

Workforce Management Strategy 2022/23 – 2025/26

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Message from the General Manager

I am pleased to present Federation Councils Workforce Management Strategy 2023-2026. In doing so I also thank the working group who collaborated to lead this important strategic work.

This strategy is a first for Federation Council, as Council continues to develop and improve its strategic framework and as a result, Councils capability to deliver for its many communities. Critically this work focuses on our staff, our most valuable asset, and it allows Council to integrate and manage the workforce to deliver on the short, medium and longer term objectives, goals and actions contained in Councils Community Strategic Plan (Long term), Delivery Program (Medium term) and Annual Operational Plans (Short term).

There are a range of factors and trends, both existing and new and emerging that will result in many opportunities and challenges being present within our community and workforce over the coming years. As such, it is important for Federation Council to identify the appropriate skills and implement strategies to ensure Council's capacity is there, to deliver the many and varied services that provide such important outcomes for the community.

A major focus of this work and Council's other complementary plans is to ensure Council can continue to ensure that the workforce can adequately, sustainably (including financially, environmentally and physically) and realistically grasp the opportunities that present and meet any challenges also. The strategy will be a very useful tool to inform Councils service delivery, both now and into the future, and continue to equip and develop our workforce.

The Workforce Management Strategy 2023-2026 is a key component in the Federation Council Resourcing Strategy along with the Long Term Financial Plan and Asset Management Plans. This Strategy is aligned to the direction set out in the Federation Council Delivery Program & Operational Plan; and will provide the actions recommended for maintaining a workforce that has the capacity to continue delivering the services to our community. The Strategy is the result of a comprehensive analysis of the factors influencing Council's work environment and addresses these issues through strengthening Council's workforce.

This Strategy will assist us to **Engage, Empower & Develop** our workforce today and into the future.

I look forward to Federation Council realising its workforce objectives and the benefits it will bring to the organisation and critically as a result of successful execution of this strategy, the benefits and positive outcomes it will bring to the many communities Federation Council serves.

Adrian Butler

GENERAL MANAGER



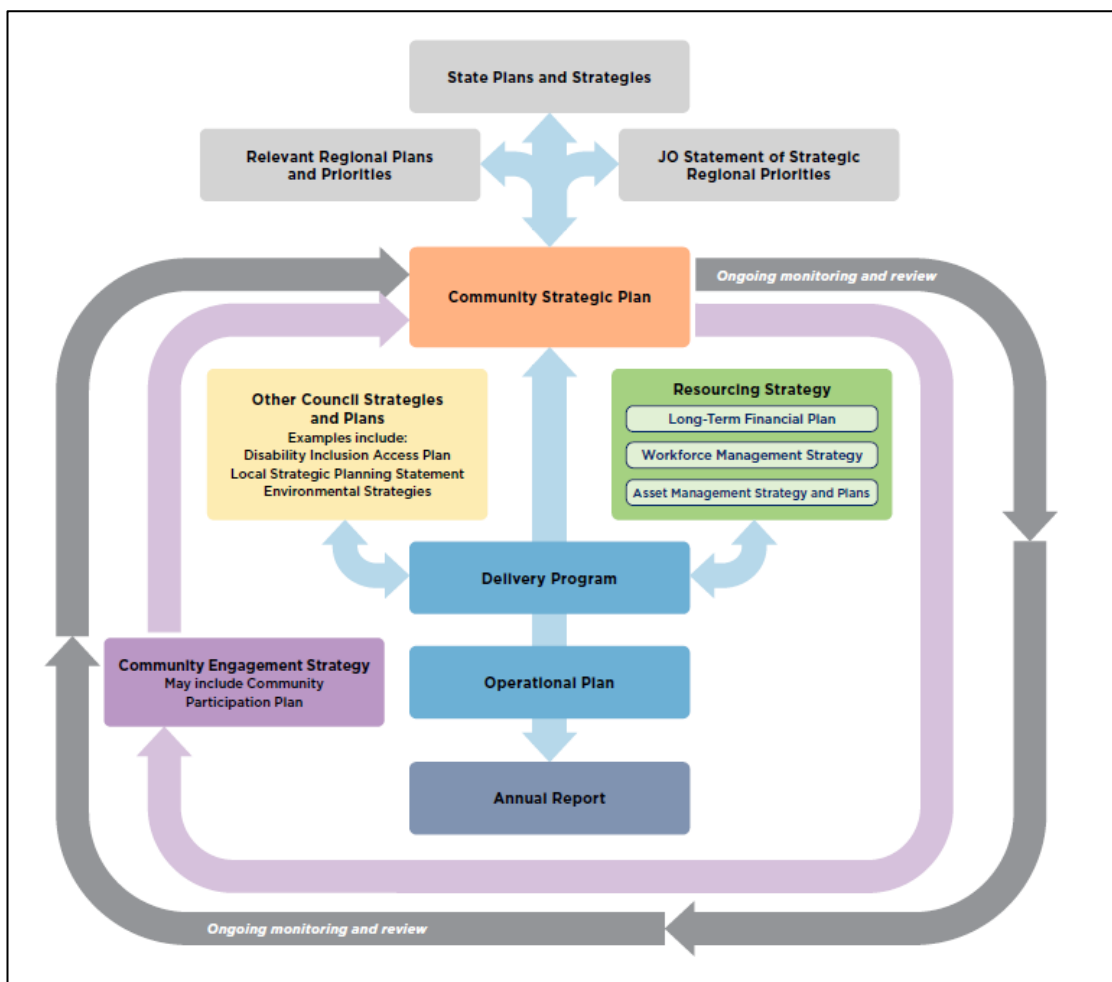
Scope

The Workforce Management Strategy 2022-26 is a four-year plan developed to support the implementation of medium to long term workforce strategies that align with and enhance Council's Operational Plan and Delivery Program. This Strategy will assist Council to engage, empower and develop a workforce with the necessary skills and capacities appropriate to navigate current and future challenges. Ultimately, developing and delivering on a Workforce Management Strategy, will allow Council to develop, attract and retain a highly skilled workforce, operating in a safe and competent manner that is able to deliver value for money outcomes for the Federation Council area.

Workforce Planning Process

The NSW Government Integrated Planning & Reporting (IP&R) Framework recognises that council plans, policies and strategies are linked and work together to plan for the future.

Figure 1: IP&R Framework



(Source: <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>)

The Local Government Act 1993 requires councils to develop a Resourcing Strategy that assists in achieving the objectives of the Community Strategic Plan. The Resourcing Strategy is made up of the Workforce Management Strategy, the Asset Management Plan and the Long Term Financial Plan, which together provide the resources necessary to achieve the Delivery Program.

Strategic workforce planning is an important aspect in the long term planning for an organisation. It's critical to ensuring that there is capable workforce to carry out the organisation's vision – that our people are appropriately

skilled and supported to be in the right place at the right time to build a strong, interconnected and sustainable organisation.

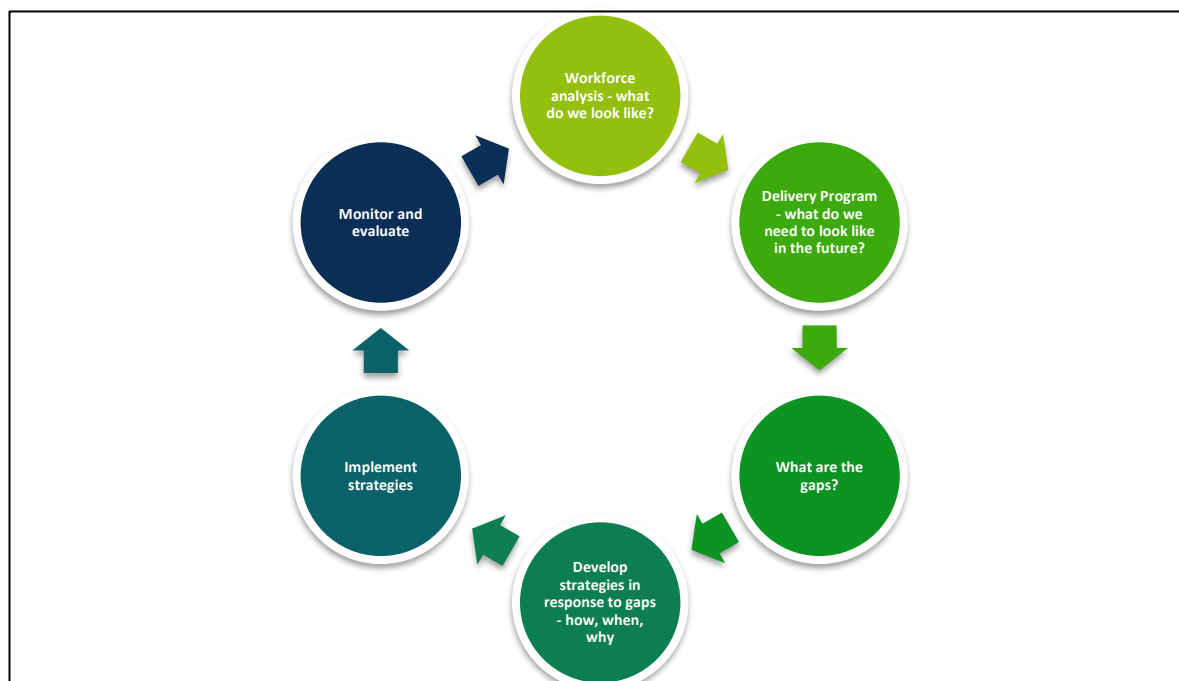
Workforce planning supports the achievement of the Delivery Program by ensuring that the workforce is capable of delivering quality outcomes for the community. Council’s Workforce Management Strategy 2022-26 is a four-year plan which identifies the people, skills, experience and expertise required to implement the Delivery Program. It address issues such as:

- an ageing workforce;
- retention of skills and knowledge;
- succession planning;
- how to provide opportunities to create and retain positions for local young people;
- incentives and other programs that will support the council to be an employer of choice;
- learning and development;
- performance management;
- recruitment strategies to fill skills gaps; and
- workforce diversity.

To develop this Strategy, Federation Council has undertaken a strategic assessment of both internal and external drivers that will affect the size, shape and type of workforce required to deliver services to meet community needs now and into the future.

The Strategy was developed by undertaking an analysis of the current workforce, assessment of the objectives outlined in the Delivery Program and critical review of gaps to determine suitable workforce management strategies for the organisation. The implementation of the strategy will continue to follow the process outlined below in Figure 2.

Figure 2: Strategy Development Process



Strategic Direction

This Workforce Management Strategy outlines how Council will support and develop its workforce to deliver on its commitments outlined in the various strategic documents in the IP&R framework.

The Community's Vision: Community Strategic Plan

The Community Strategic Plan 2022-2032 outlines the community's key priorities and strategies for the next 10 years. The community has a strong vision for the Federation local government area, which includes:

"Federation – Creating Opportunities, Celebrating Communities. Federation will be a home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways".

Council's Vision & Values - Delivery Program and Operational Plan

Together Council's Delivery Program and Operational Plan outlines the activities Council will undertake to help deliver the aspirations its community outlined in the Community Strategy Plan.

Vision

Council has set a clear vision for organisation to bring the Community Strategic Plan to life:

"A quality Council with an ongoing focus towards continuous improvement. We are committed to building, celebrating and supporting strong, sustainable and diverse communities".

Values

To support Council's vision, a set of guiding values have been developed to provide clear purpose and direction for the workforce:

1. **Accountability** – we will plan well and report on our progress. We will ensure fair and transparent decision making and take responsibility for our actions.
2. **Collaboration** – we support each other as a team and will engage closely with the community.
3. **Customer Focus** – we will be responsive and accessible to the community. We will be open, respectful and truthful in our dealings.
4. **Embracing Change** – we will create our future by being innovative and encouraging new ideas, opportunities and better ways of doing things.
5. **Quality Outcomes** - we will strive for excellence and to deliver value for money for the community.

Organisational Structure

Management Executive Team

Federation Council comprises of four departments, led by the senior management team, referred to as Manex. Manex is responsible for the strategic direction and leadership of the organisation.

Figure 3: Senior Management Team



Leadership Team

The Leadership Team at Federation Council comprises of Manex, Managers and other specialists who work in areas that cross over all Council Departments. This group aims to achieve a high level of organisational performance through unifying the organisation's direction, identifying opportunities for improvement, working to build a culture of excellence and ensuring the delivery of quality customer service and value for money. The membership of the Leadership Group includes:

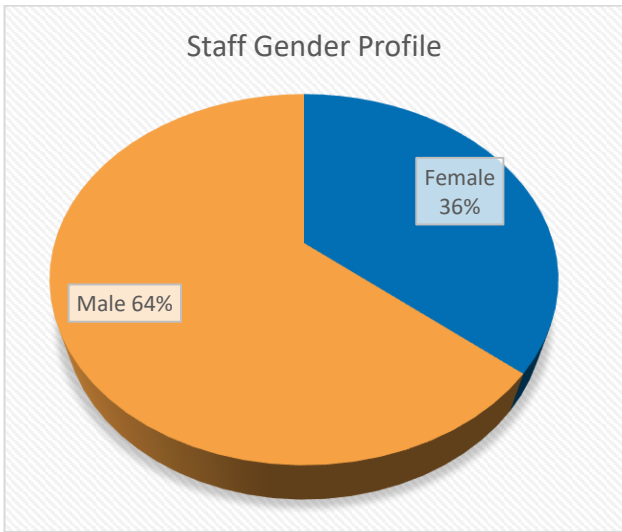
Table 1: Leadership Team Membership

Manex	<ul style="list-style-type: none">• General Manager• Director Corporate & Community Services• Director Development and Environmental Services• Director Engineering Services
Managers	<ul style="list-style-type: none">• Manager Infrastructure• Manager Communications & Engagement• Manager Community & Economic Development• Manager Environment, Facilities & Regulations• Manager Facilities & Environment (North)• Manager Finance• Manager IT and Customer Service• Manager Operations• Manager Recreation• Manager Utilities
Other specialists	<ul style="list-style-type: none">• Executive Assistant• Governance Officer• Human Resources Advisor• Risk Management Coordinator

The Leadership Group will be pivotal in helping the Council to deliver on its commitments in the Delivery Program.

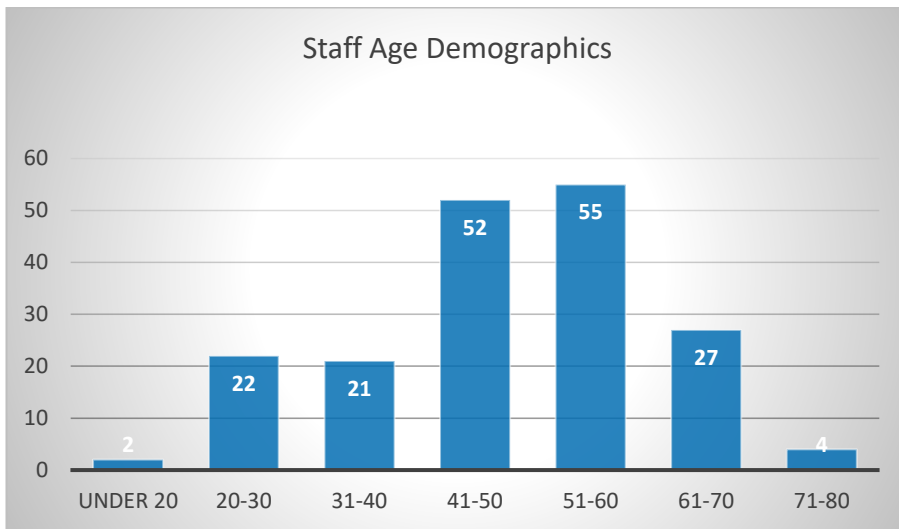
Our Workforce Profile

Staff Gender Profile



This graph shows that Federation Council’s workforce is made up of 64% male employees and 36% female employees. The female ratio is predominantly in our indoor staff and we are still very heavily weighted towards a high proportion of male employees on our outdoor staff, with only one female in the outdoor workforce at present. These imbalances tend to be historical and as a result of those occupational areas attracting people of a specific gender.

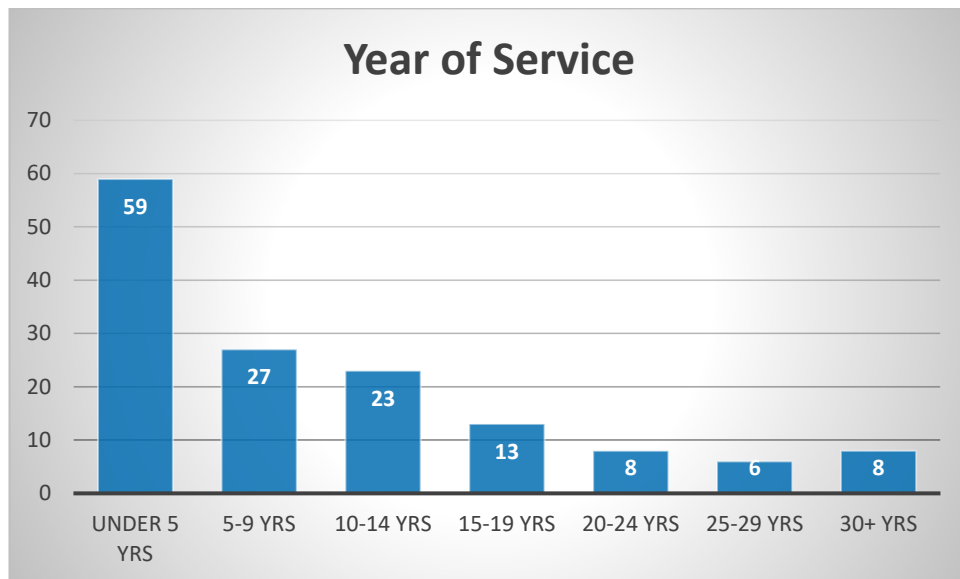
Age breakdown



This graph shows:

- Federation Council’s workforce has a diverse spread across the various age groups
- Around 47% of employees are aged 50 and over, with around 17% having the potential to retire within the next 5 years.
- The number of employees under 30 is 13% which is in part reflective of local government not having an attractive profile to the younger segment of the labour market.

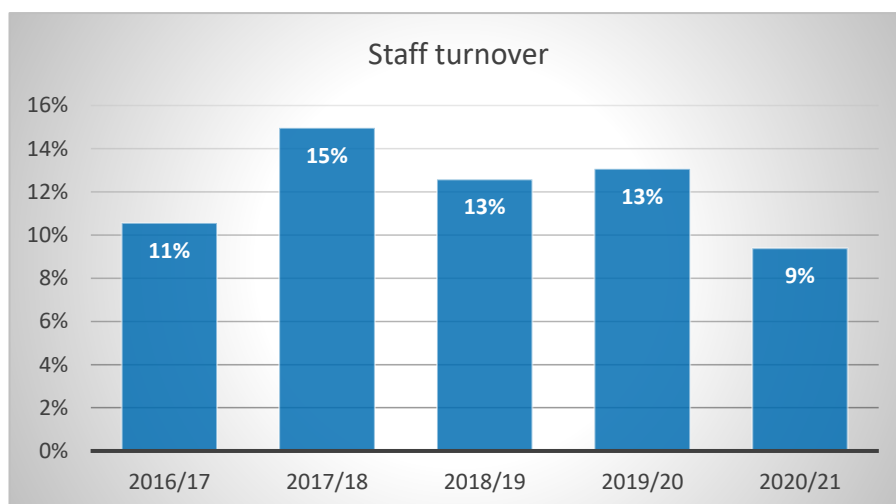
Years of service



This graph shows:

- Federation Council has staff numbers spread across all service year groupings, with one area to note, being a lower number of staff in the 15 to 19 years' service, in comparison to the 5 years to 9 years.
- Council has a number of staff that have recently commenced and a number that have over 20 years' service. Council has been focusing on attracting staff to the organisation, and the above 20 years group is considered to be directly related to no retirement age legislation, and the job security that Local Government provides.
- The drop in the 15 to 19 years grouping is considered a reflection that it is a long time to spend in the local government sector with the private sector being very competitive.

Employee Turnover

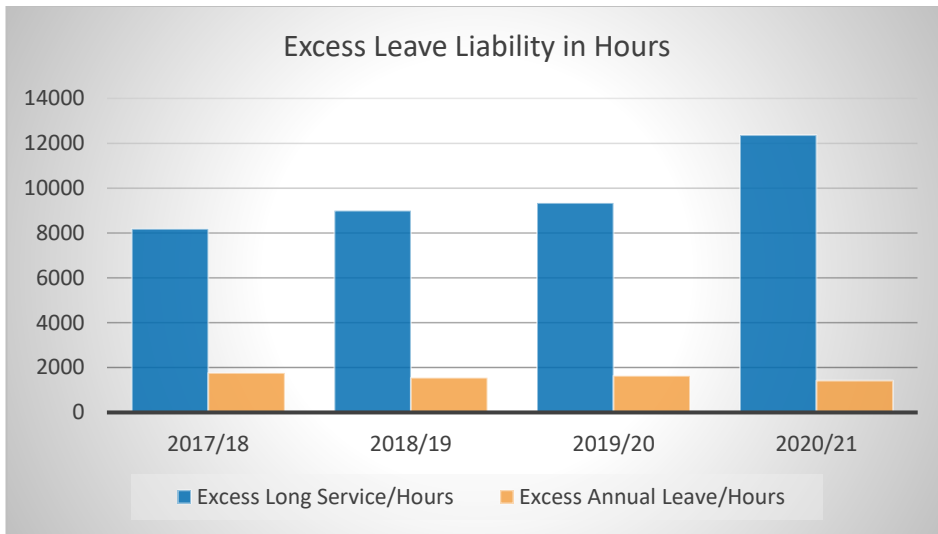


This graph shows:

- Over the last five years, Federation Council's staff turnover has averaged at 12%
- The increase in 2017/18 is a result of the amalgamation of Corowa and Urana Shire Councils to Federation Council.

- The level of employee turnover in the last 12 months is 9% and this is considered a good result, as the departures had a good balance between retirements, retention, and ensuring there are opportunities for career growth internally whilst promoting new external employees to join Council.

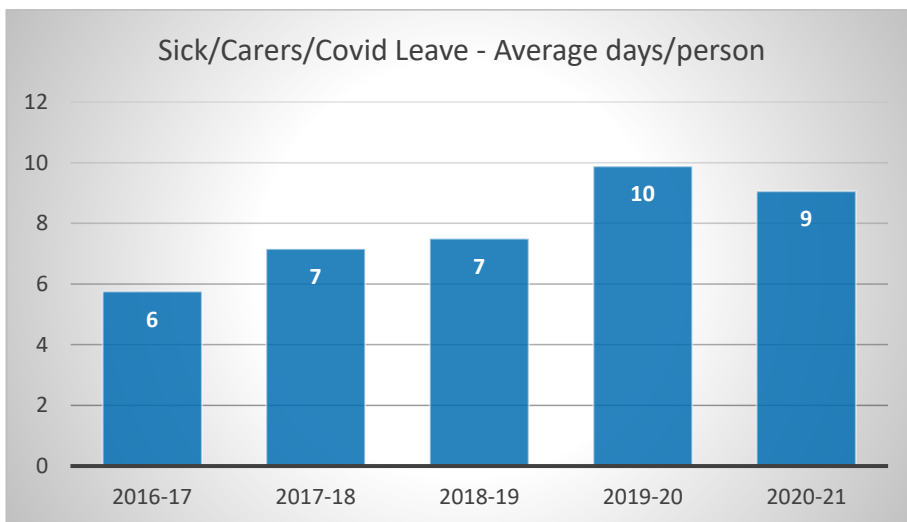
Excess Leave Liability



This graph shows:

- Council’s excess leave liability has slightly decreased over the four year period but the Long Service Leave excess has increased. Where an employee has over 8 week of annual leave, this is considered excess leave liability. Where an employee has over 5 years long service leave, this is considered excess leave liability.
- The increase in Long Service Leave is considered to be attributed to Covid-19 and the restrictions put on travelling. Numerous leave applications that had been submitted over the past two financial years was then cancelled due to travel restrictions. Another contributing factor to the increase is that many employees long service leave grants also fell due over the last two financial years as well.
- Council will be working over the next four year period to reduce the excess leave liability that exists presently.

Unplanned Leave

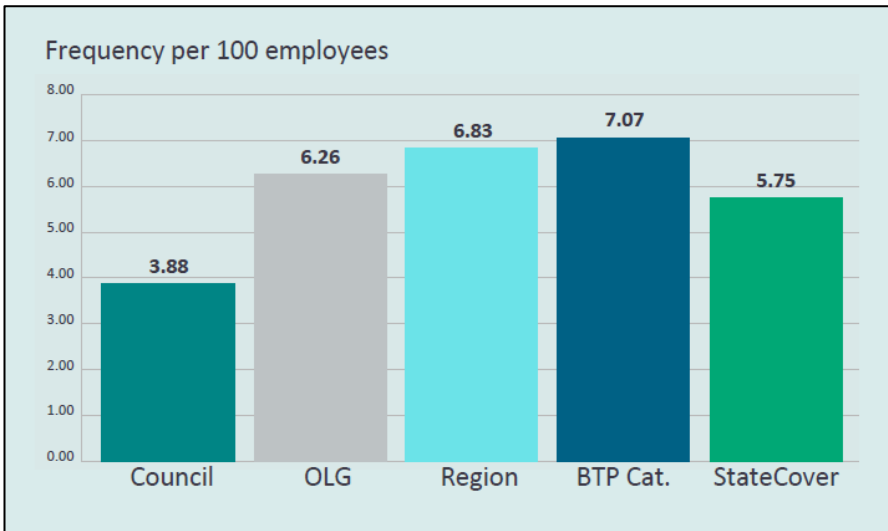


This graph shows:

- The use of sick/carers/Covid-19 leave is considered to be at appropriate levels – less than two weeks/person/year
- Council’s Covid-19 leave over the last two years has been minimalised due to the extensive work done on Council’s Covid-19 Management Plan which included Risk Assessments and a well-structured and very supportive work from home approach.
- The increase that can be seen in the figures over the two years is indicative of some long term illnesses experienced by staff and the broader caring requirements of employees.

Workers Compensation

Claims Frequency History



This graph shows Council’s claims frequency against other NSW local governments in our region, the state and our insurer. This illustrates the effectiveness of Council’s WHS efforts and initiatives.

Council is well below the benchmarks when compared to other Councils and this is considered to be due to our proactive approach which includes implementing the Recover at Work Program and working collaboratively with injured workers to get them back to work.

Environmental Influences

An environmental scan was undertaken as part of the workforce planning process to identify local and global trends as well as recognise what aspects employees' value about working at Federation Council.

Internal Environment

Environmental factors relevant for Federation Council include:

- Our regional location;
- Unifying our workplace culture post amalgamation and between the indoor and outdoor workforce;
- Aging workforce and succession planning and/or development of new employees to prepare for the upcoming retirement wave;
- Skill shortages in critical roles and challenges in attracting and retaining staff in these positions;
- Industry and skill shortages, particularly in areas such as engineering, planning, building, water & sewer, WH&S, risk, aquatic industry;
- Ability to attract suitable candidates;

External Environment

We are also influenced by challenges currently impacting most Australian workplaces, including an increasing number of retirements, growing knowledge of the risks of sedentary work and growing awareness and recognition of mental health issues in the workplace.

The Covid-19 pandemic continues to have a significant impact on workplaces across the globe, with a rapidly changing external environment, requiring flexibility, adaptability and rethinking of policies, processes and procedures.

Other external factors that require consideration include:

- The aging labour market;
- Trends towards limited tenure;
- Increased life stressors and focus on staff wellbeing; and
- Increased demand for flexible work arrangements, including remote office / working from home.

What We Value Working At Federation Council

What we value and our organisation has to offer our workforce includes:

- Regional relaxed lifestyle;
- The ability to for employees to contribute to their local community;
- A family friendly organisation;
- Flexible working arrangements and fortnightly rostered days off;
- Long service leave entitlements after 5 years' service; and
- Our Employee Assistance Program (EAP).

All of these environmental factors were considered carefully when developing the actions outlined in this Strategy.

Engagement

Council sought to undertake a collaborative engagement process to develop the Federation Council Workforce Management Strategy 2022-2026. An Internal Working Group of Council employees was established, with representatives from across the organisation, to consider future workforce needs and identify strategies to ensure Council is well placed to deliver on the community's priorities into the future. Each Directorate was represented, along with Human Resources personnel and the Chair of the Consultative Committee.

Feedback was obtained from Council's leadership team prior to releasing to the Consultative Committee and all employees for feedback.

submissions were received from employees.

The feedback contained some common themes:

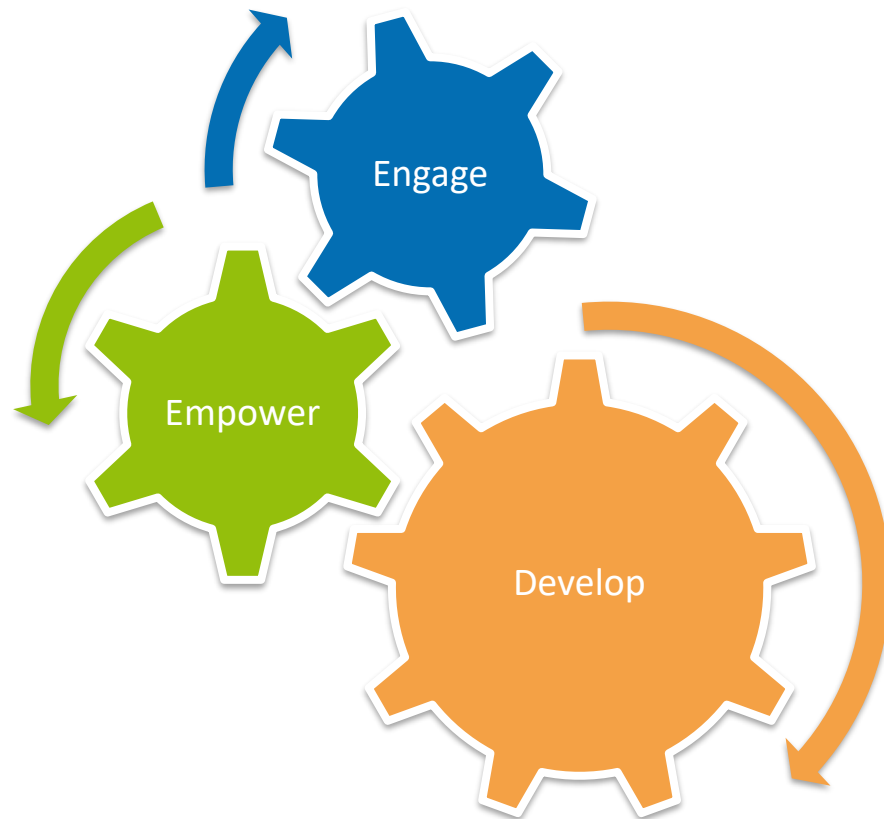
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This feedback was taken into consideration when finalising this strategy and actions to be delivered.

Workforce Management Strategy

This Strategy is focused on three key objectives to support Council's workforce:

1. **Engage** – *to attract, retain and support our people.*
2. **Empower** – *to ensure our workforce is empowered with the right support, systems, processes, culture and values to be successful.*
3. **Develop** – *to develop our workforce to meet the present and future needs of the Federation community.*



OBJECTIVE ONE - ENGAGE

To attract, retain and support our people.

KEY AREA	GOAL(S)	STRATEGIC ACTION(S)		IMPLEMENTATION				SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
Attraction & Recruitment	1.1 To attract the right people with the right skills and capabilities.	1.1.1	Improve the promotion of Federation Council as a quality employer and increase the variety of recruitment points to attract a diverse range of potential candidates.	X				Increased no. of promotional activities/mediums. Website content updated. Attendance schools/career days.	HR Communications & Engagement
		1.1.2	Review and update recruitment practices and techniques to improve job and cultural fit through behaviour and aptitude testing.		X			Increase psychometric testing. Recruitment training held.	HR
		1.1.3	Review and promote employee conditions and benefits.		X			Review and promotion undertaken both internal and external.	HR Communications & Engagement
		1.1.4	To review the exit interview progress.			X		Review undertaken and implements implemented.	HR
Retention		1.2.1	Update and streamline the induction program.				X	New induction process implemented.	HR

KEY AREA	GOAL(S)	STRATEGIC ACTION(S)		IMPLEMENTATION				SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
	1.2 To ensure we have opportunities for a work/life balance.	1.2.2	Revise the flexible working arrangements process.	X				Policy reviewed.	HR
		1.2.3	Ensure all relevant positions in the organisation have competency standards for step progression.				X	Competencies developed.	Managers HR
Wellbeing & Safety	1.3 To ensure effective health, safety and wellbeing support systems for our people.	1.3.1	Review and update a Health & Wellbeing Policy and Program.			X		Policy and Program implemented.	HR
		1.3.2	Develop and implement a Recover at Work Policy and program.		X		X	Policy and Program implemented.	HR
		1.3.3	Establish and monitor WH&S performance indicators and targets, and report regularly.	X	X	X	X	WH&S targets established. Regular reporting undertaken.	Risk Coordinator
		1.3.4	Continue to undertake the employee health and wellbeing survey.	X	X	X	X	Survey undertaken each year.	HR Communications & Engagement
		1.3.4	Continue to support Council's Employee Assistance Program (EAP).	X	X	X	X	Program delivered each year.	HR

OBJECTIVE TWO - EMPOWER

To ensure our workforce is empowered with the right support, systems, processes, culture and values to be successful.

KEY AREA	GOAL(S)	STRATEGIC ACTION(S)		IMPLEMENTATION				SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
Communication & Information	2.1 To ensure that our people are well informed.	2.1.1	Develop and implement an Internal Communications Strategy.	X				Strategy developed & implemented.	Communications & Engagement
	2.2 To ensure that our performance appraisal process is aligned with our values.	2.2.1	Improve the annual appraisal process.	X			X	Feedback sought. Appraisal process updated.	HR
	2.3 To ensure we continue to be committed to the performance appraisal process.	2.3.1	Undertake the annual appraisal process within set timeframes.	X	X	X	X	100% of appraisals completed by 1 September each year.	Managers & Directors
	2.4 To ensure that our people are represented and informed about important matters that affect our workforce.	2.4.1	Continue to support and resource the Consultative Committee and Work Health and Safety Committee.	X	X	X	X	Committee meetings held minimum of 4 times per year	Manex

KEY AREA	GOAL(S)	STRATEGIC ACTION(S)		IMPLEMENTATION				SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
Continual Improvement & Success	2.5 To ensure our successes are well defined.	2.5.1	Create measurable Key Performance Indicators for all actions within the Delivery Program.	X				Delivery Program updated.	Directors & Managers Governance Officer
	2.6 To ensure an efficient and effective workforce deliver services to our community.	2.6.1	Support the Business Planning and Service Review Processes.	X	X	X	X	Service Review template/documentation developed.	Directors & Managers
Culture & values	2.7 To ensure we know the value our people bring to the organisation.	2.7.1	Collect data and understand workforce demographics.	X				Recruitment docs updated.	HR
	2.8 To provide strong values that guide our workforce and culture.	2.8.1	Raise staff awareness of our organisational values.	X	X	X	X	Staff are aware of our values.	Directors & Managers Communications & Marketing
		2.8.2	Develop and implement an action plan to improve organisational culture.		X	X	X	Action plan delivered.	Manex
		2.8.3	Develop and implement behavioral standards. (Dignity and Respect Program)	X				Standards developed & implemented.	Manex

KEY AREA	GOAL(S)	STRATEGIC ACTION(S)		IMPLEMENTATION				SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
	2.9 To ensure we create a workplace culture of diversity, inclusion and acceptance.	2.9.1	Develop and implement a Diversity and Inclusion Policy.	X				Policy developed & implemented.	HR
		2.9.2	Develop an Action Plan to support the Diversity and Inclusion Policy.		X	X	X	Action Plan developed & implemented.	HR
Support Systems	2.10 To provide effective corporate support to the organisation, which allows the workforce to achieve their goals.	2.10.1	Establish a HR Help Desk and Support Model.	X				Help Desk implemented.	HR IT
		2.10.2	Review, update and/or develop HR Policies and Procedures.	X High priority policies	X Medium priority policies	X Medium priority policies	X Low priority policies	Policies and procedures implemented.	HR
Ageing Workforce	2.11 To assist the ageing workforce successfully phase to retirement.	2.11.1	Develop a Phase to Retirement strategy.				X	Strategy developed.	HR

OBJECTIVE THREE - DEVELOP

To develop our workforce to meet the present and future needs of the Federation community.

KEY AREA	GOAL(S)	STRATEGIC ACTION(S)		IMPLEMENTATION				SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
Leadership Development	3.1 To ensure our leaders are effective in delivering outcomes for the organisation.	3.1.1	Undertake a skills audit with the Leadership Team.		X Audit tool	X Skills audit		Audit undertaken.	HR
		3.1.2	Implement a Leadership Development Program.			X	X	Program implemented.	HR Manex
Training & Development	3.2 To grow and develop our people, creating a culture of a knowledge sharing and collaboration.	3.2.1	Create a training database using council's business software.	X	X			Database created and updated.	HR IT
		3.2.2	Undertake a skills audit of our staff.			X Audit tool	X Skills audit	Audit undertaken.	HR
		3.2.3	Review and update the Corporate Training Plan.			X	X	Training Plan reviewed and updated.	HR
		3.2.4	Investigate alternate methods for the delivery of training e.g. E-Learning, regional shared training.	X	X	X	X	Opportunities identified.	HR

KEY AREA	GOAL(S)	STRATEGIC ACTION(S)		IMPLEMENTATION				SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
		3.2.5	Review and update the Trainee and Graduate Program.				X	Program developed.	HR
		3.2.6	Explore and support participation in industry networking opportunities within the region.	X	X	X	X	Participation in industry networks.	Directors & Managers
	3.3 To ensure an effective transfer of knowledge as our people transition through the organisation.	3.3.1	Identify key and critical roles and develop succession plans with staff.		X	X	X	Succession plans implemented.	Directors & Managers
		3.3.2	Develop and document procedures for critical and customer-facing services		X	X	X	Procedures and processes captured.	Managers

Monitor And Review

This Strategy will be reviewed and updated annually with a major review every 4 years in line with the corporate planning process in accordance with the NSW Local Government Integrated Planning & Reporting Framework. The Internal Working Group will be responsible for reviewing and updating this Strategy.

Manex has responsibility for ensuring that this Strategy is delivered and there are sufficient resources to implement the identified actions.

Record Management

Document Type	PLANNING DOCUMENT
Reference Number	Workforce Management Strategy 2022/23 – 2025/26
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Next Review Date	April 2025

Version Control

Version	Date	Changes / Amendments
Draft	11/02/2022	Initial Draft Workforce Management Strategy
Draft	16/05/2022	Adopted by Council in principle
1.0	28/06/2022	Adopted by Council

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