



Griffith City Council

Workforce Management Plan 2022-2026



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Foreword

I am pleased to present Griffith City Council's new Workforce Management Plan (WMP). The Workforce Management Plan is a key element of Council's Integrated Reporting and Planning Framework, with strong links to the Council's Community Strategic Plan 2022-2032 and Delivery Program for the next four years.

Council understands the most valuable asset it has is the workforce that provides and maintains the many facilities and services our local community enjoys. The success of our Council is driven by the skills and dedication of its people and Council is committed to providing quality leadership and continuous staff development programs across the organisation.

The Griffith City Council Workforce Management Plan provides the strategic direction for dealing with the many complexities surrounding an evolving and diverse workforce. It is expected this plan will be an important tool that provides direction to Council to ensure the right people, with the right skills are in the right place at the right time.

Accordingly, the Workforce Management Plan is based on the key strategic areas of employee recruitment and retention; employee training, learning and development; employee sustainability; and work health safety; and provides details on how these key areas will shape our workforce into the future years.

Brett Stonestreet
General Manager

Introduction

Key points

The Workforce Management Plan is a four-year plan that shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives.

The Delivery Program lists an extensive number of services and activities that Council delivers in line with the Community Strategic Plan 2022-2032. The delivery and maintenance of these many assets and services is reliant on a dedicated, knowledgeable and appropriately resourced workforce.

Purpose and place in the IP&R process

What is the purpose of a Workforce Management Plan (WMP)?

- To identify current and predicted workforce issues and outline how we are going to address these problems to achieve the Council's Delivery Program.
- To assist with shaping our workforce to ensure it is capable of delivering current organisational objectives and future requirements in alignment with our Community Strategic Plan.
- To identify strategies or activities that may have an impact on Council's Long Term Financial Plan.

Workforce planning is about predicting future labour market needs. It requires an understanding of the make-up of the current workforce, an investigation into future service needs and an analysis of the type and size of the workforce required to meet them.

The Workforce Management Plan will ensure the right people are available to deliver the Community Strategic Plan, Delivery Program and Operational Plan and that Council's workforce is appropriate, productive, skilled and diverse.

By approaching workforce planning in a strategic way, a number of aims and statutory requirements can be addressed in a single process to ensure that all aspects of Council's operations are appropriate and effective.

The benefits of ensuring a diverse workforce include improved communication and better understanding of the issues affecting local communities. A diverse workforce also maximises the pool of workers from which to address the issues facing councils such as skills shortages, ageing workforce and business succession planning, as well as invigorating local communities and economies.

Review cycle

The Workforce Management Plan will be reviewed annually, in line with the Operational Plan, to ensure it continues to meet future workforce and skill needs.



Context

Staff Profile

Griffith City Council employs 282 permanent staff and 135 others in multiple casual positions (175 positions) working in various locations across a diverse range of services.

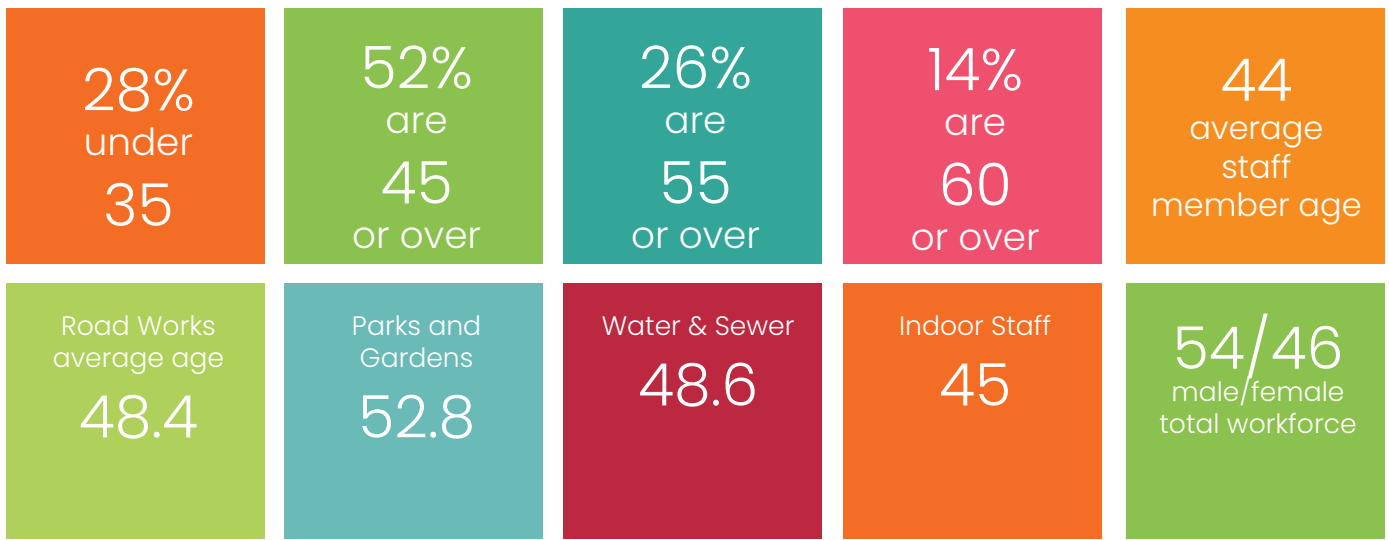
Council is committed to maintaining a high level of customer service to the community, with the majority of casual staff engaged in the service areas of the Griffith Regional Aquatic Centre and Griffith Regional Theatre (Business, Cultural and Financial Department) wherein flexibility is required dependent on activities and programs on any given day.

Approximately one third of staff employed at Griffith City Council are semi-skilled (100% of these would be outdoor workers) with two thirds remaining in the skilled to highly skilled roles. Based on total number of permanent staff, 37% have a tertiary qualification (Certificate II and above), of which 30% are Female and 70% Male.

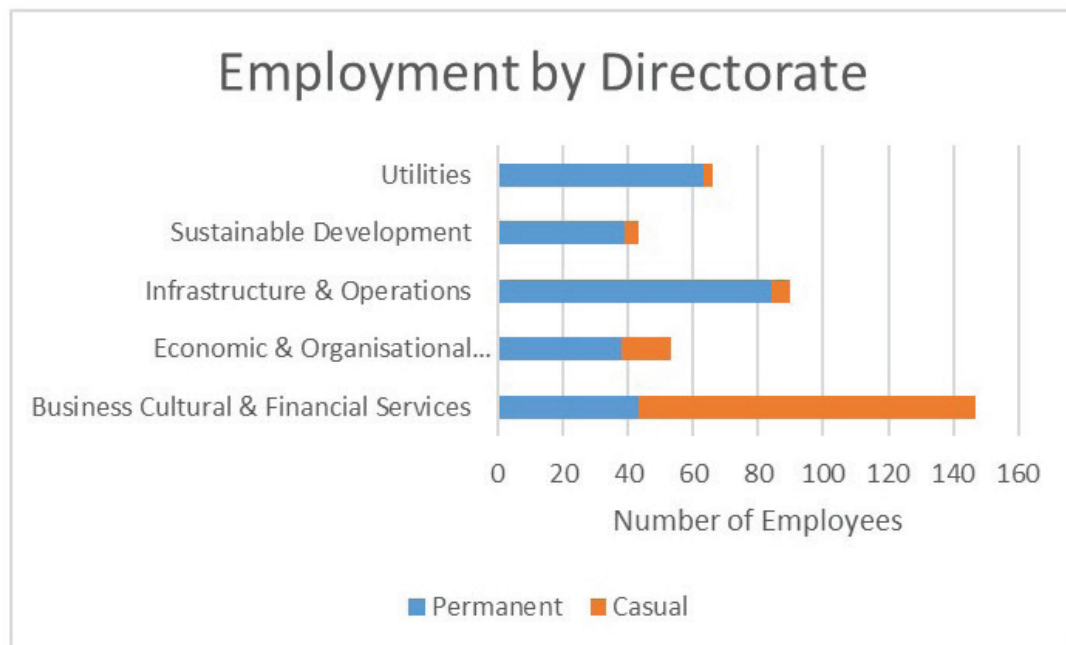
The organisation has 60 people in managerial or leadership roles. This includes the General Manager, the Senior Management Team and second tier Managers, Supervisors and Team Leaders.

The variety of positions employed at Council demonstrates the wide range of skill sets that the organisation requires to be operational. It also identifies areas in the manual labour divisions of workers who have rudimentary literacy and numeracy skills.

Workforce Snapshot

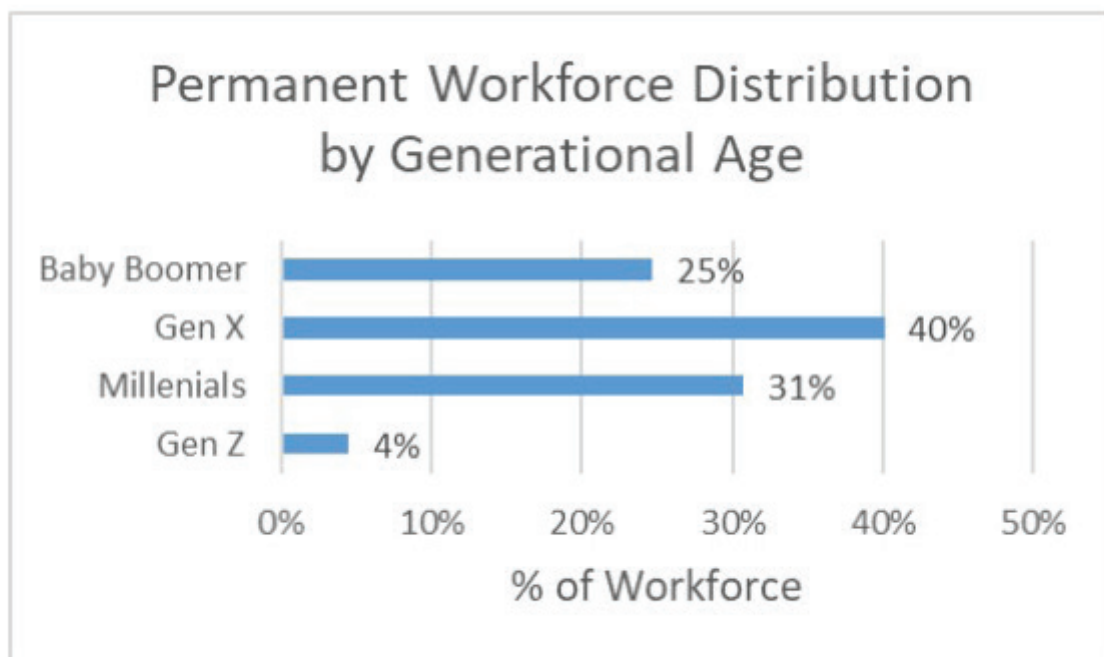


Permanent employment by Directorate



Permanent workforce by age %

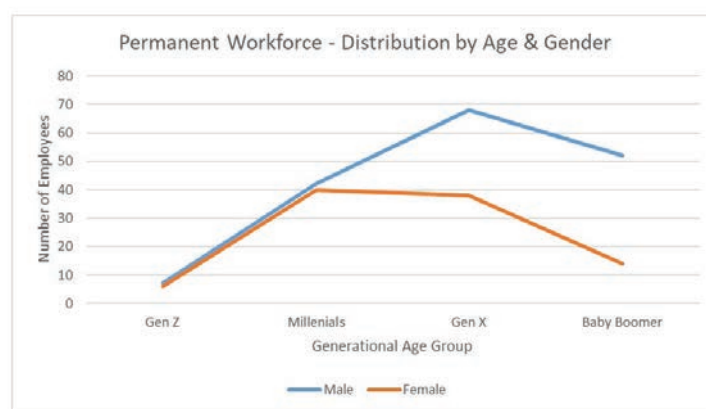
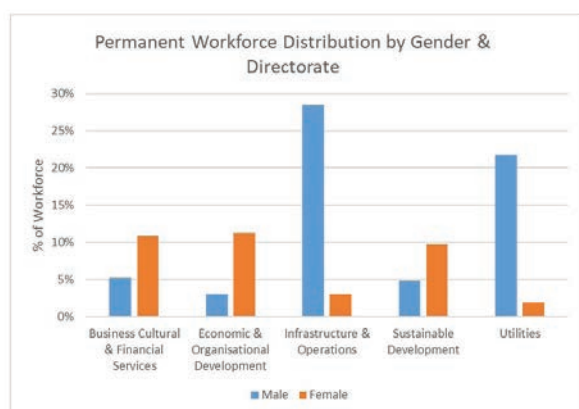
At 31 March 2022 the average age of the permanent workforce was 47. The youngest employee was 16 (School Based Trainee) and the oldest 71 (Waste Operator).



Workforce gender

The gender split of the Griffith City Council Workforce (including casual positions), is 52% male and 48% Female. The permanent workforce is 64% male and 36% female.

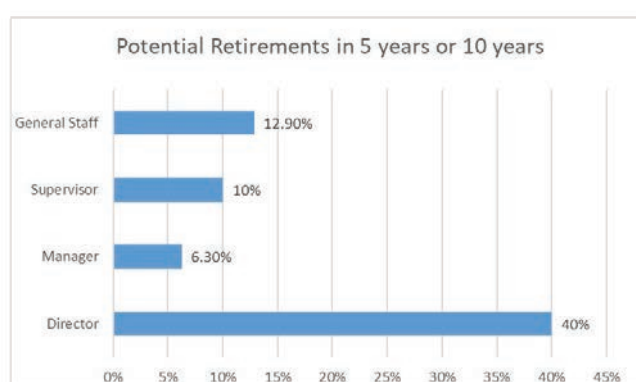
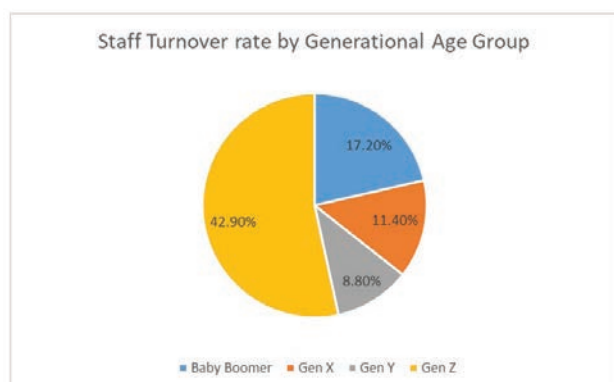
The Business, Cultural and Financial Services Directorate is predominantly female with 11% of the permanent workforce. This Directorate includes the Library, Griffith Regional Theatre and Griffith Regional Aquatic Leisure Centre. The Infrastructure and Operations Directorate and Utilities Directorate have the highest percentage of male employees with 28% of the permanent workforce. This Directorate includes Works and Parks and Gardens.



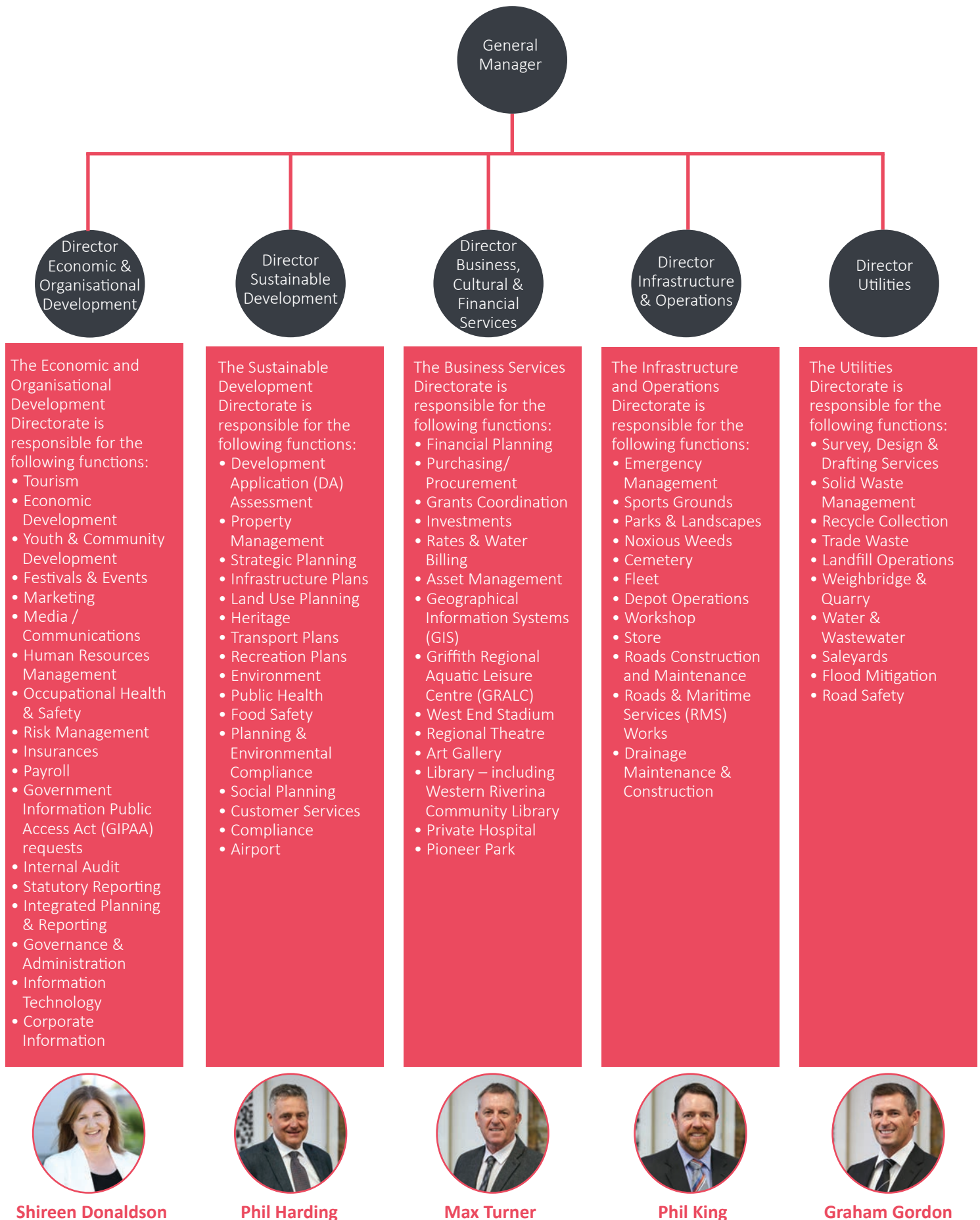
Staff turnover

Our staff turnover rate in the first year of employment is 14.2%. The NSW median turnover rate of employees in their first year is 18.9%.

Our female turnover rate is 18.9% (median 15%), and our male turnover rate is 11.3% (median 11.8%).



Organisation Structure





Griffith Employment Environment

Griffith City Council competes in a very strong labour market with the main industries in Griffith being manufacturing, retail trade and agricultural followed by health care and education.

Employment snapshot

According to the ABS 2011 Census data for Griffith Local Government Area (LGA)

- Our resident population is almost evenly split between males 50.2% and females 49.8%;
- Aboriginal and Torres Strait Islanders made up 4.1% of the population;
- 75.6% of our population were born in Australia. The most common countries of birth were Italy 5.3%, India 3.4%, New Zealand 1.7%, England 0.9% and Philippines 0.7%;
- The median age of our residents was 36 which is slightly lower than the Australian median age of 37;
- In Griffith City 52.3% of the local workers are males and 47.7% are female
- There were 13,700 jobs located in the Griffith City Local Government Area in the year ending June 2015.

Occupation of employment, 2016

Total employed persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Challenges and Strategies

Griffith City Council has challenges that are universal to many other regional Councils and other challenges that are unique to our organisation.

Over the next four years, Council will be seeking to maintain current services and service levels while operating in an environment where budget and resources are tightly managed. An increase in community expectation and growth and an increase in grant funding from governments is placing pressure on Council's workforce to become more strategic with its resources in order to do more with less.

- Housing affordability has become an issue due to a low unemployment rate which increases demand on available housing, particularly for low income earners.
- Award changes allowing casual employees to request a review and convert their casual employment to permanent employment may have an impact on the FTE count and salary budgets.
- Workforce health and well-being against a background of increasing drug, mental health and domestic violence issues
- Skill shortages within specific occupational areas
- Retaining highly skilled, capable, motivated and engaged employees

In order for Council to achieve its goals, we will over the next four years be focussed on:

1. Employee Recruitment and retention
2. Employee Training, learning and development
3. Sustainable Workplace
4. Work Health and Safety

Employee Recruitment and Retention

The aim of this objective is to place Council as a preferred employer within the local community and beyond, through the creation of a welcoming and inclusive workplace and the provision of innovative employee benefits that attract new staff and retain existing staff.

Challenges

- Changing nature of work – working from home and COVID-19 constraints
- Skills shortages of professional and skilled technical staff due to low employment rates
- Increase in grant funding from governments for projects placing pressure on staff to deliver on schedule
- Attraction and retention capacity of Council
- Increasing retention rate of staff
- Career progression
- Shrinking workforce
- Ageing workforce
- Local Government Award constraints
- Salary System constraints

Strategies

- Ongoing Service Delivery Reviews to ensure Council will meet the resourcing needs of the Delivery Program
- Enlist the services of recruiting agencies to assist with advertising and selection process for hard to fill positions
- All recruitment requests must be approved by the Senior Management Team who evaluate the position based on organisational need. The position is also evaluated to see if it can be made a traineeship, apprenticeship or identified as an Australian and Torres Strait Islander (ATSI) positions
- Use of term appointments and casual labour to assist with short term shortages to meet the delivery of major projects
- Availability of a salary premium of up to 5% for those technical and management positions that are difficult to fill
- Assistance with relocation expenses for hard to fill positions
- Indigenous Employment Strategy (IES) to increase employment and vocational training opportunities for indigenous people in the Griffith LGA
- Social media to reach a wider audience and seek out potential candidates
- On-line recruitment and on-boarding to streamline the recruitment process
- Council participates in the Grow Our Own initiative find out more via growourown.org.au and delivers the Griffith Now Hiring marketing program griffithnowhiring.com.au

Employee Training, Learning & Development

The aim of this objective is to identify and align the needs of Griffith City Council in terms of the skill set it requires to deliver services and provide appropriate training to staff to ensure individuals have those skills to deliver the services accordingly. The training spend last financial year was \$933 per FTE. The average spend for NSW Councils was \$845 per FTE.

Challenges

- Ageing workforce
- Succession planning and leadership attrition
- Leadership continuity
- Identifying skills gaps
- Identifying critical positions across the organisation
- Specialised skills and technical knowledge
- Changing nature of work
- Increased use of technology in all types of positions
- Government legislation for National Employment Standards
- Increased costs in training to meet legislative requirements
- Cost of attending training due to distance from major centres and COVID-19 restrictions.

Strategies

- Provide and promote a framework that supports continuous improvement, change management and business improvement models
- Promote innovation and capture ideas from our employees
- Promote career planning and talent management
- Integrate coaching and mentoring
- Grow our own
- Succession plan for core positions
- Create a workforce which encourages workforce diversity
- Annual Skills Assessments
- Tertiary Education Assistance
- Implement a Learning Management System to deliver and track employee training needs.



Sustainable Workplace

This objective is aimed at the effective use of inter-related strategies and activities to improve the performance of individuals and teams within Griffith City Council. It provides a means to recognise and reward good performance and to manage under-performance of staff.

Challenges

- Linking job descriptions to performance management and to the Community Strategic Plan
- Educating managers and staff on the benefits of conducting performance reviews
- Keeping leaders focused
- Building a performance review culture
- Managing performance to increase accountability
- Identifying and recognising high potential employees.

Strategies

- Conduct annual performance reviews where staff have an opportunity to have a dedicated conversation with their Manager
- Council manages Team Leaders and Supervisors to participate in training that will hone their leadership skills
- Ongoing assistance from HR to help Supervisors and Team Leaders conduct Performance Appraisals
- Regular employee satisfaction surveys
- Conduct regular Manager meetings to encourage open communication between departments and promote open discussion on current issues.



Work, Health & Safety

Council is committed to providing a safe workplace for its employees and to meeting its obligations as an employer as set out in the Work, Health and Safety (WHS) Act and Work Health and Safety Regulations.

This is evidenced by both the financial and human resources dedicated to this area.

Challenges

- Cost of investing in Work, Health and Safety and Risk Management including
- The cost of training staff
- The cost of implementing new systems and procedures
- Managers acknowledging responsibility and accountability for providing a safe and healthy workplace
- Engaging the workforce in establishing and keeping a safe workplace
- Ageing workforce.

Strategies

- Development of WHS Management system to meet requirements of Work, Health and Safety Legislation
- The adoption of a suite of Work, Health and Safety policies and the regular monitoring and review of Councils WHS Management systems against defined WHS objectives and targets
- Support for the workplace WHS Committee.
- Implementation of safe systems of work and work practices
- Providing information, instruction and training to ensure that staff can undertake the tasks assigned to them safely, efficiently and without risk
- Take advantage of improved technology, including plant and equipment that will increase the efficiency and/or reduces manual handling risks to employees
- Ensure a system is in place for regularly reviewing staff policies and new/revised policies are communicated and staff demonstrate understanding
- Staff trained on requirements of Work, Health and Safety Legislation
- Annual auditing of Council's WHS management system by StateWide
- Safety Meter early warning detection program
- Promotion of Council's Employee Assistance Policy
- Promote Health and Wellbeing programs to all workers
- Commitment of Senior Management to safety leadership
- Commitment to best practice injury management and recover at work systems
- Implement a program of site audits, conducted by the WHS Coordinator.

Strategic Direction

Corporate Values

The following Corporate Values are those to which Council is committed:

- People are our most valuable resource
- We will always be accessible and open
- We will remain truthful and honest
- We will be accountable
- We are caring and committed
- Priorities will be based on fairness, relevance and affordability following consultation
- We will plan for the future taking into consideration the economic, social, physical and environmental impacts
- We will strive for the highest level of customer satisfaction
- We will encourage innovative approaches to staff development.





Points of Linkage

The Workforce Plan is integrally linked with the Community Strategic plan and Delivery Program. Embedded in the aims of the Community Strategic Plan are commitments to improving the education and safety and well being of the workforce of Griffith City Council.

Delivery Program	Code	Operational Plan	Code	Performance Measure
3 Plan and lead with good governance				
3.1 Undertake Council activities within a clear framework of strategic planning, policies, procedures and service standards				
Provide a compliant Human Resource Management service to meet legislative and organisational requirements.	3.1.10	Undertake review of HR policies.	3.1.10.1	HR policies reviewed as per cycle
		Provide a relevant training calendar for staff development and compliance.	3.1.10.2	Training calendar completed and available. WHS training provided within relevant timeframes.
		Implement actions outlined in Council’s Equal Employment Opportunity (EEO) Policy.	3.1.10.3	Report on EEO progress in Council’s Annual Report.
		Implement award changes as required.	3.1.10.4	Number of Consultative Committee meetings held.
5 Grow our economy				
5.2 Be a location of choice for business investment employment and learning				
Support efforts to match skilled labour with local business and industry needs.	5.2.1	Deliver Griffith Now Hiring marketing program.	5.2.1.1	Griffith Now Hiring (GNH) Website engagement and number of Griffith Now Hiring partners. Number of GNH jobs advertised.
Collaborate with Regional Development Australia (RDA) Riverina and neighbouring Councils to explore opportunities to address local skills gaps and build workforce capacity.	5.2.2	Support the following programs:- Grow Our Own- Multicultural NSW’s Growing Regions of Welcome (NSW GROW) model - Partner with RDA Riverina Country Change.	5.2.2.1	Number of RDA initiatives supported.
Identify opportunities for Council traineeships and work experience programs.	5.2.5	Identify opportunities within organisation structure for potential traineeships.	5.2.5.1	Number of trainees and apprentices employed.

Provide a compliant Work Health Management system to meet legislative and organisational requirements.	5.2.3	Undertake review of WHS policies.	5.2.3.1	A Return to Work (RTW) Program reviewed annually. WHS policies reviewed.
		Implement amendments to WHS Act and Legislation changes as required.	5.2.3.2	WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions. Number of WHS Meetings held.
Advocate for safe work practices and employment standards.	5.2.4	Facilitate opportunities for training and policies to improve staff wellbeing.	5.2.4.1	Hold two Health and Wellbeing staff awareness programs. Four Health and Wellbeing articles distributed annually.

Engagement

In November 2021 Council conducted an employee survey to continue the ongoing process of engagement with our workforce. 190 employees participated.

The survey identified a number of areas of strength, and key areas for attention that have been considered in developing this Workforce Management Plan.

Council's Workforce Planning Team have overall responsibility for developing and implementing the Workforce Management Plan. The Economic and Organisational Development Directorate is responsible for monitoring, implementation and performance reporting.

Griffith City Council's Consultative Committee also has a key role in assisting in the implementation and monitoring progress of the Plan.

The responsibility for implementing Council's business planning documents including the Workforce Management Plan is the responsibility of all levels within Griffith City Council.

The following outlines these responsibilities:

- The Mayor and Councillors delegate responsibilities to the General Manager to develop and oversee the implementation of the Community Strategic Plan, Resourcing Strategy and Delivery Program in accordance with the legislation and guidelines as well as leading community engagement.
- The General Manager is responsible for overseeing the preparation of Council's Integrated Planning & Reporting Framework and reporting progress and performance regularly.
- The Senior Management Team is responsible for ensuring the key focus areas and related strategies are agreed and resourced.
- Managers and staff are responsible for supporting the Senior Management Team in implementing the Community Strategic Plan, Delivery Program, annual Operational Plans and the individual components of the Resourcing Strategy.





Measuring Success

It is important to systematically monitor workforce data, evaluate activities and make necessary adjustments. Included in this review process is the assessment of leadership competencies at higher position levels and compare with known criteria and to measure the progress of those moved in to more senior positions.

Performance will be monitored by Council's Senior Management Team, via Key Performance Indicators and Performance Appraisal reporting. Monitoring is completed quarterly against related projects and services as detailed in Delivery Programs and Operational Plans.

Information collected in the Staff surveys helps to identify issues and measure our progress.





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