

CITY OF ARMADALE

LATE ITEMS

CITY STRATEGY COMMITTEE

17 JULY 2012

3. MISCELLANEOUS

3.9 STAFF ESTABLISHMENT LEVELS - 2012.....2

3.9 - STAFF ESTABLISHMENT LEVELS - 2012

WARD : ALL
FILE No. : M/443/12
DATE : 29 June 2012
REF : RT
RESPONSIBLE : Chief Executive Officer
MANAGER

In Brief:

- The Staff Establishment Level report is a “snapshot” of the City’s number of full-time employees (FTEs) at this point in time.
- This report summarises staff requests for 2012/13 noting that only 4 FTE’s of an outstanding 7 requested can be funded from the current Draft Budget.
- It is recommended that the Staff Establishment Report be received and consideration of remaining 3 unfunded positions be referred to the Special City Strategy Committee to be held on 31 July 2012.

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

4. Good Governance & an Effective Organisation

4.1.6 Ensure the corporate structure is aligned with the City’s strategic direction

4.1.7 Ensure appropriate resources (including office accommodation and equipment) to support service delivery standards

Legislation Implications

Local Government Act 1995:

Sect. 2. 7(2)(a): “The role of the council: (2) *Without limited subsection (1), the council is to:-*

(a) oversee the allocation of the local government’s finances and resources.”

Sect. 5.51(a)&(g):

“The CEO’s functions are to:

(a) advise the council in relation to the functions of a local government under this Act and other written laws:

(g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to 5.37(2) in relation to senior employees)”

Council Policy/Local Law Implications

Council’s Policy ADM-5 – Staff Establishment Levels

Budget/Financial Implications

The City’s Budget includes funding for full-time staff, part-time and casual staff, as well as contract employees both short and long term, for the implementation of the City’s funded

programs. In any annual Budget the use of permanent positions and contract employment may be interchangeable. This report provides a snapshot of the current situation with regard to fulltime employees, compared to other points in time, and to other local governments.

Consultation

Management Executive

BACKGROUND

This report is presented in accordance with Council Policy ADM-5 which states:

“Staff Establishment Levels are to be reported annually, as part of the budgetary process”

Once again, Council’s budget has been developed in accordance with the 15 Year Plan for the Future. For 2012/13, provision was made in the “growth” allocation for (2) additional employees plus a (1) additional vehicle. This year also sees the introduction of the directorate growth strategy which provides an additional \$151,000 for distribution between the Directorates (with the exception of The Technical Services Directorate which elected for the funding to be distributed into expenditure accounts). Next year the Directorate Growth Strategy is intended to replace the Corporate Growth allocation under guidance of the City’s Workforce Plan.

The following standard report has been updated to reflect the 2011/12 establishment levels.

Wages Staff	81.5
Technical Services	49.4
Development Services	50.1
Chief Executive’s Office	14.9
Corporate Services	36.2
Community Services	60.8
	292.9 FTEs

It should be noted that at any time contractors and/or agency staff are used for projects and, in the case of wages staff, interchanged quite freely.

The City has 270 full-time, 56 part-time and 98 casual employees giving a total of 424 actual staff employed by the City. There are also employees that are not part of the staff establishment because they are short term contract, grant funded and project based positions, currently estimated at 15 employees.

It is difficult to get accurate comparisons between local governments, given the diversity of employment modes (contract for project, contract for service, contract for employment, casual etc) but analysis conducted based on 30 Metropolitan Local Governments, including the City (shown on Map 4 & 5 of the WALGA Directory) has shown metropolitan FTE per capita rates of up to 19 per 1,000 population over the last four years. Figures of a metropolitan average as high as 7.8 FTE’s per 1,000 have been quoted. Our estimate of the average per capita rate for metropolitan Councils (estimated on the same basis as our reported FTE’s) is 5.5 FTE’s per 1000.

The City’s staff per capita rate began to increase from 4.6 in 2008 when development activity demanded an increased level of service before population growth accelerated. Armadale could be expected to approach or even exceed the Metropolitan average for growth councils, however , better data is needed in the employee reporting of other Councils..

The City's 2012 projected population is 67,725 which, with a staff establishment of 292.9, brings the City's per capita rate to 4.53. If the current metropolitan average is actually 5.5 FTE's, the City's establishment would be 372 FTE. The City will continue to undertake further benchmarking of both employee numbers and employee costs as part of its future workforce planning.

It is not surprising however that pressure for increased service level has resulted in the appointment of an additional number of contract, casual and temporary positions, funded by incoming fees and some program funding.

COMMENT

Following consideration of Directorate Draft Budgets, Council's Committees have put forward their recommendations for funding on the 2012/13 Budget. Positions funded elsewhere in the budget will be noted or commented on.

This report considers recommendations from each Directorate for additional staff including those funded by programs and projects and those positions still requiring funding. In some instances, it will remain open as to whether the service should be provided by contract or a new Council position.

In those instances, the Chief Executive Officer will make a determination in conjunction with the appropriate Executive Director, having considered the likely duration of the project program and certainty of its funding. From time to time the City's establishment will vary as program delivery changes.

Fifteen Year Plan

The City's 15 Year Plan originally made allowance for an additional 3 FTEs per year in those "corporate" areas not otherwise funded by projects or programs. The plan then recommended reducing this to 2 FTEs per year from 2011/12 in anticipation the "alternate directorate growth strategy". This will then change in 2013/14 under guidance of the City's Workforce Plan.

Fleet Vehicles

The 15 year plan also allows for workplace accommodation and approximately one additional fleet vehicle per 3 positions recognising the typical demand for delivery of these services. In 2012/13, one new vehicle has been included to be funded from the "corporate" vehicle allocation in the 15 Year Plan.

Once a vehicle is added to the fleet, vehicle replacement is funded by the vehicles operation through the Plant Replacement Reserve Account and all appropriate operating costs are funded for the duration of the 15 Year Plan.

Requests for additional staff in 2012/2013

Council's Committees have considered (or are considering) their draft budgets for 2012/13. These include recommendations for programs and projects requiring additional staff.

Staffing requests for 2012/13 are 13.7 FTE's. This includes 6.7 new positions put forward for funding by the business case of their program or particular service, and a further 7 seeking funding from the 15 Year Plan's "growth" allocation (2 available) and the "directorate growth strategy" (\$151,000 available).

The 6.7 positions supported by the business case or funded programs are all supported. It remains to determine priority positions for the corporate allocations and directorate growth strategy for this budget.

Technical Services

Manager Assets	1
Landscaping Technical Officer	1
Bushcare Officer	1
Senior Technical Officer – Civil Works	1
Administration Officer	1

Development Services

Building Surveyor's Assistant	1
Environmental Health Officer	1
Planning Officer (Statutory)	1

Community Services

Administration Officer	0.5
Administration Officer	0.5
Administration Officer	0.5
Customer Service Team Leader	1
Gym Instructor	0.7

CEO/Corporate Services

Human Resources Officer	0.5
Customer Service Officer	1
Administration Officer	1

All position will be submitted in detail to respective committees as they consider their Budgets, but a "corporate" summary follows:

Technical Services Directorate

The Directorate has requested an additional 5 FTEs. Four positions can be funded by programs and savings. One will require further examination to ensure it can be funded.

Asset Management: Manager Assets 1.0 FTE

Asset management is considered to be one of the most important functions of the Directorate, as it forms the foundation of almost all works and services performed. The Department of Local Government (DLG) has recognised this importance, and has included asset

management and reporting as a major element in the recently published Integrated Framework and Reporting requirements. However at present it is considered to be the most inadequately staffed section of the Technical Services Directorate.

Currently, all assessment work and the compilation of asset management plans are being outsourced, and the City is becoming more dependent on outside resources in this regard. The current staff and financial capacity is insufficient to provide the full asset management function required.

The current function comprises two non technical staff, and is managed directly by the Executive Manager Technical Services, with approximately 10% of his time dedicated to asset management. The requirement for a full time lead role has long been identified, and additional technical capacity is also recommended to address the areas not currently given adequate attention.

This proposal does not have any additional cost implications as sufficient funds currently exist by programs/ savings. **Recommended noting funding already in place.**

Parks: Landscaping Technical Officer – 1.0 FTE

This is largely due to the City's rapid growth resulting in increased development activity and associated provision of new Public Open Space. The additional work is associated with

- the assessment of landscape plans for new subdivisional areas and estates developments
- liaison with developers and landscape architects relating to designs of estate parks and public open spaces, eventually to be handed to the City at the completion of the developments
- interaction with government agencies and non-government organisations relating to development of POS and parks.
- the internal design of parks and POS already under the management of the City

The City's Public Open Space strategy commenced in 2000 and has an estimated 15 precincts citywide requiring upgrade concept planning. While the conceptual planning is carried out by members of the POS working group, the detailed landscape plans can either be designed by contract (with significant officer time to guide these proposals), or by internal technical staff. To date this work has been assigned to private sector landscaping designers at considerable cost, and it is estimated that this work can be performed in-house with significant savings to the City.

Funding for this additional 1.0 FTE is requested from the Corporate Allocation for new staffing resources - **Noted that this work is currently outsourced therefore if funding or savings are achievable this position will be approved.**

Parks: Bushcare Officer – 1.0 FTE

The City of Armadale currently manages 44 bushland reserves for their conservation values. A business case has been prepared to fulfil action B6s of the State of the Environment Report 2011 "*Develop a business case for the implementation of bushland management plans and programs.*" In addition, it also facilitates the achievement of strategic objective 2.8 '*A natural environment and bushland that is sustained, enhanced and strengthened*'.

The Parks Supervisor is being required to take on responsibility for all the additional parks and POS in new development areas, and can no longer assign any time to the bushcare tasks. The bush care role however requires full time dedication in order to meet the requirements of the business plan

Funding of the two apprentice horticulturalists is provided for in the budget, as well as a provision for operational costs and maintenance costs associated with natural areas. These costs can be utilised for the employment costs.

This proposal does not have any additional cost implications as sufficient funds currently exist through savings. **Recommended noting funding already in place.**

Civil Works: Senior Technical Officer – 1.0 FTE

This department provides all construction and maintenance activities for civil infrastructure. With the inability to employ skilled staff in competition with the private sector, Works has largely sub contracted their activities to the private sector, and City staff play a coordination and supervision role in the main. Smaller works are carried out in house

Construction currently takes on what can be considered large projects in the municipal environment. Unfortunately, the previously existing skills and experience in respect of project management, contract management and quality assurance on such major works, have been largely depleted due to retirements and the inability to attract suitably experienced staff in competition with the private sector. .

The Works area is understaffed by approximately two technical staff. It is recommended that at least one technical officer be added to the Works team for the following two financial years to provide a specific construction technical and project management role.

This proposal does not have any additional cost implications as sufficient funds currently exist in the ‘overhead’ components of project funds already allocated in the long term financial plan. Recommended, noting funding already in place. - **Recommended noting funding already in place.**

Technical Services Administration: Administration Officers – 1.0 FTE

The technical staffs have been found to be performing many administrative functions, at a level not appropriate at their level of employment. Changes to administration staff duties will be made in order to provide a more direct support structure for each department. Each technical work area should be supported by a dedicated administration role. The Directorate is assessed as being one administrative role short if it is to adequately support the services required.

This proposal does not have any additional cost implications as sufficient funds currently exist by savings. Recommended, noting funding already in place. - **Recommended noting funding already in place.**

In summary, the Technical Services Directorate has requested five positions of which one position requires corporate allocation funding.

Development Services

The Directorate has requested an additional 3 FTEs, largely to reflect positions which have been found essential over the past 12 months to deal with increased development and building activity.

It should be noted that while demand for these positions has increased, funding available from fees has decreased.

Building Services: Building Surveyor's Assistant – 1.0 FTE

An additional FTE is required in the Building Department to assess permit applications for completeness upon lodgement. The position has been filled on a casual basis over the past 12 months and is particularly required following the commencement of the new Building Act.

Funding for this additional 1.0 FTE is requested from the Corporate Allocation for new staffing resources – **Can only support 0.5 FTE due to budget constraints.**

Health: Environmental Health Officer – 1.0 FTE

An additional FTE is required within the Health Department. The department is requesting to appoint the current trainee to a permanent full-time Environmental Health Officer role. This portion of an FTE is justified by the incremental increasing work occurring over time in response to population and business activity growth.

Funding for this additional 1.0 FTE is requested from the Corporate Allocation for new staffing resources - **Supported.**

Planning Services: Planning Officer (Statutory) – 1.0 FTE

An additional FTE is required within the Planning Department. This position was submitted in 2011/12 budget cycle but was not supported. This position is required due to the growing demands for processing planning applications and enquiries, electronic lodgement of development applications and to assist with the growing requirements arising from the demise of the ARA and to accommodate the greater demands for fast-tracking minor amendments.

Funding for this additional 1.0 FTE is requested from the Corporate Allocation for new staffing resources - **Noted but not supported due to current budget constraints.**

In summary, the Development Services Directorate has requested that 3 positions be funded from the corporate allocation

Community Services

The Directorate has requested an additional 3.2 FTEs.

Ranger and Emergency Services: Administration Officer 0.5 FTE

The Rangers Services Department has grown commensurate with population growth and increased expectations of capacity to respond to community issues. In 2007 there were 5 Rangers, whereas in 2012 there are the equivalent of 8 Rangers. The Rangers Department is

supported by 2 Administration Support Officers who are responsible for frontline customer service, administration, documentation and corporate record keeping (CRM and TRIM). The increase in Ranger services generally has created an equal increase in the amount of customer service and administration support required.

It is requested that a 0.5 FTE Administration Officer be appointed to provide addition support for the Ranger and Emergency Services Department. Funding:
Funding for this additional 1.0 FTE is requested from the Corporate Allocation for new staffing resources - **Supported**.

Library and Heritage Services: Administration / Promotions Officer 0.5 FTE

The Library Service provides a range of programmes, workshops and activities in addition to normal daily operations and currently has a 0.5 FTE officer with responsibility for co-ordinating promotions, marketing, publications and website updates for all of those. Those programmes have increased with the capacity and community demand of the Armadale Library in particular. The Local Studies Library and the Heritage department have also been able to increase their capacity for programmes and activities through additional staffing and volunteer resources and are seeking additional support for promotion and co-ordination.

The Manager Libraries & Heritage currently does not have administration support for tasks including timesheets, TRIM, CRM & NAR support for the Departments, room bookings/agendas/minutes of departmental meetings and reference groups.

It is requested that the current 0.5 FTE be increased to 1 FTE to accommodate the additional administration support and promotions required for the Library and Heritage Services Department.

Funding for this additional 0.5 FTE is requested from the Corporate Allocation for new staffing resources - **Supported**.

Leisure Services: Administration Officer 0.5 FTE

The Leisure Services Department has a 1.0 FTE Bookings Officer that is responsible for the booking and administration of all community facilities and halls (not the Armadale Arena or Aquatic Centre). There has been a steady increase in the usage of the City's community facilities, including the additions of Memorial Park and upgraded Frye Park pavilion. A number of additional facilities will become available for community use in the near future (Bakers House, Churchmans Brook, Piara Waters and general public open space). There has also been a trend of using public open space for activities such as personal training, yoga, bootcamp and children's activities and the Leisure Services Department has responded in developing and implementing management practices to address those activities.

The Leisure Services Department through its Club Development programme has been successfully negotiating with DSR for continuance of the *Kidsport* funding which funds junior participant fees in local clubs. The model established by Armadale is recognised by DSR as being one that is achieving maximum participation and best use of funds compared to other Local Governments. The City's uptake in 2012 has been 550 participants which exceeded the anticipated 150. The grant funding provided for initial administration set up costs and the continuance of that funding is currently being negotiated, however the assumption is that DSR will fund the participant's fees rather than administration costs.

It is requested that a 0.5 FTE Administration Officer be appointed to provide support for the Community facilities bookings area and the *Kidsport* Programme in the Leisure Services Department.

Funding for this additional 0.5 FTE is requested from the Corporate Allocation for new staffing resources - **Noted but not supported due to current budget constraints.**

Leisure Services: Customer Service Team Leader (Aquatic Centre/Arena) 1.0 FTE

Patronage at the Aquatic Centre has significantly increased with the installation of Splash Town and other upgrades. The Aquatic Centre is predominately staffed using casuals that are employed seasonally with the exception being the Aquatic Centre Co-ordinator (1 FTE) and Assistant Co-ordinator (0.4 FTE) who are responsible for the operations, grounds, programs, kiosk and supervision of casual staff.

A review of the budget for the Armadale Arena and the Aquatic Centre has identified the financial capacity to reallocate funding for a Customer Team Leader position that will provide the training and supervision of casual customer service staff, be responsible for financial and administration tasks, manage the mascot (Fergie the Frog) promotions, co-ordinate the Aquatic Centre Kiosk and be a dedicated and consistent resource at the Aquatic Centre during its open season. These tasks are currently spread between the Coordinators from both facilities with significant input from the Manager Leisure Services.

This proposal does not have any additional cost implications as the costs can be met from existing funding allocation. **Recommended noting funding already in place.**

Leisure Services: Gym Instructor 0.7 FTE

The uptake of gym membership at the Armadale Arena has reached the level that justifies conversion of existing casual staff hours to provide for a part time position that can be allocated the duties of gym rosters, gym equipment maintenance and managing the STAR fitness program.

This proposal does not have any additional cost implications as the costs can be met from existing funding allocation. **Recommended noting funding already in place.**

In summary the requests for staff resources are in direct relation to increased service delivery and the need for additional administration support. The Directorate is requesting a total of 3.2 FTE positions with funding requested for 1.5 FTE from the corporate allocation.

CEO/Corporate Services

The CEO and Corporate Services areas are seeking 2.5 additional positions. There is a need to increase the Human Resources area by an additional 0.5 FTE to increase services to the organisation. There is also a need to increase the Governance and Administration area by 1.0 FTE and the Customer Service area by 1.0 FTE.

Human Resources: Human Resources Officer 0.5 FTE

It is proposed to increase the Recruitment team by 0.5 FTE. The proposed resource increase is in direct response to workload increase. The proposed additional 0.5 FTE will provide assistance with general administration and recruitment processes. The additional cost could be provided from the CEOs directorate growth strategy allocation.

Funding for this additional 0.5 FTE is requested from the directorate growth strategy allocation for new staffing resources - **Supported.**

Governance & Administration: Administration Officer 1.0 FTE

Continued organisational growth has had a significant impact on the volume of enquiries and level of assistance required from the Governance and Administration section. Demand for its general advice service, legal advice service, legal document reviewing and construction, insurance claims, Freedom of Information applications (increased by 100% between 2010 and 2011) and assistance with the purchasing and tendering process, have all increased.

The section has managed for the last five years to absorb this additional growth and demand for its services, however with a 66% in overall volume throughout this period it is considered increasingly difficult to maintain current service levels.

There are clear additional internal demands for the services provided by the Governance Department therefore an additional 1.0 FTE is required.

The primary duties of this role will be to directly support the Governance and Administration Officer with a range of governance and general administrative related duties, and to also absorb the duties performed by the Administrative Officer during absences

Funding for this additional 1.0 FTE is requested from the directorate growth strategy allocation for new staffing resources - **Supported.**

Customer Services: Customer Service Officer 1.0 FTE

The City's introduction of a dedicated Customer request system is a significant benefit for the City's operations and the effective delivery and tracking of customer service standards. As with the implementation of any new system there are administrative and operational components that require resourcing. These additional responsibilities include:

- Central control and accountability for the CRM system
- Singular point of contact for officer support/assistance enquiries
- Induction training of new employees
- Refresher and enhanced training for current employees
- CRM Report development, generation, provision (e.g. to relevant sections) and report training
- Identification, coordination and administration of system enhancements
- Technical issue identification and resolution
- System administration e.g. creation of new users, reassigning CRM's for officers on leave, addition/deletion/modification of CRM categories

ICT are currently responsible for the entire system including training, support and system administration. This model is however not considered practical or viable with ICT not best positioned to administer and coordinate the City's external Customer Service delivery and standards, particularly given their more internal service delivery role. The general administration and coordination of the system would best reside with Customer Services, particularly given their core business is external customer service delivery and the fact they are the biggest users of the CRM system

With the Customer Service team currently performing well and able to meet current demands, it is felt an additional 1.0 FTE resource is required within the team to absorb these additional responsibilities and still be able to maintain or exceed current service levels.

Funding for this additional 1.0 FTE is requested from the Corporate Allocation for new staffing resources - **Noted but not supported due to current budget constraints.**

Therefore, in Summary:-

Directorate	Requested Positions	Currently Funded	Approved if funds available	Balance remaining	Corporate allocation
Tech. Services	5.0	4	1.0	-	-
Dev. Services	3.0	-	-	3	1.5
Comm. Services	3.2	1.7	-	1.5	1
CEO/ Corp. Services	2.5	-	-	2.5	1.5
TOTAL	13.7	5.7	1.0	7.0	4.0

It can be seen that 7.0 new positions are seeking funding in 2012/13 with just 2.0 FTEs funded corporately and (tentatively) a further 2.0 positions funded by the directorate growth allocation.

At this point of deliberations the following 4.0 FTEs are recommended as priorities for funding in 2012/13.

Development Services	Environment Health Officer	1.0 FTE
	Building Surveyors Assistant	0.5
Community Services	Rangers Admin. Officer	0.5
	Library Admin/Promotion Officer	0.5
CEO/Corporate Services	Human Resource Officer	0.5
	Governance & Admin. Officer	1.0
		4.0 FTEs

A strong case has been put for the remaining 3.0 FTEs requiring funding in 2012/13. This requires further consideration by Manex and Council in conjunction with the unfunded proposals (recurrent) to be considered by the Special City Strategy Committee meeting scheduled for 31st July 2012.

SUMMARY

Once again the City's recurrent Budget is feeling the pressure of the growth needed to service population growth of 5.2% p.a.

While strategically the City has sought to hold to its long-term financial plan of LGCI plus 1%, resulting in an advertised projected rate increase of 5.0%, it can be seen that the pressure of increased costs, additional staff and maintenance of service levels are increasingly difficult to fit within this restraint.

For instance, Council approved 2 new positions in the building, planning and health areas in 2011/12, recognizing increasing demand and complexity of the approvals process, and yet has seen income from fees decrease markedly in 2011/12.

The report above recommends only 1.5 FTEs of a requested 3.0 in the approvals area, but there is little doubt of the existing demand.

The City's "growth allocation" of 2 FTEs plus \$150,000 has again proven inadequate.

The City's Budget will require an estimated additional \$240,000 p.a. if these positions are to be included in the 15 year Plan for the Future.

This allocation needs to be considered along with other recurrent unfunded proposals.

RECOMMEND

That Council:

Receive the CEO's Staff Establishment Report for 2012/13 and refer the matter of 3 further additions to the City's Staff Establishment 2012/13 to the Special City Strategy Committee meeting scheduled for 31st July 2012 for consideration in conjunction with other unfunded proposals.

ATTACHMENTS

There are no attachments for this report.