



WORKFORCE MANAGEMENT PLAN

2022/23 - 2024/25

PARKESTM
It all adds up.





Acknowledgement of Country

Parkes Shire is the land of the Bogan River people, part of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement, encompassing the Central West slopes and plains.

Wiradjuri Country extends from Coonabarabran in the north, straddling the Great Dividing Range down to the Murray River and out to western NSW, encompassing around one fifth of NSW. The people of Wiradjuri Country are known as 'people of three rivers', due to the three rivers that border their lands: the Wambool (Macquarie River), Kalari (Lachlan River) and Murrumbidjeri (Murrumbidgee River).

In the spirit of reconciliation, Parkes Shire Council acknowledges and the Wiradjuri people as the traditional custodians of the land and pays respect to Elders past, present and future and we extend our respect to all Indigenous Australians in Parkes Shire.

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 community.

EXECUTIVE SUMMARY	4	KEY CHALLENGES	22
SCOPE	6	IDENTIFIED CHALLENGES	23
CONTEXT	7	FUTURE CAPABILITY NEEDS AND SKILLS SHORTAGES	28
PURPOSE	8	ACTION PLAN	34
ALIGNMENT WITH STATE AND REGIONAL GOALS	9	1 ATTRACTING OUR PEOPLE	37
PARKES SHIRE AT A GLANCE	10	2 DEVELOPING OUR PEOPLE	38
ABOUT THE PARKES SHIRE	11	3 REWARDING OUR PEOPLE	39
OUR COMMUNITY	12	4 SUPPORTING OUR PEOPLE	40
COMMUNITY PROFILE	13	5 PROTECTING OUR PEOPLE	41
OUR ROLE AND VISION	14	6 LEADING OUR PEOPLE	42
OUR ROLE	15	MONITORING AND EVALUATION	44
OUR VISION	15		
OUR WORKFORCE	16		
ORGANISATION STRUCTURE	17		
STAFFING COSTS	18		
TURNOVER	18		
WORKFORCE PROFILE	19		
RECRUITMENT	21		
WHAT OUR EMPLOYEES THINK	21		

EXECUTIVE SUMMARY

Parkes Shire Council's Workforce Management Plan forms a key part of our four-year Resourcing Strategy and provides a framework for aligning decisions about workforce planning with the outcomes, goals and aspirations set out in our Community Strategic Plan.

Workforce planning is all about planning for the future needs of our workforce in accordance with the service delivery expectations of our community. Workforce planning also assists Council to develop solutions to issues such as skill shortages, ageing workforce, succession planning, managing work and family considerations, as well as equity and diversity issues.

The local government sector one of the largest service-based industries in NSW, employing more than 55,000 people; managing more than \$136 billion in community assets; operating 450 libraries; maintaining about 90 per cent of the state's roads and bridges; and managing an estimated 3.5 million tonnes of waste each year. As with all service-based industries, the local government sector is under increasing pressure to improve how it delivers services and the quality of the services it provides.

Locally, the Parkes Shire is experiencing significant growth driven by a range of environmental factors, including increased migration to rural and regional NSW and unprecedented public and private sector investment in Central West NSW. This extraordinary growth will be both challenging and rewarding.

To meet the challenges and capitalise on opportunities, Council must have the right people, with the right skills, doing the right jobs, at the right time. This is a complicated task, especially given the size of Council's organisation and the varied nature of our operations, functions and services.

This Workforce Management Plan aims to support Council in attracting, developing, retaining and leading a workforce that is committed to delivering high-quality services to our community so that we achieve our shared goal of a **connected, vibrant and sustainable** Parkes Shire.

In developing this Plan, we have considered a range of publications and strategies prepared by Federal and State Governments, as well as current trends - both from within our organisation, as well as broader regional and national trends. This has enabled us to analyse our current workforce demographics, identify future resourcing challenges, and forecast future needs.

This Plan is based on six key pillars as outlined below and explored in greater detail in this document:

- Attracting Our People
- Developing Our People
- Rewarding Our People
- Supporting Our People
- Protecting Our People
- Leading Our People



P.S.C.

KANE

P.S.C.

SCOPE

CONTEXT

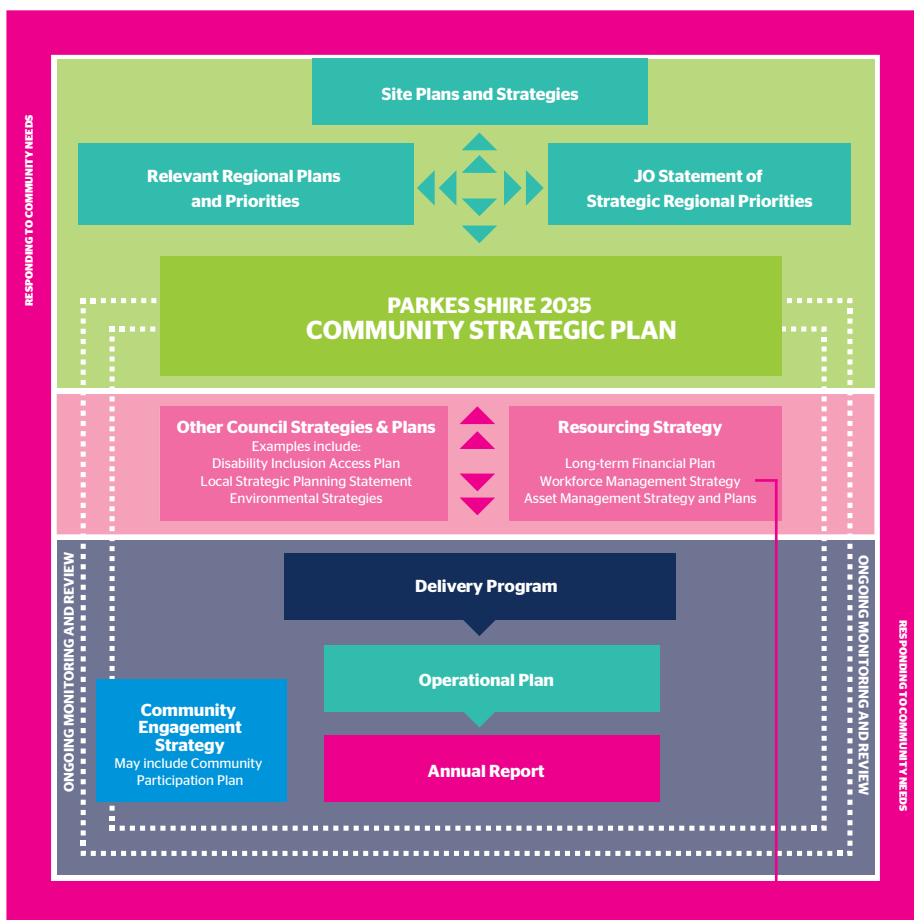
PURPOSE

ALIGNMENT WITH STATE AND REGIONAL GOALS



CONTEXT

Our Workforce Management Plan is part of the Integrated Planning and Reporting (IP&R) framework that all local councils must use to plan for their local areas, based on the expectations of their local community.



COMMUNITY STRATEGIC PLAN

is the highest level of strategic planning, providing a vision that reflects the aspirations of the community. This plan sets clear directions, objectives, strategies and measures for progress on delivering the community's vision and to inform all other documents.

RESOURCING STRATEGY

demonstrates how work identified in the Delivery Program and Operational Plan will be resourced.

DELIVERY PROGRAM

describes Council's commitment to deliver against the Community Strategic Plan in the elected term of Council.

ANNUAL REPORTING

reports back to the community of the work undertaken by Council each year to deliver on the Operational Plan and Delivery Program.

OPERATIONAL PLAN

identifies annual projects and activities to deliver against the delivery plan outcomes.

WORKFORCE MANAGEMENT PLAN

The Workforce Management Plan sits within Council's Resourcing Strategy and is a proactive, four-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives. It clearly identifies how future staffing and skills requirements will be met, such as through recruitment, staff progression and development, internal redeployment, and succession planning.

PURPOSE

Councils operate within challenging environments that demand greater flexibility, responsiveness and performance improvements to meet agile labour markets, skills shortages and an ageing workforce. With a well-written and thorough WMP, councils are in a stronger and more stable position to plan for and address future workforce needs. In summary, workforce planning should be:

- an ongoing activity
- a process, not just a set of actions
- able to support workforce planning with a clearly identified purpose that is linked to organisational objectives and informed by the DP and OP
- applicable to the current workforce while also anticipating future needs and capabilities.

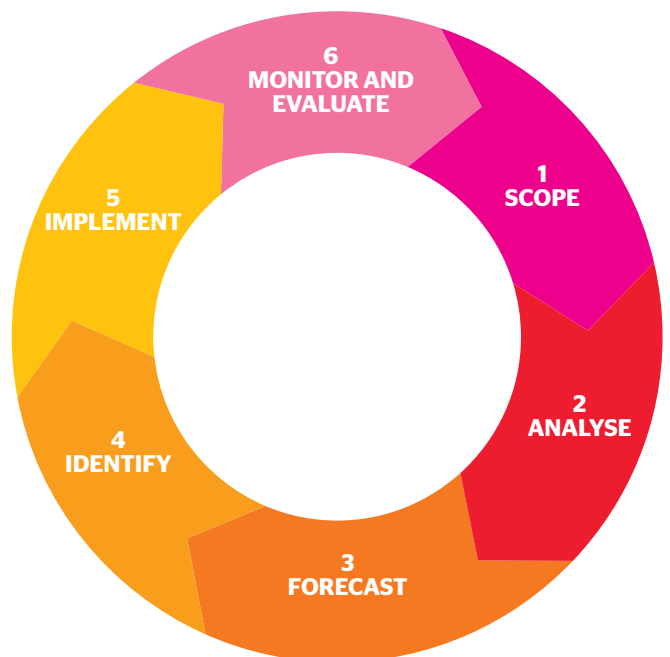
Successful workforce planning is an active process that must be continually monitored, and adjusted when required, to promptly address new workforce or organisational issues. Monitoring and evaluating should comprise:

- establishing a regular monitoring and evaluation process
- outlining a timeframe for monitoring
- measures of success and performance indicators
- feedback from stakeholders during the monitoring and evaluation process
- identifying opportunities for shared learning.

The purpose of this Workforce Management Plan is to provide a framework to identify, consider and respond to the significant issues and risks facing Parkes Shire Council's organisation, now and into the future.

To enable Council to deliver high quality services to a growing population, it is essential that appropriate workforce planning is undertaken. There are many aspects to this process including analysis of the current workforce, understanding future demand for and supply of labour, forecasting the numbers and types of jobs and people required, identifying the source of those people, identifying gaps and managing issues such as succession planning, planning for retirement and skill shortages.

Council's process is informed by the Office of Local Government guidance and is outlined as follows:



1. SCOPE the Workforce Management Plan – This plan addresses workforce needs for a period of four years.

2. ANALYSE the current workforce – Analysing the current workforce to determine the difference between what we have now and what we need in the future.

3. FORECAST the workforce needs – This step involves thinking about the types of skills, positions and other resources the organisation will require over the next four years. It involves looking at internal organisational needs as well as the needs identified in the CSP.

4. IDENTIFY workforce gaps against future needs – Developing strategies involves asking such questions as how we are going to manage the gap between what we have now and what we need in the future and identifying the actions we will undertake.

5. IMPLEMENT actions to address shortages, surpluses or skills mismatches – Actions are put into place, responsibility for the action is assigned, timeframes are set, and budget implications highlighted.

6. MONITOR AND EVALUATE the final stage involves monitoring and evaluating the workforce management strategy to measure success and identify areas for improvement.

ALIGNMENT WITH STATE AND REGIONAL GOALS

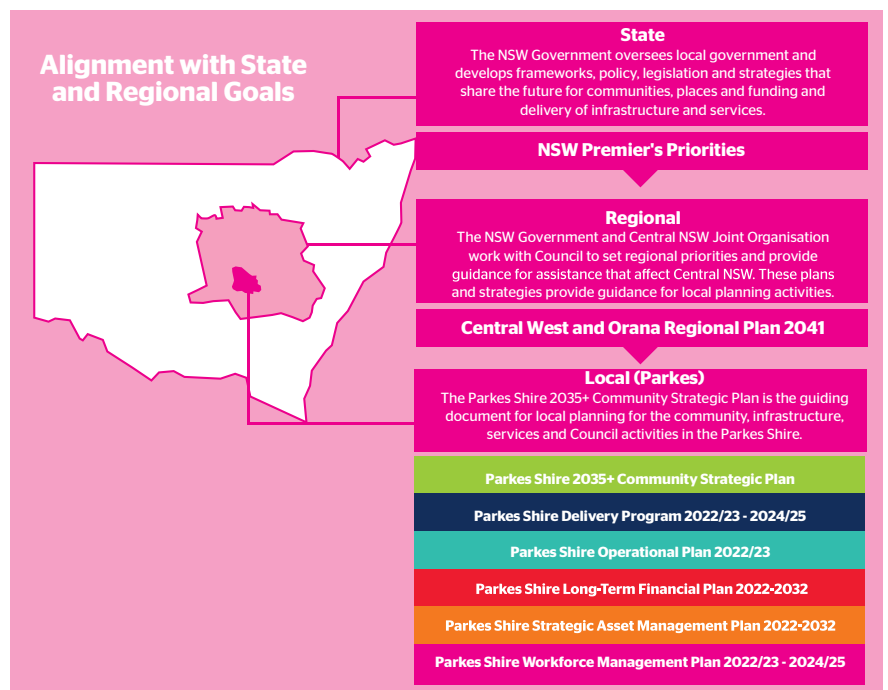
The Delivery Program and Operational Plan is Council's lead delivery plan for our community at a local level which inform the strategies and objectives outlined in the Workforce Management Plan, so it is important to understand how Parkes' goals align with goals at other levels of government.

Based on our community vision, this Plan aligns and works with strategies, plans and policies developed by other levels of government.

Parkes Shire Council plays a key role in shaping and delivering initiatives for the shared State and regional vision for the Parkes Shire.

Council's Delivery Program activities contribute towards these initiatives as well as leading to deliver and advocating on strong local outcomes for Parkes within this regional context.

Insert graphic displaying relationship between state, regional and local plans - information can be sourced from the CSP



PARKES SHIRE AT A GLANCE

ABOUT THE PARKES SHIRE

OUR COMMUNITY

COMMUNITY PROFILE



ABOUT THE PARKES SHIRE

The Parkes Shire sits at the heart of Central West NSW, strategically located on the Newell Highway – Australia’s major inland touring route - and within five hours of Sydney and three hours of Canberra.

Covering an area of 5,919 square kilometres and taking in some of the richest and most productive farming and grazing land in NSW, Parkes Shire is renowned for our stunning natural beauty and friendly, welcoming community.

Just over 14,608 people call Parkes Shire home, with more than two-thirds of our population living in the town of Parkes, which services as the administrative, commercial and services hub of the local government area. Villages are located at Peak Hill, Trundle, Tullamore, Alectown, Bogan Gate and Cookamidgera.

Just over 10 per cent of the Parkes Shire’s population identify as Aboriginal or Torres Strait Islander, significantly higher than the respective state and national averages of 2.9 per cent and 2.8 per cent. Parkes Shire is located on the lands of the Bogan River people of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement - and continues to be the home of many Wiradjuri people, as well as those from other nations.

Parkes Shire also supports the surrounding region with health and education services through Lachlan Health Service, Western TAFE and Country Universities Centre, as well as various public and private schools, preschools and family day care services. Parkes Shire has modern health services, with a recently redeveloped hospital and strong network of local General Practitioners and is located within an hour’s drive of other major hospital and health service providers at Dubbo and Orange.

Parkes Shire boasts a strong, diverse economy, with a Gross Regional Product (GRP) of \$845 million in 2021. Our economy is underpinned by the agriculture and mining industries and strengthened by the transport and logistics, retail and public administration sectors. Just over 1,300 local businesses operate in Parkes Shire, with 6,565 residents – around 44 per cent of our population – in the workforce.

The development of the Parkes Special Activation Precinct (SAP) – the first SAP in regional NSW – will support continued business development and employment growth in the Central West. Taking advantage of Parkes’ location on the Inland Rail and the Main Rail line, the Parkes SAP presents opportunities for value-add industries in the agricultural technology sector.

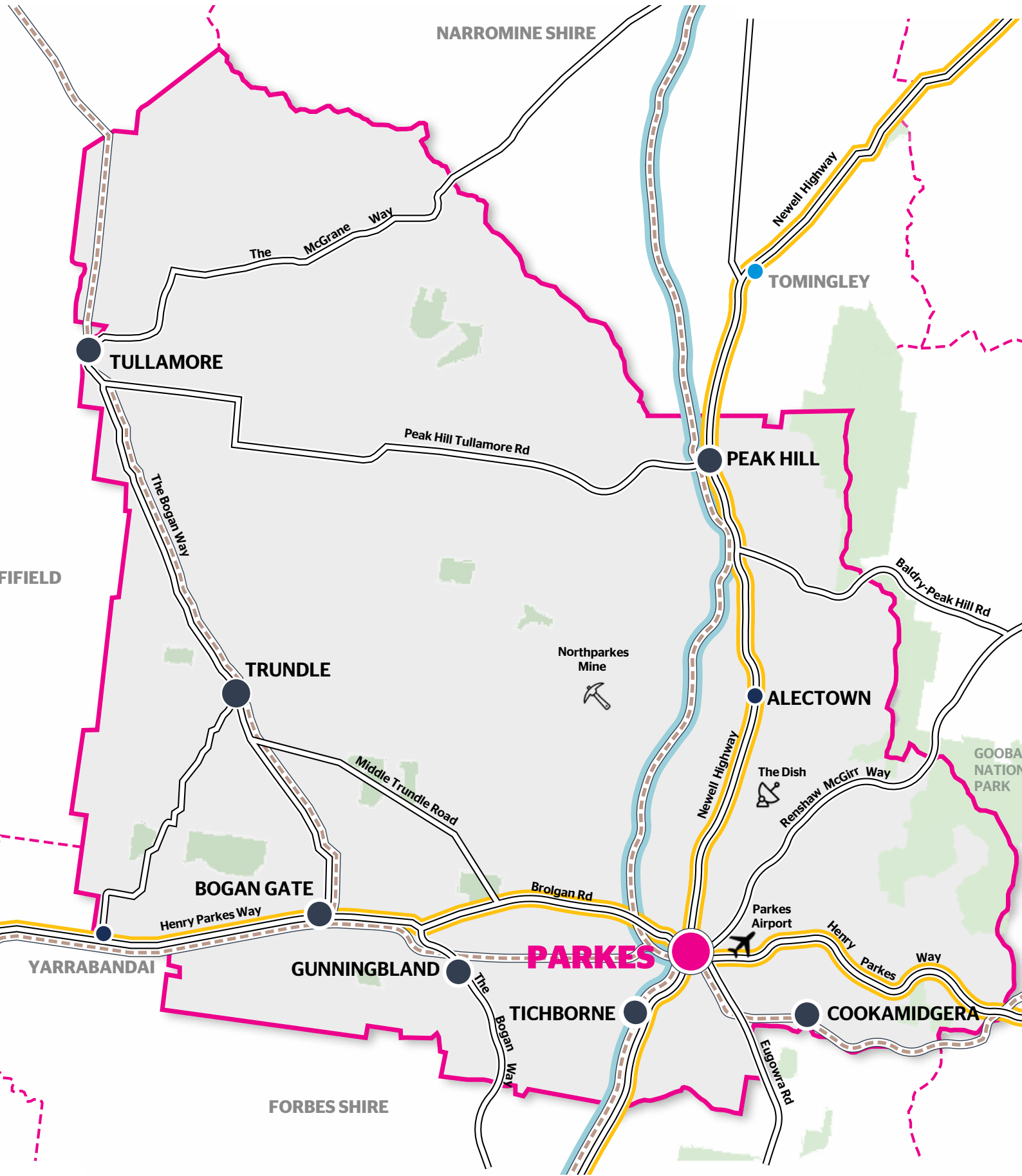
The Parkes Regional Airport is a major gateway to the Central West region, transporting 35,000 passengers annually through daily flights to Sydney. Through leveraging Parkes’ well-established national transport hub, the development of the Parkes Airport Business Park provides potential for growth to support our strong, diverse economy.

OUR COMMUNITY

LAND-USE

-  Parkes Local Government Area
-  Parkes Township Location
-  Parkes Village Location
-  Neighbouring centre location

-  National Park / Forests
-  Northparkes Mine
-  Parkes Regional Airport
-  The Dish



COMMUNITY PROFILE

GEOGRAPHICAL AREA: 5919 SQ KMS

SHIRE: 14,608

Parkes (incl. Cookamidgera, Alectown and Tichborne) - 12,102

Trundle - 687

Tullamore - 424

Peak Hill - 1,106

Bogan Gate - 289

DIVERSITY

Indigenous population 10%

Born overseas - 5.4%

Non-English-speaking background - 5.7%

GENDER

49.2% Male

50.8% Female

AGE

Pre-school Children (0-4 years) 6.4%

Primary School (5-11) 9.9%

Secondary Schoolers (12-17) 8.1%

Tertiary Education / Independence (18-24) 8.2%

Young Workforce (25-34) 10.5%

Parents / Homebuilder (25-49) 16.9%

Older Works and Pre-Retirees (50-59) 13.6%

Empty Nester and Retirees (60-69) 12.1%

Seniors (70+) 14.2%

PROJECTED TRENDS

Projected Shire population in 2036 - 14,800

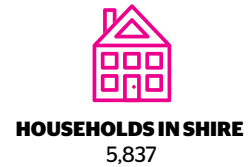
Projected dwellings in 2036 - 7,500

Projected households in 2036 - 6,500

Sources:

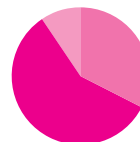
Australian Bureau of Statistics, 2016

Department of Planning and Environment, 2019



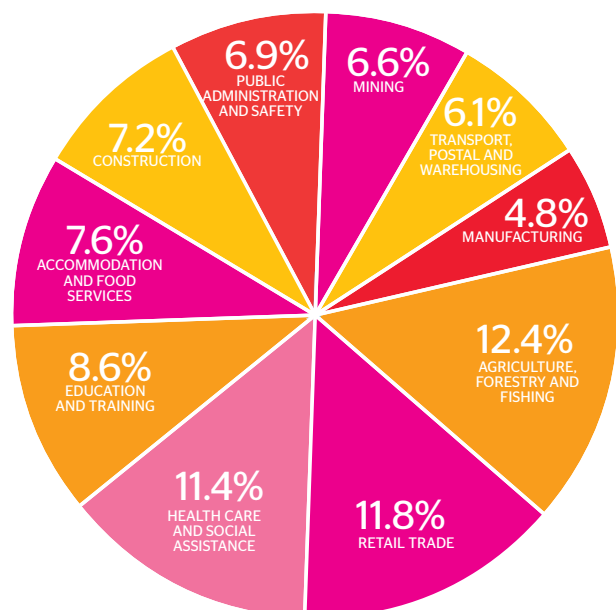
EMPLOYMENT

IN 2016 % OF POPULATION HAD THE FOLLOWING OCCUPATION:



6303 LABOUR FORCE
2065 **PART TIME WORKERS**
3644 **FULL TIME WORKERS**

INDUSTRIES BY EMPLOYMENT



OUR ROLE AND VISION

OUR ROLE

OUR VISION



OUR ROLE

Council plays an important role in delivering for their local communities through the provision of community services, programs and infrastructure that impact on the health and wellbeing of residents; support local economic growth; and support care and management of the local environment. Importantly Council is the local community's advocate in local and regional discussions with other tiers of government and service and infrastructure providers.

At Parkes Shire Council, we are guided by our organisational vision and our corporate values encapsulate our approach to everything we do - working together and with our partners to deliver services for our community.

OUR VISION

Connected, vibrant and sustainable.
Parkes Shire 2035, it all adds up

OUR WORKFORCE

ORGANISATION STRUCTURE

STAFFING COSTS

TURNOVER

WORKFORCE PROFILE

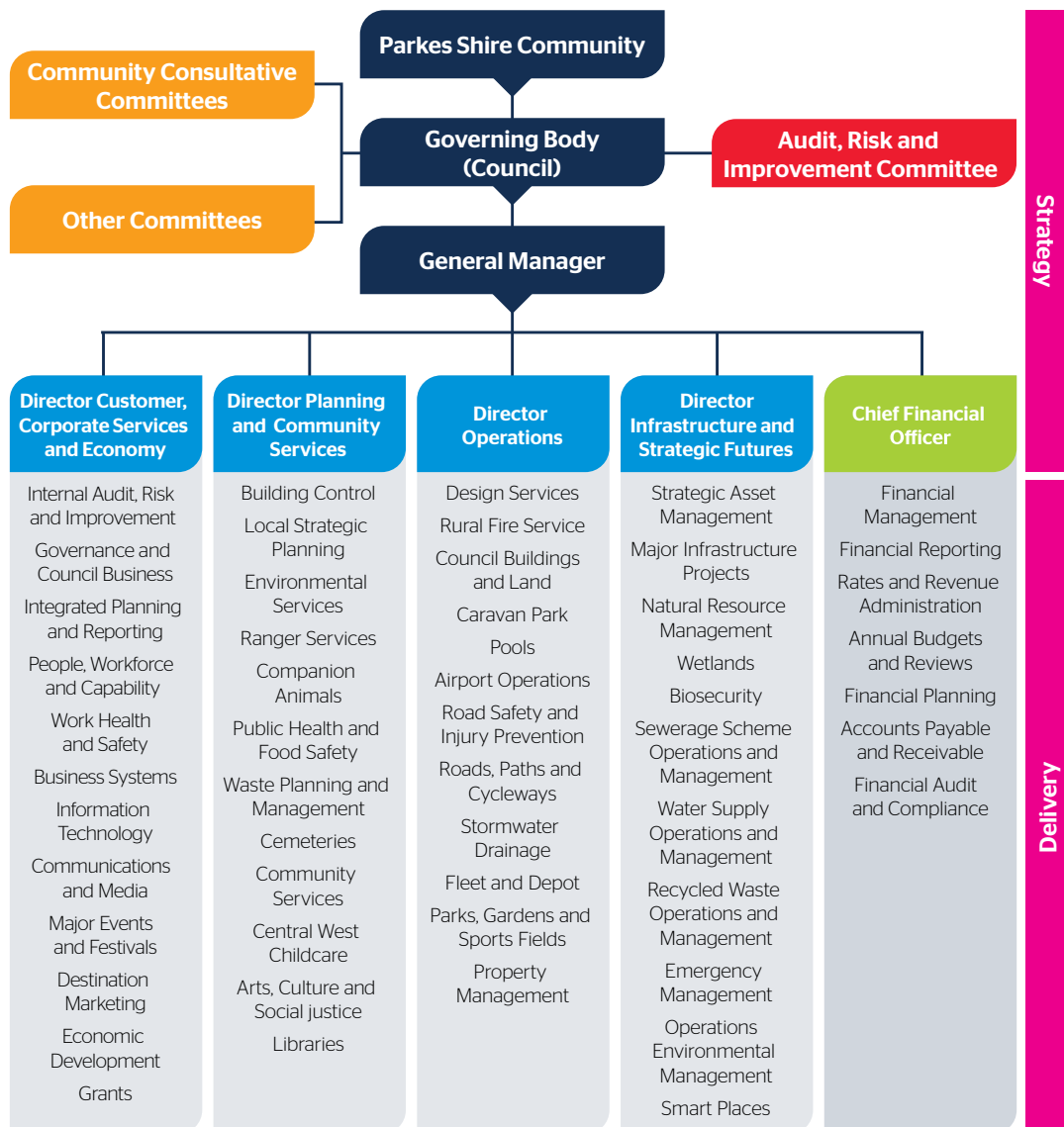
RECRUITMENT

WHAT OUR EMPLOYEES THINK



ORGANISATION STRUCTURE

Council's organisation structure was last reviewed in 2021. The purpose of this restructure was to design a structure to meet Council's core strategies and identified improvement areas, to redefine areas of responsibility, to better align areas of workplace synergy and to improve business efficiency through clearer definition of responsibilities.



Each of the four directorates contains a number of branches:

CURRENT WORKFORCE HEADCOUNT BY DIRECTORATE

Directorate	Headcount	% of Total Headcount
Customer, Corporate Services and Economy	38	19%
Executive and Finance	13	6%
Infrastructure and Strategic Futures	26	13%
Planning and Community Services	36	18%
Operations	90	44%

Source: Current Employee Listing as at April 2022

CURRENT WORKFORCE HEADCOUNT BY JOB FUNCTION GROUP

Job Function Group	Headcount	% of Total Headcount
Executives	5	2%
Managers, Professionals and Specialists	38	19%
Operations and Service Delivery	112	55%
Corporate Support and Administration	48	24%

Source: Current Employee Listing as at April 2022

STAFFING COSTS

As outlined in our Long-Term Financial Plan, in order to meet our obligations to the community in the future, it is important we understand and closely manage all operational expenditure including employee costs.

While Council's workforce has increased from 187 Full-Time Equivalent (FTE) in 2016 to 242 FTE in 2021 (including vacant positions). As of April 2022, we have a current occupied FTE of 197 FTE. The vacancies are evenly spread across all the job functions.

This presents its own challenges in reduced capacity for workload across the professional/specialist and operational functions resulting in increased expenditure on external services as well as an increase in overtime resulting from reduced corporate and administrative support.

TURNOVER

Overall annual turnover for Parkes Shire Council stands at 15 per cent, higher than the NSW Local Government median of 13 per cent. As of April 2022 we have an annual turnover of 19 per cent indicating that we have a rising turnover issue.

Following exit interview analysis, the main factors cited in leaving Council are:

- Higher Pay
- Better Career Opportunities
- Better Benefits
- Improved work/life balance

WORKFORCE PROFILE

Anticipating and managing changing workforce demographics is a key aspect of our approach to ensure that we continue to have the right mix of skills and capability to deliver our Community Strategic Plan, Delivery Program and annual Operational Plans. The following analyses examine the make-up of our current workforce and help us to anticipate potential challenges that may arise into the future. It is intended to be a broad snapshot of the workforce rather than an exact representation.

AGE-BASED ANALYSIS

There are a number of statistics available that suggest Australia's population and labour force continues to age over time. In order to understand the potential impact for Council, and as a key input to the development of our workforce management strategies, we have examined our current workforce by age group.

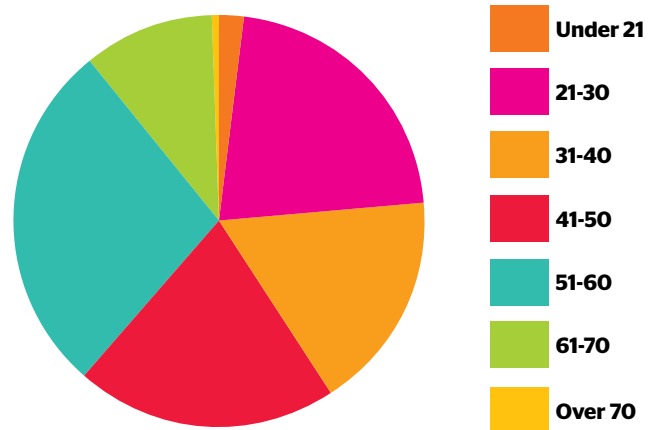
The median age for the Council's workforce is 45.6 and approximately 40.9 per cent are under the age of 41 years old, suggesting an ageing workforce. Some 10.8 per cent of current employees are aged 61 and above, and 63.6 per cent of these employees aged 61 and above work within the Operations directorate.

Council's Executive Leadership Team is slightly younger than the general workforce on average, with a median age of 43.5.

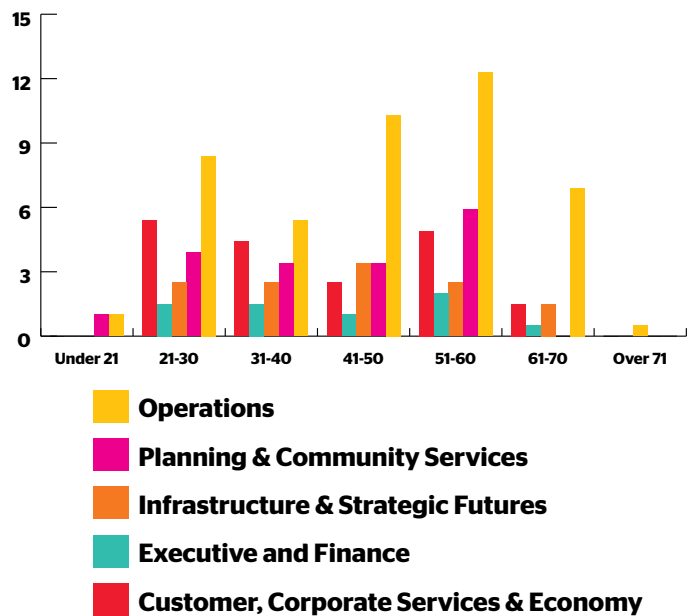
Age Group	Representation
Under 21	2.0%
21-30	21.7%
31-40	17.2%
41-50	20.7%
51-60	27.6%
61-70	10.3%
Over 70	0.5%

Source: Current Employee Listing as at April 2022

Age Representation across Council



Age Representation by Directorate



DIVERSITY

Diversity (and equal employment opportunity) for Parkes Shire Council is about achieving fairness, social justice and equity. Through employing people with diverse experiences, cultures and abilities we better position our organisation toward our goal of being an Employer of Choice.

Studies indicate that when employees think their organisation is committed to, and supportive of diversity and they feel included, employees report better business performance in terms of ability to innovate, responsiveness to customer changing needs and team collaboration.

Aboriginal and Torres Strait Islanders

The number of staff identifying as Aboriginal and/or Torres Strait Islander within Parkes Shire Council remains low and the level of representation at Parkes Shire Council remains below the LGA population of 10 per cent indicating that more work needs to be done. Strategies will be developed to address the low level of representation and increase our Aboriginal and/or Torres Strait Islander employment ratios.

People with Disability

Inclusion is a focus that has been identified in this plan, with currently no Council employees identifying as living with a disability. Strategies have been identified in Council's Disability Inclusion Action Plan that will enable our Council to become a more inclusive employer.

Youth and Young Professionals

Traditionally, Australia has seen a drift of young people from regions and rural areas to cities for a variety of reasons, including lifestyle choices, work experience, career progression, and tertiary education. However, recent analysis suggests that millennials (20-35 years old) are increasingly mobile and prepared to move to - or return to - regional Australia, with the three biggest drivers of mobility being housing affordability, rapid career advancement, and lifestyle choices.

Given the changing nature of the workforce - including higher levels of education for some entry-level positions and staff working beyond the traditional retirement age - the relative representation of youth in public sector employment is decreasing.

Recruiting, developing and retaining youth (under 25) and young professionals (35 and under) is a key priority, helping to create a talent pipeline for the future which will enable effective succession and workforce planning. We will also benefit from fresh ideas, new experiences and diverse perspectives that younger people bring to the workplace.

Women

Gender diversity continues to be a challenge for Council with only 37.9 per cent of our total workforce being female, compared to the Parkes Shire LGA female population of 50.8 per cent.

Positive outcomes have been made with 47.4 per cent of female representation in Manager, Professional and Specialist Roles in 2021 compared to 39 per cent in 2016, however there is still no female representation at the Executive (General Manager and Director) level.

Key strategies and initiatives will be developed to address gender diversity, particularly opportunities to within leadership positions. to improve our female representation in the workforce as well as professional development to enable our female employees to develop into senior management and executive roles.

Diversity	Community	Workforce
Women	50.8%	37.9%
Women in Executive, Manager, Professional and Specialist Roles	33.1%	<ul style="list-style-type: none">• 41.9%• (0% - Executive Roles)• (47.4% - Manager, Professional and Specialist Roles)
Youth (Under 25)	32.6%	7.9%
Young Professionals (25-34)	10.5%	8.9%
People with disability	6.5%	0%*
Aboriginal and Torres Strait Islander	10%	5.4%*

* Percentage (%) of employees that have disclosed this information

RECRUITMENT

Attracting and retaining a high quality, committed workforce is a key objective for Parkes Shire Council. Many of the objectives outlined in the Plan aim to improve how we recruit and retain our most valuable asset, our people.

Attracting high quality candidates continues to be a challenge for Council. On average, Council has advertised over 70 positions per annum over the last 4 years. While the majority of those positions are filled, feedback from panel members, candidates and external recruitment providers suggests that attracting a competitive pool of suitable qualified and experienced candidates for some positions has proven difficult due to the following factors:

- Lower remuneration levels for positions compared to the external market;
- Specialist government roles with limited comparable sector experience;
- Lack of required qualifications and experience suitable for the role;
- Significant reduction in suitable applicants particularly over the last 12 months

In addition, during the past four years, the following positions are examples that required re-advertised in order to attract suitably qualified candidates:

- Building Certifiers
- Planners
- Civil Engineers

- Design Engineers
- Economic Development Specialists
- Water Operators
- Qualified Accountants
- Childcare Services

These internal and external factors show there is potential to improve how we recruit and retain staff, through supporting continued implementation of workplace planning initiatives such as the development of an Employee Value Proposition. Council's value proposition aims to develop and package up all of the benefits that Council provides its employees and market them externally to promote and attract talented candidates to Council.

WHAT OUR EMPLOYEES THINK

In 2021, an 'Employee Engagement Survey' was conducted to obtain valuable feedback about workplace experiences and needs. Staff participation in the survey was 914 per cent and was completed by 90 indoor employees and 81 outdoor employees.

Respondents identified workplace culture, care, recognition and wellbeing, and internal communication as the top four improvement opportunities.

A number of these challenges and issues will be directly addressed through the actions contained within this Plan.

KEY CHALLENGES

IDENTIFIED CHALLENGES



IDENTIFIED CHALLENGES

Combining a process of workforce analysis, research and management consultation, the following challenges have been identified as being crucial to maintaining a sustainable workforce that is agile and capable of delivering our Community Strategic Plan.

CHANGING LABOUR MARKET

The Australian economy has experienced almost three decades of uninterrupted growth. Combined with an ongoing structural shift away from employment in primary production and manufacturing towards a more service-based labour market.

This (along with other factors) has led to a steady shift towards higher skilled occupations. The share of employment in skill level 1 occupations (generally requiring a Bachelor's degree or higher qualification) has increased from 23 per cent of the workforce in 1988 to 32 per cent in 2018.

Over this time, shifting demographics, technological advancements and increased pressure from overseas-based competitors have shaped the composition of the labour market.

The increasing importance of tertiary education and skills development beyond secondary school is highlighted by the five-year projections that show more than nine-in-10 new jobs are projected to require post-school qualifications.

In response to higher skills needs, young people are spending longer in education and STEM skills (science, technology, engineering and maths) are an integral part of Australia's labour market, which have helped to facilitate the emergence of more complex, innovative work in many industries.

Overall, the labour market weathered well the impacts of these big picture forces and changes and entered the COVID-19 pandemic with a relatively low unemployment rate following a number of years of solid employment growth. Despite this, in June 2021, 27 per cent of businesses surveyed reported having difficulty finding suitable staff to fill jobs.

The future of work in Australia will provide many opportunities, but also challenges. Globalisation, technological progress and population change are having an impact on our society and labour markets.

AGEING POPULATION AND WORKFORCE

As with Australia's population is ageing. According to research conducted by the Australian Bureau of Statistics, the median age of the Australian population in 2020 was 38 years of age, a significant increase from 35 years of age in the year 2000. The median age of Parkes Shire is 41 years, higher than the Australian median.

With a median age of 45.6 years and 59.1 per cent of the workforce over the age of 40, an ageing workforce is a significant issue for the management and planning of Council's workforce. A number of challenges are raised in terms of maintaining and developing a skilled workforce resulting from this ageing population.

Across the Local Government generally, the Operational/Outdoor workforce is older (55 per cent over 45 years) compared to the Professional/Administrative workforce (50 per cent over 45 years). As such, risks posed by an ageing workforce are expected to be felt acutely in the public infrastructure sections, with some estimates suggesting 40 per cent of workers are due to potentially retire in the next fifteen years.

These challenges involve managing the inherent needs of an ageing workforce including knowledge management, skill transfer, valuing older workers, flexible work options for transition to retirement, whilst ensuring their health and safety is maintained, as well as ensuring we are equipped to replace older workers when they decide it is the right time to retire.

Detailed analysis of our workforce identifies the following areas already have 30 per cent of their permanent staff over the age of 55 years and should therefore form the priority for pilot programs and initiatives around our ageing workforce:

- Property and Airport
- Civil Construction
- Planning Services
- Parks and Gardens
- Human Resources
- Water and Wastewater Services
- Library Services
- Corporate Services
- Asset Engineering
- Ranger Services
- Information and Communications Technology
- Waste Operations

GENERATIONAL CHANGE

While local councils in NSW employ considerably less people under the age of 30 (13.8 per cent) when compared to the general industry average (25.2 per cent); as younger generations become a greater proportion of the workforce, employers will need to plan for changing expectations and attitudes to work and careers.

For example, according to research carried out by professional services firm PricewaterhouseCoopers, 60 per cent think 'few people will have stable, long-term employment in the future'. This is a very different mindset to that of older generations and likely that demands a refreshed approach to employee retention and turnover.

DIGITAL DISRUPTION, TECHNOLOGICAL CHANGE AND AUTOMATION

Emerging technologies such as the internet of things, artificial intelligence, automation and robotics will affect the nature and type of jobs available in the future, and therefore the skills and capabilities required to perform both new and existing jobs.

Predictions vary, but the Organisation for Economic Co-operation and Development (OECD) estimates that in coming decades over 10 percent of current jobs are at high risk of automation, while another 30+ percent are likely to be affected by significant modifications. This aligns with research suggesting that over 59 per cent of the Australian workforce are worried about automation putting jobs at risk.

Non-routine, cognitive jobs, involving an emphasis on non-technical skills, are logically the most likely to be the resilient in the face of automation, highlighting the importance of non-technical skills such as creative thinking, originality, initiative, analytical thinking, innovation and complex problem solving in Australia's future skills needs.

The two most enduring changes following the global pandemic are likely to be changes in the way we do our jobs, known as task change, and the acceleration of changes that were already underway, such as increasing activity online. This may be felt in a particularly prevalent way for Council's outdoor operational workforce where additional digital capability will be required into the future as these changes are not specific to roles that are currently associated with technology use.

CHANGING WORK PRACTICES

As more organisations shift to remote work operations, we will need to explore the critical competencies employees will need to collaborate digitally, and be prepared to adjust employee experience strategies.

Many organisations have already adopted a hybrid workforce – or are planning to this year – that enables employees to work from the office, their home, or an alternate third space (such as co-working spaces, etc.). In embracing these opportunities we must review performance management practices to guard against unconscious bias when considering the hybrid work arrangements.

Whilst changing working practices will likely continue to be most disruptive for indoor/office based roles, operational based outdoor roles are not exempt from change. Whilst working from home will not be an option for these roles, the workforce will need to be able to adjust to ensure survival as staff are unexpectedly moved or removed (for example through continued lockdowns/staff needing to isolate due to COVID). Some examples of these adjustments are things like offset working hours and the upskilling of staff to ensure they have the ability to work across multiple locations and work types as required.

STAFF DEVELOPMENT CHALLENGES

Sustained employee engagement is supported when employees believe that the organisation supports their personal and professional advancement. Opportunities to develop capability must be underpinned by meaningful career pathways to foster and maintain long term engagement.

Research suggests that 60 per cent of local governments have unmet training needs. Training availability, budgetary constraints and time constraints were the most commonly cited factors hindering staff gaining soft skills and this is a challenge we will need to meet head on if our capability needs are to be met.

HEALTH AND WELLBEING

The pandemic has increased the trend of employers playing an expanded role in their employees' financial, physical and mental well-being. For example, there is an ever-growing body of research suggesting that the mental health of the broader workforce is suffering due to the COVID-19 pandemic.

As such, it will be crucial for organisations to recognise this, and prioritise mental health alongside physical health and wellbeing as we move into a post-pandemic world. Supporting this, current research suggests that 45 per cent of wellbeing budget increases are being allocated to mental and emotional wellbeing programs. Parkes is at the forefront of this change, employing mental health and traditional first aiders. Council offers an Employee Assistance Program to all staff and we have implemented and promoted a annual health, safety and wellbeing calendar, providing focussed events and services every month of the year.

ATTRACTION AND RETENTION

Employees more than ever expect satisfactory pay and benefits, but more than that they want to feel valued. Employees are looking for a renewed and revised sense of purpose in their work. We crave want social and interpersonal connections with colleagues and managers and to feel a sense of shared identity.

It is estimated that across Australia some 30 per cent of the current workforce are at least somewhat likely to seek new employment short term. Forecasts suggest that attrition levels generally are likely to increase as more people appear willing to resign from their roles without already having secured their next role.

That said, a primary reason that many employees elect to stay with their employer is that they like where they live which could prove beneficial to Council's situation. Caution must be taken however, as more and more organisations are allowing remote work, more and more employees can change jobs without the need to relocate.

Environment



The Australasian Recycling Label tells you which part of the package belongs in the recycling bin, the rubbish bin, or if you have to do something else with it.

- Recyclable**
Coloured Recycling Symbol
Repairs each item and place it in your recycling bin
- Conditionally Recyclable**
Your recycling system
Can be recycled (check if you follow the instructions)
- Not Recyclable**
Place in your rubbish bin

Want to recycle right?
Check for the
Australasian Recycling
Label every time you
are at the bin.

CHECK IT!
BEFORE YOU RECYCLE

FUTURE CAPABILITY NEEDS AND SKILLS SHORTAGES



GENERAL CAPABILITY NEEDS

Throughout 2021, data suggests that 45 per cent of employers had difficulty in recruiting for their most recent vacancies. Despite overall statistics being largely in line with previous years, recruitment difficulty has become more common outside capital cities following the pandemic, with rest-of-state recruitment difficulty exceeding that for capital cities in 2020 (for the first time ever) and again in 2021.

One of the key triggers causing difficulty in recruitment relate to shortage of skilled labour. This combined with the reality that the skills that will be needed in the future are uncertain, some companies will shift from trying to build skills for an uncertain future all together and simply hire (and in doing so, pay a premium) when there is a genuine need for said skills.

Other companies will expand their use and reliance on outsourced/ contract-based/external partnerships with other organisations to effectively rent employees for a short period of time to meet the specific skill needs they are facing at that time.

PROFESSIONAL ROLES

Employment in Professional, Scientific and Technical Services is projected to increase by 131,100 (or 11 per cent) over the five years to November 2025, reflecting an ongoing demand for the services of qualified and highly educated workers throughout the economy as a whole.

Parkes is aware of this projected increase in demand and the importance of these roles and the impact they will have on the future of the organisation. Parkes recognises the importance of a focus on STEM roles, and has current partnerships with a number of external entities that may help solve a supply of these roles including Country Universities Centre (CUC), TAFE, and Apprentices Support Australia.

CONSTRUCTION ROLES

The Government's agenda of new infrastructure projects will require increased numbers of skilled construction workers. Of the 50 occupations identified as relevant to public infrastructure, 34 of these are rated as either likely or potentially in shortage.

Over the next three years demand for labour is anticipated to reach unprecedented levels and these labour shortages are anticipated to be three times greater than in previous years, peaking at a likely shortfall of 93,000 workers in early 2023, or 48 per cent higher than the projected supply of workers.

Efforts to grow the workforce are compromised by a range of cultural, geographical, diversity and education issues that constrain the sectors' ability to rapidly grow its workforce. Traditionally this increased demand has been met with migration, however, net migration cannot solve this problem alone. This has only been exacerbated in recent years thanks to COVID related border closures, limitations of visa programs and poor utilisation of existing migrants.

TRADES ROLES

Skills shortages are particularly prevalent in trade related occupations, with shortages evident in nearly all trade occupations as per data provided by the industry bodies. For many of these occupations, the shortages are long-standing, and have been evident for most of the last decade.

Notably, they are in occupations for which an apprenticeship is the main training pathway where low training wages for up to four years have been cited as one reason why young people are less attracted to the traditional apprenticeship model.

ENGINEERING, PLANNING, SURVEYING AND PROJECT MANAGEMENT ROLES

A 2018 study conducted by the Australian Local Government Association found that 69 per cent of councils across Australia were experiencing skills shortages in Engineers, Planners, Building Surveyors, Environmental Health Officer and Project Managers.

The key reasons behind the skills shortage were reported as being:

- the inability of councils to compete with the private sector on remuneration;
- lack of suitably qualified/experienced candidates available locally;
- high demand across the labour market for certain occupations; and
- remoteness/location making it difficult for councils to attract and retain workers.

The country is nearing peak demand for engineers, scientists and architects with shortages anticipated to peak depending on specific profession at different points across the next three years.

The shortage of roles across this discipline will prove to be a major challenge for Council given the projected continued growth of the region and its ever-changing infrastructure needs.

HUMAN RESOURCES ROLES

The human resources area has a broad range of applications in facilitating and managing organisational change, and HR skills and qualifications are therefore demanded across the economy as a whole. As a result of this, the HR workforce is expected to see stronger growth than the Australian labour force more generally.

A recent Australian Human Resources Institute survey found that although almost 30 per cent of its members already hold a master's degree, with over half of these HR professionals believing that they will need to pursue further education to prepare for future changes in the workplace environment.

HR professionals need to be able to apply concepts on organisational performance, governance and employment law within the workplace. In doing so, the skills required in successful HR professionals typically go beyond what may be taught in a formal classroom environment, with interpersonal, communication and problem-solving skills often cited as being mission critical.

Research suggests that it can be challenging to develop these skills in a classroom environment and that other learning approaches such as work-integrated learning are valuable in this context.

ICT SKILLS

The increased digitisation of the economy will require more and more people to possess information and communications technology (ICT) skills to effectively contribute to organisations into the future. As such, computing is likely to continue being a key skill into the future, reflecting the job creation aspect of automation replacing labour in some jobs or tasks, as well as creating new tasks and demand for labour more generally.

As of today, many adults do not have the right skills for emerging jobs, largely thanks to a lack of basic ICT skills. This will be a particularly important element for Council to consider in terms of how technology is managed across the organisation, how integrations may differentiate across different areas of the organisation. These skills will also be crucial as the organisation continues to develop with the community, working towards initiatives such as the SMART city framework.

DATA AND DIGITAL ROLES

Data and digital skills are among the fastest growing emerging skillsets worldwide and Australia is doing well with respect to recognising the need for specific digital skills. That said, further effort may be required to build base digital skills proficiency at all skill levels, rather than a continued focus on higher skill levels.

The level of growth and variety of data now available is resulting in companies integrating data and analytics into their daily operations. Therefore, demand for individuals with data science skills has increased, with the development of analytics roles in a diverse array of sectors and applications.

OTHER ROLES

Education: Workers will be needed in the Education and Training industry. The number of school-aged children is growing, and there's demand for adult and community education, meaning teachers and support workers will be needed. This will be important for Council going forward as library services transition to education hubs, where teaching skills will be required to successfully deliver these projects.

Marketing: Marketing is increasingly seen as part of the broader business calculus rather than a stand-alone area, with greater integration between marketing and other parts of a business such as product design and data analytics.

These trends have affected the skill needs of employees working in marketing occupations, with collaboration and digital literacy becoming increasingly important and valuable skills.

Supply chain and logistics: As parts of the supply chain become increasingly digitised, there are significantly increased volumes of data which can be used in supply chain and logistics management to drive efficiency improvements.

SOFT SKILLS AND COGNITIVE CAPABILITIES

According to the National Skills Commission (NSC), the key skills that will be needed for jobs of the future are:

- Care;
- Computing skills;
- Cognitive skills; and
- Communication skills.

Beyond these key skills of the future the NSC goes on to highlight the importance of core competencies or 'employability skills', with high proficiency in core competencies correlating with a decrease in the likelihood of automation. Within that group of core competencies, high proficiency in oral communication and writing are the least likely to be automated, supporting the notion that that communication is a core skill of the future.

Further, the most recent Local Government Workforce and Future Skills Report (2018) highlights that those local councils who participated in the Australian Local Government Association's survey indicated the need to improve their position in relation to soft skills, particularly:

- The ability to work productively, drive engagement and demonstrate presence as a member of a virtual team;
- Ability to understand concepts across multiple disciplines; and
- Digital skills.

This notion around the importance of soft skills has only been further strengthened as we continue to work our way out of the COVID-19 pandemic. According to research conducted by Boston Consulting Group (BCG), employers rate 'collaboration' as the most important skill in a post-pandemic world and generally believe softer attributes, such as collaboration and empathy, will become more important post-COVID-19 than traditional hard skills.



GEORGE

P.S.C.

BMC

ACTION PLAN

1. ATTRACTING OUR PEOPLE
2. DEVELOPING OUR PEOPLE
3. REWARDING OUR PEOPLE
4. SUPPORTING OUR PEOPLE
5. PROTECTING OUR PEOPLE
6. LEADING OUR PEOPLE



In embracing the challenges for the future, we aim to continue to sustain a high-performance organisation that delivers great outcomes, efficiently and effectively delivering on the commitments we've made to our community. To achieve our objectives, we will put our people and community at the centre of everything we do.

As a start point for developing our Workforce Management Plan, we first ensured that the organisational strategies and measures of success were clearly established in our Delivery Program and Operational Plan. From there our people-related practices have been integrated and aligned with the organisational needs.

By considering the organisational imperatives we were able to establish a business case for meaningful, strategic investment in our people in the knowledge that high engagement levels are proven to correlate with better performance and outcomes.

This Plan sets out the critical people principles and practices that we believe will ensure we are able to maintain a sustainable, high-performing, people-focused organisation. It is designed to integrate the various people practices we need to be successful, and prioritisation of the actions and initiatives included in the plan ensure focus on key strategic initiatives.

We have taken a layered approach to this Plan, based on six key pillars, as shown below. Each pillar is defined by clear objectives and 'our people' principles which are in turn supported by a suite of practices, actions and initiatives that bring the plan to life. We will continue to monitor progress and measure success through a dashboard of key performance indicators, adjusting and enhancing the plan based on progress towards our objectives.

- Attracting Our People
- Developing Our People
- Rewarding Our People
- Supporting Our People
- Protecting Our People
- Leading Our People

	PILLAR	OUR GOAL	WHAT WE WILL DO
1	Attracting our People	Our workforce is diverse and our people meet our current and future needs.	<ul style="list-style-type: none"> • Improve our workforce planning to respond to current and future needs • Promote Parkes Shire Council as an Employer of Choice in the local government sector
2	Developing our People	We develop the capability of our people to deliver outstanding results for our community	<ul style="list-style-type: none"> • Implement a “Grow Our Own” approach to develop and attract our people • Increase focus on attracting, identifying and developing high potential employees, providing them with tailored development opportunities.
3	Rewarding our People	We are committed to recognising and acknowledging individuals and teams for their exceptional contribution, performance and achievements in the workplace to enable a positive and engaged workforce.	<ul style="list-style-type: none"> • Undertake regular reviews to recognise employees’ capabilities and performance • Adopt a contemporary approach to evaluating positions’ salaries • Apply Attraction and Retention incentives
4	Supporting our People	Our people are supported and engaged to deliver outstanding results for our community	<ul style="list-style-type: none"> • Measure and improve employee engagement • Champion a ‘LEAN’ framework to maximise service delivery while minimising waste • Invest in contemporary systems to promote efficiency including supporting varied and flexible work arrangements
5	Protecting our People	Our workplace is safe, and our people are trained and supported to deliver outstanding results for our community	<ul style="list-style-type: none"> • Develop an annual health and wellbeing program • Train our leaders in injury management • Provide independent support to employees through an Employee Assistance Program (EAP)
6	Leading our People	We are committed to engaging our leaders and teams to embrace Council’s Corporate Values	<ul style="list-style-type: none"> • Review Council’s Corporate Values to ensure that are relevant contemporary and provide clarity for employees and the community. • Implement Council’s Corporate Values throughout our operations including position descriptions and recruitment processes

1. ATTRACTING OUR PEOPLE

Outcome: Our workforce is diverse, and our people meet our current and future needs.

ID	Outputs to achieve this outcome	Responsible	How we will measure our performance	Scheduled delivery	Target
1.1	Enhance workforce planning procedures and tools to guide decision-making.	Executive Manager People, Safety and Culture	Workforce data provided to Executive Leadership Team	Ongoing	Monthly
1.2	Promote the benefits of working at Parkes Shire Council	Executive Manager People, Safety and Culture	Employee Value Proposition (EVP) documented and promoted on Council's website and across our recruitment marketing collateral	2022/23	EVP documented and promoted
1.3	Improve recruitment marketing and promotion	Brand and Corporate Communications Specialist	Recruitment Marketing Strategy and Guidelines	2022/23	Strategy and Guidelines developed
1.4	Ensure a merit-based approach to recruitment across the organisation	Education, Capability and Wellbeing Lead	Provide biennial merit-based recruitment training to all recruiting managers	2022/23 2024/25	Training delivered to all recruiting managers
1.5	Review and improve recruitment actions to ensure values- and behaviour-based recruitment	Human Resources Lead	LGNSW Capability Framework implemented across position descriptions	2022/23 2023/24	50% of all position descriptions reviewed and updated 100% of all position descriptions reviewed and updated
1.6	Review and improve the Exit Interview process to maximise feedback to improve systems and reduce turnover.	Human Resources Lead	Employees invited to participate in Exit Interviews	Ongoing	100%
1.7	Review and implement Council's Equal Employment Opportunity Management Plan	Executive Manager People, Safety and Culture	Review and promote Council's Equal Employment Opportunity Management Plan	2023/24	Equal Employment Opportunity Management Plan reviewed and promoted
1.8	Utilise sister city relationship with City of Canada Bay to attract and retain hard-to-fill professional/ specialist positions	Executive Manager People, Safety and Culture	Undertake feasibility study	2022/23	Feasibility study developed
1.9	Provide a strong first impression of Parkes Shire Council for new employees	Human Resources Lead	Review and improve Council's online orientation system	2023/24	System reviewed

2. DEVELOPING OUR PEOPLE

Outcome:					
ID	Outputs to achieve this outcome	Responsible	How we will measure our performance	Scheduled Delivery	Target
2.1	Develop and implement a “Grow Our Own” Cadetship, Apprenticeship and Traineeship (CAT) Program	Education, Capability and Wellbeing Lead	CAT Program developed and implemented	2022/23	Program implementation commenced
			Percentage of workforce in Grow our Own Program	2024/25	10% of workforce
2.2	Introduce Graduate positions into organisation structure	Education, Capability and Wellbeing Lead	Percentage of our workforce identified as graduate roles	2024/2025	5% of workforce
2.3	Ensure employees have the capabilities required to perform their roles	Education, Capability and Wellbeing Lead	Deliver the annual Training Plan	June each year	100% of available programs delivered
2.4	Potential successors are identified, confirmed and encouraged to grow and develop and provided with tailored development opportunities	Education, Capability and Wellbeing Lead	Talent Management Framework developed and implemented	2022/23	Framework developed
			Potential successors and high potential employees identified and confirmed	2023/24	Framework implemented for potential successors and high potential employees
			Women’s Leadership and Development Program developed and implemented	2022/23	Program developed and implemented

3. REWARDING OUR PEOPLE

Outcome: Our people are rewarded for their achievements, service and commitment to our values

ID	Outputs to achieve this outcome	Responsible	How we will measure our performance	Scheduled Delivery	Target
3.1	Undertake regular reviews to recognise employees' capabilities and performance	Executive Leadership Team	Employee reviews completed	Ongoing	100% of employee reviews are completed
3.2	Adopt a contemporary approach to evaluating positions' salaries	Human Resources Lead	Implement new job evaluation system	2022/23	Oo-Soft system implemented
3.3	Apply Attraction and Retention incentives	Human Resources Lead	Develop Attraction and Retention Policy	2022/23	Policy developed and adopted
			Salary packaging opportunities provided	Ongoing	Provided to all employees
3.4	Recognise employees' sustained engagement and service through service milestones	Payroll and HR Support Officer	Service Awards provided	Ongoing	100% of employees reaching milestones are rewarded

4. SUPPORTING OUR PEOPLE

Outcome:

ID	Outputs to achieve this outcome	Responsible	How we will measure our performance	Scheduled Delivery	Target
4.1	Conduct biennial employee engagement surveys	Executive Manager People, Safety and Culture	Conduct biennial employee surveys	2023/24	Survey delivered
4.2	Ensure our organisation and operations are resilient and able to deal effectively with disruption	Executive Manager Corporate Services	Review, monitor and refine Council's Business Continuity Plan (BCP)	2022/23	BCP reviewed
			Conduct BCP exercises	Ongoing	One exercise conducted each year
4.4	Support varied and flexible work arrangements, where possible	Executive Manager People, Safety and Culture	Review and promote Council's Flexible Work Policy	2022/23	Flexible Work Policy reviewed and promoted
			Review and promote Council's Transition to Retirement Guidelines	2022/23	Transition to Retirement Guidelines reviewed and promoted
4.5	Facilitate a culture of continuous improvement in service delivery across our organisation	Executive Manager Corporate Services	Undertake service reviews of core and non-core services	Ongoing	One service review completed each year
		Education, Capability and Wellbeing Lead	Deliver biennial LEAN training	2023/24	LEAN Training delivered
4.6	Improve productivity by enhancing efficiency and leveraging technology	Executive Manager People, Safety and Culture	Review key Human Resources & Payroll modules in Technology One	2022/23	Review key Human Resources & Payroll Technology One Modules including e Recruitment, Succession Planning and 360 Reviews
			Implement key Human Resources & Payroll modules in Technology One	2024/25	Following Review, Implement approved modules

5. PROTECTING OUR PEOPLE

Outcome: Our people are safe and supported to deliver outstanding results for our community

ID	Outputs to achieve this outcome	Responsible	How we will measure our performance	Scheduled Delivery	Target
5.1	Employee Health and Wellbeing - a fit and healthy workforce	Education, Capability and Wellbeing Lead	Review and develop a fit for purpose annual health and wellbeing program	Ongoing	Annual health and wellbeing program delivered
5.2	Injury Management - Injured employees are effectively returned to the workplace	Work Health and Safety Lead	Train and skill people leaders on injury management role and process	Ongoing	Training delivered to all people leaders
5.3	Provide independent support to employees via an Employee Assistance Program (EAP)	Work Health and Safety Lead	EAP service available to all employees	Ongoing	EAP service provided

6. LEADING OUR PEOPLE

Outcome:

ID	Outputs to achieve this outcome	Responsible	How we will measure our performance	Scheduled Delivery	Target
6.1	Facilitate organisational success by creating accountability and responsibility among the members of our organisation by providing clear values to meet our corporate and community vision	Executive Manager People, Safety and Culture	Review Council's Corporate Values	2022/23	Values reviewed and implemented
		Human Resources Lead	Implement Corporate Values across position descriptions	2022/23	50% of all position descriptions reviewed and updated
				2023/24	100% of all position descriptions reviewed and updated
		Human Resources Lead	Implement Corporate Values into recruitment processes	2023/24	Values incorporated into recruitment advertising and selection criteria



YKTR

PSC

MONITORING AND EVALUATION



Monitoring and evaluation are important aspects of the workforce planning process that allows Council to analyse the effectiveness of objectives and strategies, and where required make changes to improve ongoing success.

It is anticipated that over time the workforce will present new or different challenges for the organisation. A review of the Workforce Plan will therefore be undertaken annually with associated actions to be managed within Council's Delivery Program and Annual Operational Plans.

This review process will consider whether the key themes and strategies remain current or if new issues or actions need to be added throughout the four-year period of operation.



CONNECTED, VIBRANT
AND SUSTAINABLE.
PARKES SHIRE 2035,
IT ALL ADDS UP.



PARKESTM
It all adds up.