



**muswellbrook
shire council**

WORKFORCE MANAGEMENT PLAN

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Executive Summary

Muswellbrook Shire Council is a rural local government that oversees and delivers a diverse range of programs, services, facilities and projects for the community.

Effective workforce planning is essential to the success of meeting the community's needs now and in the future. The workforce plan enables council to achieve the right fit and mix of staffing, to have the right people or skills at the right time and the right price.

The workforce plan is one part of Councils' Resourcing Strategy along with the long-term financial plan and the asset management plan. The resourcing strategy delivers on the 10-year Community strategic plan, the 4-year delivery program and the yearly operational plan.

The review of the workforce plan on an annual basis is required to consider efficiencies and innovation to improve the sustainability of Councils' workforce. Workforce planning assists the integrated planning and reporting framework.

Currently the Workforce Plan will be implemented from 2021-2025 and comprises of 4 focus areas, namely;

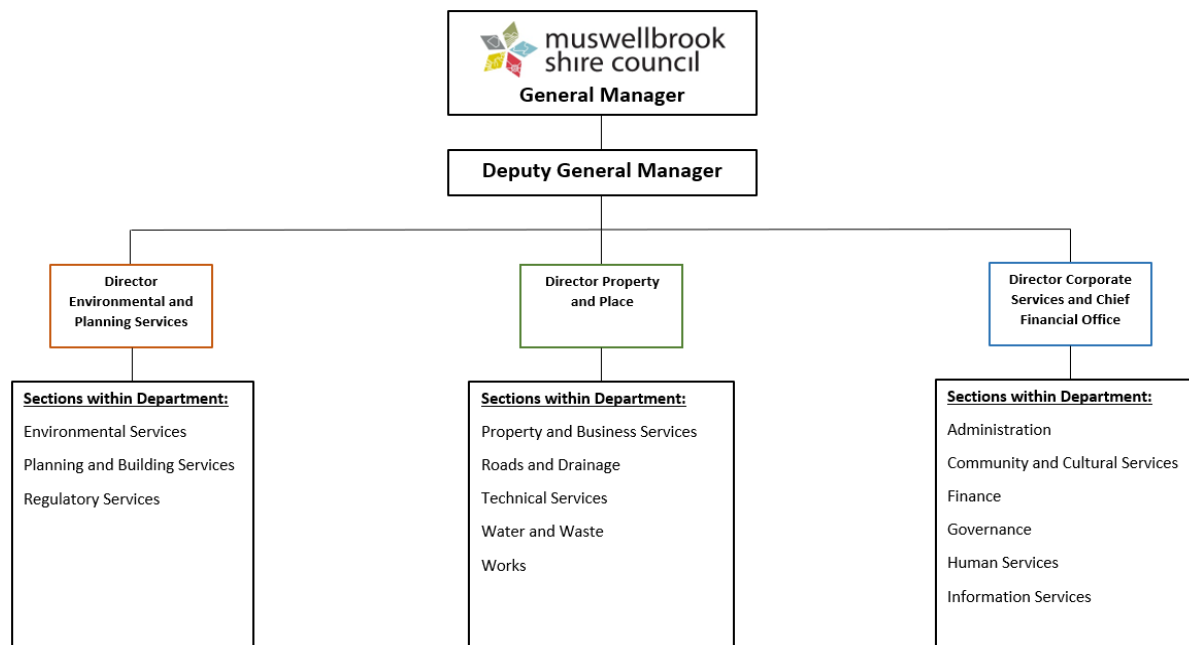
1. Attract
2. Retain
3. Engage
4. Develop

Throughout the four-year plan, Council will undertake annual reviews to ensure the Workforce plan actions are implemented; monitored and reported against.

Key challenges or risks identified within the plan include the encouragement to come and live in Muswellbrook, update and improve processes and systems to support the diverse workforce and lack of investment in development, career pathing and multi-skilling of the current workforce.

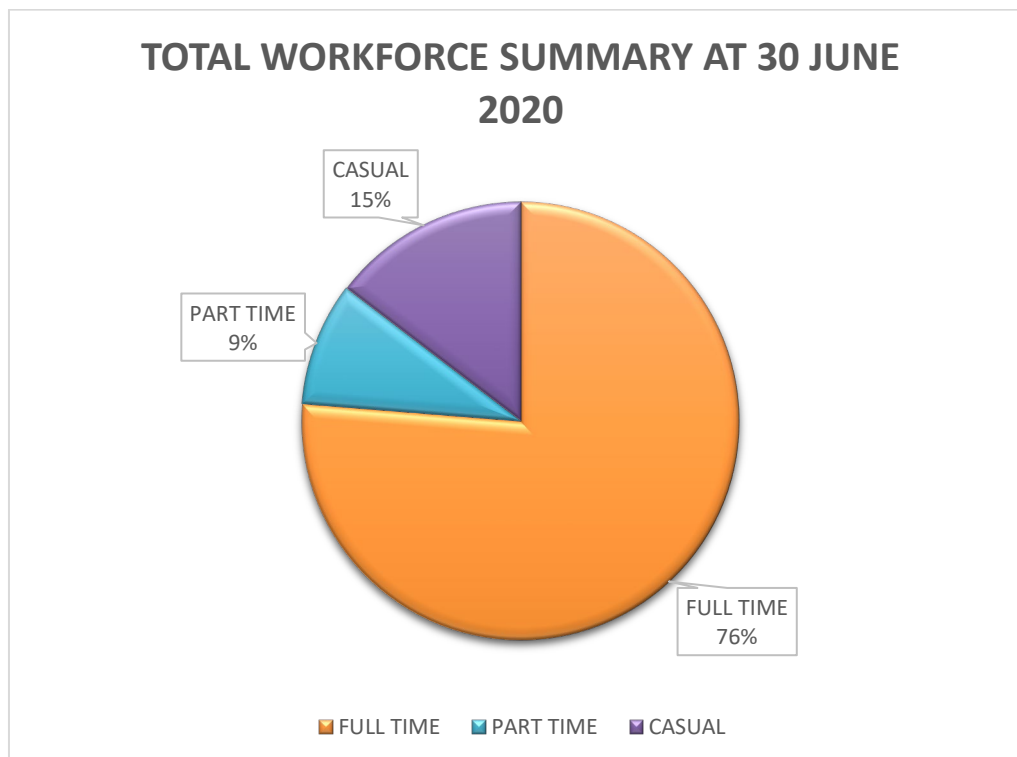
Implementation of the workforce plan will support the delivery of the community strategic plan and ensure that Muswellbrook Shire Council is delivering in accordance with Councils' SPIRIT Values; Safety, Pride, Integrity, Respect, innovation and teamwork.

Our Workforce

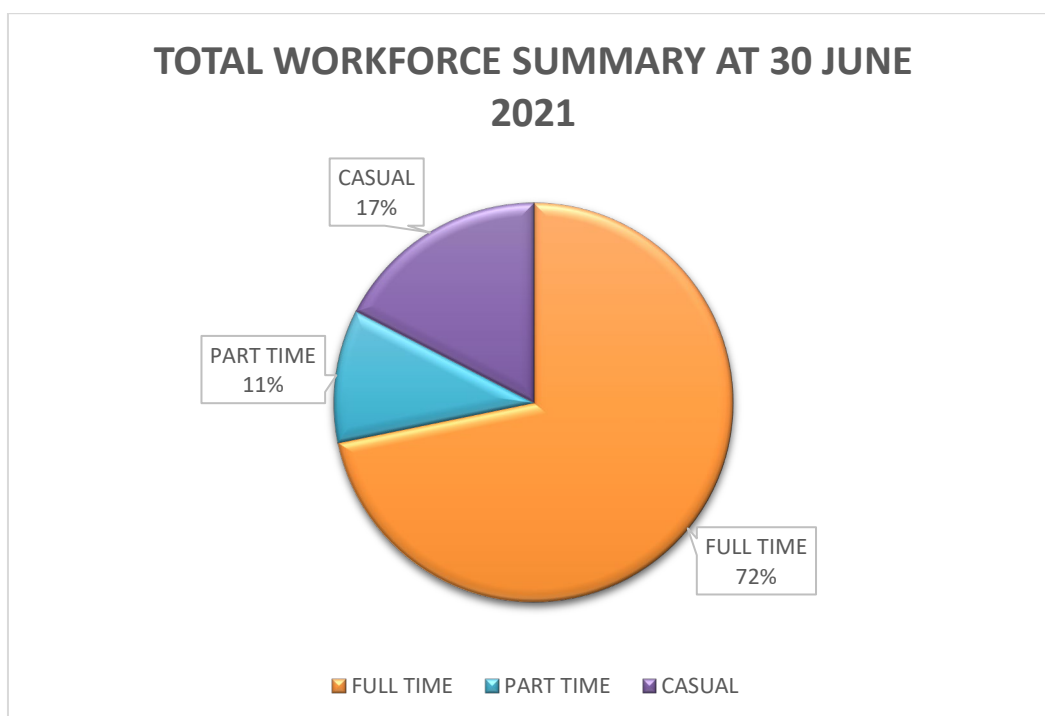


1. Profile

At 30 June 2020 there were 198 Council employees including 151 full time, 18 part time, 29 casual employees. The FTE at 30 June 2020 equalled 157.3.

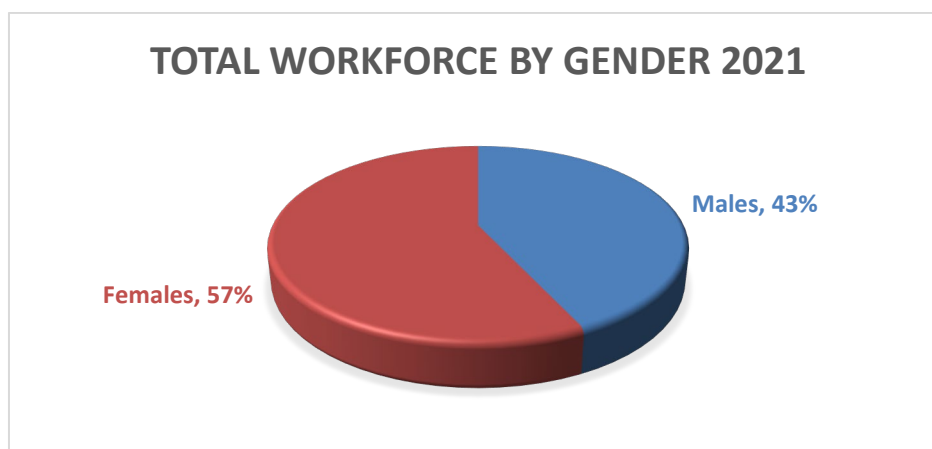


At 30 June 2021 there were 195 Council employees including 140 full time, 21 part time, 34 casual employees. The FTE at 30 June equalled 146.9. Council have reduced full time employees as well as the overall FTE and increased casual employees.



2. Gender

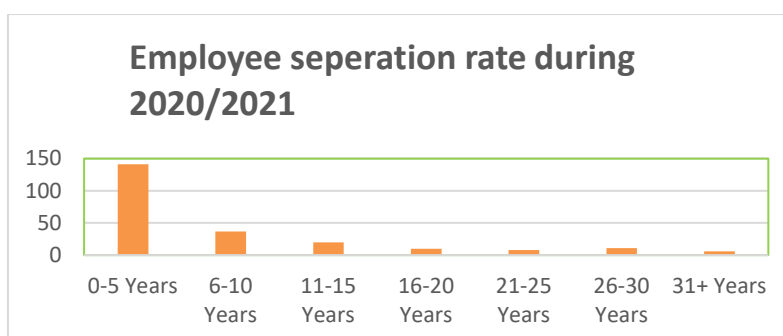
At 30 June 2021, 43% of employees were male, compared to 57% Female.

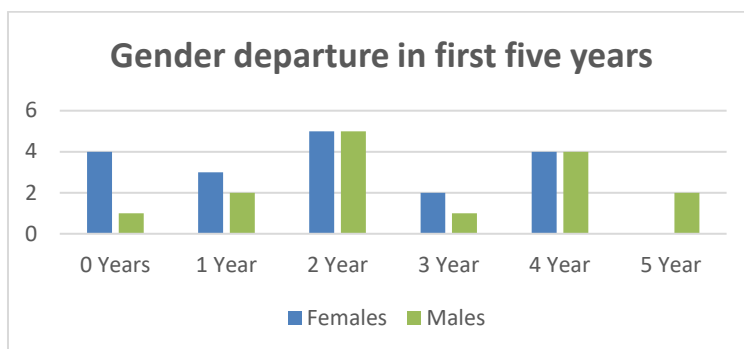


3. Tenure

Median tenure at 30 June 2021 is 7.5 years, The NSW Public Service Commission 2020 reports the median agency tenure, 2020 at 8.4 years. The following should be noted:

- 19 New employees – under 1-year tenure, currently employed.
- 1 New employee – under 1-year tenure – resignation at executive level (CFO).
- 4 New employee – under 1-year tenure – Removed from casual employment.
- 1 Male employee – currently employed with 42-year tenure.
- 2 Male employees – currently employed with 39-year tenures.
- 1 Male employee – currently employed with 32-year tenure.
- 1 Female employee – currently employed with 32-year tenure.





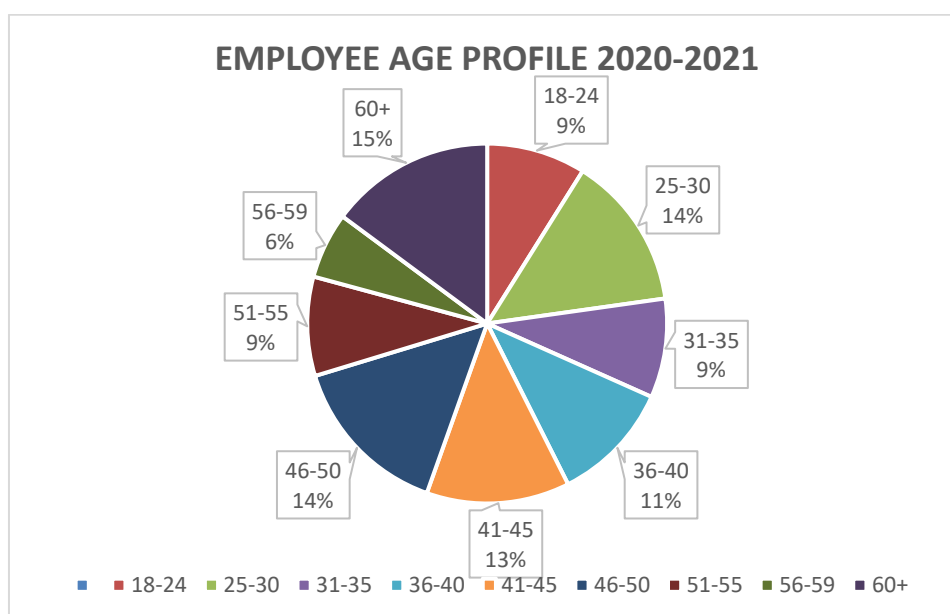
This knowledge enables council the opportunity to examine the challenges for employees in the first five years of employment. In relation to recruitment and selection as well as job design and training.

4. Age

As at 30 June 2021 the average age of council employees was 43. The youngest employee is 18 and the oldest 71. Both employees are female. The NSW Public Service Commission 2020 reports the average age of employees was 44, no change since 2019.

The overall age profile for Muswellbrook Shire Council employees is relatively even spread. Divided into three sections; 18-35 age category, with 32%. 36-50 age category, with 38%. 51-60+ age category with 30%. The 55 and over age group with 21% is trending well, with the NSW Public Service Commission 2020 reporting the average percentage of employees over 55 at 23.6%.

The 65 and over age category, with 6% a total of 15 employees. 40% of the employees in this age category have commenced a formal retirement plan with Council. The NSW Public Service Commission 2020 reports the average retirement age at 64.



5. Workforce Gender Breakdown



6. Workforce Comparison

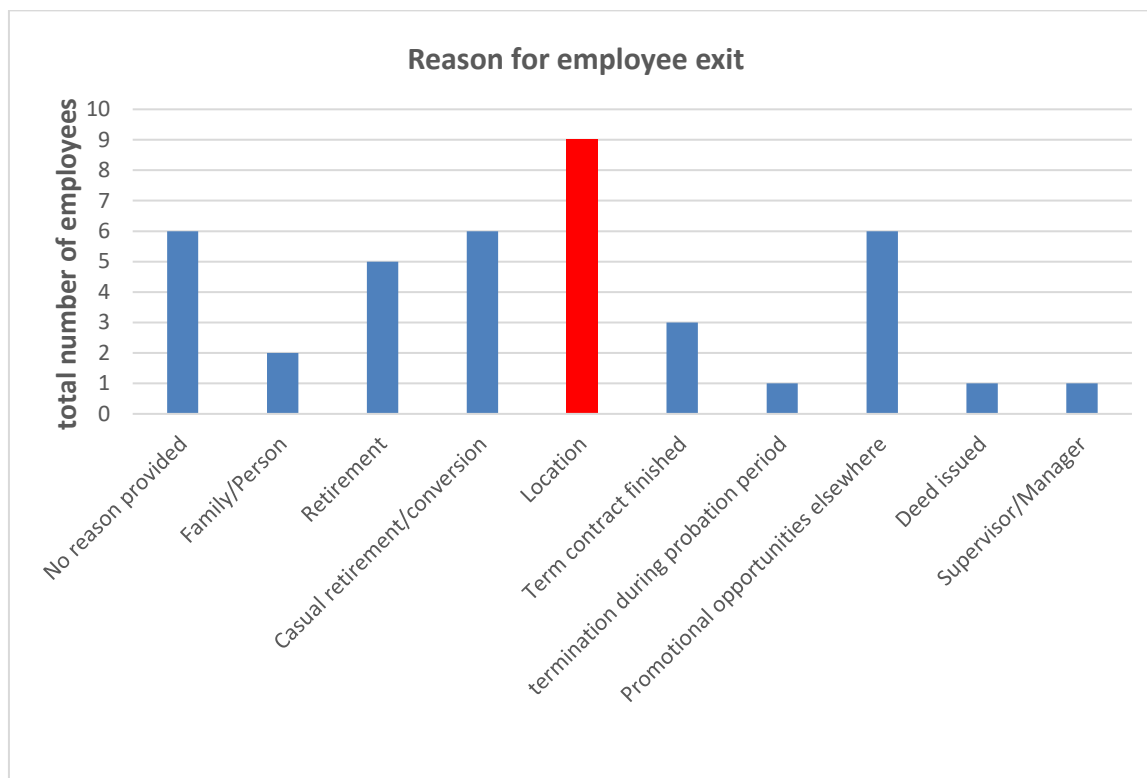
- Employment at grade 2; 53% of the female workforce, 46% of the male workforce.
- Employment at grade 5; 11% of the female workforce, 8% of the male workforce.
- Employment at grade 5; or above; 6% of the female workforce, 17% of the male workforce.

7. Manex Level

Muswellbrook Shire Councils' executive team has 6 members, 3 males, 3 females.

8. Staff Turnover

In the 2020/2021 financial year 40 employees left Council. Council turnover percentage 20.5%. Retirement & Casual conversion is expected turnover and reduces the percentage to 14.8%.



The highest reason recorded was location, followed by no reason provided (no exit interview submitted) and promotional opportunities elsewhere. Areas of improvement in the first five years of employment should be considered for retention of employees and reduced turnover.

9. Health, Safety and Wellbeing

We value the health and wellbeing of our employees and are committed to providing a workplace environment that promotes motivated, productive and healthy staff.

Monthly meetings of the Work Health & Safety (WH&S) Committee continued during the year. Councils' health, safety and wellbeing initiatives included:

Workplace inspections where identified hazards have been eliminated or managed

Flu vaccination program

Employee Assistance Program (EAP) for staff and their immediate family members

Access to WH&S e-learning to support on-boarding for new staff

EEO training and employees available

Joint statement with USU and Council to eliminate bullying in the workplace

Face-to-face sessions and virtual webinars for staff to promote wellbeing, mindfulness and stress reduction.

Workforce Forecast

There are several factors that could affect the current NSW labour market that need consideration in monitoring and evaluating the effectiveness of the workforce.

- New legislative/compliance or reporting requirements with workforce implications
- The way in which we view flexible working arrangements (including working from home)
- Training and upskilling of existing staff will be paramount
- Empowerment of our managers, supervisors through leadership programs
- Competition in the labour market is continuing
- Difficulty/risk in specific skill areas/specific key roles in demand
- The importance of providing a happy, healthy and safe workplace
- Technology changes are impacting the way in which we work and learn
- Lack of accommodation options in Muswellbrook and surrounding areas
- Lack of succession planning, knowledge transfer and career pathing
- Lack of youth opportunities to experience employment with council
- All staff engagement in Councils' performance management system (IWP)
- High staff turnover exists in the first five years of engagement
- Covid-19 impact on workforce engagement and socialising

All the above need consideration when implementing the actions for improvements in the workforce plan.

Action List

Key Areas	Specific outcomes	Actions	Timeframes	Measures
Workforce planning – A thorough understanding of our current workforce resources	• Effective workforce planning procedures and tools are available to leaders	• Enhance current reporting on workforce data	• June 2022	• Workforce data is provided to MANEX & SCC monthly
	• Ensure that we have the right people in the right jobs at the right time – develop / recruit / outsource	• Enhance the process and on-line access to exit interviews and data recording	• June 2023	• 100% of employee complete exit interview
Promotion of local area utilising technology	• Attraction of a diverse and inclusive workforce	• Develop council's diversity and inclusion program	• Dec 2024	• Decrease in staff turnover in first five years of engagement
	• Technology and Councils' on-line profile drive attraction to the local area	• Promote monthly basis – achievements, acknowledgements etc on Councils website and platforms such as LinkedIn	• Dec 2022	• Increase in youth employment numbers
Enhancing our Culture	• Increased employee engagement, retention, morale and satisfaction	• Provide rewards and recognition programs, promote social club	• Mar 2022	• Remain and monitor current staff satisfaction
	• Provide opportunities for contribution and alignment to Councils goals	• Improve engagement in the IWP process	• Feb 2023	• Increase participation and timeframes achieved
Career opportunities and skill development	• Training opportunities for all workforce	• Develop and implement a structured approach to training and development supported by systems and technology	• Sept 2023	• All employees participating in learning and development.
	• Career pathing, opportunities available within Council	• Create practices to support career development and career progression opportunities	• Jan 2024	• Employee engagement in the development of career pathing
Empower our managers and supervisors	• Encourage workplace culture with well-informed Managers and supervisors	• Develop ongoing leadership introductions to council and supervisory development programs	• May 2023	• Employee satisfaction with improved employee / manager / supervisor relationship.
	• Provide anytime information accessibility	• Develop on-line platform with information, training, policies and procedure for supervisors and manager	• Aug 2024	• Improve accountability in people management

Key Areas	Specific outcomes	Actions	Timeframes	Measures
Encourage local Youth employment opportunities	<ul style="list-style-type: none"> • Increase youth attraction, development and engagement 	<ul style="list-style-type: none"> • Develop programs youth across council 	<ul style="list-style-type: none"> • Sep 2023 	<ul style="list-style-type: none"> • Increased youth engagement numbers
	<ul style="list-style-type: none"> • Encourage local youth opportunities within council 	<ul style="list-style-type: none"> • Develop relationships with external youth services and career advisors 	<ul style="list-style-type: none"> • Dec 2023 	<ul style="list-style-type: none"> • Contribution to the local youth employment opportunities

Monitor and Evaluate

The workforce plan will be reviewed every year. The monitoring and review process enable Council to assess what is working and what is not, adjust this plan and its actions and be able to address any workforce and organisation issues that may arise.

Measures of success will be indicated by the outcomes of the action plan, delivered within the timeframes and achieving the performance indicators above.