

# WORKFORCE MANAGEMENT STRATEGY

## 2025–2029





This strategy has been developed by Narromine Shire Council in consultation with Council's Executive Leadership Team and Consultative Committee.

Endorsed by Council

Resolution No. 2025/385



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# FOREWORD

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The Narromine Shire Council Workforce Management Strategy is a critical component of Council's long-term strategic planning and a requirement under the NSW Integrated Planning and Reporting (IP&R) framework. The Strategy ensures Council has the right people, skills, and capabilities to meet current and future service delivery needs.

Building on the foundation of the 2022–2026 Workforce Management Plan, this updated Strategy reflects changing priorities, emerging technologies, and evolving workforce demands.

Council employs 91 full-time and part-time employees and 26 casual employees spanning a broad age range from under 20 to over 70. This diverse workforce supports delivery across infrastructure, governance, finance, and community services.

A review of the current workforce has highlighted several key challenges, including:

- Impending knowledge loss due to an ageing workforce
- Difficulty sourcing some skilled professionals
- Limited ability to compete on remuneration with the private sector
- Rising expectations for high-quality services without increased cost
- The impact of technological change requiring enhanced digital capabilities
- Constraints on Council's ability to re-skill and up-skill employees

To meet these challenges, Council will focus on six strategic objectives:

- Diverse Workforce Attraction
- Employee Skill & Development
- Productivity & Technology Leverage
- Contemporary Workforce Practices
- Leadership & Management Excellence
- Employee Health & Wellbeing

With 87% of staff living locally and many being long-term employees, Council benefits from a dedicated and community-focused workforce. Through this Strategy, Council confirms its commitment to attracting, developing, and retaining skilled and motivated employees—ensuring continued service excellence for the Narromine Shire community.

**Jane Redden**  
**General Manager**





# INTRODUCTION

## WHAT IS A WORKFORCE MANAGEMENT STRATEGY?

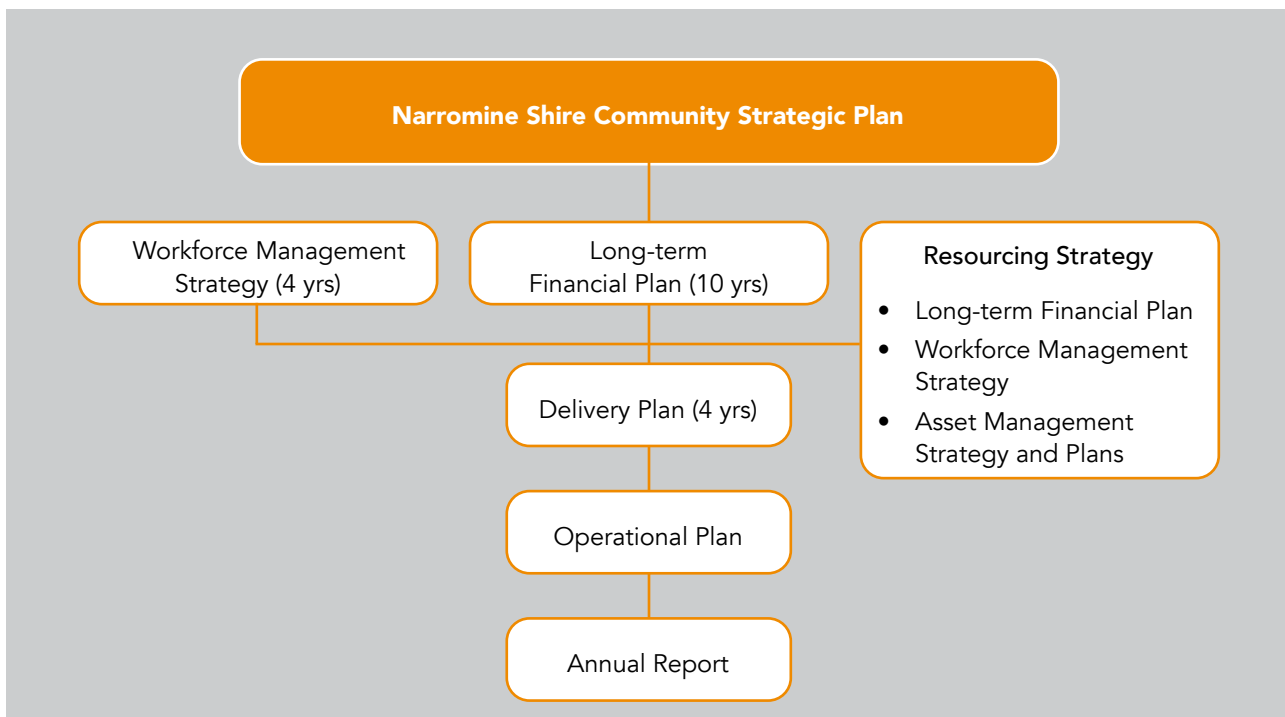
A Workforce Management Strategy (WMS) is a forward-looking, four-year strategic document that strengthens Council's capacity and capability to meet its strategic goals. It outlines how current and future staffing and skill requirements will be met through targeted recruitment, staff development and progression, internal redeployment, and succession planning.

The WMS is not a one-off document, but a dynamic, ongoing process aligned closely with Council's organisational objectives, Delivery Program, and Operational Plan. It ensures Council is positioned to proactively manage workforce challenges and maintain service delivery excellence.

## PURPOSE AND POSITION WITHIN THE IP&R FRAMEWORK

In line with the NSW Office of Local Government requirements, each Council must develop and endorse a WMS to address the human resourcing needs of the Delivery Program.

The WMS forms a critical part of Council's Resourcing Strategy, with its objectives and actions directly reflected in the Delivery Plan and Operational Plan. All associated costs are integrated into the Long-Term Financial Plan, ensuring financial and workforce planning are fully aligned.



Source – Office of Local Government – Integrated Planning and Reporting Framework

## DEVELOPMENT APPROACH

Council's WMS has been developed using a six-stage methodology:



### 1. SCOPE

The purpose of this four-year strategy is to respond to significant issues and risks facing Council now and into the future, delivering a highly safe, skilled and engaged workforce that fulfils core functions and delivers services to our community in the most efficient way.



### 2. ANALYSE

An analysis of the current workforce to develop a good understanding of the key drivers that are likely to affect the future supply and demand for labour in Council.



### 3. FORECAST

Consideration of labour force information, likely internal and external changes, skills required to meet the Delivery Program, emerging technologies and supply gaps.



### 4. IDENTIFY

Identify workforce requirements, gaps and future needs.



### 5. IMPLEMENT

Implementing strategies to address key issues and assigning clear responsibilities.



### 6. MONITOR AND EVALUATE

Measuring success and identifying areas for improvement.

## ENGAGEMENT AND GOVERNANCE

Council's Human Resources team leads the WMS, in close collaboration with the Executive Leadership Team and the Consultative Committee.

The strategy incorporates insights from the 2024 Employee Engagement Survey, identifying strengths and opportunities for improvement. All staff play a role in achieving the WMS objectives and are encouraged to contribute feedback for continuous improvement.

## REVIEW CYCLE

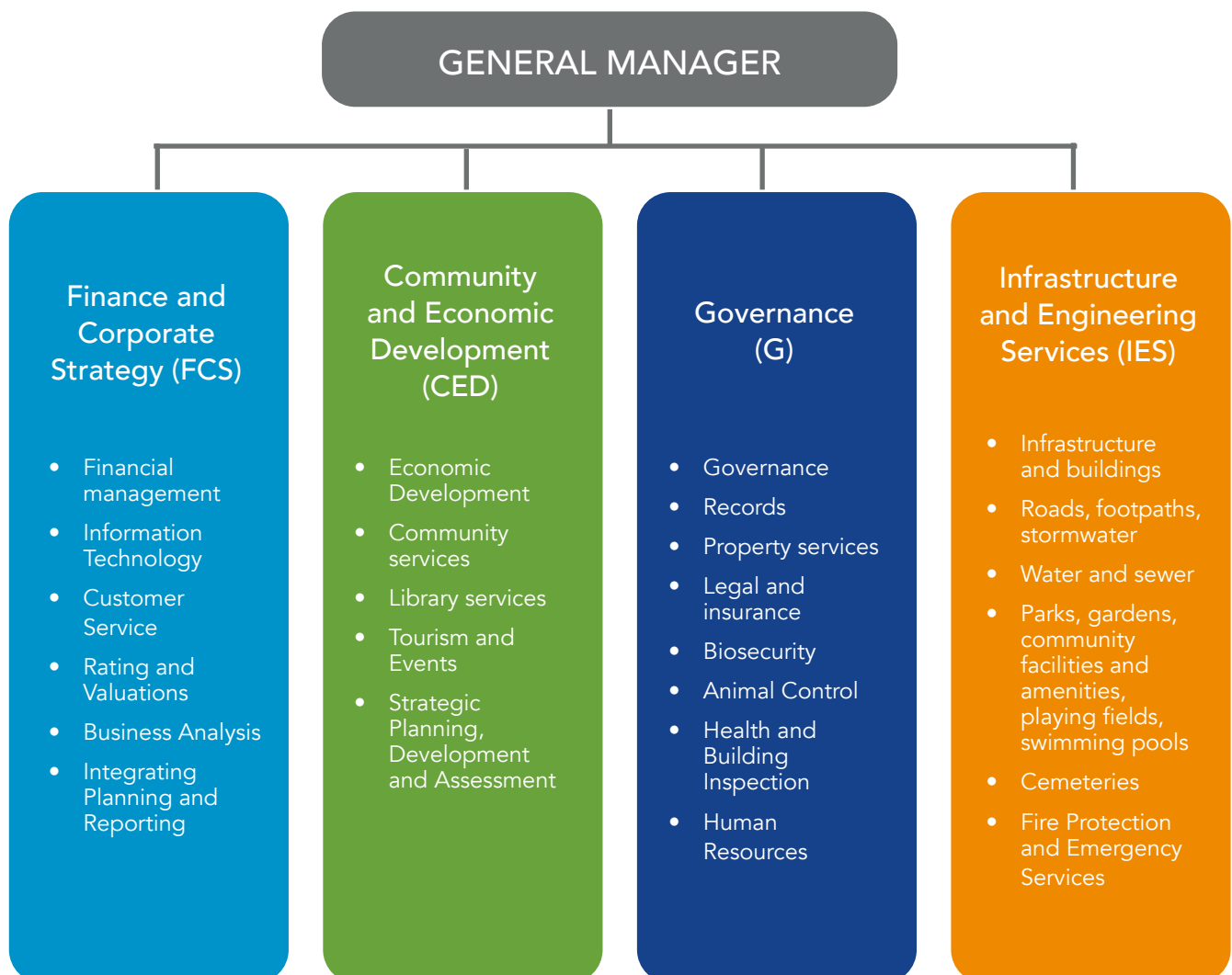
The WMS is reviewed every four years, in alignment with the Delivery Program, ensuring responsiveness to changing organisational and community needs.



# CONTEXT AND CURRENT WORKFORCE SNAPSHOT

## ORGANISATION STRUCTURE

The Local Government Act requires Council to adopt an organisation structure that is appropriate to our needs. Four departments, overseen by the General Manager, manage the actions and activities of the Delivery Program and Operational Plan to provide these services to our community.



## WORKFORCE PROFILE (AS OF 13 MAY 2025)

### TOTAL FTE

**92.77**

### OUTDOOR VS INDOOR WORKFORCE

**62%** Outdoor | **38%** Indoor

### GENDER

**70%**

Male

**30%**

Female

Executive Leadership Team: 60% female, 40% male.

Mid-level managers 22% female and 78% are male.

Outdoor workers are predominately male working full-time.

Office, clerical, and executive assistant roles have a greater representation of females than males.

### AGE

**45YRS**

Average age

**57%**

Mature Aged Workers (45+):

**7YRS**

Average Tenure

**87%**

of staff reside in the Shire

93% born in Australia

24% identify as Indigenous

1% identify as living with a disability

### Departmental Overview FTE POSITIONS – 92.77

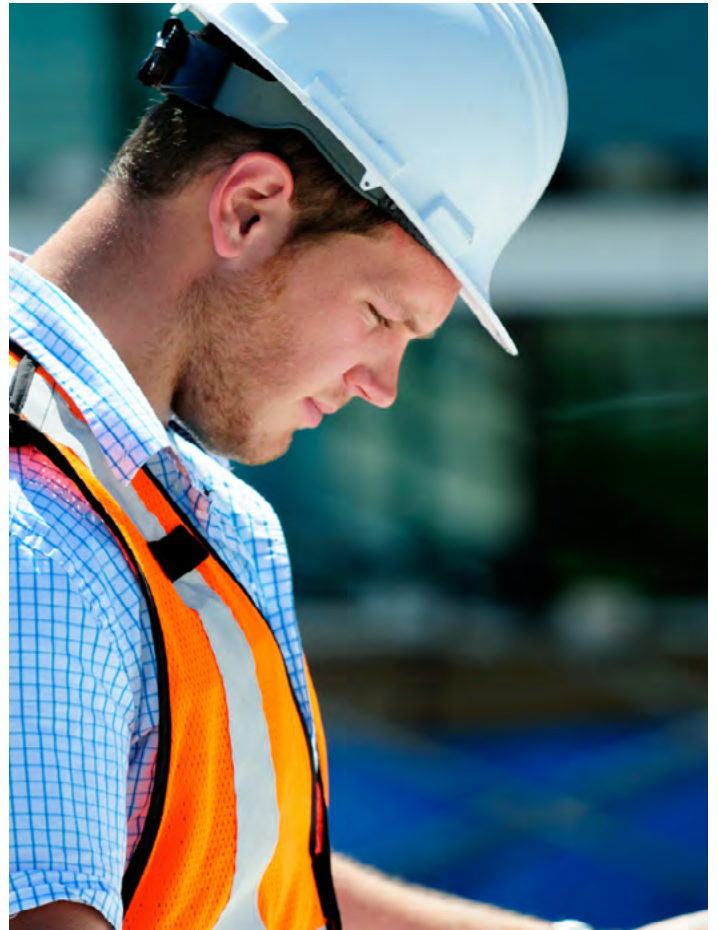
BY DEPARTMENT	AVG AGE (YRS)	FULL-TIME	PART-TIME	TERM CONTRACT/ CASUAL	TOTAL
Infrastructure & Engineering Services	45	61	0	0	61
Finance & Corporate Strategy	50	10	1.38	0	11.38
Community & Economic Development	45	5	0.86	1	6.86
Governance & GM	51	13	0.53	0	12.53
<b>Total</b>		<b>89</b>	<b>2.77</b>	<b>1</b>	<b>92.77</b>

## TURNOVER, LEAVE BALANCES AND COSTS

In 2024/2025, 12 employees ceased employment with Council. Council's permanent separation rate for this period (excluding casual staff) was 13%.

Council's total employee costs, including capitalised costs for the 2023/2024 financial year were \$9,371,000, representing 29% of Council's operating expenses. Budgeted costs for the 2024/2025 financial year are \$9,792,695.

Council actively manages leave liabilities, particularly considering an ageing workforce. A significant portion of long-serving employees are approaching retirement, many with substantial leave balances. Long service leave liability in reserves as of 1 July 2024, is \$501,000 which represents one-third of Council's total leave liability.





# STRATEGIC DIRECTION

Council is a values-driven organisation committed to high performance, collaboration, and innovation. Our workplace culture is built on the following core values:

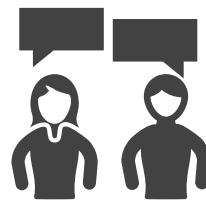
## VALUES AND BEHAVIOURS

- We are accountable
- We communicate openly
- We take pride in our workplace, community and our Shire
- We are trusting and respectful
- We value creativity and innovation
- We work together

These values underpin recruitment, performance management, and career development processes.



ACCOUNTABILITY



COMMUNICATION



CREATIVITY & INNOVATION



TEAMWORK



PRIDE



TRUST

## ALIGNMENT WITH KEY STRATEGIC PLANS

The WMS aligns with several core strategic documents:

### 1. DELIVERY PROGRAM 1 JULY 2025 – 30 JUNE 2029

Council's services to its community are broad: –

- Infrastructure and property services including roads, bridges, footpaths, drainage, waste collection and management
- Provision of water and sewer services
- Provision of recreational facilities such as parks, sporting fields, swimming pools, sports centre, halls
- Health services such as food inspection, noise control, animal control, public amenities
- Planning and development approval
- Building services including inspections, licensing, certification and enforcement
- Administration of facilities including aerodrome, cemeteries, saleyards.

Delivery of these services requires Council to –

- Ensure effective Council organisational capability and capacity (DP 4.2)
- Strive for business excellence through continuous improvement and creativity (DP 4.2.1)
- Attract and retain a quality workforce that meets the strategic needs of the community and future strategic directions (DP 4.2.2)
- Ensure ongoing skills and professional development for Council employees (DP – 4.2.2.1)
- Provide a supporting work environment for all Council employees (DP – 4.2.2.2)
- Implement Workforce Management Plan Actions (DP - 4.2.2.3).

### 2. OPERATIONAL PLAN

- The Operational Plan identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program.

### 3. LONG TERM FINANCIAL PLAN

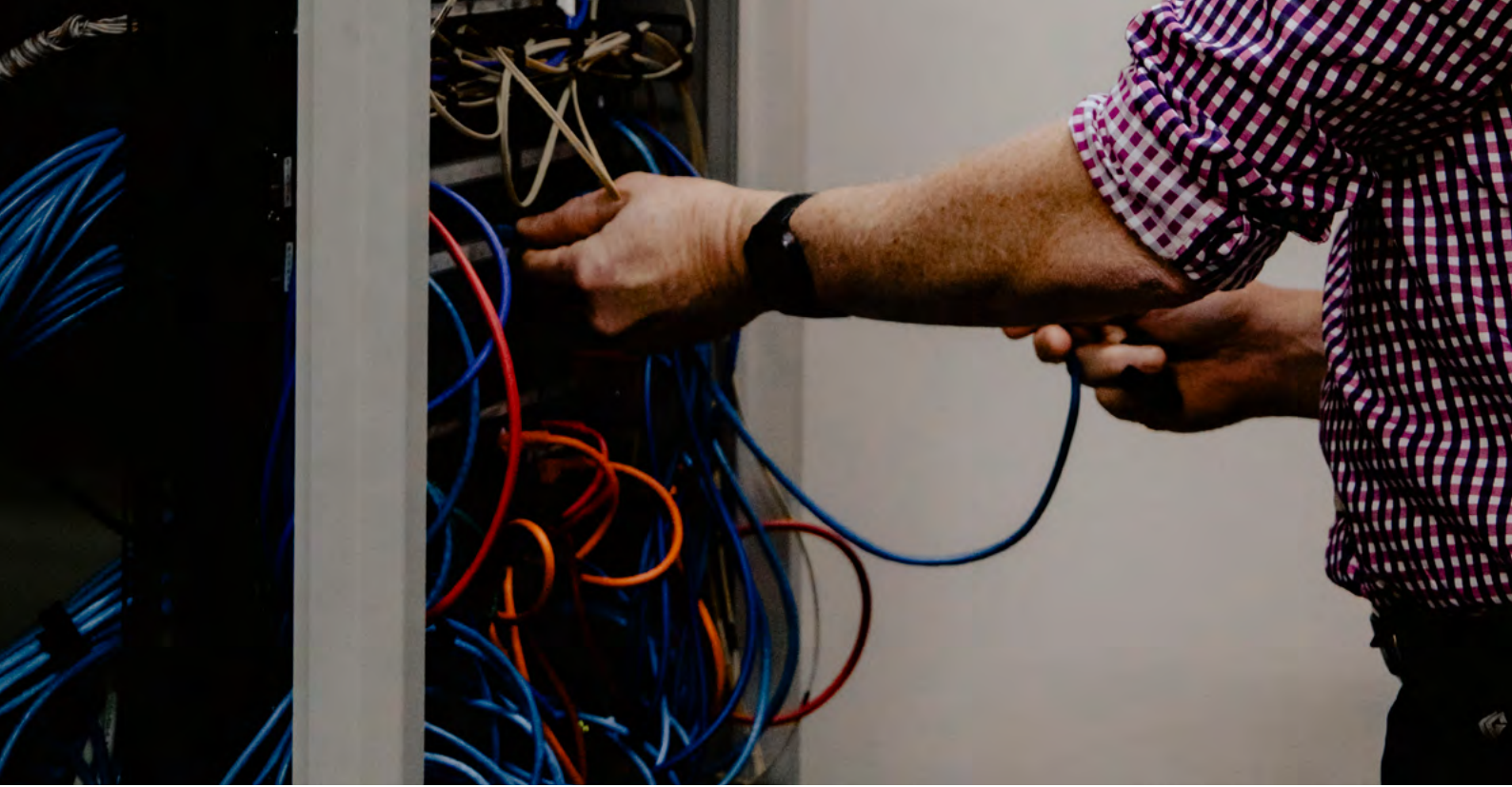
- The 10-year financial implications for workforce planning are reflected in Council's Long-Term Financial Plan.

### 4. ASSET MANAGEMENT STRATEGY AND PLANS

- Staffing implications from the Asset Management Strategy and Plans have been considered in the Workforce Management Strategy.

### 5. EEO MANAGEMENT PLAN

- Supports a workplace free from discrimination, ensuring inclusivity and diversity.

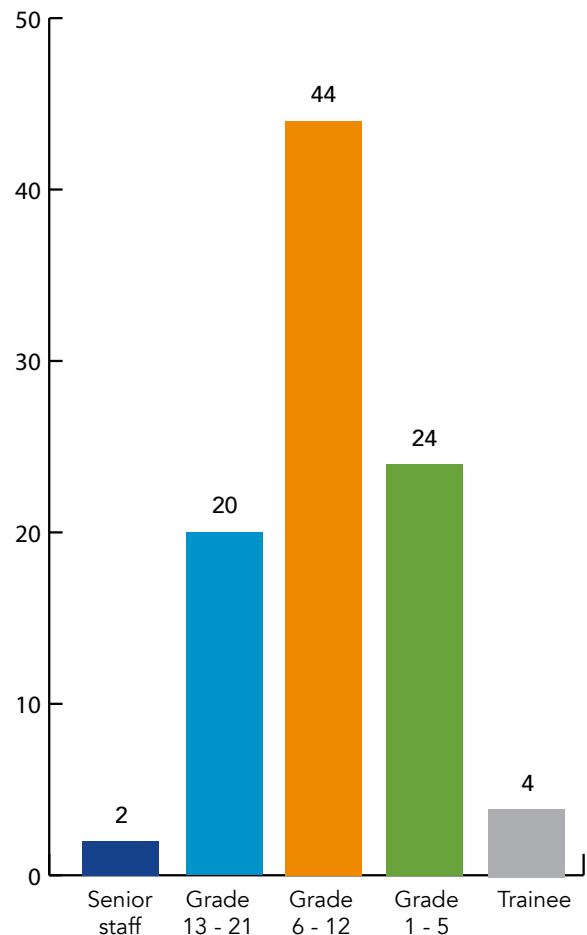


# GAP ANALYSIS AND WORKFORCE CHALLENGES

## QUALIFICATIONS AND GRADING

Council has a structured classification system from Grade 1 to 21, with "Skills for Progression" embedded within each level. See table to the right.

Senior staff are positions determined by a Council resolution and are employed under a fixed term contract. The positions are equivalent to the Executive Band of the Local Government (State) Award.



## KEY WORKFORCE CHALLENGES

An environmental scan has identified a number of pressures impacting Council's workforce. Our key workforce related challenges are:

### 1. KNOWLEDGE LOSS DUE TO AN AGEING WORKFORCE

- 14% expected to retire within 5 years

### 2. LABOUR MARKET CONSTRAINTS

- Difficulty attracting some specialists
- Accommodation shortages
- Limited career progression pathways

### 3. INABILITY TO MATCH PRIVATE SECTOR REMUNERATION

- Salary competitiveness limited by State Award provisions

### 4. INCREASING DEMAND WITH LIMITED RESOURCES

- Rate capping limits revenue
- Compliance pressures increasing

### 5. DIGITAL TRANSFORMATION DEMANDS

- Growing need for digital literacy
- Need to upskill existing staff

### 6. TRAINING CAPACITY CONSTRAINTS

- Time and budget constraints
- Limited access to targeted, job-relevant training





# STRATEGIC OBJECTIVES (2025–2029)

Council will focus on six key objectives to ensure workforce sustainability and service excellence:

1. Diverse Workforce Attraction
2. Employee Skills & Development
3. Productivity & Technology Leverage
4. Contemporary Workforce Practices
5. Leadership & Management Excellence
6. Employee Health & Wellbeing

## OBJECTIVE 1

### Diverse Workforce Attraction

Attract a skilled and diverse workforce by enhancing recruitment strategies, promoting future talent pipelines, and reinforcing Council's reputation as a place-based employer of choice. This includes supporting work/life balance and advancing Aboriginal Employment and EEO initiatives.

#### Actions

- Implement best-practice recruitment strategies to address skill gaps.
- Position Council as an employer of choice in the local community.
- Support work/life balance through policies and initiatives.
- Continue to advance Aboriginal Employment Strategy and EEO management actions.

## OBJECTIVE 2

### Employee Skill & Development

Build workforce capability through targeted annual training plans and ongoing development. Regularly review and refine performance frameworks to support individual growth and organisational readiness.

#### Actions

- Complete annual training plans and deliver targeted development opportunities.
- Review and enhance competency and performance assessment programs.

## OBJECTIVE 3

### Productivity & Technology Leverage

Enhance productivity through digital capability. Equip staff with emerging tech skills and embedded systems that improve process efficiency, innovation, and service delivery.

#### Actions

- Upskill employees in using emerging technologies and software tools.
- Integrate technology to drive process efficiency and innovation.
- Focus learning and development on acquiring contemporary, in-demand skills and capabilities.
- Offer professional development aligned with Council policies and capacity.

## OBJECTIVE 4

### Contemporary Workforce Practices

Modernise workforce practices to remain competitive and responsive. Align remuneration with market trends, foster engagement, and enhance internal communication to strengthen organisational culture.

#### Actions

- Ensure competitive salary levels reflective of market trends and role responsibilities.
- Measure and enhance employee engagement.
- Strengthen communication channels to connect employees across work groups and sites.

## OBJECTIVE 5

### Leadership & Management Excellence

Strengthening leadership capability through structured development, succession planning, and organisational design. Ensure Council is equipped with future-ready leaders and the structure to support them.

#### Actions

- Offer leadership development and higher duty role opportunities.
- Conduct annual reviews of organizational structure to ensure resource adequacy
- Enhance succession planning for specialized and technical roles.

## OBJECTIVE 6

### Employee Health & Wellbeing

Promote a safe, healthy, and supportive work environment. Tailor initiatives to meet diverse employee needs and encourage a culture of recognition, wellbeing, and balanced retirement transitions.

#### Actions

- Provide tailored Health and Wellbeing programs focusing on ageing workforce, sprains/strains, and mental health.
- Implement an annual Health & Wellbeing calendar, including:
  - Biannual Health & Wellbeing Days
  - Annual flu vaccinations
  - Biannual Skin Cancer Clinics
  - Access to Employee Assistance Program (EAP)
  - Implement transition-to-retirement options.

# MEASURING SUCCESS

Each WMS objective includes specific, measurable actions. These are integrated into the Delivery Program and Operational Plan, with progress monitored and reported regularly (refer to Appendix 1).

# APPENDIX 1

## WORKFORCE MANAGEMENT PLAN ACTIONS 2025 – 2029

### ATTRACT

Objective	Actions	Target Year				Resp	Measuring Success
		Yr 1	Yr 2	Yr 3	Yr 4		
<b>Diverse Workforce Attraction</b>	Implement best-practice recruitment strategies to address skill gaps.	●	●	●	●	HRM	Decrease in turnover rate Vacancies filled within 90 business days.
	Position Council as an employer of choice in the local community.	●	●	●	●	HRM	Promotion of material on media platforms.
	Support work/life balance through policies and initiatives.	●	●	●	●	HRM	Communicate initiatives to employees. Leave balances kept within acceptable levels.
	Continue to advance Aboriginal Employment Strategy and EEO management actions.	●				ELT HRM	Review AES.

# TRAIN

Objective	Actions	Target Year				Resp	Measuring Success
		Yr 1	Yr 2	Yr 3	Yr 4		
<b>Employee Skill &amp; Development</b>	Complete annual training plans and deliver targeted development opportunities.	●	●	●	●	HRM	Annual training program established by 31 May (aligned to performance review).
	Review and enhance competency and performance assessment programs.	●	●	●	●		100% of employee reviews undertaken.
<b>Productivity &amp; Technology Leverage</b>	Upskill employees in using emerging technologies and software tools.	●		●		HRM MIT	Increased software utilisation rate.
	Integrate technology to drive process efficiency and innovation.	●				HRM MIT Managers ELT	Increased utilisation of project management software with regular forums held to discuss progress, plans and timeframes.
	Focus learning and development on acquiring contemporary, in-demand skills and capabilities.	●	●	●	●	HRM	Professional development is undertaken in line with training plan and corporate needs.
	Offer professional development aligned with Council policies and capacity.	●	●	●	●		

## RETAIN

Objective	Actions	Target Year				Resp	Measuring Success
		Yr 1	Yr 2	Yr 3	Yr 4		
<b>Contemporary Workforce Practices</b>	Ensure competitive salary levels reflective of market trends and role responsibilities.	●	●	●	●	HRM	Labour Market Premiums applied where applicable. Annual LGNSW benchmarking survey completed.
	Measure and enhance employee engagement.		●		●	HRM	Employee engagement survey completed. Weaknesses identified and action plans created.
	Strengthen communication channels to connect employees across work groups and sites.	●	●	●	●	ELT Managers	
	Offer leadership development and higher duty role opportunities.	●	●	●	●	HRM Managers	
	Conduct annual reviews of organizational structure to ensure resource adequacy.	●	●	●	●		
	Enhance succession planning for specialized and technical roles.		●			HRM	Succession plans reviewed and completed.
<b>Employee Health &amp; Wellbeing</b>	Provide tailored Health and Wellbeing programs focusing on ageing workforce, sprains/strains, and mental health.	●	●	●	●	HRM	Reduction in lost injury hours.
	Implement an annual Health & Wellbeing calendar, including: <ul style="list-style-type: none"> <li>• Biannual Health &amp; Wellbeing Days</li> <li>• Annual flu vaccinations</li> <li>• Biannual Skin Cancer Clinics</li> <li>• Access to Employee Assistance Program</li> </ul>	●	●	●	●	HRM	Uptake of services.
	Implement transition-to-retirement options.	●	●	●	●	HRM	Transition to retirement plan enacted.



## CONTACT US

118 Dandaloo St  
PO Box 115  
Narromine NSW 2821

T. 02 6889 9999

E. [mail@narromine.nsw.gov.au](mailto:mail@narromine.nsw.gov.au)

[www.narromine.nsw.gov.au](http://www.narromine.nsw.gov.au)

  
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