



UPPER LACHLAN SHIRE COUNCIL

WORKFORCE PLAN

2026/2027 - 2029/2030



WORKFORCE PLAN

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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 reduce 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 and Culture

Key area 4: Enhance 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, to achieve our Community Strategic Plan objectives.

Council's Workforce Plan aligns with key planning and strategy documents. The Workforce Plan focus is to ensure that we have a capable, skilled, engaged and sustainable workforce to deliver on our service commitments to the community we serve.

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 reviews in line with the IP&R 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.

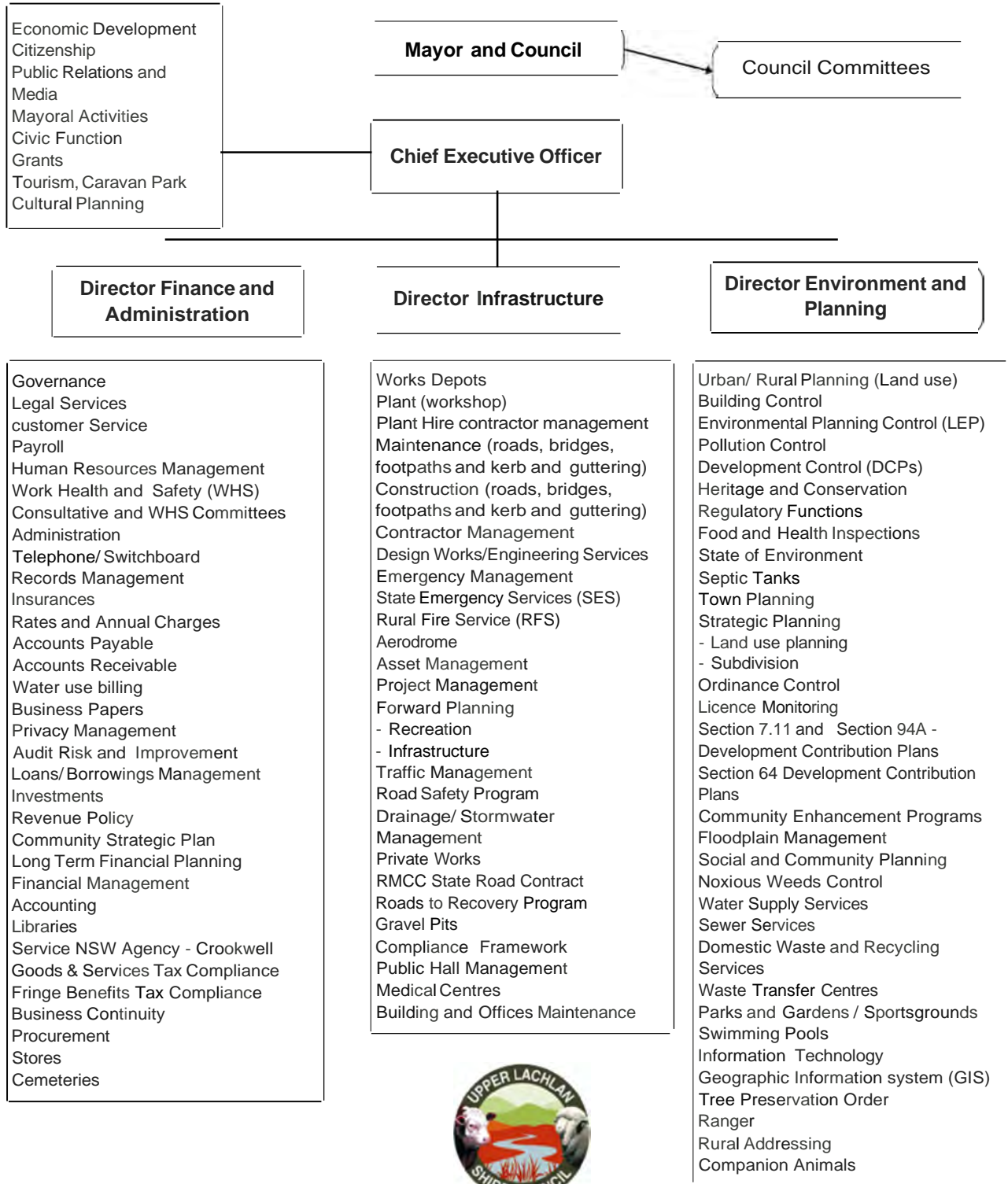
Workforce planning is an iterative and continuous process, which follows a cycle.

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.



ORGANISATIONAL STRUCTURE



Our People

Council Workforce Profile



Thirty-five percent (35%) of our workforce is 55 years of age or older

Sixty-one percent (61%) of our workforce is 45 years of age or older



Average age of our workforce is 47 years old



68% of our workforce is Male

32% of our workforce is Female



56% of employees have less than 5 years of service

Average employee tenure 8.3 Years



25% Annual Employee Turnover (2024/2025)



22.7% of Workforce live outside the Shire

Workforce Composition



77.3% Full Time - (23.5% Female and 76.5% Male)
 12.3% Part Time - (89.5% Female and 10.5% Male)
 10.4% casual – (31.3% Female and 68.8% Male)



57% Outdoor workers	92% Male
43% Indoor workers	65% Female



Senior Executives	Male/Female 3:1
Managers	Male/Female 7:2



Staff by Directorate	
Chief Executive Officer	5%
Infrastructure	49%
Environment and Planning	29%
Finance and Administration	17%



FTE employees	141
Employee headcount	156



Contextual Issues

The world of work has changed significantly over the last 5 years and continues to be in a state of flux. Globalisation, relentless advances in technology, the changing nature of work and an ageing workforce are the main disruptors driving this transformation¹. Add in the coronavirus pandemic, which has escalated the pace of change and spurred on *'the great resignation'*. These factors have further intensified the war-for-talent and the need for organisation's 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 flexibility².

In 2013 the National Local Government Workforce Strategy 2013-2020 was released³. 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:

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.

- 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 governments face a unique range of workforce challenges. The following have been identified as the key workforce issues facing regional councils⁴:

- 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 faces the additional challenge of modernizing its practices and processes in amongst the ageing workforce. Council’s intensifying need to digitize and implement technological change, seemingly incompatible with its workforce profile, reluctance 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.

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

- Current and future labour market
- Current and future economic environment
- Operational and strategic workings of the Local Government environment
- Local Government reform

⁴Local Government Workforce Skills and Capability Survey Report, Australian Local Government Association, 2022.

- 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 Plan
- Resourcing Strategy
- Equal Employment Opportunity Management Plan
- Ageing Workforce Strategy
- WHS Management System
- Enterprise Risk Management System
- Employee Engagement Survey
- Workforce metrics
- Leave liability
- Human Resource Policy, Process and Practices



Workforce Plan – Key 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		
Continually review and improve recruitment experience	Review recruitment processes approach and current platform	2026/2027
Develop ‘people’ connections with external agencies	Build links with local Schools, TAFE and universities as a source of trainees, apprentices and cadets Leverage available funding sources to recruit trainees, apprentices and cadets	Link with TAFE NSW & Country Universities. Direct recruitment of apprentices and trainees
Targeted retention of ‘talent’	Determine rewards and recognition approaches to assist in the retention of talent	Annually
Key Area 2: Build and leverage the capability of our workforce		
Leverage outgoing organisation knowledge	Set up structured knowledge sharing environments and prepare an Ageing Workforce Strategy	Annual review
Implement Training Plans	Consolidate individual training and development plans into a register	Annual review
Increase skills across the workforce	Develop and implement learning and development content for workforce Develop a Leadership Development Program	ELMO Training module delivery 2026/2027
Key Area 3: Enhance Organisation Development and Culture		
Build employee culture of engagement	Complete Employee Engagement survey and analyse feedback	2026/2027 engage provider to deliver
Enhance work culture of Council	Establishing organisational values. Leadership development for Managers and Coordinators and identifying ways to improve engagement and remove silos.	Commenced 2025/2026 and Committee established
Key area 4: Enhancing Performance through Management		
Build Management capability	Provide clear guidelines and training to supervisors to assist in the management of performance	Annual refresher training

Performance Appraisals	All staff have a performance appraisal undertaken Develop contemporary approach to performance assessment	Annually
Key Area 5: Provide a workplace that is focused on employee Work, Health and Safety (WHS)		
Effective and Efficient processes	Review and implement Council WHS Framework Implement corporate systems to enhance WHS management (DoneSafe in conjunction with StateCover Mutual)	Annually review 2025/2026 roll out commenced
Improved approach to Return to Work (RTW) Coordination	Update Council WHS Policies and Procedures Upskill Supervisors to proactively manage RTW with WHS assistance Reduce time lost per injury	3-year review intervals for all policies Ongoing Annual reduction of lost time
Wellbeing and Lifestyle	Develop and Implement Employee Wellbeing Strategy	2025/2026 roll out commenced Annually
Key Area 6: Improve Employee Relations through an 'employee voice' approach		
Effective and Efficient processes	Implement corporate systems to enhance payroll and people management	ElementTime & ELMO training model implementation
Embed Workforce management strategies that allow an opportunity for the employee's voice to be heard	Update Council Human Resources Policies and Procedures in timely manner	3-year review intervals for all policies