

# WORKFORCE MANAGEMENT STRATEGY 2021-2025



**TENTERFIELD SHIRE  
COUNCIL**



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# MESSAGE FROM THE CEO

A committed, empowered, valued, and engaged workforce results in optimal organisational outcomes, and ultimately better service delivery and facilities for our community.

Councils are facing unprecedented times with many Councils facing difficulties in obtaining the financial and human resources required to deliver the service levels our communities would like to see delivered (and service levels that Councils would like to be in a position to deliver).

Now more than ever before, Council staff are required to:

- Do more with less (or at least more with the same resources)
- Build strong trust with the community;
- Clearly communicate service standards and actively manage expectations;
- Be responsive to changing demands and priorities (including funding changes);
- Demonstrate efficiency and productivity gains while making sure the 'day job' gets done; and
- Build a proactive and collaborative corporate culture that lends itself to innovative solutions whilst adhering to strict policies and regulations.

This document outlines the current workforce opportunities and challenges that exist and the strategies that will be implemented to address and/or take advantage of them in order to meet the objectives contained in Council's Delivery Program and establish a platform that will serve the residents of the Tenterfield Shire for many years to come.

This Workforce Management Strategy recognises that our employees are our greatest asset and we are fully committed to delivering the successful implementation of this strategy to build upon our solid foundation of delivering responsive, efficient and effective services to our community.

Daryl Buckingham  
**Chief Executive Officer**



## WORKFORCE VISION

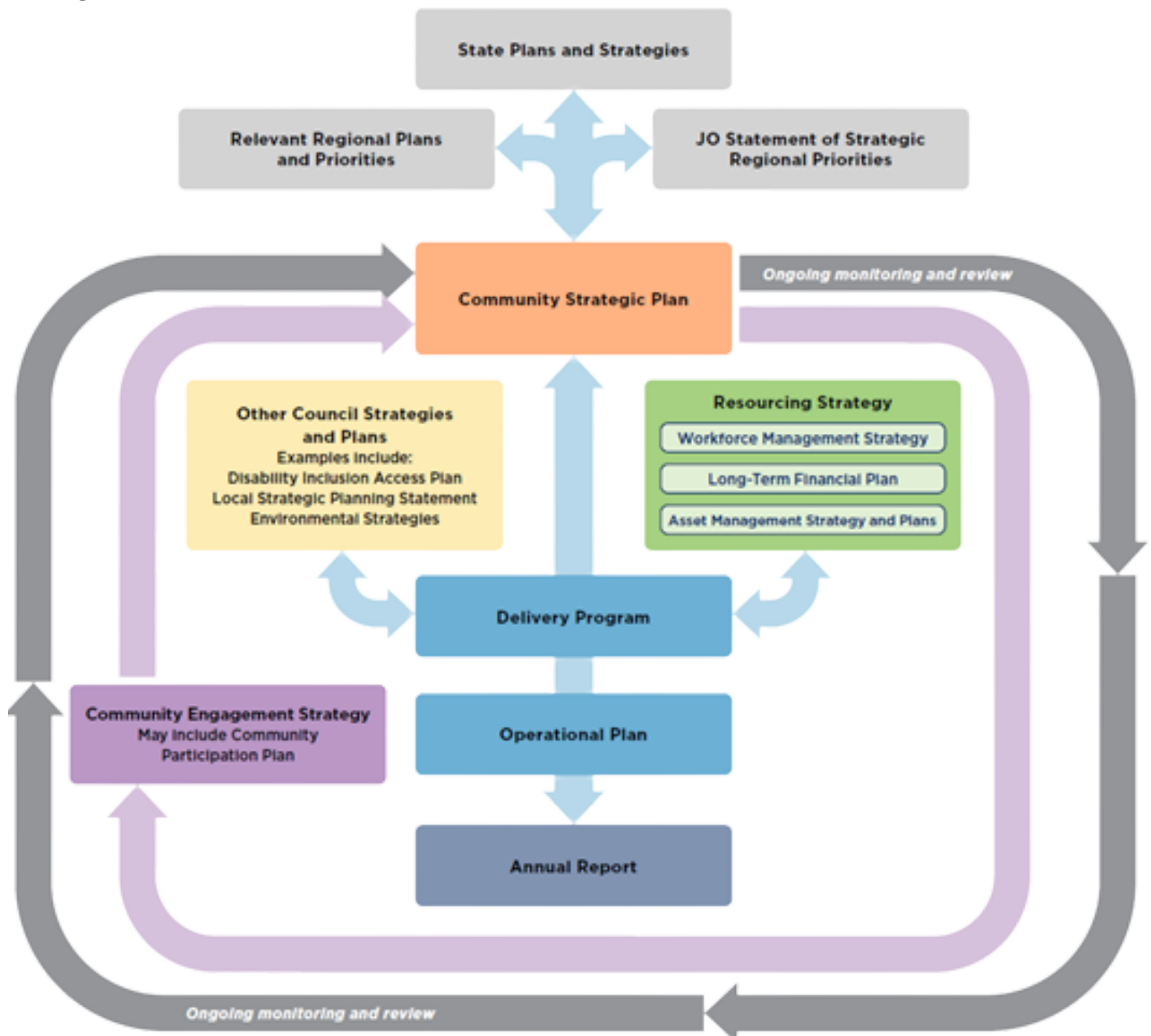
*Tenterfield Shire Council is committed to being recognised as an employer of choice by pursuing a workforce culture of excellence and fostering an environment where staff are empowered, challenged and invested-in whilst maintaining a flexible balance between work and life commitments for our people.*

## HOW DOES THIS PLAN FIT IN

The NSW Government's Integrated Planning and Reporting legislation details the role of Council in partnering with the community in the development of a 10 year Community Strategic Plan. The Community Strategic Plan enables and guides Council and the community, in discussions about the direction, priorities and aspirations of our community into the future.

This Workforce Management Strategy has been developed in conjunction with our new Community Strategic Plan, Asset Management Strategy and Long Term Financial Plan to ensure the availability of the appropriate human, infrastructure and financial resources to support us in achieving our community's vision.

Developing this Workforce Management Strategy in tandem with the above organisational and corporate strategies creates significantly more value to council than creating these plans and strategies in isolation.





# WHAT IS WORKFORCE PLANNING

Workforce planning is designed to support our organisation in forecasting and predicting trends that will have an impact on the workforce we rely on to deliver services that Council has committed to in partnership with the community. At its most fundamental level, Workforce Planning is a framework for analysing both current and desired future states of the workforce.

Council is facing many known and unknown challenges as it seeks to deliver services to the community. Some of these known challenges include:

- an ageing workforce;
- a changing labour market including many skills shortages;
- access to affordable technology and automation skills;
- complex and ever changing state and federal government environments; and
- knowledge drain.

***The objective is to have the right people, doing the right jobs at the right time.***

In particular, workforce planning will help the executive and management staff to:

- be strategic on current and future resourcing needs to maximise service delivery;
- set career pathways and development programs to attract and retain quality staff;
- increase employee engagement and contributions to create a great place to work and reduce negative workplace issues such as turnover, absenteeism, presenteeism and injury;
- make cost and efficiency gains and overall improve organisational performance.

Workforce planning is about understanding the organisations current and future needs and continually analysing the existing workforce against these needs. Our everchanging environment must be viewed as an opportunity for development rather than as a negative as we deliver services over the short, medium and long term. The below framework shows how Council seeks to take this positive approach.



This Workforce Management Strategy drives Council's current and future employee initiatives with a specific focus on "Attracting, Developing & Retaining high performing staff" who consistently demonstrate Council's Corporate Values.

# OUR CORPORATE VALUES

Our Corporate values express how we as Council seek to conduct ourselves as an organisation, and reflects the manner in which Council desires to engage with the community.

Our five (5) corporate values are:

**INTEGRITY** – ensuring openness and honesty in all our activities.

**COMMUNITY FOCUS** – delivering prompt, courteous and helpful advice.

**ACCOUNTABILITY** – accepting responsibility for providing quality services and information.

**RESPECT** – treating people with courtesy, dignity and fairness regardless of our personal feelings about the person or issue.

**EXCELLENCE** – being recognised for providing services and programs that aim for best practice.



# OUR REGION

The Tenterfield Shire is located in Northern NSW. Straddling the Queensland/New South Wales border in the north and across the range from New South Wales' northern rivers, this region inspires with its alpine summers, vibrant autumn reds, white-frosted winters and floral springs. Adventure seekers, history buffs and boutique lovers alike are bound to find something that speaks to their true soul in this region.

Tenterfield Shire is home to approximately 6,700 people with around half in the Tenterfield township and the remaining living across the broader region.

Our LGA covers over 7,322 square kilometres of land ranging from 150m to 1500m above sea level including many varying landscapes and climates.

The region is also home to seven villages:  
Urbenville, Drake, Jennings, Legume, Liston, Torrington, and Mingoola.

A strong agricultural region, the Tenterfield Shire also offers residents and visitors a myriad of opportunities to get off the beaten track and discover history, nature and culture.



495 km sealed roads



1,107 km unsealed roads



Population of 6,697



# ORGANISATIONAL STRUCTURE

The organisation is comprised of two (2) distinct segments or divisions. The are:

1. The Corporate, Governance and Community Division; and
2. the Infrastructure and Services Division.

The two divisions are headed up by the Chief Corporate Officer and Director of Infrastructure respectively who both report directly to the Chief Executive.

The Chief Executive also has a number of areas reporting directly through to the role.

## THE STRUCTURE

CHIEF CORPORATE OFFICER	OFFICE OF THE CEO	DIRECTOR OF INFRASTRUCTURE
Finance & Technology	Civic Office	Asset Management
Corporate & Governance	Organisational Leadership	Water Supply
Environmental Management	Community Development	Plant, Fleet & Equipment
Livestock Saleyards	Economic Growth & Tourism	Stormwater management
Buildings & Amenities	Theatre & Museums	Transport Infrastructure
Parks, Gardens & Open Space	Library Services	Sewerage Services
Swimming Complex	Workforce Development	Waste Management
Planning & Regulation	Emergency Services	Commercial Works

# OUR WORKFORCE

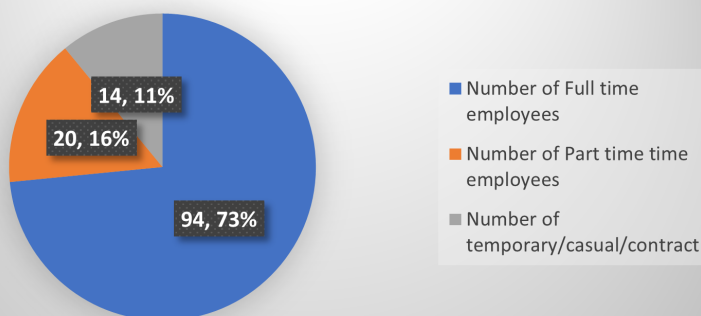
## EMPLOYMENT TYPE

Tenterfield Shire Council's workforce is comprised of 94 full-time, 20 part-time and 14 temporary/casual/contract employees with total individual employees numbering 128 staff members.

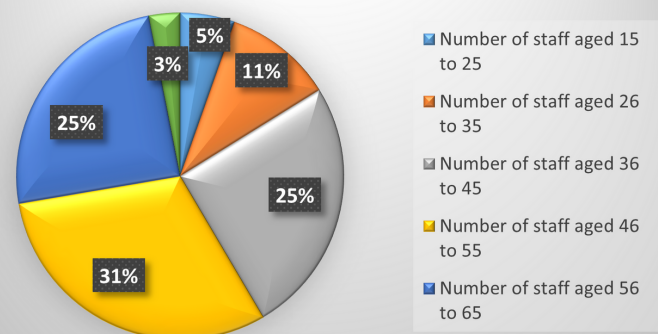
It should be noted that over the past two decades, full time employment has trended down with an increase trend of part-time and casual work. These trends have been forecast to continue as employees embrace more flexible working arrangements.

With a challenging labour market we have seen an increase in contract roles over the past few years and given the variety of specialised skills required by Local Governments, we expect this continue in the mid to long term.

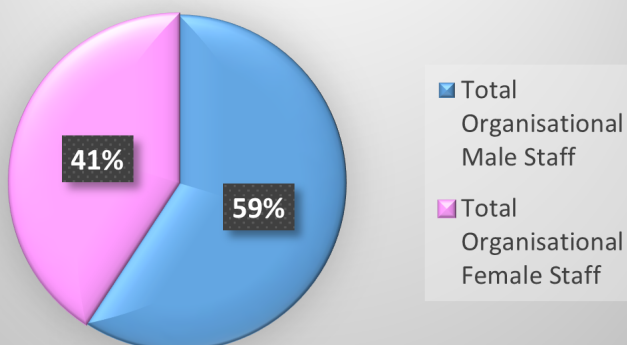
### Organisational Demographics



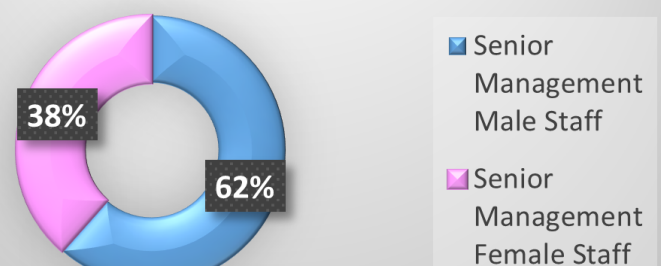
### AGE DEMOGRAPHICS



### ORGANISATIONAL GENDER



### SENIOR MANAGEMENT GENDER



**EMPLOYEE TURNOVER RATE = 11.6%**  
**2 RETIREMENTS**

# CHALLENGES & OPPORTUNITIES

The following areas have been identified as being of importance and/or key opportunities or challenges in the management and development of Tenterfield Shire Council human resources, and the ultimate delivery of Council's strategic objectives and services to our community.

## CHALLENGES

- Managing our ageing workforce;
- The ability to attract appropriately skilled and experienced staff;
- A changing and more competitive labour market including many skills shortages;
- Access to affordable technology and automation skills;
- Access to affordable housing for new residents;
- Balancing flexible workplaces and employee well-being with service delivery expectations;
- Complex and ever changing state and federal government environments;
- Financial constraints;
- Retaining and developing our existing workforce;
- Change management and transitioning to different service delivery models;
- Capacity to effectively undertake succession planning and the capturing and transfer of corporate knowledge;
- Managing customer/community expectations; and
- Knowledge drain.

## OPPORTUNITIES

- Enhanced technology and innovation
- Building greater leadership and management capacity
- Retaining and developing talent and providing broader career pathways;
- Developing a high performance culture recognising effort, teamwork and excellence;
- Capacity to undertake change management and transitioning to different service delivery models;
- Build capacity to effectively undertake succession planning and capturing and transferring corporate knowledge and know-how;
- Balancing flexible work arrangements and employee well-being with the community's service delivery expectations;
- Managing customer expectations; and
- Increase the participation of woman in the Local Government workforce, especially in operational outdoor roles



# OUR STRATEGIES

Attracting, developing and retaining a strong workforce in the current environment is one of the biggest challenges faced by local government.

Councils will continue to be heavily influenced by external pressures which will provide many challenges, but also many opportunities. However, to take advantage of these opportunities Councils will need to be more adaptable than ever before.

The only way Councils will meet the service level expectations of the community combined with the complex legislative environment we operate in is to have a skilled, engaged, supported and rewarded workforce.

Tenterfield Shire Council will seek to implement the following strategies to build this workforce for the future.

STRATEGY	AIMS
<b>ATTRACTING THE WORKFORCE OF THE FUTURE</b>	<ul style="list-style-type: none"><li>Ensure our recruitment practices provide a good experience for candidates and fully demonstrate our corporate values;</li><li>Establish a diverse workforce that reflects our community;</li><li>Establish a workforce that has the right balance of remuneration, workplace flexibility and service delivery expectations;</li><li>Create employment opportunities that appeal to people of all ages, skills and experience (full-time, part-time, casual, trainee, apprentice, management and professional) .</li></ul>
<b>DEVELOPING THE WORKFORCE OF THE FUTURE</b>	<ul style="list-style-type: none"><li>Develop learning and development programs that set-up staff for success in their current roles and provide for future opportunities;</li><li>Provide a platform and encourage knowledge sharing across departments;</li><li>Develop strong management and leadership at all levels of Council; and</li><li>Recognise and reward behaviour which demonstrates our organisational values.</li></ul>
<b>RETAINING THE WORKFORCE OF THE FUTURE</b>	<ul style="list-style-type: none"><li>Develop a culture where the sustained health, safety and wellbeing of our employees is our highest priority;</li><li>Recognise and reward behaviour which demonstrates our organisational values;</li><li>Be recognised internally and via word of mouth as a great place to work (i.e. a workforce with the right capabilities, skills and attitudes, in the right place at the right time, to deliver our services);</li><li>Encourage innovation and the strong use of technology;</li><li>Develop a culture high where performance is the norm and collaboration is encouraged.</li></ul>

# OUR ACTIONS












## ATTRACTING OUR WORKFORCE

It is vital that we have the right workforce, with the right capabilities, skills and attitudes, in the right place at the right time, to deliver our services.

In addition to developing and retaining our best people, we also need to be able to attract skilled professionals to join our team. The current labour market is one of the most competitive ever seen for local government and attracting the right staff will require a different approach to what has worked in the past.

To do this, ***we need to be able to offer a workplace to attract high quality team players who share our organisation values.*** This will mean providing an environment and culture that people want to become part of. To build this environment, that will make us competitive for high quality resources we will need the right balance of;

- Challenging work,
- Leaders people want to work for,
- Opportunities for career development,
- Competitive remuneration, and
- Flexible work arrangements.

ACTION	2022/23	2023/24	2024/25
Review our recruitment practices and develop our value proposition as an organisation to ensure that we are able to attract the best quality professionals possible when recruiting, including market competitiveness for remuneration.			
Establish Tenterfield Shire Council's industry reputation as an employer of choice that develops, retains and recruits talented staff and facilitates a diverse workforce.			
Foster an environment that supports and celebrates diversity and where the best person for the job gets the job, regardless of age, sex, religion, ethnicity or any other personal position.			
Develop initiatives and systems that support and enable flexible work arrangements whilst remaining mindful of community service level commitments and expectations.			
Maximise externally grant funded opportunities for new positions (e.g. apprentices and traineeships).			
Establish connections and or partnerships with tertiary educators such as TAFEs and Universities to broaden our applicant pool opportunities.			

# OUR ACTIONS














## DEVELOPING OUR WORKFORCE

Local government has the unique opportunity to provide a range of careers to employees over their working career. This offers opportunities to provide staff with excellent development opportunities but also provide Councils with a team of people who can add value across a number of areas.

Our people are our most important asset and we need to not only say this but demonstrate this by developing and investing in our people.

Fostering development in our people and providing a positive workplace will lead to;

- A skilled and engaged workforce operating with our corporate values;
- Greater management and leadership skills building leaders people want to work for;
- Better opportunities to retain our high performing staff; and
- Having a workplace where people want to work.

ACTION	2022/23	2023/24	2024/25
Implement the Senior Leadership Colloquium Program.			
Develop and implement an Emerging Leaders Program.			
Develop and implement an internal Mentoring Program to nurture and grow our workforce talent.			
Ensure our onboarding process is a positive experience and which reinforces our corporate values.			
Develop and implement a succession planning program and action plan (including appropriate training plans).			
Provide a platform for knowledge sharing across departments and encourage cross-functional work team participation for skill and career growth.			
Develop partnerships with other Council/s and businesses for mentoring and professional growth opportunities for staff.			
Model and develop a range of possible resource sharing and cross organisation partnership models for the most efficient and effective service delivery.			
Develop an initiative to pursue advances in the use of technology throughout the work place.			

















# OUR ACTIONS

## RETAINING OUR WORKFORCE

It is one thing to attract the right staff. In today's highly competitive labour market it is an even greater challenge to retain our high performing staff.

To retain our high performing staff we are striving to;

- Build an environment where staff are challenged, empowered and rewarded;
- Skilled, engaged and motivated; and
- Operate in an environment where staff are safe and supported.

ACTION	2022/23	2023/24	2024/25
Develop and implement an Excellence (Reward) Program aligned to our organisation values and service delivery targets.			
Provide and maintain a safe working environment where excellence in workforce safety practices and systems is valued and promoted.			
Develop and implement physical and mental health initiatives to facilitate the improvement of the health and wellbeing of our staff.			
Continue to provide an Employee Assistance Program and independent counselling and advice services.			
Further develop our staff engagement practices and systems to ensure that staff are informed, involved, engaged with and committed to our organisation.			
Implement and maintain a workforce performance framework to enable clear alignment of the desired strategic outcomes and key performance targets of the organisation with those of individual staff's goals and actions.			
Identify and implement learning and development opportunities for staff not only around competency and skill enhancement but also career and professional development in-turn enhancing succession planning.			

# REVIEW

## REPORTING OUR PROGRESS

With ever increasing demands on local government and a competitive labour market, this plan will need to remain a living document and have the flexibility to be changed to suit the prevailing environments.

To demonstrate the progress made on this plan and other key metrics the following reporting is provided to ensure management and the public are kept informed.

REPORTED	Where	Frequency	Reported To
Workforce demographics <ul style="list-style-type: none"> <li>Gender balance</li> <li>Age demographics</li> </ul>	Annual Report	Annual	Council
Turnover trends	Mgt Report	Annual	Executive Staff
Progress on strategic items	Annual Report	Annual	Council
Report on safety incidents (lead and lag indicators)	Mgt Report	Quarterly	Executive Staff
Training programs	Mgt Report	Annual	Executive Staff
Inductions	Mgt Report	Annual	Executive Staff
Recruitment statistics	Mgt Report	Annual	Executive Staff
Performance reviews	Mgt Report	Annual	Executive Staff
EAP statistics	Mgt Report	Annual	Executive Staff

# IMPLEMENTING THE ACTIONS

The Community Strategic Plan drives the allocation of Council's resources and the actions outlined in this report are designed to assist Council in delivering the communities vision.

The Council will take the actions outlined in this strategy and will deliver them through Council's annual Operational Plans.

## RELATED DOCUMENTS

- Tenterfield Shire Community Strategic Plan
- Tenterfield Shire Council Delivery Program
- Tenterfield Shire Council Operational Plan
- Tenterfield Shire Council Resourcing Strategy
- New England North West Regional Plan 2041
- New England Joint Organisation, Strategic Plan

## CONTACT

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# APPENDIX 1: CSP THEMES & GOALS

To make our plan meaningful and easier to read it is broken down into the Themes, Goals and Strategies that will be used to drive Councils service delivery.

The themes that have been established through our community consultation for the Tenterfield Shire Council are outlined in the table below.

The themes of Community, Economy, Environment and Transport are focused on the direct external service delivery provided by Council. The Leadership theme focuses on Council's advocacy roles and an efficient running of internal operations to support the assets, facilities and services delivered by Council for the community.

THEME	GOALS
<b>COMMUNITY</b> <i>Accesible and Inclusive</i>	<b>C1:</b> Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated  <b>C2:</b> The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.
<b>ECONOMY</b> <i>Good opportunities</i>	<b>EC1:</b> Develop Tenterfield Shire's economic base into a robust and growing economy that supports the creation of a variety of employment and business opportunities.
<b>ENVIRONMENT</b> <i>Well looked after</i>	<b>EN1:</b> Our natural environment will be protected, enhanced and promoted for future generations.  <b>EN2:</b> Provide secure, sustainable and environmentally sound infrastructure and services that underpin Councils service delivery.
<b>LEADERSHIP</b> <i>A sustainable future</i>	<b>L1:</b> Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.  <b>L2:</b> Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.
<b>TRANSPORT</b> <i>Easy to get around</i>	<b>T1:</b> The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.

# APPENDIX 2: OUR SERVICES

Ratepayers and residents may not be aware that Local Government accountabilities have grown from roads, rates and rubbish to encompass the 77 sub-programs listed below.

The majority of this list covers legislated responsibilities, meaning Council has no choice. Others are items that if not managed, the cost escalation from risks incurred would far outweigh the perceived savings.

There are very few “nice to haves” in this list, and the list of legislated accountabilities for local government continues to grow.

- 1.Strategic direction & planning
- 2.Corporate relations and intergovernmental affairs
- 3.Corporate planning & reporting
- 4.Workforce planning
- 5.Workforce culture
- 6.Workforce performance
- 7.Business process improvement
- 8.Corporate communications
- 9.Legal services
10. Procurement & tendering
11. Internal audit
12. Business continuity and risk
13. Disaster/emergency management
14. Workplace health and safety
15. Community services
16. Tourism
17. Culture, theatre and museum
18. Library
19. Community grants
20. Sponsorship
21. Community capacity building
22. Road safety & Traffic Committee
23. Community & corporate buildings
24. Community buildings hire
25. Community events
26. Community engagement
27. Media, branding, marketing & communications
28. Social media and web
29. Customer services
30. Sport and recreation (passive and active)
31. Aquatic
32. Open space amenities
33. Saleyards
34. Feral pests
35. Tree management
36. Street and public domain lighting
37. Place (public domain)
38. Information and knowledge management
39. Information technology and communications
40. Land and mapping information
41. Business systems/solutions technology
42. Financial planning and management
43. Human resources
44. Workers compensation
45. Recruitment and selection
46. Depot, store, fleet, plant and equipment
47. Assets and project planning
48. Business support
49. Civic
50. Governance
51. Land use planning
52. Urban design
53. Land use data management and mapping
54. Land use reporting
55. Heritage
56. Regulating premises
57. Assessment
58. Built form compliance
59. Environment regulation
60. Public health
61. Noxious plants
62. Roads and footpath enforcement
63. Illegal dumping
64. Domestic animal management
65. Transport (roads, bridges and airstrip)
66. Water supply, filtering and distribution
67. Sewer
68. Waste management and recycling
69. Economic development
70. Storm water
71. Natural waterways
72. Property investment and divestments
73. Private works
74. Cemeteries
75. Quarries
76. Cycleways, pedestrian paths and footpaths
77. Crown Lands (including Native Title)