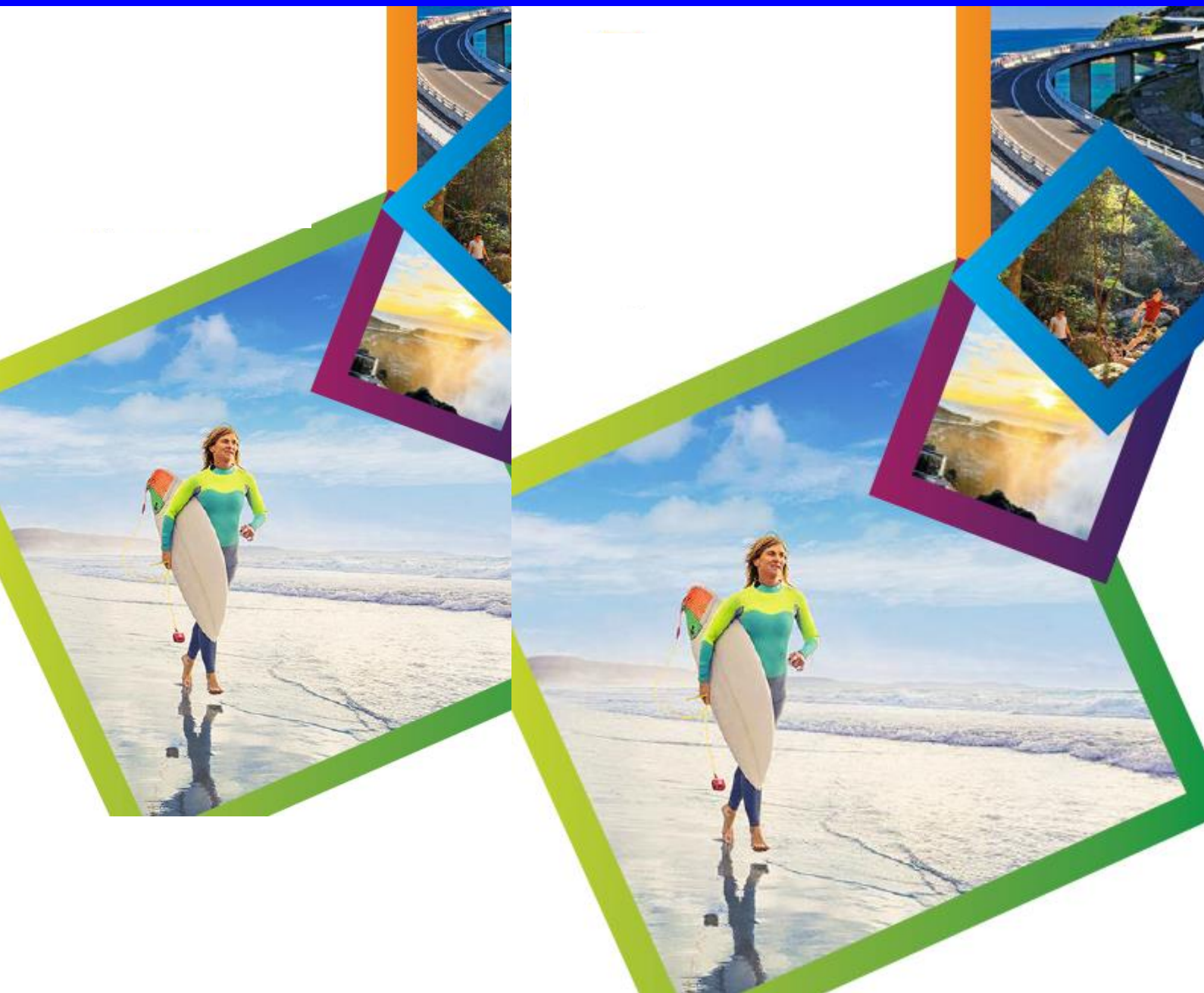


Illawarra Shoalhaven Joint Organisation

Workforce Management Plan



An Effective Workforce Management Strategy

Workforce planning is the process of identifying current and future staffing needs. It focuses on retaining existing staff as well as attracting new employees to ensure that an organisation has the right number of people with the right skills in the right jobs at the right time now and into the future.

The development of an effective Workforce Plan enables an organisation to focus on the medium and the long term and provides a framework for dealing with immediate human resource challenges in a consistent and defensible way.

The Illawarra Shoalhaven Joint Organisation's Workforce Planning

The purpose of our Workforce Management Strategy is to ensure that plans are put in place to shape our workforce and provide the capabilities to deliver on our strategic vision. Our Workforce strategies both enhance the effectiveness of our workforce overall and help us to attract, recruit, develop, retain and re-engage valued and skilled employees.

The NSW Local Government Workforce

Some years ago the Australian Centre of Excellence for Local Government (ACELG) produced a profile of the Local Government Workforce that remains relevant in any strategic discussion on workforce trends and issues in our sector.

Key aspects of the Profile included:

- Local governments are important regional and remote employers employing a larger proportion of the workforce than most other industries (with the exception of health care, social assistance and education)
- Although men make up a larger proportion of the local government workforce nationally (54%), by jurisdiction there are large differences in gender distribution driven by the range of occupations that reflect the strategic priorities and legislative requirements of each state or territory. Men predominate in engineering/infrastructure (90% of employees) and planning/environment occupations (76% of employees), whilst women are more likely than men to be in corporate services/governance (65% of employees) and human/community services (78% of employees)
- Women are significantly under-represented in the engineering/infrastructure occupations with a presence of less than 10%. The provision of more flexible working arrangements, attracting, training and retaining skilled female employees, and reviewing existing relationships with schools and tertiary institutions may all assist in altering this trend
- Although 70% of local government employees are working on a full-time basis, there is a large difference across the genders with only 54% of women working full time compared to 83% of men
- The local government workforce is ageing, with 37% of employees aged 50 years or over, compared to the Australian labour force average of 29%. Male employees are, on average, older than female employees, with 41% of the men working in local government aged 50 years or more compared to just 32% of women
- The aging cohort of general managers is an indication of the need to think about how to develop, attract and retain the next generation of local government leaders

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- The biggest workforce challenge facing local government is an aging workforce and the high levels of impending retirements. Other issues relating to aging include knowledge management, attracting younger workers, and the cost of new machinery/tools due to the decreasing physical capacity of the workforce
- A more strategic approach to training and development focused on developing in-house talent to step into leadership positions, and on developing the skills of current employees so they are able to move flexibly between occupations experiencing skills shortages can produce positive results
- Local government is experiencing skills shortage in areas commonly identified by other sectors and industries. Therefore, where local government is experiencing difficulties in recruiting, it is likely to be in competition with other industries for the same people. Local government can adopt proven strategies from other sectors by differentiating itself as an employer of choice and encouraging and promoting flexible working conditions (including remote working), career development, and the opportunity to contribute to civic life and community wellbeing. Not only can such initiatives address skills shortages, but the evidence also suggests that flexible working conditions and career development is likely to contribute to a more equitable and diverse workforce that better represents the diverse communities served by local government across the country.

The extra dimension of working within a Joint Organisation

Joint Organisations are statutory local government bodies under the Local Government Act and our role is to work with our Member Councils and their staff to maximise positive outcomes for those Councils and their communities.

Given that our staff must be employed under the Local Government Award we share a similar industrial environment to local government generally including, in terms of issues and priorities, a number of the factors outlined above in the ACELG research.

To these issues we add a level of complexity generated by:

- A significant degree of uncertainty generated by our critical dependency on grant funding and the vagaries of an increasingly tight and inflexible grant funding environment
- A lack of consistent funding streams aside from a relatively modest Member Council core contribution (fixed for some years now at \$231,942 per annum)
- An inability to compete in terms of remuneration with our Member Councils let alone the wider public sector and even less so the private sector
- A relative lack of the support systems, networks and resources including technological resources available in our Member Councils and the wider employment market
- A perception – especially though not exclusively amongst individuals already working in local government – that a period of time in Joint Organisation employment may potentially be a career development hindrance
- A very real disincentive to joining our workforce given our general inability to offer – to new employees – long term job security.

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Actions to address Workforce issues and opportunities

- Support performance management, skills development and continuous improvement
- Conduct business system reviews to reduce administrative burdens and to better utilise scarce funding
- Investigate and implement opportunities for secondments – to and from Member Councils and / or State Agencies, trainee and cadetships and other mechanisms to broaden experience and to highlight the career benefits of working in a regional, multifaceted strategy organisation
- Broaden program / grant application scope to increase career and skills development opportunities
- Continually review workplace environments, remuneration schemes and workplace benefit regimes to ensure / address actual and perceived attraction / lack of attraction of working in a Joint Organisation
- Build the profile of the Joint Organisation amongst key stakeholders including, especially, Member Councils and their staff.

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Measuring success

The table below illustrates how our Workforce Plan will be translated into meaningful and measurable workforce actions.

	Our Strategic Response	
	Objective	Actions
<ul style="list-style-type: none"> Support performance management, change management and continuous improvement 	<p>Development and promotion of a workplace environment that celebrates success, encourages new thoughts and ideas and promotes a career long commitment to learning and challenge</p>	<ul style="list-style-type: none"> Develop and implement a proactive and strategic performance management system Develop and implement training and development plans directly linked to individual and team learning and skills needs and priorities Identify and implement measures of success linked to individual and team assessments
<ul style="list-style-type: none"> Conduct business system reviews to reduce administrative burdens and to better utilise scarce funding 	<p>Administrative burdens – both in time and in financial impact – are minimised and staff are better able to focus on the achievement of identified targets and priorities</p>	<ul style="list-style-type: none"> Conduct on an ongoing basis an assessment of the administrative tools available to the organisation – most especially in terms of IT frameworks and software applications – to identify areas of duplication, unnecessary administrative burdens, lack of clarity and lack of integration Implement within budgetary constraints responses developed in conjunction with IT providers, staff and networks to maximise efficiency and minimise drain on available hours

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	Our Strategic Response	
	Objective	Actions
<ul style="list-style-type: none"> Investigate and implement opportunities for secondments – to and from Member Councils and / or State Agencies, trainee and cadetships and other mechanisms to broaden experience and to highlight the career benefits of working in a regional, multifaceted strategy organisation 	<p>Enhanced career opportunities for Joint Organisation staff, staff within member councils</p> <p>Awareness raising amongst individuals new to the employment market (high school and university students most particularly) of a potential career in local government</p>	<ul style="list-style-type: none"> Review all available opportunities in terms of permanent and contract employment, secondments and traineeships / cadetships when filling current and future employment opportunities Develop and implement in conjunction with Member Councils – a secondments protocol / strategy Utilise all opportunities to promote local government as a career when celebrating Joint Organisation and Member Council successes Enter into and implement outcomes of a review conducted with Member Councils in regard to potentially shared staffing positions across the Councils and the ISJO
<ul style="list-style-type: none"> Broaden program / grant application scope to increase career and skills development opportunities 	<p>Application for grant funding under schemes not previously accessed but which are consistent with the role of the Joint Organisation and identified Member Council priorities and therefore broaden the Joint Organisation’s scope and the diversity and longevity of its strategic focus areas</p>	<ul style="list-style-type: none"> Establish and implement mechanisms to ensure that all available grant funding opportunities are reviewed for potential application by the Joint Organisation Establish and maintain effective working relationships and communication channels with key members of staff in grant funding organisations Map Member Council priorities to current and likely funding streams to identify opportunities to address priorities through enhanced and more diverse program delivery

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	Our Strategic Response	
	Objective	Actions
<ul style="list-style-type: none"> Continually review workplace environments, remuneration schemes and workplace benefit regimes to ensure / address actual and perceived attraction / lack of attraction of working in a Joint Organisation 	<p>The Joint Organisation remains competitive in the jobs market and an employee of choice in local government</p>	<ul style="list-style-type: none"> Maintain on an ongoing basis a database of salary schemes, workplace agreements and Award documentation to ensure access to live information on workplace remuneration and benefits schemes and to ensure that our employment frameworks – including but not exclusively remuneration – meet the employment market in which we operate Ensure awareness of current and emerging industrial relations issues Review and implement opportunities (e.g. staffing across divisional divides) to assist in maintaining employment relationships with high achieving staff
<ul style="list-style-type: none"> Build the profile of the Joint Organisation amongst key stakeholders including, especially, Member Councils and their staff 	<p>By utilising newsletters, our Website, LinkedIn and other social media platforms the reputation of and esteem for the Joint Organisation is continually enhanced</p>	<ul style="list-style-type: none"> Develop and implement a comprehensive marketing and promotions campaign Undertake all opportunities to celebrate staff and regional / state success through Awards and other programs Develop and implement reciprocal relationships with – most especially – State Agency staff to ensure collaborative achievement and to keep the Joint Organisation and local government “top of mind” with key stakeholders

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