



**Workforce Strategic Plan
2017-2021**

To be adopted by May 2017

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Executive Summary

The New South Wales State Government introduced an Integrated Planning and Reporting Framework for Local Government that includes a requirement that local councils develop and adopt a Workforce Management Plan in keeping with the framework shown below: The Integrated Planning and Reporting Framework requires all NSW Councils to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Plan forms part of the Resourcing Strategy and outlines how Narrandera Shire Council will implement the priorities and strategies within its Delivery Program, in line with Council's budget.



Councils are required to undertake workforce planning to support the achievement of the Delivery Program. The Workforce Management Strategy is a four-year plan, addressing the human resources required to achieve the activities identified in the Delivery Program.

What is Workforce Planning?

Workforce planning and development is a management technique used to effectively manage workforce demand and supply. It is the process used to align the needs of a business with those of its workforce.

An effective workforce plan is a continuous process of shaping the workforce to ensure that it is capable of delivering the Council's objectives now and in the future. The plan aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services consistently, effectively and efficiently.

For the process to be truly effective, workforce planning needs to be recognised as a business-driven process, which is a fundamental component of the integrated planning and reporting framework.

Workforce planning and development is an urgent issue in the Australian business community. It is

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strategic and operational and needs to be successfully integrated into overall business strategy and corporate objectives.

While Workforce Planning is the key to forecasting future labour requirements, it is also used for:

- Identifying staffing problems;
- Developing new workforce skills;
- Monitoring and containing workforce costs;
- Ensuring that there is adequate service delivery into the future.

What is Workforce Development?

Workforce development is those policies and practices which support staff in participating effectively in the workforce and to develop and apply skills in the workplace, where learning translates into positive outcomes for the organisation.

Workforce development strategies are relevant to the entire workforce, permanent full-time and part-time staff, contractors, casuals as well as volunteers.

What are the Challenges?

Workforce planning in Australia, particularly in rural Australia has a number of challenges;

- There are more women working than ever before
- There are fewer young people entering the job market each year
- The workforce is ageing
- In 2011 more people exited the workforce than entered it
- Over the next 40 years the proportion of Australians aged over 65 will double
- Australia will have shortages of more than 200,000 skilled workers over the next 5 years, with many of these prominent in the local government sector
- Aboriginal, the Cultural and Linguistically Diverse communities and people with disabilities are underrepresented in the workforce.

Narrandera Shire Council

Introduction

Narrandera Shire Council is a significant employer within the Local Government Area (LGA), employing 103 equivalent fulltime employees, and representing more than 10% of the employment within the LGA. Council has a strong relationship with its workforce – long term employees, a small workforce number and tight knit community all support the connected, professional and personal approach to management.

Aim

A strong, diverse, committed and motivated workforce is at the core of any successful business. Getting the right people into the right jobs is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned with our **Vision** and **Values**.

Narrandera Shire Council is a multi-faceted organisation, with a number of functions and operations. Accordingly, we require a diverse workforce that is capable of delivering positive outcomes for the organisation and to help us grow the community. We are however faced with many challenges; including a large proportion of our existing workforce nearing retirement and recruiting the next generation of skilled specialist staff.

We need to ensure our staff are 'fit for the future' so that we can deliver our community's priorities. We need to involve our staff and support them in learning new ways of working.

This Workforce Management Plan aims to support Narrandera Shire Council in achieving the skilled, motivated, flexible and diverse workforce it needs, to deliver value for money services that make a difference to our local community, while at the same time maintaining our position as an employer of choice.

Our Mission

"To provide high quality affordable local government services and representation for people who live, work, and visit Narrandera Shire, and to assist also, those who have a stake in our local and regional prosperity; by way of effective consultation, policy making and responsive delivery that meets the needs of our community "

Our Vision

Achieving Together

Our Values

- Ethical - Transparent and equitable in all our actions
- Caring Helpful, supportive and thoughtful towards each other and our community
- Loyalty – Pride in our work and our organisation
- Accountability – Responsible for our actions
- Integrity – Trustworthy, honest and consistent
- Respect – For each other and the role we play
- Safety – To work safety to protect ourselves and the public.

Narrandera Shire Council has identified 5 Key themes to strive toward in our Strategic Community Plan 2017-2030:

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Theme 1: Our Community
Theme 2: Our Environment
Theme 3: Our Economy
Theme 4: Our Infrastructure
Theme 5: Our Civic Leadership

What does workforce planning look like at Narrandera Shire Council

Workforce planning is seen as an important component in long term planning of the Council. It is critical for ensuring that there are sufficient people to carry out council's delivery plan and that the right people are in the right place at the right time with the right skills and attributes to shape Narrandera Shire Council as a strong and sustainable Council

Integrated Planning and Reporting Framework

As discussed a Workforce Strategic Plan is a requirement of the NSW Local Government Integrated Planning and Reporting Framework.

Narrandera Shire Council's integrated planning framework comprises the following plans/programs

- Community Strategic Plan – identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals
- Delivery Program – describes the activities we will undertake over the next four years to achieve our long term goals and outcomes.
- Operational Plan – outlines the details of the specific projects and activities that will achieve the commitments outlined in the Delivery program
- Resourcing Strategy - comprises the **Workforce Strategic Plan**, the Long-Term Financial Plan and the Asset Management Plan. These facilitate achievement of the community's strategic goals, as expressed in the Community Strategic Plan, and provide the resources necessary to achieve the Delivery Program. The Workforce Strategic Plan ensures the right people with the right skills are available at the right time.

Scope of the Workforce Strategic Plan

The Workforce Plan must address the human resourcing requirements of Council's four year Delivery Program. The following strategy considers the availability of labour from a number of perspectives, what is the likelihood and the reasons behind staff 'separations', the availability of staff from a local perspective and considers community expectations in relation to employment in the local area.

Aim and objectives

The Workforce Plan aims to ensure the Narrandera Shire Council's workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery in the future.

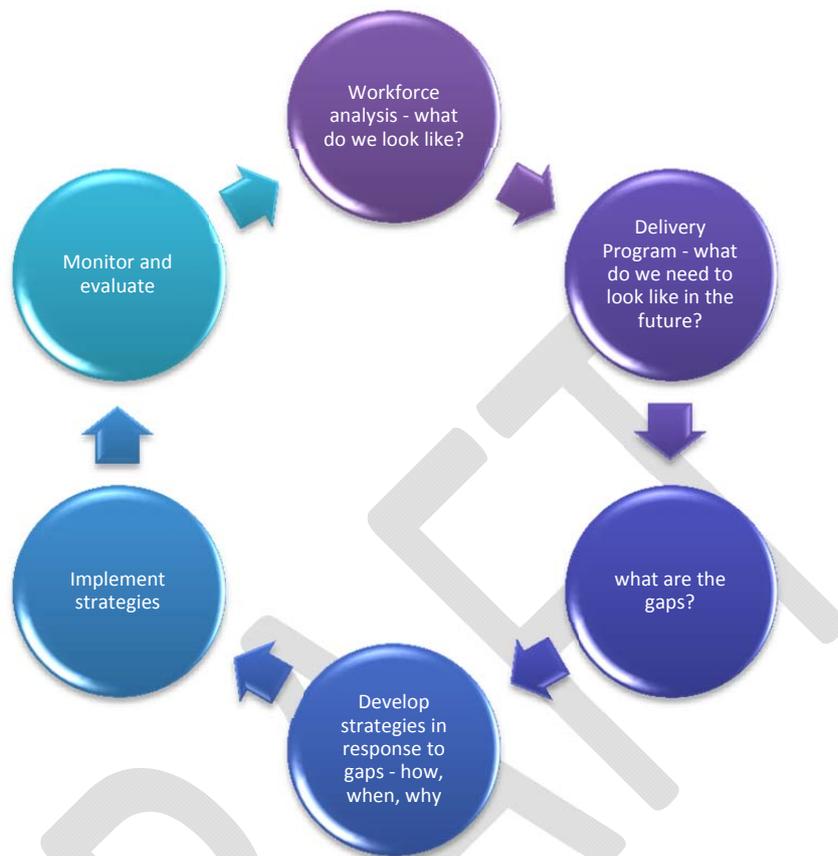
Key objectives of the Workforce Strategic Plan are to identify:

- Gaps between current and future workforce capability
- Areas of skills shortage
- Issues arising from an ageing workforce
- Areas of workforce growth and shrinkage
- Strategies to address the gaps and mitigate risk
- A succession plan for critical positions
- Ensuring sound workplace morale.

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Methodology

The development of the workforce plan was based on the following process:



Data profiling

Data profiling Council's workforce was gathered from Council's executive team

External data was collected from various sources including, Australian Bureau of Statistics, Community Profile, National Skills Shortage Strategy for Local Government, 2005 Survey of Skills Shortage in NSW, Australian Jobs 2007 (DEWR), and Federal Government websites

Workforce Profile Narrandera Shire Council LGA

Narrandera Shire covers an area of 4,116km², and is bordered to the west by the local government areas of Murrumbidgee, Leeton, Griffith, to the north by Carrathool and Bland, to the east by Coolamon and Wagga Wagga and to the south by Lockhart and Federation Shire. The shire includes the townships of Narrandera, Borellan and Grong Grong as well as a number of smaller rural communities including Binya and Kamarah. The shire is part of the state electorate of Cootamundra and the Federal electorate of Farrer.

At the time of preparing this report the most recent statistics available were from 2014. The Shire population, according to the Australian Bureau of Statistics (ABS), was 5,961 persons. The Shire population is forecast to decline, and has declined over the past one and a half decades.

The Shire has an ageing population, with 1,232 (20.7%) of the population 65 + years old in 2014, which is above the State average.

There are 4,751 residents aged over 15 in the Shire, of which, 2,576 are in the workforce. 34.9% employed full-time, 14.2% employed part-time, 3.9% employed other, 2.9% unemployed looking for work, 38.8% not in the labour force, and 5.3% not stated.

Narrandera Shire has a diverse economic base. In 2014/15 the Shire had 540 businesses and 2,709 local jobs and a gross regional product (GRP) of \$235 million. The Shire accounted for 2.9% of the Riverina Region GRP and 0.05% of the NSW GRP. From 2011/12 to 2014/15, Narrandera Shire had one of the highest increases in GRP (18.7%) within the Riverina Region, well above the regional increase of 13.4%.

Agriculture is the main economic activity and employer with 19% of the Shire's workforce employed in this sector. Around 88.9% of the Shire's area is in agricultural production, with the value of agricultural production in 2011 being \$168.4 million. Agriculture is dominated by dryland, broadacre farming with the main activities being cropping (grains, legumes and oilseeds) and cattle and sheep (for wool and meat) production. Only 2.5% of the agricultural land in the Shire is irrigated with the main irrigated activities being grapes, fruit, nuts, vegetables, cotton and rice production.

Other activities include piggeries (2 large producers) and aquaculture (2 commercial producers and DPI Research Station and hatchery). Recent changes in agriculture include the investment by ProTen in a large poultry farm (\$63 million investment – 4 million chickens) and by Agri Australia in a large hazelnut plantation (\$70 million project). There are proposals to expand the PIC Piggery and the two commercial aquaculture farms and establish a hazelnut drying and cracking plant.

Other significant economic sectors within the Shire are health and aged care, manufacturing, retail and tourism.

The skill shortages that accompany population decline mean that employers may be unable to source suitable employees from within the Shire and also have difficulties attracting and retaining suitable employees from outside the Shire.

Understanding the workforce at Narrandera Shire Council

Current workforce profile (As at 17.03.17)

Narrandera Shire Council has 136 employees (107.56 full time equivalent). The following table shows the breakdown of Council officers.

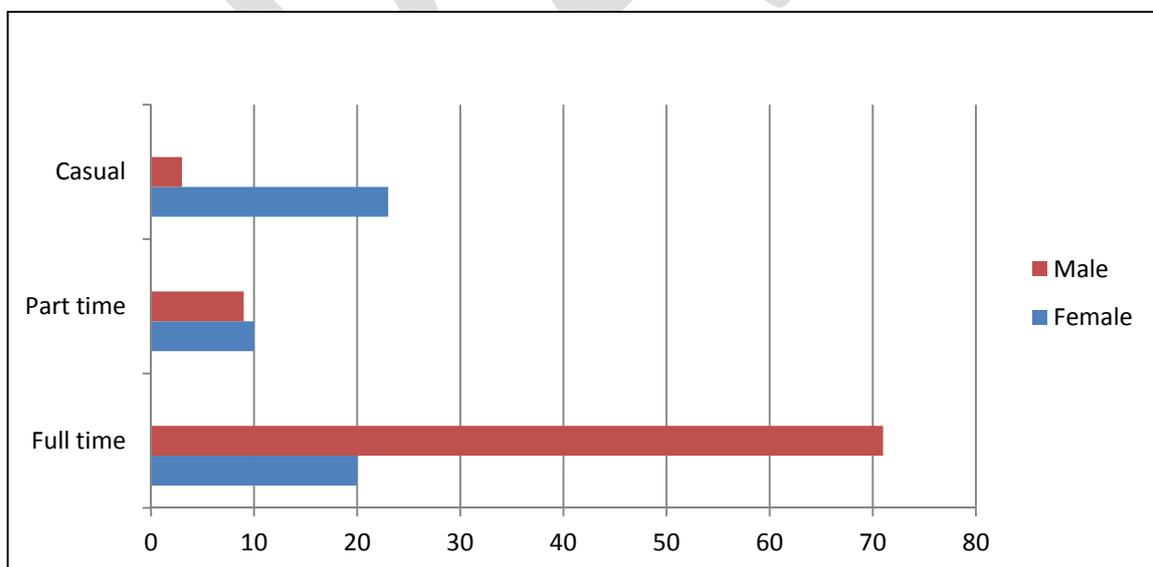
Full time	91	Part time	19	Casual	26
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As indicated above, 33.08% of Narrandera Shire Council's workforce is employed on a permanent part-time or casual basis.

Gender

Of the 136 staff working for Narrandera Shire Council 58.1% are male and 41.9% are female. This represents an equitable split of male and female workers on staff, yet there are a much higher percentage of males employed full-time, and females employed part-time or casually. It should be noted that three female staff are appointed to fulltime positions however chose to work part time under Councils flexible working arrangement policy.

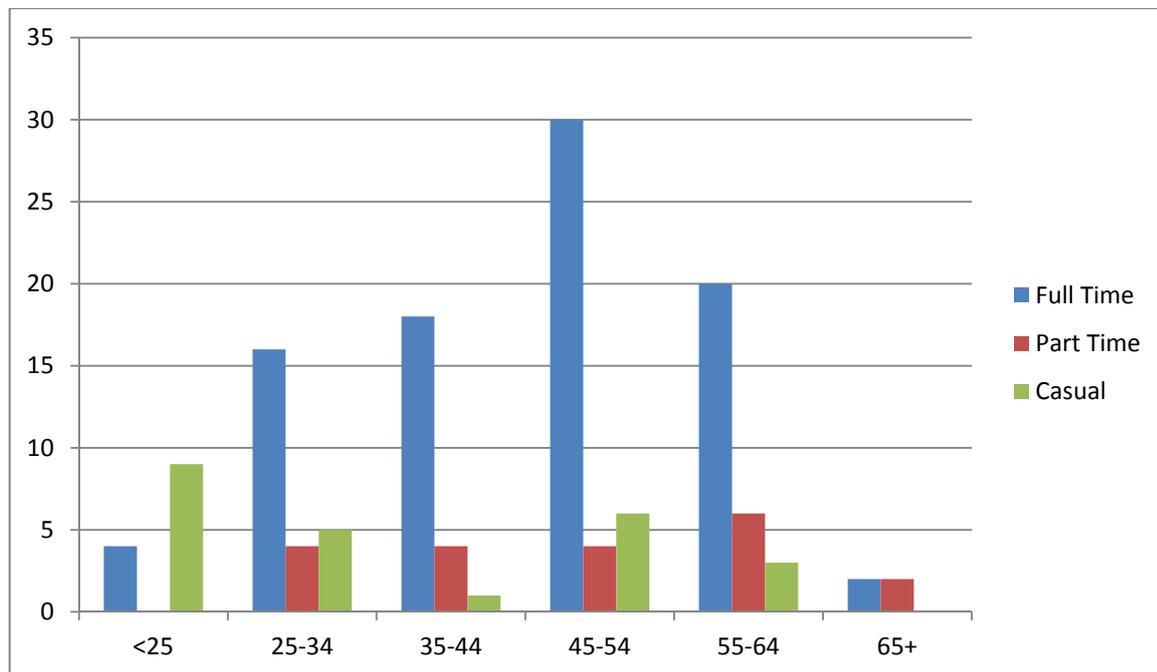
Gender by work-type



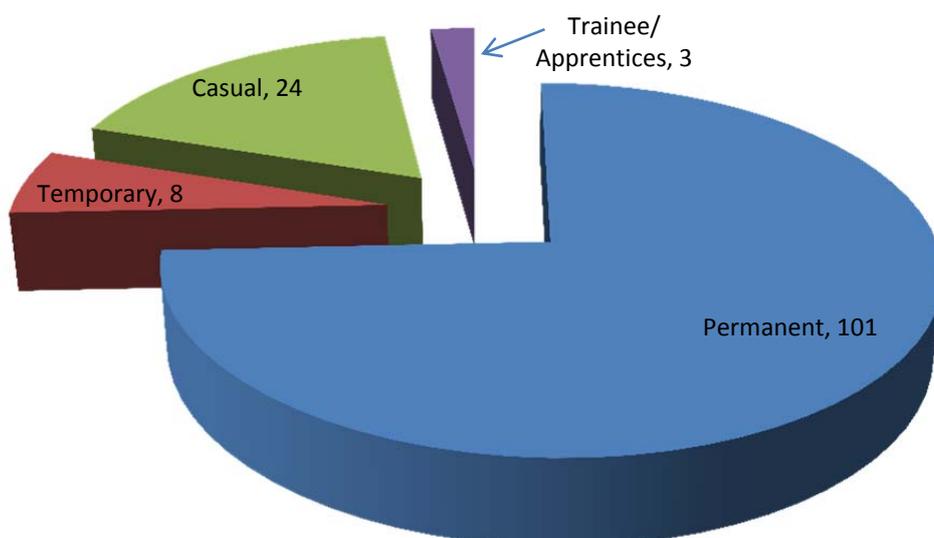
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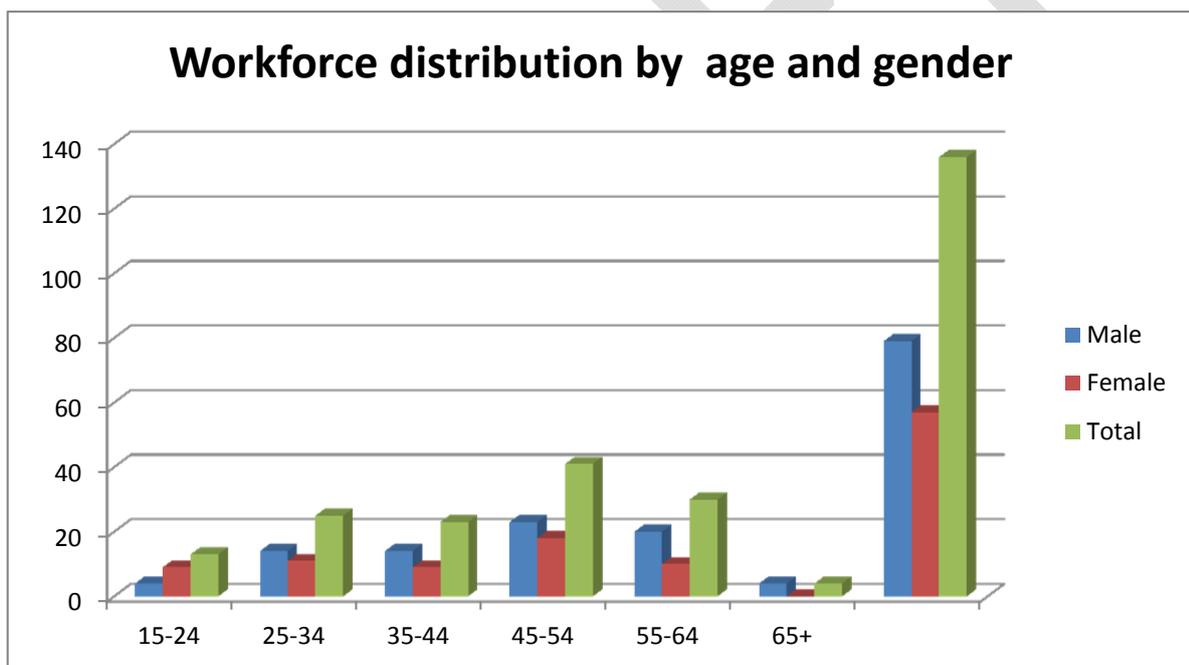
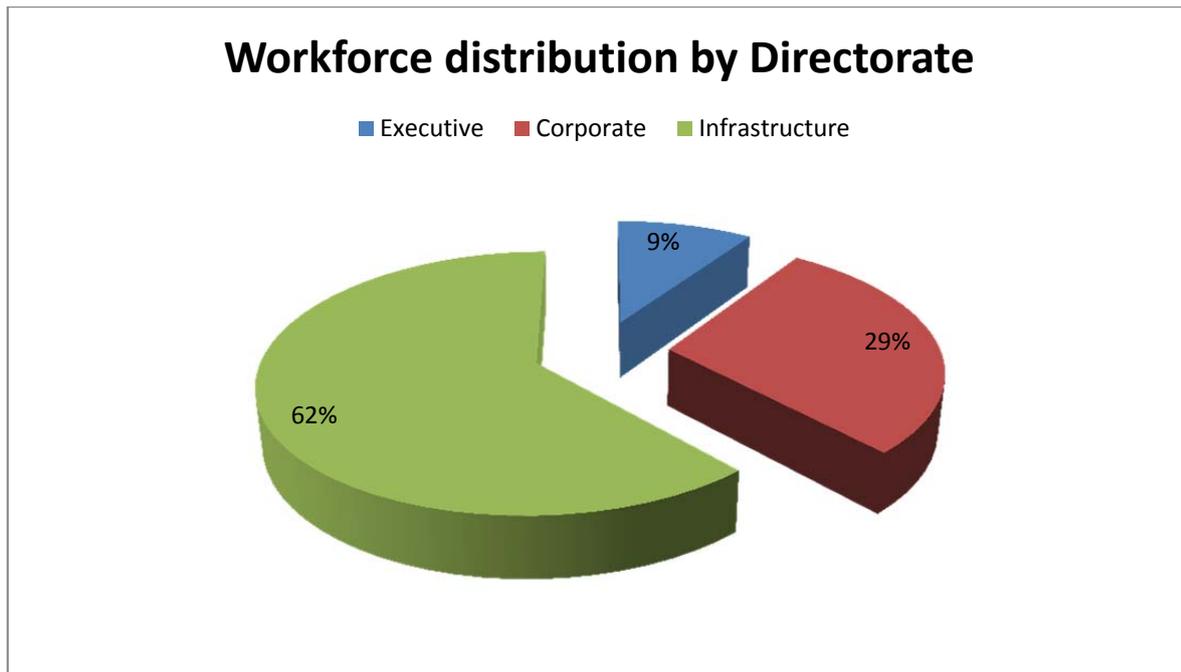
Age Distribution

Part-time and casual staff age distribution shows a much more even representation amongst the different age groups, with full-time employee age distribution spiking considerably in the 45-54 age group.

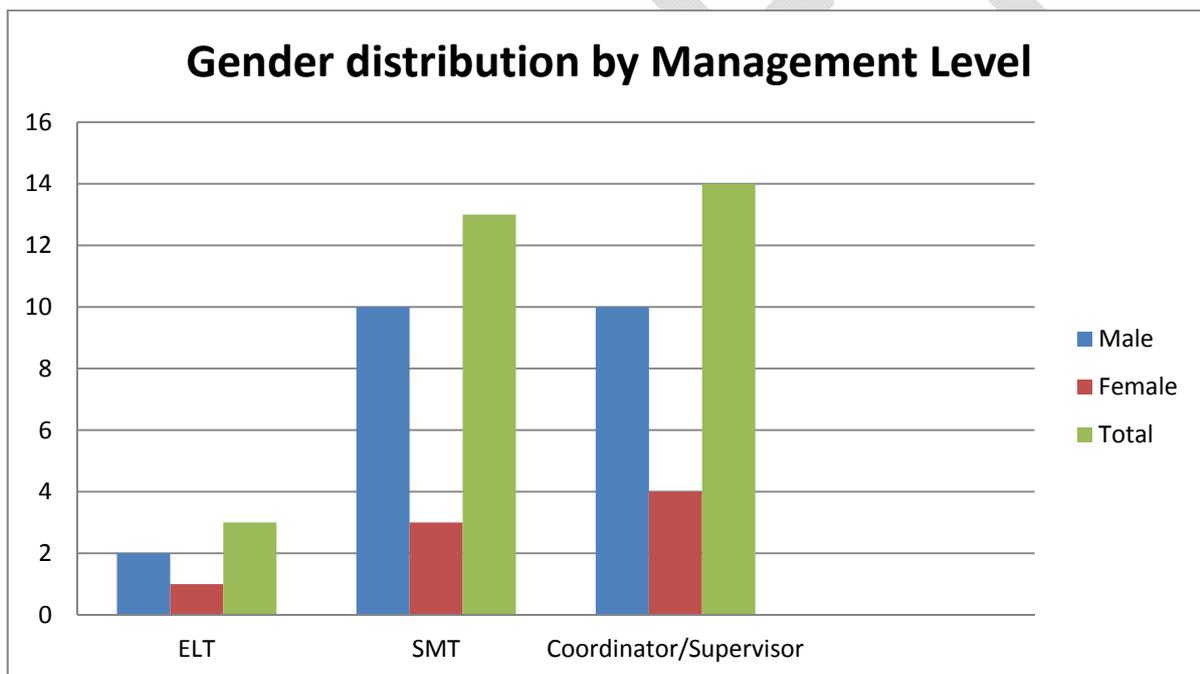
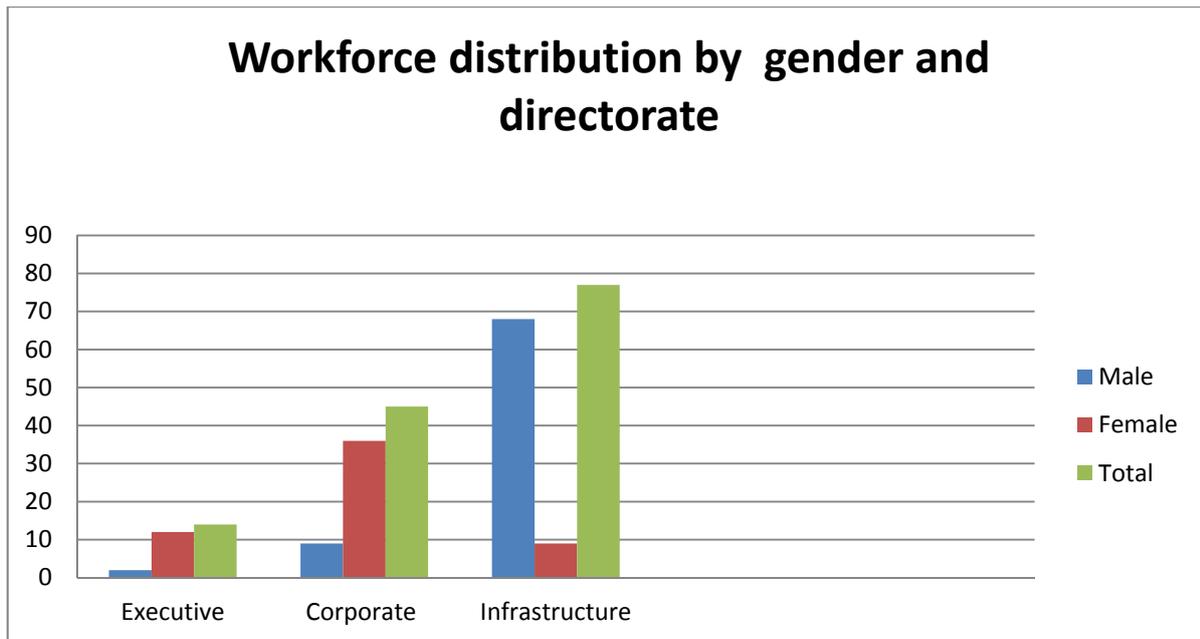


Total Workforce Summary as at 17 March 2017

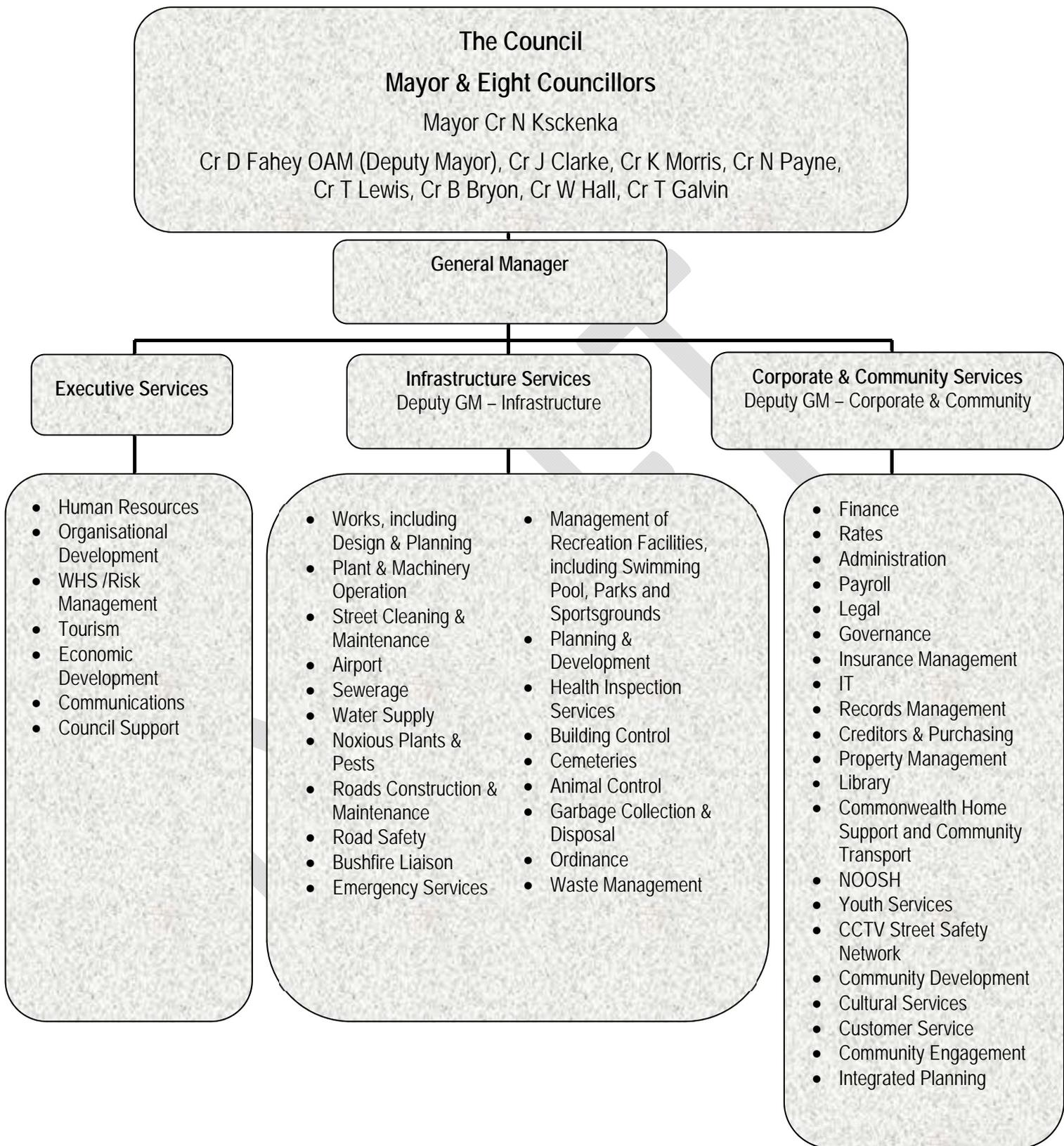




AGE	MALE	FEMALE	TOTAL
15-24	4	9	13
25-34	14	11	25
35-44	14	9	23
45-54	23	18	41
55-64	20	10	30
65+	4	0	4
TOTAL	79	57	136



Organisational structure



Challenges

Narrandera Shire Council faces a number of challenges in relation to sustainable workforce planning. Some challenges relate specifically to the implementation of Council's 4 year delivery program whilst others are long term, ongoing challenges that relate to supporting the attraction and retention of skilled and experienced staff. The key challenges that Narrandera Shire Council will face in relation to workforce management are:

- Gender equality
- Staff turnover
- Ageing workforce
- Attracting and retaining young people
- Attracting and retaining skilled professional and technical staff
- Meeting diverse community expectations with limited resources
- Adapting to modern technologies and innovation in work practices
- Ensuring supervisors and managers have leadership and management skills
- Ensuring the workforce reflects the community profile including aboriginal community and people with disabilities.

What steps is Narrandera Shire Council taking to address these challenges?

This strategy explores the regional and local challenges and outlines the responses that Narrandera Shire Council will take to support the implementation of the Delivery Program.

Gender equality

Women continue to be under-represented in the local government workforce. The NSW census found that women make up 46% of the local government workforce in the state, whereas according to a May 2012 research article, nationally the figure is 43%. However, preliminary analysis from the ALGWE Census suggests that the numbers are even lower, with women making up just 39.2% of all employees in local government. Of these, women were the majority (62.75%) in the human and community services category but a significant minority (only 15.4%) in the engineering and infrastructure category.

Analysis of Narrandera shire Council staff demographic indicates that women make up 41.9% of staff which is in line with the national average. Of these women the majority are in traditional roles with only three or 5.3% of the female workforce in non-traditional roles.

Councils merit based selection process and EEO principles determine who is selected for advertised positions. Although only three current female staff are appointed to non-traditional roles including two labourers and one infrastructure manager, historically council has had a larger number of females in non-traditional occupations. Council also has recruited a number of females into management roles including two within Corporate and Community Services, two in Executive Services and one in Infrastructure.

Staff Turnover

Narrandera Shire Council has a staff turnover rate that is slightly lower than industry averages. Figures indicate that the national average for staff turnover is 10.6% compared to Narrandera Shire Council at 9%.

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This has contributed to a highly knowledgeable and committed staff within the organisation.

Narrandera Shire Council is also seen as an employer of choice while this maybe by default as Council is one of, if not the largest employer in the Local Government Area. Council has significant programs in place to make it a desirable place to work.

Strategies in place to promote Narrandera Shire Council as an employer of choice and therefore reduce staff turnover include:-

- The introduction of a web based Employee Management System.
- Detailed Position Descriptions and competency statements
- Generous award conditions
- Great career opportunities through study, professional development, higher duties and secondment arrangements
- Bi-annual staff survey – conducted by an independent organisation provides Council with a clear picture of the organisations health. Action plans that have resulted from this process have shown a fantastic improvement in how staff members feel about Narrandera Shire Council as an employer
- Celebration of staff achievements at Council's yearly awards breakfast where long service awards and education achievements are acknowledged
- Staff appreciation/ thank you gift presented to each staff member yearly
- Quarterly staff breakfast to promote teambuilding and morale.
- Human Resources is currently investigating remote area housing benefits through the Australian Taxation Office and the possible implications that this would have in relation to Narrandera Shire Council being an employer of choice
- Extensive Orientation program
- Work areas are well maintained. Many areas have recently undergone extensive refurbishment
- Council keeps abreast of modern technology to ensure high standards are retained
- Regular upgrade of computer systems
- Council maintains a modern fleet including construction equipment, vehicles and miscellaneous plant

Ageing workforce

Statistics available indicate that Narrandera Shire Council has a significantly older workforce than both the National and State average. The percentage of staff over 45 nationally and at state level is currently 38%. Narrandera Shire currently has 54% of its workforce over 45 this equates to 74 staff.

An ageing workforce poses several challenges for Council in the medium and long term. These include:

- Increased reliance of machinery and technology to replace manual labour – responding to the decreasing physical capacity of an ageing workforce.
- High proportion of the workforce planning for retirement within a relatively short time period – requiring significant recruitment focus in the future.
- Increased need for a health focus to ensure the health and wellbeing needs of the workforce are met.
- Retaining intellectual property is another concern. One strategy to counter this to some degree is the promotion of phased retirement where an employee is able to plan for a gradual retirement by working part time and possibly utilising superannuation entitlements to supplement their salary.

Attracting and retaining young people

The population of the shire has been declining with a particular movement out of the shire by young people. This is resulting in a smaller pool of young people to fill positions within the shire. For Narrandera Shire Council this trend is expected to be arrested through the introduction of a new economic development strategy. Council still needs to plan long term for their capacity to recruit staff. For this trend to be reversed, Council needs to focus on being an employer of choice with particular emphasis on young people. This will

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also help combat the issues surrounding our ageing workforce. Council will need to consider policies that encompass working conditions that will appeal to the next generation. Some suggestions would include flexible working conditions in addition to those already available. Short term contractual agreements replacing existing ridged locked in employment contracts. These agreements would be in line with the current emerging gig economy trends. A gig economy is an environment in which temporary positions are common and organisations contract with independent workers for short-term engagements. The trend toward a gig economy has begun. A study by Intuit predicted that by 2020, 40 percent of American workers will be independent contractors. Award conditions need to be reviewed to allow more flexibility around building our own staff through programs such as apprenticeships and retaining these staff at the end of their training. Council has a strong working relationship with local high schools and apprenticeship network providers to foster and support school and work based apprentices through their training and possible retention in Council's workforce upon completion of their studies.

Attracting and retaining skilled professional and technical staff

Like many rural and regional areas, Narrandera Shire Council faces ongoing challenges in meeting the requirements of services with a declining skill base within the region. Narrandera Shire competes with other employers within the region for a number of key skills.

There are a number of key positions within Council that have posed long term recruitment challenges for Council. This includes town planners, building surveyors, accountants and civil engineers. Like many local governments, particularly those within rural areas, attracting skilled and qualified staff has been challenging. Over the last decade engineering staff and skilled works staff have been particularly challenging to recruit.

Local government's skill shortages will be exacerbated over the next decade by the retirement of mature age workers. As previously discussed this poses an extreme risk for Narrandera Shire as 54% of are staff are over 45 with an estimated 33 staff (25.9%) able to retire in the next decade. Nine staff members belong to a defined benefit superannuation scheme. Typically, staff members in defined benefit schemes retire four to five years earlier than those in accumulation schemes. Nationally, the average age at retirement (for those who have retired in the last five years) is 62.5 years for men, and 60.3 years for women.

Local government employees are generally older than the average Australian employee. The challenge for Narrandera Shire Council will therefore be to:

- retain mature talent to ensure business continuity and service delivery
- attract young people
- Implement a range of workforce practices and investment in systems that will support succession planning and achieve transfer of skills and knowledge.

As discussed earlier, one approach to minimize the risk of mass loss of intellectual property is to embrace already available award arrangements such as phased retirement.

Meeting diverse community expectations with limited resources

Strong partnerships between staff, a commitment to the community and a growing sense of innovation are attributes of the Narrandera Shire Council team that contribute to their ability to effectively respond to community expectations as well as organisational requirements. A small and loyal workforce and a focus on open communication has fostered an environment at Narrandera Shire that supports the development of an efficient and productive team.

Council has a continued focus on ensuring that all staff members are actively involved in planning for the future of their career path the organisation and the community. This continues to result in a team that is engaged in its work and committed to providing effective services and support to the community

As a regionally efficient multi-skilled team, Narrandera Shire Council employees implement a range of functions and services with small numbers of staff. This is effective because of the diverse skill set that staff within the organisation have. This is demonstrated within the executive and administration team and the infrastructure unit.

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Adapting to modern technologies and innovation in work practices

As the world changes, and technology advances work forces are required to update their skills and knowledge to keep pace with the impact of technological growth. For Narrandera Shire Council this is an area that poses a challenge to ensure that a stable and older work force can provide the technology focus, respond to the advancement in machinery that is needed for the organisation, and to provide an adequate budget for training and professional development..

Ensuring supervisors and managers have leadership and management skills

Council over a number of years has made a concerted effort to ensure that supervisory staff have the necessary skills to undertake their role. Existing staff who have supervisory responsibilities have been required to undertake at minimum a certificate IV in Frontline Management. Supervisory staff are also required to undertake ad hoc training to increase their knowledge in areas such as performance management and report writing.

Ensuring the workforce reflects the community profile including aboriginal community and people with disabilities.

The 2011 Census data indicates that Indigenous people currently comprise 2.5 per cent of Australia's population and their numbers are growing at a faster rate than the non-Indigenous population. The Council of Australian Governments (COAG) had set a target for at least 2.6 per cent of public sector employees to be Indigenous across all classifications by 2015.

In the local government sector, accurate national figures on Indigenous employment do not exist, but most estimates suggest that the current figure is lower than the COAG target. In some regional, remote and rural councils with large Indigenous populations, the Indigenous employment figures are much higher, and in other areas they are significantly lower.

The only figures that currently exist are from the 2010 NSW local government census. They indicate that Aboriginal and/or Torres Strait Islander people make up 1.3 per cent of all employees in local government, from a representation of 2.2 per cent in the local population.

The percentage of aboriginal people that reside in the Narrandera LGA is 10% which is significantly higher than the 2011 census data indicates. Figures provided to the Local Government NSW Management Solutions 2015-16 HR Metrics Survey indicates that Indigenous staff employed by Narrandera Shire Council comprises 8% of the total workforce. This is significantly higher than the target set by COAG.

Culturally and Linguistically Diverse employees make up 4.7 per cent of the local government workforce, from a representation of 20.1 per cent in the local population. These figures for the state of NSW indicate that the local government sector has some way to go to achieve a workforce that is representative of its communities. Narrandera Shire Council currently employs Four staff from culturally and logistically diverse backgrounds this equates to 3.6% of our total workforce which is in line with total local government workforce. While there are some targets, such as COAG's in place, to encourage councils to achieve greater workforce diversity, for the most part, activity across the sector is limited. The Australian Government acknowledges that there are numerous groups across the country that have not participated in the workforce or are underemployed, and as such do not experience the economic benefits of work.

Council will implement its disability inclusion action plan where persons with a disability are encouraged to participate in all operations of Council.

Strategies to meet future workforce needs

Workforce resourcing

Key area	Goal	Specific outcomes
Workforce planning	An understanding of our current and future workforce needs	<ul style="list-style-type: none"> Record human resource data to enable analysis of workplace issues and trends including employee profile data (age, gender, aboriginality, disability, cultural), skills, qualifications, grievances, incidents) all exiting staff provided an exit interview <p>Relation to Delivery Program 2017 - 2021 – This allows Council to understand current and potential future workforce issues that could impact its ability to implement Delivery Program actions</p>
Meet organisational needs	A workforce with the required skills and expertise to implement the Council's Delivery Program	<ul style="list-style-type: none"> Continue to engage suitably qualified contractors, consultants, fixed term and casual staff to support the permanent workforce in the delivery of projects in Council's Delivery Program Continue to apply the Shared Services Framework to enable access to staff resources in other Councils and Joint Organisations (JO) to continue to ensure that the service needs of the organisation can be met when there are gaps in Council's skills. <p>Relation to Delivery Program 2017 - 2021 - in particular community services, economic development, facility maintenance, grant writing, project management, strategic and land use planning, building assessment, health inspections, RMS contracting, environmental management and experienced works staff/contractors</p>
Recruitment and selection	Attract and retain qualified and skilled people	<ul style="list-style-type: none"> Recruit younger people through innovative and dynamic recruitment processes – including use of social media and promotion of Council's family friendly policies and staff development approach Continue to implement the Recruitment Strategy that focuses on attracting skilled and qualified staff to the organisation. This includes innovative recruitment advertising processes, secondment and job share opportunities, resource sharing and partnerships. Position Descriptions have a Competency Statement providing a career and skill development path. Promote Local Government as an attractive industry Continue the Organisational Review Innovation Plan <p>Relation to Delivery Program 2017 - 2021 – capacity to implement the Delivery program actions that require skilled, experienced and/or physically capable staff.</p>

Key area	Goal	Specific outcomes
Workplace diversity	Value difference and have a workforce that reflects the community's profile	<ul style="list-style-type: none"> • Implement the 2015 EEO and Diversity Management Plan <p>Relation to Delivery Program 2017 - 2021 – a diverse workforce that reflects the community profile and ensures all employees' skills are being used.</p>
Placements	Provide opportunities for young people to experience what Narrandera Shire Council has to offer	<ul style="list-style-type: none"> • Partner with local high school careers advisers and tertiary education institutes within the region to offer work experience to students • Offer three School based Trainee positions each year <p>Relation to Delivery Program 2017 - 2021 – promote Council and Local Government as an attractive career option including during Local Government Week – further supporting capacity to attract the appropriate skill set to implement the Delivery Program.</p> <p>Placements relevant to the Delivery Program include;</p> <ul style="list-style-type: none"> • Engineering and infrastructure • Land use planning and development assessment • Building surveying • Asset Management • Communications • Marketing • Community Development • Finance • Human Resources • Administration • Information technology and GIS

Employee professional development

Key area	Goal	Specific outcomes
Trainees and apprentices	Grow our own	<ul style="list-style-type: none"> • Council has three trainees / apprentices on staff at any one time. This will mean that some skilled positions will need to be replaced with a trainee when the position becomes vacant. • Foster relationships with key training providers and the Australian Apprenticeship Centres • Each trainee / apprentice has a nominated mentor • Foster relationships with secondary schools within the shire and neighbouring shires, to encourage local young people to fill traineeship and apprenticeship positions <p>Relation to Delivery Program 2017 - 2021 – meet skills and resource gaps that may exist within the Delivery Program. These include:</p> <ul style="list-style-type: none"> • IT / GIS • Customer Service • Works (roads, construction, facility maintenance, plant operation, water and sewer • Engineering and design • Land use planning • Building assessment • Governance • Finance
Employee orientation	New employees feel welcome and supported	<ul style="list-style-type: none"> • Continue to implement the comprehensive orientation program that creates a strong first impression of Narrandera Shire Council, makes new employees feel welcome and ensures they have all the required information • Ensure that Narrandera Shire Council's values are promulgated through the induction, position descriptions, employee appraisal process, posters and team meetings. <p>Relation to Delivery Program 2017 - 2021 – an employer of choice, to meet the ongoing requirements of the Delivery Program</p>
Succession planning	Key roles are planned for	<ul style="list-style-type: none"> • Identify the critical roles in the organisation • All positions have a competency statement for each step in the grade, giving a development process to ensure staff are ready to be promoted to the next job in their career path if they choose to. • Fill gaps in key roles through staged retirement, external mentoring programs, intensive training opportunities, shared services <p>Relation to Delivery Program 2017 - 2021 – a long term focus, ensuring that appropriate skills and experience exist within the organisation.</p>

Key area	Goal	Specific outcomes
Learning and development	Relevant development opportunities are provided to all employees	<ul style="list-style-type: none"> • Continue to identify development needs for each employee at the annual appraisal and provide appropriate budget for training each year • Continue to develop an annual corporate training calendar to ensure training opportunities are provided to all employees • To support the implementation of Council’s Delivery Program, training should include a focus on skills in the following areas: <ul style="list-style-type: none"> • information technology, • plant, • economic development; • community development, • plain English writing, • WHS, • Risk Management • Asset management • Works • Continuous improvement and innovation • Legislative compliance • Continue to register suitable staff for all available free / subsidised training and qualifications • Continue to register suitable staff for all available free TAFE courses • Continue to promote the Study and Professional Development policy with Council subsidising employees who wish to undertake further study on their own time <p>Relation to Delivery Program 2017 - 2021 – capacity to develop staff to meet emergent and existing needs in the implementation of the Delivery Program.</p>

Reward and recognition

Key area	Goal	Specific outcomes
Employee reviews	Recognise employees efforts, capabilities and performance and address performance issues in a timely manner	<ul style="list-style-type: none"> • Continue to use the EPM System module to establish the annual performance plan for each employee at the beginning of each financial year. This includes links to all the Delivery Program actions, the position's PD and Competency Statement, and the Council values. • Continue to use the EPM System module for the Annual Performance Review process at the end of each financial year. • Ensure that supervisors and managers provide opportunity for open and ongoing two way feedback with employees <p>Relation to Delivery Program 2017 - 2021 – supports employees' understanding of key performance targets that relate to Delivery Program outcomes and how their job and performance fits into the bigger picture</p>
Fixed pay	Grade levels reflect the role and the broader market	<ul style="list-style-type: none"> • Identify and implement an updated Job Evaluation system that reflects the contemporary local government industry • Pay rates are reviewed against industry benchmarks every two years <p>Relation to Delivery Program 2017 - 2021 - present as an employer of choice and to competitively attract skilled and experienced staff.</p>
Recognition scheme	Commitment, loyalty and continued service to Narrandera Shire Council is recognised and valued	<ul style="list-style-type: none"> • Continue to recognise and celebrate key service milestones with long term staff members at staff breakfasts, with Council and where appropriate in the media • Celebrate and acknowledge qualification achievements made by staff including at staff breakfasts • Profile staff in the weekly Communiqué and in the media • Enter staff and their innovations into Awards such as the Ministers Awards for women in local government and the IPWEA Engineering Awards <p>Relation to Delivery Program 2017 - 2021 - supports the celebration and promotion of key achievements within Council – especially those that support the achievement of key Delivery Program actions.</p>

Workplace relations

Key area	Goal	Specific outcomes
Work/life balance	Our staff enjoy work and meet their family / personal obligations	<ul style="list-style-type: none"> Review the Flexible Work Arrangements Policy to ensure it remains relevant for supporting work/life balance. Promote the policy to all staff through the Consultative Committee and weekly Communiqué and at Team Meetings <p>Relation to Delivery Program 2017 - 2021 - present as an employer of choice and to competitively attract skilled and experienced staff.</p>
Equal Employment Opportunity	A workplace free of discrimination/ harassment/ bullying	<ul style="list-style-type: none"> Implement Council's 2015 EEO and Diversity Management Plan Regular promulgation of Council's Harassment and Bullying policy and conduct refresher training every three years with next one due in 2017. <p>Relation to Delivery Program 2017 - 2021 - present as an employer of choice and to competitively attract skilled and experienced staff.</p>
Employee assistance	Employees have access to professional, independent counseling support	<ul style="list-style-type: none"> Continue to provide free confidential counselling services for employees & families Promote the service at Staff Breakfasts, through the weekly Communiqué and when staff are involved in grievances <p>Relation to Delivery Program 2017 - 2021 - provides a supportive environment for all staff.</p>
Work environment	A consistent, productive and positive work environment	<ul style="list-style-type: none"> Conduct Code of Conduct refresher training for all staff every 3 years with next one due in 2018 Promote the Code of Conduct and other policies through all relevant mediums and forums Senior management and HR to support managers in addressing poor behaviour promptly and in accordance with Council's policies Promote the Council's Values (ECLAIRS) through each employee's annual performance plan, assessed at the annual performance appraisal, being in position descriptions, on posters and at team meetings. Conduct an employee opinion survey (Voice Project) every 2 years, next one due in mid 2018 Implement the 2016 Voice Project Action Plan following the focus group feedback on the results <p>Relation to Delivery Program 2017 - 2021 - provide a supportive environment for all staff.</p>

Attachment – Draft Workforce Strategic Plan 2017-2021

Workplace health and safety and wellbeing

Key area	Goal	Specific outcomes
Safe work environment	A workplace that is safe and healthy	<ul style="list-style-type: none"> All human resource and WHS processes are reviewed in consultation with employees through the Consultative Committee and the WHS Committee and at team meetings Provide refresher training on WHS every 2 years with the next one due in 2017 Develop and implement annual WHS Action Plan WHS and risk management is the first agenda item at all tool box and team meetings WHS and risk is on the ELT agenda each month Proactively and in a timely manner investigate all workplace incidents and grievances <p>Relation to Delivery Program 2017 - 2021 - all staff understand their safety rights and responsibilities, and that Council is compliant with legislation.</p>
Risk management	Risk management is an embedded business practice	<ul style="list-style-type: none"> Adopt the Enterprise Risk Management Policy and framework Develop and implement an annual Corporate Enterprise Risk Management Plan with department plans underneath Train all staff in risk management concepts and can undertake required risk identification and management tasks Ensure all required Council services, events and programs have appropriate risk management plans developed and implemented WHS and risk management is the first agenda item at all tool box and team meetings <p>Relation to Delivery Program 2017 - 2021 - all actions within the Delivery Program – including events, infrastructure activities outlined within the Delivery Program – comply with relevant risk procedures.</p>
Injury management	Injured employees are returned to their pre-injury role	<ul style="list-style-type: none"> Review the injury management policy in 2017 to strengthen incident investigation, early injury management and allocation of alternate duties All injured staff are provided with alternate duties until they return to their full pre-injury duties <p>Relation to Delivery Program 2017 - 2021 - provide a supportive environment for all staff.</p>

Attachment – Draft Workforce Strategic Plan 2017-2021

Employee health and wellbeing	A fit and healthy workplace	<ul style="list-style-type: none"> WHS Committee to implement a Staff Well Being Program using the funding reserved from the one-off insurance payment. Continue to subscribe and promote the “Well at Work” magazine for staff <p>Relation to Delivery Program 2017 - 2021 - provide a supportive, healthy environment for all staff.</p>
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Leadership culture

Key area	Goal	Specific outcomes
Strong leadership	A strong and committed leadership approach	<ul style="list-style-type: none"> 360 degree feedback survey conducted every 2 years for the executive staff and all managers with the next one due in 2017 Each manager to implement 360 degree action plan All supervisors to attend leadership training – as a new supervisor, refresher training for experienced All leadership staff to be given an opportunity to participate in development opportunities such as the annual Rural Management Challenge and the Local Government Mentor program. Regularly update staff on key issues, projects and decisions through the Weekly Communique, team meetings, executive staff being seen regularly in the field, staff presentations Provide higher duties and secondment opportunities so people can try leadership roles <p>Relation to Delivery Program 2017 - 2021 - provide strong and effective leadership.</p>
Organisational culture	A positive, vibrant and responsive organisation	<ul style="list-style-type: none"> Conduct an employee opinion survey (Voice Project) every 2 years, next one due in mid 2018 Implement the 2016 Voice Project Action Plan following the focus group feedback on the results Include the leadership values in each supervisor’s annual performance plan and assess them at the annual performance appraisal for each supervisor <p>Relation to Delivery Program 2017 - 2021 - a positive organisational culture.</p>
Change management	Employees actively participate in new initiatives and improved approaches	<ul style="list-style-type: none"> Each project has a change management strategy Each project is to have a Communications Plan to ensure all staff are informed and engaged Each project is to identify the training required for staff in order for the project to be effective Foster information sharing between staff – both formally and informally – through project plans, stakeholder engagement strategies and change management strategies <p>Relation to Delivery Program 2017 - 2021 - focusing on developing capacity in areas that enable the repose to Delivery Program actions.</p>

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Employee engagement	The staff are engaged and empowered	<ul style="list-style-type: none">• All teams have regular team and tool box meetings where two way communication is fostered• actively involve all staff in reviews of all Integrated Planning and Reporting documents including the Community Strategic Plan (Staff breakfast October 2016) <p>Relation to Delivery Program 2017 - 2021 - staff participate in the review of the Delivery Program and Operational Plan as appropriate.</p>
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Conclusion

This Workforce Plan is an evolving document that compliments the suite of documents produced by Council as part of its Integrated Planning process. Continual review of this document will ensure that staff demographic information is accurate, current and can better identify future skill needs. The review will also allow for better pathways for learning and development also enhanced position descriptions and competency statements leading to better staff recruitment and retention outcomes.

DRAFT