



WORKFORCE MANAGEMENT STRATEGY

2026/2030

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FOREWORD BY GENERAL MANAGER **LEEAH DALEY**

Effective workforce management is critical to the delivery of high-quality services and the achievement of strategic objectives within local government. As the needs of our community evolve, so too must our approach to planning, developing, and supporting the people who deliver those services. Simply put, our workforce is the key to our success.

This Workforce Management Strategy outlines Gwydir's strategic approach to attracting, retaining, and developing a capable, adaptable, and engaged workforce. It is informed by current and projected demographic trends, service delivery demands, and the need to remain flexible in the face of technological, social, and economic change.

The plan aligns with the goals of our community as outlined in the Community Strategic Plan and supports our commitment to a workplace that is inclusive, resilient, and future-ready. Through careful planning and targeted initiatives, we aim to continue to build a workforce that is not only fit for purpose today but is also equipped to meet the challenges and opportunities of tomorrow.

Leeah Daley,
General Manager



INTRODUCTION

The Workforce Management Strategy (WMS) forms part of the Resourcing Strategy that makes up the Integrated Planning and Reporting (IP&R) framework introduced by the State Government.

The WMS is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve councils' strategic goals and objectives. Each of these strategic goals and objectives has actions to ensure they are successful. Gwydir Shire Council's WMS has been developed in accordance with local government requirements and in a way that ensures the objectives and actions within the document are achievable.



With a thorough and well-written Workforce Management Strategy, councils are in a stronger and more stable position to plan for and address future workforce needs. Councils operate within challenging environments that demand greater flexibility, responsiveness and performance improvements to meet agile labour markets, skills shortages, and an ageing workforce, all of which impact Gwydir Shire Council. The Gwydir Shire Council Workforce Management Strategy provides a plan for the future development of the Gwydir Shire Council workforce to deliver the strategic goals and objectives identified in the accompanying planning documents within the IP&R framework.

The WMS is also designed to continue to recruit and retain staff with the appropriate attitudes, knowledge, skills and values to support the changing work environment, whilst strengthening relationships with businesses and other community partners to deliver services efficiently and to a high standard.



ACKNOWLEDGEMENT TO COUNTRY

Council acknowledges the traditional owners of the land, the Kamilaroi People and pays its respect to Elders both past and present.



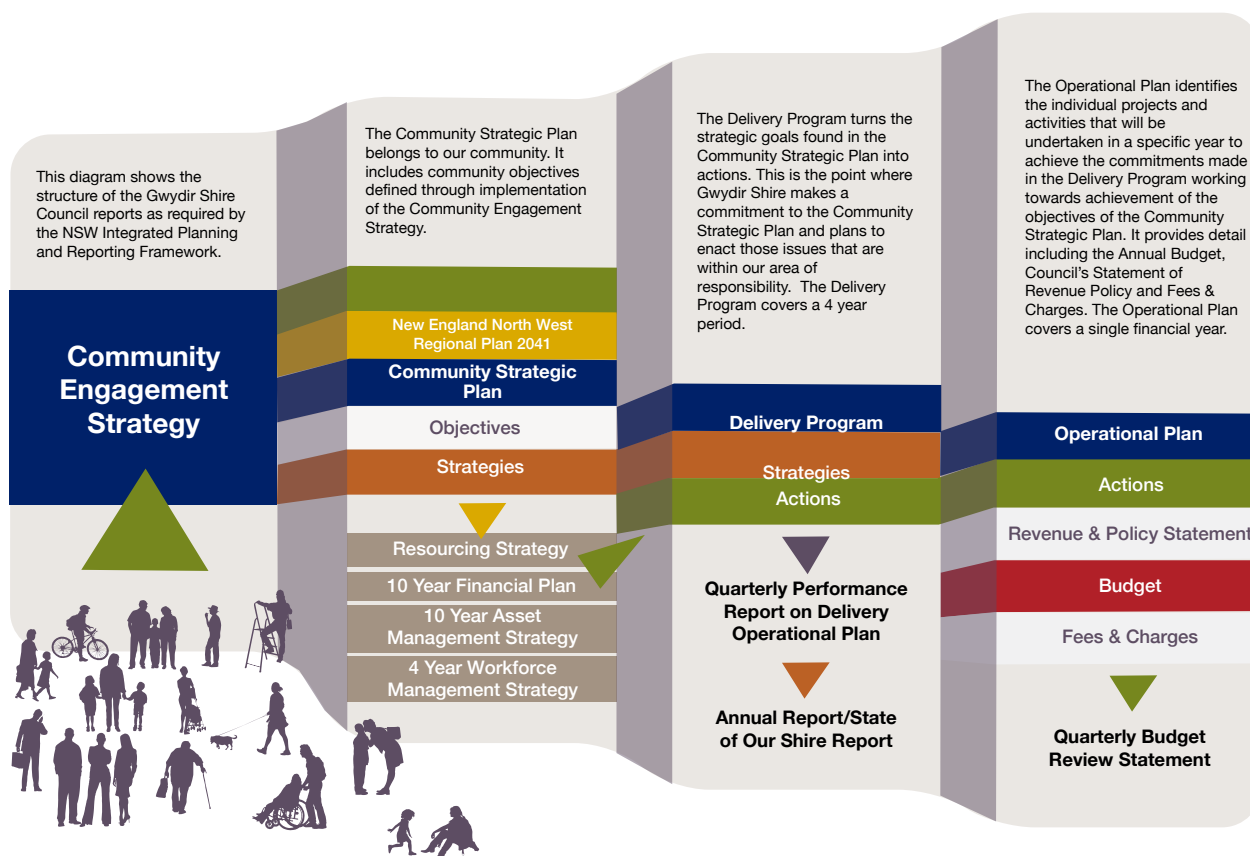
OUR PLANNING FRAMEWORK

How it all fits together

The Integrated Planning and Reporting Framework (IP&R) impacting all NSW Councils, was introduced by the NSW State Government in 2009. The reforms replaced the former Social and Management Plans structure. All NSW councils are now required to develop and implement a Community Strategic Plan spanning a minimum of 10 years, a Delivery Program spanning the 4-year period of an elected council, and an Operational Plan covering each fiscal year of an elected council.

The Framework allows Gwydir Shire Council to link all plans together to get the maximum leverage by planning holistically for the future. Key changes to the Local Government Act 1993 in 2021, reinforce the pivotal role of the IP&R Framework in guiding all council strategic planning and decision making.

Gwydir Shire Council has been working within the IP&R Framework since 2012. The essential elements of the Framework, and how they fit together are below.



THE COMMUNITY **STRATEGIC PLAN (CSP)**

Spanning a period of 10 years, the Community Strategic Plan is the highest-level plan prepared by Gwydir Shire Council and the community. The CSP belongs to the community and reflects the main priorities and future aspirations of the Gwydir Shire community. The Community Strategic Plan is a long-term road map for the future, and in addition to community priorities, it also considers trends, issues, and future demands.

Whilst the CSP belongs to the community, Gwydir Shire Council has a custodial role in initiating, developing and maintaining the document. It is not, however, wholly responsible for its implementation. The long-term objectives of the Plan will require other partners such as Federal and State agencies, community organisations and other regional organisations.

The Community Strategic Plan is based on Social Justice Principles of access, equity, participation and rights. Our Community Engagement Strategy has been developed around these Principles and all of the Plans in the IP&R Framework are underpinned by these Principles and built around the five goals outlined below:



Our Community Vision established during the extensive community consultation process is...

**GWYDIR COUNTRY - FRESH AIR, INNOVATION,
OPPORTUNITY AND RESILIENCE**

THE DELIVERY **PROGRAM (DP)**

The Delivery Program (DP) is a statement of commitment to the community from the newly elected council and translates the community's aspirations and strategic goals into clear actions.

It is a single point of reference for all principal activities to be undertaken by council during their term of office and allows council to determine what is achievable during the term. The community's goals and strategies identified in the CSP are expanded to include actions for the four-year period of the operation of the Program.

As touched on, while the Delivery Program lists all of the strategies in the Community Strategic Plan, it only focuses on those strategies and actions that can be efficiently achieved by Council.

This document should be read in conjunction with the Community Strategic Plan, Operational Plan and Resourcing Strategy. All of these documents can be found on the Gwydir Shire Council website www.gwydir.nsw.gov.au

THE OPERATIONAL **PLAN (OP)**

The Operational Plan is council's action plan for achieving the community priorities outlined in the Community Strategic Plan (CSP) and Delivery Program (DP). It outlines in more detail the individual actions and associated activities that council will undertake each year to achieve the commitments of the Delivery Program.

The Operational Plan links directly to the Community Strategic Plan, Delivery Program and Resourcing Strategy. None of these plans should be read in isolation.

THE RESOURCING **STRATEGY (RS)**

If the Community Strategic Plan (CSP) is responsible for capturing the community's long-term vision and aspirations, it is the responsibility of the Resourcing Strategy (RS) to clearly articulate how council will implement and resource that vision with the necessary assets, people and money.

The Resourcing Strategy consists of 3 components:

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

The right
people in the right
place with the right
skills in the right
jobs at the right
time



THIS WORKFORCE MANAGEMENT STRATEGY (WMS)

Workforce planning is an important part of the Integrated Planning and Reporting Framework. The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve the strategic goals and actions outlined in the Community Strategic Plan, Delivery Program and Operational Plan. Put simply, implementation of this Strategy will ensure that we have the right people in the right places, with the right skills, in the right jobs at the right time.

This WMS focuses on the next 4 years and will be reviewed annually to ensure that workforce requirements are planned for and match organisational objectives.

WHERE ARE WE NOW? GWYDIR SHIRE COUNCIL ORGANISATIONAL STRUCTURE

The current organisational structure is under review and is due to be finalised by the end of July 2025. The organisational structure includes the functional areas under each directorate within Council. Each of these functional areas is reported on with the reports including a description of the function, outputs and the 4-year Delivery Program actions aligned to this functional area.

OUR CURRENT WORKFORCE PROFILE IN DETAIL

A key input to the development of our Workforce Management Strategy is the consideration of the changing workforce demographics with a view to ensuring that we continue to have the right mix of skills and capabilities to deliver our Community Strategic Plan, Delivery Program and Operational Plans.

As a starting point, we examine the make-up of our current workforce to help us identify emerging trends and to anticipate potential challenges that may arise. This analysis provides Council with a snapshot of the workforce as it is at the time of writing this Strategy.

Employment types across Council

Strategic workforce planning and development at Gwydir Shire Council ensures that we:

- Identify future business directions and workforce needs based on global and sector challenges and opportunities
- Analyse and understand the make-up of the current workforce
- Determine the necessary skills, capabilities and competencies required to achieve strategic and operational goals now and into the future
- Develop strategies and actions that will assist in achieving these goals
- Are better able to respond to the changing needs of our customers and identify strategies that are people-focused, unleash human potential and contribute to our business success.

Total Headcount	255
Full time equivalent (FTE)	190 approx.
Gender profile	Female 48% male 51% prefer not to say 1%
Employment Type	Full-Time 156 Part-Time 66 Casual 33
Turnover of staff within first year	19% of total employee count
Age groups by generation as % of total employment	Gen Z 22% Millennials 23% Gen X 34%, Baby Boomers 21%
Length of Service	0-1yr 36% 2-5yrs 29% 6-10yrs 11% 11-20yrs 12% 21-35yrs 9% >36yrs 3%
Employees Residing in LGA	93%

OUR WORKPLACE CULTURE

At Gwydir Shire Council, our workplace culture is shaped by the values of 'Gwydir Country—fresh air, innovation, opportunity, and resilience'. We are committed to building a workplace that reflects the character of our rural community: caring, responsible, and forward-thinking.

We value:

- **Respect and Inclusion:** We treat colleagues and community members with fairness and dignity, fostering a supportive and inclusive environment.
- **Service with Heart:** We are dedicated to meeting community needs with care, integrity, and accountability.
- **Innovation and Adaptability:** We encourage creative solutions that support sustainable growth and improve how we work.
- **Teamwork and Resilience:** We work together to meet challenges with a spirit of cooperation, flexibility, and shared purpose.

This culture underpins our Workforce Management Strategy by supporting staff wellbeing, professional growth, and the delivery of high-quality local services—ensuring Gwydir remains a great place to work and live.

WORKFORCE ENVIRONMENT SCAN

The future of employment in local government and the impact on rural councils

Local governments across Australia are entering a period of transformation, and Gwydir Shire Council is no exception. The future of employment in the local government sector will be shaped by things like demographic shifts, technological changes, community expectations, and fiscal pressures. Rural councils in particular face unique challenges and opportunities due to such things as their geography, population density and the area that the council LGA covers, and resource limitations.

Local government is a critical tier of governance, particularly in a rural setting where councils often serve as the largest employer and community hub, offering services that are outside the scope of what is considered to be normal council operations, in other words, not just 'roads, rates and rubbish'.

The future of employment in this sector will not only influence council operations but also shape the economic and social vitality of local communities. Understanding emerging trends and preparing proactively through the IP&R Framework will be essential for sustainable workforce planning at Gwydir Shire Council.

As mentioned, local government, particularly in rural areas, is not just about roads, rates, and rubbish, it is also about:

- Supporting local jobs and economic development
- Keeping our towns and communities strong and connected
- Providing services that people rely on every day – from libraries and preschools to aged care and agency services like Service NSW and Centrelink.

Some of the key drivers of change in local government, and trending at Gwydir Shire Council, include:

Demographic Shifts

Our workforce is getting older. Many of our staff will retire in the next 5-10 years, with another portion already at retirement age, but still working. We need to prepare for this by attracting a younger workforce and providing the opportunity for the transfer of knowledge and valuable skills.

Our population is declining. Gwydir Shire's overall population has declined from 2016 to 2021 according to the Australian Bureau of Statistics Census data. From a workforce planning perspective, this decline in population reduces the local talent pool and can deter younger professionals from relocating to rural areas. If this trend of declining population continues, it will become even more challenging to find the right people, with the right skills, for the right jobs.

Digital Transformation

Automation and artificial intelligence (AI) are making services faster and more accessible, changing the nature of administrative and operational roles. But they also mean that we need staff with new skills in areas like IT, data analysis and cybersecurity to assist in the functionality and compliance of these new ways of working.

Remote work technologies can allow rural councils like Gwydir Shire to access broader talent markets but also comes with the challenge of losing staff to more flexible, urban employers who offer similar benefits.

Fiscal Pressures

Rural councils are particularly vulnerable to fluctuations in state and federal grant funding and the opportunity to provide to their communities, things that are over and above the operational necessities, are often heavily reliant on the accessibility of additional funding from state and federal governments. Additional funding presents opportunities for councils to take on larger scale projects which in some cases may include the need for additional recruitment, benefiting local employment within the LGA.

Funding constraints also limit councils' ability to recruit and retain talent, particularly specialist staff, like Engineers, Planners and skilled Operators and Trades people. These roles are in demand across the country and rural councils sometimes struggle to compete with city salaries and lifestyle and surrounding corporations, such as mining and agriculture.



We're being asked to do more

Never before have councils in rural areas been asked to do more, whether it's responding to climate-related events, the increased demand for emergency management, provision of health services and doctors and nurses to the area, supporting community health and wellbeing, or helping local business start-up and/or grow, Council is often the go to for support and, in some cases, the provision of these services.

The future of employment in local government areas is rapidly changing, but with the right planning, rural councils like Gwydir Shire can turn challenges into opportunities. Gwydir Shire Council is committed to building a workforce that is skilled, diverse, and ready to serve our community well.

CHALLENGES AND OPPORTUNITIES ALIGNED TO THE COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM AND OPERATIONAL PLAN GOALS, STRATEGIES, OUTCOMES AND OBJECTIVES

Understanding the opportunities and challenges presented by the current labour market is critical for strategic workforce management and development. This section outlines the opportunities and challenges Gwydir Shire Council face in alignment with the Delivery Program Actions and links them back to the Integrated Planning and Reporting Framework, specifically the Workforce Management Strategy, as part of the overall Resourcing Strategy for the reporting period.





Promote and Enhance Workplace Culture and Leadership

OPPORTUNITIES

Rural councils are uniquely positioned within their communities to cultivate a strong, values-driven workplace culture. The close-knit nature of smaller organisations can enable deeper and more meaningful connections, stronger team cohesion and more visible leadership.

'Bringing employees along' the journey allows them the opportunity to see their contribution to community outcomes, providing more purpose-driven work.

Council has the opportunity to invest in emerging leaders to provide that opportunity of succession planning internally, and 'growing our own' leaders to retain staff and reduce population decline. Providing meaningful opportunities also helps the council forge a positive workplace culture as all staff are encouraged to grow and learn.

CHALLENGES

Attracting and retaining leaders – particularly those in mid-career or executive roles – remains a challenge in rural settings, and Gwydir Shire has been no exception to this challenge. Geographic isolation, limited local professional networks, and reduced access to development pathways often deter potential candidates from relocating to rural areas. Furthermore, the sector is experiencing a generational shift, with long-serving senior staff approaching retirement. The limited availability of internal successors in some roles highlights the need for structured and timely succession planning and leadership development.

Employee Wellbeing Programs and Initiatives

OPPORTUNITIES

Post-pandemic shifts in work expectations have normalised flexible and hybrid work models. Councils now have the capacity to offer flexibility in roles that may have previously been more rigid, broadening the appeal and capability of employment in rural areas.



Investing in employee health and wellbeing is becoming increasingly viewed as a strategic imperative rather than an 'if we have to' add-on as it has been previously.

Gwydir Shire has the opportunity to form partnerships with local health services and community organisations to assist in the delivery of shared wellbeing programs and initiatives.

CHALLENGES

Limited access to local health services and support programs can constrain the delivery of comprehensive wellbeing initiatives. Things like counselling, mental health services, specialist medical treatment and other health services require significant travel to more heavily populated areas for staff and community in Gwydir Shire to access these kinds of services.

Staff in rural councils, like Gwydir Shire, and particularly in management positions, often work across multiple roles and service areas, which can lead to higher workloads, and an increased risk of burnout and higher stress levels.

Limited fiscal constraints are another challenge Gwydir Shire Council faces when trying to deliver council-funded wellbeing initiatives.

Human Resources, Payroll and Strategy Systems and Compliance

OPPORTUNITIES

Advancement in technology systems, particularly HR and Payroll systems, offer rural councils the chance to streamline many processes, improve data integrity and ensure compliance, particularly regulatory compliance.

These improvements can also support better workforce planning, real-time analytics, and the integration of HR strategy with broader organisational goals.

CHALLENGES

Gwydir Shire Council, like many rural councils, faces significant budgetary limitations when purchasing new systems and maintaining system upgrades. Some existing systems may lack the flexibility and functionality to meet current compliance standards and support strategic workforce management. Significant investigation needs to occur to determine if current systems are still compliant

and fit-for purpose and what investment needs to occur in the existing systems to ensure that they function in a way that is effective and maintain regulatory compliance.

The regulatory environment is becoming increasingly complex, particularly for local governments requiring local councils to maintain up-to-date policies and procedures, often with limited internal expertise and a lack of available resources, or 'best practice' information to assist.

Access to modern HR and Payroll systems enables council to meet compliance and reporting requirements and assist with financial forecasting under the Long-Term Financial Plan which supports the creation and delivery of the Workforce Management Strategy.

Workforce Planning and Development

OPPORTUNITIES

There is increasing value being placed on the importance of building strong, place-based workforce pipelines. Local partnerships with businesses, TAFE, universities, and schools offer the opportunity to co-design pathways that align directly to the council's workforce needs. The council can take advantage of state and federal funding programs that focus on upskilling regional workers, provide funding for traineeships and apprenticeships and access to cadetships and graduate program opportunities.

Structured succession planning, mentoring, and knowledge-sharing initiatives can support a smoother transition of organisational knowledge and leadership capabilities, ensuring continuity of service and a reduction of skill and knowledge gaps.

CHALLENGES

The ageing profile of the council's workforce presents a significant risk to the council, with many of our staff either at, or nearing retirement age. Replacing specialised roles such as rates officers, specialised roles and industry professionals e.g., grader operators, nurses, plumbers, mechanics, engineers, water operators and planners, is particularly challenging in rural areas. Without deliberate planning and investment in succession planning frameworks, skills gaps may take years to close.



Staff Recruitment and Retention

OPPORTUNITIES

Gwydir Shire has the potential to attract professionals who are seeking lifestyle changes, including lower housing costs, reduced commute times, and stronger community connection. Tailored relocation packages, flexibility and work-life friendly policies can improve the council's position in attracting quality talent in the labour market.

Specific branding through strategic marketing initiatives can attract new applicants who may not have previously considered rural employment as an option that gives the council an opportunity to expand their scope of talent. Highlighting the meaningful nature of council work, the unique lifestyle benefits, and career development opportunities are all points of interest for a strategic marketing campaign to lure potential candidates to the area.

CHALLENGES

Despite the advantages stated above, the council does face significant recruitment barriers, including a limited local talent pool and competition from the private and mining sectors. The availability of dual-career opportunities is another challenge for professionals with families as both would need to consider professional opportunities. This can limit the effectiveness of any recruitment efforts unless a broader community development strategy is considered. For example, a candidate may apply for a position at council, however their partner is a teacher and would therefore need to be able to obtain a position in the education industry for both to gain meaningful work and be encouraged to relocate to the area.

To ensure that the council is positioned to meet both its current and future workplace needs, it is essential to address labour market challenges with a proactive, long-term view. Buy-in from all levels within Council is also imperative to ensure that workforce needs are met and continue to be met. This involves not only identifying the gaps but also leveraging the strengths of rural employment and accessing available funding and partnership opportunities where available.

In summary, the key strategic objectives included in this Strategy and in the Delivery Program are:

Embedding leadership development and culture initiatives into ongoing practices.

- Prioritising employee wellbeing through targeted programs (e.g., Employee Assistance Program) and local and regional collaboration.
- Modernising HR, payroll, and strategic planning systems to support compliance, strategy, and operational efficiency.
- Investing in workforce development, succession planning, and skills pipeline programs e.g., Gwydir Career Start.
- Positioning the council as a competitive employer through flexible, community aligned recruitment strategies, lifestyle opportunities and tailored benefits schemes particularly in fields where there are determined market industry shortages.

Gwydir Shire Council must act intentionally, invest in their people, and reimagine how and where work is done. With strategic foresight and community-based planning, Council can become a leader of innovation and resilience and an employer of choice.

These efforts must be underpinned by the principles of the IP&R Framework and driven

by the organisational goals and vision, ensuring they are appropriately resourced, integrated into plans, and monitored for progress through the regulated reporting processes.

INCLUDING FINANCIAL PLANNING IN WORKFORCE MANAGEMENT – FROM A RURAL COUNCIL PERSPECTIVE

To make sure our workforce planning is financially sustainable and compliant, it's important we consider the costs of staff salaries, entitlements, and changes in legislation. Here is how Council can build financial thinking into our workforce management strategy and practice:

1. Global Salary Increases

How to Plan:

- Incorporate a projected global salary increase percentage into annual budgeting processes. This could be based on:
 - Market benchmarks
 - Inflation forecasts
 - Organisational performance
 - Cost-of-living adjustments (from a global perspective)

Financial Tip:

- Build this percentage into the salaries budget so it's already accounted for when pay reviews happen.
- Think about best- and worst-case scenarios to prepare for cost changes.

2. Award Changes

How to Plan:

- Keep up to date with Award changes (Local Government Award, etc.).
- Try to align performance reviews and budgeting so that expected increases are factored in.

Financial Tip:

- Set aside a small amount in the budget each year (e.g. 3.5%) to cover any Award increases.
- Ensure council's payroll system can update Awards automatically. If this is a manual process, ensure this is done as early as possible, to avoid mispayments.

3. On-Costs (Extra Employment Costs)

These include things like superannuation, workers' compensation, and insurance.

How to Plan:

- When hiring or budgeting for staff, calculate the full cost of employing someone—not just their base wage.

Financial Tip:

- Use a standard percentage (on-cost rate e.g. 48%) to estimate the total cost of each employee.

4. Leave Entitlements

How to Plan:

- Monitor leave balances (annual, long service, maternity/paternity) regularly.
- Plan for how Council will manage staff absences and keep services running.

Financial Tip:

- Make sure there's a financial provision set aside for leave liabilities.
- Update this quarterly and encourage staff to take leave regularly to avoid large accruals building up.

By planning ahead and including these costs in our budgets, Council can manage its workforce effectively while staying financially responsible. This supports both our staff and our community.

Element	Action	Frequency	Owner
Global Salary Review	Incorporate into annual performance & budgeting cycle	Annually	HR + Finance
Award Compliance	Track changes to applicable awards/agreements	Ongoing	HR/Payroll
On-Cost Budgeting	Apply standard on-cost factor in forecasts	Quarterly updates	Finance
Leave Liability	Provision and monitor against actuals	Monthly	HR + Finance

Other Considerations

Integrated Workforce Planning Tool: Use software (like SAP, Workday, or a custom Excel model) to forecast total employment costs.

Cross-Functional Input: Collaborate between HR, Finance, and Operations.

Sensitivity Analysis: Regularly test the impact of unexpected changes in any of the above (e.g., a spike in Award increases or leave usage).

OUR GOALS, OUTCOMES, STRATEGIES AND ACTIONS FOR THIS STRATEGY

This section of the Workforce Management Strategy outlines the details of the deliverable actions aligned with the other plans within the IP&R Framework. It should be read in conjunction with the Community Strategic Plan, Delivery Program and Operational Plan which clearly demonstrate where the actions in this Strategy have originated.



The outcomes and strategies in this goal include:

- 5.1 Corporate Management
 - 5.1.1 Financial management and accountability systems
 - 5.1.2 Information management systems
 - 5.1.3 Administrative and support functions
 - 5.1.4 Workforce planning
 - 5.1.5 Provide responsible internal governance

The main objective of organisation management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council bringing additional benefit to the community, staff and Councillors.

Good corporate management is about having the right processes for making and implementing strategic decisions.

GOAL (CSP) / OUTCOME (CSP)	Delivery Program Link	Operational Plan Action	Responsibility	Business Unit
5 - Organisational management 5.1 - Corporate management	5.1.5 - Provide responsible internal governance Action: Promote and enhance workplace culture and leadership	Strengthen performance management systems to support employee growth and accountability.	Responsible Officer: Human Resources Officer Authorising Officer: Manager People and Strategy	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.5 - Provide responsible internal governance Action: Human Resources, Payroll and Strategy systems and compliance	Conduct regular audit and compliance checks on systems, processes and procedures to identify and efficiencies, anomalies, process improvements and/ or breaches	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.5 - Provide responsible internal governance Action: Human Resources, Payroll and Strategy systems and compliance	Upgrade technology and digital systems for more efficient payroll and leave management.	Responsible Officer: Payroll Officer Authorising Officer: Manager People and Strategy	People and Strategy

GOAL (CSP) / OUTCOME (CSP)	Delivery Program Link	Operational Plan Action	Responsibility	Business Unit
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Promote and enhance workplace culture and leadership	Nurture a workplace culture through consistent communication, inclusive practices, and employee engagement to foster a positive, productive and value-driven environment	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Promote and enhance workplace culture and leadership	Provide targeted and relevant leadership development training to supervisors and team leaders and management level and above.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action : Promote and enhance workplace culture and leadership	Foster a positive workplace culture with leadership development initiatives with a view to succession planning internally where possible.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Staff recruitment and retention	Explore options of flexible work environments to improve work-life balance and staff satisfaction where operational needs and service delivery can continue to be met	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.5 - Provide responsible internal governance Action: Employee wellbeing programs and initiatives	Provide greater health and wellbeing support, including Employee Assistance Programs (EAPs).	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Staff recruitment and retention	Review and implement identified improvements to recruitment section of Council's website, position descriptions and onboarding systems to enhance the recruitment process	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy

GOAL (CSP) / OUTCOME (CSP)	Delivery Program Link	Operational Plan Action	Responsibility	Business Unit
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Employee wellbeing programs and initiatives	Enhance employee benefits and incentives offered by Council, discounted fitness memberships, etc.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Staff recruitment and retention	Explore and implement targeted recruitment strategies to attract skilled professionals to rural areas	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Workforce planning and development in alignment with Workforce Management Strategy to meet organisational goals.	Conduct regular workforce capability assessments to identify skills gaps and training needs.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Workforce planning and development in alignment with Workforce Management Strategy to meet organisational goals.	Develop and implement succession planning framework	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.4 - Workforce planning Action: Workforce planning and development in alignment with Workforce Management Strategy to meet organisational goals.	Implement Council's Workforce management Strategy to ensure long-term staff retention and skills development.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.5 - Provide responsible internal governance Action: Human Resources, Payroll and Strategy systems and compliance	Review and Strengthen Human Resources and Payroll policies and procedures to ensure fairness, equity and compliance in line with NSW local government and National Employment Standards.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy
5 - Organisational management 5.1 - Corporate management	5.1.5 - Provide responsible internal governance Action: Meet all regulatory compliance and reporting functions e.g. IP&R.	Proposed Action Establish a transparent reporting framework that aligns with quarterly budget reviews, ensuring progress reports are published quarterly DP IP&R	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director	People and Strategy

HOW WE WILL **REPORT**

It is important to both Council and the community that we measure and report on our progress. The plans and strategies are all interconnected. Progress toward the Resourcing Strategy outcomes contribute toward progress of the Operational Plan, which contributes to the implementation of the Delivery Program which then contributes to achieving our community's goals and objectives as outlined in the Community Strategic Plan.

Progress toward the Workforce Management Strategy will be reported in line with the bi-annual progress reports of the Delivery Program which are provided to the community and posted on Council's website www.gwydir.nsw.gov.au. Measures are designed to inform each other and tell a story about Council's progress towards achieving the Community Strategic Plan goals and objectives, both day-to-day and over longer periods of time. The diagram below identifies the types of reports we will provide, what we will measure and what reporting periods will be covered.



The different reports we will provide, what we will measure and the reporting periods are outlined below:

