

**DRAFT**



**Narrandera Shire Council**

**Workforce Strategic Plan**

**2013-2017**

**Adopted 27 June 2013**

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# Executive Summary

Strategic workforce planning is an important aspect in the long term planning for an organisation. It's critical to ensuring that there are sufficient people to carry out the organisation's purpose – that there are the right people are in the right place at the right time to build a strong, interconnected and sustainable organisation.

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

- The workforce is changing within Australia, we are seeing more women working than ever before, there are fewer young people entering the job market each year and the workforce is aging.
- 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.

Workforce Planning is the key to forecasting future labour markets, but is also used for:

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

Narrandera Shire Council is a significant employer within the Local Government Area (LGA), employing 112 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.

The Integrated Planning and Reporting Framework requires all Council's in NSW to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Strategy 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.

Narrandera Shire Council faces a number of long term challenges relating to its workforce, and in particular in relation to the implementation of the Delivery Program. These challenges include:

- Ageing labour force
- Adapting to modern technologies
- More demanding communities
- Attracting and retaining skilled and qualified professional staff
- Inability to attract young people
- Fitness of staff

This strategy focuses on the context of workforce planning, explores the regional and local challenges, and outlines the responses that Narrandera Shire Council will take to support the implementation of the Delivery Program.

# Workforce Strategic Planning in context

## Integrated Planning and Reporting Framework

The development of a Workforce Strategic Plan is a requirement of the New South Wales Department of Local Government Integrated Planning and Reporting Framework. The Workforce Plan sits alongside the Long-Term Financial Plan and the Asset Management Plan in both informing and resourcing activities determined in the Delivery Program.

Under the new Integrated Planning and Reporting Framework, Council has been identified as a Group 3 Council which requires this plan to be finalised by the end of June 2012.

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
- Workforce Strategic Plan – forms part of the Resourcing Strategy, helping to ensure that the community's strategic goals, as expressed in the Community Strategic Plan, are met by having the right people, with the right skills available at the right time

The Workforce Strategic Plan, together with the Asset Management Strategy and Long Term Financial Plan provide the resources necessary to achieve the Delivery Program. This Workforce Strategic Plan is designed to cover a rolling four year period, however it also focuses on specific outcomes required in the next 12 months and is therefore regularly reviewed.

## Scope of the Workforce Strategic Plan

Section 403 of the Local Government Act 1993 requires Council to have a long term resourcing strategy to achieve the objectives established by the Community Strategic Plan for which the Council is responsible. The strategy must be serviced by long-term financial planning, asset management planning and workforce management planning.

In this regard, a workforce management strategy must address the human resourcing requirements of Council's Delivery Program and must be for a minimum of four (4) years. 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 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

## Methodology

Data profiling Council's workforce was gathered from Council's executive team and included the completion of a workforce planning questionnaire, which focused specifically on the analysis on workforce challenges in responses to the requirements of the Delivery program. Ongoing planning with the senior management team was undertaken to develop and refine strategies and actions within the plan.

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.

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



Implementation of the Workforce Plan and its communication to staff will commence following the endorsement by Council's Executive Leadership Team.

# Workforce planning within a broader context

When examining Council's capability to have the right number of people, with the right skills available at the right time, the factors which are likely to impact on achieving that outcome are considered below.

## Availability of labour

By the middle of the past decade it was largely acknowledged that Local Government was experiencing skills shortages in a number of professional areas and that resulted in the Survey of Skills Shortages in NSW Local Government, undertaken by the Department of Local Government, being released in August 2005.

At that time it was reported that the Planning profession, principally Town Planners in general and Development/Statutory Planners, made up the greatest area of skills shortage. The reasons for the shortage were listed as being limited supply, as evidenced by the lack of applicants and fierce competition from the private sector, especially in the form of higher salaries.

The next most significant skills shortage was the Engineering profession, with Civil Engineers the hardest to replace, followed by Design, Traffic, Utilities, Construction and Senior Management also identified. Reasons given for shortage of engineers included the impact of development in eastern part of the state, difficulty in attracting candidates to rural locations, uncompetitive rates of pay and unappealing image of local government or inadequate investment into training and promotion among schools.

Since August 2005 the world has experienced the Global Financial Crisis (GFC) and whilst this event slowed turnover of staff generally and therefore lessened the perceived impact of a skills shortage, that event has now passed and the indicators are that job advertisements are again increasing and doubtless will result in renewed shortages. The GFC has delivered two "side effects". Firstly, it has delayed the retirement intentions of some workers as their superannuation funds regain value lost during the GFC thereby slowing retirements. Whilst this may be beneficial in areas of skills shortage, it also present issues where staff are required to perform tasks that involve a significant amount of manual labour. Secondly, during the GFC local government was seen as a "safe haven", particularly for engineering professionals, and as the impact of GFC wanes, a higher number of exists from the engineering profession could be anticipated.

With regard to retirement intentions, the NSW Department of Premier and Cabinet commissioned a report across a number of government departments during 2009. Released in October 2010 the report indicated that 76% of those due to retire in 2009/10 had delayed their retirement and 30% of the respondents wished to work part-time prior to official retirement. Significantly, 60% of respondents indicated that they intended to work part-time after their official retirement date and such a trend should auger well for local councils wishing to retain access to critical professional skills over the next decade.

## Global labour markets

Research undertaken by the Workplace Research Centre (WRC), Sydney University shows that Australia has the lowest average job tenure (7 years), compared to European Union countries in 2007. The authors confirm that older workers are more likely to remain in the same job with men aged 16 - 24 yrs (28.4%) 25-44 yrs (55.%) and aged 45 yrs and above (71.5%) staying in the same job over the 2006 - 2009 period. A new job in these figures means having a new employer to the previous year, it does not include promotions.

## Australian employment

Australia's population is around 23 million and almost 11.4 million Australians are employed. The workforce is highly concentrated, with more than three in every four workers employed in the three most populous states. New South Wales is the largest employing state with around 3.6 million workers, followed by Victoria, almost 2.9 million, and Queensland, 2.3 million. The smallest state, Tasmania, employs 237 400 workers, although the Australian Capital Territory and the Northern Territory have smaller workforces.

Despite the impact of the global recession, particularly from late 2008 to late 2009, every state and territory recorded an increase in employment over the five years to November 2010. The largest numbers of new jobs created over the five years were in the three largest states of Victoria (up by 362 400 or 14.5%), New South Wales (348 900 or 10.7%) and Queensland (309 900 or 15.3%).

Australia has an ageing workforce, with almost two out of every five workers (38%) aged 45 years or older, up from 33% a decade ago. Over the same period, the proportion of employed persons aged fewer than 25 has fallen slightly from 18% to 17%.

The following table shows the unemployment rates for Australian states and territories.

<b>Unemployment Rate by State (per cent)</b>									
	<b>AUST</b>	<b>NSW</b>	<b>VIC</b>	<b>QLD</b>	<b>SA</b>	<b>WA</b>	<b>TAS</b>	<b>ACT</b>	<b>NT</b>
<b>Dec 2011</b>	5.3	5.2	5.2	5.4	5.3	4.3	6.2	3.8	4.4
<b>Sep 2011</b>	5.2	5.5	5.3	5.4	5.6	4.2	4.8	3.9	4.1

Australian Bureau of Statistics, Labour Force, Australia, Catalogue Number 6202.0, December 2011

Note: All rates are seasonally adjusted with the exception of NT and ACT which are Trend data

### **New South Wales**

New South Wales is the largest employing state, with almost one in every three Australian workers (3.6 million). Employment is concentrated in Sydney which accounts for almost two-thirds of the state's employment. The largest employing industries are Health Care and Social Assistance (404,900), Retail Trade (364,900) and Professional, Scientific and Technical Services (304,300), which collectively account for about 30% of the state's employment.

Employment grew by 348 900 or 10.7% over the five years to November 2010, with a rise in 16 of the 19 industries. The largest numbers of new jobs were in Health Care and Social Assistance, Professional, Scientific and Technical Services, and Education and Training.

The New South Wales workforce is relatively highly skilled with 64% of workers holding a post-school qualification compared with 61% nationally. It also has a higher proportion of workers who hold a Bachelor degree or higher qualification than the national average (29% compared with 26%). More than 70% of New South Wales workers are employed full-time, and 45% of workers are female. The proportion of workers aged 45 years or older is the same as the national average (38%).

### **Regional New South Wales**

In regional New South Wales, around 60% of those employed work in three of the nine regions, Newcastle; Northern, North Western and Central West; and Richmond-Tweed and Mid-North Coast. The largest employing industries in regional New South Wales are Health Care and Social Assistance, Retail Trade, and Construction. Over the year to November 2010, the largest numbers of new jobs were in Education and Training, Agriculture, Forestry and Fishing, and Health Care and Social Assistance.

The proportion of workers who do not hold post-school qualifications is higher in regional areas than it is in Sydney (43% compared with 36%). Regional areas also have a lower proportion of people participating in the workforce (60% compared with 66% in Sydney).

The following table looks at key data throughout a number of NSW regions.

<b>New South Wales Population and Employment</b>										
	Population		Employment							
	June 2009 ('000) <sup>1</sup>	1 year change to June 2009 (%) <sup>1</sup>	Nov 2010 ('000) <sup>2</sup>	% of total <sup>2</sup>	1 year change to Nov 2010 (%) <sup>2</sup>	Aged younger than 25 years (%) <sup>2</sup>	Aged 45 years or older (%) <sup>2</sup>	Bachelor degree or higher qual (%) <sup>3</sup>	Certificate III/IV or higher VET qual (%) <sup>3</sup>	No post school qual (%) <sup>3</sup>
<b>Sydney</b>	4504.5	1.9	2299.1	65.3	1.6	16	36	29	26	36
<b>Murray-Murrumbidgee</b>	277.1	1.1	135.9	3.9	0.7	17	47	14	29	47
<b>Hunter</b>	103.5	1.3	51.2	1.5	0.9	17	49	11	34	45
<b>South Eastern</b>	216.6	1.6	106.8	3.0	-5.3	13	47	17	30	43
<b>Northern, Nth Western and Central West</b>	486.5	1.2	244.4	6.9	4.5	16	43	14	29	46
<b>New South Wales</b>	7134.4	1.7	3595.5	100.0	3.7	16	38	294	294	364

Sources: <sup>1</sup>ABS Regional Population Growth, Australia, 2009; <sup>2</sup>ABS Labour Force Survey; <sup>3</sup>ABS 2006 Census; 4ABS Survey of Education and Work, 2010 (data available at national and state levels only).

## Australia's changing industry sector

Over the last century, Australia's industry structure has undergone fundamental changes, moving from an economy that was highly dependent on agricultural produce and manufactured goods, to today's economy where service-based industries are becoming increasingly important for employment.

Two decades ago, Manufacturing was the largest employing industry in Australia. Today, it is the fourth largest and accounts for 9% of total employment. The decline of Manufacturing has been caused by many factors, including increased competition from overseas manufacturers, who often have significantly lower production costs.

People are also less likely to be employed in the agricultural sector than they were two decades ago. In 1990, 6% of the workforce was employed in this industry compared with 3% in 2010. This has been due to a combination of factors, including the effect of long droughts and labour saving technology. This trend particularly impacts on communities such as those throughout the Narrandera Shire. Nonetheless, the agricultural sector continues to employ thousands of Australians, particularly in regional areas, and to create jobs in other industries including Manufacturing and Transport, Postal and Warehousing.

The importance of the services sector to the economy has expanded rapidly over recent years, offsetting the decline in Manufacturing. Today, more than three out of every four Australian workers are employed in a service industry. Much of the growth in the services sector has been driven by Health Care and Social Assistance. This industry has shown strong and consistent growth in the past decade and with Australia's ageing population requiring more care, this industry will continue to grow. The Professional, Scientific and Technical Services industry has also displayed strong employment growth, assisted by higher levels of business investment in technology, as well as the outsourcing of industry services, particularly those associated with Architectural, Legal and Accounting services.

## Riverina region profile

The Riverina region stretches 500kms east to west across the Riverina region of NSW. It covers an area of almost 59,665sqkms and services a population of almost 144,896 people (2006 Census).

RDA Riverina is composed of 13 local government areas (LGAs): Carrathool, Coolamon, Cootamundra, Griffith, Gundagai, Hay, Junee, Leeton, Lockhart, Murrumbidgee, Narrandera, Temora and Wagga Wagga

The 2006 ABS Census estimated the Regional Development Australia (RDA)-Riverina region's resident population at 144,896 which is an increase from 142,997 (2001 Census), with the predominant increase being experienced in major centres such as Wagga and Griffith. The March 2007 ABS Labour Force statistics show that in January 2007, the unemployment in the Murray-Murrumbidgee was 4.2% and the workforce participation rate 66.4%.

Agriculture continues to be the largest employer in the region followed by retail, manufacturing and then health and community services. The region therefore, continues to depend on agriculture for its economic prosperity. The extended drought and the withdrawal of previously secure irrigation entitlements have impacted significantly on the region.

The area is one of Australia's recognised food bowls providing over one-quarter of all the fruit and vegetable production in NSW. The MIA is also one of Australia's largest exporters of bulk wines. Much of this agricultural production is dependent on irrigation, consequently recent developments, which resulted in irrigation to the region being "turned off", has had significant effects that will continue into the future. It is an occurrence that was never seriously contemplated by the irrigation-based communities and for many has forced a reassessment of the security of their economic position.

The NSW Premier's Department estimated population growth (preliminary) for the 12 months to 30 June 2006 indicated the fastest growth rate for the region in more than a decade.

Unemployment across the Riverina region was 4.4% and the workforce participation rate 64.5% (DEEWR, Small Area Labour Markets Australia, March Quarter 2010). The capacity to attract and retain skilled labour in the region will continue to be a challenge especially considering the aging population and migration of younger people aged 20-35yrs.

	Narrandera (LGA)	Riverina	NSW	Australia
<b>1. Indigenous population</b>	9.8	4.1	2.1	2.3
<b>2. Median age</b>	41	36	37	37
<b>3. Average incomes (\$ per week)</b>				
- Individual	377	424	461	466
- Household	929	864	1036	1027
- Family	700	1073	1181	1171
<b>4. Participation rate (% of population aged 15 &amp; over who wish to participate in the labour force)</b>	-	64.5	63.3	64.6
<b>5. Unemployment rate (% of labour force not able to find a job)</b>	7.1	4.4	5.9	5.6

Source: 1/2/3 2006 ABS Census data. 4/5 DEEWR, Small Area Labour Markets Australia, March Quarter 2010

The following table shows unemployment trends for Narrandera Shire and its local government area neighbours.

Statistical Local Areas (SLAs)	Unemployment Rate (%) December 2010	Unemployment December 2010	Unemployment Rate (%) December 2011	Unemployment December 2011	Labour Force December 2011
<b>Wagga Wagga (C) – Pt A</b>	5.3	1,655	5.7	1,804	31,660
<b>Wagga Wagga (C) – Pt B</b>	4.6	133	4.9	144	2,955
<b>Lockhart (A)</b>	4.0	71	3.7	67	1,817
<b>Narrandera (A)</b>	7.1	220	6.6	209	3,148

Source: DEEWR Small Area Labour Markets estimates, smoothed series (from Table 1 in the Small Area Labour Markets publication).

## Narrandera Shire

Narrandera Shire covers an area of 4,116km<sup>2</sup>, 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 Narrandera. The shire includes the township of Narrandera, Barellan and Grong Grong as well as a number of smaller rural communities including Binya and Kamara. The shire is part of the state electorate of Murrumbidgee and the Federal electorate of Riverina.

At the time of preparing this report Shire population in 2011, according to the Australian Bureau of Statistics (ABS), was 5,900 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 1,168 (19.8%) of the population 65 + years old in 2011, which is above the State average.

There are 4,658 residents aged over 15 in the Shire, of which, 2,245 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.

Key employment industries are agriculture, forestry and fishing; manufacturing; public administration and safety; transport, postal and warehousing; and retail trade. Broad acre agriculture, dry land farming is a staple of the Shire, with important inputs from the transport, retail and government sectors. The Shire is at the head waters of the Murrumbidgee Irrigation Area. Narrandera Township features the intersection of the National Newell Highway and the State Sturt Highway.

In 2001 the industries employing over 100 persons were lead by the retail trade, followed by manufacturing, agriculture, forestry and fishing, health and community services, accommodation, cafes and restaurants, wholesale trade, government administration and defence and education.

In 2011 this had changed, to be lead by manufacturing, retail trade, health care and social assistance, public administration and safety, accommodation and food services, education and training, agriculture, forestry and fishing and transport, postal and warehousing.

A large drop in employment numbers was experienced by the agriculture, forestry and fishing industry (down 45%), with the largest drop being in the wholesale sector (down 53%) and a smaller drop in the retail sector (14%). Large increases were recorded in the health care and social assistance sector (18%), manufacturing sector (13%) and public administration sector (the largest increase at 35%) with increases in the accommodation and food services (6%) and education and training sector (8%).

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

# Current workforce profile

Narrandera Shire Council has 144 employees (112 full time equivalent). The following table show the breakdown of Council officers.

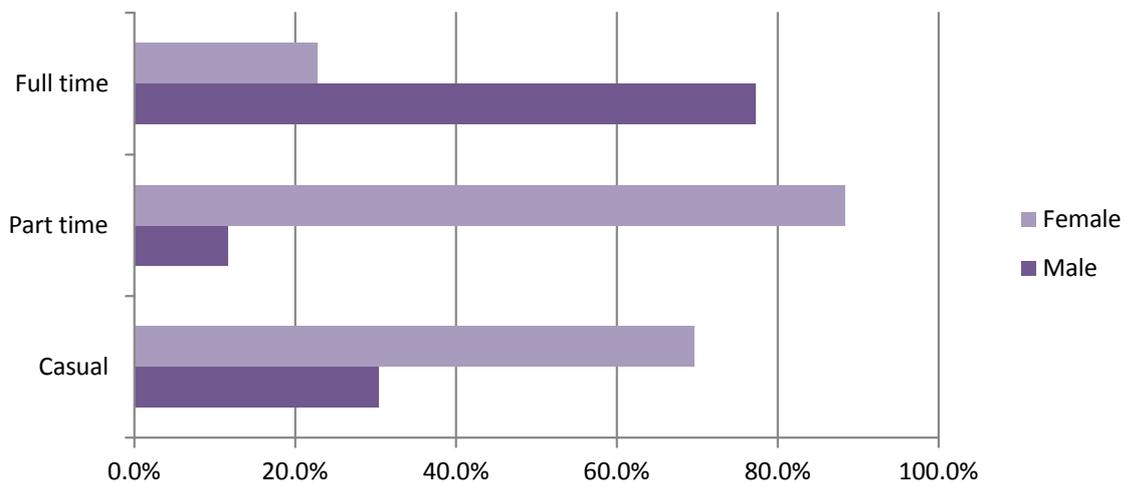
<b>Full time</b>	<b>85</b>	<b>Part time</b>	<b>24</b>	<b>Casual</b>	<b>35</b>
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As indicated above, 40.97% of Narrandera Shire Council’s workforce is employed on a permanent part-time or casual basis.

## Gender

Of the 144 staff working for Narrandera Shire Council 50.3% are male and 49.7% 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.

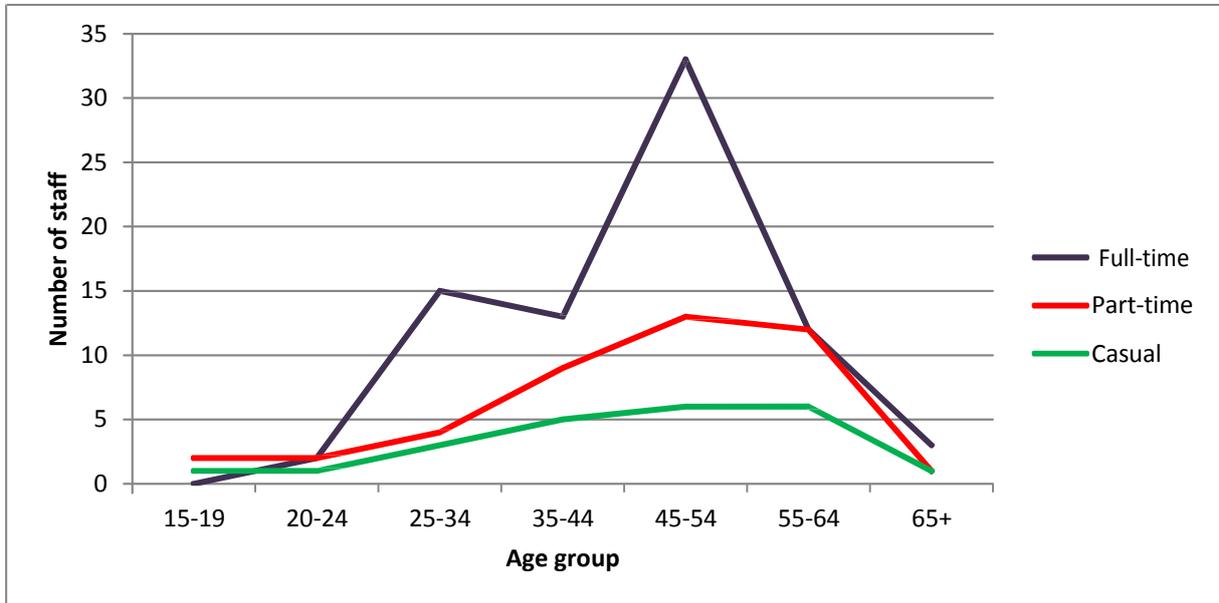
### Gender by work-type



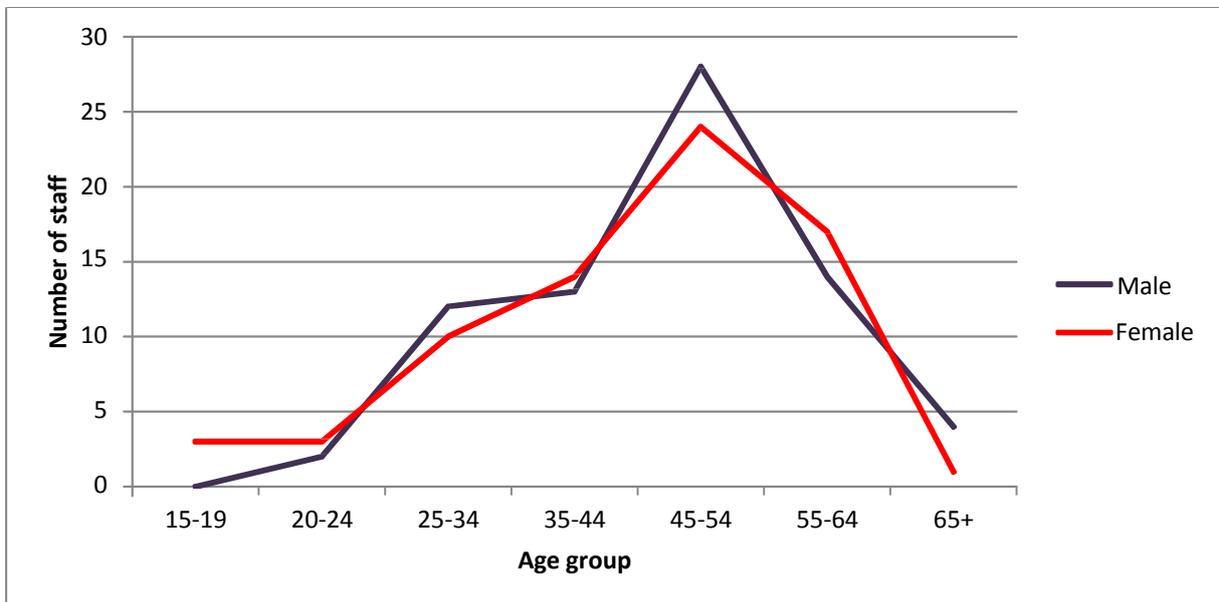
## Age distribution

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 Age distribution by work type

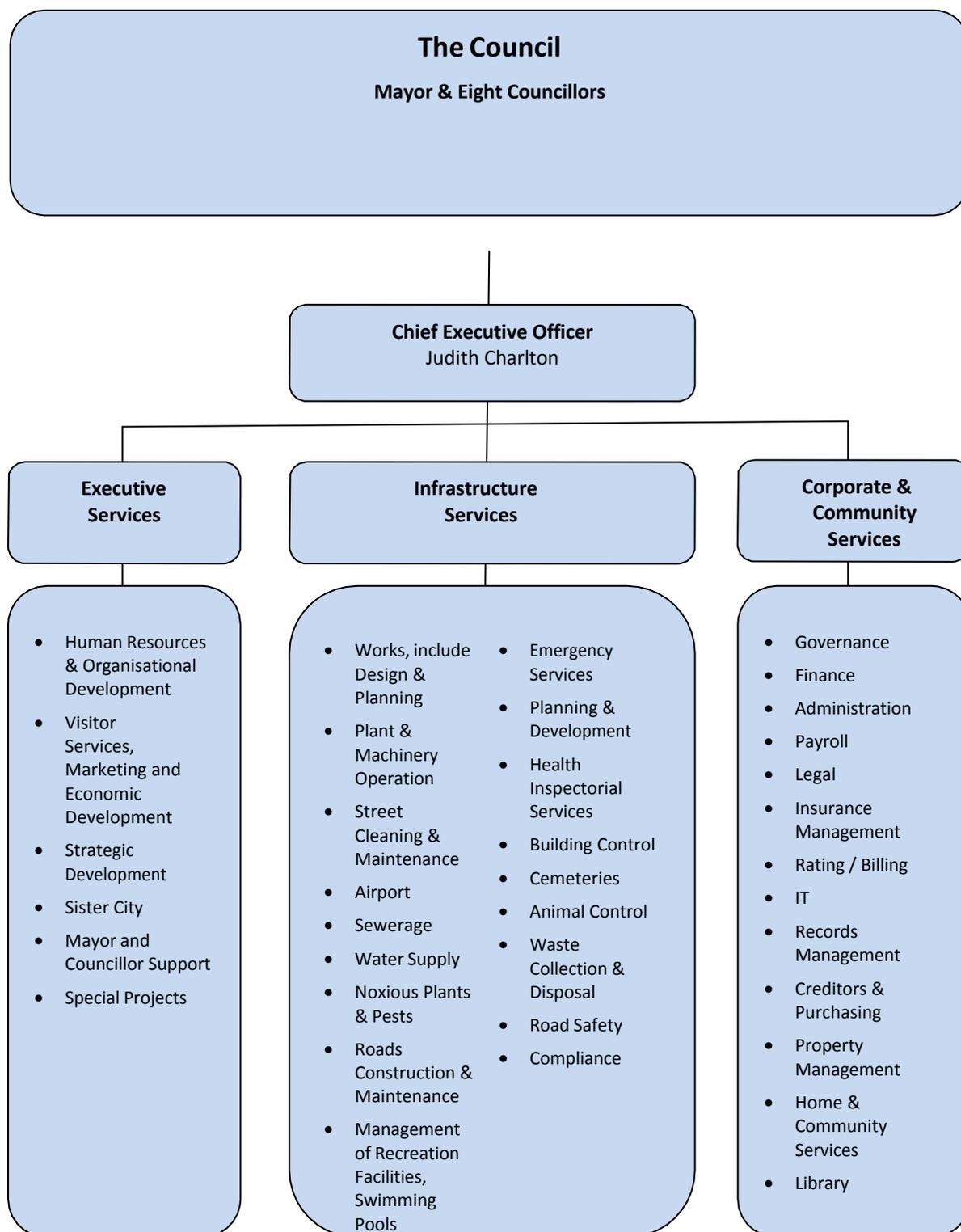


Gender age distribution



## Organisational structure

Narrandera Shire's structure operates with three clear departments being Executive Services, Corporate & Community Services and Infrastructure Services. The General Manager and Group Managers make up the Executive Team.



# Key strengths and challenges

## Strengths

Narrandera Shire Council has a number of significant strengths that contribute to their efficient and productive organisation. These strengths will assist Council in the pursuit of meeting community expectations, Council service levels and the strategic actions of the four year Delivery Program. These strengths include:

### **A strong team**

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 are actively involved in planning for the future of both 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.

### **Long term employees**

Narrandera Shire Council has rate of staff turnover that is on par with industry averages. This has resulted in highly knowledgeable and committed staff within the organisation.

### **A multi-skilled team**

As a regionally efficient 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 both within the executive and administration team and the outdoor works unit.

### **Close links to community**

As a Council that is one of the largest employers within the shire, and a key support of many community projects and services, Narrandera Shire Council has a strong understanding and link to the community. Many staff at Council are also active community members and this fosters a strong and effective bond between Council and community.

## 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:

### Skills shortages

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.

### Ageing labour force

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 short time period of each other – 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.

### Population decline

The population of the shire is declining, with a particular movement out of the shire by young people. This is resulting in a smaller pool of people to fill positions within the shire. For Narrandera Shire this trend is expected to increase well in to the future, providing Council with the need to plan long term for their capacity to recruit staff.

### Attracting and retaining skilled and qualified staff

There are a number of key positions within Council that have posed long term challenges for Council. 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 for Narrandera Shire Council.

### Funding required positions

Like many small Council's there is a limitation to the budget contribution that can be made to filling staff positions. Funding positions to a level that supports their competitiveness against the private sector, or larger regional Council's is a challenge for Narrandera Shire Council.

There is also the challenge of financially supporting positions that allow for services and support outside of 'essential' areas. For Narrandera Shire Council this is particularly evident in their financial capacity to provide community and economic development support, youth development and asset maintenance provision to their community – strong priorities from the Community Strategic Plan and Delivery Program.

### Changes in technology and machinery

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, and respond to the advancement in machinery that is needed for the organisation.

### **Changing WH&S requirements and the potential impacts on productivity and budget**

As an ongoing consideration and challenge for Council, there is a growing need to focus, plan and respond to occupational safety and wellbeing priorities. These issues can pose both a significant challenge and risk to Council as well as greatly increasing operational costs through both the need for increased labour and increased insurance, equipment and training needs.

Narrandera Shire Council is committed to supporting and providing a safe and enjoyable work place for staff and actively works to ensure that all risks are responded to appropriately.

# Strategies to meet future workforce needs

## Workforce resourcing

Key area	Goal	Specific outcomes
Workforce planning	Develop a thorough understanding of our current and future workforce needs	<ul style="list-style-type: none"> <li>• Create processes to improve the recording of human resource data allow appropriate analysis of workplace issues and trends.</li> <li>• Ensure that all exiting staff participate in an exit interview to allow an understanding of workforce challenges and priorities.</li> </ul> <p><b>Relation to Delivery Program 2013 - 2017</b> – This action allows Council to appreciate current and potential future workforce issues that could impact their ability to implement Delivery Program actions</p>
Meeting organisational needs	Develop a workforce with the required skills and expertise to implement the Narrandera Shire Council Delivery Program	<ul style="list-style-type: none"> <li>• Continue to engage suitably qualified contractors, consultants and casual staff to support the delivery of priorities and strategies under Council’s Delivery Program</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - in particular in areas of; community and economic development, facility maintenance, and experienced works staff/contractors</p> <ul style="list-style-type: none"> <li>• Continue to develop and foster resource sharing arrangements with neighbouring Council’s and regional organisations (RAMROC/REROC) to continue to ensure that the service needs of the organisation can be met</li> </ul> <p><b>Relation to Delivery Program 2013 - 2017</b>- this process will enable Council to continually and effectively monitor their organisational capacity to implement actions within the Delivery Program and adjust staffing structures when and where appropriate</p> <p>Council will also be able to partner with appropriate organisations to address skill/experience gaps.</p>
Recruitment and selection	Attract and engage qualified and skilled people	<ul style="list-style-type: none"> <li>• Actively recruit younger people, especially for employment in the Works area through the exploration of innovative and dynamic recruitment processes – including social media and family friendly incentive packages</li> <li>• Develop and adopt a Recruitment Strategy that focuses on attracting skilled and qualified staff to the organisation. Ensure the strategy addresses recruitment advertising processes, secondment and job share opportunities, resource sharing and partnerships.</li> </ul>

		<p><b>Relation to Delivery Program 2013 – 2017</b> – This action provides Council the capacity to implement Delivery program actions that require skilled, experienced and/or physically capable staff, in particular supporting their capacity to have a skilled works team that is able to implement the range of infrastructure maintenance and development project within the Delivery Program.</p>
Workplace diversity	Recognise and support the value of workplace diversity	<ul style="list-style-type: none"> <li>Proactively seek opportunities to continue to support diversity throughout the organisation</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> – This action supports Council’s ability to recruit and support a workforce that is diverse, enabling their capacity to provide the skills set required to implement the actions within the Delivery Program</p>
Placements	Provide opportunities for people to experience what Narrandera Shire Council has to offer	<ul style="list-style-type: none"> <li>Partner with local tertiary education institutes within the region to offer a formal pathways to work experience</li> <li>Support managers to develop work placement positions – including short and medium term placements</li> <li>Support work placement participants to ensure their experiences is both valuable and enjoyable</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> – This action supports Council’s ability to promote the organisation as an attractive career option – further supporting their 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"> <li>Engineering and infrastructure</li> <li>Communications</li> <li>Marketing</li> <li>Community Development</li> </ul>

## Employee and professional development

Key area	Goal	Specific outcomes
Trainees and apprentices	Recognise the value of entry level development positions in all areas	<ul style="list-style-type: none"> <li>• Identify opportunities for trainees and apprentices across Narrandera Shire Council and actively promote these positions throughout the shire</li> <li>• Develop and maintain relationships with key training providers and the Australian Apprenticeship Centres</li> <li>• Foster an environment of mentorship between supervisors and employees</li> <li>• Develop strong relationships with secondary schools within the shire and neighbouring shires, to encourage local young people to fill traineeship and apprenticeship positions</li> <li>• Actively explore innovative responses to transport issues that may inhibit young trainees and apprentices, including school bus facilities and car pooling</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> – Trainee and apprenticeships will support Council to meet skills and resource gaps that may exist within the Delivery Program. These include:</p> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Marketing</li> <li>• Youth services</li> <li>• Community and Economic Development</li> <li>• Works – roads, construction, facility maintenance, etc</li> <li>• Engineering</li> </ul>
Employee orientation	New employees are embraced in an open and welcoming manner	<ul style="list-style-type: none"> <li>• Create a comprehensive orientation program that creates a strong first impression of Narrandera Shire Council and makes new employees feel instantly welcome and included.</li> <li>• Ensure that Narrandera Shire Council's values and behaviours are appropriately reinforced.</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> – This action supports Council's capacity to be an employer of choice, enabling them to meet the ongoing requirements of the Delivery Program</p>
Succession management	Key roles are considered and appropriately planned for	<ul style="list-style-type: none"> <li>• Identify the critical roles throughout the organisation</li> <li>• Where and when appropriate support junior level staff to develop skills and experience that will support future career progression and advancement</li> <li>• Support innovative responses to gaps in key roles such as staged retirement, external mentoring programs and intensive training opportunities</li> </ul>

		<p><b>Relation to Delivery Program 2013 – 2017</b> – This action provides Council with a long term focus on ensuring that appropriate skills and experience exist within the organisation. It is anticipated that senior management levels within the organisation require initial focus of succession planning.</p>
Learning and development	Employee development opportunities are provided to all employees	<ul style="list-style-type: none"> <li>• Develop an annual training calendar to ensure that training opportunities are provided to all employees and routinely encouraged. To support the implementation of Council’s Delivery Program training planning should include a focus on; increasing Information Technology skills, communications, machinery, and community development</li> <li>• Provide opportunities for works staff to retrain to reduce their need for manual labour</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> – This action supports Council’s capacity to train and develop staff to meet emergent and existing needs in the implementation of the Delivery Program.</p>

## Review, reward and recognition

Key area	Goal	Specific outcomes
Employee reviews	Regular reviews recognise employees capabilities and performance	<ul style="list-style-type: none"> <li>• In consultation with employees prepare and implement an Annual Performance Review process identifying key achievements and commitment to Narrandera Shire Council</li> <li>• Ensure that links to key areas of Council's Delivery Program are made within staff review processes</li> <li>• Ensure that supervisors and managers provide open and ongoing feedback to employees</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> – This action allows Council to monitor performance against key actions within the Delivery Program. The action also supports staffs understanding of key performance targets that relate to Delivery Program outcomes.</p>
Fixed pay	Salary levels reflect role performance and the broader market	<ul style="list-style-type: none"> <li>• Pay rates are routinely reviewed against industry benchmarks</li> <li>• Ensure that all industrial relations requirements are met.</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to 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"> <li>• Continue to recognise and celebrate key employment milestones with long term staff members</li> <li>• Celebrate and acknowledge professional development achievements made by staff throughout the organisation</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to present as an employer of choice and to competitively attract skilled and experienced staff. The action also 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	Narrandera Shire Council supports varied work arrangements where there are mutual benefits	<ul style="list-style-type: none"> <li>Continue to explore flexible working opportunities for staff and encourage use of practices that enhance work/life balance.</li> <li>Ensure that all departments support appropriate flexible work arrangements</li> <li>Ensure flexible work approaches are fit for purpose; merit based and align with organisational requirements.</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to 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"> <li>Continue to actively promote and support a workplace that is free from discrimination and harassment</li> <li>Ensure that all departments within Council adhere to anti-bullying behaviours and practices</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to present as an employer of choice and to competitively attract skilled and experienced staff.</p>
Employee assistance	Professional and independent support is available for employees	<ul style="list-style-type: none"> <li>Where appropriate and required provide confidential provision for employees to access qualified support and assistance</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to provide a supportive environment for all staff.</p>
Work environment	A consistent, productive and positive work environment	<ul style="list-style-type: none"> <li>Ensure that the Code of Conduct and other policies are understood and demonstrated</li> <li>Ensure that managers address poor behaviour and standards promptly and strongly</li> <li>Actively work to encourage employees to accept personal responsibility and accountability</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to provide a supportive environment for all staff.</p>

## Organisational safety and wellbeing

Key area	Goal	Specific outcomes
Safe work environment	A workplace that is safe and healthy	<ul style="list-style-type: none"> <li>• Provide opportunity for all human resource processes to be reviewed in consultation with employees</li> <li>• Ensure that all employees are aware of their workplace responsibilities</li> <li>• Ensure that appropriate safety processes and policies are developed and communicated to all staff throughout the organisation</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to provide a supportive environment for all staff. It also relates to Council's ability to ensure that all staff understand their workforce requirements, rights and responsibilities.</p>
Risk management	Risk management is an embedded business practice	<ul style="list-style-type: none"> <li>• Ensure that appropriate staff are trained and resourced to undertake required risk identification and management tasks</li> <li>• Ensure that all required Council services, events and program have appropriate risk management plans developed and implemented</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to provide a safe workplace for all staff. Council must ensure that all actions within the Delivery Program – including events, infrastructure development and maintenance 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"> <li>• Retain close communication with injured staff to support their return to work</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to provide a supportive environment for all staff.</p>
Employee health and wellbeing	A fit and healthy workplace	<ul style="list-style-type: none"> <li>• Employees are encouraged to take responsibility for their health and wellbeing</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's capacity to provide a supportive, healthy environment for all staff.</p>

## Leadership culture

Key area	Goal	Specific outcomes
Strong leadership	A strong and committed leadership approach	<ul style="list-style-type: none"> <li>Continue to ensure the leadership team at Council regularly meets and presents clear and open leadership to staff</li> <li>Continue to support the active leadership by Councillors</li> <li>Regularly update staff on key issues, projects and decisions</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action focuses on Council's ability to provide strong and effective leadership.</p>
Organisational culture	A positive, vibrant and responsive organisation	<ul style="list-style-type: none"> <li>Support and encourage staff driven initiatives that focus on building a vibrant and connected workforce</li> <li>Acknowledge positive contribution made by staff to the organisation</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports Council's approach to developing a positive organisational culture.</p>
Change management	Employees actively participate in new initiatives and improved approaches	<ul style="list-style-type: none"> <li>Continue to encourage staff to explore and pursue opportunities to advance their skills and undertake professional development challenges within the organisation</li> <li>Support information sharing between staff – both formally and informally</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action supports staff to initiate skill development within the organisation – focusing on developing capacity in areas that enable the repose to Delivery Program actions.</p>
Employee engagement	A workplace that is engaged and empowered.	<ul style="list-style-type: none"> <li>Develop and implement ongoing two-way communication processes that encourage staff to be involved in the organisation and their own professional growth</li> <li>Encourage staff to be actively involved in all reviews and updates of all Integrated Planning and Reporting documents</li> </ul> <p><b>Relation to Delivery Program 2013 – 2017</b> - This action enables staff t be involved in the development, review and update of all Integrated Planning and Reporting documents including the review of the Delivery Program and Operational Plan as appropriate.</p>