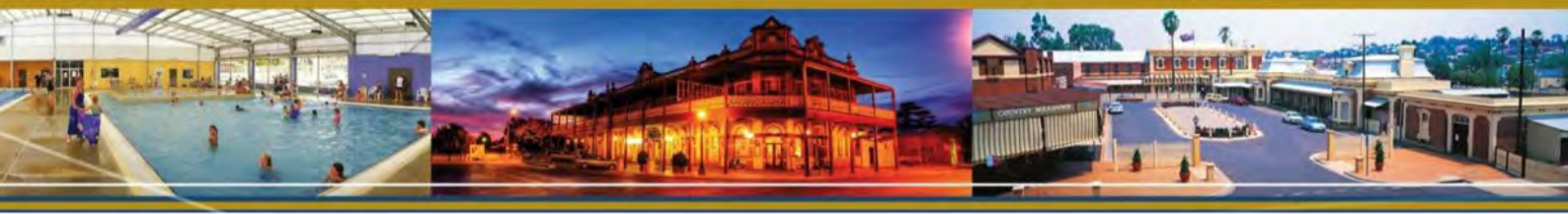




WORKFORCE MANAGEMENT STRATEGY 2024-2028

Date Adopted: 25 June 2024
Minute No: 04.06.24





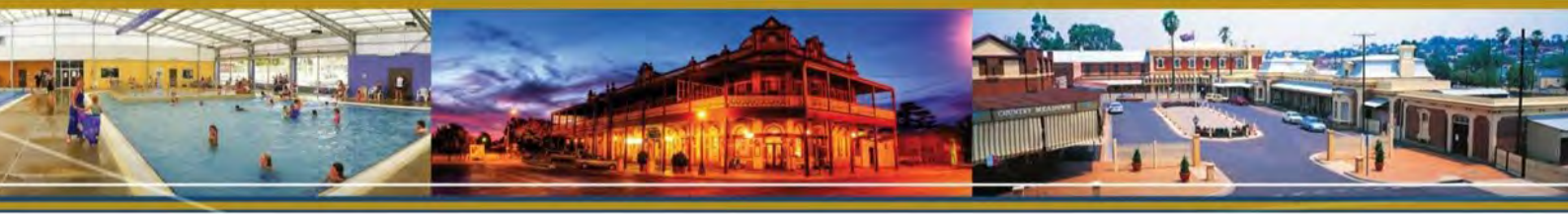
DOCUMENT INFORMATION

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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 |



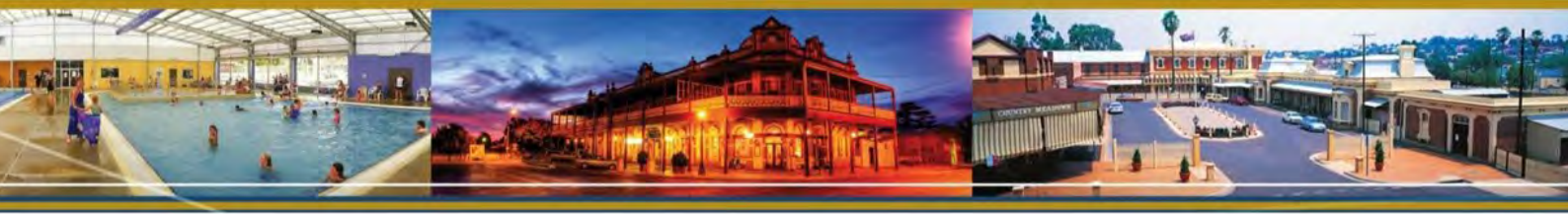
ACKNOWLEDGEMENT OF COUNTRY

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

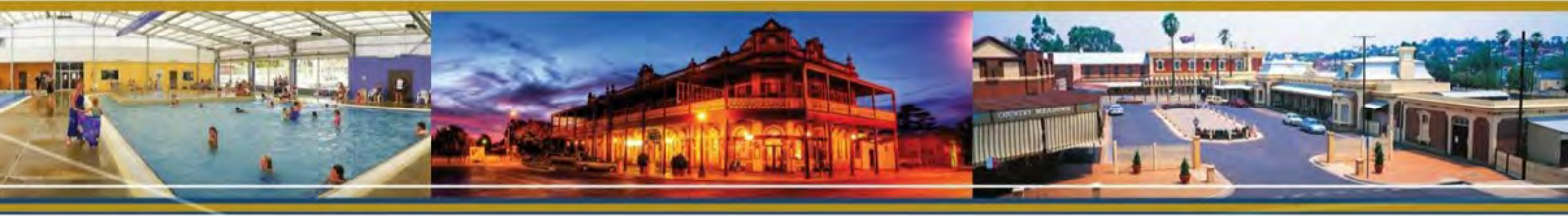
Workforce planning is defined as a management technique which is used to effectively manage workforce demand and supply.

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.

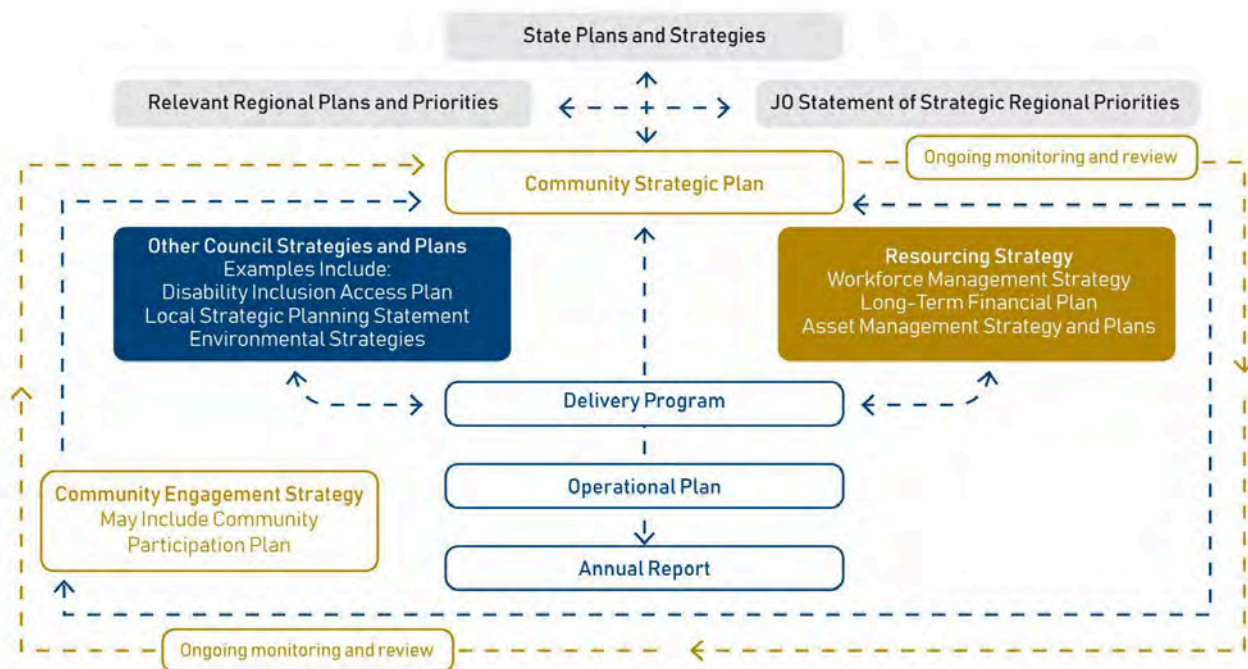


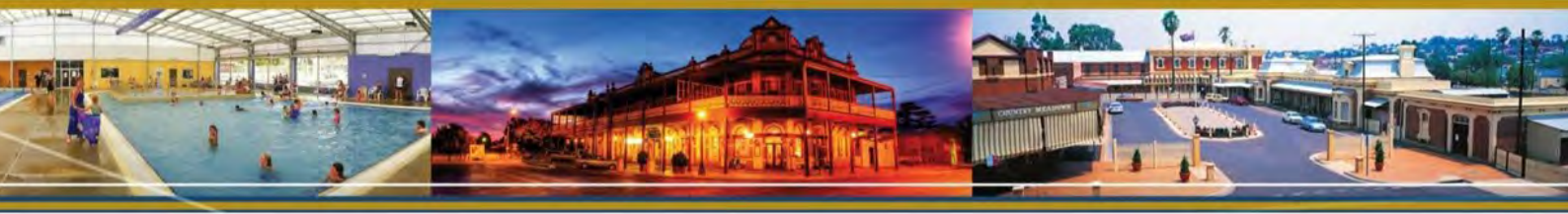
OUR PLANNING AND REPORTING FRAMEWORK

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.

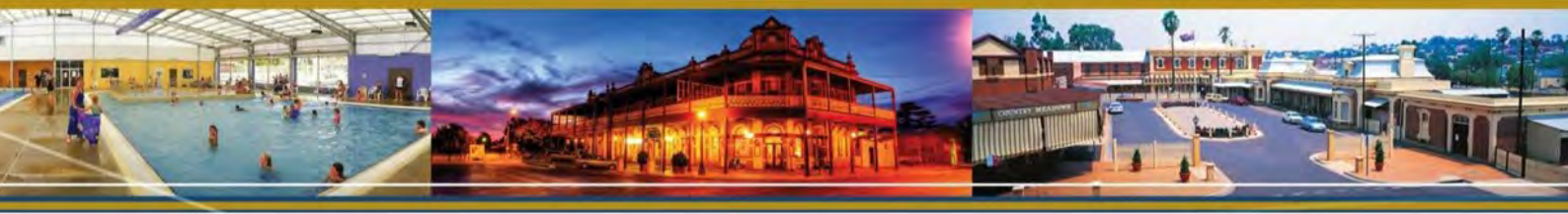
With a population of about 6,400 residents who mostly live in the urban areas with others enjoying the village and rural lifestyle offered in Illabo, Wantabadgery, Old Junee and Bethungra.

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



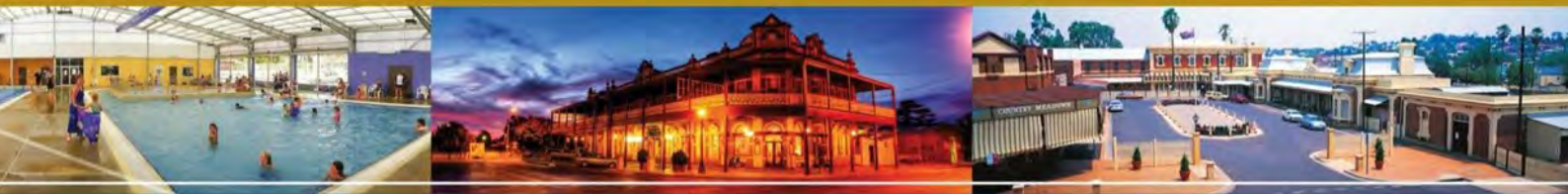
Collaborative



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

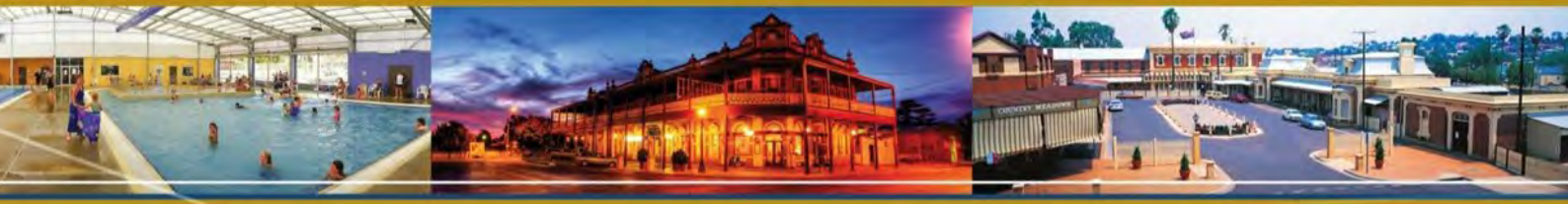
Junee Shire Council's workforce budget for 2023/2024 is: **\$5.86 million.**

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

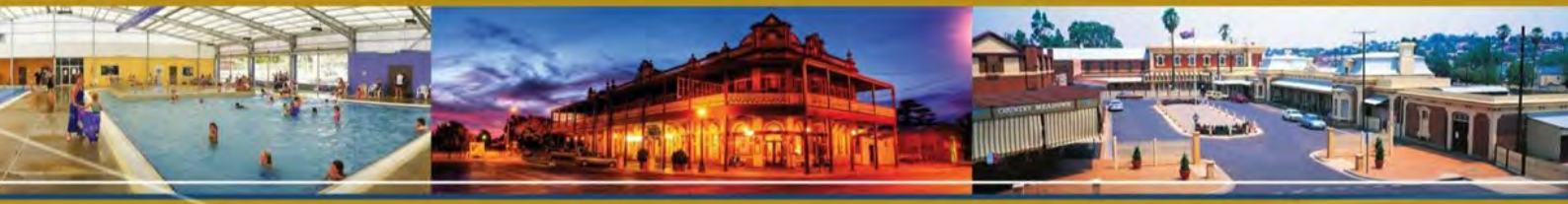
Full time equivalent

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:

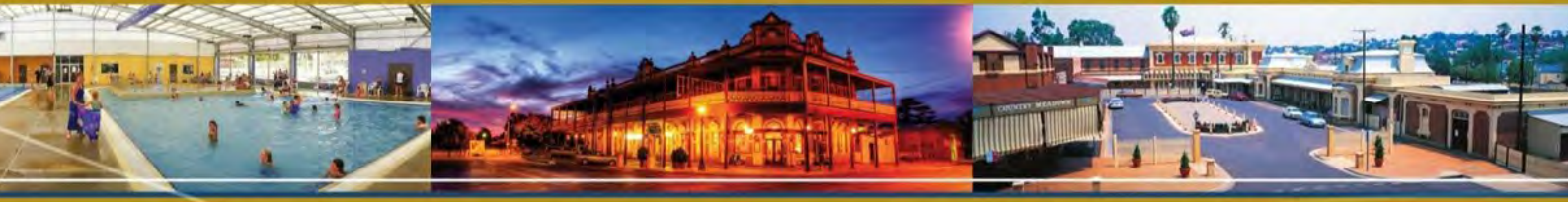
| Type | Department | Total |
|-----------------------|----------------------------------|----------|
| School Based Trainees | Finance, Corporate and Community | 4 |
| School Based Trainees | Engineering | 1 |
| Full Time Trainees | - | - |
| Cadets | - | - |
| Apprentices | - | - |
| Graduates | -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

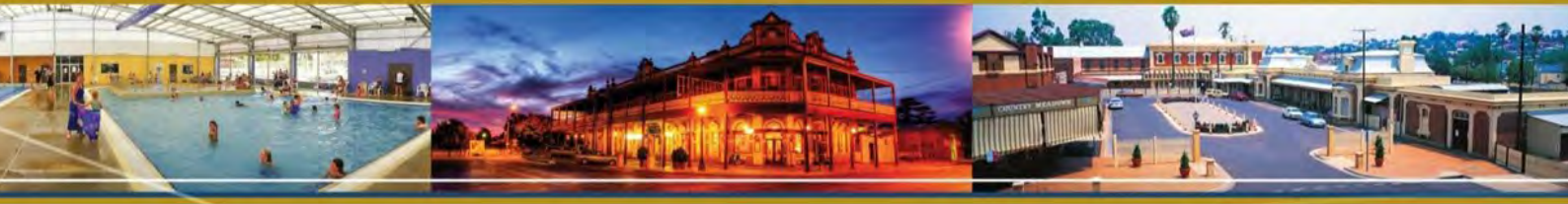
- Community Strategic Plan, Delivery Program and Operational Plans
- Budget
- Leave liability
- Staff accommodation arrangements
- Management of an ageing workforce
- Staff movements such as separations and retirements
- Major projects portfolio
- Employee feedback

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

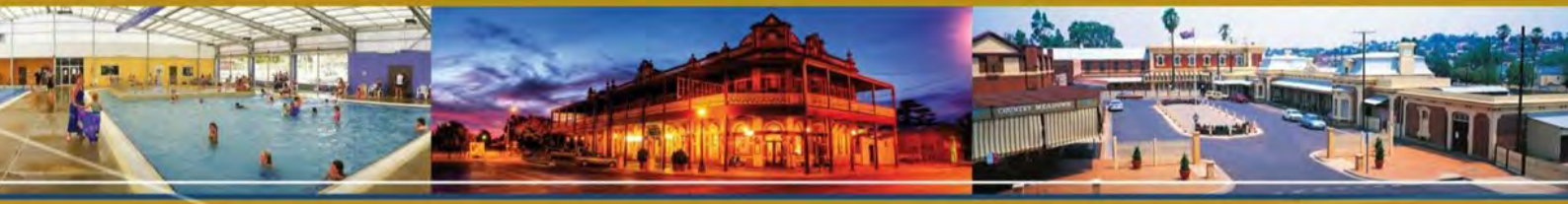
Junee Shire Council local government area has a growing population which provides Council with the opportunity to offer employment to a greater number of locally based residents together with job seekers in the broader area.

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.

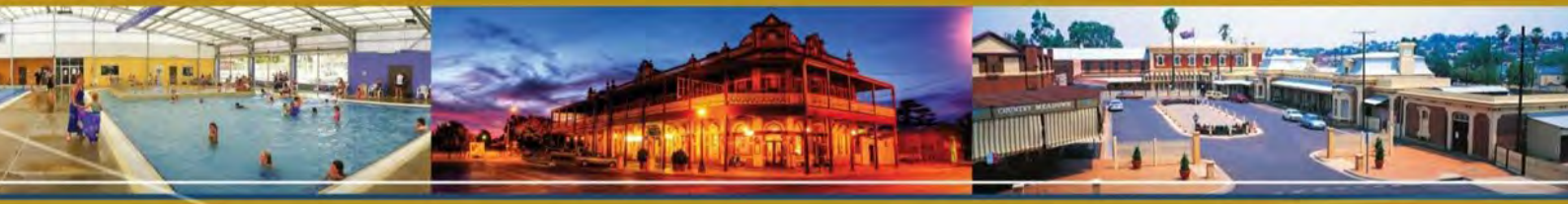
In support of this objective the four key focus areas reflected in this strategy are: Workforce Planning, Attraction and Retention, Learning and Development and Organisational Development.



Strategies and Plan

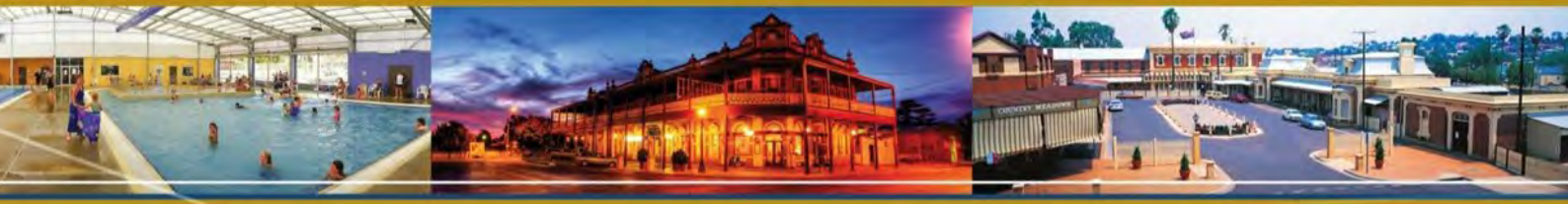
| Objective 1: Increase our workforce planning capability | | | |
|--|---|------------------|----------------------------|
| <i>Improving workforce planning and development</i> | | | |
| Strategy | Actions | Timeframe | Who |
| 1. Enable effective identification of key resourcing issues using workforce 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 | |
| | 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