



Edward  
River  
COUNCIL

DRAFT

# Workforce Management Plan





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# WORKFORCE MANAGEMENT PLAN



## Introduction

The workforce management plan is a key component of the Edward River Council resourcing plan.

The workforce management plan helps Council plan for and supply a workforce that can ensure the goals of the community are able to be met. (CSP outcome 5.3)

The workforce management plan asks the same four questions that guide our community plan.

- Where are we now?
- Where do we want to be?
- How will we get there?
- How do we know that we have arrived?

It is recognised that successfully moving forward and meeting our key challenges cannot be fully realised without the engagement and commitment of the people who serve our community every day.

The values and strategies set out in this plan will contribute to a capable, engaged and productive workforce within Edward River Council, ready to take on the requirements of the delivery and operational plans to enable the community plan to be successfully implemented. (CSP outcome 5.3)

## Where Are We Now?

Edward River Council was formed through the amalgamation of the former Deniliquin and Conargo Shire councils in May 2016.

The amalgamation has meant that this first workforce plan will rely on identifying current and future workforce needs rather than on historical data from previous years. We will focus on building a solid foundation to enable us to deliver the needs of the community.

Much of the focus so far for Council has been on bringing the two former workforces together and developing a positive and unified culture.

To do this we first needed to gain an understanding of what our merged council looked like now and what we needed it to be in the future.

An organisational review was undertaken to enable us to start the process of identifying service level requirements so that the first Edward River Council organisational structure could be developed.

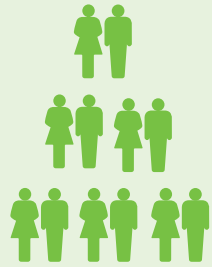
Following this, all existing staff were successfully transferred to the new structure with position descriptions developed and formal offers and appointments of all internal staff completed.

While this is an ongoing process we have been able to give staff some stability and assurance for the future.

A staff cultural survey was conducted, and the results used to look at areas that needed to be improved in the short term and provided information for planning in the long term.



## › Our current workforce



**Staff**  
**112**  
106.4 FTE



28%



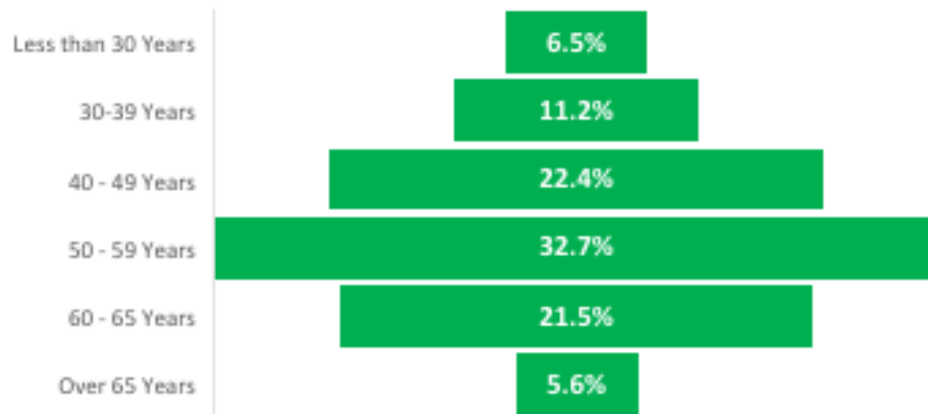
72%



**Leadership Team**

45% Female  
55% Male

**Total Workforce Age Distribution**



**Staff Age by Workgroup**



# › Our organisational structure



## › Workforce Challenges

### The external environment affecting our workforce

- Ageing national workforce/shrinking national workforce
- Differing needs and expectations of the multi-generational workforce
- National skills shortages
- Technological changes
- Community expectation
- Financial reforms
- Legislative changes
- Gender imbalance in leadership roles
- Resistance to more flexible working practices
- Lack of cultural diversity

### Internal workforce challenges

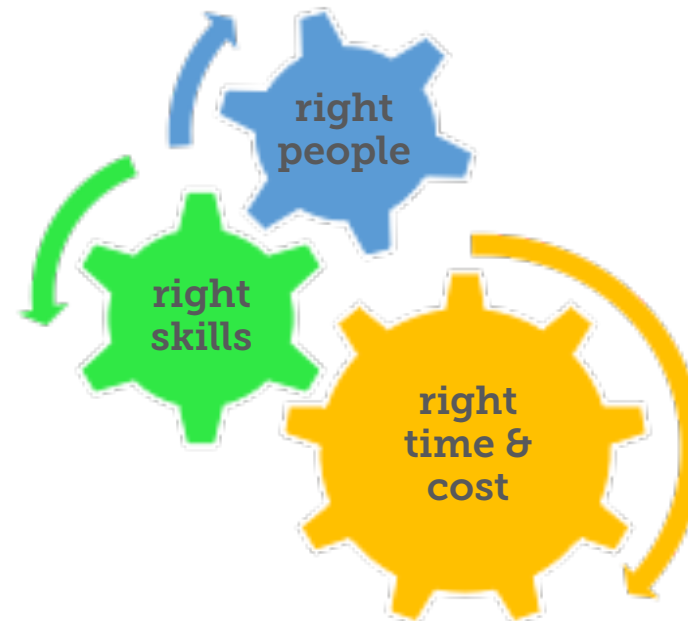
- Maintaining staff morale in the face of change
- Ageing Workforce
- Replacement of specialist & critical positions
- Attracting and retaining high caliber people
- Becoming an employer of choice
- Building workplace leadership capabilities
- Reimplementation of existing technology
- Building a unified culture
- Demand for work-life balance
- Volume of work

## › Where do we want to be?

Edward River Council wants to ensure that we have the right employees, with the right skills, to deliver the services required by the community, both now and in the future.

We want to be recognised as an employer with a strong workforce culture based on continuous improvement, accountability, and performance in an environment where staff are supported to enable them to be at their best.

We also seek to build a strongly collaborative culture – a culture of teamwork, quality communication and co-operation, of joint effort and shared aims.





## › Our values and culture

Our desired culture and values were developed through extensive consultation with staff.

Staff surveys, all-staff workshops and team meetings were held where our staff examined the current culture and discussed what type of workplace they wanted to be part of.

From this consultation we were able to identify the key themes for our future culture and together develop our corporate values.



## › Our corporate values

At Edward River Council, we are guided by our Corporate Values: Leadership, Excellence, Accountability and Delivery.

These Values reflect who we are as individuals and as an organisation. They serve as the compass for our actions and are the guiding principles with which we carry out our responsibilities.



# › How will we get there? Our workforce strategies

## WE HAVE FOUR KEY STRATEGIES

### 1. Leadership

We will develop leaders that will inspire, motivate and coach our employees to realise their potential and rise to opportunities and challenges.

### 2. Organisational culture

We aim to create a workforce culture and environment that supports our employees to be at their best.

We are committed to the safety of our workforce and their wellbeing and promoting work-life balance.

### 3. Building workforce capability

Edward River Council will actively undertake workforce planning for maintaining critical roles, growing our own people and attracting and retaining high performing staff.

### 4. Continuous growth and learning

We will drive individual and collective performance through a culture of continuous growth and learning.

### 1. Leadership

We will develop leaders that will inspire, motivate and coach our employees to realise their potential and rise to opportunities and challenges.

In order to do this, we will undertake the following:

|  | 2018 | 2019 | 2020 |
|--|------|------|------|
| Ensure we have an active executive management team that meets at least weekly          | •    | •    | •    |
| Ensure we have an active leadership team that meets at least monthly                   | •    | •    | •    |
| Develop and implement a leadership development program                                 |      | •    | •    |
| Identify and focus training opportunities on developing and mentoring emerging leaders | •    | •    | •    |
| Ensure active involvement of leaders in staff consultative and WHS committees          | •    | •    | •    |

## 2. Organisational culture

We aim to create a workforce culture and environment that supports our employees to be at their best.

We are committed to the safety of our workforce and their wellbeing and promoting work-life balance.

In order to do this, we will undertake the following:

|   | 2018 | 2019 | 2020 |
|---|------|------|------|
| <b>Culture</b>  |      |      |      |
| Undertake an annual Staff Satisfaction Survey                                     | •    | •    | •    |
| Encourage two-way communication within the workforce                              | •    | •    | •    |
| Develop and implement an employee health & well-being program                     |      | •    | •    |
| Undertake an injury management & return to work review                            | •    |      |      |
| Embed our values throughout documentation   | •    | •    | •    |
| Recognition of service awards annually  | •    | •    | •    |
| Ensure an active staff consultative committee.                                    | •    | •    | •    |
| <b>Safety</b>   |      |      |      |
| Promote a positive workplace safety culture                                       | •    | •    | •    |
| Ensure an active WHS Committee  | •    | •    | •    |
| <b>Diversity</b>  |      |      |      |
| Develop and implement an Equal Employment Opportunity Management & Diversity plan |      | •    | •    |

### 3. Building workforce capability

Edward River Council will actively undertake workforce planning for maintaining critical roles, growing our own people and attracting and retaining high performing staff.

In order to do this, we will undertake the following:

|  | 2018 | 2019 | 2020 |
|--|------|------|------|
| <b>Attract and retain great people</b>                 |      |      |      |
| Identify critical & hard to replace positions          | •    | •    |      |
| Develop recruitment strategies                         | •    | •    |      |
| Review and update the induction program                | •    |      |      |
| Investigate employer of choice options                 | •    | •    | •    |
| Staff wellbeing program development and implementation |      | •    | •    |
| Workplace flexibility policy                           |      | •    |      |
| Salary system development and implementation           | •    | •    |      |
| <b>Knowledge continuity management</b>                 |      |      |      |
| Standardised work practice development                 | •    | •    | •    |
| Business processes documentation                       | •    | •    | •    |
| Succession plan development                            | •    | •    | •    |
| Records management system upgrading and staff training | •    |      |      |

#### 4. Continuous growth and learning

We will drive individual and collective performance through a culture of continuous growth and learning.

In order to do this, we will undertake the following:

|   | 2018 | 2019 | 2020 |
|---|------|------|------|
| <b>Personal Development</b>   |      |      |      |
| Professional development/Individual training plans/skills analysis. | •    | •    | •    |
| Learning & development policy                                       | •    |      |      |
| Performance management framework                                    | •    |      |      |
| Annual performance appraisals                                       | •    | •    | •    |
| <b>Organisational development</b>                                   |      |      |      |
| Improved technology – Tech1 reimplementation                        | •    | •    | •    |
| Continuous improvement/LEAN processes                               | •    | •    | •    |
| Team plans development  | •    |      |      |
| Harmonised HR policies & procedures                                 | •    |      |      |
| Review of workforce plan and key strategies                         | •    | •    | •    |



## › Financial considerations

Edward River Council aims to have a financially sustainable workforce into the future.

Employee costs are projected in line with the current organisational staffing structure. These costs are forecast to increase in line with estimated increases.

Increases in employee costs are comprised of three components:

- salary and wage award and performance review increases;
- movements in employee leave entitlements; and
- superannuation costs.

Leave liability in a workforce with long-term staff members can be problematic and needs to be carefully monitored and controlled.

Workers Compensation premium payments also have an effect on employee costs for council so keeping our workers safe has the additional advantage of keeping these costs lower.

Following amalgamation, the community grants program has given the community a significant capital injection and has increased the amount of capital works that council has been able to undertake over the next three years. We are mindful of the ability of council to sustain the workforce needed beyond these projects and rather than increasing our current workforce we have put in place strategies that will enable us to engage expertise for these projects through a mixture of short term contracts and consultants particularly in the engineering field.

## › How will we know we have arrived?

The strategies identified in this Workforce Plan are not a once only solution. Monitoring and evaluation are important aspects of the workforce planning process that allows Council to analyse the effectiveness of its strategies, and where required make changes to improve ongoing success.

Our objective is to achieve these strategies and the development of the plans mentioned in them over the three year period of this plan.

A detailed action plan will be developed and progress of the strategies and their implementation will be measured on a regular basis.

Specific targets to be reported on have been included in our delivery plans.

- Although it is difficult to accurately measure staff turnover for the last twelve months due to the effects of the amalgamation we will endeavour to keep voluntary turnover to less 10% of staff.
- We are putting considerable effort into work health & safety which has seen a decrease in incidents over the last twelve months and we aim to continue this trend through these proactive actions.

Our workforce plan will be reviewed annually to determine whether it is relevant and meet the needs of the delivery program and operational plans and therefore the community strategic plan.





EDWARD RIVER COUNCIL

**DRAFT WORKFORCE MANAGEMENT PLAN**

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