



# Resourcing Strategy

Workforce  
Management  
Plan

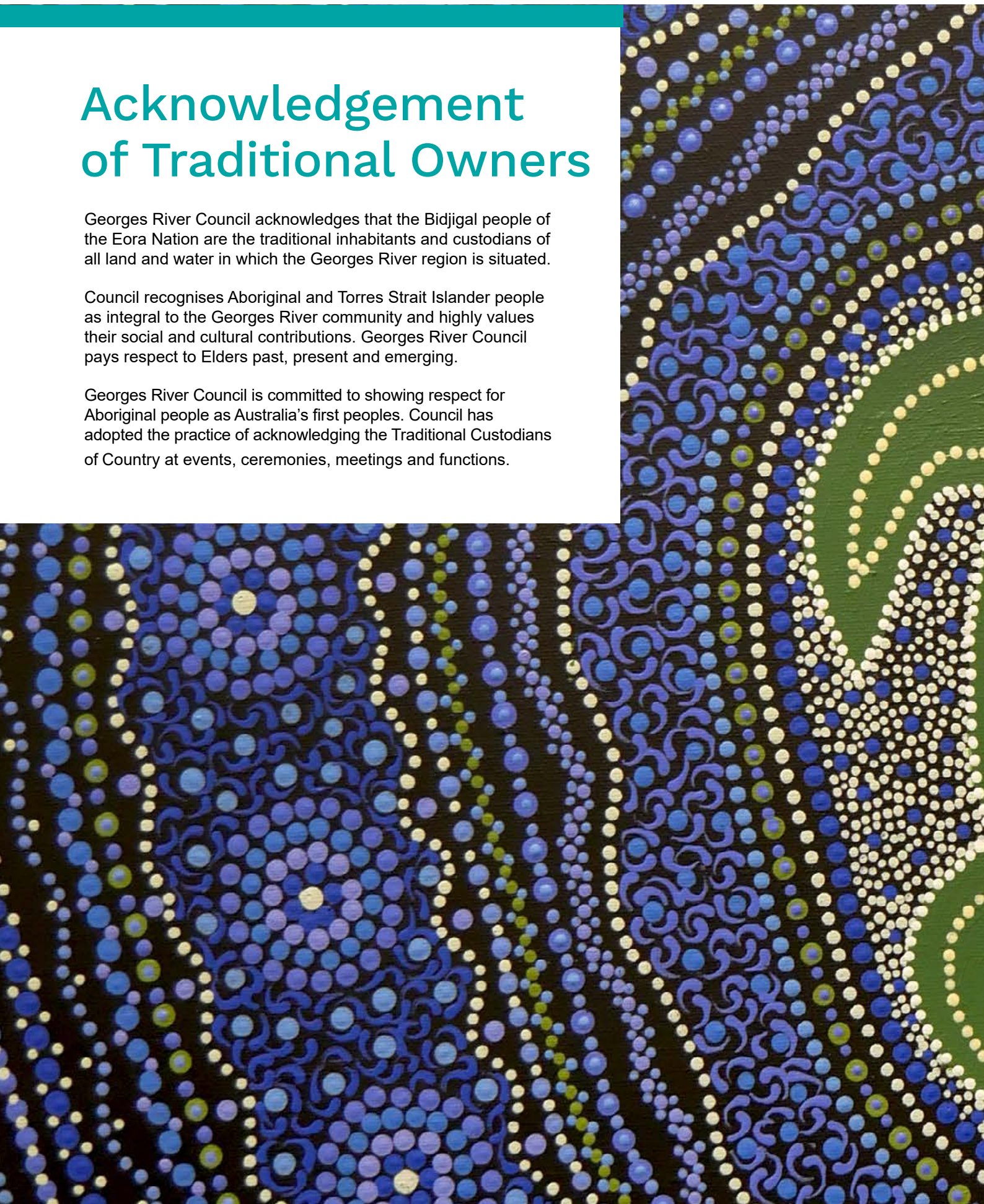
2023/24

# Acknowledgement of Traditional Owners

Georges River Council acknowledges that the Bidjigal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal and Torres Strait Islander people as integral to the Georges River community and highly values their social and cultural contributions. Georges River Council pays respect to Elders past, present and emerging.

Georges River Council is committed to showing respect for Aboriginal people as Australia's first peoples. Council has adopted the practice of acknowledging the Traditional Custodians of Country at events, ceremonies, meetings and functions.





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# Our vision, mission and values

## Our vision

Naturally connected to place, community and Country.

## Our mission

A leading, people-focused organisation delivering outstanding results for our community and city.

## Our values



### United

We will work collaboratively as one team with common purpose and respect



### Professional

We will act with integrity and seek opportunities to learn and grow



### Honest

We will be open and truthful with each other and our community



### Accountable

We will own our decisions and actions as we strive for excellence



# What is the Workforce Management Plan?

This Workforce Management Plan, 'Our People Plan' is an important part of Council's Resourcing Strategy, implemented alongside the:

- Digital Resource Management Plan
- Asset Management Plan, and
- Long Term Financial Plan.

Our People Plan outlines our commitment to leading people practices, ensuring that we have the capacity and capability to deliver positive outcomes, based on current and future organisational and community needs.

This Plan identifies objectives and strategies that focus on employee experience, engagement, and excellence. It aims to cultivate a workforce that is inspired, inclusive and involved to steer Georges River Council as an employer of choice.

Our People Plan 2022-2026 will consolidate our efforts to align with the below key strategic themes, which have been established through consultation with our people, people leaders, unions, local government and industry bodies; analysis of our current workforce demographic; and an understanding of challenges and future requirements to support our goal to be an employer of choice.

## Purpose

Embedding our values and working towards a common, greater goal so our people feel inspired and are aligned to deliver on our commitments to our community.

## Connection

Enhancing relationships across the organisation and with the community so our people feel understood and are positive contributors in all aspects of their lives.

## Inclusion

Fostering inclusion so our people feel a sense of belonging and are actively embracing our diversity in their thinking and decision making.

## Support

Providing mechanisms that support a safe, healthy, happy, and more productive and engaged workforce, so our people feel cared for and are resilient in times of change.

## Growth

Developing a culture of learning and excellence so our people feel valued and are continually improving the way we work to sustain a high performing and agile workforce and have opportunity to progress their careers at Georges River Council.

Actions to support these themes are outlined in subsequent sections. Council's People and Culture team will actively support and work to implement the actions.

Our People Plan will evolve as the community and the organisation reviews and evaluates its needs. At a minimum, it will be reviewed annually alongside our Operational Plan to ensure its objectives reflect the changing workforce, community and Council priorities.



# Who are our people?

Georges River Council is an organisation made up of a committed, talented, and diverse workforce. Our vision, mission and values underpin all that we do to successfully achieve our Community Strategic Plan (CSP) and implement our Delivery and Operational Plans.

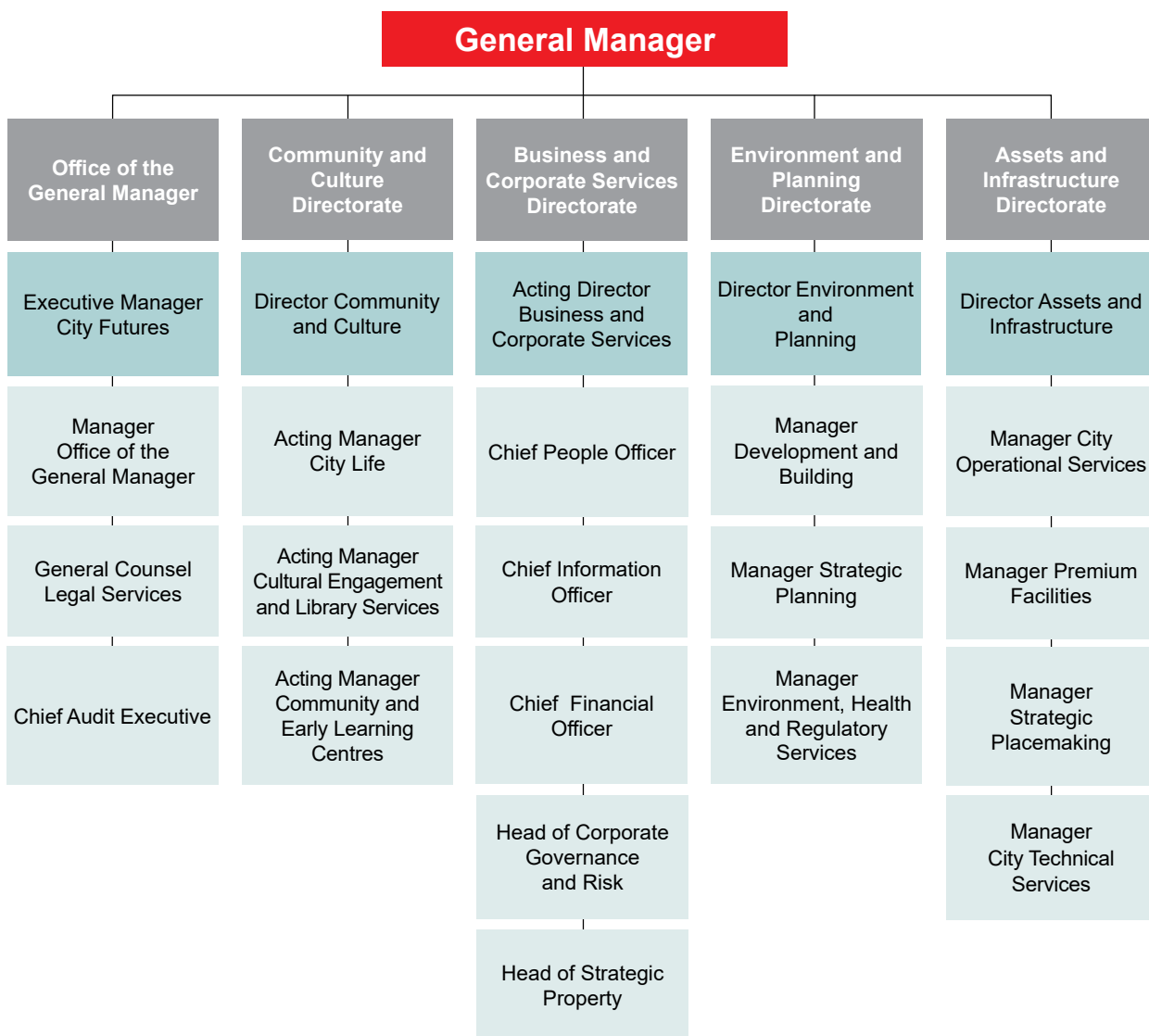






# Our Organisational Structure

Our people are committed to delivering quality outcomes for our community, which is championed and driven by leaders within four directorates and the Office of the General Manager.



## Office of General Manager

Our Office of General Manager is responsible for:

- Executive Services
- City Futures - Communications and Engagement, City Strategy & Marketing, General Counsel
- Internal Audit

Our Executive Services manage Council and Committee meetings. They are responsible for organising briefings and workshops offered to our Councillors and ensuring our compulsory reporting requirements are met.

Our City Futures focus is to position the Georges River area and the Council as a strong and influential entity in both the Sydney metropolitan region and in New South Wales through advocacy, branding, extending networks, partnerships and transformation projects across the community, as well as communications, engagement and marketing.

Internal Audit provides independent, internal audit assurance services, to improve the effectiveness of operational, internal control and governance processes and to monitor compliance controls.

Our General Counsel is responsible for the management of Council's legal function. This includes running matters in the Land & Environment Court, Local Court and other tribunals and jurisdictions. The team also provides training and advice to Council business units on a variety of legal matters.

## Community and Culture

Our Community and Culture directorate works in partnership with the community to ensure it is socially and culturally connected. Our teams provide diverse and vibrant programs, services and facilities that bring together communities, deliver cultural and creative engagement opportunities and support the informational needs of our community.

- Community and Early Learning Services
- Cultural Engagement and Library Services
- City Life – Customer Experience Operations

## Business and Corporate Services

Our Business and Corporate Services directorate is responsible for delivering quality organisational support services that meet current and emerging needs of internal and external customers to enable effective forward planning and to deliver Council's strategic initiatives.

- Information Management Technology
- Finance
- People and Culture
- Governance and Risk Management
- Commercial Property

## Environment and Planning

Our Environment and Planning directorate oversee and administers policies, systems, practices, and deliverables relating to the built environment and landscapes within the Georges River Council area

- Environmental Health and Regulatory Services
- Development Assessment and Building Certification
- Strategic Planning

## Assets and Infrastructure

Our Assets and Infrastructure directorate is responsible for leading, planning, delivering, and maintaining assets, facilities, and infrastructure in Georges River Council.

- City Operational Services
- City Technical Services
- Premium Facilities
- Strategic Placemaking

# Our Workforce Demographics

We continuously seek, capture, and analyse key demographic traits of our workforce, with the understanding that this data is important in reviewing and evolving Our People Plan.



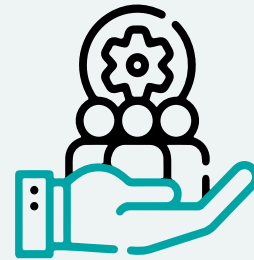
**702**

staff with a current FTE of 553.1. Consisting of permanent, temporary and casual staff



**31.3%**

of staff live within our Local Government Area.



**12%**

of our staff hold management or leadership roles and 88% are in operational positions.



Almost  
**50/50**

Females (52%) and males (48%) are represented in Council's total fixed term and permanent workforce; with the ratio of males to females in management positions as 6.7% to 5.03%.



**24%**

employees are 55 or over. The highest proportion of our workforce who were born between 1965 and 1980 make up 41% of staff.

Category	Subcategory	Count	Percentage %
<b>Establishment</b>	Current FTE (excluding casuals)	553.1	-
	Head Count (excluding casuals)	597	-
<b>Employees by status</b>	Permanent	560	93.0%
	Temporary	37	7.0%
	Casual Staff	105	-
<b>Gender</b>	Male Workforce	286	47.91%
	Female Workforce	311	52.09%
	Males in Management	30	43.0%
	Females in Management	40	57.0%
<b>Age</b>	18-29	75	12.36%
	30-39	142	23.39%
	40-49	212	34.93%
	50-59	104	17.13%
	60-69	69	11.37%
	70 +	5	0.82%
<b>Distance travelled to work</b>	Less than 5km distance	106	23.82%
	6km to 10km distance	97	21.8%
	11km to 15km distance	82	18.43%
	16km to 20km distance	49	11.01%
	21km + distance	84	18.88%
	Did not specify	27	6.07%
<b>Turnover</b>	Annualised Turnover	-	13%
<b>Length of service</b>	Less than 5 years	340	56.01%
	5 to 9 years	100	16.47%
	10 to 14 years	64	10.54%
	15 to 19 years	45	7.41%
	20 + years	58	9.56%
<b>Diversity and inclusion</b>	% of staff with a disability	2	0.3%
	% Aboriginal or Torres Strait Islander	5	0.8%
	% Language other than English at home	35	5.9%
	% Culturally diverse	59	9.9%

\*perm and fixed term staff stat

# Our challenges

## Focus on financial sustainability

Council is continuing to apply strict financial management principles to maintain and strengthen financial sustainability.

2023/24 brings challenges in the anticipated Award increase of 4.6% which is higher than what was assumed over the 10 year Long Term Financial Plan.

An employee cost management strategy has been applied for 2023/24 though it has been eased in comparison to prior years. The application for a Special Rate Variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART) in 2021 required Council to identify \$4 million worth of savings and productivity efficiencies every year from 2022 to 2024.

The employee costs strategy is a significant contributor in achieving these savings. The employee costs strategy assumes the following:

- Natural vacancy rate of 6%
- Recruitment timeframe period of 8-12 weeks
- Christmas shut-down period of two weeks
- Reduction in staff benefits such as the all-staff conference

To counter these measures the annual grant days during the Christmas shift-down period have been proposed to be included.



## Skills Shortages and Attracting and Retaining Top Talent

We have five generations in our workforce, each with unique traits that define them and influence their attitudes and expectations regarding their work. Varying attitudes and expectations directly impact attraction and retention strategies that we must develop to build an agile and resilient long-term workforce.

24% of our people are 55 years or older, with 41% of our staff identified as Generation X, meaning a high number of staff will consider retirement in the next 10 years. While older workers may retire, younger employees may not have the acquired skills and experience necessary for promotion to senior and managerial roles, which indicates a need for ongoing succession planning.

Results from the most recent staff survey also indicated that 26% of staff could not see a future at Georges River Council beyond two years, placing corporate knowledge, organisational capability, and operational efficiency further at risk. 58% of our staff felt that not enough time and effort is spent on career planning.

In general, the overall market for attracting professionals is increasingly competitive as councils seek to source employees in markets where salaries are not comparable, employee benefits are difficult to match and experience in local government is niche.

Existing areas of skills shortages and tight labour supply in jobs such as engineering, planning, compliance, early childhood, trades, and IT are likely to become even more constricted.

## Lasting Impacts of COVID-19

The onset of the COVID-19 pandemic tested the responsiveness and agility of organisations around the world, uprooting traditional ways of working and accelerating digital service adoption.

Flexible work practices became the norm and as organisations have since returned to physical work locations, people are seeking to maintain and explore more flexible arrangements. The rate of technological change has presented new skill development areas and expectations on the efficacy and reliance on digital infrastructure is becoming increasingly demanding both from employees and customers.

The experience of isolation from the workplace first encountered during the pandemic and now with hybrid work arrangements as the norm, embedding organisational culture and connection continues to be a challenge. It has become more important for people strategies to embed wellbeing practices in day-to-day and long-term planning to ensure the health and safety of our people.

Local government has not gone untouched by the great resignation and it has become increasingly important for employees and job seekers to achieve alignment of personal values and a sense of purpose from their work. This adds to the need for a clearly defined and unique Employee Value Proposition (EVP).

Results from the most recent staff survey also indicated that 26% of staff could not see a future at Georges River Council beyond two years, placing corporate knowledge, organisational capability, and operational efficiency further at risk. 58% of our staff felt that not enough time and effort is spent on career planning.

# What are our priorities?

## Priorities for the next three years

As a relatively new Council, we have made significant strides in establishing our workforce strategies. For 2022-26, we continue to aspire to building a workforce that is inspired, diverse and engaged focusing on five priority pillars.





# Implementation, monitoring and review

## Implementing our People Plan

Georges River Council recognises that we are only as good as our people and when their experience at work is good, they are more likely to feel engaged and productive, resulting in positive outcomes for our customers and the community.

Workshops with our people, including people leaders and staff, have highlighted the following people experience focus areas, strategies, and actions over the next three years to ensure we deliver on our Community Strategic Plan; we offer our people interesting, challenging and rewarding work and opportunities to make a real difference to our community; and to support our goal to be the best at what we do and be an employer of choice.

YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26
<p><b>Optimising Performance</b> to empower our people to perform at their best and deliver on outcomes.</p> <p><b>Cultural Shift</b> to connect our people and realign our purpose and values to work together towards a common goal.</p> <p><b>Leadership Development</b> to inspire and lead our people through change and transformation.</p> <p><b>Safe and Healthy Workplace</b> for our people, from a holistic outlook for total wellbeing. Driving a healthier, happier, and more engaged and productive workforce.</p> <p><b>Highly Capable People</b> to continuously improve the way we work and sustain a culture of learning that provides opportunities to develop and progress in their careers at Council.</p>	<p><b>Talent Acquisition and Retention</b> to drive greater diversity and ensure we have the right people in the right roles with the right capabilities.</p> <p><b>Diverse and Inclusive Workplace</b> that supports and develops great people from diverse backgrounds, ensuring our people feel valued and are showing up to work as their best self.</p> <p><b>Active Collaboration</b> to leverage expertise across key projects, expand talent mobility, facilitate knowledge exchange, and strengthen coaching/mentoring.</p> <p><b>Talent Management and Succession Planning</b> to embed a framework and mechanisms to manage talent and career development.</p> <p><b>Reimagining Flexibility</b> to establish working arrangements that truly promote flexibility across our diverse workforce.</p>	<p><b>A Great Employee Experience</b> to ensure our people are engaged throughout the entire employee lifecycle and promote Council as a great place to work.</p> <p><b>Brand Reputation and our Employee Value Proposition (EVP)</b> to promote what it means to be part of Council and enhance organisational pride and loyalty.</p>	<p><b>New Future Fit Workforce Strategy</b> to engage with our people and community to determine priorities for the next four years.</p> <p><b>Employer of Choice</b> to recognise our Council as a great place to work.</p>

# Achievements from Year 1 of Our People Plan

Year 1 of the Our People Plan focussed on delivering outcomes to address critical challenge areas such as addressing an ageing workforce, investment in skills and capabilities development, continued opportunities for capability mobility, and reimagining flexible work practices and health and wellness.

Key achievements from Year 1 are summarised below

## Optimising Performance: to empower our people to perform at their best and deliver on outcomes.

Council's Performance Excellence Program (PEP) was endorsed in August 2022, putting into action this commitment. The purpose of the PEP is to:

- Outline Council's cyclical framework for our people and people leaders to develop performance partnerships and have continuous two-way communication in setting expectations, SMART performance and development goals, and monitoring and reviewing these continuously; and
- Promote continuous skills, capabilities, and knowledge development; and
- Outline Council's process for progressing through the salary system and rewarding performance excellence.

The PEP saw Council transition from an annual process to a bi-annual (half yearly) meeting and performance discussion, aligned with financial years. Recognising that our organisation is made up of a diverse functional workforce, PEP Plans are developed for all staff including:

- Position specific performance goals (KPIs); aligned with successful achievement of our Community Strategic Plan and implementing our Delivery and Operational Plans.
- Corporate Performance Indicators (CPIs); developed in three key areas.
  - **CPI 1 Workplace Behaviour (Values)** - defining expectations of behaviour and actions aligned to our Values, the required standard being that these behaviours are demonstrated 100% of the time.
  - **CPI 2 Work Health and Safety** - demonstrating commitment to driving a proactive safety culture.
  - **CPI 3 Customer Service and Experience** - demonstrating commitment to delivering customer and community focused services in line with strategic objectives.
- Leadership Performance Indicators were developed to define expectations of our people leaders, to drive engagement, performance, productivity, and to contribute to the achievement of financial sustainability.

## Cultural Shift: to connect our people and realign our purpose and values to work together towards a common goal.

Internal secondment opportunities have been actively promoted across all areas, driving cross unit collaboration, skills agility, capability mobility and connectivity of our people to different work areas and goals.

The 2022 ExChange Ideas Staff Survey was conducted over September and October. This survey provided priority improvement areas for the organisation, with action planning flowing on from this, working together to put in place tangible solutions and strategies to achieve positive change.

Strategic and Business Planning Days continue to be rolled out across the organisation, with a number of sessions taking place with our executive team, focusing on Council's vision, mission, values, purpose, organisational identity and key objectives to ensure staff are aware of senior management's strategy and vision and are committed to the values and mission of the organisation.

## Leadership Development: to inspire and lead our people through change and transformation.

Council has produced a contemporary and tailored leadership development framework, leveraging internal and external expertise, and casting a lens across all levels of leadership.

### Launching into Leadership Program – for our emerging leaders

- Explore leadership as a practice
- Build trust and accountability leading teams through vision and values
- Develop approaches to build critical relationships and networks
- Develop approaches to providing feedback and having courageous conversations

### LeaderSHIFT Program – for our group people leaders

- Set clear expectations of the role of a leader; aligned to a shared purpose.
- Build trust and accountability.
- Build cross unit collaboration, cohesion, and connection.
- Foster personal growth.
- Re-align leadership and leading teams in the context of a post COVID-19 world.

### LeaderLIFT Program – for our senior people leaders and executives

- Building team resilience and becoming more authentic leaders through a story telling lens.

Each of these programs were designed with underlying and consistent themes drawn from the five priority pillars of this plan: Growth, Purpose, Connection, Inclusion, and Support. A critical outcome of the leadership development initiative is driven by leaders to inspire and lead their people to achieve Council's strategic goals, contributing to quality outcomes for the community.

## Safe and Healthy Workplace: for our people, from a holistic outlook for total wellbeing.

Driving a healthier, happier, and more engaged and productive workforce.

The Work Health and Safety strategy has been implemented with a goal to make our workforce feel safe, healthy and valued. Whilst COVID has interrupted some progress in the implementation of the strategy it is still working towards a 3-year goal of a Safety culture where workers are independent and look after their own safety without guidance.

We continued delivering on the phase 3 components of Council's M-FIT strategy of our BENE-FIT 360 program. This included Mental Health Response Training for people leaders, Resilience training, a network of M-FIT Champions (accredited mental health first aiders) who are available for employees to speak with in a safe and confidential space, and continued Mental Health Awareness Training. Further, Mental Health Walls were installed at all major worksites, which display a banner of the Mental Health Movement mental health continuum and a number of resources for staff to take home and refer to.

Our Employee Assistance Program provides employees professional Counselling services and with access to resources for total wellbeing.

## Highly Capable People: to continuously improve the way we work and sustain a culture of learning that provides opportunities to develop and progress in their careers at Council.

With the ongoing impacts of financial sustainability, attracting and retaining talent, and lasting effects of COVID, there has been a focus on equipping employees to meet both current and future strategic needs. Whether it be through the successful delivery of key learning programs, collaborative lunch and learns, or supporting attendance at conferences and external training, there are opportunities for employees to grow and develop. The People and Culture team has worked directly with groups across the business who have sought support in dealing with challenges and change. Internal opportunities are promoted to support internal mobility and agility, with employees encouraged to seek new challenges or learn new skills.

This year saw the development, roll out and implementation of Council's early talent program that is FutureGEN. As part of this, Managers across Council were provided the opportunity to redesign existing vacancies or utilise suitable salary funding to establish an apprentice, trainee, cadet and/or graduate position.

Our FutureGEN Program provides students, under graduates and recent graduates with the opportunity to develop professional skills, undertake tailored learning and development activities and receive mentoring from senior staff. The aim of the program is to provide invaluable experience to our next generation of talent.

With our support, successful FutureGEN applicants will work on important community projects from day one, with real responsibilities and real outcomes that effect our diverse local community. They will have an opportunity to engage in networking events which are focused on personal and professional development with other FutureGEN program members across Council.

Georges River Council entered a team into the LG Professionals Australasian Management Challenge for 2023. This innovative development program provides employees with the opportunity to:

- Develop their leadership, governance and influencing capability
- Meet new people and build their network
- Gain significant local government knowledge
- Apply their skills and knowledge to solve real life problems
- Become more effective in the way that they think, communicate, negotiate, decide, analyse and engage



# How will we measure the success of our people plan?

## Annual Staff Engagement Survey

Our annual staff engagement survey, ExChange Ideas, provides three key performance indicators of which we can measure the success of Our People Plan and gain insights into employee attitudes and perceptions.

Engagement, Progress and Wellbeing scores are determined based on responses to several questions focused on the following drivers:

- **Purpose** – the clarity which exists about your organisational identity. Are staff aware of senior management strategy and vision? Are staff committed to the values and mission of the organisation?
- **Production** – the extent to which staff feel they have the infrastructure and resources they need to do their jobs. How well are staff able to maintain peace by managing stress, achieving work-life balance, and working flexibly.
- **Participation** - relates to staff feeling about how they are managed, the extent to which they receive development opportunities, satisfaction with organisational communication – vertically and horizontally, and many traditional 'HR' practices.
- **People** – staff relationships with their immediate co-workers. Do they work well in a team? Are they motivated? Are they skilled and talented?

The results of the survey will be direct measures of how Council is performing in our five areas of priority.

## Workforce metrics and benchmarking surveys

Monthly and quarterly metrics reporting allows for continuous measures of how Our People Plan is succeeding in managing areas such as workforce turnover, workplace injuries, absenteeism, excess leave liability, performance management and recruitment activity which all significantly impact employee experience, engagement, and excellence.

Metrics also provide a picture of the diversity of our workforce and allows us to continually plan for the future and drive decisions based on data to continue to deliver quality services for our community.

Further, participation in benchmarking surveys allows us to compare our performance against industry to ensure Georges River Council is a high performing Council and an employer of choice.

## Participation and feedback in programs

Active participation of our people in programs aligned with our priorities for the next three years will provide indication of the reach of Our People Plan and the feedback gathered from these programs will further improve and provide valuable insights into shifts of experience, engagement, and excellence.

## Workforce movements

Adopted talent acquisition, succession and transition to retirement strategies will enhance the attraction of quality people to fulfil the needs of our organisation now and into the future; facilitate the professional development of our people; and support our people who are preparing for life after work.

Career pathways, movements and sustained tenure of our people will be positive markers of employee perceptions of Georges River Council as a place to work and grow.



pages (Clockwise)

### Aboriginal camp

A sketch map of the proposed public school site at Sandringham (later Sans Souci School) in 1884 shows the location of the Kogarah Bay Aboriginal camp at the below left of the proposed school site. It is marked as 'Black's Camp'.

State Records, S17290.0, Sandringham Public School File

### The last of the Dolls Point Aboriginal people

This image shows Jim Brown, Joe Brown, Joey, Biddy Giles and Jimmy Lowndes. Biddy Giles was a Dharawal speaking woman and a well-known personality in the St George area. She accompanied settlers on hunting and fishing trips and introduced them to Aboriginal places and stories.

State Library of New South Wales, a1528347

### Members of the Salt Pan Creek community in the 1920s

Shown on the left are Hugh Anderson and his wife Ellen, Biddy Giles' daughter. Their home at the end of Ogilvy Street, Peakhurst became the centre of the growing Aboriginal community. They were well known locally, with their children attending Peakhurst Public School.

State Library of New South Wales, a711078



*“Well Mister... all b  
country! Pretty place  
about here. Plenty  
great fight; all canoe*

Mahroot, an Aboriginal man, gave testimony at a hearing. Mahroot explained that a group numbered about 400, but he himself and three women

Georges River Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

For more information on this document, please visit [georgesriver.nsw.gov.au](http://georgesriver.nsw.gov.au)



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语言援助

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Помощ со јазикот

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