



BLAND SHIRE COUNCIL  
*west wyalong*



## RESOURCING STRATEGY

# Workforce Assessment Plan & Strategy 2013-2017

# DRAFT

## BLAND SHIRE COUNCIL



## YOUR VISION OUR FUTURE

- Our people
- Our places
- Our infrastructure
- Our leadership
- Our prosperity





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## *Foreword*

We are pleased to once again present the Bland Shire Workforce Assessment Plan and Strategy 2013/14 – 2016/17. This is the second Workforce Assessment Plan prepared by the Council in accordance with the State Government's Integrated Planning and Reporting Framework requirements.

The plan derives its inspiration from and supports our vision, mission and values. It has taken into account our corporate and business objectives and community benefits as well as incorporating 'succession planning' details.

While HR has played a significant role in developing the plan and will continue to play an important technical role in monitoring, all levels of management have contributed to the plan.

Consultation has been an important factor in the preparation of this plan.

A commitment across all levels of management and the support of our staff are essential for success of this plan. This plan should be a living document to guide our decision making in future.

While it is an important document, guiding us during the next four years, we will be reviewing it on a regular basis to ensure that it adapts to the changing environment and to any feedback we may receive from staff and the community.



**Ray Smith  
General Manager**





# 1. Introduction

This new planning and reporting framework for local government replaces the former Management Plan and Social Plan with an integrated framework. It also includes a requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.

The Workforce Assessment Plan and Strategy draws various plans together, takes into account how they interact and attempts to get the maximum leverage by planning holistically for the future.

The primary focus of the Plan is to ensure that Council achieves its vision and goals through its most valuable resource, our people. Through their knowledge, skills, motivation and ongoing development, Council will be able to meet the goals and challenges that it will face over the period of the plan and beyond.

The plan highlights Council's priorities for the coming four years. It addresses these priorities and other issues that we foresee as affecting Council in the longer term to deliver its services.



## 2. Profile of our Shire

The Local Government Area of Bland is located on the northern fringes of the Riverina, New South Wales.

A vibrant and progressive community, the Shire covers an area of 8557.7 square kilometres and supports a population of 6018 residents (ABS, Estimated Resident Population, July 2012) (Cat No: 3218.0). The Shire offers a safe and family friendly country lifestyle.

The Shire's major centre of West Wyalong is located on the junction of the Newell and Mid Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra – providing an authentic rural lifestyle with the conveniences of the city well within reach.

Communities located within the Bland Shire include Barmedman, Tallimba, Ungarie, Weethalle, Wyalong, Kikoira, Naradhan and Mirrool.

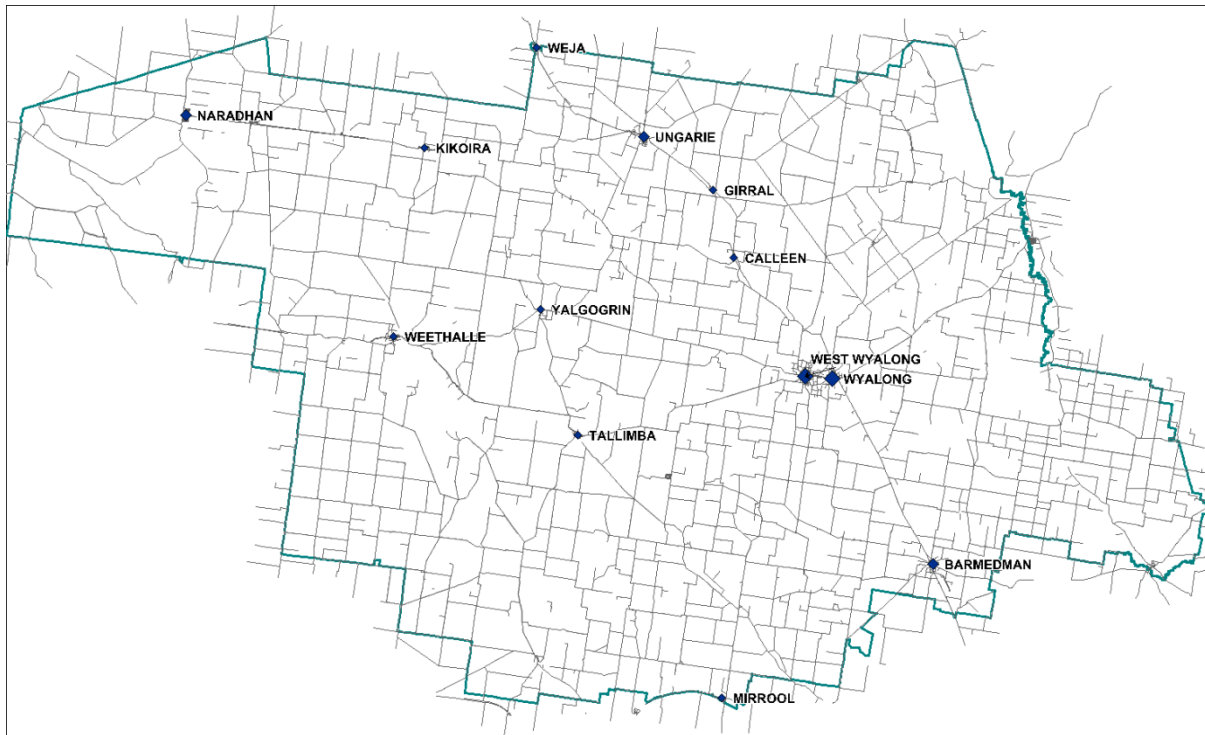
The Bland Shire offers outstanding Council owned parks and gardens, sporting and community facilities, terrific schools, key medical and business facilities and boasts a fierce and unique community spirit.

The community is proud of its facilities and services but Council and the community believe the Shire's greatest asset is its people.

The Bland Shire has a rich history and a vibrant future. Today the Shire is a blossoming rural economy built around sheep, cattle, wheat and other crop varieties while in more recent times the Shire has also experienced significant developments away from agriculture. Barrick Gold operates a gold mine at Lake Cowal while Pace Farm has the biggest egg producing facility in the southern hemisphere.

### Bland LGA Demographic Snapshot

<b>Population:</b>	6018
<b>Median Age:</b>	41 years
<b>Median Household Income:</b>	\$879 (weekly)
<b>Median Housing Loan Repayment:</b>	\$1070 (monthly)
<b>Median Rent:</b>	\$130 (weekly)
<b>Average Household Size:</b>	2.5 persons
<b>Number of Volunteers:</b>	4581



**Population Overview - Bland Local Government Area (LGA)**

On Census night in 2011, there were 5865 residents counted within the Bland LGA. Of these, 2945 (50.2%) were female and 2918 (49.8%) were male.

The residential population in the LGA had decreased by 237 (or 3.9%) since the 2006 Census. The 2011 Census data in Table 1 indicates that 21.9% of the population who usually reside in the LGA were children aged between 0-14 years, 32.1% of the population were persons aged 55 years and over and the median age of persons in the LGA was 41 years, compared with 37 years for persons in Australia.

Table 1

*Age Group Distribution - Bland LGA (2006 Census)*

Age	Number	%age of total persons	Australia	%age of total persons
0-4 years	460	6.8%	1421,050	6.6%
5-14 years	826	15.5%	2,722,975	12.7%
15-24 years	591	10.6%	2,866,471	13.3%
25-54 years	2,102	37.7%	8,981,574	41.8%
55-64 years	761	11.9%	2,503,360	11.6%
65 years and over	1,124	17.6%	3,012,289	14.0%
Median age of persons	401	-	37	-

Source: ABS Website

During the ten year period (2001 – 2011) there has been a decline in the age groups comprising 0-49 years.

The 0-14 year age group has decreased by 13.9%. The population of this age group has decreased by a total of 207 persons (1493 persons in 2001 to 1286 persons in 2011). The 15-24 years age group has declined, from 670 persons in 2001 to 591 persons in 2011 (a decrease of 13%).

There was a decrease of 16% in the population of persons aged 25-54 years. In 2001 the population was 2503 which decreased to 2102 in 2011. There was a distinct increase in the population of persons aged 55-64.

There was also an increase in the age groups 75 years and above.

The age structure for the period 2001-2011 broadly indicates an increasing ageing population and a decreasing youth population for the Bland Shire.

During the ten year period from 2001 to 2011, the number of couples with children decreased from 789 to 653 (a decrease of 17.2%). The decline of couples with children, for the period 2001-2011 broadly indicates an ageing population, possibly couples with children moving from Bland Shire and a decreasing population.

However, population projections for the period 2006 to 2031 indicate an increase in the Bland Shire's population to 6741 by 2031.

The "Riverina Cities forecast.id Population and Housing forecasts" indicate that

Median age of a person living in the Bland LGA will increase..

People aged over 65 will increase by 70 (6.5%) and represent 17.9% of the population by 2021 while the largest proportional increase (relative to its population size) by 2021 will be 85 and over year olds, who are forecast to increase by 35.7% to 152 persons.. The most populous forecast age group in 2021 will be 0-4 year olds with 506 persons. A decrease in population is forecast in the 15-24 years age bracket.

There will be a steady increase in the population for each five year period between 2011 and 2031.

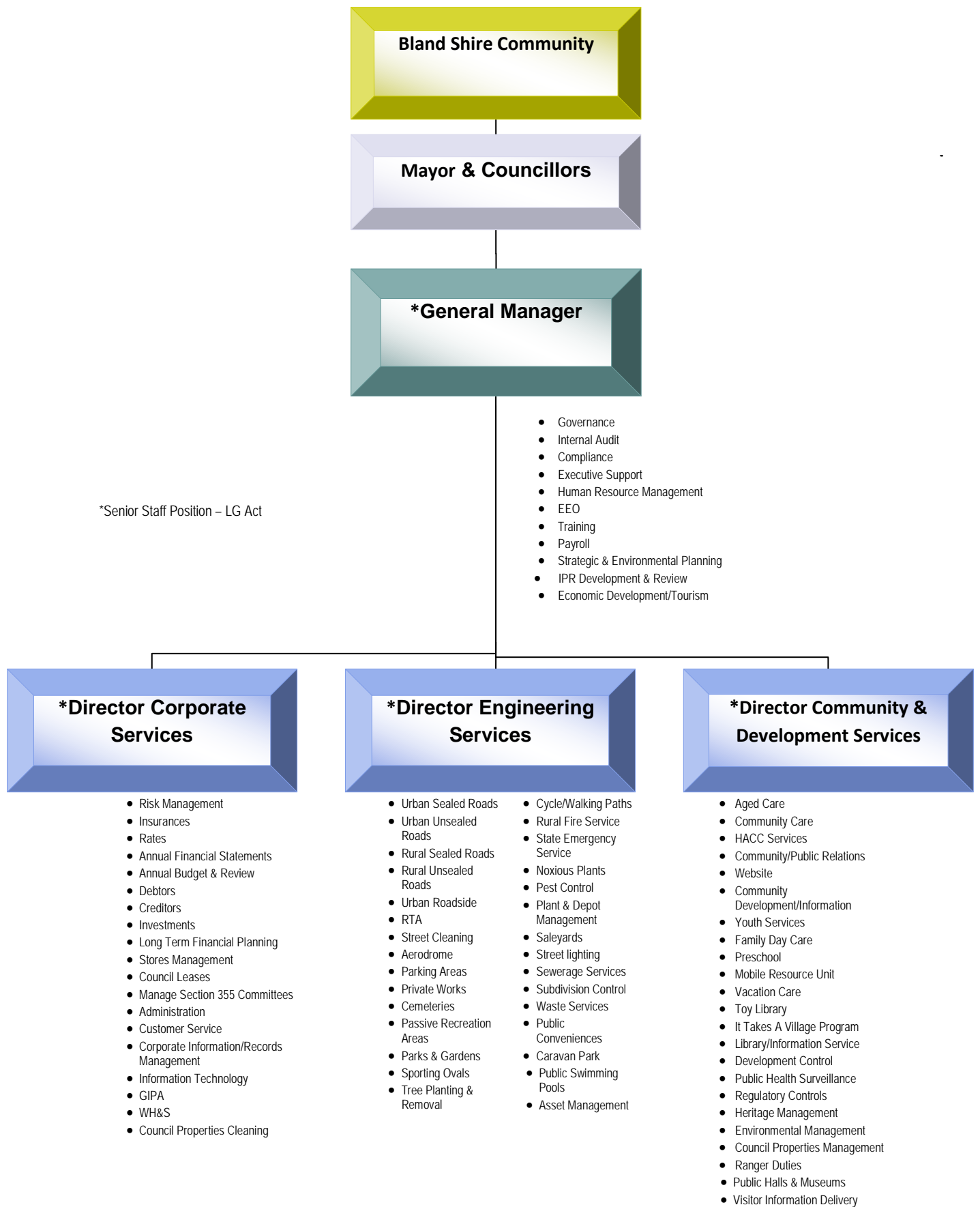


The likely implications for the LGA of an ageing population, a decreasing younger population and the possibility of a decreasing total population include:

- i. Reduction in workforce participation.
- ii. Loss of skills in the community.
- iii. Decline in productivity growth with the contraction of the labour supply.
- iv. Increase in life expectancy.
- v. Reduction in fertility rate.
- vi. Increase in the need for Seniors Housing.
- vii. Decrease in the size of dwellings.
- viii. Reduction in government services and expenditure.
- ix. Decline in rates and taxation revenue.
- x. Redistribution of government expenditure and revenue.
- xi. Increase in cost of medical services.
- xii. Increased need for provision of long term care and housing arrangements.
- xiii. Increased rates of disability.
- xiv. Increased need for medical, allied health and aged services.
- xv. Increased need for medical and health care workers.
- xvi. Change in the type of required retail and commercial services.







An independent consultant has been engaged to undertake an organisational review in May/June 2013



The Integrated Planning and Reporting Framework sets the strategic direction for the provision of infrastructure and services throughout the Shire. Bland Shire Council provides and maintains millions of dollars worth of assets, from the essential infrastructure of roads, paths, kerb & gutter, wastewater and waste management, to the parks, playgrounds, community buildings and amenities that enhance the quality of life for our residents and visitors.



*Council's road network comprises:*

- 671km of sealed roads
- 147km of Regional sealed roads
- 2,370km of unsealed roads
- 34km of footpaths and shared pathways
- 190km of kerbs and gutters
- 9 bridges
- 47 pedestrian bridges
- 2 carparks
- 1,083 culverts

Materials for the construction and maintenance of these road and infrastructure assets are provided by 99 privately owned gravel pits and 3 Council owned pits located on road reserves, while its equipment is stored at 2 Council depots.

*Council also provides many facilities to help create a strong, cohesive and creative community*



There are a total of 143 buildings and structures including:

- Library / Visitor Information Centre / Administration offices
- Childrens Services Unit
- Community Care Centre
- Public Halls
- Museums
- Men's Shed
- Buildings under Crown Trust reserves and Council Section 355 Committees

*To encourage the community to get active and enjoy our enviable climate*



Council provides:

- 17 parks and recreational spaces
- 15 playgrounds
- 7 sporting precincts including 9 ovals
- Wetlands
- 2 swimming complexes
- Outdoor fitness circuit

*In addition, Council operates and maintains:*



- 17 public toilets / amenities blocks
- 5 cemeteries
- 3 sewerage treatment plants
- Livestock saleyards
- Aerodrome
- 8 landfills
- Animal Pound





## 4. *Developing the Plan*

The primary focus of the Plan is to ensure that Council achieves its vision and goals through its most valuable resource, our people.

The Community Strategic Plan, Delivery Program and Operational Plan were developed balancing the wants and needs of the community with Council's limited resources. Once the draft long term, medium and short term priorities were established by Council using the feedback from the community, the Workforce Assessment Plan & Strategy, Long Term Financial Plan and Asset Management Plan were developed to allow Council to meet those objectives.



Data collated from the following has been used to inform our Workforce Assessment Plan & Strategy and assisted in the development of our Workforce Assessment Action Plan:

- An analysis of the current workforce and the external environment
- A review of reports and workforce related documents including:
  - Your Vision, Our Future – Bland Shire Community Strategic Plan 2012-2022
  - Delivery Program 2012-2016
  - 2011 EEO & Employee Engagement Survey results
  - EEO Management Plan 2012-2014
  - 2013 Succession Planning Report
  - Consultation with senior management
  - Australian Bureau of Statistics Census data
  - Local Government Workplace Development Blueprint 2009
  - Government Skills Australia (GSA) Environmental Scan 2011

The principle activities of Council that will assist in the achievement of our vision and goals are outlined in the Delivery Program. The reality is that due to the because of constraints arising from of the demographics of the shire and the trends in it, we are going to be challenged. Some of the constraints are:

1. Increasing ageing population and a decreasing younger population for the Shire means that we will continue to employ people from outside the region. This could mean higher recruiting and staffing costs and greater flexibility in the way we carry out our work. We will also need to develop innovative ways to retain the existing staff to minimise costs arising out of employee turnover.

2. Demands for adequate medical and transport facilities in addition to appropriate housing for the aged will increase, placing additional demands on our budget.
3. We will need to introduce innovative ways to reduce the movement of couples with children away from the shire. This could mean additional investment in infrastructure and recreation facilities.

As budgets and resources are scarce, we will need to “do more with less.” We will need to constantly look for new ways of working, focusing on opportunities for low-cost innovation, to be resource smart or to seek funding.

As opportunities arise Directors are reviewing their structure to ensure better delivery of services through realignment of positions, skills training, succession planning and evaluating if casual work can be efficiently carried out by outsourcing it.

### Staff Turnover

During 2011 Council resolved to place the management of the Holland Park and Ungarie swimming pools under contract. This resulted in 18 part-time and casual positions being removed from Council’s overall staff numbers.

Also during 2011 Council resolved to transfer Waratah Village to the RFBI resulting in a further 57 full-time, part-time and casual positions being removed from Council’s overall staff numbers.

In terms of actual staff turnover by way of resignation there has been a significant downturn in the loss of staff from the 2011-2012 financial period (25) compared to the 2012-2013 period (10).

The “Local Government Workplace Development Blueprint 2009” from LG Workforce Development Steering Committee 2009, part of Australian Centre of Excellence for LG (ACELG) states that:

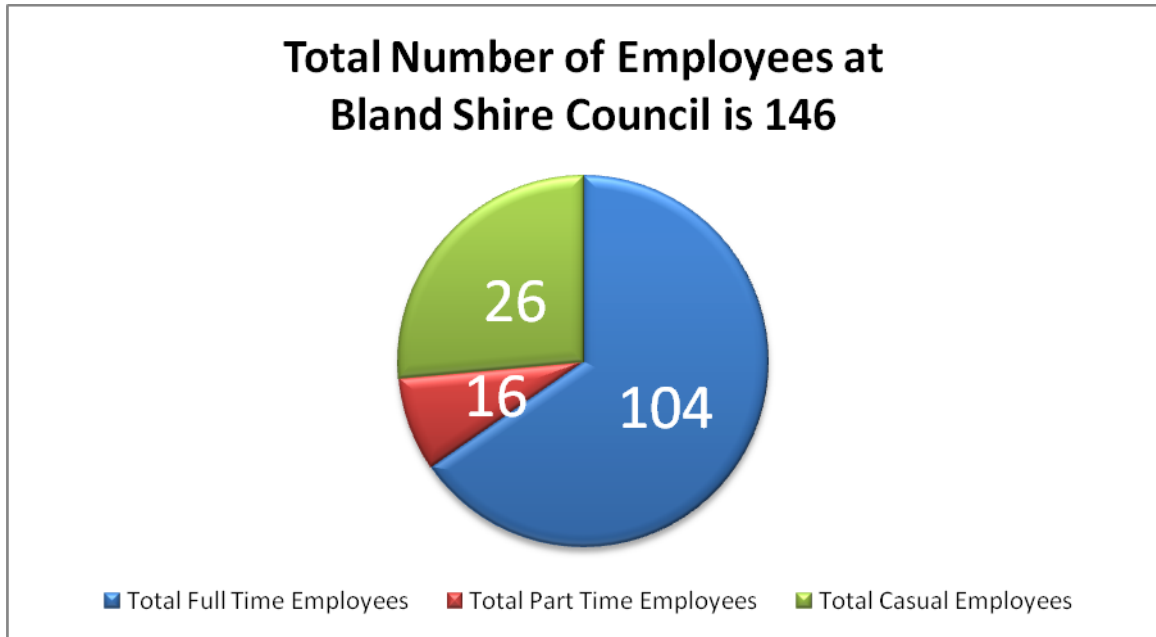
“...the sector will need to look at how it structures jobs and the workplace. Through smart redesign of job functions and the adoption of progressive employment practices, local government can develop more “demand side solutions to skills shortages to overcome predicted ongoing limitations in supply.”

The Workforce Assessment Action Plan to assist Council in dealing with these and our workplace challenges is given in chapter 10 of this Plan.

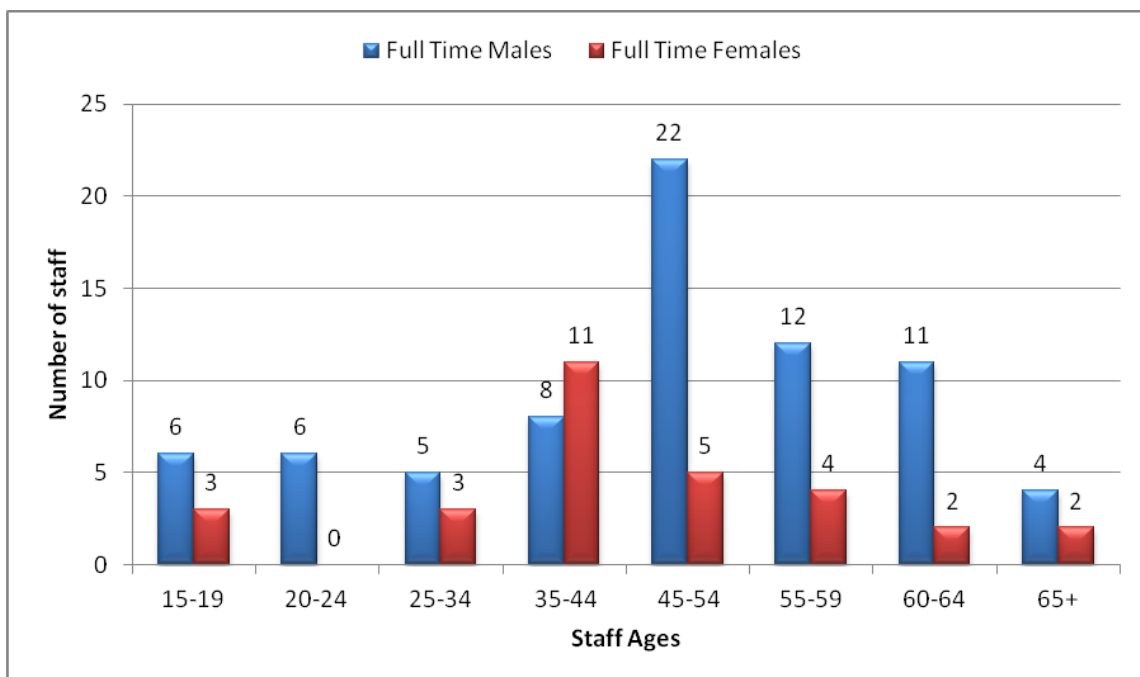


## 5. Profile of the existing workforce

The total number of employees at Bland Shire Council is 146 as of 31<sup>st</sup> March 2013 and the age and sex profile of the workforce was as follows:

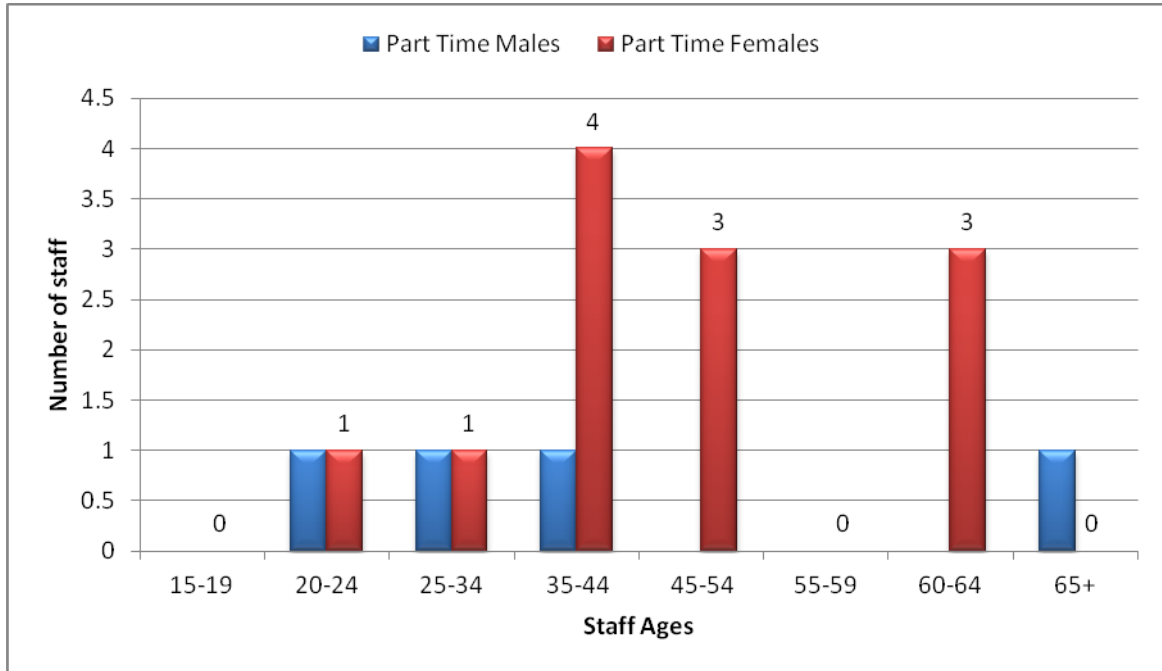


### Full time staff profile

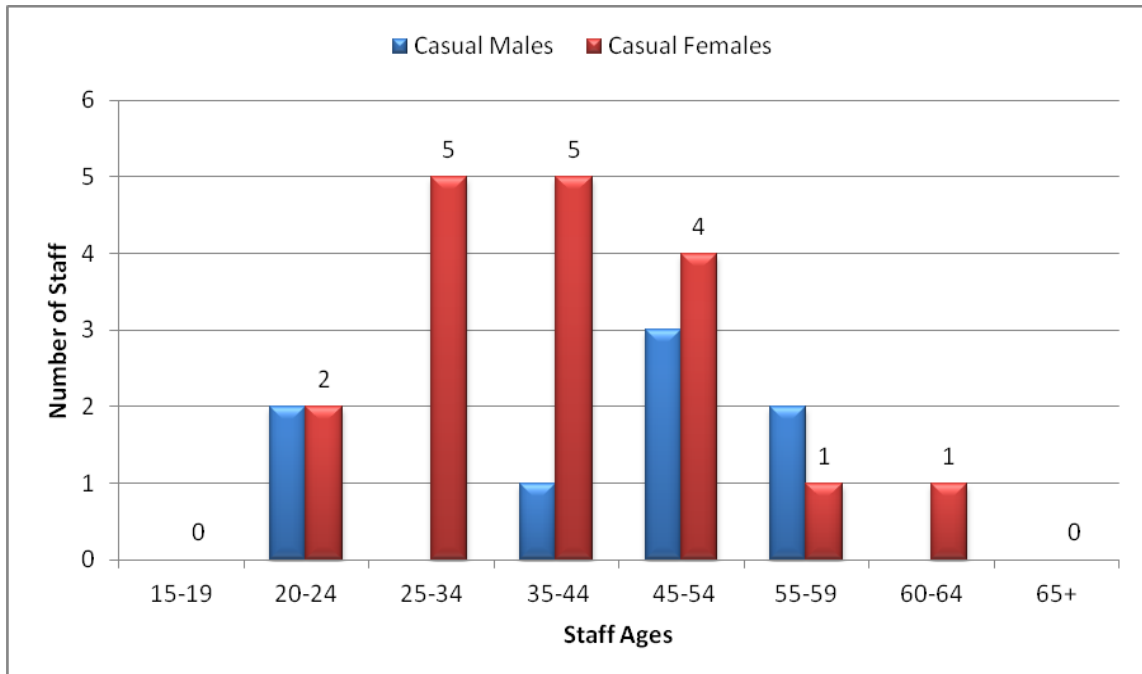


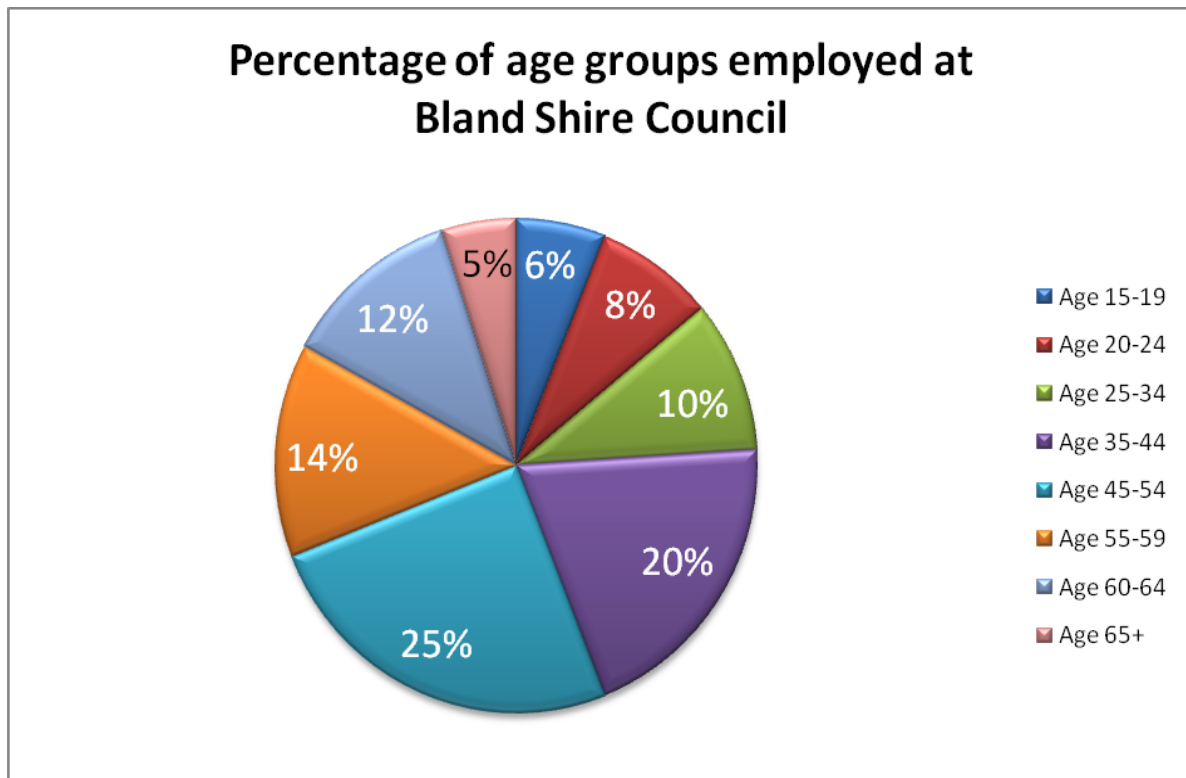


**Part Time Staff Profile**



**Casual Staff Profile**





**Average Age: 43 years**

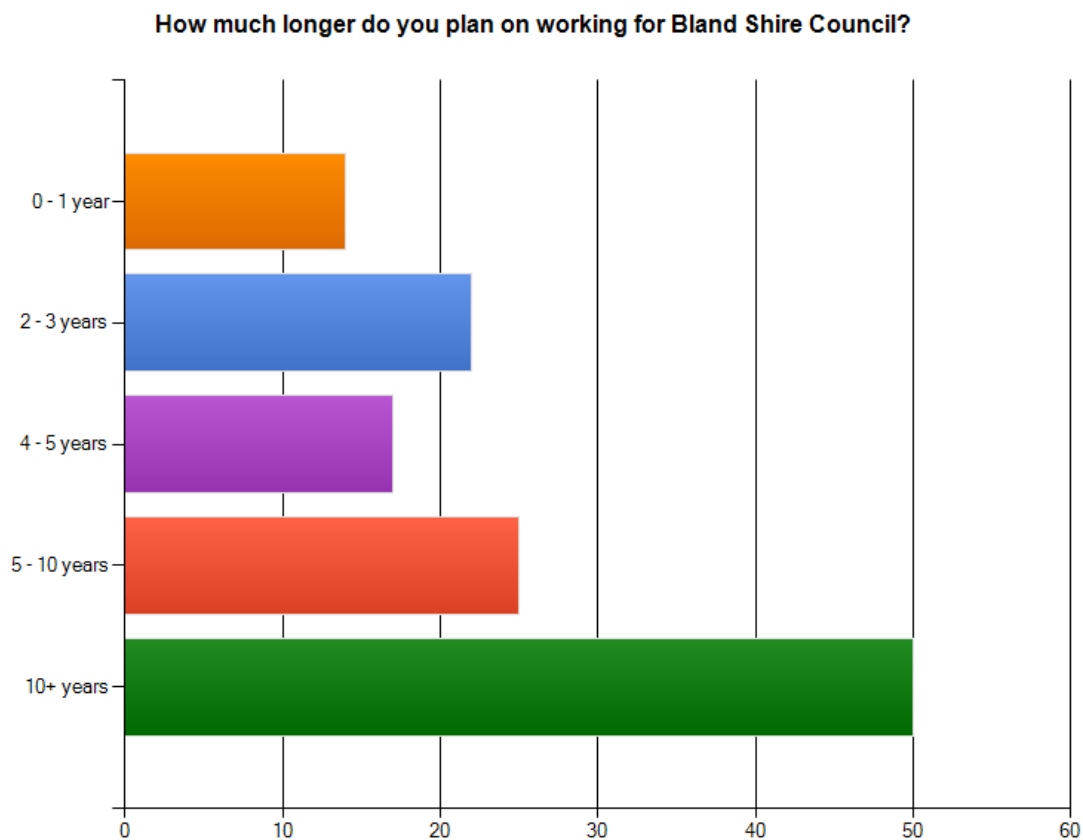
Comparison of the age and employment profile with profiles of councils in New South Wales is given in table below:

	<b>Bland Shire Council</b>	<b>All rural councils</b>	<b>All councils</b>
%age of women in workforce	44%	37%	46%
% of workers between 15 – 34 years of age	25%	23%	27%
% of workers of ages 55+	29%	23%	20%
%age of full time staff	71%	73%	67%

As may be seen from above table, our Council is doing very well in employing women and young people in the workforce and also in providing flexibility through part time and casual employment.

*(Source: 2010 Census of Local Government Employees, Department of Premier and Cabinet, Division of Local Government, Government of New South Wales).*

Salient results of EEO and Employee Engagement Survey conducted in July 2011:



Nearly 28% of staff indicated they are planning to leave in the next three years (2011 survey results). This is not surprising considering 23% of staff is in the age group 55+. However, this does mean that the workforce planning exercise is all the more critical.

One of the questions in the survey was what attracted staff to this organisation and a large number answered flexibility.

The survey indicates that staff are highly engaged with the organisation. 46.3% of the respondents said that they were overall satisfied in their job and 39.7% said that they were proud to tell people that they work for this organisation. 51.2% of the staff responded that they felt emotionally well at work.

The training and other initiatives arising out of the survey are detailed in the Action Plan.

The EEO & Employee Engagement Survey will be conducted again in May 2013 with a comparison of results to be reported in the next Workforce Assessment Plan and Strategy.





## 6. *The environment we work in*

### **External Environment: Politico-Legal, economic, ecological, sociological and technological (PEEST) analysis**

#### **Politico-Legal Environment**

The lack of autonomy of local government and the fact that its power is conferred (and limited) by statute has shaped the political environment. Control of local government by the state is absolute and varies from time to time. The federal government also exercises significant influence over local government through the federal-state cooperative arrangements and funding programs.

Despite the expansion of local government's services in the past three decades, this has not been matched by a commensurate increase in revenue, particularly when compared with federal and state governments. The key reasons for local government's financial stress are cost shifting from other levels of government to local government, community expectations and a constrained ability to raise revenue.

Rural local government councils, often with declining populations, in particular are struggling to fulfil their basic service functions and infrastructure renewals.

***This is not expected to change within the next four years and as a rural council with declining as well as an ageing population we will need to be more resource smarter than ever.***

#### **Economic Environment**

Evidence indicates that the Australian economy is performing well after the Global Financial crisis. Capacity issues and fierce competition for labour looks set to return as a feature of the economy.

#### **Ecological Environment**

Climate change, environmental sustainability and energy efficiency will particularly affect local government.

It could result in a range of legislative requirements, policy imperatives and consumer expectations, that impact on the work of the sector. Furthermore, climate change has direct implications for the government and community safety industry sectors, such as water, as well as service implications for local government, public safety and public sector.

Consideration of sustainable planning and development is pertinent across all areas of local government. Local councils increasingly seek workers skilled in environment management and sustainability in order to deliver sustainable services, such as waste and recycling management, public works maintenance and construction, and management of water resources.

Bushfires, storms, droughts and heatwaves influence council's services to the community.

## Sociological Environment

Australian Bureau of Statistics (ABS) data reveals the following about labour market:

- ✓ **Patterns of work:** The proportion of all employed people who were working part-time almost doubled between August 1979 (16%) and August 2009 (30%). The proportion of employed people working as a casual employee also increased between August 1992 (17%) and August 1996 (20%), but has since remained at this level.
- ✓ **Ageing:** Due to falling fertility and increased longevity, the median age will increase from 37 to 42 by 2050.

This will have a direct impact on the workforce as well as service provision to cater for our aged community. Local government has a higher number of mature age workers compared to the national average for industries. As workers approach retirement age, we must attract new workers however the sector is not generally viewed as an attractive career option by the younger generation.

The ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment. The government and community safety industry will need to address the retirement of older employees by further implementing succession and workforce planning.

## Technological Environment

An ageing workforce often brings with it a reluctance to new technology coupled with less than average information technology literacy. Training and skills development costs are therefore likely to increase.

There would be increased use of technology in service delivery, more sophisticated plant and equipment and associated computer software.

## Current and emerging skills gap

The Government Skills Australia (GSA) Environmental Scan 2011 identified following gaps:

- ✓ planning and building
- ✓ environmental health
- ✓ engineering and civil construction
- ✓ finance
- ✓ management & leadership
- ✓ project management
- ✓ training and assessment
- ✓ OH&S awareness
- ✓ customer service
- ✓ report writing.

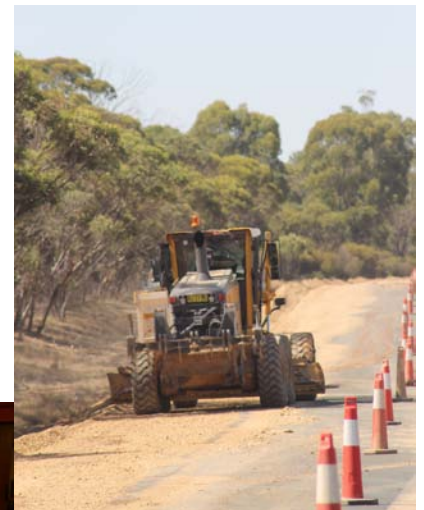
### Demand for Council Services

The Government Skills Australia (GSA) Environmental Scan 2011 identified the following impacts on the demand for Council services:

- ✓ Increased community expectations – particularly in the areas of emergency management and asset protection;
- ✓ Increased responsibility for provision of human and welfare services;
- ✓ Taking a role in driving of economic and social development, particularly in rural councils

Bland Shire Council is facing a number of challenges, both now and into the future. These are predominantly related to the nature of our industry, the diversity of our organisation and the expectations of our community. Some of the challenges have an impact on and are addressed in this Workforce Assessment Plan and Strategy including:

- Review of the Local Government industry
- Close proximity to mines
- Shortage of accommodation
- Skill shortages in specific occupational groups
- Increasing compliance requirements
- Achieving high levels of employee engagement
- An ageing workforce
- Succession planning and knowledge transfer





## 7. *Forecasting future needs*

The steps and actions involved in forecasting future needs are:

### **Step 1**

- a. Identifying our workplace challenges and issues
- b. Reviewing organisational structure to meet the goals and objectives of Council
- c. List of employees over 60
- d. Identifying critical specialist positions

### **Step 2**

- e. Development of strategies to address workplace challenges and issues
- f. Analysing and identifying the criticality of specialist positions
- g. Skills required for the critical positions
- h. The availability of skills internally
- i. If the skills are available internally, would any training be required to groom people to positions to be filled
- j. If skills are not available internally how easy is it to get them from external sources

### **Step 3**

- k. Action Plan for ensuring sustained business continuity for critical positions

We have reconsidered our forecasting and the steps and actions taken during the development of this plan. An independent consultant (Blackadder & Associates) has been engaged to undertake an organisational review in May/June 2013 and the findings of this review, together with the 2013/14 action plan items, will be implemented during the first year of the Workforce Assessment Plan and Strategy.

### **Step 1**

#### ***a. Identifying our workplace challenges and issues***

Issues that are considered as being important and/or key challenges in the management and development of Council's human resources and the delivery of our strategic objectives have been identified and are detailed in chapter 8.

#### ***b. Reviewing organisational structure to meet the goals and objectives of Council***

In accordance with the Local Government Act 1993 a council must undertake a review of its Organisation Structure within 12 months of a general election. Therefore, we must undertake such a review prior to September 2013.

Council has requested that this review be undertaken by an independent person or group and as such Expressions of Interest (EOI) were called from suitably qualified persons with a closing date of Friday 12 April 2013. The review will be undertaken in May/June 2013.

**c. List of employees over 60**

Positions held by employees (other than casuals) over 60 have been identified and initial actions considered for further development following completion of the organisational review.

**d. Identifying critical specialist positions**

Council's executive team have acknowledged that a number of positions are critical to the ongoing functioning of Council's operations. If these positions were left unfilled for any period of time this could have a detrimental impact on the delivery of services or achievement of organisational goals.

These critical positions will be identified at all levels of the organisation, not just at management and senior levels, during the organisational review. These positions will be considered critical for a variety of reasons, including the specialised nature of the position and the availability to source/replace the required skills or where critical corporate knowledge is held solely by an individual in a particular position.

To minimise any detrimental effects that could be caused by an employee leaving a critical position Council must ensure ongoing succession planning is undertaken.

**Step 2****e. Development of strategies to address workplace challenges and issues**

This plan focuses on addressing the challenges, closing the gaps identified and to ensure Council can *attract, develop* and *retain* highly skilled staff able to meet expectations.

**f. Analysing and identifying the criticality of specialist positions/skills****g. Skills required for the critical positions****h. The availability of skills internally****i. If the skills are available internally, would any training be required to groom people to positions to be filled****j. If skills are not available internally how easy is it to get them from external sources**

These actions will be further addressed following the organisational review in May/June 2013.

**Step 3****k. Action Plan for ensuring sustained business continuity for critical positions**

The development of an action plan for ensuring sustained business continuity for critical positions will be further addressed following the organisational review in May/June 2013.



## 8. *Our Workforce Challenges and Issues*

The following issues are identified as being important and/or key challenges in the management and development of Council's human resources and the delivery of our strategic objectives:

- Ageing workforce and the projected decrease in both young and skilled people available to replenish turnover
- Continuing to engage existing employees
- Retaining key workers with critical skills and experience
- Retaining and optimising the contribution of mature aged workers while maintaining their health and wellbeing
- Successful adoption of new technologies, new management systems and new methods of work in order to gain greater efficiencies and provide better service
- Accommodating the differing needs of a multi-generational workforce
- Providing a reasonable budget for the cost of learning and development to ensure our workforce skills keep pace
- Addressing the limited opportunity to recognise and pay for exemplary performance
- Identifying and promoting non-financial means to attract and retain staff
- Addressing current identified skills and resource gaps in a financially sustainable way
- Meeting the demands of the business without unduly stretching the capacity of the workforce
- Accommodating employment flexibility in response to individual needs for work/life balance
- Building a culture that is performance based and proactive in seeking to deliver services as efficiently as possible
- Identifying further opportunities to deliver shared services in partnership with other Councils
- Creating greater workforce flexibility such as more multi-skilled teams in order to cover changing workload and priorities
- Capturing and transferring corporate knowledge and know-how prior to employee's leaving

Bland Shire Council has a passionate and committed group of employees who value the opportunity to work locally and contribute in a meaningful way to their community. However, we have a wide range of workforce related challenges ahead. Some of these challenges are common to all industries and organisations, some are unique to local government and some are very specific to our locality and our workplace. If we are to **attract, develop** and **retain** a workforce that is capable of meeting the vision and goals of our community, keep pace with changing expectations, plus address some of the long standing concerns held by staff then we must invest in, support and motivate our employees - ***working together to improve our quality of life.***





## 9. Key Focus Areas

The focus of the Workforce Assessment Plan and Strategy 2013/14 - 2016/17 is to address the challenges and close the gaps identified in this plan and to ensure Council can *attract*, *develop* and *retain* highly skilled staff able to meet service expectations. The following summarises the aims of our key focus areas:

### Attract

Our aim is to:

- Widen our talent pool by developing a positive and engaging employment brand which promotes Council within the local community and beyond where we are recognised as an employer of choice
- Create and maintain a workforce that reflects the diversity of our community

### Develop

Our aim is to:

- Create a workforce that is committed and talented and who are willing to learn and develop in order to take the organisation forward
- Reinforce behaviour which is consistent with our organisation culture and increases operational excellence at all levels in the organisation
- Value and retain experience while at the same time grow talent and create career development opportunities
- Develop the team management and leadership capability of our current and future leaders

### Retain

Our aim is to:

- Build an environment that encourages accountability and rewards performance
- Offer excellent working conditions and a family and lifestyle friendly environment that builds our reputation as an employer of choice
- Re-engage with the workforce to improve team work and communication, up and down the organisation
- Focus on the health and wellbeing of our employees and increase the longevity and enjoyment of their working lives

## 10. Implementation & Monitoring

Workforce planning is an important part of the Integrated Planning and Reporting framework.

Implementation of the Workforce Assessment Plan and Strategy is directly aligned with the goals and objectives of Your Vision, Our Future - Bland Shire Community Strategic Plan 2012 – 2023. It is the responsibility of all levels of Council to support and engage in ensuring that's Council's Integrated Planning and Reporting Framework including this Workforce Assessment Plan and Strategy are implemented.

### Monitoring

Implementation of the Workforce Assessment Action Plan will be recorded by Council's Human Resources section and monitored by our senior management team (Manex) and relevant workplace committees on a quarterly basis.

Our management team will internally monitor on a quarterly basis the output and actions as detailed in the four year Delivery Program and one year Operational Plan. These collective outcomes will be formally reported to Council, the community and staff on a six monthly basis.

Whilst some performance measures can be clearly quantified, it does not necessarily mean the community is aware of, or fully appreciates, or is fully satisfied with, the extent of progress made.



## 11. Workforce Assessment Action Plan 2013/14 – 2016/17

### Key Focus Area 1: Attract

Action	Responsible Officer	Target Year				Status
		2013/14	2014/15	2015/16	2016/17	
1.1 Further develop Council's careers website page and online recruitment processes	HR Officer	<input checked="" type="checkbox"/>				
1.2 Advertise on Council's careers page seeking general expressions of interest for employment and 'hard to fill' vacancies	HR Officer	<input checked="" type="checkbox"/>				
1.3 Review recruitment and selection methods and processes	Senior HR Advisor		<input checked="" type="checkbox"/>			
1.4 Explore additional traineeship or apprenticeship opportunities	Manex	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
1.5 Introduce graduate program for young graduates	Senior HR Advisor			<input checked="" type="checkbox"/>		
1.6 Continue to facilitate work experience or cadetship opportunities	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

1.7 Actively target local schools, TAFE, universities and other organisations for potential staff “career expos” and introduce school based programs	Senior HR Advisor		<input checked="" type="checkbox"/>			
1.8 Consider the recruitment of professional staff from overseas (457 visas)	Senior HR Advisor			<input checked="" type="checkbox"/>		
1.9 Consider the purchase of accommodation for professional staff	General Manager			<input checked="" type="checkbox"/>		
1.10 Collect and report on ‘advertising source’ data	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
1.11 Ongoing implementation and monitoring of EEO Management Plan	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
1.12 Identify and support opportunities for resource sharing arrangements with other councils	General Manager	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
1.13 Review and update position descriptions	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			





## Key Focus Area 2: Develop

Action	Responsible Officer	Target Year				Status
		2013/14	2014/15	2015/16	2016/17	
2.1 Review, implement and monitor Learning & Development Plan	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.2 Develop and implement individual training plans for trainees, apprentices and cadets	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.3 Provide relevant training opportunities for employees in accordance with individual training needs and approved budget	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.4 Ongoing training on technology	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.5 Introduce E-learning opportunities and programs	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.6 Review the system of collating and tracking organisational training needs	HR Officer		<input checked="" type="checkbox"/>			
2.7 Identify external funding opportunities for training and education	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.8 Maintain staff essential tickets and licences based on operational needs	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

2.9 Ongoing review and monitoring of the Corporate and 'On the Job' Induction Program	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.10 Develop and implement a Mentoring and Coaching Program	Senior HR Advisor	<input checked="" type="checkbox"/>				
2.11 Investigate a 360 degree feedback system for senior management	Senior HR Advisor		<input checked="" type="checkbox"/>			
2.12 Provide job rotation opportunities for staff, both indoor and outdoor	Manex		<input checked="" type="checkbox"/>			
2.13 Consider the development of a generic classification eg Field Worker, to encompass further multi-skilling and WorkCover/RMS licensing to undertake a broader range of functions	Director Engineering Services		<input checked="" type="checkbox"/>			
2.14 Undertake regular succession planning reviews	Senior HR Advisor		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.15 Maintain competency portfolios and coordinate staff assessments as required	HR Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2.16 Encourage safe work practices and risk management processes	OHS/Risk Management Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	



## Key Focus Area 3: Retain

Action	Responsible Officer	Target Year				Status
		2013/14	2014/15	2015/16	2016/17	
3.1 Implement recommendations from the organisational review	General Manager	<input checked="" type="checkbox"/>				
3.2 Undertake remaining actions and steps to “Forecasting future needs” and identification of critical positions	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
3.3 Review the flexible work practices and arrangements for staff and create tools and guidelines to facilitate	Senior HR Advisor	<input checked="" type="checkbox"/>				
3.4 Monitor Mentoring & Coaching Program	Senior HR Advisor		<input checked="" type="checkbox"/>			
3.5 Offer retirement planning sessions and phased retirement	Senior HR Advisor		<input checked="" type="checkbox"/>			
3.6 Review and implement the Workplace Agreement	General Manager	<input checked="" type="checkbox"/>				
3.7 Maintain employee health and wellbeing programs	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
3.8 Maintain and promote the Employee Assistance Program (EAP)	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

3.9 Maintain and promote the staff Service and Achievement Awards program	Executive Assistant	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
3.10 Review the performance management system and processes	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
3.11 Gather and report to Manex on exit questionnaire/interview data	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
3.12 Identify opportunities for improved cross functional communication	General Manager		<input checked="" type="checkbox"/>			
3.13 Maintain employee representation on workplace committees	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
3.14 Develop knowledge transfer and capture initiatives	Senior HR Advisor		<input checked="" type="checkbox"/>			
3.15 EEO & Employee Engagement Survey undertaken every two years	Senior HR Advisor	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
3.16 Continue proactive management of Return to Work Program	OHS/RM Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
3.17 Undertake regular reviews of HR policies and procedures ensuring that updates are communicated to staff	Senior HR Advisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	





