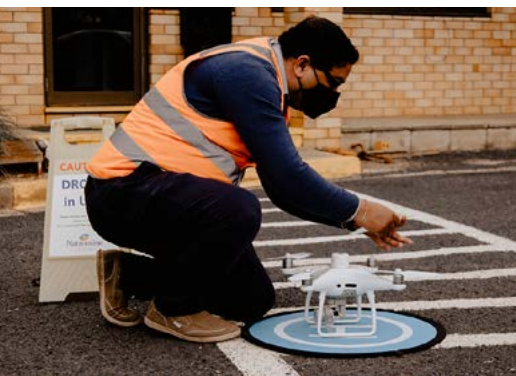


WORKFORCE MANAGEMENT STRATEGY

2022-26





This strategy has been developed by Narromine Shire Council in consultation with Council's Executive Leadership Team and Consultative Committee.

Endorsed by Council

Resolution No. 2022/103

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FOREWORD

The Narromine Shire Council Workforce Management Strategy is a critical component of Council's long-term strategic planning. The strategy identifies the people, skills, experience and expertise required to support delivery now and into the future; and to act to fill any gaps.

This Workforce Management Strategy builds on the foundations of Council's previous Workforce Management Plan 2017 – 2022 to meet our changing priorities and consider new technologies.

A review of Council's workforce has been undertaken as part of this Strategy. Council employs 88 full-time and part-time employees, representing approximately 3.2% of employment in the local government area. Our workforce ranges in age from under 20 to over 70 years of age.

A number of important workforce challenges have been identified, specifically:-

- Knowledge loss due to an ageing workforce
- Sourcing skills in a labour constrained market
- Inability to compete with the private sector on remuneration
- Increased demand for quality services to be provided in an efficient manner at no extra cost
- Technological changes requiring increased literacy and numeracy skills
- Limited capacity to re-skill or up-skill current employees

Whilst no significant changes to Council's service requirements have been identified, Council's workforce will need to increase over the next four years to facilitate road maintenance priorities.w

The objectives identified below will enable Council to achieve a skilled, motivated, flexible and diverse workforce:-

- Manage an ageing workforce
- Retain and attract a diverse workforce
- Invest in employee skills development
- Create a contemporary workforce
- Improve productivity and leverage technology
- Maximise management and leadership

Council has a strong relationship with its workforce, with most staff being long-term employees who live and work in our community. Council remains committed to attracting, developing, supporting, retaining and recognising talented and motivated employees to ensure our services to the community are efficient and effective.

Jane Redden
General Manager

“A committed, diverse, well trained and motivated workforce with strong and qualified leadership is critical to the success of the Council and the expectations of the community being realised”





INTRODUCTION

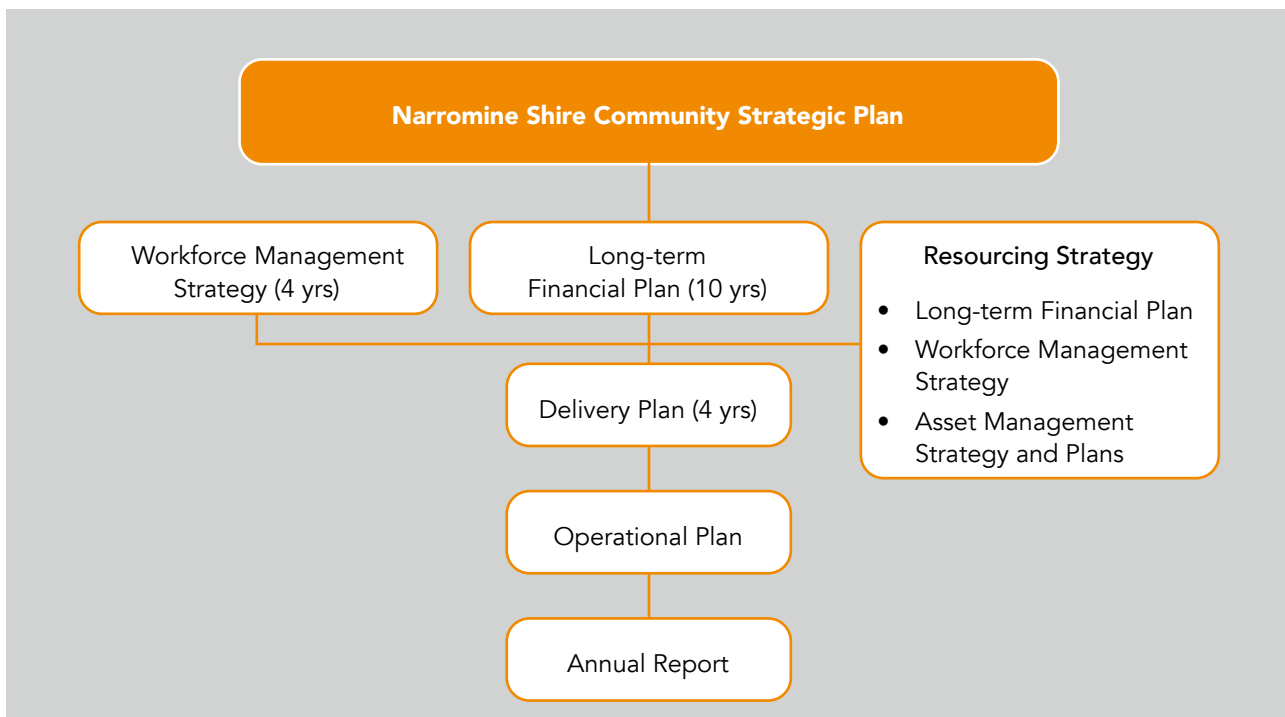
WHAT IS A WORKFORCE MANAGEMENT STRATEGY?

A Workforce Management Strategy (WMS) is a proactive four-year document that shapes the capacity and capability of the workforce to achieve our strategic goals and objectives. It identifies how future staffing and skills requirements will be met, through recruitment, staff progression and development, internal redeployment, and succession planning. The WMS places Council in a stronger and more stable position to plan for and address future workforce needs. It is an ongoing activity; a process and not just a set of actions; is clearly linked to organisational objectives and informed by the Delivery Program and Operational Plan; and is applicable to the current workforce whilst also anticipating future needs and capabilities.

PURPOSE OF THE WMS AND ITS PLACE IN THE IP&R PROCESS

Each council is required by the NSW Office of Local Government to develop and endorse a WMS to address the human resourcing requirements of Council's Delivery Program.

The WMS is an integral part of the Resourcing Strategy (RS) and the relevant strategies contained in the WMS must be reflected in the Delivery Program and Operational Plan and the costs associated with delivering the WMS must be reflected in the Long-Term Financial Plan.



Source – Office of Local Government – Integrated Planning and Reporting Framework

DEVELOPMENT OF OUR WMS

Council has applied a six-stage process and framework to develop this strategy.



1. SCOPE

The purpose of this four-year strategy is to respond to significant issues and risks facing Council now and into the future, delivering a highly safe, skilled and engaged workforce that fulfils core functions and delivers services to our community in the most efficient way.



2. ANALYSE

An analysis of the current workforce to develop a good understanding of the key drivers that are likely to affect the future supply and demand for labour in Council.



3. FORECAST

Consideration of labour force information, likely internal and external changes, skills required to meet the Delivery Program, emerging technologies and supply gaps.



4. IDENTIFY

Identify workforce requirements, gaps and future needs.



5. IMPLEMENT

Implementing strategies to address key issues and assigning clear responsibilities.



6. MONITOR AND EVALUATE

Measuring success and identifying areas for improvement.

ENGAGEMENT

Council's Human Resources team have overall responsibility for developing and implementing the Workforce Management Strategy.

The Strategy has been developed through extensive consultation and collaboration with the Executive Leadership Team and the Consultative Committee.

The 2022 employee engagement survey identified areas of strength and important areas for improvement which have been incorporated in the actions of the Strategy.

All employees can assist with the implementation of the objectives and actions identified and provide feedback to monitor progress.

REVIEW CYCLE

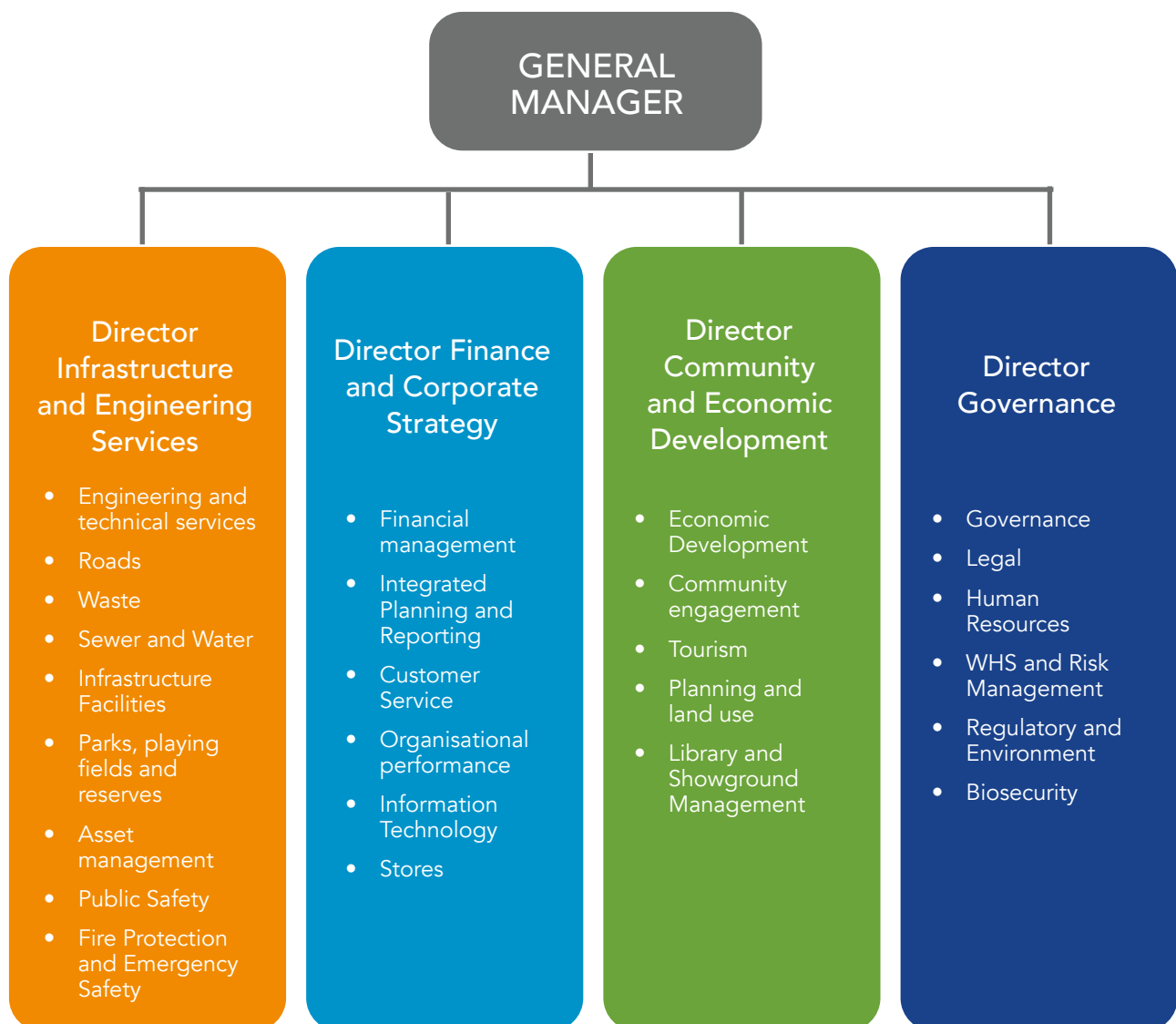
The WMS is to be reviewed and updated every four years along with the Delivery Program.



CONTEXT

ORGANISATION STRUCTURE

The Local Government Act requires Council to adopt an organisation structure that is appropriate to our needs. Four departments, overseen by the General Manager, manage the actions and activities of the Delivery Plan and Operational Plan to provide these services to our community.



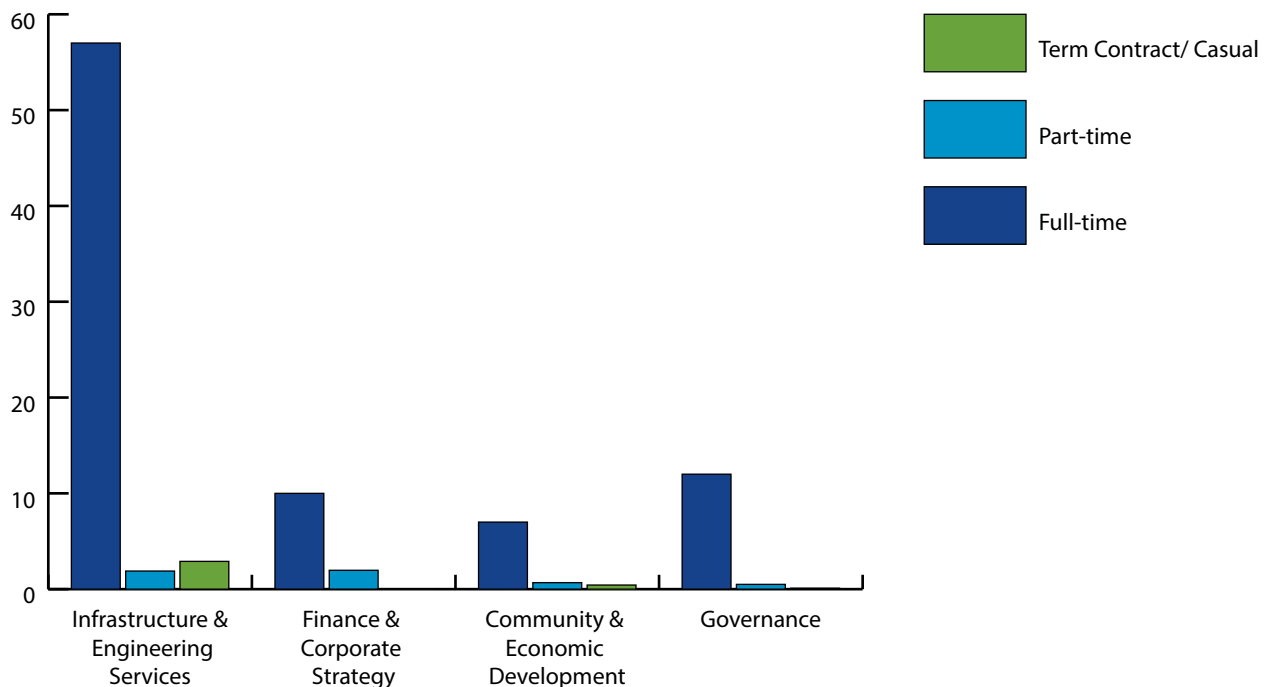
STAFF PROFILE

To inform the objectives and initiatives of the WMS, Council's workforce data was reviewed and analysed. The following is a snapshot of this data as at 13 May 2022.

WORKFORCE NUMBERS

FTE
94.65

BY DEPARTMENT	FULL-TIME	PART-TIME	TERM CONTRACT/ CASUAL	TOTAL
Infrastructure & Engineering Services	57	1.89	2.9	61.79
Finance & Corporate Strategy	10	1.97	0	11.97
Community & Economic Development	7	0.86	0.43	8.29
Governance	12	0.5	0.1	12.6
Total	86	5.22	3.43	94.65



Of the four departments, the bulk of operational staff are within the Infrastructure and Engineering Services Department.

INDOOR VS OUTDOOR

56% of our staff work outdoors





GENDER

30% female

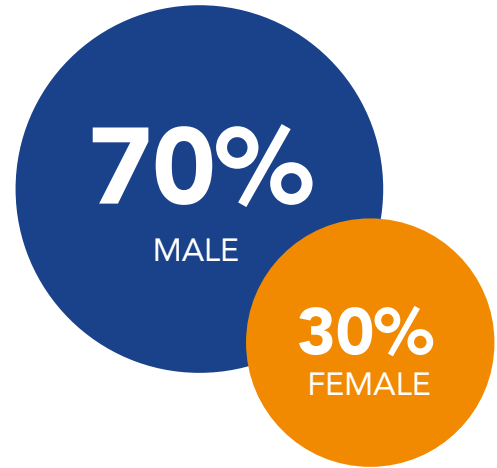
70% male

Council's Executive Leadership Team consists of a female General Manager and of the four Directors, three are male and one is female.

Of the mid-level managers 37% are female and 63% are male.

Outdoor workers are predominately male working full-time.

There is a greater representation of females working in office, numerical, and personal assistant occupations.



AGE GROUPS

Council's youngest employee is 18 and oldest is 72.

59% of employees are considered "mature aged workers" being 45 years of age or older

AVERAGE AGE BY DEPARTMENT

Infrastructure and Engineering Services	47 years
Finance and Corporate Strategy	45 years
Community and Economic Development	47 years
Governance	53 years

DIVERSITY

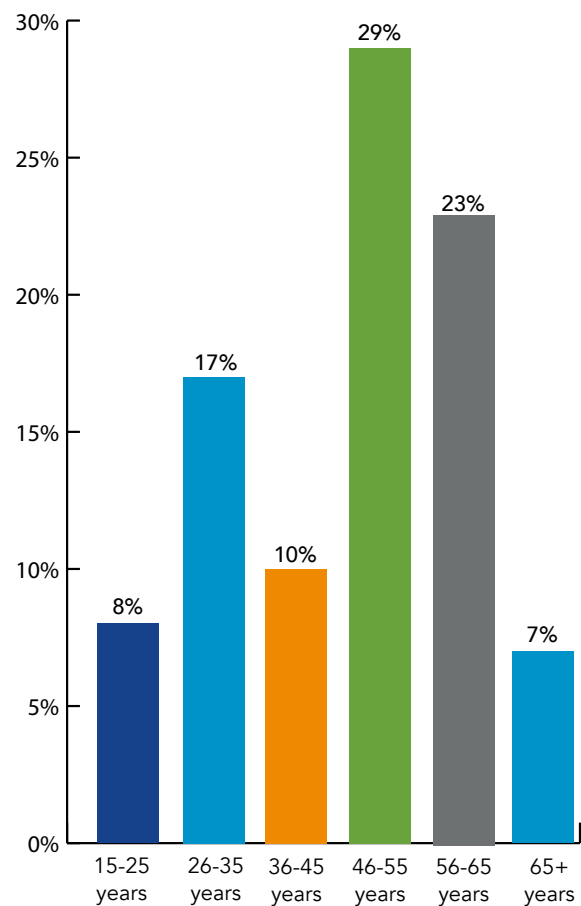
Our workforce is cultural diverse with approximately:

93% born in Australia

18% identify as Indigenous

1% identify as having a disability

AGE DISTRIBUTION



TURNOVER, LEAVE BALANCES AND COSTS

In 2020/2021, 13 employees ceased employment with Council. Council's permanent separation rate for this period (excluding casual staff) was 14%.

Council's total employee costs including capitalised costs for the 2020/2021 financial year was \$7,641,000, representing 34% of Council's operating expenses. Budgeted costs for the 2021/2022 financial year are \$10,795,119.

Council proactively monitors and manages employee leave. Council has an increased number of employees reaching potential retirement age, with the majority of them being long service employees with large leave entitlements. Long service leave liability in reserves as at 1 July 2021 is \$335,000 which represents a third of Council's overall liability.



Turnover Rate
(2021)
14%



Long Service
Leave Liability
(1 July 2021)
\$335,000

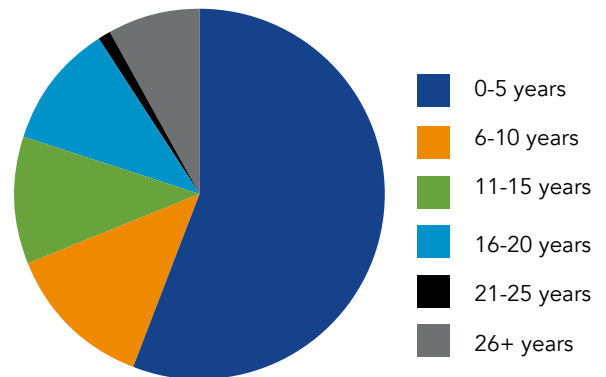


Salaries and Wages
(2020/2021)
\$7,641,000

LENGTH OF SERVICE

For 2020/2021 the average length of service was 8 years.

56% of our employees have been with Council between 0 and 5 years and 8% of our employees are long-term with 26 plus years length of service.



RECRUITMENT AND COMMENCEMENT (2020/2021)

Infrastructure and Engineering Services	13
Finance and Corporate Strategy	0
Community and Economic Development	0
Governance	6

PERCENTAGE OF EMPLOYEES WHO LIVE IN THE SHIRE





STRATEGIC DIRECTION

CORPORATE VALUES

Workplace culture is the unique overall character of the organisation and includes values, beliefs, behaviours, goals, attitudes and work practices (RMIT, 2020).

Council is a values-based organisation with a focus on high performance and collaboration. We strive to provide leadership and innovation in excellence of service to our community.

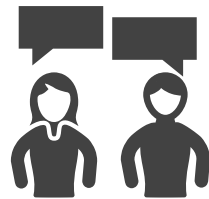
VALUES AND BEHAVIOURS

- We are accountable
- We communicate openly
- We take pride in our workplace, community and our Shire
- We are trusting and respectful
- We value creativity and innovation
- We work together

Our values are considered as part of the recruitment process, included in our Position Descriptions and assessed as part of our performance management process.



ACCOUNTABILITY



COMMUNICATION



CREATIVITY & INNOVATION



TEAMWORK



PRIDE



TRUST

LINKS TO OTHER STRATEGIC PLANS

COMMUNITY STRATEGIC PLAN 2032

Our community wants us to create a vibrant community, grow our economy, protect and enhance our environment and provide proactive leadership.

In order to meet the needs and aspirations of our community, Council is to have effective Council organisation Capability and Capacity (4.2 CSP 2032)

DELIVERY PROGRAM 2022 – 2026

Council's services to its community are broad: –

- Infrastructure and property services including roads, bridges, footpaths, drainage, waste collection and management
- Provision of water and sewer services
- Provision of recreational facilities such as parks, sporting fields, swimming pools, sports centre, halls
- Health services such as food inspection, noise control, animal control, public amenities
- Planning and development approval
- Building services including inspections, licensing, certification and enforcement
- Administration of facilities including aerodrome, cemeteries, saleyards

Delivery of these services requires Council to –

- Ensure ongoing skills development of Council staff (DP – 4.2.2)
- Attract and retain a quality workforce that meets the needs of the community and future strategic directions (DP – 4.2.5)
- Continuously improve organisational performance, efficiency of services and project delivery (DP – 4.2.7)
- Ensure sufficient resources to meet current and future needs of the community (DP 4.3.3)

There are no significant changes or levels of service identified in our Delivery Program. Council will however, be required to undertake more roads maintenance work in the next four years, resulting in an anticipated increase in FTE workforce numbers.

OPERATIONAL PLAN 2022 – 2023

The Operational Plan identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program.

Employee benefits and on-costs for 2022/23 are budgeted at \$10,795,119.

LONG TERM FINANCIAL PLAN

The 10-year financial implications for workforce planning are reflected in Council's Long-Term Financial Plan.

EEO MANAGEMENT PLAN

Council's Equal Employment Opportunity (EEO) Management Plan sets out Council's commitment to providing a workplace that is free from discrimination and harassment and provides equal opportunities to current and prospective employees. Council requires a diverse and engaged workforce to provide the best possible service to our Community.

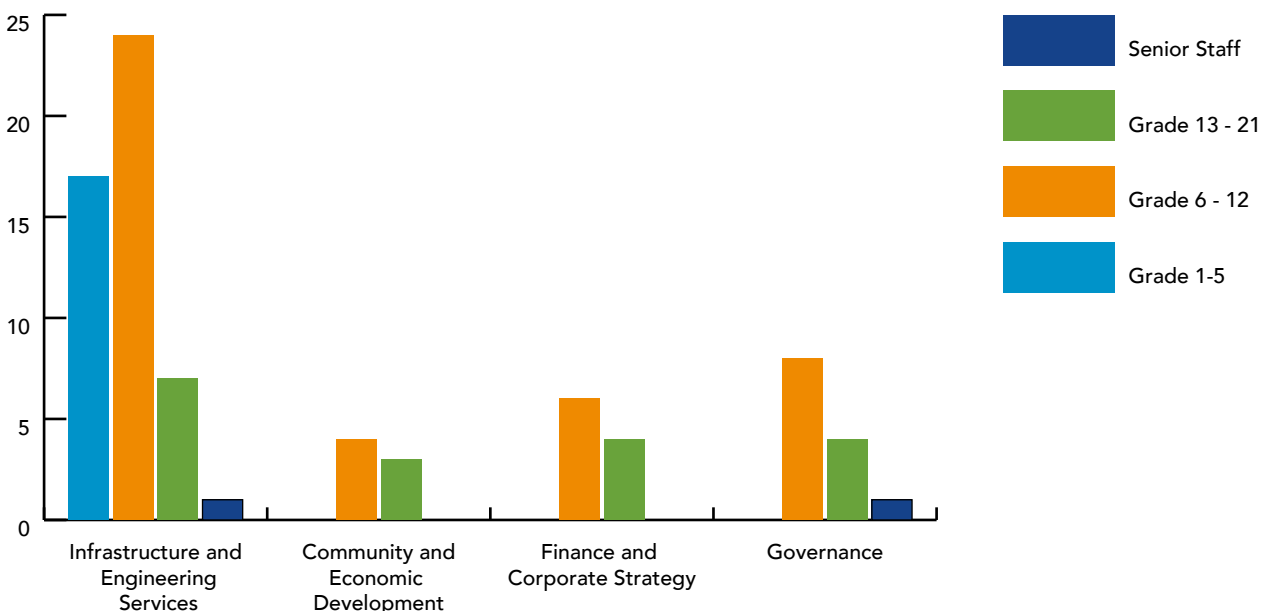


GAP ANALYSIS

QUALIFICATIONS

A qualified workforce is an important focus for Council.

All positions within Council are provided with a grade in the structure. Skills for progression are assigned to each of the five steps within each grade.



Senior staff are positions determined by a Council resolution and are employed under a fixed term contract. The positions are equivalent to the Executive Band of the Local Government (State) Award.

SKILLS SHORTAGE

Council's critical specialist key positions which are difficult to fill when vacant are: -

- Manager Health, Building and Environmental Services
- Manager Planning
- Team Leader Grader Drivers
- Ranger

This accords with the state-wide shortage (*Engineers, Urban and Town Planners, Building Surveyors, Project Managers, Environmental Officer, Supervisors/Team Leaders, IT/ICT Technicians*) (LGNSW – Local Government Workforce 2022).

WORKFORCE CHALLENGES

An environmental scan has identified a number of pressures impacting Council's workforce. Our key workforce related challenges are:

KNOWLEDGE LOSS DUE TO AN AGEING WORKFORCE

- Average age 47
- 59% considered mature aged workers being 45 years of age or older
- 25% staff anticipated to retire in the next 5 years
- Decrease in apprenticeship and trainee uptake

SOURCING SKILLS IN A LABOUR CONSTRAINED MARKET

- Competing Industries - Inland Rail – Narromine to Narrabri project; Extension of Tomingley Mine
- Limited number of candidates applying for positions
- Accommodation shortage
- Difficulty recruiting skilled and experienced staff
- Lack of opportunity for career progression in a small Council

INABILITY TO COMPETE WITH THE PRIVATE SECTOR ON REMUNERATION

- Local Government State Award

INCREASED DEMAND FOR QUALITY SERVICES TO BE PROVIDED IN AN EFFICIENT MANNER AT NO EXTRA COST

- Rate capping
- Increased legislative requirements

TECHNOLOGICAL CHANGES REQUIRING INCREASED LITERACY AND NUMERACY SKILLS

- Accelerated shift to digital transformation
- Digitisation of data
- Need to up-skill staff

LIMITED CAPACITY TO RE-SKILL OR UP-SKILL CURRENT EMPLOYEES

- Competing priorities in the workplace
- Budgetary constraints
- Sourcing training with relevant content

These challenges are similar to NSW Local Government workforce challenges (ALGA 2018)

THE CORONAVIRUS (COVID-19) PANDEMIC HAS IMPACTED OUR WORKFORCE AND OPERATIONS.

Social distancing requirements affecting the availability of our workforce

- Impacts on staff mental health
- Increased use of sick leave and other leave
- Decreased applicants for vacant positions



OUR WMS OBJECTIVES

After consideration of our workforce challenges and skills shortages, Council will focus on the following objectives and actions over the next 4 years to enable us to meet our levels of service –

1. Manage an ageing workforce
2. Retain and attract a diverse workforce
3. Invest in employee skills development
4. Create a contemporary workforce
5. Improve productivity and leverage technology
6. Maximise management and leadership

OBJECTIVE 1

Manage an ageing workforce

Our ageing workforce presents both opportunities and challenges. Older employees have in-depth knowledge and can be highly specialised. They have built up knowledge and can coach and mentor younger workers. Council must consider how best to manage an ageing workforce to ensure that older workers, working longer hours remain safe, productive and healthy.

Actions

- Implement transition to retirement options
- Enhance our Succession Planning for highly specialised and technical roles
- Facilitate Employee Health and Wellbeing Programs to accommodate older workers

OBJECTIVE 2

Retain and attract a diverse workforce

Council recognises the value of a diverse workforce which combines people with different cultures and experiences to create a more innovative and productive workforce. This includes employees from all genders, age groups, people with a disability and indigenous employees, which are representative of our community.

Actions

- Continue to implement best practice recruitment and selection practices, including strategies to fill skills gaps
- Enhance Council's induction program
- Promote future workforce development with options such as traineeships, apprenticeships and cadetships
- Promote Council as a place-based employer of choice to prospective employees
- Provide policies, programs and initiatives that support work/life balance
- Continue to implement Council's EEO management plan actions



OBJECTIVE 3

Invest in employee skill development

To ensure that Council is able to meet its current and future service needs, it is important to continue to invest in the skills of our employees, and utilise good people management.

Actions

- Completion of annual training plans and delivery of identified development needs
- Review and improve Council's employee competency and performance assessment program

OBJECTIVE 4

Create a contemporary workforce

Being responsive to the needs of our current and potential workforce equips Council to combat skills shortages. New ways of working flexibly and sustainably can include job sharing, flexible working hours, flexitime, compressed working weeks and part time work.

Actions

- Ensure salary levels reflect role responsibilities and the broader market
- Encourage and reward innovative practices in Council's workforce
- Measure and improve employee engagement

OBJECTIVE 5

Improve productivity and leverage technology

Council recognises the importance of embracing and investing in technology to increase workplace productivity.

Actions

- Upskill employees to use new technology and software applications effectively
- Link the use of technology to improve process efficiency and innovation

OBJECTIVE 6

Maximise management and leadership

Council's Managers and Supervisors have a significant impact on individual and organisational performance. Enhancement of these leadership skills will result in better outcomes and a more engaged and productive workforce.

Actions

- Implement coaching and mentoring programs across the organisation to support leadership growth

MEASURING SUCCESS

The success of the WMS will be assessed against the measures identified for each objective and action (refer Appendix 1). These will be integrated into the Delivery Program and Operational Plan and progress identified within the relevant reports.

APPENDIX 1 – WMS ACTIONS

Objective	Actions	Target Year				Responsibility	Measuring Success
		22/23	23/24	24/25	25/26		
Manage an ageing workforce	Implement transition to retirement options	●				Directors Managers Supervisors HRM/GM	Transition to retirement options discussed with employee at annual performance review. Transition to retirement plan enacted
	Enhance Succession Planning for highly specialised and technical roles	●				HRM	Succession plans reviewed and completed
	Facilitate Employee Health and Wellbeing Programs for older workers	●	●	●	●	HRM	Reduction in lost injury hours
Retain and attract a diverse workforce	Continue to implement best practice recruitment and selection practices, including strategies to fill gaps	●	●	●	●	HRM	Decrease in turnover rate Vacancies filled within 90 business days
	Enhance Council's induction program	●				HRM	90% of new employees satisfied with induction process
	Promote future workforce development options such as traineeships, apprenticeships and cadetships	●	●	●	●	HRM	Applicable positions assessed and filled. Attendance at school and community career events
	Promote Council as a place-based employer of choice to prospective employees	●				HRM	Promotion of material on media platforms
	Provide policies, programs and initiatives that support work/life balance	●	●	●	●	HRM	Communicate initiatives to employees. Leave balances kept within acceptable levels

Objective	Actions	Target Year				Responsibility	Measuring Success
		22/23	23/24	24/25	25/26		
	Continue to implement Council's EEO management plan actions	●				HRM	Review EEO Policy and Plan by 30 June 2023
Invest in employee skill development	Completion of annual training plans and delivery of identified development needs	●	●	●	●	HRM	Annual training program established by 31 May (aligned to skills steps and performance review)
	Review and improve Council's employee competency and performance assessment program	●	●	●	●	HRM	100% of employee reviews undertaken
Create a contemporary workforce	Ensure salary levels reflect role responsibilities and the broader market		●			HRM	Review salary system Labour Market Premiums applied where applicable. Annual benchmarking survey completed (LGNSW)
	Encourage and reward innovative practices in Council's workforce	●	●	●	●	HRM	Monthly employee awards Annual employee award evening
	Measure and improve employee engagement		●		●	HRM ELT	Employee engagement survey completed. Weaknesses identified and action plans created
Improve productivity and leverage technology	Upskill employees to use new technology and software applications effectively	●		●		HRM MIT	Increased software utilisation rate
	Link the use of technology to improve process efficiency and innovation	●				ELT Managers	Increased utilisation of project management software with regular forums held to discuss progress, plans and timeframes
Maximise management and leadership	Implement coaching and mentoring programs across the organisation to support leadership growth		●			HRM GM	Leadership and management tools available for use. Improvement of leadership skills assessed in employee engagement survey



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