



# WORKFORCE MANAGEMENT STRATEGY 2022-2026

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**

<b>QUALITY CONTROL</b>			
<b>KEY DIRECTION</b>	4. Our Leadership		
<b>OBJECTIVE</b>	4.1 Openness and transparency in decision making		
<b>STRATEGY</b>	4.1.1 Support the organisation to operate within its legal framework		
<b>FUNCTION</b>	Human Resources		
<b>FILE REFERENCE No</b>	22/64	<b>EDRMS NUMBER</b>	D22/17855
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<b>NOTES</b>	Copies of all plans and reports mentioned in this document are available by visiting Council's website <a href="http://www.brokenhill.nsw.gov.au">www.brokenhill.nsw.gov.au</a>		
<b>ASSOCIATED DOCUMENTS</b>	Community Strategic Plan – Your Broken Hill 2040 Long Term Financial Plan 2023-2032 Delivery Program 2022-2026 incorporating Operational Plan 2022/2023 Broken Hill Smart Communities Framework Annual Report 2020/2021		

# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b> .....	<b>5</b>
<b>INTRODUCTION</b> .....	<b>6</b>
<b>INTEGRATED PLANNING AND REPORTING FRAMEWORK</b> .....	<b>6</b>
<b>VISION AND VALUES</b> .....	<b>7</b>
OUR VISION.....	7
OUR VALUES .....	7
<b>EXTERNAL ENVIRONMENT/INFLUENCERS</b> .....	<b>8</b>
<b>Economic Outlook</b> .....	<b>8</b>
The Broken Hill Region .....	9
Local Government Industry.....	9
Labour Market.....	10
Employment .....	10
Technology.....	11
<b>INTERNAL ENVIRONMENT/INFLUENCERS</b> .....	<b>12</b>
<b>Organisational Structure</b> .....	<b>12</b>
Executive Group .....	12
Assets and Projects Group .....	12
Business and Organisational Development Group .....	12
Communications and Marketing Group .....	12
Finance and Information Group.....	13
Corporate and Community Group .....	13
Planning and Community Safety Group .....	13
Economic Development Group and Tourism .....	13
<b>Organisational Workforce Profile @ March 2022</b> .....	<b>14</b>
Gender .....	14
Age Breakdown.....	15
Years of Service .....	15
Position Types .....	16
<b>Key Workforce Indicators</b> .....	<b>16</b>
Turnover % .....	16
Excess Annual and Long Service Leave .....	16
Unplanned Leave.....	17
Learning and Development Investment .....	17

Lost Time Hours .....	17
Workers Compensation at a % of Wages .....	17
Recruitment .....	17
<b>Organisational Cultural Survey Results .....</b>	<b>18</b>
<b>OCI and OEI Outcomes .....</b>	<b>18</b>
<b>Summary .....</b>	<b>19</b>
<b>ORGANISATIONAL CHALLENGES AND STRATEGIES .....</b>	<b>20</b>
<b>WORKFORCE MANAGEMENT STRATEGY – KEY THEMES .....</b>	<b>21</b>
Attracting our People .....	22
Developing our People .....	23
Rewarding our People .....	25
Supporting our People .....	27
Protecting our People .....	29
Leading our People .....	31
<b>REFERENCES AND RESOURCES .....</b>	<b>33</b>

## EXECUTIVE SUMMARY

At Broken Hill City Council, we believe the importance of an engaged, committed, and passionate workforce cannot be understated.

Given the numerous and varied functions, operations, and services undertaken by Council, it is critical that our workforce is capable and committed to delivering positive outcomes for both the organisation and the community.

Our workforce has proven that it has the ability to deliver services that arguably exceed our resourcing levels. However, we recognise that we still face many challenges, particularly with regard to employee attraction and retention.

Council has taken a proactive approach to staffing, with a focus on in-house training, up-skilling, and the employment of local trainees and apprentices.

We have also implemented a new set of organisational values and supporting behaviours that were selected by our employees. These values and behaviours have been driven by employees at all levels over the last four years and ensure our staff are united in providing the best possible service to the community.



This Workforce Management Strategy aims to build on our established management and engagement with staff, to ensure we have a workforce that is honest, courageous, resilient, and proud to serve the people of Broken Hill.

**Jay Nankivell**  
General Manager

# INTRODUCTION

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

The NSW Government's Integrated Planning and Reporting (IP&R) Framework recognises that council plans, policies and strategies are connected and should not operate in isolation. Accordingly, all councils in NSW are operating within the IP&R Framework which allows various plans and strategies to integrate and for councils to plan holistically for the future.

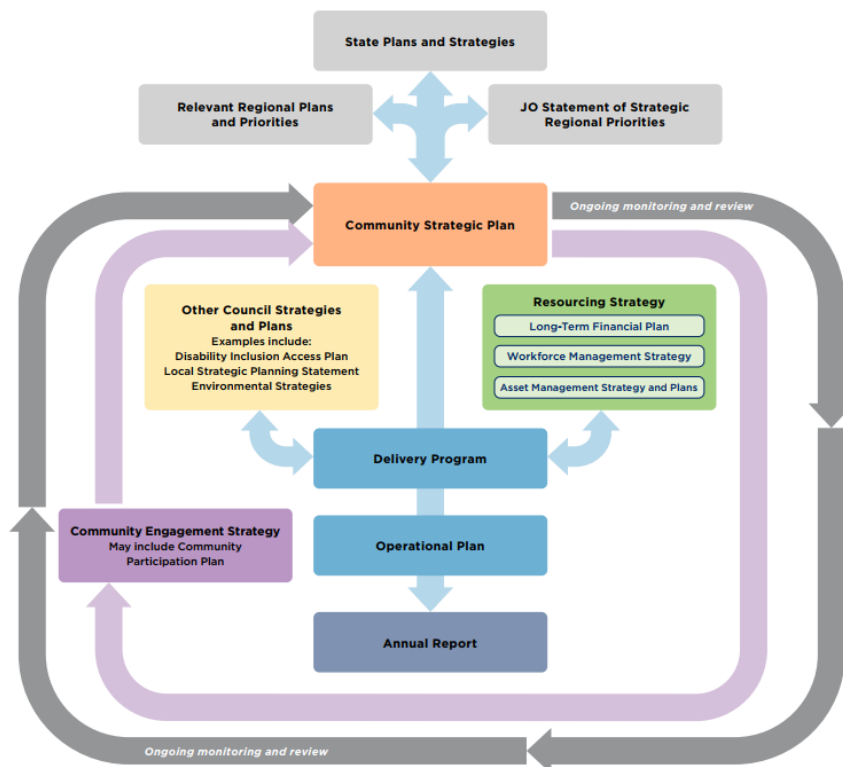
The *Local Government Act 1993* requires councils to develop a Resourcing Strategy that assists in achieving the objectives of Broken Hill's Community Strategic Plan - 2040.

This Resourcing Strategy is made up of the Workforce Management Strategy, the Long Term Financial Plan and the Asset Management Strategy, which together provide the resources necessary to achieve the Delivery Program.

The Workforce Management Strategy is a minimum four-year plan, identifying the key people/workforce challenges, issues, approaches and opportunities for Council in ensuring we can deliver the activities identified in the Delivery Program and ultimately the objectives outlined in Broken Hill - 2040.

Broken Hill's Workforce Management Strategy 2022 – 2026 aligns with and supports Council's other key planning documents and outlines our commitment to ensuring a workforce that is capable of delivering positive outcomes for the community.

It achieves this through the consideration of both internal and external influencers, key people challenges, current and future environments and the identification of approaches and initiatives which combine to ensure a high-quality workforce which is supported by a contemporary workplace.



## VISION AND VALUES

It is critical that our workforce is aligned with our Vision and Values as these are what forms the basis of everything we do at Broken Hill City Council.

### OUR VISION

Broken Hill City Council – Pound for Pound - To be the most efficient and effective Council in NSW.

### OUR VALUES

- **Accountability** - Do what we say we'll do and be a role model for our workmates and the community
- **Pride** – Strive for excellence and be confident to share and celebrate our achievements
- **Perseverance** - See mistakes as opportunities to improve, dig deep and rise to the challenge
- **Courage & Honesty** - Welcome new ideas, value different perspectives and learn to give and receive constructive feedback
- **Teamwork** - Work to a common goal, encourage collaboration and stand side by side

## EXTERNAL ENVIRONMENT/INFLUENCERS

The external environment will continually impact on Broken Hill's capacity to deliver on our agreed objectives. There is a complex global economic environment with significant uncertainty around the outlook for interest rates, labour shortages, global political risk and the path of Covid-19 which will influence the success of growing the economy. Increases in the prices of food, energy and metals and exacerbating supply chain disruption, threaten to weaken global supply chains. Climate change may also increase commodity price volatility.

However, while the current global economic trends have, and will continue to cause disruption to the National and local economy, Broken Hill's economic outlook is strong, with the investment from new mining ventures in Far West NSW representing a \$2.8B potential impact on the Far West NSW economy.

Potentially, there are 3,000 jobs being created across five projects in the next three to five years, with mining companies committed to employing a residential workforce.

The challenges for Broken Hill will be to advocate for locally provided training and professional development opportunities to prepare the local workforce for new opportunities and the City's ability to attract a new workforce to limit the potential to become a fly-in fly-out community. The political willingness of the State and Federal Government to invest in infrastructure and services will also influence the City's capacity to encourage new residents to live and work in Broken Hill.

### Economic Outlook

While the City's population has experienced a steady decline since 2010, new opportunities presented by the investment of mining companies, present Broken Hill with a diversity of economic opportunity. With the expected increase of 3,000 jobs in mining, population forecasters predict that the population will grow to 19,200 by 2025 and there will be the requirement for 730 more dwellings.

From this direct expansion into the economy, it is anticipated that there would be flow on effects into other related intermediate industries as well as increased new employee consumption expenditure.

These combined flow-on effects are estimated to support another 226 indirect local jobs per year. These jobs are expected to be in the industry sectors of manufacturing, construction, professional, technical and scientific services, accommodation and food services and rental, hiring and real estate services.

The key industries to promote future economic growth as noted in the Far West Regional Economic Development Strategy (2018-2022) include:

- Engines of growth – industries well-linked to external markets and bringing money into the Region (e.g. mining and agriculture)
- Enabling industries – industries that support engine industries (e.g. engineering and manufacturing)
- Population serving industries – industries that support people in the Region (eg Education & Training and Health Care & Social Assistance).

The Far West Regional Plan 2036 also lists the region's economic priorities, providing opportunities to plan for key focus areas: The priorities are to:

- Establish new mining operations in areas of mineral potential.
- Develop renewable energy industries, including solar.
- Expand tourism opportunities and experiences.
- Establish new businesses linked to improvements in telecommunication services.
- Establish new industries following improvements to water security from the Murray River to Broken Hill.

With the predicted growth in the economy and changes in the labour market conditions, Broken Hill is presented with a specific set of challenges with employers across all industries and sectors reporting issues around skills shortages in 2021/22. It is critical that workforce planning places Broken Hill in a position to adapt to any changing conditions and responds accordingly and to resolve skilled worker shortages by addressing training options, employability skills and the delivery of education options.



## **The Broken Hill Region**

Broken Hill is the major commercial, retail, administrative and cultural centre for a greater regional population of 28,622 people, with the area providing many significant attractions and lifestyle opportunities.

In 2016, the total population of Broken Hill City was estimated to be 18,114 people. Population forecast suggests that with a positive average growth rate of 0.23% the city will reach 19,200 people in 2025.

Migration to Broken Hill City is largely dependent on changes within its mining industry. In addition to mining, the main employing industries are Health Care and Retail Trade, which account for over half of all jobs in 2016. Fluctuation in these sectors underpin much of the migration flows to and from the city.

Despite recent population decline, global demand for iron ore, lithium and other related minerals is expected to provide the impetus for positive demographic and housing change in the coming years.

Since 2016, the number of jobs in mining has doubled. In addition to this recent growth, recently announced major projects are expected to create up to 3,500 jobs over the forecasted period. It is expected that many of these workers will live in Broken Hill and the City will face demand for over 700 dwellings to accommodate the influx of workers at its peak.

Any future levels of population growth and change in Broken Hill will largely be dependent on the City's capacity to appropriately accommodate workers. This will, in part determine the size of the workforce for the City moving forward.

## **Local Government Industry**

The current local government reform process in NSW has seen a significant amount of change within the sector. This change is likely to continue into the future and has the potential to impact on the current and future workforce with a level of uncertainty regarding the future of local government in the medium term.

In addition, the devolution of responsibilities from Federal/State Government and ongoing financial constraints, coupled with the complex and significant regulatory requirements, continue to impact on the image of the local government sector. This issue is particularly significant for Gen Ys and has also been identified through the LGNSW Local Government Workforce Strategy 2016-2020.

Council has responded to these ongoing challenges in recent years by undertaking a program of planned Service and Efficiency Reviews. These reviews are a whole of organisation approach to ensuring that the right resources are allocated to the right services being delivered to our community. Through refining our operations and achieving a more sustainable financial position, we can continue to ensure effective service delivery across all areas of the organisation into the future.

## Labour Market

Understanding the economic role Broken Hill plays in the Far West economy provides a framework for understanding what policy responses and investment may be appropriate to support the growth of businesses and maintenance of a vibrant economy in the future.

An analysis of the jobs held by the local workers in Broken Hill City in 2020/21 shows the three largest industries were:

- Mining (1,676 people or 22.1%)
- Health Care and Social Assistance (1,326 people or 17.5%)
- Retail Trade (797 people or 10.5%)

In combination these three fields accounted for 3,799 people in total or 50.1% of the local workers.

In comparison, New South Wales employed 1.0% in Mining; 13.2% in Health Care and Social Assistance and 9.5% in Retail Trade.

The major differences between the jobs held by local workers of Broken Hill City and New South Wales were:

- A *larger* percentage of local workers employed in the field of Mining (22.1% compared to 1.0%)
- A *smaller* percentage of local workers employed in the field of Professional, Scientific and Technical Services (1.9% compared to 10.1%)
- A *smaller* percentage of local workers employed in the field of Manufacturing (1.4% compared to 6.6%)
- A *larger* percentage of local workers employed in the field of Health Care and Social Assistance (17.5% compared to 13.2%)

The key emerging workforce groups between 2015/16 and 2020/21 were Mining (+791 local workers) and construction (+39 local workers), Financial and Insurance Services (+4) and Rental, Hiring and Real Estate Services (+2).

In 2021, the Household services sector accounted for 38.6% of employment in Broken Hill City. The importance of this sector has declined over the last 10 years (39.3% in 2011).

It's important to note that in 2019/20, the total tourism and hospitality sales in Broken Hill City was \$65.2m, the total value added was \$34.1 million. This sector is an important sector for the diversification of the City economy and employment.

## Employment

In Broken Hill, there were 7,576 jobs located in Broken Hill in the year ending June 2021 and 7,370 residents employed. There were 979 registered businesses.

In the 2021 September quarter, the unemployment rate in Broken Hill City was 7.1%. This higher rate is an impact of COVID-19, with the 2020 September quarter reporting an unemployment rate of 2%, 2019 (3.9%) and 2018 (3.4%).

As the pandemic impacts begin to ease and with the increased opportunities in mining employment, it is anticipated that this rate is expected to decline.

Most resident workers are under 45 years old. There are more younger workers (15 to 44 years) than older workers (45 year and over) working in all industries.

The age structure of an industry's local workers is a key component to understanding the role and function of that industry in Broken Hill. It is an indicator of the age of the industry and how long it has been established in the area, as well as the possible challenges in expanding that industry in the future.

The age structure of the resident worker is indicative of the skill-levels and experience that local businesses can draw on. For example, an area with young local workers may be more mobile and likely to change jobs/industries in the future while an industry with an older local workers may face succession planning issues and challenges in attracting new staff.

### Other key statistics:

**A gender balanced workforce:** In Broken Hill 50.3% of the local workers (All industries) are males and 49.6% are female. (ABS 2016)

**Lower tertiary qualifications:** 1,623 people or 23.5% of Broken Hill City's resident workers (all industries) have a tertiary qualification (ABS 2016).

## Technology

The use and appetite for emerging technology is an important issue for Broken Hill City Council. Specifically, opportunities exist to continue expanding ubiquitous access to information to all service wings, in all settings whether office based, in the field or workshops.

This includes real time operational information such as the state of assets, and maintenance/service requirements. This has the potential to lead to a higher level of flexibility and improve service levels whereby information can be accessed anywhere anytime by our workforce.

The increased deployment of technology in many areas to increase efficiency is also another key trend which will likely result in a more agile workforce operating from mobile worksites as well as workshops and offices.

The Broken Hill Smart Communities Framework will guide the adoption of additional innovative community assets into the future, with the aim to improve liveability, workability and sustainability.

The technology skillset for the workforce will need to expand beyond “office-based usage” towards deeper integration of technology into work tasks as an integral component, not an afterthought.

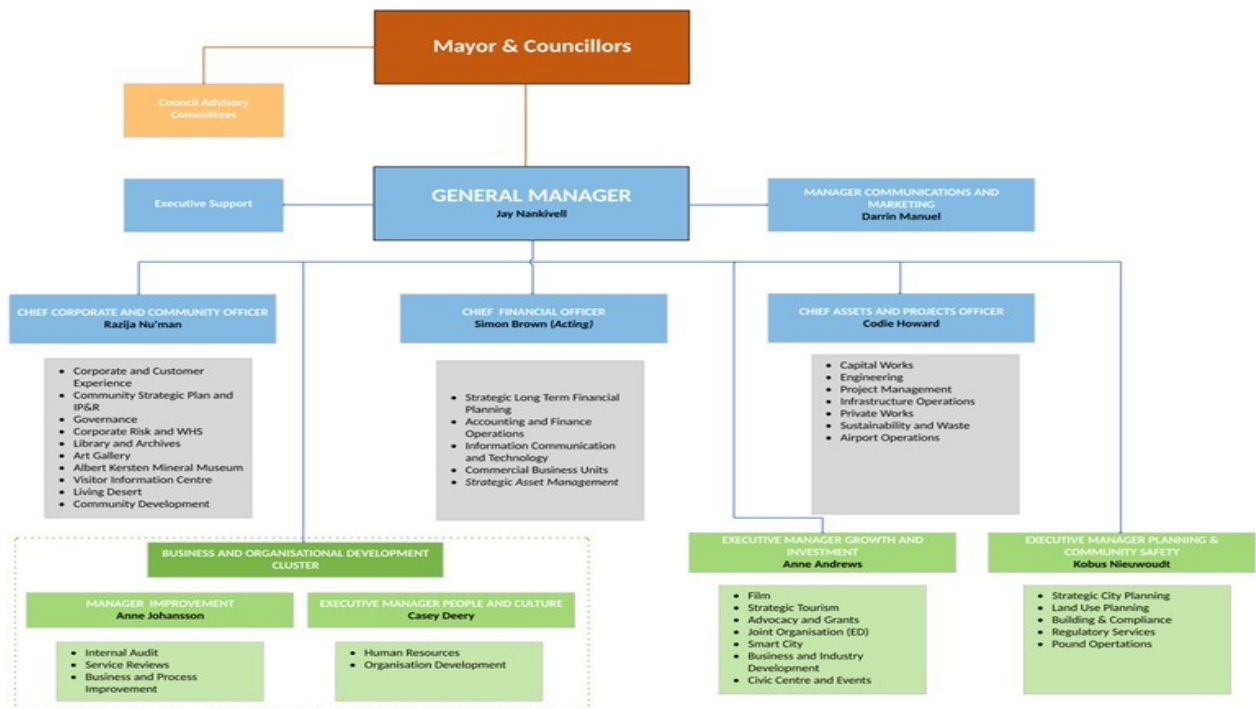
This will be driven by the adoption of cloud-based technologies and intelligent hardware choices, enabling information and systems access at the coal face.

This will require Broken Hill City Council to ensure that its employee learning and development is focused on improving digital literacy within teams, enabling employees to be more flexible with their technology usage and to grow our adoption of smart enabling technology within the city.

These external influencers are important considerations in the development of our Workforce Management Strategy.

# INTERNAL ENVIRONMENT/INFLUENCERS

## Organisational Structure



### Executive Group

The Executive Group provides the overarching strategic focus for Council's operations and ensures that Council continues to be vibrant, engaging and lead with strong and effective governance. The General Manager and Chief Officers make up the Executive Leadership Team (ELT).

The Executive Group also supports the Mayor and the Councillors, our elected representatives who oversee community governance across a wide range of issues.

### Assets and Projects Group

Whether directly or indirectly, the work of Council's Infrastructure team touches the lives of Broken Hill people every day.

Among the extensive range of services the Group provides are infrastructure development and maintenance, asset management, civil and landscape services, as well as environmental sustainability.

Operating the Council Waste Management Centre, Airport and Cemetery are also key aspects of the Group.

### Business and Organisational Development Group

The Business and Organisational Development Group provides a contemporary and integrated approach to assist Managers and the broader organisation to foster a high performing, values driven culture, providing high level advice and solutions across a broad range of human resources, learning, well-being and system improvement activities that support efficient and effective service delivery.

### Communications and Marketing Group

Maintaining strong communication and engagement with Council's many stakeholders, both internal and external, is key to ensuring the organisation's success.

The communications team facilitate this connection through a variety of mediums such as media, community engagement sessions, Council's website, and social media to name a few.

In addition, the team assists with organisational marketing such as branding, tourism, and promotion of shows and events.

### **Finance and Information Group**

Council's Finance team play a vital role in ensuring Council are able to achieve its strategic goals arising from its Community Strategic Plan, Delivery Program, Annual Operational Plan and Long-Term Financial Plan.

Sound financial management is essential to enable Council to continue delivering high quality services, facilities and infrastructure while maintaining financial sustainability into the future.

Council's Information Services team ensure that Council's systems, Records and IT infrastructure are developed and maintained to ensure they are efficient, relevant and importantly secure.

Information systems are crucial to Council's ability to provide services and facilities to the community with data integrity, privacy and availability being of the highest importance.

The attraction, training and retention of suitably qualified and skilled staff is essential to achieving these goals.

### **Corporate and Community Group**

The Corporate and Community group aims to partner with local agencies to deliver relevant services within the City and work towards safe, active, cultural and social opportunities for all age groups in the life cycle.

The Community group directly manages significant facilities: the Visitor Information Centre, Living Desert, Library, Broken Hill City Art Gallery and Albert Kersten Mining and Minerals Museum.

Corporate Services manage a shared services model for the successful operation of the organisation including frontline Customer Service, also a variety of legislative compliance matters and development of the Community Strategic Plan for future planning for the City in partnership with local agencies.

### **Planning and Community Safety Group**

The essence of the Planning and Community Safety Group is to develop Broken Hill as a liveable and sustainable City. This multi-faceted group includes Planning, Building, and Environmental Compliance.

Each of these teams work together to balance the growth of the City's economy with appropriate development, statutory requirements, social considerations, environmental and sustainability issues along with the needs of the community.

### **Economic Development Group and Tourism**

The Economic Development and Tourism Group plays a leading role in ensuring Broken Hill is an appealing and attractive City for residents, business and visitors alike.

By taking a pro-active and integrated approach to Economic Development, Commercial Strategy, Tourism Development, Visitor Information, as well as Events and Conferences and Entertainment, the group ensures that long term strategies for the growth and prosperity of the City are achieved.

In operating with a relatively flat structure, Council achieves success and a high level of service delivery through the engagement of cross organisational working groups; coupled with effective internal working relationships, as these are critical to effective decision making and the achievement of positive outcomes.

## Organisational Workforce Profile @ March 2022

As identified in the tables opposite, Council has a permanent workforce of around 145 FTE, equating to just over 180 people.

The range of employment types provides Council with a high level of flexibility within its workforce to ensure the necessary resources are available to meet the actions identified in the 4-year Delivery Program and in turn deliver the outcomes identified in the Broken Hill 2040 Community Strategic Plan.

Temporary positions make up a key element of our workforce and these roles are critical to us delivering on specific projects and meeting short term resourcing needs. The significant number of trainee/apprentice/cadet roles is a direct reflection of the importance that Council places on our “growing our own talent”, while our part-time roles are strong indicator of Council’s approach to work/life balance.

In addition to our permanent and temporary employees, casual employees also form an important part of Council’s workforce, and their engagement is generally demand driven by business requirements, specific programs and seasonal or holiday requirements across specific areas such as hospitality and event related activities.

Over recent periods, our casual workforce has ranged from 6.57 FTE down to our current 2.57 FTE.

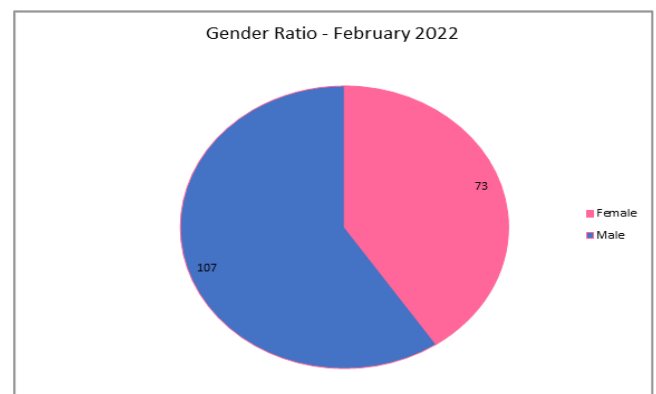
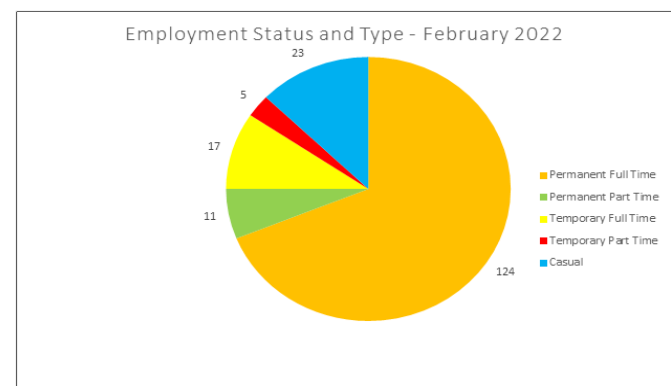
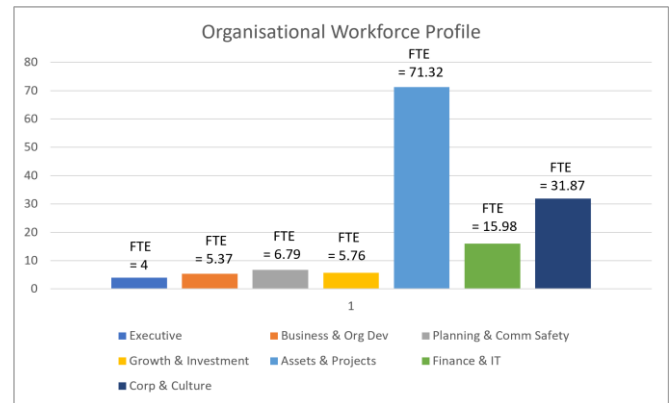
### Gender

Overall, Council’s permanent workforce is made up of around 60% male employees and 40% female employees. This ratio is inclusive of our casual workers.

This breakdown is generally representative across Council, however within some specific workgroups, the balance is more heavily weighted towards specific genders.

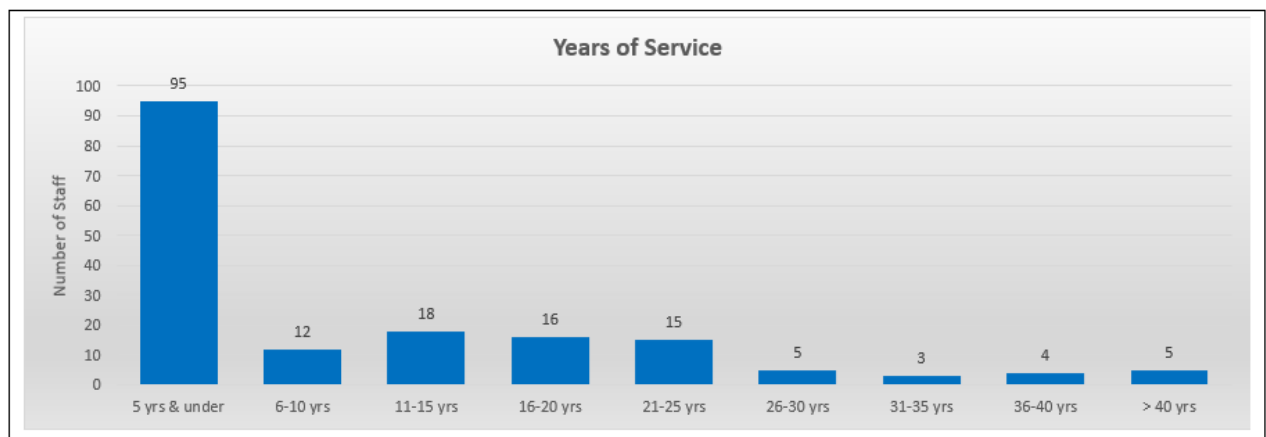
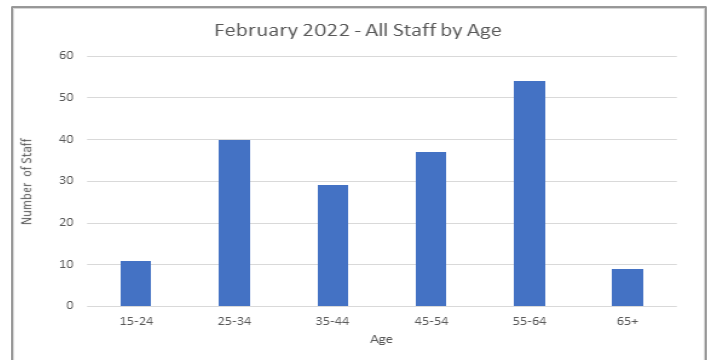
Specifically, the infrastructure team has a high proportion of male employees, while females are the predominant gender in our Corporate and Cultural Services teams.

Whilst starting to change, these imbalances tend to be historical and as a result of those occupational areas attracting people of a specific gender.



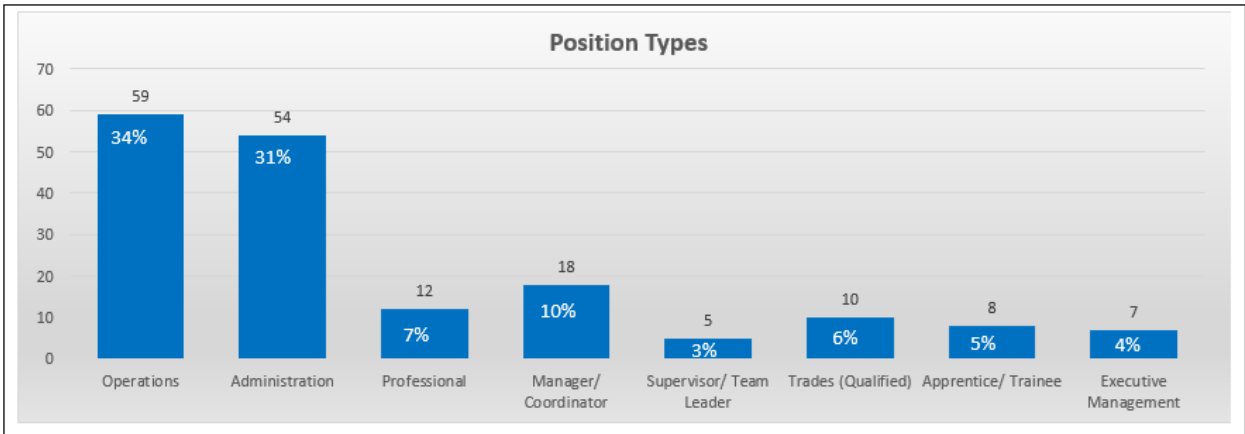
## Age Breakdown

- Council's workforce has a diverse spread across the various age groups
- Around 56% of employees are aged 45 and over, with around 35% having the potential to retire within the next 10 years.
- More specifically, in excess of 64% of employees in the Assets and Projects Directorate are over the age of 46 and around 47% over 56. With a large number of these employees engaged in more physically demanding trades and operational activities, WHS issues are important considerations.
- The number of employees under 25 (7%) is in part reflective of local government not having an attractive profile to the younger segment of the labour market.



## Years of Service

- A significant proportion of our employees have less than 10 years' service and this directly relates to both our "grow our own talent" and the steady rate of employee turnover.
- The figures are indicative of the current labour market where employer longevity is no longer a key priority for people.
- The figures are also consistent with contemporary trends of employees changing both employers and careers on a more regular basis than before.
- Capable and motivated new employees result in fresh ideas and approaches.
- With just over 40% of employees with more than 10 years' service, retention of large amounts of corporate knowledge is an important issue.



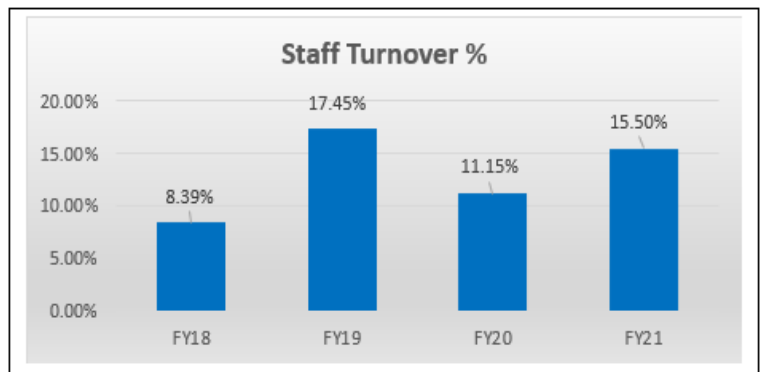
**Position Types**

- Council's workforce is evenly spread across the occupational groupings, reflective of a strong skill base and the diverse nature of Broken Hill City Council.
- We have a relatively healthy number of professional and trade qualified staff (around 21%), with operational sector representing 34% of our workforce.
- Less than 18% are in leadership roles which aligns with our flat structure.
- The figures are also indicative of the current approach to ensuring the necessary allocation of resources for the effective delivery of services and outcomes to the community.

**Key Workforce Indicators**

**Turnover %**

- Over the last four years, Council's staff turnover has averaged just over 13%.
- The level of employee turnover is higher than historically for Council and has resulted from a focus on retaining and attracting employees who align with our organisational values.
- This rate is also ensuring that there are opportunities to refresh the workforce through internal promotion and new employees.



**Excess Annual and Long Service Leave**

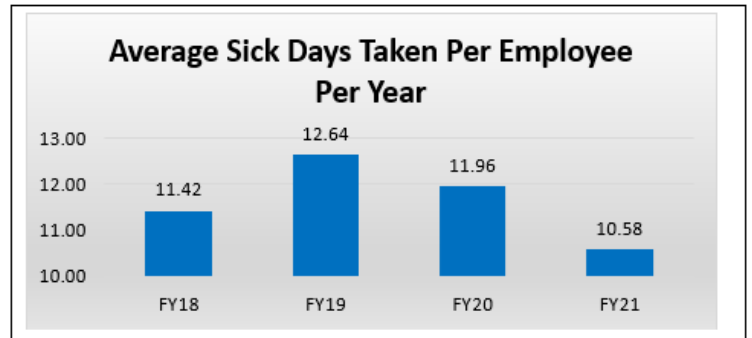
- Shows the commencement in reducing the amount of excess leave.
- Indicative of our continued proactive approach to reducing excess leave balances.
- These trends also reflect the application of our approach to work/life balance and employee health and wellbeing.





### Unplanned Leave

- Use of Sick/Carers Leave is at appropriate levels – less than three weeks/ person/year.
- Reflects a supportive work environment and the increase in broader caring requirements of employees.
- Use of Sick/Carers Leave aligns with a workforce that is engaged and committed.

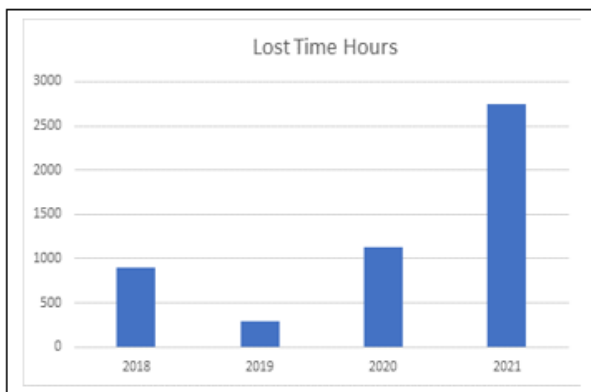


### Learning and Development Investment

- Average spend per employee in recent years has been just under \$2.5K
- Strong reflection of our focus on employee development for retention and succession planning
- Learning and Development investment covers entry level training through to career enhancement support



### Lost Time Hours



- Average LTI hours have been less than 1000 in recent years.
- This low rate indicates a strong position, especially given the diverse and high-risk nature of our operations.
- The 2021 upward trend is a result of one serious injury and was compounded by a prolonged recovery period which delayed the return-to-work process.

### Workers Compensation at a % of Wages

- Average premium over the past years is just over 3%.
- Very positive indicator of effective claims management and injury rates.
- Evidence of the success of our Health and Wellbeing Program.



### Recruitment

Over the 2021 calendar year, Council undertook 30 individual recruitment actions which attracted 264 applications. Of these only four positions were not able to be filled and required a further

recruitment action. These figures reflect Council's current status as an employer of choice and an organisation that is able to attract high quality candidates with the right fit.

In addition, 2021 saw 18 secondment opportunities for internal staff, with 5 of these secondments resulting in permanent recruitment into new positions by internal candidates, which is further evidence of our commitment to developing our employees and providing career opportunities for the right people in all areas of the organisation.

### **Organisational Cultural Survey Results**

In aiming to develop and maintain high levels of employee engagement at Council, we have undertaken Organisational Culture and Effective Assessment Surveys in 2019, 2021 and 2022.

Council has continued to make significant investment in the development of both its leadership and culture. Cultural change necessarily proceeds, in the first instance, "top down" for two reasons:

1. As a precursor to sustainable change, the kind of behaviour representative of the desired culture, must be consistently modelled by the leaders within the organisation.
2. Leaders (not OD, HR or external consultants) must own and in fact personally deliver many of the important cultural change interventions. Therefore, it is important to equip them with the skills they need to do this.

Each of these surveys have shown positive results across all areas of the work environment and of particular note is that the results improve year on year.

### **OCI and OEI Outcomes**

On the positive side, the outcomes data shows that staff feel:

- Clear on what is expected of them.
- Inspired and motivated to do high quality work.
- Positive about working at Council and intend to stay.

- Comfortable that they are not facing impending lay-offs.
- Good when they are on the job and not experiencing excessive levels of stress.
- Their teams work well together within themselves.
- Teams cooperate well with other teams and work units.
- They feel proud of the work they do in their department.
- The organisation is able to adapt well to change and is responding well to change.

The 2022 survey results confirmed that our people are committed to doing a good job and delivering quality customer service through a strong team culture. All of which points to a workforce that is aligned with our Values and Workplace Behaviours and well positioned to achieve our Delivery Program and Broken Hill 2040.

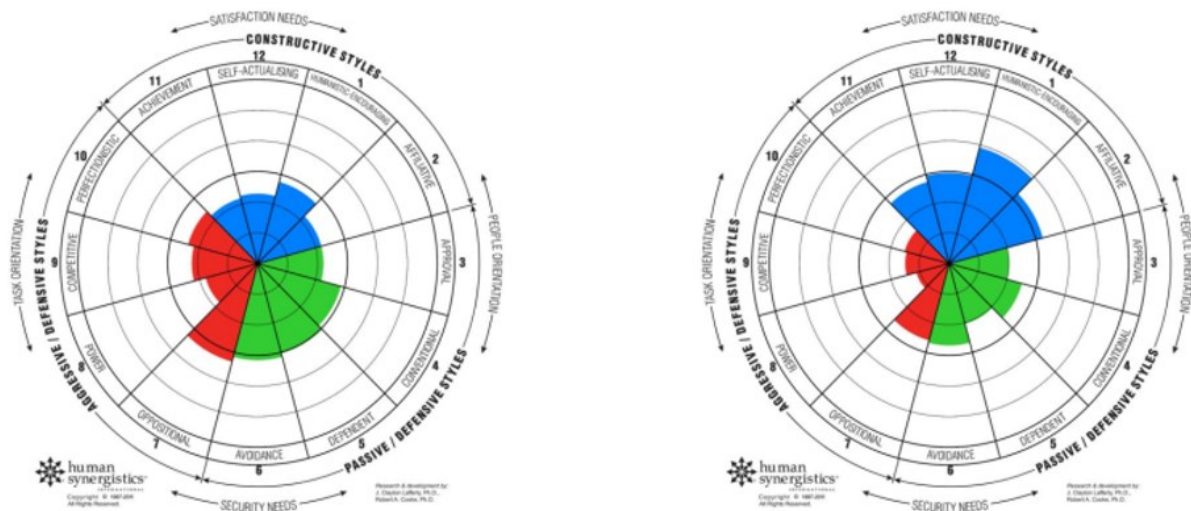
In addition, all council staff were invited to participate in a World Café – Shaping our Future Workshop in February 2022, in which 121 staff members attended and were to discuss and develop action plan items for implementation relating to the three below questions:

1. What can we do to ensure we stick to our values?
2. How can we better recognise staff effort and contribution?
3. How can we show we're committed to our community?

The results of both the surveys and staff workshop have also indicated a number of areas where further work can occur in order to continually improve on the work environment, including internal communication, performance management and reward and recognition.

As we continue to review and evaluate our performance, these areas will become a focus for continuous improvement in our journey to ensure we maintain high standards and remain an employer of choice.

## Employee Organisational Cultural Survey Comparison Results



2019 Actual Culture n=103 (left) vs 2022 Actual Culture n=96 (right)

### Summary

Overall, our workforce is not only diverse, it is also balanced and robust, ensuring that Council continues to position itself to adapt and respond to the future environment and deliver on the activities and commitments contained in the Delivery Program.

Council's workforce demographics and indicators provide a positive picture of the organisation and place us in a strong position with regard to the current workforce and environment. In particular, it is clear that there is a high level of employee engagement and positive organisational culture.

Additionally, a strong skill base is evident – both professionally and operationally, along with a focus on developing and supporting our workforce in their current and future careers.

All of this provides Council with a strong platform to build on and continue to grow and enhance our city, whilst at the same time being positioned to adapt to the ever-changing nature of the local government sector.

Whilst the current workforce situation is very positive as evidenced by our workforce demographics and employee culture survey results, workforce challenges continue to exist.

These factors have influenced the initiatives and actions identified in this strategy, with the aim of ensuring that we continue to further enhance the organisation and value add for the benefit of our employees and community.



## ORGANISATIONAL CHALLENGES AND STRATEGIES

Council has a key role to play in ensuring that our city continues to grow and prosper through delivering on our community's objectives and being sustainable in all aspects – environmental, financial, social and good governance.

Considering both the internal and external influencers, along with our key workforce indicators, Council has identified a number of future challenges from a workforce perspective, including:

- Ongoing reform of the local government sector
- Ongoing legislative change and increases in compliance requirements across a variety of functions
- Maintaining our position as a regional leader and supporting our colleagues within the sector
- Increased digitisation of our business through the enhanced use of emerging technology
- Changing the perception of local government as an employer particularly for Gen Y
- The need for strong and effective leadership to drive change and have a positive impact on our organisational culture
- The continuing need to balance employee expectations with opportunities and challenges and providing appropriate levels of employee development and promotional pathways
- Ensuring that our current Employee Benefits Package and associated Reward and Recognition approaches remain contemporary and appropriate
- Ensuring effective engagement with a multigenerational workforce
- Managing the ageing sector of our workforce – with particular regard to the high-risk nature of a number of our functions

- Workforce health and wellbeing against a background of increasing drug, mental health and domestic violence issues.
- Skill shortages within specific occupational areas
- Retaining highly skilled, capable, motivated and engaged employees

In addition to these key challenges, Council's Delivery Program identifies a number of initiatives and strategies that will impact directly on our workforce resourcing, including:

- Commercial Business Growth
- Ongoing Service Reviews
- Continuation of the Council's Grow our Own Talent
- Information Management Strategy
- Struggling Community Services Sector
  - An attractive liveable community requires a range of activity and social support services. There are sizeable gaps within significant basic services (such as childcare) as a result of inappropriate funding models for remote communities and youth directed activities.

All of these considerations inform our approach to workforce management and in particular ensuring we have the right number of employees with the right capabilities to deliver effective operations and services, whilst also ensuring a level of diversity that reflects our community.

Our current workforce demographics and operating environments have guided the identification of the initiatives and actions; and these are aimed at building on our key strengths while also addressing those areas where challenges and opportunities exist.

## WORKFORCE MANAGEMENT STRATEGY – KEY THEMES

Council's workforce is one of the critical drivers in ensuring that we deliver the best possible service to the community and can also position ourselves to meet the challenges of the future.

This will be achieved through a collaborative approach across all areas to ensure a safe, positive and vibrant working environment and a workforce culture that reflects our organisational values.

This Workforce Management Strategy considers both our internal and external environments and takes a holistic and structured approach to ensuring that Council can effectively attract, develop, reward, support, protect and lead our people. In achieving this, Council will have a workforce that is capable, engaged, adaptable and resilient – enabling us to deliver on our identified community and organisational plans.

The strategy focuses on ensuring a people-oriented approach to all aspects of the employee experience at Council.

Specifically, there are a number of themes to our employee experience, and these reflect Council's focus on attracting, developing and retaining quality people, providing a positive, safe and supportive work environment and ensuring an engaging culture through strong and effective leadership.

The model provides an overview of the Council employee experience and the key themes associated with this Workforce Management Strategy.

These themes and the associated actions for achieving our Delivery Program and ultimately Broken Hill 2040 are outlined in more detail on the following pages.



## Attracting our People

We ensure our ongoing organisational capacity through understanding our current and future workforce needs. Effective recruitment and selection strategies are used to attract and secure the best people. Opportunities are provided for people to gain exposure to Council and what it has to offer through specific work placement arrangements.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Workforce Planning - A thorough understanding of our current and future workforce needs	<ul style="list-style-type: none"> <li>Effective workforce planning procedures and tools are available to leaders</li> <li>Workforce demographics are used to guide decision making</li> <li>Ensure that we have the right people in the right jobs at the right time – develop/ recruit/outsource?</li> </ul>	<ul style="list-style-type: none"> <li>Enhance current reporting on workforce demographic data</li> <li>Continue to provide workforce planning support for Council's Service Reviews process</li> <li>Enhance the process for Exit Interviews</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Ongoing</li> <li>June 2023</li> </ul>	<ul style="list-style-type: none"> <li>Workforce data is provided to Groups monthly</li> <li>100% of employees able to participate in Exit Interviews</li> </ul>
Recruitment & Selection – Attract and engage quality people	<ul style="list-style-type: none"> <li>Recruitment actions are values and behaviour based</li> <li>Ensure effective recruitment marketing and promotion</li> <li>Recruitment approaches are fit for purpose and merit based</li> <li>Opportunities are available for career progression</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement values and behaviours component to recruitment process</li> <li>Utilise current technology and media as part of a revised Recruitment Marketing approach</li> <li>Enhance the current On-Line Recruitment system</li> <li>Review Council's Recruitment &amp; Selection Procedures</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>&lt;10% positions readvertised</li> <li>Procedures Reviewed</li> </ul>
Placements – Provide volunteer and work experience opportunities for people to experience what Council has to offer	<ul style="list-style-type: none"> <li>Opportunities for work placement are provided across Council</li> <li>Support is provided to individuals to ensure their experience is both valuable and enjoyable</li> <li>Placements occur in line with agreed Council approaches</li> <li>Partnerships developed with educational institutions to facilitate placement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Create Volunteering Framework and Guidelines for implementation</li> <li>Review Council's Work Experience Process and Procedures</li> <li>Continued support of CUC and Local Tertiary Scholarship Programs</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>All Teams support requests for work placements</li> </ul>

## Developing our People

Council has the right mix of capable people to ensure excellent service delivery. Targeted and sustainable development of individuals both within their role and for career progression is essential to our success. Opportunities for employment and development in entry level roles, along with a positive and informative introduction to Council, are critical to ensuring a positive experience for new employees.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Trainees & Apprentices - Recognise the value of entry level development positions in all areas	<ul style="list-style-type: none"> <li>• Opportunities exist for trainees/ apprentices and graduates across Council</li> <li>• Council's "Grow our Own Talent" provides an effective development platform</li> <li>• Productive and supportive relationships between leaders and trainees/ apprentices/graduates</li> <li>• Promote the value of Council's "Grow our Own Talent"</li> </ul>	<ul style="list-style-type: none"> <li>• Create and Implement the Grow our Own Talent procedures</li> <li>• Continue to find opportunities for School based Trainees</li> <li>• Promote Council's "Grow our Own Talent" among broader industry network groups</li> </ul>	<ul style="list-style-type: none"> <li>• June 2023</li> <li>• Annually</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• 10% of our workforce in Grow our Own program</li> <li>• 2 Network meetings held each year</li> </ul>
Employee Orientation – our people are embraced in an open and welcoming manner	<ul style="list-style-type: none"> <li>• A strong first impression of Council for new employees</li> <li>• Provide a planned all of organisation approach to employee orientation</li> <li>• New employees understand and model Council's values and behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the Leadership Program</li> <li>• Improve the Orientation Program for all employees</li> <li>• Enhance the On-Line Orientation system</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• June 2023</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Revised Orientation program in place</li> <li>• Positive feedback received from new employees</li> </ul>

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Talent Management - Key roles have succession plans in place	<ul style="list-style-type: none"> <li>Critical roles are identified in each team</li> <li>Potential successors are identified, confirmed and provided with tailored development opportunities</li> <li>High potential employees are supported and encouraged to grow and develop</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Talent Management framework to facilitate employee development approaches tailored to individual employee requirements</li> <li>Provide support to leaders for ongoing succession management</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Framework implemented</li> </ul>
Learning & Development - Employee development opportunities are provided to all employees	<ul style="list-style-type: none"> <li>Development Plans align to Council's agreed framework</li> <li>Employees have the capabilities required to perform their role</li> <li>Career development is encouraged and supported where suitability exists</li> <li>Maintain up to date compliance related training programs</li> </ul>	<ul style="list-style-type: none"> <li>Review the current Learning and Development Framework</li> <li>Deliver the annual Council Corporate Training Plan</li> <li>Deliver the annual Compliance Training Program</li> <li>Create and Implement Career Enhancement Procedure</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>June each year</li> <li>May each year</li> <li>June 2023</li> </ul>	<ul style="list-style-type: none"> <li>Framework reviewed</li> <li>100% of available programs delivered</li> <li>All employees have access to Career Enhancement support</li> <li>All employees have access to Career Enhancement support</li> </ul>



## Rewarding our People

Regular communication between our leaders and their people will focus on performance, development and future opportunities. Council's contemporary approach to rewards and overall benefits allows us to attract and retain high quality people. Employees are rewarded having regard to the nature of their role, overall performance, loyal service, but more importantly their level of commitment and alignment with our values.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Reviews - Regular Reviews recognise employee's capabilities and performance	<ul style="list-style-type: none"> <li>Annual skill assessments confirm employee skills and competencies</li> <li>Annual Performance reviews identify key achievements and commitment to Council</li> <li>Effective and meaningful salary progression</li> <li>Employees and leaders are actively involved in reviews</li> </ul>	<ul style="list-style-type: none"> <li>Continue to utilise technology to facilitate employee reviews</li> <li>Further develop the capacity of our leaders to have effective review/development conversations</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>100% of employee reviews completed</li> <li>All leaders receive training</li> </ul>
Fixed Pay - Salary levels reflect role parameters and the broader market	<ul style="list-style-type: none"> <li>The evaluation of positions reflects a contemporary approach and market rates</li> <li>Pay rates are regularly reviewed against industry benchmarks</li> <li>Attraction &amp; Retention incentives are applied where required</li> </ul>	<ul style="list-style-type: none"> <li>Investigate alternative job evaluation systems</li> <li>Ongoing participation in industry surveys regarding remuneration and employment conditions</li> <li>Regular reviews of skill sets to ensure they reflect the role and skills required</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Annually</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Evaluations undertaken for all new/changed roles</li> <li>2 benchmarking surveys completed annually</li> <li>All skill sets current</li> </ul>
Performance Incentives – Council's best performers are identified and rewarded	<ul style="list-style-type: none"> <li>Incentives are provided to our best employees</li> <li>Incentives are closely linked to our corporate goals and desired behaviours</li> <li>Incentives are meaningful and motivate and reward high performance</li> <li>The reasons for incentives are communicated by our leaders</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing support for our leaders in the effective implementation of the Performance Incentive process</li> <li>Enhance employee awareness of the Performance Incentive program</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>June 2023</li> </ul>	<ul style="list-style-type: none"> <li>Performance incentives awarded in all Directorates annually</li> </ul>

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Recognition Scheme - Commitment, loyalty and values are recognised and rewarded	<ul style="list-style-type: none"> <li>Demonstration of values are recognised through on the spot rewards</li> <li>Employees are recognised for sustained engagement and service through recognition of service milestones</li> <li>The reasons for recognition awards are communicated by our leaders</li> </ul>	<ul style="list-style-type: none"> <li>Review loyalty recognition program</li> <li>Support leaders in the application of the On the Spot recognition program</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>100% of employees reaching milestones are recognised</li> <li>On the spot rewards provided in all teams</li> </ul>

## Supporting our People

We have a commitment to open, transparent and productive working relationships and arrangements based on Council's Values. Two-way communication, delivering on agreed commitments, valuing all contributions and recognising individual differences is critical to a work environment that is positive and free from harm.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Work/Life Balance - Council supports varied work arrangements where there are mutual benefits	<ul style="list-style-type: none"> <li>Ensure flexible work approaches are fit for purpose, merit based and align with business requirements</li> <li>Leave and other arrangements provide work/life balance for employees</li> <li>Leaders support flexible work arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Review Council's Leave Policy and Procedure to encompass all leave aspects</li> <li>Review the Flexible Work Arrangements Procedure</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>100% of work/life balance options supported</li> </ul>
EEO & Diversity - A diverse workforce within an environment free of discrimination, harassment and bullying	<ul style="list-style-type: none"> <li>Diversity is recognised and valued by all employees</li> <li>EEO principles are embedded in our policies and workplace practices</li> <li>Specific employment strategies/ opportunities are encouraged and supported</li> <li>A workforce that reflects the diversity of our community</li> </ul>	<ul style="list-style-type: none"> <li>Review Council's EEO &amp; Diversity and Bullying &amp; Harassment Procedures</li> <li>Develop an EEO/Diversity Framework that reflects a Zero Harm approach</li> <li>Continued support for the First Nations Employment targets within Council's Reconciliation Action Plan 2022</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>No reported issues of discrimination, harassment or bullying</li> </ul>

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Welfare - Professional and independent support is available for employees	<ul style="list-style-type: none"> <li>Council's Employee Assistance Program is available at all times for staff</li> <li>A range of support/assistance arrangements are available for workplace and personal issues</li> <li>Issues are identified and addressed promptly</li> </ul>	<ul style="list-style-type: none"> <li>Review Council's Employee Support Framework</li> <li>Review the scope of Council's Employee Assistance Program</li> <li>Ongoing liaison and reporting with the EAP Counsellor regarding workplace issues and the work environment</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>EAP service available to all employees</li> </ul>
Workplace Relations - A consistent, productive and positive work environment	<ul style="list-style-type: none"> <li>Open and productive working relationships exist</li> <li>All employees accept personal responsibility and accountability</li> <li>Effective Industrial Relations frameworks are in place</li> <li>Leaders address poor performance, behaviour and standards promptly and strongly</li> <li>Workplace issues are dealt with in an appropriate and timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Implement relevant updates from Consent Award negotiations</li> <li>Reinforce Council's behaviour standards through the Values</li> <li>Review Disciplinary and Grievance Procedures</li> <li>Review the Performance Management Procedure</li> <li>Support our leaders and employees to ensure that inappropriate conduct/ performance is addressed</li> </ul>	<ul style="list-style-type: none"> <li>December 2022</li> <li>Ongoing</li> <li>December 2022</li> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>All Award obligations are met</li> <li>100% employee performance issues resolved</li> <li>Employee surveys indicate a positive work environment</li> </ul>

## Protecting our People

The safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that we deliver on this responsibility. Proactive employee wellness supported by holistic risk management approaches that aim to prevent adverse outcomes for our people are critical elements of maintaining a positive work environment with a focus on risk mitigation and health and safety.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Health & Wellbeing - A fit and healthy workforce	<ul style="list-style-type: none"> <li>Employees are encouraged to take responsibility for their health and wellbeing</li> <li>Contemporary practices support and promote workplace wellness and employee health and wellbeing</li> <li>Zero Harm is the driving principle for workplace wellness and safety at Council</li> <li>Initiatives are supported that improve overall fitness and lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>Review Council's Workplace Wellness Framework.</li> <li>Develop an annual calendar of events for the Health &amp; Well Being program</li> <li>Engage the WHS committee to expand Health &amp; Well Being program delivery</li> <li>Establish a Zero Harm culture for all aspects of the workplace</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Annually - March/April</li> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Framework developed</li> <li>Minimum 2 events delivered annually</li> <li>Attendance at events grows by 10% annually</li> <li>Zero Harm campaign in place</li> </ul>
Risk Management - Risk Management is an embedded business practice	<ul style="list-style-type: none"> <li>Risk Management is a key component of all Council's activities</li> <li>Council's Enterprise Risk Management system is contemporary, robust and complete.</li> <li>Risk identification, assessment and control occurs in a consistent manner across Council.</li> <li>Effective insurances are in place to protect Council and our people</li> </ul>	<ul style="list-style-type: none"> <li>Review and implement risk management policy, procedures and tools</li> <li>Review procedures for the management of public liability issues</li> <li>Undertake corporate risk management planning</li> <li>Improve incident reporting system functionality</li> <li>Training provided for all employees in risk management</li> <li>Insurances reviewed and renewed as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>June 2023</li> <li>Annually – June</li> <li>Ongoing</li> <li>As per Corporate Training Plan</li> <li>Annually – May</li> </ul>	<ul style="list-style-type: none"> <li>Procedures and tools developed</li> <li>Corporate Risk Plan endorsed</li> <li>Training delivered to 100% of employees</li> <li>Insurance Renewal completed</li> </ul>

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Safe Work Environment - A workplace that is safe and healthy	<ul style="list-style-type: none"> <li>Council's Safety Management System is contemporary, robust and complete</li> <li>Employees are empowered to report and address WHS issues</li> <li>Incidents and hazards are investigated, and corrective actions implemented</li> </ul>	<ul style="list-style-type: none"> <li>Review and implement WHS policy and procedures.</li> <li>Develop KPIs (lead and lag), measurement and reporting tools for WHS issues</li> <li>Training for all employees in WHS and Hazard/ Incident reporting</li> <li>Review and implement Incident (and Hazard) investigation procedures</li> <li>Report to organisation status of incident and hazard close out rates</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Annually</li> <li>As per Training Plan</li> <li>June 2023</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Procedures developed</li> <li>Training delivered</li> <li>Regular reports on agreed KPIs provided</li> </ul>
Emergency Preparedness – Council is resilient and agile and able to deal effectively with disruption	<ul style="list-style-type: none"> <li>Effective emergency management approaches exist for all Council's facilities</li> <li>Effective business continuity approaches exist for all Council's operations</li> </ul>	<ul style="list-style-type: none"> <li>Review and implement Emergency Preparedness Policy and procedures.</li> <li>Review, emergency plans for all facilities</li> <li>Review of Business Continuity Procedures and plans across Council</li> <li>Conduct Business Continuity Plan exercise</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> <li>Biannually (2023)</li> <li>December 2022</li> <li>Biannually (2022, 2024)</li> </ul>	<ul style="list-style-type: none"> <li>Procedures developed</li> <li>All emergency plans current</li> <li>Procedures and BCPs in place</li> <li>Exercises completed</li> </ul>
Injury Management - Injured employees are effectively returned to the workplace	<ul style="list-style-type: none"> <li>Pro-active systems exist to support injured employees</li> <li>Employees and leaders take responsibility for injury management and RTW</li> <li>Injury management approaches are contemporary and successful</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the current proactive approach to injury management</li> <li>Review Council's Personal Injury Management procedures</li> <li>Review and update Return to Work program</li> <li>Maintain effective working relationships with external injury management stakeholders</li> <li>Continue with regular medical and claims reviews</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>June 2023</li> <li>Biannually (2022, 2024)</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Procedures reviewed</li> <li>RTW program reviewed</li> <li>Quarterly Reviews conducted</li> </ul>

## Leading our People

Our leaders demonstrate the organisations values and principles and reinforce our desired culture. Strong leadership, the desire and capability for continuous improvement and driving change are critical to ensuring a high performing and sustainable organisation. Council's leaders continue to move the organisation forward in a positive direction.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Strong Leadership – Effective and committed leaders at all levels	<ul style="list-style-type: none"> <li>Leaders demonstrate our identified leadership culture</li> <li>Leaders create a sense of direction and empower their people</li> <li>Effective leadership development programs and opportunities</li> <li>Leaders demonstrate a strong commitment to their own personal development</li> <li>Emerging leaders are supported and encouraged</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the Leadership Development Program</li> <li>All Leaders have an endorsed Leadership Development Plan</li> <li>Facilitation of the HR Forum for all leaders</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Annually</li> <li>September 2022 and biennially</li> </ul>	<ul style="list-style-type: none"> <li>100% of leaders have a Leadership Development Plan</li> <li>HR Forum delivered with 100% leader attendance</li> </ul>
Organisational Culture - A positive, vibrant and responsive organisation	<ul style="list-style-type: none"> <li>Mutual trust and respect are demonstrated by all employees</li> <li>Our Values are the basis on which employees conduct themselves</li> <li>Continuous improvement and innovation underpin our business approach</li> <li>Employees are committed to Council and delivering for the community</li> </ul>	<ul style="list-style-type: none"> <li>All people management approaches are aligned to our Vision and Values</li> <li>Values included in all position descriptions</li> <li>Zero Harm approach applied to all aspects of the work environment</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>100% of position descriptions reflect the Vision and Values</li> </ul>

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Engagement - A workforce that is engaged and empowered	<ul style="list-style-type: none"> <li>Two-way communication and feedback occur with all employees</li> <li>Consultation and inclusive decision making always</li> <li>Cross organisational working relationships and opportunities are fostered</li> </ul>	<ul style="list-style-type: none"> <li>Implement the 2022 Shaping Our Future Employee Action Plan</li> <li>Continue to promote whole of Council employee planning workshops</li> <li>Develop and implement an Employee Engagement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>December 2022</li> <li>Ongoing</li> <li>June 2022</li> </ul>	<ul style="list-style-type: none"> <li>100% of agreed actions completed</li> <li>Increase in employee attendance rate</li> <li>Employee surveys show high levels of satisfaction and commitment</li> </ul>
Strong Governance – sound processes and ethical decision making	<ul style="list-style-type: none"> <li>High standards of conduct by Council officials</li> <li>Decision and actions are equitable, accountable and transparent</li> <li>Participative, collaborative and responsive approaches</li> <li>Legislative and compliance obligations are met</li> </ul>	<ul style="list-style-type: none"> <li>Review Council's Governance Framework</li> <li>Code of Conduct training delivered to all employees and councillors</li> <li>Implement relevant updates to the Local Government Act</li> <li>Review Public Interest Disclosure Procedures</li> <li>Review the Privacy Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Biannually 2022, 2024</li> <li>Annually</li> <li>As required</li> <li>As required</li> <li>June 2023</li> </ul>	<ul style="list-style-type: none"> <li>No Code of Conduct complaints received</li> <li>100% legislative compliance achieved with plans and policies</li> </ul>



## REFERENCES AND RESOURCES

- Integrated Planning and Reporting Guidelines for Local Government in NSW – 2021
- *Local Government Act 1993*
- Local Government (General) Regulation 2005
- Local Government Workforce Strategy 2016-2020
- Broken Hill City Council Consent Award
- Broken Hill 2040 Community Strategic Plan
- Broken Hill City Council Delivery Program 2022-2026
- Annual Report 2020/2021
- Community Relations Commission and Principles of Multiculturalism Act 2000
- Anti-Discrimination Act 1977
- Workplace Health & Safety Act NSW 2011
- Workplace Health and Safety Regulation 2017
- Regional Development Australia Far West NSW – Workforce Development Study 2019
- Far West Regional Economic Development Strategy 2018-2022
- Far West Regional Plan 2036
- Census Profile ID. Australian Bureau of Statistics (ABS) 2016
- Census Profile Id. Australian Bureau of Statistics (ABS) 2022
- National Economics (NIEIR) 2022
- National Skills Commission: <http://www.nationalskillscommission.gov.au/our-work/skills-priority-list>
- Australian Local Government Association (ALGA): <http://alga.asn.au/no-let-up-in-local-government-skills-shortage-report>
- Australian Local Government Association (ALGA): <http://alga.asn.au/local-governemnt-workforce-and-future-skills-report-australia/>



[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)