



# **Castlereagh Macquarie County Council**

## **Workforce Strategy**

**2021/22 – 2024/25**

## Contents

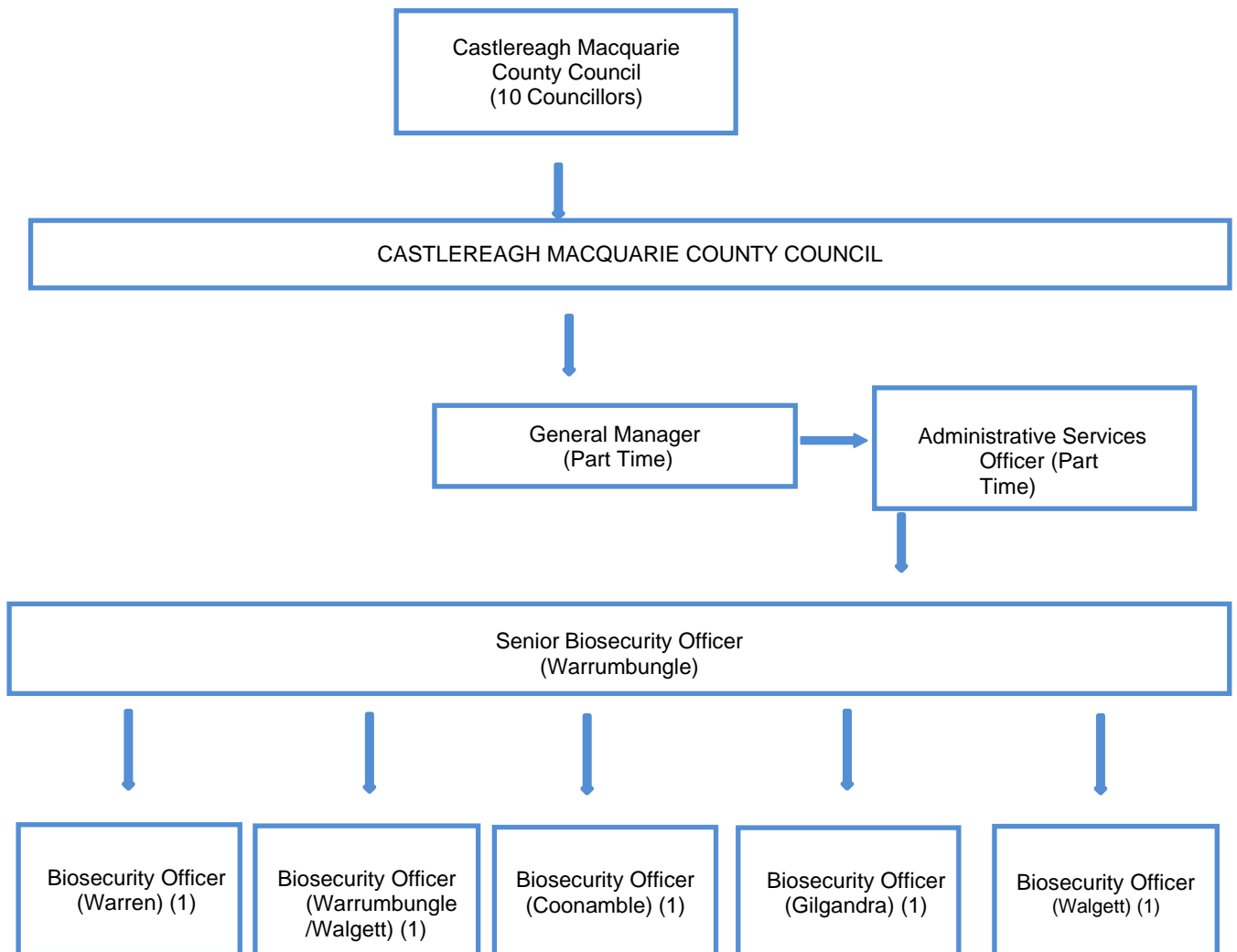
---

1. Staffing and Organisational Structure.....	3
2. Operational Staff Duties and Responsibilities.....	4
3. Employee Age and Service Profile .....	4
5. Staff Remuneration .....	4
6. Staff Performance Management .....	5
7. Staff Recruitment and Retention Challenges.....	5
8. Recruitment Strategy .....	6

## 1. Staffing and Organisational Structure

The current staff structure of the Council consists of a part time General Manager and Administrative Services Officer, a full time Senior Biosecurity Officer and four (4) Biosecurity Officers.

### Current Organisational Structure



## 2. Operational Staff Duties and Responsibilities

### **General Manager**

This position is part time and is responsible for the management of the Castlereagh Macquarie County Council in accordance with LGA 1993.

### **Administrative Services Officer**

This is a part time position, and the responsibilities include personal assistant to the Chairman and General Manager, customer services, records management, payroll, creditors, debtors, administration of the property inspection program, general administration and FOI.

### **Senior Biosecurity Officer**

This position is a full time position with the Chief Weeds Officer responsible for the day to day administration of Castlereagh Macquarie County Council Weeds Action Plans and supervision of the Biosecurity Officers.

### **Biosecurity Officers**

These positions are full time/casual/contract and whose duties include property inspections for the presence of Noxious Plants on private lands, control of Noxious Plants on council controlled lands and public awareness programs in their designated districts.

## 3. Employee Age and Service Profile

Council's current operational workforce age ranges from 30 to 70 years of age with two (2) employees having twenty (20) years or more in the Local Government invasive weed control. It is expected that the employee age range for the next four (4) years will be in a similar age group range, with any new employees recruited expected to be between 40 to 50 years of age.

The use of retractable spray equipment and other technology has reduced the physical load of operational activities on employees which is a major consideration with the age of the current workforce. The conduct of control activities on Invasive Weeds during the cooler morning hours, during the summer months also reduces heat load and fatigue on employees.

## 4. Training

Staff receive specialist training through the NSW DPI training program for weed officers. Council's training program is formulated by qualifications needed by employees to achieve a Certificate IV in Conservation and Land Management (weeds). This and other training required is in line with the Council's Register of Qualifications, Delegations, Competencies and Training for Council staff involved in noxious plant activities. Staff also participate in Risk Management Training and development of Councils Operational Risk Register.

## 5. Staff Remuneration

Staff are currently remunerated as part of the Council's pay system. This system uses statistical information from NSW Local Government Councils to place employee positions within the system. This pay system has two components with the first of half of the pay level based staff achieving levels of competency for increases in remuneration. Once staff have completed all of their position's competencies, increases in remuneration can be achieved through performance.

## **6. Staff Performance Management**

Performance Management Reviews are conducted annually with the progressive results of these reviews to constitute the Biosecurity Officer's Annual Performance Management Review.

### Aims of Performance Management Review

1. To outline Council's expectations of the scope and conduct of the Biosecurity Officer's and Administrative Services duties.
2. To enable Council to achieve the objectives within its Delivery/Operational Plans.
3. To provide staff with a guide for the planning of activities to achieve their position's key responsibilities and duties.
4. Provide feedback to staff regarding their performance.
5. To provide staff with a fair and equitable Performance Management Review.

### Areas of Performance Management Review

1. Inspection of Private Properties.
2. Control of Noxious Plants on Public Lands Controlled by Constituent Councils.
3. Community Awareness of Noxious Plants.
4. Legislation and Policy and Procedure Compliance.
5. Workplace Health & Safety
6. Work Practices, Professional Development and Communication
7. Records Management, timely processing of payroll, creditor, debtor management,

## **8. Staff Recruitment and Retention Challenges**

The Castlereagh Macquarie County Council's location in the Western NSW has placed, and is expected to do so in the future, pressure on recruitment and retention through competition from the region's major industries including Agriculture and Mining. This competitive employment environment, with the associated high cost and lack of availability of accommodation in most centres in the region, places further pressure on Council's ability to recruit and retain staff.

Historically, Castlereagh Macquarie County Council staff turnover has been low, with only minimal resignations and associated recruitments, in the past 10 years. During the period 2024-2026, Council is expecting the retirement of at least one staff member, whose position, at this point in time, will be need to be filled.

The main challenges that Council faces in retaining and recruiting staff is:

- Continual upward pressure on wages to retain existing staff and recruit prospective staff due to the wage structure of the mining and associated industries. With employee costs currently representing approximately half of Council's total operating budget and the annual increase Council's traditional revenue sources being restricted.
- The high cost of accommodation affects Council's ability to recruit staff from outside the region. This is compounded by the Council's logistical need to have staff reside in their principle district of operation. This may restrict the pool of prospective employees to those already residing in the district of operation.
- Due to the specialised qualifications and experience, mainly in regards to the enforcement of the Biosecurity Act 2015, it is unlikely that candidates for positions with the Council will have the full skill set required.
- Limited career advancement unless senior staff vacates their position.

## 9. Recruitment Strategy

Through the recruitment process, Council will be targeting prospective employees who have a rural or horticultural background who already reside in the prospective district area of operation or have sufficient resources to relocate to the area. One of the attributes of the operational positions with Council is that all of the positions have high degree of self-management with employees responsible for the day to day operations in their designated operational districts. This positional attribute can be used by Council in recruitment process.

Due to the increasing use of technology by Council, prospective employees will need to be familiar with information technology.