



Workforce Development Plan 2022 - 2026

Resourcing Strategy 2023 – 2033

Adopted 28 June 2023



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Workforce Development Plan: 2022 - 2026

Introduction

Workforce planning is a requirement of Integrated Planning and Reporting. The Shire's Workforce Management Strategy and Action Plan 2022 – 2026 is an element of the Berrigan Shire 2032: Resourcing Strategy and it contributes toward the achievement of Berrigan Shire 2032 Strategic Outcomes of:

1. Sustainable natural and built landscapes.
2. Good government.
3. Supported and engaged communities.
4. Diverse and resilient business.

The reviewed Workforce Management Strategy and Action Plan 2022 – 2026 includes a snapshot of the demographic features of Council's workforce of 93 equivalent full-time staff (EFT), our current organisational and reporting structure, workforce development issues and an action plan designed to facilitate the resourcing and workforce requirements of the Shire's Delivery Program 2022 – 2026.

This strategy and action plan assumes no change in the skills, specialist knowledge and competency profile of the Shire's workforce and was developed with reference to:

- Analysis of the Shire's Community Strategic Plan Berrigan Shire 2032
- Consideration of Council's Delivery Program 2022 – 2026;
- A review of the Council's Workforce Management Strategy and Action Plan 2022 – 2026;
- An updated summary profile of the Shire's workforce and analysis of future requirements as at March 2022

Purpose

The Workforce Management Strategy 2022 – 2026 and its Action Plan facilitates the maintenance and development of a workforce with the technical and managerial competence needed to implement the Shire's 4-year Delivery Program and annual operating plans. The Council's Workforce Management Strategy and Action Plan is themed according to three interrelated elements workforce attraction, retention and training.

1. Attraction and Recruitment which includes planning for, and forecasting the demand for specialist skills and local government as an employer.
2. Retention: Improving the value from investments current being made in the existing and future workforce.
3. Training: Integrating policy, planning and service delivery with broader workforce participation, social inclusion and innovation ensuring that we have a workforce able to connect with or leverage wider economic, employment and social strategies.

Or Attraction Recruitment Retention and Training (ARRT).

This Strategy and Action Plan uses the three pillars of workforce development: attraction / recruitment, retention and training to promote the development by the Council of a workforce with the skills, knowledge and experience needed to implement the Council's Delivery Program 2022 – 2026. This 'Strategy and Action Plan' is also the Council's response to the

strategic workforce management issues identified through analysis of the profile of the Council's current workforce.

Strategic workforce issues identified and to addressed by this Strategy and Action Plan include:

1. Leadership
2. Training and succession planning,
3. Recruitment to key roles,
4. Change in community expectations, and
5. An inclusive and ageing workforce.

Context: NSW Local Government

Council's Workforce Management Strategy Action Plan recognises that New South Wales Local Government is a rapidly changing milieu and that the focus of Council and recent local government reform is on council performance. And that Council performance is related to the skills, knowledge and experience of the Council's workforce which requires monitoring to ensure that we continuously improve the delivery and performance of the Council's facilities and services.

In the next four-years, the Council will continue the delivery of its current range of services, cognisant of the need to be responsive to broader trends in local government and more broadly the delivery of public services, which include:

- Budgetary constraints;
- Ageing infrastructure; also
- Changing community expectations about the nature and responsiveness of Council services.

Budgetary Constraints

Budgetary constraints in NSW local government is not a new issue. In the context of the Council's workforce management and development planning - employee costs are not expected to decrease. Further, in addition to employee costs, the costs associated with attracting and retaining professional staff and the investment in training needed to respond to increased audit, performance monitoring and reporting requirement in the next four years will also continue to rise.

The Council is committed to ongoing monitoring and review of the services it provides and to investigating more efficient and productive modes of delivering the same service. On the other hand, and in the context of similar sized New South Wales Councils (Office of Local Government Group 10 Councils') the Council's employee complement of 101 staff compares favorably to similar sized Group 10 Councils. Other than investing in technology and training, the Council has few options and limited capacity with its current program of services to manage operational constraints.

Budgetary constraints in the context of this workforce management plan continue to impact the financial sustainability of Council operations. Hence, actions that retain and or attract professionals and which also invest in the technologies needed to monitor council expenditure are crucial to the financial sustainability of the Council's Delivery Program.

Ageing Infrastructure

For the staff and volunteers engaged in the management and operation of ageing infrastructure Council and community facilities: pools, halls and the multiple small buildings and facilities in our recreation reserves. The need to enhance asset management staff and volunteers' ability to plan and think strategically about current and future use will add value to the Council's approach to the management and stewardship of Council assets and service infrastructure. Consideration, therefore, is given by the Workforce Management Plan to actions; that increase the strategic, the asset management, financial literacy and leadership capabilities of Councilors, non- finance staff and Council volunteers. Increasing the financial and asset management literacy of Councilors, non-finance staff and Council volunteers ensures that decision-making about continued investment in assets is strategic and considers the full-cost (current and future) of developing new assets and or upgrading ageing infrastructure.

Changing Community Expectations

According to research undertaken by University of Technology Sydney (2015) and commissioned by Civica

International the users of Council services and citizens more broadly are changing how they interact with their local councils. In the past 8-years the trend toward the use by all age groups (not just those aged 30 years and under) of internet connected mobile phones has increased. In response the Council now communicates with residents and ratepayers via its social media platform, local papers and via its website. Skills in social media, communication and electronic records and content management systems are now very important. Council, therefore, is investing in training and supporting staff develop the skills, knowledge and expertise needed to respond to increased demand (particularly when Council services are disrupted or disruption is planned) for timely information about Council services.

Hybrid Work and Staff Expectations

The disruption experienced due to COVID19 pandemic accelerated not only the communities' transition to and use of electronic customer service portals it also created new expectations about workplace flexibility; and how we conduct our business.

Common across the Council and amongst employees is the expectation and experience that hybrid work arrangements when supported by the right technologies and supports in place can for some staff improve productivity. More work will need to be undertaken in the coming years on the implications for Council services of this shift – the costs and benefits. Preliminary research suggests however, that hybrid work arrangements will remain in place for the foreseeable future and that Workforce Plans need to consider

- Improved online video conferencing facilities
- Change in workplace culture to be inclusive of remote and on-site work colleagues
- Information and cyber-security requirements etc

Council Activities and Berrigan Shire 2032

The Table 1 describes the relationship between Council's Delivery Program activities and Berrigan Shire 2032 strategic outcomes which, in turn contribute toward the realisation of our community's

vision that: In 2032 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

In addition to providing an overview of the integration of Berrigan Shire 2032 strategic outcomes and Council activities Table 1 also describes the breadth of professional, technical and managerial competencies inherent in the provision of Council services and the implementation of its 4-year Delivery Program.

Council Workforce

In April 2023, there were 101 people employed by Berrigan Shire Council. This number fluctuates throughout the year and is the result of the employment of casual staff such as pool lifeguards. As with previous years, most Council employees are men employed on a full-time basis by contrast, women are more likely to be employed on a part-time or casual basis. The Council's workforce has a younger workforce than it did 10 years ago, the result of a large cohort of Council staff aged in their 60s retiring in the past 24 months. The median age of a Council employee in March 2022 was 45 years of age, a 2-year decrease in median age when compared with median age of employees in 2019. This means that more than 50% of the Council workforce is aged 45 years of age or over. By contrast, 26 employees were aged under 35 years of which just over half are women. Eighteen (16%) of the Council's workforce is aged over 60 years; a 2% decline in the number of employees aged 60+ across a 10-year period. The most common single 5-year age group for Council employees has changed since 2019. The 50-54 years of age cohort, comprises 16% of the Council's employee; displacing the 60–64-year cohort as the most common single 5-year age group. Table 2 presents a summary of the Shire's workforce while Figure 1 provides an overview of the Council's organisational structure and staffing.

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
1.Sustainable Natural and Built Landscapes	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 1.3 Connect and protect our communities	Stormwater Council roads, paths, levees Land use planning and development Waste Weed Control	Engineering & Surveying Statutory and Land Use Planning Project Management Building Control
2. Good Government	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 2.2 Strengthen strategic relationships and partnerships with community, business and government	Council governance, enterprise risk management, plant and business operations Community planning	Strategic Planning / Corporate Planning Finance Accounting Risk Management Human Resource Management Asset Management Information & Records Management Partnerships and network development
3. Supported and Engaged Communities	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	Libraries and community services Parks, reserves, recreation facilities Cemeteries Water and Sewerage Environmental health Animal Control Emergency Services	Information Studies (Libraries) Open Space Planning & Management Engineering and Design Public Safety Environmental Health Social Planning
4. Diverse and Resilient Business	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	Business, industry & economic development Tocumwal Aerodrome Tourism and events promotion Sale yards	Economic Development & Planning Marketing Business Development

Table 1: Community Strategic Plan Outcomes and Council Services

Table 2: Profile of Shire Employees

	Council Governance	Corporate Services	Strategic Planning & Development	Technical Services	Total	Full-time	Trainee	Part-time	Casual	Total
Male	1	5	5	50	61	58	2	1	0	61
Female	5	18	15	2	40	24	1	12	3	40
Total	6	23	20	52	101	82	3	13	3	101

Figure 1: Employees by age and gender - April 2023

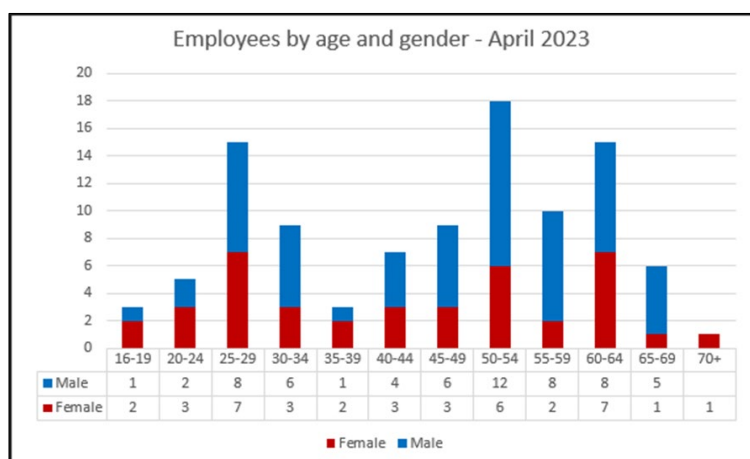


Figure 2: Length of Service

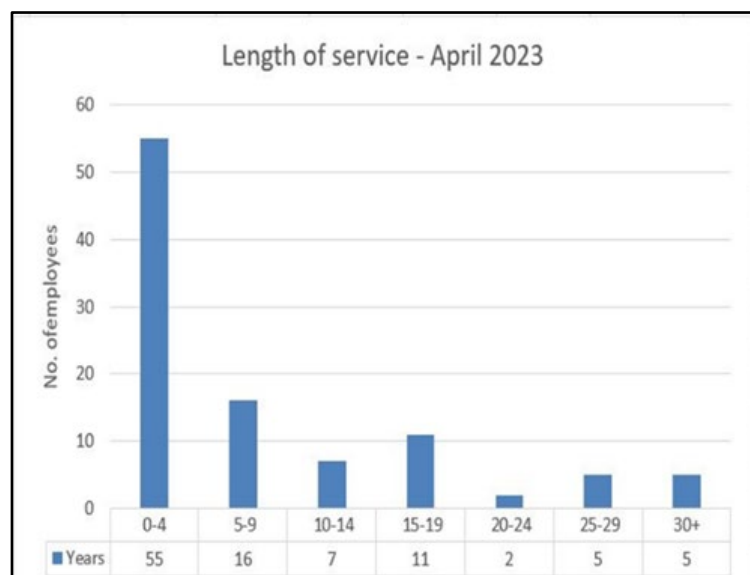
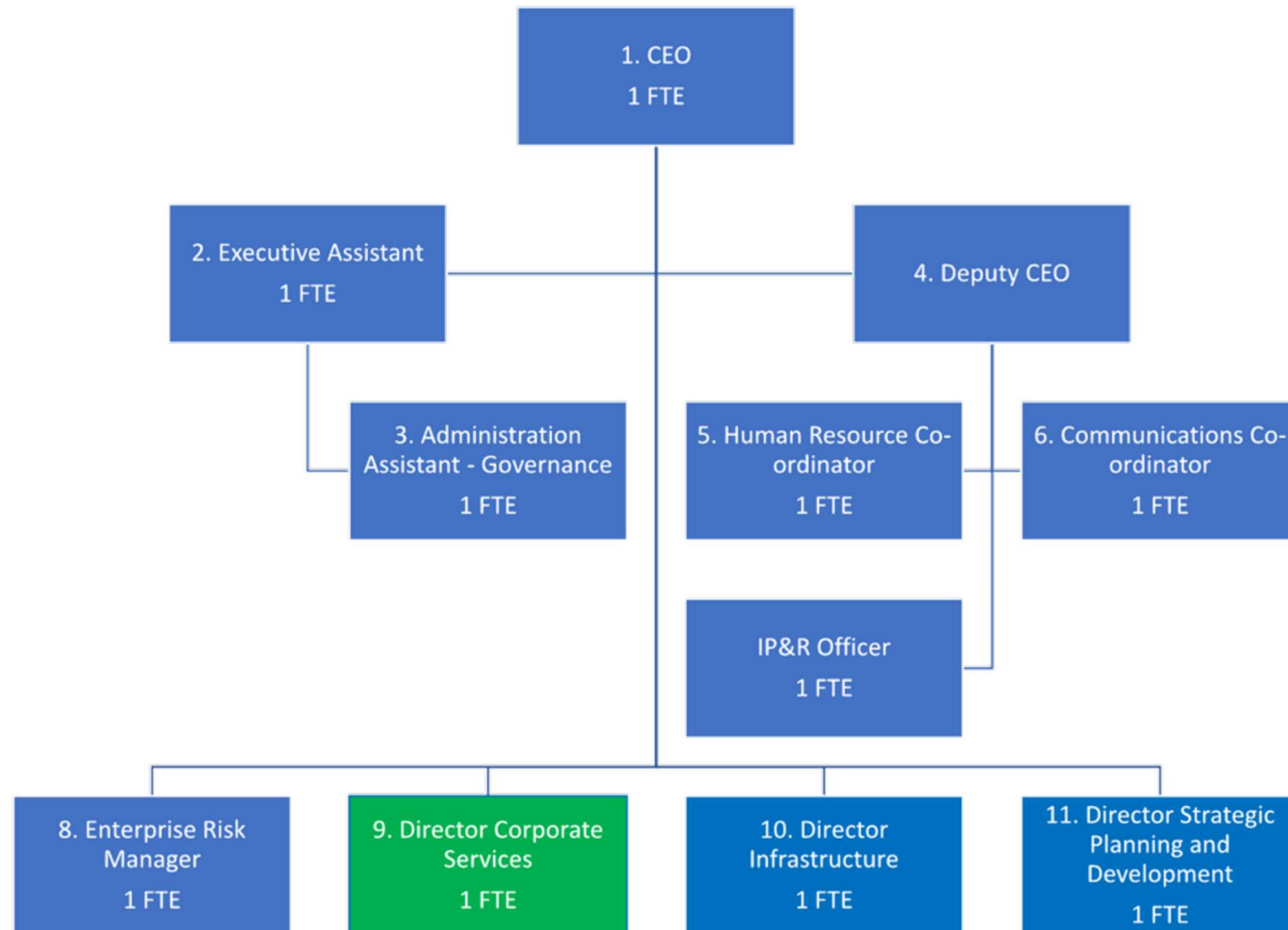


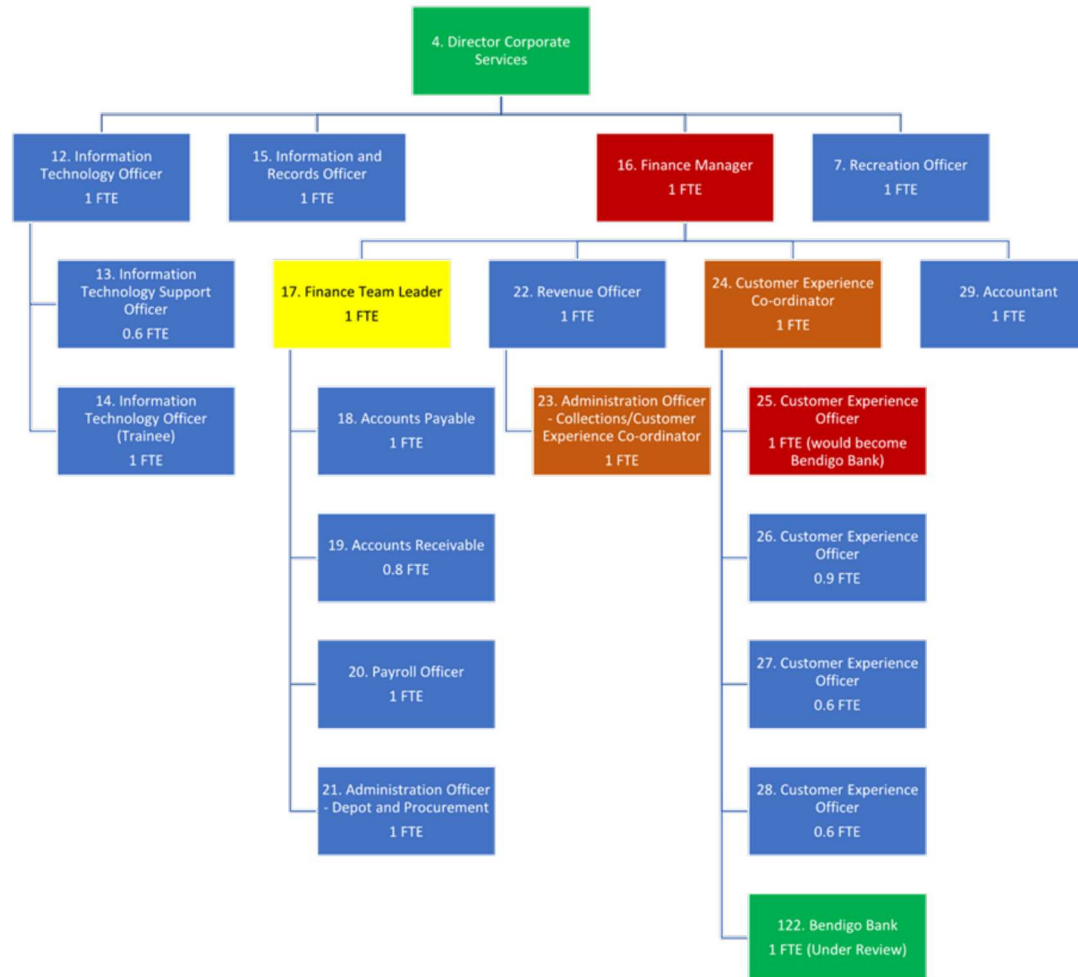
Figure 3: Organisational Structure



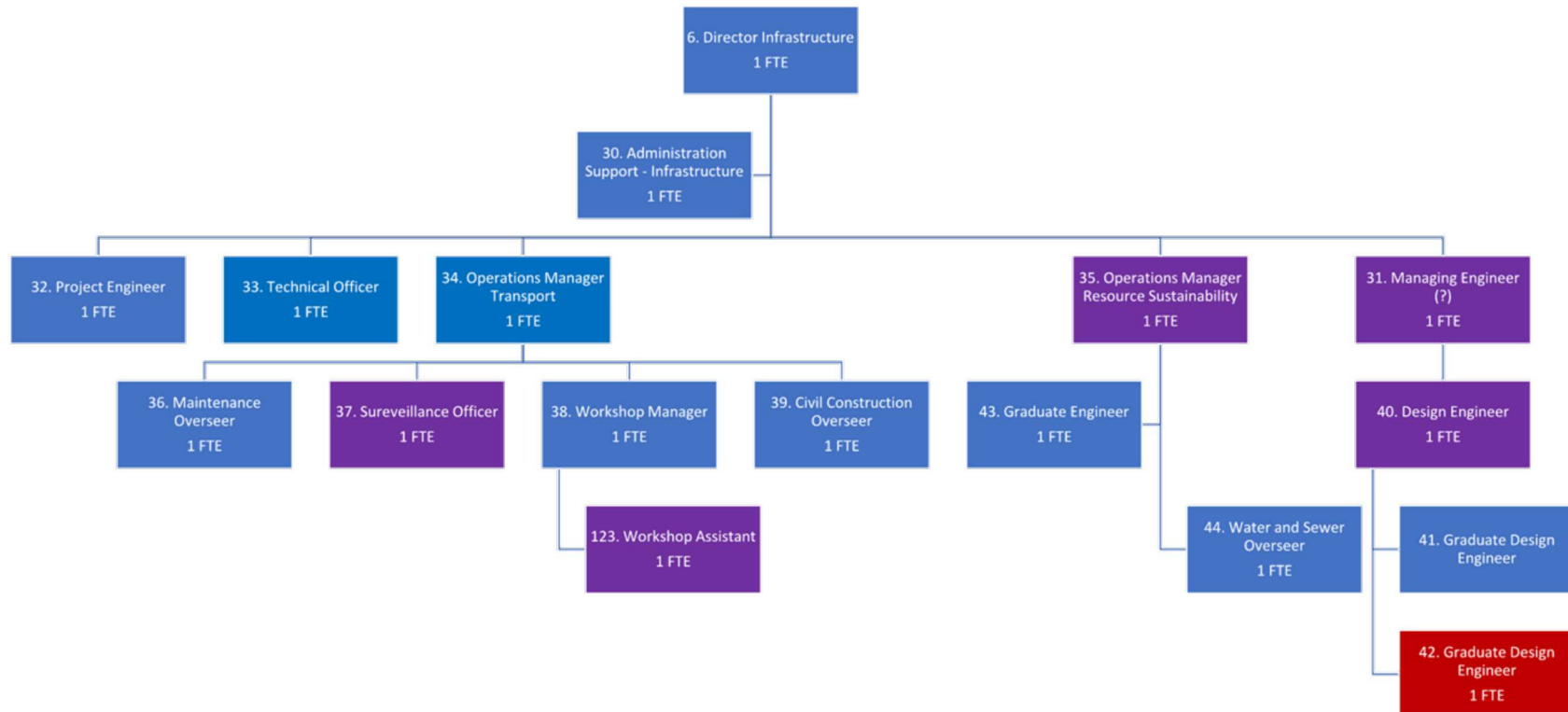
Executive Leadership Team – Sheet 1



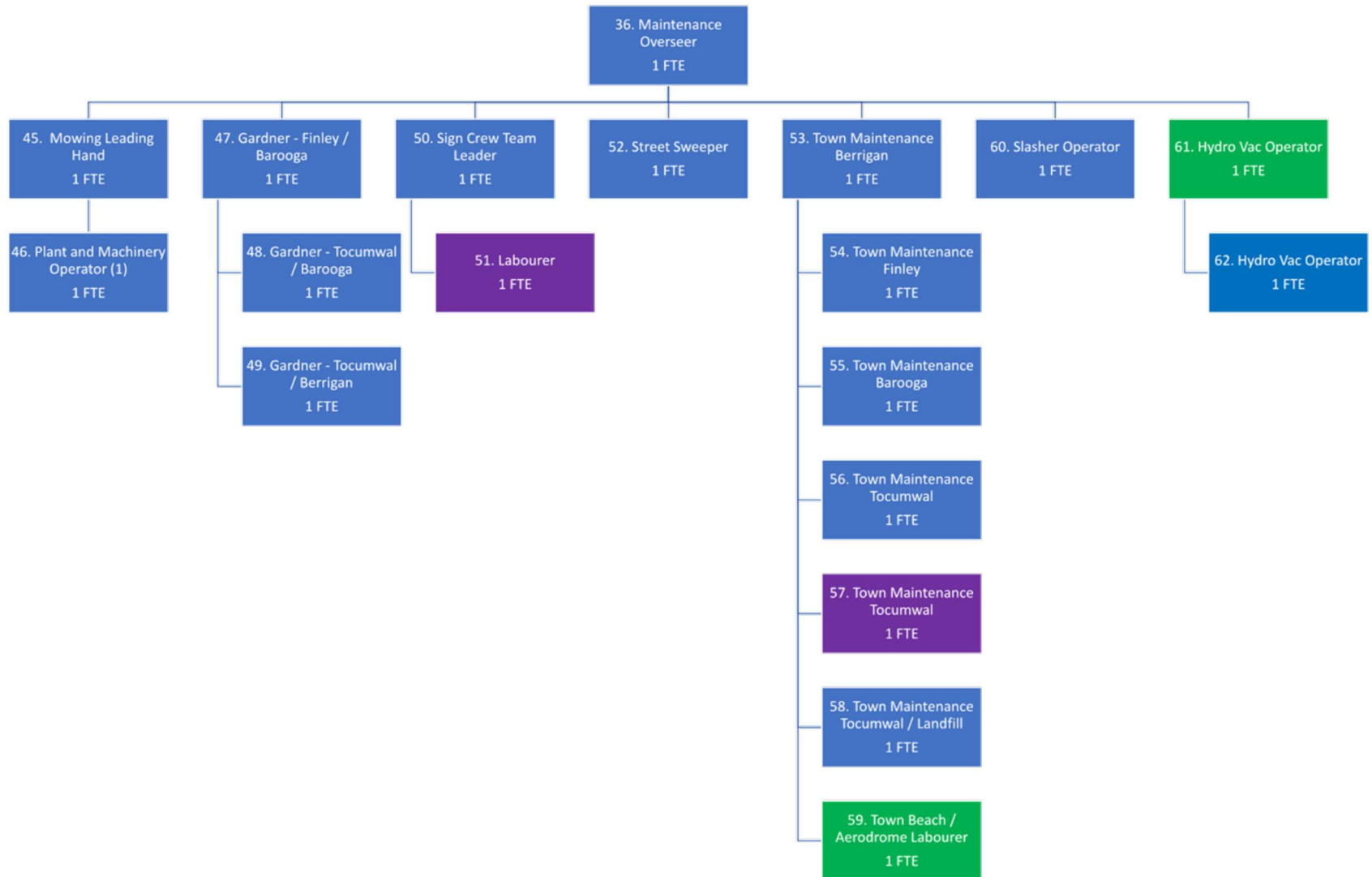
Corporate Services



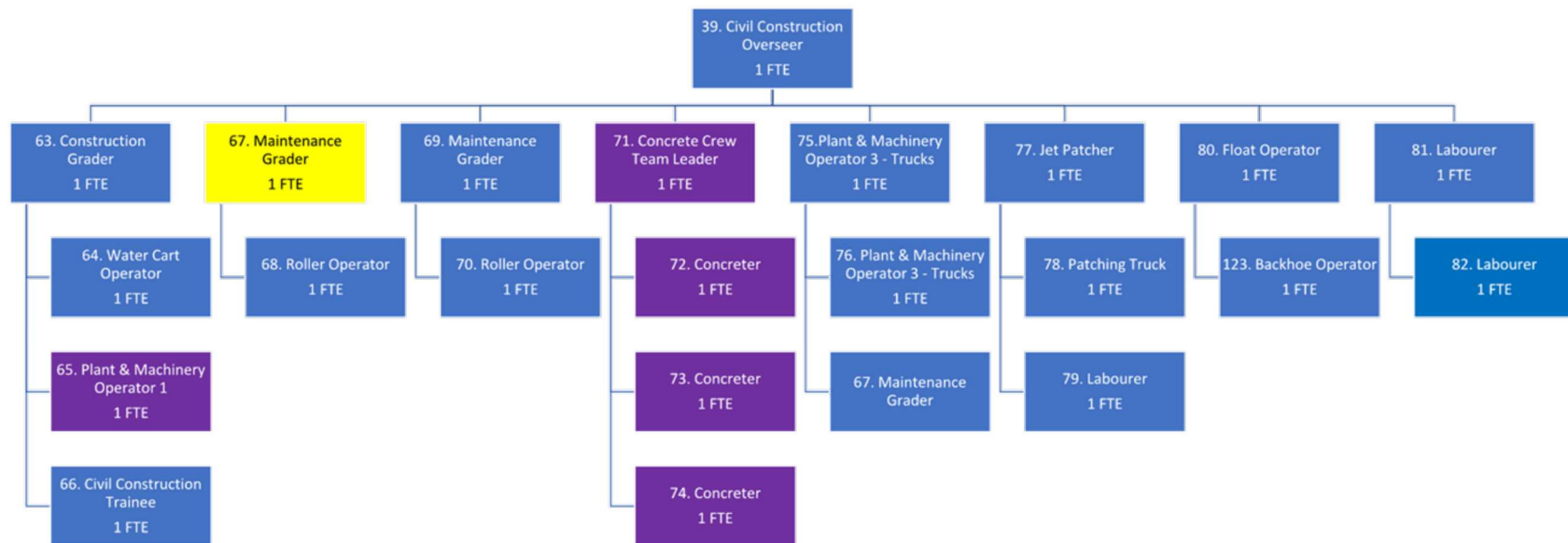
Infrastructure – Sheet 3



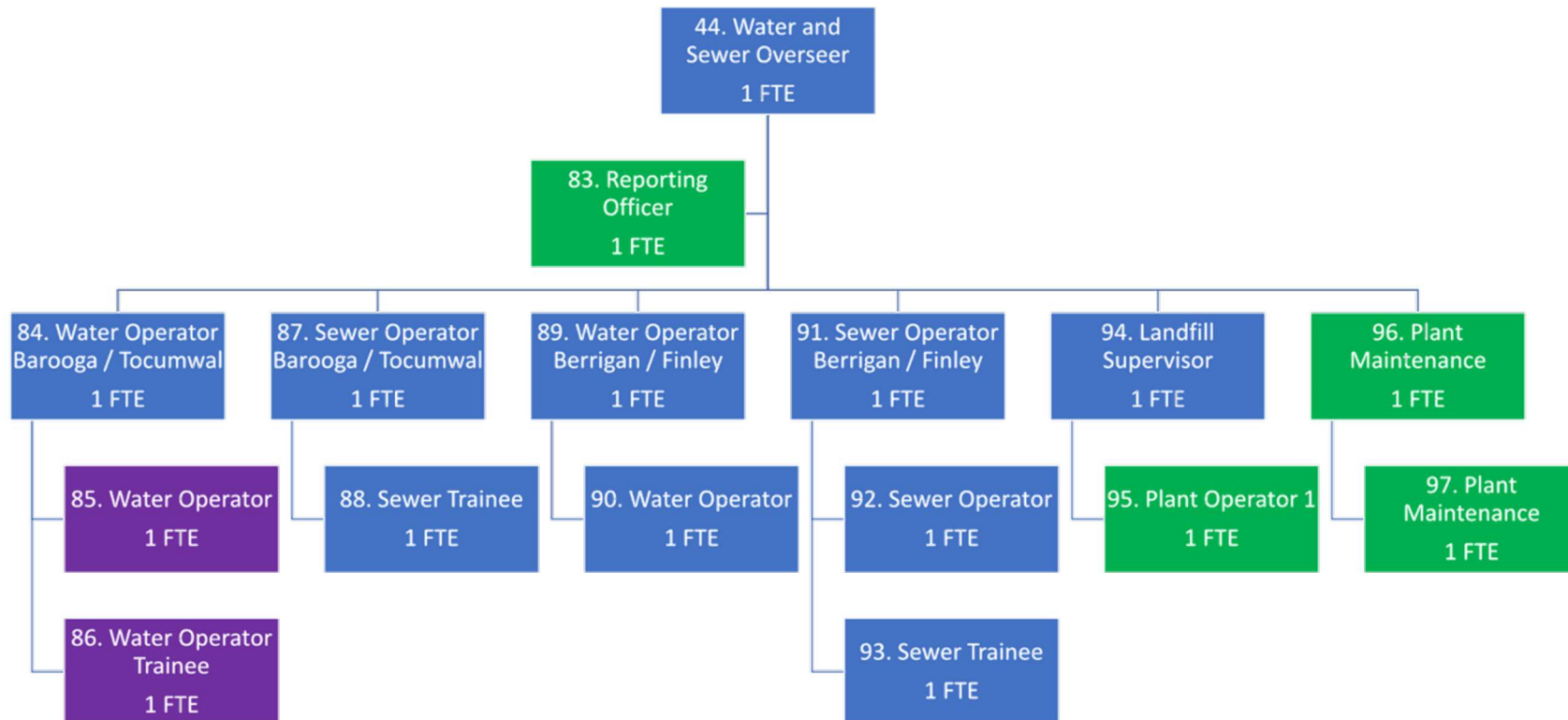
Infrastructure (Maintenance) – Sheet 3a



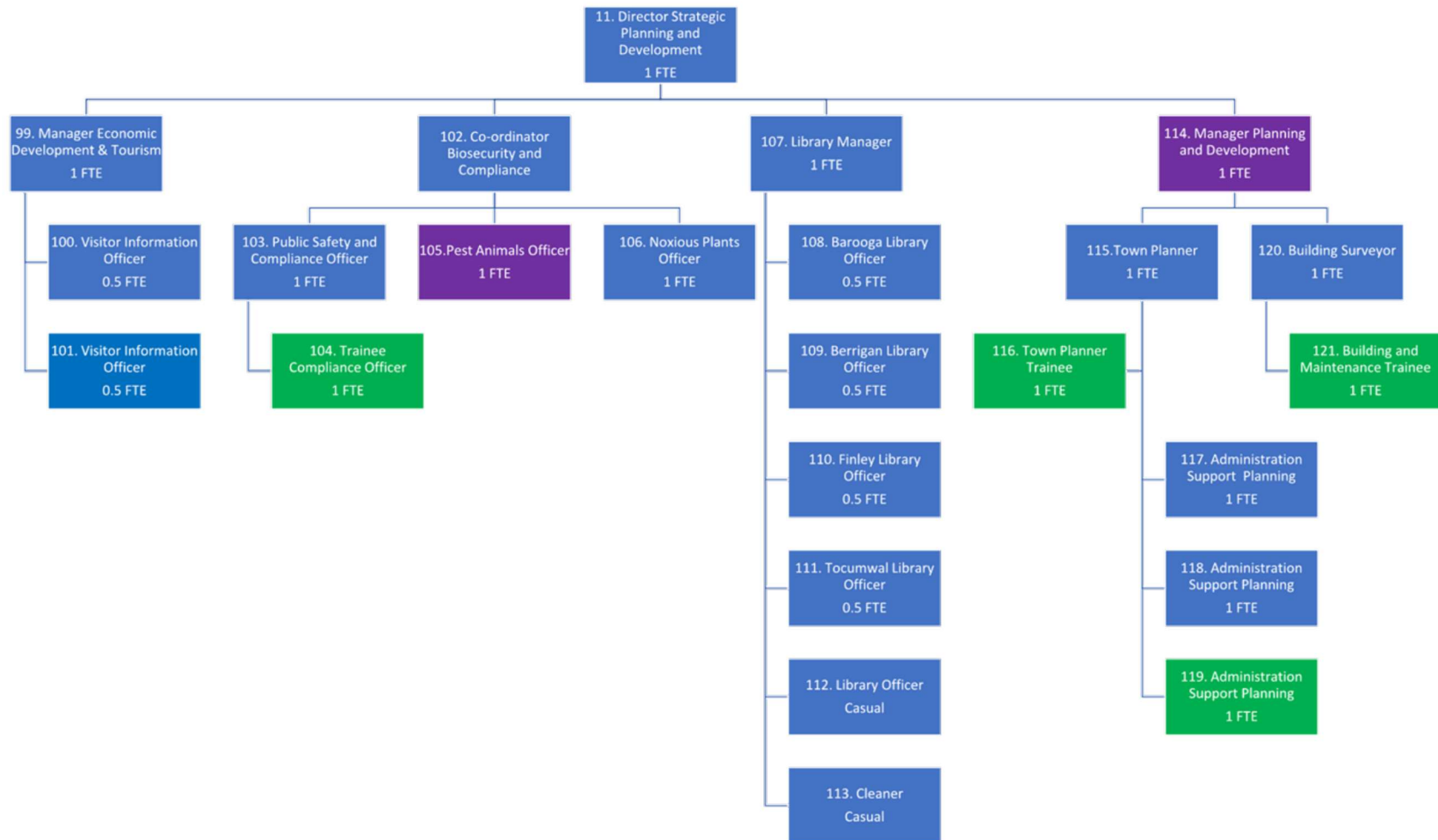
Infrastructure (Construction) – Sheet 3b



Infrastructure (Water and Sewer) – Sheet 3c



Strategic Planning and Development – Sheet 4



The retirement of many of the Council's older cohort of workers has not just affected the average age of the Council's workforce but also the average tenure. Over 50% of the Council's workforce has been with Council for less than 5 years, a significant change from just 2 years before. This includes much of the Council's management team as well as key workers in planning, engineering and finance. The average tenure of a Council employee has fallen from 11 years in 2019 to 9 years in 2022, with the proportion of Council staff employed for 20 years or more falling from 21% in 2019 to 13% in 2023.

Skills and Experience Shortages

In the past four years, the Council has not only witnessed a change in the length of service, hence depth and breadth of organisational knowledge organizationally. Our Customer Experience Team has also experienced turnover commonly associated with increased turnover in positions requiring technical skills, knowledge, and experience. While acknowledging that local government throughout NSW in rural and regional areas has trouble attracting, recruiting and retaining finance, engineering and strategic-planning professionals, the Council continues to recruit professionals for these vacancies as and when they have arisen. In addition, where the skill set is transferrable, support for employees through succession planning to identified positions is considered by this Plan. Similarly, there are also provisions within the Council's performance and development program to support employees undertake further studies should they wish to gain professional qualifications.

Staff Recruitment

The Council, in the past 4-years has had some success recruiting while maintaining a steady overall rate of staff turnover. Per Figure 1 (April 2023), there are 11 vacant positions: 9 outdoor and three indoor positions – this may change after the 19 April Council Meeting

Work Force Management & Development Plan Implementation

The Shire's Executive Leadership Team is responsible for identifying the resources (human, financial and technical) required to implement the following Workforce Development Action Plan. Council managers and supervisors remain responsible for coordinating the Plan's implementation in the areas of their expertise and for monitoring and ensuring that training developed in response to legislative and technological change is relevant and effective.

The Workforce Development Action Plan includes actions where the issues identified are:

1. In the direct control of Council; or
2. Issues that Council as an employer does not control but can influence.
3. In the direct control of Council; or
4. Issues that Council as an employer does.



Strategic Outcome 2: Good Government

Workforce Development Action Plan-Attract and Recruit

Berrigan Shire 2032 Strategic Outcome	2.0	Good Government
Berrigan Shire 2032 Objective	2.1.3	Council operations and financial management support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.4	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 - 2026
Workforce Development Outcome		Attract and Recruit
Workforce Development Objective	2.1.3.4.1	Identify, attract, and recruit an appropriately qualified and flexible workforce.

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
A decline in the Shire's working population.	2.1.3.4.1	Use liveability marketing material in job advertisements on Council's webpage to attract employees with young families	Increased awareness of services and facilities by new residents / employees and prospective employees	Information obtained from job applicants.	HRC	✓	✓	✓	✓
Employment of young people	2.1.3.4.1	Continue Council support of <ul style="list-style-type: none"> • Traineeships 	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	DCS	✓	✓	✓	✓
	2.1.3.4.1	Investigate opportunities for partnerships with open universities, TAFE and school based traineeships	Increase in the local 'pool' of young people and older workers with vocational and professional qualifications	Report in Annual Report	CEO	✓	✓	✓	

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
	2.1.3.4.1	Develop traineeship program by establishing role/s targeted at school leavers/students for both indoor and outdoor workplaces.	Increase in employment of local youth, and interest in working for Council.	Report in Annual Report	DCS	✓	✓		
	2.1.3.4.1	Establish school education program to showcase Council construction activities	Improved image of Council workers, and activities; Increased interest in working for Council.	No. of education programs completed; Report in Annual Report	DCS	✓	✓		
Location and Competitiveness	2.1.3.4.1	Actively promote to current and prospective employees the career development, packaging and work/life benefits provided by Council employment	Increase in the % of Council employees reporting extremely satisfied with work/life balance	Survey of Employees	CEO	✓	✓	✓	
	2.1.3.4.1	Expand advertising resources, and improve Council job advertisements	Increase in quality applicants for vacancies.	No. of applicants No. of interviews conducted for positions Information from applicants.	HRC	✓	✓	✓	
	2.1.3.4.1	Monitor local government remuneration packages and identify regional benchmarks prior to recruitment and advertising vacancies	Competitive Remuneration	Comparative information obtained through data on salary software programs	HRC	✓	✓	✓	

Workforce Development Action Plan - Retention

Berrigan Shire 2032 Strategic Outcome	2.0	Good Government
Berrigan Shire 2032 Objective	2.1.3	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.4	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 - 2026
Workforce Development Outcome		Retention
Workforce Development Objective	2.1.3.4.4	Increase the engagement and retention of Council's professional and technically skilled workforce.

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.	2.1.3.4.4	Offer career development opportunities through backfill and succession planning for identified positions per Council policy	Increase in the % of Council staff reporting improved career opportunities	Staff Engagement Survey	CEO	✓	✓	✓	✓
	2.1.3.4.4	Identify positions and roles where the option of hybrid work arrangements will be considered	Increase in the retention rate of the Council's professional and technical workforce	Positions Identified Engagement Survey Results	HRC	✓	✓	✓	
	2.1.3.4.4	Investigate opportunities to increase staff engagement via investment in formal staff engagement program	95% staff participate in staff engagement program / survey	Baseline Results from Staff	HRC	✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Succession / Career Development	2.1.3.4.4	Directors and managers to identify and develop succession plans for identified positions	Number of staff involved in career development with formal succession plans	Engagement Surveys No. of positions identified as opportunities for succession planning No. of formal succession plans	ELT	✓	✓	✓	
Management and Operations	2.1.3.4.4	Increased awareness and improved access by all staff to information about Council Operations and Projects	Improved organisational learning and development	Baseline Results from Staff Engagement Survey 2022	COMC	✓	✓	✓	
	2.1.3.4.4	Zero staff with excess leave (goal) – Implementation of Excess Leave Management Project	Opportunities for succession planning and or career development will be created Improved work/life balance Reduction in the cost to the organisation of carrying over leave balances	Annual Audit Reports	ELT	✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Work Health & Safety	2.1.3.4.4	Ongoing support for and monitoring of workplace and work-site worker health and safety hazard identification and risk management	Safe and healthy workplace for all staff, contractors, and volunteers	WHS Incidents Staff Engagement Survey Reporting KPI to ELT	ERM ELT HRC All Staff	✓	✓	✓	✓
	2.1.3.4.4	Development and implementation of workplace wellbeing programs and activities	Improved health and wellbeing for council staff and volunteers	Program Activity Data Reporting KPI to ELT	ERM HRC	✓	✓	✓	✓

Workforce Development Action Plan – Training and Skills

Berrigan Shire 2032 Strategic Outcome	2.0	Good Government
Berrigan Shire 2032 Objective	2.1.3	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 - 2026
Workforce Development Outcome		Training and Development
Workforce Development Objective	2.1.3.4.5	Strengthen workplace training and skills

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Changing nature of work and impact of regulation	2.1.3.4.5	Provide access to training related to regulatory and statutory compliance	Professionally competent and skilled workforce	Gap analysis Training Plans Training Provided Report of training activities Annual Report	ELT HRC	✓	✓	✓	✓
	2.1.3.5.4.5	Establish a system that will report to Managers gaps in the implementation of Performance Management Training and Action Plans				✓	✓	✓	✓
	2.1.3.5.4.5	Identify, as part of training plans, skills gaps and provide competency based AQF accredited training				✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Inclusive Workforce	2.1.3.4.5	Identify through review of position descriptions job re-design and hybrid work opportunities which are responsive to needs of a workforce that meets its statutory requirements to be inclusive and responsive to the needs of employees as carers and as they age.	Competent and skilled workforce	Gap analysis Job Re-design Annual Report Disability Inclusion Plan	HRC	✓	✓	✓	
Changing nature of work and the impact of new technologies	2.1.3.4.5	Engage a consultant to consider what future technologies might impact relevant positions in Council	Identify training plans to retrain identified positions are included in the Workforce Development Plan	Review of Capability Framework Performance Assessments	ELT	✓	✓	✓	






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Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2172

 (03) 5888 5100  www.berriganshire.nsw.gov.au