

2025 - 2029

Workforce Management Strategy

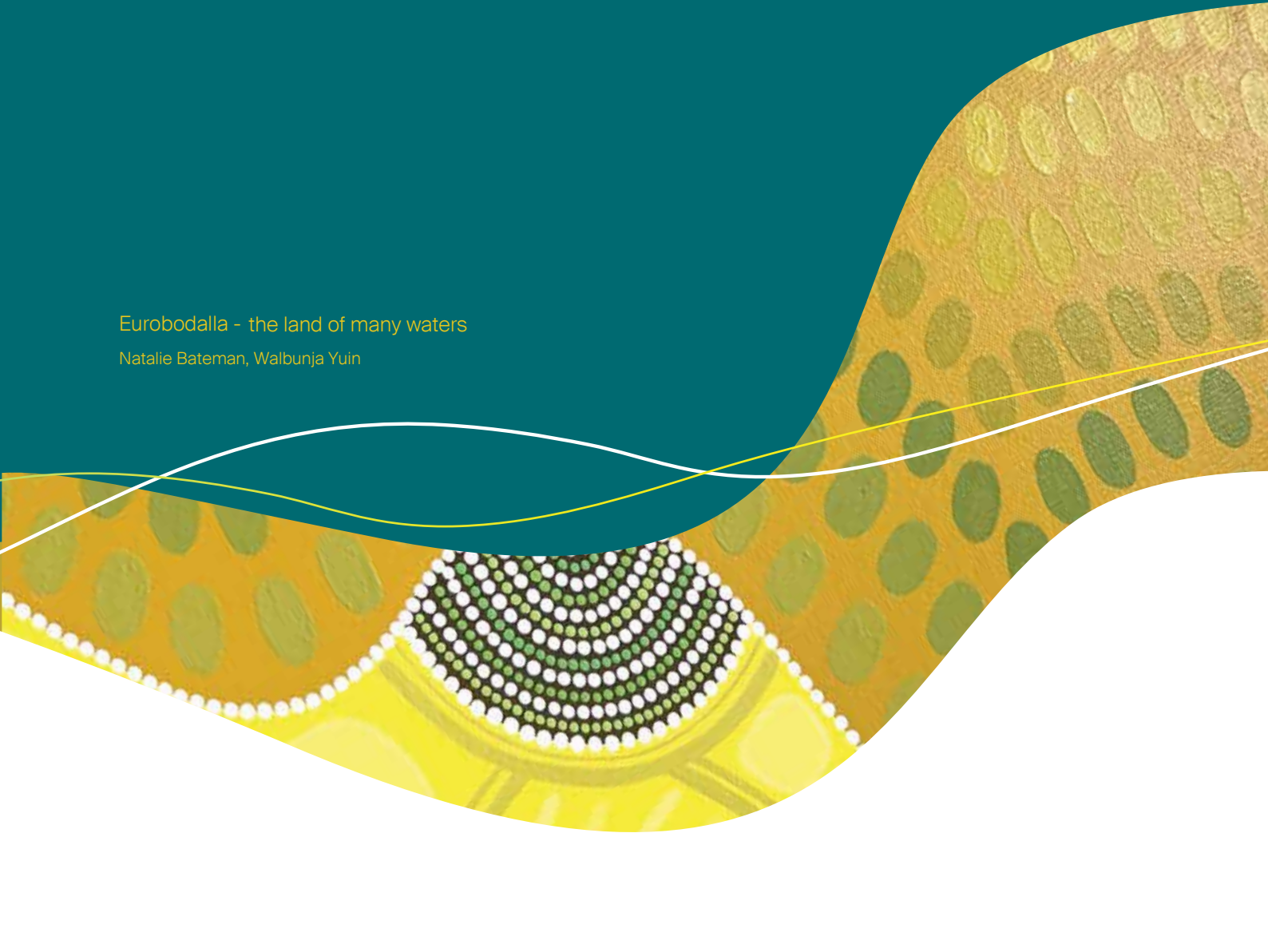


Acknowledgement of Country

Eurobodalla Shire Council recognises Aboriginal people as the original inhabitants and custodians of all land and water in the Eurobodalla and respects their enduring cultural and spiritual connection to it. Eurobodalla Shire Council acknowledges the Traditional Owners of the land in which we live. Council pays respect to Elders past, present and aspiring. We are on Yuin Country.

Eurobodalla - the land of many waters

Natalie Bateman, Walbunja Yuin



Workforce Management Strategy 2025-29

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Message from the General Manager

Our people are the cornerstone of our success, and we are dedicated to fostering a collaborative, respectful, and professional environment where team spirit, openness, and trust flourish. Our Workforce Management Strategy represents our commitment to fostering an inclusive, driven, and capable workforce. We are focused on performance, the future, and dedicated to safety and wellbeing. The pillars outlined in this strategy will guide us in achieving the Delivery Program 2025-29 and in alignment with our Community Strategic Plan – Towards 2042.



Like many councils, we face ongoing financial pressures while balancing growing community expectations and service demands. At the same time, we must attract and retain skilled workers amid competition and housing challenges, address an ageing workforce, and plan for future talent needs. Strengthening our values-driven leadership, fostering agile workplaces, and streamlining systems to support our people are our key priorities. Additionally, we must navigate local economic conditions, demographics, and education factors that impact workforce availability.

The priority for this Strategy is to address the above challenges which will be guided by four pillars for the period 2025-29:

- **Pillar 1:** We foster an inclusive workforce where everyone feels valued, empowered, and connected.
- **Pillar 2:** We are driven, capable, and focused on performance.
- **Pillar 3:** We are future-focused, responsive, and agile.
- **Pillar 4:** We are committed to safety and wellbeing.

Driving progress across the four key pillars is essential to the success of Council services. Our top priority is ensuring staff wellbeing, keeping them engaged, productive, and safe at work. We believe that by upholding our values of collaboration, respect, team spirit, professionalism, openness, and trust, we can continue to build a sustainable future for our community.

I'm excited to continue contributing to a sustainable future for our community.

Mark Ferguson

General Manager



Our People

Eurobodalla Shire Council employs approximately 551 permanent staff across four key directorates: Infrastructure Services, Community, Arts and Recreation Services, Planning and Environment, Finance and Corporate Services. Additionally, we have approximately 80 casual staff. The Council also manages and supports over 700 volunteers who contribute to various programs. Below is an overview of our workforce profile:

Our Workforce

Permanent staff



56% of leadership team is male
44% of leadership team is female



18.63% permanent staff turnover



Welcomed
60 new starters

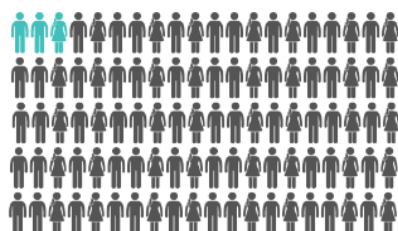


Farewelled
80 employees

All staff



Less than 2% of our workforce identify with having a disability



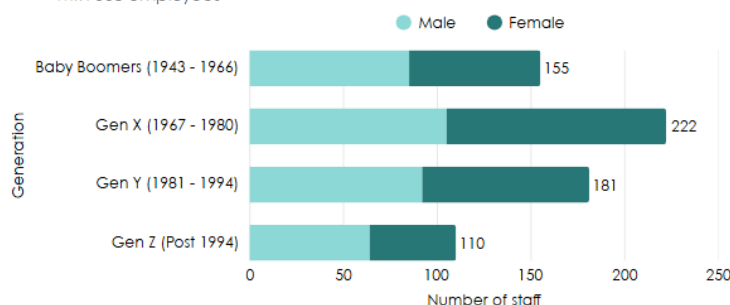
3.14% Aboriginal or Torres Strait Islander peoples in our workforce



526.10 full time equivalents with 668 employees



52% Male
48% Female



Our Values



our values

We are collaborative

We ask for and share ideas, insights and knowledge. We find strength and reward in working together.

We are respectful

We show respect and compassion to each other and our community. When there are issues, we go to the source.

We show team spirit

We nurture and value our relationships, bringing out the best in each other.

We are professional

We act with integrity, take pride in our work and always think first of our community. We aim for excellence in all that we do.

We are open and trusting

We are upfront and sincere and trust our colleagues to respect our honesty and vulnerability. We look for the best in people and expect that in return.

Alignment to Delivery Program and Operational Plan

This Workforce Management Strategy outlines specific actions to achieve the activities and actions set out in the Delivery Program (DP) and annual Operational Plans (OP), and to address the key challenges facing the workforce. Council's People and Safety Team are responsible for its implementation. The Strategy may evolve as the Council reviews and evaluates needs and will be reviewed yearly alongside our other integrated plans to ensure its objectives reflect the changing community, Council priorities and workforce environment. Example of this alignment is below:

Community Strategic Plan 2042	
5.3. Well managed and governed resources systems and processes	
2.3 Support rich learning opportunities and experiences.	
Delivery Program 2025-29	
5.3.5 Build and sustain a capable, performance driven and accountable workforce and position Council as an organisation people want to work for	
2.3.2 Advocate for diverse employment opportunities and provide opportunities for apprenticeships at Council through partnerships with education institutions.	
Operational Plan 2025-26	
5.3.5.1 Build a workforce and drive accountability through strategic and embedded human resource best practice	
5.3.5.2 Embrace a culture of diversity, inclusion, safety, wellbeing, and purpose	
5.3.5.3 Position Council for success through a strong brand, efficient processes and a culture that attracts, develops, and retains talent	
2.3.2.2 Provide employment and development opportunities at Council through the apprenticeship and traineeship program	

Workforce Challenges

To build a strong and sustainable workforce, we need to attract and retain talent, develop great leaders, and create supportive work environments. At the same time, we must navigate regional challenges, economic conditions, and future workforce needs. Some of the key challenges the Eurobodalla Shire Council faces are:

Workforce Challenges	
Attracting and Retaining Talent	Attracting skilled workers to the Council/ region and retaining, despite any competition and market rate challenges.
Workforce Planning and Sustainability	Addressing future talent needs, including smarter ways of working and budget constraints.
Supporting Leadership and Culture	Building strong, values-driven leaders and fostering agile, progressive workplaces.
Supporting People to Succeed	Streamlining and improving processes and systems, creating efficiencies, and ensuring a psychologically safe work environment.
Regional and Economic Factors	Navigating local demographics (aging workforce), and economic conditions that impact workforce availability.

Strategic Pillars

Pillar 1 - We foster an inclusive workforce where everyone feels valued, empowered and connected

Engagement and connection are at the heart of everything we do. We promote a diverse, inclusive, respectful, and proactive workplace culture through education and employee engagement.

Item Number	Objective – what we hope to achieve	Action – how we get there
1.1	Cultivate an inclusive culture that promotes diversity in the workforce by enhancing initiatives that promote equity, belonging, and diverse perspectives at all levels.	Develop a Diversity and Inclusion Program and Plan.
1.2	Integrate values into the workforce by aligning values with daily practices.	Reinvigorate current values and align them to individuals' day-to-day practice, partner with external culture programs to increase engagement.
1.3	Foster open, transparent and inclusive communication across all levels ensuring every voice is heard, every perspective is valued and shared goals are achieved together.	Develop a structured internal communication plan, including regular updates, leadership messages and employee engagement initiatives to reinforce values, align goals and ensure consistency in messaging across all levels.
1.4	Strengthen the impact of performance through recognition and ongoing evaluation and continuous improvement.	Review the current rewards and recognition program to ensure it aligns with goals and values, gathering employee feedback and incorporating new methods to increase engagement and motivation.

Pillar 2 - We are driven, capable and focused on performance

We attract great people, and empower and develop them with the skills, education, tools and clarity required for accountability, enabling them to perform at their best.

Item Number	Objective – what we hope to achieve	Action – how we get there
2.1	Evaluate Human Resources' (HR) maturity, redefine the HR operating model, and strengthen capabilities to address VUCA (volatile, uncertain, complex and ambiguous environment) challenges.	Equip the People and Safety Team with the knowledge, skills, and tools needed to deliver strategic value. Assess, identify, and prioritise processes to streamline HR activities and implement efficient systems that support clear communication, accountability, and achieve high performance across the People and Safety Team. Including delivering an Optimisation Plan.

2.2	Build a performance culture by aligning goals, setting clear expectations, providing feedback and empowering success.	Implement a fair performance review framework, conduct regular check ins to provide feedback and support, and ensuring accountability through clear expectations and goal progress tracking. Along with empowerment of people leaders in the business.
2.3	Develop workforce skills and capabilities to build a high performing team that drives Councils success and meets evolving business needs.	Invest in learning and development programs, leadership pathways, and skill-building initiatives to ensure employees are equipped to excel in their roles and adapt to future challenges. Including trainee/ cadet and apprentice programs and a capability framework to further the skills and capabilities and developing future leaders.
2.4	Attract and retain talent by fostering a performance culture, aligned with Council's goals for success.	Position the business by cultivating a strong employer brand, streamlining recruitment processes, and delivering HR excellence advice and support to Hiring Managers.

Pillar 3 - We are future focused, responsive and agile

We serve the community in which we are located and embrace change and innovation. Our ability to pivot and adapt ensures we meet the challenges head on and seize opportunities as they arise.

Item Number	Objective – what we hope to achieve	Action – how we get there
3.1	Align compensation and benefit strategies with Council, team and employee goals.	Conduct a comprehensive review of the salary system to ensure internal equity and market competitiveness. Developing a compensation and benefits plan that attracts, retains and motivates top talent whilst aligning with goals and financial sustainability.
3.2	Develop a future work strategy to ensure we are able to remain contemporary and supportive of the future workforce.	Offer business partnership and people reporting to people leadership to enhance and embed workforce planning and talent programs. Review flexible/ hybrid working, HR processes and strategies to identify better ways of working, utilising AI.
3.3	Provide robust talent, succession and workforce planning to ensure we have the ability to deliver on Council's strategic and operational programs	Offer business partnership to people leadership to enhance and embed workforce planning, succession and talent programs. Embed an equitable, consistent Job Evaluation System. Ensure smart and predictive HR reporting to assist with forward planning.

3.4	Continue to ensure our workforce has access to the equipment and software to meet job requirements	Work together with Integrated Technology Services to ensure we have technology to support all staff.
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Pillar 4 - We are committed to safety and wellbeing

We champion health, safety and wellbeing, through care, support and a proactive approach, we are committed to ensure we provide a safe working environment.

Item Number	Objective – what we hope to achieve	Action – how we get there
4.1	Build, promote and foster a safe work culture that inspires employees to stay motivated, engaged, and connected to their work.	Integrate Employee Assistance Program external initiatives, proactive workforce activities, regular safety training, mentoring and timely People and Safety advisory advice and support.
4.2	Develop, integrate and align the Work Health and Safety (WHS) activities with the financial budget goals. Ensure ongoing compliance and provide regular monitoring on WHS performance for continuous improvement.	Develop and implement the WHS System including the roll out of the BeSafe system. Conduct regular audits and reviews of the WHS management system to ensure compliance and alignment to the financial goals and implement a structured reporting process to provide timely WHS performance updates to both leadership and the business.
4.3	Identify, assess, control, eliminate or minimise risks to psychological safety with integrated systems, policies and processes that are monitored regularly.	Conduct regular pulse checks, wellbeing checks, continuing to ensure Council monitors safety and wellbeing. Implement targeted assistance program which proactively addresses psychological safety and ensure activities align with the systems and policies/procedures.

Measures of Success

Council measures the success of its Workforce Management Strategy through the required actions to ensure alignment with the Community Strategic Plan – Towards 2042, Delivery Program 2025-29, and annual Operational Plans. This approach enables us to track the impact of our initiatives and identify areas for improvement. It fosters accountability, supports better decision-making, and highlights the value of People and Safety in driving performance and enhancing the employee experience. The Strategy includes specific measures to ensure these deliverables are met.

