

# Glen Innes Severn Council



## Workforce Management Strategy 2022-2025

1 July 2022

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## KEY TERMS AND DOCUMENTS

### Key Terms

|   |  |
|---|--|
| <p><b>Asset Management Strategy</b></p>         | <p>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.</p>  |
| <p><b>Community Strategic Plan</b></p>          | <p>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.</p> |
| <p><b>Delivery Program</b></p>                  | <p>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.</p>                                    |
| <p><b>Integrated Planning and Reporting</b></p> | <p>The Integrated Planning and Reporting (IP&amp;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.</p>  |
| <p><b>Long-Term Financial Plan</b></p>          | <p>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.</p>  |
| <p><b>Operational Plan</b></p>                  | <p>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.</p>   |
| <p><b>Workforce Management Strategy</b></p>     | <p>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.</p>   |

## **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](http://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); its 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:

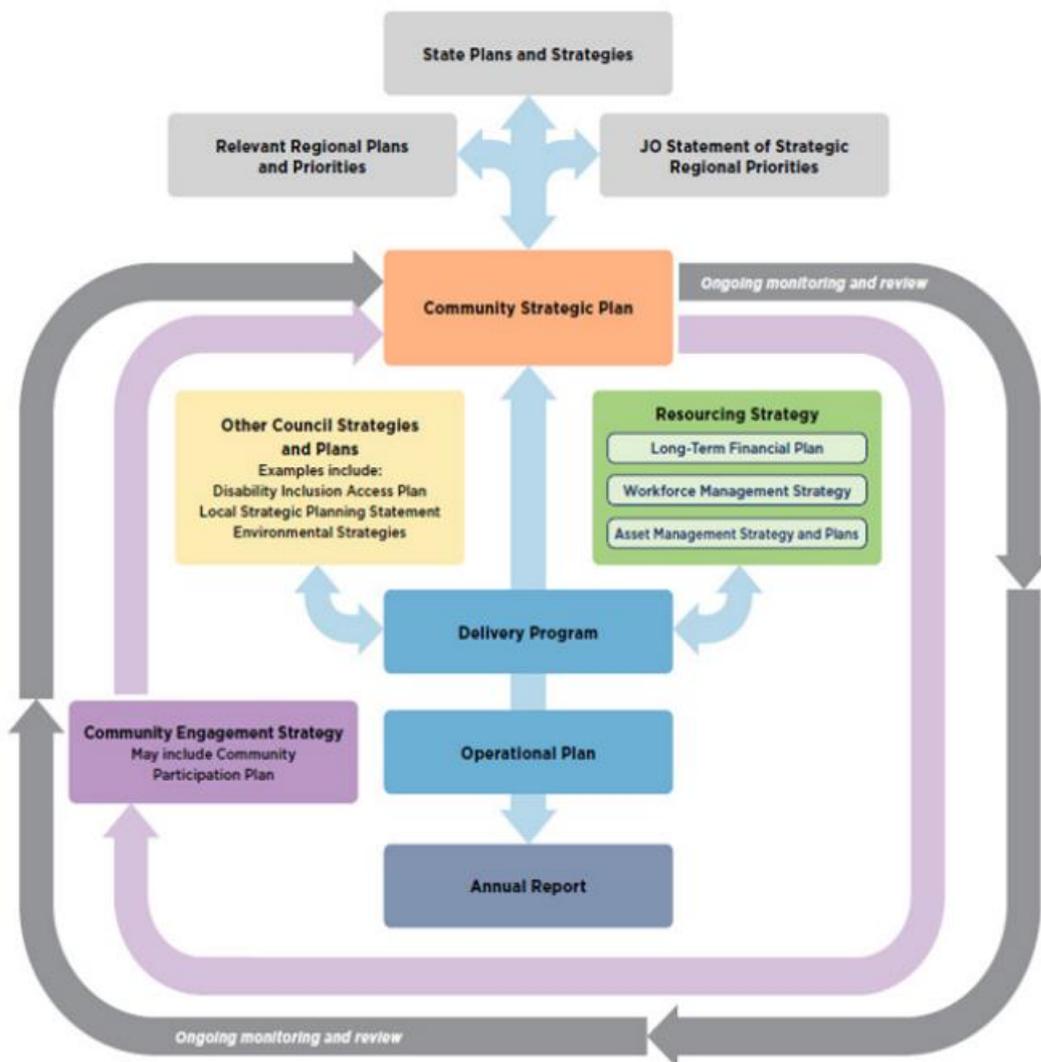
1. Become an Employer of Choice;
2. Foster a One Council Culture;
3. Create a Sustainable Workforce;
4. Promote Health and Wellbeing; and
5. Resource the Future.

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.

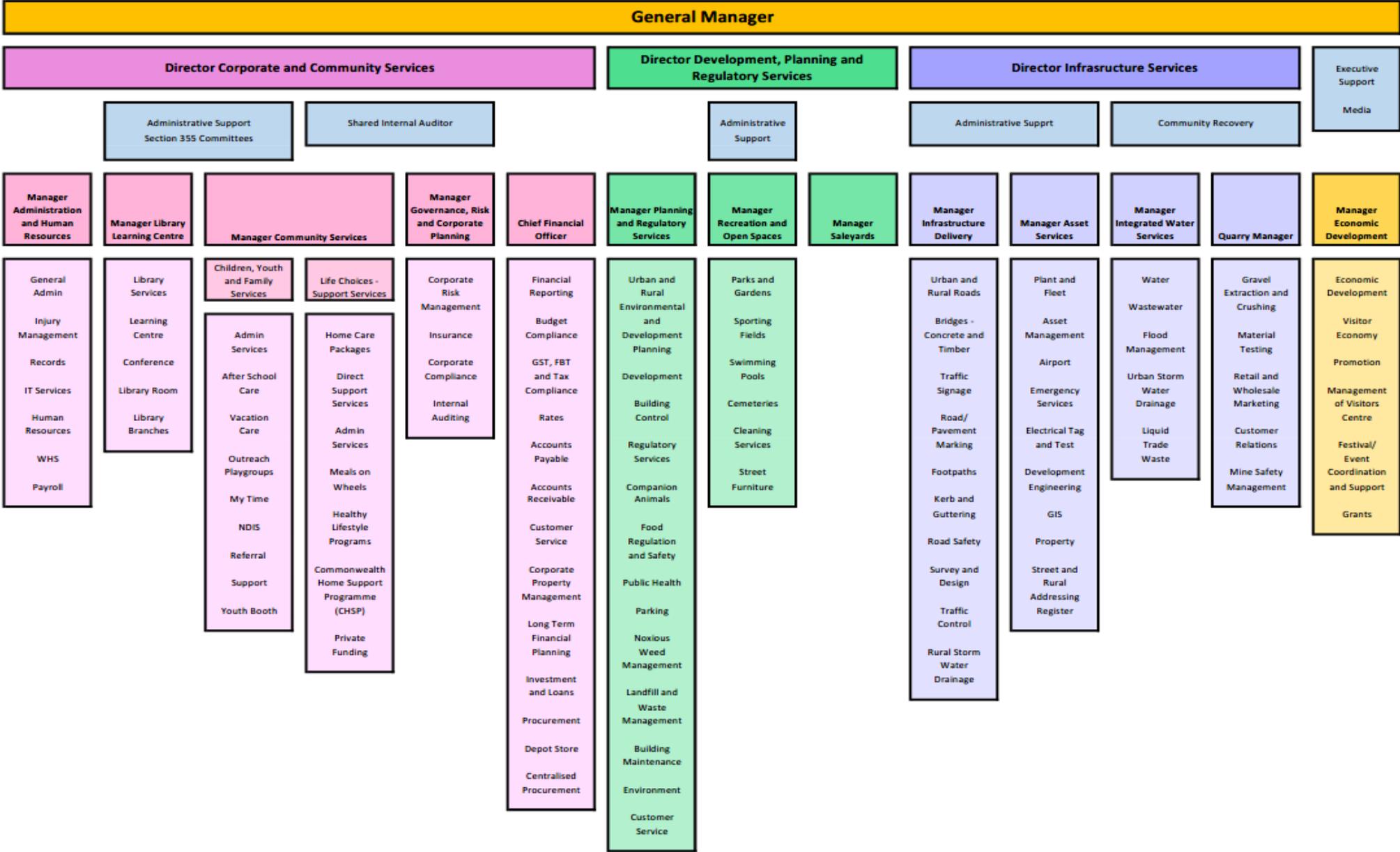
When fully staffed, Council has around 174 permanent employees and an overall staff of around 200. It is governed by an elected body of seven (7) councillors and has an annual operating budget in the vicinity of \$35,000,000.

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

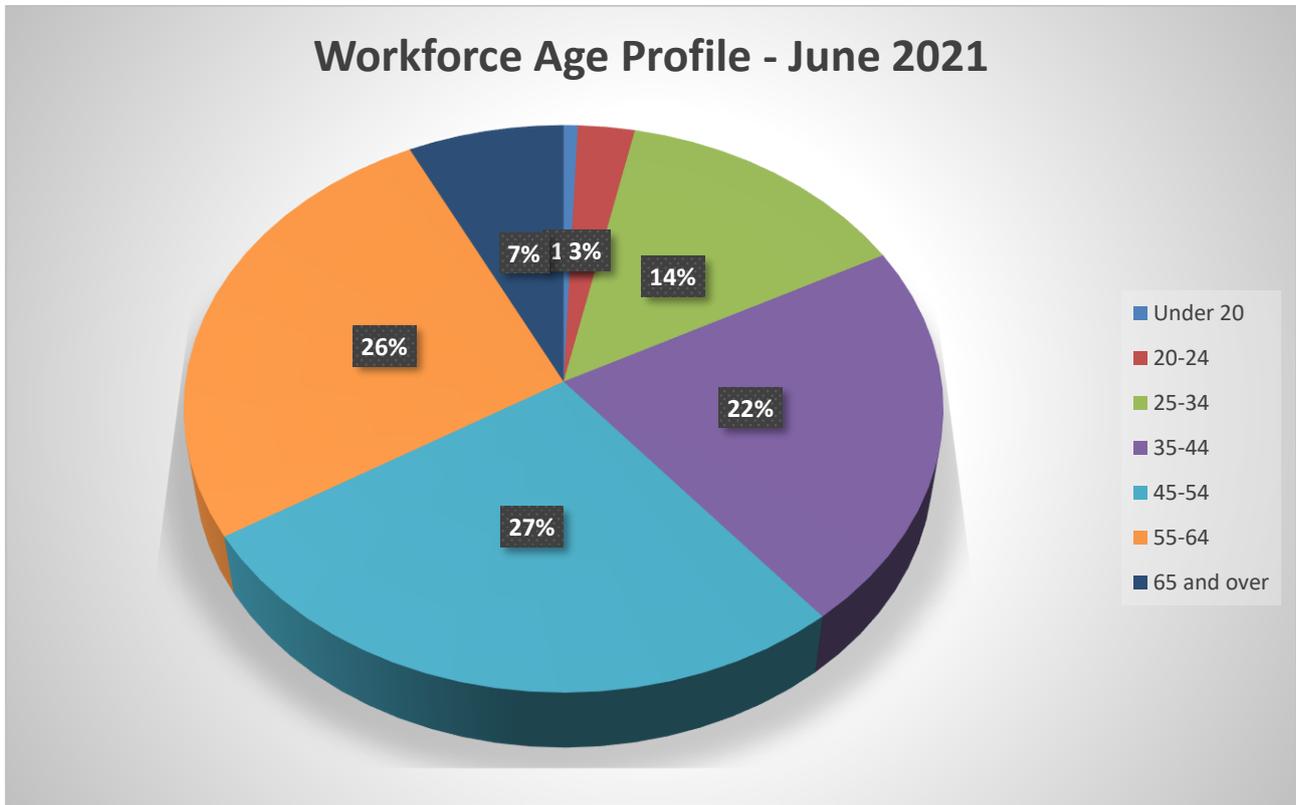


## Workforce Profile / Equal Employment Opportunity Statistics: 30 June 2021

|                     | Total Staff      | Male         | Female       | Aboriginal or Torres Strait Islanders | Racial, Ethnic, Ethno-religious Minority Groups | Non-English Speaking Background | 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                         |
| <b>Total %</b>      | <b>100.00</b>    | <b>53.40</b> | <b>46.60</b> | <b>5.24</b>                           | <b>0.00</b>                                     | <b>1.57</b>                     | <b>0.00</b>               |
| <b>Total Staff</b>  | <b>191</b>       | <b>102</b>   | <b>89</b>    | <b>10</b>                             | <b>0</b>  | <b>3</b>                        | <b>0</b>                  |

## Workforce Age Profile

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

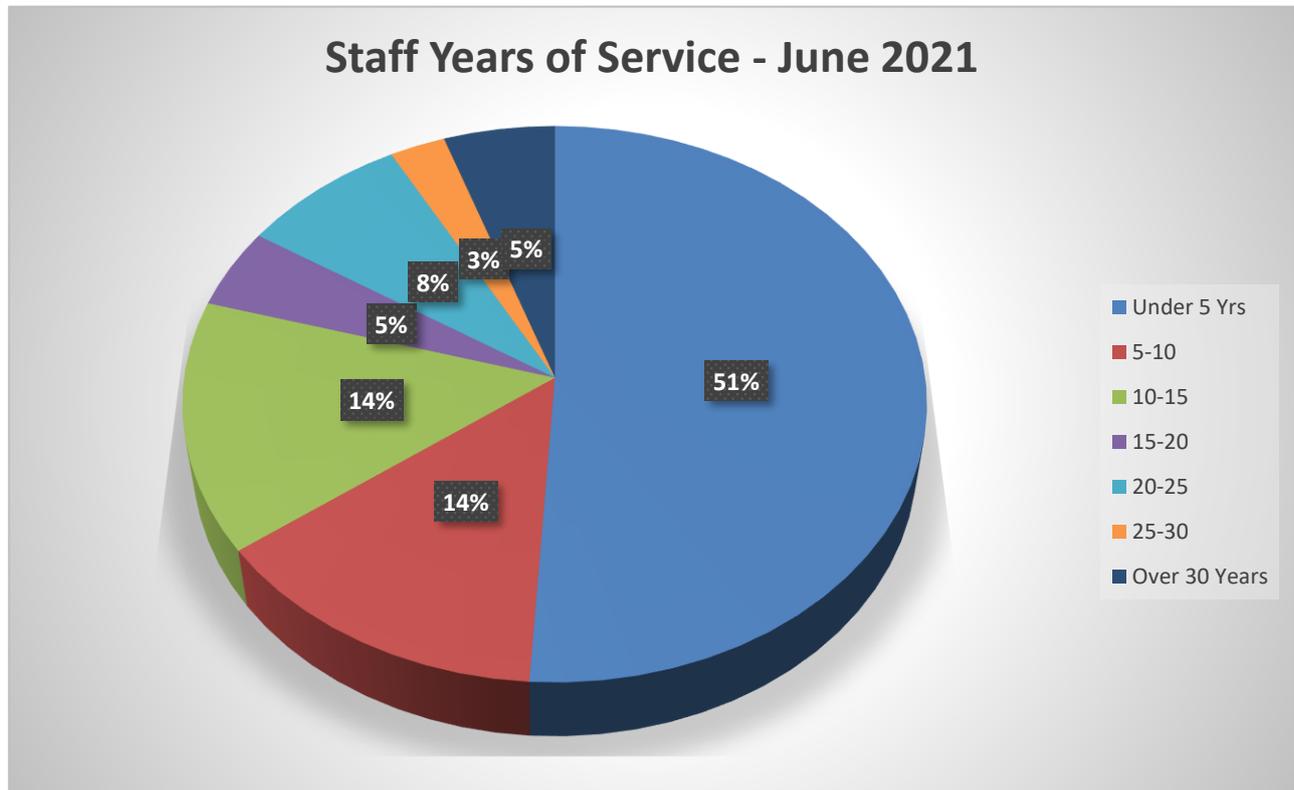


## Workforce Age Profile by Function (Excluding Casual Staff) – 30 June 2021

|                             | 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           | <b>18</b>     |
| Children and Youth          | 0           | 0           | 2            | 0            | 1            | 1            | 0           | <b>4</b>      |
| Community Services          | 0           | 0           | 0            | 0            | 0            | 1            | 0           | <b>1</b>      |
| Economic Development        | 0           | 0           | 1            | 0            | 2            | 3            | 0           | <b>6</b>      |
| GM's Office                 | 0           | 0           | 0            | 0            | 1            | 1            | 1           | <b>3</b>      |
| Glen Innes Aggregates       | 0           | 0           | 0            | 0            | 1            | 2            | 1           | <b>4</b>      |
| Infrastructure              | 0           | 0           | 3            | 10           | 9            | 10           | 2           | <b>34</b>     |
| Integrated Water Services   | 0           | 1           | 3            | 3            | 1            | 2            | 0           | <b>10</b>     |
| Library                     | 0           | 1           | 0            | 0            | 3            | 0            | 1           | <b>5</b>      |
| Life Choices                | 1           | 0           | 7            | 3            | 9            | 6            | 4           | <b>30</b>     |
| Planning and Regulatory     | 0           | 0           | 2            | 6            | 5            | 5            | 1           | <b>19</b>     |
| Recreation & Open Spaces    | 0           | 1           | 0            | 5            | 1            | 2            | 0           | <b>9</b>      |
| Technical Services          | 0           | 1           | 1            | 3            | 1            | 1            | 1           | <b>8</b>      |
| <b>Grand Total</b>          | <b>1</b>    | <b>4</b>    | <b>21</b>    | <b>33</b>    | <b>41</b>    | <b>40</b>    | <b>11</b>   | <b>151</b>    |
| <b>% of Total Workforce</b> | <b>0.66</b> | <b>2.65</b> | <b>13.91</b> | <b>21.85</b> | <b>27.15</b> | <b>26.49</b> | <b>7.28</b> | <b>100.00</b> |

## Staff Years of Service

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



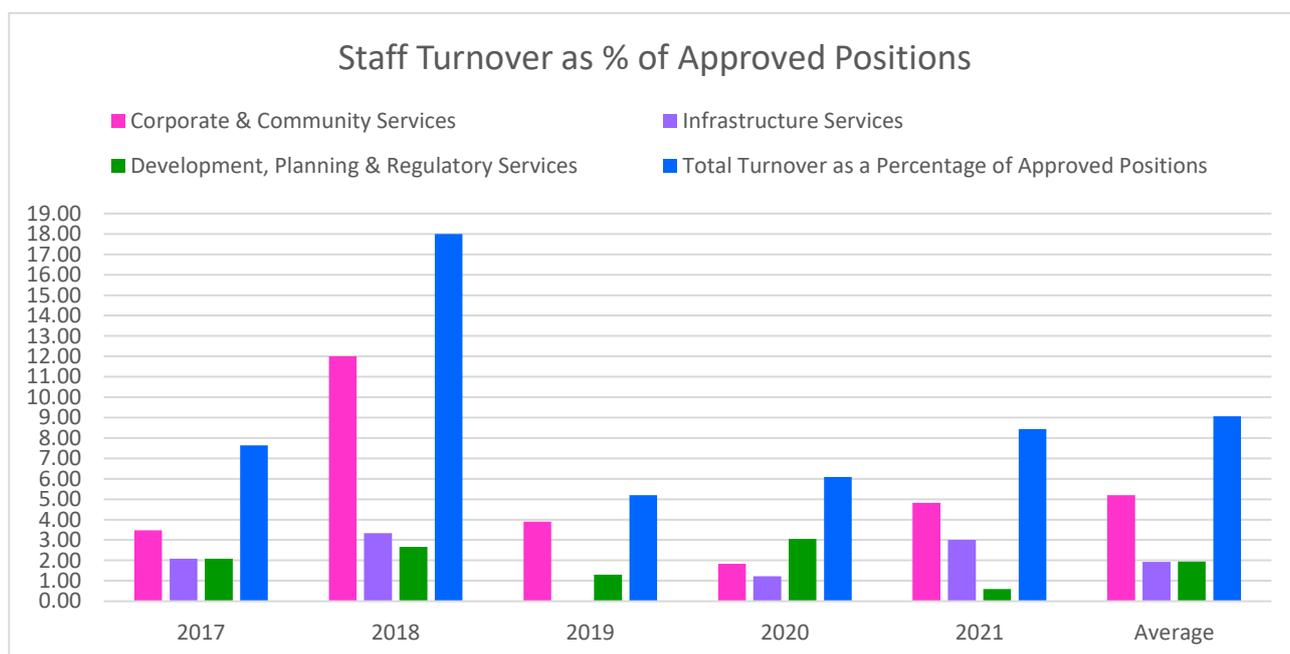
## Staff Years of Service by Function – June 2021

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

## 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        |
| <b>Total Turnover as a Percentage of Approved Positions</b> | <b>7.64</b> | <b>18.00</b> | <b>5.19</b> | <b>6.10</b> | <b>8.43</b> | <b>9.07</b> |

## Permanent Staff Positions Approved by Council 9 April 2022

| POSITION   | Full-time/<br>Part-time | Contract<br>Hours | Total FTE<br>Positions |
|--|-------------------------|-------------------|------------------------|
| <b>GENERAL MANAGER'S OFFICE</b>                    |                         |                   |                        |
| General Manager                                    | FT                      | 35                | 3.00                   |
| Executive Assistant                                | FT                      | 35                |                        |
| Communications / Media Officer                     | FT                      | 35                |                        |
| <b>Economic Development</b>                        |                         |                   |                        |
| Manager of Economic Development                    | FT                      | 35                | 6.60                   |
| 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                |                        |
| <b>CORPORATE AND COMMUNITY SERVICES</b>            |                         |                   |                        |
| Director of Corporate and Community Services       | FT                      | 35                | 2.00                   |
| Personal Assistant                                 | FT                      | 35                |                        |
| <b>Governance, Risk and Corporate Planning</b>     |                         |                   |                        |
| Manager of Governance, Risk and Corporate Planning | FT                      | 35                | 1.60                   |
| Governance, Risk and Corporate Planning Officer    | PT                      | 21                |                        |
| <b>Administration and Human Resources</b>          |                         |                   |                        |
| Manager Administration & Human Resources           | FT                      | 35                | 5.57                   |
| 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                |                        |
| <b>Finance</b>                                     |                         |                   |                        |
| 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   | 10.00 |
| Storeperson                                     | FT | 38   |       |
| Purchasing and Supply Officer                   | FT | 38   |       |
| Customer Service Officer                        | FT | 35   |       |
| <b>Library and Learning Centre</b>              |    |      |       |
| Manager Library and Learning Centre             | FT | 35   | 5.00  |
| Library Technician                              | FT | 35   |       |
| Library Assistant                               | FT | 35   |       |
| Library Assistant                               | FT | 35   |       |
| Library Assistant                               | FT | 35   |       |
| <b>Community Services</b>                       |    |      |       |
| Manager of Community Services                   | FT | 35   | 1.00  |
| <b>Children, Youth and Family Services</b>      |    |      |       |
| Coordinator Children, Youth and Family Services | FT | 35   | 3.21  |
| Youth Worker                                    | PT | 21   |       |
| Youth Worker Assistant                          | PT | 12   |       |
| Educator Supervisor                             | PT | 30   |       |
| Educator Assistant (OOSHC)                      | PT | 21   |       |
| <b>Life Choices - Support Services</b>          |    |      |       |
| Administration & Quality Officer                | FT | 35   | 25.88 |
| 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   |       |

|   |    |    |      |
|---|----|----|------|
| 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 |      |
| <b>DEVELOPMENT, PLANNING AND REGULATORY SERVICES</b>      |    |    |      |
| Director of Development, Planning and Regulatory Services | FT | 35 |      |
| Personal Assistant  | FT | 35 | 2.00 |
| <b>Planning and Regulatory Services</b>                   |    |    |      |
| 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 |
| <b>Saleyards</b>  |    |    |      |
| Saleyards Manager   | FT | 38 | 1.00 |

| <b>Waste &amp; Recovery</b>                     |     |       |      |
|---|-----|-------|------|
| Waste & Recovery Coordinator                    | FT  | 38    | 2.87 |
| 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     |      |
| <b>Recreation and Open Spaces</b>               |     |       |      |
| Manager of Recreation and Open Spaces           | FT  | 38    | 9.00 |
| 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    |      |
| <b>Cleaning Services</b>                        |     |       |      |
| Cleaner (Community Services)                    | FT  | 38    | 3.07 |
| 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  |      |
| <b>INFRASTRUCTURE SERVICES</b>                  |     |       |      |
| Director of Infrastructure Services             | FT  | 35    | 3.00 |
| Community Recovery Officer (Temporary Position) | FT  | 35    |      |
| Personal Assistant                              | FT  | 35    |      |
| <b>Asset Services</b>                           |     |       |      |
| Manager Asset Services (Maternity Leave)        | FT  | 35    | 4.00 |
| Technical Support Coordinator                   | FT  | 35    |      |
| Property Administration Officer                 | FT  | 35    |      |
| Works Officer (Aerodrome)                       | FT  | 38    |      |

| <b>Design Services</b>                       |    |    |       |
|--|----|----|-------|
| Senior Design Officer                        | FT | 35 | 2.00  |
| Design Officer                               | FT | 35 |       |
| <b>Plant and Fleet</b>                       |    |    |       |
| Workshop Supervisor                          | FT | 38 | 5.00  |
| Plant Mechanic                               | FT | 38 |       |
| Plant Mechanic                               | FT | 38 |       |
| Plant Mechanic                               | FT | 38 |       |
| Tradesperson / Welder                        | FT | 38 |       |
| <b>Infrastructure Delivery</b>               |    |    |       |
| Manager of Infrastructure Delivery           | FT | 35 | 31.00 |
| 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 |       |

|   |    |    |               |
|---|----|----|---------------|
| 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 |               |
| <b>Glen Innes Aggregates</b>                        |    |    |               |
| 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          |
| <b>Integrated Water and Sustainability Services</b> |    |    |               |
| 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         |
| <b>Total FTE Positions</b>                          |    |    | <b>150.80</b> |
| <b>Total Positions Approved</b>                     |    |    | <b>168.00</b> |

# 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. | <p>Review each years' recruitment information and create a profile of applicants and candidates.</p> <p>Review current recruitment procedures and guidelines to streamline processes and improve ease of use.</p>   | <p>Average time to fill a vacancy (date of closing to offer) is six weeks or less.</p> <p>90% or more of roles offered are accepted by the preferred candidate.</p> <p>There are at least five applications (average) that meet the position criteria in first round advertising.</p> | Manager of Administration and Human Resources (MAHR) | Annually             |
|                |   | <p>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.</p> <p>Implement agreed actions arising from the review.</p> | <p>The review is completed and agreed actions are integrated into Council's recruitment procedures and practices.</p> <p>There is a measurable increase in the number of applications from members of the target groups.</p>  | MAHR   | 31 March 2024        |
|                |   | <p>Review Aboriginal and Torres Strait Islander employment to ensure that it is at least representative of the wider LGA.</p>   | <p>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.</p>   | 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. | <p>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.</p> <p>Review Council's onsite induction procedures to ensure that they up to date, effective and include: ICT and security, safety, physical and psychological requirements.</p> | <p>Relevant information is added to Council's online on-boarding system, which is available to all new staff members.</p> <p>100% of staff have completed formal induction within the approved timeframe and understand the requirements of their roles.</p> <p>100% of annual appraisals and assessments are completed in accordance with the approved review cycle.</p> <p>Voluntary turnover remains within the industry standard.</p> <p>The baseline workforce engagement index is better than 'satisfactory'.</p> | 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.                                | <p>Findings and strategy are submitted to MANEX for approval.</p> <p>50% of cohort indicate an intention to remain with the organisation for greater than five years.</p> <p>Multi-skilling and retraining actions contribute to risk mitigation for positions central to strategic objectives, and improved efficiency and effectiveness in service delivery.</p> <p>An employee engagement index of 'satisfactory' or better is achieved.</p> | 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. | <p>Review Council's leave management and flexible work arrangements framework.</p> <p>Implement approved frameworks.</p> | <p>Annual leave liability is kept below eight weeks for all staff.</p> <p>Long Service Leave liability is reduced by 10% annually with a long-term goal to reach no more than 13 weeks per employee (2026).</p> <p>Employee engagement survey results indicate that leave management and flexible work arrangements are at least 'satisfactory'.</p>  | 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. | <p>The communication plan is reviewed annually to ensure its effectiveness.</p> <p>The communication plan supports organisation decision-making, planning and action.</p> <p>The baseline workforce engagement index is better than 'satisfactory'.</p> | 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.   | <p>100% of line leaders have attended training and development in:</p> <ul style="list-style-type: none"> <li>▪ managing employee performance;</li> <li>▪ budget monitoring and reporting;</li> <li>▪ WHS and injury management; and</li> <li>▪ general project management principles.</li> </ul> <p>Line leadership resolves 90% or better of general enquiries.</p> <p>Annual grievances related to HRM practices or processes represent less than 5% of the workforce.</p> | 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 | <p>Revise all position descriptions annually so that core accountabilities, knowledge, skills and attributes are aligned to organisational goals and accurately described.</p> <p>Review the appraisal and progression framework to incorporate a skills component at salary steps one and two for all relevant positions.</p> | <p>Position description reviews are incorporated into the annual performance review process.</p> <p>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.</p>   | <p>MAHR</p> <p>MAHR</p> | <p>Annually in June</p> <p>As positions are reviewed</p> |

## 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. | <p>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.</p> <p>Performance measures are designed to place a particular emphasis on quality, customer service and safety.</p> <p>100% of staff not meeting the expected standard of performance have a development and improvement plan.</p> <p>Less than 2% of performance improvement activities result in a grievance due to poor process management.</p> |                |             |

## 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. | <p>Link the staff training and development program(s) to service delivery requirements and annual training plans, with a focus on:</p> <ul style="list-style-type: none"> <li>▪ Leader development;</li> <li>▪ New talent acquisition;</li> <li>▪ Emerging leaders; and</li> <li>▪ Capability development (creation of an internal labour market with the potential, readiness and fit for vacant, new or future roles).</li> </ul> <p>Support staff development through the establishment of formal coaching and mentoring programs.</p> | <p>100% of line leaders have attended training and development with respect to:</p> <ul style="list-style-type: none"> <li>▪ managing employee performance;</li> <li>▪ budget monitoring and reporting;</li> <li>▪ WHS and injury management; and</li> <li>▪ general project management principles.</li> </ul> <p>All talent development and management programs are informed by the:</p> <ul style="list-style-type: none"> <li>▪ Delivery Program and annual Operational Plans;</li> <li>▪ Workforce Management Strategy;</li> <li>▪ WHS Management Plan;</li> <li>▪ workforce and organisation profiles;</li> <li>▪ position descriptions; and</li> <li>▪ performance and competency appraisals.</li> </ul> | 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. | <p>Develop and implement an integrated program that concentrates effort on up-skilling, cross-skilling, multi-skilling and retraining the workforce.</p> <p>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.</p> | 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. | <p>Review and develop an injury management and recover at work program.</p> <p>Implement approved program.</p>  | <p>The injury management program is submitted to MANEX for approval.</p> <p>The appropriate Officer(s) are notified of an incident/injury not more than two hours after it occurs.</p> <p>Line leaders understand and actively participate in the injury management process.</p>  | MAHR / Work Health and Safety Coordinator (WHSC) | February 2023                           |
| Work Health and Safety (WHS) | The WHS Management Plan meets legislative, regulatory and organisation requirements.   | <p>Implement an approved annual WHS action plan at the commencement of each financial year.</p> <p>Submit a monthly action plan status report to the WHS Consultative Group and MANEX.</p> <p>Review the WHS Management Plan to ensure that it continues to meet legislative and organisational requirements.</p> | <p>An annual WHS action plan is submitted to MANEX for approval and implementation each year.</p> <p>An action plan status report is submitted to the WHS Consultative Group and Manex each month, demonstrating compliance with legislative, regulatory and organisation requirements.</p> <p>The appropriate Officer(s) are notified of an incident/injury not more than 2 hours after it occurs.</p> <p>All reportable incidents are reported to WorkCover within the specified timeframe.</p> | <p>MAHR / WHSC</p> <p>MAHR / WHSC</p>            | <p>July 2022 onwards</p> <p>Monthly</p> |

## 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      |
|----------------|--|---|--|--------------------------------------|------------------|
|                |  |   | <p>The incidence of preventable incidents / injuries is reduced through improved induction, education and risk assessments.</p> <p>100% of current contractors and volunteers have undergone a WHS induction.</p>  |                                      |                  |
| Well-being     | The well-being program is focused on education and awareness of critical well-being risks. | <p>Conduct a review of the current well-being program (efficiency, effectiveness, appropriateness).</p> <p>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.</p> <p>Implement the approved well-being program.</p> <p>Conduct a well-being pulse check 12 months after the introduction of the program to test its value and contribution.</p> | <p>The well-being program is submitted to MANEX for approval.</p> <p>The well-being program is implemented by 1 September 2022.</p> <p>A well-being program status report is submitted to Manex annually in June.</p> <p>The workforce understands critical health and well-being risks.</p> | 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. | <p>The specific needs of the ageing workforce are identified and incorporated into the relevant WHS and workforce planning strategies.</p> <p>Improved work practices and job design allow older workers to remain productive, reducing the incidence of preventable injury.</p> <p>Critical corporate knowledge residing with older workers has been identified and strategies to transfer knowledge and skills developed and implemented in priority areas.</p> <p>Older worker initiatives contribute to ensuring the broader workforce is ready, willing and capable of delivering efficient and effective services.</p> <p>Outcomes of older worker initiatives are reported to Manex and the management team annually in June.</p> | 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. | <p>Complete group and departmental structure reviews.</p> <p>Update the organisation structure.</p> <p>Develop annual departmental work plans to inform the priorities, work and effort.</p> | <p>Structure reviews are completed annually.</p> <p>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.</p> <p>Information from reviews is used as a decision-making and forecasting tool for other workforce planning and management actions.</p> <p>Departmental work plans are developed as part of the budgeting cycle and implemented at the commencement of the financial year.</p> | General Manager / MANEX | 28 February 2023 then annually |

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| 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'.                             | Critical and central strategic positions and critical people are identified.   | MAHR / Manex   | 30 Nov each year   |
|                     |   | Develop a succession management plan(s) for positions that are critical or central to strategic objectives.                                 | The succession management plan(s) is submitted to MANEX for approval.  | MAHR           | 31 Jan 2023        |
|                     |   | Implement succession management plans.  | The succession management plan(s) is implemented.  | MAHR           | 30 June 2023       |
|                     |   |   | A succession management plan status report is submitted to MANEX by March annually.  | MAHR           | 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.   | An employee engagement survey is undertaken in July 2022.  | MAHR           | 31 Aug 2022        |
|                     |   | Conduct an employee engagement pulse survey bi-annually to measure the effectiveness of workforce planning and HR programs and initiatives. | An employee pulse survey is undertaken no more than 24 months after the initial engagement survey.   | MAHR           | 31 Aug 2024        |
|                     |   | Incorporate survey data into workforce planning and HR programs and actions.  | The engagement and pulse survey findings inform the organisation's talent management and development, performance improvement and TRO initiatives.<br><br>Council's baseline workforce engagement index is better than 'satisfactory'. |                |                    |

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|-------------------|---|--|---|----------------|---------------|
| 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.  | The review is completed by December 2022 and used to inform the development of strategies.  | MAHR / Manex   | 31 Dec 2022   |
|                   |   | <p>Integrate local government reform and change priorities into key strategic, operational and organisation plans.</p> <p>Develop partnerships with key stakeholders to support the organisation and workforce in dealing with changes within the local government sector.</p> | <p>A report on changes and strategies to manage them is submitted to MANEX by March 2023 for approval.</p> <p>Change management strategies support organisation decision-making, planning and action.</p> | MAHR           | 31 March 2023 |

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|----------------|--|---|---|----------------|-------------|
| 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. | <p>Key Focus Areas are identified, and a status report submitted to MANEX annually.</p> <p>Reports are submitted in accordance with the IP&amp;R Framework reporting cycle.</p> <p>To the extent that it is reasonably practicable, the workforce plan meets all IP&amp;R Framework requirements.</p> | MAHR           | Annually    |