

Workforce Strategy

Living Holroyd Resourcing Strategy



active



growing



balanced



connected



dynamic

Document Control			
Workforce Strategy			
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1	3/5/2012	Update information and provide clear links to DPOP	Helen Connell
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Workforce Planning Framework

Workforce planning is a critical strategic activity intended to ensure there are sufficient people to carry out the organisation's purpose. That is, the right people are in the right place at the right time to build a strong, interconnected and sustainable organisation. It provides managers with a framework for making staffing decisions based on the Council's Mission, Delivery Program, Operational Plan, budgetary and other available resources.

Workforce Planning is about forecasting future labour market needs, but is also useful for:

- Identifying staffing needs
- Managing risk and minimising crisis
- Containing workforce costs eg, absenteeism, turnover
- Developing workforce skills, and
- Ensuring adequate service delivery in the future.

Through workforce planning, a number of benefits also emerge within organisations, including:

- Long term thinking
- Challenges current assumptions
- Integrates HR management with broader business planning, and
- Provides an avenue for communicating visions of the future and explaining workforce changes.

Current Staff Profile

- Skills, knowledge, expertise (functional / operational skills, professional skills, leadership and management skills, generic workplace skills)
- Current workload allocation and job design
- Critical positions / functions / skills / knowledge / expertise
- Possible staff movement (retirement, pre-retirement, secondment, transfers)
- Staff numbers, classification mix, age, gender, diversity, permanent / fixed term / casual ratios

Future Issues

- Growth, decline or maintenance of staff numbers
- Aging workforce and its implications
- Resignation and retirement patterns of mature aged workers

- Possible changes in qualifications required
- Possible shift in current skills / knowledge / expertise required
- Need for a more diversified workforce with greater representation from EEO target groups
- Need for industry and commercial contacts
- Impact of current superannuation arrangements
- Career intentions and patterns of new graduate entrants

Initiatives

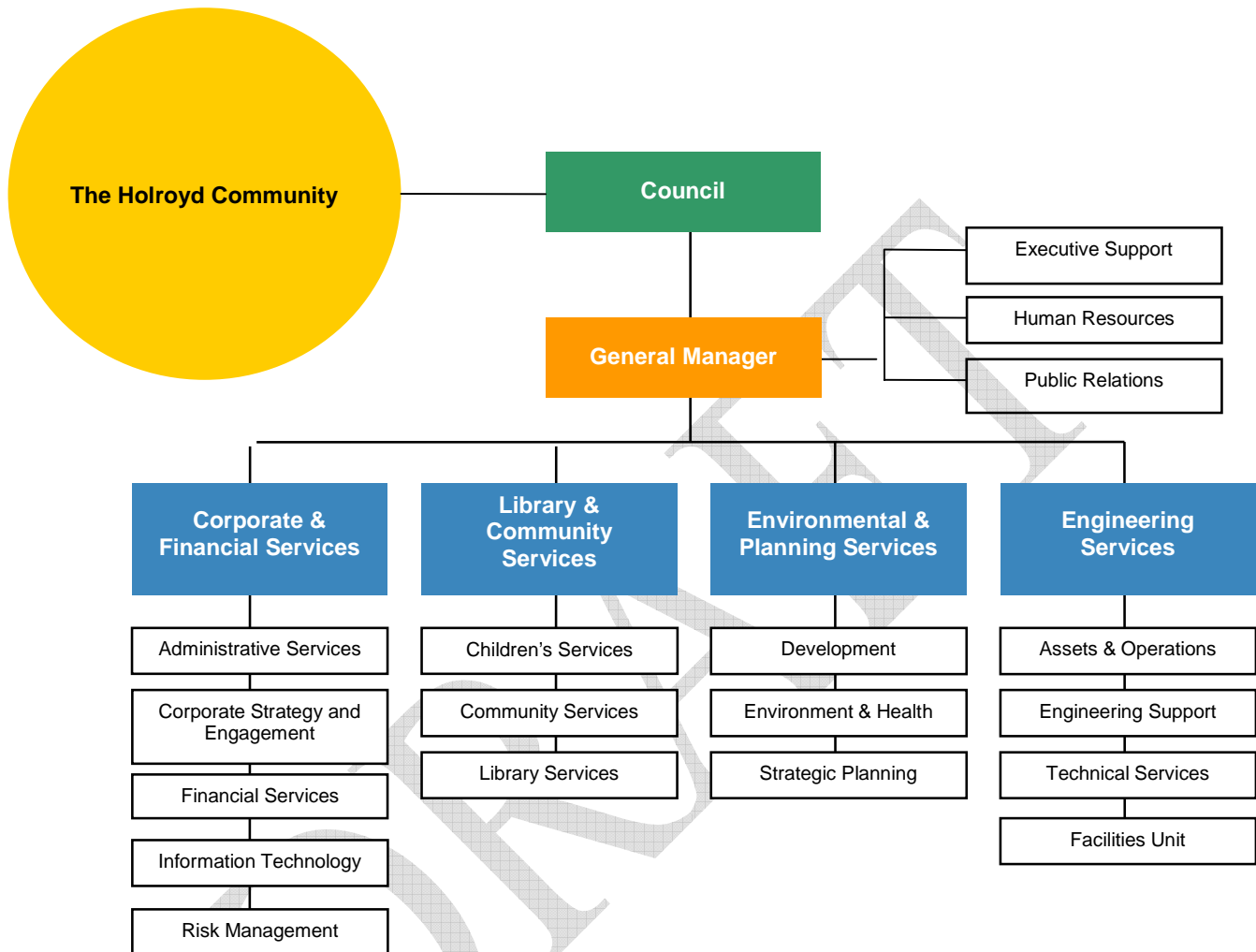
- Training, retraining, development
- Job redesign
- Succession planning
- Transfers
- Recruitment strategies
- Flexible working arrangements

Structure of this Strategy

1. Organisational Structure.
2. Current Workforce Profile – provides a snapshot of current staffing levels and trends.
3. Workforce Issues – analyses internal & external factors & identifies gaps that may impact on our existing & future workforce.
4. Opportunities – identifies opportunities and lists overall recommendations to bridge the gaps identified.
5. Workforce Planning Strategies – outlines specific strategies to address the workforce issues facing us now and in the future.
6. Review – outlines how and when reviews of the Workforce Plan should occur.
7. References – lists other material / documents that have been referred to when developing the Plan.

Please note throughout the document that the Delivery Program Actions have been linked to the strategies and objectives.

Organisational Structure



Service Profiles

The purpose of the Service Profiles is to identify the range of services provided under each section of Council. Each profile summaries the responsibilities of a Section of Council and lists the services/ programs provided.

Each Section and service/program is further coded to link with Council's Delivery Program and Operational Plan. Through these linkages, the Community will be able to identify which Section of Council is responsible for the provision of an Operational Plan Activity (see Attachment 1)

Current Workforce Profile (D19.2.1)

Holroyd City Council is considered a medium size Council, employing 597 staff across a very diverse range of occupations.

Employment Status

Our workforce consists of permanent, temporary and casual staff and this combination contributes to not only commitment and loyalty but also allows flexibility in responding to the needs of our community. Staffing levels as at 30 September 2012 were as follows:

Status	Number of Staff
Permanent Full time	337
Permanent Part time	113
Temporary Full Time	20
Temporary Part Time	24
Casual	103

As indicated above approximately 75% of our staff are employed on a permanent basis and 25% are employed on a temporary/casual basis. 23% of all staff are employed on a part time basis indicating that flexible work arrangements are utilised by staff.

Gender Profile

Status	Number of Staff	Percentage of Total Workforce
Male	254	43%
Female	343	57%

Age

Our permanent workforce is spread across all age ranges as outlined below:

Age Bracket	Number of Staff	Percentage of Total Workforce
15 – 19 yrs	22	3.68%
20 – 24 yrs	54	9.05%
25 – 34 yrs	123	20.60%
35 – 44 yrs	138	23.12%
45 – 54 yrs	151	25.29%
55 – 64 yrs	90	15.08%
65+ yrs	19	3.18%

Over 43% of Council's permanent workforce is aged over 45 years, which shows that Council is still highly reliant on mature aged workers.

There was a high attrition rate associated with older workers, especially as they approach retirement age, though more recently this has slow down due to financial constraints linked to a reduction in superannuation returns. The Workforce Plan Strategic Questionnaire conducted at Council further supports the notion of higher attrition in the future with respondents to the survey indicated they are planning on leaving Council within the next 4 to 10 years. This will contribute to a higher turnover rate and may result in possible skill gaps in various departments and positions across Council.

Council also has good representation of staff in the younger and mid career age brackets, with approximately 13% of staff aged under 25 years and 44% between ages 25 and 44.

Location

Our workforce is made up of staff from various Local Government Areas:

LGA	Number of Staff	Percentage of Total Workforce
Holroyd	245	41 %
Parramatta	50	8.4 %
Blacktown	60	10 %
Fairfield	44	7.4 %
Other	198	33.2 %

Approximately 41% of staff employed by Council also resides within the Holroyd Local Government Area (LGA).

A number of other employees also reside within neighboring LGA's. This could indicate that proximity to home is an important factor for potential staff in considering an application for a position within Council.

Occupations

Council employs staff across a range of occupational groups, including various professional, technical, operational and administrative positions.

According to a recent Workforce Planning Strategic Questionnaire issued to Managers, many consider that a large proportion of positions across their areas of delegation are critical to the ongoing success of Council operations. This means that we must, where possible, ensure that we have the right skills and capabilities available at any time to fulfill these positions.

Turnover

Our current level of staff turnover is 23.8% (Financial Year 11/12). This figure takes into account permanent, fixed term and casual staff. Last year this figure was 16.9% (Financial Year 10/11). The reason for the increase in turnover relates to a strategic restructuring of casual staff. Casual employment, by nature, fluctuates easily therefore it is important for Council to identify and understand the turnover rate of permanent staff numbers. For the Financial Year 11/12 the turnover rate for permanent employment was 8.7%. We are comparable to the

average turnover rate of all Councils which is 9.7% (HR Metrics Benchmarking Survey 2012). This is a healthy turnover rate representative of a stable permanent employee workforce. Through information collected via exit questionnaires the Human Resources section will continue to monitor and analyse reasons for staff exits in the future.

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Workforce Issues

A number of issues are currently facing Council in terms of our existing workforce and such issues have been identified via:

- analysis of our current Workforce Profile;
- Workforce Strategic Planning Questionnaire was issued to all staff to identify their core functions, job related skills and skills which they that may be useful in not yet identified jobs. It also covered how long they expected to stay at Council, languages, training needs and other personal attributes. Section Managers, in the same questionnaire, provided information about current and future staffing, including the identification of critical and difficult to fill positions, as well as general thoughts on Council's working environment.
- HR On-Boarding interviews are conducted regularly for new staff. The on-boarding process allows Council to obtain feedback regarding their recruitment and selection process. Further, it allows for insight into what the perceived benefits are for working for Council and gives specific features to highlight during future recruiting. Most importantly, on-boarding improves retention by ensuring that new staff are welcomed, properly trained and integrated within their department.

Internal Factors

The Survey results, together with information from our current workforce profile indicate the following:

Age Profile of Our Workforce

Over 43% of our current workforce is aged over 45 years and many staff will be considering retirement within the next 10 - 15 years. This means that we will face challenges in filling the skill and/or knowledge gaps as older employees retire and leave the workforce.

Differing Needs of a Multigenerational Workforce

Council has four generations currently engaged in the workforce: the Veterans, Baby Boomers, Generation X and Generation Y.

Each generation has unique traits which define them and influence their attitudes and expectations regarding work. For example, external studies show that Generation X and Y are defined by an increased grasp on technology, mobility and an idealology that seeks a balance in life. Baby Boomers on the other hand have a deep knowledge base, are fiercely loyal and have traditionally worked longer hours. The staff opinion survey provided further information on the

attitudes and expectations of our existing workforce. Regardless, varying attitudes and expectations towards work directly impacts on the types of attraction and retention strategies that should be adopted by Council.

Further to this a large proportion of our workers aged over 45 years will be interested in accessing flexible work arrangements leading in to retirement. Again, this indicates a need to put in place programs to ensure Council is responding to the needs of our workers.

Critical Positions

Critical positions have been identified at all levels of the organisation, not just at Management and senior levels. Many of these positions are considered critical for various reasons, including community / customer demand or simply due to the specialised nature of the position and the specialised skill and knowledge requirements of the position incumbent.

To minimise any detrimental effects that could be caused by a position incumbent leaving a critical position, Council must ensure ongoing succession planning is undertaken for such positions. A strategic approach by Council has been to offer current staff higher duties opportunities to help fill these roles as well as developing their skills and offering career progression. The higher duties associated with critical positions allow for staff acting up to have an understanding of the benchmark of skills required at the next level of the organisation as well as identifying areas of development for Council.

Internal Skill Gaps

Many of our workers will soon be approaching retirement age and we may face some challenges in filling skill / employment gaps as these older employees leave the workforce. Younger employees remaining with Council are less likely to have the acquired skills and experience necessary for promotion to senior and managerial roles, which indicates a need for ongoing succession planning.

Managers however have identified that such skill gaps may be able to be filled internally, in some cases by the acquisition of relevant tertiary qualifications and on-the-job experience and mentoring. Also, more than half of all Managers believe that future leaders exist within their sections, which means that many of these skills gaps can in fact be filled internally, by encouraging ongoing staff development and internal promotion of such staff.

Specific skill shortages have been identified in the following areas: Rates, Corporate Information, Environmental Health, Engineering, Early Childhood Teaching, Development and Parks.

External Factors

Australia is confronted with the global phenomena of technological and demographic changes that are slowing growth of the workforce and dramatically changing the way we work. These national and global trends all contribute to a skills shortage in particular key areas and currently threaten Local Government.

Specifically, some external influences which may impact upon our future Workforce include:

An Ageing Workforce

Australia's population is ageing and this is mainly due to sustained low levels of fertility and increasing life expectancy. According to the latest population projections released by the Australian Bureau of Statistics (ABS), Australia's population is set to change substantially over the next 50 years, and it is predicted that around one in four Australians will be 65 years or older by 2056. This is in contrast to population figures in 2006 which showed that only 13% of our population were 65 years and older.

Research highlights that there is a reduced desire to remain in the workforce for those of retirement age for various reasons (mid 50s to early 60s). The ageing workforce together with the trend towards early retirement will have a direct impact on the size of our workforce and will directly impact on the potential pool of employees available to Local Government. Council is currently experiencing the impact of the global financial crisis with staff who were considering retirement now remaining at work. This has created a flow-on effect in labour intensive positions with staff remaining at work longer and in some cases having workplace injuries due to wear and tear on their bodies which is compounded by their age. The up side to retirees staying on is that they will be able to mentor the younger workforce coming on board.

A Shrinking Workforce

Australia's workforce is shrinking. This can be demonstrated by the following statistics: Our working age population usually grows by around 180,000 people every year, but trends already in place will see the working age population grow by just 190,000 for the entire decade of the 2020s - a tenth of the current pace.

This is a direct result of the ageing population, as well as a fall in the number of young people of working age, which is due to lower levels of fertility. This will obviously result in a much smaller workforce and will directly impact on the potential pool of employees available to Local Government. Council is currently experiencing an aging workforce and realises the importance of engaging younger people into the workforce. This is impacted by a nation wide trend which sees a lack of young people entering into trade based apprenticeships. A strategic direction for 2013/2014 involves recruiting and managing Council employed apprenticeships that will lead to ensuring Council engages and maintains young people with trade qualifications in the workforce. Council is also experiencing fierce salary competition with private enterprise resulting in limited

applicant pools. Council is continually building up its employer brand whilst communicating and 'selling' non salary related benefits to attract candidates to these vacancies.

Differing Needs and Expectations of Multi-Generational Workforce

As is reflected within our own workforce, the labour market as a whole consists of four generations, all of which have varying attitudes and expectations towards work. To be noted is our youngest workers that are in their final years of schooling and will have even more diverse expectations. This means that employers need to adopt a variety of workforce strategies to meet the various needs of workers.

Council is currently experiencing a need to adopt and implement various learning platforms for its multi-generational workforce. Latter generations respond best to traditional learning platforms such as in-house training, whereas more recent generations prefer learning to be accessible at any point in time. To facilitate this need, Council offers various on-line learning programs. This is primarily being driven by technological advancements and the need to be competitive in retaining skilled workers.

Council adopts strategic approaches to meet the needs and expectations of its multi-generational workforce via the mentoring program, Educational Assistance policy, which offers financial support for staff who wish to engage in post-graduate studies and the Leadership In Action program allows staff learn skills on how to motivate, manage and lead, a skill gap affecting 45% of organisations in Australia.

The skill shortage combined with the shrinking workforce is forcing organisations to grow their own talent. The Australian Institute of Management's '*Australia's Skills Gap*' report revealed that 77% of organisations have skill gaps. Those organisations which have avoided the skill gap, most often cited a strong commitment to training and development. Council's strong focus on training and development caters to younger generations seeking to develop and grow in their career and coupled by specific leadership development programs which complement the learning needs and desires of the elder generations.

Skills Shortages

Skills shortage is a major issue facing Australia's workforce, as the Australian workforce is not growing fast enough to keep up with the demand for labour and the particular skills required by many industries.

Skill shortages have been identified in a number of occupations required by Local Government, including engineering, town planning, environmental health and early childhood teaching.

Increasing Competition

There is increasing competition across Local Government and private industry to attract and recruit employees with the right skills and experience, which means employers need to continually set themselves apart from others and market and promote them accordingly.

Other Factors

In addition, technological changes, rising expectations of the community, financial reforms, together with changes in legislation could also impact on our future workforce requirements.

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Opportunities

Despite the above challenges facing Council now and in the future, there are a number of positive factors that should be highlighted.

- Evidence suggests that Council has a good reputation, an enviable work culture and offers competitive employment conditions and benefits; in a recent article in BRW, the Great Place to Work Institute ran a survey on the 10 Ways to be a best place to work and in comparing what Council offers it offered nine of the ten benefits. Also with the on-boarding interviews held after one month with new staff benefits offered rates high on why they selected Council as their employer.
- Managers have identified that a number of 'future leaders' exist across Council;
- Many existing staff may have the potential to fill critical positions in the future, (provided specific qualifications are acquired and further training is undertaken);
- The global financial crises may lessen the impact of candidates in short supply (in the short term). The GFC brings stability to the workforce as employees are less reluctant to change jobs. Council is also regarded as a stable employer and therefore, will attract candidates looking for stability and security.

To address workforce issues identified on page 10 and to ensure any workforce gaps are minimised, the following general recommendations are made:

1. Continue to attract and recruit staff from a wider pool of applicants so as to allow Council to become a career pathway for a range of potential new recruits – i.e. consider age diversity (both young and mature), people from diverse backgrounds (multi cultural, indigenous Australians, women with children, people with a disability);
2. Focus on retaining appropriately skilled staff, including retaining our older workforce as well as younger generations;
3. Continue to strengthen our reputation as an employer of choice, thereby assisting with attraction and retention; and any skill gaps are reduced.
4. Offer continuous learning and development opportunities for all staff and accelerate the development of the next generation of leaders, thereby ensuring

Future Workforce Requirements

S = Staff C = Contractors Delivery Program Code		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
General Manager's Department											
	General Manager's Section										
	Human Resources		S (19.2.1)								
	Public Relations										
Corporate and Financial Services											
	Administrative Services										
	Corporate Strategy and Engagement										
	Financial Services										
	Information Technology										
	Risk Management										

S = Staff C = Contractors		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Environment and Planning Services											
	<i>Environmental Health</i>				S (12.2.3)	S (12.2.3)	SS (15.3.1)				S (12.2.3)
	<i>Development Services</i>	SSS (11.2.1)									
	<i>Strategic Planning</i>		SS (6.2.1, 7.2.1)								
Engineering Services											
	<i>Assets and Operations</i>										
	<i>Engineering Support</i>										
	<i>Facilities Management</i>		C (6.3.1)	C (6.3.1)	C (6.3.1)	C (6.3.1)	C (6.3.1)	C (6.3.1)	C (6.3.1)	C (6.3.1)	C (6.3.1)
	<i>Technical Services</i>			S							
Library and Community Services											
	<i>Community Services</i>			S (4.1.3)							
	<i>Children's Services *ratio based</i>		S* (2.1.1)	S* (2.1.1)	S* (2.1.1)	S* (2.1.1)	S* (2.1.1)	S* (2.1.1)	S* (2.1.1)	S* (2.1.1)	S* (2.1.1)
	<i>Library Services</i>										

Workforce Planning Strategies

Objective 1: Attraction and Recruitment of Staff (Delivery Program Action 19.2.1)

To provide opportunities for Council to become a career pathway for a range of potential new recruits

Strategy Action		13/14	14/15	15/16	16/17
1.1 Recruitment of younger workers by:	A. Continued annual recruitment of trainees and apprentices in various positions, including those positions identified as critical (5% target of total workforce)	√	√	√	√
	B. Continued implementation of Work Experience Program, thereby promoting a career with Council	√	√	√	√
	C. Strengthening of links with local High Schools, Universities and Technical Colleges, thereby promoting a career with Council.	√	√	√	√
1.2 Recruitment of a diverse workforce by:	A. Continued implementation of Council's EEO Management Plan, including consideration of whether positions, as they become vacant are suitable for redesign for part time employment or other flexible work arrangements – to suit women, mature workforce or people with a disability.	√	√	√	√
1.3 Attract adequate numbers of new recruits by:	A. Advertising in a variety of media, i.e. Local papers, internet job advertising sites, industry magazines, especially for jobs where candidates are in short supply	√	√	√	√
	B. Continuing to utilise volunteers and invite them to apply for any current or future vacancies	√	√	√	√
	C. Encourage and invite work experience students to apply for any current or future vacancies	√	√	√	√
	D. Continuing with an open door return policy so that talented staff exiting the organisation are aware that they are welcome to apply for Council vacancies in the future	√	√	√	√

	E. Continued benchmarking of external salaries and necessary adjustment to ensure Council remains competitive and is able to attract candidates in short supply or of high calibre.	√	√	√	√
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Objective 2: Retention of appropriately skilled staff (Delivery Program Action 19.2.2)

To retain existing staff (including mature aged workers, generation X and Y) by providing opportunities for career diversity and flexibility that accommodates both professional and personal aspirations.

Strategy Action		13/14	14/15	15/16	16/17
2.1 Retention of mature aged workers by:	A. Continually promote the Phased Retirement Policy, which offers a range of flexible work options to staff approaching retirement and establishes a structured process for individual phased retirement plans	√	√	√	√
	B. Raising awareness among managers of the value of the older worker and ensuring promotion of such diversity within Council	√	√	√	√
	C. Continuing professional development	√	√	√	√
	D. New skill development to permit staff taking on new roles such as mentoring and coaching	√	√	√	√
	E. Creating a pool of experienced people who have retired but are willing to work during peak periods, on specific projects or for leave coverage.	√	√	√	√
	F. Allowing access to extended leave to allow social and caring needs	√	√	√	√
2.2 Retention of younger workers by:	A. Developing and implementing a coaching / mentoring program for emerging talent	√	√	√	√

	B. Encouraging and offering opportunities to act at higher levels by regularly advertising internal promotional opportunities and other short term vacancies	√	√	√	√
2.3 Retention of appropriately skilled and experienced staff (which may also include mature and younger workers) by:	A. Continuing to offer best practice flexible working arrangements and promotion within (i.e. Investigate condensed working week and other leading edge initiatives)	√	√	√	√
	B. Reviewing existing performance and remuneration system and development & implementation of new system, ensuring best practice	√	√	√	√

Objective 3: Employer of Choice (Delivery Program Action 19.2.4)

To promote the use of flexible and leading edge human resource management practices that ensures Council is a desirable workplace.

Strategy Action		13/14	14/15	15/16	16/17
3.1 Establish innovative HR practices responsive to workers' needs by:	A. Regularly monitoring and reviewing the appropriateness of existing policies - conduct internal employee opinion survey to seek feedback from staff	√	√	√	√
	B. Regularly conducting external research of 'best practice' in a range of employment areas, such as career diversity, professional and personal development, work life balance, reward and recognition, job flexibility etc	√	√	√	√
	C. Reviewing existing salary system and continued benchmarking to ensure market competitiveness	√	√	√	√

3.2 Promote Council as an employer of choice by:	A. Marketing the benefits of working for Council by development of promotional brochures to hand out to job candidates, school advisors, tertiary institutions etc	√	√	√	√
	B. Continuing to market the benefits of working for Council via Council's website	√	√	√	√
	C. Marketing the benefits of working for Council via all job advertisements. This would involve a review of the format and style of job advertisements	√	√	√	√
	D. Participate in interviews, presentations or attend various forums to promote Council	√	√	√	√

Objective 4: Minimising skill gaps, now and in the future (Delivery Program Action 19.2.3)

By offering continuous learning and development opportunities for all staff and accelerate the development of the next generation of leaders

Strategy Action		13/14	14/15	15/16	16/17
4.1 Grow our own leaders and other key professionals by:	A. Researching and developing a Succession Management Policy, which ensures succession plans are developed for all senior and critical positions	√	√	√	√
	B. Encouraging and regularly offering opportunities to act at higher levels	√	√	√	√
	C. Supporting career development secondments within Council and facilitating secondments / transfers between other Councils	√	√	√	√
	D. Improving the level of skills available in Council by actively recruiting new staff with appropriate qualifications	√	√	√	√

4.2 Offer continuous learning and development opportunities by:	A. Promoting participation in performance review process, which involves a structured approach to individual development and training plans	√	√	√	√
	B. Increasing staff utilisation of sponsored study	√	√	√	√
	C. Increasing staff access to leadership / management training	√	√	√	√
	D. Continuing to build the capacity and skills of our existing Senior staff	√	√	√	√

Review

This Workforce Plan will be reviewed and updated annually and strategies adjusted to align the existing workforce with changing internal and external influences. Annual checks will be made to ensure that strategies are successfully implemented.

Related Policies and Practices

- Equal Employment Opportunity Management Plan
- Home Based Work
- Flexible Working Arrangements
- Staffing Policy
- Mentoring Program
- Leadership in Action Program
- Work Experience Placement Guide
- Training and Professional Development
- Educational Assistance
- Leave
- Traineeships
- Work Experience program
- Retention strategies – salary packaging, subsidies programs such as corporate fitness, quit smoking and well being
- Staff mobility – job rotation, acting arrangements
- Gender Equity Program/Women's Development Program

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Attachment 1

Service Profiles

Service Profile

Section Name General Managers Section	Section Code: GM-GM1
Department: General Managers Department	
Brief Description: The General Managers Section has the legal and strategic responsibility for the overall implementation of Council's day to day activities and ensuring that all activities, finance and data reported to Council is completed, accurate, timely and in accordance with the law. The General Manager has specific governance responsibilities, and is the link between the elected Councillors and Council Staff, implementing actions arising from their decisions in Council Meetings to effectively administer the Holroyd Local Government Area.	
Service: GM Expenditure	Service Code: GM-GM1

Programs: Business Breakfast, Place Manager's Programs, Internal Audit, ES Admin, Councillors, Citizenship Ceremonies

Service Profile

Section Name	Human Resources	Section Code: GM-HR
Department: General Managers Department		
Brief Description: Human Resources fosters a safe and caring work environment for staff that encourages a high level of service to the community and ensures that staff are rewarded fairly and equitably for their services		

Service: HR Admin	Service Code: GM-HR1
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Programs: HR Admin, Organisational Development

Service: Employee Related Costs	Service Code: GM-HR2
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Programs: IR Investigations, Well Being Program, Vaccinations, Counseling, Gender Equity Team, Staff Awards, Photo IDs

Service: WHS	Service Code: GM – HR3
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Programs: Work Health and Safety legislation, WHS training

Service: Recruitment	Service Code: GM-HR4
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Programs: Medicals

Service: Training	Service Code: GM-HR5
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Programs: Training, Child Protection

Service Profile

Section Name	Public Relations	Section Code: GM-PR
Department: General Managers Department		
Brief Description: Public Relations manages the public profile of Holroyd City Council and its Local Government area through transparent communications of Council affairs, effective promotions of Council's and Holroyd's services, facilities and initiatives, and the delivery of events that build the image of the City and unify its residents and visitors.		

Service: Online Communications	Service Code: GM-PR1
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Programs: Manages the provision of online information between the organisation and the public via the Council website and social media assets; as well as the provision of online information within the organisation via the Intranet.

Service: Events Coordination	Service Code: GM-PR2
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Programs: Delivers major and minor events that are funded by the General Manager's Department. These events are: Australia Day, CityFest, Holroyd / Parramatta Cricket Match, PetFest, Community Garden Awards, Mayoral Christmas Party, Christmas Carols Carnival

Service: Promotions	Service Code: GM-PR3
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Programs: Generates awareness of and engagement in those major and minor events that are funded by the General Manager's Department; as well as events, projects and programs managed by the various Departments across the organisation.

Service: Marketing	Service Code: GM-PR4
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Programs: Generates awareness of and engagement in the services offered by the organisation and those facilities, projects, programs, and initiatives managed by the various Departments across the organisation that produce an income or require a resource or monetary investment includes acquiring sponsorship for those major and minor events that are funded by the General Manager's Department.

Service: Advertising Bookings	Service Code: GM-PR5
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Programs: Books advertisements in all mediums for the various Departments across the organisation; as well as advertisements in the Corporate Page of the Holroyd Sun and Parramatta Advertiser newspapers.

Service: Major Campaigns	Service Code: GM-PR6
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Programs: Streetscape Maintenance; Chambers Carpark Cleaning; Public Amenity; Be-Tidy maintenance/Replacement; Bin Emptying; Bus Shelter Maintenance; Bus Shelter Cleaning; * CBD Bin Maintenance; Dumped Rubbish Collection; Graffiti Removal; Hand Sweeping; Mechanical Sweeping

Service: Media Relations	Service Code: GM-PR7
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Programs: Manages the provision of information to the media regarding Council news and matters on the agenda of the Mayor, Council, or media.

Service: Mayoral Support	Service Code: GM-PR8
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Program: Works with the Mayor in communicating with stakeholders and the community by providing copy writing, photography, and design support as requested.

Service Profile

Section Name Administrative Services	Section Code: CFS-ADM
Department: Corporate and Financial Services	
Brief Description: Provides quality administrative support and governance on a corporate wide basis for Councillors, staff and customer	

Service: Administration	Service Code: CFS-ADM1
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Programs: Access to information, Corporate Support to Councillors, Production of Business Paper

Service: Corporate Information	Service Code: CFS-ADM2
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Programs: Record Keeping in accordance with State Records Act

Service: Print Centre Operations	Service Code: CFS-ADM3
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Programs: Provide Quality Printing Function to Council

Service Profile

Section Name Corporate Strategy and Engagement	Section Code: CFS-CSE
Department: Corporate and Financial Services	
Brief Description: Provide strategic corporate directions for the organisation through linking community aspirations with Council operations and resources. Review processes to ensure efficiency and effectiveness. Deliver efficient and effective telephone and counter services through Council's customer service Unit.	

Service: Corporate Planning	Service Code: CFS-CSE1
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Programs: Performance reporting, community engagement, development of Community Strategic Plan, Delivery Program, Operational Plan and coordination of Resource Strategy plus special projects.

Service: Process Improvement	Service Code: CFS-CSE 2
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Programs: Business analysis, project management, system re-design

Service: Customer Service	Service Code: CFS-CSE3
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Programs: Front Counter customer service, reception, CRM management, telephone cell, cheque processing, mail, customer engagement, JP services, welcome kits, Pager and messenger service

Service Profile

Section Name	Financial Services	Section Code: CFS-FS
Department: Corporate and Financial Services		
Brief Description: To provide, maintain and develop financial services and systems to required standards capable of satisfying all regulatory and customer requirements while assisting to secure the preservation of community infrastructure and services		

Service: Accounts Payable	Service Code: CFS-FS1
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Programs: Provide Council's accounts payable function

Service: Debt Recovery	Service Code: CFS-FS2
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Programs: Coordinates the collection of rates and sundry debtors

Service: Financial Accounting	Service Code: CFS-FS3
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Programs: Annual Financial Statements, various statutory returns, maintain and develop financial systems, responsible accounting officer, maintain Council's investment portfolio, Investment register, and preparation of all relevant statutory returns, reports and collation of statistics as required

Service: Management Accounting	Service Code: CFS-FS4
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Programs: Long Term Financial Plan, Annual Budgets, Budget Reviews, maintains & develops budgetary systems, Preparation of all relevant statutory returns, reports and collation of statistics as required

Service: Payroll	Service Code: CFS-FS5
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Programs: Provide Council's payroll function, preparation of all relevant statutory returns, reports and collation of statistics as required.

Service: Rates	Service Code: CFS-FS6
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Programs: Production and issuing of rate notices, Production of S603 certificates, maintain the rating database, Preparation of all relevant statutory returns, reports

and collation of statistics as required, Prepare annual estimates of rate income, Prepare rating strategy analysis and modeling as required

Service: Purchasing	Service Code: CFS-FS7
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Programs: Co-ordinate Council's Purchasing function, Co-ordinate Council's Fleet Management function

Service: Finance	Service Code: CFS-FS8
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Programs: Responsible for overall finance operation

Service Profile

Section Name Technology	Information	Section Code: CFS-IT
Department: Corporate and Financial Services		
Brief Description: Provide a stable IT infrastructure to support Council's business systems and services to the community		

Service: Information technology services	Service Code: CFS-IT1
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Programs: Councillor support, User support, User hardware maintenance, wide area network support, system maintenance (incl licenses), systems development, mapping (GIS) development, corporate projects, phones (landline and mobiles), security maintenance, DR/BCP, telecommunication services

Service Profile

Section Name	Risk Management	Section Code: CFS-RM
Department: Corporate and Financial Services		
Brief Description: To implement risk management strategies, policies and programs that create a risk aware and proactive organisational risk culture and to ensure cost effective insurances are maintained for all Council activities and assets to comply with Section 382 of the Local Government Act.		

Service: Risk Management	Service Code: CFS-RM1
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Programs: Risk Management and insurance services internal and external, insurance services, workers compensation, insurance portfolio management, Metropool and claims management.

Service Profile

Section Name Environmental Health	Section Code: EPS- EHU
Department: Environment and Planning Services	
Brief Description: <ul style="list-style-type: none"> • Deliver effective management, development and conservation of main-made resources for the purpose of promoting the social and economic welfare of the community and a better environment; • Natural environment that is sustainable for future generations being visually attractive and pollution free; • Safe and healthy environment meeting reasonable community expectations; • Community which is confident that personal safety is assured; • Coordinated plans, procedures and infrastructure for the prevention of, preparation for and response to hazards within the City; and • Provide superior customer service in working with industry, commercial businesses and the community to protect and enhance the public health and safety, environmental values and amenity of Holroyd City and its community. 	

Service: Sustainability and Policy	Service Code: EPS-EHU1
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Programs: Identification and implementation of actions to reduce Council's overall carbon emissions; Energy Savings Action Plan, Development of Climate Change Adaptation Plan, Coordination of Energy and Water Management Advisory team; Education programs for the community; Education programs for the business community; Coordination of the WaSIP funding applications, monitoring of WaSIP Programs and reporting to State Government on achievements and financial Reports.

Service: Environmental Health	Service Code: EPS-EHU2
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Programs: FoodWise Program, Legionella Surveillance, Public Health and Skin Penetration Surveillance, Holroyd Environmental Assessment Program Erosion and Sediment Control Program, Public Swimming Pool and Spa inspections, Background Noise monitoring, Local Waterway/Creek Monitoring, investigations of environmental and public health nuisances regarding overgrown vegetation, keeping of animals and accumulation of rubbish on private properties; investigation of environmental/pollution incidents; environmental assessment of developments.

Service: Parking Patrol	Service Code: EPS-EHU3
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Programs: Issuing of Penalty Infringement Notices for breaches of parking and associated offences under the Road Rules 2008, Local Government Act, 1993, Road Transport (General) Act 2005, Protection of the Environment Operations Act, 1997 and the Regulations; Regulation of restricted on street parking zones and Council Carpark Free Parking Areas; Report irregularities in signposting and vandalised signs. Gathering and providing of intelligence on the misuse of restricted street car parking zones. Ensure access to RMS DRIVES 24/Taranatella Database is conducted in accordance with Council's General Terms of reference with RMS; Enforcement of Load Limited Roads; Enforcement of illegal use of footpath areas in CBD locations; Prepare and present evidence in Court; Community education. Parking Patrol Officers attend schools to present specifically to parents of children in kindergarten. Additional to these presentations there are general presentations conducted at P&C Meetings and the annual Principal Forum; Enforcement of littering from motor vehicle offences.

Service: Ordinance	Service Code: EPS-EHU4
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Programs: Companion Animal enforcement and education; Dangerous Dog & Restricted Breed Inspection Program; Assistance provided to Council's Animal Impounding Contractor; Patrols of Cycleway and Parks for unleashed dogs; Participation in Erosion & Sediment Control Program; Enforcement of Load Limited Roads; Enforcement of uncovered and insecure loads on trucks and passenger vehicles; Enforcement of littering from motor vehicle offences; Investigation of environmental and public health nuisances regarding overgrown vegetation, keeping of animals and accumulation of rubbish on private properties, Enforcement of abandoned articles in public places; Syringe removal from public places ;Enforcement of illegal dumping of rubbish; Enforcement of refuse burning pursuant to The Protection of the Environment Operations Act; Quick response to Asbestos related complaints; Oversee and maintenance of WinPac System; Oversee and maintenance of CCTV System; Oversee and maintenance of Council Security Patrols for illegal use of Council assets/Parks; After hours response to paging service; Deliveries of various items to Councillors and VIPs Attendance and assistance provided at Council Meetings and Functions ; Attendance and assistance at Council events ;

Service: Waste Management

Service Code: EPS- EHU5

Programs: Residential garbage collection; Residential recycling collection; Kerb side clean up collection; Commercial garbage collection; Commercial recycling collection; Green waste drop off service; E waste drop off service; Sharps collection program; Household chemical collection; Paid clean up service; Illegally dumped rubbish education and enforcement; Waste and recycling education; Waste management plan assessment; Mattress recycling program; Responsible Pet Ownership Education; Animal Impounding Service; Administer Council's Companion Animal Advisory Committee;

Service: Administration

Service Code: EPS-EHU6

Programs: Administrative functions in support of all activities of Environmental Health

Service Profile

Section Name

Strategic Planning

Section Code: EPS- SP

Department: Environment and Planning Services

Brief Description:

- Ensuring public facilities and infrastructure are provided for new development through robust development contribution plans;
- Effective management of Holroyd's heritage through statutory controls that integrate issues into the planning framework and heritage education
- Statutory planning obligations under the EPA Act and other relevant legislation met

Service: Strategic Planning

Service Code: EPS-SP1

Programs: Heritage Awards Program; Heritage Grants Program; Heritage Advisory Service; Street & Suburb Naming; Rezoning Proposal Service; 149 Planning Certificates; DCP Review and Update; LEP Review & Amendments; Local Infrastructure Strategies; Contributions Plan Review; Economic Growth Strategy; Special Projects (e.g. asbestos); Planning Advisory Service

Service Profile

Section Name Development Services	Section Code: EPS- DS
Department: Environment and Planning Services	
Brief Description: Responsible for the carrying out of regulatory functions associated with development, building and trees, namely: Development Assessment; Building/Development Certification; Fire and Pool Safety Programs; Building and Land-use Compliance; Tree and Landscape Assessment; and Tree/Noxious Weeds Compliance.	
Service: Development Services	Service Code: EPS-DS1
Programs: Development Pre-lodgment /Enquiry Services; Development Application Assessment; Post Determination Application Assessment; Defending Appeals	
Service: Building Services	Service Code: EPS-DS2
Programs: Building/ Development Certification; Fire Safety Audits & Admin; Pool Safety Audits; Development and Building Compliance	
Service: Tree Management & Landscape Services	Service Code: ESP-DS3
Programs: Tree Application Assessment; DA Landscape Plan Assessment; Tree/Noxious Weed Compliance	
Service: EPS Admin	Service Code: EPS-DS4
Programs: Administration support for various areas within planning and development	

Service Profile

Section Name Assets and Operations	Section Code: ES- AO
Department: Engineering Services	
Brief Description: <ul style="list-style-type: none"> • Implement asset management techniques to effectively manage Council's infrastructure • Management of Council's roads, drainage and major fleet operations • Provide the local emergency services agencies with support to be able to respond to the needs of residents • Ensure that the Holroyd area is clean and tidy and is the envy of those visiting the Council area • Increase the efficiencies of the Depot operations and adopt more cost effective programs 	

Service: Support Services - Asset Management

Service Code: ES-AO1

Programs: Construction of New Footpaths, Park Facilities through Ward Funds, Roads, Footpath, Kerb & Gutter Renewal Works through SRV Funds; Preparation & Review of AMPs using consultants; Condition rating assessment of Infrastructure Assets

Service: Civil Infrastructure - Drainage Maintenance

Service Code: ES-AO2

Programs: Creek Maintenance; Stormwater Drainage Maintenance; GPT Maintenance (Clearing of booms, Desilting, general cleaning); Wetland Desilting; Litter Basket Maintenance; Minor Pipe and Pit Repair; Clearing of block storm water drains.

Service: Support Services - Operations Admin

Service Code: ES-AO3

Programs: Infrastructure Asset Management Planning, Capital Works Contract & Project Management; Maintenance Management; Parks & Bushland Maintenance Supervision; Road & Drainage Maintenance Supervision, Works Depot Store Management.

Service: Open Space - Parks maintenance	Service Code: ES-AO4
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Programs: Turf Wicket Maintenance; Croquet Maintenance; Field Linemarking; Goalpost Maintenance; Irrigation Maintenance; Mowing – Ovals; Synthetic Cricket Wicket Maintenance; Tennis Court Maintenance; Field Renovations; Utilities; Electricals; Fence Maintenance; Bees & Pest Control, Bush Regeneration; Creek Maintenance; Floral Garden maintenance; General Garden Maintenance; Mowing Ground Maintenance; Sign Maintenance; Play Equipment Maintenance; Softfall Maintenance; Spray Control; Tree Maintenance; Nature Strip Maintenance; Walkway Maintenance; Miscellaneous; Mowing - Special Requests; Outskirts Maintenance; Utility; Security; Parks Furniture; Quick Response; Central Garden Zoo

Service: Streetscapes - Public Cleaning	Service Code: ES-AO5
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Programs: Streetscape Maintenance; Chambers Carpark Cleaning; Public Amenity; Be-Tidy maintenance/Replacement; Bin Emptying; Bus Shelter Maintenance; Bus Shelter Cleaning; * CBD Bin Maintenance; Dumped Rubbish Collection; Graffiti Removal; Hand Sweeping; Mechanical Sweeping

Service: Civil Infrastructure - Roads & Footpath	Service Code: ES-AO6
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Programs: Roads & Path Capital Works; Supervision of Road Maintenance; Regional Road Maintenance - Heavy Patching; Regional Road Maintenance – Linemarking; Regional Road Maintenance – Re sheeting; Regional Road Maintenance - Fence Maintenance; Local Road maintenance - Heavy Patching; Local Road maintenance – Linemarking; Local Road maintenance - Heavy Pothole Repair; Local Road Maintenance - Fence Maintenance; K&G Maintenance; Restorations; Roadside General; Footpath ; Maintenance; Hyland Road Tipping; Sign Maintenance

Service: Support Services - Workshop	Service Code: ES-AO7
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Program: Supervision of Plant & Equip Maintenance; Plant Running Expenses; Small Plant Maintenance; Plant Replacement

Service Profile

Section Name Engineering Support	Section Code: ES-ES
Department: Engineering Services	
Brief Description: <ul style="list-style-type: none"> • Program for land acquisition as funds permit and coordinate the works program from S94 contributions of the community • Liaise with Park Committees and Sporting Clubs for effective delivery of services and facility improvements • Develop effective disability access in all buildings and public areas within Holroyd • Provide support services for the efficient operation of Engineering Services 	
Service: Engineering Support	Service Code: ES – ES1

Programs: Project Management of major infrastructure works; Provide Engineering input for the Access Committee; Provide Engineering input for the Community Safety Committee; Development of Section 94 Open Space Works Program; Bookings for Council managed sportsgrounds and reserves.

Service Profile

Section Name	Technical Services	Section Code: ES- TS
Department: Engineering Services		
Brief Description: <ul style="list-style-type: none"> • Effectively manage parks and open spaces within Holroyd for the benefit of all residents • Educate for safer roads in Holroyd • Provide safe and efficient movement of traffic in Holroyd in order to provide a safe environment for the residents • Ensure provision of drainage, vehicular crossing and footpaths is maintained in new developments and new projects completed efficiently • Provision of sound and up-to-date drainage and flood information and formulation of flood mitigation programs which will facilitate protection of property and persons from flood risks 		

Service: Technical Services - Development Engineering	Service Code: ES-TS1
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Programs: Provide engineering input to Council's development control responsibilities associated with urban development , commercial development and new subdivisions; Assessment of Das and CCs including inspections and compliance; Vehicular Crossing designs including inspections and compliance; Manage On-Site Detention (OSD) implementation, legal protection(88B,88G) and maintenance audits; Survey, design and compliance of roadwork's associated with development including vehicular crossings, footpath paving, kerb, gutter and drainage, being in accordance with appropriate road design principles, Council's standards and specifications

Service: Technical Services - Traffic Engineering	Service Code: ES-TS2
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Programs: Provide for safe and efficient movement of traffic in the City; Improve traffic related safety and amenity of local residential, commercial and industrial areas; Improve pedestrian safety;*Provide an improved street lighting standard; Provide engineering input into Council's development control responsibilities, including controls and inspections; Efficiently and effectively deal with the assessment of Development applications; Promote and educate road safety initiatives; Provide all the capital works programs before the end of the financial year

Service: Technical Services - Stormwater Management Engineering	Service Code: ES-TS3
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Programs: Water quantity (flood studies & mapping, flood controls on development); Quality(pollution control devices); Asset management of the drainage network, including all SQIDS (Stormwater Quality Infrastructure Devices) and Council controlled detention basins; Implementation of the Stormwater Management Charge (SMC) program; Flood advice to internal and external customers; Floodplain Management Committee and more recently water harvesting (WSUD)

Service: Technical Services - Road Safety	Service Code: ES-TS4
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Programs: To identify road safety problems, areas and issues; Develop, modify and maintain a strategy to reduce the accident rate and maintain it at a lower level; The facilitation of Local Government Road Safety program in Council, fostering existing partnerships and encourage wider community ownership and participation in road safety issues; The development, coordination and implementation of local and contribution towards statewide road safety projects and campaigns; Research and prepare grant submissions to maximise external funding opportunities; The development and implementation of Council's Road Safety Strategic and Action Plans; Implementation of Road Safety education/behavioral programs to address identified local road safety issues; Monitoring and reporting on the effectiveness of traffic safety devices and other actions to improve road safety; Investigate the availability of local sponsorships for road safety promotions and initiatives; School site meetings; Representation of Council at Road Safety related meetings and forums

Service: Technical Services - Landscape & Parks Improvements	Service Code: ES-TS5
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Programs: implement Council's parks improvements projects on time and within budget (Budget - \$3.5m); Improvements for parks to be determined and estimates listed in the Parks Forward Plan; Provide effective support to achieve improvements in accessibility in the public areas within the city; Grant applications relating to parks and open space development; Event organisation with other Council departments including National Tree Day; Assess DAs(Landscaping), incl. inspections; Assess DA's (Landscaping), incl. inspections

Service Profile

Section Name Facilities Management Unit	Section Code: ES- FM
Department: Engineering Services	
Brief Description: Management of all Council facilities and Buildings	

Service: Facilities Management – Administration	Service Code: ES-FM 1
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Programs :Planning & Project Management of minor building capital works, Provide FMU input for S94 planning, Acquisition of new land, development and disposal of operational and community land (excluding roads) & land improvements as required, Optimisation of commercial returns from its property portfolio considering the objectives of Council, Management of Council's leases for its property portfolio, Airspace & substratum leasing of roads, Facilitation, liaison and coordination of various departments and Council groups e.g. S355 & property committees, Active management of Energy and Water utilities, providing efficiencies and saving, by reducing Council's Carbon Footprint, Facilities Management to provide appropriate and safe workplace environments for new and existing staff and users, Asset Management Planning for buildings and facilities, Business continuity planning.

Service: Facilities Management – Swim Centres	Service Code: ES-FM 2
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Programs : Aquatic Leisure thru Council's Swim Centres

Service: Facilities Management – Building Maintenance	Service Code: ES-FM3
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Programs : Provision of fit for purpose buildings analysing the cost of retention/refurbishment versus the cost of acquisition of purpose built facilities, Maintenance and capital works, programmed and based on an informed assessment of the capacity of the properties to meet the current and future needs of users and to comply with relevant regulatory standards for fire protection, access etc, Common building-related services (e.g.

- a) Fire equipment audits, fire alarm
- b) evacuations testing
- c) security
- d) cleaning
- e) building inspections, routine maintenance, asbestos register

- f) programmed maintenance
- g) Indoor Plants
- h) SES building operations and maintenance
- i) Carpentry Services to Public Infrastructure

Service: Facilities Management - Function Centres	Service Code: ES-FM4
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Programs: Management of Holroyd Centre, Management of Red Gum Centre,

Service: Facilities Management - Facilities Bookings	Service Code: ES-FM5
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Programs: Bookings for Council managed facilities

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Service Profile

Section Name: Children's Services	Section Code: LCS-CHNS
Department: Library and Community Services	
Brief Description: To provide professional Children's services that strives to meet the varying needs of families through positive partnerships that develop the child in a safe community	

Service: Management	Service Code: LCS -CHN1
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Service: Community Development	Service Code: LCS – CHN2
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Service: Inclusion Support	Service Code: LCS – CHN3
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Service: Administration	Service Code: LCS – CHN4
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Service: 0-5 years	Service Code: LCS – CHN5
Service: Holroyd Children's Centre	Service Code: LCS – CHN6
Service: Wenty Children's Centre	Service Code: LCS – CHN7
Service: Guildford West Children's Centre	Service Code: LCS – CHN8
Service: Pemulwuy Children's Centre	Service Code: LCS – CHN9
Service: The Sometime Centre	Service Code: LCS – CHN10
Service: Merrylands Children's Centre - FDC	Service Code: LCS – CHN11

Service: 5-13 years	Service Code: LCS – CHN12
Service: Guildford West OOSH	Service Code: LCS – CHN13
Service: Ringrose OOSH	Service Code: LCS – CHN14
Service: Pendle Hill OOSH	Service Code: LCS – CHN15
Service: Parramatta West OOSH	Service Code: LCS – CHN16
Service: Pemulwuy OOSH	Service Code: LCS – CHN17
Service: Widemere OOSH	Service Code: LCS – CHN18
Service: Sherwood Grange OOSH	Service Code: LCS – CHN18

Service Profile

Section Name Community Services	Section Code: LCS-CS
Department: Library and Community Services	
Brief Description: To effectively and efficiently provide quality human which are appropriate to identified community needs and in accordance with the principles of access and equality.	

Service: Aged/Disability Admin	Service Code: LCS - CS1
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Programs: Information/referral on issues relating to aged/people with disability

Service: Holroyd Neighbour Aid Program	Service Code: LCS – CS2
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Program: Provides social support and outings for the aged and people with disability

Service: Holroyd Peer Support Program	Service Code: LCS – CS3
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Program: Provides non centre based outings/activities for people 18 to 65 years of age with a mild intellectual disability living in the Holroyd LGA

Service: Guildford Community Centre	Service Code: LCS – CS4
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Program: Provides centre based respite for the frail aged, people with disability and their carers.

Service: Guildford Community Centre	Service Code: LCS – CS5
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Program: Provides a nutritious meal and centre based social interaction for the frail aged and people with disability living in the Holroyd LGA.

Service: CALD Centre Based Meals Program	Service Code: LCS – CS6
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Program: Provides a nutritious meal and centre based social interaction for frail aged, people with a disability and their carers from a CALD background living in the Holroyd and Parramatta LGA

Service: Arabic Dementia Program	Service Code: LCS – CS7
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Program: Centre based day respite for Arabic frail aged/people with disabilities living with dementia and in the Holroyd, Parramatta and Auburn LGA's.

Service: Holroyd Community Food Services	Service Code: LCS – CS8
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Program: Provides meals and other related services to the frail aged, people with disabilities and their carers living in the Holroyd LGA

Service: Aboriginal & Torres Strait Islander Social Support Program	Service Code: LCS – CS9
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Program: Provides social support and outings for ATSI aged and people with a disability living in the Holroyd, Parramatta and Auburn LGA's.

Service: Community Development Admin	Service Code: LCS – CS10
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Program: Provides information & support to Council staff and community organisations to build capacity and to address identified need.

Service: Cultural Development	Service Code: LCS – CS11
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Program: Develops and implements policies and plans which support Council's cultural vision as well as organised activities and events which enhances cultural development within Holroyd. Organises Culture in the Chamber and other cultural arts programs

Service: Community Projects	Service Code: LCS – CS12
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Program: Works with the Holroyd community to build capacity and implements various funding programs ie. Community Builders, CDSE and CAP

Service: Community Projects Officer - Multicultural	Service Code: LCS – CS13
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Program: Works with the ATSI and CALD communities to build capacity and to address matters relating to these communities. Organises Harmony Day and Naidoc activities

Service: Social Planning	Service Code: LCS – CS14
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Program: Updates and implements Council's Social Plan, SIA comments.

Service: Healthy Holroyd Project (Due to end 2014)	Service Code: LCS – CS15
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Program: Targets minority groups to improve health status by providing exercise opportunities and information on healthier options

Service: Community Sector Advisor (Due to end 2014)	Service Code: LCS – CS16
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Program: Works with Holroyd community to help build capacity

Service: Community Services Admin	Service Code: LCS – CS17
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Program: Oversees the operation of the community services section as well as implements small and one off projects ie. Volunteer Luncheon and safety projects

Service: Youth Services Admin	Service Code: LCS – CS19
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Program: Oversees operation of Council's direct Youth Services and performs community development tasks relevant to youth

Service: Wentworthville Youth Services	Service Code: LCS – CS20
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Program: Provides direct youth activities for young people in the Wentworthville area

Service: Guildford Youth Services	Service Code: LCS – CS21
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Program: Provides direct youth activities for young people in the Guildford area

Service Profile

Section Name	Library Services	Section Code: LCS-LS
Department: Library and Community Services		
Brief Description: To provide equitable access to quality information, cultural and recreational materials for all.		

Service: Library Services/Administration

Service Code: LCS -LS1

Programs: Management ,Planning, Supervision, Reporting, Training, Recruitment, Administrative support including ordering of stationery, maintaining office equipment, mail out of overdue notices, preparing cash floats, Timesheets, Library rosters.

Service: Library Services/Children's and Young Adults' Services

Service Code: LCS – LS2

Program: Provision of in-house and outreach programs for children and young adults, including: Storytime/Bubba Time sessions, School holiday activities, Children's Book Week, Youth Week, Midweek Madness (afterschool program), Holroyd Toy Library, Wii facilities, Development and maintenance of children's and young adults' resources(digital and non-digital)

Service: Library Services/Client Services

Service Code: LCS – LS3

Program: Day to day operation of Greystanes and Wentworthville Branch Libraries and of the Circulation Desk at Merrylands Central Library; Home Library Service, Volunteer recruitment, training and development; Library courier/Library delivery, English conversation classes, Book Clubs - English and Chinese, Book sales, Binding, laminating and fax services, Adult activities e.g. author talks, Development and maintenance of Adult Fiction, Basic English and non-English language resources (digital and non-digital)

Service: Library Services/Information Services

Service Code: LCS – LS4

Program: provision of reference and information service at all Libraries, Document delivery , Local studies, Family history, Community information, Volunteer recruitment, training and development, Development and maintenance of Adult

Non-Fiction, Reference (including databases), Serials, Audio-Visual and Sheet Music resources (digital and non-digital)

Service: Library Services/Technical Services	Service Code: LCS – LS5
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Program: Online ordering, accessioning, processing and cataloguing of all new resources; Maintenance of and support for Library Management System; Public Computer Centres including public access internet, word processing and other programs, scanning, printing, photocopying; Computer workshops

Service Profile

Section Name Library and Community Services Administration	Section Code: LCS-LCS1
Department: Library and Community Services	
Brief Description: To effectively and efficiently provide quality human services which are appropriate to identified community need and in accordance with the principles of access and equity.	

Service: LCS Administration	Service Code: LCS -LCS1
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Programs: Management, Planning Supervision, Reporting, community Donations, Grants, scholarships, clerical, car pooling, order maintained, training and recruitment