

FINANCE AND GOVERNANCE COMMITTEE

April 15, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 59/25

SUBJECT: DRAFT WORKFORCE MANAGEMENT STRATEGY 2025-2028
FOR PUBLIC EXHIBITION D25/16845

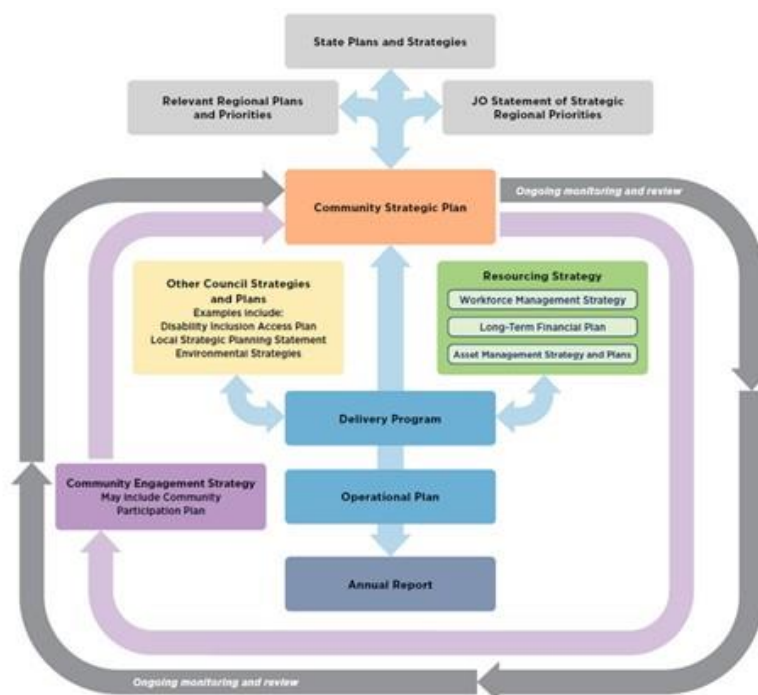
Recommendation

1. That Broken Hill City Council Report No. 59/25 dated April 15, 2025, be received.
2. That Council endorse the Draft Workforce Management Strategy 2025-2028 for consultation and public exhibition for a period of 28 days.
3. That Council receive a further report at the conclusion of the exhibition period, detailing submissions received and any recommended changes arising with a view to adopting the Draft Workforce Management Strategy 2025-2028.

Executive Summary:

Based on reporting guidelines published by the Office of Local Government (OLG), Council's Resourcing Strategy (Long Term Financial Plan, Asset Management Plans, Workforce Management Strategy) are to be reviewed and updated within nine (9) months of a new Council being elected and in alignment with the Draft Community Strategic Plan 2040 (CSP) and Draft Delivery Program 2022-2026 (DP) update and review.

The following diagram outlines the Integrated Planning and Reporting Framework and the links between the Community Strategic Plan, Council's Resourcing Strategies and Delivery Programs.



The Workforce Management Strategy 2025-2028 was drafted concurrently with the strategic documents listed above and the development of Council's revised Disability Inclusion Action Plan (DIAP) 2022-2026.

Internal consultation was undertaken for the development of all these plans which has informed the drafting of the Workforce Management Strategy (WMS) document, along with a desktop review to identify changes within the industry and organisation.

The desktop review indicated that all elements presented within the Workforce Management Strategy 2025-2028 are valid.

A focus on budget for budgeting capacity improvements and mechanisms for employee growth were also identified and incorporated into the Draft Operational Plan Financial Year 2025/2026.

The Draft Workforce Management Strategy -2025-2028 demonstrates Council is progressively addressing the challenges and opportunities outlined in the Workforce Management Plan (2022-2026) and is working towards achieving the workforce strategies developed to address these.

This plan focuses and highlights the continued importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community through increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Report:

Council is required to develop a Resourcing Strategy as part of compliance with the Integrated Planning and Reporting Guidelines (*Local Government Act 1993*).

There are three (3) main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Management Strategy. The purpose of the Resourcing Strategy is to ensure that there are adequate resources; time, money, assets and people to carry out actions within the Delivery Program (DP) and to meet the aspirations of the community outlined in the Community Strategic Plan (CSP).

Based on reporting guidelines published by the Office of Local Government, the Resourcing Strategy is to be reviewed within 9 months of a new Council being elected and updated in line with the broader consultation and review of the CSP and DP. Both of these strategic

documents have and will be presented to Council at the April 2025 and May 2025 Council meeting respectively.

The purpose of developing a Workforce Management Strategy is to ensure the Broken Hill City Council can develop and deploy its human resources in the most efficient and effective manner now and into the future. A strong Workforce Management Strategy will provide a framework for dealing with resourcing challenges in a consistent way and ensure Council continues to delivery sustainable services well into the future.

The Integrated Planning and Reporting Guidelines for NSW state that the Workforce Management Strategy must be for a minimum timeframe of four years.

Council adopted its current Workforce Management Strategy 2022-2026 on 29 June 2022 (Minute No 46889). This plan was a comprehensive review of the previous Workforce Strategy (Draft Workforce Strategy 2017-2020) including resetting Objectives, identifying National and Industry trends, Community and Council's Profile analysis, Gap Analysis, Challenges (Internal and external forces) impacting Council and the provision of new Workforce Strategies.

The processes undertaken to develop the Draft Workforce Management Strategy 2025-2028 included formal consultation internally through participation in consultation sessions used for the development of the Draft Community Strategic Plan 2040 (CSP), Draft Delivery Program 2022-2026 (DP) and Draft Disability Inclusion Action Plan 2022-2026 (DIAP) and in addition industry trends were analysed and incorporated into the strategy.

This plan focuses and highlights the continued importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community though increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Community Engagement:

If endorsed by Council, the draft Workforce Management Strategy will be placed on public exhibition for a period of 28 days.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.5	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993 Sect 406 - Integrated Planning and Reporting Guidelines;
Sect 403 – Resourcing Strategy

Integrated Planning and Reporting Guidelines for Local Government in NSW 2021,
 Department of Premier and Cabinet, Division of Local Government

Financial Implications:

The Workforce Management Plan Strategies are to be considered in line with the Long-Term Financial Plan and Annual Operational Plan.

Attachments

1. [↓](#) Draft Workforce Management Strategy 2025-2028

CASEY DEERY
EXECUTIVE MANAGER PEOPLE AND CULTURE

JAY NANKIVELL
GENERAL MANAGER