

Workforce Management Strategy

2025 -2029



E2025/54189



Jingi Walla – Welcome Acknowledgement

Byron Shire Council acknowledges Traditional Aboriginal Custodians and recognises the continuing connection to lands, waters and country.

We recognise and respect the Bundjalung of Byron Bay – Arakwal and the Widjabul Wia-bal peoples native title rights and interests within the Shire; and to their Elders past and present.

Byron Shire Council also acknowledges the Tweed Byron, Jali and Ngulingah Local Aboriginal Land Councils under the Aboriginal Land Rights Act NSW 1983.



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Message from the General Manager

As General Manager of Byron Shire Council, I am pleased to present our Workforce Management Strategy for 2025–2029. This strategy is an essential part of our long-term commitment to delivering high-quality services for our community through a capable, responsive, and future-focused workforce. Over the next four years, this plan will guide our efforts to ensure we have the right people, with the right skills, in the right roles—ready to meet both current demands and emerging challenges across our region.

In developing this strategy, we've considered the unique workforce challenges that face our organisation and understand the need to be flexible and agile to meet the evolving and dynamic community we serve. Focus includes the drive to support a diverse, engaged, and safe workplace culture whilst facing increasing competition for skilled professionals and the impacts of cost-of-living pressures. This strategy outlines clear actions that will enhance our leadership capability, improve employee wellbeing, and embed inclusive practices across our organisation. It also supports a roadmap for continuous improvement and efficiencies in how we remain aligned with the strategic direction outlined in our Community Strategic Plan and Delivery Program.

Our people are central to everything we do. I want to acknowledge the ongoing dedication and professionalism of our staff and leaders who work every day to serve the Byron Shire community. Through this strategy, we are not only investing in our workforce—we are investing in the long-term sustainability and resilience of our organisation. I look forward to working collaboratively with our Leadership Team and staff across all of Council to bring this strategy to life and deliver meaningful outcomes for our community.

Mark Arnold

General Manager

Introduction

Byron Shire Council's Workforce Management Strategy 2025-2029 is a proactive, 4-year plan that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives. It details the challenges and actions required to meet our future workforce requirements and ensures we have the right number of people, with the right skills, in the right place, at the right time - now and into the future.

Framework for Integrated Planning and Reporting at Council

The Workforce Management Strategy forms part of Byron Shire Council's Resourcing Strategy incorporated with the Long Term Financial Plan and the Asset Management Plan. The Resourcing Strategy is an integral component of Council's Integrated Planning and Reporting Framework, linking our people, our services and our costs. These plans outline how Council has considered, in the medium to long term, the Shire's finances, assets and workforce so that Council is successfully positioned to achieve the Community Strategic Plan outcomes and Delivery Program actions in the period 2025-2029.

The Workforce Management Strategy will be reviewed annually to ensure it remains applicable to the current workforce while also anticipating emerging challenges and opportunities in our external and internal environment.

Council's People and Culture team take responsibility for partnering with the Executive Team and People Leaders across the business to facilitate successful implementation of the strategic objectives.



Workforce Planning Cycle

Effective workforce planning is a continual process undertaken to ensure current and future workforce requirements facilitate the delivery of our Community Strategic Plan and Delivery Program objectives, which in turn informs the Operational Plan.

The key steps in the workforce planning cycle are shown below.



Byron Shire Council is committed to deriving the following benefits from workforce planning:

1. Ensure the workforce is aligned with Council's strategic and operational objectives.
2. Ability to anticipate future staffing needs to inform effective resourcing decisions, fill and retain critical skill sets and support ongoing capability development.
3. Demonstrate improvements and efficiencies in staffing levels and operational outcomes.
4. Support a safety focused workforce.
5. Enable flexibility and responsiveness in staffing adjustments to be agile in changing environments.
6. Build employee engagement, support diversity and increase performance in a collaborative organisational culture

Our Organisation

Our Values

Byron Shire Council is values led organisation and we aim to put our Council Values and the safety of our staff at the centre of everything we do. Our values are reflected in our behaviours and embedded in our planning, processes and work practices.



**We lead with
enthusiasm and
purpose**



**We are open,
honest and
respectful**



**We foster
wellbeing and
creativity**



**We achieve our
goals and
succeed together**

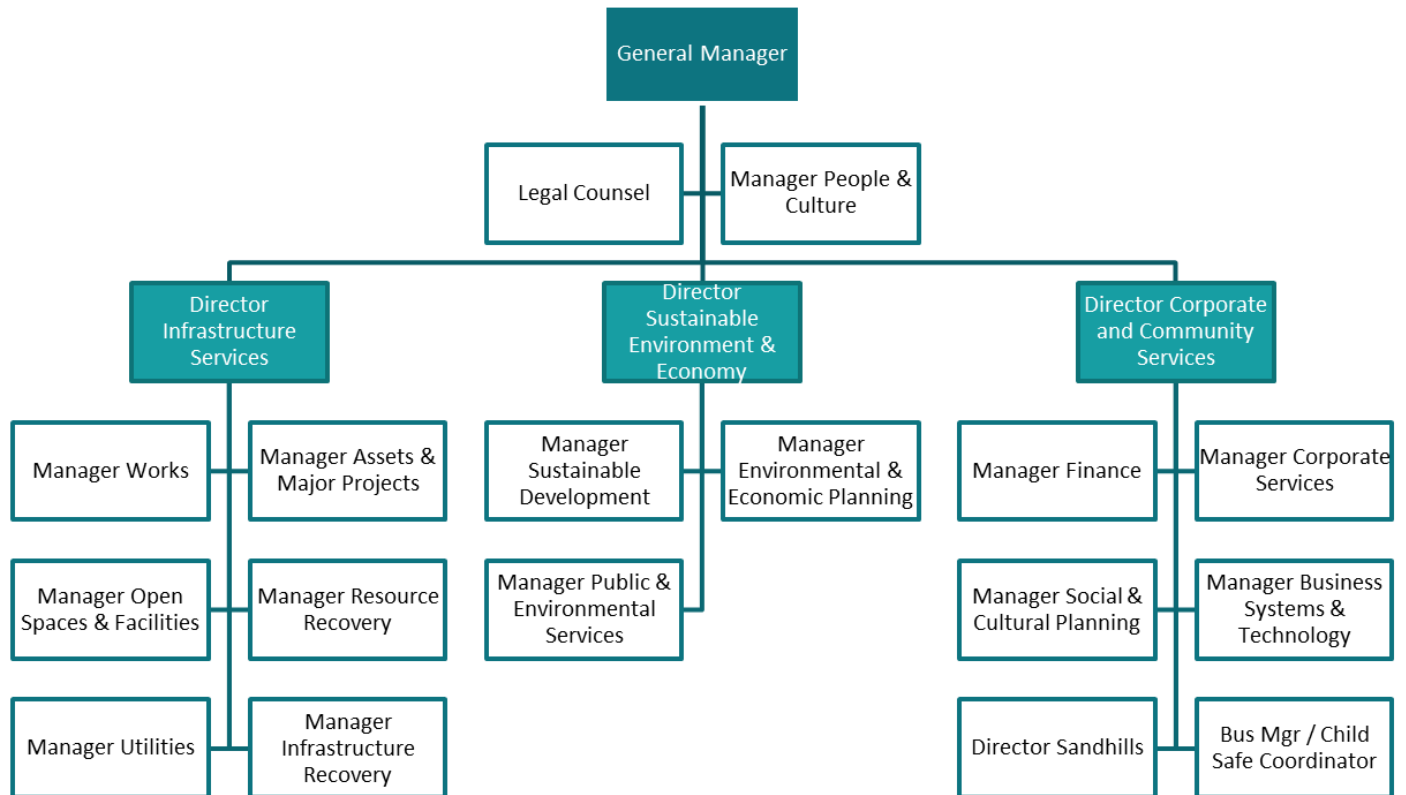
Our Culture

Byron Shire Council is focused on building a constructive organisational culture where individuals feel valued, supported, and motivated to contribute their best work, leading to increased performance and satisfaction. We are committed to focus on building leadership capacity and safety initiatives to increase employee engagement, and implement strategies that improve satisfaction, culture, health, and wellbeing.



Our Organisational Structure

The staff at Byron Shire Council are led by our Executive Team, comprising the General Manager and three directors. Our workforce includes a range of professional and skilled staff who deliver a broad range of services for our community.



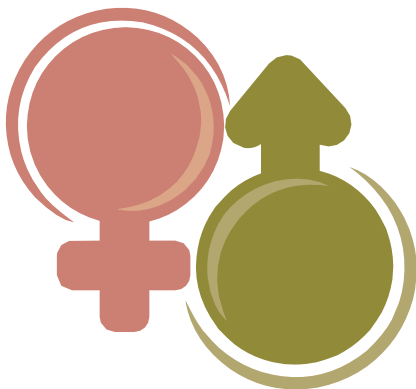
Our People



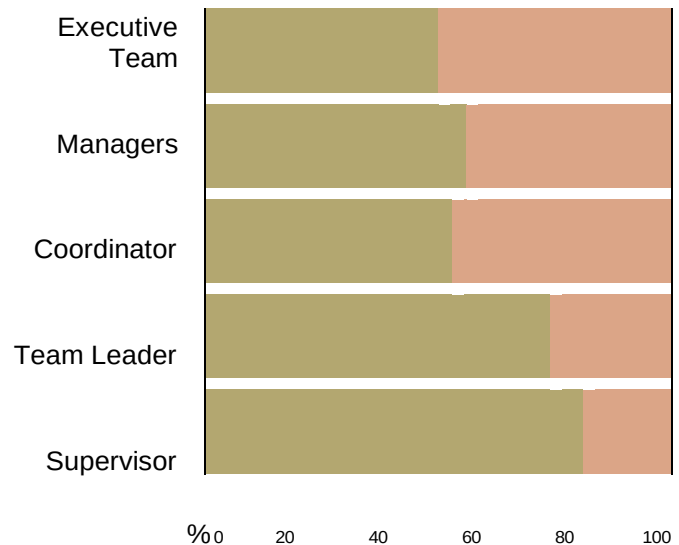
402 Employees (headcount)
371 FTE (full time equivalent)



346 Permanent employees (86%)
48 Temporary appointments (12%)
8 Casual employees (2%)



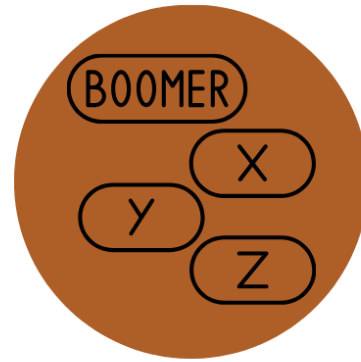
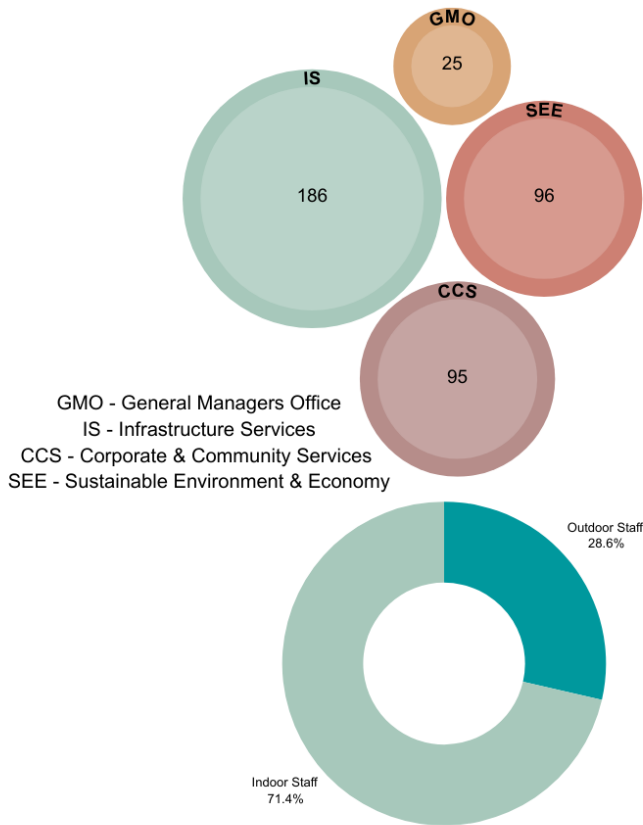
48% Female
52% Male



4.3 Span of Control

(number of other staff per leader)

Staff Distribution



1% 36% 47% 16%
Gen Z Gen Y Gen X Baby Boomers

Rookie Rate of 28%

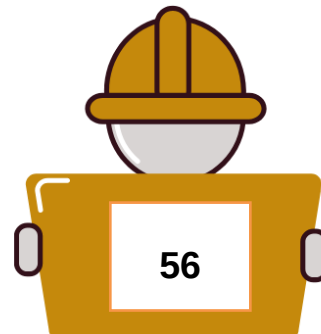
Percentage of new staff employed in the past two years



Turnover Rate 16%
Percentage of employees who resigned in previous 12 months



Lost time injury days per 100 employees



Median sick leave days taken is 7.2



Our Key Local Workforce Challenges

- Shortages in critical professional skills and increased competition for talent.
- Ongoing disaster recovery impacting core Council operations.
- Rising cost of living and housing pressures across Byron Shire and the Northern Rivers.
- Budget constraints and rising costs amid growing community expectations.
- Proactively addressing the needs of an ageing workforce.
- Difficulties in attracting and retaining skilled staff.
- Balancing operational demands with staff wellbeing and psychological safety.

Key Risks or organisational consequences

If the Workforce Management Strategy outcomes are not met, the following risks or consequences may arise:

- Misalignment between organisational values and day to day behaviours, undermining employee trust and community credibility.
- Decreased employee engagement and performance, and a less inclusive, less collaborative workplace culture.
- Poor workforce planning leading to critical skill shortages, increased resourcing gaps, and reduced organisational capability.
- Reduced operational efficiency, with the organisation becoming less agile and responsive to change.
- Increased safety incidents or non-compliance due to lack of a deeply embedded safety culture.
- Negative workforce data trends that limit workplace improvements and constructive strategic planning.



Strategic Direction

Links to the Community Strategic Plan and Delivery Plan

Byron Shire Council's Community Strategic Plan captures the community's vision, aspirations, and expectations for the future. It identifies key social, economic, and environmental priorities and long term strategies to achieve these goals over the next 10 years. The delivery program translates the community strategic plan goals into actions.

As part of the overall Resourcing Strategy, the Workforce Management Strategy has **direct** and indirect links embedded in the Community Strategic Plan Strategy and through providing the human resourcing requirements of the Delivery Program priorities, is key in successfully achieving organisational objectives.

As a guiding principle as determined by the NSW Local Government Act 1993 :

1.(i) Council will be responsible employers and provide a consultative and supportive working environment for staff.

Plan on a Page

Byron Shire Community Strategic Plan 2035

Byron Shire Community Strategic Plan 2035

1. *Effective Leadership*

We have effective decision making and community leadership that is open and informed



Enhance trust and accountability through open and transparent leadership

Engage, inform, and involve community in decision making

Ethical and efficient management of resources

Enhance organisation capability through innovative practices and regional partnerships

Empower community leadership through collaboration, capacity building, & cultivating community driven initiatives

2. *Inclusive Community*

We have an inclusive and proactive community where diversity is embraced and everyone is valued



Foster opportunities to express, celebrate and participate in arts and cultural activity

Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of the community

Work with Aboriginal communities to support self determination and shared decision making while promoting broader understanding

Enrich opportunities, education and support services to help young people thrive in place

Create social impact initiatives to address adversity and support an inclusive society

3. *Nurtured Environment*

We nurture and enhance the natural environment



Partner to nurture and enhance biodiversity, ecosystems, and ecology and deliver nature positive outcomes

Deliver initiatives and education programs to encourage protection of the environment

Protect the health of coastline, estuaries, waterways, and catchments

Support and empower the community to adapt to, and mitigate the impact on climate change

Minimise waste and encourage recycling and resource recovery practices

4. *Ethical Growth*

We will responsibly and resiliently navigate growth and change



Manage responsible development through effective place and space planning

Enable housing diversity and create collaborative initiatives to meet housing needs

Support sustainable local business development, visitation and events

Support a resilient community that can adapt and respond to changes

5. *Connected Infrastructure*

We have connected infrastructure, transport, and facilities that are safe, accessible, and reliable.



Provide a safe, reliable, and accessible transport network

Connect towns and villages through integrated, active, and public transport services

Ensure infrastructure meets future needs and invest in emerging technologies

Provide accessible community facilities and open spaces

Provide continuous and sustainable water and sewerage management

Strategic Workforce Priorities

Council has identified three strategic workforce priorities requiring attention and focus over the next four years 2025-2029.



Attract and Retain
a Skilled and
Diverse Workforce



Foster a Constructive
Workplace Culture



Workforce Planning
and Improvement



1. Attract and retain a skilled and diverse workforce

Attracting and retaining a skilled and diverse workforce requires a multifaceted approach, encompassing inclusive recruitment practices, a commitment to diversity and inclusion initiatives, competitive benefits, and fostering a values-driven culture where continuous investment in employee growth and engagement supports ongoing retention and capability.

Our culturally safe and diverse workforce will include; Women, people with disabilities, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse individuals, LGBTQI+ individuals, young people and mature age persons.



2. Foster a Constructive Workplace Culture

Embed a feedback rich organisational culture where individuals feel safe, valued, supported, and motivated to contribute their best work, leading to increased performance and satisfaction.



3. Workforce Planning and Improvement

Drive workplace improvements and efficiencies to improve agility, reduce labour costs, ensure alignment with community needs, target workforce development, and improved employee retention.

Measuring Success

Plan for Action



1. Attract and retain a skilled and diverse workforce

Attracting and retaining a skilled and diverse workforce requires a multifaceted approach, encompassing inclusive recruitment practices, a commitment to diversity and inclusion initiatives, competitive benefits, and fostering a values-driven culture where continuous investment in employee growth and engagement supports ongoing retention and capability.

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1.1 Attraction, Retention and Promotion of skilled workers

Objective: Strengthen Council's employee value proposition (EVP).

- Develop a compelling **EVP** through staff consultation and market research.
- Promote Byron Shire Council as an **employer of choice** via targeted recruitment marketing and recognition initiatives.
- **Redesign onboarding and induction programs** to reflect culture, safety, technology, diversity and inclusion from day one.
- Undertake a **remuneration and benefits review**, including benchmarking to industry standards to ensure competitive pay practices.
- Review the **salary schedule** with clear progression and reward incentive.
- Prioritise resources for the attraction and retention of **critical staff** eg. engineers and technical professionals that deliver essential services.



1.2 Ageing Workforce

Objective: Prepare for the demographic shift by retaining critical knowledge and ensuring safe and supportive work practices.

- Establish an annual intake program for **trainees, apprentices, and cadets** aligned with future skills needs.
- Design and launch a **structured mentoring program**, pairing experienced staff with new and young employees.
- Promote **phased retirement options** including flexible work arrangements.
- Develop **adjusted duties and tailored positions** for ageing employees to retain skills and ensure safe work practices.
- Enhance structured **succession planning** and maintain a register of critical roles and successors.
- Address **relevancy deprivation** by regularly engaging mature workers in process improvements and innovation projects.
- Deliver **generational awareness training** to all staff, focusing on intergenerational collaboration.



1.3 Aboriginal Cultural Awareness

Objective: Deepen organisational cultural competence and connection with community.

- Establish **Aboriginal Cultural Awareness** training for all existing staff and new hires.
- Support the development of the *Aboriginal Engagement Framework* with focus on successful **employment** and training outcomes.
- Co-develop a **Byron Shire-specific cultural awareness tool** with local Aboriginal groups to guide day-to-day practices.



1.4 Disability and Inclusion

Objective: Provide an inclusive and accessible workplace.

- Align workforce programs with **DIAP** (*Disability and Inclusion Action Plan*) targets and monitor progress.
- Embed organisation wide **inclusive recruitment practices** including proactive recruitment, promotion of inclusive and safe workplace culture, and training for hiring managers

- Integrate **systemic diversity and inclusion training for all employees**, including people leaders, to improve disability awareness and promote inclusive behaviours.
- Engage staff with disability lived experience to inform workplace adjustments and policy enhancements.
- Foster an inclusive, respectful workplace where diverse perspectives are valued, supported, and reflected in our policies, practices, and leadership.



2. Foster a Constructive Workplace Culture

Embed a feedback rich organisational culture where individuals feel safe, valued, supported, and motivated to contribute their best work, leading to increased performance and satisfaction.



2.1 Safety and Wellbeing of the Workforce

Objective: Enhance physical and psychosocial safety for all workers.

- Ensure continuous improvements to the **Safe System of Work**
- Strengthen **contractor induction and compliance** programs to meet Council governance and safety standards.
- Establish a **Psychosocial Safety Framework**, including:
 - A self-assessment tool with actionable outcomes for improvements.
 - Systemic and targeted training for staff and people leaders.
- Further integrate **workforce wellbeing initiatives** with focus on improving employees' physical, mental, social, financial and emotional health.
- Conduct annual **health profiling** to inform preventative programs.
- Introduce **pilot wellbeing projects** in high-risk teams and scale based on results.
- Initiate a **safety culture diagnostic** to develop targeted interventions.
- Introduce **technology and tools** to enhance Safety compliance and reporting.



2.2 Continue to Build a Constructive Culture

Objective: Employees measure positive values like achievement, self-actualization, humanistic-encouraging, and affiliative; fostering a psychologically safe environment for employees

- Run **biannual culture and engagement surveys**, and communicate outcomes and action plans.
- Deliver **values-based training** linked to real workplace behaviours.
- Expand **leadership development programs**, particularly for mid-level leaders.
- Establish consistent guidelines and practices for regular check-in meetings, including a digital feedback tool to ensure feedback is effective and beneficial for both employees and managers.
- Review and enhance **reward and recognition program** for staff engagement.



2.3 Leadership Development

Objective: Strengthen leadership effectiveness and capability.

- Continue **leadership coaching and 360-degree feedback** for Executives and Managers.
- Deliver **targeted coaching** and development for identified top talent.
- Establish **mentoring relationships and peer learning groups** to foster knowledge sharing and cross-directorate **collaboration**.
- Conduct regular assessments of **leadership performance** and development needs to ensure continued growth.
- Build capability on **delivering feedback and conflict resolution**.



3. Workforce Planning and Improvement

Drive workplace improvements and efficiencies to improve agility, reduce labour costs, ensure alignment with community needs, target workforce development, and improved employee retention.



3.1 Workforce Planning

Objective: Proactively shape Council's future workforce to ensure alignment with strategic and operational objectives.

- Improve **data collection, reporting and dashboards** for workforce insights.
- Set and monitor **workforce KPIs** monthly (e.g. turnover, absenteeism, overtime, engagement) and engage **people leaders** in improvement strategies.
- Establish an **employee census** every 2 years to inform strategic planning.
- Deploy a **workforce planning tool** and train managers in its use to anticipate future staffing needs.
- Leverage the critical role identification processes to guide **succession planning** and future recruitment.
- Integrate workforce planning into the **Long-Term Financial Plan (LTFP), Asset Management Plan** and other IP&R planning cycles.
- Identify **labour cost efficiencies** to ensure employee costs are maintained within budget, and reinvest savings into workforce management initiatives.
- Ensure a planned deliberate approach to resourcing Council functions considering the '**BUY**', '**BORROW**', '**BUILD**', '**MOVE**' resource planning model.



3.2 People and Culture Service Efficiency

Objective: Apply continuous improvements and streamline HR operations.

- Implementation of new **Human Resources Information System** with integrated **payroll functionality**.
- Conduct a **review of People and Culture processes**, forms, procedures and policy.
- Review, re-establish and monitor an organisational wide compliance and a systemic (ongoing) **training calendar**.
- Introduce **technology and tools** to enhance HR service delivery
- Benchmark against **HR best practice** and continuously improve.



3.3 Agility of Workforce

Objective: Enable a responsive, capability-based workforce model.

- Conduct a **skills assessment** across the organisation to identify scope of capabilities.
- Develop a **skills-based workforce roll-out plan**, allowing for responsive staff agility across functions, projects and activities.
- Pilot **skills-based opportunities** in project-based environments to test agility.
- Identify **critical skills gaps** and strengthen organisational capability in critical areas.

Monitoring and Evaluation

What does success look like?

The Workforce Management Strategy needs to be monitored and evaluated on a regular basis to ensure it remains relevant, is delivering the outcomes expected and meets the objectives in the Council's Delivery Program.

We will measure the progress of individual activities regularly through the Operational Plan reporting. We will develop an action plan to prioritise year on year objectives and targets. We will measure the impact of our Workforce Management Strategy through:

- Seeing our values in action.
- Enhancing employee engagement, fostering diversity, and increasing performance within a collaborative organisational culture.
- Proactively forecasting staffing requirements to make informed resourcing decisions, address critical skill gaps, and support continuous capability development.
- Demonstrating improvements operational effectiveness including agility, flexibility and responsiveness in our workforce.
- A culture that prioritises and embeds a safety first mindset.
- Positive trends in workforce data.



BYRON
SHIRE
COUNCIL

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