LACHLAN SHIRE COUNCIL

Wiradjuri Country

WORKFORCE PLAN

Adopted: 29 June 2022

| 2022 -2026

Lachlan Shire Council acknowledges that our people are our greatest asset. The Workforce Plan aims to ensure that our organisation has sufficient skilled resources to deliver on the priorities set out in the Community Strategic Plan.

The development of an effective workforce plan will enable Council to plan its future workforce needs to deliver goals, focus on the medium and long term, and also provide a framework for dealing with immediate challenges in a consistent way.

The Workforce Plan includes details the staffing, skills and human resource requirements to meet the activities and initiatives included in the Delivery Program and the Operational Plan over a four-year period.

Council has identified the following (5) key strategies that will be incorporated into the workforce management plan:

1. to be an Employer of first Choice

2. to foster and improve staff confidence, trust and inclusion in decision making

3. retain skilled, experienced employees and attract new, competent and qualified staff

4. keep up to date with technological improvements and advancements

5. to provide a safe working environment.

INTRODUCTION

The Workforce Plan is a legislative requirement of the New South Wales Government's Integrated Planning and Reporting Framework and is part of the Resourcing Strategy which is informed by and developed in conjunction with the Long-Term Financial Plan and the Asset Management Strategy and Plans.

The development of an effective workforce plan will enable Council to plan its future workforce needs to deliver goals, focus on the medium and long term, and also provide a framework for dealing with immediate challenges in a consistent way.

Council's Workforce Plan is based on the utilisation of information gathered from the completion of the following:

- staff surveys
- staff workshops
- SWOT analysis
- analysis of external and internal impacts
- analysis of demographics
- identification of critical roles within Council
- strategic planning workshops and community strategic plan.

This process has provided Council with the ability to assess its resources, identify its strengths and weaknesses and develop changes that need to be made to improve service delivery into the future.

Council has identified the following (5) key strategies that will be incorporated into the Workforce Plan:

1. to be an employer of first choice
2. to foster and improve staff confidence, trust and inclusion in decision making
3. retain skilled, experienced employees and attract new, competent and qualified staff
4. keep up to date with technological improvements and advancements
5. to provide a safe working environment.

Council can achieve this by having:

'the right people in the right places with the right skills doing the right jobs at the right time'

An effective workforce action plan will ensure Council:

- has the best people best able to inform its strategic direction
- develop innovative approaches to complex issues
- develop and maintain partnerships
- deliver appropriate services effectively and efficiently
- engage productively with the local community in facilitating the development of the Community Strategic Plan.

COUNCIL'S VISION AND MISSION

Lachlan Shire Vision

For the Lachlan Shire to be a resilient community providing economic and social growth, through evolving, agricultural, business and mineral activities

Lachlan Shire Mission

To engage the community, providing and delivering progressive services whilst implementing a long-term strategic plan leading to the social and economic benefit of the community

Lachlan Shire Council is a professional and progressive local government organisation with a skilled workforce which regard the Council as an employer of first choice. Council staff have a high level of skill and this is recognised within the community.

For Council to fulfil its vision and mission of Lachlan Shire some of the strategies required include:

- Attracting, developing and retaining high calibre staff
- Continuing to support traineeships, apprenticeships and cadetships, along with skills acquisition across the Shire
- Ensuring a productive workplace through a variety of measures including performance development and appraisal mechanisms
- Introducing appropriate changes to our organisational structure, programs, technology and production to improve performance and services
- Communicating with staff and unions to enhance existing relationships and maintain a low level of grievances and disputes
- Promote equal opportunity and inclusion in all work practices

- Meeting Council's Local Government (State) Award and legislative obligations including work health & safety
- Participating in Central West JO and other regional initiatives for joint training, risk management and resource sharing and development

Council's overall goal is to become an employer of first choice through the provision of consistent, equitable and flexible systems and processes to attract, develop and retain a highly skilled and motivated workforce. This will be achieved by ensuring:

- Well-motivated and well-informed staff in all areas of Council who can respond to changes in internal and external environments
- Staff with skills to deliver appropriate services, using appropriate technology, enabling efficient and effective project management and administrative requirements
- The need for Directors to facilitate managers in delivering Council's strategic objectives with skills that encourage and ensure high productivity, enabling and facilitating change
- People with leadership skills able to manage teams sensitively and creatively

ORGANISATIONAL STRUCTURE

GREG TORY
General Manager

- Human Resources
- Work, Health & Safety
- Communications & Community Engagement

ADRIAN MILNE
Director Infrastructure

- Water services
- Recreation facilities
- Roads & drainage
- Emergency services
- Aerodromes
- Asset management
- Wastewater services
- Project plans
- Infrastructure services
- Capital works
- Parks and reserves
- Swimming pools
- Cemeteries
- Crown Lands

KAREN PEGLER
Director Corporate & Community Services

- Corporate Governance
- Finance
- Audit, Risk and Improvement Committee
- Integrated planning & reporting
- Stores/inventory
- Customer service centres
- Information services
- Libraries
- Enterprise risk management
- Children's services
- Home & Community Care

JON SHILLITO
Director Environment, Tourism & Economic Development

- Planning strategies
- Development assessment
- Waste management
- Food safety
- Local laws & regulations
- Natural resource & heritage management
- Facilities management
- Plant & fleet
- Floodplain risk management
- Economic development
- Tourism
- Community events

ORGANISATIONAL VALUES

COOPERATIVE
Team work is the key, all working together toward a common goal.

RESPONSIVE
Committed to the needs of the Organisation and the Community

RESPECT
We treat others with kindness, fairness and tolerance in all our professional and personal interactions

EFFECTIVE
We accomplish a purpose , we produce the expected result and are effective workers without wasting time and effort

PROUD
We take pride in our work and doing the best job we can. We are proud of Council and it's achievements.

COUNCIL'S PROFILE AND WORKFORCE DEMOGRAPHICS

Located in the Central West at the Heart of NSW, Council provides a diverse range of services to the Lachlan Shire community.

Council employs approximately 167 staff with a fulltime equivalency of 136 staff and is governed by an elected body of ten (10). Council has an operational budget of approximately $35 million.

Services provided by Council include roads, parks and gardens, waste services, water and sewer services, health and building services, economic development, tourism including three caravan parks, regulatory services, swimming pools and recreation (including a gymnasium in Condobolin), weed control and Service NSW agencies.

Council also delivers a large number of community services which include Home and Community Care (HACC), library services, youth services and children's services consisting of mobile childcare service, pre-school, after school care and vacation care.

Our workforce consists of permanent full-time, part-time, contract, temporary and casual staff.

This combination contributes to not only commitment and loyalty but also allows flexibility in responding to the needs of our community.

Approximately 68% of our staff are employed on a permanent basis, 12% of staff are employed on a part time basis and 20% are employed on a casual or temporary basis indicating that flexible work arrangements are utilised by Council staff.

Casual employees are predominantly employed in Children's Services, Libraries and HACC services where the service offering is unique and best serviced by a casual workforce.

Temporary staff placements fill gaps in the organisation where a temporary workforce is required to undertake specific tasks or projects or have the expertise required for work that we do not have within the organisation. Temporary staff also backfill staff on extended leave or whilst recruiting for vacant positions which may be hard to fill.

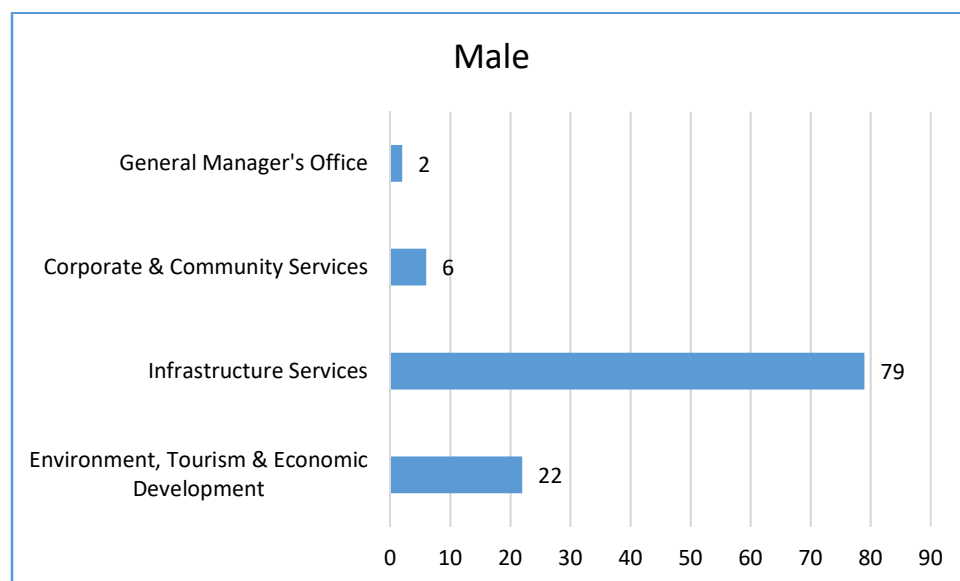| Department	Full Time	Part Time	Casual	Temporary	Contract	Total
General Managers Office	4	1		1	1	7
Corporate Services	11	5	4	2	1	23
Community Services	4	12	12	3		31
Environment and Planning	17	2		3	1	23
Infrastructure Services	78		2	2	1	83
Total	114	20	18	11	4	167

Diversity of Workforce

A high proportion of the Lachlan Shire Population is Australian born equating to 83%, with 50% of the population being male and 50% are female. 13% of the residents are under the age of 20, and the median age is 40 years of age. At present Council's workforce is made up of approximately 20% aboriginal employees and 2% from a non-English speaking background.
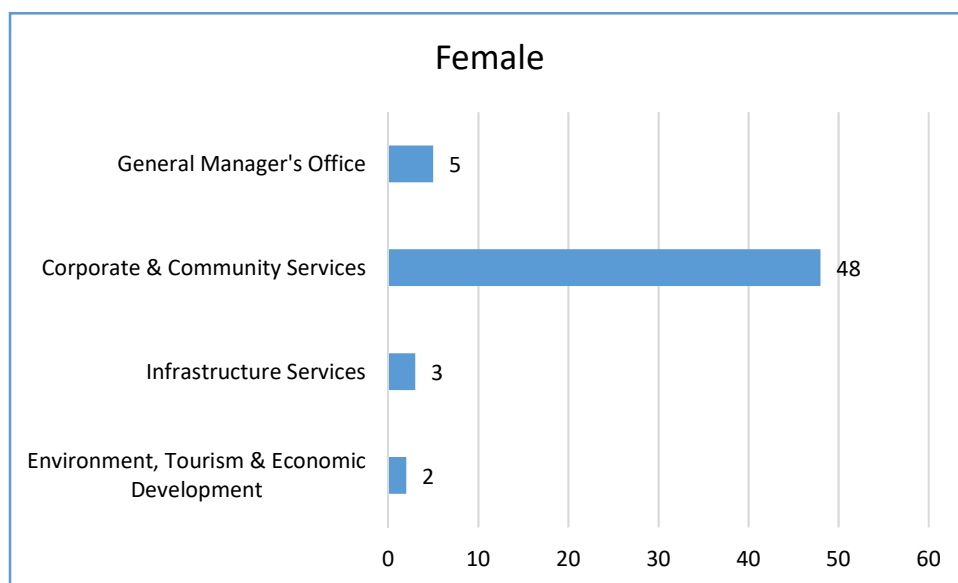
Council will develop inclusion strategies to support and maintain a diverse workforce.

Gender Profile
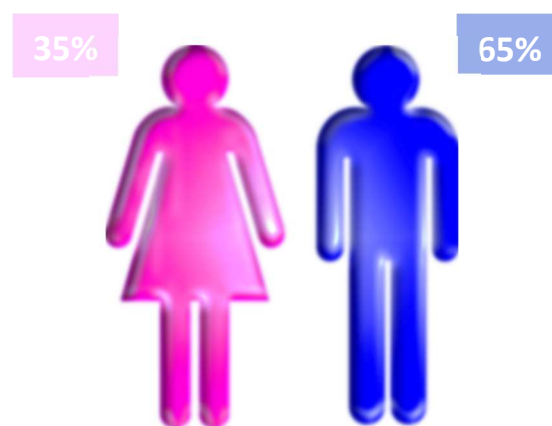
The Workforce is predominately male, this is due to Council's substantial works program which employs a large operational workforce who are predominately male. Female staff work predominantly in Administration and Community Services roles.

Female

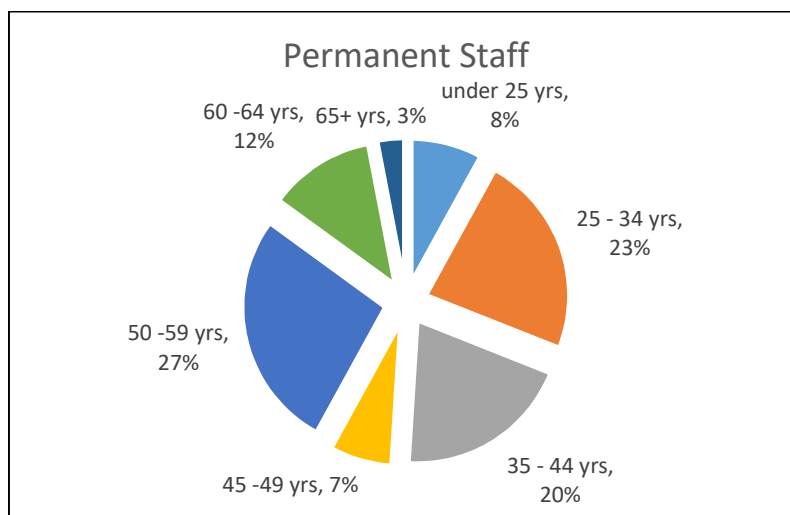| Department	Count
General Manager's Office	5
Corporate & Community Services	48
Infrastructure Services	3
Environment, Tourism & Economic Development	2

The Gender Profile of the workforce in management roles is evenly split with 46% male and 54% female, this demonstrates that Council is supportive of a gender balance at a management level.

At executive level, 75% of the executive leadership team is male.

Age Profile - Age of Council Workforce

Permanent Staff

- under 25 yrs, 8%
- 25 - 34 yrs, 23%
- 35 - 44 yrs, 20%
- 45 -49 yrs, 7%
- 50 -59 yrs, 27%
- 60 -64 yrs, 12%
- 65+ yrs, 3%

Council has a diverse age demographic with more than half the workforce aged under 44 years. This age group is made up of experienced and skilled workers. Council envisages doing all that is possible to retain these staff to avoid losing their skills and experience to external industry or other Local Government authorities.

The under 25 age group is approximately 8% of the total staff cohort. Some of these staff are trainees who are aiming for higher

positions, therefore there is quality staff coming through the ranks. Council will include strategies to retain these staff once they complete their training and provide progression through the organisation.

Council will endeavour to continue providing ongoing traineeships, apprenticeships and cadetships to attract this age group and endeavour to grow our own professional staff.

The age group from 50 to 65+ equates to 42% of Council's workforce which is similar to previous years, however an ageing workforce raises concerns including; loss of corporate knowledge, challenges with technological changes and possible increase to injury and workers compensation claims.

Over the next 4 years Council will lose a number of long-term employees which will impact the organisation greatly, it is imperative that this loss of knowledge is captured. Council will ensure to include a range of workforce practices and strategies that will support the safety of these workers and achieve the transfer of skills and knowledge.

LENGTH OF SERVICE

The number of staff that have worked for Council for over 10 years equate to 18% with 66% of staff having worked for Council for less than 5 years. Council will include strategies to retain talent to ensure service delivery and business continuity.

This figure provided by LGNSW for the median voluntary turnover rate in Local Government for 2017/2018 was 14.16%, Council's current level of staff turnover is lower at 10.77% and is consistent with that of most local authorities.

From information collected through exit interview questionnaires and staff survey the top four (4) reasons for voluntary departure from LSC in recent years has been:

- Better Career Opportunity/Salary
- Retirement
- Family Responsibilities
- Seeking a higher paying job

IDENTIFIED WORKFORCE DEVELOPMENT GAPS

Workforce development gaps were identified from the sources of information gathered and have formed the basis of the Workforce Plan Strategy, the identified gaps are as follows:
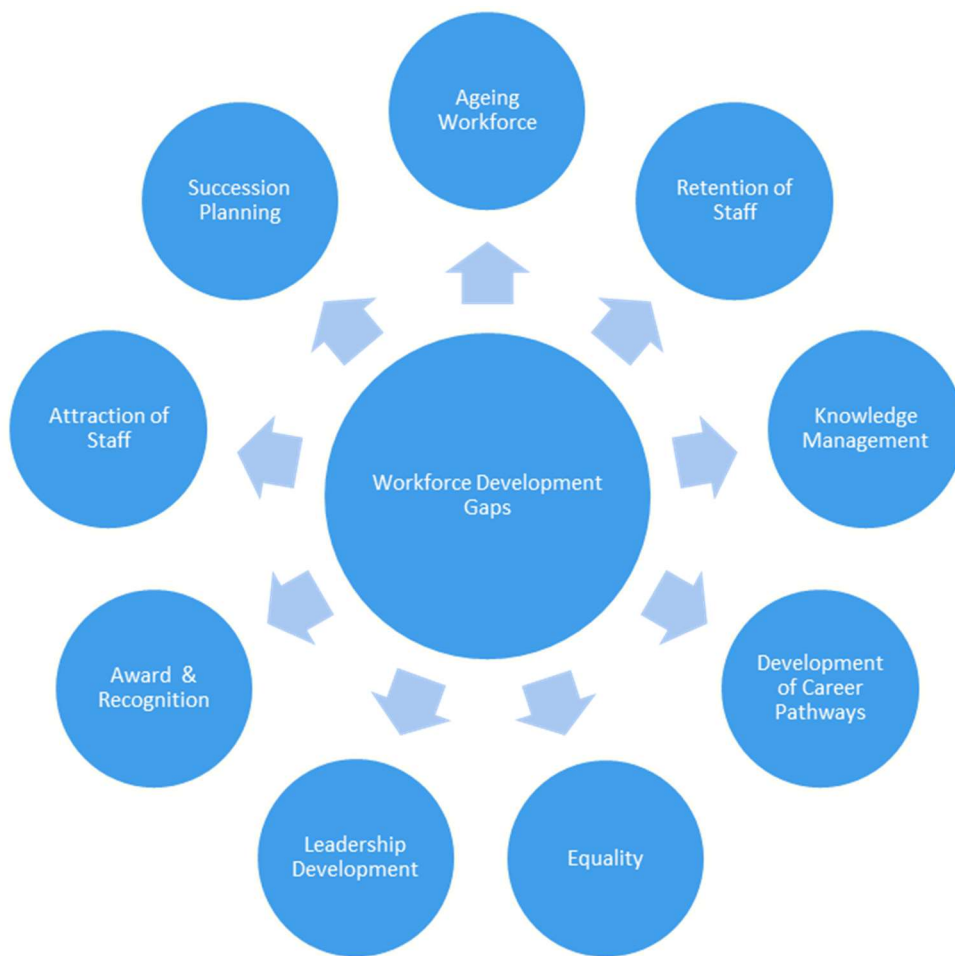
SUCCESSION PLANNING

Council has a succession plan which acknowledges the fact that staff will not be with the organisation indefinitely. It provides a plan and process for addressing the changes that will occur when staff leave the organisation. Council has a commitment to developing career paths for employees which will facilitate Council's ability to recruit and retain top-performing employees.

Key positions have been identified and are defined as those positions that are crucial for the operations of Council and, because of skill, seniority, scarcity in the market place and/or experience, will be hard to replace.

For those staff that are nearing retirement, flexible working opportunities may be considered to assist them in transitioning to retirement. This will assist in retaining corporate knowledge and have those staff train the next generation of staff progressing through the organisation.

Council has assessed its current and future needs based on the Community Strategic Plan and its goals and objectives, priority programs and projects and matched it to the capabilities of the existing workforce.

Employees who are perceived to have the skills, knowledge, qualities, experience and the desire can be trained and developed to move up to fill specific, key positions.

HEALTH AND WELLBEING

Council is committed to providing a safe and healthy working environment for all workers and will ensure all obligations to legislative compliance is met.

Council strives to continually improve the safety management system and ensures staff are educated so they have an understanding of their responsibilities, principles, policies and procedures within the safety system.

Resources for Safety are allocated within the Human Resources Team who have been making improvements to workers compensation and injury management policies and procedures. This has resulted in significant savings on insurance premiums in the last 3 years as well as better staff engagement and an improvement to the safety culture of the organisation.

LEARNING AND DEVELOPMENT

Council recognises the importance of a skilled, knowledgeable and productive workforce which will greatly enhance the quality and standard of services provided by the organisation.

Council will utilise our performance management system to assist with training needs identification and develop an individual training plan for employees which will include appropriate skills, capabilities, career and succession planning.

Employee development will include, qualifications, corporate and compliance training, on the job development, attendance at conferences, seminars or workshops, external studies and opportunities to act in higher positions and secondments.

EXTERNAL AND INTERNAL IMPACTS ON THE WORKFORCE

Lachlan Shire Council operates in an external environment where social, political, economic, environmental, legal and technological trends constitute challenges and opportunities for the future strength of Council. The impact of these external and internal changes on our workforce in the future will continue to be far-reaching. Such issues include, but are not limited to:

POLITICAL	- Federal election - LG Reform - Policy and Legislative Changes - Local Elections - changing of Councillors & Mayor - Funding - Stability of Council - Cost shifting
ECONOMIC	- Global Financial Climate – could affect Superannuation and Retirements - Competing with mining for staff – higher wages - Less Revenue – Population decreasing – less ratepayers - Mining companies starting up in the LGA - IPART - Rate pegging - Privatisation – private contractors - Grant Funding – only use contractors - Ageing workforce – retiring staff, pay out of leave and other entitlements - Additional maintenance costs for Infrastructure built from Grant funding
SOCIOLOGICAL	- Indigenous employment - Ageing population - Population decline - Distance to travel for meetings, training and access to health services - Community Engagement Strategy - Social Media – negative feedback - Mining Industry – bring in population or transient workforce – fly in fly out - Retain services

	• Advocate to improve services • Availability of medical services • Access to youth facilities and leisure activities • Arts and culture • Schools and availability for high schools and tertiary education
TECHNOLOGICAL	• Online services – SNSW delivering more services • Technology in the field • Blackspots for phone and connectivity • Ability to work from home • Gain in efficiencies due to the ability for online systems and improvement in systems • Increase in demand for instant information, access to online information and services will increase • Greater reliance of online meeting options for staff and the community • Cyber Security
LEGAL	• Industrial relation issues if not managed well • Relationships with Unions • Commitment to a good safety culture • Compliance with Taxation requirements and statutory requirements • Local Government (State) Award – negotiations of new Award • Negotiations of Enterprise Agreement
ENVIRONMENTAL	• Upgrading of waste management services • Water issues at some Villages in the Shire • Water restrictions • Ageing infrastructure • Climate Change • Increasing renewable energy • Decreasing energy reliance • Increasing liveability

These trends require a constant focus on planning and shaping our workforce to anticipate and respond to changes. It is paramount that we consult and communicate about changes in strategic direction so that we create an integrated staffing structure to support the current and future role of Council.

SWOT ANALYSIS

STRENGTH	WEAKNESSES
• New Salary Structure which will reward high performing staff	• Hard to fill some positions
• Workplace flexibility	• Ageing workforce
• High Volunteer Participation	• Loss of skilled workers/corporate knowledge due to ageing workforce
• Staff are required to have a broad range of skills	• Attracting and Retaining professional staff
• Job security	• Recruitment costs will rise
• Opportunity to gain skills undertaking higher grade duties or secondments	• New skills and qualifications will be required for technological advancements
• Training and Development Program	• Quality and quantity of suitable housing stock for new residents to the Shire

OPPORTUNITIES	THREATS
• Road building/making capability	• Losing staff to other industries paying higher salaries e.g. mining
• Resource sharing	• Ageing infrastructure (water and sewer)
• Staff Exchange Program with Council's friendship partner Council	• Recruitment/Retention of staff
• Borrowing to reduce infrastructure backlog	• Delivering services to meet the communities expectations with budget constraints
• Development of a buddying, coaching & mentoring program – retain knowledge & skills of ageing workforce & developing those staff coming through the ranks	• Managing change & positive workplace culture with constant changes in local government reform
• Changes in Technology may change operational practices and service delivery	• Climate Change – identification of new skills, technologies & innovations to assist in improving how energy is managed & the financial impacts on Council
• Increase in access of technology to the wider workforce	• Borrowing to reduce infrastructure backlog
• Working with surrounding Council's & Central West JO	
• Working with TAFE – program for new starters in workforce	
• Staff working from other locations other that in the LGA	

CRITICAL POSITIONS

As part of the workforce planning process, it is essential to identify those positions that are critical to the delivery of the Community Strategic Plan and the Delivery Program. Council chooses to recruit such positions because they assist Council to deliver community expected services in line with the 10-year Community Strategic Plan and four-year Delivery Program.

Critical positions are positions that:

- Are key, or may become key to the future functions of Council
- Have had a high number of vacancies and/or vacancies that have been difficult to fill due to labour market pressures
- Have an impact on Council's business outcomes if left vacant
- Require a long lead time to develop the required skills
- Have a broad or unlikely mix of skills
- Have ongoing niche or specialised skills

Core positions to attaining Strategic Objectives are positions which are essential for service delivery but could remain unfilled for the short term without affecting the delivery of services and the strategic outcomes.

Analysing the above definitions, Council has identified the following positions as critical to the delivery of strategic objectives:

- Accountants
- Engineers
- Environmental Health and Building Officers
- Building Surveyors
- Town Planner
- Tourism Officers
- Communication Officers
- Regulations Officer

- Water and Sewer Operators
- Plant Mechanic
- Metal Fabricator
- Nominated Supervisor – Children's Services
- Revenue Officer
- Information Technology
- Childcare Educators

Some of the positions above have been identified on the National skills shortage list by the Department of Employment and have the potential to impact directly on the delivery of a Council's core services.

It is important when developing strategies to anticipate future skill requirements to work in collaboration with training providers.

Survey Information

The information collated from organisational values workshops held with staff and staff satisfaction surveys contributed to common themes around what staff value, ideas for improvement and how to retain staff. The findings are as follows:

Staff Value	Ways Council can improve	What attracted staff to work for LSC	How to retain staff
Feeling valued, respected and appreciated	Value and encourage staff input	Financial Incentives and benefits offered	Value staff – develop a reward system and provide ongoing feedback
Professional development and career path opportunities	Foster new ideas and staff innovation	Lots of opportunity for career progression and continuous professional development	Provide a traineeship and mentoring program – grow your own professionals
Engaged at work and job gives a sense of personal achievement	Improve communication and staff management	The relaxed lifestyle and a good place to bring up a family	Have strong organisational values which will enable a good workplace culture with high staff morale
Good work/life balance	More opportunities for apprenticeships and traineeships	Good salary and wages	Support flexibility in the workplace, provide a good work/life balance
Job security	Develop a leadership development program	Council has a good reputation	Have a good performance management program
A safe workplace	Better manage succession planning and knowledge management	Challenging and variety of work, staff are able to learn and experience a broad range of tasks	Improve employee and community engagement strategies
Opportunity for salary progression and training	Increase staff resources, staff salaries and incentives	Job security	Have strong leadership and management

FORECASTING THE FUTURE WORKFORCE

Operational workforce needs alternate between peak and lean periods relating to weather patterns and Federal budgets. Key positions must be maintained during natural attrition in lean years, to provide capacity to expand when needed.

Spare capacity can arise from lean capital budgets and lack of water during drought which reduces road maintenance work. This requires natural attrition of a few outdoor operational positions while maintaining flexibility and core skills to enable expansion when needed.

On the other hand, floods and unexpected grant funding can increase the need for more staff. On these occasions it is anticipated either casual staff or local contractors will be recruited to augment existing works crews to ease the workload with the possibility of specialised autonomous contractors appointed for packages of work.

At present additional operational staff positions are funded by the extra grant funding and as these grants run out, natural attrition will lower the staff numbers.

In addition to this, project work across all sections of the Infrastructure Services department is included in the forward planning of the works programs. Consideration will be given to engaging specialised autonomous contractors for fixed scope project works.

Some 'indoor' professional positions have understudies who can apply for the higher positions and in most cases, there are external applicants. However, recruitment and succession are sometimes more difficult for positions such as finance, engineering and water and sewerage engineering. This is common for many Councils. Council has some trainees and engineering assistants in professional areas to contribute to the talent pool, which may grow into higher professional positions.

There will be a significant increase in tourism, promotion and events in the Shire and Central West NSW, particularly with the introduction of a new Visitor Information Centre in Condobolin. This will need to be resourced with additional new positions as well as additional staff in the governance, legal and risk areas.

Technological changes are impacting the way in which we work. The roll-out of new technology in relation to remote meetings, phones, drones and tablets in the field will improve the efficiency of Council's operation. Council will continue to equip our workforce with the skills and abilities to embrace and utilise all technological change.

MONITORING

The importance of monitoring the Workforce Plan is to ensure that all the goals and strategies in the Plan will be achieved and any external or internal developments that may occur will be factored into the Plan.

Council's Workforce plan will be reviewed annually. The purpose of this process is to:

- Keep abreast of new legislation and Government Reform processes
- Address any workforce or organisational issues that may occur
- Review performance measurement information (KPI's)
- Adjust the plan and strategies as necessary

EVALUATION

Evaluation of the workforce planning strategy is crucial for enabling continuous improvement of the strategies, performance and results.

Developing key performance indicators (KPI's) involves determining what needs to be measured. Evaluation criteria will be developed to relate to the specific objectives of each workforce planning objective.

Another important measure of evaluation is feedback on how well the organisation has accomplished its action plan and its effectiveness. This may include; management meetings, employee surveys, analysis of data and progress reports.

ACTION PLAN

The below four-year implementation plan which is linked to the Delivery Operational Plan supports the ongoing implementation of new and continuing workforce strategies as identified in the Workforce Plan 2022 -2026.

Council has identified the following (5) key strategies:

1. to be an employer of first choice
2. to foster and improve staff confidence, trust and inclusion in decision making
3. retain skilled, experienced employees and attract new, competent and qualified staff
4. keep up to date with technological improvements and advancements
5. to provide a safe working environment.

Outcome 1: To be an Employer of First Choice

Workforce Plan Number	Workforce Strategies	Performance Measure	Responsibility	Timeframe	Delivery Program Number
1.1.1	Ensure Employment practices and policies are updated in accordance with legislative changes	Ensure compliance with statutory requirements regarding employment	MHR	Ongoing	4.2.2
1.1.2	Ensure Staff are remunerated fairly and equitably	Benchmark Council's Salary System against like Council's to measure ongoing competiveness	ELT/MHR	Year 1 & Year 3	4.2.5
1.1.3	Continue to foster the growth of the local workforce through traineeships and apprenticeships	Increase the number of traineeships	ELT	Ongoing	1.3.1
1.1.4	Work closely with regional high schools to successfully host School Based traineeships, work experience and work placement programs	School students undertake work experience and work placement

Council hosts a school-based traineeship | ELT/MHR | Ongoing | 1.2.1 & 1.3.2 |
1.1.5	Council's workforce is diverse and inclusive	Review Council's EEO plan strategies to include diversity and inclusiveness of Council's workforce	ELT/MHR	Year 3 & Year 4	1.1.3
1.1.6	Develop strategies to maintain the level of Indigenous employment within Council	Review Council's Equal Employment Opportunity Management Plan Strategies	ELT/MHR	Year 3 & Year 4	1.1.3
1.17	Promote Council as an employer of choice	Review the Employee Benefits Brochure and include in all recruitment packs, on Council's website and for utilisation at expo's	MHR/HR Officer	Year 2 & Year 3	4.2.8

Outcome 2: To foster and improve staff confidence, trust and inclusion in decision making

Workforce Plan Number	Action	Performance Measure	Responsibility	Timeframe	Delivery Program Number
2.1.1	Increase the level of personal interaction and information dissemination within Council	Encourage contributions from all staff for production of bi – monthly staff Newsletter and ensure the Newsletter in inclusive and representative of the organisation.	MHR/HR Officer	Bi-monthly	4.2.9
2.1.2	Increase the level of consultation with employees	Regular staff meetings to be held	Directors & Managers	Fortnightly /Monthly	4.2.9
		Hold 'all staff' meetings	General Manager	Twice yearly	4.2.9
		Consultative Committee and Health and Safety Committee meetings are held	ELT/MHR	Quarterly	4.2.9
2.1.3	Council's decision making is equitable and ethical	Councillor Training Plan developed and training undertaken	GM/DCCS	Year 1	4.2.2
2.1.4	Ensure staff are consulted on new or reviewed policies	Staff policies are included in staff inductions with staff inducted monthly	ELT/MHR	Ongoing	4.2.9
2.1.5	Review of Council recruitment and induction procedure to identify individuals with disability or support needs.	Raise awareness of accessible recruitment and induction processes	MHR	Year 2	4.2.9

Outcome 3: Retain skilled, experienced employees and attract new, competent and qualified employees

Workforce Plan Number	Action	Performance Measure	Responsibility	Timeframe	Delivery Program Number
3.1.1	Recruit, select and retain the right workforce to ensure the long-term supply of skills and resources	Review and streamline Council's recruitment and selection policies and procedures	MHR/HR Officer	Ongoing	4.2.9
3.1.2	Conduct Exit Interviews for exiting staff	90% staff undertake Exit interviews and report trends to ELT	MHR	Ongoing	4.2.8
3.1.3	Provide Professional Development and required training to staff	80% of training delivered as identified in staff training plans.	ELT/MHR	Ongoing	4.2.8
		Staff undertake annual performance reviews involving a structured approach to individual training plans, career paths and professional development	MHR	Ongoing	4.2.8
3.1.4	Develop succession plans for identified positions	Ensure succession plans are in place for key roles to transfer	ELT/MHR	Year 2 and Year 3	4.2.8

Workforce Plan Number	Action	Performance Measure	Responsibility	Timeframe	Delivery Program Number
		corporate knowledge and upskill employees			
3.1.5	Conduct employee opinion survey that are measurable for employee engagement	A bi-yearly employee opinion survey is undertaken with 60% participation	GM/MHR	Bi-annually	4.2.8
3.1.6	Support staff exchanges and support secondments between other Councils	One staff exchange per year	ELT	Ongoing	1.5.1

Outcome 4: Keep up to date with technological advancements

Workforce Plan Number	Action	Performance Measure	Responsibility	Timeframe	Delivery Program Number
4.1.1	Workforce technology, systems and processes ensure Council's workforce is supported to deliver all its responsibilities.	Ensure staff are provided with training on new or emerging technologies and advancements	MIS/ELT/MHR	Ongoing	4.2.8

Outcome 5: To provide a safe working environment

Workforce Plan Number	Action	Performance Measure	Responsibility	Timeframe	Delivery Program Number
5.1.1	Ensure a Health and Safety committee is active	Health and Safety Committee meetings are held quarterly with 80% attendance	ELT/MHR	Quarterly	4.2.5
5.1.2	Active Management of staff who suffer Workplace incidents	Total hours lost time is below 600 hours and good Workers Compensation Claims Frequency Rate	ELT/MHR	Ongoing	4.2.5
		Recover at work plans are undertaken for all staff on suitable duties in accordance with the Council's Workers Compensation Program.	MHR/Supervisors	Ongoing	4.2.5
5.1.3	Ensure staff have access to independent consultants to discuss personal issues

Promote the use of the Managers Helpline as part of the Employee Assistance program for supporting supervisors with people challenges | Appointment of an Employee Assistance program provider and promotion of the Mangers helpline | MHR | Ongoing | 4.2.8 |
| 5.1.4 | Staff are kept up to date with new Work Health and Safety legislation | WH&S Training is provided for all staff, Contractors & Volunteers | MHR | Ongoing | 4.2.5 |

LACHLAN SHIRE
COUNCIL
Wiradjuri Country

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