



**Riverina Water
Workforce
Strategic Plan
2023/2024 - 2025/2026**

Acknowledgement of Country

Riverina Water acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and emerging and extends our respect to all First Nations Peoples in our supply area.



Our mission

To provide our community with safe, reliable water at the lowest sustainable cost.

Our vision

Provide passionate and professional leadership in the water industry.

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Executive summary

Riverina Water is working hard to increase our focus on creating a sustainable workforce with a high-performance culture through accountability, diversity, respect, and investment in our people. We understand that ensuring we have suitably skilled people in the right place and at the right time will contribute to Riverina Water's continued growth and sustainability.

The next few years will see a significant shift in our focus to strategic talent management, our employee value proposition and developing the skills and capabilities of our people. In addition, we will focus on creating and embedding a high-performance culture in our ways of working.

Like all businesses across Australia, Riverina Water faces increasing challenges in the war of talent, skills shortages and ageing population which are addressed in this plan. We understand that for us to build and develop the future workforce of Riverina Water, and to operate efficiently and effectively, there is a need to adopt a strategic approach to building and maintaining a high-performing workforce that can cater to the current and future needs of Riverina Water.

Our Workforce Strategic Plan was developed over several months with the active participation of people across different departments of Riverina Water. The plan reflects work done through collaboration, rigorous research, and data analysis. We have built on the knowledge, experience, and observation of the internal and external landscape of our organisation to ensure that we can achieve a fit-for-purpose workforce plan that will help us accomplish our goals. As a group, it was decided that the goal of our Workforce Strategic Plan is to have;

“a fit-for-purpose Workforce Strategic Plan that has taken into consideration mid-level workforce planning and addresses present and future risks that are required for a high-performance workforce and aligns where possible to our Delivery Program”.

To ensure that we achieve this goal, we will focus on the below key strategies:

1. Attraction and Retention
2. Resource Planning
3. Succession Planning
4. Technological Upskilling

These strategies will be executed alongside our broader operational plans as set out in Riverina Water's Business Activity Strategic Plan (BASP).

We are confident that this plan will place Riverina Water in an excellent position to deliver strong performance and an engaged workforce in the future.



Andrew Crakanthorp
Chief Executive Officer



Emily Tonacia
Director Corporate Services



Troy Van Berkel
Director Engineering

How our Workforce Strategic Plan came together

We applied a comprehensive and robust methodology to develop our Workforce Strategic Plan. The methodology and activities (*which includes a series of workshops, conversation with Riverina Water's Leaders and employees, and group exercises*) within each phase are detailed as follows:

1. Analysis and alignment:

An analysis of the current workforce was carried out against organisational direction by:

- › Conducting some internal (using SWOT analysis and internal data sources such as workforce snapshot: headcount, age, diversity, length of service, employee cost, leave liability etc) & environmental scanning and activities (using PESTLE analysis - External trends that may impact the workforce analysis (*Refer to Figure 1 in Appendix*)).

2. Compare and identify:

We identified workforce needs and gaps by:

- › Forecasting of future needs by identifying the future workforce needs (skills, capabilities, and occupation) required to enable us to deliver on our strategic objectives and CapEx projects.
- › Conducting a Gap Analysis - we identified the gaps that are most critical to our strategic goals, the gaps between our current workforce and workload demand, and the gaps that have an effect on Riverina Water's performance and mission.
- › Workforce Segmentation and Critical Position Identification: we segmented positions in Riverina Water across four categories - strategic, core, support and emerging (*Refer to Figure 2 in Appendix*) and identified our critical positions.

3. Strategy development:

We developed business-aligned priorities through an iterative, collaborative and robust process. The development of the strategies occurred with consideration of our critical areas in terms of risk, budgets, and service delivery requirements.

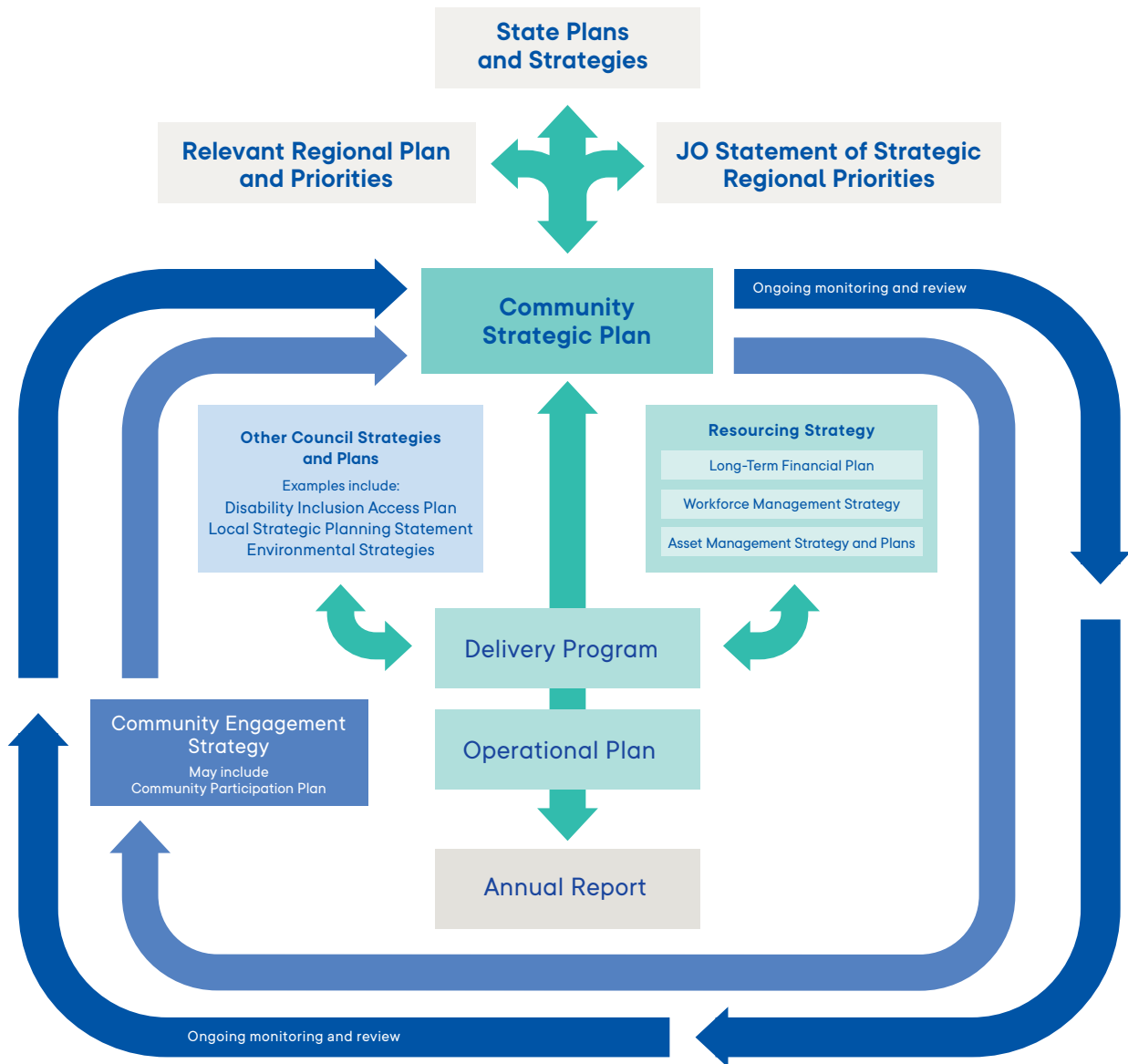
4. Implementation:

The timing and implementation plan is as detailed in this document. Implementation will require both financial investment and leadership commitment.

5. Monitor and evaluate:

We intend to monitor and evaluate the effectiveness and success of the strategies and will report annually against a set of measures as set out in the operational plan. We will also ensure flexibility to any changes that may occur that may result in re-prioritisation to ensure that we continue to meet business needs.

Background: Legislative framework



Riverina Water must comply with the NSW local government Integrated Planning and Reporting Framework.

To meet these obligations, we have developed a Business Activity Strategic Plan (BASP) that outlines:

- › our strategic priorities for the next ten (10) years, and
- › the strategies we will adopt to achieve these priorities

The IP&R Framework is underpinned by a Resourcing Strategy that shows how all Councils across New South Wales will resource its strategic priorities. The Workforce Strategic Plan is a part of the Resourcing Strategy and clearly articulates how Riverina Water aims to continue to perform its function to the community by ensuring a workforce that is high-performing and highly skilled to deliver to the community. These requirements are designed to ensure Riverina Water is able to meet the current and future service and operational needs; as well as ensuring that it is appropriately resourced to handle the changes and challenges that will need to be faced over the four (4) years of the Delivery Program, and more generally throughout the life of our Strategic Business Plan and Integrated Water Cycle Management (IWCM) Plan (30-year horizon). As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government's Regulatory and Assurance Framework for Local Water Utilities.

The development of an effective workforce strategy will enable Riverina Water to focus on the medium and long term and also provide a framework for dealing with immediate challenges in a consistent way.

A Workforce Strategic Plan as a minimum must:

- › address the human resourcing requirement of the Council's Delivery Program
- › be reflected in the Delivery Program and Operational Plan ('DP/OP') and the costs associated with the delivery must be reflected in the long-term financial plan

Riverina Water utilises this strategy as an opportunity to look beyond the legislative requirements and define strategic objectives related to our people. This workforce strategy aims to provide Riverina Water with the workforce best able to inform and deliver strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

The benefits of ensuring a diverse workforce include better local representation, improved communication and a better understanding of the issues affecting local communities, as well as maximising the pool of workers from which to address the issues facing Riverina Water.

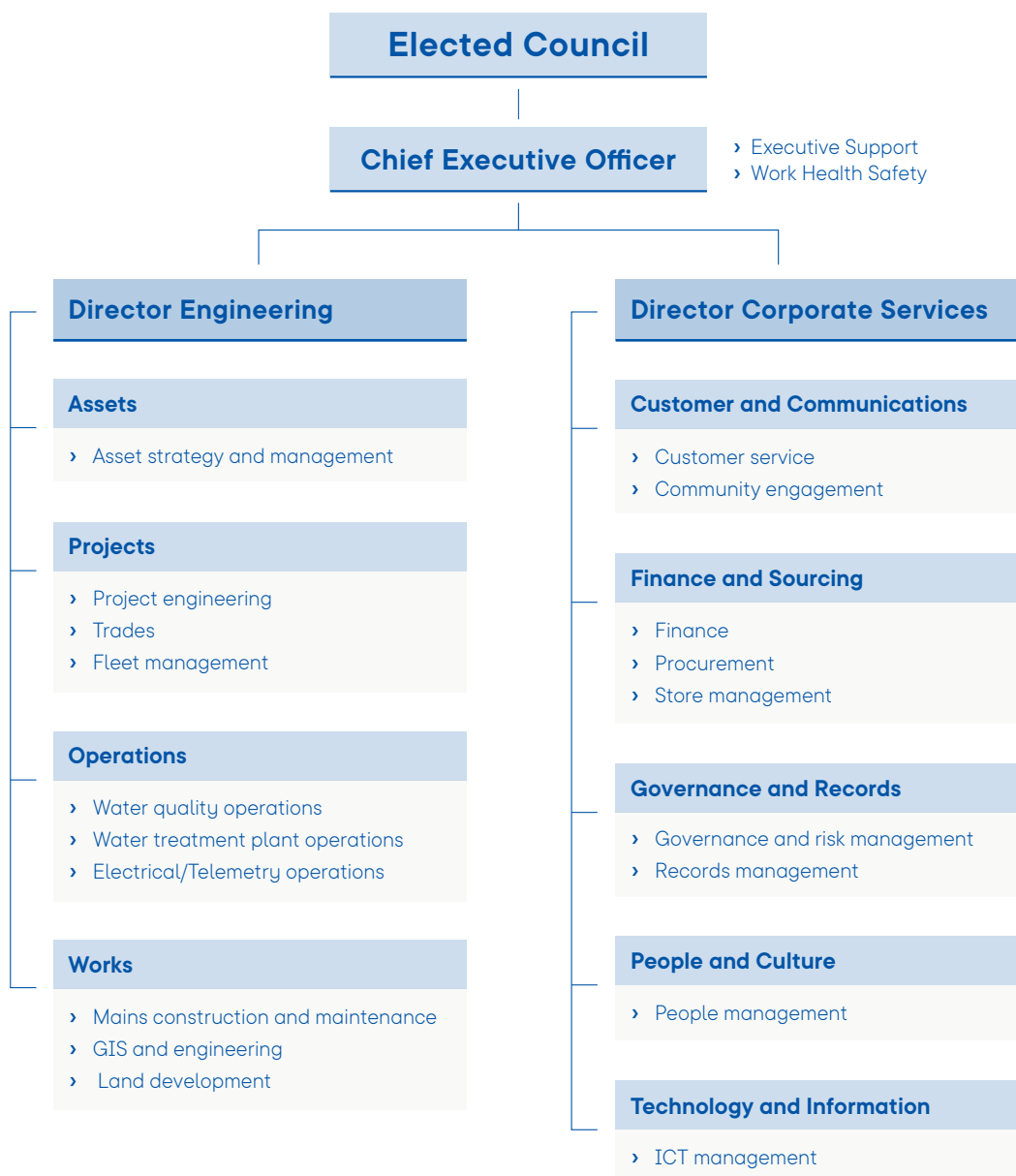


Our people

Our organisational structure

The Local Government Act 1993 requires councils to adopt an organisational structure that is appropriate to the needs of each council. Riverina conducted an organisational review in 2021/2022 which involved the creation of a two-director structure. The new directorate

of Corporate Services encompasses the existing Corporate Services (Finance and Customer Service (now Customer & Communications), Human Resources, and Governance & Risk areas of the Council.

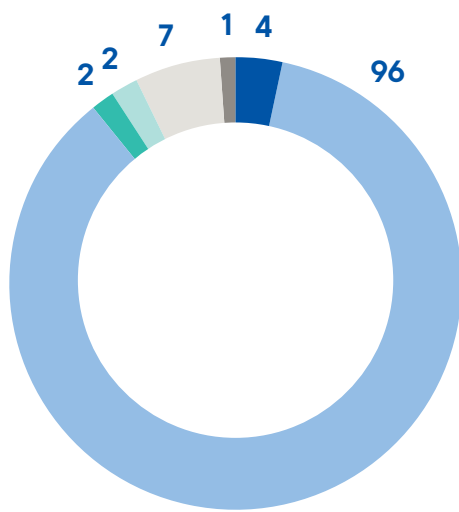


Our workforce demographics

Data available as of 25 May 2023

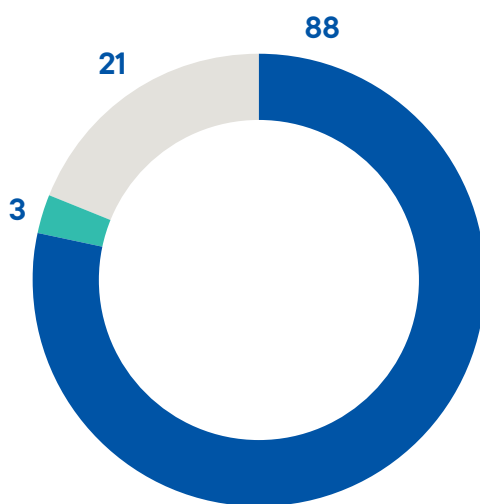
We continuously seek to capture and analyse the key demographic information of our workforce and understand that data is critical in reviewing and evolving our Workforce Strategic Plan. Riverina Water's headcount comprises of 112 employees with the majority being permanent staff.

Headcount



Whole organisation: 112 staff

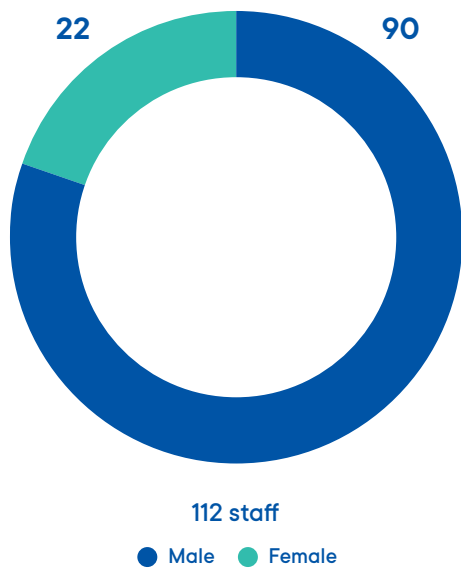
- Fixed-term
- Casuals
- Permanent full-time
- Trainees/Apprentices
- Part-time
- Cadet Engineer



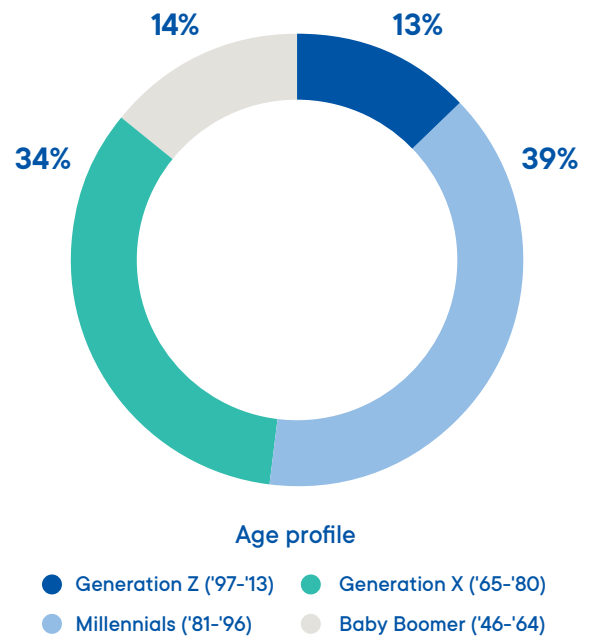
Whole organisation: 112 staff

- Engineering
- CEO's Office
- Corporate Services

Gender breakdown



Age profile



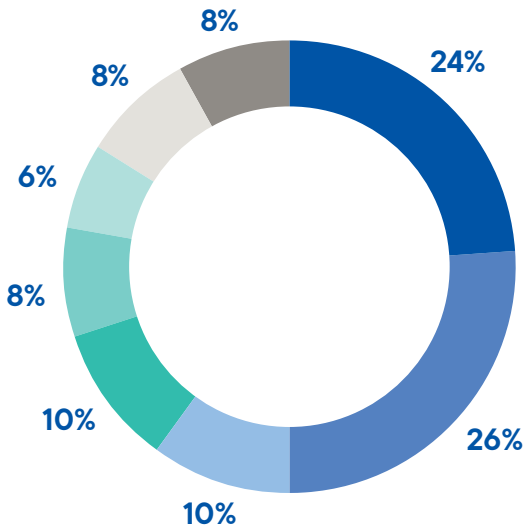
Gender breakdown across Directorate

	Male	Female
Corporate Services	6	15
Engineering	82	6
CEO's Office	2	1

Age profile by Division

Division	Count of Generation in the Workplace across Divisions			
	Gen Z	Millennials	Gen X	Baby Boomers
Corporate Services	4	11	4	2
CEO's Office	0	1	1	1
Engineering	11	31	33	13

Tenure profile



Tenure profile



Turnover rate

According to the Local Government New South Wales HR Metrics report;

- › Councils across New South Wales had an average of 18% turnover rate in the 2021/2022 financial year, compared to 14% turnover rate in 2020/2021 financial year.
- › 8.3% of employed people in New South Wales have changed jobs between Feb 2021 and Feb 2022.
- › 41% of Australian workers surveyed by McKinsey in 2022 were thinking about leaving their jobs in 3-6 months.

Below is Riverina Water's turnover for the 2021/2022 financial year.

Turnover rate 13%

**Above turnover rate comprises of resignations, retirements and contract ends.*

% of leadership positions

	Count	% ratio	% of total workforce
Female in leadership position	5	19%	4%
Male in leadership position	21	81%	19%

Our workforce challenges

An environmental scan (using PESTLE analysis- political, economic, social, technological, environmental, and legal) combined with an internal environmental scan (using SWOT analysis - strengths, weaknesses, opportunities and threats) has informed our business priorities and our key workforce related challenges (*refer to Appendix for further details*).

A number of local constraints affect our workforce. Some of them are:

- › Ageing Workforce: 23% of our workforce is 55 years or older, meaning a high number of staff will consider retirement in the next ten (10) years. This poses a significant risk to the corporate knowledge of Riverina Water and indicates a need for ongoing succession planning. It also requires a stronger focus on capturing knowledge and transferring that knowledge prior to retirement.
- › Risks associated with lack of / minimal process documentation resulting in knowledge loss due to recent increase in turnover.
- › Differing needs of a multigenerational workforce: we have four generations in the workplace with unique traits that define and influence their attitudes and expectations of work. Varying attributes directly impacts attraction and retention strategies that we must develop to ensure we place Riverina Water as an Employer of Choice.
- › Sourcing skills in a labour constrained region: the overall market for attracting professionals is increasingly competitive and further exacerbated by Riverina Water's rural location, where finding and attracting high-quality key professionals and operational roles is challenging.



A people focused culture

Riverina Water continues to promote a culture of inclusiveness and positivity through engagement with staff. Our organisational culture is underpinned by our mission and values.

Riverina Water conducts a biennial employee engagement survey, amongst other mini-surveys to gauge the organisational climate and give a voice to employees to share their views. In September 2021, we saw a positive change in many areas from the 2019 survey and particularly with the key factors that drive the survey. Compared to the 2019 survey, we saw engagement level increase by 5%, wellbeing increased by 6%, and overall organisational performance increased by 1%. The feedback from the survey identified some important areas of improvement, which are being addressed through the human resources management plan highlighted in our DP/OP action plan.

The initiatives below outline the ongoing work Riverina Water has embarked on to continue to develop our people and promote a culture of inclusiveness and high performance.

- › Opportunities for career progression and planning and a better way to evaluate performance and provide feedback with a clear path to address any concerns: Riverina Water introduced a Staff Annual Review Plan (SARP) to address this area. The Staff Annual Review Plan (SARP) was done in alignment with the Riverina Water County Council Award and best practice Human Resources tools to provide more opportunities for planning and discussion among staff, supervisors, and managers.
- › Creation of a Health and Wellbeing Strategy: Riverina Water created 'Well' – Riverina Water's first staff wellbeing program which was developed to provide employees with the support and skills to be happy and healthy at work. 'Well' is focused on three key areas:
 - › Mind: Mental wellbeing, e.g., how to manage stress, team bonding and ways to bring staff together more regularly.
 - › Body: Physical health, e.g., providing free fruit, skin cancer checks, Fitness Passport, and wellbeing vouchers.
 - › Career: Professional wellbeing, e.g., Working towards your career goals and fostering an open and communicative workplace.
- › Enhancing management and leadership skills across the organisation for better business outcomes and a more engaged and productive workforce. We are rolling out further initiatives to enhance leadership development to continue to inspire and lead our people.
- › We are revamping our Values and Behaviour statements to connect our people and realign our purpose and values to work together towards a common organisational goal.
- › Equal Employment Opportunity (EEO): Riverina Water continues to support and promote equal opportunity and diversity in the workplace. We are continually reviewing and refining our processes to ensure we are providing a respectful and safe workplace for staff. Riverina Water's recruitment policy offers clear guidance stipulating recruitment based on merit. The policy is aligned with current legislation, applied across all recruitment activities to ensure staffing, and changes to internal employee duties, reflect equitable standards and protocols. Riverina Water's induction policy supports an EEO workplace, stipulating 100% requirements for new and existing staff yearly training in:
 - › Code of Conduct
 - › EEO
 - › Bullying and Harassment online training
- › Training & Development of our people: Riverina Water continues to invest in the ongoing development of our people by ensuring that all employees can access training and acquire skills required to perform their roles effectively.
- › Flexible Work Arrangement: As part of the Riverina Water County Council Enterprise Award 2022, flexible work arrangement were made accessible to all staff who have worked for at least one (1) year with Riverina Water.
- › Paid Parental Leave: Riverina Water implemented a gender equitable Parental Leave Pay as part of the Riverina Water County Council Enterprise Award 2022 by offering Parental Leave Pay (in addition to the Federal Government Parental scheme) to the primary carer, allowing male employees to access Paid Parental Leave. Riverina Water also included the payment of superannuation contributions for employees who are eligible to receive the Federal Government Paid Parental Leave Pay (PPL).



Strategic approach

Our Workforce Strategic Plan is built on four strategic objectives:

- › Attraction and Retention
- › Resource Planning
- › Succession Planning
- › Technological Upskilling

During the development of the Operational Plan each year we will set out detailed objectives and initiatives in line with our strategic objectives.





Workforce strategic objective:
Attraction and Retention

We will actively seek to attract, recruit, and retain talented and high-performing employees, to contribute to our diverse workforce and further their careers in local government.



Targeted outcomes

- › To promote a great employee experience by ensuring that our people are engaged, recognised, and rewarded for their contributions and can promote Riverina Water as a great place to work.
- › To increase our brand reputation and employee value proposition by increasing awareness of Riverina Water and promoting what it means to be part of the Council and enhancing our organisational pride.
- › To drive greater diversity and ensure we have the right people in the right roles and with the right capabilities.

Our commitments

- › Seek opportunities to attend career expos and engage with schools and tertiary institutions to promote Riverina Water as an employer of choice and enhance our graduate and apprenticeship program.
- › Continue to develop high-performing leadership capabilities to inspire and lead our people.
- › We provide clear, accessible and relevant information on our career page and internet to showcase the benefits of working (by highlighting career growth and the journey of our long-term employees, and what Riverina Water has to offer).
- › Implement a Reward, Engagement and Recognition program.



Workforce strategic objective: **Resource Planning**

We will continuously work to improve the way we work and proactively plan to ensure that we have the right people, with the right skills and capabilities, in the right role and at the right time to fulfil our organisational goals.



Targeted outcomes

- › To ensure that Riverina Water proactively undergoes a resource assessment periodically and that resource coordination is undertaken in collaboration with the project management framework.
- › Increase collaboration in our workplace by integrating efficient resource planning into our business planning activities across the various departments of Riverina Water.

Our commitments

- › Define our organisational capability and functions (using the RACI* framework).
- › Build a planning structure that takes into consideration our current and future plans whilst taking into consideration technological change, skills and organisational set-up.
- › Investigate outsourcing/skills exchange programs across affiliated councils or third-party providers.



Workforce strategic objective: **Succession Planning**

We will develop a structured and proactive approach to ensure that knowledge retention and internal capabilities are developed and that the risk of losing operational and industry knowledge is minimised.



Targeted outcomes

- › Build and embed a structured framework to manage talents and career development.
- › Build a structured process for the capturing and retention of knowledge, and the mapping and documenting of key business processes.
- › Create opportunities for employees to obtain new skills via structured and unstructured learning programs such as mentoring, on-the-job learning and job shadowing.
- › Ensure training plan addresses skills requirements to address capability shortfall and create internal capacity.

Our commitments

- › Identify and develop a succession plan for critical positions, including conducting a skills gap analysis between the critical roles and suitable internal candidates.
- › Monthly reporting on relevant workforce data to enhance decision making and effective and efficient planning.
- › Review position descriptions and skills to ensure it aligns with the role requirement.
- › Create a knowledge management framework.
- › Establish and implement a transition to retirement plan that addresses knowledge transfer and retention by leveraging the key role the ageing population plays in our business and ensuring that this is transitioned to the next generation of leaders and operational staff.



Workforce strategic objective:

Technological Upskilling

We will develop and embed a framework to support our workforce with the required technical training and tools that are required for them to upskill, increase competencies and knowledge of Riverina Water's systems and processes.



Targeted outcomes

- › Proper change management (especially on training and development) process for new technology roll-out.
- › Enhancing the technology literacy of the workforce.

Our commitments

- › Define a fit-for-purpose technological training for teams and individuals to enhance their technical capabilities in their roles.
- › Adapt Riverina Water's induction process to include training on relevant organisation's technology.
- › Develop a change management framework to ensure that all organisational changes are well embedded with adequate training resources provided to the workforce.

Implementation, monitoring and review

The actions in this strategy will be integrated into the yearly Operational Plan. As we develop and adopt the new Operational Plan each year, we will include the workforce strategies identified in this document in the context of priority, financial implications, and resource availability. Some of the actions identified for these strategies are 'quick wins' while others will take time to ensure they are fit for purpose. We will continue to review existing actions and assess the requirement for any new projects or initiatives that align with the strategic objectives set out in this strategy.

We will provide reports to the board on our progress and performance every six months and in the Annual Report.

We will review this plan annually and progress will be reported internally to our workforce and the board in the annual report. In addition, we will monitor the internal and external environment to identify any changes that may result in the need to modify or re-prioritise our focus.



Appendix

SWOT and PESTLE analysis for Riverina Water

SWOT analysis is a strategic planning and strategic management technique that can help an organisation assess the Strengths, Weaknesses, Opportunities, and Threats of the business. It can support the business strategy and assist with prioritising areas for business growth to achieve organisational goals (Australian Business.gov.au).

PESTLE analysis can help an organisation gain a better understanding of the opportunities and threats they face in the external landscape of business.

As part of the workforce planning session, Riverina conducted a SWOT and PESTLE analysis to help us inform our business opportunities and workplace challenges. Below is a combined summary of the analysis.

Strengths	<ul style="list-style-type: none">› Riverina Water's conditions: Wages, family oriented, superannuation (5.5% above Federal Government)› Robust training program› Job security as we are a monopoly› Worklife balance: we offer RDOs› Stable organisation with good reputation and performance› Great core capabilities and diversity of work
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Weaknesses	<ul style="list-style-type: none">› Slow career progression› No support for transition to retirement and no management of knowledge resulting in loss of knowledge› Lack of community profile› Cultural resistance to change› Skills gaps e.g. transition to net zero, technological skills gaps› Lack of diversity and ageing workforce› No rewards for productivity as we are not outcome focused› Silo ways of working and disconnection within departments across the organisation
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Opportunities <i>(based on internal and external landscape of the organisation)</i>	<ul style="list-style-type: none">› Promote Riverina Water as a great place to work and rebranding our EVP› Improve how we manage and reward productivity› Embracing new work practices and technologies› Leveraging data and investing in ways to manage knowledge› Upskilling/multiskilling in areas of capability gaps› Addressing cultural norms and increasing collaboration› Improving work processes› Para professional development to support professional skills shortage area
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Threats <i>(based on internal and external landscape of the organisation)</i>	<ul style="list-style-type: none">› Low unemployment rate› Labour shortage in regional and the inability to fill vacant positions› Lack of housing› Increase cost of living and general cost› Increase in water quality requirements (legislative requirements)› Willingness of staff to change› Increased operational cost and capital cost due to inflation and legislative requirements
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Figure 1: outcome of SWOT and PESTLE (with a focus on Opportunities & Threats relating to external factors) Analysis in Riverina Water.

Workforce segmentation for Riverina Water

Riverina Water identifies that all positions in the organisation are important, however; some positions are more closely aligned to the overall strategy and mission of the organisation.

The workforce segmentation aims to divide the positions in Riverina Water into groups in order to;

- › Have a better understanding of our workforce.

- › Identify positions that are closely aligned with our overall strategy and mission to help us focus and prioritise jobs that have the greatest level of impact and influence to sustain a high-performing workforce and achieve our strategy.
- › Reduce the risks of loss of skills and knowledge.

We segmented our workforce into the below categories.

Strategic	<ul style="list-style-type: none"> › The position plays a vital role in driving and achieving our strategy and mission goals › If this role were to go unfilled, the future success of the organisation may be compromised or put at high-risk › This position changes with time and strategy
Core	<ul style="list-style-type: none"> › This position relates to operational excellence (including meeting legislative or regulatory requirements) › There is considerable risk to goal/strategy achievement if these roles are not filled › This position is called a “never out job” (e.g., always want these jobs filled)
Supporting	<ul style="list-style-type: none"> › This position’s role keeps the internal operation working smoothly › This position supports the business processes that enable the strategic and core roles to deliver the mission
Emerging	<ul style="list-style-type: none"> › Our Apprentice, Trainee and Graduate Program provides a pathway for individuals to commence their career, learn new skills and transition to permanent employment with Riverina Water

Figure 2: Position Segmentation

Directory

Headquarters

91 Hammond Avenue Wagga Wagga

Postal address

PO Box 456 Wagga Wagga 2650

E-mail

admin@rwcc.nsw.gov.au

Web

www.rwcc.nsw.gov.au

Telephone

(02) 6922 0608 (all hours)

Office hours

8.30am to 4.30pm
Monday to Friday

Bank

National Australia Bank Ltd

External auditors

NSW Audit Office

Internal auditors

National Audits Group

Emergency

Wagga Wagga

(02) 6922 0608 (all hours)

The Rock

(02) 6922 0608 (all hours)

Lockhart

(02) 6922 0608 (all hours)

Uranquinty

(02) 6922 0608 (all hours)

Urana/Oaklands

(02) 6922 0608 (all hours)

Culcairn/Holbrook/Walla Walla

(02) 6922 0608 (all hours)

Customer information – payment facilities



Telephone

Australia Post
Telephone Billpay



Billpay

Please call **13 18 16** to pay your bill using your credit card, or register to pay using your savings or cheque account from your bank, building society or credit union. Please have your water account ready as you will be required to key in payment details. **Your Billpay code and reference number is located beside the Australia Post symbol on the front of your account.** This service is available 7 days a week, 24 hours per day. **(For the cost of a local call).**



Credit cards

Ring the **13 18 16** number as listed above.



To pay by the internet

www.postbillpay.com.au

(Access to this option is also available via Council's Internet site listed above).



Bpay

Phone your participating Bank, Credit Union or Building Society to make this payment from your cheque, savings or credit card account. **Your Biller Code and Reference Number is located beside the BPAY symbol located on the front of your account.**



Mail

Send cheques to PO Box 456, Wagga Wagga with the "tear off payment slip". Keep the top portion of the account (with details of cheque etc.) for your record. No receipts will be issued unless the whole of the account is returned with the cheque.



In person

Bring your account with you to pay at Australia Post Shops or Post Offices anywhere throughout Australia. Riverina Water County Council office at 91 Hammond Avenue, Wagga Wagga.

