

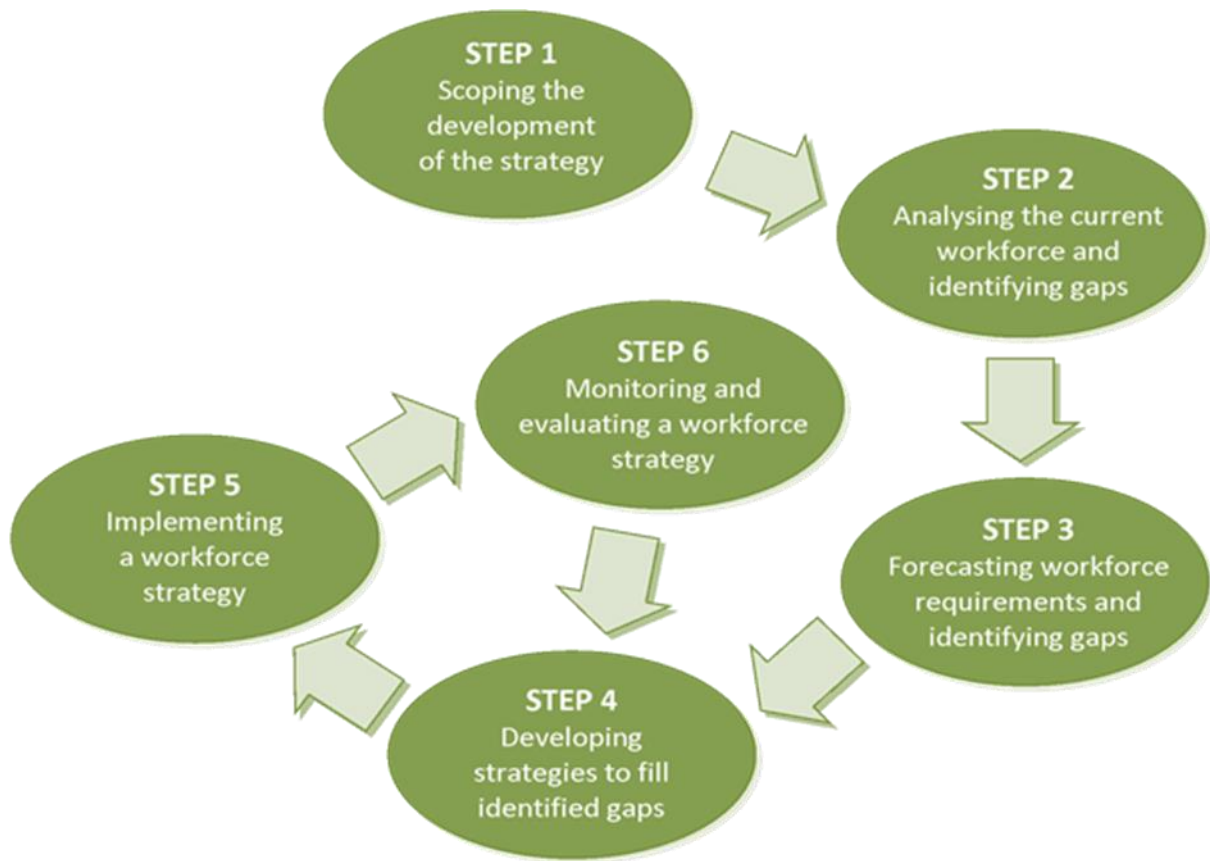
Walgett Shire Council Workforce Plan



2017/2018 -2020/2021

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Introduction and Overview

Walgett Shire is situated in North West New South Wales and has excellent road and rail/Coach links to most of Australia's capital cities. With an area of 22,007 square kilometres, the Shire is approximately half the size of Tasmania. It is home to approximately 7,000 people. The Shire's prosperity is built around the thriving farming, pastoral and opal mining industries, which are strongly supported by a wide range of attractions and activities that make it a major tourist destination and a wonderful place in which to live, work and play.

The Walgett Shire Council has four divisions:

- Administration/Governance Division
- Finance/ Community Services Division
- Environmental Services Division
- Engineering/Technical Services Division

The core services provided by these Divisions are detailed in the Staff Structure which is contained in this document.

In order to continue to meet its responsibilities in the delivery of essential services to the community, it is imperative that Council has in place a process that ensures there

are sufficient resources and people with the right skills and the right attitude to meet the changing needs of the community and is able to respond in an effective and efficient way to these needs.

To this end, Council's Recruitment Policy has an underlying premise of being an "Employer of Choice" and to 'Recruit for Attitude; Train for Skills'.

This Workforce Plan is prepared with the understanding that it not be complicated in its delivery. It aims to undertake a simple analysis of Council's current staffing structure and identify the direction for the next four years. The implementation of this Plan will deliver a number of benefits to the organisation such as:

- Creating a contemporary workforce
- Improving workforce planning and development through greater efficiency, effectiveness, productivity and new technology.
- Responding to changes in the market and taking appropriate steps to retain and attract a diverse workforce.
- Identification of staff development needs and investing in a range of skills
- Maximising management and leadership
- Ensuring Council's processes for recruitment, development and retention of appropriate staff meet the needs of the organisation.
- Ensuring employees possess the relevant skills and are suitable for the responsibilities of the positions they hold to improve efficiency, effectiveness and productivity.

Community Vision

That the community utilise the opportunities that arise from our environment, to improve their quality of life, while embracing its ethnic and social diversity to the benefit of all.

Mission Statement

Walgett Shire Council will: -

- Provide focused and ethical leadership to the community.
- Deliver quality services and efficient management of Council infrastructure.
- Provide a planning and regulatory context in which the community can remain sustainable, prosperous and vibrant.
- Promote the Shire as a great place to live, work and visit.
- Lobby Governments to ensure that appropriate levels of support are provided for health, education, employment, housing infrastructure development and maintenance, as well as community safety
- Co-operate with other bodies in the sharing of specialist resources.

- Work within Council's Code of Conduct and Code of Meeting Practice to ensure practices are ethical, fair, accountable and equitable.

Council's Corporate Goals

Finance and Community:

To provide effective financial planning and reporting to ensure Council remains in a sound financial position, implement revenue policies which provide a fair and equitable distribution of the rate burden and maximise revenue from user charges, regulatory fees and contributions, ensure effective use of information technology throughout all the operations of Council and maintain effective administrative support to fulfil Council's broad range of services and activities. Community Services should address community expectations whilst not becoming a drain on Council's limited resources.

Engineering/Technical Services:

To provide, develop and maintain the Shire's infrastructure assets in terms of its transport services (roads, pathways, airport, saleyards), utility services (water, sewerage, drainage) and open space recreation facilities (parks, reserves, sporting ovals, show grounds/racecourses swimming pool, cemetery maintenance) and to provide adequate resources to facilitate emergency service requirements.

Environmental Services:

To promote, develop and maintain the natural and built environment and protect the community from risks to health and safety by properly monitoring buildings, development, food and waste services and facilitating services for a safe, clean healthy and orderly environment which will in turn improve the quality of life for citizens of the Shire and to undertake timely and effective forward planning of the Shire land use, infrastructure requirements and recycling services.

Community Values

Council has adopted the following values that should be reflected in how the whole organisation operates and interacts with others:

Respect
Integrity
Ethical conduct
Courage
Honesty
Accountability
Responsibility

Employees' Expectations

The Senior Management of Walgett Shire Council has revised the Employee Expectations Statement. The consultation process came up with the following expectations:

- Strong emphasis on communication.
- Proactive staff who provide positive solutions to problems.
- Staff undertaking jobs to the best of their ability who are recognised for their achievements and service.
- Flexible staff who meet the changing needs of the organisation and take on new roles when needed.
- Excellent customer service, to other employees as well as the public.
- Good work-life balance with increasing workloads effectively managed and prioritised.
- Access to training and education, and management having a good understanding of the existing skills base and knowledge.
- Guidance, manuals and procedures available to new employees.
- Good quality tools and equipment, including IT and support services.
- Mutual respect for each other and the role each employee plays, cooperation and honesty.
- A safe working environment that is productive and inclusive.
- Staff with a 'can do' attitude who share knowledge and value input from others.

Council's senior management team will continue to work on issues identified during the updating of the Employee Expectations Statement.

Council's Workforce Plan is part of the Resourcing Strategy that underpins the Four-Year Delivery Programme This Programme along with the Asset Management Plans and Long Term Financial Plan outlines Council's capacity to manage assets and deliver services into the future.



Following adoption of the workforce plan, the workforce strategy action plan contained within the Plan (see Appendix A) will be implemented, monitored and reviewed.



Scoping the Development of the Workforce Plan

Council's Workforce Plan will cover the entire workforce with some attention to critical occupations and/or skill sets and occupations that are difficult to recruit or retain.

The following positions have been identified as "hard-to-fill" and "difficult to retain":

- Engineers – civil
- Supervisors with middle management skills to lead Council's staff in achieving its corporate goals efficiently and effectively – Technical Officers and Skilled Team Leaders
- Heavy Plant Operators – Grader Operators
- Town planners, health surveyors, building surveyors and building certifiers
- Qualified tradespeople – Especially Plant Mechanics

Council's Strategic Priorities

Council's Community Strategic Plan and Delivery Program identify the long-term aspirations the community has for the Shire. They identify the outcomes and long-term strategic responses needed to achieve the agreed directions, and require strong leadership from the Council in working with others to grow our Shire into the future. The Council's Four-Year Delivery Program links the 'planning' in the long-term Strategic Plan with the 'implementing' of the Annual Operational Plan. The Delivery Program is the document that guides the organisation's work over the four-year period; it sets out the priorities, ongoing activities and specific actions Council will undertake and its capacity to achieve the communities' outcomes.

Council's Delivery Program contains strategies to address the following broad themes:

- Community
- Economic Development
- Governance and Civil Leadership
- Infrastructure
- Sustainable Living

The strategies proposed by Council in the Four-Year Delivery Program will use a similar structure to the current workforce and its current skill set to achieve Council's objectives. It is envisaged that there will be only minor changes to work practices other than those normally accepted in organisations with a continuous improvement philosophy.

Council's Core Competencies/Requirements

Budget constraints have forced Council into focussing primarily on the care and maintenance of existing assets and providing a level of service to the community that it can afford. Council's current business model is sustainable financially but Council should consider reviewing the level of services that it currently provides. Major capital works and significant projects are envisaged over the next four years other in addition to traditional grant-funded capital works. It is expected that there will be a rationalisation of community services provided over the next four years unless appropriate levels of funding can be provided through grant services.

External Environment

Global

Recent global events have brought about global workforce rationalisation. From a workforce perspective this includes re-evaluating roles that have been lost through attrition to consider if there is a need to recruit to fill vacant positions.

The global demand for resources has impacted positively upon the mining industry, Council's competition for skilled workers. Many pastoral and mining industry workers

are highly skilled and transient, and spend relatively short periods of time in various communities over their working lives. These workers come often with a high expectation of the level of services provided in their local community.

In August 2011 the Minister for Regional Australia, Regional Development and Local Government, The Hon Simon Crean MP, requested an inquiry into and report on *the use of 'fly-in, fly-out' (FIFO) and 'drive-in, drive-out' (DIDO) workforce practices in Regional Australia*. Western NSW Council submissions contained the following points:

- A predicted increase in the FIFO/DIDO workforce in the Walgett Shire.
- FIFO/DIDO workforces do not value their town, do not become involved and are generally not integrated into the community.
- The increase in demand on Council's services from FIFO/DIDO workforces.
- Good work opportunities for partners and other family members as well as good community support for new businesses may attract skilled workers to reside in Walgett rather than FIFO/DIDO.
- Accommodation shortage in Walgett.
- Impact on social amenity of neighbourhoods.
- Ways to entice families to relocate rather than one family member being employed on FIFO/DIDO roster.

An increase in population with relocating families would provide a larger pool of local candidates applying for Council's vacant positions when they are advertised.

Financial pressures to deliver local services, against a backdrop of economic upheaval across the world, remain an issue. There will always be an increasing expectation from ratepayers and the general public for an improved quality of services, along with an expectation that these improvements should be delivered with only a reasonable increase in rates and charges.

National

Occupational market rates: The retention of highly skilled/motivated employees is becoming more difficult with Council's inability to compete with salary packages and employment conditions being offered by other employers, for example, in the mining and energy industries.

Industry

Structural change: Structural changes in Local Government are being driven by other tiers of Government and, in particular, through the Council of Australian Governments (COAG), to achieve higher levels of efficiency in the industry. Many councils, such as Walgett Shire Council, are involved in cooperative arrangements with other organisations with varying objectives, but primarily to achieve greater levels of efficiencies for the participant Councils. Examples are the Orana Regional Organisation of Councils (OROC), the Lower Macquarie Water Utilities Resources Sharing Group, OROC Regional Procurement group, NetWaste and our sister-city relationship with Gosford City Council. Amalgamation of Local Government

Areas is a persistent threat and will continue to be so until the issue of structural reform is finalised.

Issues impacting on Local Government include:

- Climate change and the pricing of carbon
- Financial sustainability
- Constitutional recognition
- Local government infrastructure funding
- Cost-shifting and the Inter-Governmental Agreement
- Population and settlement issues
- Strengthening emergency management and disaster resilience

The National Broadband Network and information technology

- Workforce planning including skills shortages
- Environmental and natural resource management issues
- Educational facilities and outcomes achieved
- Asset management planning and strategies

Many of these issues have implications for Council's workforce, not the least of which is Council's ability to effectively plan and manage its workforce requirements in the face of regional mining, an aging workforce and skills shortages for the public sector in areas like planning and engineering. A big challenge is dealing with the resources sector which has created a two-speed economy. The local government sector is finding it difficult to recruit staff with the required skills and experience.

Federal/State Government

External funding: The amounts of government grant funding and Roads and Maritime Services (RMS) contributions to road infrastructure are not keeping pace with increasing local government costs to provide these services.

The increasing cost-shifting by both State and Federal Government is impacting on Council's ability to service the community to its expectations. The competitive tendering regulations for large government contracts are also having a negative impact.

Regional/Local/Community

Demographic changes: Changes in population size, age profile, occupations, wealth, location of residences and businesses, mobility/stability, community expectations are examples of external major workforce planning drivers.

The Census results for Walgett Shire Council reveals that the population of the Walgett Shire was 6107 (2016 census results) indicating a decrease of 347 person (5.38%) since the 2011 Census.

Employment statistics at the time of the 2016 census indicate 26.6% were working part-time and 56.4% working full-time, with 16.9% of the workforce employed in the farming activities, 4.4% in education and 4.1% in Local Government/Admin.

*Populations of the major centres within the Shire were as follows:

Centre	Individuals	Male	Female	Families
Walgett	2145	50.6%	49.4%	493
Collarenebri	767	52.9%	47.1%	149
Lightning Ridge	2492	54.2%	45.8%	511
Burren Junction	300	55%	45%	61
Carinda	185	52.5%	47.5%	40
Cumborah	360	58%	42%	46
Come-by-Chance	115	50%	43%	38
Rowena	181	55.3%	44.7%	43

Council has three operational depots, the major one located in the town of Walgett and smaller ones in Lightning Ridge (75 km) and Collarenebri, almost 80km distant. Employees at the outlying depots are mainly involved in delivering services to the minor centres in the table above. The remoteness of the outlying depots contributes to logistical difficulties associated with communication, resource-sharing and supervision.

Internal Environment

Council is very limited in its ability to fund any new initiatives and projects, and/or provide an increase in services due to being almost totally reliant on grant funding and collection of fees and charges. Just \$5.3M from Council's revenue budget of \$31.3M comes from general rate income, 2017/2018 financial year.

The Council-approved organisational structure is detailed in this document. This was approved by Council in 2017. The NSW Local Government Act 1993 provides for Council to re-determine its organisational structure from time to time, but must, in any case, re-determine the structure within 12 months of any ordinary election of the Council. To comply with the Act, it is expected that Council will re-determine the organisational structure by September 2020

Walgett Shire Council Organisation Chart

Organisational Functional Structure

		General Manager		
Environmental Services	Corporate Services		Engineering/ Technical Services	
<ul style="list-style-type: none"> • Development Approvals • Building Services • Environmental and Health Compliance • State of the Environment Report • Onsite Wastewater Management • Development Compliance • Land Use and Environment Strategies • Local Environment Plans • Development Control Plans • Section 149 Certificates • Main Street Program • Animal Control • GIS Management • By Laws • Heritage • Solid Waste and Recycling Services including New Landfill Development • CCTV 	<ul style="list-style-type: none"> • Aboriginal Services • Youth Services • Childcare Services • Financial Services • Information Technology • Property Services • Leases and Licences • Property Register • Caravan Parks • Libraries • Swimming Pool management Arrangements • Arts and Cultural Services • Public Officer Services • Records Management • Infrastructure Asset Register • Corporate and Strategic Planning • Legal Services • Budget and Community Plan • Crown Reserves • Stores • Building Maintenance 	<ul style="list-style-type: none"> • Mayoral Support • Councillor Training and Support • Council Business- Agenda and Action • Intergovernmental Relations • Inter Council Relations • Community Relations • Corporate Leadership and Direction • Organisational Structure and Performance Management • Economic Development • Community Working Parties • Human Resources Management • Tourism and Visitor Information • Community Working Party • WH&S • Emergency Services • Policy and Delegations • Delegates to external Bodies • Complaints Coordination 	<ul style="list-style-type: none"> • Road and Bridge Construction • Road and Bridge maintenance • Traffic Facilities • Quarries and construction material storage and supply • Plant and Fleet Management • Workshop • New Depot Development ** • Water Services • Waste Water Services • Urban Stormwater Management • Urban Streetscape and Cleansing • Parks and Reserve Maintenance • Airfields • Urban Flood mitigation including Levy Bank Reconstruction • Bore Baths Maintenance and Management 	
			<p>** Special Projects</p> <ul style="list-style-type: none"> • New Depot Development • Walgett Levee • Walgett Water and Sewerage Upgrades • Airport Resealing • Bridge Construction Projects 	

Walgett Shire Council Workforce Profile to 30 June 2016 – By Department

	No of staff	Aged 16-30						Aged 31-50						Aged 51 - 60						Aged 61 - 65						Aged 65+					
		Full time		Part time		Casual		Full time		Part time		Casual		Full time		Part time		Casual		Full time		Part time		Casual		Full time		Part time		Casual	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
GENERAL MANAGEMENT	8	0	2	0	0	0	0	1	2	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
CORPORATE & COMMUNITY SERVICES	44	2	5	0	0	2	4	2	2	0	3	1	6	3	41	0	10	1	23	30	0	0	0	0	2	0	0	0	0	1	
ENGINEERING SERVICES	60	7	0	0	0	2	0	23	1	0	0	4		14	0	0	1	0	0	6	0	0	0	0	0	2	0	0	0	0	
PLANNING & REGULATORY SERVICES	8	0	0	0	0	0	0	3	2	0	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	
	120	9	7	0	0	4	4	28	9	0	4	5	6	18	4	0	2	2	2	9	1	0	0	0	2	3	00	0	0	0	1

With 37% of Council's current workforce aged 51 years or older, it is envisaged that Council can expect a large number of resignations from employees wishing to retire from the workforce over the next four years. Some ageing workforce risk management strategies Council will need to develop will centre on:

- Knowledge retention and how to capture the corporate knowledge of retiring employees.
- Attracting new talent to replace retirees.
- Injury management.
- Staff retention, especially qualified and skilled personnel and apprentices who have had significant investment in their skills development.
- The importance of linking with skills and school students and leaders to meet Council's skills requirements.
- Mentoring of staff to develop and maintain their skill levels.
- The benefits of developing career pathways through systematic succession planning.
- Valuing older workers and developing programs which ensure that their knowledge of Council's processes are not lost, through knowledge creation and retention strategies, including phased retirement.
- Building staff loyalty through the provision of generous employee packages, and a caring and supportive workforce culture.

Walgett Shire Council Workforce Profile to 30 June 2016 – By Gender

Gender	Total	% of Total Workforce	Full-time	Part-time	Casual
Male	78	65%	67	0	11
Female	42	35%	21	4	15
Total	120		88	6	26
Walgett Shire Council	100%		73%	6%	21%
NSW Rural Councils Source: 2010 Census of Local Government Employees Report on findings	100%		73%	14%	12%

The number of females employed in rural councils across the state is 37%; males 63% (2010 Census of Local Government Employees Report on findings August 2011, from the Office of Local Government).

Compared with other rural councils across the state, Walgett Shire Council's gender balance is even. However, it should be noted that there are a greater number of part-time and casual female employees due mainly to the roles at Council's youth facilities and other community services roles which are traditionally carried out by females. Council should undertake some analysis to determine if the casual and part-time nature of these roles is contributing to the high turnover in some of these positions.

Walgett Shire Council Workforce Profile to 30 June 2016 – By Age

	Total	Aged 16-30	Aged 31-50	Aged 51-60	Aged 61-65	Aged 65+
Male	78	13	33	20	9	3
Female	42	11	19	8	3	1
Total	120	24	52	28	12	4
Walgett Shire Council	100%	20%	44%	23%	10%	3%
NSW Rural Councils Source: 2010 Census of Local Government Employees Report on findings		Aged 15-24 8%	Aged 25-44 38%	Aged 45-64 50%	Aged 65 + 3%	

Walgett Shire Council Workforce Profile to 30 June 2016 – By Skill Descriptors

	Total	Community	Operational	Administrative/ Technical	Professional/ Specialist	Executive
Male	78	6	44	17	8	3
Female	42	20	3	17	1	1
Total	120	26	47	34	9	4
Walgett Shire Council	100%	21%	40%	28%	8%	3%

SWOT Analysis of Council's Current Workforce Prepared by Council's Senior Management Team

Strengths of current workforce and Council's ability to recruit and retain:

- Council is a good alternative employer to the local Agricultural industry.
- High number of employees with specialist skills.
- Large number of employees are good community citizens and become involved in community activities – a strong community commitment.
- A significant number of employees have an empathy/sense of community and understanding of the local community.
- Most workers enjoy family-friendly working conditions (work weekdays, no shift work) – exceptions are employees at the visitor information centre and youth and centres.
- Opportunities for advancement exist at the Council.
- Employees have generalist skills – they are multi-skilled and often are 'one-person teams'.
- Council's reputation as an 'employer of choice'.
- Higher salaries when compared with similar councils.
- Advantage of Salary Packaging Strategies of remote location.
- Generation of income and expertise associated with RMS Roads Maintenance Council Contract.
- Council has a strong consultative, dispute resolution, grievance management and employee support systems in place (Employee Assistance Program, etc).
- A developing Employee Health and Wellbeing Program (free flu shots, Hepatitis B program, Employee Assistance Program).
- Most current employees have good problem solving skills – they are resourceful and innovative when faced with limited resources.

Weaknesses of current workforce and Council's ability to recruit and retain:

- High turnover due to transient population generally.
- Limited opportunities for current young workers to be trained locally and a lack of local trainers.

- Cost and time for attending professional networking, training and conferences.
- High workload of some roles, particularly those in 'one-person teams' – often no one with whom the load can be shared.
- 'One-person' specialist positions make it difficult for staff to take leave with the consequence that employees are not getting a really good 'break' away from work, resulting in an increasing liability on Council in terms of leave entitlements.
- Small pool of potential employees in local community from which to recruit.
- Skills gaps exist due to budget constraints and inability to offer more competitive salaries to attract and retain competent and skilled staff.
- Council's information sharing and communication strategies are not well developed.
- Aging workforce – a large number of retirements are possible in the short-term.
- Attraction and retention is hampered by a lack of and affordability of reasonable residential accommodation in Walgett amid poor educational outcomes at senior school level
- Attraction and retention issues around childcare availability.
- Limited opportunity to increase fees and charges so that incentives could be offered to retain skilled and competent employees.
- Professional multi-skilling and generalist training is now more difficult to access with training being more specialised, resulting in newer employees possessing specialised skills rather than being multi-skilled.
- Reluctance of outdoor staff to "camp out"

Opportunities for current workforce and Council's ability to recruit and retain:

- Better promotion of excellent working conditions for most positions, such as family-friendly hours, weekday work, no shift work, and the like – exceptions are employees at aged care facility, visitor information centre, museum and youth and fitness centre.
- Increased IT capacity to manage the businesses of Council more effectively.
- Improved educational outcomes at senior school level.
- Develop career pathways as a retention strategy.
- Increase career/work opportunities for local youth.
- Tap into youth population to produce/train professionals.

- Capture corporate knowledge from long-term employees.
- Development of formal procedures or duty guides for all positions.
- Develop mentoring/coaching roles within 'hard to attract and retain' positions.
- Investigate staff exchange programs – sister-city relationships and 12-month international exchanges.
- Use exchange programs to promote the Outback lifestyle and provide an opportunity for Council to take the benefits of receiving specialised knowledge and practical assistance to fill skills gaps and hard-to-recruit positions, but also cover absences for annual and long service leave as well as provide 'in-house' training to Walgett Council's employees.

Grant funding to remove ratepayer subsidisation of Council functions that are labour-intensive.

Threats for current workforce and Council's ability to recruit and retain:

- Competition from nearby mining industry operations in relation to attraction and retention of high performing skilled and competent employees.
- Poor educational outcomes
- Negativity from governing body is a threat to workplace morale.
- Perception of Council employees being poor performers in the eyes of the general public.
- Community dependence upon others to fix things rather than becoming more self-reliant/hence over demand on Council.
- Loss of corporate knowledge from long-term employees.
- Cost/time restraints – limited resources and budgets.
- Some sections of the industrial awards are restrictive.
- Limited local childcare options for existing and potential employees.
- Cost of continually upskilling, then not able to retain, resulting in a loss to the workplace, replaced by unskilled people who then need training.
- Quality of schooling – Local secondary school education
- Reluctance of outdoor staff to "camp out"

Strategies to fill identified gaps include:

- Being an employer of choice where we need to be committed to providing an environment where employees:
 - Feel successful, fulfilled and passionate.
 - Values are aligned meaningfully with the business of Council.
 - Have pride and respect in working for Council and are motivated to 'go the extra mile'.

- An adequate budget for:
 - Training employees
 - Recruitment – attraction strategies
 - Incentives for competent and skilled workforce to retain good performers

- Working conditions and work/life balance and a belief that people perform better if they have a balanced life outside of work. This can be achieved through some of the following options, some of which are already in place and some we are striving towards:
 - Family-friendly flexible work hours – rostered/accrued days off
 - Facilities such as breastfeeding, family room
 - 9-day fortnight/compressed hours
 - Modern up to date and reliable equipment
 - Reasonable workloads
 - Acknowledge good performers
 - Provide career paths
 - Regular part-time work
 - Flexible start-finish times
 - Flexible leave arrangements
 - Flexible rostering/scheduling
 - School term rostering/alternative core hours
 - Work from home
 - Job-sharing
 - Unpaid leave for carers
 - Part-time leave without pay
 - Career break scheme
 - Leadership development and acknowledgement that recruitment and retention of staff is a key responsibility of Council’s business
 - Mentoring
 - Scholarships

- Communication
 - Improved consultation – our people need to know the values and purposes of the Council, what the ‘big picture’ is for Council and how they fit into it. They need to know that they work for a great organisation that is socially responsible and contributes to the greater good of the community.
 - Face to face communication preferred rather than newsletter or some other written communication.
 - Manager/director visits to remote workplaces face-to-face.
 - Implement regular (at least quarterly) meetings for managers and supervisors in all departments to swap ideas, brainstorm, and share information.

- Job fulfilment
 - Employee’s roles reviewed regularly to ensure strengths are utilised.
 - Supervisors need to know the most fulfilling skills and challenges that keep employees satisfied on a daily basis.

- Employees should be equipped with the resources and tools they need to be successful (such as equipment, training, time, systems of work).

Current skills and competencies, strengths and development needs

Council currently has a reasonably adequate level of skills and competencies to undertake the work planned.

The following summarises anecdotal feedback from the staff:

- Strong messages:
 - Challenging work was identified as a very strong requirement. Hours of work, fellow employees and the ability to take initiative/make decisions were highly regarded.
 - Council needs to challenge and correct any poor performance that exists in the workforce, employ the right people in the first place, develop teamwork and leadership skills, and remove double standards
 - Employees view the management style is about teamwork, and employees believed they received the training they need to do a quality job
 - An area for improvement included communication that:
 - Clarifies the future direction and strategy of Council
 - Gives employees adequate feedback in terms of their performance
 - Provides for management to spend more time with employees at their workplace.
 - A dissatisfaction with Council's current Salary System
 - Poor performance not always challenged and corrected
 - Positives include hours of work, challenging work/job satisfaction, fellow employees and interaction with customers.

The above information along with the SWOT analysis and Council's Employee Expectations Statement help Council to determine what is required in relation to the current skills and competencies, strengths and development needs of Council's workforce.

Current workforce improvement priorities

Council's current workforce improvement priorities are as follows:

1. Development and implementation of an attraction/retention strategy.
2. Redevelopment, education and training of Council's workplace health and safety manual and management system.
3. Improved budgeting for training and staff development to align with Council's Recruitment Policy of 'Recruit for Attitude, Train for Skills'.
4. An improved IT capability.

5. Development of a leadership and supervision improvement program for Council's management executive, senior managers and supervisors with a focus on improved communication, skills transfer, mentoring and coaching.
6. A focus on local youth development for existing or potential Council employees.
7. Written formal procedures to be developed for all Council roles and functions.

The priorities have been addressed in the Delivery Program as follows:

- 1.2.3 - Increased Educational Opportunities Provided Locally
- 3.1.4 - Minimise Risk for Council and the Community,
- 3.3.2 - Staff are Valued, Well Trained and Able to Undertake their Roles and Functions,

A Workforce Strategy Action Plan has been developed to address these priorities - see Appendix A.

Future Workforce Profile

The future workforce profile is not expected to change significantly within the next four years, but may take into account the following:

- Improving Council's IT capability
- Organisational structure meets the requirements of the Delivery Program and Annual Operational Plan including budget
- Increasing youth services, especially in the area of youth development
- Servicing Walgett's growing population with the existing workforce, including the impact on FIFO/DIDO workforce
- Overcoming recruitment difficulties due to the ongoing national skills shortage
- Legislative requirements/external factors impacting on the following operations:
 - RMS Road Maintenance Council Contract
 - Building certification/food inspection requirements

Monitoring and Evaluating the Workforce Strategy Action Plan

Council's Workforce Plan is part of the Resource Strategy that underpins the Four-Year Delivery Plan. This Plan along with the Asset Management Plans and Long Term Financial Plan outlines Council's capacity to manage assets and deliver services into the future.

It should be reviewed annually.

Annexure A:

WORKFORCE STRATEGY ACTION PLAN 2016/2017 – 2019/2020

Strategy	Objective	Action
<p>1. Improving work force planning and development.</p>	<p>To strengthen the capabilities of managers in workforce planning.</p>	<p>- Collect data on skills shortages, skill gaps, new skills required.</p> <p>-Develop and promote tools for professional development programs such as leadership and mentoring programs</p>
<p>2. Promotion of Local Government as an employer of choice.</p>	<p>Increase community awareness of the diversity of jobs within Local Government.</p> <p>Attraction and retention of quality employees by way of career progression.</p> <p>Promotion of Council as a workplace compliant with WHS and EEO</p>	<p>-Research perceptions of Local Government.</p> <p>-The use of media to promote Local Government’s profile and diversity career opportunities. (Apprenticeship, cadetship and traineeships).</p> <p>-Ensure consistent commitment and review of WHS and EEO policies.</p>
<p>3. Create a Modern Workplace that is reflective of the needs of employees and the organisation.</p>	<p>To improve the capacity for workplace flexibility and thus retaining skills and knowledge for a sustainable workforce</p>	<p>-Professional development for managers to increase their awareness of the benefits of workforce flexibility.</p> <p>-Negotiation of LG award to maximize flexibility.</p>

<p>4. Attraction and Retention of a diverse Workforce</p>	<p>To develop an increased awareness amongst Managers, staff and Councillors of the benefits to the community of a diverse workforce.</p>	<ul style="list-style-type: none"> -Retraining of maturing workforce transitioning to new roles. -Provide mentoring and coaching -Adhere to EEO and recruiting policy and review regularly. -Reduce procedural barriers without compromising existing qualifications, professional registration and Australian Standards requirements.
<p>5. Investing In Skills for the future</p>	<p>To develop the entry level skills of its workforce through education and training.</p> <p>Increased awareness and access to funding.</p> <p>Adequate budget for training of staff.</p> <p>Identify individuals with an interest in career advancement.</p> <p>Develop essential capabilities of Councillors and employees.</p>	<ul style="list-style-type: none"> -Identify long term demands for professional roles in Local Government and develop strategies to address potential skill shortages. - Increase opportunities for apprentices and trainees with Council. - Target and recruit school leavers and youth in the gaining of formal qualifications. (say 15% of staff under the age of 25). -Partner with Universities to increase the numbers of tertiary students and graduates working with Local Government. -Provide professional development to staff that are keen to gain experience at a higher level by addressing their skill gaps. -Workforce succession planning. -Creation of Training Plan

<p>6. Improving Productivity and leveraging Technology</p>	<p>Increase Council's awareness about innovative systems and technology to improve workplace productivity</p>	<ul style="list-style-type: none"> -Research case studies of innovative technologies and shared service models. -Promote opportunities for joint procurement to minimize costs. -Provide Training to staff to adapt to new technology in the workplace. -Training and awareness of cyber security issues.
<p>7. Maximizing Management and Leadership.</p>	<p>To encourage leadership and management capability within Council.</p> <p>Provide a standard framework for management and leadership recruitment and development.</p>	<ul style="list-style-type: none"> -Promote leadership and management programs that are relevant to the Local Government framework. -Involve managers and Supervisors in formal mentoring/coaching programs. -Provide opportunity for the development of Leadership. -Develop policy and procedure to support good governance such as risk management, transparency of operations and fair and ethical behaviour.
<p>8. Implementation and Collaboration</p>	<p>The mutual collaboration of industry bodies, professional associations, Unions, training organisations with Council to promote the actions identified.</p>	<ul style="list-style-type: none"> -Work groups established with relevant stakeholders to develop projects and timeframes for the delivery of actions. -Ascertain resource requirements to deliver Workforce outcomes and be aware of funding for such actions. -Design and implement a framework to monitor the progress of workforce development. -Monitor the implementation progress regularly and review strategies annually for relevance. -Promote resources and professional development opportunities available to support Council's activity in each strategic area.

Additional Information inserted 4 January 2018 - workforce Plan 2017/2018 – 2020/2021

SPECIAL RATE VARIATION

Walgett Shire Council intends to undertake additional road works by targeting a number of Council Rural roads that currently the budget is unable to accommodate. To assist in funding these specialist projects Council will be making application to IPART to include a 10.9% Special Rate Variation (SRV) in 2018/19.

If successful, the additional work load will place a further burden on current staff resources, wages and training budgets. It is the intention of Council to engage external contractors to undertake the works planned and to propose a clause in the contract of the successful contractor/s to give preference to employing a percentage of locals on these projects. It is envisaged that this approach will create a pathway for members of the local community such as school leavers, youth and indigenous to gain experience and new skills in a workplace environment.

HUMAN RESOURCES PROJECT JOINT VENTURE

Funding has been secured in 2017 for a joint venture between Walgett, Bourke and Brewarrina Shire Councils to introduce innovative ways of engaging, developing and utilising the local workforce. The project will focus on staff performance improvement, integrated Human Resource management practices, resource sharing and improved governance between councils. The goal is to achieve improved service delivery for the community by being able to utilise a locally sourced workforce.

Winton Consulting has been contracted to undertake the process on behalf of the three Councils and it is expected to commence in late January 2018.