



Goulburn Mulwaree Council

Workforce Management Plan 2025-2029

Table of Contents

Executive Summary	2
Integrated Planning and Reporting Framework	3
Current Workforce Profile	5
Key Challenges 2025-2029	11
1. Business Resilience – Council’s Financial Sustainability	11
2. Ageing Workforce	12
3. Technological Change	12
4. Skills Shortage	13
5. Talent Acquisition	13
6. Diversity and Inclusion	14
7. Safe and Healthy Employees	15
8. Workplace Culture	15
Proposed Workforce 2025-2029	16
Strategies to Address Key Challenges 2025-2029	17
1. Business Resilience – Council’s Financial Sustainability	17
2. Ageing Workforce	18
3. Technological Change	18
4. Skills Shortage	19
5. Talent Acquisition	21
6. Diversity and Inclusion	23

7. Safe and Healthy Employees	24
8. Workplace Culture	25
Operational and Delivery Plan Actions	27
Monitoring Progress	29



Executive Summary

The purpose of the Workforce Management Plan 2025-2029 is to forecast Council's workforce requirements for the next four-year period and to develop the framework and strategies to ensure that the outcomes identified in the four-year Delivery Program are met.

The plan outlines how we will enable and empower our people to deliver the objectives in the Community Strategic Plan which has been developed in consultation with our community.

The Long-Term Financial Plan is linked with the Workforce Management Plan ensuring the financial availability of resources to achieve Council's Community Strategic Plan outcomes.

Integrated Planning and Reporting Framework

The IP&R Framework begins with the community's aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and 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.

The Community Strategic Plan provides a vehicle for each community to express its long-term aspirations. However, these aspirations will not be achieved without sufficient resources – time, money, assets and people – to implement them. The Resourcing Strategy is a critical link when translating strategic objectives into actions.

The Resourcing Strategy consists of three inter-related elements:

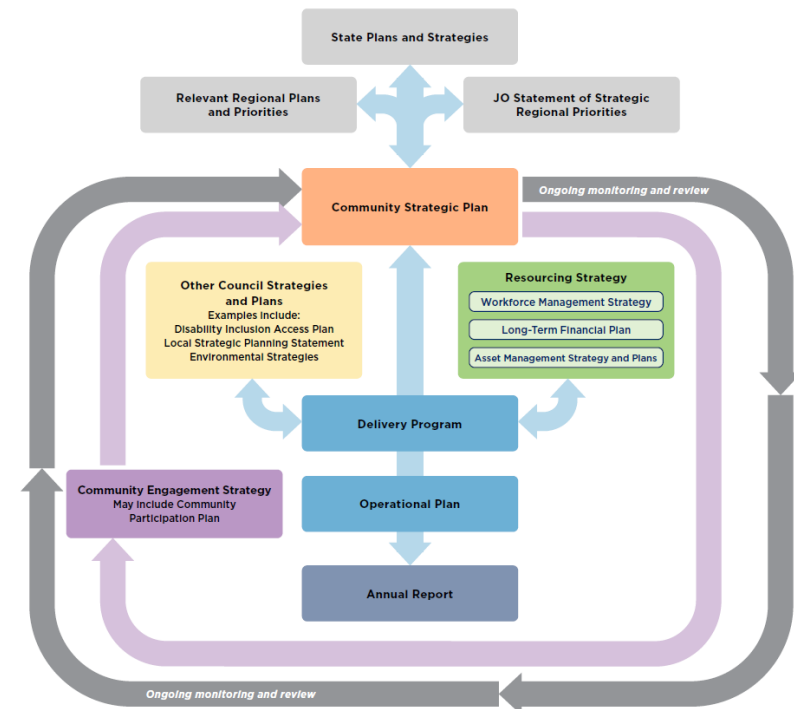
- Long-Term Financial Planning
- Asset Management Planning
- Workforce Planning

The Resourcing Strategy makes clear what elements of the Community Strategic Plan the council will take responsibility for. Other levels of government, business, non-government organisations, community groups and individuals will also have a role in achieving the outcomes of the Community Strategic Plan.

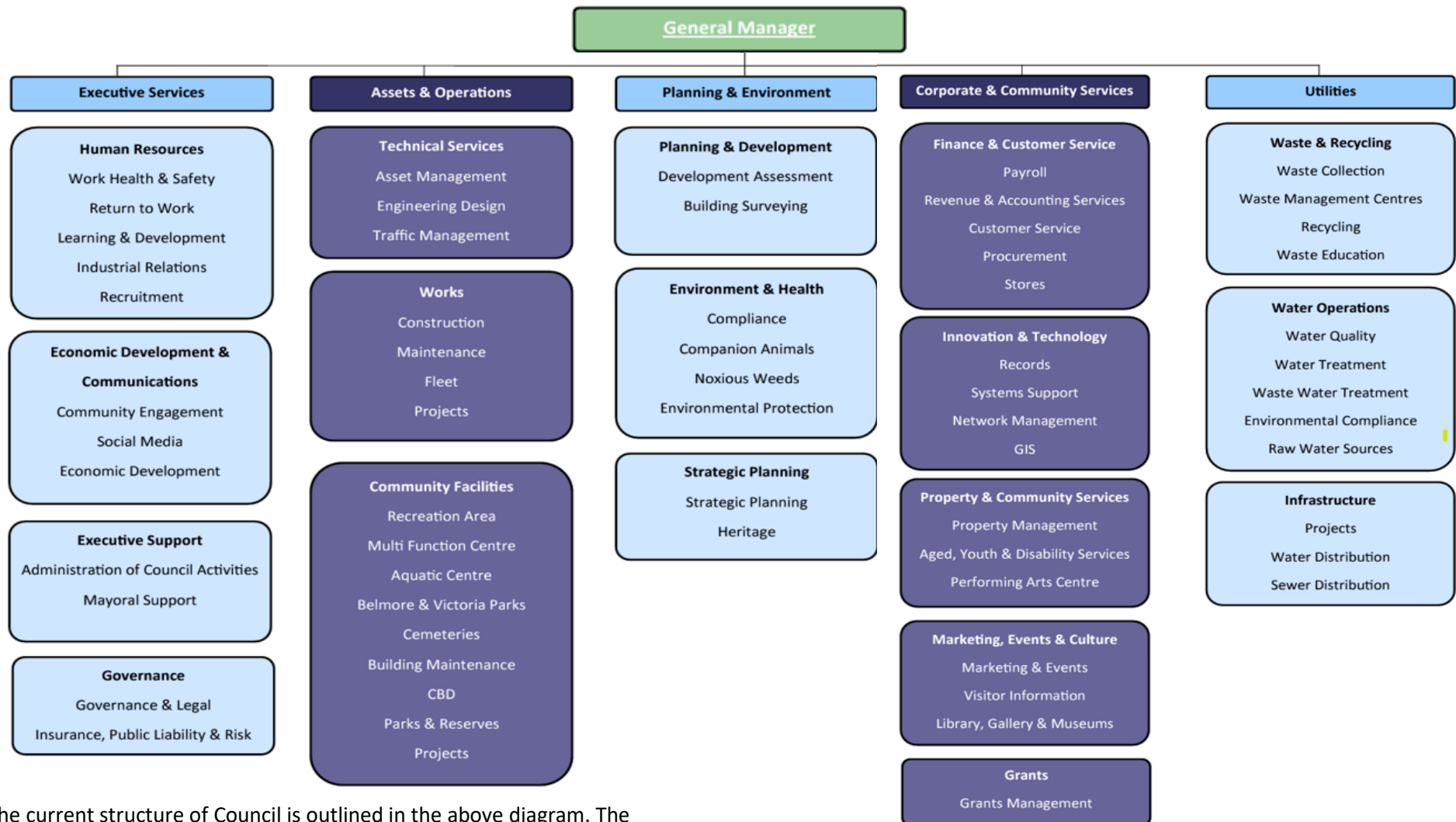
As its name suggests, each of the elements of the Resourcing Strategy also play a role in resourcing the achievement of the Delivery Program and Operational Plans, as well as any other strategic plans the council has developed to support the achievement of the Community Strategic Plan.

Councils are required to undertake workforce planning to support the achievement of the Delivery Program. The Workforce Management Strategy is also a four-year plan, addressing the human resources required to achieve the activities identified in the Delivery Program.

A council's workforce planning should consider what people, with what skills, experience and expertise are required to implement the Delivery Program. It provides an opportunity every four years to plan adjustments to the workforce to meet changing priorities and take into account new technologies.

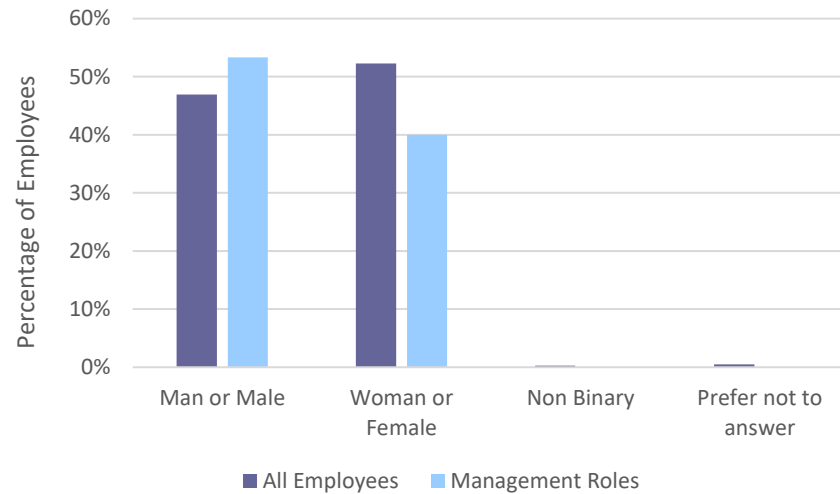


Current Workforce Profile (as at February 2025)

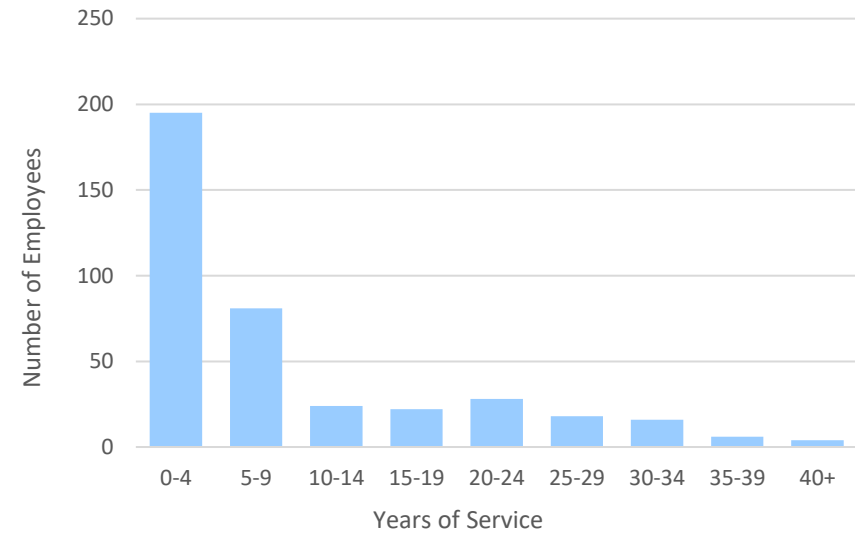


The current structure of Council is outlined in the above diagram. The structure contains business units to undertake certain functions, projects and provide services in line with the key themes identified in the Community Strategic Plan.

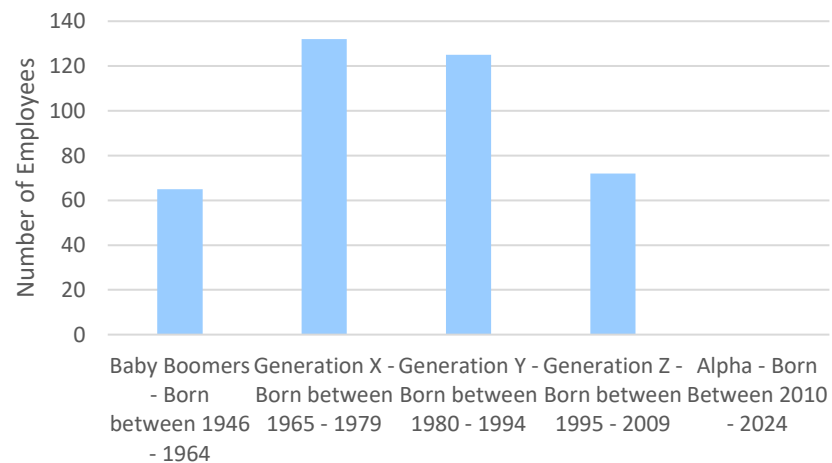
Gender Profile



Service Profile



Generation Profile



General Profile

Number of Employees (headcount inc cas.)	394
Average Age of Employees	45.15
Percentage of Employees over 55 years old	33.25%
Average Length of Service	9.29 years
Median Length of Service	5 years
Number of Full Time Equivalent Approved Positions	378
Staff Turnover Rate	14.8%

Employees by Directorate

Executive Services	6.09%
Corporate & Community Services	30.96%
Planning & Development	9.39%
Assets & Operations	38.32%
Utilities	15.23%

Position Types

Full Time	62.94%
Part Time	9.14%
Contract	3.55%
Temporary	0.51%
Casual	23.86%

Age Profile

<19 years	3.30%
20-24 years	8.12%
25-29 years	5.33%
30-34 years	10.91%
35-39 years	9.39%
40-44 years	11.42%
45-49 years	7.61%
50-54 years	10.66%
55-59 years	13.71%
60-64 years	11.42%
65+ years	8.12%

Generation Profile

Baby Boomers - Born between 1946 - 1964	16.50%
Generation X - Born between 1965 - 1979	33.50%
Generation Y - Born between 1980 - 1994	31.73%
Generation Z - Born between 1995 - 2009	18.27%
Alpha - Born Between 2010 - 2024	0.00%

Gender Profile (All Employees)

Man or Male	46.95%
Woman or Female	52.28%
Non Binary	0.25%
Prefer not to answer	0.51%

Gender Profile (Management Roles)

Man or Male	53.3%
Woman or Female	40.0%
Non Binary	0.0%
Prefer not to answer	0.0%
Vacant management roles	6.7%

Length of Service

0-4 years	49.49%
5-9 years	20.56%
10-14 years	6.09%
15-19 years	5.58%
20-24 years	7.11%
25-29 years	4.57%
30-34 years	4.06%
35-39 years	1.52%
40+ years	1.02%

Diversity Profile

Staff identifying as Aboriginal or Torres Strait Islander	4.57%
Staff from a non-English speaking background	3.55%
Staff identifying as having a disability	3.05%

Guiding Principles

Our Vision: A resilient, vibrant and connected community.

Our Mission: Provide infrastructure and services that meet the changing needs of our community.

Our Values: Passion, Respect, Innovation, Dedication and Excellence

Our Culture Statement: We aspire to build an inclusive and resilient workplace culture founded on trust, accountability, and mutual support. We are committed to fostering high performing teams, embracing new ideas, and growing together to achieve our Vision and Mission guided by our Values.



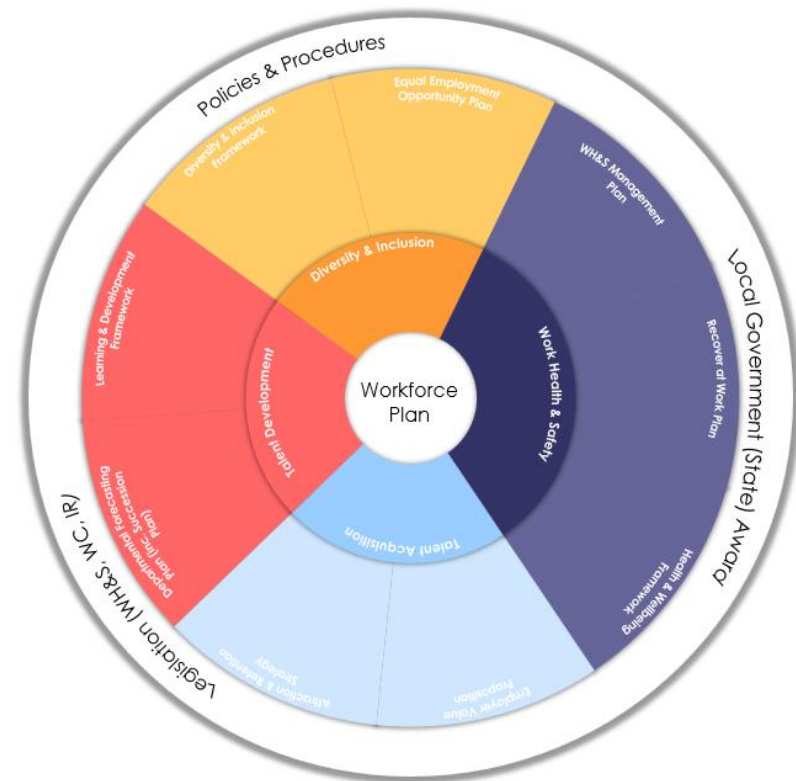
Engagement and Supporting Plans

The Workforce Management Plan has been developed in conjunction with a number of strategic documents related to workforce planning including:

- Equal Employment Opportunity Plan
- Diversity and Inclusion Framework
- Attraction and Retention Strategy
- Employer Value Proposition
- Learning and Development Framework
- Departmental Forecasting Plan
- Workplace Health and Safety Management Plan
- Health and Wellbeing Framework
- Recover at Work Plan

The Executive team and Business Managers have been engaged in the creation of the workforce plan via direct consultation as well as via completion of Council's Departmental Forecasting Plan. The Departmental Forecasting Plan includes a business unit overview, four-year department focus, skill gaps and development needs, succession plans, flight risks, individual resourcing challenges and action plans to address the identified challenges for each individual department. The Departmental Forecasting Plan is a sub plan of this Workforce Management Plan and is critical to Council's workforce planning as it identifies the individual requirements, challenges and action plans for each business unit. The Departmental Forecasting Plan is reviewed annually including the associated action plans.

Council's Executive team have endorsed the Workforce Management Plan, and consultation was also undertaken with our Consultative Committee.



Key Challenges 2025-2029

1. Business Resilience – Council’s Financial Sustainability

In NSW, Councils operate under a funding model that is governed by a rate-cap. The rate-cap limits the amount that Councils can increase their yearly land rates to a maximum indexation that is set by the Independent Pricing and Regulatory Tribunal (IPART). Since the introduction of the rate-cap, IPART’s indexation has regularly been less than the applicable Consumer Price Index (CPI). This compounds over time to the point where in any given year, numerous NSW Councils apply to IPART for a Special Rate Variation (SRV) as a means of trying to address a funding shortfall.

During the 2023/24 financial year, Goulburn Mulwaree Council applied for an SRV, the equivalent of 51.2% to be staged over 3 years. As part of the application process, Council identified a number of additional positions that were to be funded to enable Council to service our growing community. Council was only partially successful in its application and was granted a 22.5% increase over 1 year. As a result, none of the additional identified positions were able to be funded.

Council now faces the significant challenge of reviewing all service levels to determine what is affordable in order to remain financially sustainable and what can realistically be achieved with our current resources. Council engaged an external forensic accounting firm, Brown and Bird to review all Council operations to identify savings. This process was completed late in 2024, and the report has been received by Council.

Specifically in relation to employment costs, increases in employee salary and wage costs consist of two components; the annual Local Government (State) Award increases and movements within Council’s salary system as part of the competency review process. The increases in these areas are rising at a greater rate than Council’s revenue is increasing.

The Workforce Management Plan integrates with the Long-Term Financial Plan ensuring adequate human resources can be sustained through the four-year Delivery Program. The Long-Term Financial Plan currently forecasts no major change in workforce numbers; however further revisions of the plan may require adjustment as Council undertakes its service level reviews. The Long-Term Financial Plan also states that, to ensure long term sustainability, one of the initiatives Council may consider is the reduction of service levels and/or exiting from non-core services. Employment costs also rely on data from the Asset Management Strategy and the four-year Delivery Program. The Long-Term Financial Plan uses this information together with the Workforce Management Plan to forecast planned increases in employment costs that include annual Award increases.

In recent years, increases to Council’s rates, have failed to cover the Local Government annual Award increases. In addition to these increases, Council projects an additional increase of 0.25% per annum as staff move through the competency progression system. Therefore, Council’s employment costs will increase at a higher rate than our revenue from general rates.



2. Ageing Workforce

As indicated in the graph above, more than 33.25% of our workforce is over the age of 55 years. In the Goulburn Mulwaree Local Government Area, 32.7% of people are aged over 55.¹ This indicates that the Council employment figures are generally reflective of our community figures.

It is not anticipated that there will be any significant change to the age demographics over the period 2025-2029.

The increasing ageing workforce brings financial and social implications for the workplace. In addition, corporate knowledge retention requires a planned approach over the next four-year period. The ageing workforce also brings a number of additional muscular skeletal risks due the nature of the physical work performed by our outdoor staff.

Given the current labour market shortage, Council must ensure ways of retaining corporate knowledge and engaging our aging workforce.

3. Technological Change

The introduction of improved and emerging technologies will have an impact on Council's workforce. The structure of work will continue to evolve with new information and communication technologies used to deliver services and products. These influences create a requirement for a workforce that is multi skilled, flexible, agile and technologically savvy with the increasing ability to work effectively with technology as Council is currently moving towards a fully online environment.

Given the shift to fully online environments, Council also now needs to place significant emphasis on cyber security.

The greatest technological change for the future within Local Government is the use of Artificial Intelligence. As outlined by Aaron Likely of Atturra, Local Government will need to utilise Artificial Intelligence to manage Council's resources more efficiently and reduce the time spent on routine tasks, freeing up staff to focus on higher-value activities.²

¹ Australian Bureau of Statistics (2021) Goulburn Mulwaree, Census Community Profiles <https://www.abs.gov.au/census/find-census-data/community-profiles/2021/LGA13310>

² Aaron Likely, "Trends Shaping Local Government in 2025," Government News, 26 November 2024, [Trends shaping local government in 2025 - Government News](#)

4. Skills Shortage

Over the past 20 years, the greatest growth in employment in Australia has been in highly skilled areas requiring tertiary level education.³ Goulburn Mulwaree Council's increase in skill requirements is indicative of this trend and therefore the skills shortage in these areas. The most notable skills shortages for Local Government include Engineers, Town Planners, Building Surveyors, Project Managers and Environmental Health Officers.⁴ Leadership in Local Government also continues to be an area of great focus which is indicated in Council's staff surveys as an area requiring improvement in skills.⁵ Comparatively with other challenges faced by Local Government in relation to workforce requirements, the ability to compete with private sector remuneration rates and the decline in participation rates in the workforce combined with very specific training requirements for Local Government continues to be a challenge in this area. Increased funding such as fee-free VET qualifications, and trainees and apprentice grants have and will continue to assist with skill acquisition. However, access can often be challenging in a regional location and differing levels of digital literacy.

5. Talent Acquisition

The ability of Local Government to attract and retain professionals that meet the requirements of the industry continues to be a key challenge. Private employers generally offer higher rates of pay and often can offer faster avenues for progression without the requirement to apply for roles⁶. Some of the skills required for Local Government professionals are very specific to the industry and the talent pool for the industry continues to shrink.

Council's overall emerging work environment is producing stronger demand for graduates and highly skilled staff, predominately in the professional fields. Clear demographic changes are accelerating the challenge, such as the ageing population and the halt in the growth of the labour force. In 2023, regional areas found it the most difficult to attract and retain skilled workers according to Jobs and Skills Australia.⁷

Local Government as an industry finds it difficult to attract and retain the younger generations as Councils are generally not perceived to be fun and exciting workplaces for young people.

³ National Skills Commission, The State of Australia's Skills, (2021)

⁴ Local Government Workforce skills and Capability Survey, November 2022

⁵ Goulburn Mulwaree Council Staff Survey Results (2024)

⁶ Local Government Workforce Strategy (2016-2020)

⁷ Jobs and Skills Australia, "Current Skill Shortages", <https://www.jobsandskills.gov.au/publications/towards-national-jobs-and-skills-roadmap-summary/current-skills-shortages> Retrieved 7 January 2025.

6. Diversity and Inclusion

Workforce diversity and inclusion refers to the diverse skill and perspectives that people may bring to the workplace due to their gender, age, language, ethnicity, cultural background, disability, religious beliefs etc. Having a diverse workplace creates new, broader ranges of thinking and fosters innovation and creativity whilst recognising the value of individual differences. It is about removing barriers to ensure all employees can perform at their highest ability⁸. Goulburn Mulwaree Council's demographic data indicates that the Local Government Area has 5.05% of the population identified as Aboriginal or Torres Strait Islanders and 6.5% who speak a language other than English at home⁹.

When comparing the demographic data with Council's employment statistics, Council currently employs 4.57% Aboriginal or Torres Strait Islanders and 3.55% people from non-English speaking backgrounds. Council's employment figures do not currently reflect the diversity within our region.

Other target areas to increase diversity in our workplace include people with a disability, youth and women in managerial roles. Currently 3.05% of Council employees identify as having a disability, 18.27% of staff are categorised as generation Z and 40% of people in our managerial roles are women. Council would also like to continue to increase the representation in these categories.



⁸ Local Government Workforce Strategy (2016-2020)

⁹ Australian Bureau of Statistics (2021) *Goulburn Mulwaree, Census Community Profiles* <https://www.abs.gov.au/census/find-census-data/community-profiles/2021/LGA13310>

7. Safe and Healthy Employees

Council must ensure as far as is reasonably practicable that our employees have a physical and psychologically safe working environment. Creating safe working environments is a complex and ever evolving space with new legislation and regulations being implemented on a regular basis.

Council has a very diverse and unique operating environment with significant differences in tasks undertaken as well as highly variable levels of risk.

Council had 22 workers compensation claims for the 2023/24 financial year. Council's workers compensation costs are linked to industry classification performance, the cost of claims, salary and wages costs and legislative changes. Council's workforce has a significant number of employees in manual labour and/or high-risk roles; therefore, there is a reasonable expectation for claims to continue at a similar rate into the future.

Australia experiences significant mental health challenges at home and in the workplace. The Australian Bureau of Statistics has reported that 2 in 5 Australians have experienced a mental health condition at some point in their life.¹⁰ Our industry workers compensation insurer reported a 56% increase in psychological claims following the commencement of the Covid pandemic in 2020. Council is committed to creating a mentally healthy working environment for our employees and this is viewed as equally important as creating a physically healthy one.

¹⁰ Australian Bureau of Statistics (2020-2022)
<https://www.abs.gov.au/statistics/health/mental-health/national-study-mental-health-and-wellbeing/latest-release>

8. Workplace Culture

During February 2025, our Council culture statement was developed in consultation with our Executive and Leadership team and reflects the real as well as aspirational aspects of our organisation. It states:

We aspire to build an inclusive and resilient workplace culture founded on trust, accountability, and mutual support. We are committed to fostering high performing teams, embracing new ideas, and growing together to achieve our Vision and Mission guided by our Values.

Council's 2024 all staff survey indicated that 81% of staff are familiar with Council's Vision, Mission and Values and that 85% understand how their work contributes to the overall success of Council.¹¹ This is a strong foundation on which to build and progress our workplace culture.

The challenge for Council moving forward is to create mechanisms to ensure we continually strive to create and progress this culture to better equip our staff to align with and achieve our vision, mission and values.

¹¹ Goulburn Mulwaree Council Staff Survey Results (2024)

Proposed Workforce 2025-2029

The organisation structure adopted by Council is broadly capable of executing the Delivery Program and the Workforce Management Plan has been developed on this basis. However, the current resourcing levels are placing strain on the workforce as evidenced by high annual and long service leave liability, high overtime rates, and high utilisation of casuals. Due to these factors, the Workforce Management and Departmental Forecasting Plan will need to be agile and highly adaptable due to Council's financial sustainability needs.

The Departmental Forecasting Plan includes a business unit overview, four-year department focus, skill gaps and development needs, succession plans, flight risks, individual resourcing challenges and action plans to address the identified challenges for each individual department. The Departmental Forecasting Plan is a sub plan of the Workforce Management Plan and is critical to the workforce planning of Council as it identifies the individual requirements, challenges and action plans for each business unit. The Departmental Forecasting Plan is updated annually and can be reviewed during the course of the year if changes are determined.

Staffing levels will need to be evaluated during the four-year period as service reviews are conducted. It is possible that these reviews will either determine a requirement to increase resources, reduce service levels or exit from non-core functions.

Council has launched project P.A.C.E. (people, assets, community, excellence) to identify costs saving and revenue raising opportunities. At this point, there is insufficient information relating to the impact of this project to accurately determine the staffing levels required over the next four-year period. Currently, all positions are being thoroughly examined as they become vacant and the ideas generated through the P.A.C.E. consultation have been catalogued for review with a number of initiatives already implemented.



Strategies to Address Key Challenges 2025-2029

1. Business Resilience – Council’s Financial Sustainability

The State Government is currently reviewing Local Government’s ability to fund infrastructure and services given the number of Councils in financial difficulty. The Standing Committee on State Development has produced a report regarding the review which includes 17 recommendations.¹² Whilst this report provides possibility for change and assistance, there is unlikely to be additional funding for the Local Government sector in the short to medium term. Therefore, Council will need to review our current operations to enable us to work within our means.

Council has already taken steps towards creating a plan for financial sustainability. Following the receipt of the Brown and Bird Report, Council launched the People, Assets, Community, Excellence (P.A.C.E.) program. This program has consisted of consultation with all staff to propose cost reduction and revenue raising solutions. These ideas have been catalogued and are in the process of review for implementation. A number of these initiatives have already been implemented as part of the 2025/2026 budget preparation. The Brown and Bird report recommendations have been presented to Council as well as the Leadership Team to review the proposals and determine implementation possibilities.

Service reviews will be undertaken by all departments over the coming years. This process will identify any services where resources are deficient and will require a determination by Council as to whether the resources are increased, service levels reduced or Council exit from the provision of the service.

During this process the following activities have already been undertaken to control employment costs specifically:

- Actively managing staff numbers through natural attrition and the review of vacancies ensuring that workforce numbers and skills match the essential functions of Council.
- Providing systems and programs to motivate and engage employees to assist in maintaining high productivity levels.
- Building a workforce that ensures the organisation has adequate staff to meet current and future needs.
- Continue to explore avenues for further grant funding and/or income where resources need to be increased.

Council will continue the implementation of the P.A.C.E. program and the outcomes of service reviews as they are completed.

¹² New South Wales Parliament, Legislative Committee, Standing Committee on State Development, Report No. 52, *Ability of Local Government to Fund Infrastructure and Services* (November 2024).

2. Ageing Workforce

Addressing the key challenge of the ageing workforce includes programs to retain corporate knowledge, replacement of skilled workers and retain effective and valued ageing workers longer. The following strategies have been put in place to achieve the above goals:

- Transition to retirement programs
- Flexible working arrangements (including hybrid work)
- Succession planning
- Coaching and mentoring
- Career development and cross training
- Ongoing training and education
- Traineeships, apprenticeships, cadetships and our career sponsorship pathway program
- Determining Council's workforce strengths, weaknesses and current and future needs through analysis of our Learning and Development Framework

In response to the challenge related to muscular skeletal risks for the aging workforce. Council has adopted the following strategies:

- Keeping up to date with new and emerging equipment and technology that will assist in reducing risk
- Workload and staffing assessments to ensure areas are adequately resourced to meet the workload expectation
- Job rotation – Develop and implement a system to ensure rotation for heavy repetitive manual roles
- Expansion of the review of muscular skeletal hazards during the procurement process
- A stretching and wellness program

Council will continue to review our procedures related to the ageing workforce on a regular basis.

3. Technological Change

Council has an Information Technology Strategy (ICT Strategic Plan) which outlines the future needs of the organisation in relation to innovation and technology. The current strategy includes two significant actions that will assist staff in their day to day work.

Council has undertaken a project to move to a “Cloud First” environment. The aim of this action is to enable 95% cloud usage to ensure Council has access to the latest and most up to date computer systems. This process is well under way and by the end of 2029 it is expected to be completed.

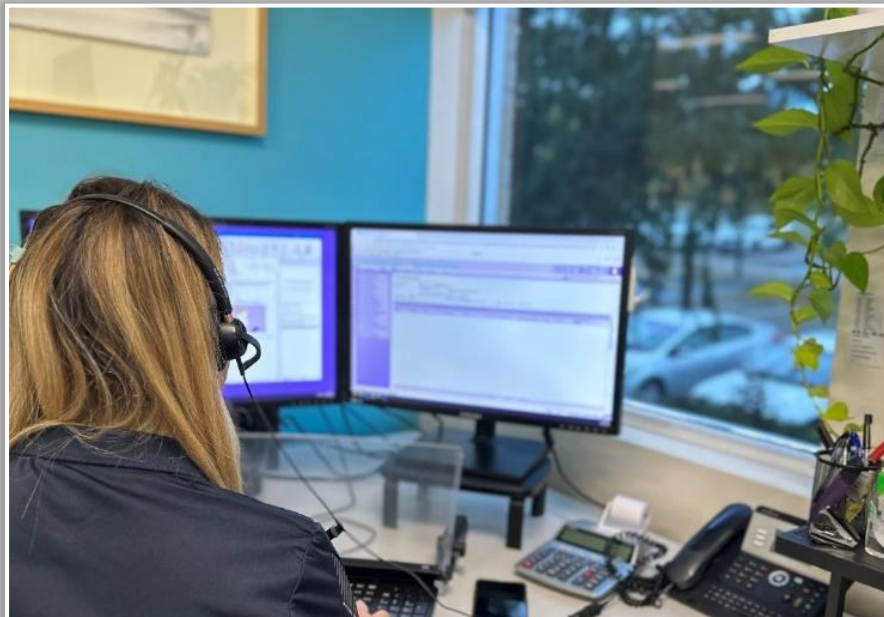
To address the significant increase in online services for employees, significant change management, training, resources and support will be provided, particularly for employees whose primary roles are not office based. Council staff are encouraged to remain abreast of changes in technology and advancements in their industry.

Council's training room has recently been upgraded to include a kiosk of iPads for staff to utilise to conduct online training as well as training in basic online forums to upskill workers in the utilisation of technology. All staff now have access to Council's online training platform 'WANDA'. Each staff member is assigned a unique log in and is required to undertake several online courses throughout the year. Council's Learning and Development Coordinator attends this kiosk once per week to continue to give instruction, training, and guidance in this online portal.

Council will continue to employ experts in the Innovation and Technology department to lead Council towards new developments in the industry as well as manage our cyber security risk. Council has recently approved additional resources for this team to ensure we can continue to provide outstanding guidance and support in technology.

As the information technology requirements of Council continues to grow, this is being reflected in our recruitment practices, procedures, and position descriptions as base level requirements for all Council staff.

Council is currently investigating and monitoring trends in Artificial Intelligence (AI) models in conjunction with the Canberra Region Joint Organisation (CRJO). Currently Council endorses limited use of AI as a pilot with the intention of expansion once an appropriate product and value can be determined. Council's IT procedures have been updated to reflect process and procedures for use.



4. Skills Shortage

Council is facing significant current and future skills shortages in professional, technical, and para-professional roles including Planners, Surveyors, Accountants, Engineers, and Environmental Health Officers. Council has a number of strategies to upskill our existing workforce to 'grow our own' given the current labour market shortage.

Our skill gaps are generally determined via difficult to fill roles and gap analysis via our training needs analysis and departmental forecasting program.

These strategies include:

- Career Development – Council invests an average of \$1100 per person on learning and development which is a significant investment when compared to other Councils¹³. Council's Learning and Development Strategy outlines that Council will fund operational development which includes higher-level education required for an employee in their role. Council also accepts requests for higher education deemed to be career development. Dependent upon the benefit to Council, these requests may be granted including up to 100% coverage of the qualification. Career development includes applications where it is not essential for the employee to undertake that qualification, however, there is an identified significant benefit to Council. This model allows for future proofing for skills in departments that are not currently required but can be called upon into the future. Employees are also able to undertake an Individual Development Plan which outlines a combination of approaches over a 12-month period to upskill in a certain area. This plan could include aspects such as undertaking a formal qualification, attending a

¹³ 2023-2024 LGNSW Metrics Survey

conference, attending a short course, a mentoring program and other on the job specific training.

- Career Sponsorship Pathways - The aim of this program is to provide a pathway whereby an outstanding candidate is offered an entry level role where they are supported to obtain an undergraduate university degree and on the job training and development. During this process, the employee progresses through multiple levels of Council's salary system until they reach the competence level and pay component of a fully qualified professional in their field. This model is now reaching maturity as it was developed and implemented 4 years ago and Council continues to expand this model into other areas of our business. The benefit to employees is a pathway whereby they are paid while they study, have their degree paid for by their employer, have significant monetary incentives via increased pay levels to motivate them to complete the degree and have a guaranteed professional and appropriately compensated role at the conclusion of their study. This pathway is a shift away from traditional cadet type roles where the employee is generally paid a low rate with minimal progression and no guaranteed role at the conclusion of their cadetship.

The significant benefit to Council of this program is built in succession planning for all critical professional senior positions as well as significantly reducing the reliance on the labour market to provide suitably qualified candidates for skills shortage roles.

There are many additional benefits to Council including:

- Building capability for employees who have a sound understanding of local government and Council specific policies, procedures, and values
- Improved retention and reduced turnover as employees feel valued and supported
- Improved team morale as workloads ease
- Improved customer experiences as more fully qualified and experienced people are available to process various applications and answer enquiries
- Council being an employer of choice by providing another career avenue for the wider community
- Increased likelihood of fully achieving Council's vision for our community.
- In relation to leadership skills and derived from our adaptive leadership framework (LEAP), Council dedicates a program each year to our people leaders. This day educates leaders on our critical procedures, people management, safety and other aspects relevant to leading in a Local Government environment. Upon commencement with Council, all Supervisors and Team Leaders undertake an external course supporting supervision skills. Additionally, a program is created each year specifically targeting the leadership skills of our Business Management tier of the organisation to continue to develop and hone their leadership skills.
- The State Government has announced \$252 million to employ an additional 1,300 apprentices and trainees in local government. Council intends to utilise this funding as extensively as possible in order to close skill gaps within the organisation. Council has already been successful in securing a number of positions for 2025.
- Council has implemented a formal mentoring and cross training program. This program assists in skill development via departmental and individual knowledge transfer and is also aligned with developing and supporting employees from target groups identified in our EEO Plan.
- Council's Departmental Forecasting Plan outlines all skill gaps in each department including an action plan to close that gap by

building skill and capability to future proof skill requirements and to adequately undertake succession planning. Some of the common actions include mentoring, individual development plans, career and operational development.

Council will continue to provide learning and development opportunities to maintain and increase our workforce capability. This will be undertaken via the implementation of our Learning and Development Framework, development of our annual learning and development plan including provision for our organisational culture LEAP program for all staff and supervisors/managers. We will also continue to provide Trainee and Apprentice positions to encourage opportunity for youth employment.



5. Talent Acquisition

Council has extensive attractive workplace offerings for prospective employees. During 2024, Council launched its updated Employer Value Proposition (EVP). The revision of our EVP has included a dedicated section on Council's website to promote our offerings. This includes a number of employment-based videos outlining real employee experiences working with Council. As part of the EVP review, we have developed core pillars demonstrating key reasons to work with us, as well as outlining our workplace culture, values, vision, and mission statements. This section of the website outlines all the employment offerings Council can provide to the employment market. Some of the offerings include diverse career progression and development opportunities, health and wellbeing initiatives and leave days, rostered days off, flexible working arrangements, hybrid work, individual hours agreements and salary packaging options including novated leasing.

Council will continue to work with the Canberra Region Joint Organisation (CRJO) to promote Local Government as an attractive place to work and in particular the CBRJO region.

In competing for talent, Council must continually commit to building skills and expertise across the organisation. By supporting Council staff in their development, Council is building and retaining knowledge for the organisation. Offering support for tertiary education and in particular our career sponsorship pathway roles as outlined above, creates an opportunity to employ qualified professionals who are prepared to stay with the organisation over an extended period of time. This investment is seen as '*growing Council's own*' and has the potential to fill vacancies well into the future and provide solid succession planning in the critical professional roles. These programs will assist in mitigating the current shrinking labour market.

We take a strategic approach to advertising all positions vacant. Depending upon the role, positions are listed on industry specific platforms and websites, newsletters and job boards with a strong focus on social media and local advertising. We capitalise on opportunities our Facebook and LinkedIn pages provide, and advertise in shop front windows, at Council events, and at times the local radio. Through our online recruitment platform, we are able to track from where prospective employees view our advertisements to ensure our attraction campaigns will receive the greatest traffic. Council is currently utilising expansive local campaigns as more and more skilled workers who live in the region are being required to return to the workplace. Due to the tightening of work from home arrangements in many industries, people who live in regional areas are looking for opportunities to continue to reside in their local area. This shift is creating a unique opportunity for Local Government areas to tap into an emerging market.

Attractiveness of Local Government as a career is particularly difficult when recruiting younger generation employees. Council has recently undertaken campaigns in relation to trainees and appreciates, work experience and attending schools and career expos to generate interest in Local Government for the younger generations. Council's career sponsorship pathway roles are critical to this endeavour and offer a very attractive pathway for young people. Continuing to expand the overall program will also expand the employment participation of young people in Council. We also maintain partnerships with local educational institutions such as TAFE and the local Country University Centre.

Council tracks all reasons that employees join as well as exit Council. This data is reviewed on an annual basis and assists in the development of strategies to attract and retain employees and feeds into our EVP.

Council will continue to review and improve our attraction and retention function via annual review of our Employer Value Proposition and biannual review of associated procedures.



6. Diversity and Inclusion

Council has a number of strategies in place to continue to improve diversity and inclusion in our workplace. These include our Equal Employment Opportunity Plan, Diversity and Inclusion Framework and ongoing training and education.

Council is committed to our responsibilities under relevant legislation to provide a workplace that is free from bullying, harassment, discrimination and victimisation and provides Equal Employment Opportunities (EEO) for current and prospective employees by fostering a work environment that supports fairness, equity and respect for social and cultural diversity.

It is the view of Council that utilising effective EEO principles and embracing diversity in the workplace not only allows Council to fulfil its obligations, but also provides a harmonious and productive workplace that enhances Council's efficiency and service delivery capabilities.

Council's EEO Plan provides a clear pathway to ensure Council fosters a working environment that supports fairness, equity, and respect for social and cultural diversity. The plan also includes a mechanism to regularly monitor our progress in areas of focus.

The EEO plan outlines a number of target groups and associated strategies to continue to increase diversity and inclusion in our workplace. Based on our Diversity and Inclusion statistics, currently the target groups include:

- Women in management roles
- Youth
- People with a disability
- People from a non-English speaking background
- People from Aboriginal and/or Torres Strait Islander backgrounds



Some of the strategies include access to ongoing mentoring and coaching opportunities, designated trainee and apprenticeship roles for a person with a disability and a person from an Aboriginal and/or Torres Strait Islander background, career development opportunities, trainee and apprentice programs, ongoing work with local schools and expansive and inclusive recruitment techniques.

Council has partnered with 'Right to Work' which is a local company that provides young adults with intellectual disabilities the opportunity to undertake work placements with local businesses to gain employability skills. Council provides placement opportunities for the program learners to assist them in obtaining valuable workplace skills and enable them to have an understanding of Council so that they will be better placed to apply for our roles.

Council has a Diversity and Inclusion Framework which outlines the projects and programs in place that promote a diverse and inclusive

workforce where different perspectives are valued and celebrated. An element of this framework is a roundtable which meets regularly to discuss areas for improvement in the workplace and to develop initiatives to continue this work.

Council is a member of Diversity Australia and we utilise this membership to stay up to date with new ways to improve diversity in our workplace and access to training and other materials.

Council provides regular training to all staff regarding diversity and inclusion and also respect in the workplace.

Council will continue to promote and improve diversity and inclusion in the workplace through regular review of our EEO plan.

7. Safe and Healthy Employees

Council is fully committed to creating a safe and healthy workplace and to assist employees to improve their health at home and at work.

We believe the most effective and practical safety management systems are built from the ground up. With this in mind, we have developed our safety system in consultation with our workforce.

Our Workplace Health and Safety Plan outlines Council's commitment to achieving a safe and healthy workplace via the ongoing development, implementation and review of our safety management system. The plan maps how Council intends to manage safety and details the tools and processes we have in place to achieve this.

Our safety management system is made up of 13 elements, each consisting of procedures, Safe Work Method Statements, Job Safety Analysis and Safe Operating Procedures detailing how we will effectively manage safety across Council. These elements are supported by simple forms and templates that allow us to seamlessly implement the system.

Our people are our greatest asset, so we aim for safety management to be part of day-to-day working life, to ensure we are looking after ourselves, each other, and the community we support. Our safety culture strives for a proactive and inclusive approach to find simple, practical and sustainable safety solutions.

Council is committed to ensuring our injured workers are supported to recover at work. This is achieved via our Recover at Work Program which outlines the steps taken when employees are injured at work. Part of this program is to ensure wherever possible that suitable duties are provided to all injured workers with work capacity and that a recover at work plan is implemented.

Council has created a Health and Wellbeing Team that meet on a regular basis to identify and deliver Health and Wellbeing initiatives for the organisation. Council also has a Health and Wellbeing delivery plan which is reviewed annually.

Following the introduction of the Safe Work Code of Practice *Managing Psychosocial Hazards at Work*, Council has significantly increased the emphasis on mental health in the workplace. Council has introduced a suite of procedures including '*Mentally Healthy Workplace*', '*Dealing with Difficult and Threatening People*', and '*Respect in the Workplace*'. Online training courses and a number of other prevention techniques are provided to assist in creating a mentally healthy workplace. Council has provided training to all staff regarding psychosocial hazards in the workplace and created a risk register for psychosocial hazards and associated controls. The Health and Wellbeing Team includes mental health initiatives as part of the delivery plan each year.

Council will continue to maintain an effective safety management system that is compliant with WHS related legislation. We will achieve this via regular review of the system, Recover at Work Program, reporting to the Executive team, remaining abreast of changes and trends in the industry, annual review of our psychosocial risk registers and annual review and implementation of our health and wellbeing framework and plan.

8. Workplace Culture

Council's main strategy to work towards the realisation of our culture statement is our workplace culture training program. This program supports and develops all staff to utilise a set of tools, principles and language for use in our everyday workspaces to mindfully build both self-awareness and high performing teams across the organisation. The principles on which the tools are based enhance the ways in which 'having each other's backs' becomes a greater reality and where holding each other to account in healthy and positive ways increases.

Recognition of our cultural program is strong and broad, where early in its implementation our custom program received a commendation in the Innovation in Leadership category of the 2020 NSW Business Excellence Awards. The program has been adapted, updated and is now mature in meeting the need to build a strong workplace culture for the organisation.

The program consists of a two-day induction workshop for all staff and includes a third day for employees in leadership roles. The leadership component of this program is aimed at continuing the development of Council's Team Leaders, Supervisors and Business Managers to continue to build Council's leadership capability.

One of the key reasons the program is so successful in developing culture is its linkage to all Council operations. The program is embedded in our staff recognition program and linked to our competency progression for salary increases.

Council also undertakes an annual engagement survey. All staff are invited to participate in the survey and the results are presented to our Executive team and the organisation. A working party of employees is then created to develop strategies for identified areas for improvement to continue to build a strong culture.

Council's Reward and Recognition program also strives to work towards our culture statement. Our program is completely linked to our vision, mission and values as the award categories mirror these areas. This ongoing reinforcement of our guiding principles works towards creating our desired culture.

Council will continue to work towards achieving the elements of our culture statement by including our ongoing cultural program in our learning and development program.



Delivery Program & Operational Delivery Plan Actions

Planned Outcome (DP)	Measurement (DP)	Actions (OP)	Measurement (OP)	Workforce Plan Challenge
E.1.2 To provide contemporary Human Resource practices and services to support employees to effectively perform their duties	Creation and maintenance of a suite of procedures and documentation that meets the Local Government (State) Award and associated legislation	E.1.2.1 Regular review of all HR procedures	All procedures requiring review have been undertaken	All Workforce Challenges
		E.1.2.2 Relevant staff attend the LGNSW network meetings for IR and contemporary practice updates	That 75% attendance is achieved	
		E.1.2.3 Actively manage the recruitment and selection function	Turnover less than 20% per annum	
			Turnover in the first 6 months of employment less than 10% Review Council's EVP annually	
E.1.3 Provide Trainee and Apprentice positions to encourage opportunity for youth employment	That the L&D framework and annual training plan includes provision for trainees and apprentices	E.1.3.1 To actively recruit and manage trainees and apprentices	At least 5 trainees or apprentices are engaged by Council at any given time	Skill Shortages (4) Talent Acquisition (5)
E.1.4 Continue to promote and improve diversity and inclusivity in the workplace	That the EEO Plan includes target groups and objectives to promote D&I in the workplace	E.1.4.1 Annual review the EEO Plan	Review completed	Diversity and Inclusion (6)
		E.1.4.2 Implement actions contained in the EEO plan	Actions implemented as per plan	
		E.1.4.3 Provision of D&I training on a regular basis	All new staff to complete the training within 12 weeks of employment	
E.1.5 Development of Council's culture towards our Workplace Culture Statement	That the training plan includes provision for ongoing cultural training	E.1.5.1 Delivery of Council's cultural program LEAP to all staff	All new permanent employees undertake Council's cultural program LEAP within 12 months of commencement.	Skills Shortage (4) Workplace Culture (8)

Planned Outcome (DP)	Measurement (DP)	Actions (OP)	Measurement (OP)	Workforce Plan Challenge
		E.1.5.2 Delivery of Council's LEAP management program	All new permanent Supervisors, Team Leaders and Managers undertake Council's cultural program LEAP within 12 months of commencement.	
E.1.6 To provide learning and development opportunities to maintain and increase our workforce capability	Development and implementation of the L&D framework	E.1.6.1 Development of the annual learning and development plan	Annual review of the Training Needs Analysis undertaken and plan developed	Skill Shortage (4)
E.1.7 To support our injured workers to recover at work	That Council provides suitable duties (where identified) to all workplace injured workers with work capacity	E.1.7.1 Work with key stakeholders to develop Council Recover at Work Plans that outline identified suitable duties	All injured workers, with work capacity, have a current recover at work plan implemented	Safe and Health Employees (7)
E.1.8 To provide a Safe and Healthy Workplace	That Council implements and maintains an effective safety management system that is compliant with WHS related legislation	E.1.8.1 Regularly review and continuously improve Council's safety management system	Annual audit of safety management system is completed	Safe and Health Employees (7)
			Periodically report to the executive on system performance	
			Annual review of Council's psychosocial risk register and associated controls completed	
		E.1.8.2 Attend regional WHS network meetings for industry updates and trends	That 75% attendance is achieved	

Planned Outcome (DP)	Measurement (DP)	Actions (OP)	Measurement (OP)	Workforce Plan Challenge
E.1.9 To support our employees' health and wellbeing	The establishment of programs and initiatives to support employees workplace wellbeing	E.1.9.1 Development and implementation of an annual health and wellbeing delivery plan	5 wellbeing initiatives implemented per annum	Safe and Healthy Employees (7)
E.1.10 Undertake effective workforce planning	Develop Council's Workforce Management Plan and Departmental Forecasting Plans	E.1.10.1 Undertake regular review of Council's workforce plan and departmental forecasting plans	Annual review completed	All Workforce Challenges
E.1.15 Technology systems are modern, efficient and reliable	Microsoft and Tech 1 availability above 99%	E.1.15.1 Review software options and trends and provide guidance to the Executive on possible improvements	Continue the implementation of Technology One. Review new emerging software undertaken	Technological Change (3)

Monitoring Progress

Progress and updates will be provided on an annual basis during the 4-year Workforce Plan period. The appendix section will outline a review and progress statement as at June 30 each year.