



murray river  
council

# **ATTACHMENTS**

**UNDER SEPARATE COVER**

**Extraordinary Council Meeting**

**Tuesday, 13 May 2025**



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**Murray River Council acknowledges  
Aboriginal people as the traditional  
custodians of the land on which our  
offices and services are located.**

**We pay our respects to Elders  
past, present and future.  
We acknowledge the stories, traditions  
and living cultures of Aboriginal and  
Torres Strait Islander peoples on this  
land and commit to building  
a brighter future together.**





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Cindy Power Photography,  
Murray River Council Staff

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I am pleased to present Murray River 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 2025-2035 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 Murray River 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 objectives to be a trusted and ethical leader that leads by example; to achieve community driven results through collaboration and engagement; and to partner with internal

stakeholders to develop community led strategies with a focus on social connections, social fabric and a sense of belonging.

These key strategic objectives will be achieved through the ongoing review and improvement of our recruitment and retention strategies, enhanced employee learning and development programs, a strong focus on community leadership and succession planning, and a continued commitment to workplace health and safety. This approach outlines how these priority areas will shape and strengthen our workforce in the years ahead.

**Stacy Williams**  
Chief Executive Officer



## Executive Summary

### Workforce Planning Overview: 2025 to 2029.

During the previous workforce planning period, Murray River Council prioritised building an effective and engaged workforce. Through structured analysis of our organisational design, role clarity, and employee feedback via 'The Voice' survey, we identified key strengths and areas for improvement. These insights have guided leadership recruitment and organisational development initiatives that support long-term sustainability.

Recent changes have strengthened internal alignment and accountability, positioning us as a more capable and responsive organisation. These improvements are reflected in our Community Strategic Plan and support our vision of delivering meaningful outcomes for our community. We are laying strong foundations with the intention of being recognised as the Employer of Choice within the region.

Looking ahead, the 2025–2029 Workforce Plan will focus on strategic workforce management and capability development. This will include targeted recruitment, enhanced retention through reward and recognition programs, tailored training initiatives, strengthened performance frameworks, and leadership development—collectively supporting a culture of excellence and reinforcing our employee value proposition.

We will continue to stabilise and strengthen our workforce through team building, regular staff engagement, and a strong commitment to delivering exceptional customer service. Our focus on change management and agile work practices will enhance operational efficiency and ensure we are well-positioned to support the continued growth of tourism, industry, and our communities.

In response to ongoing challenges—such as skill shortages, leadership capability gaps, and an ageing workforce—we will invest in traineeships, professional development, and inclusive employment practices to build and maintain a skilled, diverse, and engaged workforce.

Our workforce strategies will be aligned with the performance expectations set by the CEO and Executive Leadership Team, with a focus on sound asset and financial management, effective grant delivery, strong governance, and most importantly, staff capability, recognition, and engagement.

This Workforce Plan will play a vital role in strengthening Murray River Council's culture, empowering our people, and enabling us to continue delivering on our commitment to the community—both now and into the future.





**This Workforce Plan will play a vital role in strengthening Murray River Council's culture, empowering our people, and enabling us to continue delivering on our commitment to the community - both now and into the future.**





# 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 2025-2035. 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 Integrated Planning and Reporting 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.

This WMP is part of Murray River Council's broader Integrated Planning and Reporting framework and is directly linked to the Delivery Program and Operational Plan. It is a critical pillar to the future development of our service delivery capability and ongoing commitment to developing skills and work capabilities.

## Alignment to the Integrated Planning and Reporting Framework

The formation of this plan has considered the following components recommended by the NSW Office of Local Government (OLG), whereby this plan will reflect the following eight issues:<sup>1</sup>

1. an ageing workforce
2. succession planning
3. how to provide opportunities to create and retain positions for local young people
4. incentives and other programs that will support the council to be an employer of choice
5. learning and development
6. performance management
7. recruitment strategies to fill skills gaps
8. workforce diversity

<sup>1</sup><https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/support-for-implementation-of-ipr-framework/workforce-planning/>



## Review

The WMP will be reviewed annually in-line with the requirements of the IP&R framework including review and adoption by the Executive Leadership Team, The Consultative Committee and endorsement by Councillors. Regular monitoring of the actions within the DP and OP will provide confidence in the successful implementation of the WMP. This WMP intends to be agile and flexible so that we may adapt and modify our approach to meet the changing needs and circumstances of our workforce and the community we serve.

Each year, Council will report to the community on the implementation of the Delivery Program and the Operational Plan and Budget. The Annual Report includes Council's Audited Report and other formal reporting as required by the Local Government Act 1993 (the 'Act').





# Context

## Staff Profile – Murray River Council

Murray River Council employs 233 active staff, with a Current Full-Time Equivalent (FTE) of 218.98 positions as of the latest reporting period.

Council's workforce spans multiple service locations across the region, with the highest concentration of staff based in Moama, followed by Mathoura, Moulamein, Barham, and smaller numbers in other locations. This regional spread reflects Council's commitment to delivering localised services and maintaining strong community connections throughout the Local Government Area. Because of this, it is crucial that effective and consistent communication on the strategic direction and performance progress is provided regularly to all employees across all functional areas. This is reflected in employee feedback as an opportunity for enhancement.

Murray River Council's organisational structure is made up of diverse directorates. The Infrastructure directorate comprises the largest portion of the workforce, followed by Planning & Environment, Community & Economic Development, Corporate Services, and the Office of the CEO. This distribution reflects Council's operational focus on asset and service delivery across the region.

The workforce includes a mix of employment types:

- 185 full-time permanent employees
- 26 part-time permanent
- 13 casuals
- 9 fixed-term contract roles

Council maintains a commitment to both permanent and flexible working arrangements, ensuring workforce agility to meet changing community needs.

The age profile of the workforce is varied, with employees ranging from 17 to 74 years. There is a strong representation of staff in the 30–60-year age range, which supports operational continuity and knowledge retention. However, with a notable portion of the workforce aged over 55, succession planning and talent development for critical roles will remain a key priority for future workforce sustainability.

Council places strong emphasis on developing leadership capability, with a focus on identifying and supporting emerging leaders through structured development and mentoring. Learning and development opportunities are accessible to all staff, with the aim of growing internal capability and ensuring a robust leadership pipeline.

Diversity and inclusion are embedded in Council's workforce strategy. Murray River Council values the richness that different backgrounds, perspectives and experiences bring to our organisation and community. Through equitable recruitment practices and a culture of respect and inclusion, Council continues to build a workforce that reflects the diverse communities we serve.

While Council's Disability Inclusion Action Plan (DIAP) is primarily community-focused—aiming to improve access, participation, and inclusion for people with disability across the Murray River region—the principles of the plan also apply internally. Council is committed to fostering an inclusive workplace where employees of all abilities feel supported, valued, and empowered to contribute.

The varied nature of roles within Council—from semi-skilled outdoor positions to highly specialised technical and professional functions—demonstrates the breadth of capability required to deliver quality local government services. Murray River Council continues to support upskilling, particularly in foundational literacy, numeracy, and digital skills, to ensure all staff are equipped for the evolving nature of work.

With a strong foundation, a focus on safety, capability building, and inclusive leadership, Murray River Council is well positioned to maintain and grow a resilient, agile, and community-focused workforce.

In 2024, Murray River Council reported a staff turnover rate of 13.8%. This figure is notably lower than the average turnover rates observed across New South Wales (NSW) councils. According to the Local Government of New South Wales Insights report<sup>2</sup>, the median overall staff turnover rate for NSW councils was 18% in the 2022–2023 period. This indicates that Murray River Council's turnover rate is approximately 4.2 percentage points below the state median, reflecting positively on the Council's employee retention strategies and workplace environment

A healthy employee turnover rate typically sits between 10% and 15% annually, depending on the industry and the nature of the workforce.

- Low turnover (<10%): May indicate high employee satisfaction and strong retention, but can also suggest stagnation or limited opportunities for fresh talent.
- Healthy turnover (10–15%): Generally, reflects a good balance—some natural movement that brings in new skills and ideas while retaining valuable experience.
- High turnover (>15%): May indicate underlying issues like low job satisfaction, poor management, limited career progression, or uncompetitive pay.

In local government and the public sector, a turnover rate below 15% is often considered healthy due to typically stable employment conditions.





Workforce snapshot

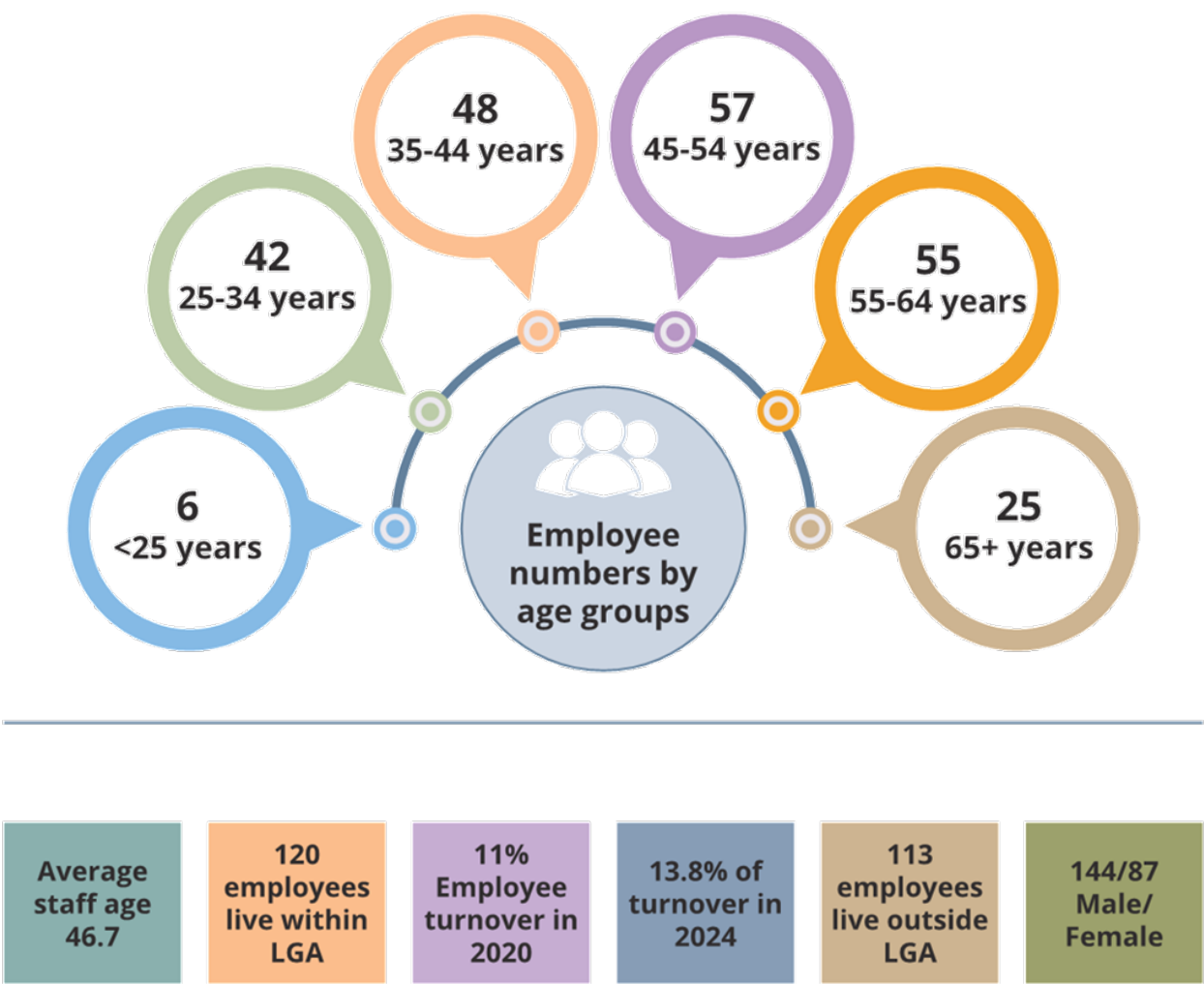
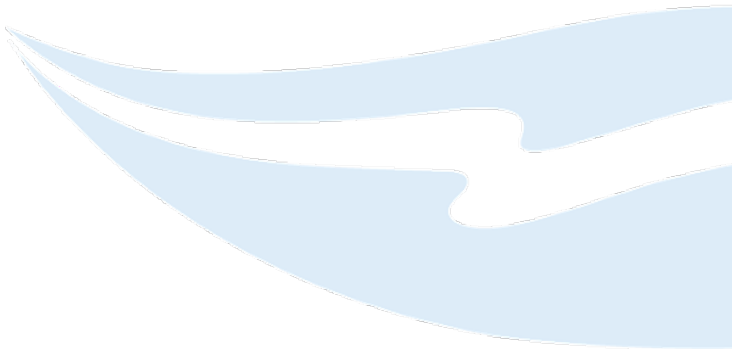


Figure 1. Workforce Snapshot: Murray River Council employees



### Employees by Directorate - FTE

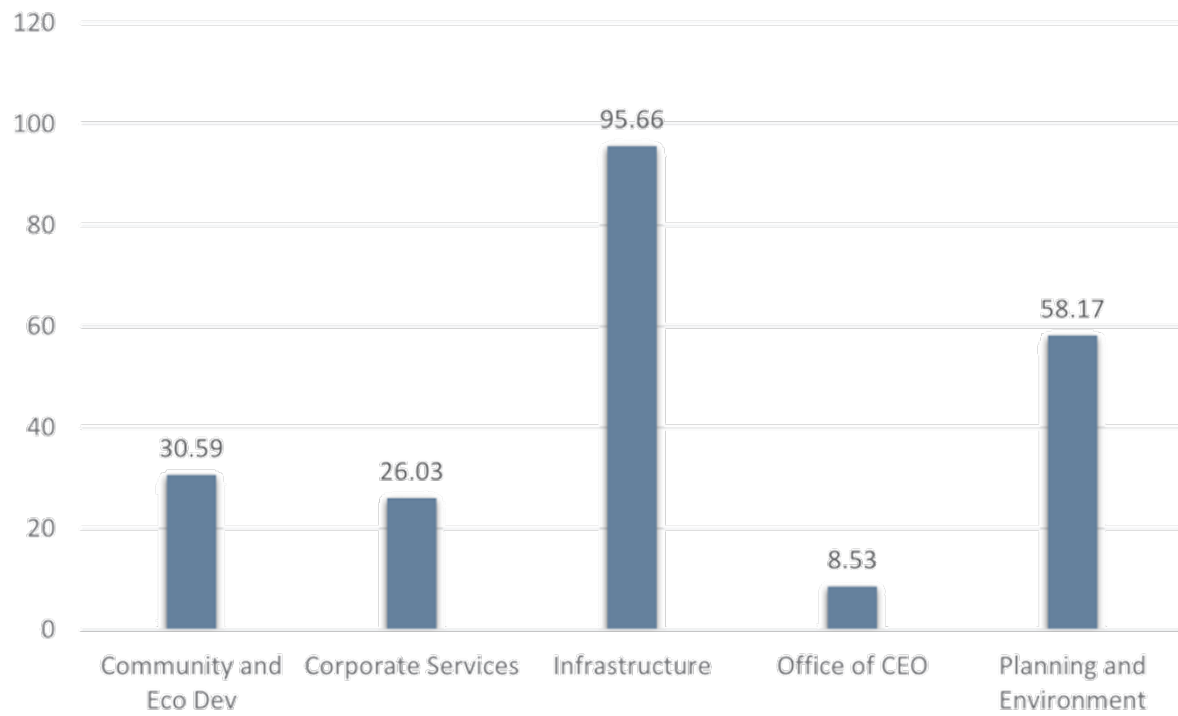


Figure 2. FTE by Directorate

### Employees by work location

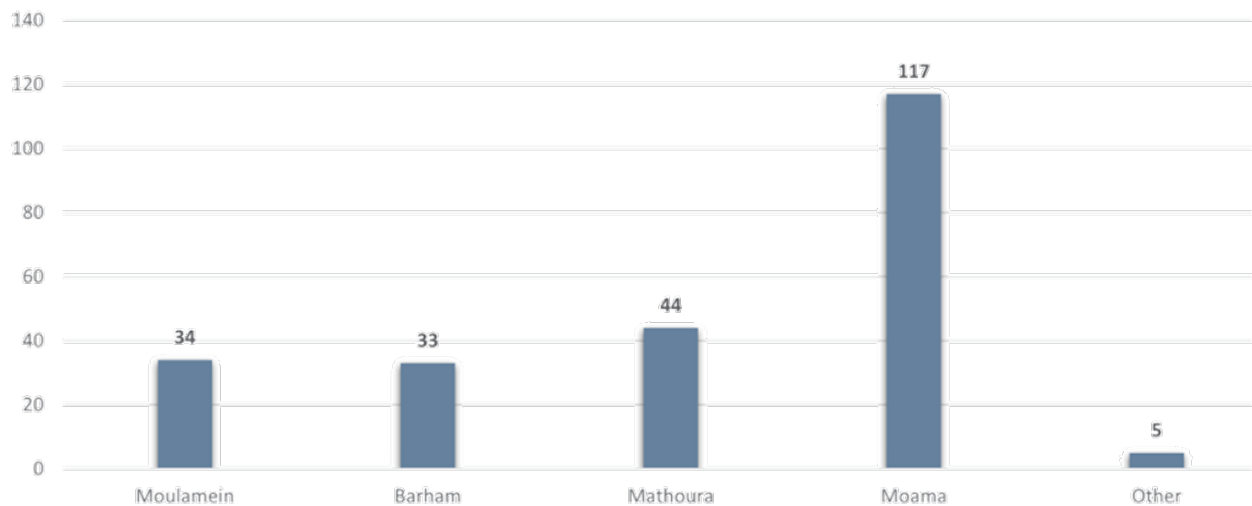


Figure 3. Employees by work location

## Workforce gender

The gender split of the Murray River Council Workforce (including casual positions), is 61.8% male and 37.3% Female.

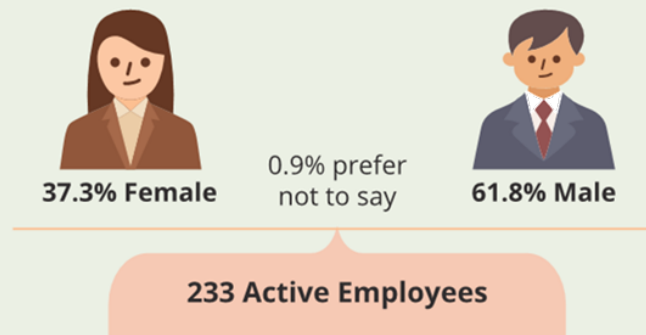


Figure 4: Total active employees (including part time and casuals) by Gender – March 2025.

## Median length of service

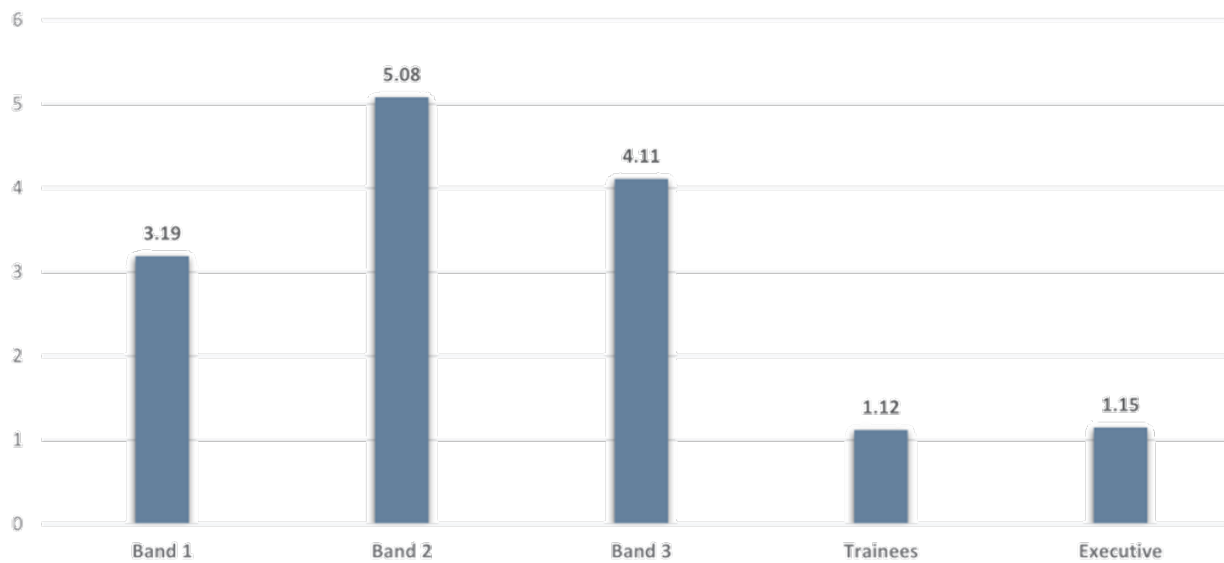
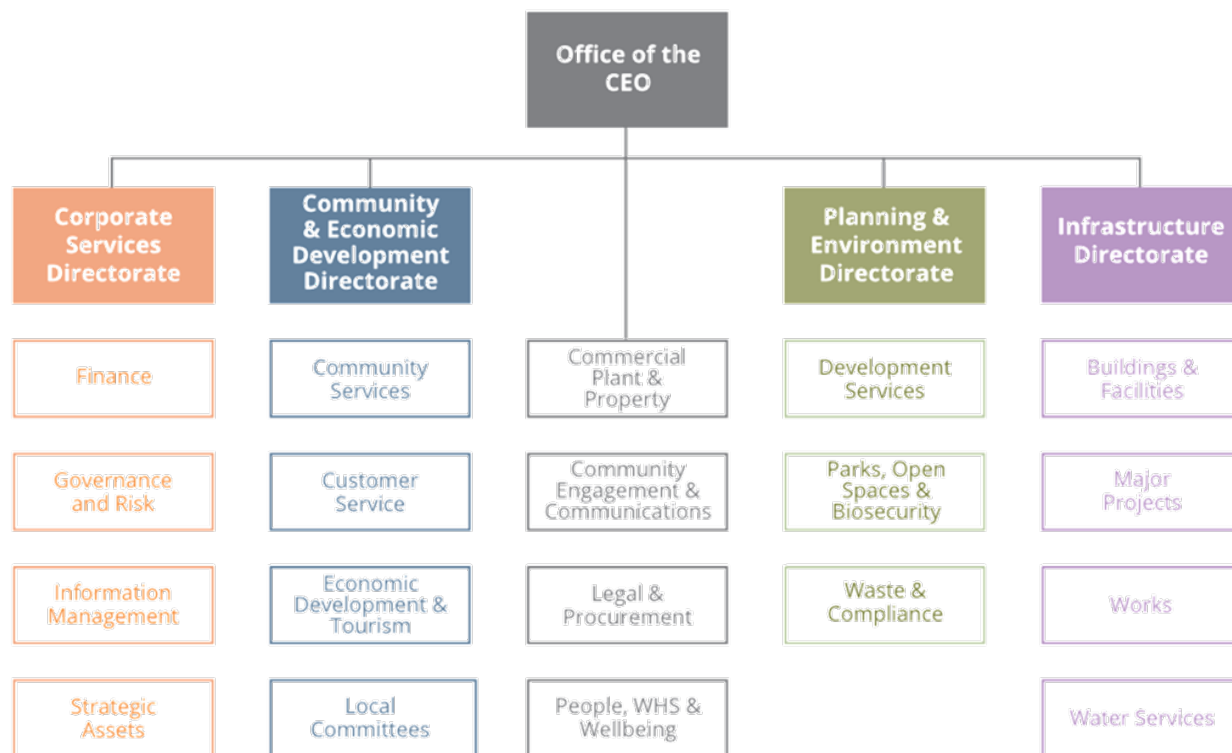


Figure 5. Employees by Years of Service as of March 2025



# Our Organisational Structure



## Our Vision and Mission

Murray River Council has vibrant, diverse and cohesive communities.

We are supported by strong local business and primary industries.

We value our beautiful waterways and natural surrounds.

Our Mission is to work with each of our unique communities to foster economic growth and prosperity, support community health and wellbeing, and protect and enhance our environment.

While planning effectively for the future to ensure appropriate infrastructure and services that will support quality lifestyles and provide recreational opportunities for our Murray River community.

## Our Values

Our organisational values are what drive our day-to-day behaviors and set the tone for our interactions with customers, employees and other stakeholders.

In 2024 we went through an extensive internal engagement program to review our values with all staff having an opportunity to provide feedback and vote on new preferred options.

These updated values will be embedded into our internal systems and will become everyday behaviours which we will strive to achieve.

**W**e have five core values that drive our teams and our behaviours: Respect, Accountability, Integrity, Sustainability and Excellence.

These principles underpin our commitment to serving the community effectively and responsibly.



### Respect

Building trust to foster positive relationships that create an inclusive and supportive workplace and community.



### Accountability

Taking responsibility for decisions and actions and being transparent about processes and outcomes.



### Integrity

Acting honestly and ethically in all council activities.



### Sustainability

We promote sustainability by committing to practices that support the long-term health of the environment, economy and society.



### Excellence

We demonstrate excellence by committing to high standards in the delivery of all our services.

# Murray River Employment Environment

## Employment Snapshot

Murray River Council operates within a diverse regional labour market, with the main employing industries being agriculture, healthcare, local government, and education, followed by construction and retail.

According to the ABS 2021 Census data for the Murray River Local Government Area (LGA):

- Our resident population was evenly split with 49.6% male and 50.4% female.
- Aboriginal and Torres Strait Islander people made up 2.7% of the population.
- 84.2% of residents were born in Australia. The most common overseas countries of birth were England (2.1%), New Zealand (0.7%), and Netherlands (0.6%).
- The median age of residents was 49 years, significantly higher than the national median age of 38.
- 52.1% of workers in the Murray River LGA were male, while 47.9% were female.
- In the year ending June 2021, there were approximately 5,834 people in the labour force across the LGA.
- Murray River's employment environment reflects its strong rural roots, balanced with essential services and public sector employment, which together support a stable, community-focused workforce.





# Workforce Challenges

This strategic plan is written in the context where Council must consider the strategic initiatives required if our workforce was to expand over the next four years.

Recognising and acknowledging challenges currently faced by our Council and anticipating what may lie ahead by drawing on information available and lessons learnt allows us to be targeted in our strategic initiatives to ensure we are best placed to deliver for the community. These challenges require us to employ lateral thinking to address and formulate solutions. Some of the other challenges we currently face as a community and a Council include:

## **Murray River Community:**

### **Rapid Population Growth vs. Infrastructure Capacity**

The community is experiencing rapid growth, particularly in Moama and surrounding townships. This development is placing increased pressure on ageing infrastructure that was not originally designed to accommodate current or projected population levels.

### **Ageing Infrastructure and Asset Renewal**

Many of Council's critical infrastructure assets—such as roads, bridges, water, and sewer systems—are reaching or exceeding their intended service life. Limited funding and long renewal cycles challenge the ability to maintain service standards and meet community expectations.

### **Geographically Dispersed Communities**

The vast geographic spread of the Council area creates logistical and financial challenges in delivering consistent, high-quality services across townships, particularly in remote or less populated areas.

### **Limited Public Transport Options**

Access to reliable public transport remains limited, increasing community dependence on private vehicles and limiting mobility for those without access, particularly older residents and youth.

### **Attracting and Retaining Skilled Workers**

Workforce attraction and retention remains an issue, particularly in health, education, trades, and Council roles. Regional location, housing availability, and competition from neighbouring cities contribute to this challenge.

### **Ageing Population**

A higher-than-average median age places increasing demand on health and community services, age-friendly infrastructure, and accessible transport, while also influencing the local labour market and volunteer workforce dynamics.

### **Digital Connectivity and Service Access**

Some areas within the Council boundary still experience limited access to high-speed internet or digital services, impacting education, business, and remote work opportunities.

### **Climate Resilience and Environmental Sustainability**

The region faces increasing exposure to extreme weather events such as floods and heatwaves, requiring ongoing investment in climate adaptation strategies, emergency preparedness, and sustainable asset planning.

## **Murray River Council:**

### **Ageing Workforce and Succession Planning Pressures**

Murray River Council has a mature workforce, with a significant proportion of employees approaching retirement age. This presents challenges in securing a reliable talent pipeline, particularly for specialist and leadership roles, and requires strategic succession planning and proactive knowledge transfer.

### **Geographically Dispersed Workforce**

With teams located across a broad and diverse geographic area, the delivery of consistent internal communication, team collaboration, and workforce cohesion can be complex. Ensuring equitable access to resources, training, and leadership support remains a key challenge.

### **Resourcing Constraints Linked to Financial Pressures**

Council's current financial position places constraints on recruitment, training investment, and the ability to scale service delivery in line with community expectations. This may impact Council's ability to attract and retain skilled staff and maintain service levels across all departments.

### **Reputation and Recruitment Affected by Public Perception**

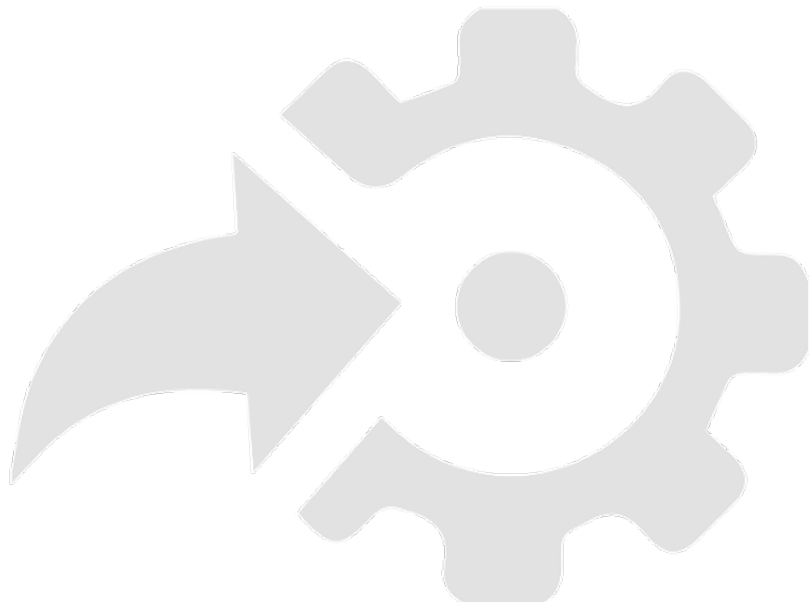
Ill-informed commentary on social media and within the community can negatively influence public perception of Council's performance. This can lead to challenges in attracting potential employees and may also affect staff morale and organisational pride.

### **Increased Competition for Talent in Regional Areas**

Like many regional councils, Murray River Council faces ongoing competition for skilled professionals from both the private sector and neighbouring local government areas, often with limited access to local talent pools.

### **Balancing Strategic and Operational Demands**

Managing the dual pressures of long-term strategic planning and the need for responsive, day-to-day service delivery places added strain on leadership teams and staff capacity—particularly when resources are stretched.



# Strategic Priorities

Over the life of this Workforce Plan, Murray River Council is focused on strengthening performance through its people—building a workforce that is capable, supported, and ready to meet the needs of our growing communities now and into the future.



Figure 6: Strategic Priorities

## 1. Leadership

### Challenges:

Developing confident and capable leaders across all levels is essential for sustaining a high-performing workforce. Council is challenged by limited internal mobility, variable leadership experience, and succession risks in key roles.

### Strategies:

Leadership development will be prioritised through programs that build strategic thinking, decision-making, and people management skills. The integration of leadership competencies into performance reviews, coupled with mentoring and leadership pathways, will ensure a consistent leadership culture. Council will also support external leadership initiatives such as the Fairley Leadership Program to build both organisational and community leadership capability.

### Links with DP:

DP ref	Project or Program of works	Deliver Partner Advocate	Performance Measure	Responsible Business Unit	Year 1 (25-26)	Year 2 (26-27)	Year 3 (27-28)	Year 4 (28-29)
2.8.1	Develop and begin implementation of the People and Culture Strategy and action plan.	Deliver	Develop and begin implementation of the People and Culture Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.8.3		Deliver	Ongoing development of the Emerging Leaders program – looking at several levels of the program to be rolled out.	People & Culture	✓		✓	
2.8.4		Deliver	Development of Ascending Managers Program.	People & Culture		✓		✓
2.8.8		Partner	Ongoing commitment to invest in our Community Leadership program by sponsoring one emerging community leader through the Fairley Leadership Program.	People & Culture		✓	✓	✓



## 2. Employee Recruitment and Retention

### Challenges:

Murray River Council faces a competitive regional labour market, constrained by an ageing population, skill shortages in key areas, and limited talent pipelines. The scale of the local government area also makes recruitment for remote or specialised roles more difficult. Attracting and retaining high-quality candidates is compounded by outdated perceptions of council employment and external commentary affecting Council's reputation.

### Strategies:

To strengthen recruitment outcomes, Council will implement the People & Culture Strategy and embed values-driven hiring practices. Initiatives will include targeted recruitment campaigns, streamlined onboarding, engagement with local schools and tertiary institutions, and the expansion of cadetships and apprenticeships. Retention will be supported by building a strong Employee Value Proposition, enhancing benefits, and providing clear career progression pathways.

### Links with DP:

DP ref	Project or Program of works	Deliver Partner Advocate	Performance Measure	Responsible Business Unit	Year 1 (25-26)	Year 2 (26-27)	Year 3 (27-28)	Year 4 (28-29)
2.4.1	Resource the Development Services team adequately to meet Statutory timelines.	Deliver	Budget for and develop an ongoing cadetship program.	Development Services	✓	✓	✓	✓
2.8.1	Develop and begin implementation of the People and Culture Strategy and action plan.	Deliver	Develop and begin implementation of the People and Culture Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.8.2		Advocate	Council's new Values are embedded into internal processes.	People & Culture	✓	✓	✓	✓
2.8.5		Advocate	Further professional development opportunities for all staff.	People & Culture	✓	✓	✓	✓
2.8.7		Partner	Focus on successful engagement and fulfilment of cadetships and School-based apprenticeships.	People & Culture		✓		✓
2.9.5	Successful implementation of the IP&R requirements.	Deliver	Develop of and ongoing implementation of the Workforce Plan.	People & Culture	✓	✓	✓	✓

### 3. Employee Training, Learning & Development

#### Challenges:

With many staff in the later stages of their careers, there is an urgent need to invest in succession planning and future leadership development. Identifying skills gaps, the increasing cost to ensure legislative compliance, and adapting to rapid technological change are key challenges, particularly with limited access to training facilities in rural areas.

#### Strategies:

Council will implement leadership development programs such as the Emerging Leaders and Ascending Managers programs, and continue investing in professional development and mandatory training. A focus will be placed on coaching, mentoring, and digital learning to build internal capability. Partnering with education providers and supporting tertiary education assistance will further enable a "grow our own" culture.

#### Links with DP:

DP ref	Project or Program of works	Deliver Partner Advocate	Performance Measure	Responsible Business Unit	Year 1 (25-26)	Year 2 (26-27)	Year 3 (27-28)	Year 4 (28-29)
2.8.1	Develop and begin implementation of the People and Culture Strategy and action plan.	Deliver	Develop and begin implementation of the People and Culture Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.8.3		Deliver	Ongoing development of the Emerging Leaders program – looking at several levels of the program to be rolled out.	People & Culture	✓		✓	
2.8.4		Deliver	Development of Ascending Managers Program.	People & Culture		✓		✓
2.8.5		Advocate	Further professional development opportunities for all staff.	People & Culture	✓	✓	✓	✓
2.8.6		Deliver	Role specific mandatory training, licences and qualifications planned for and undertaken across the organisation.	People & Culture	✓	✓	✓	✓

## 4. Sustainable Workplace

### Challenges:

Council must balance fiscal constraints with maintaining service delivery and a supportive workplace culture. Sustaining performance in a geographically dispersed workforce, ensuring consistent communication, and fostering accountability are ongoing challenges. Aligning individual performance with organisational goals also requires consistent frameworks and leadership buy-in.

### Strategies:

The performance appraisal system will be further embedded, linking KPIs to strategic objectives and service delivery. Council will support a values-based culture through regular staff engagement, satisfaction surveys, and leadership accountability. Internal communication channels will be enhanced to maintain cohesion and alignment across the organisation.

### Links with DP:

DP ref	Project or Program of works	Deliver Partner Advocate	Performance Measure	Responsible Business Unit	Year 1 (25-26)	Year 2 (26-27)	Year 3 (27-28)	Year 4 (28-29)
2.8.1	Develop and begin implementation of the People and Culture Strategy and action plan.	Deliver	Develop and begin implementation of the People and Culture Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.8.10	Develop and begin implementation of a Wellbeing Strategy and action plan.	Deliver	Develop and begin implementation of a Wellbeing Strategy and begin implementation of the action plan	People & Culture	✓	✓	✓	✓
2.9.5	Successful implementation of the IP&R requirements.	Deliver	Develop of and ongoing implementation of the Workforce Plan.	People & Culture	✓	✓	✓	✓





## 5. Work Health & Safety

### Challenges:

An ageing workforce, diverse work environments, and increasing mental health challenges place pressure on Council's WHS systems. Ensuring consistent adherence to safety procedures across all teams and locations, and keeping pace with legislative changes, requires ongoing vigilance.

### Strategies:

Council will strengthen its WHS management systems with regular audits, risk assessments, and staff training. Emphasis will be placed on mental health support, early intervention, and injury management. WHS will be embedded in day-to-day operations, with strong leadership commitment and continuous improvement supported through the Safety Committee and proactive reporting. These five strategic priorities form the foundation of our Workforce Management Strategy and underpin Council's commitment to cultivating a high-performing, future-ready workforce. A clear set of initiatives and performance measures aligned to each area will guide our efforts over the next four years, ensuring progress is visible, measurable, and continuously improved.

### Links with DP:

DP ref	Project or Program of works	Deliver Partner Advocate	Performance Measure	Responsible Business Unit	Year 1 (25-26)	Year 2 (26-27)	Year 3 (27-28)	Year 3 (28-29)
2.8.1	Develop and begin implementation of the People and Culture Strategy and action plan.	Deliver	Develop and begin implementation of the People and Culture Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.8.5		Advocate	Further professional development opportunities for all staff.	People & Culture	✓	✓	✓	✓
2.8.6		Deliver	Role specific mandatory training, licences and qualifications planned for and undertaken across the organisation.	People & Culture	✓	✓	✓	✓
2.8.9	Develop and begin implementation of the Work, Health and Safety Strategy and action plan .	Deliver	Develop and begin implementation of the Work, Health and Safety Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.9.5	Successful implementation of the IP&R requirements.	Deliver	Develop of and ongoing implementation of the Workforce Plan.	People & Culture	✓	✓	✓	✓

# Monitoring, Evaluation and Continuous Improvement

The strategies outlined in this Workforce Plan are dynamic and will evolve in response to organisational needs and external influences. Regular monitoring and evaluation are essential to ensure the effectiveness of our actions and to make informed adjustments that drive continuous improvement.

Murray River Council is committed to delivering on the objectives of the 2025–2029 Workforce Plan through a detailed action plan. Progress will be tracked and reported through the Delivery Program and Operational Plans.

## Key workforce targets include:

- Maintaining voluntary staff turnover at below 10%, while recognising historical data has been affected by previous structural changes.
- Embedding robust recruitment and selection practices to ensure we place the right person in the right role.
- Strengthening our position as an Employer of Choice through inclusive and diverse employment practices that reflect and support the communities we serve.
- Supporting a high-performance culture through annual performance appraisals that promote development, recognise achievement, and align individual contributions with organisational objectives.
- Prioritising proactive Work Health & Safety initiatives to reduce incidents and promote a safe, healthy, and supportive work environment.
- Investing in learning and development to grow internal capability, with a strong focus on developing future leaders and building career pathways.
- Establishing clear succession planning strategies for critical roles to ensure operational continuity and leadership sustainability.

It is essential to systematically monitor workforce data, evaluate activities, and adapt where required. This includes assessing leadership competencies at senior levels, benchmarking against defined capability criteria, and monitoring the performance and progress of employees who transition into higher-level roles.

Council's Executive and Senior Management Team will monitor workforce performance using Key Performance Indicators and annual performance appraisals. Progress will also be reviewed quarterly against actions and services detailed in the Delivery Program and Operational Plans.

Information collected through staff surveys remains a key tool for identifying areas of concern, measuring workforce engagement, and tracking cultural improvements over time.

Through this ongoing process of review, reflection, and adjustment, Murray River Council will continue to build a capable, future-ready workforce—equipped to deliver exceptional service and meet the evolving needs of our community.



## Points of Linkage

The Workforce Plan is closely aligned with Murray River Council's Community Strategic Plan and Delivery Program. Embedded within these guiding documents are clear commitments to building a capable, supported, and future-ready workforce. Each of the five strategic pillars—Leadership, Employee Recruitment and Retention, Training, Learning and Development, Sustainable Workplace, and Work Health and Safety—directly supports the achievement of Council's service delivery goals. These pillars form the foundation for how Council will attract and retain talent, build internal capability, foster a safe and inclusive culture, and ensure strong, values-based leadership—ensuring our workforce is equipped to deliver on the priorities identified in the Delivery Program and meet the needs of our community, now and into the future.

Council's Disability Inclusion Action Plan (DIAP), while primarily focused on improving access, participation, and inclusion for people with disability in the broader community, also reinforces internal workforce strategies. The DIAP aligns with the Workforce Plan by promoting equitable recruitment practices, inclusive workplace policies, and accessible professional development opportunities. These commitments support the strategic pillars of Employee Recruitment and Retention and Training, Learning and Development.

In turn, this internal alignment strengthens Council's ability to deliver on the outcomes of the Community Strategic Plan and Delivery Program by ensuring that inclusion is not just a community goal but a core organisational value. A workplace that supports employees of all abilities directly contributes to a more responsive, representative, and high-performing organisation—positioning Council to meet community needs with empathy, insight, and accountability.







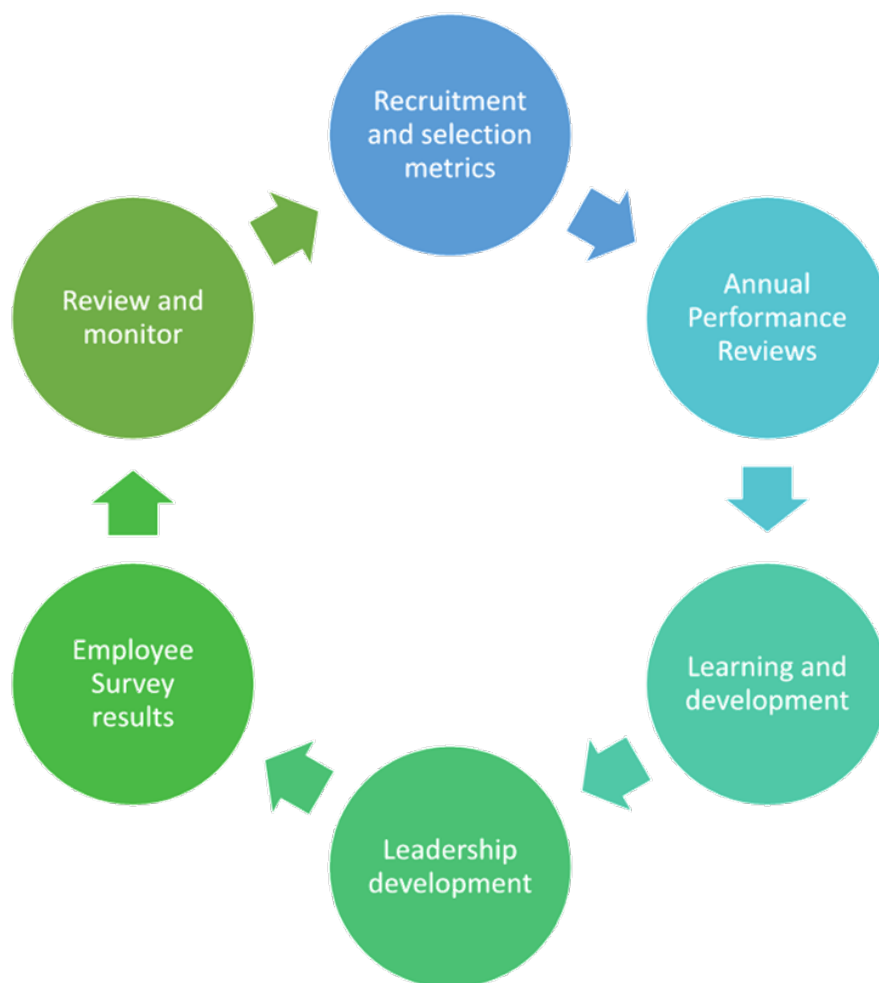
## Measuring Success

The success of Murray River Council's Workforce Plan will be measured through consistent monitoring, data-driven evaluation, and a commitment to continuous improvement. Key workforce metrics—including staff turnover, recruitment outcomes, training participation, and employee engagement—will be reviewed regularly to assess the effectiveness of strategies under each of the five pillars.

Performance will be tracked through established Key Performance Indicators (KPIs), annual performance appraisals, and annual reporting aligned with the Delivery Program and Operational Plan. Leadership capability will be assessed through performance outcomes, 360-degree feedback, and progress of staff transitioning into more senior or critical roles.

Staff surveys and engagement feedback will provide valuable insights into workplace culture, leadership effectiveness, and overall employee satisfaction. These insights will inform future actions and adjustments to ensure the Workforce Plan remains relevant and responsive to both organisational needs and community expectations.

Through this structured approach, Murray River Council will ensure its workforce remains agile, capable, and aligned to strategic goals—delivering services that support a thriving and connected region.













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