




Workforce Management Plan 2017 - 2021

Introduction	3
Our Planning Framework	4
How it all fits together	4
The Delivery Program	6
The Operational Plan	6
The Resourcing Strategy	6
This Workforce Management Plan – The right people in the right place with the right skills in the right jobs at the right time	7
Our Opportunities and Challenges	7
Energy Dependence	7
Technological Advances	8
Localism	8
Potential climate change adaption processes	8
Population Decline	8
Social Media	8
Fit For the Future	9
Naroo Aged Care Facility	9
Our Work Environment	10
Our History	10
Our WorkForce Profile	11
The Current Structure	11
Workforce Profile in detail	12
Wages and Salaries	13
Length of Service	13
Employee Age Profile	14
Gender Profile	16
Does our Workforce Reflect Our Community?	18
Gwydir Shire Volunteers	18
The National Local Government Workforce Strategy 2013-2020	19
Recruitment and Retention	19
Current Strategies	20
Additional Recruitment and Retention Strategies	20
Increased Human Resource and Labour Costs	21
Succession Planning	22
Internal Training and Development and Succession Planning	24
Other Strategies	24
Legislative Influences	25
Gwydir's Broader Community Approach to Addressing Workforce Challenges	25
The Gwydir Learning Region	25
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	26
Specific Case Studies	27
Aged Care Nursing	27
Acute Care Nursing	27
Certificate III Qualifications – School Based Traineeships and Apprenticeships	27
School-Based Traineeships/Apprenticeships	27
Gwydir Learning Region Trade Training Centres	28
Primary Industries (The Living Classroom)	29
Automotive	29
Hospitality	30
Increasing and Monitoring Community Capital	30
Further Workforce Challenges and Critical issues	31
The Key Components of the Community Strategic Plan	32
Community Plan Objectives	32
Appendix 1	-
Workforce Management Plan Actions	33

Introduction

The Workforce Plan is part of the planning and reporting framework for local government. It forms part of the Resourcing Strategy. The aim of the Resourcing Strategy is to help meet the priorities in the Gwydir Shire Council Community Strategic Plan, which are:

- A Healthy and Cohesive Community
- Building the Business Base
- An Environmentally Responsible Shire
- Proactive Regional and Local Leadership
- Organisational Management

Each of these goals has strategies and actions to ensure they are successfully implemented. To achieve these goals, and in accordance with the State Government's new Integrated Planning and Reporting Framework requirements, the Gwydir Shire Council Workforce Management Plan has been developed.

The Future-Proofing Local Government: National Workforce Strategy 2013-2020 recognised that in rural communities, such as Gwydir Shire, local governments are the primary economic drivers and the only levels of government delivering social and community services. Gwydir Shire Council's functions are expanding and increasing out of necessity, therefore workforce capacity, capability and innovation are critical.

Consideration of our future skills needs indicated that in order to meet changing requirements we need to strengthen skills, further develop management and leadership skills, build digital literacy, and encourage teamwork, innovation and learning in our organisation. Succession planning was also an area that needed to be a focus area.

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.



The Long Term Financial Plan is a fundamental part of the Resourcing Strategy. Through drafting the Long Term Financial Plan it has been confirmed that there continues to be a considerable downfall to sustain existing service standards into the future. To ensure the sustainability of the existing services and to address the emerging and long term service delivery expectations and aspirations of the community, it has been recognised that either additional funding sources need to be found or there needs to be a significant organisational review.

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

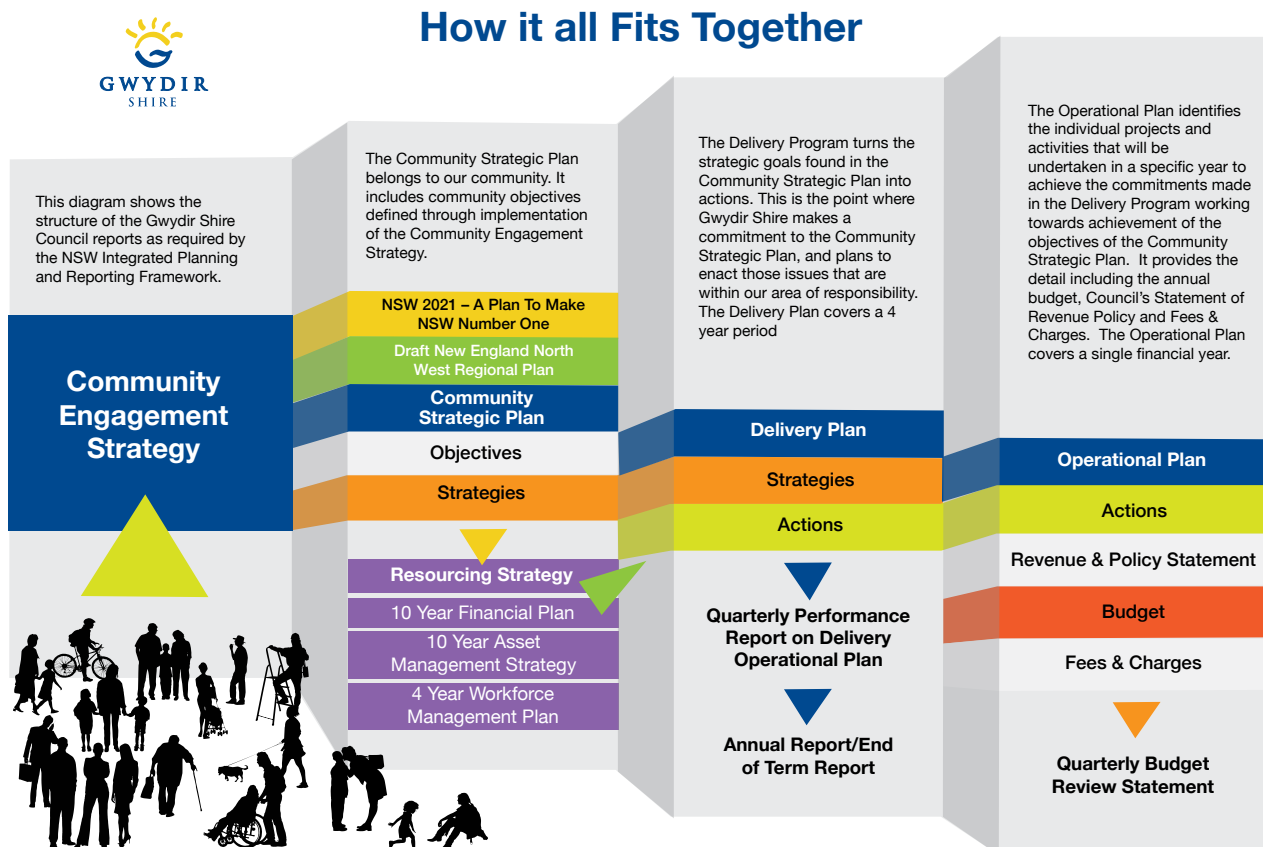
Our Planning Framework

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.

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.

As mentioned in the previous paragraph, 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.

The Community Strategic Plan is based on the social justice principles of access, equity, participation and rights. The Community Engagement Strategy has been developed and implemented based on these principles.

Our Community Vision established during the extensive community consultation process is.....

Gwydir Country – A Circular Economy – Fresh Air, Innovation and Opportunity

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 document)

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 (2017 – 2021).

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 actioned 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 report 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.gwydirshire.com

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 2017-2018 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.gwydirshire.com

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 – 4 years – 2017 – 2021

Long Term Financial Plan – 10 years – 2017 – 2027

Asset Management Plans – 10 years – 2017 – 2027



This Workforce Management Plan

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

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.

Our Opportunities and Challenges

A full outline of our opportunities and challenges is included in the Delivery Program. Below is a brief summary of the assessed opportunities and challenges that, along with our community aspirations, have been included in the planning objectives.

Our Community Strategic Plan has recognised that in 10 years' time there will be a substantial change in our working environment. The areas identified as having impact on our Council include:

- Energy dependence
- Technological advances
- Localism
- Potential climate change adaption
- Population decline
- Social media

The full report covering these issues and how they will impact the way we do business is included in the Community Strategic Plan. A summary of the impacts on the workforce aligned to these recognised areas of change is included below.

Energy Dependence

It is predicted that rural communities will need to seek out the best alternatives for the solution of energy supply problems for their communities. Current initiatives see Council staff acting in a facilitation role. This will be monitored closely to determine the training needs to provide the opportunity for our staff to be abreast of any business opportunities that may arise from future initiatives. Gwydir Shire Council will continue to increase the level of educational achievement throughout the Shire through the work of the Gwydir Learning Region (GLR). Actions to rebuild the GLR are included in the suite of planning documents.

Technological Advances

The 2011 census revealed that only 57% of Gwydir Shire households had some form of internet access. While we believe that this percentage may have increased since the time of the census due to technological advances, it is still an indicator that there is a low penetration rate. The assumption is also made that this low penetration rate continues to result in Gwydir Shire Council's less than average level of academic achievement.

Localism

Wikipedia describes localism as "a range of political philosophies which prioritise the local. Generally, localism supports local production and consumption of goods, local control of government, and promotion of local history, local culture and local identity. Localism can be contrasted with regionalism and centralised government." Our staff will be empowered to ensure that the elements required for success of the localism initiatives will be addressed and developed to a point where we are prepared to embrace any opportunities that become available.

Potential climate change adaption processes

Climate change adaptation is a large and multi-faceted challenge which needs to be addressed across sectors. Rather than imposing a top-down approach where a group of climate change experts work in a range of sectors, it is better to build capacity among people already working in each sector by involving them in the planning process. This allows people to use their existing expertise and be exposed to new ideas and parameters in a changing climate.

We will form an internal Coordination Unit to develop a short, medium and long term climate change adaption plan in collaboration with the relevant State agencies and other regional councils. Our staff will continue to monitor and report on initiatives annually.

Population Decline

Gwydir Shire Council, like so many other small rural local government areas, is challenged by long term population decline. We plan to address this through the creation of employment opportunities for both local residents and migrants.

Social Media

Gwydir Shire Council, as an active local government entity, aspires to be connected with the daily lives of its ratepayers, residents and visitors. Social media will continue to grow as a legitimate source for the transfer of corporate information. Our Council will continue to train our staff on the effective and efficient utilisation of electronic media for dissemination of information.

Fit For the Future

The Council continues to work towards improving its Financial Sustainability Rating (FSR). Since the original TCorp assessment in 2013 classifying us as 'Very Weak', we have implemented a number of initiatives that have resulted, after another TCorp assessment in March 2017, in us being classified as being 'Weak' with a 'Neutral Outlook'. We are going to continue to improve this rating on the road to financial sustainability

In the first year covered by this plan there will be a review of the management levels of the organisational structure. The purpose of this review is to create substantial savings over future years to ensure operating surpluses.



Naroo Aged Care Facility

This business area of council was specifically mentioned in the most recent TCorp reassessment. There are efficiencies to be found in all areas of the operation of Naroo and these have already commenced. Specific to the workforce plan, staffing levels and training will continue to be a focus to ensure that we have the optimum level of staffing aligned with industry benchmarks. Being the most organic of our business units, Naroo staff will need to be flexible to allow for changes in resident numbers and needs. As an Ageing in Place facility focused on person centred care, significant training and performance management will be undertaken to ensure that our staff are skilled and embrace the principles of these business methods.

Since the last Workforce Plan was developed it has become evident that specialist skills need to be developed for our Naroo staff in the areas of dementia care, behavioural management and palliative care. We are fortunate to have recruited a new Aged Care Services Manager who is an experienced and very competent Registered Nurse who will be training the staff internally as well as organising for the staff to attend external training initiatives as they become available.



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 5080 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.

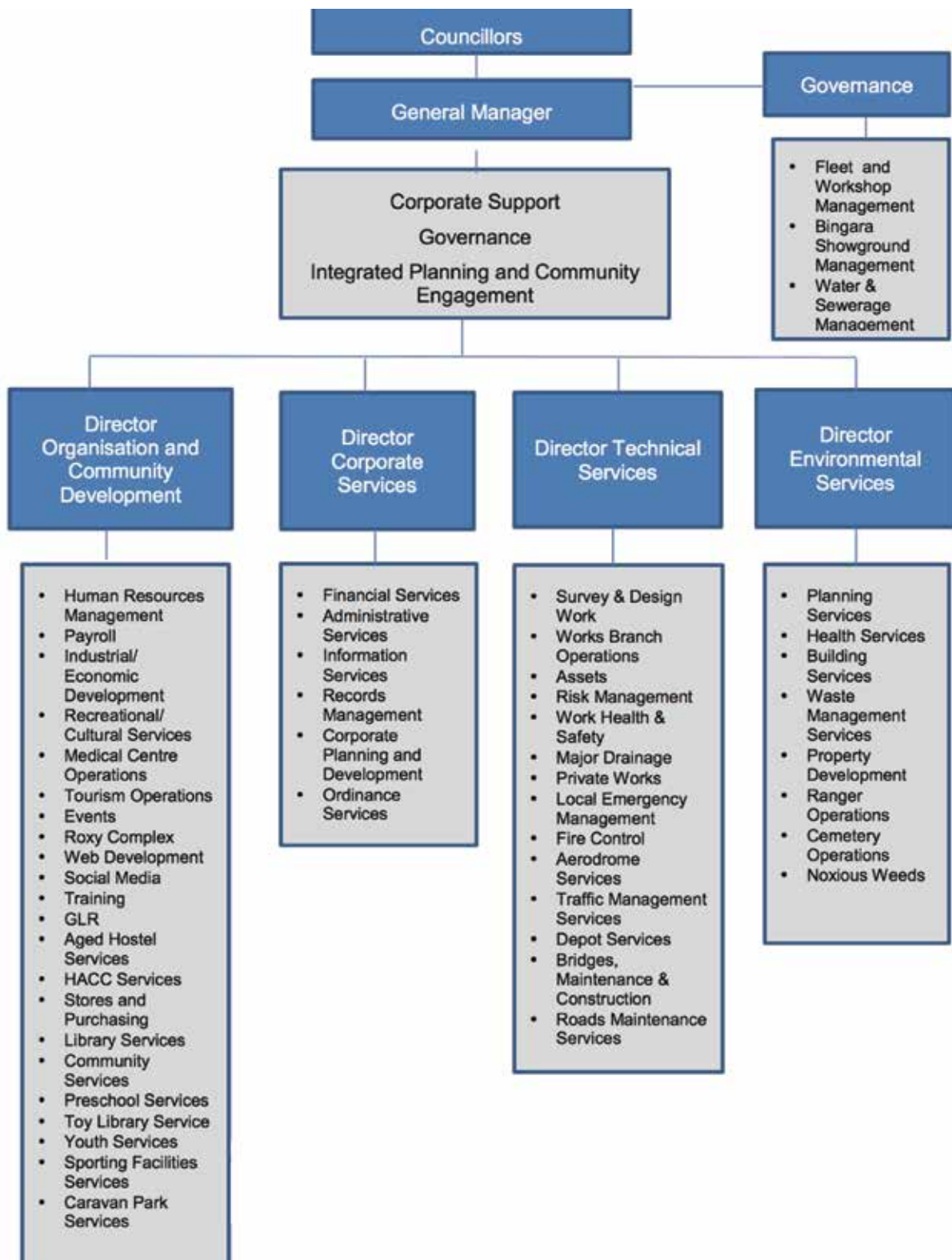
At the time of amalgamation there were 145.4 equivalent full time staff members; 60.95 Bingara and 84.42 Yallaroi (Warialda). Consistent with the current situation, the staff numbers were closely aligned to the level of grant funding received by the Councils.

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

The Current Structure

The Council structure as at 31st December 2017 is organised into 4 directorates and the Executive (General Manager's) Unit.



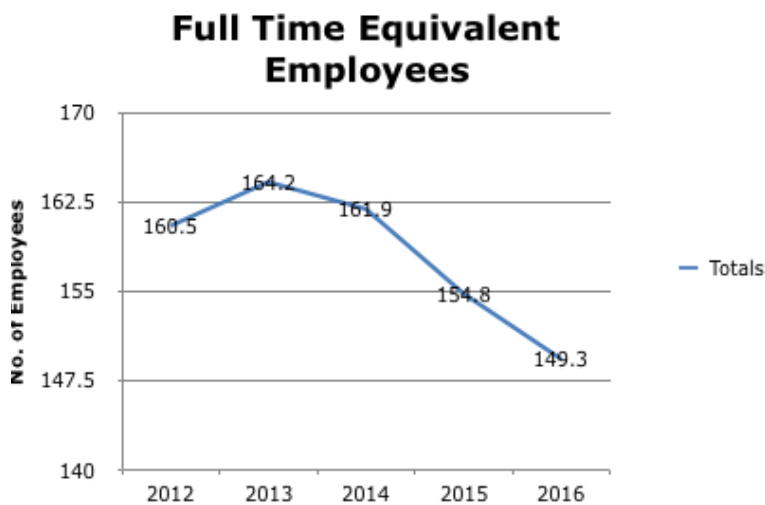
Workforce Profile in detail

As at 31st December 2016, Council had an establishment of 191 employees - see table below. The disproportionate number of full time males to females is driven by the male dominated outdoor workforce, while 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 2017

Gender	Full Time	Part time	Casual	Trainees/ apprentices	Total
Female	30	38	22	3	93
Male	82	4	5	7	98
Total	112	42	27	10	191

The number of full time equivalent staff total is 149.3. The graph titled 'Full Time Equivalent Employees' outlines the full time equivalent numbers from 2012 to date, and clearly illustrates the reduction in numbers as Council strives to achieve sustainability through reviewing the efficiencies of our work practices while maintaining productivity levels.



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 81 'outdoor' and 55 'indoor' workers. The indoor/outdoor split reflects the multifaceted business that Council manages.

Wages and Salaries

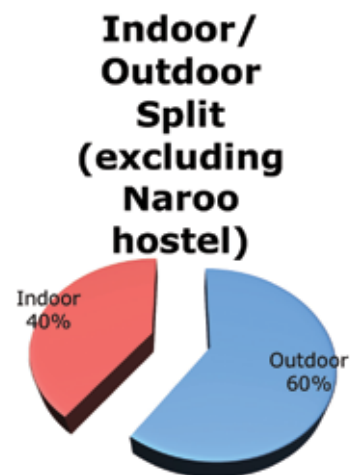
Employee benefits and oncosts for the 2015 - 2016 financial year was \$12,322,000. This equates to approximately 35% of Council's total operating expenditure of \$35,659,000.

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

Length of Service

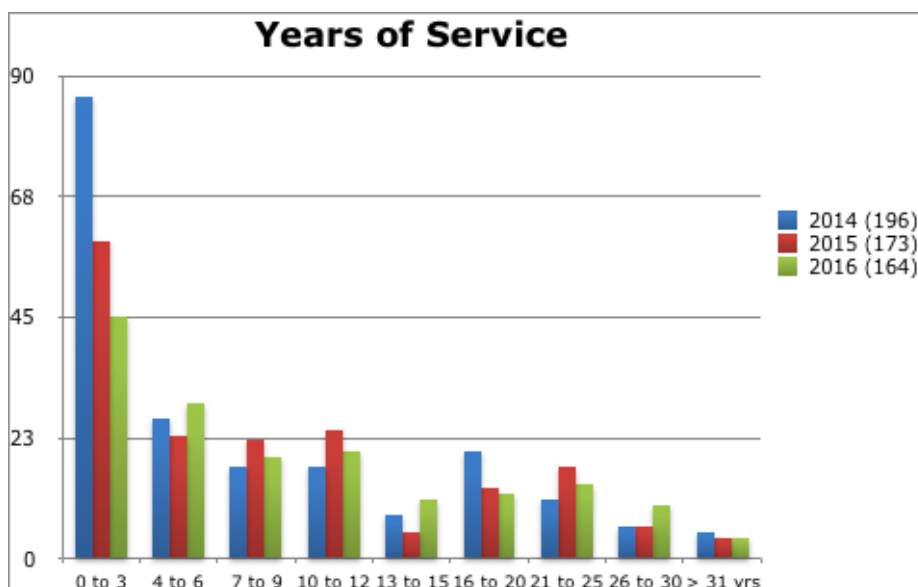
The table below represents the years of service categories for our staff:

Years of service	No. of employees	Percentage
0-3	45	38%
4-6	29	15%
7-9	19	10%
10-12	20	11%
13-15	11	6%
16-20	12	6%
21-25	14	7%
26-30	10	5%
31+	4	2%



In summary, as at 31st December 2016, over one third of the Council staff (38%) have less than three years' experience in local government and 20% of staff have been working in local government for over 15 years. These figures indicate a need for effective corporate knowledge capture and transfer, as those with longer service potentially seek career progression outside of Council or move towards retirement.

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

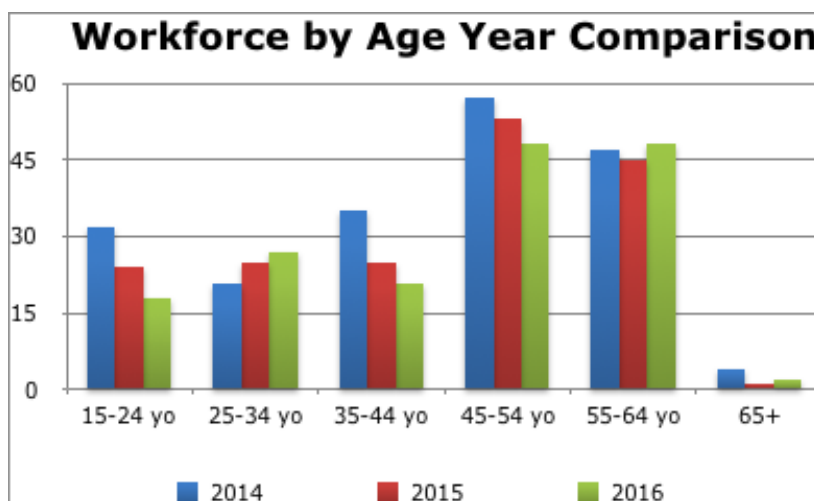


Employee Age Profile

Local government has a high number of mature age workers compared with the national average for industries. The graph titled 'Workforce by Age Year Comparison' represents the total number of Gwydir Shire employees in the different age groups and contains figures for the 2014, 2015 and 2016 reporting years.

The percentage of employees under the age of 34 years has decreased by 1.1% since 2015. The percentage of employees who are over 45 years of age in this reporting period is 59.7%, an increase of 2.5% on the 2015 figure.

Planning the management of aged 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 has remained consistently high. 60% of employees aged 55 and over are outdoor workers engaged in primarily manual tasks. 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 45 to 54 age range.



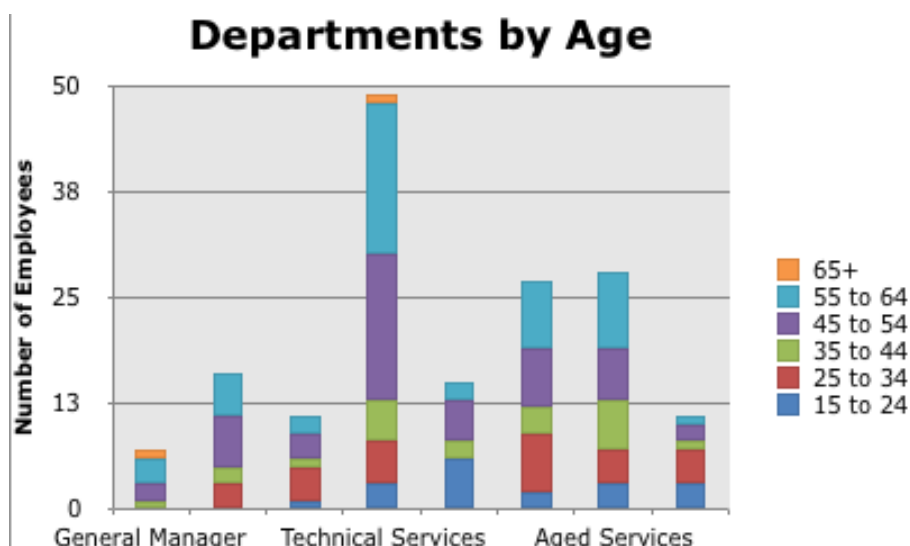
The graph titled 'Departments by Age' further dissects the age demographic information into Departments. The graph demonstrates that the largest proportion of staff over the age of 45 remain in the Technical Services Department. Initiatives to address this, after it was identified in the 2012 Workforce Plan, included the recruitment of Trainee Plant Operators. These staff are now trained and competent in anticipation of ease of succession in the Technical Services Department. The recruitment of trainee plant operators has continued with three trainees currently undertaking a traineeship.

There has been a reduction in the average age of staff employed in Aged Care with an increase in the number of staff under 45 years of age. In 2014, the number of staff over 45 years was 58% of the Aged Care workforce; this has reduced to 54% in 2016. Considering that some of the positions in this department are high risk by nature, Council continues to investigate ways to provide the resources needed to ensure that its duty of care responsibilities are being met.

The prevailing trend in the labour market is 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 2010, 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.

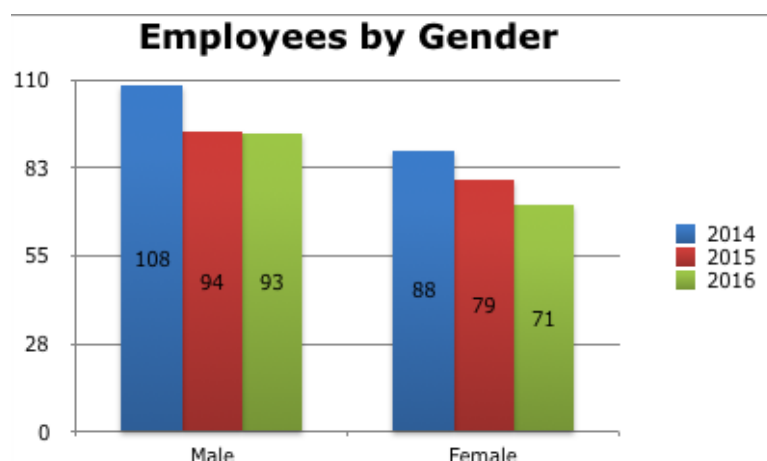


Gender Profile

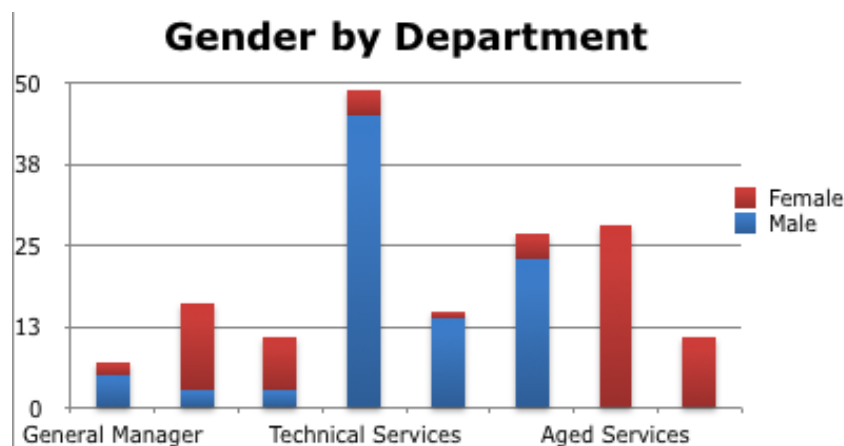
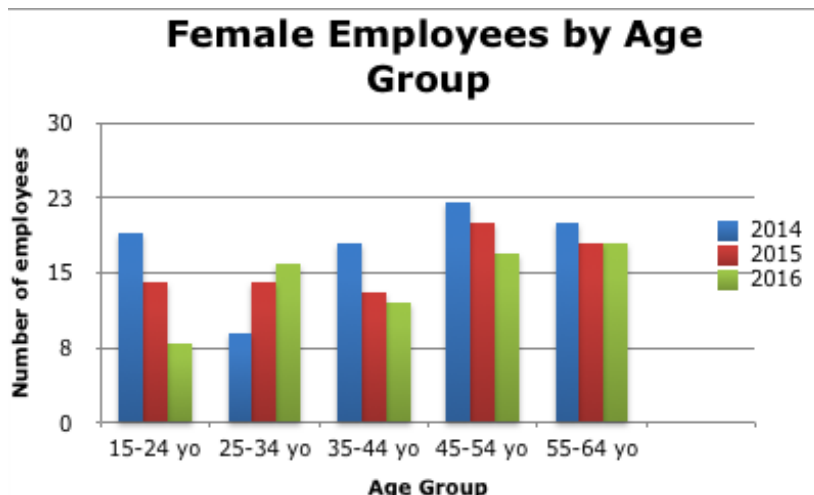
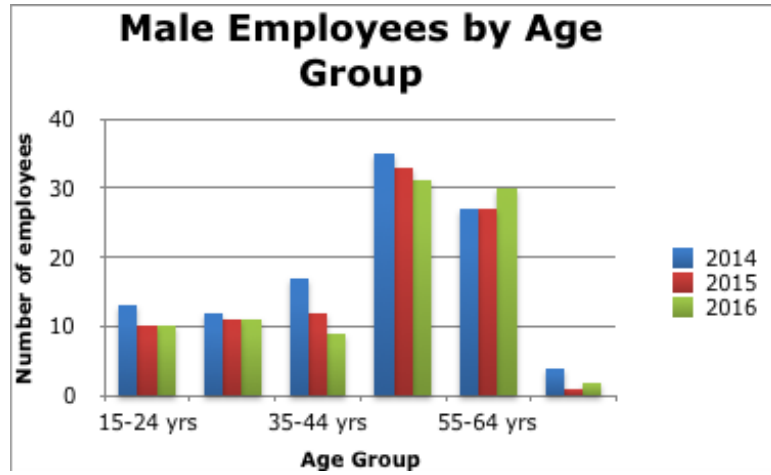
In 2014, 55% of the workforce was male and 45% were female; these percentages have only changed slightly to 57% and 43% respectively, in 2016.

The 2010 Census of local government employees established that the percentage of women in the NSW local government workforce for rural councils was 37%. Gwydir Shire Council has continued to improve gender equality since 2012, ensuring that there is a better representation of females across all levels within Council.

It is consistent with industry statistics that the areas with higher female employment are the areas of Aged Care, Social Services and Human Services. The male dominated areas continue to be Technical, Town and Environmental Services.



The gender dissection by age group is represented in the graphs titled 'Male Employees by Age Group', 'Female Employees by Age Group' and 'Gender by Department'.

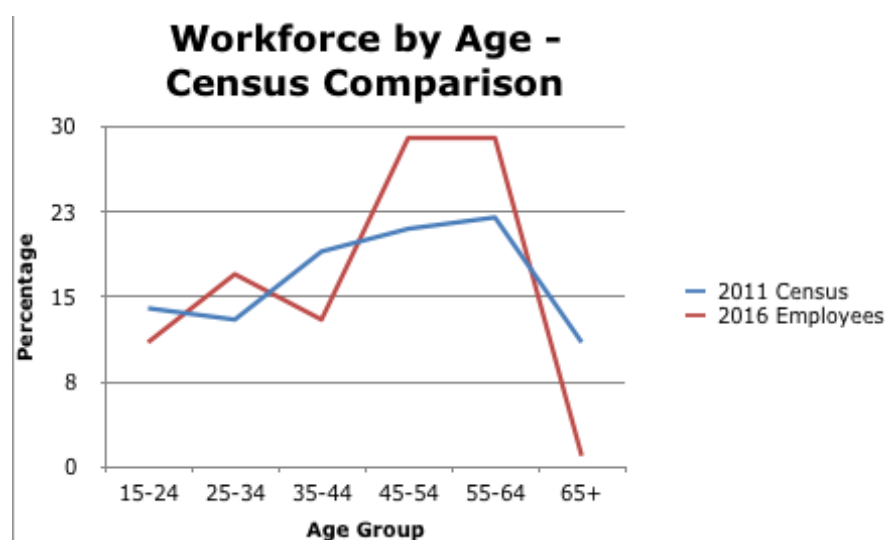


Does our Workforce Reflect Our Community?

In the 2011 Census (held on 9th August 2011), there were 4,965 persons usually resident in Gwydir Shire; 50.6% were males and 49.4% were females. Of the total population in Gwydir 3.8% were Aboriginal and Torres Strait Islander people, compared with 2.5% Aboriginal and Torres Strait Islander people throughout Australia.

Note: The decrease in population from the 2006 Census (5311) may partially be due to the change in ABS boundaries.

While our workforce ratio of male/female employees is 57:43, the graph titled 'Workforce by Age - Census Comparison' demonstrates that the workforce by age % distribution generally reflects that of our working age community.



Gwydir Shire Council is the third largest employment industry in the region after farming and education, employing 6% of the regional workforce.

It is interesting to note that education (6.1%) has surpassed local government to become the second highest employment industry in Gwydir Shire since the 2006 Census.

Gwydir Shire Volunteers

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

According to the 2011 Census, our Council area has a significantly higher volunteer rate of 31.1% than the overall New South Wales volunteer rate of 16.9%, and national volunteer rate of 17.8%. 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.

For more details, refer to Council's Volunteering Policy and Plan.

The National Local Government Workforce Strategy 2013-2020

The National Local Government Workforce Strategy 2013-2020 has introduced eight strategies and associated actions that are designed to form a consistent national methodology for workforce development, in order to encourage a strategic approach to meeting current and emerging challenges.

The eight strategies are:

- Improving Workforce Planning and Development
- Promoting Local Government as a Place-Based Employer of Choice
- Retaining and Attracting a Diverse Workforce
- Creating a Contemporary Workplace
- Investing in Skills
- Improving Productivity and Leveraging Technology
- Maximising Management and Leadership
- Implementation and Collaboration

Future workforce planning will be aligned directly with these strategies, specifically those actions that can be implemented at a local level.

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 11.8% compared to a NSW median turnover of 16.7%. 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.

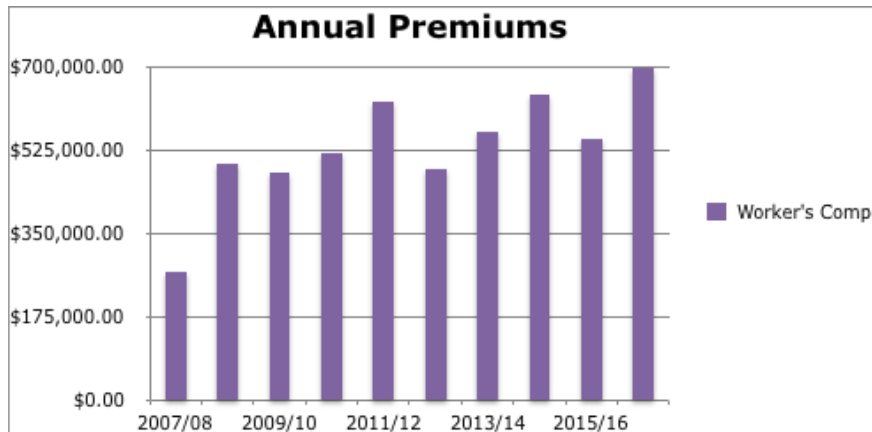
Additional Recruitment and Retention Strategies

- 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.

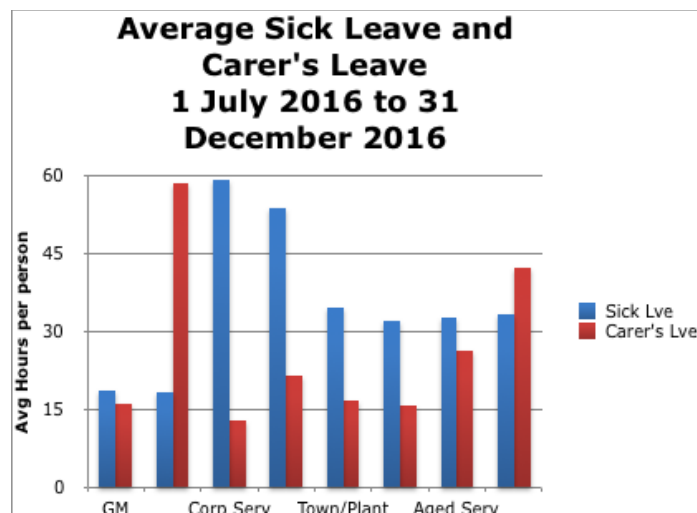
Increased Human Resource and Labour Costs

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 2007/2008.



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 Carer's Leave' below demonstrates the average levels of sick leave and carer's 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:

- Accountants
- Asset Management
- Engineers
- Technical Officers
- Environmental and Health
- Planning
- Overseers and Team Leaders
- Plant Operators

Areas of growth include:

- Aged Care
- Training and Development
- Information Technology

Internal Training and Development & Succession Planning

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.

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.

- Staff wishing to take on supervisory roles will undertake a Certificate 4 in Frontline Management or a Diploma of Management.
- 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.


92.5% of all permanent staff at Gwydir Shire Council have qualifications of Certificate III or greater. 2% of the staff who have not been awarded Certificate III or greater are apprentices or trainees who are studying towards achieving the qualification.

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.

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- 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.

Legislative Influences

The following legislative changes or reforms may impact on the Workforce Plan in the near future:

- The Building Professional Act 2005 requires certification of Accredited Certifiers to carry out certification work on behalf of councils. This involves an annual investment in training and professional development of Accredited Certifiers to retain their accreditation.
- New Accounting Standards AASB13 Fair Value Measurement and AASB119 Employee Benefits may result in employment of additional resources, specifically in the area of Asset Management.

Gwydir's Broader Community Approach to Addressing Workforce Challenges

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.

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.

Council also plans to expand our scope to include competencies in:

- Heavy Plant operation
- Rural Operations
- Horticulture

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
- Horticulture
- 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
- Fitness
- Retail
- Hospitality

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

Aged Care Nursing

The local high school, through the Gwydir Learning Region, set up a class consisting of school-aged students and mature- aged students who were prepared to enrol as Year 11 students.

The course is currently delivered by Community College Northern Inland and to date we have had approximately 160 graduates from this course, most of whom have found employment either in Warialda and Bingara or in nearby towns. Some of these graduates staff our local aged care facilities. For many, this has given them their first opportunity in life to work in paid employment, and in some cases, has given them the chance to break a generational problem of unemployment and obtain paid work.

Acute Care Nursing

Two Warialda High School Year 12 students received a Certificate 3 in Acute Care Nursing. They had previously completed Certificate III in Aged Care as Year 10 students. They then obtained school-based traineeships with the Warialda Hospital and studied through TAFE New England. On completing Year 12 they received their Higher School Certificate (HSC) and vocational qualifications in Aged Care and Acute Care Nursing. This gives them automatic access to the Bachelor of Nursing course at the University of New England.

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.

Increasing and Monitoring Community Capital

Community Capital is the asset base achieved through the enhancing of the value of community members to the broader community. A fundamental component is Volunteerism. Volunteers may be:


- Filling gaps of paid employees e.g. the Visitor Information Centres on weekends, 'adding value'.
- Adding value e.g. broadening the skills base within the community on a part-time and 'as needed' basis.
- Extending options e.g. introducing new skills, utilising those skills of retirees to the community.
- Discovering options e.g. expanding the total skills and interest base of the community. They could be as basic as public speaking, writing, arts and crafts through to new age skills related to computerisation to organic gardening.

The GLR is currently considering the prospects of engaging an Over 55 group of Volunteers who can be engaged with projects such as TLC while meeting Centrelink options for social service payments.

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

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- 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

1. A Healthy and Cohesive Community		1. We have healthy and inviting spaces and places 2. Our community is an inviting and vibrant place to live	
Summary			
<p>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.</p> <p>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.</p> <p>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.</p> <p>Below are the actions from the Delivery Program that require workforce changes in the form of additional staffing resources or development.</p>			
Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Time Frame
1.1.1 Improve local access to health services	1.1.1.1 Provision of full time (35 hours) Registered Nurse based at Naroo	<p>Staffing needs</p> <p>Existing staffing levels need to be maintained to ensure that all existing funded programs continue throughout the period of this plan.</p> <p>Additional funding for specialist programs may become available in the future and this may require recruitment of additional staffing resources.</p> <p>Review of the need for a full time Registered Nurse for Naroo Hostel needs to be undertaken. Once the suitable number of hours is determined, a Registered Nurse should be recruited.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> • Upgrade and resource existing staff to ensure that qualifications are current and meet legislative requirements. • Staff to be up-skilled as per new legislative standards. 	<p>Ongoing</p> <p>As programs become available</p> <p>2017-2018 Financial Year</p> <p>Ongoing</p> <p>As legislation changes</p>
Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Timeframe

<p>1.1.2 Encourage and enable healthy lifestyle choices</p>	<p>1.1.2.4 Aged Persons - Promote and organise participation in recreational and social activities</p> <p>1.1.2.8 Provide information and education sessions for families at Bingara and Warialda Toy Libraries supporting and encouraging healthy lifestyle choices and parenting support</p>	<p>Staffing needs</p> <p>While there are no additional staffing needs, existing staffing levels need to be maintained.</p> <p>Additional funding for specialist programs may become available in the future and this may require recruitment of additional staffing resources.</p> <p>Organisation and career development</p> <p>Upgrade and resource existing staff to ensure that qualifications are current and they are skilled to deliver these actions e.g.</p> <ul style="list-style-type: none"> • Training in diversional therapy and social interaction activities for staff working with aged persons. • Training in the provision of parent support programs aligned with health lifestyle choices. 	<p>Continuing</p> <p>As programs become available</p> <p>Ongoing</p>
<p>1.1.3. Provide the right places, spaces and activities</p>	<p>1.1.3.1 Identify and support initiatives that create opportunities for older people in our community. Align activities to the Health Calendar</p> <p>1.1.3.59 Provide advocacy and referral services to the Gwydir Community</p>	<p>Staffing needs</p> <p>Gwydir Shire Council currently boasts a full complement of staff trained in Aged Care to service the resident's needs. Continued recruitment of casual employees continues to be a consideration.</p> <p>Additional funding for specialist programs may become available in the future and this may require recruitment of additional staffing resources.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> • Upgrade skills of existing staff to ensure that qualifications are current and meet legislative requirements. 	<p>Ongoing</p> <p>As programs become available</p> <p>Ongoing</p>
<p>Strategies</p>	<p>Relevant actions/directions - 2017-2021</p>	<p>Workforce changes required</p>	<p>Timeframe</p>

<p>1.2.1 Enable accessible and affordable lifestyle options</p>	<p>1.2.1.6 Continue and expand partnerships with service providers to ensure the provision of home help and assistance to frail, older and disabled people</p> <p>1.2.1.12 Audit website to ensure that images include people with disabilities and that language is appropriate</p> <p>1.2.1.14 Develop and facilitate Disability Awareness Training for staff</p>	<p>Staffing needs</p> <p>While there are no additional staffing needs, existing staffing levels need to be maintained.</p> <p>Engagement of qualified people to undertake an audit of our electronic media will be a priority as the council moves away from the employment of staff to undertake this task and moves towards the utilisation of contractors.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> Staff will need to be trained in the provision of Disability Awareness in house training programs. This training will become part of our induction process. 	<p>Ongoing</p> <p>2017/2018</p> <p>2017/2018</p>
<p>1.2.2 A shared responsibility for community safety</p>	<p>1.2.2.18 Companion Animal Activity Reporting to Office of Local Government</p> <p>1.2.2.23 Develop shared pathways education campaign to reduce conflict between pedestrians and mobility aid users</p> <p>1.2.2.24 Audit Council buildings and facilities to ensure accessibility compliance</p> <p>1.2.2.27 Setup and implement the CAMMS Risk Module</p>	<p>Staffing needs</p> <p>Existing staffing allocation is sufficient.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> Training in Companion Animal Legislation may need to be undertaken. Training in auditing aligned with disability access may need to be undertaken by Council staff undertaking these works. 	<p>Ongoing</p> <p>2017-2021 as needed</p>
<p>1.2.3 Celebrate our creativity and cultural expression</p>	<p>1.2.3.6 Undertake an analysis of the existing cultural and community events and identify Council support priorities.</p> <p>1.2.3.8 Partner with Local Land Services and Indigenous groups for cultural and heritage projects</p>	<p>Staffing needs</p> <p>No additional staffing needs are required.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> Further skills for key staff in cultural awareness. 	<p>2017-2021 As needed.</p>

2. Building the Business Base

2.1 Our Economy is growing and supported
2.2 We are skilled and have access to excellent educational opportunities

Summary

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 Council 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.

Below are the actions from the Delivery Program that require workforce changes in the form of additional staffing resources or development.

Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Update
2.1.1 Plan for and develop the right assets and infrastructure	<p>2.1.1.228 Broaden the scope of, and provide where appropriate GLR Certificate of Competency e.g. Horticulture, Skid Steer and Mini Roller skills</p> <p>2.1.1.229 Finalise audit of GSC skills, interests and qualifications</p> <p>2.1.1.227 Continue the Work for the Dole program at The Living Classroom</p>	<p>Staffing needs</p> <p>No additional staffing needs are required. The Work for the Dole Program has been working well at The Living Classroom; it is proposed to continue this program continue into the future providing it continues to bring results.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> An audit will be undertaken to determine the existing skills, interests and qualifications of our staff. This information will feed into individual training plans and be included in a skills database. 	<p>Ongoing</p> <p>Ongoing if reviews are favourable</p> <p>2017/2018</p>

Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Timing
2.1.2 Support the growth of our business community	<p>2.1.2.7 Continue to offer Heavy Vehicle Training and Assessment courses</p> <p>2.1.2.9 Gwydir Shire will develop an action plan to value add, where possible, the economic and community benefits that will be created and become possible through the NBN roll-out within the Shire</p>	<p>Staffing needs</p> <p>No additional staffing needs are required. There is currently two staff skilled to undertake this training. Opportunities for succession planning should be identified.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> • Training for the opportunities that will arise from the NBN infrastructure as it becomes available. 	Ongoing
2.1.3 Promote our community as the place to visit, live, work and invest	2.1.3.14 Promote the Shire's venues and facilities for regional meetings, conferences and events.	<p>Staffing needs</p> <p>No additional staffing needs are required.</p> <p>Organisation and career development</p> <p>Staff will be trained in marketing, promotion and events planning.</p>	Ongoing 2017/2018
2.2.1 Increase the range of opportunities to work locally	<p>2.2.1.5 Provide information and training for Council supervisors/ managers to increase their knowledge and skills aligned with disability</p> <p>2.2.1.6 Continue to work with disability employment organisations and schools to identify opportunities for employment and work experience</p>	<p>Staffing needs</p> <p>There are no requirements for additional staffing.</p> <p>As programs become available the council will work with organisations to provide work experience and employment for people with disabilities.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> • Embrace training as it becomes available for Supported Employment initiatives. 	Ongoing 2017/2021
2.2.2 Build on our quality education and training opportunities (including through the GLR)	2.2.2.16 The Gwydir Learning Region (GLR) will rebuild the positive relationships that existed in the past with the various stakeholder groups	<p>Staffing needs</p> <p>There are no requirements for additional staffing.</p> <p>This action has been included in this Plan because it directly aligns with the sustainability and effectiveness of the GLR.</p> <p>Organisation and career development</p> <ul style="list-style-type: none"> • Embrace training as it becomes available for Supported Employment initiatives. 	2017/2018

3. An Environmentally Responsible Shire

3.1 Our community understands and embraces environmental changes

3.2 We use and manage our natural resources wisely

Summary

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

Native Biodiversity - the key to achieving the objectives in this section of the Delivery Plan is forging co-operative arrangements with external bodies. Success in this area requires a co-operative approach by landholders, Council and the broader community. No additional staff are required and training is ongoing.

Water Quality Management - staff currently employed in the Town Services section will be responsible for the implementation of some of the water quality and management strategy. The Environmental staff will be responsible for the initiatives aimed at reducing water pollution.

Energy and Greenhouse Gas – alternative energy solutions for our community are being explored. This work is being undertaken by existing staff.

Waste – strategies for integrated waste management are aimed at reducing the quantity of material that goes into the landfills. During this reporting period Council staff will undertake education programs focused on waste reduction initiatives, including but not limited to recycling.

Below are the actions from the Delivery Program that require workforce changes in the form of additional staffing resources or development.

Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Timing
3.1.1 Encourage respectful planning balanced growth and good design	<p>3.1.1.8 GLR will facilitate learning activities concerning gardening, nutrition and localism</p> <p>3.1.1.6 Promote the proposition that geographically, demographically and spatially we are well placed to make a difference in the area of Environmental Management and responsibility</p>	<p>Staffing needs</p> <p>There remains adequate staffing to achieve objectives in the Delivery Plan. Some of the objectives in the Delivery Plan will need to be contracted out to external specialist entities.</p> <p>Organisation and career development</p> <p>Existing staff will need to be equipped with the following skills:</p> <ul style="list-style-type: none"> • Training in biodiversity strategies and processes. • Native vegetation management. • Training in competencies to equip staff with appropriate skills for community engagement. 	<p>2017/2021</p> <p>Ongoing</p>

4. Proactive Local and Regional Leadership

4.1 We are an engaged and connected community 4.2 We work together to achieve our goals

Summary

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.

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. We will continue to engage with our community and stakeholders under the provision of the Community Engagement Strategy.

Below are the actions from the Delivery Program that require workforce changes in the form of additional staffing resources or development.

Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Timing
4.1.2 Enable broad, rich and meaningful engagement to occur	4.1.2.5 Review websites and social media to ensure that they act as an efficient communication and publication tool while also effectively undertaking marketing and transactional functions	Staffing needs Previously employed web design staff have transitioned from being permanent part time employees to contractors, used occasionally. As a result existing staff will need to absorb some of the internal functions that were originally undertaken by the web design staff. Staff will also need to be empowered with the responsibility of monitoring the existing social media infrastructure to ensure that it is effective. Organisation and career development Existing staff will need to be trained in the following: <ul style="list-style-type: none">• Community and stakeholder engagement.• Communication through social and electronic media.	Ongoing

Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Timing
4.2.1 Build strong relationships and shared responsibilities	4.2.1.1 Develop and promote volunteering initiatives in the Shire through regular induction ceremonies 4.2.1.7 Create and maintain a register of volunteers and their interests and skills 4.2.1.11 Develop and conduct training for community members with regard to effective communication, leadership, personal development, customer services, active listening and group dynamics	Staffing needs Volunteers undertake an important role in our organisation. Many of our services would not exist without the input of volunteers. We will continue to promote our programs requiring the input of volunteers with the purpose of engaging members of our community in volunteering initiatives. For a full outline of our volunteer initiatives please refer to the Gwydir Shire Council Volunteer Plan and Program. Organisation and career development <ul style="list-style-type: none"> • Volunteer induction programs will be regularly conducted in house. • Community training as outlined in Action 4.2.1.11 will be conducted as funding becomes available. 	Ongoing

5. Organisational Management

2.1 Corporate management

Summary

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. We will continue to train our staff so they are equipped with the skills to effectively meet the requirements of good organisational management.

Below are the actions from the Delivery Program that require workforce changes in the form of additional staffing resources or development.

Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Timing
5.1.1 Financial management and accountability systems	<p>5.1.1.632 Conduct internal training of staff as to the policies and procedures associated with Council's purchasing procurement and contracts</p> <p>5.1.1.635 Conduct internal training of staff as to the policies and procedures associated with Council's contracts</p>	<p>Staffing needs</p> <p>No additional staffing needs are required.</p> <p>Organisation and career development</p> <p>Internal training programs will need to be developed and implemented throughout the organisation to achieve the actions aligned with educating our staff on the policies and procedures relating to purchasing and procurement and contracts.</p>	<p>Ongoing</p> <p>2017/2018</p>
5.1.2 Information management systems	<p>5.1.2.11 The Council will maintain a watching brief to evaluate and implement, where appropriate, any new technologies that will result in either being more efficient or effective in providing its services within Gwydir Shire</p>	<p>Staffing needs</p> <p>No additional staffing needs are required.</p> <p>Organisation and career development</p> <p>Training will need to be conducted as each new technological advance is rolled out in the organisation.</p>	<p>Ongoing</p> <p>As required</p>

Strategies	Relevant actions/directions – 2017-2021	Workforce changes required	Timing
5.1.3 Administrative and support functions	5.1.3.39 Ensure storeman is accredited to hold and manage dangerous goods 5.1.3.41 A full Audit and revamp of Induction Processes 5.1.3.42 Development and implementation of the CAMMS Performance Evaluation System 5.1.3.43 A comprehensive Staff Skills Audit and Individual Training Plans to be developed and maintained	Staffing needs No additional staffing needs are required. Organisation and career development Accreditation needs to be achieved for the storeman and his backup to ensure that we are certified to handle dangerous goods. Induction process needs to be reviewed and updated and all new and existing staff will need to be inducted. A staff skills audit needs to be undertaken by HR and individual training plans developed for each staff member. This will be done utilising PES (the CAMS Performance Evaluation System). Staff will need to be training in this software.	2017/2021
5.1.4 Workforce Planning	5.1.4.1 Review workers' compensation processes to determine compliance with legislation and effectiveness	Staffing needs There are no additional staff requirements. Organisation and career development HR and Risk staff will need to be trained in effective workers' compensation processes.	2017/2018