**Upper Lachlan
Shire Council**

Workforce Plan
2023-2027

WORKFORCE PLAN

Contents

Executive Summary

Upper Lachlan Shire Council Community Strategic Plan 2042 identifies the five themes and strategic objectives:

A. Our Community - We are a network of close-knit and well supported communities that value our rural lifestyle
B. Our Economy - We capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. We foster and develop diverse, adaptive, and innovative agricultural industry
C. Our Environment - We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations
D. Our Infrastructure - Infrastructure compliments our rural and historic landscapes whilst supporting healthy communities and industries.
E. Our Civic Leadership - Our leaders work collaboratively to meet the needs of the community, in an ethical and strategic manner.

Through the Community Strategic Plan, strategic goals are identified to guide Council in working to meet the needs of the community. In order to achieve these goals, adequate resources (human, financial and assets) will need to be provided by Council to ensure service delivery success. To achieve this, a Resourcing Strategy has been prepared.

The Resourcing Strategy is a key part of the Integrated Planning and Reporting framework for Council's long term planning. Council's Resourcing Strategy in relation to human resources is laid out in this Workforce Plan. Workforce planning strengthens Council's capacity to deliver on strategic and operational plans. It improves Council's understanding of its workforce profile and enables more informed responses to planned and unplanned change and allows for clearer strategies for people development and progression.

The actions and initiatives set out in this Workforce Plan can help increase employee engagement, in turn reducing operational costs, and create efficiencies across business processes.

Council's Workforce Plan has 6 Key areas:-

Key Area 1: Attract and Retain the right people
Key Area 2: Build and leverage the capability of our workforce
Key Area 3: Enhance Organisation Development
Key area 4: Enhancing Performance through management
Key Area 5: Provide a workplace that is focused on employee Work, Health and Safety (WHS)
Key Area 6: Improve Employee Relations through an '*employee voice*' approach

Introduction

Upper Lachlan Shire Council's Workforce Plan outlines Council's commitment to ensuring Council has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and ultimately the community it serves, now and into the future.

The Workforce Plan together with the Asset Management Strategy and Long Term Financial Plan, combine to form Council's Resourcing Strategy, ensure the provision of the necessary resources to implement Council's Delivery Program and Operational Plan, in order to achieve our Community Strategic Plan.

Councils' Workforce Management Plan aligns with key planning and strategy documents. Its focus is to ensure that we have a capable, skilled, engaged and sustainable workforce in order to deliver on our commitments.

This document meets the Office of Local Government's Integrated Planning and Reporting (IP&R) requirements where the resourcing strategy comprising asset management, financial Planning and the workforce planning form part of the integrated framework.

Scope

Council's Workforce Plan identifies high level workforce management issues and themes and guides our people management strategies over the next 4 years. It is anticipated that the local government industry and our workforce will be impacted by a variety of challenges during this period and as such this plan requires ongoing reviewed in line with the IR&P cycle.

What is Workforce Planning?

Workforce planning is an integrated continuous process of shaping the workforce to ensure it is capable of delivering organisational objectives now and into the future. This process is designed to future-proof the challenges faced by Council by nurturing and developing a sustainable workforce through the application of aligned people management approaches.
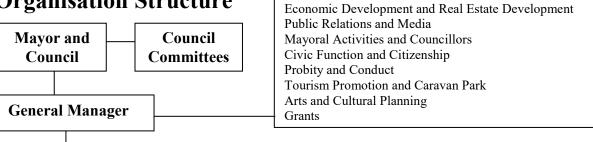
Workforce planning is an iterative and continuous process which follows a cycle.

This process strengthens Council's capacity to deliver on strategic and operational plans; improves understanding of workforce profile; enables more informed response to planned and unplanned change; and allows for clearer strategies for people development and progression.

The actions and initiatives set out in a Workforce Plan can help increase employee engagement, in turn reducing operational costs, and create efficiencies across business processes.

Organisation Structure

Mayor and Council	Council Committees

Economic Development and Real Estate Development
Public Relations and Media
Mayoral Activities and Councillors
Civic Function and Citizenship
Probity and Conduct
Tourism Promotion and Caravan Park
Arts and Cultural Planning
Grants

General Manager

Director of Finance and Administration	Director of Infrastructure	Director of Environment and Planning
Financial Management Accounting Taxation Compliance Customer Service Payroll and Return to Work Staff Training Administration Telephone/Switchboard Records Management Contract Management Legal Services Governance Human Resources Management Work Health and Safety (WHS) Procurement and Stores (2 Works Depots) Insurances Rates and Annual Charges Creditors and Debtors Business Papers Privacy Management GIPA Management External and Internal Audit Investments Loans/Borrowings Management Revenue Policy Community Strategic Plan Delivery Program Operational Plan Long Term Financial Planning Annual Report Library Services (2 branch libraries) Taralga Community Service Centre - Australia Post Services Service NSW Agency Services - Crookwell	Plant and Equipment (Workshop) Infrastructure - Maintenance and Construction Roads Bridges Footpaths and Cycleways Kerb and Guttering Bus Shelters Public Conveniences and Amenities Engineering, survey and design services State Emergency Services (SES) Rural Fire Service (RFS) Aerodrome Asset Management Project Management Forward Planning - Infrastructure Road Safety and Parking Areas Traffic Management Public Cemeteries Stormwater/Drainage Management Street Cleaning Private Works RMCC State Road MR54 Contract Roads to Recovery program Regional Road programs Risk Management Quarries/Gravel Pits Service Request Management (CRM) Compliance Framework Quality Control Management Framework Medical Centres Buildings and Offices Maintenance Council Housing Management Community Centres Public Halls and Museum Management	Building Control Health Services Environmental Planning Control (LEP) Pollution Control Development Control (DCP) Heritage and Conservation Regulatory Functions Food and Health Inspections Septic Tank Town Planning Strategic Planning - Land use planning - Subdivision Ordinance Control Licence Monitoring Section 7.11 and Section 7.12 - Development Contribution Plans Section 64 - Development Contribution Plans Wind Farm Community Funds (CEP) Social and Community Planning Noxious Weeds Control Rural Addressing Information Technology Web Page/FaceBook/Internet Geographic Information System (GIS) Water Supply Services Sewer Services Domestic Waste Management Waste Management Centres Parks and Gardens/Sportsgrounds Tree Preservation Order Recreation Swimming Pools (2 Pools) Animal Control Rangers and Stock Impounding

Our People

Council Workforce Profile

Forty-two percent (42%) of our workforce is older than 55 years of age

Sixty-six percent (66%) of our workforce is over 45 years of age

Average age of our workforce is 48 years old

71% of our workforce is Male

29% of our workforce is Female

52% employees have less than 5 years of service

Average employee tenure 9.6 Years

15.5% Annual Employee Turnover (projected 2022/2023)

15% of Workforce live outside the Shire

Workforce Composition

75% Full Time - (25% Female and 75% Male)
14% Part Time - (95% Female and 5% Male)
11% Casual – (41% Female and 59% Male)

58% Outdoor workers	92% Male
44% Indoor workers	68% Female

Senior Executives	Male/Female 3:1
Managers	Male/Female 1.2:1

Staff by Directorate

General Manager	5%
Infrastructure	48%
Environment and Planning	28%
Finance and Administration	19%

FTE employees	152
Employee headcount	158

Contextual Issues

The world of work has changed significantly over the last 10 years and continues to be in a state of flux. Globalisation, relentless advances in technology, the changing nature of work and an ageing workforce the main disruptors driving this transformation[1]. Add in the coronavirus pandemic, which has escalated the pace of change and spurred on *'the great resignation'.* These factors further intensifying the war-for-talent and the need for organisations to reimagine their future workforce.

Local Government is not immune to the effects of these disruptions. The Australian Local Government Association national survey, conducted in 2022, provides insights into the workforce profile of local government. Not only did the report demonstrate evidence of the longstanding and escalating issue of an ageing workforce and major skills shortage, it also revealed that the sector is facing a significant shift in workforce expectations around flexibility[2].

In 2013 the National Local Government Workforce Strategy 2013-2020 was released[3]. The National Strategy includes eight strategic themes, all of which are relevant to the NSW context and are adopted in the NSW Workforce Strategy. These include:

- Improving workforce planning and development
- Promoting local government as a place-based employer
- Retaining and attracting a diverse workforce
- Creating a contemporary workplace
- Investing in skills
- Improving productivity and leveraging technology
- Maximising management and leadership
- Implementation and collaboration

Additionally, regional and remote local government face a unique range of workforce challenges. The following have been identified as the key workforce issues facing regional councils[4]:

- Inability to compete with the private sector on remuneration
- Lack of suitably qualified and experienced applicants
- High demand across the labour market for specific occupations
- Shortage of skilled locals – limited talent pool
- Remoteness – hard to recruit skilled and experienced staff
- Lack of opportunity for career progression particularly in small councils
- Regional/remote location – lack of facilities/housing.

Upper Lachlan Shire Council's experience reflects the challenges outlined above. Of note, as a result of a somewhat stable workforce, Council is faces the additional challenge of modernizing its practices and processes

---

[1] Local Government Workforce Skills and Capability Survey Report, Australian Local Government Association, 2022; Workforce of the Future, Price Waterhouse Cooper, 2018; Building the future-ready workforce, Deloitte, 2021.
[2] Local Government Workforce Skills and Capability Survey Report, Australian Local Government Association, 2022.
[3] Australian Centre of Excellence for Local Government (ACELG) and Local Government Managers Australia (LGMA), (2013) Future-Proofing Local Government: National Workforce Strategy 2013-2020.
[4] Local Government Workforce Skills and Capability Survey Report, Australian Local Government Association, 2022.

in amongst the ageing workforce. Council's intensifying need to digitize and implement technological change, seemingly incompatible with its workforce profile, reluctant to change as it heads towards retirement.

Upper Lachlan Shire Council is a significant local employer, providing a pipeline of employment across many occupations. With only a small rate-base, Council's ability to compete primarily through salary is limited. This constraint requires Council to consider and harness more fully its total value proposition for employees.

Upper Lachlan Shire Council has been working through a lengthy industrial relations dispute regarding its Salary System. This dispute has dominated the management of the workforce for over three years. The impact of the dispute largely negative as it has created a resistance to change, established turmoil in the organisation, fostered distrust, a feeling of defeat and widens the chasm of misunderstanding. Resolving this dispute and refocusing the organisations energy on building trust within the workforce is critical.

In developing an effective Workforce Plan it is crucial to identify and understand current and future internal and external factors that may have an impact on the workforce. The 'influences' identified below will be monitored as part of the annual review of this strategy to ensure our response to workforce planning remains effective.

External

- COVID-19 Pandemic
- Current and future labour market
- Current and future economic environment
- Operational and strategic workings of the Local Government environment
- Local Government reform
- The demographics within the Local Government Area
- Legislation and regulatory requirements
- National Local Government Workforce Strategy
- NSW Local Government Workforce Strategy
- Community expectations
- Industrial Relations

Internal

- Community Strategic Plan, Delivery Program & Operational Plans
- Resourcing Strategy
- Major Projects portfolio
- Equal Employment Opportunity Management Plan
- Ageing Workforce Strategy
- WHS Management System
- Enterprise Risk Management System
- Corporate Sustainability Action Plan
- Employee Engagement Survey
- Workforce metrics
- Leave liability
- Human Resource Policy, Process and Practices

Workforce Plan – Key Area Actions

The following outlines the measures and actions that will be implemented by Council to enable successful Workforce Management and achievement of Council's goals. Human Resources in conjunction with management, are responsible for the development, implementation and review of the Workforce Plan.

Key Area 1: Attract and Retain the right people		
Improve recruitment experience	Refine recruitment process and approach	Complete
	Streamline recruitment practices to reduce total time from vacancy to hire	June 2023
Develop 'people' pipelines	Build strong links with local Schools, TAFE and universities as a source of work-experience; trainees/apprentices and cadets.	September 2023
Targeted retention of *'talent'*	Determine rewards and recognition approaches to assist in the retention of talent.	April 2024
Key Area 2: Build and leverage the capability of our workforce		
Leverage outgoing organisation knowledge	Draft and implement Ageing Workforce Strategy – focus on transition to retirement	November 2023
	Set up structured knowledge sharing environments	March 2024
Implement Training Plans	Consolidate individual training and development plans	July 2023
	Draft organisation wide training and development plan	February 2024
Increase skill across the workforce	Develop/Deliver Leadership Development program	Complete
	Draft Job Rotation Process	August 2023
	Develop and implement turn-key training for workforce (online and face-to face)	June 2025

Key Area 3: Enhance Organisation Development		
Build employee culture of engagement	Complete Employee Engagement survey	June 2024
Employee Value Proposition	Clarify and develop Council's EVP – "I work at Council & that works for you!"	June 2025
Position Council as a place-based employer	Leverage benefits of the unique ability for Council to contribute to local growth initiatives through the employment of local resources.	Ongoing
Key area 4: Enhancing Performance through Management		
Build Management capability	Provide clear guidelines and training to supervisors to assist in the management of performance	Ongoing
Leverage high performer's through increased development opportunities	Work one on one with employees and agree a development approach to appraisals	October 2023
Performance Appraisals	All staff to have a performance appraisal undertaken	1 June – Annually
	Develop contemporary approach to performance assessment	October 2023
Key Area 5: Provide a workplace that is focused on employee Work, Health and Safety (WHS)		
Effective and Efficient processes	Develop Council WHS Program	Complete
	Update Council WHS and HR Policy and Process	Ongoing
	Implement IT systems to enhance WHS management	August 2023
Improved approach to RTW Coordination	Update Council WHS and HR Policy and Process	Ongoing
	Upskill RTW Coordinators and Supervisors to manage RTW more proactively	June 2023
	Reduce time lost per injury	Annual reduction in LIT
Wellbeing and Lifestyle	Roll out Employee Wellbeing Survey	Complete
	Provide two opportunities per year to employees to assist with Employee Wellbeing	Ongoing

Key Area 6: Improve Employee Relations through an *'employee voice'* approach		
Effective and Efficient processes	Implement IT systems to enhance payroll and people management	June 2023
Industrial Relations	Continue to work to resolve Salary System dispute	July 2023
	Foster relationship with Unions	Ongoing
Embed Workforce management strategies that allow an opportunity for the employee's voice to be heard	Update Council HR Policy and Process	Ongoing

12