

# OUR PLACE, OUR FUTURE

## Workforce Management Strategy 2022-2026



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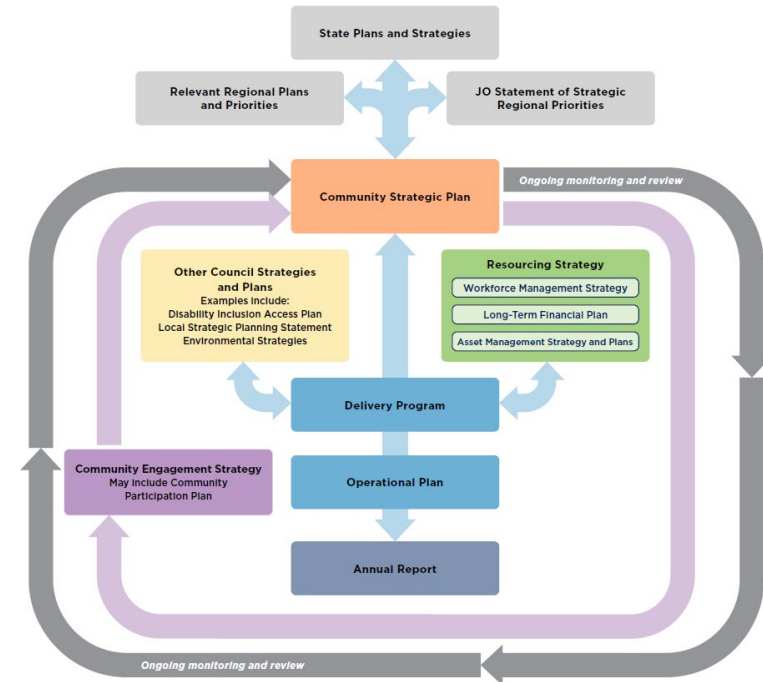
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# Integrated Planning and Reporting Framework

Lithgow City Council's Integrated Planning and Reporting Framework acknowledges the importance of engaging with the community to develop and implement a perpetual cycle of plans and strategies which adapt to the changing environment in which we live. The Community Strategic Plan 203 is the overarching strategy within the Council's Integrated Planning and Reporting Framework.

The Workforce Management Strategy is part of the overall resourcing strategy within the IPR Framework. The purpose of a strategy for resourcing the community strategic plan is to ensure the community's ideas and aspirations for the future are realistically achievable. The WMS is informed by and developed in conjunction with the Long-Term Financial Plan (LTFP) and Asset Management Strategy (AMS) and plans. Together these documents aim to ensure the objectives of the community strategic plan are met.



# An Effective Workforce Plan

Workforce planning is the process of identifying current and future staffing needs. It focuses on retaining existing staff as well as attracting new employees to ensure that Council has the right number of people, with the right skills in the right jobs at the right time, now and in the future.

The development of an effective Workforce Plan enables the Council to focus on the medium and the long term and provides a framework for dealing with immediate human resource challenges in a consistent way. An essential element of the Council's workforce management planning is that it must address the human resources requirements of the Council's Delivery Program.

## Lithgow City Council's Workforce Planning

The purpose of the Workforce Plan is to ensure that strategies are put in place to shape the workforce and provide the capabilities to deliver the Community Strategic Plan vision and objectives. Our Workforce strategies will both enhance the effectiveness of the workforce overall and attract, recruit, develop, retain and re-engage valued and skilled employees.

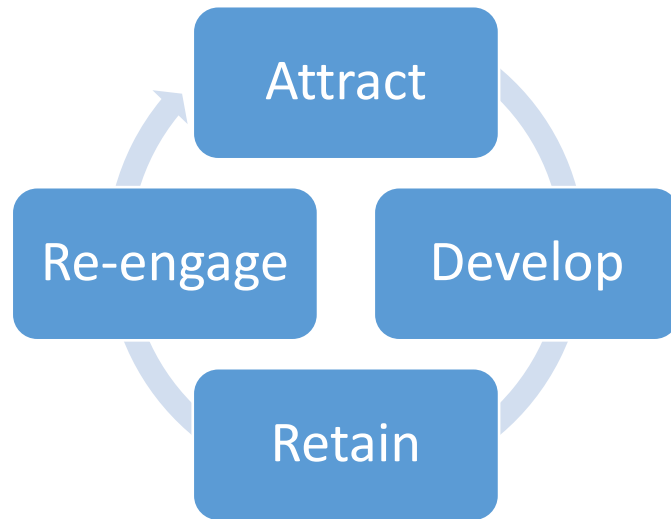
Research undertaken with NSW councils (NSW Local Government Workforce Strategy 2016 – 2020) found the greatest workforce planning challenges were:

- Aging workforce
- Uncertainty due to possible future local government reforms
- Skill shortages in professional areas
- Limitations in leadership capacity
- Gender imbalance in senior roles
- Lack of skills and experience in workforce planning
- Lack of workforce trend data
- Difficulty in recruiting staff
- Resistance to more flexible work practices
- Lack of cultural diversity



## Review Cycle

This Plan will be reviewed annually as part of the planning cycle and adjusted and reported on accordingly to ensure ongoing integration with the long term financial and asset management plans. All updates will be communicated to relevant stakeholders.



# About Our Council

EXECUTIVE MANAGER WATER & WASTEWATER Matt Trapp	DIRECTOR INFRASTRUCTURE SERVICES Jonathon Edgecombe	CHIEF FINANCE & INFORMATION OFFICER Ross Gurney	DIRECTOR PEOPLE & SERVICES Michael McGrath
<ul style="list-style-type: none"> <li>• Water &amp; Wastewater works &amp; projects</li> <li>• Water Treatment Plants</li> <li>• Sewer Treatment Plants</li> <li>• Reticulation</li> <li>• Trade Waste</li> <li>• Waste &amp; recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Roads</li> <li>• Footpaths</li> <li>• Plant</li> <li>• Cemeteries</li> <li>• Recreation &amp; open space management</li> <li>• Parks &amp; gardens</li> <li>• Lithgow Golf Course</li> <li>• Sporting fields</li> <li>• Asset Management</li> <li>• JM Robson Aquatic Centre</li> <li>• Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Financial services</li> <li>• Customer service</li> <li>• Records management</li> <li>• Information technology</li> <li>• Governance</li> <li>• Asset management</li> <li>• Legal &amp; Property</li> </ul>	<ul style="list-style-type: none"> <li>• Human resources</li> <li>• Work Health &amp; Safety &amp; Risk Management</li> <li>• Corporate strategy &amp; Business Improvement</li> <li>• Communications</li> <li>• Community &amp; Cultural Development</li> <li>• Library services</li> <li>• Tourism &amp; Event management</li> <li>• Strategic land use &amp; urban planning</li> <li>• Development assessment</li> <li>• Environmental health</li> <li>• Ranger services</li> </ul>

Councils leadership team comprises the General Manager assisted by four Directors and an Executive Manager. Aside from the above functions all Directors and Executive Managers share the below core functions:

- Communications (internal and external)
- Continuous improvement
- Councillor liaison
- Customer driven transformation
- Community and employee engagement
- Integration and partnership
- Staff leadership and management
- Sustainability





## Our Structure

Lithgow City council is structured into six areas:

- Executive
- People & Services
- Finance and Assets
- Economic Development & Environment
- Water and Wastewater
- Infrastructure Services.

The services we provide include:

- Asset management
- Capital works
- Community and cultural development
- Development assessment
- Environmental health and building control
- Recreation and open space management
- Urban planning

Our internal services include:

- Customer services
- Finance and accounts
- Human resources and organisational development
- Risk management
- Information systems
- Governance.

Pictured: Sharon Lewis, Library Coordinator with the Costello Family who were accessing our new Library Program – Dolly Parton's Imagination Library.



# What we do

## We provide & maintain facilities such as:

- Parks and sports grounds
- Playgrounds and skateparks
- JM Robson Aquatic Centre
- Libraries in Lithgow, Wallerawang and Portland
- Community buildings and facilities.



## We care for the environment by:

- Managing and enhancing bushland areas
- Providing environmental and waste education and recycling services
- Responding to pollution incidents and prosecuting polluters
- Monitoring the water quality of local waterways.



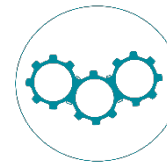
## We enhance our community by:

- Listening to our community views
- Holding citizenship ceremonies, Australia Day Celebrations, Seniors Week Celebrations, Halloween and more
- Offering services for seniors, young people, new migrants and people with a disability
- Providing financial assistance to community organisations
- Supporting local community groups such as sporting clubs, arts and charities
- Encouraging and promoting volunteering in our communities.



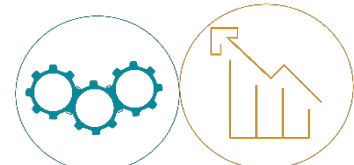
## We create a safer place to live by:

- Maintaining and improving roads, footpaths and stormwater drains
- Working with emergency organisations such as the Rural Fire Service, State Emergency Service and NSW Police
- Managing the keeping of companion animals
- Treating and supplying drinking water to our community
- Treating sewage to a high standard to protect human health.



## We plan for the future by:

- Planning and managing the urban and rural environment
- Preserving heritage sites
- Consulting with the community about its needs
- Developing long term strategic plans for Council and the LGA.



# The NSW Local Government Workforce

In New South Wales there are approximately 45,000 FTE (full time equivalent) workers in local government. NSW councils vary greatly in size (both geographic and population), cultural mix, rates of growth and the services that are provided to the community. Many, like Lithgow City Council, are significant local employers and cover many different occupations, professions and roles.

Research shows that most council's in NSW are challenged by similar constraints as they compete to attract and retain workers from within and outside their local government areas.

Research undertaken with NSW councils (NSW Local Government Workforce Strategy 2016 – 2020) found the greatest workforce planning challenges were:

- Aging workforce
- Uncertainty due to possible future local government reforms
- Skill shortages in professional areas
- Limitations in leadership capacity
- Gender imbalance in senior roles
- Lack of skills and experience in workforce planning
- Lack of workforce trend data
- Difficulty in recruiting staff
- Resistance to more flexible work practices
- Lack of cultural diversity

# COVID-19 Pandemic

The COVID-19 Pandemic has impacted the global workforce and continues to challenge business, government, and industry in important ways. Across Australia, the local government workforce provided services and support to communities in response to the COVID-19 pandemic.

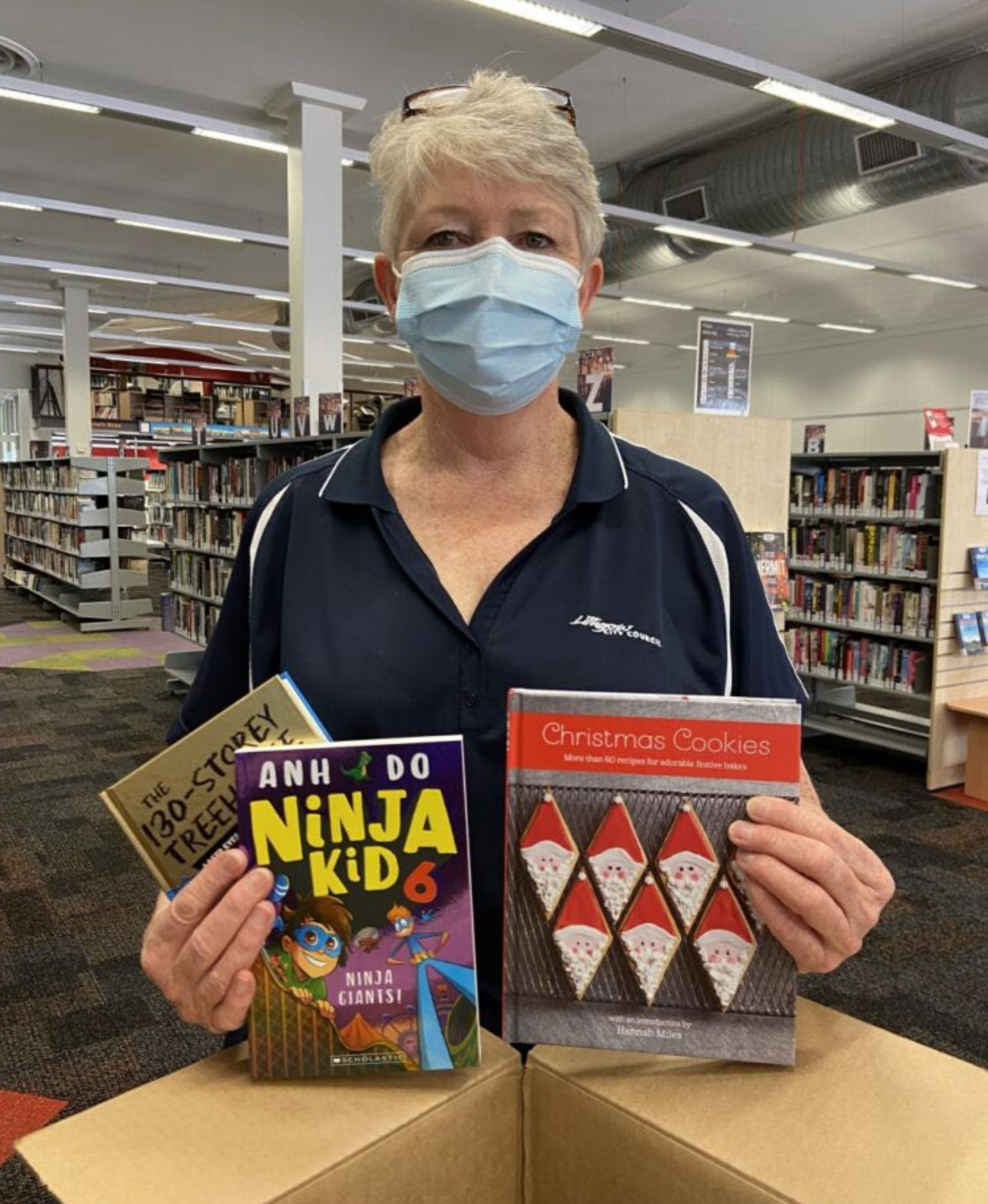
During the initial stages of the pandemic, councils helped implement the public health response in public spaces to help contain the spread. Local councils deployed teams of cleaners to work at keeping streets, public spaces and toilets clean. In some areas, local governments played a role in coordinating the distribution of Personal Protective Equipment to frontline services and coordinating the response in their regions. Local governments also provided support to vulnerable community members including older people and people from diverse backgrounds to access important health information and social supports. Financial support in the form of small business grants, rate freezes and business rent reductions were also provided to both individuals and businesses experiencing financial hardship.

## Work Flexibility & Working from Home

The Pandemic ushered in a new period of remote working and learning. While this has inevitably placed strain on information technology resources, there have been significant work, organisational, and work-life balance benefits over the past two years. Working remotely (where this was possible) has left many people preferring a 'blended' return to work with some days in the office and some at home. As the nature of work changes councils will need to continually adapt and keep pace with technology and contemporary work practices, including remote working.







### Workplace Health and Safety

Apart from the risk of serious illness and death from COVID-19 disease, there has been a longer-term impact on some individuals who have either been infected by the virus or have had family and friends contract the disease. There have also been other less documented effects on the workforce, these include: -

- Anxiety caused by a loss of control and waves of uncertainty that swept across communities as infected numbers rose and fell and new variants of the virus impacted the community and the workforce in different ways
- Loss of social connection
- Absenteeism due to illness and forced isolation
- Disrupted communication and workflows increasing the risk of workplace injury and illness
- Increased difficulty and time taken in recruiting essential skilled workers

### Looking to the Future

Consideration of what has been learnt through the COVID-19 pandemic, local governments report an increased connection to the local businesses with whom they interacted directly to provide support. They also reported positive changes to their operations, moving to improved digital service provision and increased provision for working from home.

Local Government leadership will continue to be critical in Australia's economic and social recovery. At the time of writing, many experts believe we are two years away from



‘normal business’. Council’s workforce will continue to be disrupted as new variants emerge during the latter stages of the pandemic. Councils will need to take the lead and continue to adapt local infrastructure and services and provide stimulus to local economies (usually via grant funding). For Lithgow City Council, this will likely need to be achieved in the context of severe constraints on organisational resources.

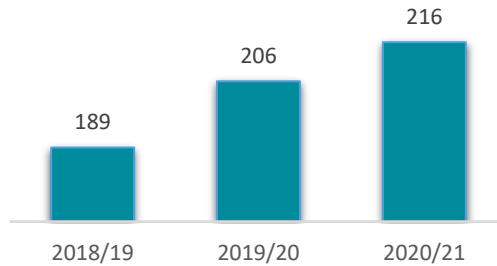
Infrastructure projects, and the coordination of larger-scale projects with state and/or federal governments, will present opportunities for economic stimulus as we emerge from the pandemic. The Federal Budget has provided new funding towards Local Roads and Community Infrastructure and funding for the Building Better Regions Fund, providing the opportunity for local governments to access funds to support locally led recovery. This is in addition to initiatives in disaster recovery, water, and waste management.

The OECD <https://www.oecd.org/coronavirus/policy-responses/the-territorial-impact-of-covid-19-managing-the-crisis-across-levels-of-government-d3e314e1> notes that an important role will be played by subnational governments in economic recovery, while noting that the future demographic profile and revenue projections for governments will alter because of COVID-19. In Australia, reduced migration and international travel will have significant impacts on economic growth. This will require strategic plans and economic development priorities to be revised, with significant ramifications for service delivery. Initiatives may span the provision of community services, economic development projects and new local infrastructure to stimulate jobs and productivity and providing support to local businesses, as well as community led projects to reinvigorate public spaces.

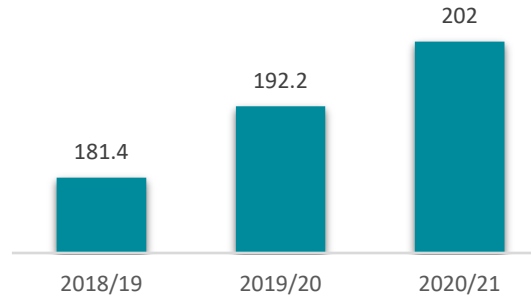


# Our people

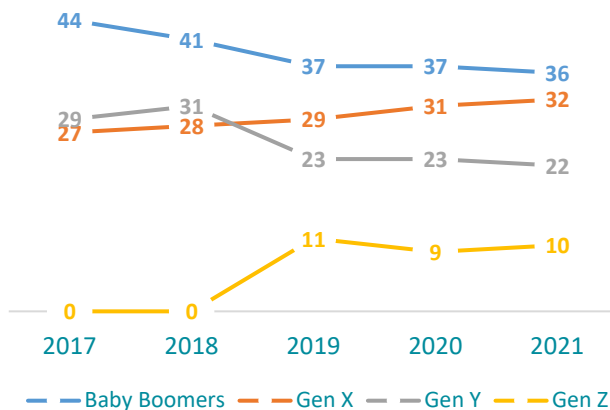
CLOSING HEAD COUNT



FULL TIME EQUIVALENT



GENERATIONAL MIX OF EMPLOYEES %

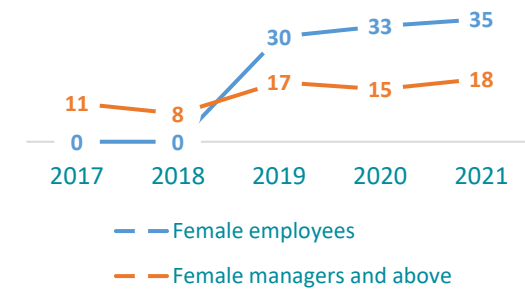


Council employs 216 people made up of full-time, part-time, trainees, trainee cadets, apprentices and temporary workers.

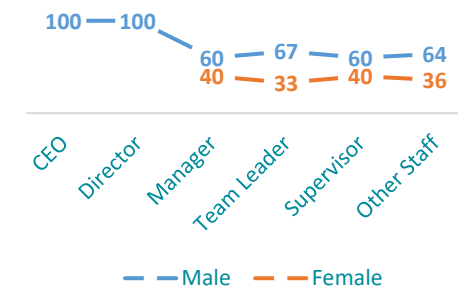
Lithgow City Council is committed to achieving equal employment opportunity (EEO) for all employees as a way of increasing effectiveness and striving to achieve the true potential of its staff. Council recognises the many organisational and community benefits of a workforce that broadly reflects the diversity of its local community.

35% of our employees are women and 18% of our employees at manager level and above are women.

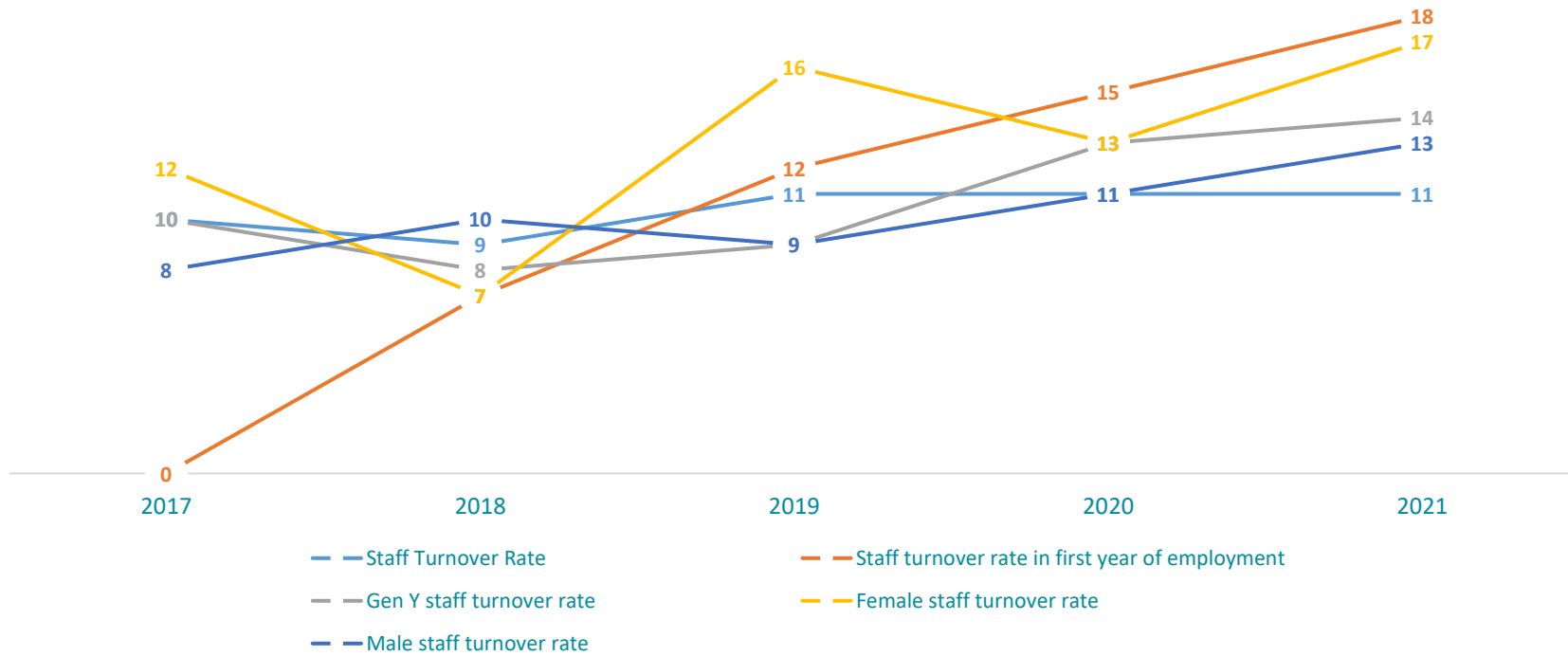
% OF FEMALE EMPLOYEES



%STAFF LEVEL SPLIT BY GENDER

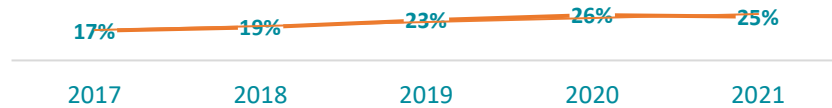


## STAFF TURNOVER RATE



## ROOKIE RATE

(% OF NEW EMPLOYEES IN THE PAST 2 YEARS)



# National Workforce Factors

The Australian Centre of Excellence for Local Government (ACELG) produced a profile of the Local Government Workforce in 2014 (we anticipate another updated profile will be available soon).

The profile was produced using Australian Bureau of Statistics (ABS) data, and ACELG survey data on the local government workforce.

Key points from the ACELG profile include:

- Local governments are important regional and remote employers employing a larger proportion of the workforce than most other industries (with the exception of health care, social assistance and education).
- Although men make up a larger proportion of the local government workforce nationally (54%), by jurisdiction there are large differences in gender distribution driven by the range of occupations that reflect the strategic priorities and legislative requirements of each state or territory. Men predominate in engineering/infrastructure (90% of employees) and planning/environment occupations (76% of employees), whilst women are more likely than men to be in corporate services/governance (65% of employees) and human/community services (78% of employees).
- Females are significantly under-represented in the engineering/infrastructure occupations with a presence of less than 10%. The provision of more flexible working arrangements, attracting, training and retaining skilled female employees, and reviewing existing relationships with schools and tertiary institutions may all assist in altering this trend.
- Although 70% of local government employees are working on a full-time basis, there is a large difference across the genders, with only 54% of women working full time compared to 83% of men.
- The local government workforce is ageing, with 37% of employees aged 50 years or over, compared to the Australian labour force average of 29%. Male employees are, on average, older than female employees, with 41% of the men working in local government aged 50 years or more compared to just 32% of women.
- The aging cohort of general managers is an indication of the need to think about how to develop, attract, and retain the next generation of local government leaders.
- The biggest workforce challenge facing local government is an aging workforce and the high levels of impending retirements. Other issues relating to aging include knowledge management, attracting younger workers, and the cost of new machinery/tools due to the decreasing physical capacity of the workforce.
- A more strategic approach to training and development focussed on developing in-house talent to step into leadership positions, and on developing the skills of current employees so they are able to move flexibly between occupations experiencing skills shortages can produce positive results.



- Local government is experiencing skills shortage in areas commonly identified by other sectors and industries. Therefore, where local government is experiencing difficulties in recruiting, it is likely to be in competition with other industries for the same people. Local government can adopt proven strategies from other sectors by differentiating itself as an employer of choice and encouraging and promoting flexible working conditions (including remote working), career development, and the opportunity to contribute to civic life and community wellbeing. Not only can such initiatives address skills shortages, but the evidence also suggests that flexible working conditions and career development is likely to contribute to a more equitable and diverse workforce that better represents the diverse communities served by local government across the country.



# Financial Sustainability

What the council is doing to be efficient and address the Lithgow local government area's financial challenges

1. **Through sound financial planning**, this strategy positions us to manage risks and cope with unexpected events, such as natural disasters and lower interest income.
2. **Council's Resourcing Strategy implements and resources the vision of the Community Strategic Plan** with clear priorities. For example, the Long-Term Financial Plan identifies how additional assets will be funded, or existing assets renewed or upgraded and what provisions are made for changes to services.
3. **Costs have been rising faster than revenue** and Council must efficiently deliver the services which can be provided within our means. For example services reviews will need to consider available funding.
4. **Council has commenced reviews of its service delivery to ensure it is meeting community needs** and providing 'value for money'. Council will work with the community to set affordable levels of service. Areas recently reviewed and under review include Waste Management, Recreation Services, Library Services and Ranger Services.
5. **Council will continue to advocate for a fair share of resources for the Lithgow area**. We will continue to build partnerships with neighbouring and Western Sydney Councils as well as State and Federal Governments. For example, advocacy efforts have assisted Council to obtain over \$15M in grants in 2020/21 and to gain health support for the COVID-19 pandemic.



## Addressing Council's Financial Sustainability

In recent years, Council has made submissions and has received assessments under the Fit for the Future (FFTF) process. These assessments have stated that Council is 'not fit' based on financial projections and ensuing key performance indicator results. Concern was also raised at that time about the quality of Council's financial projections and its financial management principles and practices.

Council has progressed in addressing its financial sustainability concerns by conducting a Financial Management Maturity Assessment and implementing 37 subsequent recommendations to improve Council's financial and asset management. Council is also implementing a multi-year Fit for the Future action plan.

In late 2021, Council's administration engaged the Future Together Group (FTG) to conduct a comprehensive rating structure and revenue review. This considered Council's financial sustainability issues, following 10 years of deficit operating results (before capital) and significantly lower rating revenue compared with similar neighbouring Councils. The review identified a structural annual shortfall in Council's General Revenues of \$6M at existing agreed levels of service before adopting available productivity, savings and other measures.

In July 2022, Council endorsed the findings related to considering a special rate variation included in the Rating Review Technical Paper. Council also resolved to commence community engagement on two financial sustainability options.

Both of the financial sustainability options have implications for Council's Workforce Management Strategy which are outlined in the "Options to Ensuring a Sustainable Future" section below.

## Cost Shifting to Local Government

Cost shifting concerns in local government relate to issues such as financial burden, existing infrastructure, and availability of local expertise. Legislation will often apply equally to the largest city council and to the smallest rural/remote community.

In many cases the legislation will apply to other sectors of the community however there is an expectation that local government will have the capacity and expertise at a local level to comply with all aspects of the legislation.

Such legislation that has resulted in a burden shift includes:

- Heritage
- Work Health & Safety
- Food regulations
- State Records Act
- Landcare and environmental issues
- Childcare
- Noise
- Caravan parks and camping regulations
- Swimming pool fencing legislation
- Dog Act and Regulations
- Landfill Regulations
- State Government Insurance Levy

The cost shifting burden trend is likely to continue and will continue to constrain the local government workforce.

### Increasing Compliance Requirements

Changes to legislation and compliance requirements also create a significant impact on councils' ability to meet obligations with current staff levels.

- Animal welfare legislation
- Grant funding applications and acquittals
- Work Health and Safety
- Integrated Planning and Reporting
- Fit for the Future requirements
- Fair values of accounting assets
- Codes of practice for public pools
- Health legislation such as smoking in public places
- Emergency management and reporting
- Fire risk mitigation
- Fire management plans for subdivisions and developments
- New disability code requirements (Disability Access and Inclusion Plan)

## Options to ensuring a sustainable future

As part of the Council's integrated long-term resource planning, two alternative funding options have been developed that community input and engagement is being sought on. These options, and their varying impacts, have been detailed in Council's Integrated Plans including

- Community Strategic Plan 2035
- Delivery Program 2022-2025 /Operational Plan 2022/23
- Resourcing Strategy 2022/23 - 2032/33 which is made up of:
  - Long Term Financial Plan 2022/23 - 2032/33
  - Strategic Asset Management Plan 2022/23 - 2032/33
  - Workforce Plan 2022/23 - 2025/26.

The two options put forward for community consultation will have widely varying impacts on our service delivery capacity.

Community engagement has commenced on two options for ensuring a sustainable future. In communicating these options, the Council is providing information on the following:

- The magnitude of the financial challenges and infrastructure funding shortfall facing the LGA over the next 10 years and its impact on service levels,
  - The fairness and equity of the rating structure and the capacity of all ratepayers to pay additional rates, and
  - The importance of residents being able to have their say on their preference for either service levels being maintained (requiring a Special Rates Variation) or service levels being reduced (rate peg only).
- Option 1: Service Levels Maintained



### Option 1: Service Levels Maintained

Option 1 will enable Council to achieve long-term financial sustainability. Option 1 is detailed in the [Rating Review Technical Paper](#).

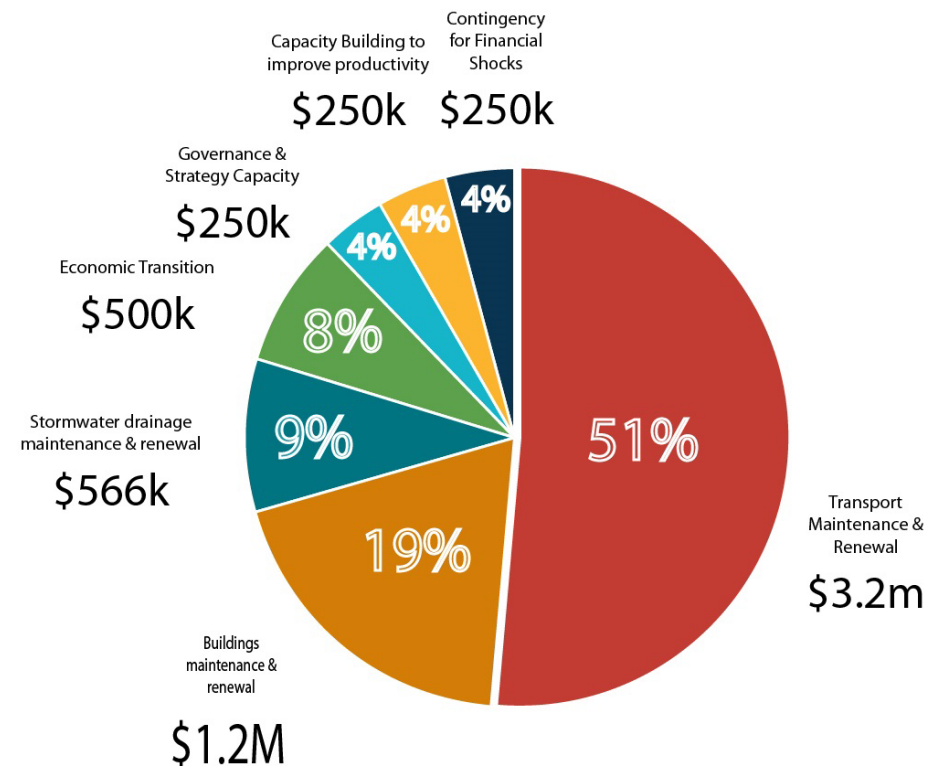
Service levels would be maintained at the current levels expected by the community. Council will implement the Rating Review findings around increasing user fees income, however, there are limited council resourcing alternatives to generate the remainder of the required funding.

This Option includes the following strategies to enable financial sustainability over the 10 years of the Long Term Financial Plan:

- **An additional permanent SRV from 1 July 2023** - a 44.5% overall increase in rates (including assumed rate peg). The impact on residential, business and farming rating under this proposal would typically be 26.5% (including expected rate peg).
- **Productivities and improvements**: \$1.3M of productivities and improvements as detailed in the Rating Review Technical Paper.
- **Funding for existing maintenance service levels from 1 July 2023**: \$2.4M of additional transport, stormwater and building maintenance funding as determined in the indicative SRV funding allocation.
- **Funding for building capacity from 1 July 2023**: \$1M of operational capacity building funding for governance / strategy, capacity building and transitions management as detailed in the Rating Review Technical Paper.
- **Adequate funding capital asset renewal from 1 July 2023**: \$2.5M of additional transport, stormwater and building asset renewal funding as determined in the indicative SRV funding allocation.

- **General Fund contingency**: a modest operating surplus to avoid “shocks, as well as enhanced capacity to improve performance and productivity in future periods, to address infrastructure backlogs and to maintain a higher net financial liabilities ratio.

Option 1 would require additional staff to meet existing service levels for asset maintenance and renewal, as well as building capacity. There may be some employment saving offsets from productivity improvements. The precise impacts on employment will be further developed should Council choose to proceed with Option 1.



## Option 2: Service Levels Reduced

Should the **“Service Levels Reduced”** be the adopted option, Council would need to develop a plan which identifies essential and non-essential services. As the option does not deliver the additional funding required to both meeting existing service levels and maintain / renew roads and other infrastructure, it will be necessary to reduce service levels in some areas of Council’s operations. The reductions would occur for non-essential services. This plan would be developed and finalised with extensive staff and community consultation.

The Rating Review (see [Rating Review Technical Paper](#)) identified a need to increase income by \$4.718M (after productivity and improvements). The value of service reductions would need to equate to \$4.718M to enable funds to be redirected to asset maintenance / renewal and to ensure Council’s long-term financial sustainability with a balanced operating result (i.e. no more deficits). Scenario 2 was developed on the basis of the following assumptions:

- [Rate peg only from 1 July 2023.](#)
- [Funding for existing maintenance service levels from 1 July 2023:](#) \$2.4M of additional transport, stormwater and building maintenance funding.
- [Operational Service Reductions from 1 July 2023:](#) with funding redirected to asset renewal / maintenance and to eliminate operating deficits, the required value of non-essential service spending has been removed from operational expenses. As over 60% of Council’s expenditure funds employment and materials / contracts, it is assumed that that these costs will need to be proportionally reduced. The value of required service reductions grows in each future year.
- [Adequate funding capital asset renewal from 1 July 2023:](#) \$2.5M of additional transport, stormwater and building asset renewal funding.
- [General Fund contingency:](#) a modest operating surplus to avoid “shocks, to address infrastructure backlogs and to maintain a higher net financial liabilities ratio.

Option 2 would require staff resources to be redirected to asset maintenance and renewal. Employment could be significantly impacted by reductions to yet to be identified non-essential services. Council would undertake a comprehensive review of its services and present a plan to the community, staff, and Unions for a reduction in levels of service. The precise impacts on employment will be further developed should Council choose to proceed with Option 2.

### Service Review Framework

Council has long recognised the importance of integrating a function to develop, plan and facilitate business improvement embedded in the organisation. In recent years, Council has reviewed its service delivery and identified the need to adjust staffing levels as follows:

- 2 x Work Health & Safety Officers
- 5 x Solid Waste Facility Positions
  - Site Supervisor
  - Waste Compliance Officer
  - Waste Services Officer
  - Resource Recover Operator
  - Gatehouse Controller
- 2 x Water & Waste Water Officers
  - Water & Wastewater Engineer
  - Asset Maintenance Coordinator
- 2 x Trainees
  - IT Trainee
  - Heavy Vehicle Maintenance Mechanic Trainee

In 2022-2026, as part of our Fit for the Future program, Council will be ramping up its effort to accurately describe and review service levels and develop Service Plans for Council services and business units.

By working together to identify 'agreed services levels at best value' we can ensure we are meeting the needs of the community.

Our focus will continue on refinement of the Service Planning Framework and undertaking process improvement to identify efficiencies, improve organisational performance and work towards ensuring that Council is 'Fit for the Future'. The Service Planning Framework will integrate our planning and reporting processes with our service delivery and provide a connector between individual and organisational performance.



**People** – Workforce, employee engagement, values and behaviours, performance management, learning & development, Work, Health & Safety.

**Planning & Reporting** – Integrated planning, reporting and engaging with the community.

**Process improvement** – Service focus, service reviews and continuous improvement



# Engagement

Council has continued to invest considerable resources into staff engagement despite the significant constraints imposed on workforce engagement because of the COVID-19 Pandemic.

Much of the engagement with the workforce has been a direct result of the pandemic including an all-of-staff COVID vaccination survey and regular updates and consultation on Public Health Orders and Covid risk mitigation and control.

Improvements have occurred in the engagement with staff around health and safety matters in general, including a re-trained Health & Safety Committee, revised committee structure and improved safety consultation at all levels. This has resulted in tangible benefits to safe and efficient work practices and injury prevention.

Other engagement initiatives have included the service reviews conducted in various areas of Council's operations that have relied on workers for their views and input.

External Culture Reviews have been undertaken in the Water and Wastewater area and are currently being finalised in the Rural Works area. Further Culture Reviews are planned that will assist council to meet its workforce engagement targets.



## Dignity & Respect at Work (DRAW)

A whole of Council initiative called Dignity and Respect at Work (DRAW) was rolled out in 2017 that complimented the EEO Management Plan. This program is being revisited in 2022 together with Code of Conduct refresher training and Mental Health First Aid.

Other planned initiatives include a focus on defining Customer Service (internal and external), all of Council Customer Service Training (currently being rolled out) and a shift towards the Local Government Capability Framework – a framework that defines the core knowledge, skills and abilities expected of the workforce at all levels.

Council is committed to promoting diversity at all levels of the workforce. The ARC Centre of Excellence in Population Ageing Research (CEPAR) research finds that in the three decades to 2009, there was a 29% increase in life expectancy. By 2050, there will be 7.2 million Australians over the age of 65, which is 2.5 times the current number, but the working-age population between 15 and 64 will only be 1.2 times its current size. The Dignity & Respect Program aims to promote agreed behaviours across the organisation and will help Council challenge discrimination across the spectrum.



# Strategic Direction

## Workforce Challenges

Lithgow City Council faces similar challenges to those faced by councils across NSW and councils across the nation. In addition, Lithgow as a community and Lithgow Council as a workforce, face significant challenges over the coming years due the potential for unemployment and high youth unemployment.

The downturn in mining and past and potential future power station closures have hit the region particularly hard, and the local economy has suffered a series of economic shocks.

The health and well-being of the workforce and the community at large has also been negatively impacted by a series of natural disasters and the COVID-19 pandemic. The Workforce Plan has been developed within this context.

The relevant areas identified within the Community Strategic Plan and the four-year Delivery Plan have been integrated within the Workforce Plan.

The key goals from the Community Strategic Plan (CSP) 2035 that are relevant to Council's Workforce Plan are: -

**GL1 To be a proactive Council that sets long-term direction for the local government area and the council to ensure a sustainable future.**

**GL2 To be a Council that focuses on strong civic leadership, organisational development & effective governance with an engaged community activity participating in decision making processes affecting their future.**

**Actions designed to reach these goals over the short and medium term include: -**

1. Support performance management, change management and continuous improvement.
2. Business system reviews include consultation with affected employees
3. Review organisational consultation frameworks & use existing structures more effectively
4. Promote transparency and accountability and develop and build sustainable relationships
5. Use contemporary Information Technology systems to provide access to data
6. Implement the Local Government Capability Framework to include the Management Level
7. Promote and support linkages between appraisal/recognition processes and service delivery
8. Customer service is rewarded
9. Build and retain governance skills capacity in the organisation
10. The workforce has the capacity and the tools to provide quality information
11. Promote a *values* led organisation
12. Promote initiatives to support/promote workforce diversity

# Measuring success

The attached table illustrates how the Workforce Plan 2022–2026 will take the Community Strategic Plan (CSP) goals and translate them into meaningful and measurable workforce actions.

## GLI TO BE A PROACTIVE COUNCIL THAT SETS LONG TERM DIRECTION FOR THE LOCAL GOVERNMENT AREA & COUNCIL TO ENSURE A SUSTAINABLE FUTURE FOR THE LITHGOW LOCAL GOVERNMENT AREA

	Our Strategy 2022-2026		
	Objective	Performance Measure	Action
GL1.3 We will continually review our service provision to ensure the best possible value and outcomes for the community.	Support & promote contemporary operating systems, processes & practices	<ul style="list-style-type: none"> <li>A framework is developed that facilitates and supports business improvement</li> </ul>	Support performance management, change management and continuous improvement.
		<ul style="list-style-type: none"> <li>Employees at all levels are engaged.</li> </ul>	Business system reviews include consultation with affected employees
GL1.4 Our workforce systems & processes will support optimal service delivery for our community.	Motivated and adaptive workforce	<ul style="list-style-type: none"> <li>Promote and enable employment engagement</li> </ul>	Review organisational consultation frameworks & use existing structures more effectively
		<ul style="list-style-type: none"> <li>Improve cross-unit cooperation</li> </ul>	Promote transparency and accountability and develop and build sustainable relationships
		<ul style="list-style-type: none"> <li>Improve quality and access to workforce data</li> </ul>	Use contemporary Information Technology systems to provide access to data



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	Our Strategy 2022-2026		
	Objective	Performance Measure	Action
		<ul style="list-style-type: none"> <li>Improve &amp; develop leadership capability</li> </ul>	Implement the Local Government Capability Framework to include the Management Level
GL1.5 We implement opportunities for organisational improvement	The level of service provided to internal & external customers is adapted and modified	<ul style="list-style-type: none"> <li>The workforce understands they have an integral role in achieving service delivery</li> </ul>	Promote and support linkages between appraisal/recognition processes and service delivery
		<ul style="list-style-type: none"> <li>Efficiencies &amp; improvements are identified and reported</li> </ul>	Customer service is rewarded



## GL2 TO BE A COUNCIL THAT FOCUSES ON STRONG CIVIC LEADERSHIP, ORGANISATIONAL DEVELOPMENT & EFFECTIVE GOVERNANCE WITH AN ENGAGED COMMUNITY ACTIVELY PARTICIPATING IN DECISION MAKING PROCESSES AFFECTING THEIR FUTURE

	Our Strategy 2022-2026		
	Objective	Performance Measure	Action
GL2.1 We will ensure Council's decision making is transparent, accessible and accountable.	An open and transparent organisation	<ul style="list-style-type: none"> <li>A framework is developed that facilitates and supports governance improvement</li> </ul>	Build and retain governance skills capacity in the organisation
	Open & effective communication between the Council and the community	Improved reporting	The workforce has the capacity and the tools to provide quality information
GL2.3 Council's leadership and decision making will reflect the diversity of our community.	A diverse workforce	<ul style="list-style-type: none"> <li>Attract and retain the right people for the job</li> </ul>	Promote a values led organisation
		<ul style="list-style-type: none"> <li>Support and promote a diverse workforce</li> </ul>	Promote initiatives to support/promote workforce diversity