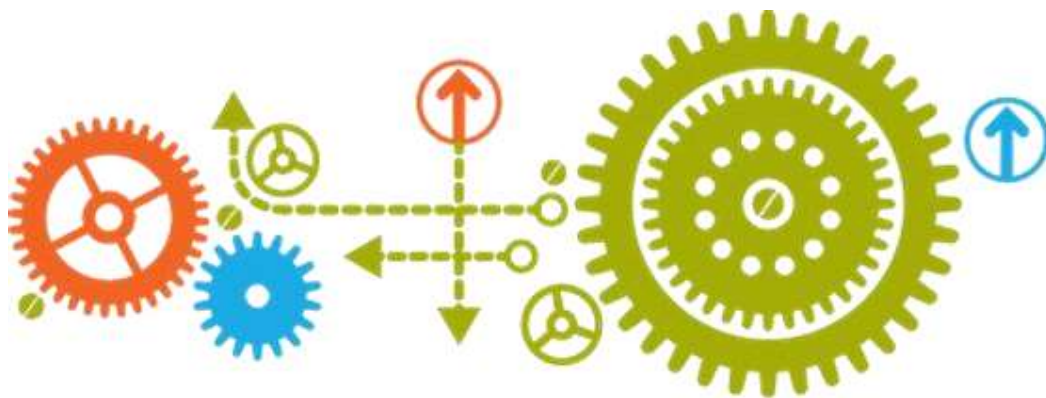


Walgett Shire Council Workforce Plan



2022/23 – 2024/25

Contents

Introduction and Overview	2
Council's Corporate Goals	3
Employees' Expectations	3
Scoping the Development of the Workforce Plan.....	5
Council's Strategic Priorities	5
Walgett Shire Council Workforce Profile - 30 June 2021.....	7
Walgett Shire Council Workforce Profile to 30 June 2021 – By Gender	9
Walgett Shire Council Workforce Profile to 30 June 2016 – By Age	10
SWOT Analysis of Council's Current Workforce	11
Current workforce improvement priorities.....	13
Future Workforce Profile.....	14
Monitoring and Evaluating the Workforce Strategy Action Plan	14
Annexure A:.....	15
WORKFORCE STRATEGY ACTION PLAN 2022/23 – 2024/2025	15

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.

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 three 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.

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 and 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.

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 Three-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
- Town planners, health surveyors, building surveyors
- Geographical Information Systems (Mapping)

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 three 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 three-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 Three-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.

Internal Environment

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.

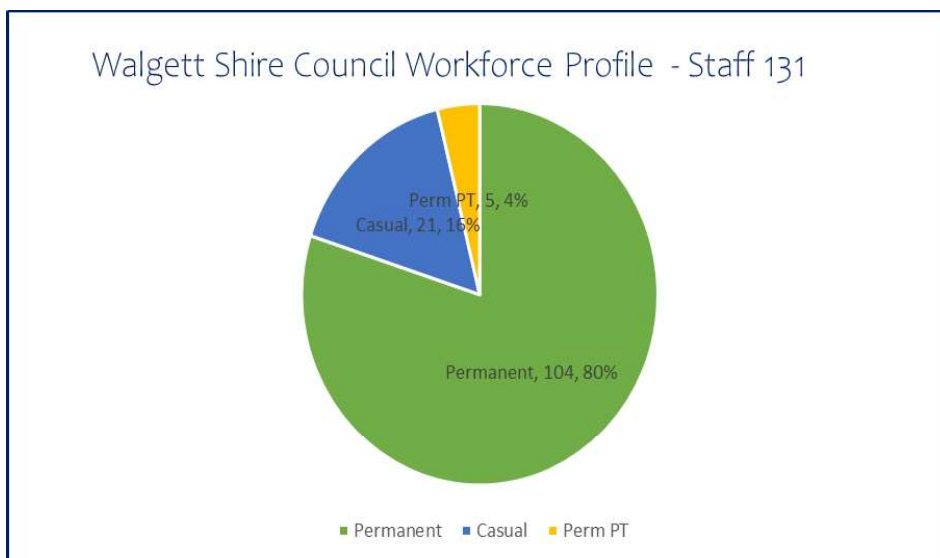
The Council-approved organisational structure is detailed in this document. This was approved by Council in 2022. The NSW Local Government Act 1993 provides for Council to re-determine its organisational structure from time to time, but must, in any case, re-determine the structure within 12 months of any ordinary election of the Council. To comply with the Act, it is expected that Council will re-determine the organisational structure by June 2022

Walgett Shire Council Organisation Chart

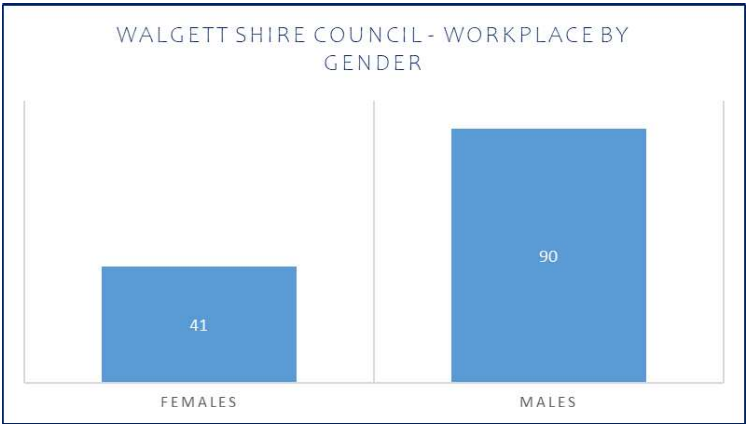
Organisational Functional Structure

		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 • 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 • Workplace Health & Safety • 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 • Depot Development/Management • Water Services • Waste Water Services • Urban Stormwater Management • Urban Streetscape and Cleansing • Parks and Reserve Maintenance • Airfields • Urban Flood mitigation including Levee Bank • Bore Baths Maintenance and Management • GIS Management

Walgett Shire Council Workforce Profile - 30 June 2021

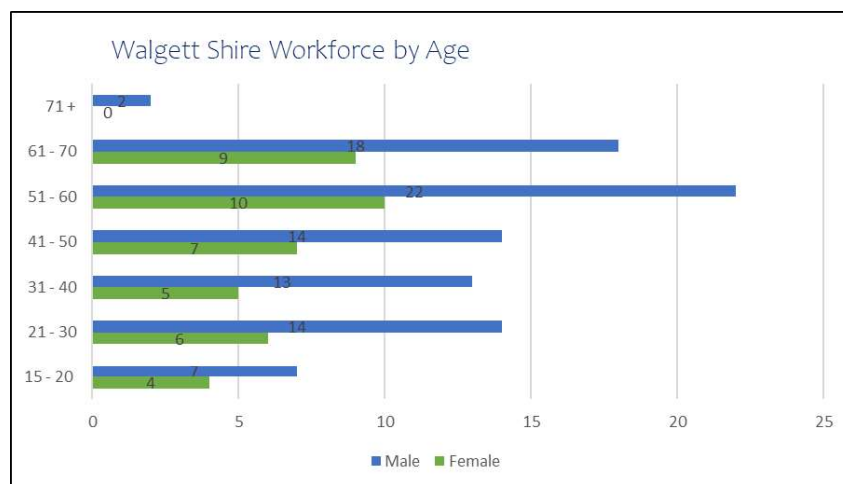


Walgett Shire Council Workforce Profile to 30 June 2021 – By Gender



Walgett Shire Council’s workforce comprises of 31.3% females and 68.7% males. There are a greater number of part-time and casual female employees due mainly to the roles at Councils of youth facilities and other community services roles. This could be attributed to the limited availability of childcare facilities within the Shire, thus part time and casual positions are a better fit for their family.

Walgett Shire Council Workforce Profile to 30 June 2021 – By Age



With 46.5% of Council's current workforce aged 51 years or older, it is envisaged that Council can expect a number of resignations from employees wishing to retire from the workforce over the next 3 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 by providing a caring and supportive workforce culture.

SWOT Analysis of Council's Current Workforce

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.
- 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 broad skills – and are multi-skilled.
- Council's reputation as an 'employer of choice'.
- Competitive salaries when compared with similar councils.
- Salary Packaging strategies for remote location.
- Generation of revenue and expertise associated with Transport NSW Roads Maintenance Council Contract.
- Good Consultative, dispute resolution, grievance management and employee support systems in place.
- Employee Health and Wellbeing (free flu shots, Hepatitis B program).
- Award winning WH&S protocols in place.

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

- High turnover of staff due to limited facilities (school, medical, sporting).
- Limited opportunities for current young workers to be trained locally, lack of local trainers.
- Lack of willingness to join Council and become included in the broader community.
- Cost and time for attending professional networking, training and conferences.
- High workload of some roles.
- Existing 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.

- Small pool of potential employees in local community from which to recruit.
- Aging workforce.
- 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.
- Reluctance of outdoor staff to “camp out”.

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

- Promotion of excellent working conditions for most positions, such as family-friendly hours, weekday work, no shift work, and the like – exceptions are employees within the visitor information, youth and fitness centres.
- 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.

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.
- 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.
- 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.

Strategies to fill identified gaps include:

- Being an employer of choice and 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.
- Communication
 - Ongoing 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.
 - Combination of face to face communication, newsletters.
 - 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).

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. Education and training of Council's Workplace Health and Safety Manual and Management System
3. 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. A focus on local youth development for existing or potential Council employees.
6. Written formal procedures to be developed for all Council roles and functions.

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

- Increased Educational Opportunities Provided Locally;
- Minimise Risk for Council and the Community; and
- 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 Annexure A.

Future Workforce Profile

The future workforce profile is not expected to change significantly within the next three 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.
- 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 Three-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.

Annexure A:

WORKFORCE STRATEGY ACTION PLAN 2022/2023 – 2024/2025

Strategy	Objective	Action
1. Improving work force planning and development.	To strengthen the capabilities of managers in workforce planning.	<ul style="list-style-type: none"> - Collect data on skills shortages, skill gaps and new skills required. -Develop and promote tools for professional development programs such as leadership and mentoring programs.
2. Promotion of Local Government as an employer of choice.	<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>	<ul style="list-style-type: none"> -Research perceptions of Local Government. -The use of media to promote Local Government’s profile and diversity career opportunities. (Apprenticeship, cadetship and traineeships). -Ensure consistent commitment and review of WHS and EEO policies.
3. Create a Modern Workplace that is reflective of the needs of employees and the organisation.	To improve the capacity for workplace flexibility and thus retaining skills and knowledge for a sustainable workforce	<ul style="list-style-type: none"> -Professional development for managers to increase their awareness of the benefits of workforce flexibility. -Negotiation of LG award to maximize flexibility.

4. Attraction and Retention of a diverse Workforce	To develop an increased awareness amongst Managers, staff and Councillors of the benefits to the community of a diverse workforce.	<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.
5. Investing In Skills for the future	<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. (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.
6. Improving Productivity and leveraging Technology	Increase Council's awareness about innovative systems and technology to improve workplace productivity.	<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.
7. Maximizing Management and Leadership.	<p>To encourage leadership and management capability within Council.</p> <p>Provide a standard framework for management and leadership recruitment and development.</p>	<p>-Promote leadership and management programs that are relevant to the Local Government framework.</p> <p>-Involve managers and Supervisors in formal mentoring/coaching programs.</p> <p>-Provide opportunity for the development of Leadership.</p> <p>-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	The mutual collaboration of industry bodies, professional associations, Unions, training organisations with Council to promote the actions identified.	<p>-Work groups established with relevant stakeholders to develop projects and timeframes for the delivery of actions.</p> <p>-Ascertain resource requirements to deliver Workforce outcomes and be aware of funding for such actions.</p> <p>-Design and implement a framework to monitor the progress of workforce development.</p> <p>-Monitor the implementation progress regularly and review strategies annually for relevance.</p> <p>-Promote resources and professional development opportunities available to support Council's activity in each strategic area.</p>