's leave management and flexible work arrangements framework. Implement approved frameworks.	Annual leave liability is kept below eight weeks for all staff. Long Service Leave liability is reduced by 10% annually with a long-term goal to reach no more than 13 weeks per employee (2026). Employee engagement survey results indicate that leave management and flexible work arrangements are at least 'satisfactory'.	MAHR / MANEX	30 June each year.

Foster a One Council Culture

Unified by its values, Council's workforce is committed, cohesive and service-oriented.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Communication	Communication ensures knowledge, information, decisions, priorities and feedback inform timely, considered responses to change, operational management, continuous improvement, risk management and resource allocation.	Review the internal communication hierarchy at least annually to ensure that the most appropriate information source communicates with internal stakeholders at the right time.	The communication plan is reviewed annually to ensure its effectiveness. The communication plan supports organisation decision-making, planning and action. The baseline workforce engagement index is better than 'satisfactory'.	MAHR / MANEX	Annually in March
	Where practicable, impediments to efficient communication are removed or have their effects mitigated.	Continue to pursue cost effective alternatives for the possible co-location of Council's Grey Street and Church Street offices.	Co-location of offices indicates the possibility of potential reductions in costs, gains in efficiencies and improved customer services as outcomes.	MANEX	Ongoing

Foster a One Council Culture

Unified by its values, Council's workforce is committed, cohesive and service-oriented.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Leadership	Line leadership is the principal motivating force for the organisation in accomplishing its strategic, operational and organisation goals.	Review annual training plans to ensure that they support line leaders to understand and effectively undertake their people and business management accountabilities.	100% of line leaders have attended training and development in: ▪ managing employee performance; ▪ budget monitoring and reporting; ▪ WHS and injury management; and ▪ general project management principles. Line leadership resolves 90% or better of general enquiries. Annual grievances related to HRM practices or processes represent less than 5% of the workforce.	MAHR / MANEX	28 February each year
Performance planning, development and management	The employee performance framework is aligned to the organisation's goals and clearly communicates and reinforces performance expectations	Revise all position descriptions annually so that core accountabilities, knowledge, skills and attributes are aligned to organisational goals and accurately described. Review the appraisal and progression framework to incorporate a skills component at salary steps one and two for all relevant positions.	Position description reviews are incorporated into the annual performance review process. Positions that are suitable for skill steps are identified and have skills set up against steps one and two in time for the next round of annual reviews.	MAHR MAHR	Annually in June As positions are reviewed

Foster a One Council Culture

Unified by its values, Council's workforce is committed, cohesive and service-oriented.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
		Link competence and performance to the total reward offering.	Performance objectives, behaviours and skill sets support the achievement of Council's strategic and operational objectives and have "line of sight" to the CSP and DP. Performance measures are designed to place a particular emphasis on quality, customer service and safety. 100% of staff not meeting the expected standard of performance have a development and improvement plan. Less than 2% of performance improvement activities result in a grievance due to poor process management.		

Create a Sustainable Workforce

The workforce now and over time is ready, willing and capable of delivering efficient and effective services.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Learning, training and development	The staff training and development program ensures the workforce is ready, willing and capable of delivering efficient and effective services.	Link the staff training and development program(s) to service delivery requirements and annual training plans, with a focus on: ▪ Leader development; ▪ New talent acquisition; ▪ Emerging leaders; and ▪ Capability development (creation of an internal labour market with the potential, readiness and fit for vacant, new or future roles). Support staff development through the establishment of formal coaching and mentoring programs.	100% of line leaders have attended training and development with respect to: ▪ managing employee performance; ▪ budget monitoring and reporting; ▪ WHS and injury management; and ▪ general project management principles. All talent development and management programs are informed by the: ▪ Delivery Program and annual Operational Plans; ▪ Workforce Management Strategy; ▪ WHS Management Plan; ▪ workforce and organisation profiles; ▪ position descriptions; and ▪ performance and competency appraisals.	MAHR	28 February each year

Create a Sustainable Workforce

The workforce now and over time is ready, willing and capable of delivering efficient and effective services.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
			Mentoring and coaching programs are implemented in accordance with identified priority areas.		
Future knowledge and capability requirements	The capability development program supports the proactive acquisition of contemporary skills, knowledge and attributes identified as organisationally critical.	Develop and implement an integrated program that concentrates effort on up-skilling, cross-skilling, multi-skilling and retraining the workforce. Develop and implement a future capability program that concentrates effort on critical knowledge, skills and attributes that will be required over the life of the CSP.	Capability programs are developed annually, alongside the Corporate Training Plan and implemented in accordance with identified priority areas.	MAHR	February 2023 onwards

Promote Health and Well-Being

Council's health, safety and well-being practices are embedded in its culture and work systems.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Workers compensation	Workers compensation and injury management programs mitigate organisation risk and support the goal of a prompt and enduring return to work for injured workers.	Review and develop an injury management and recover at work program. Implement approved program.	The injury management program is submitted to MANEX for approval. The appropriate Officer(s) are notified of an incident/injury not more than two hours after it occurs. Line leaders understand and actively participate in the injury management process.	MAHR / Work Health and Safety Coordinator (WHSC)	February 2023
Work Health and Safety (WHS)	The WHS Management Plan meets legislative, regulatory and organisation requirements.	Implement an approved annual WHS action plan at the commencement of each financial year. Submit a monthly action plan status report to the WHS Consultative Group and MANEX. Review the WHS Management Plan to ensure that it continues to meet legislative and organisational requirements.	An annual WHS action plan is submitted to MANEX for approval and implementation each year. An action plan status report is submitted to the WHS Consultative Group and Manex each month, demonstrating compliance with legislative, regulatory and organisation requirements. The appropriate Officer(s) are notified of an incident/injury not more than 2 hours after it occurs. All reportable incidents are reported to WorkCover within the specified timeframe.	MAHR / WHSC MAHR / WHSC	July 2022 onwards Monthly

Promote Health and Well-Being

Council's health, safety and well-being practices are embedded in its culture and work systems.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
			The incidence of preventable incidents / injuries is reduced through improved induction, education and risk assessments. 100% of current contractors and volunteers have undergone a WHS induction.		
Well-being	The well-being program is focused on education and awareness of critical well-being risks.	Conduct a review of the current well-being program (efficiency, effectiveness, appropriateness). Develop a well-being program that is informed by critical WHS, workers compensation, injury management and well-being issues and focused on education and awareness. Implement the approved well-being program. Conduct a well-being pulse check 12 months after the introduction of the program to test its value and contribution.	The well-being program is submitted to MANEX for approval. The well-being program is implemented by 1 September 2022. A well-being program status report is submitted to Manex annually in June. The workforce understands critical health and well-being risks.	MAHR / Human Resources Officer (HRO)	1 September 2022

Promote Health and Well-Being

Council's health, safety and well-being practices are embedded in its culture and work systems.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Ageing workforce	The Mature Age Workforce Program assists older workers to remain productive, contributing members of the organisation.	Implement the actions set out in the Mature Age Workforce Program.	The specific needs of the ageing workforce are identified and incorporated into the relevant WHS and workforce planning strategies. Improved work practices and job design allow older workers to remain productive, reducing the incidence of preventable injury. Critical corporate knowledge residing with older workers has been identified and strategies to transfer knowledge and skills developed and implemented in priority areas. Older worker initiatives contribute to ensuring the broader workforce is ready, willing and capable of delivering efficient and effective services. Outcomes of older worker initiatives are reported to Manex and the management team annually in June.	MAHR	1 July 2022 - 30 June 2025

Resource the Future

Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Workforce profile	The organisation's workforce profile is current and informs the priorities, objectives, actions and outcomes of the workforce plan.	Review the current workforce profile / HR metrics data and prepare a revised profile / new data at least annually.	The workforce profile / HR metrics data is updated / reported annually and is used as a decision-making and forecasting tool for other workforce planning and management actions.	MAHR	Annually
Organisation design	Council's management structure and the organisation of work is aligned to the delivery of its key strategic, operational and organisation objectives.	Complete group and departmental structure reviews. Update the organisation structure. Develop annual departmental work plans to inform the priorities, work and effort.	Structure reviews are completed annually. Reviews align with the delivery of Council's strategic goals to ensure that the workforce is sufficiently resourced, skilled and capable of delivering all identified outcomes. Information from reviews is used as a decision-making and forecasting tool for other workforce planning and management actions. Departmental work plans are developed as part of the budgeting cycle and implemented at the commencement of the financial year.	General Manager / MANEX	28 February 2023 then annually

Resource the Future

Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Succession planning	Succession planning is future-focused and ensures the organisation is well placed to manage its corporate knowledge and continue to offer efficient and effective services.	Review and identify positions that are critical or central to strategic objectives. Identify 'critical people'. Develop a succession management plan(s) for positions that are critical or central to strategic objectives. Implement succession management plans.	Critical and central strategic positions and critical people are identified. The succession management plan(s) is submitted to MANEX for approval. The succession management plan(s) is implemented. A succession management plan status report is submitted to MANEX by March annually.	MAHR / Manex MAHR MAHR MAHR	30 Nov each year 31 Jan 2023 30 June 2023 31 March each year
Employee engagement	Employees are committed to the organisation's goals and values, motivated to contribute to its success and at the same time are able to enhance their sense of well-being.	Engage an external provider to conduct an employee engagement survey. Conduct an employee engagement pulse survey bi-annually to measure the effectiveness of workforce planning and HR programs and initiatives. Incorporate survey data into workforce planning and HR programs and actions.	An employee engagement survey is undertaken in July 2022. An employee pulse survey is undertaken no more than 24 months after the initial engagement survey. The engagement and pulse survey findings inform the organisation's talent management and development, performance improvement and TRO initiatives. Council's baseline workforce engagement index is better than 'satisfactory'.	MAHR MAHR	31 Aug 2022 31 Aug 2024

Resource the Future

Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
Change management	The organisation anticipates, prepares for, and responds to change.	Conduct a review of significant impending changes resulting from the CSP, DP, structural reform, legislative or regulatory changes, or changes in technology, and develop change management strategies. Integrate local government reform and change priorities into key strategic, operational and organisation plans. Develop partnerships with key stakeholders to support the organisation and workforce in dealing with changes within the local government sector.	The review is completed by December 2022 and used to inform the development of strategies. A report on changes and strategies to manage them is submitted to MANEX by March 2023 for approval. Change management strategies support organisation decision-making, planning and action.	MAHR / Manex MAHR	31 Dec 2022 31 March 2023

Resource the Future

Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.

Key Focus Area	Strategy	Action(s)	Measure(s)	Responsibility	Target Date
IP&R Framework	The Workforce Management Strategy informs the Long-Term Financial Plan, supports the Asset Management Plan, and facilitates the achievement of the objectives of the Delivery Program through focused, measurable actions.	Monitor and account for material changes to the LTFP, AMP, Delivery Program or organisation structure and adjust workforce planning and management actions accordingly.	Key Focus Areas are identified, and a status report submitted to MANEX annually. Reports are submitted in accordance with the IP&R Framework reporting cycle. To the extent that it is reasonably practicable, the workforce plan meets all IP&R Framework requirements.	MAHR	Annually