

COUNCIL POLICY



Workforce Plan
2017/2018 - 2020/2021

Commencement Date	26 June 2017
Council Department	General Manager's Office
Contact Officer	Manager-Human Resources
Revision Required	Every 4 Years

Policy Review

This policy shall be reviewed at four (4) yearly intervals at least, to ensure it meets all statutory requirements and the needs of council. It may also be reviewed at other times as determined by council.

Revision History

Version	Council Meeting Date	Responsible Officer
1	25 June 2012	Manager-Human Resources
2	26 June 2017	Manager-Human Resources

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1. Council Vision Statement

A leading, innovative and creative community, proud of our place in history, offering opportunity with the best of country living.

In all our dealings we will show and grow leadership; be positive and work together; value each other and what we have; create opportunities for our next generations.

2. A Workforce Plan as an integral component of Integrated Planning and Reporting

The NSW Department of Local Government has advised: *Workforce planning is an important part of the new Integrated Planning and Reporting framework. Council's workforce strategy will form part of the Resourcing Strategy, helping to meet the community's priorities and aspirations, as expressed in the Community Strategic Plan, by having the right people in the right places with the right skills doing the right jobs at the right time. The development of an effective workforce strategy will enable Council to plan its future workforce needs to deliver goals, focus on the medium- and long-term and also provide a framework for dealing with immediate challenges in a consistent way.*

3. Workforce Strategy Objectives

A principal strategy of Cowra Council's workforce planning is for Council to be seen as a desirable place to work, not just for security of employment and award wages but because the work it undertakes is valuable and contributes to the economic, cultural and recreational wealth of the community. Planning a workforce for the future is a critical exercise to ensure there are sufficient numbers of appropriately trained and skilled employees to carry out the work that needs to be done. Having appropriately trained people in specific areas will give Cowra Council the best chance to meet its obligations for the future. The Workforce Plan is one which will be updated on a regular basis to provide Council and management with a framework for staffing decisions based on the Council's Community Strategic Plan, Delivery Program and Operational Plan.

4. Introduction and Overview

Council's core business focus has been and remains the provision of water, sewer and waste services for its residents, planning, building and other regulatory services and the provision and maintenance of its sealed and unsealed roads system throughout the Shire. In addition Council has provided for the development and maintenance of recreation, sporting and cultural facilities, ovals and sports fields, library, art gallery, saleyards and airport. In recent years Council has added additional responsibilities of community projects and has committed to stronger ties with external groups such as the Cowra Business Chamber and Cowra Tourism Corporation. Council has made considered choices in respect of what functions and activities it is able to undertake and administer. It has also recognised community and government pressures to undertake additional areas of responsibility.

5. Links to our Community Strategic Plan

Cowra Council's Community Strategic Plan lists seven key areas with a total of 32 strategic objectives. For each of these, Council is identified as one or a combination of the following:-

- Provider
- Facilitator
- Advocate

Council's workforce is an organisational tool to undertake its role in these areas.

6. Disability Inclusion Plan

The Disability Inclusion Action Plan (the Plan) fosters and advocates for a community and built environment that supports people with disability of all ages to be included in social and economic life to the extent of their ability, to contribute as valued members of their community, and to achieve good life outcomes.

The Cowra Council is committed to promoting a community where people can feel welcome and included, with dignified and equal access to places, events, information and opportunities. A Cowra Shire that builds confidence, resilience, optimises independence and strengthens people's engagement in community life.

The NSW Disability Inclusion Act (2014) reinforces that people with disability have the same human rights as other people, including a right to be respected and to participate in and contribute to the social and economic life of their communities. It also requires plans from the State Government and its departments, and local governments, to improve the inclusion of people with disability. The NSW Disability Inclusion Plan provides four focus areas for government and community action:

- Developing positive community attitudes and behaviours;
- Creating liveable communities;
- Supporting access to meaningful employment;
- Improving access to mainstream services.

The NSW Local Government Act 1993 also upholds the principles of social justice equity, access, participation and rights. It requires that each council have a Community Strategic Plan, supported by a resourcing strategy, delivery program and operational plan. Their Disability Inclusion Plans can be stand-alone, or delivered through the Integrated Planning and Reporting Framework.

7. Current Workforce Profile

7.1 Ageing Workforce

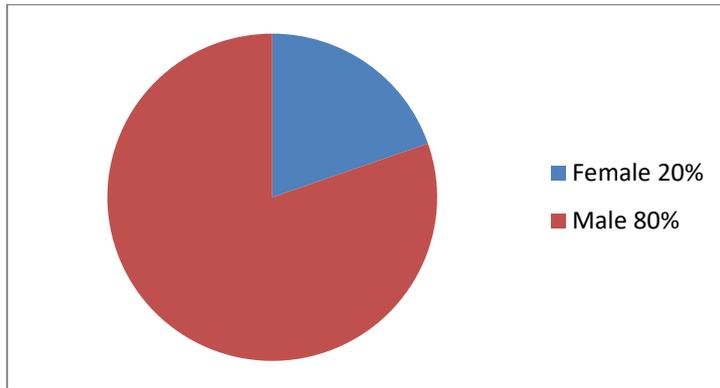
From a Workforce Planning viewpoint, the Baby Boomer generation is our current focus with 71 staff in this age group. 38 out of the 71 will be eligible to retire within the next 10 years should they choose to retire at age 65. There are insufficient numbers in Council's existing age brackets from 17-25 and 26-35 to make up for losses through natural attrition.

The average age of a Cowra Council employee is 50 which is approximately five years above the average age of the Cowra Shire population.

Generation Z (1995 – 2012)	2%
Generation Y (1977 – 1994)	22%
Generation X (1966 – 1976)	35%
Baby Boomers (1946 – 1965)	41%
Veterans (1927 – 1945)	0%

7.2 Gender

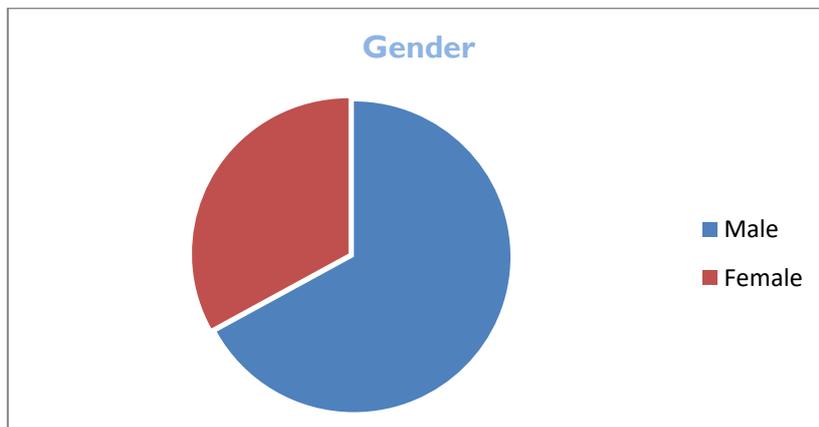
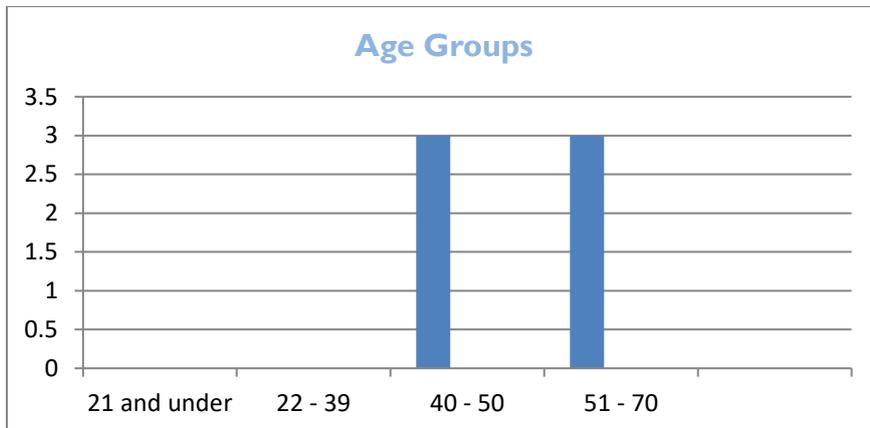
The majority of Councils workforce is in Infrastructure and Operations and due to the physical nature of the duties performed, the majority of the workforce is male. The following graph provides an overall view of the entire workforce.



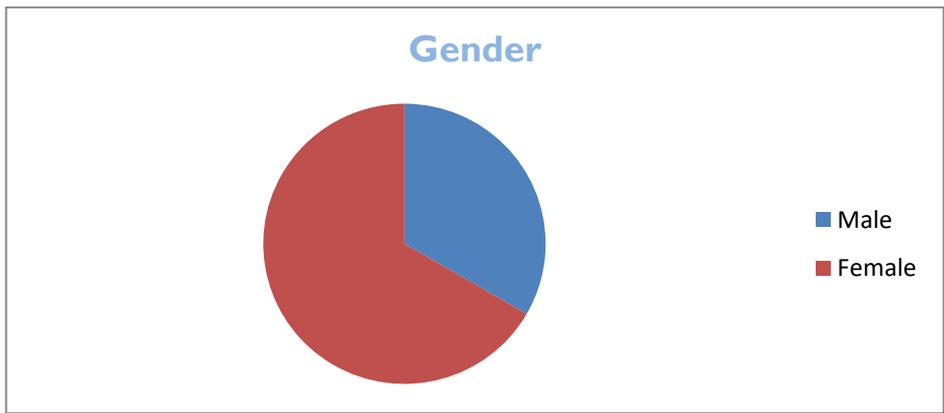
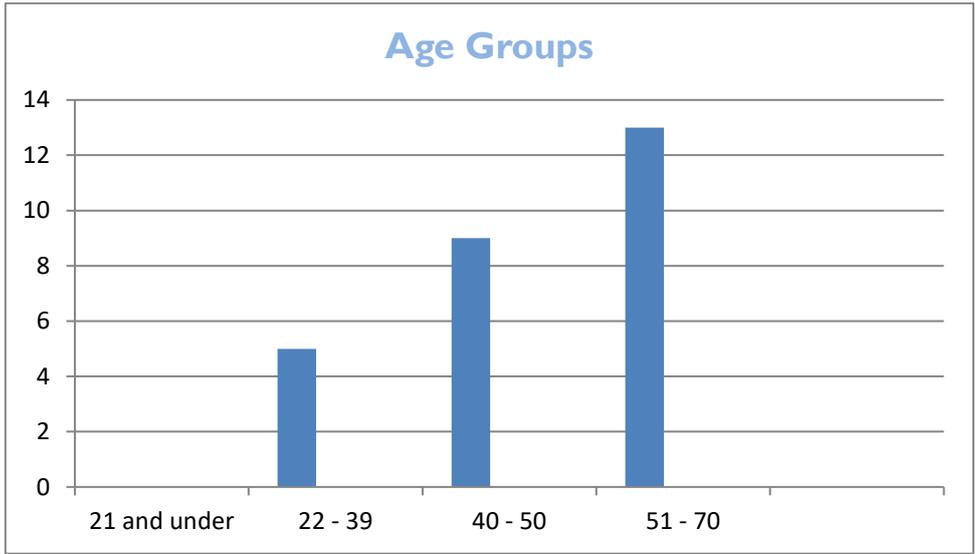
7.3 Indigenous Employees

Cowra Council currently has two employees who identify themselves as indigenous. This represents 1.14% of our workforce and is significantly below Cowra Shire's Indigenous population being 7.8%.

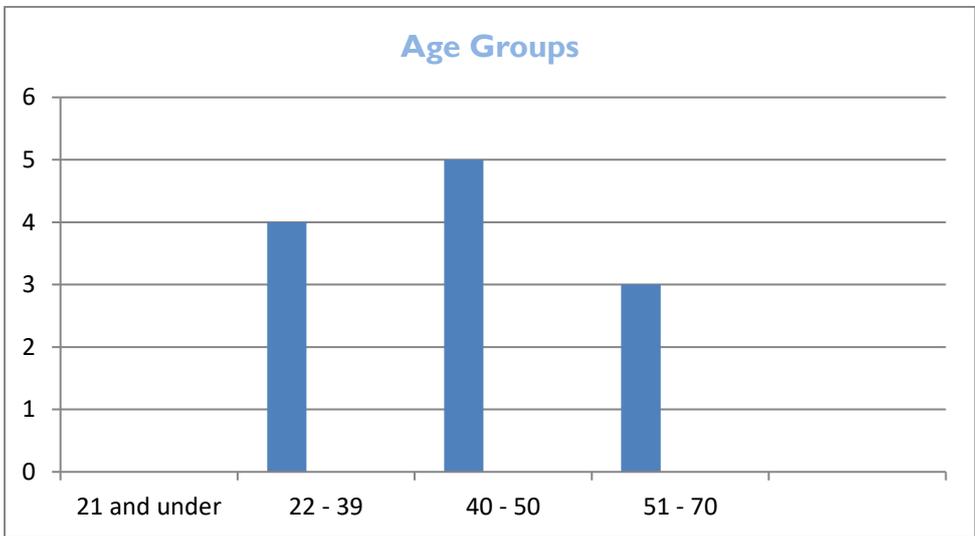
7.4 Office of the General Manager

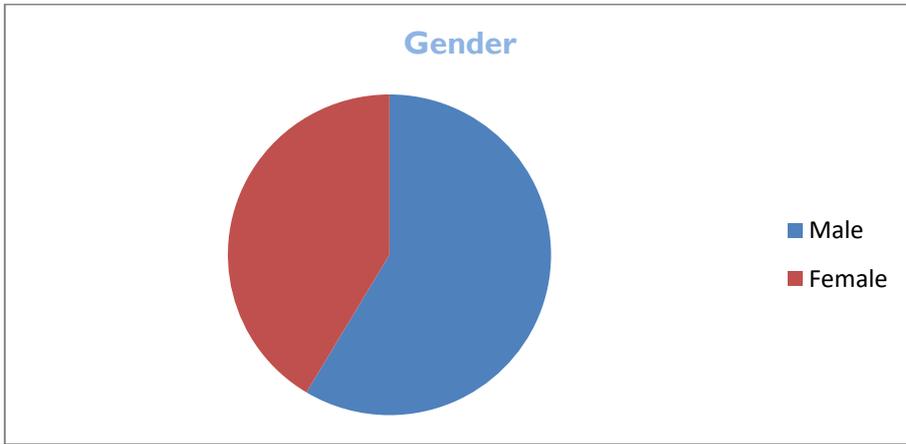


7.5 Corporate Services

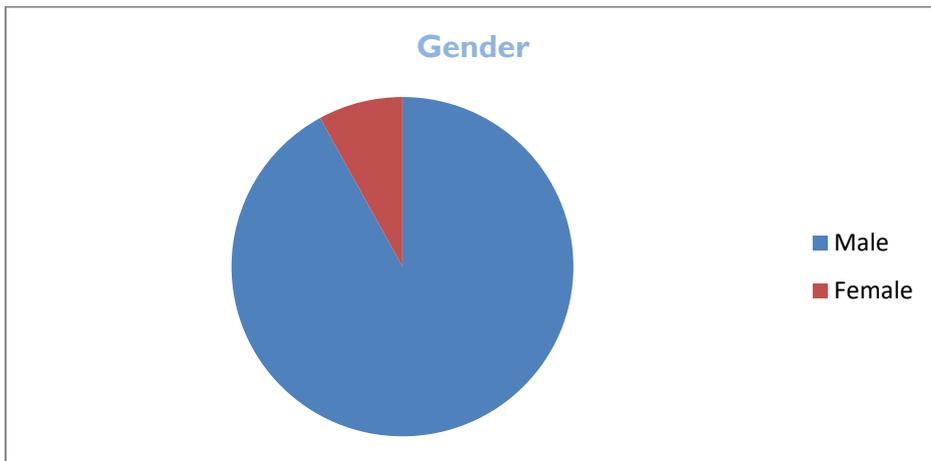
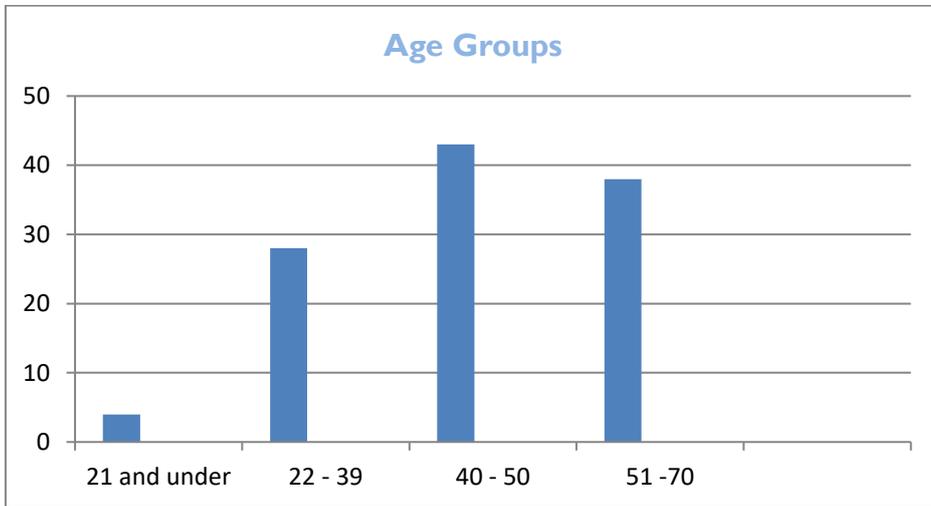


7.6 Environmental Services





7.7 Infrastructure and Operations



7.8 Cowra Council's Total Workforce

The following table provides an overview of Council's workforce and identifies by Department and area, the number of full time equivalent employees (FTEs) based on a 35 hour week for indoor staff and 38 hours for outdoor staff. Total head count of actual employees as at 31 December 2016 is 174, however this table excludes 16 casual staff currently available for the Aquatic Centre, trainees and apprentices employed through SkillSet.

Department	Permanent FTEs	Contract FTEs	Total FTEs
General Manager			
	5		5
Corporate Services			
Executive	1		1
Administration	1.5		1.5
Community Projects	1.06		1.06
Human Resources	2		2
Art Gallery	1.9		1.9
Risk Management	1		1
Information Services	4		4
Finance	8.63		8.63
Customer Service	2.83		2.83
Civic Centre Hall		1	1
Environmental Services			
Executive	1		1
Administration	1		1
Planning	4		4
Building & Regulatory	3.48		3.48
Ranger	1.07		1.07
Infrastructure & Operations			
Executive	1		1
Administration	3		3
RMS Co-ordinator	1		1
Cowra Works	6		6
Cowra Works - Construction	24		24
Cowra Works - Maintenance	21		21
Cowra Works - Water & Sewer	18		18
Depot/Workshop	8		8
Technical Services	9		9
Cowra Services	2		2
Cowra Services - Parks & Gardens	15.5		15.5
Cowra Services - Noxious Weeds	2		2
Cowra Services - Aerodrome & Cemeteries	3		3
Cowra Services - Aquatic Centre	1.5		1.5
Cowra Services - MRF	12		12
Cowra Services - Saleyards	3		3
			170.47

7.9 Future Workforce Profile

As a key component in its Workforce Planning, Council will continue to review and identify its workforce needs for the future. By examining the job role, demand over each four year period and the supply over the four years, the gaps in our workforce will be adjusted on an ongoing basis.

7.10 Employment Costs

Council has estimated that salary and wage costs will increase by approximately 3% per year together with annual salary progression approvals. Council continues to review vacancies as they arise to enable maintenance of appropriate service levels while identifying any opportunities to maximise efficiency and productivity.

7.11 Our Work as a Council

Council staff work for the community as a whole to provide services: a water supply that meets all standards, waste collection, recycling, a state-of-the art sewer system, drainage and roads together with cultural, recreation and social facilities and a saleyard and airport. The maintenance of all the assets associated with these services is the principal component of our work as a Council and is linked intrinsically to Council's Asset Management Plans.

7.12 Workforce Issues

The following significant issues have been identified:-

1. An ageing population associated with an ageing workforce.
2. Concerns particularly with those in labouring roles and potential impacts on their health and resultant Workers Compensation claims.
3. Younger employees expect to have many jobs in their lifetime over different disciplines.
4. An accelerated loss of corporate knowledge with the retirement of long serving employees over the next ten years.
5. The ability of a workforce to cater for an increasing demand for and level of services as well as new services not traditionally undertaken by Cowra Council.
6. Skills shortages particularly in professional areas including accounting, engineering and town planning.
7. Difficulty in filling some positions necessitating labour hire and contract employees for short term projects.
8. Demand for more information and services to be made available electronically.
9. Reduced funds from Government for works with IPART setting rate increases below award adjustment rates.
10. Pressure and stress on employees to do more with less.

7.13 Workforce Strategies to fill identified gaps

Council has implemented a traineeship program. This has been running for four years with trainees in Construction, Parks and Gardens and Administration.

The program provides for a 12 month traineeship to develop and train staff and provide them with a recognised qualification upon successful completion. While no guarantees can be given for a permanent position at the end of the traineeship, experience has shown that these trainees are often good applicants for positions that may arise.

Council considers that 'growing our own' is a better strategy and Council continues to invite school and TAFE leavers to come into our workforce for development, both in-house and coupled with distance education.

Ongoing discussions continue to be held with the various employment agencies in Cowra regarding employment of aboriginal community members so that Councils workforce more closely

reflects the composition of the Cowra community. Council to date has had limited success in attracting increased numbers of aboriginal applicants.

7.14 Organisational threats

1. Ongoing discussions in regional Councils continues with the State Government’s interest in removing Water and Sewer from local government control. There would be significant effects on Council’s workforce however it needs to be stated that there is no immediate basis for concern.
2. Continuation of rate-pegging has seen a gradual diminution of Council’s ability to provide an increasing range of services required by the community.
3. Council looks to resist the significant pressures for State Government cost shifting.
4. Council looks forward to ongoing direct funding from the Commonwealth particularly for roads and infrastructure.
5. Potential loss of RMS works if put out to competitive tender.
6. Maintaining Councils Fit for the Future ratios.
7. The Commonwealth Financial Assistance Grant was frozen for three years. While indexation has been restored the potential remains for future freezes.

7.15 Retirements

Over the past five years there have been on average two employee resignations per annum resulting from retirement. This trend is expected to continue. While there is no set retirement age, such decisions are personal and often related to financial circumstances, health, level of and performances of superannuation and financial markets.

As a general strategy Council may consider flexible work arrangements to retain employees on a part-time basis, meeting their needs and assisting Council to manage phased retirement while retaining crucial corporate knowledge.

8. Action Plan

Council recognises its responsibilities for its work force through its Workforce Planning the following updated Action Plan has been developed showing the Priorities, the Objectives and the Performance Measure/s in each case.

Action Plan		
Priority	Position	Performance Measure
1. Ensure that our workforce is structured to meet Council’s delivery and operational plans	<ul style="list-style-type: none"> • Council continues to review organisational structure and positions. • Develop ongoing training opportunities for staff. • Develop not only policies but actions to improve training and education of our staff particularly as technology and functions change. • Conduct exit interviews with employees to identify opportunities for improvement. 	<ul style="list-style-type: none"> • Review to be carried out with each resignation. • Program implemented and reported to Manex. • Human Resources to continue to work with Centroc on training opportunities • Interviews to be conducted by Manager – Human Resources and results provided to relevant directors for relevant action where the resignation is voluntary.

Workforce Plan

Priority	Position	Performance Measure
	<ul style="list-style-type: none"> • Ensure that competency and performance of employees are managed appropriately and in accordance with policies and procedures. • Review how succession planning may be used to replace positions upon the incumbent's retirement or departure. • Identify higher grade position opportunities as part of employee training. • Value and develop coaching/mentoring skills within the organisation to ensure transfer of corporate knowledge. • Continue with Traineeship Program for all departments within Council. 	<ul style="list-style-type: none"> • Directors to ensure managers and supervisors have development plans in place for all staff and review on a six monthly basis. • Manager – Human Resources to prepare options for development of specific staff positions as and when known. Strategy for review by Manex on succession planning. • To be incorporated in annual staff performance review process. • Directors to review managers and supervisors to ensure that coaching and mentoring occurs as a regular supervisory function. • Plan is implemented and regularly monitored to deliver agreed number of trainees into the workforce each year
2. Promote Cowra Council as an attractive place to work	<ul style="list-style-type: none"> • Regular review of Council's employment conditions in line with Award and evaluation process. • Participate in appropriate careers markets and similar strategies to promote home grown employment. <i>Subject to resources and commitments.</i> • Balance the potential of flexible working conditions with the organisation's needs in order to increase the numbers of applicants. • Maintain strong relationships with local educational institutions, employment businesses and staff professional associations. • Promote Council's commitment to a safe work environment and support the benefits of a healthy lifestyle. 	<ul style="list-style-type: none"> • All positions are paid in accordance with current award. • Manager – Human Resources to enquire and respond positively to invitations to attend career markets. • Manager – Human Resources to assess requests within one month of a request for flexible working arrangements from a council staff member. • HR to have ongoing discussions with Cowra TAFE, employment agencies and high schools to advise of Council's employment procedures and careers. •
	<ul style="list-style-type: none"> • Review options in line with organisational needs for increasing availability of part-time work to enable retention of corporate knowledge while assisting employees to balance their work and private lives effectively. 	<ul style="list-style-type: none"> • Recruitment Policy to be reviewed by August 2017.
3. Securing a diverse workforce. Council will develop and maintain a culture that is supportive of social justice, equity and diversity in the	<ul style="list-style-type: none"> • Research feasibility to encourage employment within EEO target groups to ensure Council's workforce is well balanced and reflects community demographics. 	<ul style="list-style-type: none"> • Manager – Human Resources to research and report by September 2017.

Workforce Plan

Priority	Position	Performance Measure
<p>workplace and reflects the values of the wider community through EEO considerations and employment processes that welcome and cater for:-</p> <ul style="list-style-type: none"> • People of all ages • Aboriginal people and Torres Strait Islanders • People from racial, ethnic and ethno-religious minority groups • People whose first language is a language other than English • People with a disability who may or may not require adjustment in the workplace. 	<ul style="list-style-type: none"> • Promote and communicate Council's employment policies. • Implement strategies to increase the access of indigenous people to positions within Council. 	<ul style="list-style-type: none"> • HR to have ongoing discussions with relevant stakeholders, Cowra TAFE, employment agencies and high schools to advise of Council's employment procedures and careers.
<p>4. Disability Inclusion Action Plan</p>	<ul style="list-style-type: none"> • Council will subscribe to the Australian Network on Disability 	<ul style="list-style-type: none"> • DES to subscribe
	<ul style="list-style-type: none"> • Provide information on accessibility and disability, mental health and aged services on the Cowra Council website 	<ul style="list-style-type: none"> • DES to arrange up loading of information on website.
	<ul style="list-style-type: none"> • Ongoing implementation of the Wellbeing program for staff 	<ul style="list-style-type: none"> • HR to maintain
<p>5. Monitoring and Evaluation</p>	<p>The Workforce plan will be reviewed each Council term or should special circumstances arise.</p>	<ul style="list-style-type: none"> • A review will be completed by 31 December for 6 monthly and annual reviews thereafter as part of the six monthly Operational Plan.