

# Workforce Management Strategy 2020-2024



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## VISION, GOALS AND VALUES

#### **MOTTO**

Council's motto is:

"Promoting our future through diversity"

#### **VISION**

Council's vision reflects what we are trying to achieve:

"Carrathool Shire Council's VISION is to have a connected and thriving community enjoying active and fulfilling lives while protecting and appreciating our environment and unique way of life."

The vision is the long term planning focus of Council.

#### **MISSION**

Council's mission reflects what we will do to achieve the vision:

"Council's MISSION is to provide the community of Carrathool Shire with cost effective works, services and planning."

Council's mission is its medium term planning focus.

#### **VALUES**

We value:

- > Honest, open, objective and accountable decision making,
- > Our diverse communities,
- Responsiveness to community needs,
- Open, fair and practical business relationships,
- > Cost effective and commercially competitive service delivery, and
- > Continuous improvement and best value in everything we do.

## **EXECUTIVE SUMMARY**

The Workforce Management Strategy is a pro-active 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.

Councils operate within challenging environments that demand greater flexibility, responsiveness and performance improvements to meet agile labour markets, skills shortages and an ageing workforce.

Workforce planning is all about planning for the future needs of our workforce in accordance with the service delivery expectations of our community. Workforce planning also assists Council to develop solutions to issues such as skills shortages, ageing workforce, succession planning and managing work/life balance as well as equity and diversity issues.

Carrathool Shire Council is a multi-faceted organisation, with a significant number of functions and operations. Accordingly, we require a diverse workforce that is capable of delivering positive outcomes for the organisation and to help us grow.

Council's staff are critical to its successful operation, providing a wide range of services to the community. Council recognises that a committed and engaged workforce results in improved organisational outcomes and better service provision to our community.

Carrathool Shire Council's Workforce Management Strategy provides a framework for aligning decisions about workforce planning with the outcomes, goals and aspirations set out in our Community Strategic Plan: Towards 2032 – our vision, our plan.

The local government sector is one of the largest service-based industries in NSW, employing more than 55,000 people. As with all service-based industries, the local government sector is under increasing pressure to improve both service delivery and the quality of the service provided.

To meet the challenge and capitalise on opportunities, Council must have the right people, with the right skills, doing the right jobs, at the right time. This is a complicated task considering the varied nature of Council's operations, functions and services.

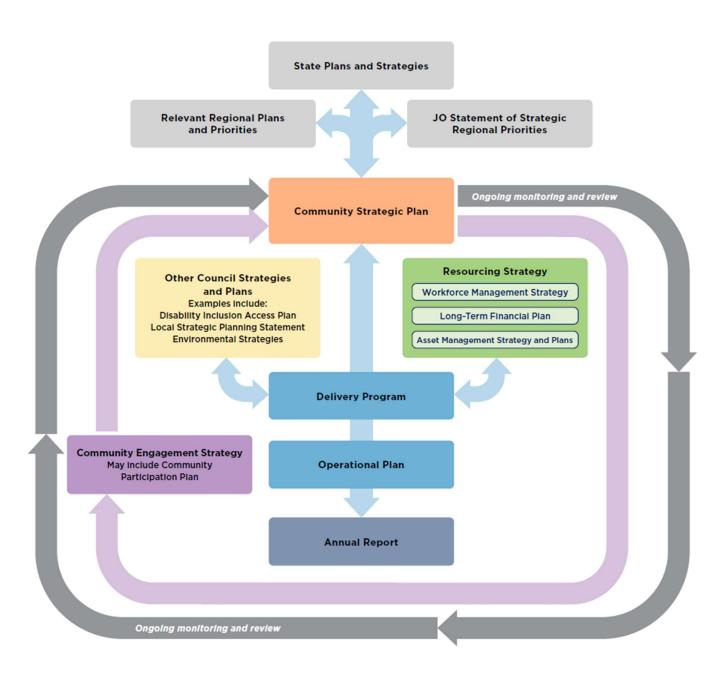
This Workforce Management Strategy aims to support Council in attracting, developing retaining and leading a workforce that is committed to delivering high-quality services to our community.

In developing this strategy, a range of publications and strategies prepared by both Federal and State governments have been considered. Current trends, both from within our organisation, as well as broader regional and national trends have been studied. This has enabled us to analyse our current workforce demographics, identify future resourcing challenges and forecast future needs.



## **CONTEXT**

Our Workforce Management Strategy is part of the Integrated Planning and Reporting (IP&R) framework that all local councils must use to plan for their local areas, based on the expectations of their local community.



## **PURPOSE**

Councils operate within challenging environments that demand greater flexibility, responsiveness and performance improvements to meet agile labour markets, skills shortages and an ageing workforce. With a well-written and thorough Workforce Management Strategy, councils are in a stronger and more stable position to plan for and address future workforce needs. In summary, workforce planning should be:

- > an on-going activity
- a process, not just a set of actions
- ➤ able to support workforce planning with a clearly identified purpose that is linked to organisational objectives and informed by the Delivery Program and Operational Plan
- applicable to the current workforce while also anticipating future needs and capabilities

Successful workforce planning is an active process that must be continually monitored, and adjusted when required, to promptly address new workforce or organisational issues:

Monitoring and evaluating should comprise:

- establishing a regular monitoring and evaluation process
- outlining a timeframe for monitoring
- measures of success and performance indicators
- > feedback from stakeholders during the monitoring and evaluation process
- identifying opportunities for shared learning

Council's process is informed by the Office of Local Government guidance and is outlined in six stages as detailed:



- **1. SCOPE** the Workforce Management Strategy- This plan addresses workforce needs for a period of four years.
- **2. ANALYSE** the current workforce Analysing the current workforce to determine the difference between what we have now and what we need in the future.
- **3. FORECAST** the workforce needs This step involves thinking about the types of skills, positions and other resources the organisation will require over the next four years. It involves looking at internal organisational needs as well as the needs identified in the CSP.
- **4. IDENTIFY** workforce gaps against future needs Developing strategies involves asking such questions as how we are going to manage the gap between what we have now and what we need in the future and identifying the actions we will undertake.
- **5. IMPLEMENT** actions to address shortages, surpluses or skills mismatches Actions are put into place, responsibility for the action is assigned, timeframes are set, and budget implications highlighted.
- **6. MONITOR AND EVALUATE** the final stage involves monitoring and evaluating the workforce management strategy to measure success and identify areas for improvement.

## **ALIGNMENT WITH STATE & REGIONAL GOALS**

Based on our community vision, this Strategy aligns and works with strategies, plans and policies developed by other levels of government.

Carrathool Shire Council plays a key role in shaping and delivering initiatives for the shared State and regional vision for Carrathool Shire.

Council's Delivery Program activities contribute towards these initiatives as well as continuing to advocate for strong local outcomes for Carrathool Shire within this regional context





## **ABOUT CARRATHOOL SHIRE**

Located in the Riverina region of New South Wales, Carrathool Shire is about 570 kilometres North of Melbourne and 680 kilometres West of Sydney and covers an area of almost 19,000 square kilometres. Named after an aboriginal word meaning "native companion", Carrathool Shire was home to the Wiradjuri people for more than 40,000 years.

Explorer John Oxley was selected to lead an expedition to map the course of the Lachlan River in 1817. John Oxley's expedition passed near what is now Rankins Springs, followed the Lachlan Range north to near Lake Brewster, and then continued west to pass just to the north of what is now Hillston, before heading down river. Oxley reached the conclusion that the area was a marsh, barren, and uninhabitable. Less than 30 years later, pioneers had begun to settle on the land Oxley had passed through.

Carrathool Shire is a predominantly rural area, made up of the town of Hillston and the surrounding villages of Goolgowi, Merriwagga, Rankins Springs, and Carrathool.

The Shire encompasses a total land area of about 19,000 square kilometres and has a population of approximately 2,719 people. The fertile soil, access to irrigation schemes and gentle topography creates opportunity for continued growth of the shires agri-business and supporting services. The land is used largely for agriculture and horticulture, particularly sheep and cattle grazing, poultry farming, and cotton and rice growing. Citrus and other fruits, nut, olives, and vegetables also contribute strongly to the local economy.

Carrathool Shire Council's topography and climate are also favourable for alternate sources of energy production. Solar farms are increasing in prevalence throughout western NSW.

Carrathool Shire Council's vision is to have a connected and thriving community enjoying active and fulfilling lives while protecting and appreciating our environment and unique way of life.

Council's mission is to provide the community of Carrathool Shire with cost effective works, services, and planning, fundamental to the progression of quality of life.

## WHO WE ARE

average age

38

working age population

64%

one parent families

6%

couples with children

35%

average children in family

1.9



businesses operating within the shire

431



speak a language other than English

**5%** 



households renting

34%



households with a mortgage

19%



home internet access

71%



born overseas 10%

hold a vocational qualification

25%

hold bachelor degree or higher

10%

estimated population 2021

2,750

estimated population 2031

2,650

estimated population 2041

2,500

estimated population change

-9.1%

### carrathool shire in 2031:

residents aged under 25

-29%

residents aged 25 - 39

-27%

residents aged 40 - 64

-5%

residents aged 65+

+55%

## **OUR ROLE**

Council plays an important role in delivering for local communities through the provision of community services, programs and infrastructure that impact on the health and well-being of residents, support local economic growth and support care and management of the local environment. Importantly, Council is the local community's advocate in local and regional discussions with other tiers of government and service and infrastructure providers.

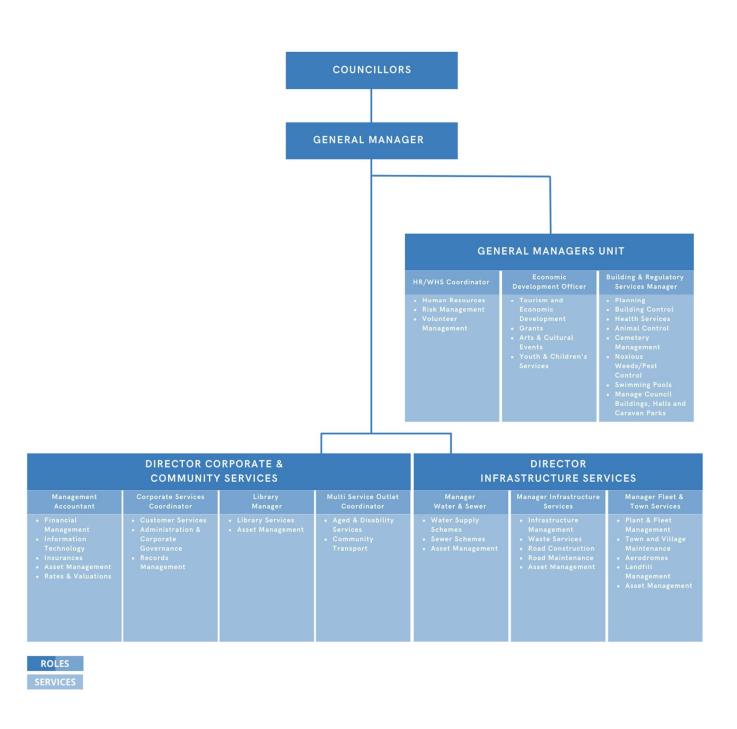
## **OUR VISION**





## ORGANISATION STRUCTURE

Council's organisation structure was last reviewed in October 2022. Overall the current structure is mostly achieving the objectives of Council in regard to service delivery to the community and compliance with governance and regulation that is continually imposed on Council in its day to day activities. The purpose of this review was to implement a structure designed to meet Council's core strategies, to redefine areas of responsibility, to better align areas of workplace synergy and to improve business efficiency through clearer definition of responsibilities.



# **WORKFORCE PROFILE**

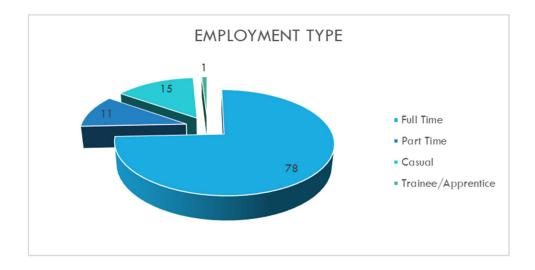
The overall staffing profile of the organisation is outlined below:

FTE*	FULL-TIME	PART-TIME	CASUAL	APPRENTICE/TRAINEE	TOTAL
90	78	11	15	1	105

<sup>\*</sup>Full Time Equivalent staff based on a 35 hour week

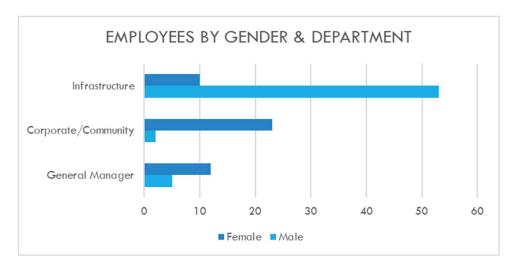
DEPARTMENT	FULL-TIME	PART- TIME	CASUAL	APPRENTICE/TRAINEE	TOTAL
General Manager	11	6			17
Corporate & Community Services	11	5	9		25
Infrastructure	56		6	1	63
TOTAL	78	11	15	1	105

Carrathool Shire Council has a workforce of approximately 90 Full Time Equivalent (FTE) staff. This currently equates to 105 people at 31 May 2022. Casual employees form a vital part of Council's workforce in times of greater demand. Their engagement is generally driven by specific programs and seasonal/holiday requirements. Employment type is represented by the below chart.



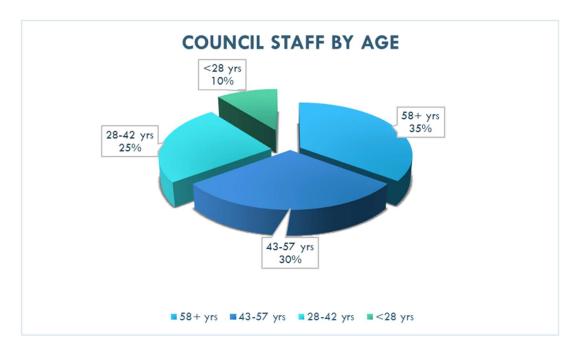
Anticipating and managing changing workforce demographics is a key aspect of our approach to ensure that we continue to have the right mix of skills and capability to deliver our Community Strategic Plan, Delivery Program and Operational Plan. The following analyses examine the make-up of our current workforce and help us to anticipate potential challenges that may arise into the future. It is intended to be a broad snapshot of the workforce rather than an exact representation.

Overall, Carrathool Shire Council's workforce is made up of 57% male employees and 43% female employees (at 31 May 2022). Within certain sections of the organisation, there is a specific gender bias. For example, the Infrastructure department has a high proportion of males, while in Corporate and Community Services, females are the predominant gender. These imbalances are primarily historically driven and associated with the functions performed in those areas. Of the staff employed on a part-time basis, 100% are female. The graph below displays employees by gender and department.

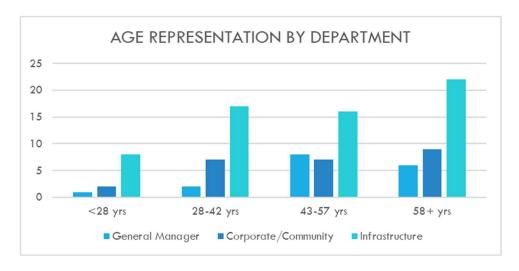


There are a number of statistics available that suggest Australia's population and labour force continues to age over time. In order to understand the potential impact for Council, and as a key input to the development of workforce management strategies, we have examined our current workforce by age group.

The median age for Council's workforce is 48 years and approximately 35 per cent are under the age of 43 years, suggestive of an ageing workforce. An equal rate of 35 per cent of current employees are aged 58 years and above and 59 per cent of these employees aged 58 years and above work within the Infrastructure department.



Employee age distribution by department is shown in the below chart.





## **IDENTIFIED CHALLENGES**

Combining a process of workforce analysis, and research, the following challenges have been identified as being crucial to maintaining a sustainable workforce that is agile and capable of delivering our Community Strategic Plan.

#### **CHANGING LABOUR MARKET**

The Australian economy has experienced almost three decades of uninterrupted growth combined with an ongoing structural shift away from employment in primary production and manufacturing towards a more service-based labour market.

This (along with other factors) has led to a steady shift towards higher skilled occupations. The share of employment in skill level 1 occupations (generally requiring a bachelors degree or higher qualification) has increased from 23 per cent of the workforce in 1988 to 32 per cent in 2018.

Over this time, shifting demographics, technological advancements and increased pressure from overseas-based competitors have shaped the composition of the labour market.

The increasing importance of tertiary education and skills development beyond secondary school is highlighted by the five year projections that show more than nine-in-ten new jobs are projected to require post-school qualifications.

Overall, the labour market weathered well the impacts of these big-picture forces and changes and entered the COVID-19 pandemic with a relatively low unemployment rate following a number of years of solid employment growth. Despite this, in June 2021, 27 per cent of businesses surveyed reported having difficulty finding suitable staff to fill jobs.

The future of work in Australia will provide many opportunities, but also challenges. Globalisation, technological progress and population change are having an impact on our society and labour markets.

#### AGEING POPULATION AND WORKFORCE

It comes as no surprise that Australia's population is ageing. According to research conducted by the Australian Bureau of Statistics, the median age of the Australian population in 2020 was 38 years of age, a significant increase from 35 years of age in the year 2000. The median age of Carrathool Shire residents is 38 years which mirrors the Australia-wide median.

With a median age of 48 years and 65 per cent of the workforce over the age of 42, an ageing workforce is a significant issue for the management and planning of Council's workforce. A number of challenges are raised in terms of maintaining and developing a skilled workforce resulting from this ageing population.

Across local government generally, the operational/outdoor workforce is older (55 per cent aged over 45 years) compared to the professional/administrative workforce (50 per cent aged over 45 years). As such, risks posed by an ageing workforce are expected to be felt acutely in the public infrastructure sections, with some estimates suggesting 40 per cent of workers are due to potentially retire in the next 15 years.

These challenges involve managing the inherent needs of an ageing workforce including knowledge management, skills transfer, valuing older workers, flexible work options for transition to retirement, whilst ensuring their health and safety is maintained, as well as ensuring we are equipped to replace older workers when they decide it is the right time to retire.

#### **GENERATIONAL CHANGE**

While local councils in NSW employ considerably less people under the age of 30 (13.8 per cent) when compared to the general industry average (25.2 per cent), as younger generations become a greater proportion of the workforce, employers will need to plan for changing expectations and attitudes to work and careers.

For example, according to research carried out by professional services firm Price Waterhouse Coopers, 60 per cent think 'few people will have stable, long-term employment in the future'. This is a very different mindset to that of older generations and likely that demands a refreshed approach to employee retention and turnover.

#### DIGITAL DISRUPTION, TECHNOLOGICAL CHANGE AND AUTOMATION

Emerging technologies such as the internet, of things, artificial intelligence, automation and robotics will affect the nature and type of jobs available in the future, and therefore the skills and capabilities required to perform both new and existing jobs.

Predictions vary, but the Organisation for Economic Co-operation and Development (OECD) estimates that in coming decades over 10 per cent of current jobs are at high risk of automation, while another 30+ per cent are likely to be affected by significant modifications. This aligns with research suggesting that over 59 per cent of the Australian workforce are worries about automation putting jobs at risk.

Non-routine, cognitive jobs, involving an emphasis on non-technical skills, are logically the most likely to be resilient in the face of automation, highlighting the importance of non-technical skills such as creative thinking, originality, initiative, analytical thinking, innovation and complex problem solving in Australia's future skills needs.

The two most enduring changes following the global pandemic are likely to be changes in the way we do our jobs, known as task change, and the acceleration of changes that were already underway, such as increasing activity online. This may be felt in a particularly prevalent way for Council's outdoor operational workforce where additional digital capability will be required into the future as these changes are not specific to roles that are currently associated with technology use.

#### CHANGING WORK PRACTICES

As more organisations shift to remote work operations, we will need to explore the critical competencies employees will need to collaborate digitally, and be prepared to adjust employee experience strategies.

Many organisations have already adopted a hybrid workforce that enables employees to work from the office, their home or an alternate third space (such as co-working space etc). In embracing these opportunities we must review performance management practices to guard against unconscious bias when considering the hybrid work arrangements. These hybrid arrangements may not, in the foreseeable future, be a feasible option for Carrathool Shire due primarily to connectivity issues. Council however must be mindful that in this changed environment, it will be competing against employers who are actively and increasingly embracing hybrid work arrangements.

Whilst changing working practices will likely continue to be most disruptive for indoor/office based roles, operational outdoor-based roles are not exempt from change. While working from home will not be an option for these roles, the workforce will need to be able to adjust to ensure survival as staff are unexpectedly moved or removed. Some examples of these adjustments are things like offset

working hours and the upskilling of staff to ensure they have the ability to work across multiple locations and work types as required.

#### STAFF DEVELOPMENT CHALLENGES

Sustained employee engagement is supported when employees believe that the organisation supports their personal and professional advancement. Opportunities to develop capability must be underpinned by meaningful career pathways to foster and maintain long term engagement.

Research suggests that 60 per cent of local government entities have unmet training needs. Training availability, budgetary constraints and time constraints were the most commonly cited factors hindering staff gaining soft skills and this is a challenge we will need to meet head on if our capability needs are to be met.

#### HEALTH AND WELLBEING

The pandemic has increased the trend of employers playing an expanded role in their employees financial, physical and mental wellbeing. For example, there is an ever-growing body of research suggesting that the mental health of the broader workforce has suffered due to the COVID-19 pandemic.

As such, it will be crucial for organisations to recognise this and prioritise mental health alongside physical health and wellbeing as we move into a post-pandemic world. Supporting this, current research suggests that 45 per cent of wellbeing budget increases are being allocated to mental and emotional wellbeing programs. Carrathool Shire Council offers an Employee Assistance Program and we have an implemented and promoted annual health and wellbeing day — CSC Connect.

#### ATTRACTION AND RETENTION

Employees more than ever expect satisfactory pay and benefits, but more than that they want to feel valued. Employees are looking for a renewed and revived sense of purpose in their work. We want social and interpersonal connections with colleagues and managers and to feel a sense of shared identity.

It is estimated that across Australia some 30 per cent of the current workforce are at least somewhat likely to seek new employment short term. Forecasts suggests that attrition levels generally are likely to increase as more people appear willing to resign from their roles without already having secured their next role.

That said, a primary reason that many employees elect to stay with their employer is that they like where they live which could prove beneficial to Council's situation. Caution must be taken however, because as more and more organisations are allowing remote work, more and more employees can change jobs without the need to relocate.



#### **GENERAL CAPABILITY NEEDS**

Throughout 2021, data suggest that 45 per cent of employers had difficulty in recruiting for their most recent vacancies. Despite overall statistics being largely in line with previous years, recruitment difficulty has become more common outside capital cities following the pandemic, with rest-of-state recruitment difficulty exceeding that for capital cities in 2020 (for the first time ever) and again in 2021.

One of the key triggers causing difficulty in recruitment relates to shortages of skilled labour. This combined with the reality that the range of skills required in the future are uncertain will mean that some companies will shift from trying to build skills for an uncertain future altogether and simply hire (and in doing so, pay a premium) when there is a genuine need for said skills.

Other companies will expand their use and reliance on outsourced/contract-based/external partnerships with other organisations to effectively rent employees for a short period of time to meet the specific skill needs they are facing at that time.

#### **PROFESSIONAL ROLES**

Employment in professional, scientific and technical roles is projected to increase by 131,100 (or 11 per cent) over the five years to November 2025, reflecting an ongoing demand for the services of qualified and highly educated workers throughout the economy as a whole.

#### **CONSTRUCTION ROLES**

The government's agenda of new infrastructure projects will require increased numbers of skilled construction workers. Of the 50 occupations identified as relevant to public infrastructure, 34 of these are rated as either likely or potentially in shortage.

Over the next three years, demand for labour is anticipated to reach unprecedented levels and these labour shortages are anticipated to be three times greater than in previous years, peaking at a likely shortfall of 93,000 workers during 2023, or 48 per cent higher than the projected supply of workers.

Efforts to grow the workforce are compromised by a range of cultural, geographical, diversity and education issues that constrain the sectors' ability to rapidly grow its workforce. Traditionally this increased demand has been met with migration, however, net migration cannot solve this problem alone. This has only been exacerbated in recent years thanks to COVID-related border closures, limitations of visa programs and poor utilisation of existing migrants.

#### TRADES ROLES

Skills shortages are particularly prevalent in trade related occupations with shortages evident in nearly all trade occupations as per data provided by the relevant industry bodies. For many of these occupations, the shortages are long-standing and have been evident for most of the last decade.

Notably, they are in occupations for which an apprenticeship is the main training pathway where low training wages for up to four years have been cited as one reason why young people are less attracted to the traditional apprenticeship model.

#### ENGINEERING, PLANNING, SURVEYING & PROJECT MANAGEMENT ROLES

A 2018 study conducted by the Australian Local Government Association found that 69 per cent of councils across Australia were experiencing skills shortages in engineers, planners, building surveyors, environmental health officers and project managers.

The key reasons behind the skills shortages were reported as being:

- the inability of councils to compete with the private sector on remuneration
- lack of suitable qualified/experienced candidates available locally
- high demand across the labour market for certain occupations and
- remoteness/location making it difficult for councils to attract and retain workers.

The country is nearing peak demand for engineers with shortages anticipated to peak during the next three years. The shortage of roles across this discipline will prove to be a major challenge for Carrathool Shire council given its ever-changing infrastructure needs.

#### **HUMAN RESOURCES ROLES**

The human resources area has a broad range of applications in facilitating and managing organisational change, and HR skills and qualifications are therefore demanded across the economy as a whole. As a result of this, the HR workforce is expected to see stronger growth than the Australian labour force more generally.

A recent Australian Human Resources Institute survey found that although almost 30 per cent of its members already hold a master's degree, over half of these HR professionals believe that they will need to pursue further education to prepare for future changes in the workplace environment.

HR professionals need to be able to apply concepts on organisational performance, governance and employment law within the workplace. In doing so, the skills required in successful HR professionals typically go beyond what may be taught in a formal classroom environment with interpersonal, communication and problem-solving skills often cited as being mission critical.

Research suggests that it can be challenging to develop these skills in a classroom environment and that other learning approaches such as work integrated learning are valuable in this context.

#### **ICT SKILLS**

The increased digitalisation of the economy will require more and more people to possess information and communication technology (ICT) skills to effectively contribute to organisations into the future. As such, computing is likely to continue being a key skill into the future, reflecting the job creation aspect of automation replacing labour in some jobs or tasks, as well as creating new tasks and demand for labour more generally.

As of today, many adults do not have the right skills for emerging jobs, largely thanks to a lack of basic ICT skills. This will be a particularly important element for Council to consider in terms of how technology is managed across the organisation, how integrations may differentiate across different areas of the organisation.

#### SOFT SKILLS & COGNITIVE CAPABILITIES

According to the National Skills Commission (NSC), the key skills that will be needed for jobs of the future are:

- care,
- computing skills,
- cognitive skills, and
- communication skills.

Beyond these key skills of the future the NSC goes on to highlight the importance of core competencies or 'employability skills', with high proficiency in core competencies correlating with a decrease in the likelihood of automation. Within that group of core competencies, high proficiency in oral communication and writing are the least likely to be automated, supporting the notion that communication is a core skill of the future.

Further, the most recent Local Government Workforce and Future Skills Report (2018) highlights that those local councils who participated in the Australian Local Government Association's survey indicated the need to improve their position in relation to soft skills, particularly:

- the ability to work productively, drive engagement and demonstrate presence as a member of a virtual team
- ability to understand concepts across multiple disciplines, and
- digital skills.

This notion around the importance of soft skills has only been further strengthened as we continue to work our way out of the COVID-19 pandemic. According to research conducted by Boston Consulting Group (BCG), employers rate 'collaboration' as the most important skill in a post-pandemic world and generally believe softer attributes, such as collaboration and empathy, will become more important post COVID-19 than traditional hard skills.



In embracing the challenges for the future, we aim to continue to sustain a high-performance organisation that delivers great outcomes, efficiently and effectively delivering on the commitments we have made to our community.

This Workforce Management Strategy sets out the critical people principles and practices that we believe will ensure we are able to maintain a sustainable, high performing, people-focused organisation. It is designed to integrate the various people practices we need to be successful, and prioritisation of the actions and initiatives included in the strategy ensure focus on key strategic initiatives.

We have taken a layered approach to this strategy based on six key pillars as shown below. Each pillar is defined by key objectives and 'our staff' principles which are in turn supported by a suite of practices, actions and initiatives that bring the strategy to life. We will continue to monitor progress and measure success through a dashboard of key performance indicators, adjusting and enhancing the strategy based on progress towards our objectives:

- Attracting Our Staff
- Developing Our Staff
- Rewarding Our Staff
- Supporting Our Staff
- Protecting Our Staff
- Leading Our Staff

	PILLAR	OUR GOAL	WHAT WE WILL DO
1	Attracting our Staff	Our workforce is diverse and our staff meet our current and future needs	<ul> <li>Improving our workforce planning to respond to current and future needs</li> <li>Promote Carrathool Shire Council as an employer of choice in the local government sector</li> </ul>
2	Developing our Staff	We develop the capability of our staff to deliver outstanding results for our community	<ul> <li>Implement a 'Grow Our Own' approach to develop and attract our staff</li> <li>Increase focus on attracting, identifying and developing high potential employees, providing them with tailored development opportunities</li> </ul>
3	Rewarding our Staff	We are committed to recognising and acknowledging individuals and teams in their exceptional contribution, performance and achievements in the workplace to enable a positive and engaged workforce	<ul> <li>Undertake regular reviews to recognise employees' capabilities and performance</li> <li>Adopt a contemporary approach to evaluating positions' salaries</li> <li>Apply attraction and retention incentives</li> </ul>
4	Supporting our Staff	Our staff are supported and engaged to deliver outstanding results for our community	<ul> <li>Measure and improve employee engagement</li> <li>Champion the introduction of a 'LEAN' framework to maximise service delivery while minimising waste</li> <li>Invest in contemporary systems to promote efficiency including supporting varied and flexible working arrangements</li> </ul>
5	Protecting our Staff	Our workplace is safe and our staff are trained and supported to deliver outstanding results for our community	<ul> <li>Develop an annual health and wellbeing program</li> <li>Train our leaders in injury management</li> <li>Provide independent support to staff through an Employee Assistance Program (EAP)</li> </ul>
6	Leading our Staff	We are committed to engaging our leaders and teams to embrace Council's corporate values	<ul> <li>Review Council's corporate values to ensure that they are relevant, contemporary and provide clarity for staff and the community</li> <li>Implement Council's corporate values throughout our operations including position descriptions and recruitment processes</li> </ul>

# 1. ATTRACTING OUR STAFF

	OUTPUTS TO ACHIEVE THIS OUTCOME	MEASURES	SCHEDULED DELIVERY	TARGET
1.1	Enhance workforce planning procedures & tools to guide decision making	Provision of workforce data to Executive	Ongoing	Quarterly
1.2	Promote the benefits of working at Carrathool Shire Council	Documentation promoted on Council's website and across recruitment marketing collateral	2023/24	Documentation created and promoted
1.3	Improve recruitment marketing & promotion	Create a recruitment strategy & guidelines	2023/24	Strategy & Guidelines developed
1.4	Review & improve recruitment actions to ensure values & behaviour-based recruitment	LGNSW Capability Framework implemented across position descriptions	2022/23	100% of all position descriptions reviewed & updated
1.5	Review & improve exit interview process to maximise feedback to improve systems & reduce turnover	Employees invited to participate in exit interviews	Ongoing	100%
1.6	Review & implement Council's Equal Employment opportunity Management Plan	Review & promote Council's Equal Employment Opportunity Management Plan	2023/24	Equal Employment Opportunity Management Plan reviewed & promoted
1.7	Provide a strong first impression of Carrathool Shire Council for new employees	Review Council's onboarding & orientation system	2023/24	System reviewed

# 2. DEVELOPING OUR STAFF

# OUTCOME: WE DEVELOP THE CAPABILITY OF OUR STAFF TO DELIVER OUTSTANDING RESULTS FOR OUR COMMUNITY

	OUTPUTS TO ACHIEVE THIS OUTCOME	MEASURES	SCHEDULED DELIVERY	TARGET
2.1	Develop & implement a 'Grow Our Own' program	Program developed	2023/24	Program implementation commenced
		Percentage of workforce in Grow our Own program	2024/25	5% of workforce
2.2	Ensure employees have the capabilities required to perform their roles	Deliver the annual training program	Each June	100% of available programs delivered
2.3	Potential successors are identified &	Succession Plan framework developed	2023/24	Framework developed
	encouraged to grow & develop & provided with tailored development opportunities	Potential successors are identified	2024/25	Framework implemented for potential successors

# 3. REWARDING OUR STAFF

# OUTCOME: OUR STAFF ARE REWARDED FOR THEIR ACHIEVEMENTS, SERVICE & COMMITMENT TO OUR VALUES

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	OUTPUTS TO ACHIEVE THIS OUTCOME	MEASURES	SCHEDULED DELIVERY	TARGET
3.1	Undertake regular reviews to recognise employees' capabilities & performance	Employee reviews completed	Ongoing	100% of employee reviews are completed
3.2	Apply attraction & retention incentives	Review existing documentation & processes	2024/25	Implement attraction & retention program
		Salary packaging opportunities provided	Ongoing	Provided where applicable
3.3	Recognise employees' sustained engagement & service through service milestones	Service awards provided	Ongoing	100% of employees reaching milestones are rewarded

# 4. SUPPORTING OUR STAFF

OUTCOME: OUR STAFF ARE SUPPORTED & ENGAGED TO DELIVER OUTSTANDING RESULTS FOR OUR COMMUNITY

сомм	COMMUNITY					
	OUTPUTS TO ACHIEVE THIS OUTCOME	MEASURES	SCHEDULED DELIVERY	TARGET		
4.1	Conduct annual employee engagement surveys	Conduct annual employee engagement surveys	2023/24	Survey delivered		
4.2	Ensure our organisation & operations are	Review monitor & refine Council's Business Continuity Plan (BCP)	2022/23	BCP reviewed		
	resilient & able to deal effectively with disruption	Conduct BCP exercises	Ongoing	One exercise conducted each year		
4.3	Support varied & flexible work	Develop & promote flexible work guidelines	2023/24	Flexible work guidelines developed & promoted		
	arrangements where possible	Develop & promote transition to retirement guidelines	2023/24	Transition to retirement guidelines developed & promoted		
4.4	Facilitate a culture of continuous improvement in	Undertake service reviews of core & non-core services	Ongoing	One service review completed each year		
	service delivery across our organisation	Develop & implement targeted training programs	Ongoing	Training program completed annually		
4.5	Improve productivity by enhancing efficiency & leveraging technology	Review key HR & Payroll software to ensure fit for future purposes	2024/25	Systems reviewed		

# 5. PROTECTING OUR STAFF

ООТСО		AFE & SUPPORTED TO DE	LIVER OUTSTANDING	RESULTS FOR OUR
	OUTPUTS TO ACHIEVE THIS OUTCOME	MEASURES	SCHEDULED DELIVERY	TARGET
5.1	Employee Health & Wellbeing – a fit & healthy workforce	Review & develop a fit for purpose annual health & wellbeing program	Ongoing	Annual health & wellbeing program delivered
5.2	Injury Management – injured employees are effectively returned to the workplace	Train & skill managers on injury management role & processes	Ongoing	Training delivered to all managers
5.3	Provide independent support to employees via an Employee Assistance Program (EAP)	EAP service available to all employees	Ongoing	EAP service provided

# 6. LEADING OUR STAFF

OUTCO	COME: OUR STAFF ARE ENGAGED 7 EMBRACE COUNCIL'S CORPORATE VALUES					
	OUTPUTS TO ACHIEVE THIS OUTCOME	MEASURES	SCHEDULED DELIVERY	TARGET		
6.1	Facilitate organisational success by creating accountability & responsibility among the members of our organisation by providing clear values to meet our corporate	Review Council's corporate values	2023/24	Values reviewed & implemented		
		Implement corporate values across position descriptions	2023/24	50% of all position descriptions reviewed & updated		
			2024/25	100% of all position descriptions reviewed & updated		
	& community vision	Implement corporate values into recruitment processes	2024/25	Values incorporated into recruitment advertising & selection criteria		

## MONITORING AND EVALUATION

Monitoring and evaluation are important aspects of the workforce planning process that allows Council to analyse the effectiveness of objectives and strategies, and where required make changes to improve ongoing success.

It is anticipated that over time the workforce will present new or different challenges for the organisation. An internal review of this Workforce Management Strategy will therefore be undertaken annually with associated actions to be managed within Council's Delivery Program and annual Operational Plan.

This review process will consider whether the key themes and strategies remain current or if new issues or actions need to be added throughout the four year period of operation.

