



WORKFORCE MANAGEMENT PLAN 2018



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Workforce Management Plan introduction

The development of an effective workforce plan 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. Workforce planning also assists Council to develop solutions to issues such as skill shortages, an ageing workforce, succession planning, managing work and family considerations as well as equity and diversity issues.

Council's workforce plan is based on information gathered from the last staff survey, analysis of demographics, the identification of critical and hard to fill roles within Council and the community strategic plan. The process has provided Council with an ability to assess its resources, identify its strengths and weaknesses and develop changes that need to be made to improve service delivery into the future.

An effective workforce plan will ensure Council:

- Has the best people able to inform its strategic direction
- Develop innovative approaches to complex issues
- Deliver appropriate services effectively and efficiently
- Align with the four-year timeframe of Council's delivery program
- Engage productively with the local community in facilitating the development of the Community Strategic Plan

Specifically the objectives of this Workforce Management Plan are:

- Address our ageing workforce
- Ensure staff are adequately trained
- Provide a safe workspace
- Grow our own talent
- Have a workforce that meets the future needs of the community.



Council's Vision, mission and Values

Every employee has a role to play in continuing to embed our values into the organisation. They can do this by demonstrating and encouraging behaviours that will make the organisation a better place to work.

Cabonne Council's Vision

Cabonne Council is committed to providing sustainable local government to our rural communities through consultation and sound financial management which will ensure equitable resources allocation

Cabonne Council's Mission

To be a progressive and innovative Council which maintains relevance through local governance to its community and diverse rural area by facilitating the provision of services to satisfy identified current and future needs"

Cabonne Council Values

In all that we do, we will:

Respect each other, our community and the environment in which we live

Have the Courage and confidence to "have a go"

Balance today's decisions with the long term future in mind

Be friendly, approachable and work together

Strive to do our very best and take personal responsibility for our actions



Challenges & Key Strategies

Council has identified the following challenges and key strategies that will be incorporated into the workforce plan:

1. Attracting, developing and retaining high calibre staff
2. Our ageing workforce
3. To provide a safe working environment
4. Keep up to date with technological improvements and advancements





Overview of Cabonne Council's Workforce

The role of the General Manager and Senior Management

General Manager, Stephen Harding

The General Manager is responsible for the operation of Council's organisation and for implementing the policies and decisions of the Council. The General Manager is responsible for the day-to-day management of Council, exercising any functions delegated by the Council; and the appointment, direction and dismissal of staff.

Responsible to the General Manager are three Directors who manage the Divisions of Engineering and Technical Services, Finance and Corporate Services, and Environmental Services. The Economic Development Unit and the Communications and Media Officer also report directly to the General Manager

The General Manager, along with the Directors comprises the Corporate Management Team that ensures the organisation is meeting its obligations and provides staff with strategic direction. The role of the General Manager is also to oversee Mayoral and Councillor support and legal services.

Director Finance and Corporate Services, Luke Taberner

The Finance and Corporate Services (FCS) Division coordinates finance, governance, administration, customer services, human resources, risk management, information technology, document management services and community services. The Division is also responsible for management of Manildra, Molong and Canowindra Libraries.

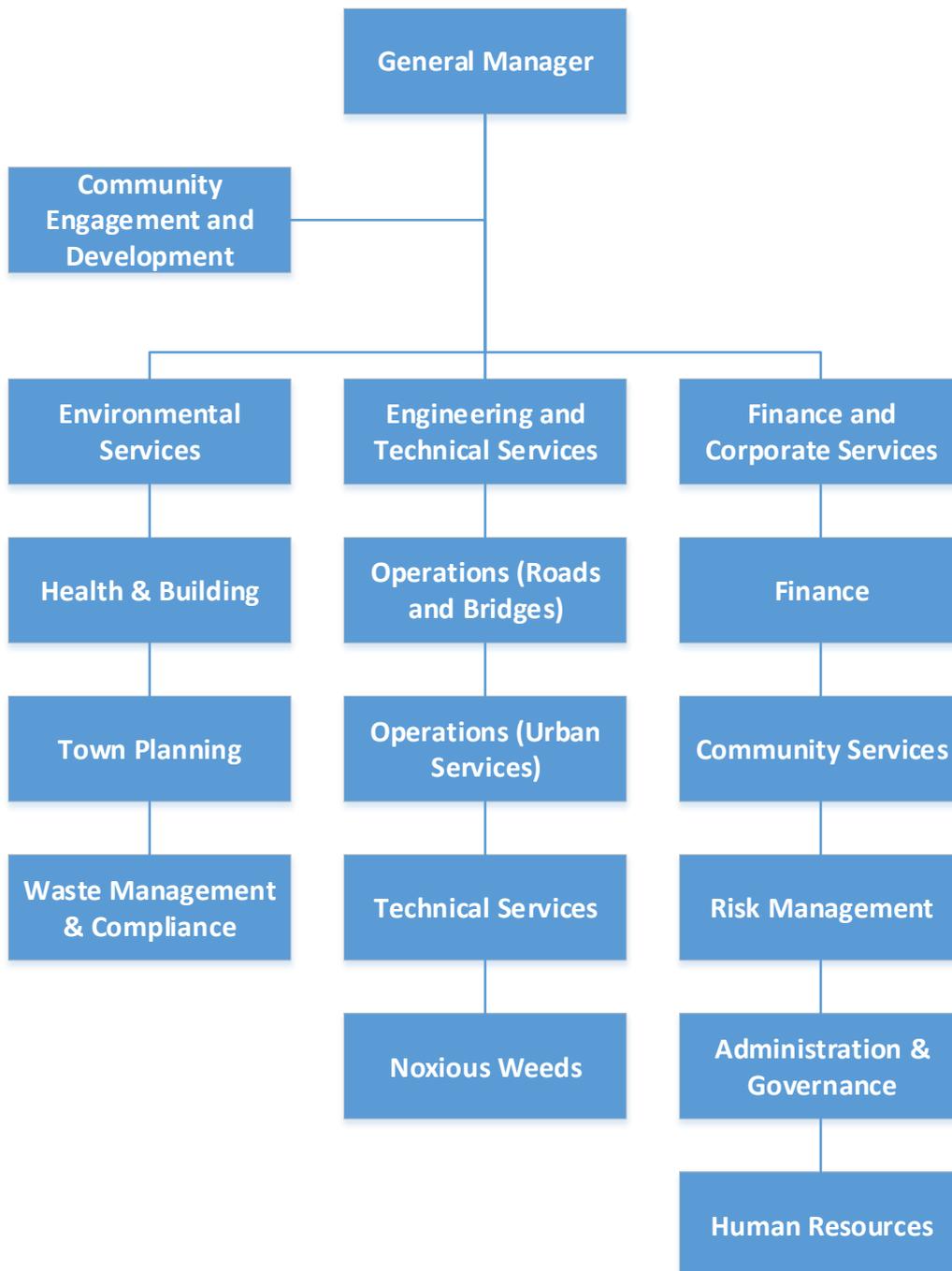
Director Engineering and Technical Services, Robert Cohen

The Engineering and Technical Services (ETS) Division is responsible for the delivery of infrastructure and commercial operations. Operational activities include the maintenance of built assets including buildings, roads, footpaths, water & wastewater infrastructure and drainage. Engineering and Technical Services also delivers capital works projects, manages traffic planning and facilities, provides road safety education programs and manages Council's fleet and plant.

Director Environmental Services, Heather Nicholls

The Environmental Services (ES) Division's responsibilities include waste management, environmental services and sustainability, cemetery management, assessing and determining development applications and the regulation of strategic land use planning through planning instruments such as heritage controls. The Division also ensures that building and health regulations are enforced

Overview of Cabonne Council by Directorate

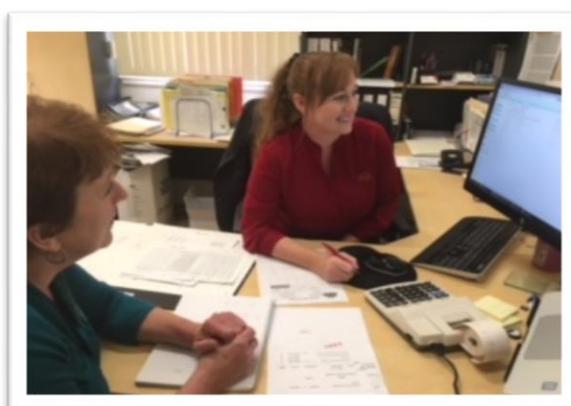


Staff Profile

Cabonne Council is located in the central west of NSW, Council provides a wide range of services to the community.

Council currently employs 172 staff with a full time equivalency of 161, which includes 150 fulltime staff, 9 permanent part time and 13 casual employees.

Department	Fulltime	Part Time	Casual	Total
General Managers Staff	5	1	0	6
Finance & Corporate Services	25	6	7	38
Environmental Services	13	1	5	19
Engineering & Technical Services	107	1	1	109
Total	150	9	13	172



Gender

Department	Male	Female
General Managers Staff	2	4
Finance & Corporate Services	7	32
Environmental Services	12	7
Engineering & Technical Services	103	6
Total	124	49

A higher number of female staff members work predominately in the Administration roles while a higher number of male staff members work in various outdoor roles.

Age

	20 or under	21-30	31-40	41-50	51-60	61 and over
Staff Numbers	6	15	24	31	62	35
Percentage of all staff	3.47%	8.67%	13.87%	17.92%	35.84%	20.23%

The average age of Cabonne Council's total workforce is 50 years old, with 97 of our workforce aged 51 or older. This analysis has resulted in Council identifying one of our key workforce planning challenges – the ageing workforce.

With a considerable proportion of our workforce across the directorates moving into the 60 years or older over the next 10 years, Council needs to focus on strategies that relate to succession planning, knowledge capture and transition to retirement programs.

Several positions have been identified where the incumbent is nearing retirement age. This will mean that succession planning and knowledge capture over the next 5 years is vital.

The identified positions are shown below:

Position	Age of holder(s)	Potential Replacement Positions	Actions
Town Maintenance/Water	71,61	Town Maintenance Staff	Several staff have already begun qualifications needed to perform water operations
Grader & Specialised Plant Operators	60,56, 56,63, 65 & 65	Plant Operators and trainee's	Training and experience with other plant operators on specialised machinery, succession planning. Civil Construction traineeships are included under smart & skilled funding
Senior Mechanic	62 & 56	Mechanic and apprentice mechanic	Council currently has 3 apprentice mechanics, 1 st year, 2 nd year and 4 th year
Payroll Officer & Backup	70 & 62	Finance Support Officer, Corporate Services trainees	Current staff member has been identified as replacement, training to be provided
General Manager	60	Current Directors	Succession planning and professional development opportunities to current directors

Community Engagement & Development Manager	62	Community Development & Promotions Coordinator, Grants Officer	Training to be provided to current members of Economic Development Unit, particularly around media and leadership
Director Engineering & Technical Services	64	Operations Manager, Technical Services Manager	Succession planning and professional development is vital, identified positions are quite new to their respective roles
Director Environmental Services	58	Senior Health & Building Surveyor	Succession planning and professional development is vital,
Water & Sewer Overseer	55	Senior Water & Sewer Operator	Successor identified, further training identified
Chief Weeds Officer	67	Weeds Officer	Successors identified, further qualifications needed to be able to fulfil position
Construction Overseer	64	Site Supervisor	Successor currently completing Dip of Leadership & Management
Senior Accounting Officer	68	Finance Support Officer	Accounting cadetships or access to educational assistance for identified successor
Senior Rates Officer	56	Rates Officer	Further training to be provided to Rates Officer & Finance Support Officer



Staff Turnover

Following a period of significant turmoil, in which Council was being considered for amalgamation there were significant staff losses. This has now subsided and most positions have been filled. Due to the ageing workforce the turnover rate is expected to increase again in the coming years. The turnover rate for this financial year is 13.9%

Critical Positions

After analysis of Council's workforce profile the following positions were identified as critical

- Water & Wastewater Operators
- Qualified Engineers
- Rates Officers
- Finance Manager
- Health & Building Surveyors
- General Manager
- Asset Management staff
- I.T Staff
- Town Planner



Trainees, Cadets & Apprentices

Council is committed to providing employment opportunities to the young people of the Cabonne Shire and growing our own skills. Currently has Trainees and apprentices in the following roles:

- Corporate Services
- Administration
- Health & Building Surveyor
- Mechanic
- Plumber
- Horticulture

Compliance Training

Council is participating in a Central West Region of Council's (CENTROC) project that delivers six core compliance subjects in an online format to all staff. These courses will be completed annually by the staff to ensure that they are fully aware of their rights and responsibilities in the following areas:

- Code of Conduct
- Discrimination & EEO
- Bullying & Workplace Violence
- Privacy
- Sexual Harassment
- Alcohol & Other Drugs



A look into the future

Skills that we currently lack as an organisation have been identified and the main skills that we are likely to lack in the future are as follows:

Leadership & Managements Skills – To enable our potential leaders to make that step in supervising and managing people and to enable our current supervisors and managers to competently manage staff

Information Technology Skills – Council’s ageing workforce, particularly amongst the outdoor staff currently means that a significant number of staff are not competent in the use of today’s technology. Continued exposure to training opportunities will enable those positions to become confident in the use of today and tomorrow’s technology.

Asset Management – There is a focus on asset management in local government generally as well as Cabonne Council for accurate plans to be developed and maintained. It will be vital that Council’s asset management staff have the necessary skills to fulfil our obligations now and in the future.

GIS – Council’s reliance on spatial information for a variety of functions within local government will mean that GIS staff will need to have the skills to be able to maintain, develop and analyse the data within these systems will become increasingly important.

Risk Management – Addressing and ensuring action on risk management issues is an area that Council will need to look at in the future

Resourcing the Workforce Management Plan

This plan is directly aligned to objectives in the delivery program. Responsibilities have been allocated to staff within the three year action plan. Overall staffing requirements are expected to remain stable and the cost of implementing this workforce management plan has been incorporated into the Long Term Financial Plan.



Workforce Action Plan

The following workforce action plan addresses the workforce issues previously identified.

1. Attracting, developing and retaining high calibre staff

WAP No	Action	Performance Measure	Responsibility	Timeframe
1.1.1	Provide training and development opportunities to all staff	Staff undertake training as identified on training plan	HRC/Managers	Annually
1.1.2	Conduct Exit interviews for exiting staff	Undertake exit interviews for all staff and report trends to CMT	HRC	Quarterly
1.1.3	Promote the variety, security and benefits of employment with Council	Create employee handbook and include in all recruitment packs and on Council's website	HRC	Ongoing
1.1.4	Conduct staff satisfaction surveys	A bi-yearly survey is undertaken	CMT/HRC	Year 1 and Year 3

2. Our ageing workforce

WAP No	Action	Performance Measure	Responsibility	Timeframe
2.1.1	Create innovative work options	Create a phased in retirement protocol/ flexible working conditions	CMT/HRC	Year 2
2.1.2	Succession planning	Create succession plan for critical, hard to fill positions and positions that staff have acted in during periods of leave	CMT/HRC	Year 1
2.1.3	Cabonne Trainee and apprentice program to target positions identified as critical or hard to recruit	5% of all staff to be trainee, apprentice or cadet	HRC/CMT	Ongoing

3. To provide a safe working environment

WAP No	Action	Performance Measure	Responsibility	Timeframe
3.1.1	Ensure that a staff WHS committee is active	WHS committee meetings held quarterly	RMC	Quarterly
3.1.2	Have a current WHS policy	WHS policy to be reviewed	RMC	Year 1
3.1.3	Ensure staff have access to confidential independent Counselling service	EAP provider	HRC	Year 1
3.1.4	Staff are kept up to date with new work, health and safety legislation	WHS training is provided for all staff, WHS inductions are undertaken for all new staff, contractors and volunteers	HRC/RMC	Annually
3.1.5	Corporate and site specific workplace Inductions are completed	All new staff members are required to complete the induction process within the first week of employment	HRC/RMC/Managers and Supervisors	Ongoing



4. Keep up to date with technological improvements and advancements

WAP No	Action	Performance Measure	Responsibility	Timeframe
4.1.1	Provide E-Learning opportunities as a supplement to face to face learning	Council retains online learning platform that is utilised by all staff. The six core competencies are completed yearly by all staff	HRC	Year 1
4.1.2	Take advantage of improved technology	Staff are able to utilise ipads/tablets if required	CMT/ SA	Ongoing