

2022/2026  
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# RESOURCING STRATEGY APPENDIX A WORKFORCE MANAGEMENT PLAN

**NARRABRI SHIRE**  
DISCOVER THE POTENTIAL

# INTRODUCTION AND OVERVIEW

## What is workforce planning?

Workforce planning is a continuous improvement process designed to ensure Council's workforce can deliver the community's key priorities now and into the future. In simple terms, the Workforce Management Plan must ensure Council has the right people, in the right place, at the right time. Workforce planning enables evidence-based decision-making about the workforce to develop strategies to address gaps between supply and demand.

## How does this link to our Vision?

**"The Narrabri Shire will continue to be a strong and vibrant regional economic growth centre providing a quality living environment for the entire community."**

To enable the Shire to achieve its shared vision and strategic direction Council must ensure it has the appropriate resources to achieve it. This Workforce Management Plan aims to ensure that Council's workforce meets those requirements.

## Our Values

Narrabri Shire Council's Values "**WILCARE**" are at the very core of what we do and help build and maintain our family friendly, cohesive, and progressive culture. Our values guide our behaviour, how we go about our work, how we engage with the community and each other, the choices we make and how we spend our time. Our values should be reflected in our everyday actions and decisions and by all employees, regardless of their position and whether with us for a short time or long-term career.

### Our values are:

<b>Wellbeing</b>	Recognising safety, health, and wellbeing as a priority for all, especially our staff.
<b>Integrity</b>	Ensuring transparency and honesty in all activities.
<b>Leadership</b>	Providing guidance and direction to our community and our people.
<b>Community Focus</b>	Delivering prompt, courteous, collaborative, and helpful service, while empowering and responding to the community's changing needs.
<b>Accountability</b>	Accepting our responsibility for the provision of quality services and information to ensure transparency and honesty in all our activities.
<b>Respect</b>	Treating everyone fairly with courtesy, dignity, empathy.
<b>Excellence</b>	Providing services, programs and information which consistently meet and exceed standards.

# WORKFORCE PLANNING FRAMEWORK

Our Workforce Management Plan is underpinned by the Workforce Planning Framework.

**Council's process is outlined as follows:**



## **1. Scope**

Defining the scope of the WMS

## **2. Analyse**

Establishing the future profile of our workforce based on Council's direction over the next four years and beyond. This involves developing an understanding of the key drivers that will affect the future supply and demand for labour for the organisation.

## **3. Forecast**

Identifying scenarios and risks that can be foreseen that affect the efficiency of our workforce. This involves the use of data to inform forecasting the future needs.

## **4. Identify**

Developing an understanding of the current workforce capability and characteristics, the skills and knowledge required for the future and how external factors might affect the supply and demand of workers.

## **5. Implementation**

Implementing an effective workforce strategy that addresses key issues and assigns clear responsibilities.

## **6. Monitoring and evaluation**

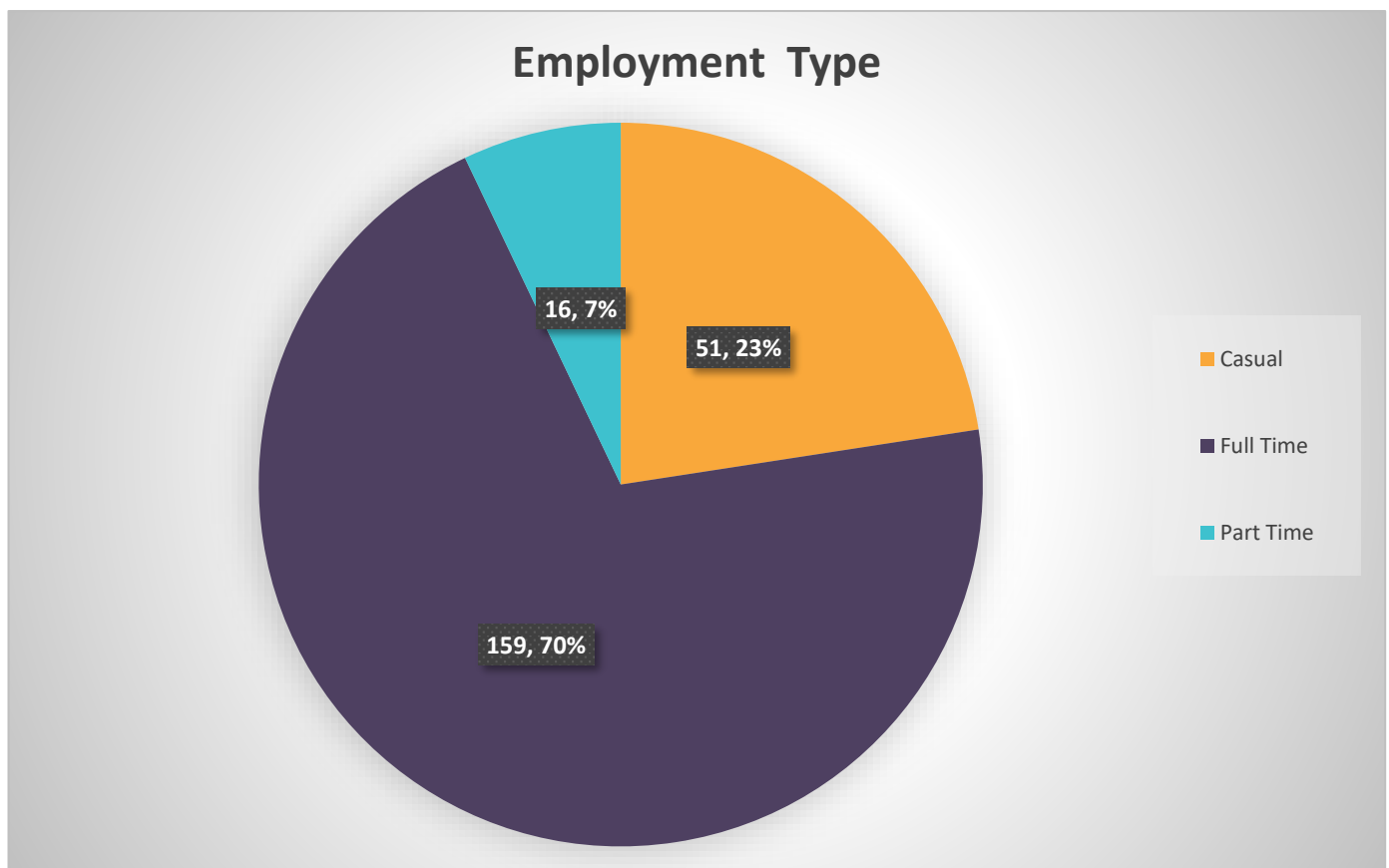
The final stage involves monitoring and evaluating the WMS to measure success and identify areas for improvement.

## WORKFORCE STATISTICS AND BREAKDOWN

Council has analysed relevant data to develop a comprehensive profile of our workforce. This analysis assists us to identify key issues and challenges within the workforce profile.

### Employment Status

Our workforce consists of permanent, temporary, and casual employees. Staffing levels by employment status as of March 2022 are indicated in the graph below. The combination of permanent, temporary, and casual employees allows flexibility in responding to the needs of the community. Much of our casual workforce typically work in The Crossing Theatre, Pools, Libraries and Tourism. The part time indicator demonstrates that Council encourages and supports flexible working arrangements to accommodate work life balance and family responsibilities.



### Diversity and Inclusion

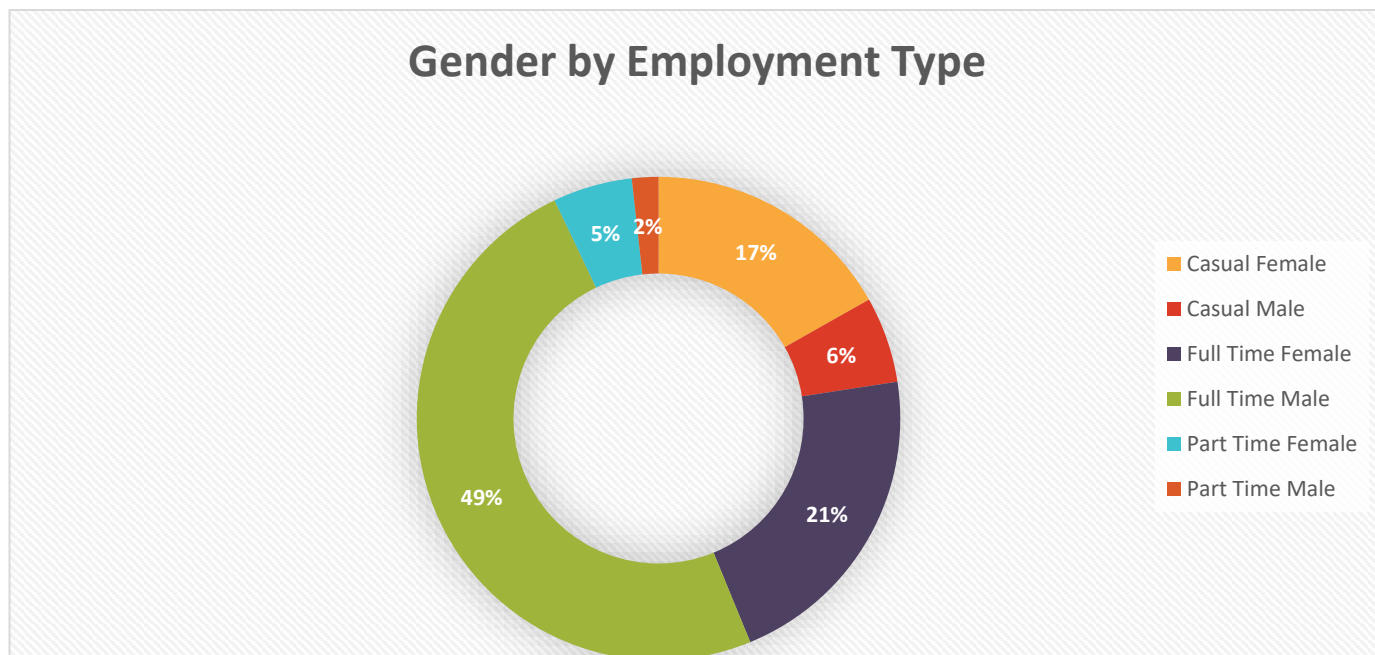
We are committed to building a diverse and inclusive workplace where the skills, perspectives and experiences of our people are valued and respected. We recognise that diversity and inclusion foster a high performing workforce that delivers to our community.

### Gender

Council has a higher gender balance towards males within our workforce with 57% being male and 43% being female including temporary and casual employees. This is likely linked to the types

of work Council undertakes. In some professions the ratio of male to female is traditionally higher. For example, the sections of Road Services, Water and Sewer, Parks and Open Spaces and Waste Facilities have been traditionally male dominated due to the type of labouring work undertaken. Other services such as Library, Tourism, Hospitality and Administration are typically female dominated. Since 2016 the gender balance has slightly improved with the percentage of female employees increasing by 4%.

The percentage of females working in part time and casual roles is significantly higher than males. This is reflective of the female dominated carer role along with the traditional preference to certain roles which are often offered on a casual or part time basis.



## Age

The following table provides a breakdown of Council's workforce by age bracket.

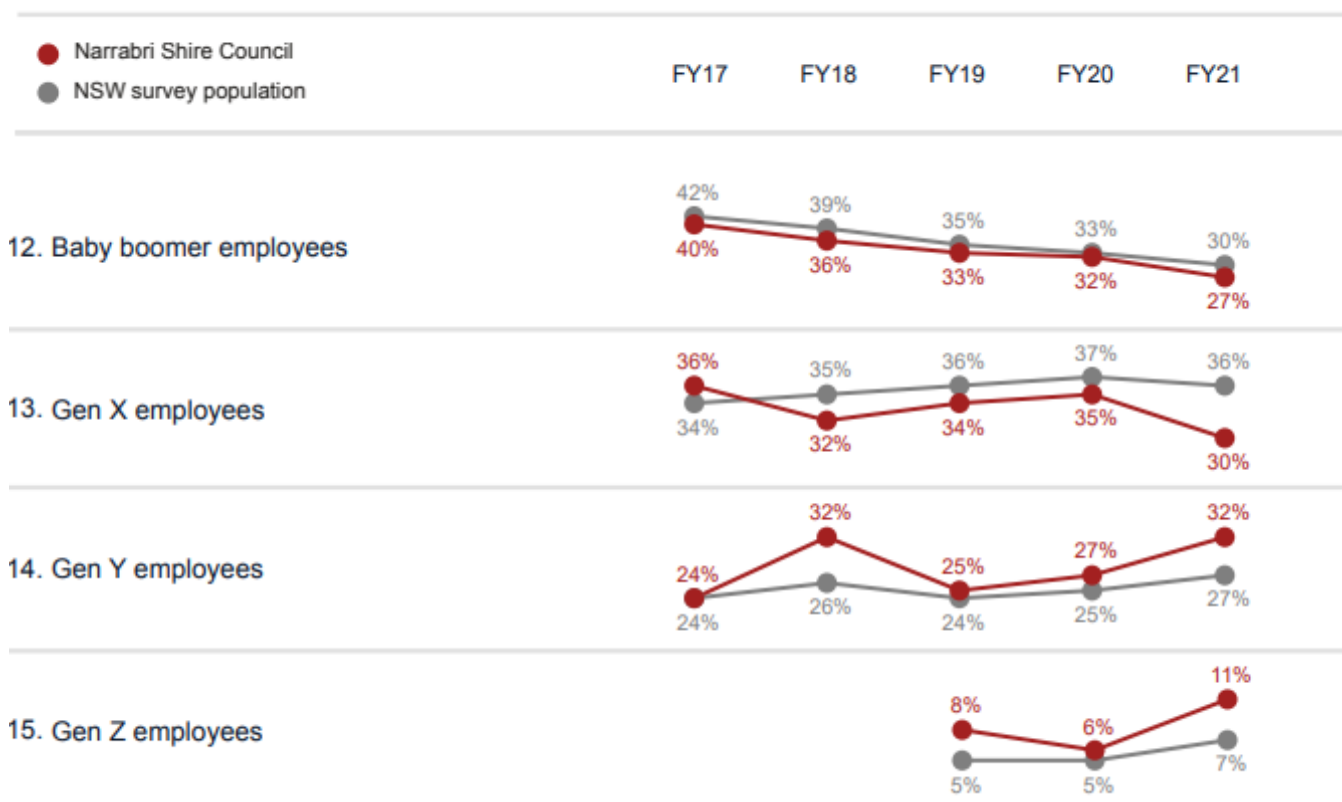
Age Bracket	No. of Employees (March 2022)	Percentage of Workforce (March 2022)	Percentage of Workforce (2016)	LGA Census Data 2016
15 – 24 years	39	17%	15%	10.9%
25 – 34 years	53	23%	18%	11.3%
35 – 44 years	34	15%	23%	11.7%
45 – 54 years	51	23%	22%	13.5%
55 - 64 years	43	19%	21%	14.9%
65 – 74 years	6	3%	2%	10%

22% of our workforce is aged 55 and above. This group bring a wealth of experience and knowledge to the workplace. This was recognised in the previous WMP with a key action being to develop a Mature Aged Workforce Strategy. Consideration was also given to supporting youth employment and to explore opportunities for graduate, traineeship, and apprenticeship roles. This strategy has resulted in a 2% increase in the percentage of the workforce in the 15-24 age bracket

since 2016 and a workforce percentage of those employed within this age range being higher than the percentage of the LGA population as indicated in the census data compiled in 2016.

Whilst there is a good representation of employees in the younger and mid-career age brackets overall, there has been a significant decline in the number of employees who are within the 35-44 years age bracket.

The Australasian LG Performance Excellence Program FY 2021 report on the performance results of Narrabri Council indicates that though we are seeing attrition of the Baby Boomers we have been successful in replacing them with younger workers from Gen Y and Z. The trend summary of generational diversity is provided in the graphs below:



The report also indicates that we have been successful in retaining Gen Y staff with the turnover rate decreasing from 31% in 2018 to 13% in 2021.

## EQUAL EMPLOYMENT OPPORTUNITY

Our EEO data is limited as it is not a mandatory requirement for staff to complete the data collection survey. Our last organisation wide survey was completed in 2016 and some staff preferred not to share their demographic information. Since the last survey we have made considerable efforts to collect the information during the onboarding process. A primary area of focus in this plan is to improve our data collection and awareness with respect to EEO. Strategies include the conduct of another EEO survey to identify representation of target groups, embedding the EEO Management Plan and regular EEO training.

## **Our records presently show that:**

- 1 employee has indicated they have a disability
- 6 employees have indicated they are from a diverse cultural background
- 19 employees have indicated they have an indigenous background which has increased from the 8 reported in the previous WMP.

There is an opportunity for Council to tap into the under-employed labour market to access a greater pool of potential workers. This market includes people with carer responsibilities, people with disabilities and people from culturally diverse and indigenous backgrounds. To do this, Council will need to ensure that it establishes the appropriate mechanisms to support it.

## **MARKET FACTORS AND THE EXTERNAL ENVIRONMENT**

### **Ageing population and workforce**

Consistent with global trends, Australia's population is ageing due to sustained low fertility and increasing life expectancy. This has resulted in proportionally fewer children under 15 and a proportionally larger increase in those aged 65 and over. Over the five years to 30 June 2020, the working-age population grew by 6.1%, compared to 11.4% for the remainder. The main contributor to the increased growth of the non-working-ages was the growth in the population aged 65 and over. (ABS website 2020).

With an ageing workforce, corporate knowledge management poses a significant risk to Council. The ageing Australian population will also impact on the structure of the demand for our Council's services. As the population ages, demand for health and aged care related services increases. These challenges can affect workforce capacity and the capabilities required by Council from staff.

To address this issue, it is important to continue to act on the mature aged workforce strategy and promote flexible work practices, mentoring opportunities, and options for succession planning.

### **Differing needs and expectations of a multi-generational workforce**

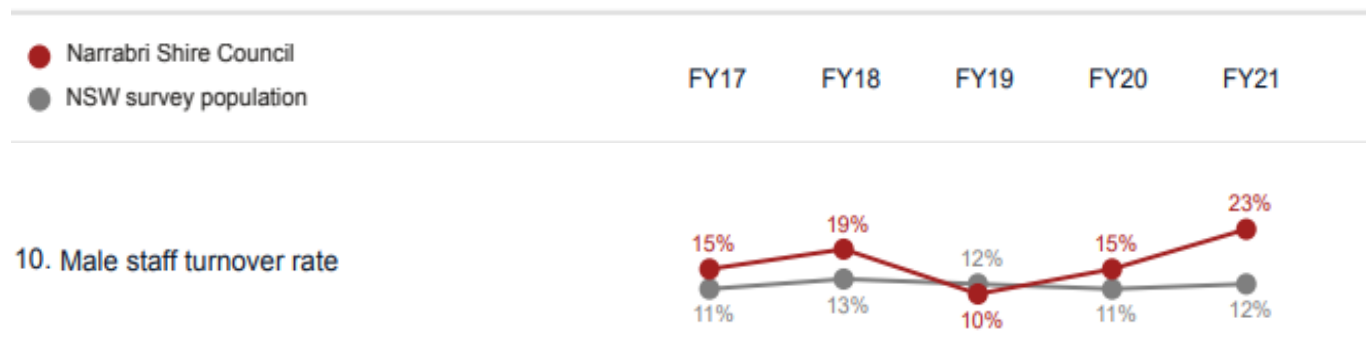
The characteristics of the workforce will look different across all age cohorts. For example, younger employees have different expectations of their jobs, careers, and employers. These varying attitudes and expectations towards work means that employers need to adopt a variety of workforce strategies to meet the various needs of workers.

### **Skills shortages and increasing competition for talent**

Skills shortages have been identified in several occupations required by local government, including engineering, town planning and environmental health. Generally, Council consistently experiences difficulties in recruiting for several skilled roles such as engineering, building certification, environmental and animal control. What is more concerning is that Narrabri Council is experiencing increasing competition for labourers, skilled trades people and truck drivers due to a growth in the resources industry over several years. This transition to other industries is

reflected in the male staff turnover rate in 2021 being 11% higher than the industry average and the significant drop in the number of employees within the 35-44 years age bracket as identified in the table provided in the age profile section above. Council is unable to compete with the salaries that are provided in the resource industries. This has resulted in the loss of skilled workers that are critical to maintain infrastructure services.

The male staff turnover rate over the last 5 years is provided in the following graph.



This trend of transitioning to alternative industries is expected to continue given that there are 12 state significant development projects proposed for Narrabri Shire which are likely to extend beyond the next 6 years.

To remedy future skills shortages Council needs to continue to actively pursue avenues for providing employment pathways for young people and invest in their development to fulfill and remain in the roles where shortages are occurring.

**Council also needs to consider introducing an innovative retention strategy such as:**









- Flexible work options including compressed working weeks.
- Maintaining opportunities for working from home arrangements.
- Wellness safety and health programs.
- Innovative recruitment and onboarding practices.
- Providing options for encouraging and supporting staff to participate in professional development and training.

**Other Influences**

In addition, technological changes, rising expectations of the community, changes in legislation and Local Government Reform all have potential impacts on our future workforce requirements.



# WORKFORCE MANAGEMENT PLAN DELIVERABLES

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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
<b>Strategy 1:</b>  <b>EEO and Diversity Management</b>					1.1 Finalise and embed EEO Management Plan  1.2 Introduce Biannual EEO management training  1.3 Conduct and EEO survey with all staff to identify representation of target groups  1.4 Develop and implement an Aboriginal Employment Strategy to attract new employees with an indigenous background.  1.5 Implement Actions within the Disability Inclusion Action Plan (DIAP) applicable to Council's workforce  1.6 Implement actions outlined in Council's reconciliation action plan	By 2026:  EEO plan was fully embedded by 2023.  Number of employees with an indigenous background is maintained or increased.  100% of the actions identified in the EEO, DIAP and RAP Plans have been completed.	Human Resources  Partners:  Council Executive, Managers & Supervisors	Excellent



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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					(RAP) applicable to Council's workforce			
<b>Strategy 2:</b> <b>Ageing Workforce</b>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<p>2.1 Policies and governance to support flexible work, phased retirement, and succession planning.</p> <p>2.2 Continue to implement actions identified in the Mature Aged Workforce Strategy.</p> <p>2.3 Safety and wellness programs are targeted at all age demographics and include financial and retirement advice.</p> <p>2.4 Council develops a knowledge retention strategy.</p>	<p>By 2026:</p> <p>100% of policies and governance frameworks to support the ageing workforce are in place.</p> <p>100% implementation of a comprehensive knowledge retention strategy.</p>	<p>Human Resources</p> <p>Partners:</p> <p>Council Executive, Managers &amp; Supervisors</p>	Excellent
<b>Strategy 3:</b> <b>Youth employment programs</b>					<p>3.1 Continue to expand on the employment of cadets, trainees, and apprentices to target future critical shortages.</p>	<p>By 2026</p> <p>80% transition rate of if cadets, trainees, and apprentices to permanent employment after</p>	<p>Human Resources</p> <p>Partners:</p>	Fair



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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					3.2 Develop a pathway program for cadets, trainees, and apprentices to transition to permanent positions to retain the skills have been attained.	completion of their training program.	Council Executive, Managers & Supervisors	
<b>Strategy 4: Attraction and Retention</b>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<p>4.1 Develop a recruitment strategy and associated policies to address the key findings of the Workforce Planning Audit, encourage quality applicants and maintain equitable practices.</p> <p>4.2 Explore additional benefits to attract and retain employees, such as:</p> <ul style="list-style-type: none"> <li>• Expanding on salary sacrificing options</li> <li>• Expanding on wellness initiatives</li> <li>• Developing a rewards and recognition framework including</li> </ul>	<p>By 2026</p> <p>Recruitment strategy is developed and implemented</p> <p>Number of potential candidates for positions has increased by 30%.</p> <p>Additional benefits have been reviewed and a recognition and reward framework has been implemented.</p> <p>30% increase in the level of participation in the Pulse survey.</p>	Human Resources	Good



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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					<p>options for non-monetary benefits.</p> <p>4.3 Continue to conduct intermittent Pulse employee engagement surveys to encourage staff feedback.</p> <p>4.4 Review the onboarding process to ensure the best possible start to employees and introduce regular informal follow ups in the first 12 months as part of the onboarding process.</p> <p>4.5 Review opportunities for the introduction of flexible work practices such as compressed working weeks, working from home options and part time employment</p> <p>4.6 Develop processes to maximise participation in exit interviews.</p>	70% of staff exiting the organization participate in an exit interview process.		



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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
<b>Strategy 6:</b>  <b>Develop our employees</b>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<p>6.1 Develop a formal learning and development framework and associated policies.</p> <p>6.2 Provide leadership development training incorporating:</p> <ul style="list-style-type: none"> <li>• Cross divisional cooperation</li> <li>• Effective performance management and appraisal practices.</li> <li>• Effective measures to link performance plans and training to the delivery of Council's plans.</li> </ul> <p>6.3 Provide opportunities for staff to be seconded to other positions or act in a higher capacity.</p>	<p>By 2026:</p> <p>100% implementation of the formal learning and development framework.</p> <p>Leadership development training program has been introduced.</p>	<p>Human Resources</p> <p>Partners:</p> <p>Managers &amp; Supervisors</p>	Good



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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					<p>6.4 Provide opportunities for professional and skill development</p> <p>6.5 Review opportunities to introduce a succession planning program.</p> <p>6.4 Provide training in use of technology to maximise productivity.</p> <p>6.5 Review opportunities to partner with other Councils/organisations to provide training or work placements.</p>			
<b>Strategy 7: Maintaining Human Capacity</b>					<p>7.1 Conduct biennial staff satisfaction surveys.</p> <p>7.2 Implement diversity and inclusion initiatives (including a working group).</p> <p>7.3 Continue to promote Council's Employee Assistance Program (EAP).</p>	<p>By 2026</p> <p>90% of workforce are actively engaged.</p> <p>80% staff satisfaction rate with workplace culture.</p> <p>Working groups targeted at improving participation</p>	Human Resources	Excellent



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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					<p>7.4 Investigate and implement initiatives to promote Council's Corporate Values within the organisation.</p> <p>7.5 Increase understanding of staff's leave entitlements (including access to Health and Wellbeing Leave).</p>	<p>have been implemented and meet quarterly.</p> <p>Council continues to maintain an EAP service that is free for staff to access.</p>		
<p><b>Strategy 8:</b></p> <p><b>Manage risks</b></p>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<p>8.1 Implement all actions identified in the Work Health and Safety Audit.</p> <p>8.2 Implement all actions associated with the identification of roles matrix and the review of the Workforce Management Risk Register as identified in the Environmental Management Systems Audit.</p> <p>8.3 Review processes for undertaking incident investigations and reporting WHS matters</p>	<p>By 2026:</p> <p>100% of actions identified in the WHS Audit completed.</p> <p>100% of actions associated with workforce management identified in the Environmental Management System Audit completed.</p> <p>Register of suitable duties is developed by June 2023</p> <p>100% of WHS incidents are investigated and reported.</p>	<p>Manager Governance and Risk</p>	<p>Good</p>



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STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					<p>8.4 Develop a comprehensive register of suitable duties to strengthen communication and collaboration with treating medical practitioners.</p> <p>8.5 Develop an injury management protocol</p>	Injury management protocol is in place.		
<p><b>Strategy 9:</b></p> <p><b>Monitoring and evaluation</b></p>					<p>9.1 Review HR and Payroll modules to ensure capture of information on employee demographics.</p> <p>9.2 Develop a suite of reports to inform management on progress regarding Workforce Management Strategy, diversity, and the identification of future skills gaps.</p> <p>9.3 Provide quarterly reports to on trends identified in exit interviews.</p> <p>9.4 Report on achievement of the deliverables in the WMP annually.</p>	<p>By 2026: Review of HR and Payroll modules undertaken by 2023.</p> <p>Regular reports are provided within timeframes.</p>	Manager Human Resources	Excellent





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