

# WORKFORCE MANAGEMENT PLAN

# 2022-2026



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Kempsey Shire Council acknowledges the land of the Thunggutti/Dunghutti Nation.

We pay respect to Elders past and present.

We acknowledge the role of emerging leaders to continue to guide us in the future.

We acknowledge the Stolen Generations and the need to change practices to be inclusive.

This land always was and always will be Thunggutti/Dunghutti land.



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# INTRODUCTION

Workforce planning is the alignment of an organisation's human capital with its corporate business strategy. It is a methodical evidence-based process of determining future workforce needs, through analysing the current capacity and capability of the workforce. It involves identifying the gaps between the present and the future and defining strategies to fill those gaps and manage how an organisation adapts. In turn, by attracting, developing, and retaining talented people, Council will have the capacity and capability to accomplish the goals and strategies set out in the Delivery Program, during the term of Council.

This Workforce Management Plan commences by describing

the context within which Council functions and how these external factors influence work and the workforce. This is followed by a profile of the current workforce, which leads into a discussion about the constraints and challenges Council needs to address to increase the capacity, performance, and adaptability of the workforce.

Finally, five human capital strategies are presented that, when read together, characterise how we will continue to build a vibrant, dynamic, capable, and high-performing workforce. A series of objectives, programs and measures are then presented that will enable Council to monitor the progress and impact of these strategies on the accomplishment of the Delivery Program.





## OUR CONTEXT

The services Council delivers to the community reflect the unique requirements of the natural and built environment in the local government area, financial constraints, community aspirations and expectations, technological developments, the shire's changing demographic profile, and our cultural heritage.

In the past four years, the Macleay Valley has endured a succession of unprecedented natural disasters, including drought, the Black Summer bushfires and several flood events. These natural disasters have not only had a significant impact across the shire and resulted in extensive damage to

Council assets but have also had a substantial impact on Council's workforce.

In response to these natural disasters and in addition to planned asset renewals, particularly in our Water and Sewer operations, Council will undertake a major capital works program from 2022 to 2026.

In the next four years, we will invest more than \$250 million in projects to upgrade or replace ageing infrastructure or assets damaged or destroyed during the natural disasters. To complete this works program, Council will need to temporarily increase the number of its experienced construction workers.

In addition, the impacts of the COVID-19 pandemic have been widely felt in the past two years. Like many businesses in the Macleay Valley, Council has repeatedly had its

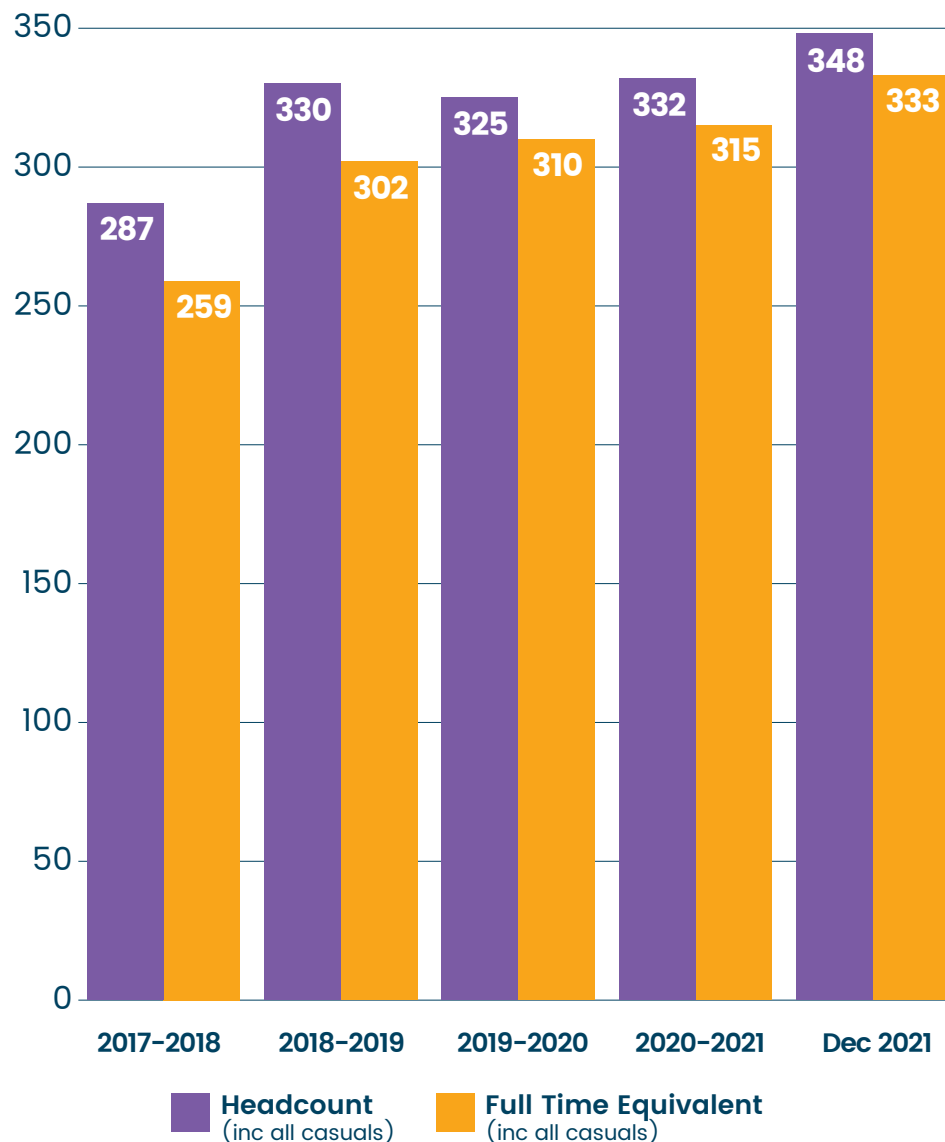
operations disrupted by COVID19. This has led to Council adopting a hybrid work model, where many professional team members balance working remotely and collaborating in the office.

Regarding Council technology, a growing number of customer-facing and internal processes are now paperless. In the next four years, more services and customer touchpoints will be digitised to provide the community with a seamless, responsive and efficient level of service. Thus, a higher level of digital competency will be required across Council's entire workforce.

# OUR WORKFORCE

## GROWTH

Council employs 348 staff equating to 333 full-time equivalent employees. The size of the workforce increased since the adoption of the current organisation structure in 2018 as employees were engaged to replace contractors and labour-hire workers; project managers were engaged to support major capital works; and additional trainees and apprentices were appointed to employ more local youth.



## EMPLOYMENT COSTS

For the financial year ended 30 June 2021, total employee costs represented 37% of total operating costs, consistent with similar sized regional councils.

2020-2021	
Employee Costs	\$29.15M
Percentage of total operating expenses	37%
Employee costs per 1,000 residents	\$974,000

## GENDER

Since 2019, Council has increased the representation of women within council's total workforce by 3%. Of those working on a full-time basis 75% are male, and permanent part-time workers is almost exclusively represented by females.

## TENURE

The majority of council's workforce (86%) are employees working on a permanent basis, with temporary workers (10%) and casuals (4%) making up the balance. Labour hire and contract workers are only engaged on an ad-hoc basis. Council's preference is to engage its workers as employees.

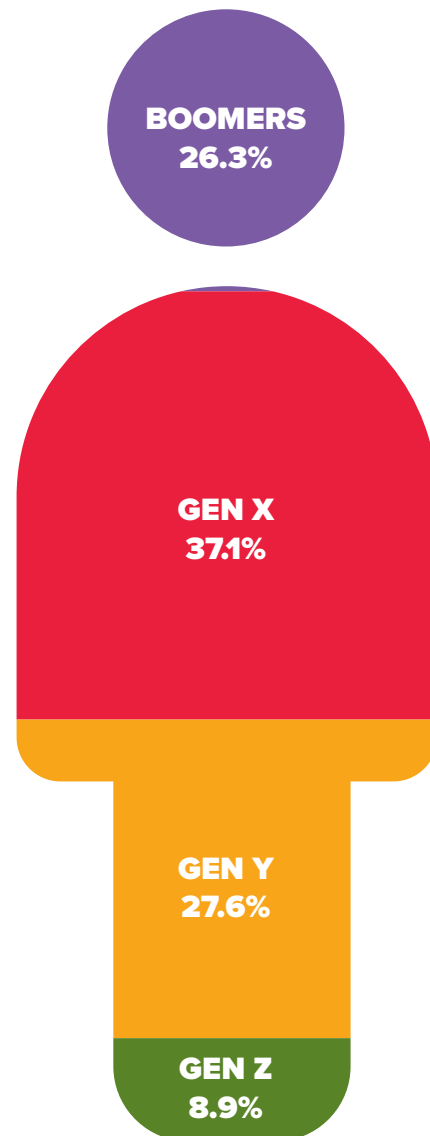




# OUR WORKFORCE

## GENERATIONS

The average age of our employees is 45 years. Within the next four years, it is projected that 54 employees will retire (16% of the workforce). In the past two years a concerted effort has been made to increase the number of apprentices, trainees, and cadets, to fill the gap when older employees retire. As of 31 March 2022, Council employed 10 apprentices, 18 trainees, and 3 cadets, which is about 10% of the workforce.

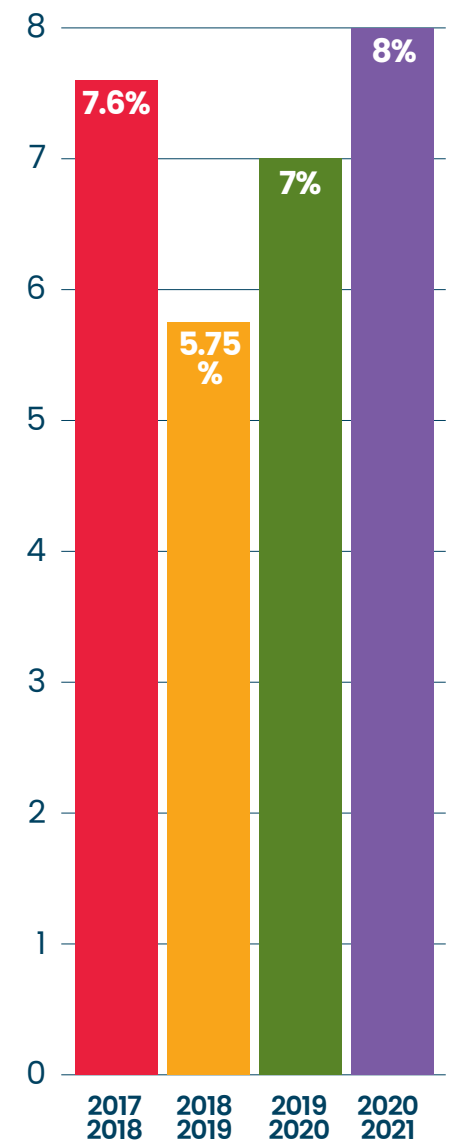


## VOLUNTARY TURNOVER

Since 2017, voluntary turnover has been consistent at around 7.5%. Voluntary turnover is made up of permanent employees who resign or retire. It does not include casuals, temporary workers or workers dismissed by Council.

When compared to the local government sector, these results are consistent with those reported by urban-rural councils (ALGA, 2018)<sup>1</sup>.

<sup>1</sup> Local Government Workforce and Future Skills Report Australia (ALGA, 2018)





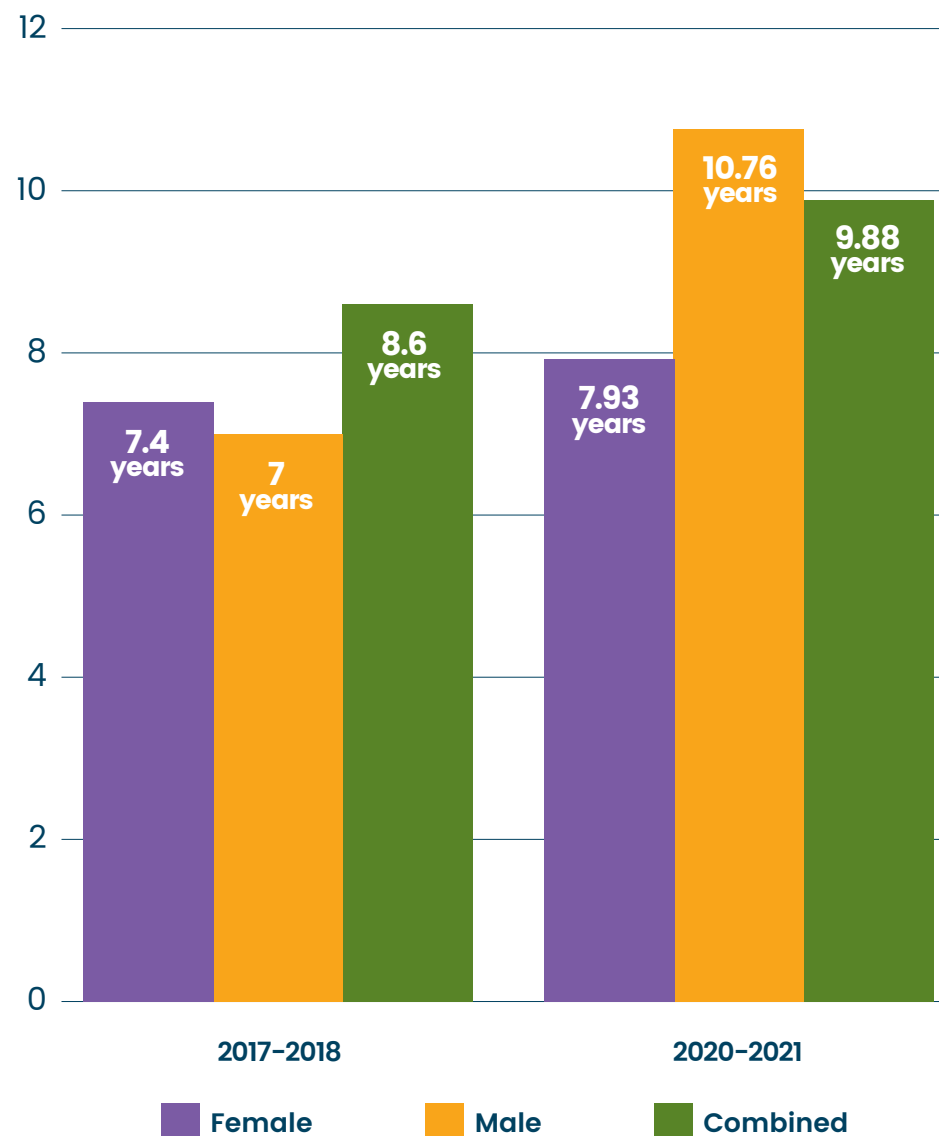
## LENGTH OF SERVICE

The average length of service for female employees is 7.93 years, and 10.76 years for male employees. The combined average is 9.88 years of service.

The variation in the increased years of service between females and males is due to the higher percentage of males appointed on a permanent basis. Of Council's permanent employees, 69% are male and 31% female.

Further, when tenure is viewed from a diversity lens, the largest gap in female representation are those employees engaged on a full-time permanent basis. The high number of males in full-time permanent positions are appointed to trade, construction, and maintenance related occupations.

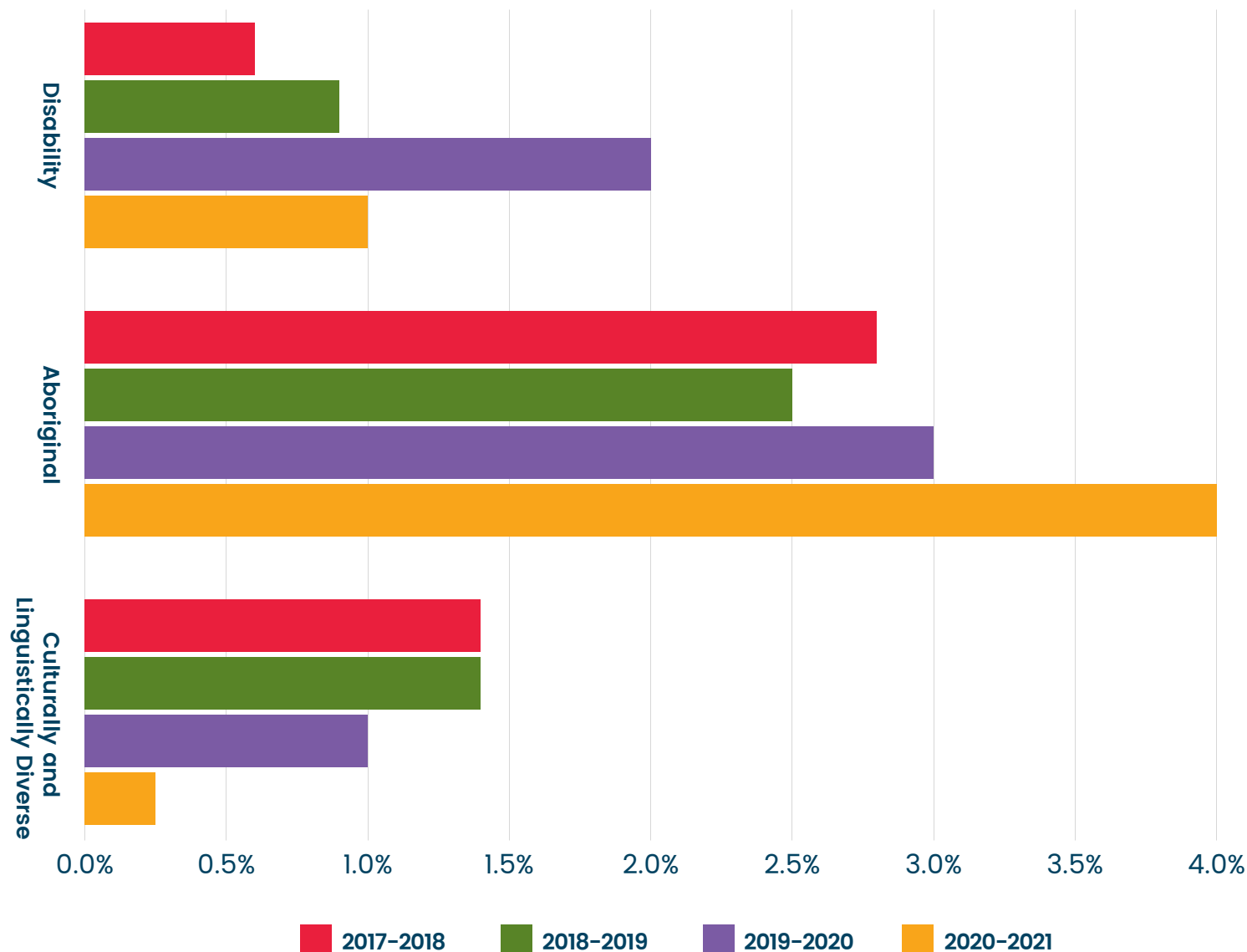
Further work is required to achieve improved gender balance across Council's workforce. This will involve exploring if these job roles can be performed on a part-time basis.



# OUR WORKFORCE

## DIVERSITY

Council is committed to increasing the diversity of the workforce. To do this, an Equal Employment Opportunity Plan sets out specific strategies to achieve this and is aligned to our Diversity and Inclusion Action Plan and Reconciliation Action Plan. Currently, approximately 1% of our workforce is comprised of employees who state they are working with a disability, and 4% of the workforce state they are Aboriginal. Going forward increased representation in both of these groups is required to reflect the demographic population profile within the region.



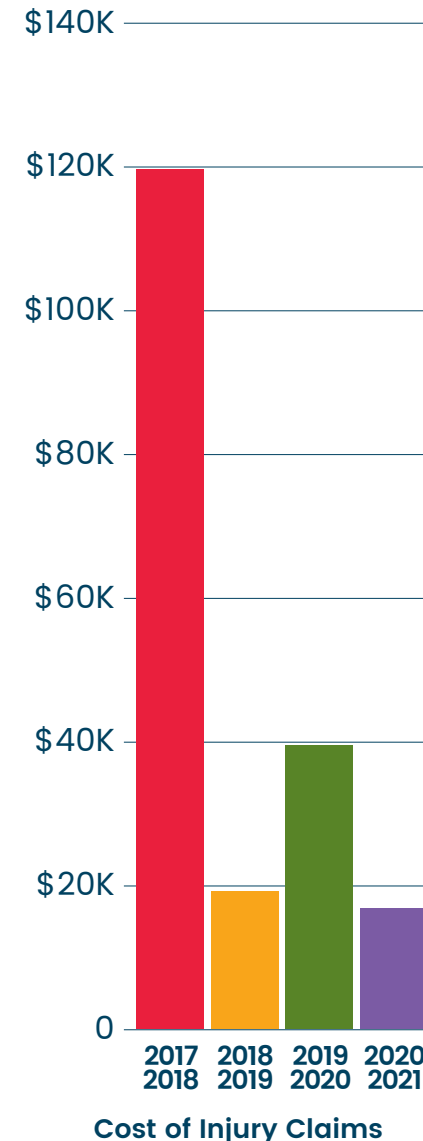
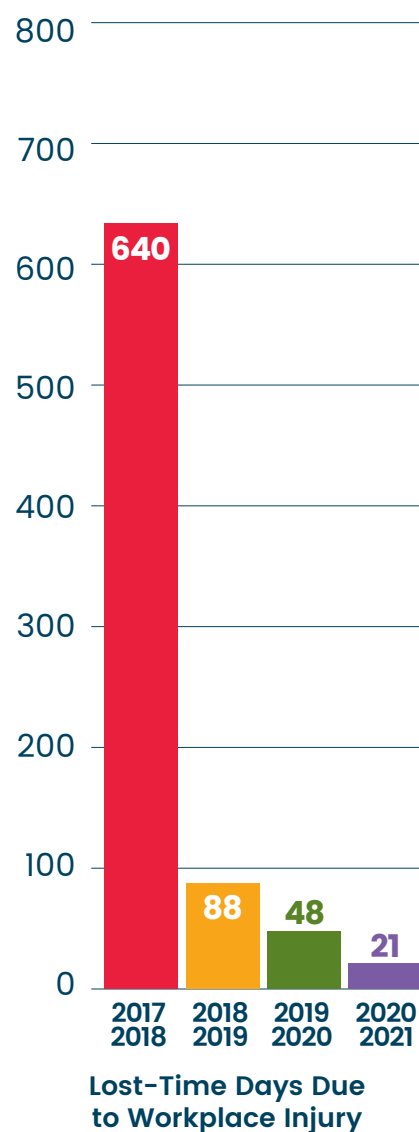
## WORK HEALTH & SAFETY

With a focus on increasing workforce safety, Council continues to focus on developing and implementing health and safety systems and processes.

The development of Council's Safety Management System commenced in the latter part of 2019 and was completed in late 2021. In this time, a review of all policies and procedures was undertaken, a digital application 'Vault' was launched to enable employees to easily report hazards and safety incident details, an extensive review of WH&S training and licences was carried out, and a Strategic WH&S Steering Committee was established to promote the development of a WH&S culture.

During this time, Council has achieved significant reductions in claims, lost time injuries and cost of claims, and the success of improvement initiatives has been recognised and rewarded through significant incentive (reimbursement) payments from Statecover, the scheme insurer.

As a result of a sustained focus on influencing an increase in our culture of working safely, through leadership, training, and education; together with an emphasis on claims management, the number of days lost to injuries in the workplace has fallen from 640 days in 2017 to 21 days in 2021. In turn, this improvement is reflected in the reduced cost of injury claims and insurance premiums.





# OUR WORKFORCE

## HEALTH & WELL-BEING

In recent years, the health and wellbeing needs of workers has changed considerably due to outside influences such as the COVID-19 pandemic and the new flexible working arrangements that have been required due to ongoing lockdowns. Council is committed to ensuring our workers' physical and mental health and that wellbeing is enhanced and protected.

Council has established a comprehensive Employee Assistance Program with services available for all employees and employee's direct family members. This includes an on-line wellbeing and coaching service containing an extensive library of wellbeing resources, information and training materials, which allows employees to proactively monitor and manage their wellbeing. These resources are supplemented by counselling services which can be accessed locally and in-person, by phone, or via an online digital meeting.

Additionally, Council has a well-functioning Health and Wellbeing Committee who organise wellbeing events to promote physical and mental health. These include walking at lunch, yoga, pilates, gym classes, swimming, Men's and Women's health expos, and promoting RUOK Day.





## LEARNING & DEVELOPMENT

All employees participate in an annual performance development program and receive constructive feedback about their performance every six-months. At this time, a development plan is established to enable them to build their capabilities and is aligned to their career plan.

In 2020, Council adopted a renewed approach to on-line learning. The system automatically notifies employees when their licences and tickets are due to expire and provides a facility where employees can re-book themselves into refresher training and capture any training attended. The platform also provides many online training modules and has now been set up to assign new employees relevant policies, procedures and training that needs to be completed in the first few weeks of employment. Council's own training programs are also uploaded into the system.

During the COVID-19 pandemic, Council was able to provide an increased amount of training online to employees. A document library is housed within our Learning Management System, automating forms with workflow approvals. In turn, processes such as completing the annual development and performance review, and new employee probation review are completed on-line. All paper-based human resource management processes have been automated.



# OUR CULTURE

## VALUES

Our organisational culture at Council can be observed through the behaviour, norms, and habits we exhibit, that indicate a shared meaning, our values, and beliefs. Shared meaning creates a sense of purpose, establishes our identity, and reflects the values that underpin decision-making, and the attitudes and behaviour we exhibit.

In 2018, an inclusive process was undertaken involving a broad-representative group from the workforce, who collectively defined our vision and values. These are:



### PASSION

- We approach our work with enthusiasm and drive
- We inspire others with our thirst for excellence
- We take pride in the work and service we deliver



### INTEGRITY

- We will do what we say
- We will act ethically and honestly
- We build the trust and confidence of the community and staff
- We are reliable, accountable and fair



### INNOVATION

- We challenge the status quo and have the courage to take risks, to achieve creative and efficient solutions
- We encourage and embrace positive change in the way we work



### COMMUNICATION

- We ensure open communication for all
- We actively listen and consult
- We provide timely and quality information



### RESPECT

- We consider our workmates, community, the workplace and environment
- We treat people as we would like to be treated



### COLLABORATION

- We work together to achieve a shared vision
- We are connected and care for each other
- We encourage and pay attention to those around us





## VISION

Lead and work with our community to build an inspired, connected Macleay Valley

# OUR CULTURE

## PRINCIPLES

Central to the organisational culture at Council are a series of principles that underpin how the organisation operates.

These are being:

### VISION LED

being transparent and engaging others through open communication to develop a compelling vision and detailed action plans to realise shared aspirations.

### CUSTOMER FOCUSED

placing the customer at the centre of all business and management decisions.

### HUMAN CENTRED

collaboratively designing systems and processes and using technologies tailored to the needs and welfare of the user.

### TECHNOLOGY ENABLED

embracing technology to stream-line and improve service delivery.

### FINANCIALLY SUSTAINABLE

ensuring Council has sufficient funds to meet its current and future financial obligations.

### STRATEGIC

setting objectives and determining a course of action aligned to our corporate-level strategies that is integrated across the organisation.

### ADAPTABLE

intuiting change in our business environment, interpreting the effect of change, and re-shaping/renewing to accommodate and take advantage of the opportunities brought about by change.









# OUR CONSTRAINTS AND CHALLENGES

## RESILIENCE

As a result, of the organisation restructure in 2018, natural disasters, COVID-19 pandemic and the influx of grant funded projects, the level of resilience within sections of the workforce has become stretched. Looking ahead, the mental health, workloads, and change management will be key to maintaining high levels of performance.

## LEADERSHIP

Leaders are key to realigning an employee's sense of purpose at work. The pandemic has highlighted the importance of leaders being empathetic by acknowledging the effect of changing circumstances on employee health and well-being.

## STRUCTURE

The functional structure within Local Government is beginning to give way to cross-functional project teams, where members with distinct expertise and core capabilities come together to work on projects that require an integrated approach to resource planning and scheduling.

## TECHNOLOGIES

The speed of technological change is predicted to increase exponentially, which will present both opportunities and challenges to Council. However, the integration of these technologies will need to be managed carefully to ensure workers recognise the need for, and the value derived from, adopting these technologies. Equally, to learn new ways of working, it will be necessary to unlearn what has become familiar and comfortable. By doing so, we will then become more agile in response to a less predictable and ever-changing business and work environment.



## SKILL SHORTAGES

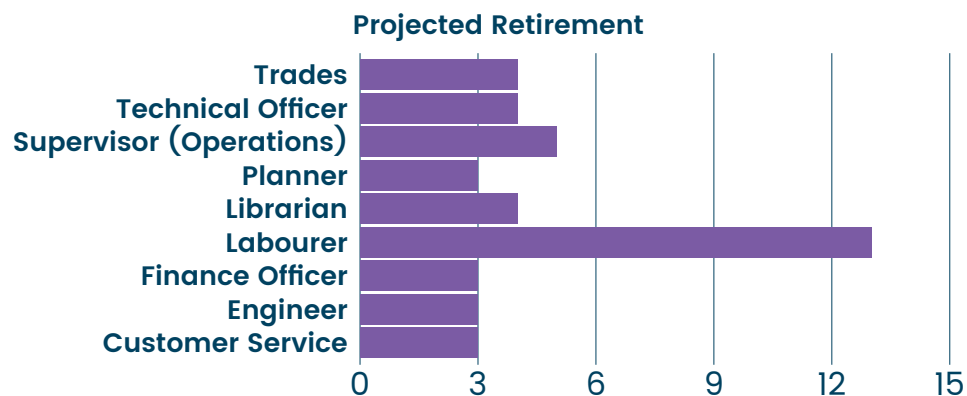
The Local Government Workforce and Future Skills Report Australia (ALGA, 2018) forecast skill shortages in engineers, project managers, town planners, land use planners, building surveyors, plumbing inspectors, and plant operators. This has been our experience in the past three years, and Council will require additional resources in these professions to resource increasing development activity in the Shire. Telemetry and instrumentation technicians will also be required to maintain new water and sewer plants.

## DIVERSITY

As previously highlighted, further action is required to increase the representation of women, Indigenous people, and employees working with a disability. The greatest opportunity to achieve this is in our operational workforce which is largely comprised of male employees who are reaching retirement age. Relationships with local community based not-for-profit organisations will be key to increasing diversity in the workplace.

## AGING WORKFORCE

With 54 employees expected to retire (16% of the workforce) during the next four years, succession planning, and appointment of additional trainees and apprentices will be required to fill the gaps to maintain workforce capacity. The chart below shows how many people are expected to retire within the next 4 years by Job Family.

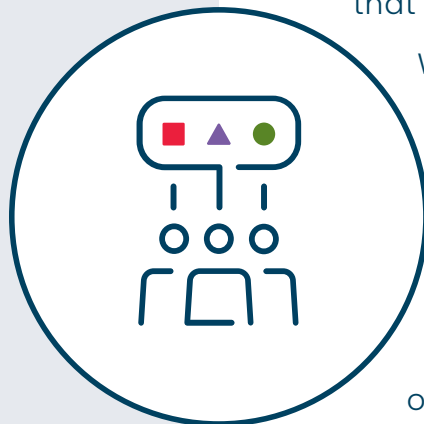


To build capacity, Council has been actively developing capability across numerous fields of expertise by providing opportunities to existing employees to upskill; and increasing the in-take of apprentices, trainees, and cadets. Retiring employees will also be encouraged to transition into part-time or casual roles, to enable Council to maintain its levels of service while these internal resources are being developed. Equally, market-based compensation, performance planning and feedback, and performance incentives will be used to retain talent and drive the delivery of high-performance outcomes.

# OUR HUMAN CAPITAL STRATEGIES

## BUILD A DIVERSE HIGH-PERFORMING WORKFORCE

**Outcomes:** We will continue to attract the most capable people to build an exceptional, diverse, and culturally safe workforce. Our employee experience and our reputation as an employer will be aligned to our values, purpose, and future organisational needs; and we will continue to be acknowledged as an employer of first choice.



Attracting talented staff is fundamental for achieving council's strategic priorities. We will continue our relentless pursuit to employ and develop the most capable people in operational, administration and professional positions. We will continue to be recognised as an employer of first choice in our region and in the local government sector. We strive to have an employer reputation that is unique, attractive, and promote the rewarding experience that we offer.

We will become more diverse and will continue to increase Aboriginal and Torres Strait Islander participation in our workforce. We

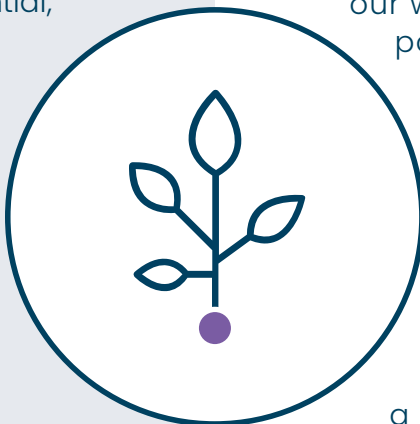
will build a culturally safe workplace for everyone. We seek to maintain a workforce climate that is inclusive of LGBTQIA, gender diversity, cultural and linguistic diversity, cognitive diversity, and people working with a disability; and support employees with caring responsibilities.

We will find people with the right skills and experience to join us. By proactively working with educational institutions and community partners, we can create an organisation capable of delivering high quality outcomes for residents and businesses in our region, and address workforce supply risks in trade/technical skills, professional expertise, and emerging occupations. We will also ensure people who are new to council

are supported through a tailored onboarding and induction experience focusing on our values and organisational culture.

## INSPIRE AND GROW OUR PEOPLE

**Outcomes:** We will develop a learning culture that prioritises people's learning, development, and career aspirations. We will build the capabilities needed to deliver on council's strategic priorities now and into the future. We will develop deep professional expertise and create the conditions for collaboration across the organisation so that this expertise is shared. We will develop an environment in which we achieve our potential, our performance is evaluated fairly, and our contributions are recognised and rewarded appropriately.



The people who work for council are its core strength. Having opportunities to develop, and achieve our potential is essential. We need to create a workplace where we are all nurtured, set up for success, and equipped to operate in an environment characterised by change and innovation. To be successful in our work, each of us needs to understand what we are expected to achieve through our work and be supported to undertake our work in the best possible ways and actively contribute to improving service delivery. Across Council, managers and leaders play a critical role in

establishing clear and inspiring work goals and in creating opportunities to develop and apply our skills and knowledge in the most effective ways possible.

We have rich organisational knowledge and deep technical and client-centred expertise. This provides a strong basis for the capability we need to build for the future. We will continue to seek out emerging talent and provide development opportunities and career pathways as the nature of our work changes.

We will increase our innovative and adaptive capacity, strengthen our change management capabilities at all levels within the organisation, promote secondment opportunities to work across teams and

functions, and network with other organisations. These experiences will broaden our capabilities and knowledge, offer creative and fulfilling career opportunities, help us to connect better across the workplace, and break down organisational silos. Learning and development will be integrated into positions through our capability framework. And we will practice being a learning organisation by encouraging experimentation, and collectively analysing and reflecting on our success and failures.



# OUR HUMAN CAPITAL STRATEGIES CONT.

## ENGAGE AND RETAIN TALENT

**Outcomes:** We will build a workplace culture that brings us together around shared values and purpose, creating a strong sense of connection for everyone within council. Our culture will help all of us to live the organisation's values, work collaboratively, and excel in service and project delivery.

Stronger connectivity and collaboration will be important as we face ongoing change in the workplace brought about by shocks to our external environment. We will continue to engage with, listen to, and openly communicate with everyone across council. We will strengthen our values-centred workplace culture. The success of council in the future relies upon all team members working collaboratively to solve complex, multifaceted problems.



We will embrace digital technologies and hybrid work profiles to enable increased flexibility and autonomy. We will embed more collaborative

ways of working and communicating to produce better service delivery outcomes. Through increased opportunities for cross-team and cross-function development, we will all be able to live a more fulfilling workplace experience.

Attrition will be offset by increasing our commitment to employ local youth into apprenticeship, traineeship, cadetship, and graduate programs.

We will continue to reward and recognise, and acknowledge contributions, achievements, and excellence in a variety of ways. We will ensure our career development and progression processes identify and reward achievement in a consistent and meaningful way.

## LEADERSHIP

**Outcomes:** We will be renowned for the way our leaders lead; our leaders will lead as one team across council by uniting all behind a common purpose. We will identify, select, and grow our leaders at all levels to drive leadership excellence and capability, bring to life our values and behaviours, work collectively towards a common purpose, and lead effectively through change.



Exceptional and purposeful leadership at all levels is essential for achieving our priorities. Leaders will be nurtured and developed at all levels, strengthening their ability to promote a culture of accountability, transparency, and collaboration. Leadership development activities will also focus on building skills to deliver change swiftly and effectively in response to the changing context in which Council operates. A values-led leadership and management development strategy will provide a structured approach to ongoing investment in our leaders through targeted development plans and tailored leadership career paths.

The work to build the next generation

of leaders will begin early, with identification and development of potential future leaders taking place well before people move into senior roles. The workplace requires collaboration, connectivity, and agility. This means teams are more important than ever before. We must position leaders and managers to be highly effective in forming, developing, and guiding teams to achieve high levels of performance.

As such, leaders will demonstrate empathy and care, be inclusive by regularly and openly communicating and engaging team members, and ensure expectations are clear, and excellence is rewarded.

# OUR HUMAN CAPITAL STRATEGIES CONT.

## THRIVING PEOPLE AND TEAMS

**Outcomes:** We will be known for nurturing a progressive, inclusive, physically and psychologically safe workplace environment. We will create a work environment where people have a strong sense of meaning, are energised, and feel joy and fulfillment. We will have a culture that fosters organisational agility and adaptability, helping us to navigate change.



We will provide the right working environment to engender a great lived workplace experience. And a strong sense of purpose will have a profound impact on motivating, empowering, and enabling us to work in ways that align to council's strategic direction.

We will continue to be leaders in promoting and enhancing the health and wellbeing of our employees. We all have a role to play in supporting and improving the wellbeing of everyone in council. In line with our health, safety, and wellbeing strategy, we embrace a culture of 'zero harm', giving priority to creating a happy, thriving and resilient workforce.

Working in adaptive ways will become increasingly important as we face changing demands. Enhanced employee services and technology will enable us to do this. This will be a priority for council. We will support workforce flexibility and enable better work/life balance for all.

As we embrace new technology and communication channels, we will approach data with curiosity and seek to understand what it tells us about our organisational performance and potential. By actively using evidence-based performance information we will be able to identify what we are doing well and where we need to improve. This will allow us to better serve our community.

We want to create a culture where we can work in more connected and collaborative ways, and where continuous improvement is top of mind for all of us. We all want to make a valuable contribution to the success of council while also gaining a sense of professional fulfilment in the work we do. Our values create a culture of inclusivity and a workforce characterised by its diversity.

Finally, council is committed to developing a sophisticated approach to change, one that ensures that we are all informed, engaged, and supported whilst having the opportunity to contribute our insights and ideas.

# REVIEW OUR REPORTING

The 2022-2026 Workforce Management Plan is underpinned by a detailed implementation plan that outlines the approach to delivering the outcomes and associated activities that form the plan. The implementation plan sets out the activities, timescales, ownership, and measures of success so we can proactively monitor our progress over the next four years.

Critical to the success of the 2022-2026 Workforce Management Plan is a dynamic approach to review and adaptation. The Organisation Development Department is accountable for implementing the strategy and achieving its outcomes. In partnership with Council's internal People and Culture Steering Committee, the Organisation Development Department will:


- Determine annual targets for the key measures in the Workforce Management Plan;
- Prioritise the activities and resources (cost, time and people);
- Monitor and report on the progress of the plan's implementation each quarter;
- Undertake an annual review of the Implementation plan and establish goals and activities for the following years (to coincide with the council's integrated planning and reporting cycle); and
- Report on progress to Council's Executive Leadership Team on an annual basis.







# OBJECTIVES AND SUCCESS MEASURES

We will monitor and report on the following measures regularly to gauge the implementation effectiveness of the Workforce Management Plan.



Human capital strategy	Objective	Program/service	Measurement	Dec 21	Targets				
					Jun 23	Jun 24	Jun 25	Jun 26	
<b>1. Build a diverse, and inclusive high-performing workforce</b> 	1. We create and sustain a diverse and capable workforce through internal development and effective attraction and recruitment activities.	<ul style="list-style-type: none"> <li>Promote local government careers at local schools, education and training providers</li> <li>Partner with local employment organisations (including disability and Aboriginal employment) to develop employment practices to increase diversity.</li> <li>Increase cultural awareness within Council</li> <li>Identify barriers within the application process that may discourage people with a disability from applying</li> <li>Provide training opportunities for Managers and Interview Panel staff to assist in the recruitment of people with a disability</li> <li>Establish talent pools to capture expressions of interest from potential candidates</li> <li>Deliver diversity and inclusion training</li> <li>Publish an equal employment opportunity management plan</li> </ul>	<ul style="list-style-type: none"> <li>Increase representation of female employment rate of total workforce</li> <li>Increase employment rate of women in trades or operational roles</li> <li>Increase employment rate of Aboriginal employees</li> <li>Increase employment rate of people with disability</li> <li>Maintain a balance between new employees with less than two years' service, and long-serving employees</li> </ul>	31%  2.3%  4%  1%  19%	Targets for each of these measures will be defined as part of the development of Council's Equal Employment Opportunity (EEO) Plan which is currently being developed. The EEO Plan will be reported to Council for adoption prior to 31 December 2022.				
	2. We enable new employees to become job-ready through onboarding and quickly attain the capabilities to become fully competent.	<ul style="list-style-type: none"> <li>Coordinate a comprehensive new employee onboarding program</li> </ul>	<ul style="list-style-type: none"> <li>Obtain feedback from new starters and supervisors on getting new employees: a) job ready (pre-employment) and b) proficient (probation)</li> </ul>	Qualitative					

					Targets				
Human capital strategy	Objective	Program/service	Measurement	Dec 21	Jun 23	Jun 24	Jun 25	Jun 26	
<div>2. Inspire and grow our people</div> <div></div>	1. We drive an innovative learning culture and develop high-performing teams.	<ul style="list-style-type: none"><li>Coach work teams in the application of continuous improvement methods and tools</li></ul>	<ul style="list-style-type: none"><li>Encourage employees to put forward ideas for improvement</li></ul>	69%	70%	71%	72%	73%	
	2. We have the future capabilities needed to deliver Council's strategic priorities.	<ul style="list-style-type: none"><li>Coordinate a program to engage apprentices, trainees, cadets and graduates</li></ul>	<ul style="list-style-type: none"><li>Percentage of apprentices, trainees, cadets and graduates who successfully complete their studies</li></ul>	85%	90%	95%	100%	100%	
	3. We are empowered to achieve our potential, and performance is fairly evaluated.	<ul style="list-style-type: none"><li>All employees complete an annual performance development plan</li><li>Establish a career planning portal</li><li>Coordinate a succession planning program to recognise and develop potential</li></ul>	<ul style="list-style-type: none"><li>Percentage of employees who participate in an annual performance development review</li><li>Employees perceive sufficient time and energy are committed to plan their careers</li><li>Each department has a micro-workforce plan</li></ul>	95%  32%  None	95%  35%  50%	95%  38%  75%	95%  41%  100%	95%  44%  100%	

# OBJECTIVES AND SUCCESS MEASURES

					Targets				
Human capital strategy	Objective	Program/service	Measurement	Dec 21	Jun 23	Jun 24	Jun 25	Jun 26	
<b>3. Engage and retain talent</b>  	1. We engage, communicate with and listen to each other.	<ul style="list-style-type: none"><li>• Deliver regular communication to employees (newsletter, yard meetings, divisional updates, intranet stories)</li><li>• Consult employees before decisions are made</li></ul>	<ul style="list-style-type: none"><li>• Employees report work gives them a feeling of personal accomplishment</li><li>• Employees report they are consulted about potential organisational change</li></ul>	74%	75%	–	76%	–	
				46%	50%	–	55%	–	
	2. There is a strong sense of connection between everyone.	<ul style="list-style-type: none"><li>• Administer a two-yearly employee alignment and engagement survey</li><li>• Reduce the time to fill vacant positions</li></ul>	<ul style="list-style-type: none"><li>• Increase in the percentage of employee:<ul style="list-style-type: none"><li>- engagement (job satisfaction &amp; commitment)</li><li>- emotional wellbeing (psychological safety)</li><li>- progress (perceptions of organisation progress)</li></ul></li><li>• Time from authorisation to appointment to fill vacant positions</li></ul>	75%	77%	–	80%	–	
				55%	60%	–	65%	–	
				57%	60%	–	65%	–	
				109 days	80 days	75 days	70 days	65 days	
	3. We retain talented employees.	<ul style="list-style-type: none"><li>• Monitor the turnover of employees with less than 12 months' service</li><li>• Coordinate an employee recognition and reward program</li></ul>	<ul style="list-style-type: none"><li>• Reduction in turnover of employees with less than 12 months' service</li><li>• Employee contributions are recognised</li></ul>	9.5%	9.25%	9.0%	8.75%	8.5%	
				59%	60%	–	62%	–	



					Targets				
Human capital strategy	Objective	Program/service	Measurement	Dec 21	Jun 23	Jun 24	Jun 25	Jun 26	
	1. Our leaders are united behind a common purpose and bring to life our Council's values and behaviours.	• Coordinate a values-centred leadership development program	• Employees report leader behaviour is consistent with our values	75%	77%	–	80%	–	
	2. Our leaders at all levels demonstrate leadership excellence and capability.	• Coordinate a series of front-line leadership initiatives	• Employees express confidence in the abilities of their supervisor	71%	73%	–	75%	–	
	3. Our leaders effectively lead change.	• Coach managers and coordinators in change management	• Employees perceive that change is managed well	37%	40%	–	50%	–	
	1. We provide an exceptional employee experience at work.	• Deliver an employee onboarding program	• Employees report that the learning and development they have received has improved their performance	61%	62%	–	64%	–	
	2. We have a healthy workforce.	• Promote a health and wellbeing program	• Employees recognise that their job has a positive impact on their wellbeing	54%	55%	–	57%	–	
	3. We are supported to work effectively and efficiently and are connected and collaborative.	• Employee absenteeism is managed	• Reduction in employee absenteeism (sick leave)	7.7 days	7.5 days	7.0 days	6.5 days	6.0 days	

Note: Some measures only have targets every two years, as these are measures from Council's two-yearly employee engagement survey.

# CONCLUSION

Regular monitoring and evaluation are important elements of the workforce planning process that allows Council to assess the impact of workforce plan objectives and strategies, and where required make changes to improve ongoing success. It is anticipated that over the next four years the context and business environment with which Council functions will present new challenges for the organisation.

An annual review of the Workforce Management Plan will consider whether the key themes and strategies remain current and what new actions need to be added to address new or emerging issues during the 4-year period of this workforce plan.











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