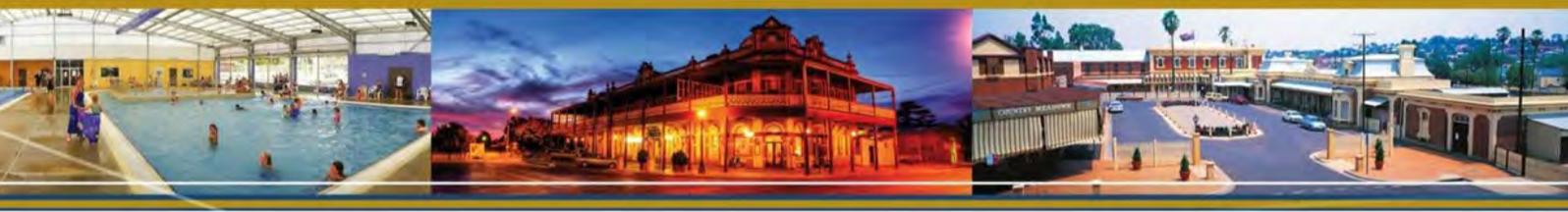


WORKFORCE MANAGEMENT STRATEGY 2024-2028

Date Adopted: 25 June 2024
Minute No: 04.06.24





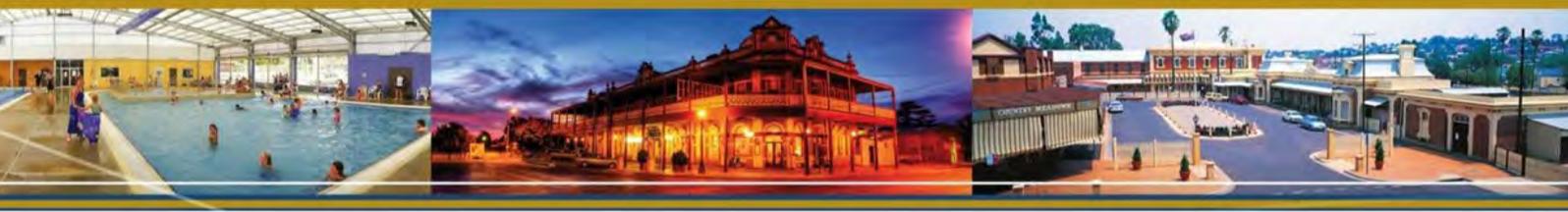
DOCUMENT INFORMATION

Authorisation Details:

Controlled document no.	
Document type	Plan
Document name	Workforce Management Strategy 2024-2028
Version no.	6
Department	Finance
Distribution	External
Approval type	Council resolution [date]
Version start date	[date]
Review due	Annually from endorsement, unless statutorily required sooner

Related Document Information, Standards and References:

Related Legislation	-
Related Policies	Community Strategic Plan Delivery Program Operational Plan Asset Management Strategy and Plan Long Term Financial Plan
Other References	NSW State Government Office of Local Government Integrated Planning and Reporting Framework



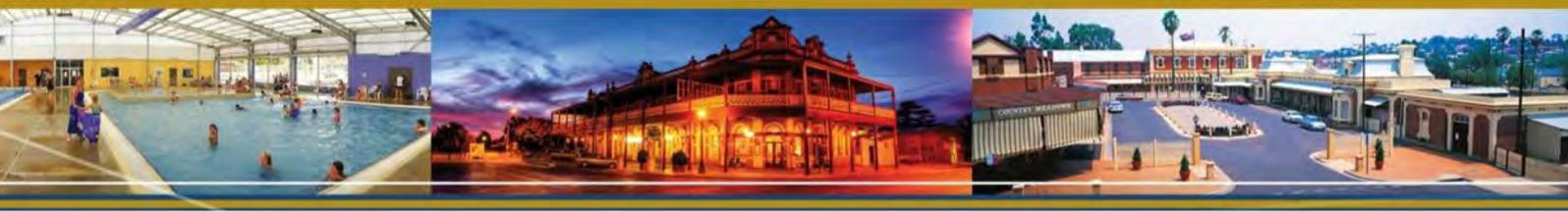
ACKNOWLEDGEMENT OF COUNTRY

Junee Shire Council acknowledges the traditional custodians of the land, the Wiradjuri people and pays respect to Elders past, present and future and extends our respect to all First Nations Peoples in Junee and surrounds.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength and pride of the Wiradjuri and First Nations Communities.

CONTENTS

INTRODUCTION	3
WORKFORCE PLANNING AND DEVELOPMENT	3
OUR PLANNING AND REPORTING FRAMEWORK.....	4
OUR ORGANISATION	5
ABOUT JUNEE - COMMUNITY VISION, PRINCIPLES, PRIORITIES AND VALUES	5
OUR COUNCILLORS 2024.....	7
EXECUTIVE TEAM.....	8
WORKFORCE PROFILE.....	8
INFLUENCES AND KEY CHALLENGES.....	13
STRATEGIES AND ACTION PLAN	14
MONITORING AND REVIEW	17
CONTACT US	17



INTRODUCTION

WORKFORCE PLANNING AND DEVELOPMENT

Introduction

Junee Shire Council's Workforce Management Strategy outlines our commitment to ensuring Council has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and ultimately the community.

The Workforce Management Strategy together with the Asset Management Strategy and Long Term Financial Plan, provide the resources necessary to achieve Council's Combined Delivery Program and Operational Plan that support our Community Strategic Plan.

This strategy meets the Office of Local Government's Integrated Planning and Reporting requirements where assets, finances and the workforce are planned in an integrated framework to deliver the delivery program and operational plan. It identifies high level themes and focus areas and provides a strategic framework to guide our people management strategies over the next four years.

It is anticipated that the local government industry and our workforce will experience moderate changes during the period and as such the Workforce Management Strategy 2024-2028 will be reviewed in line with the annual Integrated Planning and Reporting cycle.

Workforce Planning and Development

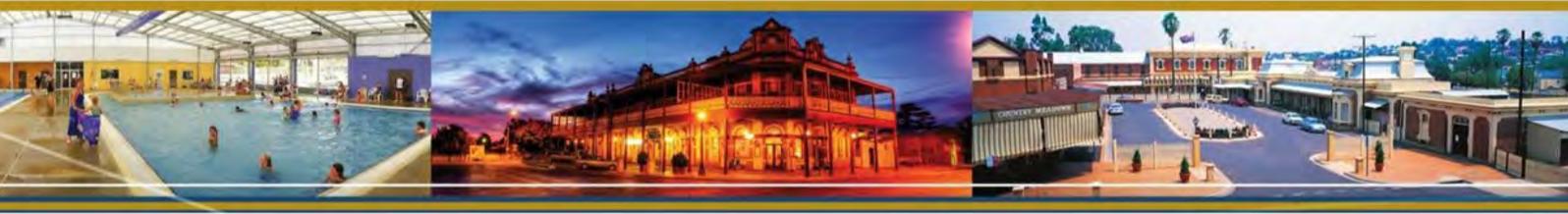
Workforce planning is defined as a management technique which is used to effectively manage workforce demand and supply.

It is the process used to align the needs of a business with those of its workforce by identifying current and future staffing needs.



Workforce planning focuses on retaining existing staff as well as attracting new employees to ensure an organisation has the right number of people, with the right skills, in the right jobs, at the right time.

The Workforce Management Strategy details Council's strategic approach to workforce development, whilst the outcomes of our workforce planning are detailed in the Long Term Financial Plan.



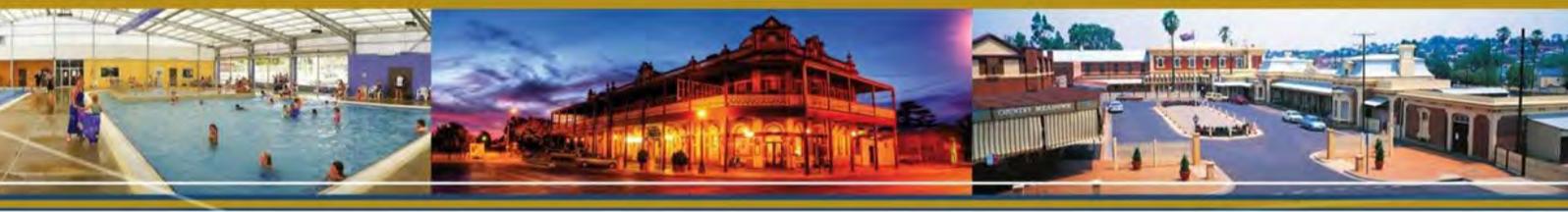
OUR PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting is the planning and reporting framework Junee Shire Council uses to work towards achieving the community’s vision. Under NSW Government legislation, Councils must prepare a number of plans that provide details on how a council intends to deliver works and services in the short and long term. This is based on the community’s priorities, which have been identified through consultation and engagement, as well as the resources available to council in delivering these items. The framework ensures councils illustrate their various plans together, to understand how they interact in planning for the future.

The framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. Junee Shire Council re-adopted its Community Strategic Plan in June 2022.

As illustrated below, the plans are designed to flow so that the broader objectives in a high-level plan are translated into specific targets, actions and measures.





OUR ORGANISATION

ABOUT JUNEE - COMMUNITY VISION, PRINCIPLES, PRIORITIES AND VALUES

Junee is a beautiful town nestled in the heart of the Riverina. The Shire encompasses a total land area of 2030 sq kilometres and is perfectly situated about 221 kilometres from Canberra, 437 kilometres from Sydney and 491 kilometres from Melbourne, making it the perfect base for exploring.

Founded in the glory days of the New South Wales Government Railways (NSWGR) and now home to some of the states most fitting tributes to those grand old locos, Junee happily combines old world charm with its modern lifestyle and culture.

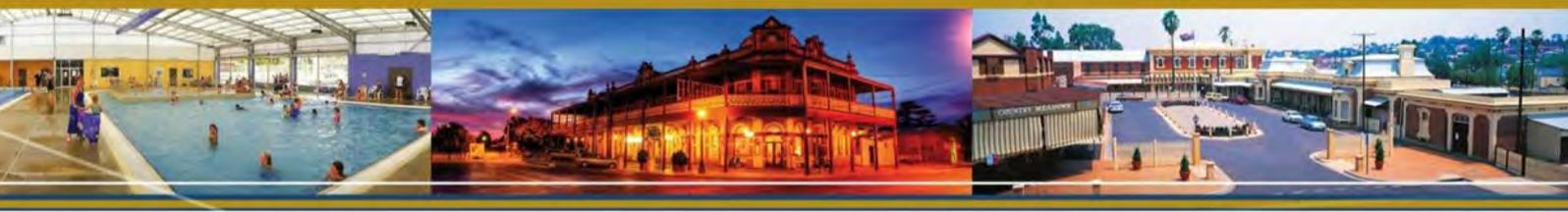
With a population of about 6,400 residents who mostly live in the urban areas with others enjoying the village and rural lifestyle offered in Illabo, Wantabadgery, Old Junee and Bethungra.

Junee Shire offers a broad range of experiences with from the Roundhouse Museum, Junee Licorice and Chocolate Factory, Athenium Theatre, Library, Recreation & Aquatic Centre, Bethungra Rail Spiral. There are many festivals and events throughout the year including some large-scale visitor events combined with local community programs.



The Junee township is a blend of heritage buildings and immaculate parks and gardens, providing a lovely environment for people to explore a range of shops, cafes, restaurants and pubs. Junee also boasts an active community with walking and biking trails, gym and aquatic facilities, a large children's adventure playground and dedicated sporting ovals.

Packed with quality class tourist attractions to excite the whole family, Junee is an ideal destination for residents and visitors year-round.



As part of the *Community Strategic Plan 2035* the community adopted a vision for Junee:

“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 occur in all facets of community life. It will be an independent Local Government area with a strong sense of identity.”

Our strategic direction

Liveable



Sustainable



Prosperous



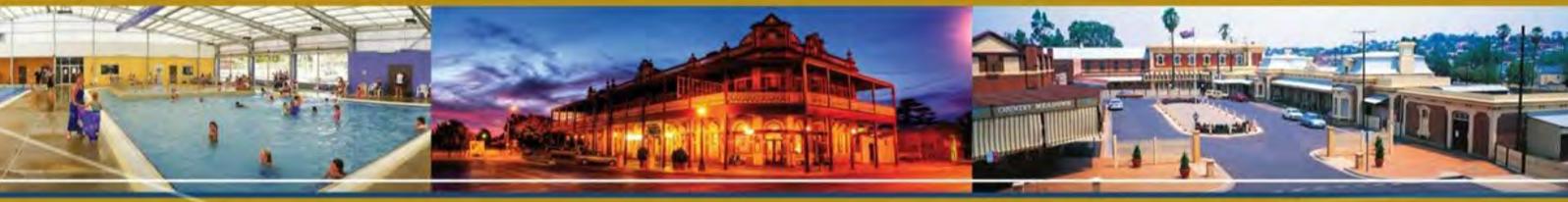
Collaborative



Our values

Council’s corporate values are the guiding principles which underpin everything we do.

Pride in workmanship	There is always a solution	Service with integrity	Considered leadership
-----------------------------	-----------------------------------	-------------------------------	------------------------------



OUR COUNCILLORS 2024



Councillor Bob Callow
(Mayor)



Councillor Matt Austin
(Deputy Mayor)



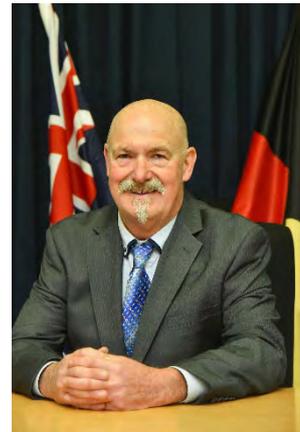
Councillor Robin Asmus



Councillor David Carter



Councillor Andrew Clinton



Councillor Mark Cook



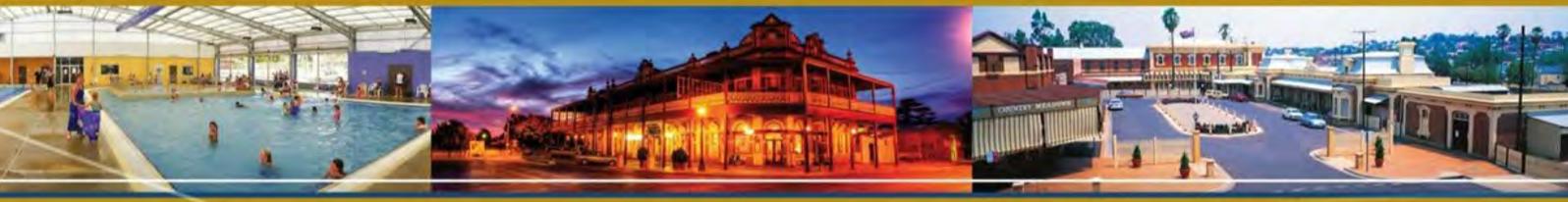
Councillor Pam Halliburton



Councillor Marie Knight



Councillor Neil Smith



EXECUTIVE TEAM

Mr James Davis - General Manager

Mr Stephen Targett - Director Engineering Services

Mr Lloyd Hart - Director Corporate and Community Development

Mr Luke Taberner - Chief Financial Officer

WORKFORCE PROFILE

**Note: as at 16 February 2024*

Workforce budget

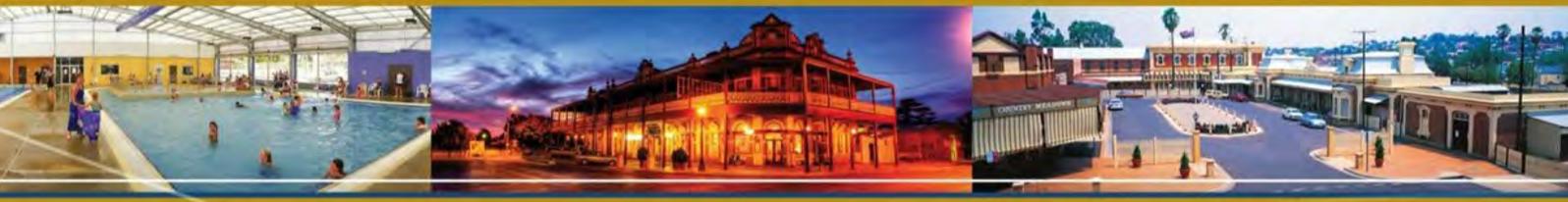
Junee Shire Council's workforce budget for 2023/2024 is: **\$5.86 million.**

Total workforce

Total workforce comprises of **87** employees including:

Employment Type	Female	Male	Total
Full time	10	42	52
Part time	5	0	5
Casual	12	11	23
Trainees/Cadets/Apprentices/Graduates	3	3	6
Labour hire	0	1	1
Total	30	57	87
% of total workforce	34.48	65.52	





Volunteers

Council's workforce is also supported by the valuable contributions from our **12** community transport volunteers.



Community Transport Staff and Volunteers

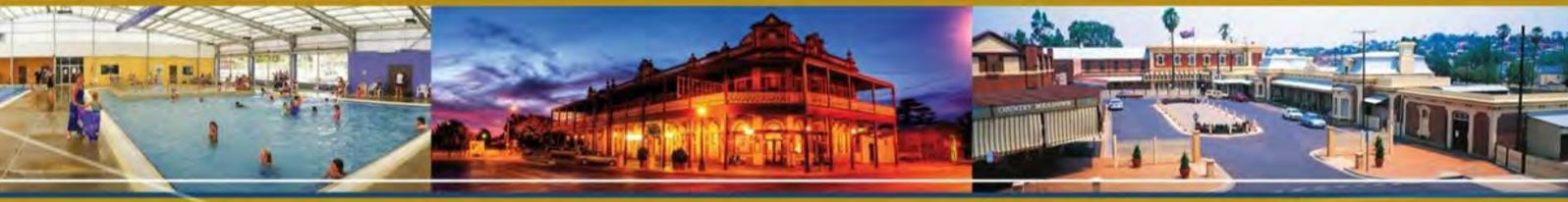
Full time equivalent

Junee Shire Council's full time equivalent (FTE) is currently **75**.

Departments

Division of staff across directorates is as follows:

Directorate	No.	%
General Manager	2	2.30
Engineering	38	43.68
Finance, Corporate and Community	47	54.02
Total	87	



Age profile

The age of our workforce ranges from 15 to 67 years categorised below:

Age	Female	Male	Total
20 and under	4	8	12
20-24	3	4	7
25-29	1	8	9
30-34	1	0	1
35-39	4	4	8
40-44	2	5	7
45-49	2	4	6
50-54	2	7	9
55-59	4	9	13
60 +	7	8	15
Total	30	57	87

Gender profile in leadership positions

Council's gender distribution across management and supervisory positions is show below.

Management Level	Female	Male	Total
Executive	0	4	4
Managers	1	4	5
Coordinator, Supervisor, Team Leader	3	5	8
Total	4	13	17
% of total leadership positions	23.53	76.47	

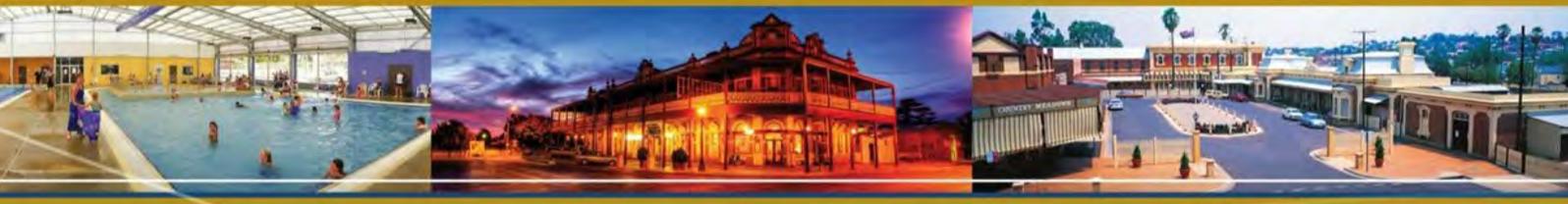
Separations

The total number of voluntary separations (ie. initiated by the employee), for permanent employees at Council for the 12-month period preceding 16 February 2024 was: **8**. This excludes casual and temporary employees.

Attraction

Feedback obtained during new employee onboarding process over the last 12 months indicated new employees applied for a position with Council due to:

- Training and development opportunities
- Work life balance
- Career progression opportunity
- Looking for a new challenge locally



Engagement

Junee Shire Council recognises the importance of consulting and engaging with our workforce. In 2024 it is proposed that Council conduct a culture survey focused on:

- Organisational culture – shared values and beliefs that guide how we approach our work and interact with each other.
- Climate of the organisation - our thoughts and feelings about Council.
- Overall satisfaction of staff - the extent we are happy with our jobs and work environment.

Responses will be reported upon the next revision of this document.

Length of service

The length of service in Council's workforce is as follows:

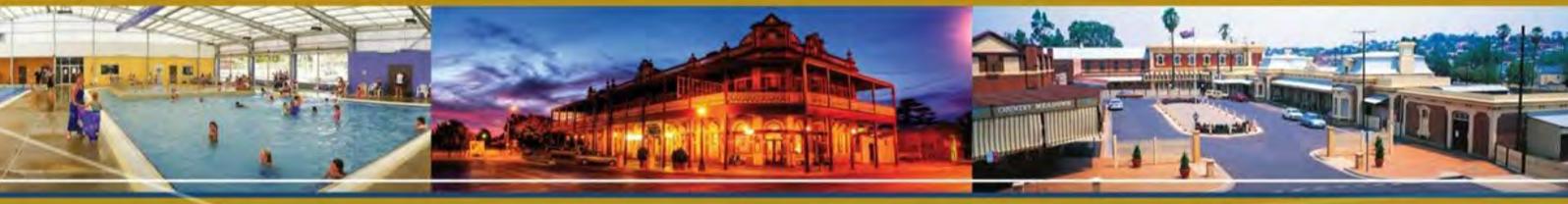
Length of Service (years)	Total
5 or less	56
10 or less	4
15 or less	7
20 or less	6
25 or less	4
26 or more	10
Total	87

Diversity and inclusion

The below table demonstrates the existing diversity groups within Council's total workforce, noting it is not a mandatory requirement to disclose this information and staff may elect not to do so.

Council acknowledges that there are many factors influencing whether employees self-report diversity data and that this can contribute to under reporting. Council continues to encourage employees to self-identify as being part of a diversity group, in order to build a more accurate picture of the workforce.

	Female Employees	Aboriginal and Torres Strait Islander Employees	Culturally or Linguistically Diverse Employees	Employees with a disability
	30	3	1	6
% of total workforce	34.48	3.45	1.15	6.90



Trainees, apprentices, cadets and graduates

Council has the following trainees, cadets, apprentices, cadets and graduates engaged:

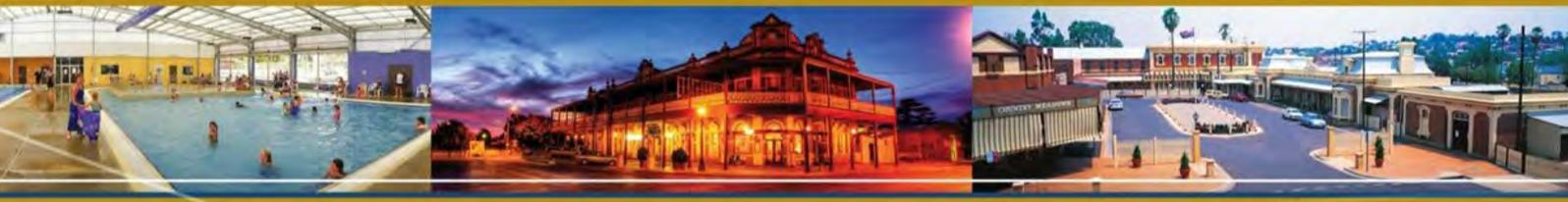
Type	Department	Total
School Based Trainees	Finance, Corporate and Community	4
School Based Trainees	Engineering	1
Full Time Trainees	-	-
Cadets	-	-
Apprentices	-	-
Graduates	-	1
Total		6



Unplanned Absenteeism Hours

Unplanned absenteeism includes sick leave, compassionate leave, carers leave, natural disaster leave and work cover.

The total number of unplanned absenteeism hours for the 12-month period preceding 16 February 2024 was: **5517**.



INFLUENCES AND KEY CHALLENGES

In developing an effective Workforce Management Strategy it is crucial to identify and understand current and future internal and external factors that may have an impact on the workforce.

The influences identified below will be monitored as part of the annual review of this strategy to ensure our response to workforce planning remains effective.

External Influences

- *Local Government (State) Award*
- COVID-19
- Current and future labour market
- Community expectations
- The demographics within the Local Government Area
- Legislation and regulatory requirements
- Technological developments such as artificial intelligence and cyber security
- Operational and strategic workings of the Local Government environment

Internal Influences

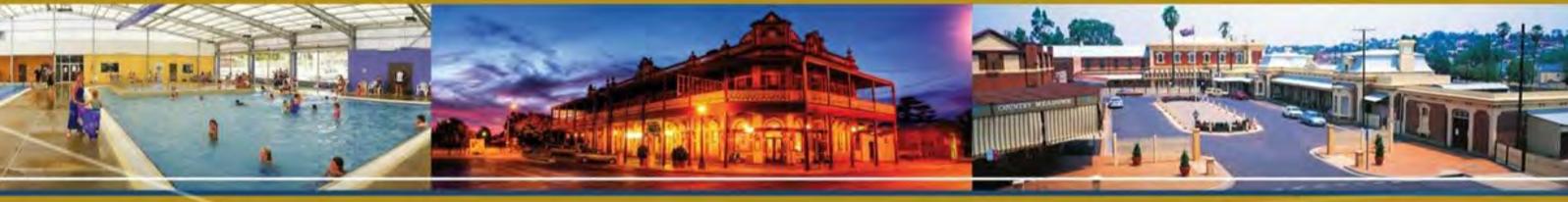
- Community Strategic Plan, Delivery Program and Operational Plans
- Budget
- Leave liability
- Staff accommodation arrangements
- Management of an ageing workforce
- Staff movements such as separations and retirements
- Major projects portfolio
- Employee feedback

Key Challenges

Junee Shire Council is facing a number of challenges, both now and into the future. These are predominantly related to the nature of Local Government, the diversity of our organisation and expectations of the community.

Many of these challenges will have an impact on this strategy with the current issues identified below:

- Gender balance
- Ageing workforce
- Skill shortages
- Multigenerational workforce
- Continuous improvement
- Retention



STRATEGIES AND ACTION PLAN

Our Future Workforce

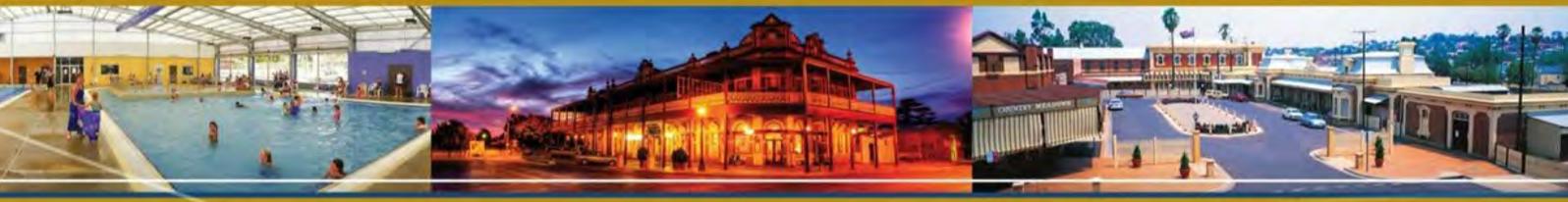
Junee Shire Council local government area has a growing population which provides Council with the opportunity to offer employment to a greater number of locally based residents together with job seekers in the broader area.

Council seeks to provide employment that offers flexibility and values work life balance in exchange for retention and development of high potential employees to support its service delivery to the community.



Our long-term objective is to be recognised as an employer of choice and to focus on developing Council's ability to foster and maintain a productive, flexible and adaptable workforce. Ongoing and effective management will ensure that Council remains capable of maintaining a sustainable workforce.

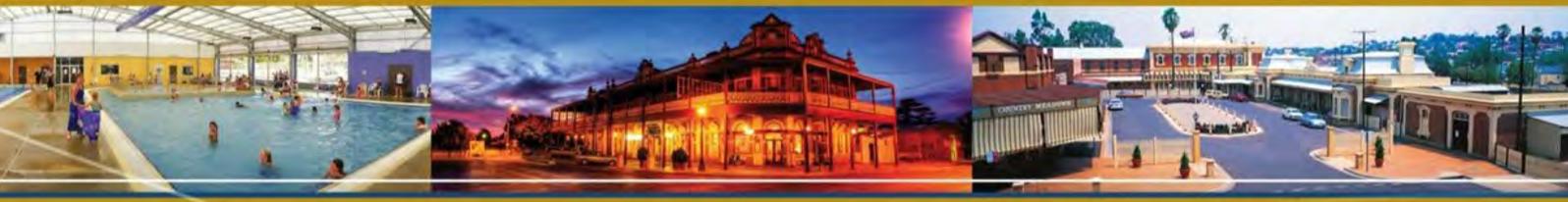
In support of this objective the four key focus areas reflected in this strategy are: Workforce Planning, Attraction and Retention, Learning and Development and Organisational Development.



Strategies and Plan

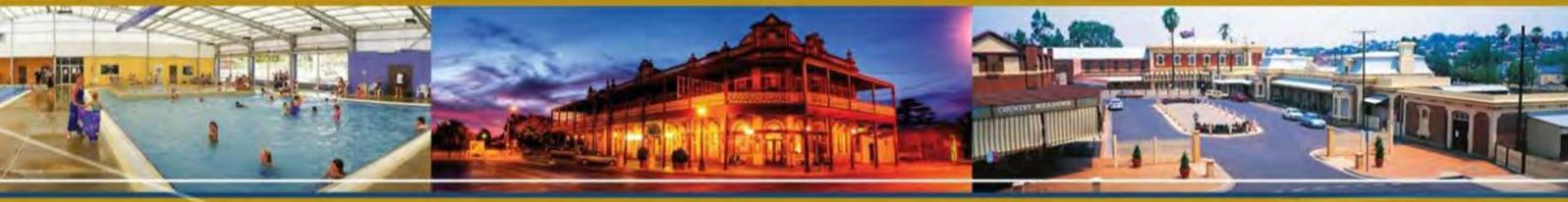
Objective 1: Increase our workforce planning capability			
<i>Improving workforce planning and development</i>			
Strategy	Actions	Timeframe	Who
1. Enable effective identification of key resourcing issues using workforce metrics	1.1.1 Continue to review existing business processes to improve the capture and reporting of workforce metrics.	Ongoing	Executive Services Officer
	1.1.2 Continue to monitor, analyse and report workforce demographics to the Executive Team on a bi annual basis.	Ongoing	
2. Maximise workforce sustainability through effective workforce planning	1.2.1 Create a register of critical positions, skills and qualifications based on current and future needs.	2025	Executive Services Officer
	1.2.2 Monitor turnover of critical positions to identify and address current or emerging skill gaps and report bi-annually on the staff turnover rates for those positions.	Ongoing	

Objective 2: Attract and retain the right people			
<i>Retaining and attracting a diverse workforce, promoting local government as an employer of choice</i>			
Strategy	Actions	Timeframe	Who
1. Address staff attraction issues	2.1.1 Continue to provide options for flexible work arrangements that enable mutually beneficial arrangements that meet business, team, employee and community service needs such as work from home and flexible hours options. Reporting of same to the Executive Team on a bi-annual basis.	Ongoing	Executive Services Officer
	2.1.2 Create and implement a market and retention allowance policy as a mechanism to address ad hoc salary gaps.	2025	Executive Services Officer
	2.1.3 Identify 'hard to fill' positions based on occupational groups and job families. Where possible, offer training and opportunities to staff in an effort to 'grow our own'.	2025	Executive Services Officer
	2.1.4 Continually review and streamline recruitment process including review of where we advertise.	Ongoing	Executive Services Officer
2. Encourage staff retention	2.2.1 Develop, implement and monitor a talent management strategy.	Ongoing	Executive Services Officer
	2.2.2 Continue to engage with staff in undertaking the annual performance appraisals process.	2026	
3. Appropriately respond to the impacts of an aging workforce	2.3.1 Develop, implement and monitor an ageing workforce and succession planning strategy.	2026	General Manager



Objective 3: Leverage the capability of our workforce			
<i>Investing in skills, maximising management and leadership</i>			
Strategy	Actions	Timeframe	Who
1. Maximise leadership capabilities at all levels of the organisation	3.1.1 Maintain internal accreditation to support ongoing delivery of leadership development to new staff and refresher training for existing staff.	Ongoing.	Risk Manager
	3.1.2 Promote participation in leadership projects by emerging and developing leaders.	2025	General Manager
	3.1.3 Continue to implement and monitor training plan to manage mandatory training. Reporting of same to the Executive Team on an annual basis.	Ongoing	Risk Manager
2. Optimise the onboarding of new starters	3.2.1 Continually review and develop on-boarding processes and programs.	Ongoing	Executive Services Officer
3. Create succession pathways	3.3.1 Investigate the development of a formal mentoring program to assist in the transfer of knowledge, skills and behaviour across the organisation.	2026	Executive Services Officer
	3.3.2 Promote participation in internal secondment and professional development opportunities to learn new skills and build knowledge across multiple areas in the organisation to support operations during times of staff changeover or absenteeism.	Ongoing	General Manager
	3.3.3 Continue to support relationships with local educational institutions to offer work experience programs, graduate, cadetships, traineeships and apprenticeships to the younger generation.	Ongoing	Executive Services Officer

Objective 4: Continue our focus on organisational development.			
<i>Creating a contemporary workplace, improving productivity and leveraging technology</i>			
Strategy	Actions	Timeframe	Who
1. Promote staff wellbeing	4.1.1 Identify risks associated with psychosocial hazards in the workplace by way of staff surveys, training and awareness programs. Implement a strategy to promote wellbeing and reduce downtime.	2025	Risk Manager
	4.1.2 Continue to review the employee assistance provider arrangements and implements changes if and when required.	Ongoing	Executive Services Officer
	4.1.3 Continue to review and improve the work health safety management system and injury management processes.	Ongoing	Risk Manager
2. Embrace appropriate technology to enhance efficiency, effectiveness and productivity	4.2.1 Continue to utilise and develop our human capital management module for employee performance appraisal management.	Ongoing	Executive Services Officer



Objective 4: Continue our focus on organisational development.			
<i>Creating a contemporary workplace, improving productivity and leveraging technology</i>			
Strategy	Actions	Timeframe	Who
3. Support diversity within our workforce	4.3.1 Continue to implement Councils EEO management plan to offer opportunities to all people.	Ongoing	General Manager
	4.3.2 Offer opportunities for gender diversity within the senior leadership team.	Ongoing	General Manager
4. Enhance our organisational culture	4.4.1 Continue to integrate Councils' values and vision into the onboarding program and annual staff forum.	Ongoing	Executive Services Officer

MONITORING AND REVIEW

The completion of the action items contained in the Workforce Management Strategy will be monitored and progress reports will be provided to the Executive Team on a quarterly basis. Council recognises the consequences of not implementing, reviewing and maintaining the Workforce Management Strategy and accordingly it will be reviewed on an annual basis.

CONTACT US

- Visit our website: www.junee.nsw.gov.au
- Email us: jsc@junee.nsw.gov.au
- Talk with us: 02 6924 8100
- Follow us on Facebook: <https://www.facebook.com/JuneeShireCouncil>
- In person: 29 Belmore Street, JUNEE NSW 2663
- By post: PO Box 93, JUNEE NSW 2663