



WORKFORCE MANAGEMENT STRATEGY 2024 - 2028



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Welcome to **Weddin Shire**

Wiradjuri Country

ACKNOWLEDGEMENT OF COUNTRY

STATEMENT

Council acknowledges the Wiradjuri people as the traditional owners and custodians of the land on which it operates, respecting Elders past, present and emerging. Council seeks at all times to show respect to all people and cultures whose privilege it has to serve.

“WEDDIN”

The name Weddin has its origins in the Wiradjuri word 'Weedin', which means a place to sit, stay or remain, relating to the mountains' status as a place where indigenous youths underwent a period of ceremonial isolation during the course of their initiation.

WELCOME

MESSAGE FROM THE GENERAL MANAGER

Noreen Vu



Workforce Planning for Weddin Shire Council has focused on creating, building and engaging an effective and efficient workforce. Through the disciplined analysis of the organisation, the engagement, the wellbeing and each individual roles through our all of Staff Wellbeing and Engagement Survey (Xref), the organisation has identified both strengths as well as those areas of activity that needed greater attention, to achieve overall performance improvement.

Management and Organisation Development changes, recruitment within the leadership team, at key levels, has created the opportunity to develop a more sustainable workforce. This action will create community acknowledgement of Council's ability to deliver necessary community outcomes and services. These outcomes are reflected in the latest Community Strategic Plan. Greater staff alignment and accountability for Council's resources has been established, especially as the organisation positions towards being an Employer of Choice.

The next four to five years will see a significant shift in our focus as we concentrate on strategic management and further organisational development. Targeted training will improve delivery and strengthen our employee value proposition, through more sophisticated performance management.

Team building processes will be further developed through regular consultation, concentration on stabilising the workforce and by strengthening our strong customer service ethic. Change management strategies will drive greater efficiency in our operations. We will continue to develop the attractiveness of our location for both tourism and industry.

Council will need to face the continuing challenges in the contest for talent, skill and effective leadership shortages against the background of a carefully controlled organisation numbers as well as an ageing population.

Agility will be required to meet the requirements of the Strategic, Operational, Long Term Finance and our general delivery of service. Traineeships/apprenticeships, staff training, organisation development and effective human resource management will target the continuance of an engaged, qualified, skilled, diverse and committed workforce. Strategies that will be key to a successful Workforce Management Plan will be those based on performance principles set by the General Manager and the Executive Leadership Team. These will include strong asset management and financial planning, rigorous project oversight of grants and their delivery, sound quality control and governance, and an exceptional overall focus on staff capability, recognition and engagement.

These workforce planning objectives will endeavour to place Council in a stronger position to deliver and maintain a reputation as an Employer of Choice in the region.

INTRODUCTION

1.1 Integrated Planning and Reporting Framework

The Workforce Management Plan is part of the Integrated Planning and Reporting framework (Figure 1), which the Office of Local Government requires all Local Governments in New South Wales to adhere to. It includes a suite of integrated plans that set out a vision, goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community, as well as a structured timeline for review to ensure the goals and actions are still relevant.

Under section 403 of the Local Government Act 1993, a Council must have a long-term strategy (called its resourcing strategy) for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan).

The Workforce Management Strategy is part of the Resourcing Strategy.

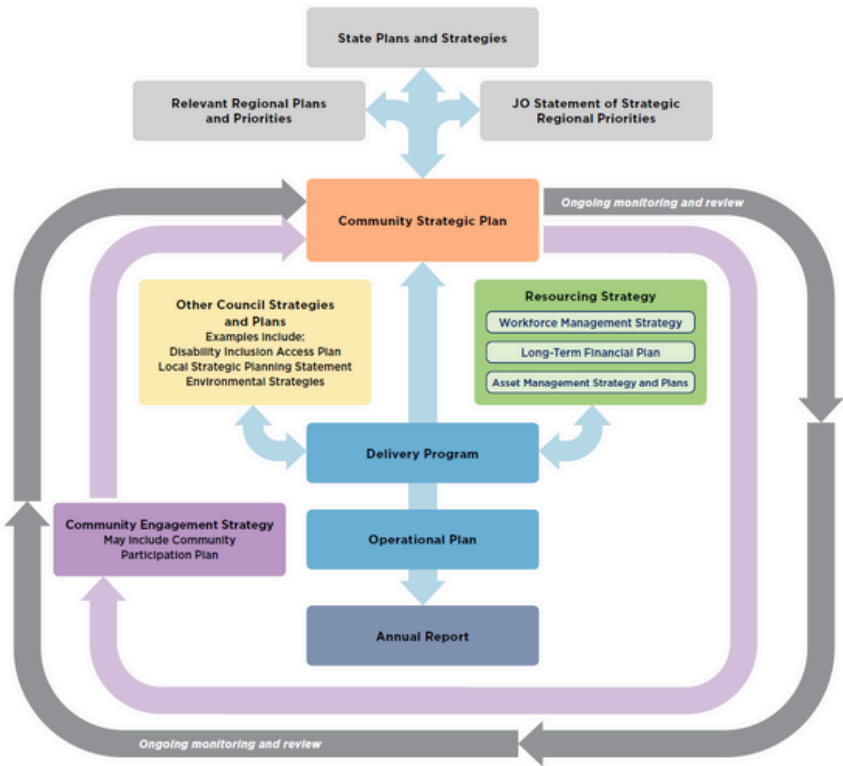


Figure 1. Intergrated Planning and Reporting Framework

Please refer to Council’s Community Strategic Plan: Weddin 2035 and Council’s Delivery Program 2024 - 2028 that are situated separately from this document and available on Council’s website.



1.2 Weddin: 2035

The Community Strategic Plan is the highest-level plan that the Council will prepare. The purpose of the plan is to identify the community’s main priorities and aspirations for the future and to plan strategies for achieving those goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

While the Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

Weddin 2035 Community Strategic Plan (CSP) has the following themes, with goals against each theme.

1.3 Weddin Shire Community Vision

The Community Strategic Plan, Weddin: 2035

A vibrant, growing and welcoming community, rich in history, embracing its natural environment.

1.4 Weddin: 2035 Strategic Goals

To achieve our overarching goal of population growth, we will work together to deliver the strategic objectives outlined under each theme of our Community Strategic Plan, Weddin: 2035.

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
<p>COMMUNITY SERVICES, HEALTH AND WELLBEING <i>By 2035 Weddin will be:</i></p> <p><u>Goal 1:</u> Connected, Cohesive and Vibrant Community</p> <p><u>Goal 2:</u> Healthier Community</p> <p><u>Goal 3:</u> Safer, Secure and Supported Community</p> <p>RECREATION AND OPEN SPACE <i>By 2035 Weddin will be:</i></p> <p><u>Goal 4:</u> A Sport Loving Community</p>	<p>ARTS, CULTURE & TOURISM <i>By 2035 Weddin will be:</i></p> <p><u>Goal 5:</u> Stronger Connection to Culture</p> <p>LOCAL ECONOMY <i>By 2035 Weddin will be:</i></p> <p><u>Goal 6:</u> Economy will be Sustainable and Diversified</p>	<p>ROADS, INFRASTRUCTURE & ASSETS <i>By 2035 Weddin will be:</i></p> <p><u>Goal 7:</u> Our Infrastructure Achieves Betterment</p> <p><u>Goal 8:</u> Water, Sewerage and Urban Drainage is Properly Managed Now and for the Future</p> <p><u>Goal 9:</u> Essential Assets and Infrastructure will Support Community and Economy to Prosper</p>	<p>PLANNING AND DEVELOPMENT <i>By 2035 Weddin will be:</i></p> <p><u>Goal 10:</u> Community Confidence in Strategic Land Use & Planning</p> <p>SUSTAINABLE ENVIRONMENT <i>By 2035 Weddin will be:</i></p> <p><u>Goal 11:</u> Sustainable Environment Contributing to an Efficient Community</p> <p>SUSTAINABLE WASTE MANAGEMENT <i>By 2035 Weddin will be:</i></p> <p><u>Goal 12:</u> Efficient Waste Manager</p>	<p>LEADERSHIP, COMMUNITY COLLABORATION AND GOVERNANCE <i>By 2035 Weddin will be:</i></p> <p><u>Goal 13:</u> Empowering Community Leadership</p> <p><u>Goal 14:</u> Leverage of Quality Communication to Ensure Exceptional Governance Outcomes</p>

1.5 Weddin: 2035 Resourcing Strategy

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

The result of the analysis of current and future capacity has to be translated into Weddin Shire Council's Resourcing Strategy, which consists of three components:

- Long Term Financial Planning
- Workforce Management Strategy
- Strategic Asset Management Planning.

The Resourcing Strategy is the point where the Council advises the community who is responsible for what, in terms of the strategies identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government, and some will rely on input from community groups and/or individuals. The resourcing strategy focuses in detail on matters that are the responsibility of Council and looks generally at obligations that are the responsibility of others.

This Workforce Management Strategy concentrates on the application of existing resources, with little modification of overall numbers required. Alternatively, there is concentration on upskilling, and employing, existing resources. Should Grant funding be applied for and received, this may dictate the need for additional short-term resources. These resources will be funded from the grant.

1.5.1 Long Term Financial Plan

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are assessed against financial realities. It is also where Council and the community may decide what resources the Council needs to influence and collaborate with other parties so that they might deliver on responsibilities.

The Long Term Financial Plan (LTFP) seeks to answer the questions:

- Can we survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The LTFP seeks to comply objectives which include:

- Ensure that Council maintains financial sustainability over the next 10 years
- Ensure enough cash reserves to meet commitments
- Maximise revenue streams
- Work towards reducing infrastructure backlog
- Review operating expenditure.

To ensure sustainability, the Plan seeks to have constant or declining expenditure for the same levels of service.

The Plan also seeks to hold the increase in average employee costs to 2.60% pa, however assumes that future years will not see an injection of grants or natural disaster funding. This may not meet inflationary pressures or the anticipated annual Award increases which will act to restrain any increase in employee numbers (establishment) or in turn the challenge of reducing resources in some areas with compensating increases in others. At the time of creating this report, the Award increases had begun negotiation but will not be gazetted until 2026. This Workforce Management Strategy anticipates small, moderate increases in some areas while emphasising the need for management to be careful to restrain replacements or these increases will have a significant impact on funding abilities. This too supports the objective to increase levels of training and capability improvement provided to existing staff to retain them and enhance performance, avoiding heavy replacement costs in an era of skills shortage.

The Community Strategic Planning and Long Term Financial Planning processes therefore provides Council with valuable information about the future. From this exercise, both Council and the community have a better understanding of:

- Expected pressure that will affect the community socially, environmentally and economically and the drivers behind this change.
- Expected economic growth rates.
- The community's aspirations and priorities for improving its economic, environmental and social outcomes.
- The community's priorities in terms of expected levels of service and community projects.
- The continued need for strong professional management and development of Human Resources.





WORKFORCE PLANNING

Workforce planning helps to ensure that the community's strategic goals, as expressed in the Community Strategic Plan, will be met. The development of an effective workforce strategy will enable Council to focus on the medium and long-term, and also provide a framework for dealing with immediate challenges in a consistent way.

An effective workforce strategy aims to provide Council with the people best able to implement its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

By approaching workforce planning in a strategic way a number of aims and statutory requirements can be addressed in a single process to ensure that all aspects of Council's operations are appropriate, efficiently delivered and effective. These include equal employment opportunities (EEO) management planning and practicing the principles of multiculturalism.

The benefits of ensuring a diverse workforce includes better local representation, improved communication and better understanding of issues affecting local communities, as well as maximising the pool of workers from which to address the challenges facing Council. Such challenges could include skills shortages, ageing workforce and business succession planning, as well as invigorating the local community and economy.

Strategic issues that were considered when developing Council's Workforce strategy, included the analysis of Council's workforce, forecasting future needs based on the commitments in the Community Strategic Plan, Delivery and Operational Plan Program and identifying if there was any gap between the workforce and planning needs. In addition consideration was given to whether the existing workforce structure would continue to meet needs and objectives as well as recognising workplace equity and diversity as a tool to benefit the Council. Strengthening Council's workplace governance and the support given to developing Council's staff by monitoring and reviewing their progress was a major consideration.

In short, the social, infrastructure, environmental, economic and leadership aspirations expressed in the Community Strategic Plan are supported in the Workforce Management Strategy by aligning these with key human resource strategies with funding, assets, technology and the personnel available to Council.

Social, cultural, community, emergency services, roads, water, sewerage, communication networks, the environment, waste, recycling, safety, regulation and local industries and tourism are all supported by the effective use of workforce planning.

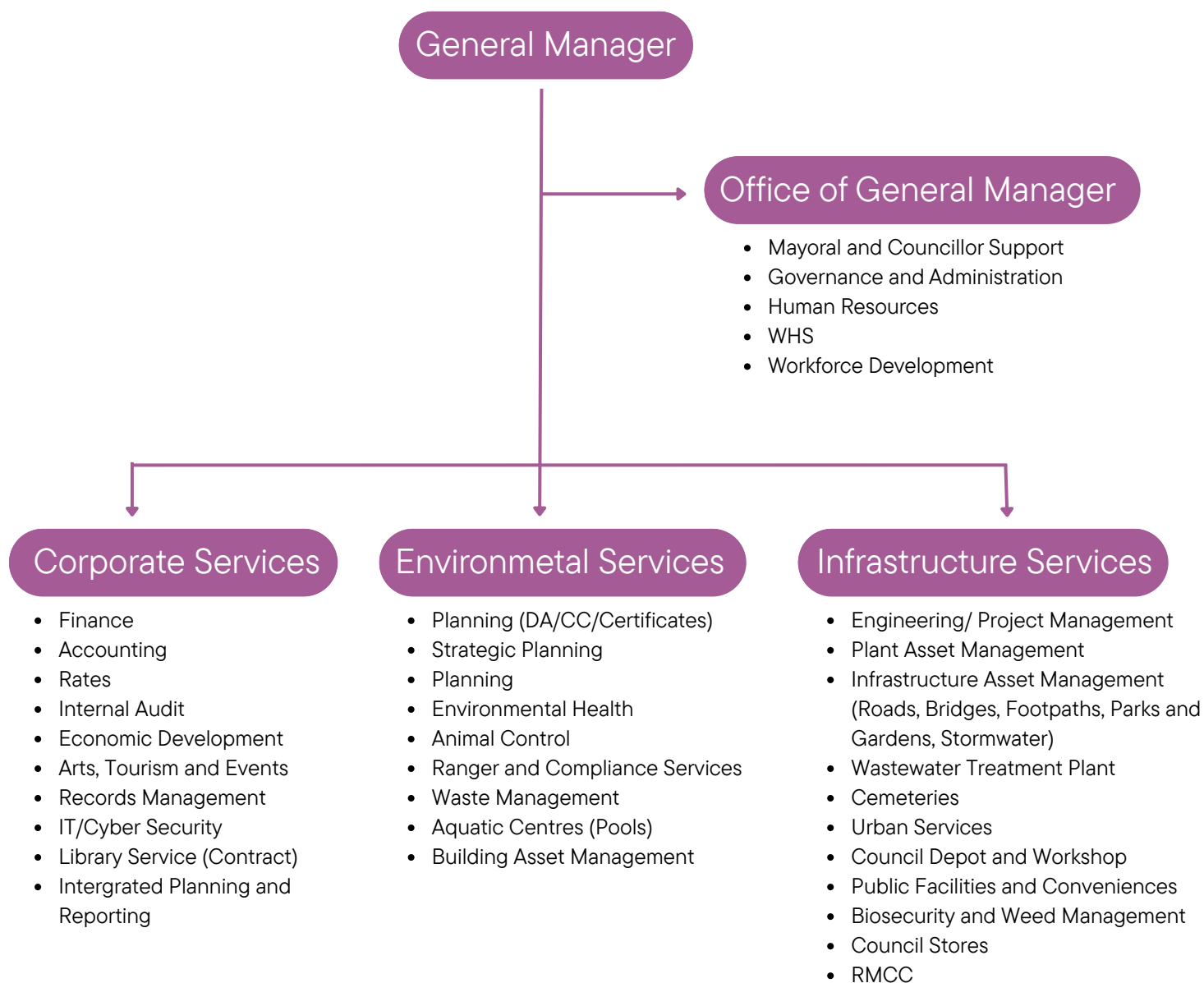
Set out below is the **OLG six step guide** to Workforce Planning.



Figure 2: Workforce Management Strategy - 6 Step Guide from the Office of Local Government (2021)

2.1 Weddin Shire Council by Function

Weddin Shire Council's structure by function areas is provided below:





SCOPE THE WORKFORCE MANAGEMENT STRATEGY

OLG HANDBOOK - **Step One:** Define the Scope

Weddin's Workforce Management Strategy is designed to be a proactive 4 (four) year document that shapes the capacity and capability of the workforce to achieve Council's strategic objectives within the available staff resources. Challenges are identified and processes outlined. IP&R requirements as mandated are taken into account as are relevant legislative requirements such as the WHS Act 2011, Anti-Discrimination Act 1977 and the Multicultural NSW Act 2000.

Recruitment and attraction strategies are considered as are generational aspirations e.g. community aspirations for meaningful employment or long serving staff for retirement. Tight labour markets are addressed as are the satisfaction of training needs for specialist skills. Incentivisation of staff to retain skill and corporate knowledge is addressed.

3.1 WMS Purpose

The Workforce Management Strategy sets out the Weddin Shire Council's organisational needs, provides forward planning and the resourcing. The Strategy provides a means for identifying any gaps between the demand for and the supply of labour, in the community at large, in terms of numbers, job roles, and required skills for developing strategies to bridge the gaps.

Essentially, Workforce Planning looks to identify:

- Who we have?
- How we retain them?
- Who we need in the future?
- How we will train our workforce?
- How we fill any gaps between demand and supply?

Although, Workforce Planning covers the entire workforce, emphasis is given to those roles that are identified as presenting the most risk to Council not achieving its current and future delivery programs. Identification of these critical roles enables Council to implement appropriate strategies to retain, develop and attract the staff required.

Critical attention needs to be paid issues such as the age profile within the workforce and whether it matches the community and contains “self-replacing” strategies. This attention assists the Council to determine whether there will be adequately skilled staff able to replace those who retire, in essence an active succession planning process. This can then lead to the engagement of trainees and apprentices to address what is assessed to be a future deficit of the trade skills and professions within the workforce.

In order to deliver the essential services to the community in a perfect manner, Council has to ensure the stability of its workforce on an ongoing basis. Council's workforce comprises both indoor and the outdoor staff. Currently the Council has a stable workforce generally totalling 111 staff, which consists of 86 permanent and 25 casual employees, which includes casual seasonal lifesavers and casual Traffic Controllers/labourer (through grant funding).

Of these staff members:

- 80 are outdoor staff (FT/PT/Casual)
- 31 are indoor staff (FT/PT/Casual) are principally technical administrative staff, management and customer facing.

Periodically a number of contractors are retained to meet surges in workload, provide essential services or to meet workload commitments, as required.

The Workforce Management Plan involves analysis of potential current and future staff demands against staff supply for 2025 to 2029. This Plan underscores the need to retain existing staff and to provide the training and development required to support that goal.



3.2 WMS Responsibility

The General Manager is responsible for employing an appropriate workforce and monitoring Council wide workforce planning. Our Directors are responsible for determining the staff needed to fulfil their current and future delivery programs in terms of numbers, skills and job roles and for determining the critical roles within the team. Directors are also responsible for determining whether current incumbents have the desired skills and experience required to meet the delivery programs, through appraisal, as well as assessing the likelihood of retaining those individuals in critical roles as well as identifying possible successors.

The General Manager is supported by Human Resources who is responsible for the monitoring of this plan.

3.2 WMS Considerations (the Remit)

The Workforce Management Strategy provides strategic and operational considerations. By proactively managing our workforce through workforce planning, Council will have the capability to deliver on our strategic and operational objectives that are set out in our relevant Community Strategic Plan and Delivery Program.

The strategic considerations include values that are embedded in our workforce development and human resources programs and aligns with the Local Government Capability Framework.

Council has and will continue to provide funding for staff training and development. In addition we will continue to boost these funds by taking advantage of funded training programs. We have actively engaged with Training Services NSW, TAFE and effective and professional educators and will continue to do so throughout the life of this Plan. We target the needs identified in our Annual Training Plan, sourced from Performance Appraisals, and address them progressively, where financially possible. Additionally when staff identify short courses that will aid their development and add value to Council their request will be considered, evaluated and funded if there is particularly a mutual advantage. Weddin and Grenfell enjoy the benefit of a local TAFE presence and training facility.

As an organisation we continue to adopt a number of operational considerations and ethos that are outlined in our Delivery Program. In addition to this, Council celebrates our focus on wellbeing and safety. Our workforce focuses on the following wellbeing and safety statement: **Our ultimate goal for all staff is that they “work safe”, according to all WHS requirements to ensure they all arrive “home safe”.**

SAFETY & WELLBEING STATEMENT



STAY SAFE - BEHAVIOURS AND ATTITUDES

Looking out for hazards for yourself & others

Our actions and those of others do not put anyone in harms way; we call-out unsafe behaviours or actions of others; we keep communication positive.



RISK ASSESSMENTS & HAZARD IDENTIFICATION

Work Safe, Home Safe

We conduct risk assessments before commencing work to identify hazards; we stay alert and follow emergency procedures.



SAFE WORK PRACTICES & CONTROLS

Influence others to work safely

Our tasks and job activities have safe work practices and controls in place to minimise the risks; SWMS; SOPs; PPE; processes and procedures to be implemented and monitored on every job; reporting of all incidents and near misses to allow for proper investigation, monitoring and correction of processes and procedures.



EDUCATION & TRAINING

Proactive rather than reactive

We do inductions so everyone knows what is required of them to complete their jobs safely; training provided for the safe use of plant and equipment.



SAFE & INCLUSIVE

Create a safe and inclusive workplace

Our workplace is an environment that remains free from bullying and harassment; we keep positive and good communication amongst colleagues; we encourage participation.



FIT FOR WORK - WORK/LIFE BALANCE

Safety is a team sport

I have a balanced work and home life to enable me to come to work well rested, calm and free from the effects of drugs and alcohol; I engage in health and wellbeing activities to proactively manage my fitness for work.



CARING - OUR WELLBEING

Check in with yourself and with others

I am mentally and physically well and care for myself and others; I have a positive mindset.

WSC Safety and Wellbeing Day 13 July 2023

3.4 Engagement With Our Workforce

Council’s Executive and Management Team will continue to be engaged to determine the future workforce requirements to ensure that the objectives set out in our Community Strategic Plan and Delivery Program are met.

Ways we engage include:

Type	How
Strategic	WHS and Staff Consultative Committee
Operational	Day-to-day communications through meetings, emails, noticeboards and other forms of communication
Operational	Engagement through monthly Breakfast BBQs and other ways to engage and meet up our employees
Strategic	Staff Wellbeing and Engagement Surveys
Strategic	Staff Performance Appraisals
Operational	Training Programs

3.4.1 Our Key Stakeholders

The Weddin Shire WHS and Staff Consultative Committee is our key stakeholder group who meet on a quarterly basis. Strategic workforce management planning is a key focus of Council’s Executive Team who meet regularly.

Each individual employee is a key stakeholder to the Workforce Management Strategy.

Councillors remain an important stakeholder through the General Manager, in ensuring ability to meet service requests from ratepayers and general satisfaction from shire residents and tourists with services provided.

3.5 Dedicated Resources and Implementation

The General Manager’s Department through our Human Resources team is the dedicated resource to develop, monitor and evaluate the strategy.

The implementation of this Strategy is through our day-to-day operations with an annual review of the Workforce Management Planning and Development Strategy.

ABS Statistics and the charts that follow indicate the demand and supply, by different industry groups, for staff, in the local Weddin community, to meet organisational requirements. Analysis tends to illustrate that this is the available skilled labour pool. The second chart supports this analysis and demonstrates the supply of available labour, in terms of those working full time and part time in the industries within the Shire. Additional hours, staffing or expertise, for Council, can then only be gained through offering incentives to full time or part time workers to stay or alternatively to change industry or to recruit and train from a very limited pool of unemployed labour.

Realistically a challenge remains to attract more skilled labour to the Shire. If that is not possible, from growth in population, key additional or replacement staff will need to continue to be recruited from adjacent Shires or major regional/population centres. This has been the case in recent experience and is likely to continue in the life of this plan when existing staff are lost through retirement or relocation or attractive employment offers. The turnover in and subsequent shortage of professional engineers willing to relocate to regional areas is an example of recent experience that is likely to continue.

Weddin LGA Top 5 Employment Industries

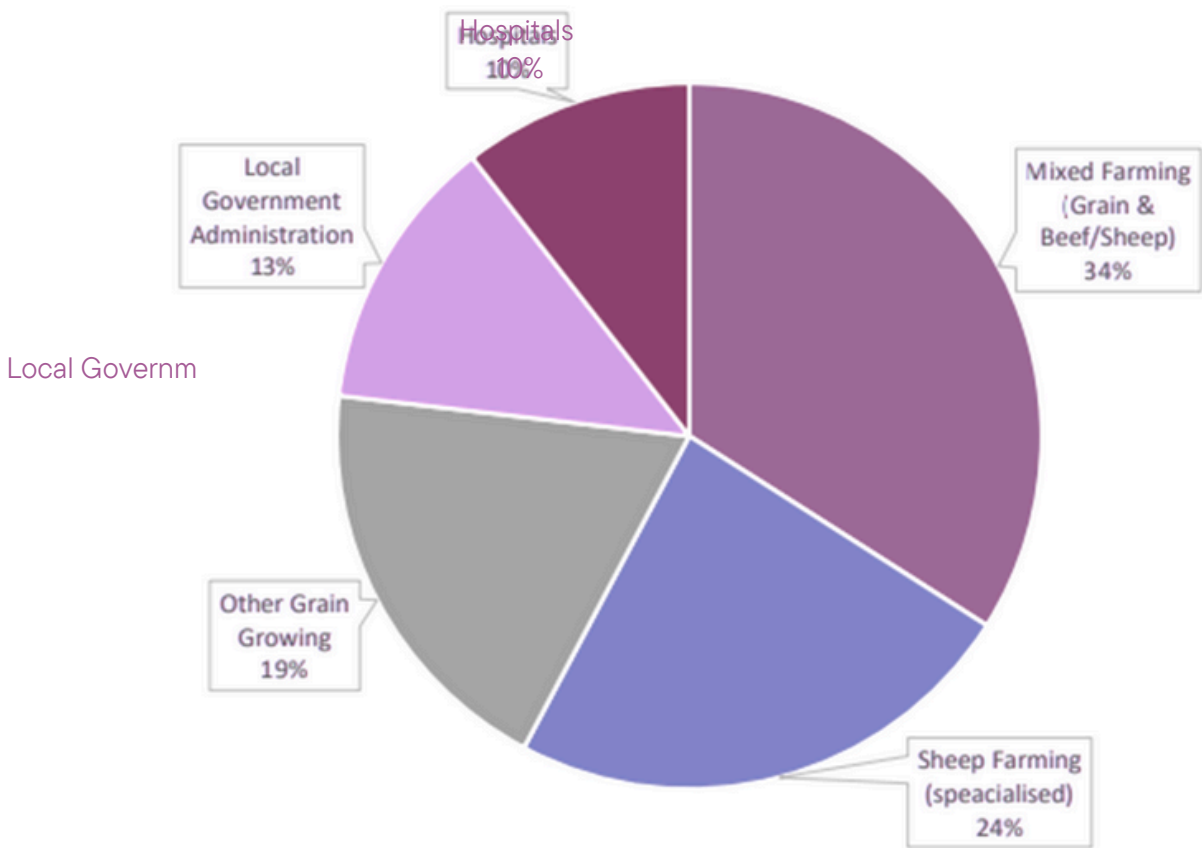


Figure 4: Weddin Local Government Area Top 5 Employment Industries (ABS, 2021)

Weddin LGA Employment Rates

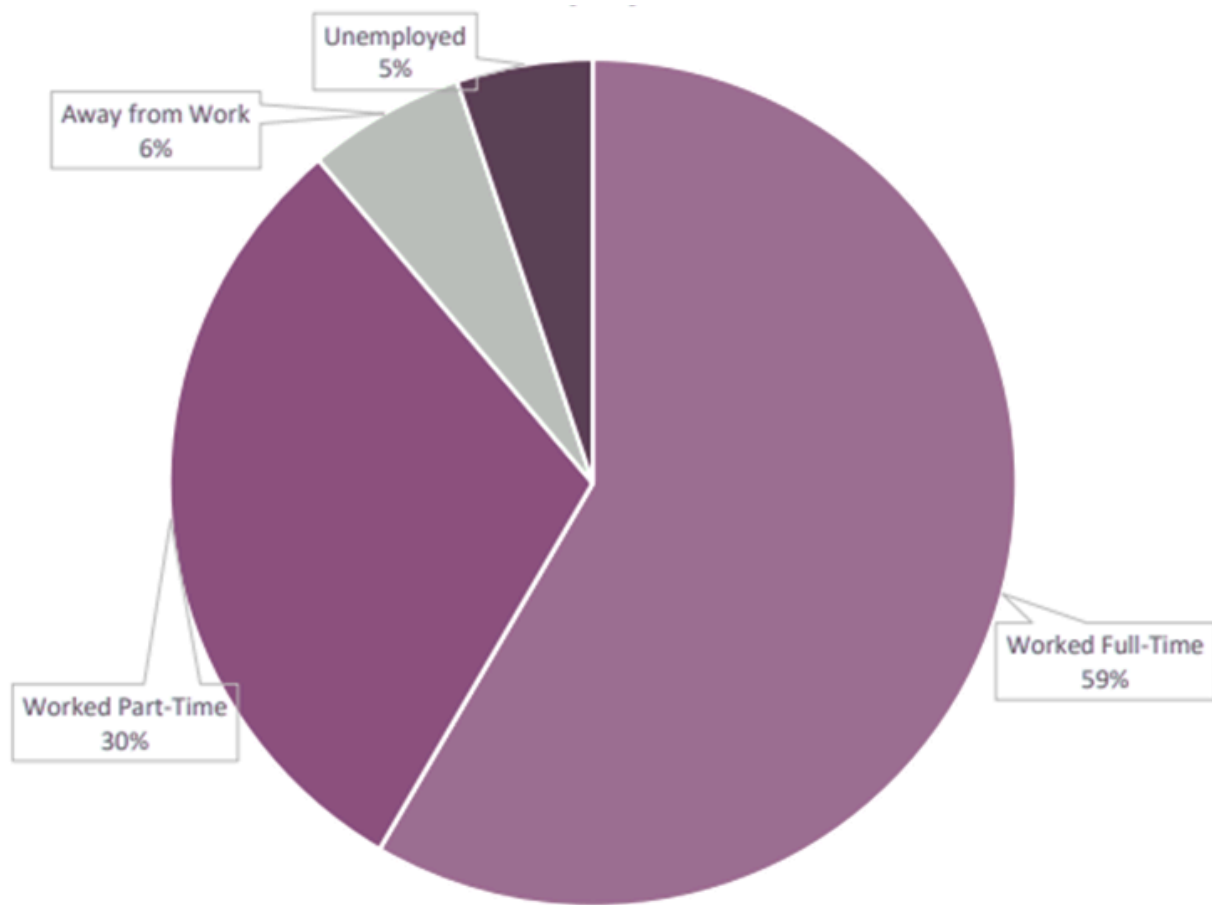


Figure 5: Weddin LGA Employment Rates (ABS, 2021)

A related strategic issue, identified by analysis, involves the number of staff in the under 10 years of service chart below. This statistic and the deficit in longer term staff will need to be addresses by appraisal, salary review, training and staff development to increase the attractiveness of a longer-term career with Council.

Other pertinent considerations are:

- Competition for positions between Council as a business and with other nearby local councils.
- Availability of funding for training and wages.
- Local Government Act, Regulations and Award.
- Official Certification and qualifications required for specific positions.

Aside from maintaining staff at existing levels (establishment) allowance has been made in the Organisation Structure for the recruitment of selected fully externally funded apprentices and trainees spread across the Departments. This approach, if funding allows, will supply a small pool from which future recruitment needs can be facilitated.

We will shortly complete funded TAFE training in Civil Construction Certificate III skills and abilities, provided to both long and short term staff, who had not completed this training, which is an essential component for many Local Government Works Staff. Together with continued traffic control and other mandatory skills training we will continue to ensure higher performance standards, operational flexibility, capability and productivity throughout the term of this plan.

Grants as well as internal funding allocations, will need to be carefully researched, sourced and acquitted to sustain continuing contribution to shire employment opportunities and customer satisfaction.

Sustaining effective performance assessment, using the Local Government Capability Framework will also assist employees with their training and development and Council with the achievement of objectives, the Community Strategic Plan and operational requirements.

As can be noted from the organisational demographics on gender there has been strong investment in gender balance within the organisation. Steps will be taken to continue measures introduced to advance diversity with respect to age distribution in the organisation.

Positive steps have, and will be, continued to introduce younger people to Council's workforce, as provision for succession planning. In addition, Council has recruited staff with disability when they have successfully applied for positions. Opportunities to practicably continue this practice remain in place. The full achievement of a safety culture, as expressed in our Safety and Wellbeing Statement, will allow projection of a safety culture which will attract transfer from other employment sectors, as recruitment opportunities arise.

Annual review of our Workforce Strategy will allow Human Resources and the Management Team to assess:

- How well we have done and what more could we do?
- Are the planned actions still relevant in the changing environment and labour market context?
- Is the size, composition and skills requirements in the workforce still relevant/ Do we have too many or too few?
- What has been the impact of AI, if any?
- What has been the impact of investment in the strategies so far?
- What are upcoming or potential workforce risks?
- What has been the impact of performance review and investment in training?





ANALYSE THE CURRENT WORKFORCE

OLG HANDBOOK – **Step Two:** The next stage is understanding your council’s current workforce context through the analysis of available data

4.1 Current Workforce Profile

The current distribution of staff in the organisation is set out below. This is followed by an organisation chart which details the application of those resources.

Percentage of Staff by Departments

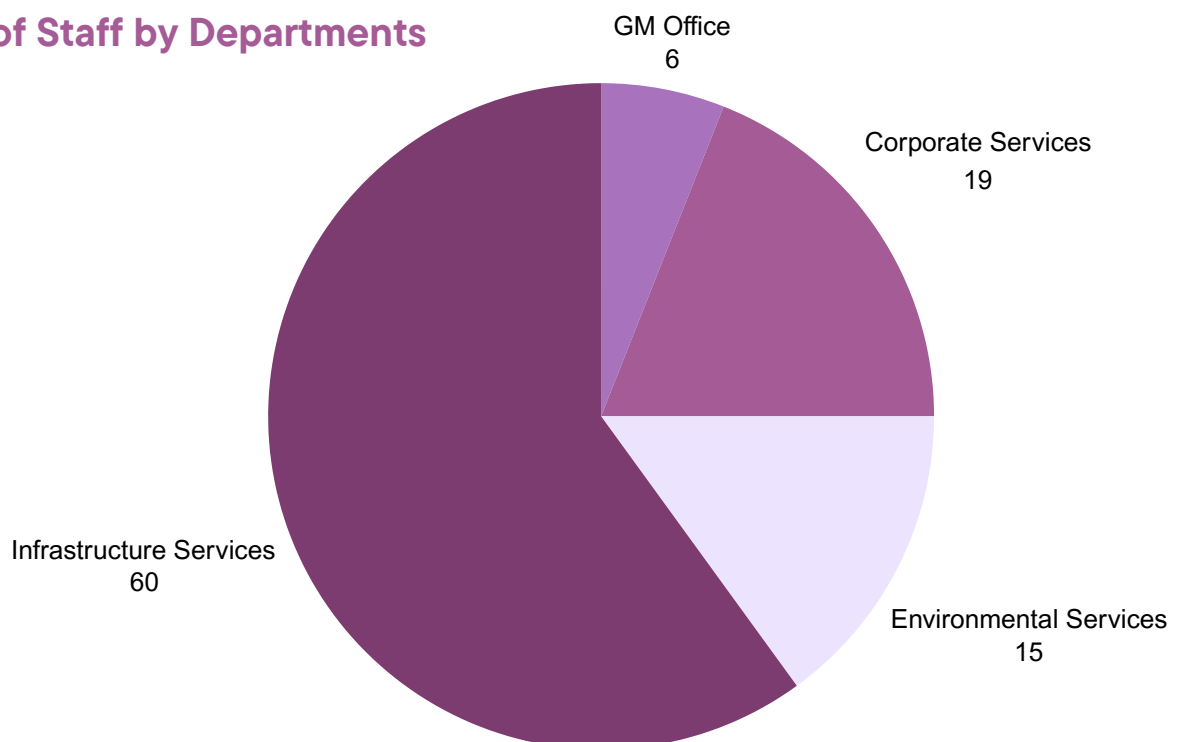


Figure 6: Percentage of Staff by Departments (inclusive of FT/PT/Casual)

Nature of Employment by FT/PT/Casual Workers

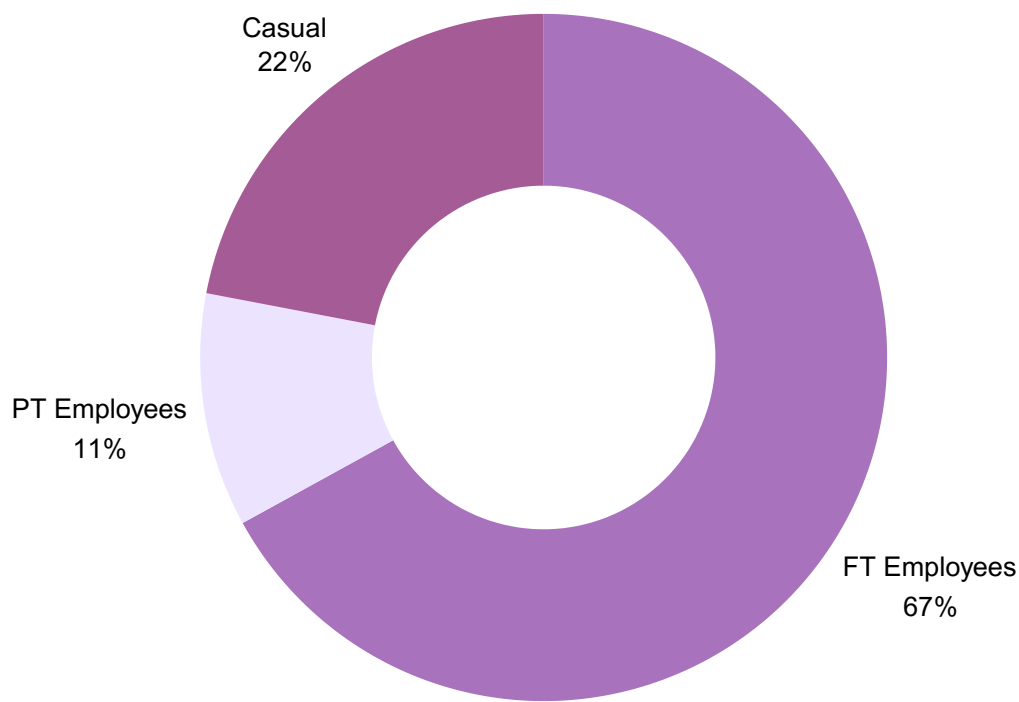


Figure 7: Organisation Nature of Employment by Full-Time/Part time/Casual

Workers by Age Breakdown

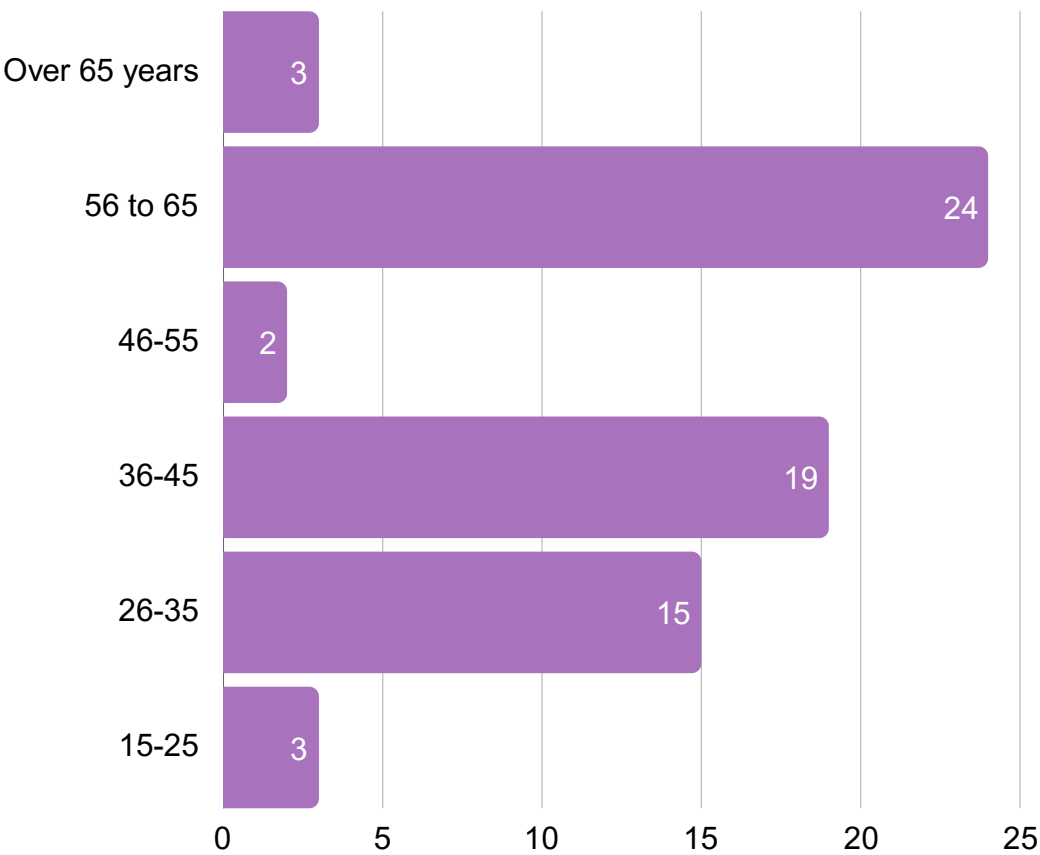


Figure 8: Breakdown of Age Demographics Across the Organisation
Some personnel cover two roles e.g. Casual roles on weekends. Figures are based on one count

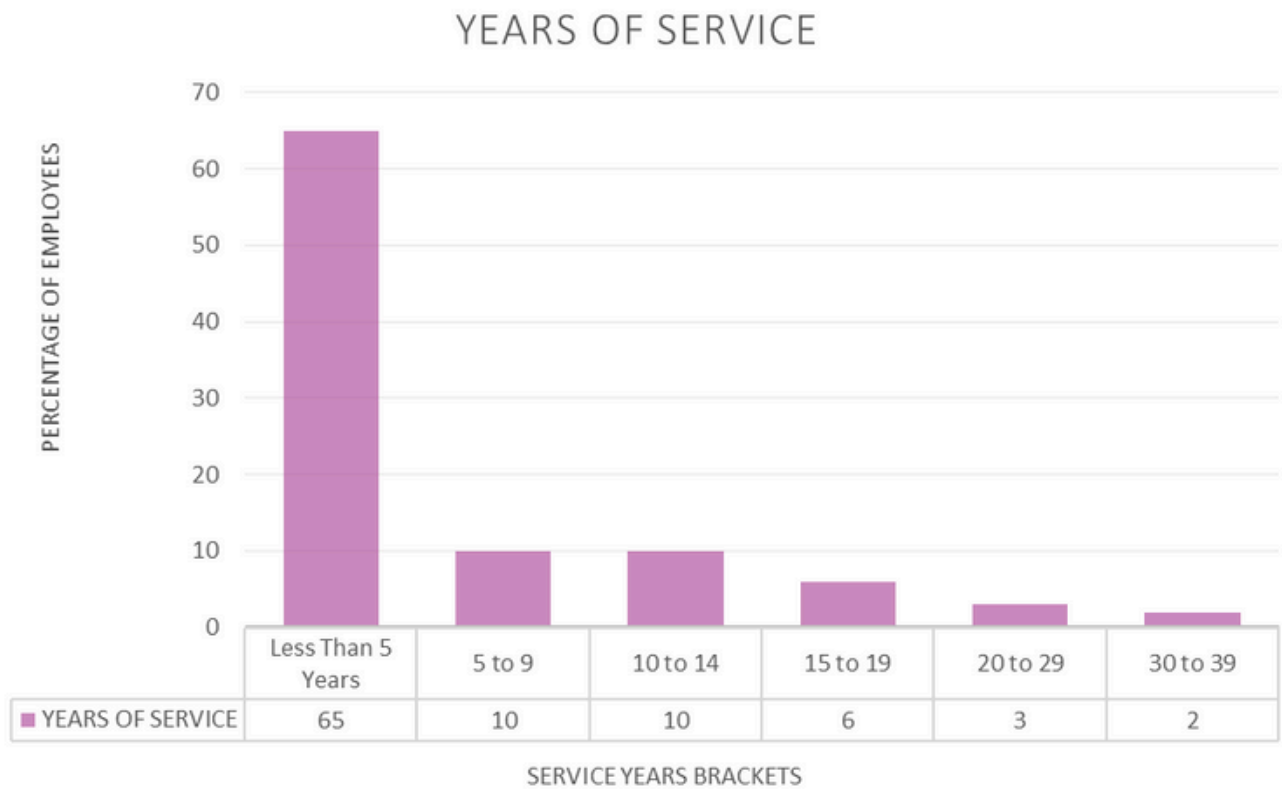


Figure 9: Employees by years of service
Some personnel cover two roles e.g. Casual roles on weekends. Figures are based on one count

Gender Breakdown

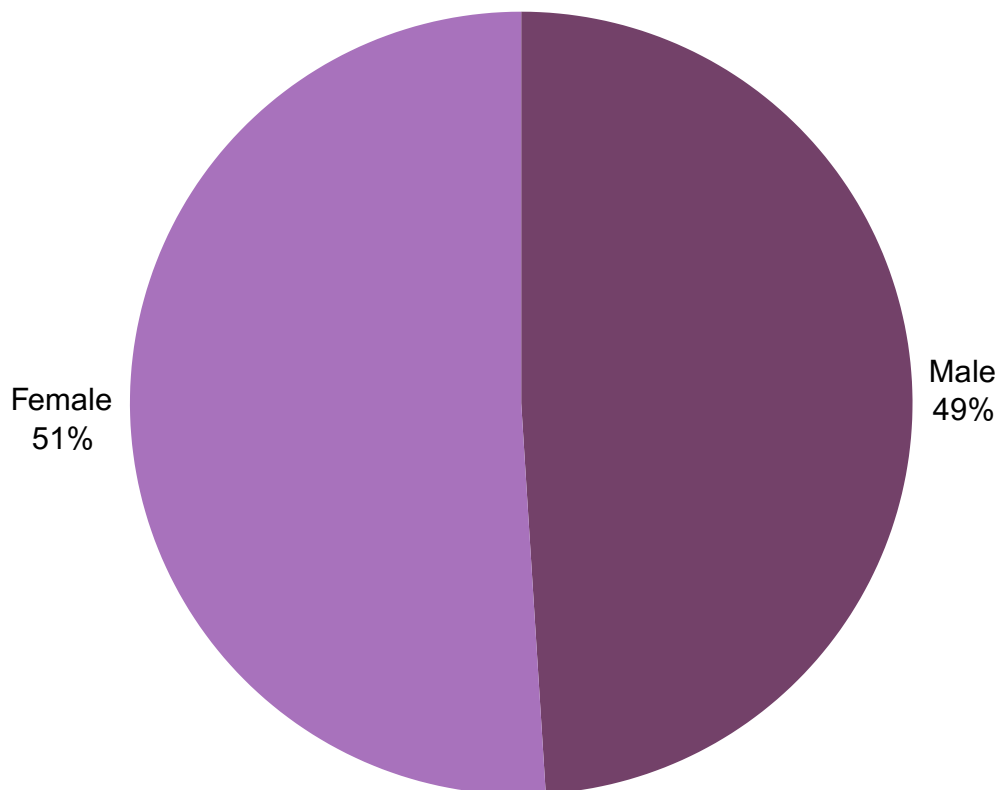


Figure 10: Breakdown by Gender (percentage)

4.2 Council's Strengths and Weaknesses

4.2.1 Our Strengths

Council has an experienced workforce with 28% of employees who have served more than five years with Council, and this serves as a strength in our business continuity. Council's workforce is further supported with new employees who will be employed under the Office of Local Government's Fresh Start Program, which will inject new personnel into our workforce whilst ensuring that skills are passed onto other employees.

Weddin Shire's administration from Grenfell allows for new and prospective employees to choose an ideal location that is situated within driving distance from major city centres like Young, Cowra, Bathurst, Orange, Wagga and Canberra. Sydney is within an ideal driving distance of four hours with ability for residents to access the Train Link service to Sydney via public transport.

Grenfell is located in a picturesque valley at the foot of the Weddin Mountains. Home of fine heritage architecture as well as affordable housing, the town offers great lifestyle options. The great outdoors teams with pioneering history, culture and social activity makes the Shire a great place to live and work.

Council provides a strong emphasis of a "learning organisation" and ensuring that our employees are equipped with the opportunities to upskill and develop along their career paths. Each year, Council provides numerous professional development opportunities for staff, trainees, and volunteers to attend training and development activities, including seminars and conferences. This complements more formal training activities, undertaken in order to provide skilled and knowledgeable staff with qualifications. These programs result in better service to the community through the professional delivery of services and management of assets. Much of the training provided is in accordance with Council's required Training Plan.

Council has a number of touchpoints for employees to identify issues and risks and come up with opportunities including the WHS and Staff Consultative Committee, monthly Breakfast BBQ's, Staff Wellbeing and Engagement Surveys and focused Toolbox Meetings termed "safety talks".

The size of Weddin Shire Council means that employees have access to Council Executives and management without being lost in a hierarchy. Council employees who require access to workers compensation are supported by an Insurer and supportive return to work practices. Council employees have access to our Employee Assistance Program through Central West Lifeline who have also offered consultative and engagement opportunities with our workforce.

From experience acceptance of the youthfulness of some recently appointed staff by longer serving staff will need continued management attention to ensure generational divide issues continue to be managed by Council leadership.

Since 2022, Council has introduced a number of retention incentives including Years of Service Awards, all of staff Wellbeing and Engagement Survey, purchased residential housing to retain staff and focused on the upskilling of our organisation.

4.2.2 Our Weaknesses

Council does experience a number of weaknesses and challenges that are not unique to our council and other industries, this includes:

- Our financial constraints and our heavy reliance on grant funding to undertake 'business as usual' activities such as asset management of our roads, parks and gardens and other assets.
- Our financial uplift during the last reporting period that will likely impact on our employment numbers as those grant funds are ceased and our casual employment numbers are reduced.
- Our skills shortages in a number of areas across our business.
- Our ageing workforce including those who are likely to retire over the next five years.
- Lack of business continuity for certain positions that do not have a sustainable mid to long term back up plan.
- Our ability to compete with other sectors for wages that are in line with market standards.
- Our lack of ability to uplift wages above and beyond the Award increases due to a number of reasons including lack of funding.
- Cost shifting/service shifting on to local government which may lead to our organisation unable to keep up.



4.3 Impacts and Influences

4.3.1 External Influences

A general external scan of impacts and influences that considers the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) is provided below.

PESTEL	EXTERNAL IMPACT AND INFLUENCES
Political	<ul style="list-style-type: none">• Election cycles at local, state and federal levels can influence the awarding of grants and grant distribution• New laws/regulations that are politically motivated
Economic	<ul style="list-style-type: none">• Inflation• Cost of living (increase/decrease depending on personal circumstances)
Social	<ul style="list-style-type: none">• Rural living versus living in a larger centre/city
Technological	<ul style="list-style-type: none">• Increased demand for remote work/work from home options
Environmental	<ul style="list-style-type: none">• Location to National Parks for recreational opportunities• Weather/natural disasters can impact on work programs and our ability to deliver. It can also increase after a natural disaster allowing for increased employment opportunities
Legal	<ul style="list-style-type: none">• New laws/regulations that require additional compliance above the existing baseline• Diversity, equity and inclusion• Equal Employment Opportunities• Disability inclusion

4.3.2 Internal Influences

A general internal scan of impacts and influences that impacts our workforce is included in the areas of strengths and weaknesses highlighted above.

In additions some points are further raised below:

- Stretched tasks, where our employees undertake multiple activities due to historical lack of funding and resources. Positively, this has allowed for some level of function continuity if staff are absent. Negatively, this can lead to work overload when there are competing priorities with other functions.
- Financial constraints to increase the workforce numbers and/or job security for a number of casual and part time employees.
- Lack of continuity which can constrain some staff to further undertake development and training. The constraints can be time factored, e.g. courses run during peak periods; and resource factored, e.g. lack of personnel to step in for time taken off.
- Excessive leave balances, particularly as they impact our indoor workforce which can lead to issues when attempts are made to decrease this liability.

4.4 Contextual Analysis

Our Workforce Management Strategy's contextual analysis considers the OLG's seven self-assessment questions.

OLG's seven self-assessment contextual analysis questions	Assessment
Do you understand how well council meets the service needs of the community?	<p>Council has been undertaking business as usual processes in delivering our services. The next period will allow Council to better review its service level reviews and undertake internal audits which will allow constant review of Council meeting the service needs of the community whilst creating a sustainable workforce.</p> <p>Community satisfaction through our three recent surveys showed areas that the community expects improvement, including the way we deliver our road programs.</p>
Are council's business objectives met by the current workforce structure?	<p>Council should continue to review its business objectives and monitor the progress against it.</p>
Do you have sufficient employee numbers with the right skillsets?	<p>A skills shortage is prevalent in the engineering space. Sufficient employee numbers to meet current employees' expectation is impacted by financial constraints and may be unachievable without additional funding.</p> <p>Continuity for certain services can be impacted if key staff members are absent from the workforce for example in our planning and building, engineering and financial management.</p>
How does your current workforce's profile compare to the community it serves, is it representative?	<p>The dominant community's employment workforce is in agriculture.</p>
Is your workforce sufficiently diverse?	<p>Council does have some level of diversity within its workforce however could always welcome more into other roles.</p>
Do you understand where your staff / skill shortages exist and where succession planning is required?	<p>Annual performance appraisals, this Workforce Management Strategy including its implementation and monitoring, and review and other recruitment mechanisms allows for assessment on skills shortages and where succession planning is required.</p>
What would be the likely issues identified by employees about current workforce issues?	<p>The issues are outlined above in the challenges and weaknesses and the external and internal scan.</p>



FORECAST THE WORKFORCE NEEDS AND IDENTIFY GAPS

OLG HANDBOOK – **Step Three:** This stage will use the data to inform forecasting the future needs of council's workforce

Step Four: This stage identifies workforce requirements, gaps and future needs

Weddin Shire Council believes they require some internal strategic changes to prepare for our future workforce needs.

This includes:

- Continued focus on safety and wellbeing.
- A culture and technological shift to allow for hybrid working to attract and retain technical expertise.
- Agile and flexible organisational structures.
- Process efficiencies to allow for continuous improvement.

5.1 The Next Four Years

The workload drivers and projects or projected services that will impact on Council include:

Financial

Council's workforce is almost solely reliant on grant funding to deliver its basic maintenance, operational and service requirements. The next four years sees the same trajectory with the financial information outlined in the Long-Term Financial Plan. Grants that will impact on Council's operation as they conclude include:

- Fixing Local Roads for the Nowlans Road Project as it concludes in 2025.
- Regional Emergency Road Repair Fund as it concludes in 2027.
- Disaster Recovery Fund Arrangement will conclude in 2027, if there are no more natural disaster events.

- Council's Road Maintenance Council Contract (RMCC) will be dependent on weather conditions. If there are no further natural disasters during the reporting period, Council will operate its maintenance agreement with Transport for NSW and not deliver on any natural disaster works, like it has in the reporting period leading up to the development of this Strategy.

Council has employed a number of casual employees to undertake the road construction activities like traffic control and labouring to fulfil its grant obligations.

In the event that Council does not receive any additional grant income, Council is likely needing to consider a special rate variation to increase our workforce to meet the demands of our community.

Retirements

A number of council employees who are nearing retirement age will retire during this reporting period. Continuity to ensure succession planning and knowledge transfer is a key priority area. We can also further harness on the development of leadership and mentoring capabilities from within our organisation to help with the succession planning.

Retention

Retention strategies within local government is confined and comes with constraints due to our role as a public authority. During the last Council term, strategies to retain staff included purchasing of 5 x two bedroom units that offer modern comfortable living arrangements for our new senior employees. Leaseback vehicles are also offered to senior employees. These offerings are not a point of difference when compared with other local councils who are offering similar incentives. Council offers a generous training and development budget for our employees.

In the next four years, strategic focus can be around other incentives that can be offered for existing employees with opportunities for our staff.

Fresh Start Program

The NSW Government's injection into apprenticeships, traineeships and cadetships is a welcomed program. The program ensures that our apprentices, trainees and cadets gain on the job experience and undertake studies in their relevant areas which is funded externally. All positions are very welcomed. A potential constraint into the future will be Council's ability to continue to fund these personnel into permanent roles within the organisation.

Ageing Infrastructure

Council's neglected infrastructure such as our buildings and facilities will require significant attention over this reporting period. Council's Administration Building is in poor condition with water ingress and structural cracking. The Grenfell Community Hub has had water ingress issues, despite being a newer builder. Council also owns a number of ageing buildings. If attention shifts to this focus, this may have impact on the workforce as cost savings are attempted to be achieved.

In the event that Council does not receive any additional grant income, Council is likely needing to consider a special rate variation to increase to meet the demands of our staff.

5.1.1 Future Business, Work Functions and Business Activities

Future business considerations include:

- Council will be required to undertake internal audits to meet its compliance requirements. Strategic risk management is an area that will need focus on over the next period.
- The community’s expectation for improved levels of service with our assets like roads continues to be a challenge. In order for the future business to meet these expectations, additional funding whether through own sourced income or an injection of grants is required.
- Social events run by Council continue to be an expectation by our community and will only be achieved through grant funding.
- Casual and short-term contracted positions reliant on grant funding may cease when funding is no longer available.

5.1.2 Anticipated Changes

Anticipated changes include:

- Grenfell Library will be operated by Central West Libraries.
- Grant funding is likely to decrease if there are no natural disasters which will have impacts on our workforce retention.
- Technological changes in our systems as we digitise our records will create efficiencies in our service delivery.
- Introduced State Government levies will continue to have an impact on our bottom line.
- A pandemic/illness that impacts on our service delivery if government restrictions are in place, e.g. COVID-19.
- Increased bureaucratic processes that will provide an administration burden to our Council.
- Increase in insurance premiums across all of our insurance covers which has a financial risk for Council.
- Increased costs of materials, supplies, contractors that can impact on service delivery by Council workforce.

The Workforce Management Strategy so far has highlighted a number of areas that will impact on our organisation. The key focus areas for action to meet our workforce future development needs are highlighted below and our drivers of change.

<div>WORK, HEALTH, SAFETY AND WELLBEING</div> <div>GAP: MODERATE RISK</div>	<div>FINANCIAL SUSTAINABILITY</div> <div>GAP: HIGH RISK</div>
<div>ATTRACTION AND RETENTION</div> <div>GAP: MODERATE RISK</div>	<div>BUSINESS CONTINUITY</div> <div>GAP: MODERATE RISK</div>



IMPLEMENT

OLG HANDBOOK - **Step Five:** This stage involves implementing an effective workforce strategy that addresses key issues and assigns clear responsibilities

Council has conducted an analysis of the priorities highlighted in the Community Strategic Plan and the current and future needs of the LGA and workforce to develop our strategic objectives. These strategic objectives were established through facilitated workshops to ensure alignment with the organisation's strategic direction.

6.1 Our Strategies in Focus

STRATEGY	OUTCOME	WHY
STRATEGY 1: BUILD LEADERSHIP CAPABILITIES ACROSS ALL LEVELS OF OUR COUNCIL INCLUDING APSIRING AND EMERGING LEADERS	<ul style="list-style-type: none"> Internal progression into leadership and management positions. A high-performing engaged leadership team. 	<ul style="list-style-type: none"> To invest from within and invest in our people To empower our leaders and managers to be accountable for their, and their team's performance and be considered in their decisions. To create career pathways for our emerging and aspiring leaders.
STRATEGY 2: INVEST IN OUR TALENT AND ENSURE CLEAR PATHWAYS FOR CAREER SUCCESSION	<ul style="list-style-type: none"> Internal progression Successful partnerships with TAFE NSW and other training providers Our staff have the opportunity for training and development 	<ul style="list-style-type: none"> To build a capable and skilled workforce. To retain our talent individuals to continue to be part of our team.
STRATEGY 3: CREATE A PROACTIVE SAFETY AND WELLBEING CULTURE WHERE MANAGING RISK IS AT THE FOREFRONT OF OUR DAY-TO-DAY ACTIVITIES	<ul style="list-style-type: none"> We are caring and supportive of health and wellbeing. An engaged and productive workforce 	<ul style="list-style-type: none"> To protect our workforce and others. To reduce and mitigate our risks to our workforce and others. To comply with our legal requirements
STRATEGY 4: ATTRACT AND RETAIN OUR EMPLOYEES	<ul style="list-style-type: none"> A diverse workforce who are attracted to work, stay and live. Vacancies are filled with appropriately skilled people. A reduction in staff turnover and the retention of talent. 	<ul style="list-style-type: none"> To improve our productivity and our performance. To recruit, attract and retain talented individuals.
STRATEGY 5: DEVELOP AND IMPLEMENT STRATEGIES AND PLANS TO SUPPORT OUR TEAM TO EMBRACE A VALUES-BASED CULTURE	<ul style="list-style-type: none"> Being an employer of choice that aligns with our organisational values. Staff feel valued and recognised for their contributions 	<ul style="list-style-type: none"> To foster cross-organisational collaboration. To improve our organisational culture and boost staff connection to our purpose, vision and values. To provide mechanisms for leadership and management to hear and engage with staff on feedback.



6.2 Implementation Plan

Our Community Strategic Plan objectives for leadership goal includes:

- Leadership, community collaboration and governance and empowering community leadership.
- Leverage of quality communication to ensure exceptional governance outcomes.

The following is an implementation plan of our strategies and the actions that support it.

STRATEGY	OUTCOMES	ACTIONS	FY25	FY26	FY27	FY 28	WHO
STRATEGY 1: BUILD LEADERSHIP CAPABILITIES ACROSS ALL LEVELS OF OUR COUNCIL INCLUDING APSIRING AND EMERGING LEADERS	<ul style="list-style-type: none"> • Internal progression into leadership and management positions. • A high-performing engaged leadership team. 	1.1 Develop and implement Council's leadership and culture framework	x	x	x	x	Executives and HR Specialist
STRATEGY 2: INVEST IN OUR TALENT AND ENSURE CLEAR PATHWAYS FOR CAREER SUCCESSION	<ul style="list-style-type: none"> • Internal progression • Successful partnerships with TAFE NSW and other training providers • Our staff have the opportunity for training and development 	2.1 Develop and implement divisional area workforce plans that identify career pathways. 2.1 Implement systematic reviews of divisional area workforce plans to identify new opportunities	x	x x	x x	x x	Executives and HR Specialist
STRATEGY 3: CREATE A PROACTIVE SAFETY AND WELLBEING CULTURE WHERE MANAGING RISK IS AT THE FOREFRONT OF OUR DAY-TO-DAY ACTIVITIES	<ul style="list-style-type: none"> • We are caring and supportive of health and wellbeing. • An engaged and productive workforce. 	3.1 Ensure our Work, Health and Safety Management System is periodically reviewed and actions are updated. 3.2 Co-design safety and wellbeing policies, procedures and activities with our workforce	x x	x x	x x	x x	HR Specialist/WHS Officer HR Specialist/WHS Officer
STRATEGY 4: ATTRACT AND RETAIN OUR EMPLOYEES	<ul style="list-style-type: none"> • A diverse workforce who are attracted to work, stay and live. • Vacancies are filled with appropriately skilled people. • A reduction in staff turnover and the retention of talent. 	4.1 Leverage the Fresh Start apprenticeship, traineeship and cadetship program to encourage new personnel into our workforce. 4.2 Develop and implement formalised touchpoints between staff and their managers above and beyond the annual performance appraisal process.	x x	x x	x x	x x	HR Specialist Executives and HR Specialist
STRATEGY 5: DEVELOP AND IMPLEMENT STRATEGIES AND PLANS TO SUPPORT OUR TEAM TO EMBRACE A VALUES-BASED CULTURE	<ul style="list-style-type: none"> • Being an employer of choice that aligns with our organisational values. • Staff feel valued and recognised for their contributions. 	5.1 Ensure Staff Wellbeing and Engagement Surveys are conducted at least every two years. 5.2 Continue to support and develop the WHS and Staff Consultative Committee	x	x x	x x	x x	HR Specialist HR Specialist



MONITOR AND EVALUATE

Monitoring and evaluating the Workforce Management Strategy will be measured through the status of actions identified under each strategy over the next four years. Council will establish a regular monitoring and evaluation process with the actions to be tabled to MANEX quarterly and an annual review of the Workforce Management Strategy to be tabled to Council at the end of each financial year. This will be the responsibility of the General Manager's Office through our HR team.

The measures of success will be the progress and completion of actions.

Feedback from key stakeholders will be provided through various mechanisms such as the regular touchpoints with staff, the Staff Wellbeing and Engagement surveys and the WHS and Staff Consultative Committee.

Results of the review will be shared with the workforce through meetings such as departmental meetings or the WHS and Staff Consultative Committee meetings. To ensure engagement of our shared learnings are reached far and wide, written communication will also be provided.

At each monitoring and evaluation annual review we will assess:

OLG HAND BOOK QUESTIONS

1. How well have we done and what more could we do?
2. Are the planned actions still relevant in the changing environment and labour market context?
3. What has been happening to the size, composition and skills requirement of the workforce?
4. Is checking built into the data capture?
5. What has been the impact of investments in the strategies so far?
6. What are the upcoming workforce risks?
7. Are there changing patterns of staffing that has impacted employee performance and discretionary effort?

COMMUNITY ENGAGEMENT

The Workforce Management Strategy was placed on public exhibition for a period of 28 days. Submissions closed on Monday 21 April 2025. No submissions on the Workforce Management Plan were received. Council extends its sincere thanks to all residents who participated in the consultation process. Community input is a vital component of informed decision-making, and Council greatly values the contributions made by members of the community.

How the community provided feedback

How they found the information?



Followed our posts on **Facebook**

Dates: January - 24 | February - 6, 7, 9, 10, 11, 14, 17, 24 | March - 13, 24
April - 4, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 21



Visited our **website** (Public Exhibition)

Dates: 24 January 2025 | 13 March 2025 | 17 April 2025



Read about it in the **Grenfell Record**, including Council Column, Full Page Advertisement and Digital Leaderboard Advertisement

Dates: January to April 2025 - Council Column
3 & 10 April 2025 - Full Page Ad
3 - 21 April 2025 - Leaderboard Digital Ad



Attended **Community Engagement Workshops**

Dates: Greenethorpe - 10 February 2025 | Quandialla - 11 February 2025
Caragabal - 12 February 2025 | Grenfell 17 & 18 February 2025



Weddin Shire **Council Staff Email Signatures**

Dates: Early February 2025 - Community Engagement Workshops
Late February 2025 - Micromex Phone Survey
April 2025 - Have Your Say! with hyperlink

How submissions were provided to Council



Email: mail@weddin.nsw.gov.au

Written submissions: 78 Camp Street, GRENFELL NSW 2810

Dates: Opened 24 March 2025 - Closed 21 April 2025 at 5pm



MICROMEX via a Telephone Survey

Dates: Opened 13 March 2025 - Closed 2 April 2025



Completing the **online survey**

Dates: Opened 2 April - Closed 21 April 2025