



**WORKFORCE
MANAGEMENT STRATEGY
2025/26 – 2028/29**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL

KEY THEME	4. Our Leadership		
OJECTIVE	4.1 Openness and transparency in decision making		
STRATEGY	4.1.5 Support the organization to operate within its legal framework		
FUNCTION	Human Resources		
EDRMS REFERENCE	22/64	FILE REFERENCE	D25/16972
RESPONSIBLE POSITION	Executive Manager People & Culture		
APPROVED BY	General Manager		
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XX June 2025	Adopted		
NOTES	Front Cover Image: Parks and Open Space Staff Members working at the Sturt Park. Copies of all plans and reports mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au Document content and images prepared by Council.		
ASSOCIATED DOCUMENTS	Community Strategic Plan – Your Broken Hill 2040 Long Term Financial Plan – 2025-2034 Delivery Program 2022-2026 incorporating Operational Plan 2024/2025 Annual Report 2023/2024		

Acknowledgement of Country

Broken Hill City Council acknowledges the traditional owners of the land upon which we meet today, the land of the Wilyakali people and pay our respects to their elders; past, present and emerging.

Message from the GM

1. 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 operate using 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 eight 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



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1. INTRODUCTION

The purpose of this Workforce Management Strategy (WMS) is to provide a platform to identify, consider and respond to any workforce significant issues and risks facing the organisation now and into the future. The implementation of this WMS will deliver a safe, skilled and engaged workforce that provides valuable service to the Broken Hill City Council (Council) community in alignment with our Community and Council's vision.

Council employs over 190 people across a wide range of disciplines and recognize that our employees are more than just the service providers to our community, they are a valued and essential part of our community. This strategy aims to provide a roadmap to meet the current and future workforce needs and requirements for Council, so that we may continue to serve our community to the best of our ability.

1.1. WHY DO WE NEED A WORKFORCE MANAGEMENT STRATEGY?

Our Strategy details how we intend to build and support our people, culture and skills at Council over the next four years. It identifies what we will do to keep a capable, high performing, customer focused and fit for purpose workforce that provide services which deliver the best possible value for residents and ratepayers.

Put simply, our Workforce Management Strategy describes the actions that we will take to ensure we have the right people, culture and skills to deliver Council's Delivery Program and the objectives of the Community Strategic Plan.

Developing our Strategy

The key elements to developing the strategy involved analysis of internal and external environments, workforce profiling and analysis, internal engagement, forecasting and the development of strategic actions and responses.

Consultation with our internal departments through workforce planning and with all staff through our Organisational survey and our "Shaping Our Future" planning days has provided recommendations and information about specific people issues and priorities which have informed the development of this Workforce Management Strategy.

Key stakeholders across our organisation are also consulted including our Consultative Committee. Externally, the Workforce Management Strategy is informed by trends emerging in the state and national economy, changes in legislation and industry developments.



Our Vision and Values

Our organisational vision and values underpin our culture and drive our performance:

- **Our Vision**

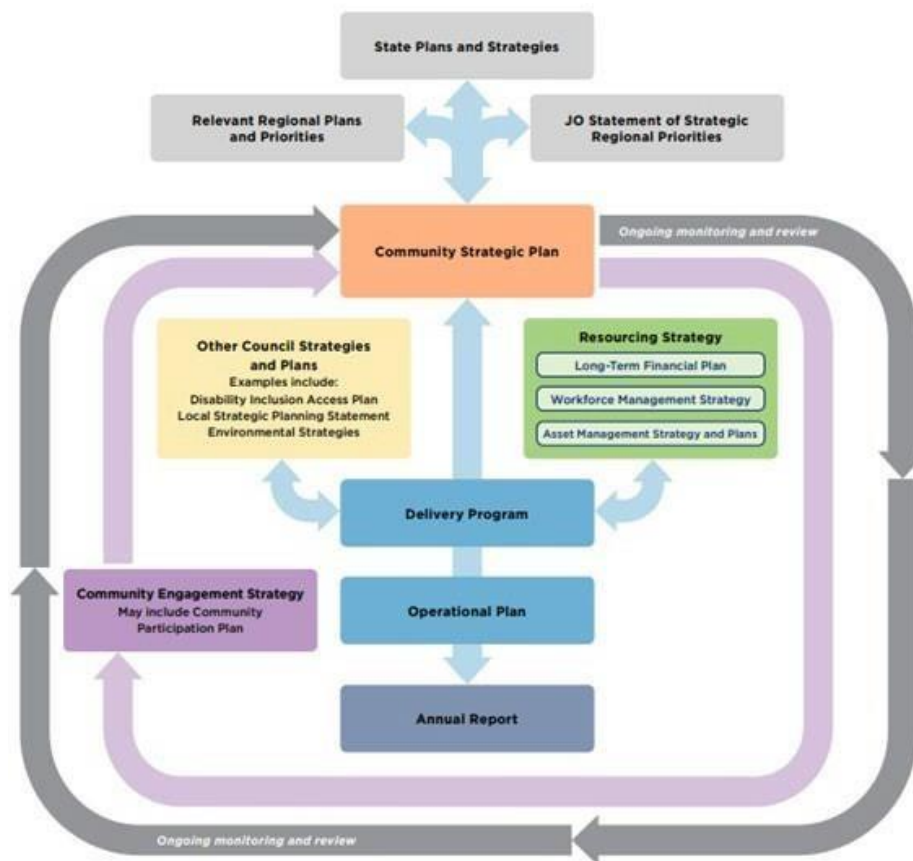
Council – Pound for Pound – To be the most efficient and effective Council in NSW.

- **Our Values**

BHCC COUNCIL VALUES	
Accountability	
Pride	
Perseverance	
Courage and Honesty	
Teamwork	

2. WHERE DOES THIS STRATEGY FIT?

This Workforce Management Strategy (WMS) is part of Council's broader Integrated Planning and Reporting framework and is directly linked to the Delivery Program and Operational Plan. It is a critical pillar to the future development of our service delivery capability and ongoing commitment to developing skills and work capabilities.



We aim to measure the success and implementation of this WMS through regular data collection, review, analysis and where required, adjustment of approach. This WMS intends to be agile and flexible so that we may adapt and modify our approach to meet the changing needs and circumstances of our workforce and the community we serve.

2.1. ALIGNMENT TO THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

The formation of this plan has considered the following components recommended by the NSW Office of Local Government (OLG), whereby this plan will reflect the following eight issues:

- an ageing workforce
- succession planning
- how to provide opportunities to create and retain positions for local young people
- incentives and other programs that will support the council to be an employer of choice
- learning and development
- performance management
- recruitment strategies to fill skills gaps
- workforce diversity

3. OUTCOMES AND OBJECTIVES

The Workforce Management Strategy provides a set of strategies for developing our workforce over the next four years to deliver services to our community efficiently, effectively and safely.

The objectives of our Workforce Management Strategy are:

Our workforce is skilled, outcome focused and delivers valuable services to our community.

Council has an attractive employer brand, clearly and consistently communicating the council's vision, values, and employee value proposition.



Art Gallery Staff

To deliver on our objectives we need a workforce that is supported with:

1. ATTRACTION AND RETENTION

Increasing need to structure competitive employee benefits to attract and retain talented and skilled workers with the right technical, specialist and leadership skills. This has included an ongoing focus on options for increasing flexibility.

2. AGEING WORKFORCE

With a significant segment of our workforce approaching retirement age, we must support their safety and wellbeing particularly if undertaking physically demanding roles. Retention of these valued staff can be encouraged through providing flexible options for a gradual transition to retirement.

It is also important that we undertake succession planning and manage knowledge transfer.

3. EMPLOYMENT EQUITY AND DIVERSITY

Council recognises the value of diversity within its workforce and we continue to focus on encouraging diversity and inclusion through the organisation. Our workforce should reflect the diversity of our community, as this will improve service delivery.

4. LEARNING AND DEVELOPMENT

We will continue to ensure Council is prepared for changing business requirements and challenges. Our focus remains on building our leadership capability, operational skills, offering development opportunities and driving a high performance, values-based culture. Ensuring statutory training is completed for field staff is also a key priority.

5. ORGANISATION CULTURE

We will continue to foster a creative, accessible, respectful, energetic and safe culture which motivates and inspires our employees to deliver excellent community outcomes and services which is monitored via surveys.

6. WORKPLACE HEALTH AND SAFETY (WHS)

Safety remains a significant priority for our organisation. We want our workforce to arrive at work safely and go home safely. We aim to deliver the highest level of safety for the public entering our worksites and for our employees, contractors, and volunteers. The proactive identification and management of psychosocial hazards is also a key priority for Council as a part of our overall wellbeing strategy and Work Health and Safety action plan.



4. EXTERNAL ENVIRONMENT/INFLUENCES

A review has been completed to determine what is occurring in the external labour market that will affect Council's ability to attract, motivate and retain the workforce it needs to succeed. It also identified what is occurring in the general external environment that will impact on the way Council operates in the short and longer-term.

Workforce Competition

A number of major mining and green energy projects are expected to come online in the near future including, but not limited to: Hydrostor (700 jobs during construction, 35 ongoing jobs), Hawsons Iron Ore Project (1200 jobs during construction, 500 ongoing jobs), Cobalt Blue (up to 400 jobs), Lodestone Mine and an expansion of Mining operations at the Pinnacles site. The advent of these project will significantly increase competition in the workforce, particularly for skilled tradespeople. It will also exacerbate other identified factors such as education, childcare, housing, and demand on the local health system.

Housing

A review of housing in Broken Hill showed that around 500 new dwellings will be needed in the coming years to keep up with demand as the above-listed projects come online. Many people are reluctant to sell empty land or houses or those wishing to renovate older premises are reporting a lack of tradesmen to complete renovation work. A lack of suitable housing combined with an expensive rental market due to lack of rental properties could prove to be a barrier to prospective employees relocating to the city and/or remaining in the city long-term.

Health

The City's current hospital was built under the premise that the city's population would shrink to around 14,000. This has not eventuated and the facility is arguably now too small to meet the city's needs. In addition, the city is struggling to attract GPs to provide adequate care for the population. An ailing health system could be a deterrent for prospective employees to relocate to the city.

Education

Both of Broken Hill's high schools are currently operating from the Broken Hill High School facility after a mould outbreak forced the closure of Willyama High School. Should this situation persist, prospective employees with school-age children may not wish to relocate to Broken Hill. Local families have also raised concerns regarding the proposed new Willyama High School's small size and its and lack of facilities.

Childcare

The city is currently facing a significant childcare shortage, with a shortfall of approximately 200 places most recently reported. Childcare expansion is currently being hindered by a lack of staff and a lack of available land. A continued dearth of childcare positions could prevent prospective employees with families from relocating to Broken Hill for work at Council.

Youth Population

Broken Hill has a median age of 44, which is five years higher than the state average and six higher than the national average. However, the median age is expected to decrease in the years ahead, leaving Council with a slightly larger working age pool from which to draw prospective candidates.

General Statistics

Current population as of 2023: 17,624

Projected population 2041: 17,773*

Total workforce as of 2023: 7,331 (FT and PT)

Unemployment as of 2025: 3.6%

Aboriginal and TSI population as of 2021:
10%

*** This population projection has been produced by Planning NSW, however it appears unlikely that the provision for local population growth due to major projects has been factored into this figure. Should the projects listed above come online the population could conceivably increase to approximately 20,000.**

5. INTERNAL ENVIRONMENT/INFLUENCES

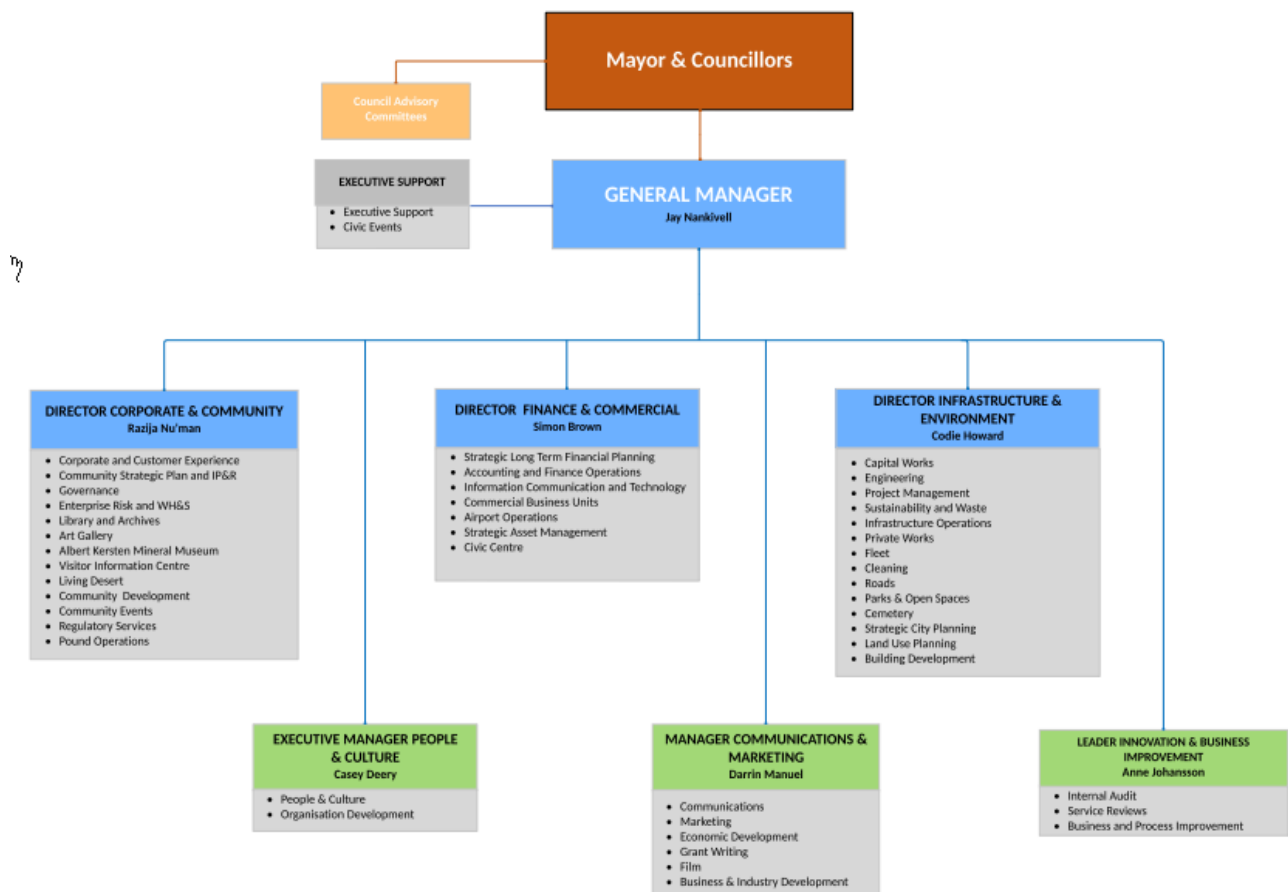
5.1. OUR SERVICE MODEL

Our service model (as shown below) has been designed to ensure we are a contemporary organisation that is future focused and well-positioned to deliver on our shared Council and community vision.

We are a community-focused organisation, putting the people, place and progress of Broken Hill at the front and centre of how we are organized, manage ourselves, prioritise our activities and programs, execute our responsibilities and work together as a team.

The General Manager (GM) is responsible for organisation and community strategy, city and regional advocacy, leadership, culture and performance. The GM also ensures the efficient and effective operations of the Executive Leadership Team and is the interface between the organisation and the elected Council.

Our service model is supported by 14 Senior Leaders (SLT), with each reporting to their relevant Executive Leader.



Organisational Structure

6. DIRECTORATE SUMMARIES

6.1. 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.

6.2. 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 Sanctuary, Library, Broken Hill City Art Gallery and Albert Kersten Mining & Mineral Museum.

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



6.3. 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 local media, community engagement sessions, Council's website, and various social media channels.

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

The group also plays a role in economic development, overseeing strategic marketing, monitoring trend data and facilitating filming for TV and movies in Broken Hill and greater Far West region.

6.4. INFRASTRUCTURE AND ENVIRONMENT

The Planning and Development Group is responsible for guiding the sustainable growth of Broken Hill through effective land use planning and development assessment. Comprising Planning and Building Compliance personnel, the group ensures development aligns with the Local Environmental Plan (LEP), Development Control Plan (DCP) and other statutory frameworks, while balancing economic growth with community and environmental considerations.

Whether directly or indirectly, the work of Council's Assets, Infrastructure and Capital Project teams 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 Facility, Airport and Cemetery are also key aspects of the Group.

6.5. FINANCE AND COMMERCIAL

The Finance and Commercial Group supports Council's strategic goals through sound financial management, efficient IT systems and strategic asset management to ensure sustainable service delivery. Key facilities include the Broken Hill Civic Centre, a versatile venue for various events and the Broken Hill Regional Airport, a vital transport hub for government services and regional connectivity. Success relies on attracting and retaining skilled staff to maintain high standards across all operations.



6.6. INNOVATION AND BUSINESS IMPROVEMENT

This function provides a contemporary and integrated approach to assist Managers and the broader organization to foster a high performing business, providing high level advice and solutions across a broad range of system improvement activities that support efficient and effective service delivery.









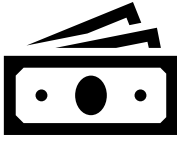





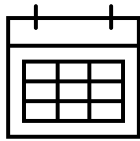
6.7. PEOPLE AND CULTURE

Attracting, retaining, and developing top talent is at the core of the People and Culture function. This department oversees talent acquisition strategies and employee development programs. Additionally, they ensure a rewarding work environment to foster high retention rates.

The team also oversees organisational development (OD) of Council through a planned systematic process of changing strategies, procedures and workplace culture to improve performance, effectiveness and growth.



7. OUR WORKFORCE SNAPSHOT

				
191 Employees	53% Male	47% Female	66% Senior Leaders are Female	45 Years Median Age of Staff
				
133 Permanent Full Time Staff	164 Actual Full time Equivalent Staff	44% Staff Tenure > 6 years	45% of Total Budget in Staff Costs	22 years Median length of tenure
				
12.0% Annual Staff Turnover	42% Roles filled internally	9 Years Average Service by Leavers	100% Staff Live Within BHCC LGA	93 Average Days to Recruit

Note: Statistics are quoted as at March 2025 unless indicated.

8. OUR WORKFORCE

We employ over 191 employees to deliver 39 different services structured under three (3) Directorates which report to the General Manager:

- Corporate and Community
- Finance and Commercial
- Infrastructure and Environment

Whilst we have a headcount of 191 workers, many of our staff are employed in a part time or casual capacity.

For this reason, we also report the number of Actual.

Full-Time Equivalent (FTE) staff, which captures the size of the workforce and is the basis for our annual budget for Employee Costs. The Actual FTE was 164 as at March 2025.



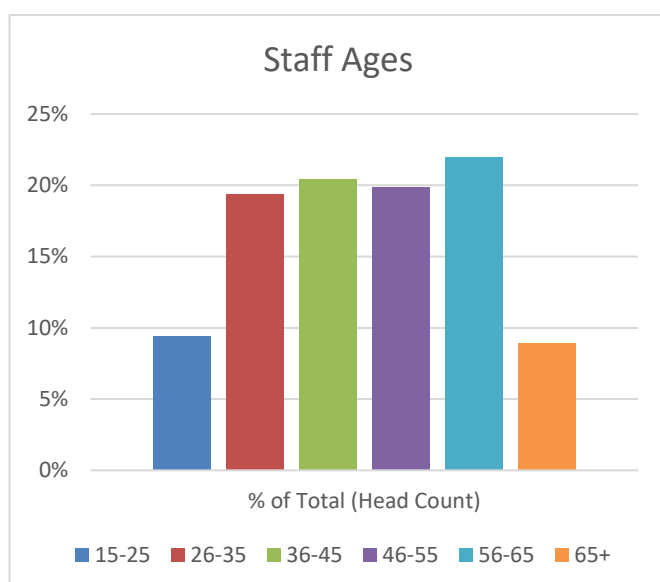
8.1. WORKFORCE DEMOGRAPHICS

Our workforce demographics describe the personal characteristics of our staff. For this reason, they are reported by headcount (ie everyone employed in our workforce), rather than by Actual FTE unless indicated.

8.2. WORKFORCE AGE

The age of Council employees ranges from 18 to 77 years, with the youngest Council employees being more likely to be employed on a casual or temporary basis. The average age of Council's workforce is 45 years as at March 2025.

Age (Headcount)



Average Age

- Casual – 39
- Permanent Full-time (PFT) – 48
- Permanent Part-time (PPT) – 46
- Temporary Full-time (TFT) – 34
- Temporary Part-time (TPT) – 59

Age (years)	# of Staff (Headcount)	% of Total (Head Count)
15-25	18	9%
26-35	37	19%
36-45	39	20%
46-55	38	20%
56-65	42	22%
65+	17	9%
	191	

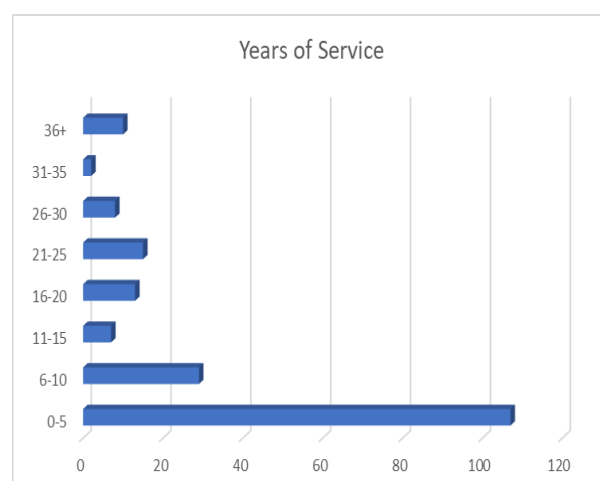
As at March 2024

8.3. WORKFORCE TENURE

Length of service is directly correlated with staff turnover at Council. Employees aged between 56 and 77 make up 31% of workforce with an average 18 years of service, while those aged between 36 and 55 years are 40% of staff and had an average of 8 years of service. Those aged under 35 are 28% of staff and averaged three (3) years of service.

Percentage number of staff tenure >6 years + 44%

Length of Service (Years)

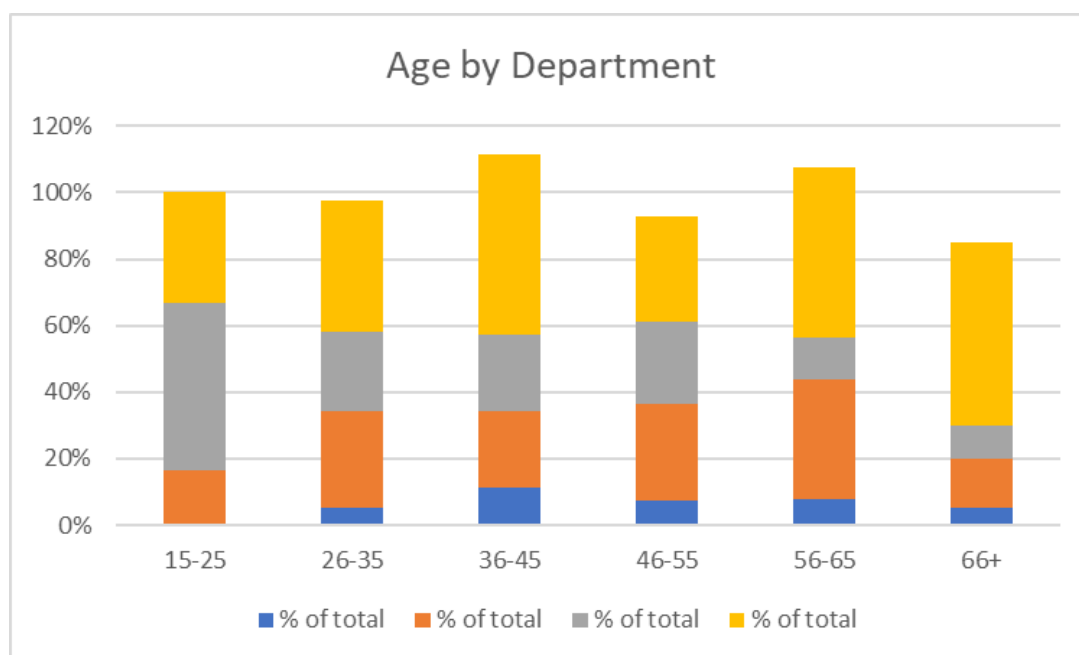


8.4. AGING WORKFORCE

Changing social and economic factors continue to shape our workforce. Current financial climate and rising cost of living can have impacts on retirement decisions. We are experiencing a trend in retention of staff particularly in operational positions with significant manual labour involved.

Safety and wellbeing issues need to be accommodated through job design and other strategies including phased retirement, our health and wellbeing program, financial advice program and a strong workplace health and safety culture.

Age (Headcount) by Division



	General Manager		Corporate and Community		Finance and Commercial		Infrastructure and Environment		
Age	Staff	% of total	Staff	% of total	Staff	% of total	Staff	% of total	Total
15-25	0	0%	3	17%	9	50%	6	33%	18
26-35	2	5%	11	29%	9	24%	15	39%	38
36-45	4	11%	8	23%	8	23%	19	54%	35
46-55	3	7%	12	29%	10	24%	13	32%	41
56-65	3	8%	14	36%	5	13%	20	51%	39
66+	1	5%	3	15%	2	10%	11	55%	20
	13		51		43		84		191

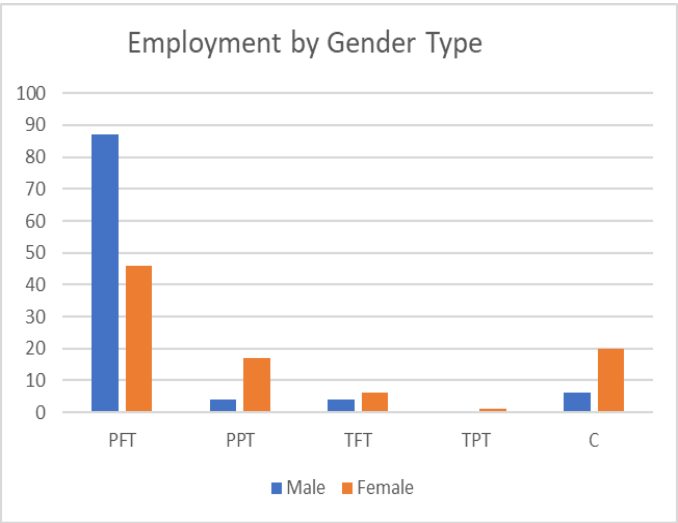
As at March 2025

8.5. GENDER

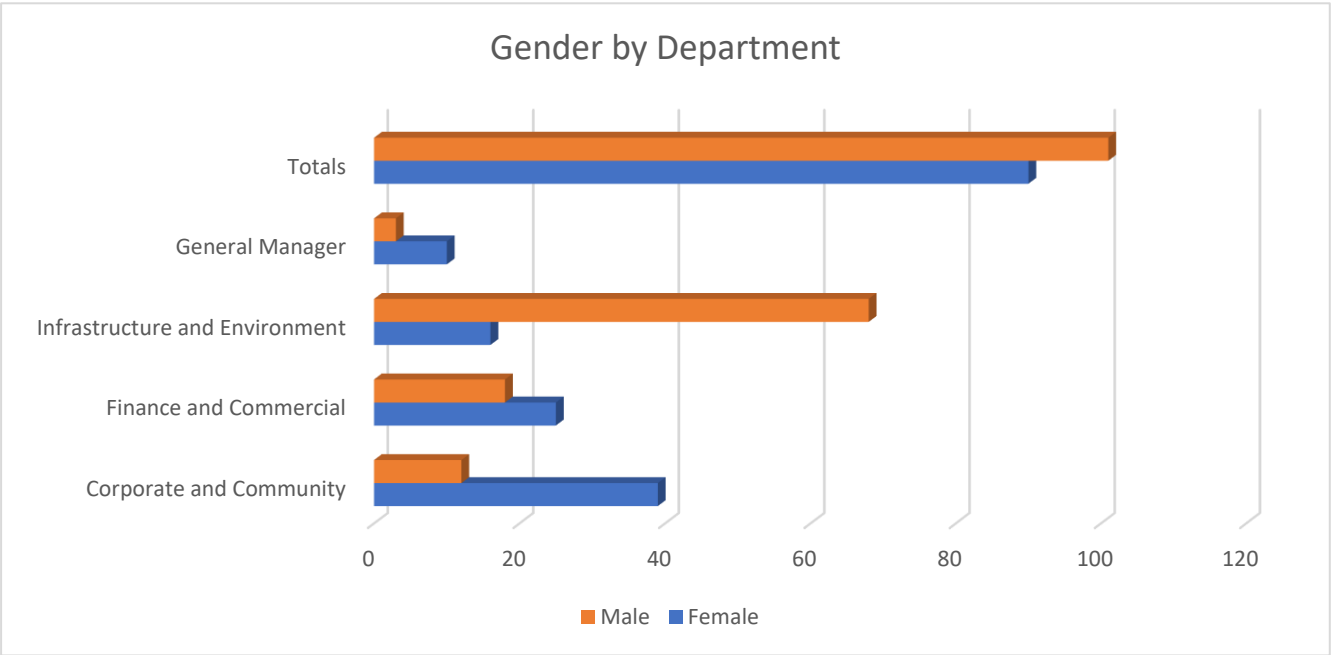
Council's workforce comprises 47% female and 53% male staff. Whilst this is Council's overall gender mix, the proportion of females employed in the Corporate and Community division is 76% (mostly across the Library, Community and Cultural Services), with the proportion of males working in the Infrastructure and Environment division (ie in outdoor operational roles) being 81%.



Employment Type by Gender



	PFT	PPT	TFT	TPT	C
Male	87	4	4	0	6
Female	46	17	6	1	20



As at March 2025

8.6. EMPLOYMENT

The majority of workers who work less than a standard 35 or 38 hour week are female. Women accounted for 81% of our part time employees and 76% of casuals.

The post pandemic trends are continuing with flexible work arrangements being a key factor in attracting and retaining staff. We are seeing the following:

More women have entered Council workforce increasing from 40% in 2022 to 47% in 2025.

Older workers have tended to remain in the workforce

More flexible working arrangements have enabled people to better balance their work with their caring responsibilities.

These trends will have implications for the culture and diversity of our workforce.



COUNT OF GENDER PER DEPARTMENT					
Department	Female	Male	Total	% Females in Division	% Males in Division
Corporate and Community	39	12	51	76%	24%
Finance and Commercial	25	18	43	58%	42%
Infrastructure and Environment	16	68	84	19%	81%
General Manager	10	3	13	77%	23%
Totals	90	101	191		
Average	47%	53%			

As at March 2025

8.7. ATTRACTING AND RETAINING TALENT

The recent labour market has seen robust competition for skills and experience that are typically in demand across our sector. We have seen increasing competition for construction and trades staff, engineers and building and compliance officers.

To meet the challenges of recruitment and retention we need to implement strategies to differentiate ourselves from competitors with a genuine Employee Value Proposition (EVP) which offers fair and competitive salaries and benefits, generous learning and development, leadership and an appealing workplace culture. We also need to invest more time on internal mentoring and succession planning to share skills and knowledge across the organisation.



Voluntary Turnover

Year	BHCC Staff Average Turnover	LGNSW Staff Average Turnover
2021-22	13.0%	18%
2022-24	12.0%	15.0%

Average length of service for leaver = 9 years

Year	New Starters	Leavers
2019-2020	75	47
2020-2021	72	72
2021-2022	59	102
2022-2023	102	95

9. RESOURCING OUR WORKFORCE

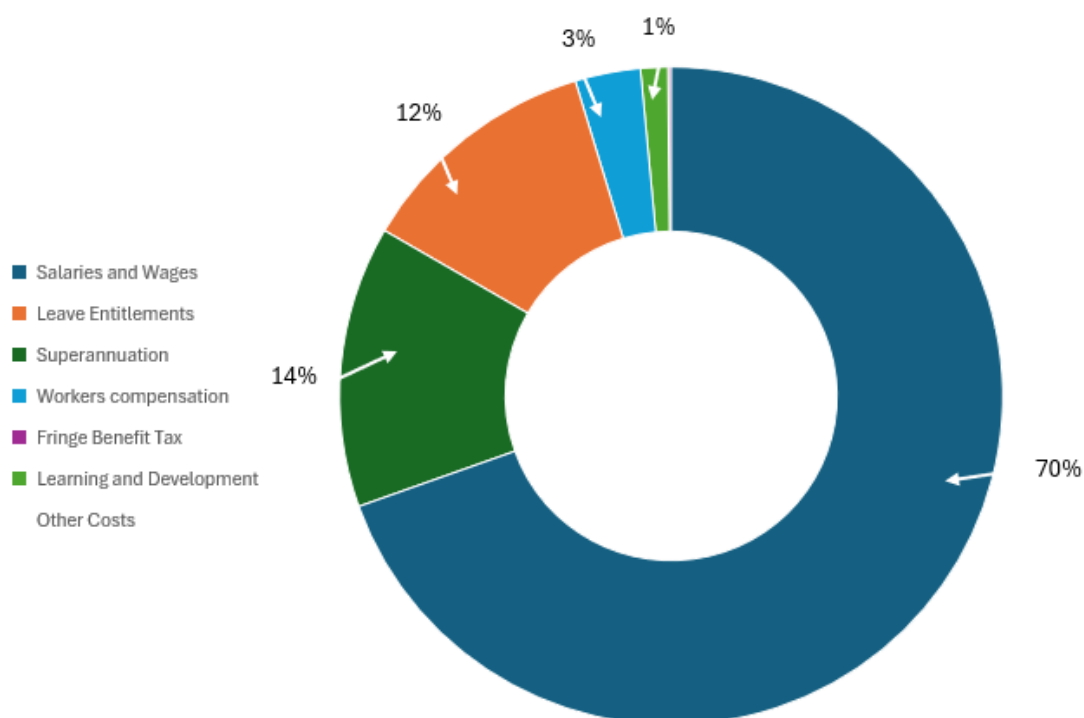
Priority areas of investment over the next four (4) years include:

- Leadership development including for our aspiring leaders.
- "Growing our own" to support our employees' continuous development and career goals.
- Workplace safety and wellness initiatives to strengthen our staff wellbeing.
- Strengthening our performance management framework and capabilities.
- Succession planning to ensure Council has the resources required for continued service delivery.

In financial year 2023-2024 Council's voluntary turnover was 12.0% in comparison to 15.0% voluntary turnover across councils in NSW.

We recruit, train and support our workforce to have the right skills to meet changing community needs.

Council develops its annual budget as part of its Operating Plan which sets out the projects and activities Council will undertake in that year. Council's budget for 2024-25 includes \$20.1m in total Employee (Resourcing) Costs. A breakdown of these is detailed below:

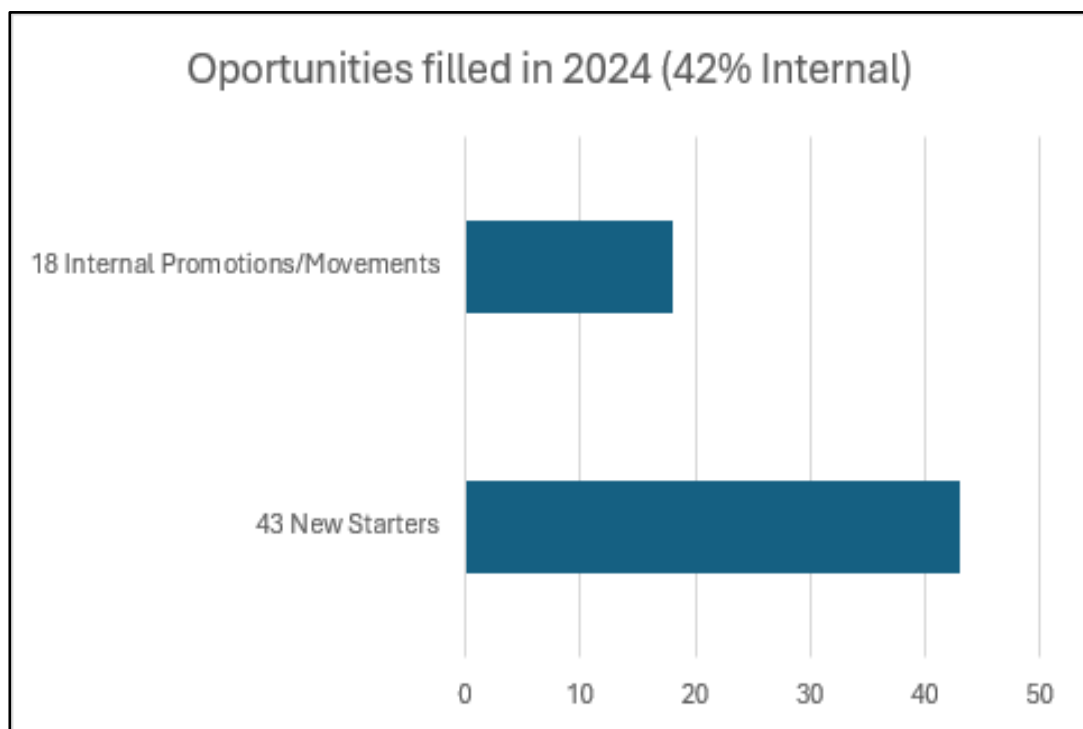


Resourcing in 2025/26

Opportunities filled in 2024 (42% internal)



Library programs delivered by staff



10. VALUES

We are creating a high performing culture by using these constructive behaviours which align with 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 and 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.

BHCC COUNCIL VALUES

Accountability

Pride

Perseverance

Courage and Honesty

Teamwork



11. DIVERSITY AND INCLUSION

Council is committed to promoting a diverse and inclusive environment for our staff and its community. To achieve this we require a workforce that reflects the community we serve and workplaces that empower every person to be their best.

This Workforce Management Strategy is underpinned by our commitment to continue to develop a workplace culture that fosters respect, inclusiveness, promotes diversity and embraces the unique skills and qualities of all our people.

Having a diverse and inclusive workplace is one of our business imperatives; therefore, all staff play a role in achieving this. We will do this by fostering understanding, by reviewing our policy and processes to ensure we promote inclusion and to the best of our ability, we will remove inhibitors to participation in our workplace.



Workforce diversity data is a known gap in respect to some information including ethnicity and gender identity. We plan to address this by capturing this data in a workplace census survey to be undertaken in 2026.

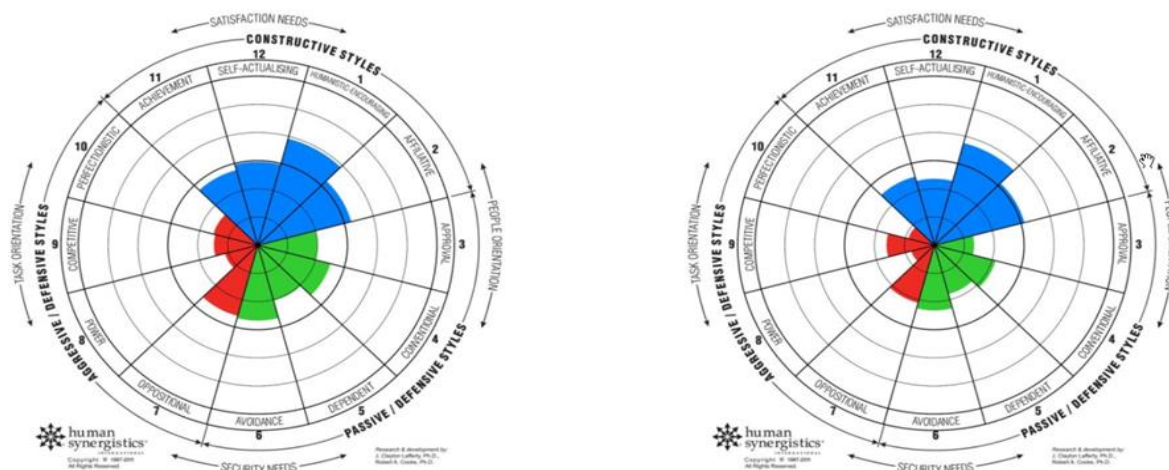
Equal Employment Opportunity (EEO) is the absence of bullying, harassment and discrimination our workplace is free of bullying, discrimination and harassment and providing a positive working environment which encourages good working relationships between all employees.



12. ENGAGEMENT AND CONSULTATION

Employee organisational cultural survey comparison results

2022 actual culture n=96 (left) vs 2023 actual culture n=96 (right)



13. SUMMARY

We periodically survey all staff to identify areas where we can do better as an employer and focus our efforts. Our last survey voluntary engagement participation was 55% - which was the same uptake as 2022.

While from a statistical point of view this certainly reaches the threshold of being a statistically valid sample, it does leave the question open in the minds of employees that, "maybe not everyone had their say, so are the results accurate?"

For this reason, we checked each of the major conclusions with staff during the engagement sessions and asked them, "does this feel like your organisation?" The answer to this question was resoundingly, "yes".

Shaping Our Future 3.0 follows and builds on Council's annual whole of staff planning day, with the latest session occurring in June 2024 (82% staff attendance). The high level of participation in these events reflects an appetite within the staffing group to participate in organisation-wide improvement initiatives and provides Council a blueprint from which we can work collaboratively to build and sustain the workplace culture we aspire to.

The main focus of the day was that staff were invited as the 'collective brain' to identify common "bright ideas" and work collaboratively to achieve implementing these.

https://www.youtube.com/watch?v=NdM_JiTS2l8

14. WORKFORCE PRIORITIES AND CHALLENGES

In developing our Workforce Management Plan, we evaluated the current and future capacity of our workforce, along with assessing the organisation profile. We also assessed how we would aim to have the right number of people, with the right skills, in the right jobs at the right time. In doing this we identified the following items as key workforce priorities.

Based on the priorities we have developed specific actions to address the challenges we face.



15. ACTION PLAN

15.1. ATTRACTION AND RETENTION

Objective: We will attract and retain motivated and effective people using best practice, merit based, employment strategies that are responsive to our business needs and labour market changes. We will be a preferred employer, where people enjoy and are proud to work for their community.

ACTIONS	MEASURES
Continuously review and improve recruitment and selection practices to ensure fair and equitable processes which are effective in attracting quality candidates.	<ul style="list-style-type: none"> • Number of Industrial disputes and grievances regarding recruitment decisions. • Implement Internal Recruitment Audit recommendations. • Complete a formal review of employment conditions and benefits.
Embed our values in all aspects of employment.	<ul style="list-style-type: none"> • Complete an employee survey regarding opportunities to further embed and apply our values. • Proactively discuss the application of organisation values at each employee's annual appraisal. • Recognition and reward programs align with corporate values.
Implement and monitor on-boarding system to induct employees and to assist them to embrace and apply our values, policies and procedures.	<ul style="list-style-type: none"> • Onboarding program completed by all new employees. • Feedback from new employees regarding effectiveness of onboarding program.
Maintain and improve performance management systems that engage our employees in setting goals and continuously improving performance.	<ul style="list-style-type: none"> • Number of system improvements identified from employee feedback. • Performance management system training provided to all employees. • Annual performance review completed by July each year.
Proactive career management, professional development, mentoring programs and learning and development support.	<ul style="list-style-type: none"> • Feedback from annual appraisals regarding career goals and training needs is actioned. • Number of employees supported with tertiary studies, mentoring and training.

Support career progression through fair and equitable processes that enable all interested and capable employees to act at higher levels and to trial other roles.	<ul style="list-style-type: none"> • Number of higher acting opportunities and job rotations undertaken. • Employee engagement feedback. • Formal succession plan developed and implemented. • Number of Industrial disputes and grievances regarding recruitment decisions.
Expand the trainee, apprentice, and graduate program.	<ul style="list-style-type: none"> • Increased numbers of trainees, apprentices, and graduates in all identified areas. • Succession planning reporting to Executive team annually.
Implement innovative workforce strategies and measure employee engagement, commitment, and organisational performance.	<ul style="list-style-type: none"> • Employee engagement feedback. • Employee retention. • Applications by suitable candidates for employment.
Develop and implement a Council Employee Value Proposition, to promote for new recruits and retain existing staff.	<ul style="list-style-type: none"> • Decrease in position vacancies. • Decrease in staff turnover %. • Decrease in time-to-fill days.

15.2. AGEING WORKFORCE

Objective: We will maintain a supportive, inclusive and safe workforce environment that values the contribution of older workers and provides flexible work options to encourage retention through a gradual transition to retirement. We will undertake succession planning and manage knowledge transfer.

ACTIONS	MEASURES
Actively engage older people in the workplace by valuing, acknowledging, and using their experience.	<ul style="list-style-type: none">• Mature worker engagement feedback.• Number and effectiveness of skills transfer coaching and mentoring programs.
Support the recruitment of trainees, cadets and apprentices, including those positions identified as critical.	<ul style="list-style-type: none">• Number of trainees, cadets and apprentices.• Completion rates for traineeships, cadets and apprentices.• Number of trainees, cadets and apprentices obtaining permanent employment with Council.
Continue to implement the work experience program and strengthen our links with local high schools, university and Registered Training Organisations.	<ul style="list-style-type: none">• Number of work experience opportunities undertaken.• Range of work experience programs available and feedback from participants.• Participant satisfaction levels.

15.3. EMPLOYMENT EQUITY AND DIVERSITY

Objective: We will promote Council as an equitable employer to attract and retain a diverse workforce that reflects the diversity of our community.

ACTIONS	MEASURES
Create and implement a EEO Management Plan to ensure it provides direction, objectives and strategies to target the employment of identified EEO groups.	<ul style="list-style-type: none">• Plan completed on time.• Employee's feedback reflected in plan.• Changes in organisation profile.
Build strong partnerships with our community to maximise the employment outcomes for groups who are under-represented in our workforce.	<ul style="list-style-type: none">• Number of placements that support EEO Management Policy and Plan.
Foster a work environment that values and utilises the contribution of all employees considering diversity of skills, backgrounds, experience and education levels.	<ul style="list-style-type: none">• Number of on-going training programs.• Number of employees expanding skills to other areas of the organization.
Increase employee awareness of their rights and responsibilities regarding equity, integrity and respect for all aspects of diversity.	<ul style="list-style-type: none">• Number of education programs delivered.• Rates of employee participation.

15.4. LEARNING AND DEVELOPMENT

Objective: We will develop leadership capability and we will foster a culture that encourages ongoing learning by providing training and development opportunities that meet personal and career goals and align with Council's objectives.

ACTIONS	MEASURES
Deliver the technical skills required by the workforce to adapt to new equipment and technologies in the workplace.	<ul style="list-style-type: none">• Training sessions provided for new software/equipment.• Employee participation in training/educational programs.
Develop ongoing organisational leadership strategies, including coaching and support for managers.	<ul style="list-style-type: none">• Employee engagement survey outcomes.• Employee participation in leadership programs.• Number of grievances.
Develop our peoples' skills to improve business processes and systems, respond to changes to internal and external environment, manage and implement change.	<ul style="list-style-type: none">• Annual Performance review results.• Results from skills assessment.• Number of business processes reviewed.
Create a job rotation program to provide professional development opportunities for those seeking to gain experience working in new roles, and to address skills gaps and skills shortages across the council.	<ul style="list-style-type: none">• Employee participation in rotation opportunities.• Number of employees who are successful in obtaining new roles following rotation.

15.5. WORK HEALTH AND SAFETY

Objective: We are committed to a culture where the health and safety of our employees is paramount. We will provide a work environment that values and supports the contributions of our people, including a safe, supportive and equitable work environment.

ACTIONS	MEASURES
Embed workplace health and safety as a core value in the workforce and enhance safety outcomes through the support and development of our "safety" culture.	<ul style="list-style-type: none">• Performance metrics in comparison to industry benchmarks.• Level of employee engagement.• Feedback from employee surveys.
Implement health and wellbeing, mentoring and education programs for a resilient, motivated, healthy, and productive culture.	<ul style="list-style-type: none">• Participation and satisfaction rates for health and wellbeing programs.• Feedback on effectiveness of programs implemented.

15.6. ORGANISATION CULTURE

Objective: Drive a values-based culture of high performance and engagement where our employees achieve professional, personal and organisational goals and want to come to work. We will understand what motivates our people and have a range of formal and informal systems to ensure our people are remunerated, recognised and valued for their work and commitment to Council and our community.

ACTIONS	MEASURES
Continue workplace culture change that fosters responsive, fair and inclusive practices and behaviours and brings to life Council values.	<ul style="list-style-type: none"> Employee engagement feedback. Council's values are lived.
Support organisational and operational change that involves employees in decisions that affect them.	<ul style="list-style-type: none"> Employee engagement feedback. Increase employee attendance at SOF annually. Number of Industrial disputes and grievances regarding management of change.
Conduct annual attitude survey to seek feedback from employees.	<ul style="list-style-type: none"> Feedback from staff engagement surveys.
Implement effective workforce practices such as succession planning, transferring, and retaining knowledge and assisting staff to meet work-life balance needs where operational needs can support.	<ul style="list-style-type: none"> Annual review of workforce resource strategy completed on time. Employee engagement feedback on retention strategies. Flexible work arrangements in place.
Facilitate reviews of the organisational structure, work methods and job compositions to improve productivity and clarity of roles and responsibilities.	<ul style="list-style-type: none"> Ensure regular reviews of structure, functions and roles are undertaken. Employee engagement feedback.
Implement an Employee Reward and Recognition Scheme that recognises the contribution of our employees to the achievement of Council's objectives.	<ul style="list-style-type: none"> Program aligns with Council's values. Effectiveness of programs implemented. Level of involvement in programs. Feedback from employees.

16. 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 Skills and Capability Survey 2022
- LGNSW HR Metrics Report 2022-23
- Broken Hill City Council Consent Award
- Broken Hill 2040 Community Strategic Plan
- Broken Hill City Council Delivery Program 2022-2026
- Broken Hill City Council Internal Audit (Recruitment) 2024-25
- Annual Report 2023/2024
- 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 2022
- Far West Regional Economic Development Strategy 2023 Update
- Far West Regional Plan 2036
- Census Profile Id. Australian Bureau of Statistics (ABS) 2022
- National Economics (NIEIR) 2023
- National Skills Commission: <http://www.nationalskillscommission.gov.au/our-work/skills-priority-list>