



# Bellingen Shire Workforce Strategy 2022-26

SUPPORTING PLAN







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1	2020-2022	October 2020
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# Message From The General Manager

The Community Vision aspires to take Council on a journey to be Connected, Sustainable and Creative. In response to this aspiration, the Workforce Strategy prepares Council's workforce to be professional and resilient, able to work in partnership and collaboration to deliver quality local services that meet the diverse needs of our community. By putting our people at the heart of everything we do, we will deliver well-managed and sustainable services and programs to assure community confidence.

We employ approximately 160 people across a wide variety of disciplines and professions to effectively and efficiently deliver local government services at a grass-roots level. To get the very best from our workforce, Council is committed to effective workforce planning to ensure it has the right people in the right jobs, in the right place at the right time.

Our employees are our most important asset. Their creativity, knowledge and their relationships with the community, their co-workers and professional networks is what will determine our level of success.

Now, more than ever before, Council is required, to:

- Gain the community's trust and buy-in;
- Proactively communicate service standards and actively manage expectations;
- Be responsive to changing demands and priorities;
- Meet increasing demand for rapid and accurate information;
- Increase efficiency and productivity while remaining cost competitive;
- Create a positive corporate culture that fosters a collaborative approach.

The above re-affirms the reliance we have on our people in order to accomplish our goals and to achieve the Community's vision.



Liz Jeremy  
**General Manager**

# Where Workforce Planning Fits

**The NSW Government's Integrated Planning and Reporting (IPR) framework encourages councils to better integrate their various plans and ensure a holistic approach is adopted for the future.**

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Council must prepare a number of plans, which provide details on how we intend to deliver works and services in the short and long term, based on priorities that have been identified through community consultation and engagement. The Community Vision (CSP) is supported by the following:

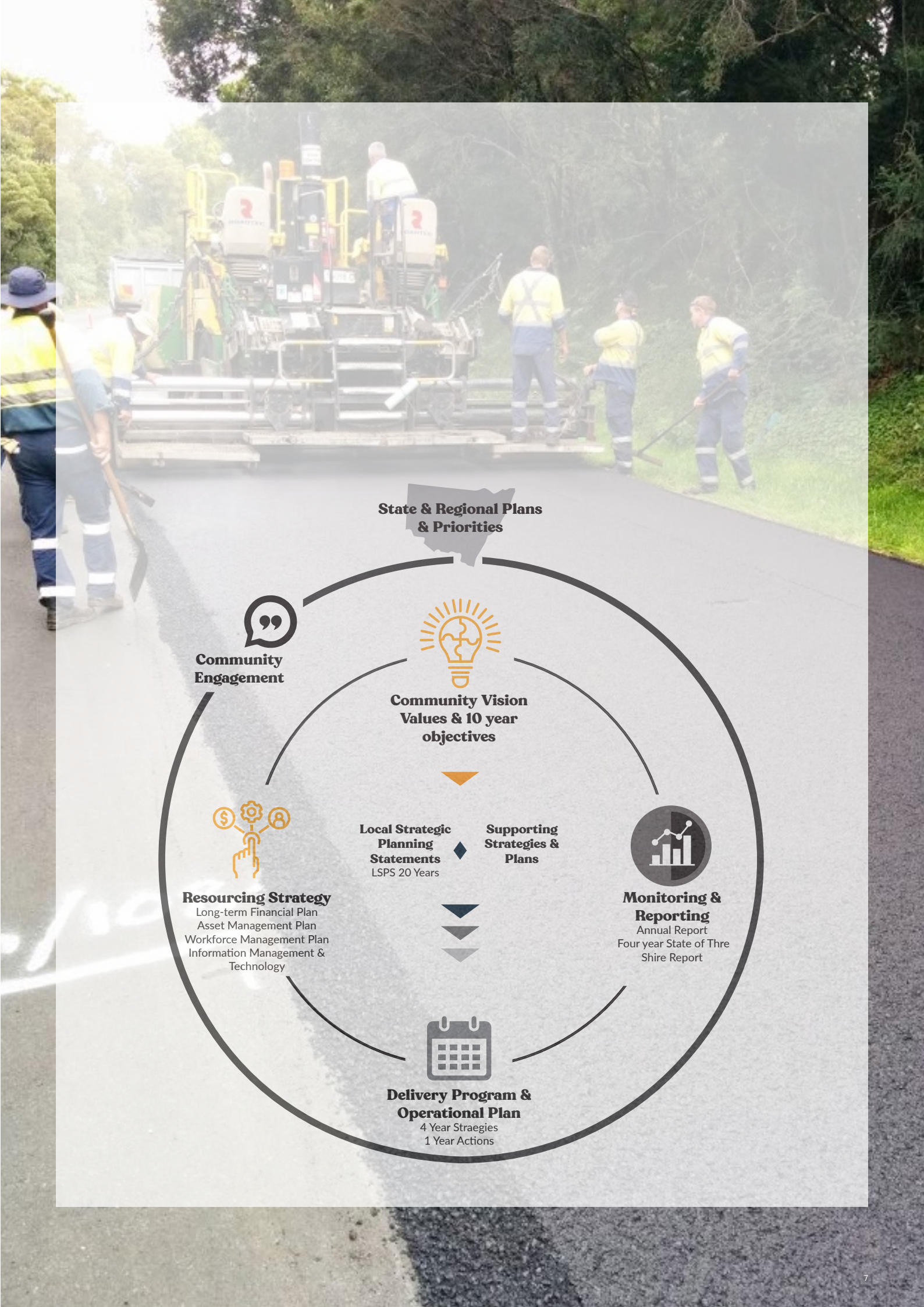
**The Delivery Program** – outlining the initiatives and projects to be undertaken by Council in a four year period to deliver the community's vision.

**The Operational Plan** – detailing the specific actions, budgets and capital works Council will undertake in the financial year, including information on rates, fees and charges; and

**The Resourcing Strategy** – detailing how Council can help achieve and best resource these in terms of time, money, assets and people.

The Workforce Strategy is a critical component of Council's Resourcing Strategy. It depicts Council's approach to plan for and supply a workforce that can ensure the goals of the community are able to be met.

The Integrated Planning and Reporting Framework is depicted here.



# What Is Workforce Planning?

Local government faces many known and unknown challenges in its capacity to deliver programs to the community including an ageing workforce, labour market changes, skills shortages, technology and automation and a complex and changing government agenda.

In order to plan for and better anticipate change, the implementation of a workforce planning process will ensure organisational strategy is aligned with the workforce and address any current and future workforce needs and issues.

## Definition

Workforce planning is about forecasting and predicting trends. It is not an exact science but a continual process designed to analyse the current workforce and future needs, identify gaps between present and future requirements and develop solutions to ensure Council can achieve its mission and objectives. In short, workforce planning aims to have the right people in the right places with the right skills, experience, competencies and motivation doing the right jobs at the right time.

**Strategic Alignment** Considers internal and external drivers of the workforce planning process

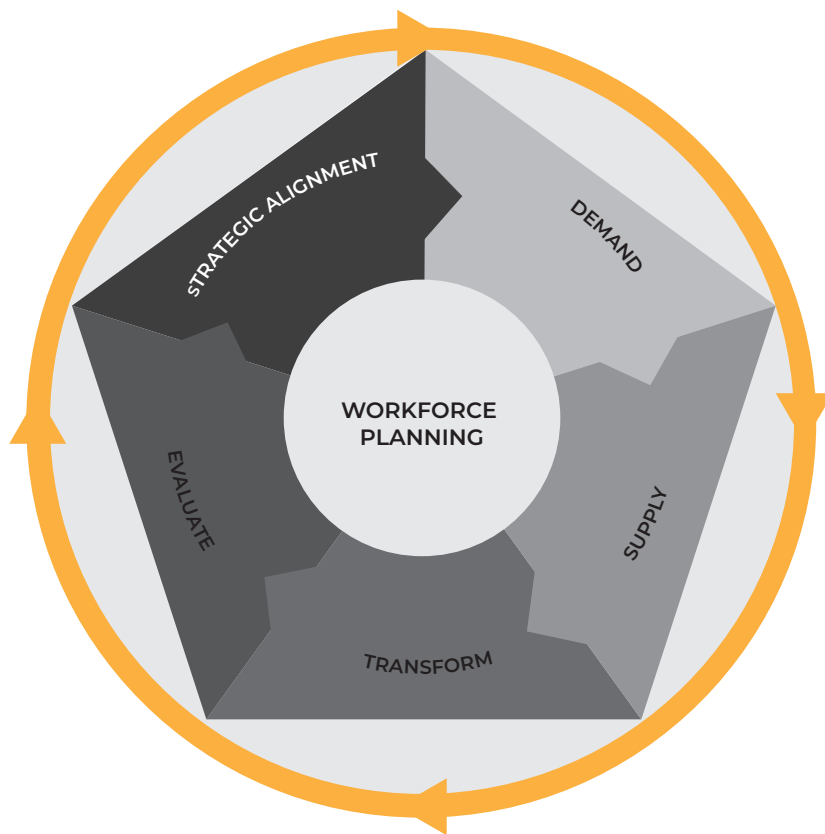
**Demand** Analyses the external environment to understand impacts on Council activities

**Supply** Analyses the composition of our internal workforce

**Transform** Gaps in supply and demand are identified and strategies implemented

**Evaluate** Monitor and evaluate effectiveness and impact on business performance.





# Vision & Values

## Community Vision

### **Connected, Sustainable, Creative.**

We are a community that is inclusive, connected to each other in our shire, and with connections beyond - regionally, nationally, and globally.

We strive to live sustainably to ensure that we have enough for all, forever.

We are a community that is creatively and culturally dynamic. We are ingenious and inventive in finding innovative solutions to problems and challenges.

## Our Values

We have developed core values to guide our organisation. These guiding principles dictate behaviour and help to achieve on our Community Vision and our major strategies.



## Service Ethic / Commitment

Makes the need of the community and key stakeholders a primary focus of their actions, strives for standards of excellence and superior service.

## Professionalism

Models Council's values, takes responsibility for successfully completing projects or tasks, demonstrates initiative and a 'can do' mindset.

## Respect

Works with others in a way that acknowledges and values their skills, contribution and perspective.

## Teamwork

Identifies opportunities and takes action to build collaborative and cooperative relationships with others in order to achieve common goals.

## Integrity

Acts in accordance with sound moral and ethical principles and displays honesty and sincerity.

## Communication

Contributes towards the achievement of Council's goals through consistent and effective interactions with others.



Service Ethic /  
Commitment



Professionalism



Respect



Teamwork



Integrity



Communication

# Our Workforce In 2022

Bellingen Shire Council is one of the major employers in the area. Council is charged with the responsibility for delivery of a wide range of services. These services range from community wellbeing, engineering, planning and design, infrastructure including roads and bridges, water and sewer, waste management and recycling, visitor and information services, administration and support, economic development and environmental and public health services.

To deliver such a range of services, we need a workforce that has a range of skills, capabilities, knowledge and qualifications. To ensure we are meeting the needs of our community and reflecting the diversity of our population we need to regularly monitor our workforce profile.

# Key Metrics



Total Staff Headcount  
**161**



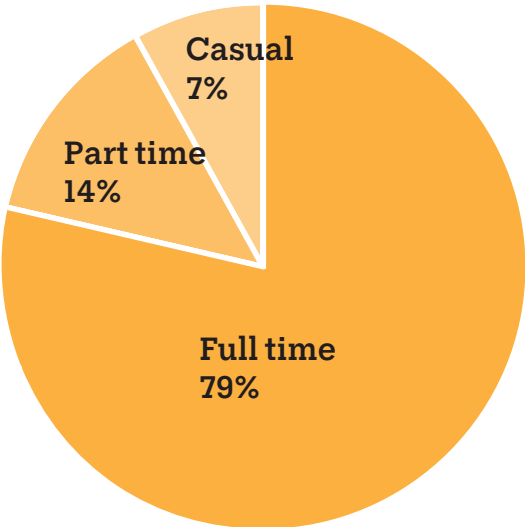
Budgeted FTE  
**150**



Male  
**69%**



Female  
**31%**



Turnover Rate **15%**



Women In Leadership Roles  
**38%**

Training Spend Per FTE  
**\$1,388**

Figures from the PWC Remuneration Report FY2021

# Creating Our Culture

At Bellingh Shire we put people at the heart of what we do. We will create a values-based culture that embraces diversity, inclusion and equity to deliver our strategic objectives. Our aspirational culture is that every member of our team behaves in accordance with our values. We will see:

- High levels of employee engagement and respect
- People actively displaying our values
- People being accountable and taking responsibility
- Excellence in customer service



# Our Workforce Challenges & Critical Issues

- Attracting high calibre, skilled and competent staff and retaining key workers with critical skills and experience in a highly competitive job market
- Developing an employee value proposition and enhanced employer branding to assist in attracting the best candidates
- Managing our ageing workforce and optimising the contribution of mature aged workers whilst maintaining their health and wellbeing
- Promote and drive health and wellbeing as a foundational mechanism for organisational success
- Providing employment and training opportunities for young people such as trainees, apprentices and cadets
- Providing opportunities for professional development of all employees to ensure ongoing up skilling, training, Trades compliance certification, currency of qualifications and knowledge are achieved
- Striving to achieve a workforce that reflects the diverse nature of the community
- Identifying skills and resource gaps to better inform workforce planning
- Implementing improved communication channels throughout council to ensure all staff are informed and provided with feedback mechanisms with the intention of creating an inclusive culture
- Successful adoption of new technologies, new management systems and new methods of work in order to achieve best practice solutions and efficiencies
- Identifying and promoting employee recognition and reward programs
- Supporting flexible work arrangements in response to individual and business needs
- Building a high-performance culture that creates efficiencies and high standards of customer service outcomes
- Engaging in succession planning for management roles to assist with career planning, leadership development and the continuity of strategic direction

# Snapshot Of The Shire

Located on the NSW mid north coast, mid-way between Sydney and Brisbane, Bellingen Shire is currently home to 13,248 people (ABS Estimated Resident Population 2020), who come from many different countries and are involved in diverse occupational, cultural, and social activities. It has a total area of 1,605 sq. kilometres with 3 distinct geographical areas – ocean, river and mountains. Approximately 57% of the Shire is national parks or state forest. This abundance of natural assets along with our cultural attractions, including numerous festivals, has created a thriving tourism industry with 264,000 visitors coming to our Shire each year spending a total of \$46.4 million.

Within the complex working environment faced by all businesses, the pace of change is probably one of the biggest motivators for careful and thoughtful planning. The factors that make up the external environment add both complexity and opportunity for the future of work.







# External Environment

## Technology

- Changes in how, where and when we work
- Flexibility, agility and mobility
- Rapid changes in technology

## Sustainability and Growth

- Housing affordability
- Rise in cost of infrastructure and assets
- Climate change
- Protection of natural assets

## State and Federal priorities

- Managing change
- Critical leadership capabilities
- Job creation
- Diversity and inclusion

## Demand for Talent

- Skill shortages
- Sourcing critical talent
- Industry specific roles
- Retaining talent

## Labour Market

- Emergence of new markets
- Growth in contingent workforce





# Workforce Planning Strategies

During the span of the Workforce Management Plan Council will need to continue to review and apply the strategies noted below. Council will continue to be affected by external influences along with internal changes such as continual review and improvement in the services we provide, the technology used and the people we employ to move us into the future.

The Bellingen Shire is a lifestyle region with an emphasis on cultural vibrancy, liveability and social cohesion. Many of today's residents are artists, craftspeople, writers, musicians and horticulturalists, with approximately 12.1% of employed residents having established home-based activities. If we are to attract, develop and retain a workforce that is capable of meeting the aspirations and goals of our community, keep pace with changing expectations, plus continue to address the complexities of legislative and organisational change then we must invest in, support, recognise and reward our employees.



# Attract

Our aim is to:

- Enhance our talent pool by developing a positive and engaging employment brand and employee value proposition which promotes Council within the local community and beyond.
- Strive to create and maintain a workforce that reflects the diversity of our community



Action	Recommended Priority Year
Streamline the recruitment process to improve the candidate/user experience.	2022-23
Improve employer branding and promote employee value proposition.	2022-26
Utilise government funding initiatives to increase apprenticeship, cadetship and trainee opportunities for the local community.	2022-24
Capture equity data for new and existing employees (voluntary).	2022-26
Complete review and revision of pay grading and steps	2025-26
Strengthen relationships with education providers (schools, universities, TAFE) and specialist employment agencies (disability employment services, indigenous employment agencies).	2022-26
Enhance and implement Council's Equity and Diversity Planning to be better represented in workforce strategies	2022-24
Continuous review of position descriptions to ensure they are current, accessible and reflective of the LG Capability Framework	2022-26

# 2

# Develop

Our aim is to:

- Create a workforce that is committed and talented and who are willing to learn and develop in order to take the organisation forward.
- Reinforce behaviour which is consistent with our organisation culture and increases operational excellence at all levels in the organisation.
- Value and retain experience while at the same time grow talent and create career development opportunities.
- Develop the team management and leadership capability of our current and future leaders.

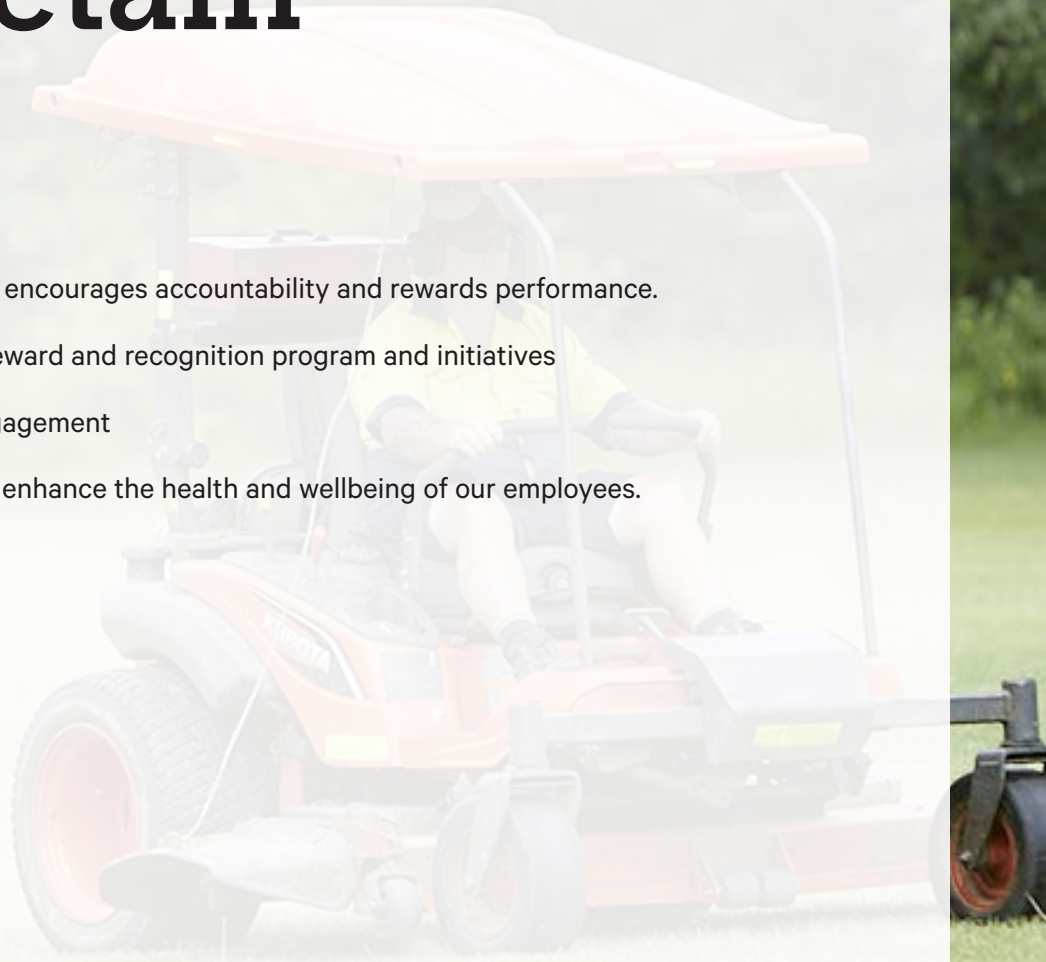
Action	Recommended Priority Year
Centralise training budgets in People and Culture to better enable group priorities to be addressed and increase purchasing power	2023-24
Imbed and promote online learning platform with the aim to capture, collate and track organisational training achievements.	2022-24
Review senior leadership feedback options for professional development	2024-25
Increase investment in management and leadership training priorities	2022-24
Conduct project management training for identified staff	2022-24
Review and Improve onboarding and offboarding experience for end user.	2022-23
Revise the Education Assistance Policy and re-launch to staff	2023-24
Ensure all required licences and tickets are maintained.	2022-24
Development and Implementation of Councillor Professional Development Program	2022-24
All new and existing employees to complete cultural and disability awareness training. Refresher training to be delivered every two years.	2022-24

# 3

## Retain

Our aim is to:

- Build an environment that encourages accountability and rewards performance.
- Implement an employee reward and recognition program and initiatives
- Improve levels of staff engagement
- Focus on opportunities to enhance the health and wellbeing of our employees.





Action	Recommended Priority Year
Conduct departmental service reviews	2022-26
Implement actions from service reviews	2022-26
Draft and implement a performance management policy and procedure. Promote the use of the PULSE system as part of the performance management process.	2022-23
Develop and Implement a Health and Wellbeing Strategy.	2022-24
Review flexible work arrangements, enabling greater flexibility and ability to work remotely.	2022-23
Develop an employee wellness program or calendar of events, to include information sessions, workshops, health checks, etc.	2023-24
Conduct organisational diagnostic on culture and implement strategies for improvement	2023-24
Implement WHS Audit actions and strategies to strengthen Council's safety culture.	2022-24
Maintain staff health programs aimed at increasing health, functional capacity and wellbeing	2022-26
Promote the Employee Assistance Program	2022-26

An aerial photograph of a scenic landscape. A wide river flows through the center, crossed by a long bridge with several piers. The surrounding area is lush with green trees and grass. In the background, rolling hills are visible under a clear sky. The overall tone is natural and serene.

# Monitoring & Reporting

The following schedule has been developed to track and monitor the progress of our Workforce Strategy

What will be reported	Audience	Frequency	Generated By
Turnover Trends all staff (overall % and by gender)	ELT	Qtrly	People & Culture
Workforce Profile (including equity data)	ELT & SMT	Annual	People & Culture
Gender Balance	ELT & SMT	Annual	People & Culture
Employment Status (% FT, % PT, % temp contracts, % casuals)	ELT & SMT	Annual	People & Culture
Age Profile	ELT & SMT	Annual	People & Culture
Number of Candidates	ELT	Half Yearly	People & Culture
Candidate Source	ELT	Half Yearly	People & Culture
Time to Hire	ELT	Half Yearly	People & Culture
Recruitment Advertising Costs	ELT	Half Yearly	People & Culture
Staff Survey Results	All Staff	Bi-annual	People & Culture
Overtime and TIL per month	ELT	Monthly	Payroll
Performance Review completion rates	ELT	6 monthly	People & Culture
Number of Disciplinary Matters and Grievances	ELT	Monthly	People & Culture
Workers Compensation Claims	ELT	Monthly	Work Health & Safety
Claims resulting in “days lost”	ELT	Monthly	Work Health & Safety
Days lost due to injury	ELT	Monthly	Work Health & Safety



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