



Workforce Management Plan

Brewarrina
Shire Council
2016/26

Prepared by:
Human Resources Manager

04

General Manager's Foreword



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The NSW Government's new framework for Integrated Planning and Reporting (IPR) places high expectations on Council with regard to partnering with the community in development of a long-term Community Strategic Plan (CSP). The intent is for Council and the community to have important discussions about funding priorities, service levels, preserving local identity and to plan, in partnership, for a more sustainable future

“BREWARRINA SHIRE COUNCIL AS AN EMPLOYER OF CHOICE”

Our community expects us to be transparent, efficient and effective in our service delivery and one that is ethically committed to its staff and the broader community.

We take these expectations seriously and strive to imbue them into the heart of each decision we make.

Our Workforce Management plan was created to guide the delivery of these critical functions so that Brewarrina Shire Council can thrive and evolve as a community service provider.



We have identified the importance of growing our own and investing where possible back into our local community. Council has worked hard to provide employment opportunities for many local, School Based and Mature Aged trainees.

The Council has also shifted employment strategies for an increased retention and representation of Indigenous employees. Our employment rates for Aboriginal and Torres Strait Islander employment is now higher than the ABS Census data and sits at around 65%.



Introduction

All government organisations, particularly those in the local government sector, are faced with meeting the challenge of rising community expectations. Our community expects us to be an efficient, effective, and transparent organisation, and one that is ethically committed to its staff and its community. Council is faced with the challenge of doing more with less in terms of financial sustainability and needs to ensure functions performed by the Council are aligned with quality of life and sense of community of present and future generations.

In recent years there have been some significant changes in the make-up and recruitment of the workforce within Local Government in Australia. With the growing trend of people being more nomadic throughout their working life, the recruitment, training and retention of staff was assumed a far greater importance in the delivery of services to the Community by Local Government.

The Integrated Planning and Reporting framework encourages councils to draw together their various plans, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. Council then develops a 4 year Delivery Program to specify which parts of the Community Strategic Plan it aims to deliver in its current 4 year term. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

An effective workforce strategy aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services consistently, effectively and efficiently. Council's workforce planning should consider what people, with what skills, experience and expertise are required to implement the Delivery Program.

Figure 1 and **Figure 2** illustrate how Workforce Planning combines with Long Term Financial Planning and Asset Management to support Council's Resourcing Strategy that in turn details how Council will resource the strategies that it is responsible for within the Community Strategic Plan, Delivery Program and Operational Plan.

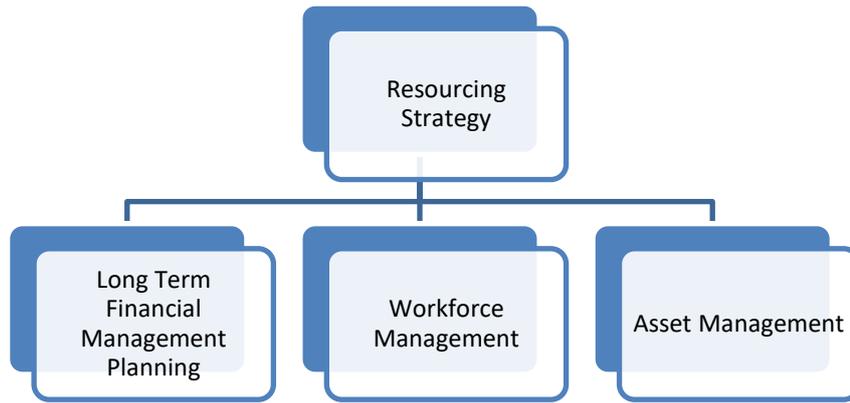


Figure 1: Resourcing Strategy

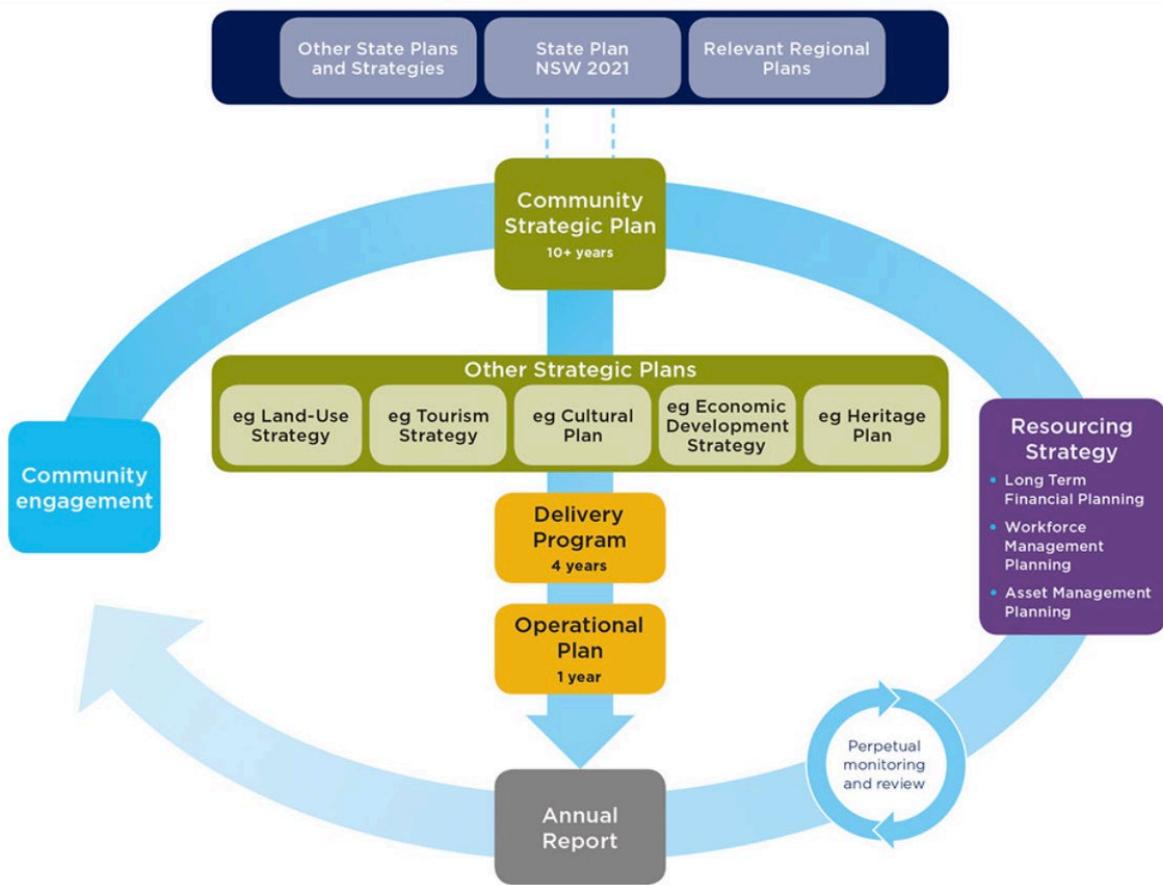


Figure 2: Integrated Planning and Reporting

Workforce Planning

To continue to meet its responsibilities in the delivery of essential services to the Community it is imperative that Council has in place a process to ensure that there are sufficient people and resources with the right skills in the right place at the right time to meet the changing needs of the Community and being able to respond in an effective and efficient way.

Building the Workforce Management Plan

Council commenced development of the Workforce Management Plan with Council's Executive Team and Councillor Workshops, where discussions surrounding the structure and short term resources were reviewed. Later in the year Council Staff and Management had further opportunities to provide feedback on varying aspects of the plan and produced the following document as a result.

Workforce Planning Benefits

In preparing this Workforce Management Plan it is not the intention that this plan shall be complicated in its delivery. Its aim is to undertake a simple analysis of Council's current staffing structure and identify the direction for both now and in the immediate future, by forecasting and predicting workforce trends. The implementation of this plan will deliver a number of benefits to the organisation such as:

- Assist Staffing decision-making on strategic priorities
- Identify and reduce potential skills shortages and their preventions
- Improve efficiency, effectiveness and productivity
- Respond to change in the market and take appropriate steps to retain and strengthen Council's workforce for service delivery
- Identification of staff development needs
- Job satisfaction and retention of employees
- Assist with the identification and management of people
- The recruitment, development or retention of appropriate staff required to meet the future needs of the organisation
- Ensure employees possess the right skills and are suitable for the job at hand which will improve the efficiency, effectiveness and productivity.

Our Communities 2030 – A Plan for the Brewarrina Shire

As the result of legislation enacted in October 2009 all NSW Local Councils are required by the Local Government Act to develop a Resourcing Strategy. Included within the Resourcing Strategy is a Workforce Management Plan which is a strategic approach to managing the workforce needs for the next four years.

Council's intention is to create an atmosphere which embodies the principles of honesty and sincerity and encourages a forum based on openness, commonsense and innovation. To this end Council will:

1. Engage appropriately qualified Staff to carry out its functions - to ensure the effective and efficient delivery of services to the Brewarrina Shire Community.
2. Provide necessary resources for Staff to carry out their designated tasks.
3. To provide appropriate career path options, subject to the financial constraints of Council.
4. To plan for the replacement of essential Staff to ensure the continuity of the delivery of services.
5. To provide for the health and wellbeing of all Staff in the workplace environment to ensure their safety and other issues are addressed.
6. To provide a workplace that helps employees to develop pride and have a caring attitude in the performance of their duties and also for their fellow employees.

The aim of this plan is to ensure the workforce is adequate and meets the needs of Council at present and in the future. Various sectors of the organisation will be broken down as detailed here under:



In addition to the dissection of Councils workforce into the various areas of operation, the plan will also identify the existing skills, required skills and desirable, and the existing staffing numbers.

Existing Workforce Organisational Structure

To assist with the decision making process an analysis of Council's desirable staff structure has been categorised into groups. This categorisation will allow Council to ascertain areas of greater risk and any future training needs when compared to the staff structure at any point in time. These groups consist of:

- Professional (tertiary qualifications inc. diploma, degree, masters degree)
- Administrative positions (certificate or non-core tertiary qualifications)
- Trade qualified staff (trade recognized with specific area Trade qualifications)
- Skilled staff (staff with specific expertise but not trade certificates)
- Unskilled staff (little or no formal qualifications)

Desirable Structure

| | | |
|---|-----------------------|--|
| Governance | | |
| Professional | 1 | General Manager |
| Administration | 1 | Executive Assistant |
| Finance & Administration | | |
| Professional | 2 | Finance Manager, Assistant Accountant |
| Administrative | 1 1 2 1 | Rates Clerk, Payroll / Debtors / Creditors, Customer Service Officers, IT & Assets |
| Human Resources | | |
| Professional | 2 | Human Resources Manager, WHS / Risk Coordinator |
| Administrative | 1 | WHS Officer |
| Skilled | 1 | Carpenter |
| Community Services | | |
| Professional | 2 | Community Services Manager, Director Childcare |
| Administrative | 1 1 1 2 1 | Youth Team leader, Senior Tourism Officer, Early Childhood Team Leader, Early Childhood Educators, Librarian |
| Trainee | 1 1 | Trainee Childcare, SBAT- Childcare, |
| Skilled | 2 | P/T Customer Service Officers |
| Casual | 1 1 | VIC, Youth, |
| Planning Health & Environmental Services | | |
| Professional | 1 | Planning Health & Environmental Manager |
| Administration | 2 | Regulatory Officer |
| Cleaners | 2 | Brewarrina / Goodooga |
| Engineering Services | | |
| Professional | 2 | Transport Manger Project Engineer |
| Administrative | 1 1 | Technical Admin, Store |
| Trade Qualifications | 2 1 3 | Rural Roads Supervisor, Workshop Supervisor Mechanic |
| Skilled | 14 | Work Staff |
| Trainee | 3 6 | Workshop, SBAT - Workshop |
| Casual | 14 | Brewarrina / Goodooga |
| Utilities | | |
| Professional | 1 | Utilities Manager |
| Trade Qualification | 4 | Town Supervisor, Water and Sewer Operators |
| Skilled | 6 | Work Staff |
| Trainee | 1 2 | Water & Sewer SBAT Horticultural Trainee |

Strategies and Action Plan.

Although Council has been able to attract suitably qualified staff to provide for and administer the necessary delivery of services, in order to ensure this situation is retained, Council will need to have in place suitable strategies and actions to retain its position as a leading employer within the Brewarrina Shire Council district. Proposed ongoing initiatives include:

1. **Strategy- 5.2.3**

Promote Council as a preferred employer.

Recommended Actions

- Ensure Council's conditions of employment are maintained to meet market expectations in rural areas.
- Regularly update Council's salary system together with job evaluation and staff review in an objective format.
- Maintain good relationships with Unions.
- Maintain fourteen day, three week working systems.

2. **Strategy-**

Retention of existing high quality employees.

Recommended Actions

- Provide flexible working hours to staff with family commitments.
- Provide part time employment where necessary to essential and desirable staff.
- Ensure all award conditions are complied with in relation to employee's benefits.
- Transfer of knowledge to appropriate staff in order to facilitate Council succession plan.

3. **Strategy-**

Policies which encourage development and skilling of workforce.

Recommended Actions

- Provide study leave and financial support for career development in line with staff training policy.
- Provide structured and specialist training programs for staff when necessary.
- Encourage apprenticeships and traineeships for various staff members.

4. **Strategy-**

Attractive and accessible work environment

Recommended Actions

- Maintain buildings in good condition to facilitate staff working conditions.
- Keep abreast with modern technology to ensure high standards are retained.
- Regularly upgrade computer systems.
- Maintain a modern fleet including construction equipment, vehicles and miscellaneous plant.

5. Strategy-
Safe workplace environment.

Recommended Actions

- Continuation of employee assistance program.
- Active WH&S committee that works to reduce workplace hazards.
- Continued support of safety committee.
- Proactive approach to health, wellbeing and safety.

6. Strategy-
Advertise vacancies to reach relevant market.

Recommended Actions

- Advertise in newspapers circulating within the area.
- Ensure advertisements are eye-catching.
- Advertise positions on Council's website.
- Advertise within the electronic media / websites

7. Strategy-
Gauge success of Workforce Plan.

Recommended Actions

- Conduct exit interviews and analyse information to identify trends that may appear.
- Regular staff appraisals / assessment.

8. Strategy-
Succession Plan

Recommended Actions

In formulating its Succession Plan, Council recognizes that the following criteria/limitations apply:

- The need to observe Equal Employment Opportunity practices.
- The challenges of attracting qualified staff to rural areas.
- That any Succession Plan is only relevant at a particular point in time.
- Council's Succession Plan is appropriate for each of the managerial/professional positions.

Council will endeavor to ensure that it has trained staff that are capable of fulfilling the position in each of its managerial and professional duties.

Council will ensure that as well as providing the necessary opportunities for academic development to enable those positions to advance, it will provide the necessary practical on the job training to enable those persons to fulfill each of those positions as appropriate for their particular level of training.

This Workforce Management Plan should also be read in conjunction with Council's Human Resources documentation which includes:

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- NSW Local Government (State) Award 2017
- Council's Code of Conduct
- Brewarrina Shire Council Induction
- Equal Employment Opportunity Policy
- Drug and Alcohol Policy
- Recruitment & Selection Policy
- Staff Certificates of Competency
- Staff Uniform Policy
- WHS Policy
- Training Policy
- Child Protection Policy
- Payment of Expenses and Provision of Facilities to Staff

This plan is aimed at providing Council with the opportunity to be in a position to achieve what is required and plan for the future through an annual review process and adjustment of the Workforce Plan.

Review

This policy may be reviewed at any time but unless otherwise requested at least every two (2) years from date of adoption.

APPENDIX 1
Brewarrina Shire Council Staff Structure
as at 12 October, 2020

| | | |
|---|----|--|
| Governance | | |
| Professional | 1 | General Manager |
| Administration | 1 | Executive Assistant |
| Finance & Administration | | |
| Professional | 2 | Finance Manager, Assistant Accountant |
| Administrative | 4 | Rates Clerk, Payroll / Debtors / Creditors, Customer Service Officers, IT & Assets |
| Human Resources | | |
| Professional | 2 | Human Resources Manager, WHS / Risk Coordinator |
| Administrative | 1 | WHS Officer |
| Skilled | 1 | Carpenter |
| Community Services | | |
| Professional | 2 | Community Services Manager, Director Childcare |
| Administrative | 6 | Youth Team leader, Senior Tourism Officer, Early Childhood Team Leader, Early Childhood Educators, Librarian |
| Trainee | 2 | Trainee Childcare, SBAT- Childcare, |
| Skilled | 2 | P/T Customer Service Officers |
| Casual | 2 | VIC, Youth, |
| Planning Health & Environmental Services | | |
| Professional | 1 | Planning Health & Environmental Manager |
| Administration | 2 | Regulatory Officer |
| Cleaners | 2 | Brewarrina / Goodooga |
| Engineering Services | | |
| Professional | 2 | Transport Manger Project Engineer |
| Administrative | 2 | Technical Admin, Store |
| Trade Qualifications | 4 | Rural Roads Supervisor, Workshop Supervisor Mechanic |
| Skilled | 14 | Work Staff |
| Trainee | 3 | Workshop, |
| | 6 | SBAT - Workshop |
| Casual & Term Contracts | 23 | |
| Utilities | | |
| Professional | 1 | Utilities Manager |
| Trade Qualification | 4 | Town Supervisor, Water and Sewer Operators |
| Skilled | 6 | Work Staff |
| Trainee | 2 | Water & Sewer |
| | 2 | SBAT Horticultural Trainee |