



SNOWY MONARO
REGIONAL COUNCIL

WORKFORCE MANAGEMENT STRATEGY

2025 - 2029





Acknowledgement of Country

Snowy Monaro Regional Council acknowledges the Traditional Custodians of the region's land and water, the Ngarigo, Walgalu, Southern Ngunnawal, and Bidawal Peoples.

We pay our respects to Elders past, present, and emerging.

Record of Versions

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Executive Summary

The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of Snowy Monaro's workforce to achieve strategic goals and objectives.

It identifies how our future staffing and skills requirements will be met, including through recruitment, staff progression and development, internal redeployment, and succession planning.

Snowy Monaro operates in a challenging environment that demands flexibility, responsiveness, and performance improvements to meet the demands of agile labour markets, skills shortages, and an ageing workforce.

This Workforce Management Strategy is a strategy for planning and addressing our future workforce needs. We will be focusing on our workforce planning to be:

- an ongoing activity
- a process, not just a set of actions
- able to support workforce planning with an identified purpose that is linked to organisational objectives and informed by the DP and OP
- applicable to the current workforce while also anticipating future needs and capabilities.

Council's People and Organisational Performance team will ensure legislative compliance with the following legislation, but not limited to:

- Local Government (State) Award 2023
- Work Health and Safety Act 2011
- Disability Inclusion Act 2014
- Privacy and Personal Information Protection Act 1998
- Children's Guardian Act 2019
- Multicultural NSW Act 2000
- Industrial Relations Act 1996
- Anti-Discrimination Act 1977
- Carers (Recognition Act 2010)

Workforce Management Strategy Overview

The Workforce Management Strategy identifies our challenges, opportunities and strategic priorities across 2025-2029. This foundational Workforce Management Strategy forms a reset and consolidation of defined programs to form the building blocks to deliver a level of maturity. Through engagement of our people, learning and development, health and wellbeing, community engagement, financial sustainability and improved systems through a defined and realistic journey of continuous improvement. In 2024 Council engaged Mastertek to conduct an Employee Engagement Survey. The findings of this survey have served as the foundations of this Workforce Management Strategy.

The Workforce Management Strategy outlines the key opportunities and challenges Council anticipates in the coming years. It sets out clear actions to address these challenges and capitalise on emerging opportunities.

Through collective commitment and collaboration, we will deliver on the actions outlined in this strategy ensuring we build a capable, resilient, and future-ready workforce that supports Council's long-term goals. The Workforce Strategy identifies the opportunities, and priorities in relation to its people. It focuses on ensuring we have the right people in the right roles to deliver high-quality services to our community effectively and efficiently.



Photo 1 Our friendly garbage collection team member

Workforce Strategy statement (four-year outlook) and focus areas:

Over the next four years, this workforce strategy will guide our efforts through defined principal activities to develop a future-focused, resilient, and high-performing workforce that drives the organisation forward and delivers a level of maturity. We will be realistic about what we can achieve. Through strong accountability and a commitment to continuous improvement, our key workplace goals are to:

1. **Embed a culture of employee safety and wellbeing**
Proactively identify and manage safety risks to ensure the health, safety, and wellbeing of our workforce. This spans across both internal and external factors and influences.
2. **Attract, recruit, and retain talent**
Build a resilient, adaptable, and high-performing workforce that meets the evolving needs of our community and organisation.
3. **Build leadership and organisational capacity**
Invest in training and development from new staff to established staff, strengthen our leaders, develop a leadership pipeline through succession planning with programmed support to our emerging leaders across council. Council will redefine and develop strategies to support the knowledge transfer of our aging workforce to retain the organisational knowledge.
4. **Redefine our workplace culture and enhance our brand and reputation**
This starts with accountability. Strengthen our reputation within the community, among staff, and across the local government sector. Support all Staff members, embrace Diversity and address and improve individual performance.
5. **Improve systems and processes to continuous improvement**
Transform via "Towards Excellence" to a culture of "Continuous Improvement" by modernising and optimising our systems and processes now and into the future, including and quality reviews.

Integrated Planning and Reporting Framework through Workforce Strategy and Community Strategic Plan alignment

The Workforce Strategy identifies the strategic challenges, opportunities, and priorities for Council concerning its people. It focuses on ensuring that we have the right people in the right roles to deliver services effectively and efficiently to our community.

The Community Strategic Plan 2035 outlines several strategies that directly relate to our workforce, including:

- Providing meaningful employment and learning opportunities for people at all stages of life.
- Fostering an informed and engaged community through transparent, consultative, and responsive Council practices.
- Maintaining strong organisational practices that ensure a viable and sustainable Council, capable of delivering the services and facilities the community needs.

Together, these strategies guide how we develop and support our workforce to meet current and future community expectations. The Workforce Strategy will be redeveloped every four years in alignment with the development of each new Delivery Program.

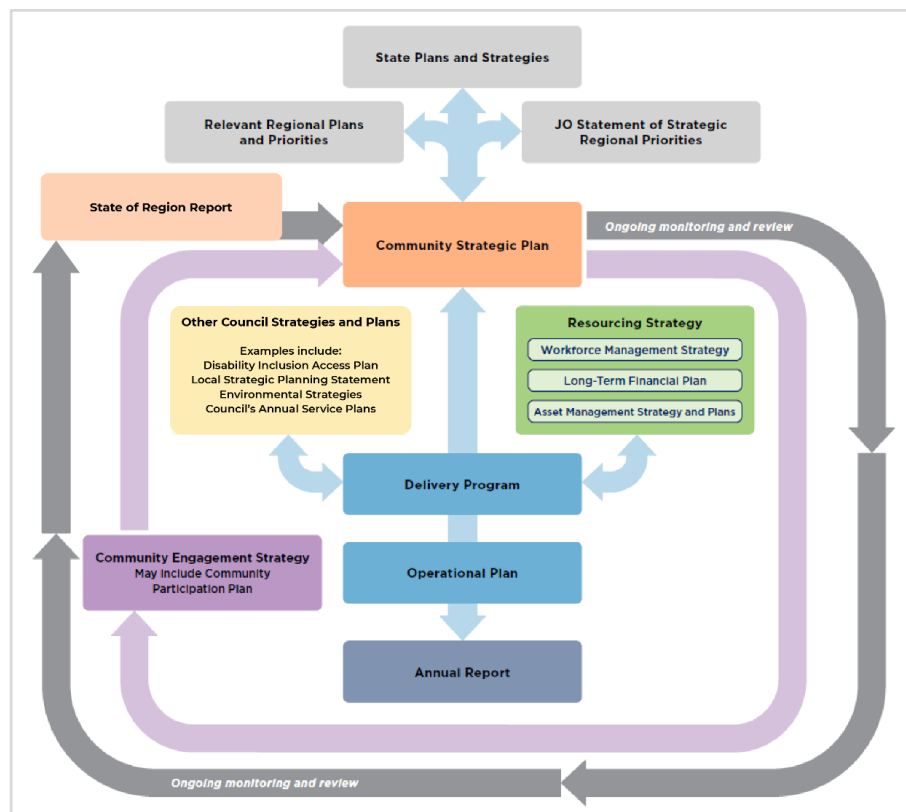


Figure 1 Integrated Planning and Reporting framework

Community Strategic Plan

On 1 May 2025 Council endorsed Snowy Monaro 2035 Community Strategic Plan (CSP). This 10 year plan, was is based on the aspirations and priorities of our community and is reviewed every 4 years. The following objectives and strategies are the link to our CSP:

12.2 – Clear and agreed standards are in place about how public services are provided

12.3 – Council resources, systems, processes are well-managed and governed.

Who we are

About Snowy Monaro Regional Council

Snowy Monaro Regional Council Local Government Area (LGA) has an estimated resident population for 2024 of 22,292 ABS ERP 2024 Informed Decisions .id¹. The area has experienced a modest increase in its total population since the last report. The Snowy Monaro LGA covers 15,161km² and is located south of Canberra in south-eastern NSW. The Snowy Monaro is encompassed by rolling plains and mountain ranges, with 28% of the region consisting of national parks or reserves. The region sits at the top of both the Snowy River and Murrumbidgee River catchments. Along with their major tributaries, they offer significant environmental value as well as a source of fresh water for urban, recreational, irrigation, and energy uses.

Our Region and its People

We are a region that is proud of its history. The Snowy Monaro Regional Council acknowledges that Aboriginal people – the Bidjawal, Ngarigo, Walgalu and Southern Ngunnawal – are the original inhabitants and remain the custodians of where we live. We are also a culturally diverse region, thanks to the Snowy Scheme, which attracted over 100,000 people from more than 30 countries to work on the project. To this day, the Region enjoys the benefits of our cultural diversity. The region is home to 22,292 people and reflects a degree of cultural diversity that has its roots in agriculture, early gold mining, the Snowy Mountains Scheme, timber logging and skiing industries.

Economy and Employment

In the Snowy Monaro Regional Council area, accommodation and food services is the largest employer, generating 2,219 local jobs in 2023/2024 National Economics (NIEIR)². Construction, retail trade, education and training, Agriculture, forestry and fishing round out the top five employers of the region. Public administration ranks eighth in the ranking, with SMRC as a significant employer and a substantial contributor.

Our Environment

The Region covers 15,162 square kilometres with ten major urban areas, surrounded by rolling plains country and mountain ranges. Mount Kosciuszko is located within the Kosciuszko National Park and with a height of 2,228m above sea level is Australia's highest mountain. Mount Kosciuszko was named by the Polish explorer Count Paul Edmund Strzelecki in 1840; however Indigenous Australians may have ascended Mount Kosciuszko long before the first recorded ascent by Europeans.

¹ Home | Snowy Monaro Regional Council | Community profile

² Employment by industry (Total)

Vision

Our Community Vision

The Snowy Monaro Region is a friendly community where everyone can belong, participate and work together. Our natural environment, Aboriginal and cultural heritage, are preserved and enhanced for future generations.

Understanding the Community Vision

Welcoming: We are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.

Natural environment: Considers both the local natural and atmospheric environment and the broader global environment, considering issues such as climate change.

Our Council Vision

A trusted community partner

Understanding the Council Vision

Council continually strives to uphold its vision of being a “trusted community partner” through providing a transparent, honest and hard-working organisation. Council has fostered essential links with the community to establish itself as a trusted partner.



Photo 2 Our customer service team provide a valuable conduit to our community

Council Values

Council is committed to being a values-based organisation within the Community.

Our values form the foundational framework that guides our direction, decision-making, and resilience in the face of challenges. They are central to how we engage with our community, attract and assess talent, and structure roles across the organization.

To ensure our workforce truly embodies the values of the Snowy Monaro Regional Council, these principles must be embedded in every aspect of our service delivery. From recruitment and onboarding to daily operations and long-term strategic planning, our values are the standard by which we measure alignment, performance, and impact.

By living our values consistently, we strengthen our culture, build community trust, and position ourselves to deliver exceptional outcomes—both now and into the future.

Council's Corporate Values	
Solutionary	• Collaborate with others to find solutions • Proactively draw on other people's knowledge, skills and experience • Experiment with different ways of doing things
Together	• Include others and keep them in the loop • Cooperate positively and do our part • Be helpful inside and outside the organisation
Accountable	• Honest and own successes and failures • Transparent and work to the best of our ability • Receptive to constructive feedback
Innovative	• Look for better ways to complete our work • Willing to learn new things • Review what we've done to find improvements for the future
Caring	• Respectful of other people • Appreciate other people and give praise where praise is due • Show a genuine interest in others

Table 1 Council's Corporate Values

Solutionary

We inspire others by best practice and inventive problem resolution that delivers revolutionary changes and quality outcomes for our customers and our community.

Together

We collaborate and work together in a harmonious and well organised way to support organisational initiatives.

Accountable

We own and take responsibility for our decisions and actions that are evidence based and justifiable, and we do what we say.

Innovative

We constantly seek continuous improvement, we use creative thinking to look for new ways of doing things, embracing new ideas and advancing original ideas, products, methods and systems.

Caring

Our service culture is based on caring, displaying kindness and concern for each other and our community and being proud of what we deliver.

Evolving Vision and Values

As our Council continues to grow and adapt, so too will our vision and values. This evolution is essential to ensure that our guiding principles remain aligned with who we are as a workforce, living and working in the Community, and with the path we are taking into the future. We will evolve in this Workforce Management Strategy over a four-year period.

Any significant change in this space must be intentional, reflecting both our identity and our aspirations. By aligning our evolving values with the realities and ambitions of our workforce, we ensure they remain meaningful, relevant, and supportive of our ongoing journey. As we grow and increase maturity, we will review our vision and values as part of this journey.



Photo 3 Council's Ranger at the local markets sharing information about companion animals

Organisational Profile

The organisation's interim CEO is Mr Stephen Dunshea. Council is awaiting the permanent appointment of a new CEO in the coming months.

Three of the five Chief positions have been filled in the last 12 months. The organisational structure has been updated to achieve a more integrated customer-focused organisation. Furthermore, the organisational structure will be reviewed and discussed within 12 months of the election with the incoming council body.

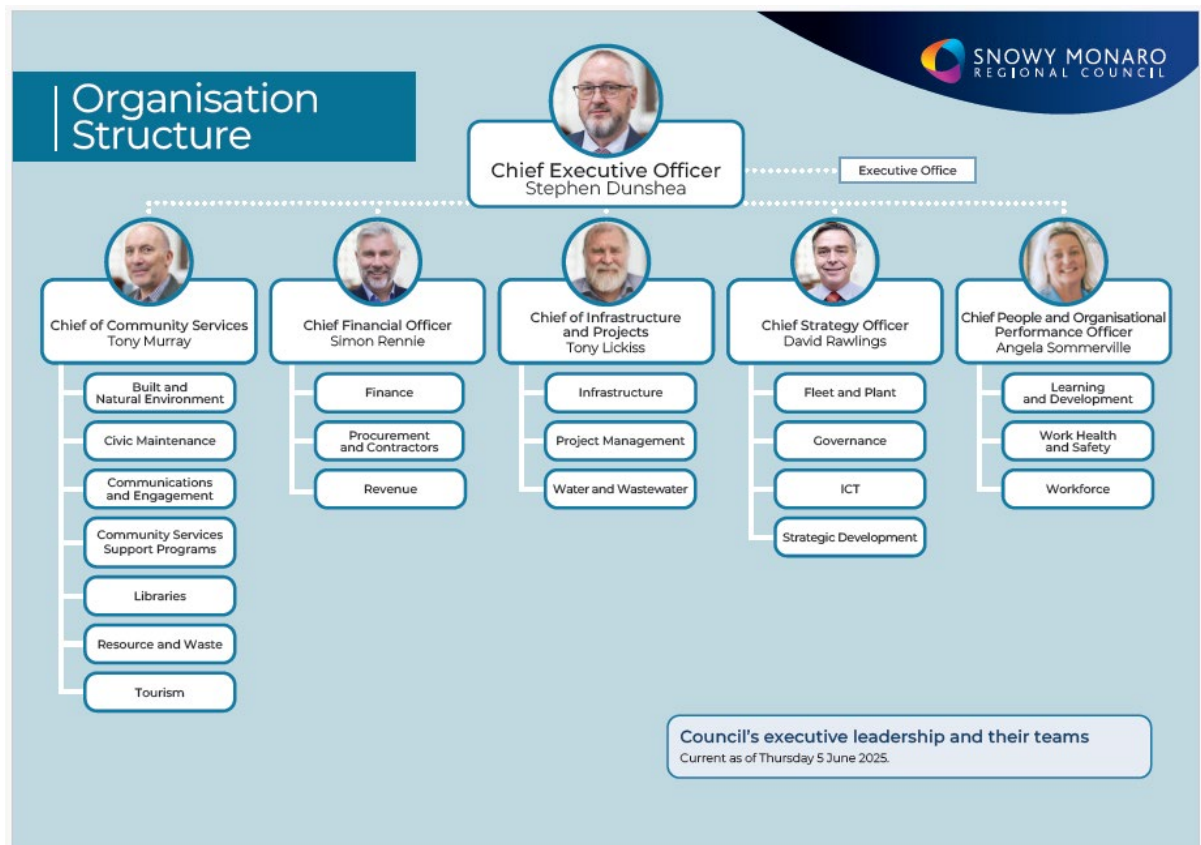


Figure 2 Organisational Structure

Our Workforce Snapshot

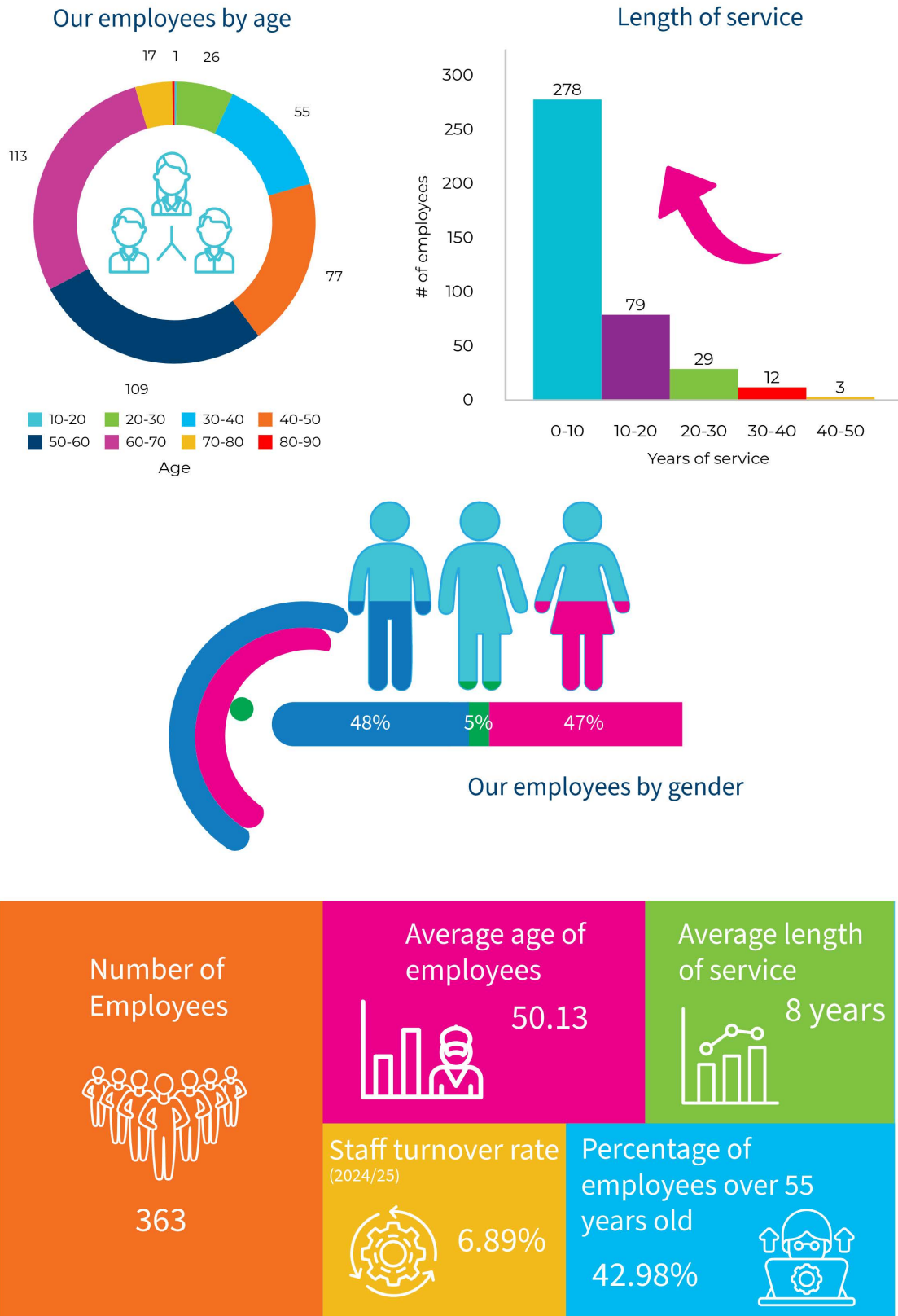


Figure 3 A snapshot of our workforce at 6 June 2025

Our workplace snapshot in context and how we compare

The 2022 *Local Government Workforce Skills and Capability Survey – NSW Report*³ (the Report) provides comparison benchmarking data across NSW. Snowy Monaro fits into the category of an Urban Regional Council for this report.

The report identified that in Urban Regional Councils, the age profile is shown in Figure 4 below:



Source: 2022 LG Survey

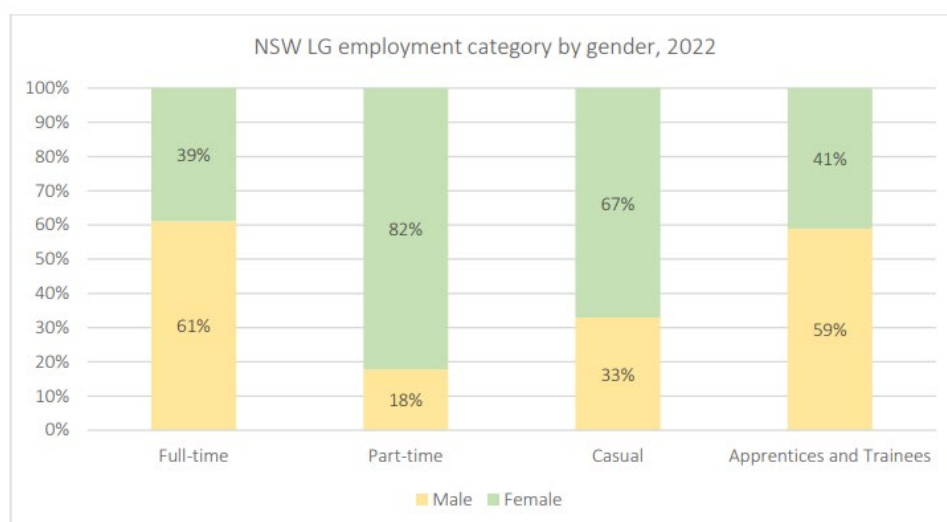
Figure 4 NSW LG workforce age profile by ACLG, 2022

As shown in the Figure 4 above, the total number of employees over 55 across NSW in the Urban Regional Councils is 26%. In comparison, Snowy Monaro's employee percentage over the age of 55 is 42%, showing that our ageing workforce is a significant issue for Council moving forward. In response to this, objective two (2) - Attract, recruit and retain talent details an action to: Develop succession planning into the performance review process commencing with a discussion between the staff member and their manager.

Of Snowy Monaro's 363 employees, 123 (33.8%) staff have more than 10 years of service with Council. If you compare this figure to the NSW Report, urban regional Councils with employees who have more than 10 years of service sits at 31%.

³ Local Government Workforce Skills and Capability Survey – NSW Report – 2022 - Local Government NSW

Urban Regional Councils across NSW, employment by gender is shown in Figure 5 NSW LG employment category by gender, 2022 below:



Source: 2022 Survey

Figure 5 NSW LG employment category by gender, 2022

Snowy Monaro's data does not differentiate between full-time, part-time, and casual; however, it shows a relatively even split between genders.

Based on the 2022 survey data, 54 local governments (96%) experienced a higher proportion of 'unplanned' turnover¹² (ranging from 1-27% of total FTE), Snowy Monaro reports that the current staff turnover rate 2024/2025 is 6.89%.

Retaining a skilled Workforce

Over 91% of NSW Councils struggle to retain a skilled workforce compared to 86% in 2018 *2022 Local Government Workforce Skills and Capability Survey – NSW Report*⁴, Snowy Monaro is not indifferent.

66% of respondents in local governments said that project delivery has been impacted or delayed by vacancies, skills shortages, skills gaps or training needs. ■

The most cited skill shortages that local governments are experiencing are engineers (as noted by 60% of 2022 survey respondents), urban and town planners (52%), building surveyors (48%), project managers (40%), and labourers (38%).

The most common drivers of skills shortages are an inability to compete with market remuneration, a market shortage of suitable skilled candidates, and a regional or rural location.

Key drivers of critical skills gaps by occupational area include a range of factors including, for example, complex legislative changes and/or requirements, insurance costs and challenges in recruiting for regulatory roles, and a lack of regional housing availability and/or affordability. Many of these factors are beyond the local government's influence or control.

Other issues cited were the local government's brand identity and demand for flexible working arrangements as contributing factors to the skills shortages.

In addition, Snowy Monaro's dated working environments, such as offices cannot compete with modern facilities in neighbouring Council's and the federal government.

The most critical skills shortages in Urban Regional Councils are:

Table 2 Critical occupational skill shortages in NSW - Critical occupational skill shortages in NSW urban regional local governments in the future, 2022.

Objective 2 of the Workforce Management Strategy is Council's response and action plan to address the same issues experienced at Snowy Monaro.

Category	Occupation
Professional and Technical	Building surveyors Engineers Urban and town planners Project managers Computing/ICT professionals Accountants Asset and facilities managers Procurement managers/officers Human resource professionals Building surveying technicians Governance/risk managers Librarians Engineer technicians Computing/ICT technicians
Operational and Trade	Laborers Tradespersons – mechanical Water treatment operators Supervisor/team leaders Tradespersons – automotive Tradespersons – horticultural Waste water/sewerage operator Accounts/payroll clerk Tradesperson – electrical Tradesperson - fabrication

Table 2 Critical occupational skill shortages in NSW, 2018 2022 Local Government Workforce Skills and Capability Survey

Council's 'Business Improvement Program'

While much of the operation of Council continues as business as usual, several factors indicate the Council cannot continue in the same way that it has in the past.

Financial Sustainability: The Council has conducted a review of its operations to determine if it is financially sustainable, and if not, what actions are necessary to achieve financial sustainability. It found that Council has a structural deficit of \$ 6 million per annum, meaning that the Council was a long way from being sustainable. Becoming financially sustainable is critical, as if this is not achieved, future generations will face massive costs to renew the infrastructure used up by the current generation, who are not paying for what they are using, or a reduction in the services and infrastructure to be provided.

Operational efficiency and effectiveness: Service reviews carried out identified that there has been significant underinvestment in the tools and systems needed by the organisation to operate efficiently and effectively. This extends throughout the organisation, resulting in inefficient manual processes, double handling of information, a lack of good data to drive decisions about where and when best to invest the available resources. There has been a reactive approach to service delivery that has come from not having systems in place to assess the best way to invest the available funds for the greatest benefit of the community. The lack of investment in renewal of infrastructure when it should be replaced has compounded this problem, as this creates a growing number of failures. Responding to those growing number of failures cannot be done properly with the available resources, so cheap fixes are made, that do not last. This cycle leads to high levels of dissatisfaction.

Lack of strategic direction: The organization has lacked clear strategic direction and leadership. The organisation has lurched from one crisis to another with a focus on the past and today's issue and not the future. This means the hard decisions that are needed to resolve the above two issues have not all been made. While some difficult decisions have been made, there is no clear picture showing how these align as part of a long-term solution to the issues facing the Council.

The combination of these issues is at the core of community dissatisfaction with the Council and change is needed to address these problems.

The main recommendations made to the Council in the financial sustainability review address the issues facing Council. What they require Council to do is to:

1. Increase the level of revenue being generated,
2. Decrease operating costs through efficiency savings, reviewing the level and types of services being provided and improving the asset management processes, and explore opportunities to rationalise the land and facilitates assets that are used to deliver Council's services,
3. Implement demand management practices to minimize growth in service costs and avoid additional asset costs,
4. Improve governance and financial controls,
5. Increase the levels of cash as a contingency for unplanned asset renewals/replacements due to asset failure or other unknown asset risks,
6. Enhance the capability and effectiveness of asset management,
7. Improve the integration of asset planning with the strategic service planning to better understand, manage and avoid where possible the demand for growth in assets,

8. Undertake community engagement to establish and agree on service levels,
9. Review the efficiency and effectiveness of current corporate overhead functions,
10. Develop measures of productivity and efficiency when developing the annual budget,
11. Implement and fund productivity and efficiency improvement initiatives previously identified, including the recommendations from the Works Management, Field Operations and Contract Delivery Service Review, and
12. Develop the organisational financial management governance and financial acumen of management to improve financial management at all levels of management.

While some work has been undertaken towards these goals, the Council has yet to implement all the necessary changes. To date, the work has been focused on gathering the information needed to start implementing the changes required.

So far, we have:

- Implemented the first stages of a customer service system so that all incoming requests are captured and documented in one place. This allows us to better understand why and when people are contacting us. We will use this information to develop a better customer experience in the future.
- Gathered information on what it is that the staff are currently doing. While this sounds simple, we have hundreds of activities that we do, and in many cases, what is done at any location may be different from elsewhere. Currently, the Council's activities are not assessed against agreed-upon standards of service that the Council has established in collaboration with the community. We will use the information in two ways; one is to compare how we are doing things and see if there are ways to become more efficient. The second purpose is to look at the services we provide and then have a discussion with the community as to what they feel is a fair and equitable set of services for which they are willing to invest to have provided to the community.
- Assessed the gaps in our current systems and processes to identify what tools need to be put into place to allow us to operate efficiently. This is vital to the organisation becoming more cost effective. Currently there are many manual and time-consuming processes done that can be automated. Information is not kept in central systems, so that whoever needs it can find it without a lot of effort. Better support tools will allow us to answer your questions better and quicker and will allow us to track our performance so we can keep the promises we make.
- We began the process of developing our budgets based on the cost of activities, rather than simply increasing the budget from what it historically was. This will allow us to better understand what it really costs to provide services and in turn be able to show the community what they are getting from the funds they invest either through rates, annual charges or fees. Council will be able to better explain the reason for its spending as well as why it charges as it does. The community will be able to have more control over what level of subsidy it provides for many services.

- Upgraded Council's asset management plans to provide a strategic direction for where the Council needs to invest its funds within renewal schedules for the coming ten years. This work will also guide the annual works plans, leading to activities being planned and scheduled, as well as having systems in place to track if the planned work is being undertaken.

As can be seen, most of the work completed is the work done in the background to get ready for change, not the work to change how the Council operates. The next four years have to be focused on making the changes to put the Council on the path to financial sustainability through a clear agreement with the community on what services are to be provided. Underlying this have to be systems and processes that ensure works are planned and executed to minimise the costs of providing the services, with a focus on preventative activities to avoid the need for more costly reactive works.

Projects identified within the Delivery Program are outlined in the Table 3 below:

CSP Link	Project	Details
12.2 12.3	Implement a new customer experience system	Centralise accountability for ensuring community issues are resolved into a customer response team. The Council will move away from the current system of transferring calls and into a process focused on addressing the majority of issues at the first point of contact. This will be supported by systems that ensure accurate information is provided consistently. Resources will be put into place that are focused on monitoring the progress of the requests made and helping customers when they have issues with our services. The existing customer support system will be upgraded to implement automated processes to ensure that matters requiring further action are sent to the right officers and can be tracked. A system allowing customers to be automatically updated as the status of their issue changes will be implemented.
12.2 12.3	Establish long term renewal works plans to major asset groups	Development of the renewal schedules for the main asset categories so that renewals are undertaken at the optimal time. This will ensure that the lifecycle costs of the assets are minimised, reducing the need for future increases in required revenue. Undertaking renewals at the right time will also reduce the amount of breaks and failure occurring throughout the infrastructure. Having these long terms plans in place will also allow the community to see in advance where work is being undertaken and as the system matures, have a better understanding of why certain works have been prioritised

CSP Link	Project	Details
12.2 12.3	Implement works management systems	Council needs to implement a works management system that allows for planned and unplanned works to be scheduled and prioritized to ensure that the Council efficiently undertakes the works required to achieve the service levels set in the delivery program. The program will include development of the maintenance activities needed for the various infrastructure items to maintain the assets properly and at the right time. It will also include the establishment of a scheduling/dispatch team to ensure that all required activities are scheduled to the most appropriate resources across the multiple parts of the organisation as needed. This will replace manual and disconnected systems that are shown to be taking 23% more time to do properly than the proposed system will require. It will give work teams a longer lead time for most works and better scheduling of the equipment and materials to reduce start up time and maximise time on tools
12.2 12.3	Finalise activity-based costing and budgets	Build on the information gathered so far to develop activity-based costing for the main activities undertaken by the Council and put in place the systems to allow actual work to be compared to the targets for those activities. This will enable comparisons of the work being undertaken to identify whether it is being carried out as expected, and allow for a review of practices to seek further improvements. This will also improve the budget process as costs will relate to the levels of activity expected to be undertaken, which allows greater transparency around what funding is being allocated to
12.2 12.3	Agree to services with the community	Once Council has a good understanding of the services it can provide through the activity based costing and scheduled works plans it will be time to have the discussion with the community about the service mix offered and whether that is an appropriate mix. This discussion will be used to support the next elected governing body in the development of the following delivery program.

CSP Link	Project	Details
12.2 12.3	Increase rates revenue through special rate variation	Council did not get approval for the entire special rate increase recommended as part of the financial sustainability review. The work being undertaken has indicated that at least that level of revenue will be required to continue to provide the current levels of service and infrastructure. Saving on the operational costs of the Council will need to be converted into funding underinvestment into maintenance of the infrastructure, notably the buildings, and help deal with the impact of inflation on the costs of the operations until such time as the Council is operating in a surplus situation. Included in the long-term financial plan is an 10.75% increase (including the rate peg). This will extend the increases by one year on top of what is currently approved by IPART.

Table 3 Projects identified within the Delivery Program for People and Organisational Performance

Three FTE staff are used to deliver the service directly, but most staff within the organisation will have to be involved in changing the way of working throughout the organisation. These positions will be located in the People and Organisational Performance Team.



Photo 4 Open Space and Recreation team member mowing in Bombala

Strategic opportunities for Council over the next four years

Snowy Monaro Regional Council is a member of the Canberra Region Joint Organisation (CRJO). As we look ahead, Council will face a range of complex and interrelated challenges which present as opportunities.

These challenges will be met through success on the below strategies, further detailed in the Delivery Program and Operational Plan.

1. Embed a culture of employee safety and wellbeing

The safety and wellbeing of our staff is of our highest priority. Council has committed significant resources and funding to this commitment and continuous improvement.

The staff health and wellbeing initiatives include:

- Monitor Council's a Safety Management Software – BeSafe.
- Continue Council's Health and Wellbeing Committee delivering on a calendar of events to support staff through participation events.
- Continued EAP support through our provider Telus Health.
- Significantly increase the emphasis on mental health in the workplace including Mental Health First Aid training for staff
- Health screening including flu shots and skin checks
- Ongoing safety training
- Two days of Health and Wellbeing leave per year
- Health and Wellbeing newsletter to staff including a Healthy Cookbook.

2. Talent acquisition, recruitment/retention, supporting an aging workforce and workforce skills shortage

- Addressing recruitment challenges and closing skills gaps to build a capable workforce. Attracting, developing, and retaining a skilled, adaptable, and values-driven workforce in a competitive employment environment.
- Managing the transition of an aging workforce through succession planning and knowledge transfer. Managing the impacts of an ageing population while attracting and retaining younger residents and workers to support long-term sustainability.
- Addressing the key challenge of an ageing workforce involves implementing targeted strategies to retain corporate knowledge, replace skilled workers, and extend the tenure of experienced and valued older employees.
- These objectives will be achieved by the following initiatives:
- Transition-to-retirement planning to support gradual workforce exit and knowledge transfer
- Flexible working arrangements to accommodate diverse needs and lifestyles
- Learning, leadership and organisational capacity. The goal is to improve integrated ways of working.

- Succession planning to ensure continuity of critical roles
- Coaching and mentoring to facilitate knowledge sharing and professional growth
- Career development and cross-training to build adaptable skill sets across the workforce
- Ongoing training through Learning and Development, to upskill staff and maintain capability
- Traineeships and Apprenticeships, Work Experience Programs, to develop the next generation of workers, also providing local employment opportunities and keeping a future skilled community in the community.

3. Council Culture

As previously mentioned, in 2024 Council staff were asked to complete an Employment Engagement Survey. Overall, the participation rate increased from the last survey, up from 29% to 61%, which is a good starting point.

Overall, the results presented as aligned challenges to other Regional Councils do not represent where we need to be as an organisation. Currently, we are also balancing the effects of Councillors on our internal staff and reputation in the community. This is a challenge.

Fostering a positive, collaborative, integrated by working together and values-driven organisational culture embracing our Diversity and a Workplace of Inclusion.

4. Diversity and Inclusion

Identified in the SMRC Disability Inclusion Action Plan (DIAP) to be shaped by Council's Diversity and Inclusion Action Plan, providing the access, tools and education to support our People.

Embracing and promoting diversity to create an inclusive workplace and community. Workforce diversity and inclusion refer to the wide range of skills, perspectives, and experiences that individuals bring to the workplace, influenced by factors such as gender, age, language, ethnicity, cultural background, disability, and religious beliefs. A diverse workforce promotes broader thinking, drives innovation, and fosters creativity by valuing individual differences. The Inclusion focuses on removing barriers so that all employees can contribute fully and perform at their highest potential.

5. Continuous Improvement

Embedding a culture of innovation and ongoing process improvement to enhance service delivery and efficiency. Keeping pace with emerging technologies to improve service delivery, internal processes, and community engagement.



Photo 5 Council water and wastewater team repairing mains

Priorities from the Delivery Program

Service Reviews

It is an essential element of the Delivery Program (DP) that Council must identify areas of service that the Council will review during its term, *Integrated Planning and Reporting Guidelines*⁴.

As part of Council's 'Business Improvement Program, the Snowy Monaro 2025-2029 DP identifies six (6) service reviews to be undertaken over the four (4) year period to be delivered by Council's People and Organisational Performance team. The service reviews identified are:

- Operational deep dive into road maintenance
- Operational deep dive into Resource and Waste Services
- Operational deep dive into Open Space and recreational services
- Operational deep dive into the Land and Property services
- Strategic service review of swimming pools
- Strategic service review of Community Support programs

Resources to undertake this work will be provided from three positions within the People and Organisational Performance team. These are existing resources within the structure that are to be recruited in the 2025-2026 Operational Plan year.



Photo 6 Open Space and Recreation gardening in Bombala

⁴ *Integrated Planning and Reporting Guidelines* NSW Office of Local Government 2021

Service Changes

The Snowy Monaro 2025-2029 Delivery Program identifies three service changes to the Council.

Service Delivery	Key Changes
NDIS Services	No longer provide NDIS services. All existing clients have transitioned to a new provider.
Developing Strategic Projects to 30% design	That resourcing is to be provided to move some of the projects identified in the Council's strategies to the 30% design stage, so that the project costs are well understood and can be considered for grant applications.
Volunteer Support	The Council will develop systems and a framework to facilitate easier volunteer support for the Council's community services, along with the necessary resources to support this work.

Table 4 Service changes identified in the 2025-2029 Delivery Program

NDIS Services

Council had three existing NDIS clients and two staff to deliver the service. The low number of clients meant that the service's sustainability was extremely low. A review identified several well-resourced NDIS providers in the region. All clients have now been successfully transitioned to new providers across the area, and NDIS staff have been working in other roles within the Community Services and other departments where vacancies existed.

Developing Strategic Projects to 30% design

Council has over 30 adopted strategies across the organisation. All strategies outline actions to be completed, typically over a short, medium, and long-term period, depending on the priority of each action. Most strategies require resourcing to be realised, which means allocating people resources, securing funding, and also considering the asset impact on the Council if a new asset is acquired through the project.

By being able to scope strategic projects to 30% design, the Council will be in a better position to understand the impacts on the Council of the whole-of-life costing of acquired assets, community benefits and put Council in a better position to be successful with grant funding applications.

This work is currently not planned as part of the Council's Annual Service Plans (ASPs) across Council departments that would normally develop strategies. This will form an action item to determine where Council resources can be sourced and what will be forgone to undertake this work; that is, what will not be done.

Volunteer Support

Council currently supports volunteers through an ad hoc approach across various departments throughout our organisation. Volunteers are used at Council's rural cemeteries, volunteer drivers are used to support our community transport program, and for maintenance on our shared trails. Council also utilises C3 inmates from Cooma Correctional Centre for some maintenance work across our Council services. There are also service clubs, such as the Lions and Rotary, that provide valuable services in maintaining some of our memorial parks.

In recognition of the value of volunteering, Council recognises that to ensure a safe, equitable and transparent direction for volunteers based on Council's Risk Management Framework, a Volunteering Framework should be developed. This framework would provide clear direction, demonstrate roles and responsibilities, and the processes to enable easy facilitation for volunteering.

This work is currently not planned as part of the Council's Annual Service Plans (ASPs) across Council departments that would normally develop this type of framework. This will form an action item to determine where Council resources can be sourced and what will be forgone to undertake this work; that is, what will not be done.



Photo 7 Council's Water and Wastewater team present to school students and teachers

Measuring our success

Below Table 5 are the activities identified in the 2025-2029 Delivery Program for People and Organisational Performance.

Activity	CSP Links	Regulatory Driver	Strategy/ Action	Outcome/Measure of Success	Timeframe for achievement
Provide workforce management and workforce planning services across the organisation	12.2 12.3	N	Workforce Management Strategy	-	2025–2029
Provide support and guidance to the organisation so that it can deliver a safe and healthy workplace	12.2 12.3	N	Workforce Management Strategy	80% of new employees inducted into WHS within 1 month	2025–2029
Facilitate service reviews as required under s406 of the <i>Local Government Act 1993</i> , in accordance with Council's Service Review Program	12.2 12.3	Y, <i>Local Government Act 1993</i>	Workforce Management Strategy	100% of planned service reviews are undertaken and outcomes of service reviews are reported to Council	2025–2029

Table 5 Activities from the 2025-2029 Delivery Program, People and Organisational Performance

Below Table 6 are the actions and programs identified in the 2025 Operational Plan for People and Organisational Performance.

Action/Program Description	Service Level/KPI	CSP Links	Regulatory Driver
Planned			
Provide learning and development across the organisation	No measure	12.3	N
Payroll management and processing	Payroll is processed fortnightly	12.3	Y NSW Local Government (State) Award 2023
Undertake Organisational development across the organisation	Employment engagement survey undertaken annually	12.3	N
Guide annual performance management and monitor outcomes	Undertake performance reviews annually	12.3	Y NSW Local Government (State) Award 2023
Facilitate work experience and trainee programs	No measure	12.3	N
Preventative employee health and wellbeing program – Influenza vaccine	Undertake vaccine program annually	12.3	N
Preventative employee health and wellbeing program – skin check	Undertake skin check program annually	12.3	N
WHS planning and management	No measure	12.3	Y WHS Act 2011
Administration of Civica People module	No measure	12.3	N

Action/Program Description	Service Level/KPI	CSP Links	Regulatory Driver
Reactive			
Recruitment and induction	80% of new employees complete WHS and cyber security training modules within 1 month of commencement	12.3	N
Injury and return to work management	No measure	12.3	Y Workers Compensation Act 1987
Workers compensation claims and return to work management	No measure	12.3	Y Workers Compensation Act 1987
Incident reporting and management	Incident Reports are provided to Council's Executive monthly	12.3	N
Provide guidance and advice on industrial relation matters	No measure	12.3	N
Provide guidance and advice on employment and award matters	No measure	12.3	N

Table 6 Actions/Programs, 2025 Operational Plan, People and Organisational Performance



Photo 8 Council's Fleet Mechanic

Workforce Action Plan:

The following actions will be implemented across the four years of this strategy.

Objective 1 – Embed a culture of employee safety and wellbeing

Proactively identify and manage safety risks to ensure the health, safety, and wellbeing of our workforce. This spans across both internal and external factors and influences.

Action Reference	Workforce Plan Action	Related Strategy/ Action	Delivery Year	Responsibility
1.1	Promote a safe workplace environment through improved knowledge, accessibility and usage our incident reporting system to identify and eliminate risks and reduce incidents in the workplace	DP 12.3.1	1-4	Workforce
1.2	Continue to review and adjust Council's Return to Work program to support our Staff back to work safely.	DP 12.3.1	1	Workforce
1.3	Develop a Health and Wellbeing plan, including Events and promotions, to promote Health and Wellbeing.	DP 12.3.1	1-4	Workforce
1.4	Continue to deliver safety-specific training across Council, WHS audits and key priorities over the 4-year period. Continue WHS safety planning and management in consultation with staff and relevant internal committees.	DP 12.3.1	1-4	Workforce
1.5	Provide disability awareness training and information for all Council staff and Councillors. Investigate opportunities for this to be delivered by people with lived experience of disability.	DP 12.3.1 Disability Inclusion Action Plan Action 1.6	2-4	Workforce Strategic Planning

Action Reference	Workforce Plan Action	Related Strategy/ Action	Delivery Year	Responsibility
1.6	Investigate opportunities for public-facing Council staff to receive targeted training on disability inclusive practices and communication, including opportunities for training in sign language	DP 12.3.1 Disability Inclusion Action Plan Action 1.7	2, 4	Workforce Strategic Planning
1.7	Investigate opportunities to provide volunteer, traineeship, and work placement opportunities for people with disability at Council.	DP 12.3.1 Disability Inclusion Action Plan Action 3.3	1-4	Workforce
1.8	Review flexibility of recruitment and hiring process to encourage and remove any barriers for people with disability seeking employment within Council	DP 12.3.1 Disability Inclusion Action Plan Action 3.4	2	Workforce

Table 7 Workforce Action Plan, Objective 1



Photo 9 Council's Learning and Development team provide First Aid Training to staff

Objective 2 – Attract, recruit and retain talent

Build a resilient, adaptable, and high-performing workforce that meets the evolving needs of our community and organisation.

Action Reference	Workforce Plan Action	Related Strategy/ Action	Delivery Year	Responsibility
2.1	Develop an attractive Employee Value Proposition that aligns with the organisations goals and employee expectations to effectively attract, retain, and engage top talent	DP 12.3.1	1	Workforce
2.2	Relaunch SMRC Work Experience Program as well as Councils Trades and Apprenticeship Program into the community	DP 12.3.1	1-4	Workforce
2.3	Develop succession planning into the performance review process commencing with a discussion between the staff member and their manager.	DP 12.3.1	1-4	Workforce
2.4	Continue ongoing relationships with schools and education institutions.	DP 12.3.1	1-4	Workforce
2.5	Promote a diverse workforce ensuring equal opportunities for all employees.	DP 12.3.1	1-4	Workforce
2.6	Review Council's recruitment and selection processes.	DP 12.3.1	1-4	Workforce

Table 8 Workforce Action Plan, Objective 2

Objective 3 – Build leadership and organisational capacity through learning and development

Invest in training and development from new staff to established staff, strengthen our leaders, develop a leadership pipeline through succession planning with programmed support to our emerging leaders across the council. The Council will redefine and develop strategies to support the knowledge transfer of our aging workforce, thereby retaining organisational knowledge.

Action Reference	Workforce Plan Action	Related Strategy/ Action	Delivery Year	Responsibility
3.1	Embedded quarterly employee reward and recognition initiative to celebrate success.	DP 12.3.1	2-3	Workforce
3.2	Deliver leadership development program for team leaders and above. Equip our leaders with the knowledge, skills and confidence to lead teams effectively to support innovative approaches to problem-solving and delivery.	DP 12.3.1	2-4	Workforce
3.3	Invest in skills assessment tools for staff	DP 12.3.1	1-4	Workforce
3.4	Develop training needs analysis to understand current and future training needs in line with our strategy and future workforce.	DP 12.3.1	1-4	Workforce
3.5	Invest in training for our emerging or future leaders with programs developed to prepare internal employees for future leadership roles retaining our talent	DP 12.3.1	1-4	Workforce
3.6	Improve onboarding process for all staff who work at Council.	DP 12.3.1	1-4	Workforce

Action Reference	Workforce Plan Action	Related Strategy/ Action	Delivery Year	Responsibility
3.7	Redesign and embed a performance review process that is meaningful and performance based. Align evaluation with cultural behaviors.	DP 12.3.1	1-4	Workforce
3.8	Review Council's position descriptions in line with an agile and flexible workforce.	DP 12.3.1	1-4	Workforce

Table 9 Workforce Action Plan, Objective 3



Photo 10 Council staff undertaking an inspection

Objective 4 – Redefine our workplace culture and enhance our brand and reputation

This starts with accountability. Strengthening our reputation within the community, among staff, and across the local government sector. Support all Staff members, embrace Diversity and address and improve individual performance.

Action Reference	Workforce Plan Action	Related Strategy/ Action	Delivery Year	Responsibility
4.1	Transparent leadership: encourage leaders to share goals, decisions, and challenges	DP 12.3.1	1-4	Workforce
4.2	Create policies and programs that support a positive work environment and job satisfaction.	DP 12.3.1	1-4	
4.3	Continually engage workplace culture through pulse surveys and annual engagement survey	DP 12.3.1	1-4	Workforce
4.4	Consistent community engagement from ELT and Senior Managers.	DP 12.3.1	1-4	Workforce

Table 10 Workforce Action Plan, Objective 4

Objective 5 – Improve systems and processes to continuous improvement

Transform via the "Business Improvement" program to a culture of "Continuous Improvement" by modernising and optimising our systems and processes now and into the future, including quality reviews.

Action Reference	Workforce Plan Action	Related Strategy/ Action	Delivery Year	Responsibility
5.1	Develop and implement Council's Service Review Program	DP 12.3.1	1	Workforce
5.2	Redesign the onboarding process for all staff.	DP 12.3.1	1	Workforce
5.2	Foster an environment that embraces and supports business solutions and change to improve flexibility and support the evolution of an agile and diverse workforce towards cross-functional working practices and integrated ways of working	DP 12.3.1	1-4	Workforce
5.3	Successful delivery of the program workstreams and works and service plans, benefits in addition to the identified initiatives from the Annual Service Plans (ASP's).	DP 12.3.1	1-4	Workforce

Table 11 Workforce Action Plan, Objective 5

Further Information

The Snowy Monaro 2035 Community Strategic Plan, Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

For further information visit:



www.snowymonaro.nsw.gov.au



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Snowy Monaro Regional Council

Your Feedback

A copy of this report can be obtained from Council's website: www.snowymonaro.nsw.gov.au

We are interested to know your thoughts about this Plan. Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of our services, plans and reports. If you would like to comment, or require additional information regarding this report, please contact us.

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