Shire of Wickepin

Workforce Plan 2019

MAIN INDEX

1. INTRODUCTION

The development of a workforce plan is a requirement of the Western Australian Department of Local Government Integrated Planning and Reporting Framework. The Workforce Plan sits alongside Council's Long-Term Financial Plan and Asset Management Plan in both informing and resourcing activities determined in the Corporate Business Plan.

1.1. AIM

The Workforce Plan aims to ensure the Shire of Wickepin's workforce has the capabilities and skills to fulfil the required sustainable service delivery now and in the future.

1.2. KEY OBJECTIVES

- Areas of skills shortage
- Ageing workforce
- Gaps between current and future workforce
- Areas of workforce change
- Strategies to address gaps and reduce risk
- A succession plan for critical roles

1.3. METHODOLOGY

 Human resource data was collected from current Council employees including updated personnel information, relevant skills and employee qualifications.

Historical workforce data was reviewed in relation to present service demands and future needs.

External data was collected from various sources including the Australian Bureau of Statistics, Wheatbelt Development Commission and Regional Development Australia.

Implementation of the Workforce Plan will commence following the endorsement of the Plan by Council.

2. OUR WORK ENVIRONMENT

2.1. WORKFORCE PROFILE

The Shire of Wickepin is a significant employer within the Local Government Area, currently employing 24 people including 3 casual. Gender distribution is 56% male and 44% female.

Fifty six percent of Council's existing workforce is over the age of 45, with 44% being over 55 years. Female employment peaks between 30 and 45 years of age, while male employment peaks slightly later, between 55 and 65 years of age.

The most significant impacts of an ageing workforce will be predominantly by those areas with a high concentration of males, being the Works department. Historical workforce data reveals that Council's employee turnover has remained relatively stable. Council has maintained an average of 10.5% turnover. Seven percent turnover is considered satisfactory and is indicative of customary turnover attributed to relocation, retirement, death and performance management.

Fifteen of the current staff have done less than seven years service with the balance being between eight and twenty five years of service. Forty four percent of Council's existing workforce is female. Tweve percent of females are aged 50 and over, with 28% being 40-49 years of age and 16% being 30-40. With a relatively older female demographic, the provision of access to part-time and flexible work arrangements has become increasingly important in securing the long-term retention of female employees.

The chart below identifies the distribution of employees across the organisation.

Permanent Workforce Employee Distribution
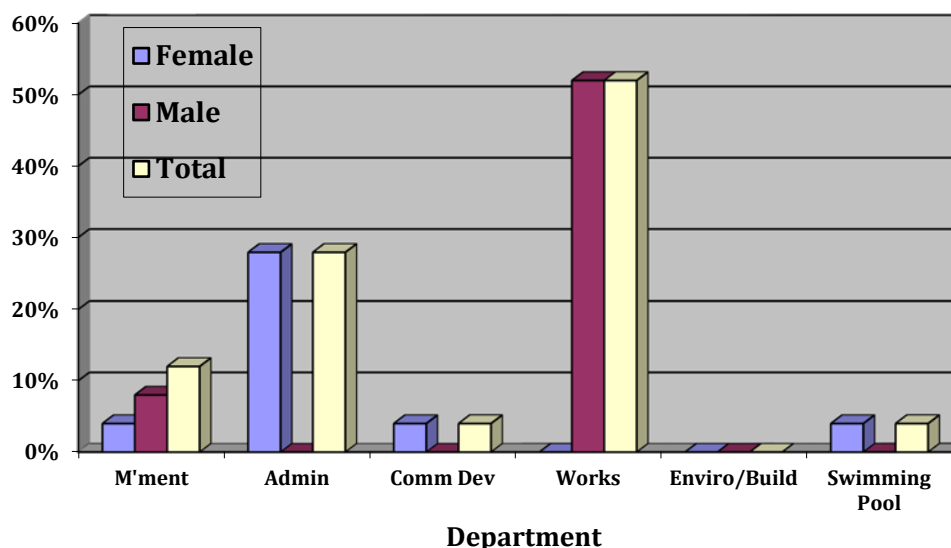
Decline of the labour force in the years ahead will continue to have a significant impact on Council's ability to deliver its services. Increasingly, the organisation will need to look at alternative service delivery models as well as technological and human resource solutions in lieu of expanding its human resource base, in order to provide service continuity.

The Shire has an estimated residential population of 733 in 2017 with population growth ranging between 0-2.5% p.a. since 2001.

The Shire of Wickepin Population in 2016 was 734 and is projected to be 2027 - 765, The 55+ age group population is projected to increase from 213 (2011 Census) to 311 by 2027; an increase of 46%, or 98 people, the 70+ age population will increase by 78.9% between 2011 and 2027, from 71 to 127 (56 people), the 85+ age population is projected to increase from 8 in 2011 to 19 in 2027 (137.5%), or 11 people.

Over the next 20 years, the annual population growth forecast in the region is 1% versus a predicted growth rate of 1.3% in WA. The median age of the population is currently higher than in other regions of the state and it is anticipated this will increase further in line with general ageing population trends. Wickepins current population growth is in decline at -.081%

Staffing Levels	2006	2011	2017	2019	Projections to 2022	Projections to 2027	Projections to 2032
Total	33	34	31	24	24	25	26
Population	716	750	750	734	734	734	734
% of Population	4.60	4.53	4.53	3.27	3.27	3.40	3.54

2.2. ORGANISATIONAL STRUCTURE

Council delivers services to the community through different departments, overseen by the Chief Executive Office. A summary of the activities is set out below.

2.2.1 THE CEO'S OFFICE

Facilitates departmental collaboration, cohesion and direction. It oversees strategies and operations and is accountable for the development, delivery and reporting of progress of all key areas.

2.2.2 ADMINISTRATION

Delivers a wide array of services including internal support and those provided to external customers. Internal support consists of finance, governance policy, councillor support, council meeting management, records management and access to information.

The department also provides supervision for the transport licensing agency as well as burial services and maintenance of cemeteries.

2.2.3 WORKS

Looks after the construction and maintenance of roads, footpaths, stormwater and various physical assets including Council parks, gardens and playgrounds.

Staff within this department maintain and monitor Wickepin's sewerage plant, as well as provide the cleanliness of the township streets and public places.

2.2.4 COMMUNITY DEVELOPMENT

Has a high interface with the community, providing services such as events and activities, grant assistance and project development. The department has a strong focus on social, cultural and recreation planning as well as volunteering initiatives.

Staff within this department also provide natural resource management advice and assistance.

2.2.5 ENVIRONMENTAL HEALTH AND BUILDINGS AND PLANING

Looks after development and building applications and management of the built environment.

This service is currently contarcted out to the Shire of Narrogin

This this department also ensure that business operators are compliant with environmental and safety standards.

2.3   SERVICE DELIVERY

Community needs and aspirations.

- Medical/health, recreation, business/industry, environment.
- Sustainability, long-term planning.
- Changing population/residents demands.

3.   LOOKING TO THE FUTURE

3.1   EXTERNAL ENVIRONMENT

Wickepin contains rich agricultural landsthat were opened for settlement in 1893.The locality began as a watering point known as Yarling and was used by early sandalwood cutters.

The Shire covers an area of 198,900 hectares and includes the towns of Wickepin, Yealering, Harrismith and Tincurrin. The Avon, Blackwood and Murray Rivers rise in the Shire.

The Shire is a prosperous farming area with excellent wool and lamb production. Cropping is done on a large scale with wheat, oats, barley, lupins and canola grown. Wickepin is also home to the Facey Group, a prominent grower group in Western Australia that is committed to improving the economic, social and environmental sustainability of broad acre farming through research, development and information in the region.

Wickepin is known for being the home of Albert Facey, an Australian Biographer. His house has been moved to the centre of the town as a tourist attraction. The Homestead was built in 1924 and has been fully restored.

The town offers excellent facilities for locals and travellers. Great walks, a BBQ area, children's' playgrounds plus there are two primary schools in the Shire – Yealering and Wickepin – a medical centre, police station, church, and Community Resource Centre in Wickepin, as well as Bushfire Brigades, sporting and community groups across the Shire. St John Ambulance covers the Shire of Wickepin with Ambulances in Wickepin, Harrismith and Yealering.

3.1.1.   PEOPLE — CULTURAL & LANGUAGE DIVERSITY

The most common ancestries in Shire of Wickepin were Australian 89.6% English 2.9 % New Zealand 1.1% Scotland 0.8%.

3.1.2.   POPULATION DIVERSITY

89.4% people were born in Australia. The most common other countries of birth were England 4.92%, New Zealand 1.94%.

3.1.3   EMPLOYMENT

The 2016 Census Data shows that employment for Wickepin is that there were 202 people who reported being in the labour force in the week before Census night in Wickepin (State Suburbs). Of these 50.5% were employed full time, 32.2% were employed part-time and 8.4% were unemployed.

3.2   THE EMERGING LABOUR MARKET

The Shire of Wickepin workforce plan has been developed to ensure the Shire of Wickepin can attract the best staff and that the workforce is adaptable and prepared to meet new challenges in carrying out the delivery of the Shire of Wickepin Corporate Business Plan.

These include:

3.2.1. FUTURE

In the future the Shire of Wickepin will:

- Be environmentally sustainable
- Have a skilled and agile workforce
- Provide and maintain sustainable infrastructure for the LGA
- Maximise the use of technology
- Utilise partnerships with stakeholders
- Effectively engage and consult with the community
- Plan well for the future, integrating long, medium and short term
- Provide high quality service delivery

It is clear that the Shire of Wickepin will face a number of issues that could significantly challenge their ability to meet strategic objectives.

3.2.2. FORESEEN CHANGES

Foreseen changes likely to occur within the next ten years are:

- Technology to take a greater role in service delivery
- Increasing legislative complexity
- Increasing demand for more flexible work arrangements
- Workforce will be increasingly highly skilled
- Increasingly responsible for environmental sustainability
- Increasing customer interaction and engagement
- Emphasis on longevity and maintenance of infrastructure

3.2.3. DEMOGRAPHIC AND PERFORMANCE DATA

Shire of Wickepin's workforce should ideally mirror that of the community it serves. Overall Council has a workforce that is generally reflective of the Shire of Wickepin Local Government Area.

3.2. AGEING WORKFORCE

Ageing workforce projections are utilised to highlight the potential risk to the organisation's capacity to deliver services as a basis for future planning.

In developing strategies to address ageing workforce issues it is important to ensure the workforce maintains a balance of employees in the early, mid and mature career stages to ensure continuity of leadership capability and required technical expertise.

Strategies targeting the retention of mature workers will also be important in redressing labour shortages and will need to include a range of flexible work arrangement and work/life balance options.

Ageing workforce projections are to be based on employees having reached the age of 60+. Approximately 27 percent of the existing workforce will have reached age 60 within the designated four year intervals on a Council and Directorate basis.

3.3. FINANCIAL RESOURCES

There are several workforce related factors that have impacted on Council's strategic approach to financial planning. They include:

- Employee costs have increased over the past ten years
- Worker's compensation premiums have also increased significantly.

Within Wickepin's suite of integrated plans, there is some built-in capacity and strategies to pursue new sources of funds to progressively fill current or emerging gaps in finance. Partnerships with other levels of government, business and the community will play a vital role in closing this gap either by releasing new sources of funds or reducing the cost of activities.

The organisation will need to examine the way work is undertaken to improve employee productivity and efficiency to meet Council's need to generate significant funds in the next ten years.

4. BUILDING THE PLAN

4.1. COMMUNITY ENGAGEMENT

4.1.1. ENGAGING OUR COMMUNITY

Our previous community engagement identified the need for strong and active voluntary groups and on-going communication. It recognised a need to remain proactive in our approach to community engagement and ensure all key stakeholders are involved to proactively address concerns and specific issues.

4.1.2 CURRENT METHODS OF OBTAINING COMMUNITY FEEDBACK

The Shire employs a variety of methods to collect community feedback. These include:

- Community satisfaction surveys to gauge community perceptions on areas of importance and the Shire's performance relative to those areas.
- Council meetings where local residents and the wider community are invited to attend.
- Other techniques such as newsletter distribution and online council website enquiries.

These consultation activities have allowed for a broad understanding of the community's aspirations to be captured which has led to the development of the focus area in the following section. This draft will be subject to further community engagement.

The on-going process of community consultation will involve:

- A formal and comprehensive consultation exercise every 4 years as part of the review process.
- Community satisfaction surveys.
- Regular council meetings where local residents and the wider community are invited to attend.
- Regular newsletter distribution and online website enquiries.

There will be other ad-hoc informal engagement opportunities throughout the year as part of the Shire's day-to-day activities Civic leadership – Our Council, services, policies and engagement.

Council organised and conducted a community survey with local residents to assess their views about the importance of and their satisfaction with Council services. The survey process began in early 2010 with a printed or electronic survey being mailed to each community member. The clear response from the community was that Council services are very important in the community and that none should stop being provided.

4.3.   RESULTS OF THE CONSULTATION PROCESS

We recognise that our community is important, and its input is fundamental to determine the services and facilities that meet community needs and expectations. We developed ways to engage and strengthen communication with our residents including holding community workshops, community council meetings and conducting a community survey; in which the issues and feedback obtained have been integrated into this Strategic Community Plan.

2018 - 2028

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CREATING OUR STRATEGIC COMMUNITY PLAN

RESPONSES

71 survey respondents

24 random phone calls to ratepayers across all parts of the Shire answering a series of set questions (had not completed a survey)

20 community leaders of local clubs and associations separate to online and hard copy survey (sports, progress, emergency services etc.)

16 attendees at the RDA Wheatbelt Enterprising Communities Wickepin workshop and review of Harrismith and Yealering workshops

14 business owners across the Shire separate to any other consultation

7 CRC, Medical Centre, Wickepin PS, Yealering PS, Police

3 advisors to the district - outside of the Shire of Wickepin

INFORM

– Project Plan publicised for the Strategic Community Plan

– Community Engagement Plan publicised for the process

– Media releases regarding the process - online and print

– Council introductory workshop

– Summary of all community feedback provided to Council

INVOLVE

– Councillor workshops

CONSULT

– Online and hard copy survey

– One on one phone interviews (random and structured with community leaders)

– One on one conversations with business owners

– One on one conversations with advisors to the district

– One on one conversations with key service organisations in the Shire

COLLABORATE

– Strategic Community Plan feedback period

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TOTAL ENGAGEMENT TO DATE: 152

(21.1% of total population residing in the Shire of Wickepin)

■ Respondents

■ Total population of the Shire of Wickepin

The key priorities (based upon survey results and number of discussions in which these arose) that the community identified during the process included:

HIGH PRIORITY

- Maintenance and improvement of road infrastructure

- Maintenance and continual improvement of parks and gardens, creating a reason to visit and stop in the Shire

- Growing the economic impact of Lake Yealering

- Lifestyle and amenity development

- Supporting the agricultural industry, agricultural innovation and business diversification

MEDIUM PRIORITY

- Tourism product development

- Opportunity to work closely with community organisations to achieve mutual goals

- Improved partnerships to address youth attraction and retention, drug and alcohol education and awareness

These priorities have all been reflected in the goals and strategies of our plan.

GOALS AND STRATEGIES TO ACHIEVE OUR OUTCOMES

our vision

A collaborative Council, dedicated to maintaining and developing our community assets for the benefit of our residents whilst supporting a strong community, a vibrant economy, successful businesses and a sound environment

our values

As the representatives of the Wickepin community, the Shire Council and staff are guided by PRIDE:

PROFESSIONALISM -
in the standards and ethics of our actions.

RESPECT -
through courtesy and honesty in our dealings with all people.

INTEGRITY -
that builds community trust.

DEDICATION -
of a committed team that works together to provide leadership for the community.

EXCELLENCE -
in the service that we provide for the community.

council priorities

Adding value and impact of Council owned infrastructure and services by:

1. Attracting new populations and retaining our current population

2. Growing our local economy and providing opportunities that benefit local businesses across the Shire

3. Protecting, enhancing and receiving value from our natural environment

4. Ensure positive financial positions in Council's Budget

5. FIVE FOCUS AREAS

5.1. RECRUITMENT AND RETENTION

Council needs to implement strategies that will attract and retain talented and knowledgeable staff. Although it is constrained by a salary system and financial considerations, Council can offer excellent working conditions and policies that benefit all staff. Council is to undertake an adopted recruitment plan based on a review of staffing needs over the next four years. These findings are to be factored into the Long Term Financial Plan and delivery of the Corporate Business Plan.

Focus Area 1 - Recruitment and Retention
Provide high quality staff housing
Develop system for using contract staff
Develop flexible work arrangement guidelines
Improve Council's recruitment and HR administration processes
Improve attraction and retention of career starters
Retain high performing staff and reduce overall turnover

5.1.1. FIVE-YEAR RECRUITMENT PLAN

Projected Staff Increase	2019/20	2020/21	2021/22	2022/23	2023/24
Management					
Planning/ Economic Development					
Community Development					
Administration		✓			
Works		✓			✓
Parks And Gardens				✓	
Health					

5.2. REWARD AND RECOGNITION

The Shire of Wickepin staff have highlighted how important it is for employees to be recognised and valued. Initiatives to acknowledge staff needs and achievements and foster their goals for the futures are important.

Focus Area 2 - Reward and Recognition
Develop reward and recognition programs
Implement program
Review program and outcomes as necessary
Develop an attractive superannuation policy and program

5.3. CAREER PLANNING AND PROFESSIONAL DEVELOPMENT

High performing staff thrive when they undertake challenging, rewarding and relevant work. By being a progressive and development focused employer Council will retain those who are talented, can learn and grow, and take the organisation forward.

Focus Area 3 - Career Planning And Professional Development
Develop staff to deliver future services in line with Council's strategic objectives
Deliver annual learning and development schedule
Career, talent and management retention
Develop and implement career planning and professional development guidelines
Develop and implement retirement strategy
Review and update apprenticeship, trainee and graduate program

5.4.   PERFORMANCE MANAGEMENT

There are a number of reasons to reward performance. The most significant is to acknowledge and encourage desirable behaviours and outcomes in the workplace. Good performance management often results in:

- Staff with high sense of value, purpose and motivation
- Developing staff to be excellent leaders
- Staff who can drive performance and build a positive work culture

Focus Area 4 - Performance Management
Develop a performance culture
Review methods of performance management
Develop and implement performance management policy and procedure
Review and improve performance guidelines and associated remuneration and rewards
Facilitate organisational structural reviews

5.5.   ORGANISATION DEVELOPMENT

Continuous improvement requires relevant measures in key areas to be in place to support development or change. Financial pressures and community needs demand continuous review and improved efficiencies in work practices.

Focus Area 4 - Organisational Development
Improvement initiatives and undertake business process reviews
Review key policies and workforce related plans for purpose and validity
Undertake annual organisation wide survey's
Undertake annual internal customer satisfaction survey
Update and promote stakeholders on improvement initiatives

6. SERVICE PROFILE

6.1. DELIVERING FOR THE COMMUNITY

In developing the Workforce Plan a structured methodology was incorporated into the consultative process. Meetings, surveys and reviews were conducted as part of the community and staff engagement. In order to identify and address all relevant issues, an environmental scan, examination of demographic and performance data and skill set analysis were also employed as part of this process.

To capture and consolidate all of the information collected, a service profile has been developed. The following table summarises how the Workforce Plan, Corporate Business Plan and Community Strategic Plan will interact across the organisation. This summary will reinforce how multiple divisions act in partnership to support all major service areas.

Each service area is accompanied by an explanation of its role and how it contributes to the community, as well as information on the community's current demand for each service. Likely changes that are anticipated based on the Community Strategic Plan have been identified and are integral in the workforce initiatives that are structured in the fives focus areas.

Council envisage that these initiatives will result in a highly skilled and stable workforce that is flexible to change and prepared to meet increased expectations of the community.

Services	Directions	Workforce Requirements
1. Asset management services This service includes planning for renewal of assets, financial management and project delivery of works on vital infrastructure. **Sub-services** 1. Asset management planning 2. Asset design services 3. Capital works program planning 4. Road works and maintenance 5. Footpath works and maintenance 6. Kerb and gutter works and maintenance 7. Drainage works and maintenance 8. Building works and maintenance 9. Open spaces works and maintenance 10. Parks infrastructure works and maintenance 11. Other infrastructure works and maintenance 12. Property management 13. Facilities management 14. Fleet management 15. Depot and stores **Divisions** Administration, Works, Planning, Parks & Gardens	**Relevant Directions**	**Summary** Community Strategic Plan has shown that there is demand for increased and improved infrastructure. Demand has increased for improved assets and infrastructure renewals. **Recruitment Needs** • Additional staff will be required in this area as Council improves its Asset Management Skills. **Organisational Development and Career Planning** • Up-skill staff in the use of technology to capture and report on asset condition data • Improve skills in project management • Leadership team skill development • Asset condition assessment • Staff to up-skill in online community consultation **Reviews and Efficiency Initiatives** • Develop succession plans
2. Cemetery Services This service currently includes internment of ashes and remains at three sites, Wickepin, Yealering and Harrismith. **Divisions** Administration, Works, Parks & Gardens	**Relevant Directions**	**Summary** This service is expected to remain at the same level; however improved efficiency and record keeping will be important. **Recruitment Needs -** Nil **Organisational Development and Career Planning** • Develop skills in use of technology to improve service management and delivery • Develop technical skills in record keeping and mapping • Service expansion required with focus on customer service in monument and plaque ordering **Reviews and Efficiency Initiatives** Review training needs
3. Community Development Services Council provides a range of community development services within the Shire of Wickepin in addition to supporting a broad range of community organisations. Our services and support for other groups and agencies ensure that the community has access to relevant, accessible and affordable facilities, spaces, programs and activities. **Sub-services** 1. Community planning and development 2. Sport and recreation services 3. Community safety 4. Community support and grants 5. Community events and activities 6. Natural resource management 7. Land management advice **Divisions** Community Services, Administration	**Relevant Directions** Community development and services will continue to target and be accessible by those who need them the most.	**Summary** **Recruitment Needs** - Nil **Organisational Development and Career Planning** 1. Up-skill selected staff in event management 2. Up-skill in leadership 3. Develop and utilise project management skills 4. Up-skill selected staff in social marketing/media 5. Ongoing team building programs & opportunities 6. Update selected staff training in natural resources **Reviews and Efficiency Initiatives** • Implement coordinated program planning for community development and services • Explore opportunities for event partnerships • Source sponsorship and grants opportunities

Services	Directions	Workforce Requirements
4. Management services This service includes a range of professional support services for financial management, workforce planning, organisational development and performance management, business systems, risk management and insurance, procurement, telecommunications and IT and special projects. **Sub-services** 1. Administration 2. Financial management 3. Human resources management 4. IT and telecommunications 5. Purchasing 6. Risk and insurance management 7. Executive support and strategic projects **Divisions** Management, Administration	**Relevant Directions**	**Summary** Requirements for compliance with the Integrated Planning Framework in Workforce planning and Financial Planning can generally be absorbed within current establishments. A focus will also be needed on improving skills of staff involved in risk management and OH&S. The organisation will become vulnerable if knowledge and skills are lost in Management Accounting and Financial Planning. Retention of staff in this area is a very important focus. **Recruitment Needs** • Additional Staff will be required in this area as more Compliance is increased for Local Government. **Organisational Development and Career Planning** • Policy development HR. • Up-skill select staff in statutory and budget reporting including Tax, BAS and FBT. **Reviews and Efficiency Initiatives** • Undertake review of risk management practices.
5. Customer service and communication This area is responsible for ensuring that customer service is provided in a professional, friendly and timely way, and that our community is informed about Council's plans, initiatives, services and activities. **Sub-services** 1. Shire Administration Office 2. Media and communications **Divisions** Management, Administration, Community Development Services	**Relevant Directions**	**Summary** Communication with our residents is essential. Demand for improved quality and versatility in communication has increased. Great customer service is one of the most important Council values. It guides the way we do our business. Staff in Customer Services need ongoing training to ensure that the information they provide is complete and accurate. This is also one section within Council where daily staff numbers need to be maintained with the support of a well trained and supervised pool of staff. **Recruitment Needs** • Any staff member retirement in future years will require replacement **Organisational Development and Career Planning** • Up-skill team members in team participation and communication • Training in new software as it is implemented • Cross-skill in handling administration office duties • Improve communication and negotiation skills **Reviews and Efficiency Initiatives** – N/A

Services	Directions	Workforce Requirements
6. Planning, building and health services This service involves preparing Planning Strategies relating to future land use planning. It also assesses and determines development and building applications and provides Council with a digital mapping service. **Sub-services** 1. Town planning 2. Land information mapping services 3. Environmental Health 4. Food hygiene and regulation 5. Building and fire safety regulation 6. Administration and customer services **Divisions** Planning, Administration	**Relevant Directions**	**Summary** Development of land use plans is a critical component of our ability to achieve sustainable living and economic development of Wickepin. **Recruitment Needs** • Contract town planner. • Contract/part time EHO. **Organisational Development and Career Planning** Current Staff are under contract arrangements. **Reviews and Efficiency Initiatives** – N/A
7. Emergency management services **Sub-services** 1. Local emergency management 2. Bushfire emergency management **Divisions** Management, Works	**Relevant Directions**	**Summary** The Wickepin Bushfire Brigades are voluntary community based organisations which provides assistance to the community usually during and after bushfires. The Shire of Wickepin provides administrative support through the Chief Executive Officer. **Recruitment Needs** – N/A **Organisational Development and Career Planning** – N/A **Reviews and Efficiency Initiatives** – N/A
9. Governance, integrated planning and community engagement This service is designed to ensure the Shire of Wickepin can engage with the community in an open and responsive way. We aim to discuss and make decisions with them about their future on the basis of sound and balanced judgement and policies. It also ensures that we can be properly held to account for planning decisions and for the efficiency and effectiveness of the services we deliver. **Sub-services** 1. Long term integrated planning and consultation 2. Governance 3. Councillor support 4. Citizenship services 5. Records and public information services 6. Community pride programs 7. Volunteering programs 8. Advisory committees and forums 9. Internal audit **Divisions** Management, Administration	**Relevant Directions**	**Summary** The new Integrated Planning Framework imposes requirements for annual updating and reporting on the range of complex plans in the framework. Requirements for increased levels of engagement with the community also mean that there will be increased demands for contact with Councillors via properly organised processes, all of which need to be facilitated by staff experienced in complex governance procedures, community consultation, policy development and planning. Reviews of the structure of our governance and corporate planning capacity will therefore be necessary in the first year of this plan. In engaging the community, we are likely to be more successful if we increase their involvement as volunteers; not just decision making processes but in actual projects for local environmental enhancements or social involvement. **Recruitment Needs** - NA **Organisational Development and Career Planning** • Up-skill select staff in policy development • Training for report writing and budgeting **Reviews and Efficiency Initiatives** • Review the corporate planning and governance capacity and structure in 2014 • Commence internal audit

Services	Directions	Workforce Requirements
10. Parks services and maintenance This service maintains and cares for Council's parks, gardens and open spaces. **Sub-services** 1. Parks, reserves and open landscape planning and design 2. Playground planning and design 3. Parks cleaning and maintenance **Divisions** Works, Parks & Gardens	**Relevant Directions**	**Recruitment Needs -** NA **Organisational Development and Career Planning** • Turf and grass management • Landscape care and regeneration **Reviews and Efficiency Initiatives** • Review operations in turf, grass and tree maintenance. • Up-skill in landscaping
11. Recreational services This includes all aspects of sport and active leisure. **Sub-services** 1. Recreation planning 2. Recreation facilities management and programming 3. Facilities maintenance 4. Turf management **Divisions** Works, Parks & Gardens	**Relevant Directions**	**Summary** Recreation planning is responsible for delivering the best possible selection of local recreational opportunities, by assessing demand and need, and developing plans, policy, procedures and programs sufficient to operate existing and new amenities. **Recruitment Needs -** NA **Organisational Development and Career Planning** • Increase skills in recreational planning • Strategic planning skills **Reviews and Efficiency Initiatives -** NA
12. Ranger Services This service focuses on: • Ensuring dogs are effectively and responsibly managed and cared for • Cat registration **Sub-services** 1. Animal control **Divisions** Management, Works, Administration	**Relevant Directions**	**Summary** The demand for a ranger will continue to become more necessary due to the increase in the number of dog complaints in the town and the new cat Act **Recruitment Needs** • Contract ranger/Shared ranger services **Organisational Development and Career Planning** • Selected staff supplementary training and qualification • Up skill administration staff in cat registration services **Reviews and Efficiency Initiatives** • Keep record and monitor of dog complaints • Implement cat registration service

REPORTING AREA	REVIEWED BY	FREQUENCY
Turnover Trends	Payroll Management	Annual
Gender Balance %	Payroll Management	Annual
Profile of Council	Management	Annual
Sick Leave %	Payroll Management	Quarterly
Employment Status %	Payroll Management	Annual
Age Profile	Payroll Management	Annual
Business Excellence Staff Survey	Management	4 yearly
Service Reviews	Management Council	Annually