



**LACHLAN SHIRE
COUNCIL**

Wiradjuri Country

WORKFORCE PLAN

2026 - 2029

Adopted: 30/06/2025





ACKNOWLEDGEMENT OF COUNTRY

Lachlan Shire Council acknowledges the Wiradjuri people as the Traditional custodians of this land.

We recognise their strength and resilience and pay respect to Elders past, present, and emerging and to all Aboriginal and Torres Strait Islander people who are part of the Lachlan Shire community.

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

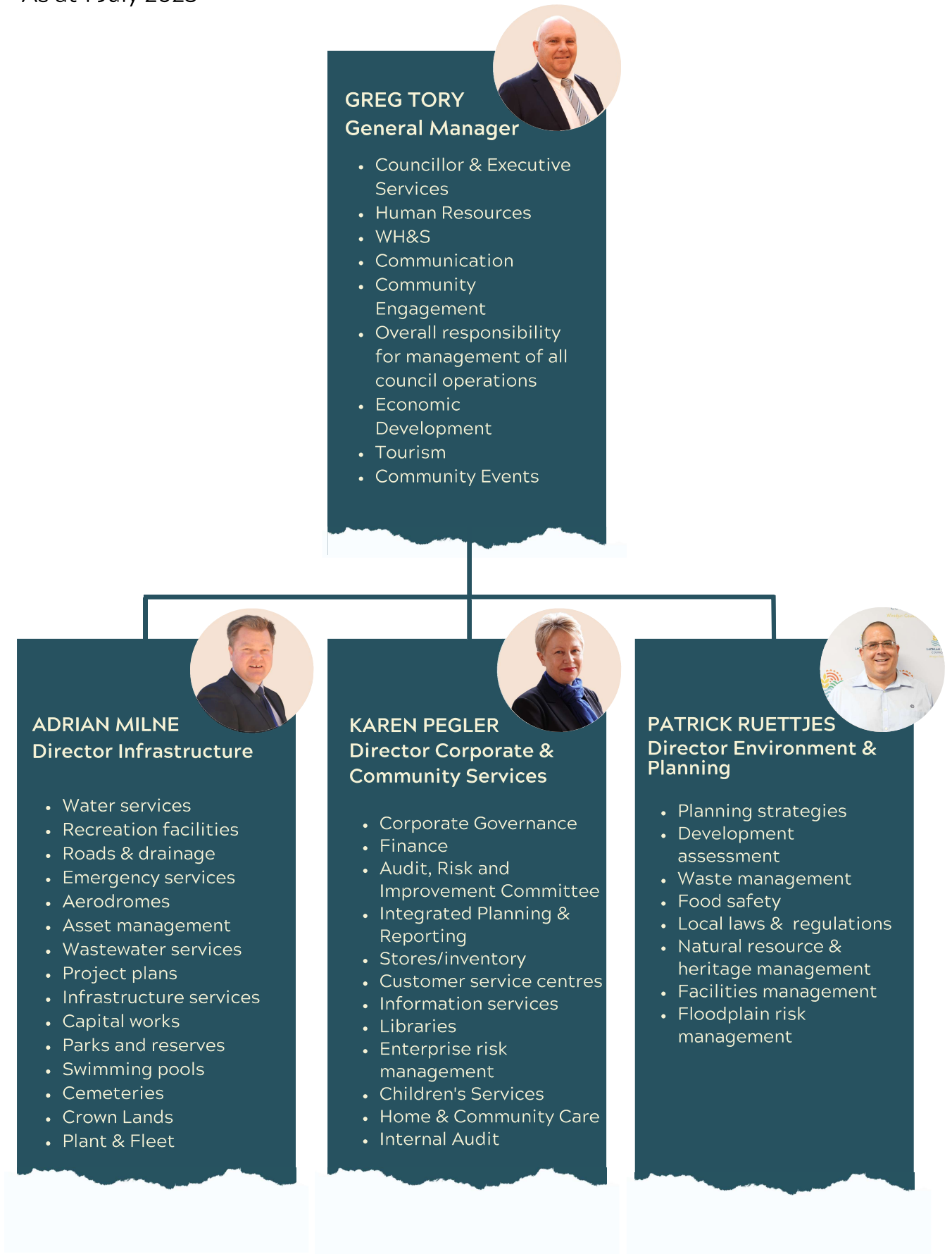
- Meeting Council's Local Government (State) Award and legislative obligations including work health & safety
- Actively participating in NSW Central West JO and other regional initiatives for joint training, risk management resource sharing and development

Council's overall goal is to continue being 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

As at 1 July 2025



ORGANISATIONAL VALUES

Council's Organisational Values are at the very core of what we do, they help build and maintain our friendly, professional and progressive culture.

Our values guide our behaviour, how we go about our work, how we engage with each other and our customers, the choices we make and how we spend our time. They also provide a framework for improving the way we do things and are what customers can expect from the organisation.

Our values should be reflected in our everyday actions and decisions and apply to all employees, regardless of their position and whether they are employed with us for a short time or have a long term career.

We measure our success by living up to these values each day of our career with Lachlan Shire Council.



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 its achievements.

COUNCIL'S PROFILE AND WORKFORCE DEMOGRAPHICS

Lachlan Shire is located in Wiradjuri country in Central West NSW covering an area of 14,973 square kilometres. Council provides a diverse range of services to the Lachlan Shire community.

Council employs approximately 160 staff with a fulltime equivalency of 148 staff and is governed by an elected body of ten (10) Councillors. Council has an operational budget of approximately \$43 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 and visitor information centres, 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 67% of our staff are employed on a permanent full-time basis, 10% of staff are employed on a permanent part time basis and 14% are employed on a casual 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 | 9 | 1 | 3 | 2 | 15 |
| Corporate Services | 12 | 3 | 1 | 0 | 16 |
| Community Services | 3 | 10 | 12 | 4 | 29 |
| Environment and Planning | 13 | 2 | | | 15 |
| Infrastructure Services | 70 | 0 | 7 | 8 | 85 |
| Total | 107 | 16 | 23 | 14 | 160 |

Diversity of Workforce

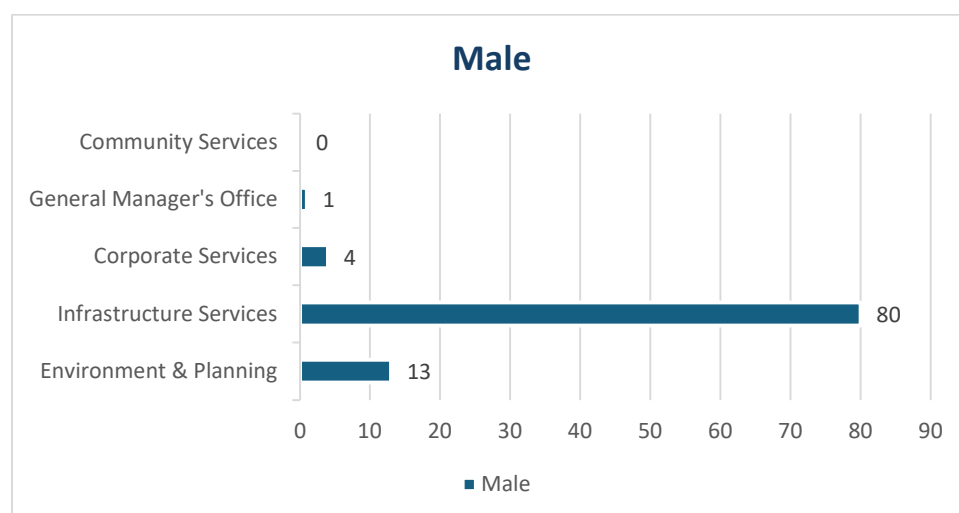
In Lachlan Shire a high proportion of the population is Australian born (83%), with 50% of the population being male and 50% are female. The median age of residents is 40 years, with 27% of the residents are under the age of 20 years.

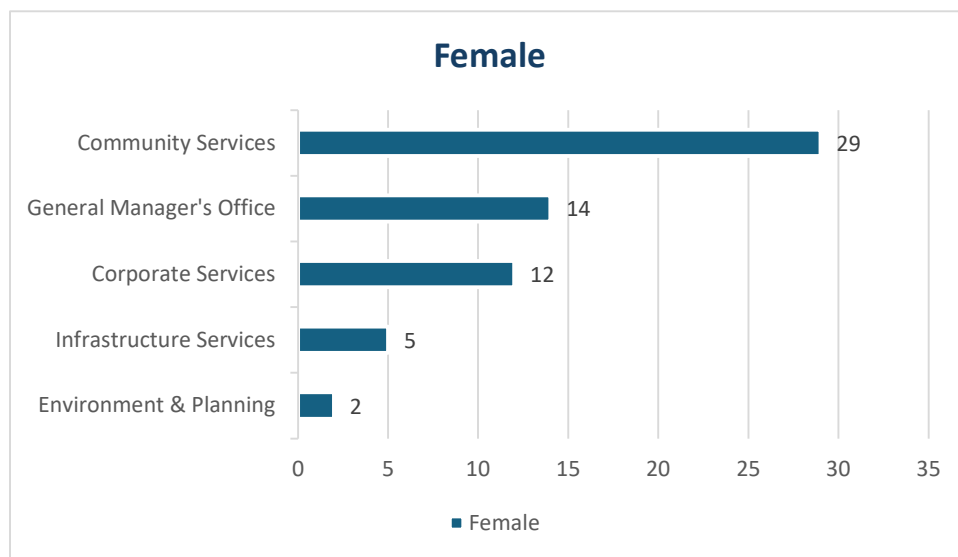
Council's workforce currently includes approximately 18% aboriginal employees and 5% from a non-English speaking background.

Council will develop inclusion strategies to support and maintain a diverse workforce.

Gender Profile

Council's workforce is predominately male, predominantly due to Council's substantial works program which employs a large operational workforce who are mainly male (61%). Female staff (39%) work mainly in Administration and Community Services roles.

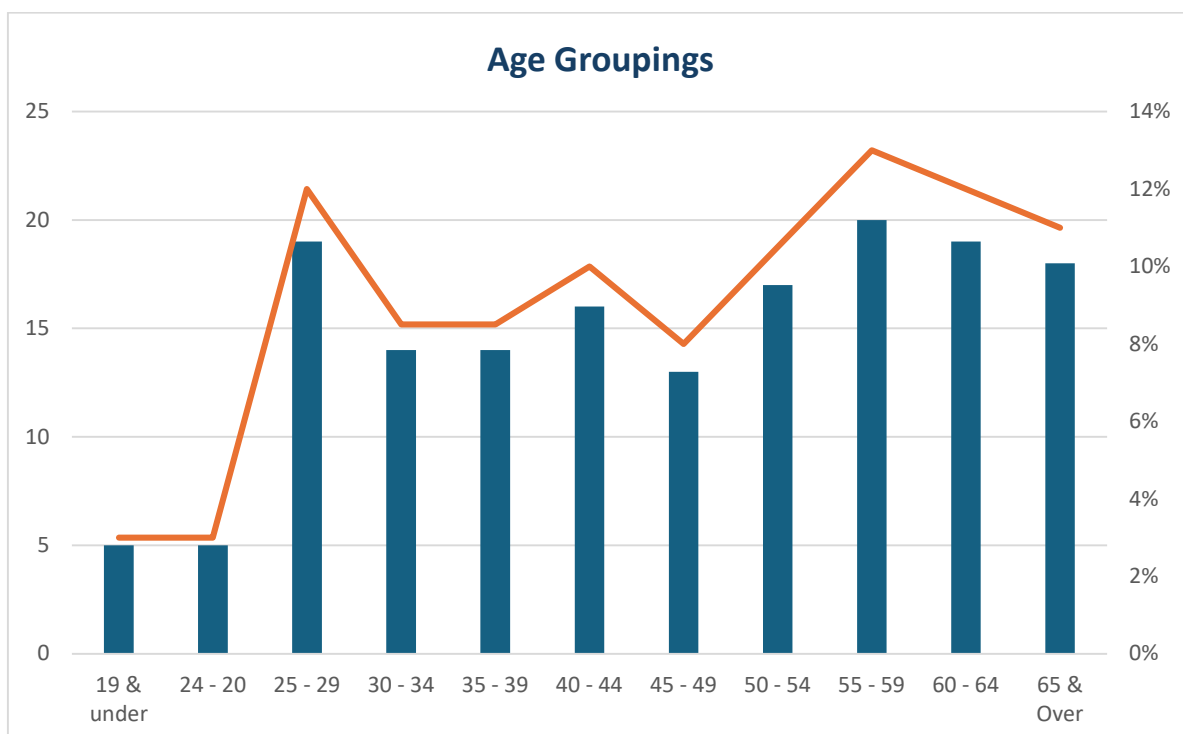




The Gender Profile of the workforce in management roles is currently evenly split with 50% male and 50% female, this demonstrates that Council is supportive of a gender balance at a management level.

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

Age Profile - Age of Council Workforce



Council has a diverse age demographic with 45% of the workforce aged 44 years and under. This age group is made up of

experienced and skilled workers. Council will do everything possible through our Attraction and Retention Policy 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 6% of the total staff cohort. Some of these staff are trainees and apprentices who are aiming for higher positions, therefore there is a stream of trained 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 under 25 age group employees to help grow our own professional staff.

The age group from 50 to 65+ equates to 46% of Council's workforce which is a little higher than previous years. An ageing workforce raises concerns including loss of corporate knowledge, challenges with technological changes and possible increase to injury and workers compensation claims.

Council will ensure inclusion of 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 equates to 23% with 57% 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.

The LGNSW's HR Metrics survey of councils in 2022/2023 found that the total staff turnover rate is 18%. Council's current level of staff turnover rate is 16.5% which is higher than in previous years, however is consistent with most local authorities.

Included in the 16.5% turnover rate were 3 new starters who left within 12 months of commencing with Council. It is important for Council to develop onboarding strategies to engage and support new starters coming into the organisation.

Council will engage with schools and universities and untapped talent pools for a future workforce and look at ways to provide flexibility, job redesign, effective succession planning and areas where AI may improve service delivery.

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

- Better Career Opportunity
- Higher Salary
- Family Responsibilities
- Relocation

IDENTIFIED WORKFORCE SKILLS GAPS

From the sources of information gathered, our data identified a number of gaps in skills required for the future. The Workforce Plan will focus on developing knowledge, skills and capabilities in the following areas:



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 | <ul style="list-style-type: none">• Federal election and LG Reform• Policy and Legislative Changes• Local Elections - changing of Councillors & Mayor• Funding• Stability of Council• Cost shifting |
| ECONOMIC | <ul style="list-style-type: none">• Global Financial Climate – could affect Superannuation and Retirements• Competing with mining and manufacturing businesses for staff – able to offer 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 |

| | |
|----------------------|--|
| | <ul style="list-style-type: none"> • Ageing workforce – retiring staff, pay out of leave and other entitlements • Additional maintenance costs for Infrastructure built from Grant funding |
| SOCIOLOGICAL | <ul style="list-style-type: none"> • Indigenous employment • Ageing population and 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 and 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 | <ul style="list-style-type: none"> • 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 and Artificial Intelligence Capability |
| LEGAL | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 • Suitable rental housing availability is limited |

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 |
|---|---|
| <ul style="list-style-type: none"> • A Salary Structure which rewards high performing staff | <ul style="list-style-type: none"> • Hard to fill some positions |
| <ul style="list-style-type: none"> • Workplace flexibility | <ul style="list-style-type: none"> • Ageing workforce |
| <ul style="list-style-type: none"> • Good workplace conditions and benefits | <ul style="list-style-type: none"> • Loss of skilled workers/corporate knowledge due to ageing workforce |
| <ul style="list-style-type: none"> • Work variety, staff are required to have a broad range of skills | <ul style="list-style-type: none"> • Attracting and Retaining professional staff |
| <ul style="list-style-type: none"> • Job security | <ul style="list-style-type: none"> • Recruitment costs will rise |
| <ul style="list-style-type: none"> • Opportunity to gain skills, undertaking higher grade duties or secondments | <ul style="list-style-type: none"> • New skills and qualifications will be required for technological advancements |
| <ul style="list-style-type: none"> • Training and professional development Opportunities | <ul style="list-style-type: none"> • Quality and quantity of suitable housing stock for new residents to the Shire |
| <ul style="list-style-type: none"> • Inclusive workforce | <ul style="list-style-type: none"> • Losing staff to other industries paying higher salaries - mining & manufacturing |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Road building/making capability | <ul style="list-style-type: none"> • Staff burnout – work overload |
| <ul style="list-style-type: none"> • Resource sharing | <ul style="list-style-type: none"> • Ageing infrastructure (water and sewer) |
| <ul style="list-style-type: none"> • Staff Exchange Program with Council's friendship partner Council | <ul style="list-style-type: none"> • Recruitment/Retention of staff |
| <ul style="list-style-type: none"> • Borrowing to reduce infrastructure backlog | <ul style="list-style-type: none"> • Delivering services to meet the community's expectations with budget constraints |
| <ul style="list-style-type: none"> • Development of a buddying, coaching & mentoring program – retain knowledge & skills of ageing workforce & developing those staff coming through the ranks | <ul style="list-style-type: none"> • Managing change & positive workplace culture with constant changes in local government reform |
| <ul style="list-style-type: none"> • Changes in Technology including the use of AI may change operational practices and service delivery | <ul style="list-style-type: none"> • Climate Change – identification of new skills, technologies & innovations to assist in improving how energy is managed & the financial impacts on Council |
| <ul style="list-style-type: none"> • Increase in access of technology to the wider workforce | <ul style="list-style-type: none"> • Borrowing to reduce infrastructure backlog |
| <ul style="list-style-type: none"> • Working with surrounding Council's & Central West JO | <ul style="list-style-type: none"> • Cost shifting |
| <ul style="list-style-type: none"> • Staff working from other locations other than in the LGA | <ul style="list-style-type: none"> • Increasing complexity of regulation and compliance |
| <ul style="list-style-type: none"> • A Trainee, Cadetship and Apprenticeship Program | |

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 | • People Management |
| • Engineers | • Water and Sewer Operators |
| • Environmental Health and Building Officers | • Plant Mechanic |
| • Building Surveyors | • Nominated Supervisor – Children's Services |
| • Planner | • Revenue Officer |
| • Tourism Officers | • Information Technology |
| • Communication Officers | • Childcare Educators |
| • Regulations Officer | |

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.

STAFF ENGAGEMENT

In May 2024 an Employee Research Survey was completed. The survey was split into 5 key sections an aim to gauge the satisfaction of employees with their job and various related areas.

The key sections of the survey were as follows:

- Overall Job Satisfaction
- Experience Working at Lachlan Shire Council
- Importance and Satisfaction with Key Measures
- Technology and Training
- Internal Communications

The results have identified the needs and requirements of the whole team and compared items to their satisfaction score. If a gap existed between the importance rating and the satisfaction score, this would be an area of focus for our organisation to improve.

The top key areas to improve are as follows:

- Workload management
- Employee recognition
- Communication
- Technology Improvement
- Salary and accountability
- Professional Development

The information collated from surveys and staff meetings 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 and ensure successes are celebrated | Financial Incentives and benefits offered | Value staff – develop a reward system and provide ongoing feedback |
| Are provided with 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 the 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 |
| Council is flexible and encourages a healthy work/life balance | More opportunities for apprenticeships, cadetships and traineeships | Good salary and wages | Support flexibility in the workplace, provide a good work/life balance |

| | | | |
|--|---|--|---|
| Have Job security and work in a safe working environment | Develop a leadership development program | Council has a good reputation | Have a good performance management program |
| Staff have ownership and are provided with the freedom and flexibility to do their job effectively | 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 |
| The salary is fair and equitable and have an opportunity for salary progression | Increase staff resources, staff salaries and incentives | Job security | Have strong leadership and management |
| Discrimination and harassment does not occur in the workplace and individual differences are respected | Reinforce Councils Organisation Values at every opportunity | A community spirit culture and inclusive workforce | Provide opportunity for personal growth through upskilling and opportunities to act in higher roles – advancement opportunities |
| Staff Morale is high and work in a supportive team | Engage with new starters to ensure they are supported throughout their probationary period and beyond | Stable Council and management team | Recognition for acquisition and use of skills through a multi-step salary system |

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 marketplace 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 understand 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 undertake secondments.

FORECASTING THE FUTURE WORKFORCE

With increasing levels of complexity in the governance, risk, compliance and regulatory environments, additional resources may be required to assist with the challenges this may bring.

There also may be a need in the future to resource roles in the areas of renewables, environmental sustainability and biodiversity.

The fast-paced advancements in the Technology and Artificial Intelligence space

may change service delivery, work practices and customer interactions. Job redesigns will be required to keep up with these advancements. Staff numbers will not be impacted, it will only change how business processes are undertaken and improve service provision.

Council will continue to equip our workforce with the skills and abilities to embrace and utilise all technological change.

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, planning, development and utilities. 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.

Currently our workforce is made up of five generations. This will require efficiently managing the expectations of this inter – generational workforce going forward. Each generation will bring unique skills and experiences and have different points of view which will be required to be managed with good communication channels, effective change management strategies, opportunities for collaboration and upskilling and development opportunities.

Expectations around workplace flexibility will possibly see changes in working conditions.

Over the next 4 years Council will lose a number of long-term employees which will impact the organisation greatly, it is imperative that the knowledge of these employees is captured.

Council will be increasing Traineeship, Cadetship and Apprenticeship opportunities across the organisation to develop multifaceted local government employees and build up our workforce to manage the ageing employees exiting in the future.

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.

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.

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 and Operational Plans 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 Staff are remunerated fairly and equitably | Benchmark Council's Salary System against like Council's to measure ongoing competitiveness | ELT/MHR | Year 1 & Year 3 | 4.2.5 |
| 1.1.2 | Continue to foster the growth of the local workforce through traineeships, cadetships and apprenticeships | Increase the number of traineeships, cadetships and apprenticeships | ELT | Ongoing | 1.2.1 & 1.3.1 |
| 1.1.3 | 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 | ELT/MHR | Ongoing | 1.2.1 & 1.3.2 |
| 1.1.4 | 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 2 & Year 4 | 1.1.3 |
| 1.15 | Deliver a comprehensive on-boarding program for all new employees | Council's Workforce has at least 10% Indigenous Employment 100% of probation discussions have been completed at three months which includes a 6 week review at midpoint of probationary period. | ELT/MHR MHR/Managers | Ongoing Ongoing | 4.2.8 |
| 1.16 | Promote Council as an employer of choice | 90% of new staff are with the organisation for at least 1 year Council staff attend Career Days/ Expo's and Local Agricultural Shows to Promote Council and Careers at Council. | MHR/HR Officer | Ongoing | 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 is 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 corporate staff inductions with staff inducted quarterly | 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 corporate knowledge and upskill employees. | ELT/MHR | Year 2 and Year 3 | 4.2.8 |

| | | | | | |
|-------|--|---|--------------|---------|-------|
| 3.1.5 | Employee Engagement Strategies to be identified and actioned to obtain feedback on workplace culture | Identify Emerging Leaders and develop a program for learning & development. | MHR/Managers | Ongoing | 4.2.8 |
| | | Engagement activities are undertaken with 80% participation | GM/MHR | Year 3 | 4.2.8 |
| | | One staff exchange per year | ELT | Ongoing | 1.5.1 |
| 3.1.6 | Support staff exchanges and support secondments between other Councils | | | | |

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 700 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 | Appointment of an Employee Assistance program provider and promotion of the Managers helpline | MHR | Ongoing | 4.2.8 |
| | Promote the use of the Managers Helpline as part of the Employee Assistance program for supporting supervisors with people challenges | | | | |
| 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 |



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