



GWYDIR SHIRE COUNCIL
**WORKFORCE
MANAGEMENT PLAN**

2024/2025



Introduction	4
Our Planning Framework	5
How it all fits together	5
The Community Strategic Plan	6
The Delivery Program	7
The Operational Plan	7
The Resourcing Strategy	7
The Workforce Management Plan	8
The right people in the right place with the right skills in the right jobs at the right time	8
MegaTrends	9
The rise of Asia	9
Rapid Urbanisation	10
Demographic and Social Change	10
Digital Disruption	11
Naroo Aged Care Facility	12
Our Work Environment	15
Our History	15
Our WorkForce Profile	16
The Current Structure	16
Workforce Profile in detail	17
Wages and Salaries	18
Length of Service	18
Employee Age Profile	19
Gender Profile	20
Does our Workforce Reflect Our Community?	21
Gwydir Shire Volunteers	21
Recruitment and Retention	22
Current Strategies	22
Additional Recruitment and Retention Strategies	22
Increased Human Resource and Labour Costs	23
Succession Planning	24
Internal Training and Development and Succession Planning	25
Other Strategies	25
Gwydir's Broader Community Approach to Addressing Workforce Challenges	26
The Gwydir Learning Region	26
Capacity Building within Council Workforce and the Gwydir Community	26
The Gwydir Learning Region as a Registered Training Organisation	26
Sponsored Training in Certificate IV Training and Assessment	27

Specific Case Studies	27
Certificate III Qualifications – School Based Traineeships and Apprenticeships	27
School-Based Traineeships/Apprenticeships	27
Gwydir Learning Region Trade Training Centres	27
Primary Industries (The Living Classroom)	28
Automotive	28
Hospitality	28
Further Workforce Challenges and Critical issues	29
The Key Components of the Community Strategic Plan	30
Community Plan Objectives	30
Appendix 1	31
Workforce Management Plan Actions	32

INTRODUCTION

The Workforce Management Strategy (WMS) forms part of the Resourcing Strategy that makes up the Integrated Planning and Reporting framework for local government.

Each of these goals has strategies and actions to ensure they are successfully implemented and are achievable, and in accordance with local government requirements, Gwydir Shire Council's WMS has been developed.



Effective workforce planning ensures that we have the ability to provide an appropriately skilled workforce to meet future changes and challenges and provide expanded services. This provides a plan for the future development of the Gwydir Shire Council workforce to deliver the goals identified in the accompanying planning documents. The Gwydir Shire Council Workforce Plan is designed to continue to recruit and retain staff with the appropriate values, attitude and knowledge to support the changing work environment while strengthening relationships with businesses and other community partners to deliver services efficiently and to a high standard.



ACKNOWLEDGEMENT TO COUNTRY

Council acknowledges the traditional owners of the land, the Kamilaroi People and pays its respect to Elders both past and present.



OUR PLANNING FRAMEWORK

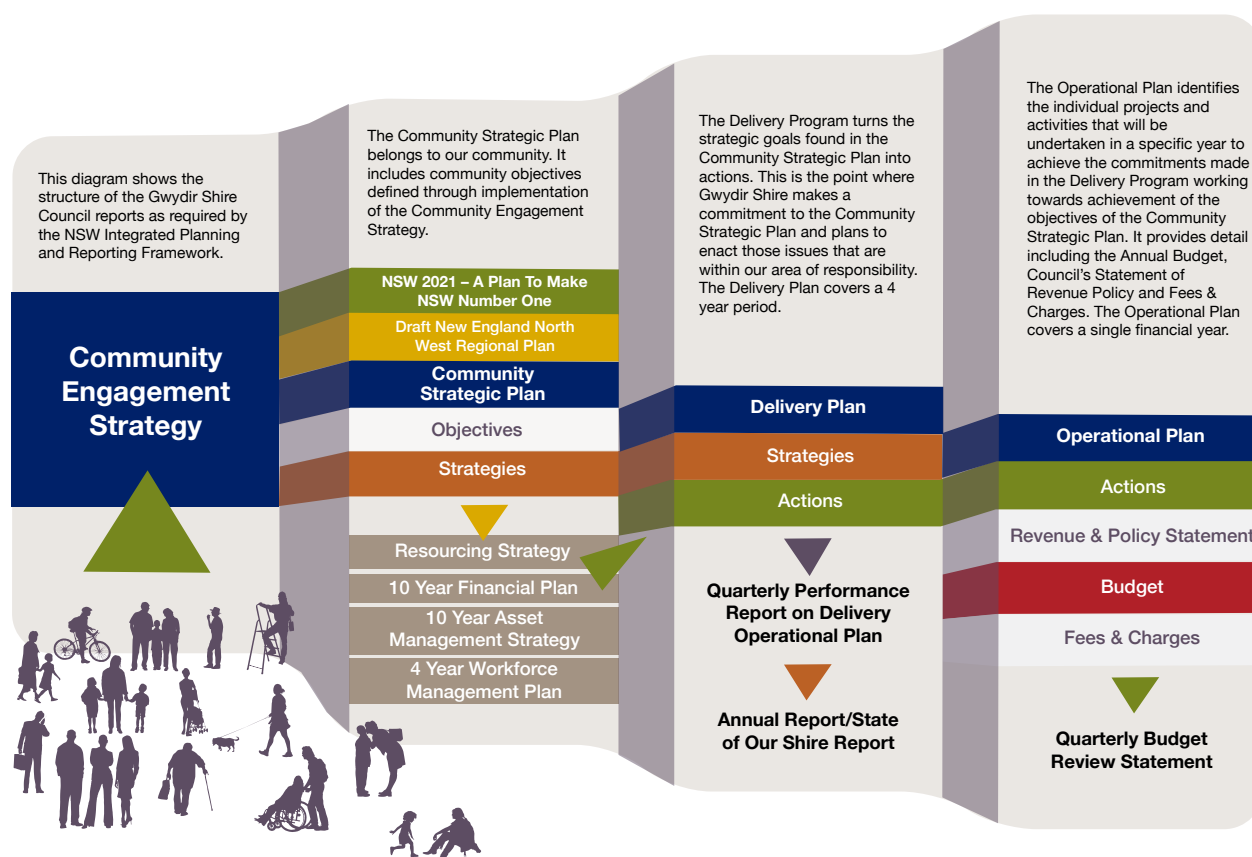
How it all fits together

The Integrated Planning and Reporting Framework impacting all NSW Councils was introduced by the NSW State Government in 2009. The reforms replaced the former Social and Management Plan structures. All NSW Councils are required to develop a Community Strategic Plan spanning 10 years, a Delivery Program spanning the four year period of the elected council and Operational Plans covering each financial year.

The framework allows Gwydir Shire Council to link all their plans together to get the maximum leverage

by planning holistically for the future. Key changes to the Act in 2021, reinforce the pivotal role of the IP&R framework in guiding all council planning and decision making.

Gwydir Shire Council has been working within the Integrated Planning and Reporting Framework since June 2012. The essential elements of the framework, and how they fit together, are shown in the diagram below.



THE COMMUNITY **STRATEGIC PLAN**

The Community Strategic Plan is the highest level plan prepared by Gwydir Shire Council and the community. It spans a period of 10 years. It belongs to the community and reflects the community's main priorities and future aspirations. The Community Strategic Plan is a roadmap for the future. In addition to the community priorities it considers trends, issues and future demands.

The Community Strategic Plan belongs to the Gwydir Shire Community. While Gwydir Shire Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Gwydir Shire Council Community it is not wholly responsible for its implementation. The long term objectives of the plan will require other partners such as State and Federal agencies and community organisations to have input.

The Community Strategic Plan is based on the Social Justice Principles of access, equity, participation and rights. Our Community Engagement Strategy has been developed around these principles.

Our Community Vision established during the extensive community consultation process is...
GWYDIR COUNTRY - FRESH AIR, INNOVATION, OPPORTUNITY AND RESILIENCE

The Community Strategic Plan as developed by the community will be implemented by the Council on behalf of the community. The plans are underpinned by the principles of social justice and are built around the five goals outlined below:



In addition to the social justice principles, the Local Government Act dictates that the Community Strategic Plan must address the social, environmental, economic and civic leadership considerations, which are the quadruple bottom line considerations. In addition to these four considerations, the Council has decided to add an additional consideration of governance, the goal being Organisation Management.

This goal specifically applies to internal management functions that are aligned with the community aspiration of a sustainable council.

The strategic goals included in the **Community Strategic Plan** are turned into actions in the four year **Delivery Program**. The **Operational Plan** identifies the individual projects and activities that will be undertaken in a specific financial year.

THE DELIVERY **PROGRAM**

This is the point where the community aspirations are actioned. This plan is a statement of the commitment to the Gwydir Community from its newly elected Council. The creation of the Delivery Program is a statement from the elected members to their community that they will work towards the long term goals included in the Community Strategic Plan.

The Delivery Program is a single point of reference for all principal activities that will be undertaken by the Council during their term of office.

This plan embraces all areas of Council's operations. The community goals and strategies included in the Community Strategic Plan are expanded to include actions for the four year period of the operation of the plan (2022-2026).

While the Delivery Program lists all of the strategies in the Community Strategic Plan, it only focuses on those strategies and actions that can be efficiently achieved by Council. The Delivery Program features all the goals and strategies from the Community Strategic Plan, however it does not feature actions that cannot be completed within the term of the Council.

This document should be read in conjunction with the Community Strategic Plan, Operational Plan and Resourcing Strategy. All of these documents can be found on the Gwydir Shire Council website www.gwydir.nsw.gov.au

THE OPERATIONAL **PLAN**

The operational Plan supports the implementation of the Delivery Program and outlines in more detail the individual actions and associated activities that our Council will undertake in the 2024-2025 financial year and those following.

The Operational Plan links directly to the Community Strategic Plan, Council's Delivery Program and Resourcing Strategy. None of the plans should be read in isolation.

All the plans will be able to be viewed on the Council's website www.gwydir.nsw.gov.au

THE RESOURCING **STRATEGY**

The Resourcing Strategy is a suite of plans that ensure that Council has the necessary assets, people and money to deliver the goals in the Community Strategic plan, and the strategies and actions included in the Delivery Program and Operational Plans. The Resourcing Strategy includes the following:

- Workforce Management Plan (this document) – 4 years – 2022-2026
- Long Term Financial Plan – 10 years – 2017 – 2027
- Asset Management Plans – 10 years – 2017 – 2027





The right
people in the right
place with the right
skills in the right
jobs at the right
time

THIS WORKFORCE **MANAGEMENT PLAN**

Workforce planning is an important part of the Integrated Planning and Reporting Framework. Along with the other elements of the Resourcing Strategy, this plan will assist to meet the community aspirations and sustainability actions outlined in the Community Strategic Plan, Delivery Program and Operational Plan. Put simply, implementation of this plan will ensure that we have the right people in the right places, with the right skills in the right jobs at the right time.

One of the goals of this Management Plan is to build foundation strategies and initiatives that result in Council being seen as a desirable place to work. We want to be seen as desirable not just because of perceived job security, pay rates and working conditions, but because our employees recognise and value that their work impacts directly on the economic, social, recreational and cultural health and wealth of our community.

This Workforce Management Plan focuses on the next four years; it will be reviewed annually to ensure that workforce requirements are planned for and match the organisational objectives.



MEGA TRENDS

WHAT'S ON THE HORIZON

A megatrend is defined as a trajectory of change that will have profound implications across many areas of industry and society. Each megatrend occurs at the intersection of multiple, more specific trends and patterns of change – including geopolitical, economic, environment, social or technological trends. Put simply a megatrend can change the way we live.

Consideration of the megatrends, and how they apply to Gwydir Shire Council allows us to better prepare by making choices and developing strategies that are tailored to harnessing the opportunities aligned with the emerging trends and opportunities while managing key uncertainties and risks.

The NSW State Government has identified four key megatrends affecting regional NSW they include;

1. The rise of Asia
2. Rapid Urbanisation
3. Demographic and Social Change
4. Digital Disruption

What impact will the rise of Asia have on Gwydir Shire Council?

By 2030, four of the five largest economies will be in Asia, with China already the largest economy in the world. By nature of geography Australia is well positioned to service these growing economies.

It is expected that there will be a growing market for premium products and quality goods and services. Of significance also will be the increase in tourism with the expected growth of independent travellers.

Australia's closeness to these emerging markets creates a tremendous opportunity for trade, especially with this Country's reputation for good quality beef, sheep and grain.

On the negative side is the lack of a reliable commercial disputes' process in Countries like China where there is a lack of separation between the judiciary, executive and the controlling Communist Party.

Recent examples of trade being used as a weapon by the Chinese Government to push its wider agenda is concerning.

Access to fair and impartial treatment by the court system is a fundamental requirement if a dispute arises and this is not a guaranteed right in many of these Asian Countries, especially China.

What impact will Rapid Urbanisation have on Gwydir Shire Council?

At first thought, you would dismiss rapid urbanisation as being a factor for Gwydir Shire Council however the impact of 1.5 million people moving into the world's cities every week could already be having an impact on our Local Government Area.

Technological advancements and innovation are providing opportunities for businesses to operate efficiently outside of urban and larger regional centres. The same technology is providing a diversity of choice in terms of lifestyles, careers, family with affordability and lifestyle considerations driving the decision making.

Whether it is the rapid urbanisation or the impact of our post COVID-19 world, it is fact that housing and land purchases in Gwydir Shire Council are at an all-time high which has resulted in community concern about the dire lack of housing and developable land available.

We must focus on putting initiatives in place to provide the required infrastructure to make Gwydir Shire Council a key destination for people moving out of densely populated environments to both reside and set up for business.

What impact will Demographic and Social Change have on Gwydir Shire Council?

Gwydir Shire Council, just like areas in other developing countries is experiencing ageing populations. Two factors are driving this megatrend, the fact that people are choosing to have fewer children and people are living longer. This low birth number trend is greatest within established Western Democracies. However, the increasing immigrant population has a higher birth rate, which over time will change the fundamental character of these communities.

The fastest growing segment of the population will be over 65's. It is expected that the younger generations will move to larger populated areas in search of employment opportunities and higher education. With the demand for aged care and improved health services, over 34,000 additional jobs in health care and social services assistance are forecast for Regional NSW by 2022. Internally, our Council is ramping up its focus on succession planning and management of our ageing workforce, through the implementation of initiatives outlined in the Workforce Plan.

Externally, we are working with key service providers to address the unique challenges that are consistent for all rural and remote areas of Australia and that result in poorer health outcomes for the people in these rural and remote areas than for people living in urban areas. Data shows that people living in rural and remote areas have higher rates of hospitalisation, deaths, injury and most importantly, poorer access to, and the use of, primary health care services.

Council currently operates a portfolio of aged care services including Naroo Aged Care Hostel, Commonwealth Home Support Programs in three villages and supports other community run aged care services such as Touriandi Lodge in Bingara. Council support is essential to the ongoing delivery of these services. Because of the size of our rural areas, these services lack the economies of scale that are found in bigger urban area and therefore do not attract external investment.

As a direct result of the growth in the aged care sector and increased demand for local services, it is expected that the Council will have to expand their services over the next few decades to meet the demand. This could include the provision of more services like Commonwealth Home Support Programs that provide support for aged persons to stay at home longer, supported independent living units and extensions to the aged care facilities (Naroo and Touriandi Lodge).

What impact will Digital Disruption have on Gwydir Shire Council?

It is no surprise that digital technology is driving big changes in the global economy. The opportunity to increase economic output of business in Gwydir Shire Council exists, if new and existing businesses can fully leverage mobile and internet technologies.

The NSW State Infrastructure Strategy outlines the potential to transform the future of farming, education, healthcare, local business and standards of living. The need to live close to an office in an urban or regional centre will be greatly reduced as the amount of 'digital nomads' increase working anywhere at anytime with a reliable digital connection.

The NSW State Infrastructure Strategy 2018-2038 is underpinned by the Future Transport Strategy 20256, Greater Sydney Region Plan and Regional Development Framework.

It is the rollout of the Regional Development Framework that will ensure that quality services and infrastructure, to support economic growth and connectivity, are implemented. This framework is based around a model of investment in NSW that;

- Provides quality services and infrastructure in regional NSW
- Aligns efforts to support growing centres
- Identifies and activates economic potential to change the economic outlook and activate local economies.

The challenge for Gwydir Shire Council is being poised for action and able to address the rising expectations of businesses and other levels of government. This will include the 24/7 access to services via websites and mobile apps to mention a few. Online service delivery will need to continue to be a focus, along with the provision of digital tools to allow staff to better manage data to enable them to address the needs of the community.

The other challenge will be to remain relevant as other groups use digital innovations such as social media platforms, to provide information and organise groups within local communities. Council will need to work on initiatives to improve connectivity and information flow between the Council and the community.

References

Global forces shaping our regional economies | NSW Government

NSW Infrastructure Strategy 2018-2038 | NSW Government

Regional development framework | NSW Government

Government Trends 2022 Introduction | Deloitte Insights





Narooma Aged Care Facility

The establishment of the Royal Commission into Aged Care Quality and Safety in October 2018 marked a pivotal moment in addressing the quality of aged care services in Australia. This commission delved into the adequacy of these services in meeting community needs and explored avenues for future improvements. Upon its conclusion, a total of 148 recommendations were issued, now requiring implementation across aged care facilities nationwide. While the specifics are too numerous to list here, a summary is available on the Royal Commission www.royalcommission.gov.au/aged-care/final-report website.

Narooma, as a distinct service under Council's purview, demands a specialized skill set among its staff to effectively cater to the facility's residents. Emphasizing care, dignity, and respect within an aging environment necessitates rigorous training and performance management. It's imperative that our staff embody these principles and are equipped to navigate the daily challenges and opportunities inherent in this setting. The ongoing integration of Royal Commission recommendations demands steadfast support for both the facility and its staff in aligning with evolving business practices.

Among the Royal Commission's directives is the stipulation for a minimum staff time standard, requiring the presence of at least one registered nurse on-site at all times in residential aged care facilities. However, a nationwide shortage of Registered Nurses (Aged Care), particularly in regional areas, poses a significant challenge.



Gwydir Shire Council is proactively addressing this by collaborating with existing Naroo staff and partnering with UNE to offer interested personnel the chance to pursue registered nursing studies while remaining employed. Additionally, efforts are underway to attract and support overseas registered nurses seeking to relocate to rural Australia.

Council remains committed to fulfilling the Royal Commission's recommendations for Naroo Aged Care Facility. This entails furnishing staff with requisite resources, training, and development opportunities to seamlessly integrate these directives and ensure minimal disruption to resident and family services.

As a direct response to the findings from the Royal Commission into Aged Care the Government is strengthening the Aged Care Quality Standards. This is being done through the Aged Care Act 1997 and regulatory Model.

At Naroo, our main priority is the health, wellbeing and quality of life for people we support in our community. We welcome the changes and we are actively preparing for the strengthened standards, by implementing an internal

review into our operations. In most cases Naroo already provides the highest quality of care for our residents and families and currently goes above and beyond the requirements of the Standards

What are the Aged Care Quality Standards?
The Aged Care Quality Standards are a set of rules and guidelines published by the government regulator that uphold quality care and services for older Australians and their families - providing a shared understanding of the level of care and services expected from aged care providers.

The Standards must be followed by all government funded aged care providers, and their implementation is assessed and monitored by the Aged Care Quality and Safety Commission.

There are a total of seven strengthened Standards under review, with each main area of care outlined below:

Standard 1 – The person - Central to all Standards, the key focus is on the individual receiving care: empowering choice, independence, and quality of life through person-centred care that promotes dignity, respect, and privacy.



Standard 2 – The organisation - Outlines the expectations of providers to meet the benchmark set by the regulator while they perform their service, in areas such as quality, risk, emergency and incident management, workforce planning and communication.

Standard 3 – The care and services - Outlines the actual way care should be delivered by the organisation, including assessment, planning, and coordination.

Standard 4 – The environment - Is to ensure the physical environment in which the care is provided is clean and safe and meets the needs of the individual.

Standard 5 – Clinical care - Emphasises the responsibility of each provider to deliver safe and quality care, through a clinical governance framework or structure. Dementia care, palliative care and end-of-life care are included in this Standard.

Standard 6 – Food and nutrition - Focuses on the importance of food and nutrition and how they impact quality of life for older people, and promoting a more inclusive and supportive dining experience that allows personal choice and preference.

Standard 7 – The residential community - Ensures older people are provided with opportunities to remain connected to their community and maintain a sense of purpose through engaging activities, including activities that would be a normal part of life.

What has changed since the Safety Commission Review

The revised Standards are now easier to understand, relevant to more aged care services, more measurable and easier to put in place. These changes have been made after feedback from stakeholders

The revised Standards were piloted by 40 providers in 2023 and the final draft was released at the end of last year.

What do these changes mean for older Australians? These important changes are being implemented to further ensure:

- * older Australians are supported with respect, care and dignity
- * there is increased protection, empowered choice and clarified expectations
- * continuous improvement in all aspects of care.

OUR WORK

ENVIRONMENT

Our History

The Gazettal Notice creating Gwydir Shire Council was printed on 17th March, 2004. This saw the amalgamation of Yallaroi and Bingara Councils and a portion of the former Barraba Council.

The northern part of the Shire is located just south of the Queensland border, to the east is Inverell, to the west Moree and to the south Tamworth. The Shire covers an area of 9,274 km² and in June 2015, Gwydir Shire Council had an estimated population of 4910 people.

The Gwydir Shire area has two main centres with similar populations - Warialda and Bingara. Negotiations prior to amalgamation had resolved that the main administrative functions would be located in Bingara and the main technical functions and works depot would be located in Warialda.

Under the proclamation, the Council had a statutory obligation to ensure that its core numbers did not fall below the employment numbers that existed as at the date of amalgamation. The core numbers were mutually agreed with the appropriate unions and endorsed. This obligation no longer applies to Gwydir Shire Council.

At the time of amalgamation there were 145.4 equivalent full time staff members; 60.95 Bingara and 84.42 Yallaroi (Warialda). Consistent with the current situation, the staff numbers were closely aligned to the level of grant funding received by the Councils.

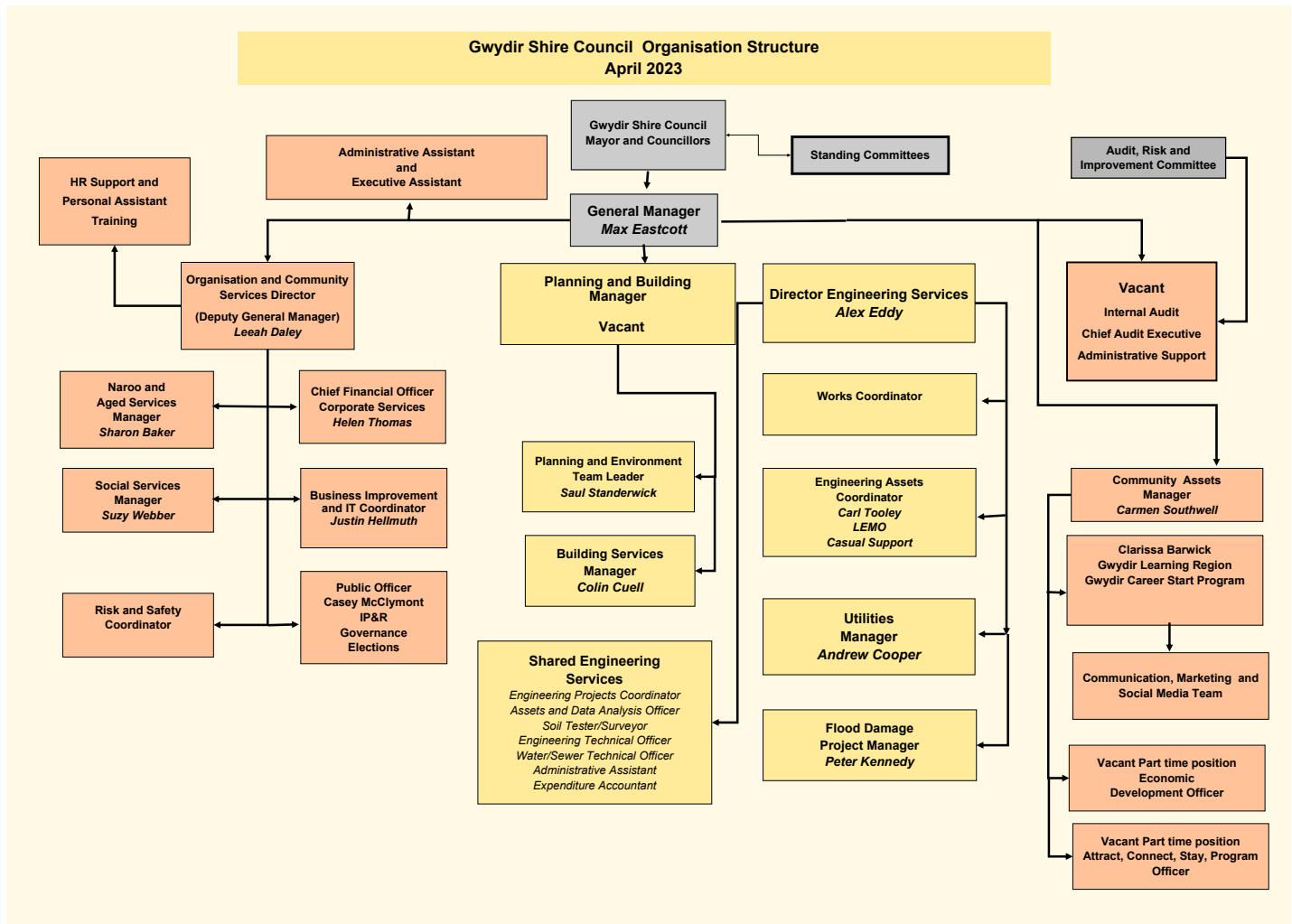
Still in its infancy, the Gwydir Shire Council was awarded the A R Bluett Memorial Award in its second year of existence, in recognition of its achievements post amalgamation.



OUR WORKFORCE PROFILE

Gwydir Shire Council Organisation Structure

The next section of the report outlines the current Organisational Structure of Council. It includes the functional areas under each of the directorates. Each of these functional areas is reported on with the reports including a description of the function, outputs and the four year actions aligned to this functional area.



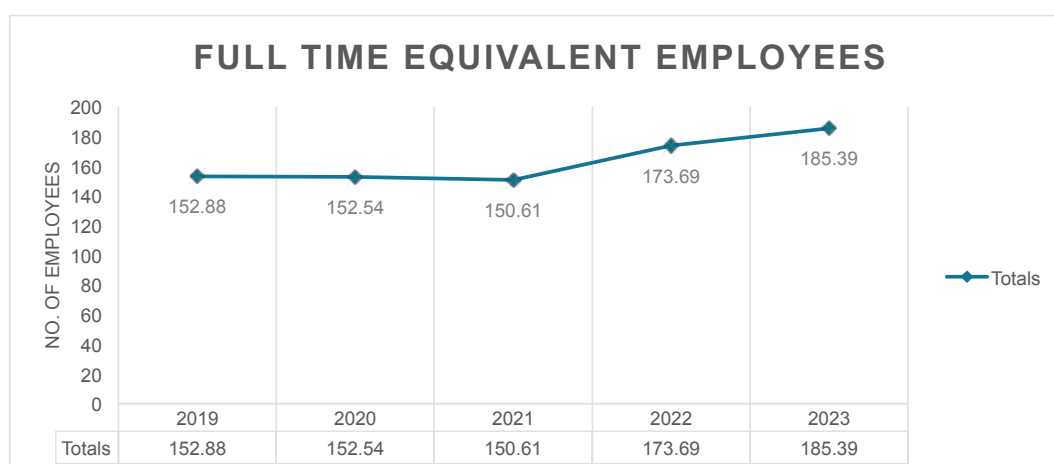
WORKFORCE PROFILE **IN DETAIL**

As at 31 December 2023, Council had an establishment of 260 employees. The disproportionate number of full time males to females is driven by the male dominated outdoor workforce, whilst the high level of part-time female employees are predominantly employed providing care service at the Naroo Frail Aged Hostel.

Total Headcount as at 31st December 2023

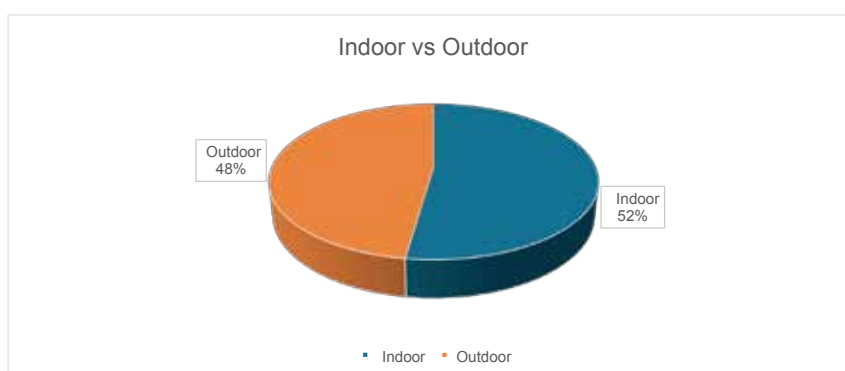
Gender	Full Time	Part Time	Casual	Total
Female	43	58	37	138
Male	105	12	7	124
Total	148	70	44	262

The number of full time equivalent staff total is 185. The table below outlines the full-time equivalent numbers from 2019 to date. The increase illustrates the appointment of the temporary full-time staff that have been employed to create a dedicated team of employees to work on the flood damage that occurred in 2021.



Council has a multiskilled workforce managing a diverse range of functions and services, operating in a highly regulated and complex environment. In order to deliver and meet the service expectations of our customers, our employees are equipped with a range of skills and qualifications across all levels. Excluding the Naroo Hostel staff, Council has 114 'outdoor' and 65 'indoor' workers. The indoor/outdoor split reflects the multifaceted business that Council manages.

Indoor / Outdoor Split (excluding Naroo) as at 31 December 2023



Wages and Salaries

Employee benefits and oncosts for the 2022 - 2023 financial year was \$13,407,000. This equates to approximately 31% of Council's total operating expenditure of \$43,696,000. Wages and salaries expenditure for the 2022-23 reporting period was \$14,018,000. This equates to approximately 39.1% of Council's total operating expenditure of \$35,847,000.

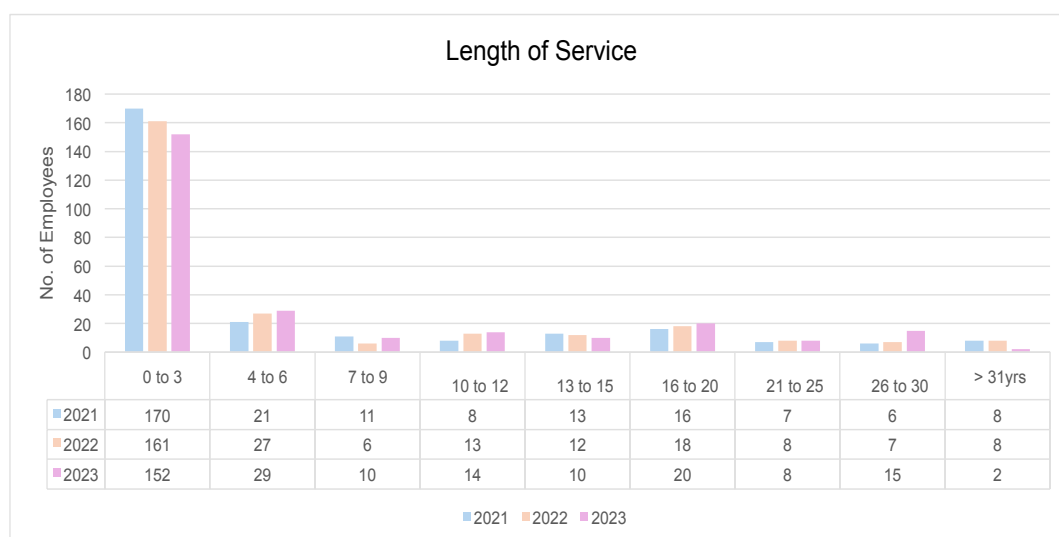
This is in line with industry averages due to local government providing direct services to the community.

Length of Service

The table below represents the years of service categories for our staff:

Years of service	No. of employees	Percentage
0-3	152	58%
4-6	29	11%
7-9	10	4%
10-12	14	5%
13-15	10	4%
16-20	20	8%
21-25	8	3%
26-30	15	6%
31+	2	1%
Total	260	100%

In summary, as at 31 December 2023, over half of Council staff (58%), have less than three years' experience in local government and 18% of staff have been working in local government for over 15 years. These figures indicate a need to effectively capture and transfer corporate knowledge, as those with longer service potentially seek career progression outside of Council or move toward transitioning to retirement.



The graph titled 'Years of Service' demonstrates the changes in the years of service demographic over the past three years.

Employee Age Profile

Local government has a high number of mature age workers compared with the national average for industries. The graph titled 'Average Age by Comparison' represents the average number of Gwydir Shire employees in the different age groups and contains figures for the 2021, 2022 and 2023 reporting years.

The average age of workers at Gwydir Shire Council in 2023 was 48 years old, with 39% being 55yrs or older. This is higher than the NSW public sector workforce, whose 2021 data showed that 23.3% of the NSW Public sector workforce were 55yrs or older. In the NSW public sector workforce, 68.2% of employees were in the 35 to 64 age group in 2021. In comparison, 56.9% of the NSW working population were in the same age bracket. At Gwydir Shire Council in 2023, 68% of its workforce were in the 35 to 64 age group. Planning the management of ageing workers will need to be a key consideration of Council, particularly in respect of proactive injury management and enhancing safe work practices, as the demographic for workers over 55 years of age remains consistently high. Many of the employees aged 55 and over are outdoor workers engaged in primarily manual tasks. For example, the average age in 2023 of our Engineering Services department was 53.

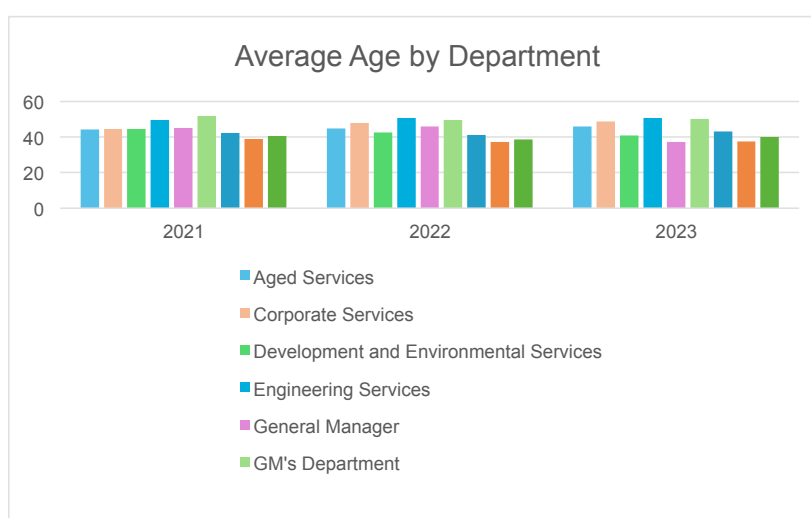
This demographic information also presents the Council with the challenges of retention of corporate knowledge and succession planning as employees reach retirement, and without sustained positive action Council's workforce will continue to age at an increasing rate with 30% of our

total workforce currently within the 55 to 64 age range. Local government has a high number of mature age workers compared with the national average for industries. The graph titled 'Average Age by Comparison' represents the average number of Gwydir Shire employees in the different age groups and contains figures for the 2021, 2022 and 2023 reporting years.

The average age of workers at Gwydir Shire Council in 2023 was 48 years old, with 39% being 55yrs or older. This is higher than the NSW public sector workforce, whose 2021 data showed that 23.3% of the NSW Public sector workforce were 55yrs or older. In the NSW public sector workforce, 68.2% of employees were in the 35 to 64 age group in 2021. In comparison, 56.9% of the NSW working population were in the same age bracket. At Gwydir Shire Council in 2023, 68% of its workforce were in the 35 to 64 age group. Planning the management of ageing workers will need to be a key consideration of Council, particularly in respect of proactive injury management and enhancing safe work practices, as the demographic for workers over 55 years of age remains consistently high. Many of the employees aged 55 and over are outdoor workers engaged in primarily manual tasks. For example, the average age in 2023 of our Engineering Services department was 53.

This demographic information also presents the Council with the challenges of retention of corporate knowledge and succession planning as employees reach retirement, and without sustained positive action Council's workforce will continue to age at an increasing rate with 30% of our total workforce currently within the 55 to 64 age range.

There has been an increase in the average age of Aged Care staff from 44 in 2021 to 45 in 2023. In 2023, the



number of staff over 45 years of age is 57% of Council's Aged Care workforce. This is potentially reflective of the age demographic of the community itself.

Given the inherently high-risk nature of some positions within this department, the Council is actively exploring ways to ensure it meets its duty of care responsibilities by providing necessary resources. The recommendations from the Government following the Royal Commission into Aged Care Quality and Safety, along with the Aged Care Quality Standards, have introduced new challenges in securing adequately qualified staff for aged care facilities. Whilst these Recommendations and Standards are essential for the care of residents, Council needs to ensure that there are adequate and appropriate resources available to achieve this.

To address some of these challenges, the Council is collaborating with the University of New England (UNE) to help current staff who indicated their interest and willingness to commit to the study, to complete a Bachelor of Nursing degree. This initiative represents a long-term investment in building capacity for Registered Nurses in aged care, supporting Naroo Aged Care Facility in maintaining an adequate number of registered nurses to meet the recommendations and qualify for additional financial supplements.

Additionally, the Council is exploring the possibility of partnering with a recruitment agency that specialises in sourcing suitably qualified overseas professionals to work at Naroo.

The graph titled 'Departments by Age' dissects the age demographic information into Departments. The graph demonstrates that the largest proportion of staff over the age of 45 remain in the Engineering Services Department. Some reasons for this include the significant recruitment that has occurred in recent times due to the large volume

of natural disaster works that need to be completed throughout the Shire following several large flooding events.

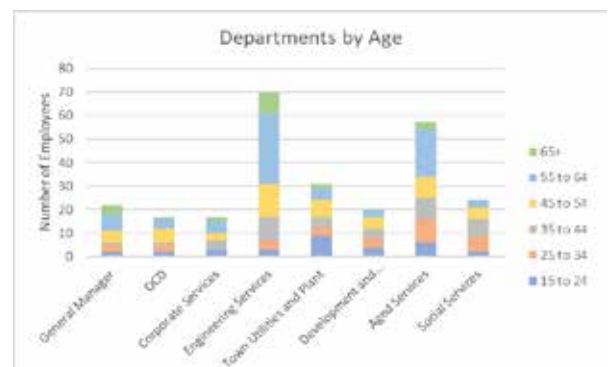
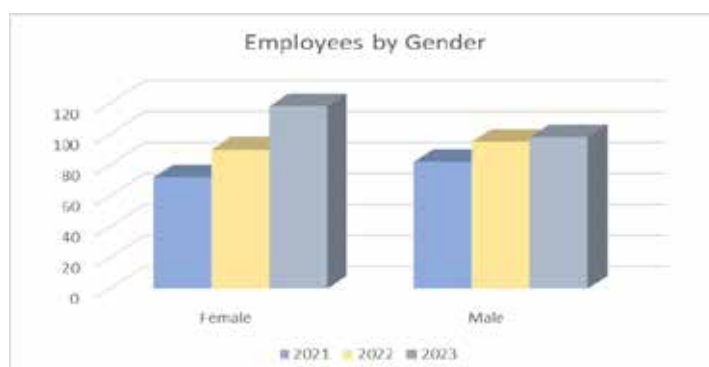
The prevailing trend in the labour market continues to be towards an improved work/life balance. The introduction of provisions for phased retirement, flexible work arrangements and greater flexibility for work and family responsibilities, through the Local Government (State) Award 2023, has given us greater opportunity to attract and retain staff, while providing our employees with the flexibility to balance their work and home life. There may be opportunity for increased part-time and job share arrangements in an effort to retain knowledge and skills and accommodate the fitness for duty issues of an ageing workforce.

Gender Profile

In 2023, 53% of the workforce was female and 47% male. This is a change from 2016 data where 57% were male and 43% female. The 2022 Local Government Survey identified a workforce of 51% male and 49%. Of these figures, part-time and casual positions are predominantly female and full-time, apprentice and traineeship positions are mainly male.

These figures suggest improved progress toward gender equality in Gwydir Shire locally, and also more broadly across the NSW Local Government sector. Gwydir Shire Council will continue to work to maintain this representation across all levels within Council.

Reflective of industry statistics, areas with higher female employment in Council continue to be in Aged Care, Social (children's services, preschools etc.), and Administrative Services. The male dominated areas also continue to be Engineering Services, Town Utilities (inc. Parks and Gardens), and Environmental Services.

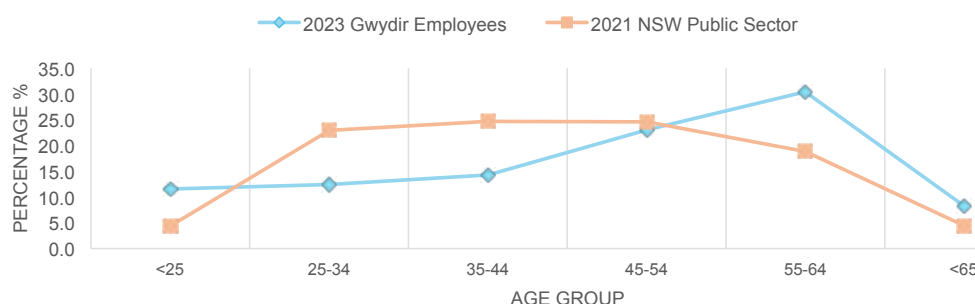


DOES OUR WORKFORCE REFLECT OUR COMMUNITY?

In the 2021 Census there were 4,910 persons usually resident in Gwydir Shire; 49.8% were males and 50.2% were females. Of the total population in Gwydir 7.0% were Aboriginal and Torres Strait Islander people, compared with 3.2% Aboriginal and Torres Strait Islander people throughout Australia.

While our workforce ratio of male/female employees is 53:47%, the graph titled 'Workforce by Age - Census Comparison' demonstrates that the workforce by age % distribution generally reflects that of our working age community.

WORKFORCE BY AGE - NSW PUBLIC SECTOR COMPARISON



According to the 2021 Census data, Gwydir Shire Council continues to be the third (3) largest industry of employment in the region, after Beef Cattle farming and Grain Sheep or Cattle Farming.

Health and Education are the other significant industries of employment within the Local Government Area.

Gwydir Shire Volunteers

Statistically, volunteering is the heart of Australian life, particularly for those living in regional and rural areas.

According to the 2021 Census, our Council area has a significantly higher volunteer rate of 23.6% than the overall New South Wales volunteer rate of 13%, and national volunteer rate of 14.1%. Without the work of volunteers our community would not have been able to achieve the high standard of infrastructure and services it currently enjoys. Similarly, our volunteer network has created a true community spirit which is socially cohesive and inclusive.

Gwydir Shire Council values such contributions and actively supports community groups and sporting organisations. Each year Council 'donates' to the community and its volunteers through many avenues. These include financial contributions, subsidy, labour and in-kind donation.

Gwydir Shire Council is however, faced with a number of challenges on the issue of volunteering. Our area's volunteers are becoming 'burnt out', older and numbers are falling.

Compounding this challenge are Risk Management and Work, Health and Safety pressures, which increasingly require volunteers to be suitable, qualified and insured.

Recruitment and Retention

Council needs to develop and implement strategies to attract and retain talented staff. NSW councils have the lowest overall staff turnover rate, however, they have a more pronounced retention issue with employees in their first year of employment. The Gwydir Shire staff turnover rate in the first year is 25 compared to a NSW median turnover of 13%. However, the demographic information shows that it is likely that a considerable number of existing staff will retire within the next 10 years, and the competitive market will undoubtedly continue to make it difficult to attract suitably qualified and experienced staff. Contributing factors to the difficulty in recruitment and retention of suitable staff include:

- Limited career advancement within the organisation structure.
- Increasing competition from mining entities that have recently been established in the regional area. This competition is placing pressure on the Council to increase wage levels to retain skills in the organisation.
- The Council has an ageing workforce. In addition to the succession planning considerations there are increased risks due to the functional restrictions of an aged workforce.

Current Strategies

- The Council provides flexibility for work and family responsibilities. There are already a number of family friendly work practices that have been embraced by staff. All reasonable requests are considered and accommodated where possible.
- Other labour retention strategies include the provision of career development opportunities and extensive training opportunities throughout the year. Gwydir Shire Council is a Learning Organisation and as a direct result, the training is ongoing. Training and opportunities for academic advancement continually enhance the performance and overall productivity of staff.
- Career paths will be communicated and promoted to staff in the annual performance review process. In addition to the training and staff development

opportunities, managers and supervisors will be encouraged and equipped to undertake one-on-one coaching to further employee development.

- Employees performing above and beyond will be rewarded and recognised.
- Council has a policy for long service recognition and this will be expanded to incorporate a recognition program that links to Council's Vision, Mission and Goals. Employees are not only looking for high remuneration and benefits, they also want to be valued and appreciated for their work, treated fairly, undertake work that is meaningful, and have advancement opportunities. Recognition and reward are key factors in enabling us to attract and retain quality employees.

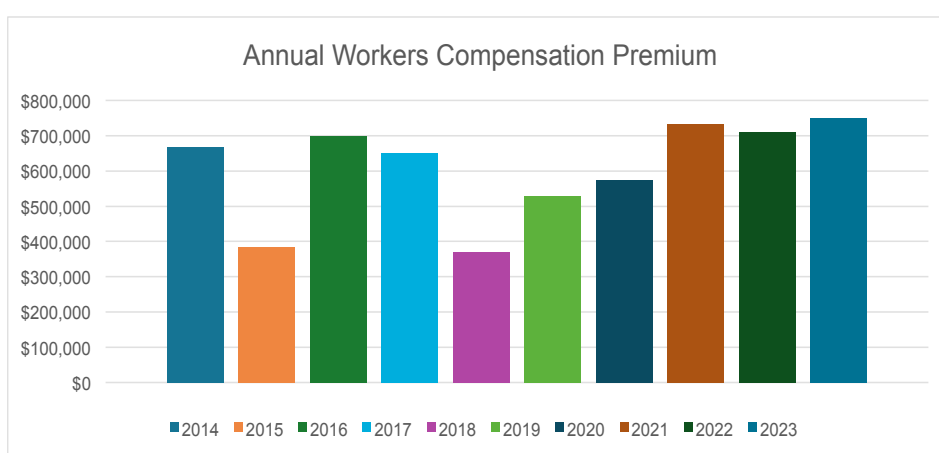
Additional Recruitment and Retention Strategies

- Promoting local government as the employer of choice - the role of local government needs to be promoted widely to attract suitable pools of applications for vacant positions. This can be done through activities targeting students, EEO groups and businesses.
- Promoting the benefits of working in local government, including flexible and family-friendly work practices as well as other initiatives such as cadetships, apprenticeships and trainee programs.
- Careers' advice through mentoring at the local schools and opportunities to work with students performing mock interviews and discussion groups.
- Development of recruitment strategies to encourage minority groups to apply for Council positions.
- Investigating skilled migration initiatives for specialist positions.
- Investigating resource sharing opportunities with a neighbouring council or group of councils for key positions.
- Promotion of the 'Country Lifestyle' and benefits of the local community such as affordable housing, schools, medical facilities, sporting facilities and recreational activities, with the benefits of larger centres close by.

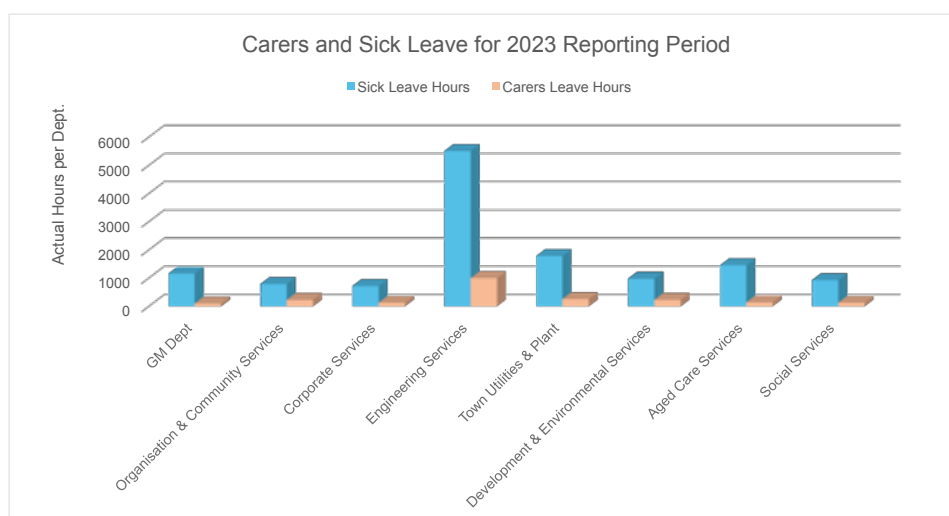
Increased Human Resource and Labour Costs

There is increased pressure on the Council to ensure the organisation remains sustainable. This can be contributed to the inflated cost of labour due to Award increases and legislative changes that require compulsory training and staff development, together with rate pegging constraints.

Remuneration costs continue to rise to accommodate negotiated Award increases and additional on-costs such as superannuation and workers' compensation. The graph titled 'Annual Premiums' shows that the Council workers' compensation costs have increased greatly in the eight year period since 2013/2014.



In addition to the increased cost of workplace injuries and incidents is the cost of providing casual staff to cover for employees suffering sickness or injury that is not work-related. Such instances increase the workload and pressure of the other staff, having further impact on their health and wellbeing. The graph titled 'Average Sick Leave and below demonstrates the average levels of sick leave experienced this year by department.



Succession Planning

Business succession planning is the consideration of current and future organisational capability, staffing needs and strategies to ensure that these anticipated challenges can be met. A good succession planning program is about retaining high-performing employees and building capability resilience into the senior management team. As previously highlighted, there is an identified risk of loss of vital talent, local government expertise and leadership skills over the next 10 years. It is therefore important for Council to invest in identifying, rewarding, challenging and developing the skills of our key talent. In this way, the pool of potential successors remains strong within the Council as there is a reduced need for these employees to further their careers elsewhere.

The Council has identified some critical roles and specifically the skills necessary to perform them. Planning needs to be undertaken to ensure that there is current and future capacity for these to be filled with appropriately skilled in-house staff.

Some of the key roles/skills already identified as critical at Gwydir Shire Council are:

- Asset Management
- Environmental and Health
- Planning
- Plant Operators
- Aged Care workers including Registered Nurses and Care Staff
- Children's Services
- Skilled Labourers.

Areas of growth include:

- Aged Care

Equipping staff with new skills has become even more important with the rapid change in customer and employee expectations. Flexibility and adaptability are important attributes and ensure that both managers and junior levels of staff have the confidence to engage and interact in new ways.



INTERNAL TRAINING AND DEVELOPMENT AND SUCCESSION PLANNING

Gwydir Shire Council is committed to continued learning, personal growth and development of employees. Creating opportunities for learning can lead to increased productivity, improved staff engagement, greater staff retention and an ability to innovate and quickly respond to changes.

We aim to provide Council officers/operators with at least the minimum trade level of qualification required to do the job, for example:

- Certificate III Civil Construction for engineering operators
- Certificate III Water Operations for water operators
- Certificate III in Automotive Mechanical for workshop mechanics
- Certificate III in Business Admin/Local Government/Financial Ops

Management development training is important for people whose aspirations are to progress further up the organisational ladder; we will seek to provide them with training appropriate to their needs and those of the organisation as identified in the annual review and budgeting process.

Employees wishing to improve their knowledge and skills in a specialised area e.g. Finance, will undertake training in that specialised area e.g. Bachelor of Financial Management.

Where possible, Council will utilise the Traineeship/ Apprenticeship system to fund this training.

- Existing workers who have started with the Council without formal qualifications will be signed up to an Existing Worker Traineeship.
- New entrant workers such as new apprentices and new indoor employees will be signed up to New Entrant Traineeships or Full-time apprenticeships.

Other Strategies

- Processes have been reviewed to determine if there are more effective ways to deliver services and train staff accordingly.
- Investment in development - past recruitment activities have demonstrated that developing and upskilling existing employees is far more efficient and cost-effective than attempting to attract, and then retain, people with the required skills sets from outside of the organisation. Staff development strategies aimed at staff having the skills to deliver the Community Strategic Plan and Council's Delivery Program goals need to be implemented to ensure a generous flow of candidates to fill key roles as they become vacant.
- Staff performance reviews are designed to determine both the appropriate skills sets to effectively undertake a position, along with the base level skills required to undertake other roles in the organisation. This will result in individual training and development programs for each staff member that are compiled into the one organisation training program.
- Opportunities for short or long-term secondments to other areas of the business or to other councils will be considered as another way for staff to improve their skills within the workforce and provide employees with a variety of work options.

The Gwydir Learning Region

The Gwydir Learning Region (GLR) Committee is a committee of Gwydir Shire Council and seeks to identify the learning needs of Gwydir Shire residents, and to facilitate the delivery of the appropriate knowledge and skills development.

Within the large area that makes up Gwydir Shire, there exists a substantial number of potential students and instructors, as well as under-utilised educational facilities and resources.

Distance, financial restraints and the nature of rural life are deterrents for residents to pursue further education and training. In order to improve access, it is crucial that the delivery of education be local, affordable and flexible.



GWYDIR'S BROADER COMMUNITY APPROACH TO ADDRESSING WORKFORCE CHALLENGES

Vocational education can be the catalyst for confidence building and revitalisation of a community. The GLR, through co-operative effort, facilitates the re-skilling of the community, the completion of community projects, and the development of new business opportunities and services.

Its success relies heavily upon collaboration between Council, the local schools, TAFE, the University of New England and local training providers such as the Community College – Northern Inland. This is stumbling at the moment. There needs to be a new dialogue and focused projects.

Capacity Building within Council Workforce and the Gwydir Community

Much of the work done by the GLR aims at building the capacity of the community to deliver training in various fields of expertise. To this end, we have taken the following steps:

The Gwydir Learning Region as a Registered Training Organisation

The GLR has registered with the Australian Skills Quality Authority (ASQA) as a Registered Training Organisation (RTO).

Our registration has four heavy vehicle competencies on our scope with a fifth, Multi Combination Vehicles, TLILC3018 pending:

- TLILIC 2014B – Licence to drive a light rigid vehicle
- TLILIC 2015B – Licence to drive a medium rigid vehicle
- TLILIC 2016B – Licence to drive a heavy rigid vehicle
- TLILIC 3017B – Licence to drive a heavy combination vehicle

There has been some demand evident for training in a multi-combination licence (B Double) and we plan to expand our scope to include this competency.

By delivering this training through our own RTO we are not dependent on the capacity of larger and less flexible RTOs being able to deliver the training to suit our needs.

Sponsored Training in Certificate IV Training and Assessment

Council has sponsored training in Certificate IV in Training and Assessment (TAA) for a large number of Council employees and community members in areas such as:

- Civil Construction
- Building and Construction
- Automotive Mechanical
- Risk Assessment and Work Health and Safety
- First Aid
- Information Technology (IT)
- Acute Care Nursing
- Aged Care Nursing
- Heavy Equipment Operation – excavator, back hoe, loader, forklift
- Heavy Vehicle Operation
- Local Government Finance
- Water Operations

Among these Certificate IV TAA participants are Council employees who are trainers and assessors in Heavy Plant Operation and Heavy Vehicle Operation.

These people make it possible to train and assess Council employees and community members in areas that are crucial to Council operations. They also provide a means by which Council employees can improve their skills and gain extra qualifications that will enable them to advance in their career.

Council is already seeing improvements in access to Heavy Vehicle qualification upgrades through our Heavy Vehicle Competency based Assessor.

Specific Case Studies

Certificate III Qualifications – School Based Traineeships and Apprenticeships

The Gwydir Learning Region pioneered provision of training to school-based trainees in Children's Services. It has allowed us to provide students with an opportunity to pursue a career in preschool teaching or related activities. It has also given us the opportunity to train people to take up positions within Council.

School-Based Traineeships/Apprenticeships

During the time of its operation, the GLR has provided school-based traineeships and apprenticeships in areas such as:

- Rural Studies – Agriculture and Horticulture
- Retail
- Children's Services
- Metals and Engineering – supported by the GLR
- Meat Processing
- Hospitality
- Sport and Recreation
- Business Services
- Automotive Mechanical
- Aged Care
- Carpentry
- Hairdressing
- Information Technology
- Nursing – Aged Care Nursing and Acute Care Nursing

These school-based apprenticeships and traineeships provide students with a pathway to a chosen career while they are still full-time students at school. They can achieve a HSC concurrently with a vocational qualification.

If they choose to pursue the Certificate III Trade Certificate and then decide that they would like to pursue a university education, the Certificate III qualification at some universities equates to an ATAR score of 80 when it comes time to enrol at a university.

Gwydir Learning Region Trade Training Centres

Council was successful in securing Federal Government funding of \$2.99 million to build three trade training centres on Council owned land in 2011. These works were commenced in 2011 and completed in 2012.

The Trade Training Centres are specific to the following industries:

- Primary Industry
- Hospitality (Commercial Cookery)
- Automotive Mechanical

These centres were funded to provide a pathway for students to gain a vocational qualification while being enrolled as full-time school students. These centres opened in 2013.

Primary Industries (The Living Classroom)

The Primary Industries Trade Training Centre has been built on Council owned land in Bingara adjacent to the Bingara Common. The Centre is equipped to give students opportunities to train in competencies that provide a pathway to a Certificate III in Primary Industries.

The facility includes a classroom, a multi-purpose break-out room, an office, a kitchen and washroom facilities. It is equipped with the latest IT connected classroom equipment, as well as a wide variety of equipment required for farming and grazing activities.

Council secured additional funding to construct a twenty-four bed student dormitory and teacher accommodation on the site to accommodate visiting students.

Automotive

An Automotive Mechanical workshop has been built on land adjacent to Warialda High School.

It gives Gwydir students (Warialda, Bingara and surrounding districts) an opportunity to pursue pathways to Certificate III in Automotive Mechanical studies in a state-of-the art facility.

Welding bays have also been installed in the facility allowing students and Gwydir residents to undertake welding courses, either as part of their automotive courses or as after-hours interest courses. The training is being delivered by TAFE New England and a qualified Gwydir Shire Council employee.

Council has been able to adapt the Automotive Trade Training facility to accommodate these classes, and it now operates as part of the Warialda High School campus.

Hospitality

A commercial standard kitchen has been built as an attachment at the rear of the Roxy Theatre in Bingara. Secondary school students at Gwydir schools who are pursuing a qualification in Hospitality (Commercial Cookery) are able to train in this kitchen.

The kitchen is also a useful addition to the already existing catering facilities of the Roxy Cafe and will be available to provide catering facilities for community functions such as wedding receptions and balls.

To date there have been limited training initiatives undertaken in this facility however it has been utilised by TAFE, Department of Education and the Community College for specialist activities since the doors have been opened.



Community members are able to gain access to the kitchen through participation in short courses being run by the local branch of the Community College.

Further Workforce Challenges and Critical issues

Existing and future challenges facing the organisation are highlighted by the demographics outlined previously. The following have been identified as being of critical importance and/or key challenges in the management and development of Gwydir Shire's human resources and the delivery of Council's strategic objectives:

- Our ageing workforce - retaining and optimising the contribution of mature aged workers while maintaining their health and wellbeing
- Capturing and transferring corporate knowledge and knowhow prior to employee's leaving
- Accommodating employment flexibility in response to individual needs for work/life balance
- Identifying and attracting new talent while continuing to engage existing employees
- Ensuring the composition of the workforce represents the diversity of the community
- Retaining key workers with critical skills and experience in a highly competitive job market
- 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
- Being able to offer career advancement at the speed in which employees expect, particularly for the younger generation of employees
- Providing a reasonable budget for the cost of learning and development to ensure our workforce skills keep pace
- Addressing the limited opportunity to recognise effort 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
- Creating opportunities for continuous learning, particularly for generations X and Y
- Addressing lack of career progression by creating challenge for employees
- Building a culture that is performance focused and proactive in seeking to deliver services as efficiently as possible
- Identifying further opportunities to deliver shared services in partnership with other Councils

THE KEY COMPONENTS OF THE COMMUNITY STRATEGIC PLAN

The Community Strategy is divided into the following key components:



The 'strategic issues' in each component is an area that has been identified as requiring a specific 'strategy' to achieve the desired outcome or 'term action'.

Community Plan Objectives

The main service delivery priorities identified in the Community Strategic Plan are:

- Growth of the local economy through increased employment opportunities for residents.
- An increasing focus on Tourism promotion by the Council
- The maintenance of the existing strong 'Community Spirit' within the Shire's various communities.
- Medical Facilities in general and the retention of the General Practitioners and Hospital Services
- The expansion of aged care facilities and services to accommodate the growing demographic needed for these services.

These key components are expanded in the Delivery Program. The Delivery Program details the principal activities Council will undertake to achieve the objectives established in the Community Strategic Plan, within the resources available under the Resourcing Strategy.

Council's workforce strategy forms part of the Resourcing Strategy. It helps to meet the community's priorities and aspirations as expressed in the Community Strategic Plan, by having the right people in the right places with the right skills doing the right jobs at the right time.

The following pages expand on the workforce resources needed to achieve the objectives of the Delivery Plan.

APPENDIX 1

WORKFORCE MANAGEMENT **PLAN ACTIONS**


**A HEALTHY
AND COHESIVE
COMMUNITY
(SOCIAL)**

GOAL 1 A HEALTHY AND COHESIVE COMMUNITY (SOCIAL)

Outcome 1.1 We have healthy and inviting spaces and places

Outcome 1.2 Our community is an inviting and vibrant place to live

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base and places to relax, study and play.

We have access to a range of high quality health care services. All residents are supported in living a healthy and active life through the opportunity to participate in recreation activities.

Our community is strong, safe and connected with equal access to the services and facilities that ensure a great quality of life for all ages. Community pride and a sense of belonging are fostered through having a caring and connected community, with suitable programs and activities for all ages and abilities. Our residents' lives are enriched through access to lifelong learning opportunities as well as activities and events that celebrate our culture and encourage participation.

1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.1- Improve local access to health services	1.1.1.2 - Support Gwydir Shire's health initiatives
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.2 - Encourage and enable healthy lifestyle choices	1.1.2.4 - Implement a strong Wellness and Enablement plan within the Gwydir Shire Council through the CHSP program
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.3 - Provide the right places, spaces and activities	1.1.3.2 - Be a centre of leadership in child development, education and care as well as support for families and community
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.3 - Provide the right places, spaces and activities	1.1.3.6 - Build our reputation as 'best choice' for families, children and young people to discover their abilities and reach their potential in life
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.3 - Provide the right places, spaces and activities	1.1.3.7 - Enhance the overall Resident experience at Naroo Frail Aged Hostel by embedding an active Leisure and Lifestyle program with residents focusing on wellness
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.3 - Provide the right places, spaces and activities	1.1.3.11 - Progress Gwydir Shire Council Disability Action plan with committee.
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.3 - Provide the right places, spaces and activities	1.1.3.12 - Provide exceptional care, embracing authentic partnerships with families and ensuring the 'voice of the child' is central to our service processes



BUILDING THE BUSINESS BASE (ECONOMIC)

GOAL 2 BUILDING THE BUSINESS BASE (ECONOMIC)

Outcome 2.1 Our economy is growing and supported

Outcome 2.2 We are skilled and have access to excellent educational opportunities

A productive community provides people with positive choices for investment, employment and study. An innovative, diverse and resilient economy requires collaboration between local people and other levels of government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprise to establish strategic partnerships aligned to the creation of employment and industry in our community. Tourism is embraced by all facets of our community and Gwydir Shire is seen as a destination of choice for travellers.

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.

2 - Building the business base	2.1 - Our economy is growing and supported	2.1.2 - Support the growth of our business community	2.1.2.1 Develop links and implement programs to improve the local economy
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.2 - Support the growth of our business community	2.1.2.3 Finalise the strategy for small scale industrial land development.
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.3 - Promote our community as the place to visit, live, work and invest	2.1.3. Build on key relationships with stakeholders to enhance the Gwydir Shire tourism profile
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.3 - Promote our community as the place to visit, live, work and invest	2.1.3.2 Assist in the creation of an environment in which a sustainable level of population and economic growth can occur to benefit local business and tourism
2 - Building the business base	2.2 - We are skilled and have access to excellent educational opportunities	2.2.1 - Increase the range of opportunities to work locally	2.2.1. Continue to be proactive in attracting skilled staff, especially Registered Nurses into the Aged Care sector and work towards 24-hour Registered Nurses on site at Naroo Frail Aged Hostel
2 - Building the business base	2.2 - We are skilled and have access to excellent educational opportunities	2.2.2 - Build on our quality education and training opportunities (including through the GLR)	2.2.2.1 Implement and manage the Gwydir Learning Region program



**PROACTIVE
REGIONAL AND
LOCAL LEADERSHIP
(CIVIC LEADERSHIP)**

GOAL 4

PROACTIVE REGIONAL AND LOCAL LEADERSHIP (CIVIC LEADERSHIP)

Outcome 4.1 We are an engaged and connected community

Outcome 4.2 We work together to achieve our goals

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.

Our thoughts and ideas are valued; we are empowered with knowledge and have the opportunity to participate. The Council provides the community with timely information about local issues and includes opportunities for the community to participate in initiatives. Community consultation continues throughout the period of the Community Strategic Plan to ensure that residents are engaged and connected.

We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.

4 - Proactive regional and local leadership	4.1 - We are an engaged & connected community	4.1.1 - Encourage an informed community	4.1.1.1 Provide effective communication initiatives to service the community
4 - Proactive regional and local leadership	4.1 - We are an engaged & connected community	4.1.2 - Enable broad, rich and meaningful engagement to occur	4.1.2.1 Consistently engage with communities, moving from transactional to transformational relationships
4 - Proactive regional and local leadership	4.1 - We are an engaged & connected community	4.1.3 - Build on our sense of community	4.1.3.2 Grow relationships with governments, the corporate sector, community organisations and volunteers to enhance the educational experience
4 - Proactive regional and local leadership	4.2 - We work together to achieve our goals	4.2.1 - Build strong relationships and shared responsibilities	4.2.1.1 Manage programs and initiatives to connect with, and value other cultures
4 - Proactive regional and local leadership	4.2 - We work together to achieve our goals	4.2.2 - Work in partnership to plan for the future	4.2.2.1 Acquire, disseminate and apply new knowledge to grow evidence informed practice.
4 - Proactive regional and local leadership	4.2 - We work together to achieve our goals	4.2.2 - Work in partnership to plan for the future	4.2.2.3 Implement emerging technologies and best processes to improve efficiency.



ORGANISATIONAL MANAGEMENT (GOVERNANCE)

GOAL 5 ORGANISATIONAL MANAGEMENT (GOVERNANCE)

Outcome 5.1 Corporate Management

The main objective of organisational management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council bringing additional benefit to the community, staff and Councillors.

Good corporate management is about having the right processes for making and implementing strategic decisions.

5 - Organisational management	5.1 - Corporate management	5.1.3 - Administrative and support functions	Proposed Action Review mandatory training requirements to maintain operational effectiveness and compliance.
5 - Organisational management	5.1 - Corporate management	5.1.3 - Administrative and support functions	5.1.3.1 Assess and implement solutions that increase efficiencies and quality, whilst reducing costs, to improve processes and systems within Council.
5 - Organisational management	5.1 - Corporate management	5.1.3 - Administrative and support functions	5.1.3.4 Undertake Service Reviews as outlined in the Delivery Program for the financial year.
5 - Organisational management	5.1 - Corporate management	5.1.3 - Administrative and support functions	5.1.3.4 Undertake Service Reviews as outlined in the Delivery Program for the financial year.
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	5.1.4. Build on key internal relations with staff wellbeing and engagement
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	5.1.4.1 Build a culture that empowers staff to learn, teach, lead and succeed
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	5.1.4.3 Development of Human Resources Development processes to manage change and meet individual and organisational needs
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	5.1.4.4 Provide and support Naroo Aged care staff with necessary training and education
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	5.1.4.5 Undertake Workforce Planning to ensure that there is an appropriately skilled workforce to meet future challenges and opportunities.
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	Council Salary System Review
5 - Organisational management	5.1 - Corporate management	5.1.5 - Provide responsible internal governance	5.1.5.1 Embed Workplace Health & Safety into business as usual practice throughout the organisation.
5 - Organisational management	5.1 - Corporate management	5.1.5 - Provide responsible internal governance	Proposed Action Develop relationships with key stakeholders to ensure council has access to relevant and effective training opportunities.
5 - Organisational management	5.1 - Corporate management	5.1.5 - Provide responsible internal governance	Proposed Action To integrate and ensure Council's operations and practices align with the risk management framework.