

yass valley council

the country the people



2022-2026 WORKFORCE MANAGEMENT PLAN





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Approval History

Stage	Date
Version 1.1	11 December 2023
Version 1.2	11 January 2024
Version 1.3	15 March 2024

Ownership and Approval

Responsibility	Role
Author	Organisation Development Team
Approver	Yass Valley Council Executive Management Team

Foreword

I am pleased to present Yass Valley Council’s Workforce Management Plan (WMP). The WMP is a key element of Council’s Integrated Reporting and Planning (IP&R) Framework, with links to the Council’s Community Strategic Plan 2042 and Delivery Program 2022 to 2026.

Council understands the most valuable asset it has is the workforce that provides and maintains the many facilities and services our local community enjoys. The success of our Council is driven by the skills and dedication of its people and Council is committed to providing quality leadership and continuous employment development programs across the organisation.

The Yass Valley Council WMP provides the strategic direction for dealing with the many complexities surrounding an evolving and diverse workforce. It is expected this plan will be an important tool that provides direction to Council to ensure the right people, with the right capabilities are in the right place at the right time.

Accordingly, the WMP is based on the key strategic areas of employee recruitment and retention, learning and development and workplace health & safety and provides details on how these key areas will shape our workforce into the future years.



Chief Executive Officer

Chris Berry

Introduction

Key points

Yass Valley Council's WMP is a four-year plan that shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives.

Yass Valley Council's Delivery Program lists an extensive number of services and activities that Council delivers in line with the Community Strategic Plan. The delivery and maintenance of these many assets and services is reliant on a dedicated, knowledgeable, and appropriately resourced workforce.

Purpose and place in the IP&R process

What is the purpose of a WMP?

- To identify current and predicted workforce issues, and outline how we are going to address these problems to achieve the Council's Delivery Program.
- To assist with shaping our workforce to ensure it is capable of delivering current organisational objectives and future requirements in alignment with our Community Strategic Plan.
- To identify strategies or activities that may have an impact on Council's Long Term Financial Plan.

Workforce planning is about predicting future labour market needs. It requires an understanding of the make-up of the current workforce, an investigation into future service needs and an analysis of the type and size of the workforce required to meet them.

The WMP will ensure the right people are available to deliver the Community Strategic Plan, Delivery Program and Operational Plan and that Council's workforce is appropriate, productive, skilled and diverse.

By approaching workforce planning in a strategic way, a number of aims and statutory requirements can be addressed in a single process to ensure that all aspects of Council's operations are appropriate and effective.

The benefits of ensuring a diverse workforce include improved communication and better understanding of the issues affecting local communities. A diverse workforce also maximises the pool of workers from which to address the issues facing councils such as skills shortages, ageing workforce and business succession planning, as well as invigorating local communities and economies.

Review cycle

The WMP will be reviewed annually by Councils Executive Management Team, in line with the Operational Plan, to ensure it continues to meet future workforce and capability needs.



Organisation Structure

Yass Valley Council (Council) is managed by the Chief Executive Officer and three Directors. Council is the largest single employer in the Yass Valley local government area with over 180 employees working across three Directorates.

The focus of the management team is to ensure the continued delivery of a high level of services and infrastructure to residents and visitors who come to Yass Valley.

Council’s employees are critical to its successful operation, providing a wide range of services to the community. Council recognises that a committed and engaged workforce results in improved organisational outcomes and better service provision for our community. Within the structure our business units operate to achieve the expectations of the Community Strategic Plan. Council maintains a flexible and responsive organisation structure.



Chief Executive Officer
Chris Berry



Director Corporate & Community
Lynette Safranek



Director Infrastructure & Assets
Nathan Cooke



Director Planning & Environment
Julie Costa

The Corporate & Community Directorate is responsible for the following functions:

- Finance
- Information Technology
- Customer Service
- Organisational Development
- Governance
- Media and Communications
- Library Services
- Economic Development and Community

The Infrastructure & Assets Directorate is responsible for the following functions:

- Parks and Gardens
- Water and Sewer
- Road Infrastructure
- Waste and Recycling
- Facilities and Building management
- Cemeteries
- Road Safety

The Planning & Environment Directorate is responsible for the following functions:

- Strategic Planning
- Development Control
- Compliance and Public Health
- Animal Control
- Recreational Assets

Workforce Context

Employee Profile

Council employs over 180 people on a permanent, temporary or casual basis, working in various locations across a diverse range of services.

Council is committed to maintaining a high level of customer service to the community, with the majority of casual employees engaged in the service areas of the Swimming Pool, Library, Visitor Information Centre and Waste Transfer Stations, where flexibility is required dependent on activities and programs on any given day.

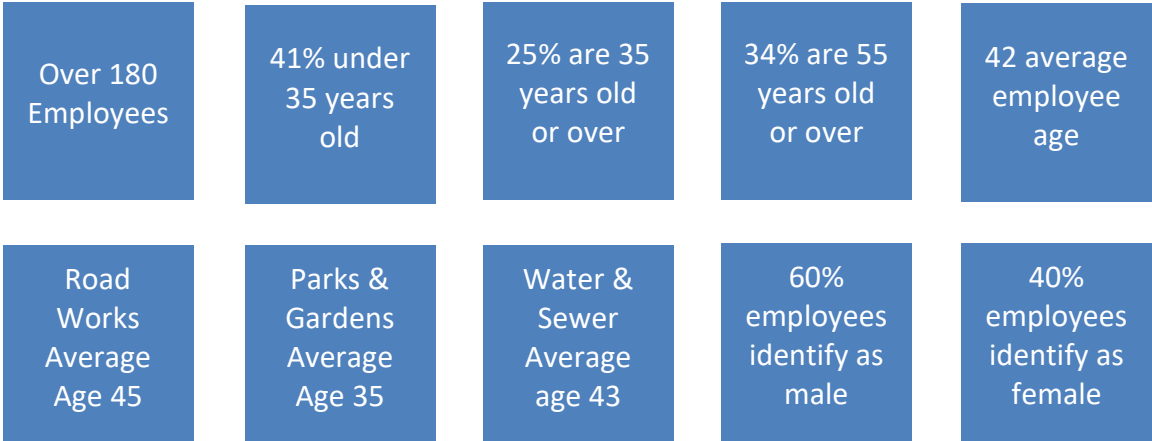
Council engages people on a temporary or casual basis to:

- to provide cover for employees on leave, in areas where service provision must be maintained,
- fill seasonal rosters,
- provide assistance in times of peak workload, and
- undertake specific short-term projects.

The Council has 30 managerial or leadership roles. This includes the Chief Executive Officer, the Executive Management Team, Managers, Coordinators and Supervisors.

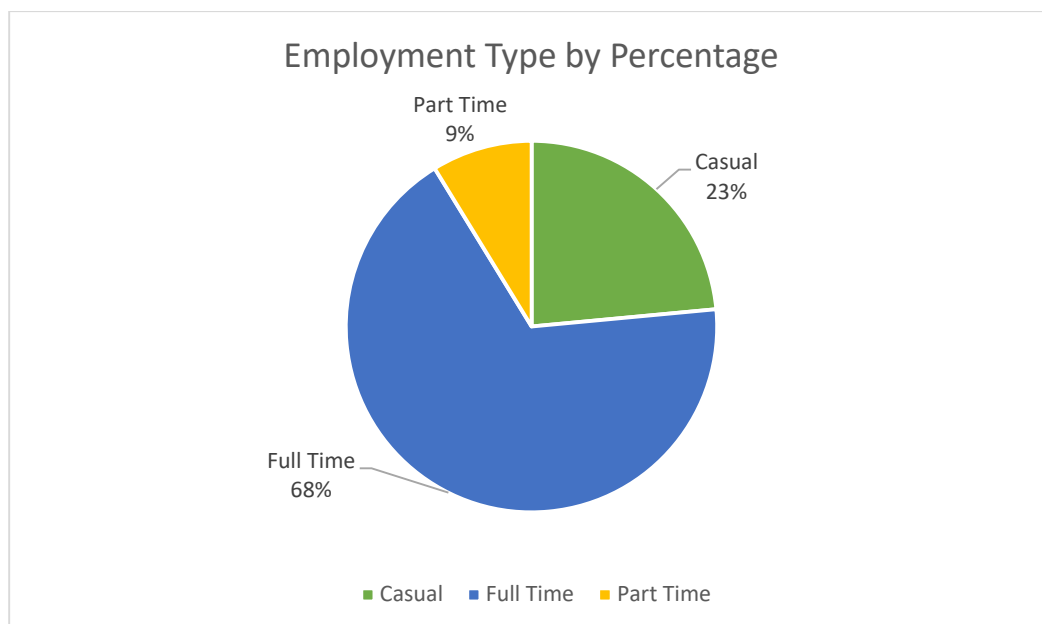
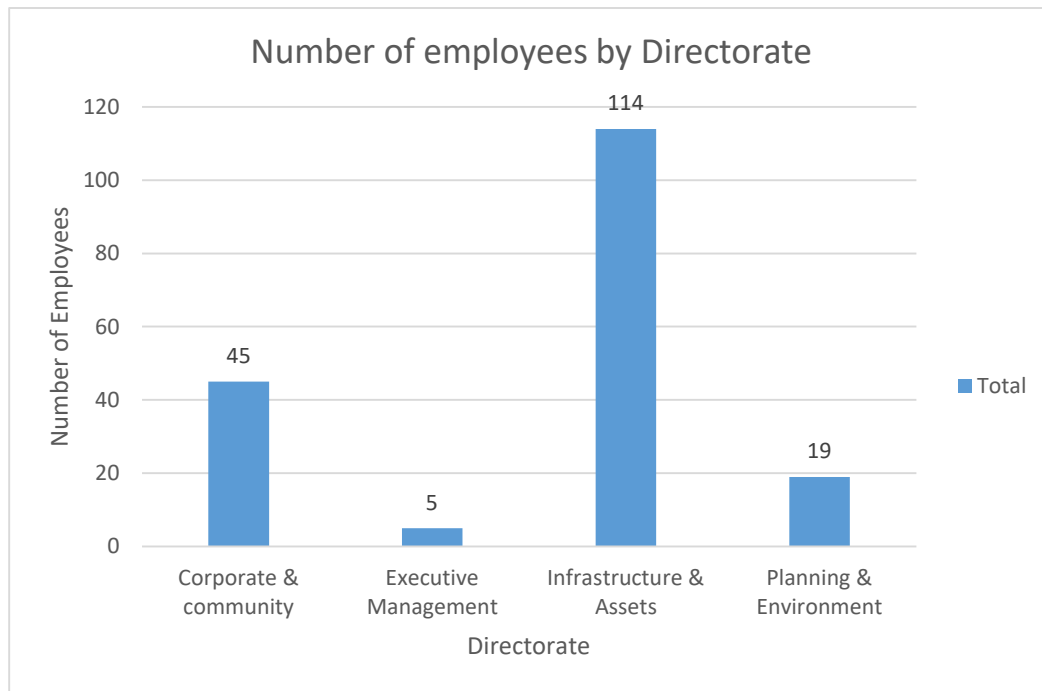
The variety of positions at Council demonstrate the wide range of capabilities that the Council requires to be operational.

Workforce Snapshot

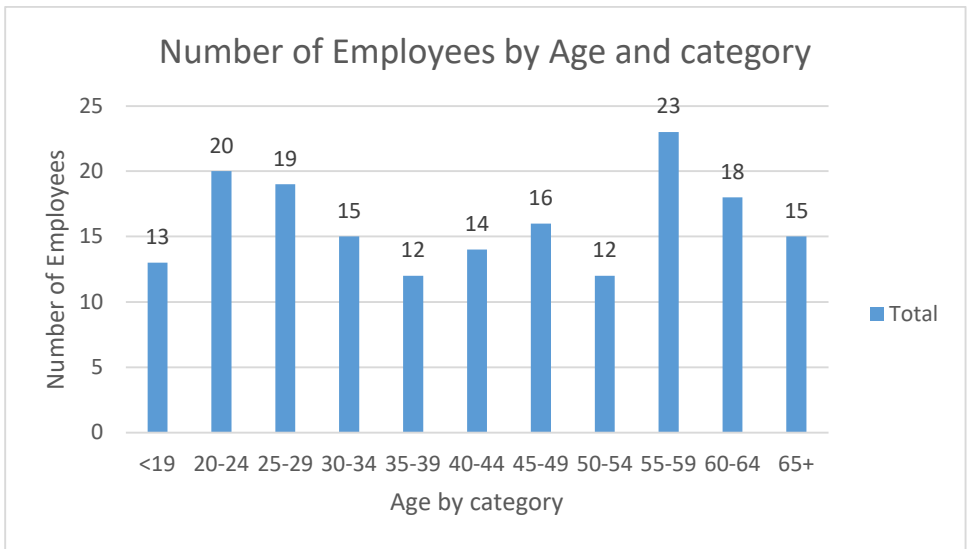


Employment by Directorate

Council continuously monitors employee numbers to ensure effective provision of services and infrastructure for the community. Where additional resources are required due to employee absence, increased workload or projects, Council may engage casuals, labour hire contractors, or employees on a short-term contract. The data is at 31 December 2023.

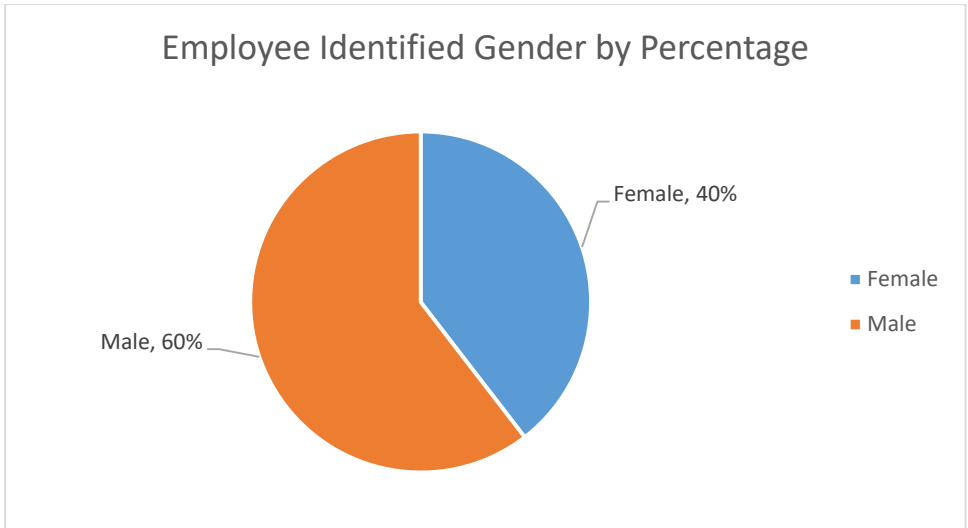


Permanent Workforce by Age

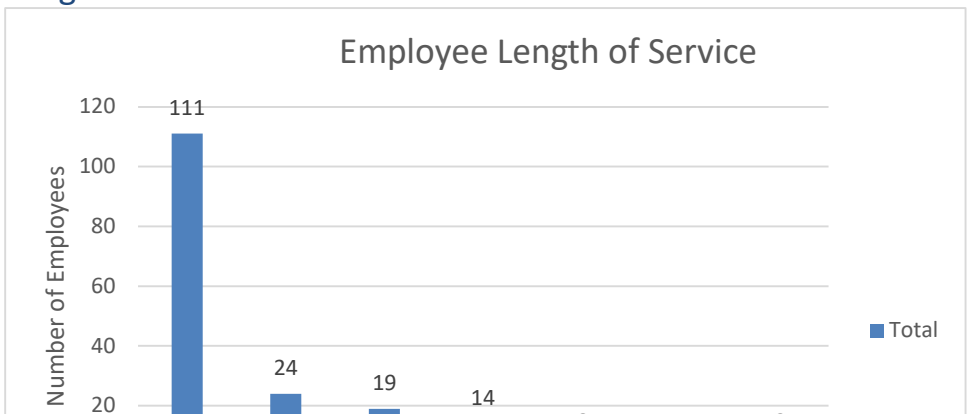


Workforce Gender

The gender split of the Council Workforce (including casual positions), is 60% identified male and 40% identified Female.



Length of Service



Employment Environment

Council competes in a very strong labour market with the main industries in Yass being public administration & safety, construction, health care & social assistance, followed by education and training. The complexity of the labour market is compounded by other large regional centres such as Goulburn, Queanbeyan, and Canberra.

Employment snapshot

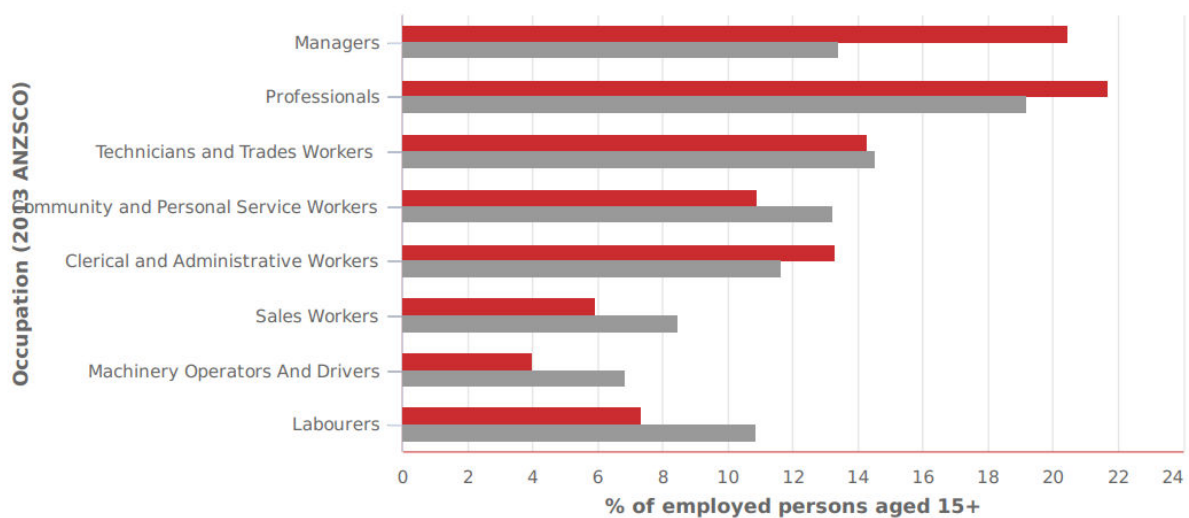
According to the ABS 2021 Census data for Yass Valley Local Government Area (LGA):

- Our resident population is almost evenly split between males 49.2% and females 50.8%;
- Aboriginal and Torres Strait Islanders made up 3.2% of the population;
- 84.1% of our population were born in Australia. The most common countries of birth were United Kingdom 4.1%, New Zealand 1.0% and United States of America 0.5%.
- The median age of our residents was 43 which is slightly higher than the Australian median age of 38.

Occupation of employment, 2021

Total employed persons

■ Yass Valley Council area ■ Regional NSW



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Challenges and Activities

Council has workforce challenges that are common to many other regional Councils and other challenges that are unique to our organisation. Between 2022 to 2026 Council will be seeking to maintain current services and service levels while operating in an environment where budget and resources are tightly managed.

An increase in community expectation and growth, and an increase in grant funding from governments is placing pressure on Councils workforce to become more strategic with its resources in order to do more with less.

- The Yass Valley population forecast for 2026 is 19,262 and is forecast to grow to 27,230 by 2036 (<https://forecast.id.com.au/yass-valley/population-summary>).
- Housing affordability has become an issue due to large projects in the area and a low unemployment rate which increases demand on available housing, particularly for low-income earners.
- Skill shortages within specific occupational areas.
- Retaining highly skilled, capable, motivated, and engaged employees in order for Council to achieve its goals.

The challenges have been identified and integrated into Council's WMP plan. Council's WMP is focussed on the following key focus areas of workforce management.

1. Employee recruitment and retention
2. Employee training, learning and development, and
3. Workplace health & safety.



Employee Recruitment and Retention

Council aims to be a preferred employer within the local community and beyond, through the creation of a welcoming and inclusive workplace, and the provision of innovative employee benefits that attract new employees and retain existing employees.

The ability of Local Government to attract and retain professionals continues to be a key challenge. In Yass Valley's case this is due to the proximity to Canberra and other large regional councils.

Council has a number of employees who will be retiring, or transitioning to retirement, over the next decade. It is increasingly important to retain talented mature aged workers in sectors of the workforce to complement the younger less experienced workforce and to retain corporate knowledge.

To address the key area of Employee Recruitment and Retention a list of activities to be implemented in the timeframe have been identified.

Focus	Activities
Recruitment and Retention	<ul style="list-style-type: none"> • Planning for the development of a Strategic Workforce Management Plan. • Engaging on-line recruitment and on-boarding to streamline the recruitment process. • Enlist the services of recruiting agencies to assist with advertising and selection process for hard to fill positions such as accounting, planning, building and engineering. • Engaging social media to reach a wider audience and seek out potential candidates. • Use of term appointments and casual labour to assist with short term shortages to meet the delivery of major projects. • Undertake market research analysis of salaries in surrounding Councils and the ACT to inform a comprehensive review of Council's salary system. • Undertake analysis of recruitment advertising to ensure maximum exposure. • Promote the development of the new Council Administration Building that will include open office spaces for collaboration, meeting rooms, an employee kitchen, outdoor seating area, and increased parking spaces.
Sustainable workforce	<ul style="list-style-type: none"> • Provide and promote opportunities for flexible work arrangements including part-time hours and working from home. • Improve resources, systems and on-the-job training to capture and share corporate knowledge, experience and industry specific skills to ensure a smooth transition of skills and knowledge for the future. • Council supports the Local Government (State) Award provisions for transition to retirement.
Regional Collaboration	<ul style="list-style-type: none"> • Identify networks to enable HR collaboration across Local Government Councils in close proximity. • Identify opportunities to share resources with community and external organisations, such as Canberra Region Joint Organisation (CRJO).
Succession Planning	<ul style="list-style-type: none"> • Identify capabilities and development needs for employee progression. • Identify opportunities for employee to act in higher graded roles. • Develop coaching / mentoring programs for transfer of corporate knowledge.

Employee Training, Learning and Development

Council aims to identify and align needs of in terms of the capabilities it requires to deliver services and provide appropriate development of employees to ensure individuals have those capabilities to deliver the services accordingly.

Council will continue to invest in building capability in its staff by continuing to allocate funding for training and learning activities. Appropriate learning and development initiatives will continue to be implemented to maintain Council’s ongoing commitment to developing its people.

To address the key area of employee training, learning and development a list of activities to be implemented in the timeframe have been identified.

Focus	Activities
Identify development needs and provide development opportunities	<ul style="list-style-type: none"> • Develop organisational strategy for learning and development, including ongoing training calendar. • Implement a Learning Management System to deliver and track employee development needs. • Identify categories of learning and development across the organisation: <ul style="list-style-type: none"> ○ essential for all ○ required for the role ○ capabilities and competencies • Provide tertiary education assistance. • Actively promote and communicate learning and development. • Investigate the integration of coaching and mentoring across the organisation. • Develop performance management framework for all staff. • Provide a diversity of career development opportunities for all staff. • Provide opportunities for development of management and leadership capabilities. • Continue to address skills shortages with programs that “grow our own” which will include mentoring, cross-training, entry level programs such as trainees and apprentices, and up-skilling employees. • Involvement with programs delivered by the CRJO or other external organisations.
Entry Level Programs	<ul style="list-style-type: none"> • Continue current apprenticeship and trainee programs. • Strengthen relationships with educational facilities to highlight employment opportunities. • Promote meaningful school work experience opportunities. • Participate in careers information days.



Workplace Health & Safety

Council is committed to the prevention of work-related injury and ill health, through the provision of safe and healthy work environments, facilities, equipment and systems for our workers, volunteers, contractors, visitors and members of the public. As identified within the Work Health and Safety Act 2011, Work health and Safety Regulation 2017 and Work Health and Safety Codes of Practice.

Council’s Executive Management support a committed focus on the 6 areas of Work Health and Safety.

To address the key area of Workplace Health & Safety (WHS) a list of activities to be implemented in the timeframe have been identified.

Focus	Activities
<ul style="list-style-type: none"> • Safety leadership at all levels • Consultation and communication • Risk Management • Promote Positive Safety Culture • Health & Wellbeing Initiatives • Injury Management & Return to Work programs 	<ul style="list-style-type: none"> • All staff acknowledging responsibility and accountability for providing a safe and healthy workplace. • Support for the workplace WHS Committee. • Continuous training. • Active and demonstrated support from management to work health and safety. • Development and implementation of WHS Management system that encourages staff engagement for reporting and recording to meet requirements of WHS. • WHS committee with an all of council representation. • Promotion of WHS, health & wellbeing, and assistance programs through staff newsletters, notice boards, and emails. • Providing training to empower staff with the knowledge to undertake safe work practices. • Engage staff in the purchase of plant and equipment. • Regularly reviewing staff policies. New/revised policies are communicated and staff demonstrate understanding. • Promoting compliance with regulatory requirements.

Council aims to become an organisation:

- which is an employer of choice,
- where the employee Values are imbedded in our workforce,
- where employees are respected by the local community, and
- that has adequate resource to provide the services desired by the community.

Employee Values

The following Employee Values are those to which Council is committed:

	<p>Collaboration <i>Moving Forwards Together</i></p>	<ul style="list-style-type: none"> • We share knowledge, skills & experience with others to achieve the best outcomes • We work with our community, Councillors, customers & colleagues to achieve shared goals. • We act as one organisation & give support where needed.
	<p>Service <i>Delivering for Everyone</i></p>	<ul style="list-style-type: none"> • We are responsible to the needs of our internal and external service users. • We provide quality service. • We make a real difference to our community. • We value feedback.
	<p>Sustainability <i>Thinking about Tomorrow</i></p>	<ul style="list-style-type: none"> • We care for the environment for generations to come. • We consider the long-term impact of the decisions we make today. • Innovation & continuous improvement are 'business as usual'.
	<p>Integrity <i>Being Respectful & Honest</i></p>	<ul style="list-style-type: none"> • We are responsive to the needs of our internal & external service users. • We provide quality service. • We make a real difference to our community. • We value feedback.
	<p>Accountability <i>Taking Responsibility</i></p>	<ul style="list-style-type: none"> • We take ownership of our actions, decisions and mistakes. • We welcome scrutiny whenever it is needed. • We put Council's values and objectives ahead of our own for our community.





Points of Linkage

Points of Linkage

The WMP is linked with the Community Strategic Plan and Delivery Program. The delivery and maintenance of Council's assets and services is reliant on a dedicated, knowledgeable and appropriately resourced workforce.

Operational and Long-Term Financial Plans

The WMP is a key element of Council's IP&R framework, with links to Council's Operational and Long-Term Financial Plans. The WMP is flexible and reviewed on a regular basis to ensure Council can support the actions identified. Any increased resources will be budgeted for by increasing revenue streams, seeking funding arrangements, or reducing costs. The areas that identify a need for additional resources are required to present a business case to support any increased resources. Council will determine whether these requirements will be met by internal or external resources, as necessary.

WMP Implementation

Implementation of the WMP is aligned with the objectives of the Community Strategic Plan and Delivery Program actions. It is the responsibility of all levels of Council; Mayor, Councillors, Chief Executive Officer, Directors, Managers, Supervisors and employees to support and engage in ensuring within the four-year timeframe that Council's IP&R framework, including the WMP are implemented.

Measuring Success

It is important to systematically monitor workforce data, evaluate activities, and make necessary adjustments.

Monitoring is completed regularly against related projects and services as detailed in the Delivery Program and Operational Plan.





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