

COONAMBLE SHIRE COUNCIL

WORKFORCE MANAGEMENT STRATEGY

2022 - 2026

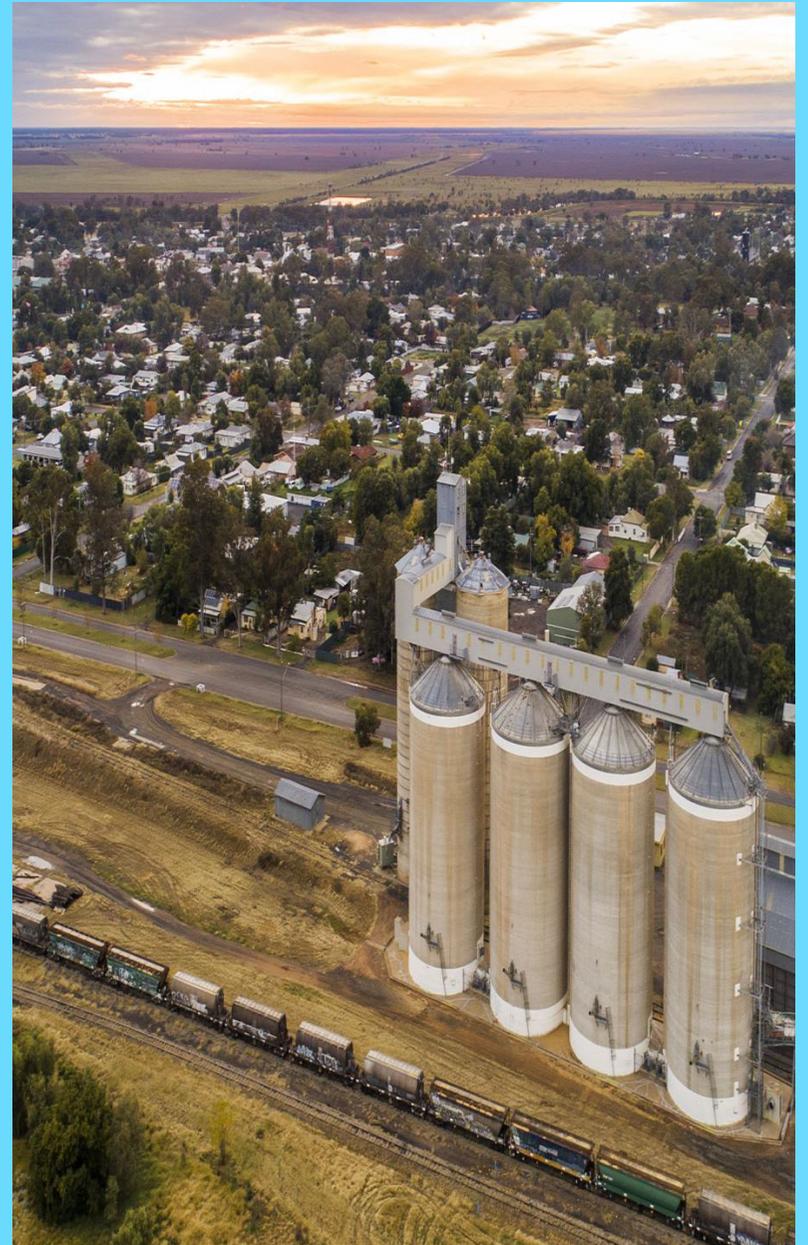


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ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging.

We seek at all times to show respect to all people and cultures whose privilege we have to serve within and beyond the Local Government Area.



What is the Workforce Management Strategy?

The Workforce Management Strategy maximises the capacity of Council's workforce resources to meet the objectives of the Community Strategic Plan 2032 and Delivery program 2022-2026.

The Workforce Management Strategy 2022 – 2026 is a four year document which builds on Council's previous plans.

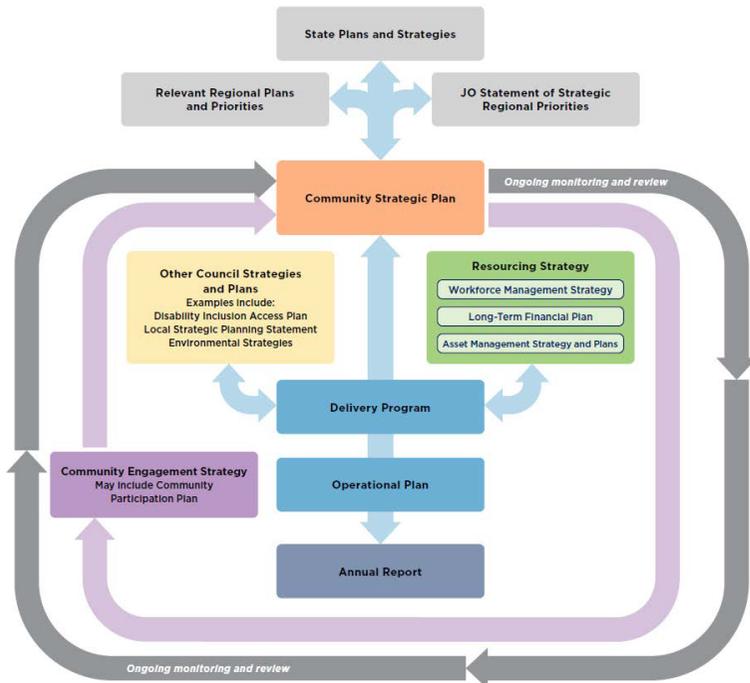
The Workforce Management Strategy focuses on current and future staffing needs to ensure Council has the right people, on the right roles, at the right time to deliver services to our community.

Council's Workforce Management Strategy has been developed to outline strategies and initiatives to attract and retain a capable, efficient and effective workforce with the capacity to deliver on operational goals and Service Levels.

Our strategies for the next four years align with key People, Risk & Improvement functions including recruitment, organisational development, learning & development, work health & safety, and risk with a core focus on:

- Skills and capabilities of our workforce;
- Innovation and continuous improvement in our operations;
- Health and wellbeing of our workforce;
- Recruitment and retention initiatives; and
- Risk mitigation and good governance.

The Workforce Management Strategy will be monitored, evaluated and reported on an annual basis to ensure key outcomes are being met.



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OUR VISION:

By 2032, we are

We are a prosperous, safe and welcoming community where we connect with each other, with our culture and our sustainable environment.

OUR GOALS

OUR PEOPLE:

We are connected, cohesive and vibrant.

We are healthier.

We feel safe, secure and supported.

Our connection to our culture is stronger than ever.

We are the community of good sports.

OUR ECONOMY:

Our economy is sustainable, prosperous and diversified.

OUR GOALS

OUR INFRASTRUCTURE:

Our road network makes it possible for our economy, industries and community to prosper.

Our water infrastructure and services are fit for our community and our future.

Our sewerage and urban drainage infrastructure and services are fit for our community and our future.

Our essential assets and infrastructure enable our community and economy to prosper.

OUR ENVIRONMENT:

Our community has confidence in our strategic land use planning framework.

We are more sustainable and we contribute to the bigger environmental picture.

We are winning our war on waste.

OUR LEADERSHIP:

Our community leaders enrich and empower us.

Our community believes in the integrity of Council's decision.

OUR SHIRE

The Coonamble LGA has a population of 2,965 persons. Residents of rural properties account for approximately one-third of the LGA population. The majority of the district's agricultural resources are devoted to dry and broad- acre farming and grazing.

The population of the Shire has remained static over the past 20 years however the Shire is following the national trend of a decreasing and ageing population. The Coonamble Shire reported 36.4% of the population identifying as indigenous at the 2021 census.

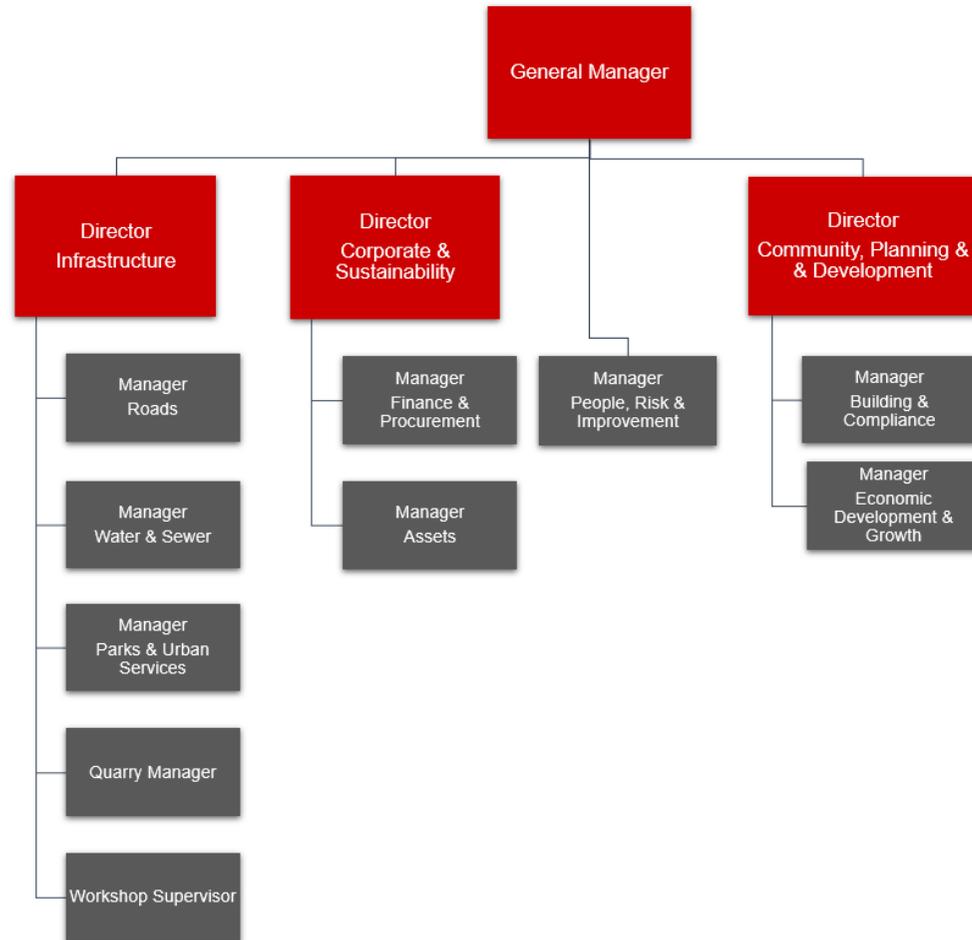
It is estimated that 1,153 people work in the Coonamble LGA Shire (only 2016 Australian Bureau of Statistics' data available).

The unemployment rate currently sits at 8.6% and is above the national average of 6.9%, however COVID 19 is more likely to have a impact on employment in the past 2 years (only 2016 Australian Bureau of Statistics' data available).

*Source: 2021 Australian Bureau of Statistics' (ABS)
2016 Australian Bureau of Statistics' (ABS)*

OUR COUNCIL

The Coonamble Shire Council employees over 100 staff, with wages over \$7 million dollars, making Council a significant contributor to the local economy, as well as an important source of community support through employment and career generation.



OUR COUNCIL

Coonamble Shire Council is one of the town's major employers, employing more than 100 people across five departments: Infrastructure, Corporate and Sustainability, Community, Planning and Development, and People Risk and Improvement.

There are a great many benefits of working for Council, including the following:

- Nine-day fortnight.
- Four weeks annual leave per year.
- Three weeks sick leave per year.
- Long Service leave after five years.
- Access to carers leave, maternity and parental leave for supporting partners.
- Domestic Violence Leave.
- Recognition of staff service.
- Employee Assistance Programme providing external and confidential counselling.
- Corporate Uniform Allowance as per current policy.
- Council provided hi-vis and safety work wear and Personal Protective Equipment (PPE).
- Ongoing training and development.
- Employee Social Club.
- Annual Union Picnic Day for relevant union members.
- ATSI employees are entitled to attend annual community NAIDOC Day events.

STAFF HEALTH & WELLBEING

To assist with providing a healthy work life balance we encourage to access our Employee Assistance Program through Lifeworks to provide an external and confidential counselling to staff and their families 24 hours a day 7 days a week.

Staff has the flexibility to access 2 days per calendar year of Health & Wellbeing Leave to monitor their own personal health.

Council are launching a staff Health and Wellbeing Day program to help improve physical and mental health, reduce stress, while increasing resilience and happiness. This will assist in improving communication, retention and attracting new talent.

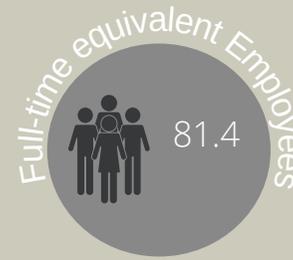
RECOGNITION OF LONG SERVING STAFF

Our long serving staff and volunteers are recognised through our Recognition of Long Serving Staff program for their continuous service and contribution to Council on an annual basis.

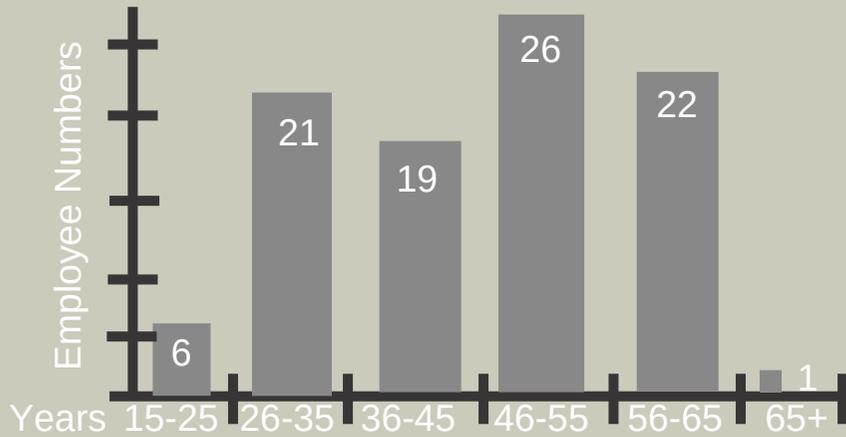
STAFF TRAINING & DEVELOPMENT

Council has a structured individual training plan for every employee. It is embedded in our normal operations that training is an essential part of having a knowledgeable, skilful and productive workforce. All training is fully paid for by Council, including wages and travel costs.

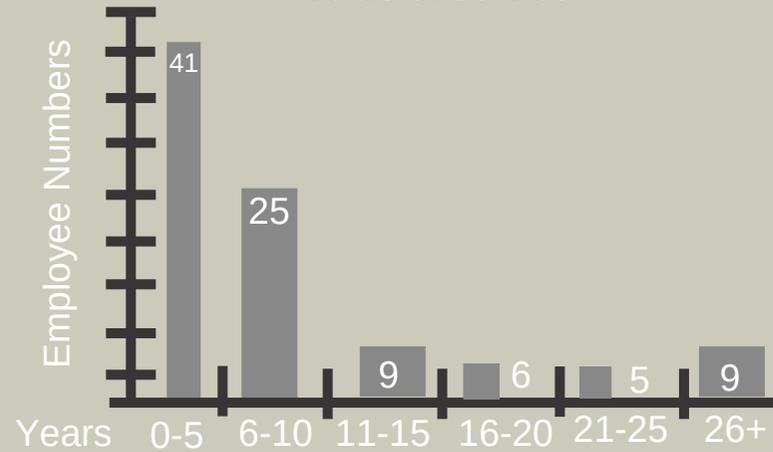
OUR WORKFORCE SNAPSHOT



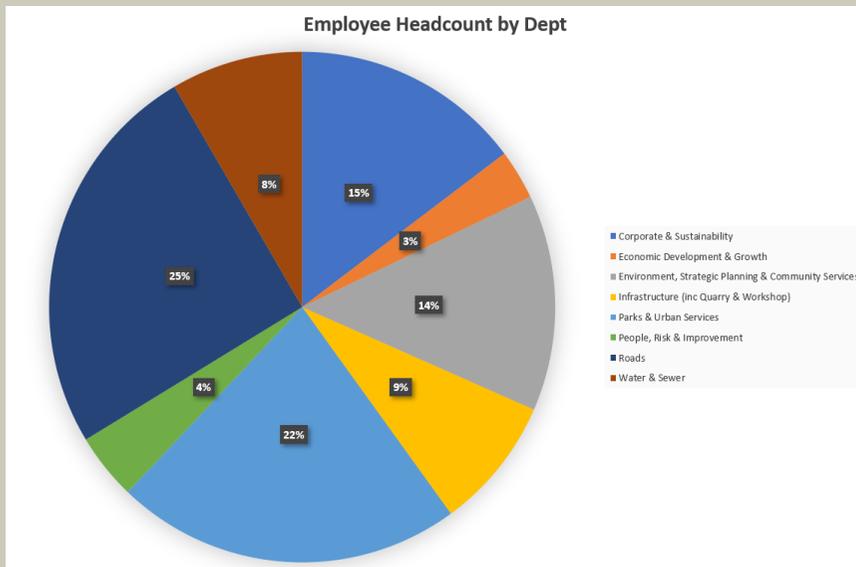
Employees Age



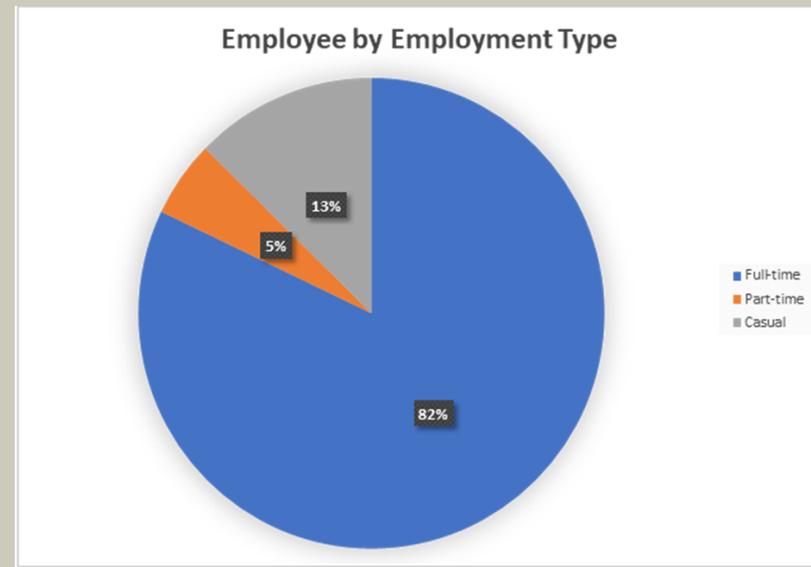
Years of Service



Employee Headcount by Dept



Employee by Employment Type



OPPORTUNITIES & CHALLENGES

OPPORTUNITIES

Utilising "experts" for specialist skills

Traineeships & Youth Programs to "grow our own"

Embrace diversity, as it fosters creativity and a range of perspectives

Better use of Technology

Strive to be an "Employer of Choice"

Develop organisational values and constructive behaviours and conduct standards.

Improvement in communication channels, and encourage feedback, ideas and participation

Workforce practices are adaptive, responsive and agile in the face of change

CHALLENGES

Limited tenure trends

Industry skills shortages

Workforce competencies and skills gaps

Shrinking shelf-life of knowledge and skills

Retaining the staff that we develop within the community

Work life balance

Population decline

Ageing Workforce

Negative perception of working for Council

Generation Gaps

Attracting qualified staff with specialised skills to the region

Housing shortages



WORKFORCE STRATEGIES

These strategies are focused on key areas which support and engage a productive workforce, risk management and good governance as identified in Council's Delivery Program 2022-2026 and action items in the Operation Plan 2022-23



CSP GOAL 15: Our community believes in the integrity of Council's decision.

L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.

L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.3.1	Complete and adopt the Audit, Risk and Improvement Committee's (ARIC) Strategic Four Year Plan.	PRI	ARIC, OLG	ARIC's Strategic Plan complete.	L1.3.1.1	The Audit, Risk and Improvement Committee commence review and analysis of the organisation.	PRI	Review completed.
L1.3.2	Adopt the eight elements of good governance practices at the essence of operations and decision making.	PRI	Councillors, Council officers	Adoption of eight elements of good governance practices.	L1.3.2.1	Adopt the eight elements of good governance and receive adequate training to deliver.	All	Good Governance principles adopted. Training delivered and attended by all.
L1.3.4	Achieve organisational decision making which is strategic and not ad hoc.	PRI	Councillors, Council officers		L1.3.4.1	Continue to review, develop and adopt policies, strategies and plans which gives clear framework and leads to strategic decision making.	All	Number of policies reviewed and adopted.
L1.3.5	Achieve redundancy within our organisational structure, and provide effective pathways for our people by successfully becoming a learning organisation.	PRI	OLG	Reduction in safety incidents. Implement WH&S systems and strategies. Resource the Annual Training Plan. Deliver innovative workplace solutions.	L1.3.5.1	Deliver innovative workplace solutions which increase our attraction and retention of talent.	PRI All	Number of solutions developed and uptake. Attraction and retention rate against state average.
					L1.3.5.2	Resource the Annual Training Plan which facilitates the successful delivery of commitments made in the Delivery Plan and Operational Plan.	PRI	ATP resourced and delivered.
					L1.3.5.3	Implement WH&S systems and strategies which achieve operational efficiencies and improves our safety culture.	PRI	WHS continuously updated and improved.

WORKFORCE STRATEGIES

A Staff Attraction and Retention Review was undertaken in 2021, which consisted of consulting with a wide range of Council staff. As a result, a number of key issues were identified which have been included in the Workforce Management Strategy as areas to improve Council's performance.

Issue:	Action	2022/23	2023/24	2024/25	2025/26
Poor Workforce Change Implementation and Communication – including increasing communication with operational staff	Develop and implement a holistic Staff Communication and Change Management Strategy in consultation with staff	✓	✓		
Lack of positive organisational culture and values	Council to review its current values to assist with internal “re-branding” that reflects the change in organisational culture	✓	✓	✓	✓
	Consult with staff for appropriate activities to embed and reinforce values and a positive organisational culture				
Lack of Staff Recognition	Review the current Staff Recognition Policy and Program in consultation with staff		✓	✓	✓
	Consult staff in the implementation and evaluation of the above				
Excessive Recruitment lead times leading to high workloads and poor work / life balance	Council to review recruitment and retention strategies, ensuring they are responsive and innovative, inline with current labour market trends.	✓	✓	✓	✓
	As immediate demand and labour shortages dictate – explore flexible working arrangements, job sharing, utilising new technologies and exploring “out of the box” solutions. This may include sourcing expertise from outside the region.				
Lack of Career progression & Succession Planning	Develop career progression and succession planning strategies.				
	Mentoring program for new or local talent by “experts” that have been recruited to fill current labour shortage gaps, taking advantage of professionals, and creating opportunities for Council staff that they normally would have to source outside the region.	✓	✓	✓	✓
	Continue to promote and provide work experience and work readiness opportunities for local students through the School to Work Program.				

ABORIGINAL & TORRES STRAIT ISLANDER EMPLOYMENT

The 2016 Census of Population and Housing indicates that 1561 in the Coonamble Local Government Area (LGA) identifies as being of Aboriginal and Torres Strait Islander descent. This represents 30.2% of the overall population. This clearly demonstrates that Coonamble has a high population of Aboriginal and Torres Strait Islander people, and that the development of an Aboriginal & Torres Strait Islander (ATSI) Employment Strategy for the Council is relevant, embraces diversity and values our community.

What is an Aboriginal & Torres Strait Islander (ATSI) Employment Strategy?

Council actively supports equal employment opportunities for all applicants applying for positions, including Aboriginal and Torres Strait Islander people.

Our strategies to attract Aboriginal and Torres Strait Islander people will focus on the following four areas:

- Engagement
- Recruitment
- Cultural Awareness
- Retention



OBJECTIVE 1 ENGAGEMENT

What will we do?

Why?

Review Recruitment Material

Recruitment strategies and material are inclusive of Aboriginal & Torres Strait Islanders with adequate representation.

Volunteer Engagement

Encourage Aboriginal & Torres Strait Islander people to volunteer at Council.

Consult Aboriginal & Torres Strait Islander people

Consult Aboriginal & Torres Strait Islander people to assist with the development of Council strategies.

Contractors and Third Parties

Encourage contractors and third parties to engage ATSI people in order to increase local employment and education opportunities.



OBJECTIVE 2 RECRUITMENT

What will we do?	Why?
Recruitment	Utilise funding opportunities for Aboriginal & Torres Strait Islander people to increase trainee participation.
Advertising Positions Vacant	Council will continue to recruit through Job Service Agencies and Local Lands Councils to attract Aboriginal & Torres Strait Islander people to vacant positions.
Careers Expo	Promote a job opportunities for Aboriginal & Torres Strait Islander people through a Careers Expo - every 2 years.



OBJECTIVE 3 CULTURAL AWARENESS

What will we do?	Why?
Cultural Training.	All staff and Councillors will attend ASTI Cultural awareness training.
NAIDOC Day	Aboriginal & Torres Strait Islander staff are given the opportunity to participate in NAIDOC day yearly events.
Acknowledgement of Country	All Council functions or events will recognise the original custodians of the land.



OBJECTIVE 4 RETENTION

What will we do?	Why?
Training needs/ skills	Provide equal opportunity to address training needs and skills gaps for Aboriginal & Torres Strait Islander staff.
Representation of ASTI Staff	Ensure representation and cultural sensitivity in Council's operations and activities.
Mentoring & Support	Provide mentoring and support for Aboriginal & Torres Strait Islander staff as required.

INCLUSION (DISABILITY) ACTION PLAN

People with disability and carers have valuable contributions to make to the community and workforce. Employee differences should be valued and seen as a positive point, and focused on capabilities when recruiting and leading a diverse workforce. Council is committed to providing everyone equitable opportunities for employment and career progression, and to proactively addressing barriers to meaningful employment. In order provide meaningful employment and address barriers for people with disabilities, Council will:

Desired Outcome	Action	Indicator
Attract and recruit people with disability into meaningful roles	<p>Identify and implement strategies to promote people with disability about how they can be employed at Council.</p> <p>Increase employment and development opportunities for people with disability.</p> <p>Identify barriers to those with disabilities and modifications that may be required</p> <p>Work placement opportunities / work experience program offered for people with disability.</p>	% <u>of</u> staff with disability meaningfully employed
Build organisational capability for disability inclusion.	<p>Build the capacity of managers and employees to foster an inclusive workplace through training and induction programs.</p> <p>Consideration of inclusivity included in design of new physical workplaces and systems.</p> <p>Partner with disability providers and organisations to identify strategies to build organisational capacity.</p>	<p>% <u>of</u> staff in management roles that have undertaken disability inclusion training</p> <p>% <u>of</u> employees with disability surveyed that reported positive/negative experiences with senior leadership.</p>
Build an inclusive workplace culture where employees with disability are valued and respected.	<p>Create opportunities to engage employees with disability and allies of people with disability as advocates and champions of change.</p> <p>Identify current staff with disabilities and consult on providing supportive practices.</p> <p>Annual review of current staff to monitor on-going opportunities and support mechanisms.</p>	% <u>of</u> employees that report that they felt the workplace supported and encouraged inclusion and diversity.