



Murrumbidgee
COUNCIL

WORKFORCE STRATEGY

Murrumbidgee Council





Murrumbidgee
COUNCIL

THREE TOWNS - ONE COMMUNITY

Murrumbidgee Council values creativity and innovation to reliably deliver quality services and facilities to its communities.

It does this through traditional principles and forward thinking that provide strong, positive leadership to nurture who we are, where we live and what we have built.

Our communities are welcoming and energetic providing fun and friendly places that are appealing to all to live, work and play.

Council's primary role is to deliver quality, relevant and appropriate services and programs to create and support friendly and welcoming communities across its region.

We support all members of our communities in a Council region where people feel safe, are actively and passionately involved in establishing connected and respectful places to live and where the differences of our three towns serve to strengthen the Murrumbidgee community.

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WHAT IS THE PURPOSE OF THIS DOCUMENT?

If you are reading this document, you are someone who cares about the future of your community.

Council employs over 100 people across a wide range of professions to deliver a diverse range of services provided to our community.

Our employees have the drive and dedication to make a difference to the lifestyle of our community. Our workforce culture and capacity is reflected in everything we do and in all that we achieve for now and into the future.

The principles and strategies set out in this document will contribute to an engaged and productive workforce within Murrumbidgee Council.

This will help Council achieve sustainable service provision for the local community, meeting the commitments outlined in the Delivery Program and contributing towards the community vision.

WHERE DOES THIS STRATEGY FIT?



The Workforce Strategy and Plan is a key component of the Murrumbidgee Council Resourcing Strategy.

The Resourcing Strategy demonstrates how Council will resource through time, money, people and assets, its contribution towards the community's aspirations.



OUR PURPOSE

A community built by innovative and reliable services.



OUR VALUES

- *Creative*
- *Quality*
- *Traditional*
- *Energetic*

Murrumbidgee Council values creativity and innovation to reliably deliver quality services and facilities to its communities.

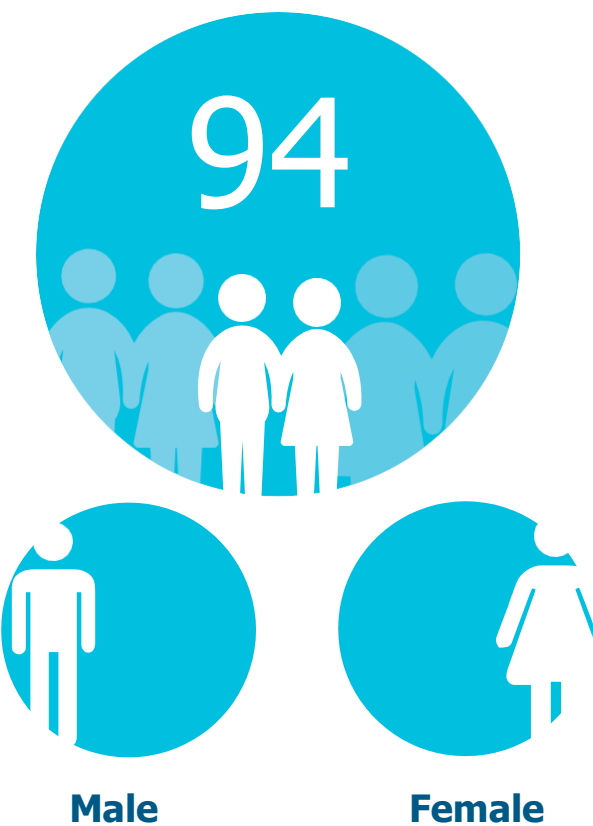
It does this through traditional principles and forward thinking that provide strong, positive leadership to nurture who we are, where we live and what we have built.

Our communities are welcoming and energetic providing fun and friendly places that appeal to all.



OUR WORKFORCE - A SNAPSHOT AT 30/6/17

Total employee headcount



Permanent

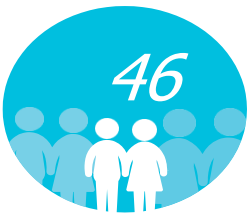
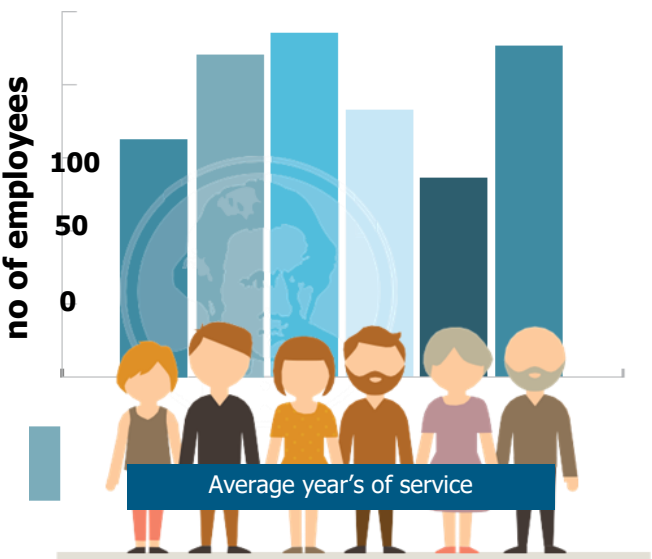


Casual



Contract

Years of service



Percentage of Women in Executive Roles



Turnover Rate



Employees that live in our LGA

OUR Preferred Culture



MORE OF:
Achievement
Fulfillment
Encouraging
Affiliative

LESS OF:
Approval
Conventional
Dependent
Oppositional
Power
Competitive
Perfectionistic

Some Workforce Challenges

- Ageing workforce
- Industry Skills Shortages
- Moving to a one integrated team environment
- Shrinking shelf life of knowledge and skills
- Workforce Competency and Skills Gap
- Succession Planning and talent management
- Demand for work-life balance
- Distance between former Council's offices
- Maximising technology to support service delivery





WORKFORCE PRINCIPLES

The principles outlined below serve to guide decision-making and as a basis against which our workforce strategies can be tested, reviewed and updated.

WE VALUE OUR EMPLOYEES

An organisation that focuses on people and culture is an organisation that will be positioned to succeed. Our employees are integral to the success of Council and we value their contribution.

WE ARE ONE TEAM

Breaking down silos. Working together to contribute to the broader goals and objectives of Council. Combining individual strengths and enhancing employee creativity and engagement. We know a one team approach creates better value for our community.

WE ACT WITH INTEGRITY

We have developed organisational values and have defined constructive behaviours and conduct standards. By aligning our workforce strategies, we will be supported to “walk the talk” and ensure our employees and our community have confidence in what we do.

WE LISTEN

We have a diverse workforce of people who are engaged in providing value to the Murrumbidgee Council. Most are local residents themselves. By creating a workplace that values and encourages ideas, feedback and participation we create a great place to work and better outcomes for this generation and the next.

WE EMBRACE DIVERSITY

We are a workforce providing many different services to our community. Each employee is their own person and brings different talents, skills and experiences to the table. By employing a diverse workforce, it can help to foster creativity and offer a range of perspectives and ideas.

WE ARE ADAPTABLE

In a fast moving world, we are continually challenged to change the way we live, work and play. By ensuring workforce strategies and practices enhance employee agility, we improve employees wellbeing and create an adaptable workplace responsive to change and better positioned to meet the changing needs of our community.

WORKFORCE STRATEGY

This strategy is focused on four key areas which support an engaged and productive workforce.



OBJECTIVE 1:

To create a workforce culture and environment that supports our employees to be their best.

Ref	What will we do?	Why?
1.1	We will actively support and enhance a constructive workplace culture reflective of our values.	A constructive culture results in the attainment of organizational goals through people development; teamwork and synergy; and enhancement of individual, group and organizational adaptability and effectiveness.
1.2	We will create an environment that embraces solutions to improve flexibility, accessibility and supports the evolution of an agile and diverse workforce.	In today's society, change is rapid and our workforce must adapt to the associated opportunities and challenges. New business solutions are increasingly becoming available and change the way we work and where we work. By creating a workplace that is flexible, embraces change, and encourages diversity we will be better positioned to retain and attract talent in a competitive skills market.
1.3	We will promote and support employee health and wellbeing.	Well-being is ultimately about personal happiness - feeling good and working safely and healthily. A workplace that focuses on employee wellbeing is benefited by an engaged, resilient and productive workforce.
1.4	We will enhance and encourage two way communications and group collaboration to ensure our employees are inspired, well informed and involved.	Through effective communication, we are better able to empower employee involvement and internal influence to create better outcomes and ensure we are working as one team in one direction for the benefit of our community.



OBJECTIVE 2:

To attract and retain great people who are engaged in the way we do things around here. Our employees will understand the important part they play in supporting our community's quality of life.

Ref	What will we do?	Why?
2.1	We will enhance our employer brand and attract the best talent.	In an increasingly competitive marketplace, attracting and retaining the right kind of talent is central to our ability to grow. A strong employer brand can be a powerful tool that can connect our purpose, values and strategy to our corporate brand.
2.2	We will promote continuous improvement through a "can do attitude" in which employees are valued, recognized and can see the difference they make in our community.	Empowering our employees to embrace their contribution towards the community's aspirations through positive and progressive work practices will ensure our success. Recognizing the achievement of our employees will enhance engagement and encourage high performance.
2.3	We will promote and develop constructive and regular goal setting and performance feedback mechanisms.	Employee engagement and performance is enhanced through productive working relationships and alignment to organizational goals. It is important that achievement recognition as well as opportunities for growth are identified and communicated in a timely manner.
2.4	We will create an engaged workforce who enjoy their employment with us.	Engaged employees will enjoy their work more and be invested in meeting our community's needs. Those that do leave will champion our employer brand and return where opportunities exist.





OBJECTIVE 3:

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

Ref	What will we do?	Why?
3.1	We will build the strength of council by developing our leadership capability.	Strong leadership will drive the desired constructive culture and ensure goals are achieved. Through leadership we will rise to our challenges and realize opportunities. We will inspire our employees to embrace change and work as a team to enhance service delivery to our community.
3.2	We will identify and grow our emerging leaders.	By demonstrating our commitment to the personal growth and career progression of our emerging leaders we ensure they have every opportunity to inspire others as well as meeting their own career aspirations.



OBJECTIVE 4:

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

Ref	What will we do?	Why?
4.1	We will understand and define our current and future skills and capabilities.	By understanding the gap between current and future skills and capabilities, we are better able to priorities investment in learning and development to positively impact organizational effectiveness.
4.2	We will invest in our employees through the development of a responsive learning environment.	The speed of change is increasing and learning is critical to ensure we remain up to date with new ways of working. By supporting the acquisition of new behaviors, knowledge, skills and attitudes we will enhance our employees' ability to meet current and future job requirements, perform at higher levels and achieve their career aspirations.
4.3	We will develop and embed a capability framework to enhance performance.	To effectively achieve our goals we must align our workforce skills and capabilities with our business needs.

FINANCIAL CONSIDERATIONS

Employment costs account for 37% of total operating expenditure for Council. This is in line with the median across Australian Councils which ranges from 35-40% of total operating expenses. Council's Long Term Financial Plan (LTFP), has been developed on the basis that service levels remain consistent over the ten year period. As such, employment costs have been projected to support delivery of services on a business as usual basis. Employee costs are comprised of three components: salary and wage award and performance review increases; movements in employee leave entitlements; and superannuation costs.

Salary, Wage Award and Performance Reviews:

In developing its LTFP, Murrumbidgee Council estimated that its total employee costs will align with the existing organisation staff structure and increase in line with estimated award increases.

Leave Entitlements:

Employee leave related estimates are reflective of Councils ageing workforce and anticipated retirements and leave patterns, with the projected level of increase set at 3.00% per annum over the next ten years.

Superannuation:

Superannuation contributions are projected to increase in line with employee costs, through to 2021/22 when the contribution rate will be \$829,000. Council is party to an Industry Defined Benefit Superannuation Plan. In 2009 the Scheme advised member councils that, as a result of the Global Financial Crisis (GFC), it has a significant deficiency of assets over liabilities. As a result, the scheme asked for significant increases in contributions to fund the deficiency. Councils contribution is expected to increase in line with CPI for the next four years to 2020/21 when it is expected to be reduced significantly (50.00%).

PROJECTED WORKFORCE COSTS

Projected workforce costs have been included within the Four Year Delivery Program as follows:

Four year Delivery Program extract				
	2017/18	2018/19	2019/20	2020/21
Salaries, Wages and Leave Costs	\$6,528	\$6,514	\$6,710	\$6,911
Superannuation	\$759	\$782	\$805	\$829
Workers Compensation	\$300	\$309	\$318	\$328
Training and Development	\$72	\$76	\$77	\$79
WH & S	\$12	\$12	\$12	\$12
Fringe Benefits Tax	\$86	\$89	\$92	\$94
Employee Leave Liability (excluding discounting and on-cost adjustments)	\$2,200	\$2,090	\$1,985	\$1,886

EMPLOYEE LEAVE LIABILITY

In 2016/17, Council employee leave entitlements were \$987,000 or 11.7 percent of its total employee costs. With over 40 Percent of employees in Murrumbidgee Council aged 55+, Council's significant proportion of its workforce are in the baby boomer generation generating significant financial liability due to the pending retirement of this group. Leave payouts associated with retirement will continue over the next ten-year period. The generational shift in the workforce which is occurring reinforces the fact that active management of employee leave is a priority for Murrumbidgee Council.

In NSW, 40% of Council workforces have 4 or more weeks of accrued annual leave compared to Murrumbidgee with 56% of its workforce. 20% of Murrumbidgee Council's work has 8 weeks accrued leave compared to other NSW councils with 12% of their workforces with 8 week accrued leave. 40% of Murrumbidgee Council's workforce had 12 weeks long service leave accrued compared to 28% of other NSW council workforces.

Murrumbidgee Council has set a target reserve balance of 30 per cent of the total Employee Leave Entitlements liability, which is equivalent to 736,000 dollars in 2026/27. Council will continue to monitor this reserve over the coming years to ensure adequacy.

	Liability\$	Reserve \$	Reserve %
2017/18	2,600,000	780,000	30.00
2018/19	2,470,000	741,000	30.00
2019/20	2,347,000	704,000	30.00
2020/21	2,230,000	669,000	30.00
2021/22	2,118,000	635,000	30.00
2022/23	2,182,000	655,000	30.00
2023/24	2,247,000	674,000	30.00
2024/25	2,314,000	694,000	30.00
2025/26	2,383,000	715,000	30.00
2026/27	2,454,000	736,000	30.00

MONITORING WORKFORCE PERFORMANCE



Council will monitor workforce performance through the following performance indicators:

PERSONAL GROWTH

The Personal Growth indicator represents how much autonomy employees have, if they are improving their skills to get better at their job, and if they believe in the bigger purpose of Murrumbidgee Council.

TARGET: IMPROVEMENT FROM BASELINE

RECOGNITION

The Recognition indicator represents both the quality and the frequency of recognition that employees receive and give each other.

TARGET: IMPROVEMENT FROM BASELINE

AMBASSADORSHIP

The Ambassadorship indicator represents how much pride employees have for their work, and if they would be willing to recommend Murrumbidgee to friends and family

TARGET: IMPROVEMENT FROM BASELINE

COMPANY ALIGNMENT

The Company Alignment indicator represents how well employees know the values and mission of the company, and if they align themselves with those values

TARGET: IMPROVEMENT FROM BASELINE

SATISFACTION

The Satisfaction indicator represents how satisfied employees are with things like compensation, benefits and their overall work performance

TARGET: IMPROVEMENT FROM BASELINE

WELLNESS

The Wellness indicator represents how healthy employees are. Things like sleeping habits, eating habits, energy levels and exercise frequency are taken into account

TARGET: IMPROVEMENT FROM BASELINE

HAPPINESS

The Happiness indicator represents how happy employees are both at work and at home

TARGET: IMPROVEMENT FROM BASELINE

EMPLOYEE TURNOVER

Employee turnover measures the number of employees leaving the organisation as a percentage. A healthy workplace has a reasonable level of workplace turnover to ensure retention of knowledge but also a level of new employees to bring fresh new ideas and experiences

TARGET: <15%

LEARNING AND DEVELOPMENT

This indicator measures the quality of training provided. It will assist Council to invest in a structured and planning learning and development program aimed at improving employee's capability and durability

TARGET: IMPROVED SKILLS AND CAPABILITIES OUTCOMES. POSITIVE FEEDBACK FROM ATTENDEES

LEADERSHIP

This indicator measures culture through strong and motivated leadership capabilities. Council is moving towards a preferred style of inclusive, open, constructive leadership

TARGET: OVERALL IMPROVEMENT IN FEEDBACK FROM STAFF AND COMMUNITY OF THE OUTCOMES AND SUCCESS OF OUR ELADERSHIP GROUP

ABSENTEEISM RATE

Number of days of sick leave per employee per year which affects employees and teams productivity levels

TARGET: <8.50 DAYS PER EMPLOYEE PER ANNUM

WORKFORCE MANAGEMENT PLAN

The workforce management plan outlines the specific actions Council will undertake in support of the objectives of the workforce strategy

OBJECTIVE 1:

To create a workforce culture and environment that supports our employees to be their best.

PLAN	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021
Undertake Organizational Cultural Inventory.		<input checked="" type="checkbox"/>		
Embed our values throughout all work-place strategies and documents.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Develop a flexible workplace guide.	<input checked="" type="checkbox"/>			
Develop and implement an agile workforce strategy.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Develop and implement solutions to support new ways of working.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Deliver Disability Inclusion Action Plan recommendations to enhance access and inclusion across workforce practices	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Develop and implement a health and well-being package for our employees.		<input checked="" type="checkbox"/>		
Review our injury management and work health and safety system.	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Promote a positive safe work culture.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Develop and implement an internal communications strategy and plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Create cross organizational collaboration for corporate initiatives.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



OBJECTIVE 2:

To attract and retain great people who are engaged in the way we do things. Our employees will understand the important part they play in supporting our community's quality of life.

PLAN	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	
Develop a recruitment framework and plan.	✓			✓	2 : 1
Develop an Employee Value Proposition.		✓		✓	2 : 1
Review current rewards and recognition programs and initiatives.	✓			✓	2 : 2
Develop, promote and implement new rewards and recognition program.		✓	✓		2 : 2
Develop and implement a performance framework.	✓	✓			2 : 3
Review and promote employee conditions and benefits.	✓	✓	✓	✓	2 : 4
Explore solutions to manage employee engagement and feedback.	✓	✓			2 : 4

OBJECTIVE 3:

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

PLAN	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021
Develop and implement a leadership development strategy and plan.		✓	✓	✓
Explore options to identify and grow emerging leaders.		✓		



OBJECTIVE 4:

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

PLAN	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021
Undertake an organizational needs analysis and capability skills audit of technology skills usage and identify organizational gap.	✓	✓		
Develop and implement a training program for technology skills to close the gap and ensure skills are maintained.		✓	✓	✓
Develop a learning and development strategy.	✓			
Develop individual training plans.	✓	✓	✓	✓
Develop and implement a corporate learning and development program.	✓	✓	✓	✓
Implement capability framework for salary review, performance appraisal and identification of training needs		✓	✓	✓



