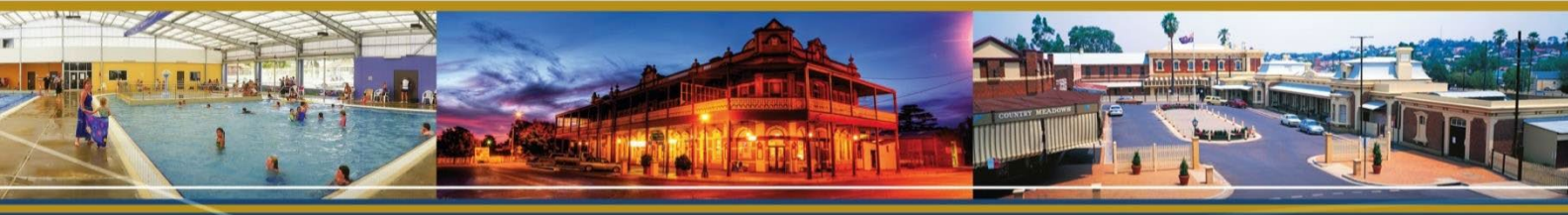


WORKFORCE PLAN

2023 - 2027

ADOPTED:	27 June 2013
MINUTE NO:	23.06.13
READOPTED:	27 June 2017
MINUTE NO:	22.06.17
READOPTED:	28 July 2020
MINUTE NO:	03.07.20
READOPTED:	28 June 2022
MINUTE NO:	03.06.22
READOPTED:	27 June 2023
MINUTE NO:	02.06.23





EXECUTIVE SUMMARY

The New South Wales State Government introduced an Integrated Planning and Reporting Framework for Local Government that includes a requirement that local Councils develop and adopt a Workforce Management Plan in keeping with the framework shown below: The Integrated Planning and Reporting Framework requires all NSW Councils to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Plan forms part of the Resourcing Strategy and outlines how Junee Shire Council will implement the priorities and strategies within its Delivery Program, in line with Council's budget.

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

WHAT IS WORKFORCE PLANNING?

Workforce planning and development is a management technique used to effectively manage **workforce demand and supply**. It is the process used to align the needs of a business with those of its workforce.

An effective Workforce Plan is a continuous process of shaping the workforce to ensure that it is capable of delivering the Council's objectives now and in the future. The plan aims to provide Council with the workforce best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services consistently, effectively and efficiently.

For the process to be truly effective, workforce planning needs to be recognised as a business-driven process, which is a fundamental component of the integrated planning and reporting framework.

Workforce planning and development is an urgent issue in the Australian business community. It is strategic and operational and needs to be successfully integrated into overall business strategy and corporate objectives.

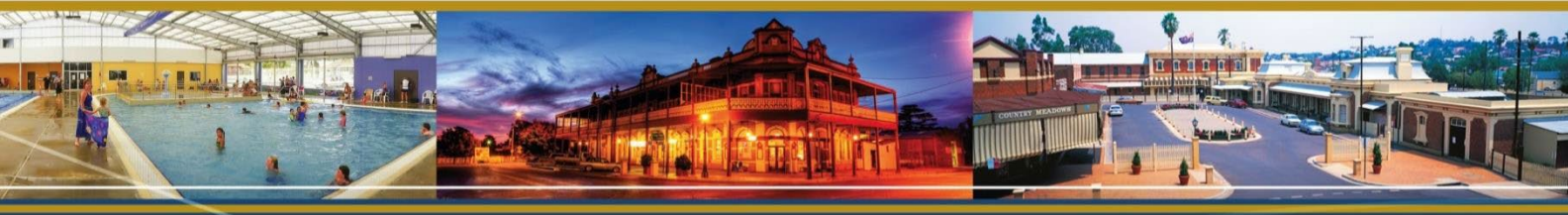
Whilst Workforce Planning is the key to forecasting future labour requirements, it is also used for:

- Identifying staff concerns
- Developing new workforce skills
- Monitoring and containing workforce costs
- Ensuring that there is adequate service delivery into the future.

WHAT IS WORKFORCE DEVELOPMENT?

Workforce planning in Australia, particularly in rural Australia has a number of challenges:

- There are more women working than ever before
- There are fewer young people entering the job market each year
- The workforce is ageing
- In 2011 more people exited the workforce than entered it
- Over the next 40 years the proportion of Australians aged over 65 will double
- Australia will have shortages of more than 200,000 skilled workers over the next five years, with many of these prominent in the local government sector
- Aboriginal, the Cultural and Linguistically Diverse communities and people with disabilities are under-represented in the workforce.



VISION & VALUES

This Workforce Plan is one of the resourcing strategies that address the requirements in the Community Strategic Plan (CSP). In doing so, it is informed by the CSP especially the Council's **Vision** and **Values**.

OUR VISION

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.”

“Junee will be prosperous and existing services and businesses will have been preserved and grown. The shire will have economic development strategies recognising the different circumstances of urban and rural areas.”

“Junee will be a place where innovative, responsive leadership and management occurs in all facets of community life.”

“It will be an independent Local Government area with a strong sense of identity.”

OUR COMMUNITY

PROUD AND WELCOMING

We are proud of our shire and as a friendly community we encourage and support new residents and business owners.

INNOVATIVE AND PROGRESSIVE

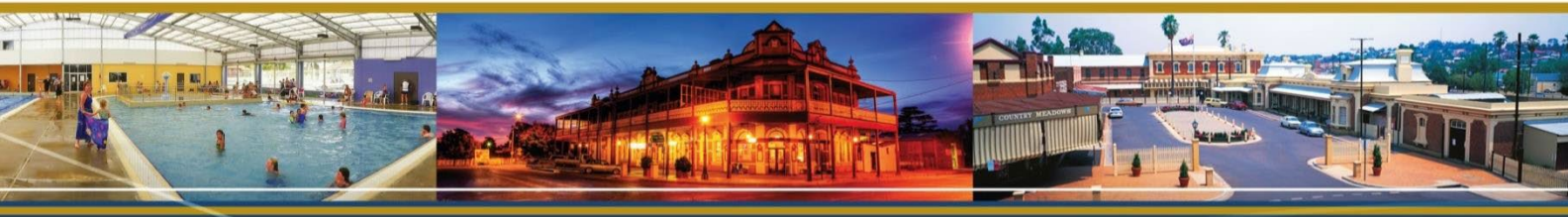
We welcome new ideas and we seek to make changes that will improve the lifestyle of our community.

INCLUSIVE

We have a perspective broader than the shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

LEADERSHIP AND WISDOM

We listen and act; we are prepared to take tough decisions in the best interests of the future of our people, our place and our economy.



FRAMEWORK

The Workforce Plan must complement the other resourcing strategies within the Integrated Planning and Reporting Framework.

COMMUNITY STRATEGIC PLAN

Identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals.

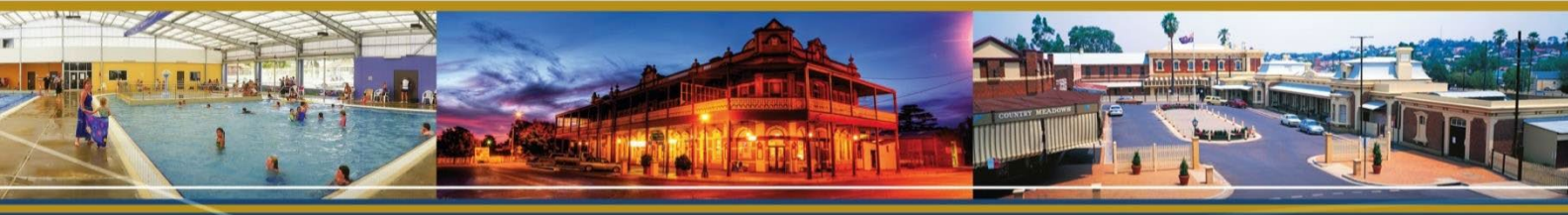
COMBINED DELIVERY PROGRAM AND OPERATIONAL PLAN

Describes the activities and outlines the details of the specific projects we will undertake over the next four years to achieve our long term goals and outcomes.



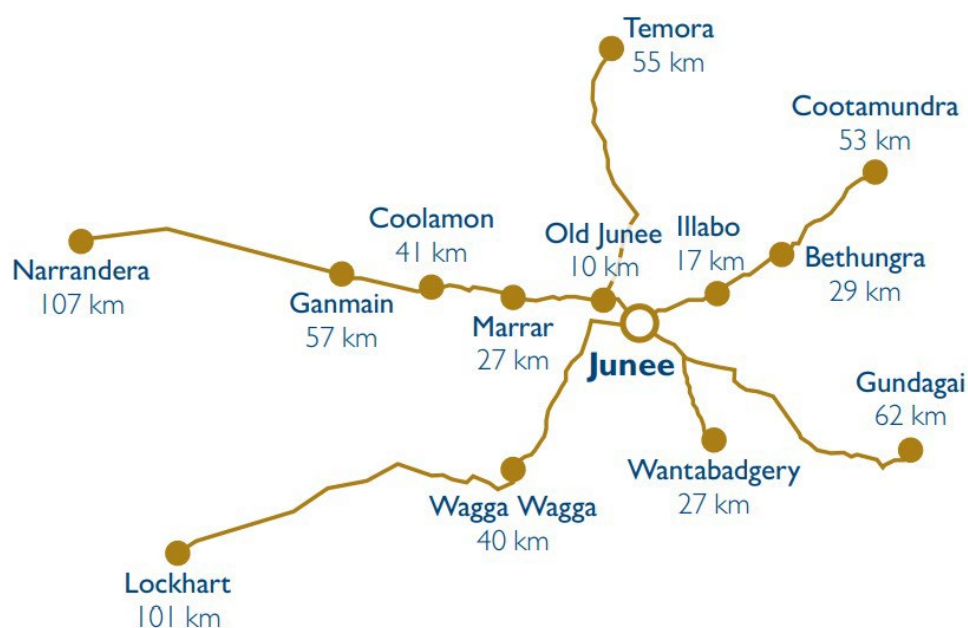
The Workforce Plan, together with the Council's Asset Management Strategy, Asset Management Plans and Long Term Financial Plan, provide the resources necessary to achieve the Delivery Program.

The Workforce Plan aligns with and supports Junee Shire Council's other key planning documents to ensure that we have a capable, professional, engaged and sustainable workforce, in order to deliver on our commitments to the community. The Plan is designed to cover a rolling four-year period, however it also focuses on specific outcomes required in the next 12 months.



JUNEE SHIRE

Junee Shire is a rural shire of 6,631 (ABS as at 30 June 2018) people and 2031 square kilometres on the South West Slopes of New South Wales. The township of Junee is 41 kilometres from Wagga Wagga. The Junee township has a population of 4,762 (ABS Census 2016). There are four villages: Bethungra, Illabo, Old Junee and Wantabadgery.



Junee is not typical of rural shires in New South Wales due to its proximity to the Wagga Wagga which is the largest inland city in NSW. The rural sector does not rely on the township for services to the same extent as happens in shires more remote from regional centres. Junee proximity also has substantial recruiting attraction and other advantages which Junee has benefited from.

Junee Shire Council must take into consideration the changing labour market environment, even if it has appeared unaffected over recent years. There is a growing trend within working environments of people being more nomadic throughout their working life and the recruitment, training and most productive employment has assumed a much greater importance in the delivery of services by local government to the Community.

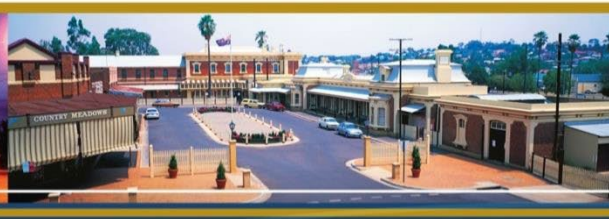
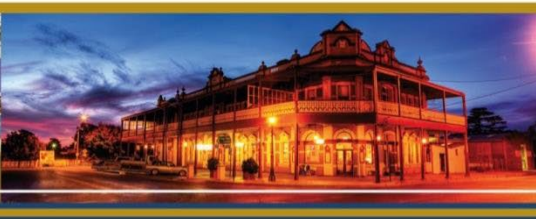
ORGANISATION

Junee Shire Council has four departments overseen as follows

- | | |
|---------------------------------------|-------------------------|
| • Executive Services | General Manager |
| • Community and Business Services | Director |
| • Finance and Administration Services | Chief Financial Officer |
| • Engineering Services. | Director |

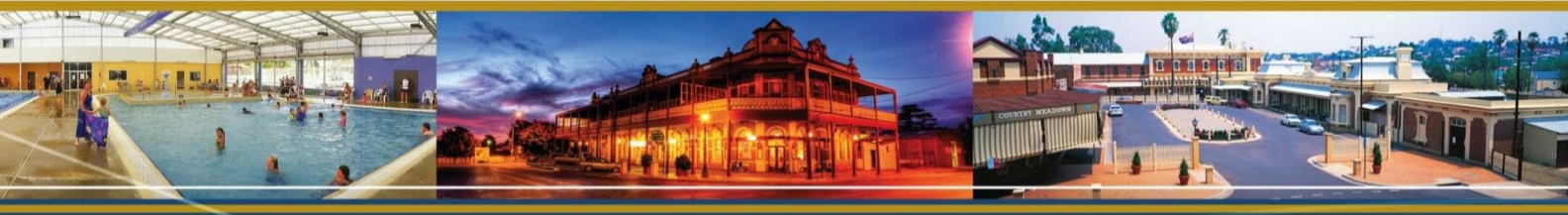
The General Manager and the three Directors make up the Management Executive Team (MANEX).

The Council has determined the following Service Areas within each Directorate:



ORGANISATIONAL STRUCTURE





WORKFORCE PROFILE

Junee Shire Council employs some 86 across its diverse range of functional areas, with the equivalent full-time at 74. The status levels as at May 2023 were as follows:

	Permanent Full-time	Permanent Part-time	Traineeships	Casuals
Female	12	3	0	14
Male	45	0	2	9
Total	57	3	2	23

The two school based trainees currently engaged with Council are undertaking the following qualifications:

- Cert. II in Sport and Recreation
- Cert. III in Local Government (Facilities Maintenance)

Casual employees are primarily based at the Recreation Centre (16), the balance based at the Library (5) and Council Office (2).

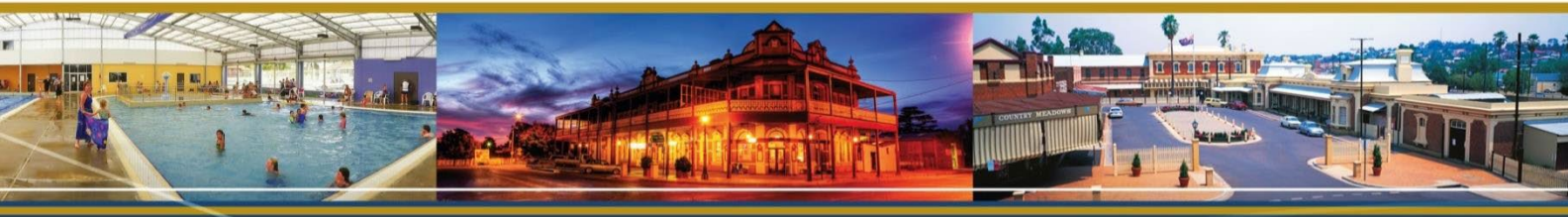
Council's workforce is comprised of 56 males (66%) and 30 females (34%).

The proportion of females as part of the full-time workforce is 15.2%.

The workforce of Council is an ageing one, evident across both female and male sectors, with the majority being represented by males undertaking positions in the outdoor workforce.

Age profile by gender:

	20 and under	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61 and over
Male	7	4	8	0	4	5	4	7	9	8
Female	4	3	1	1	4	2	2	2	4	7



ISSUES

GENDER BALANCE

It is highly desirable to increase the proportion of women in the workforce with full consideration of the characteristics of Equal Employment Opportunity. Council's situation is that there are few recruiting opportunities, which in turn impacts on the opportunities for innovative recruitment.

STRATEGY:

To recruit women to positions whenever opportunities occur, other things being equal. Specifically target female demographic by identifying specific professional areas such as finance, engineering, human resources, Information Technology etc. and build this aspect in to council's long term succession planning.

LONGEVITY

The permanent full-time workforce has an average length of service of 20 years. This is relatively high and indicates a high level of stability. It fosters the virtues of institutional knowledge and job skilling through experience. It also saves on recruiting costs. It generally means that there is always someone to step up to a vacant position. However, because those vacant positions are so few and infrequent, succession can take time to achieve.

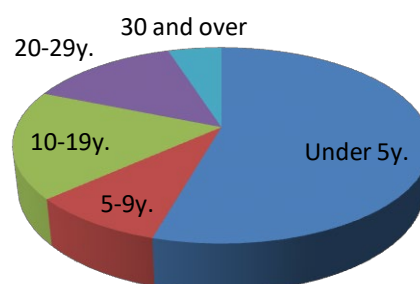
It can be seen that the workforce is lacking young people, and this is a result of the high stability; the older are crowding out the young looking for opportunities in a workplace such as ours.

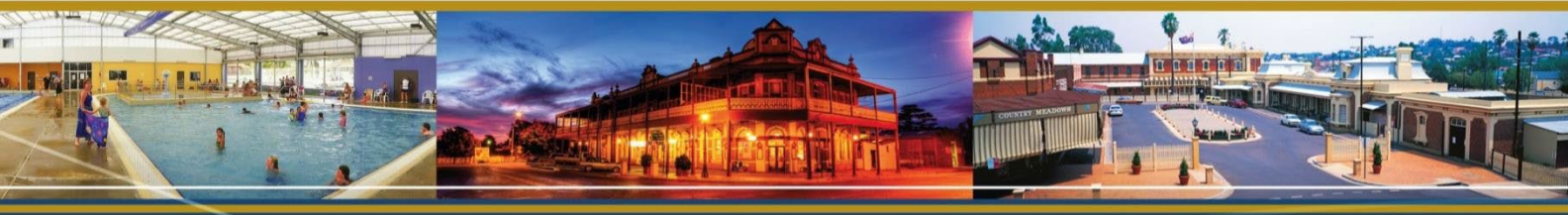
It can be seen that the workforce would benefit from the engagement and/or promotion of young people as this would assist with succession planning and the uptake of cross-integration of skills.

STRATEGY:

While providing the conditions for the experienced employees to maintain their productivity, take opportunities that vacancies provide to refresh the workforce from below with younger people – other things being equal. Utilise graduates, cadetships, traineeships and apprentices to their best potential to entice a younger generation of employees to the council workforce.

YEARS OF SERVICE ACROSS WORKFORCE





CRITICAL POSITIONS

The following may be categorised as critical positions in terms of supply or availability for recruitment purposes.

- Executive Management Positions
- Finance and Business Professionals
- Engineering Professionals
- Building Surveyors
- Human Resource Professionals
- Risk Manager
- Rates Officers
- Tourism and Economic Development
- Treatment Plant/Wastewater Operators

These are the positions where there is a shortage industry wide.

Junee has not historically had great difficulty in recruitment generally because of its inherent attractiveness and proximity to a regional centre. However, there are shortages in key areas, and they promote the desirability of 'growing your own'.

Council's previous experience through the engagement of an Engineering Cadet and Trainees/Apprentices has been met with positive outcomes.

STRATEGIES:

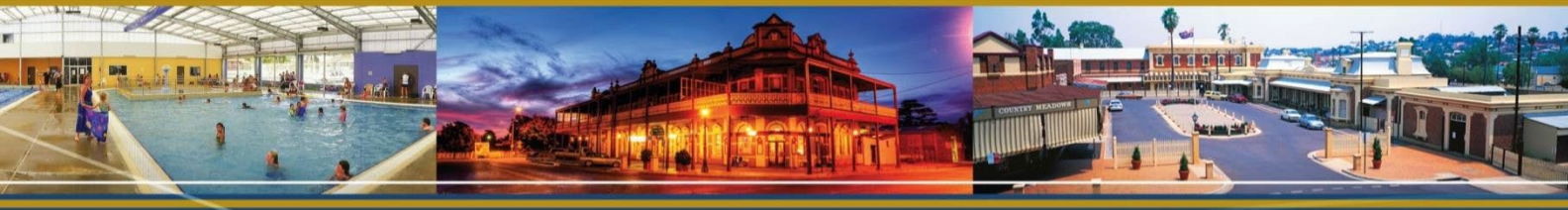
- Wherever feasible, nurture our own talent by way of student placements (engineering), traineeships (eg. building surveying, IT, Library services) and apprenticeships.
- Provide structured and specialist training programs.
- Promote employment within a small rural council as opportunity to be in a more hands-on environment, to have broad exposure to Council operations and the opportunity for workplace flexibility.

RETENTION

Retention has not generally been a concern however Council needs to complement its desirable location and amenities with preferred employer status and the retention of high quality employees.

STRATEGIES:

- Provide flexible working hours.
- Ensure that pay and conditions are competitive.
- Enrich and enlarge jobs wherever feasible.
 - Transfer knowledge to appropriate staff in order to enable the Council's succession plans.
- Provide for flexible Salary Sacrifice and Salary Packaging.



WORK HEALTH AND SAFETY

Junee Shire Council has an enviable record compared to other Council workplaces which it strives to maintain.

STRATEGIES:

- Vigilant approach to workplace safety and risk management.
- Active WH&S Committee that works to reduce workplace hazards.
- Continuation of Employee Assistance Program

WORKING CONDITIONS

Junee Shire Council's workplace is ageing and suffers by comparison with other Council workplaces around the region. There can be no major improvements to this due to resource restraints however there should be a process of continuous incremental improvements to improve the status.

STRATEGIES:

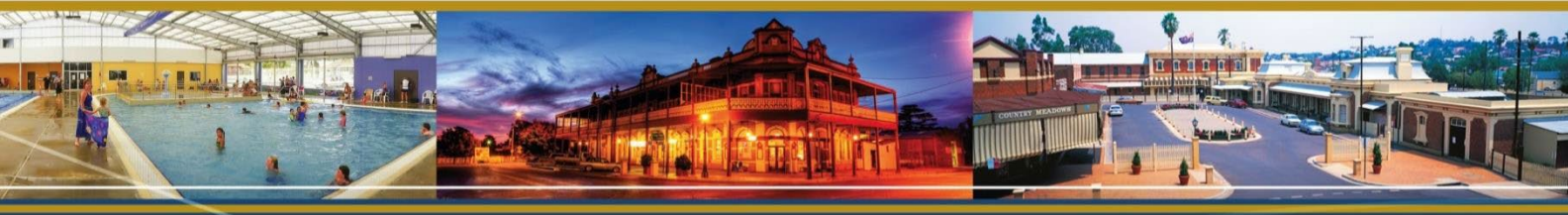
- Keep abreast with modern technology to ensure high standards of efficiency and productivity are retained.
- Renew computer equipment/upgrade systems to ensure that such equipment/systems are in place to enrich the workplace experience.
- Maintain a modern fleet including construction equipment, vehicles and miscellaneous plant.

DETERMINING SUCCESS

Junee Shire Council has previously set a base line with a major employee attitude survey. There is a need to continue this survey process and complement that with additional actions.

STRATEGIES:

- Seek employee views through an attitude survey where possible.
- Conduct and document exit interviews.
- Conduct regular employee appraisals.



CONCLUSION

The Workforce Plan needs to be considered from the perspective of determining what and how to forecast for the future needs of employment within Council. These needs are determined by such elements as an ageing workforce, attraction and retention of employees, community expectations, funding restraints. Included in these elements are challenges and issues around the development and management of the human resources of Council and the relationship that this has with Council's ability to deliver on its strategic objectives.

This Plan should be read in conjunction with Council's various employee policies which expand on its obligations towards employee engagement.

This Plan provides the opportunity to achieve its Delivery Program, to complement the other resourcing plans and to be a vital document in itself.