



**Blayney Shire Council
Workforce Management
Plan
2018/19 – 2021/22**



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Introduction

This Workforce Management Plan has been developed in accordance with the New South Wales Government's Integrated Planning and Reporting Framework requirements.

This Workforce Management Plan forms part of the Resourcing Strategy required under section 403 of the Local Government Act 1993. The aim of this plan is to assist Council to meet the priorities identified in the Blayney Shire Council Community Strategic Plan and achieve the objectives and actions identified in the 4 year delivery program.

This Workforce Management Plan has been informed by Council's own corporate sources, a combined Councillor and staff workshop held on 15 November 2017, and the Price Waterhouse Coopers (PwC) / Local Government Professionals Australian LG Performance Excellence Program (Council Comparative Analysis Tool FY17).

According to the Australian Bureau of Statistics (ABS) 2016 census data, the Blayney Shire Local Government area (LGA) had a population of 7,259 residents and a land area of 1,524 square kilometres. For the 2018 financial year, Council's wages budget is \$6.09 million.

Whilst Council already has a number of initiatives in place to promote Council as a desirable place to work and to promote a healthy work / life balance, this Workforce Management Plan aims to build further strategies and initiatives that will enhance these strategies.

Council regards its employees' as its greatest assets and acknowledge that it is them who lead the on ground delivery of services and facilities to the community in an efficient and effective manner.

The aims of this Workforce Management Plan are to:

- strategically define Council's Human Resource requirements to maintain and develop the future success of our Council
- identify current and anticipated gaps in Council's workforce to allow it to deliver its services to the community
- deal with succession planning issues
- explore our current working arrangements and identify any areas that require adjustment to meet the demands on an ever-changing employment environment.
- ensure we are a responsible employer of choice with a strong long-term capability and capacity to attract, engage, develop and retain the right workforce
- provide modern, safe, well-maintained and supportive human resource systems, strategies and processes, with a high commitment to risk management
- support and strengthen workforce capability and development
- support Council's ability to deliver future programs and services
- support and strengthen workforce capability and development
- develop and promote cohesive best practice people strategies

This Workforce Management Plan is for the period 2018/19 to 2021/22.

Blayney Shire Community Strategic Plan (CSP)

The community engagement and consultation process that led to the development of the CSP has established 5 future directions for Council to focus on:

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Promote Blayney Shire to grow the Local and Visitor Economy
4. Enhance facilities and networks that supports Community, Sport, Heritage and Culture
5. Protect our Natural Environment

This Workforce Management Plan aligns the community expectations with Council's ongoing activities to better allow for Council to meet the community expectation in its functions.



Consultation

To assist informing this plan, Council held a combined Councillor and all staff workshop in November 2017. The purpose of this workshop was to engage staff in developing a set of organisational values, reflect on what is working well and what requires improvement. Staff were asked to identify actions that would build on the strengths of the organisation to establish effective and productive work environment.

The workshop identified a number of positive aspects about what staff enjoyed about working with Council, but also drew attention to some areas which staff felt could be improved.

Amongst the positive aspects were;

Positive aspects	Context
That staff enjoyed the workplace conditions	The workplace conditions allowed for the opportunity for a healthy and sustainable work life balance
The location of their workplace	That all employees lived within a 45-minute commute of their homes and the majority lived within the shire boundaries.
Their work teams and mateship they are able to develop	Many friendships made in the workplace which extends beyond the work environment and into personal and family lives
Job satisfaction and variety of work available.	Positions and the remuneration attached provides flexibility so as not to limit scope of job design so that a variety of tasks are able to be performed
Helping the community in the provision of facilities	Employees like that in many instances they live and work in the same community and that the work they perform benefits the community including themselves
The training and professional development opportunities available	Council offers extensive training through its salary system progression and encourages staff to undertake relevant training so they can reach the top step of their grade in accordance with Council's salary system.
The overall modern equipment Council provides.	Council maintains and renews its fleet of plant and equipment to keep it current and up to date.

Amongst the issues identified were:

Issue	Context
Communication – could Council communicate better with its workforce?	Staff would like to be better informed about what they will be doing on a day to day basis and about upcoming projects
Council's salary system and wage structure – in many respects local government pay rates are less than those that could be earned in private enterprise	Council's salary system does not allow for employees to progress beyond the top step for their grade, therefore creating a barrier to additional pay
The scheduling and quantity of work	The climate and some seasons are more suitable for some outdoor works. The volume of work and pressures associated with proposed merger, regulations and NSW Government grant requirements are challenging Local Government in general
Equipment – as the main users of equipment, could they be more included in the procurement process for better fit for purpose equipment.	Staff would like to be more involved in the appraisal and selection and procurement process for equipment as it is they who are the end users

Council has an employee Consultative Committee established under the provisions of the Local Government State Award.

The Consultative Committee provides a forum for Council and its employees to openly and freely discuss matters affecting workplace relations.

The functions of the consultative committee include:

- award implementation
- training
- consultation with regard to organisation restructure
- job redesign
- salary systems
- communication and education mechanisms
- performance management systems
- changes to variable working hours arrangements for new or vacant positions
- local government reform
- proposed variations to leaseback vehicle arrangements
- health and wellbeing programs

In developing this plan, Council has and will continue to consult with its employees to determine the best possible personal and organisational outcomes.

Objectives

The overarching objectives of Council's Workforce Plan are to:

- Link the Workforce Management Plan to the Strategic Objectives of the Delivery Program so that the workforce is capable, motivated and available, now and into the future, to meet the needs of the community it serves.
- To integrate the Workforce Management Plan into the Resourcing Strategy so that works, projects, programs and services are funded, resourced, and delivered in accordance with the priorities of the Delivery Program and Operational Plan.
- To link the Workforce Management Plan to the Council's strategic, operational and organisational objectives and future directions.
- Develop strategies so that Council is viewed as an employer of choice and that current and future vacancies in Council's workforce can be filled quickly and efficiently to ensure minimum disruption to the delivery of services to the community.

Australasian Local Government Performance Excellence Program

Since 2016, Council has participated in the Australasian Local Government Performance Excellence Program conducted by PwC. There are currently 136 Councils, including 60 NSW Councils that participate in the program.

The purpose of the program is to assist councils better communicate, control and manage their internal business performance with their stakeholders using comparative data analytics. During the program, PwC collects data from participating councils and then transforms this data into key metrics, identifying trends and observations that focus on operational and management excellence.



Blayney Shire Council Workforce

To allow us to plan we need to examine where we are now.

As at 31 December 2017 Blayney Shire Council had a current staff establishment of 86.4 full time equivalent (FTE) permanent staff (including 2 Trainees), engaged across a diverse range of occupations and employment types.

The table below shows the current employment by category of Council staff:

Employment Category	Number of Employees (including trainees)	% of total staff employed
Full time	79	88.76%
Part time	10	11.24%
Total*	89	100%

Workforce Strategies – Opportunities and Challenges

This plan identifies a number of strategies to manage these opportunities and challenges

In many respects, the strategies to deal with these opportunities and challenges can overlap and complement each other.

Observations and responses to each of the above opportunities and challenges are detailed in the strategies below.

A Multigenerational Workforce and Succession Planning

Objectives:

- To ensure Council's workforce works together cohesively and shares their varied experiences to maximise service delivery to the community.
- To provide an environment where corporate knowledge can be shared and passed on amongst Council staff.
- Ensure that vacancies in Council workforce can be filled quickly to minimise disruption to service delivery to the community.

The table below shows Council's generational workforce mix.

Age Statistics - Permanent Employees (including trainees)

Generation Headcount Mix	No. (%) Permanent Employees
Baby boomers (born 1943-1966)	37 (41.57%)
Gen X (born 1967-1980)	28 (31.46%)
Gen Y (born 1981 – 1994)	22 (21.35%)
Gen Z (born post 1995)	5 (5.62%)
Total*	89 (100%)
Average age of Council's current workforce	46.42

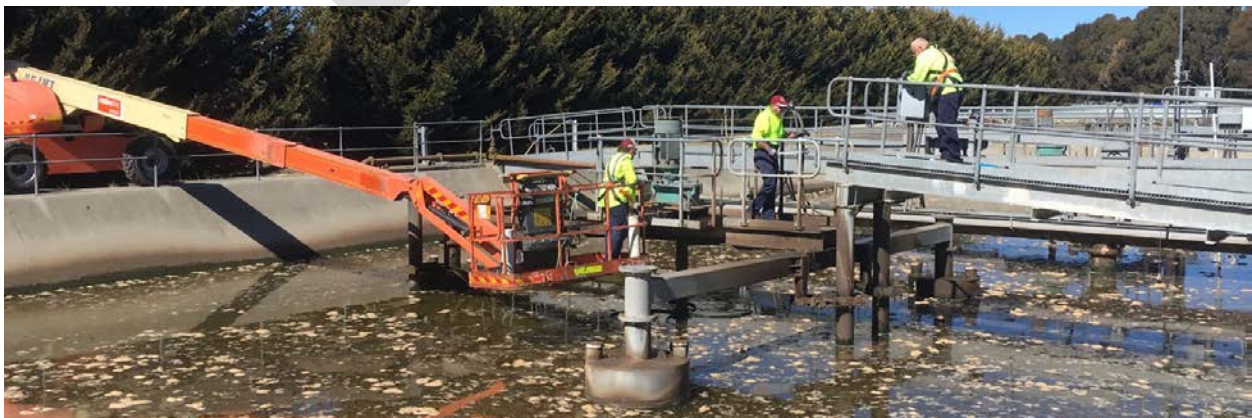
As demonstrated in the table above, Council has its largest proportion of employees in the baby boomer category. Of these, 14 people (16.09%) are 60 years or older (i.e. baby boomers) and whilst there is no longer a defined retirement age, can reasonably be expected to retire within the next ten years. Of this cohort, 7 people (8%) are 63 years of age or older and whilst no formal indications have been forthcoming, may retire in a much shorter period. The challenge for Council is ensure not only that it has the capacity to replace these positions with people equally skilled and experienced to fill these gaps, but also to keep all employees well engaged in the roles they perform.

It is conceivable that an employee in their late teens could be working alongside an employee in their late sixties or even seventies. It is also conceivable that this disparity will mean that they have very different life and work experience skills. For example, younger employees are more likely to be technological savvy than older employees, and can share these skills with older employees. Conversely, older employees will have a greater exposure to work experiences and corporate operational knowledge and can share these with younger employees.

Council currently has provision for 3 Trainees, with Skillset and an Engineering Cadetship, in partnership with Charles Sturt University at Bathurst. It is anticipated that these Trainees will have a positive workplace experience and will, more broadly, promote Council as an employer of choice within the wider community. In addition, Council is providing a step for local young people to learn and attain a Trade and TAFE Certificate IV qualification whilst living at home in Blayney Shire.

Council seeks to ensure its commitment to the local community by providing opportunities to develop its youth to meet the future objectives of the Shire whilst still meeting its obligations to appoint people on merit. Similarly positions that are hard to fill with qualified people, may be more able to be filled by someone with the right cultural fit, mindset and work ethic who has most of the essential skills, and is provided a pathway to attain those necessary qualifications on the job.

It neither feasible or realistic for Council with the small number of employees to have a formal succession plan or career pathway for a young or up and coming professional in any of the diverse expertise or specialist fields within the Local Government sector. Rather, our succession plan is reliant on Councils within the region and NSW and including Blayney to train and develop staff so that they are able to progress their careers within the sector, across different councils.



Strategies:

1. Share the offering of 'Acting or Higher Duties' work to allow employees to gain experience in higher more senior roles covering leave periods for incumbents.
2. In consultation with relevant supervisors, develop training and secondment opportunities for critical positions recognising talented staff with potential to make the progression.
3. More broadly, and where practical and cost effective, provide training and development opportunities for existing staff to allow them to develop the skills that may require replacing, so as to allow them to effectively compete for vacant positions as they arise, and thereby creating a path for promotion within Council.
4. Advertise vacant roles as soon as possible after pending separations are known, to allow transfer of corporate knowledge and to ensure minimal disruption to work flows.
5. Maintain the Trainees and Engineering Cadetship programs with Skillset and Charles Sturt University.
6. Where positions are hard to fill or there are no applicants with necessary qualifications, provide an opportunity for an Adult Traineeship or Apprenticeship to attain those qualifications on the job.

Labour Market Competition

Objective:

- To position Council as an employer of choice by providing positive and sustainable work life balance opportunities to staff.

Like any organisation that employs labour, Council must compete in the labour market to secure employees with the necessary skills and qualification to perform the work of Council.

In order to accommodate the many changes to the labour market and more importantly skill shortages in key areas, there are a number of strategies that can be further explored and potentially implemented into the Blayney Shire Council workforce.

In the past, the mining industry in particular has been a significant drain on Council's labour force. Council cannot effectively compete with the wage levels available to employees on the mining industry, but it can provide attractive working conditions, recognising that money is not the only driver of what gets people to work for organisations.

In addition, Blayney's close proximity to the major urban centres of Orange and Bathurst has seen employees leave to explore employment opportunities in these centres. In saying this however, Council has a number of employees who reside in these centres and commute to Blayney to work.

Consistent with provisions of the Local Government State Award, Council provides its employees with a number of opportunities for flexible and family friendly work practices.

These include:

- flexible work arrangements;
- part-time work;
- job share arrangements;
- variations to ordinary hours and rosters;
- purchased additional annual leave arrangements;
- deferred salary scheme
- working from home arrangements

Council will continue to provide these opportunities to its staff, as well as proactively consider and explore other flexible arrangements to ensure that its current and future employees can maintain a healthy work / life balance.

In addition, Council will promote these arrangements as part of its employee attraction and retention strategy.

Strategies:

1. Monitor salaries and wages to remain competitive, especially in the context of specialised local government positions.
2. Provide a supportive environment for flexible work practices and work / life balance.
3. Develop pathways for critical positions as needed by providing Adult Apprenticeship or training opportunities.
4. Increased focus on Graduate, Trainee and Apprenticeship recruitment.
5. Maximising job satisfaction and opportunities for skills development.
6. Create a positive work environment and culture based on innovation, continuous improvement and engagement.
7. Continue to provide flexible employment arrangements and promote these in its recruitment processes.
8. Promote the employee benefits that are particular to Blayney Shire Council.
9. Engage staff and Council to develop attraction and retention strategies with a view to developing a formal staff attraction and retention strategy.



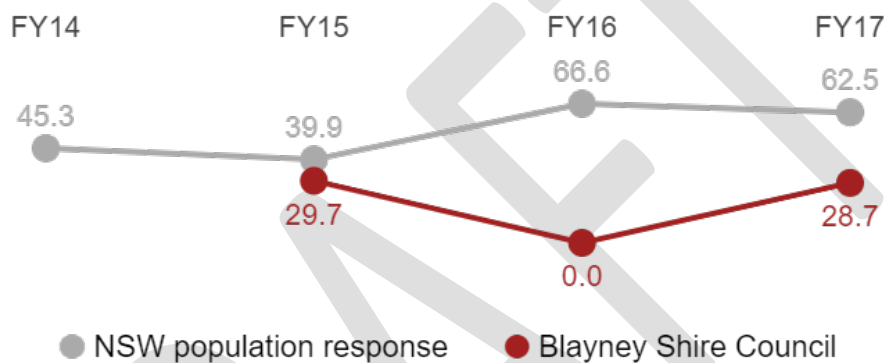
Work Health and Safety

Objective:

- To provide the healthiest and safest work place possible and minimise the risk of injury to all stakeholders.

The graph below provides lost time injury data about Council and comparison data within the survey group. The data shows Council has a consistently better lost time injury rate than comparative Councils' in the 2015, 2016 and 2017 financial years (FY), including in FY 16 Council had no lost time injuries reported. The data also shows Council sits well below the NSW Council average in relation to lost time injuries.

Lost days due to injury incidents per 100 employees



Council actively promotes a safe and healthy work place and Council has in place a proactive Health and Safety Committee.

Injuries and incidents that occur in the workplace are investigated and referred to the committee with a view to collaboratively find ways to prevent similar events in the future.

Council consults extensively with its employees in the preparation of Safe Work Method Statements, Job Safety Analysis, and Risk Assessments.

For example, Council recently purchased battery-operated grease guns; following a suggestion from an employee that the existing method of using a grease gun to apply required a significant amount of physical effort and therefore the risk of injury. The use of battery operated grease cartridges essentially eliminated the physical strain that accompanied the manual application of grease to equipment, thereby reducing the risk of injury. This was a relatively inexpensive solution to an issue that was of concern to employees and demonstrates Council commitment to consulting with its employees to provide a healthy and safe workplace.

Initiatives to assist Council implement a healthy and safe workplace are supported financially by an annual rebate from Council's Workers Compensation insurer Statecover. This rebate amount depends on past claims and strategies implemented to promote a safe workplace.

Workers compensation premiums are a significant budgetary item for Council's and eliminating or limiting the number of lost time injuries can significantly affect the premiums paid for Council's workers compensation insurance. Council Statecover Workers Compensation insurance base tariff premium for FY 2018 is \$117,943.

Lost time injuries can have a significant effect on workers compensation premium calculations and hence the total workers compensation premium payable. By minimizing lost time injuries Council saves considerable money from its budget that could otherwise be used for delivery of services to the community.

A permanent Risk Officer provides guidance and support for the Health and Safety Committee, Managers and MANEX team and implementation of Health and Safety programs. One such program currently being investigated is an Alcohol and Other Drugs Policy.

Strategies:

1. Continue to investigate alternative methods of performing physical tasks to reduce physical stresses and strains.
2. Continue to build on its health and safety systems to ensure workplace incidents and injuries are minimised.
3. Continue to support the Health and Safety Committee and engage staff in initiatives that will receive Statecover Rebate funding.
4. Implement an Alcohol and Other Drugs Policy.

Workforce Gender Diversity

Objective:

- Increase gender diversity in its workforce, thereby creating a greater potential labour pool.

The tables below provide data on Council's workforce gender diversity:

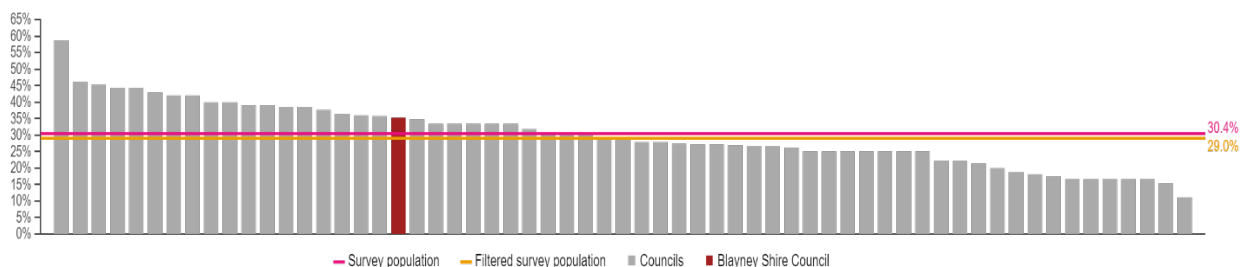
Employment by Gender

Employment Category	Female	Male
Full time	14 (16.09%)	64 (73.56%)
Part time	9 (10.35%)	0 (0%)
Total*	23 (26.44%)	64 (73.56%)

Management Gender Diversity

Headcount - Female manager and above %

Location: NSW



According to the ABS 2016 Census data Council's resident population was 7,259, of which 3,649 (50.2%) people were female and 3,610 (49.8%) people were male, yet, as table 2 shows, only 26.44% of its workforce is female.

At management level, as the graph above shows, Council has 35.3% of management roles are occupied by females including the General Manager. This compares with the survey average of 29.0% for NSW Councils.

Council is an advocate for, and is committed to being an equal opportunity employer in all its employment practices.

Council has areas of its workforce that are traditionally male dominated. Typically, this occurs in the operational areas, such as roads construction and maintenance, water and sewer and waste services and other trade and labouring areas.

Council will look to target segments of the workforce that have traditionally been under-represented in sections of its workforce, such as women in outdoor operations roles, and Council will be looking to increase the participation of women in its workforce as a whole.

Strategy:

1. Encourage greater female participation in all aspects of Council's work by reinforcing its equal employment opportunities.

Staff Development and Training

Objectives:

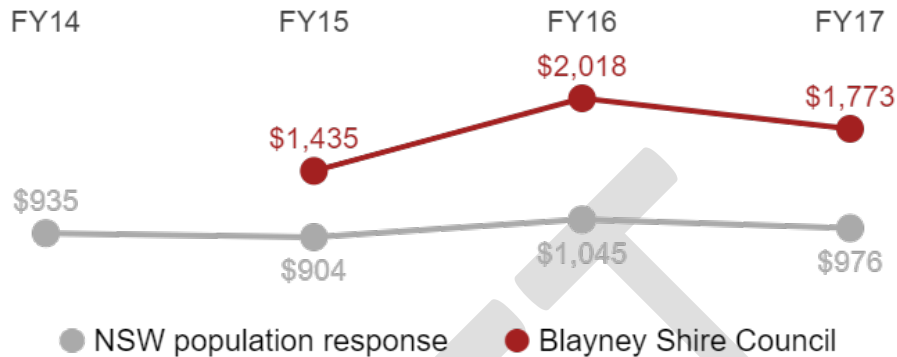
- Ensure staff are adequately trained and their skills are current in their field of work and industry specialisation.
- Provide opportunities for staff to develop their potential to advance their careers within Council and within Local Government.

Consistent with the objectives, Council will continue to develop its staff through the provision of relevant staff development and training.



The graph below provides a comparison between the training spend of other Council's compared to Blayney.

Spend - Training spend per FTE



Overall, the graph shows that Blayney Shire's training spend per FTE is above average. This demonstrates Council's commitment to the ongoing development of its workforce, so they are continually renewing and obtaining more skills to assist in the delivery of services to the community.

There are peaks and troughs in its training spend, as some of the skills and qualifications that Council staff hold have an expiration date and require renewal on a set basis, e.g. three years for traffic control qualifications. Priority is given to training where the standard of training to be met is determined by other organisations e.g. WorkCover, and to training required to ensure that Council can meet its statutory and regulatory functions.

Council staff have and will continue to attend, and where required, present at conferences, seminars, forums, networking, mentoring opportunities, and training events so staff can keep abreast of industry and employment trends. Council staff also participate in simulation events such as the Local Government Professionals Rural Management Challenge where potential scenarios are presented and staff are required to provide solutions to these. The Rural Management Challenge is an engaging development opportunity for newer and aspiring leaders. Teams from Council work through real life local government scenarios in a safe learning environment, challenging their leadership communication, time management skills and experience. These events assist in staff developing an understanding of the issues faced by Councils in actual situations. Blayney Shire Council encourages a mixed team to be entered each year in the Central NSW region event.

In accordance with the provisions of the Award, Council has established a competency based salary system that determines the grade and classification of positions within Council.

Council's salary system has 4 steps within each grade being; Entry level, Step 1, Step 2 and Step 3. Steps 1, 2 and 3 are paid at 5%, 10% and 15% respectively above the entry level rate of pay for the grade that has been determined for positions within Council.

By completing relevant training and attaining qualifications, employees have the opportunity to progress through the salary system to the top step of their pay grade. Council actively encourages and provides the opportunity for all staff to complete the relevant training so they can progress through the salary system.

In addition, Council has an Employee Development and Appraisal Review Process, where staff and their supervisors meet to discuss their performance, as well as take the opportunity to identify other training requests an employee may have to assist them in the performance of their work and progression of their career with Council.

Strategies:

1. Support employees to complete all required training for progression through Council's salary system.
2. Provide employees with access to training in addition to that required for step progression to facilitate opportunities for career progression.
3. Seek external funding to add value to training needs.
4. Support a Blayney Shire Council team in the Australasian Rural Management Challenge.

Organisational Structure

Objectives:

- To undertake a review of the Organisational Structure which ensures that Council has adequate Human Resources that provides flexibility for the organisation to deliver major capital works grant funded projects in addition to maintaining agreed levels of service for ongoing operations.
- To encourage and support management practices that empowers decision making within roles and responsibility of staff to facilitate an efficient and effective workforce.

The past 2-3 years has created pressure on the organisation to demonstrate financial sustainability and capability to deliver services during a merger proposal and then subsequent reversal decision by the NSW Government. Blayney Shire maintained a strong 'business as usual' approach and during this period were able to partner with both NSW and Federal Government to achieve unprecedented capital works program. This included the replacement of 6 Timber Bridges valued \$2.6million and undertaking of a \$10.2million road renewal project from Carcoar to the Newcrest Gold Mine at Cadia which is currently underway. Against the trend to the experienced by many NSW Councils, Blayney Shire has not experienced any net loss of productivity, staff engagement or Council and community support during this period. There were no net loss of staff numbers due to the period of uncertainty and in fact recruitment and the calibre of applicants applying for vacant positions during this time has not faltered.

To 2018 and beyond the need to be flexible and more productive is even greater. The NSW Government Restart and Growth funding packages on offer which, following successful funding submissions, Council will be required to resource and deliver the implementation of many projects that will both renew and enhance significant community assets. This includes projects approved in Stronger Country Communities Fund Round 1 (\$1.1million) and the Regional Growth – Environment and Tourism Fund Multipurpose Covered Arena project valued at (\$1.5million). In the next 18 months, the next series of projects within Stronger Country Communities Fund Round 2 (\$1.2million) will be announced. Potential major works that Council has funding applications submitted include a \$2million upgrade of King George Oval, these works are within the \$32million Capital Works program Council will be delivering in the next 4 years and for the period of this Workforce Plan.

To accommodate the additional workload and ensure continuity of project delivery, Council will engage with its operational staff to split rostered days off (RDO), which traditionally operational staff have had a common day off. Splitting RDO's will allow more flexibility for the servicing and maintenance of plant and equipment as well as providing a readily available resource to attend to emergency situations as they may arise.

Each Town and Village have recently updated their Community Plans which are the primary sources for the new Blayney Shire CSP. Council has also prepared other strategic planning documents including the Blayney Masterplan, Employment Lands Strategy (2017), Blayney Shire Sport and Recreation Master Plan (2017), CentrePoint Sport and Leisure Centre Report (2016) and Active Movement Strategy (2016). The Regional Economic Development Strategy (2018) developed in conjunction with Orange City and Cabonne Council's has identified other strategic projects for Blayney Shire.

This stakeholder engagement and input has expedited the community consultation process and list of eligible projects that Council has either sought, in the process of or is ready to seek external funding.

The renewal of community and sporting infrastructure will remain a focus for Council in adding value to ageing assets that are not meeting demand or the needs of users. There are also many enhancement or upgrade projects identified in the CSP, Sport and Recreation Masterplan, Active Movement Strategy and Blayney 2020 MasterPlan that with user group support Council has prepared a Business Case. These projects are then 'shovel ready' to meet funding objectives and guidelines and are providing Council with an opportunity to bring forward projects to benefit the community, social, sporting, cultural, environmental and economic development outcomes.

In summary, these opportunities and bringing forward of works with associated whole of life costs and impacts on services were a contributing factor for the organisational review. Council workforce in all sections are busy, sometimes overwhelmed and there are not enough staff for some jobs which require to be undertaken.

Council has traditionally relied on Labour Hire, external contractors, consultants to fill these busy periods and additional resource requirements and meet any shortfalls within budget.

Whilst this strategy will continue to be important, with the significant projects to be managed in accordance with Funding Deeds, the mining industry and in particular Regis Resources creating competition for current and future employees and our workload for next 2-3 years on top of some anticipated retirements of long term employees.

As the only swimming pool facility in the Shire with Learn to Swim, Gym, Fitness and Dry Courts, Council is committed to the proposed \$4million refurbishment of CentrePoint Sport and Leisure Centre Swimming Pools. This important community asset contributes to the health and wellbeing of the Blayney Shire and provides opportunities for the Blayney Health Service and Integrated Care Programs to be delivered. A Manager and permanent Pool Superintendent are supported by Casual Learn to Swim Instructors, Fitness Leaders and Life Guards. A complete review of the risks, challenges, services, opportunities and staff levels/type will be undertaken in 2018/19.

Strategies:

1. An additional 3 fulltime Operators and 2 Trainees will be engaged whilst being over our long term needs, will assist in buffering of future natural attrition. These positions will not be replaced until numbers fall back to 28FTE in Works Operations.
2. Sewerage Treatment Plant Operator 0.5 FTE role will increase to 1 FTE.
3. The Temporary Supervisor Works Role will become a permanent position thereby sharing the delegation and supervision of the Works Operations Crew.
4. A Works Operator role will move to a Ganger position that will deliver Drainage Works.
5. A Project Manager role will be established to deliver the major capital works, which are not road or infrastructure related and are subject to external grant funding.
6. Revenue Officer Role will move from 0.64FTE to 1.0FTE.
7. Trainee Development Officer role will be removed.
8. Name changes to Manager CentrePoint Sport and Leisure, Manager Planning and Manager Tourism and Communications will better align these positions with other Councils whilst there being no change to any other condition of employment.
9. Engage with operational staff to split rostered days off.
10. The staff employment structure of CentrePoint Sport and Leisure Centre will be reviewed in 2018/19



CENTROC (Central NSW Joint Organisation)

Council is a member of the Central NSW Regional Organisation group of Councils, which is anticipated to be transitioned to the new Central NSW JO. The principal functions of the JO include;

- Establish strategic regional priorities and strategies and plans for their delivery;
- Regional Leadership to advocate for strategic regional priorities; and
- Identify and take up opportunities for intergovernmental co-operation.

Other functions as directed by the Board and determined by member councils will improve operational efficiencies for its members across areas such as compliance and cost savings associated with regional procurement opportunities. Regional networks provide support and collaboration in Work Health and Safety, Risk Management and Human Resource Management functions on an as needs basis.

From the Human Resources perspective, being a member of Central NSW JO provides Council with a number of efficiencies and cost benefits by allowing training costs to be shared amongst Councils, particularly where the training required is only required by a small cohort of people across a number of Councils.

Blayney Shire Council will continue to value add and participate in regional programs and activities of the Central NSW JO HR Group and leverage the benefits of being a member when is of benefit and it provides scale and capacity outcomes.

Summary

Blayney Shire Council's main workforce issues to be addressed over the 4 year delivery plan include its ability to deliver service expectations of the community with finite resources and its capacity to maintain a skilled, flexible and motivated workforce.

This workforce plan has been developed to guide Council's workforce development to allow Council the best opportunity to meet the objectives identified in the CSP and to support Council's ability to deliver future programs and services.



Strategies

1. Share the offering of 'Acting or Higher Duties' work to allow employees to gain experience in higher more senior roles covering leave periods for incumbents.
2. In consultation with relevant supervisors, develop training and secondment opportunities for critical positions recognising talented staff with potential to make the progression.
3. More broadly, and where practical and cost effective, provide training and development opportunities for existing staff to allow them to develop the skills that may require replacing, so as to allow them to effectively compete for vacant positions as they arise, and thereby creating a path for promotion within Council.
4. Advertise vacant roles as soon as possible after pending separations are known, to allow transfer of corporate knowledge and to ensure minimal disruption to work flows.
5. Maintain the Trainees and Engineering Cadetship programs with Skillset and Charles Sturt University.
6. Where positions are hard to fill or there are no applicants with necessary qualifications, provide an opportunity for an Adult Traineeship or Apprenticeship to attain those qualifications on the job.
7. Monitor salaries and wages to remain competitive, especially in the context of specialised local government positions.
8. Provide a supportive environment for flexible work practices and work / life balance.
9. Develop pathways for critical positions as needed by providing Adult Apprenticeship or training opportunities.
10. Increased focus on Graduate, Trainee and Apprenticeship recruitment.
11. Maximising job satisfaction and opportunities for skills development.
12. Create a positive work environment and culture based on innovation, continuous improvement and engagement.
13. Continue to provide flexible employment arrangements and promote these in its recruitment processes.
14. Promote the employee benefits that are particular to Blayney Shire Council.
15. Engage staff and Council to develop attraction and retention strategies with a view to developing a formal staff attraction and retention strategy.

16. Continue to investigate alternative methods of performing physical tasks to reduce physical stresses and strains.
17. Continue to build on its health and safety systems to ensure workplace incidents and injuries are minimised.
18. Continue to support the Health and Safety Committee and engage staff in initiatives that will receive Statecover Rebate funding.
19. Implement an Alcohol and Other Drugs Policy.
20. Encourage greater female participation in all aspects of Council's work by reinforcing its equal employment opportunities.
21. Support employees to complete all required training for progression through Council's salary system.
22. Provide employees with access to training in addition to that required for step progression to facilitate opportunities for career progression.
23. Seek external funding to add value to training needs.
24. Support a Blayney Shire Council team in the Australasian Rural Management Challenge.
25. An additional 3 fulltime Operators and 2 Trainees will be engaged whilst being over our long term needs, will assist in buffering of future natural attrition. These positions will not be replaced until numbers fall back to 28FTE in Works Operations.
26. Sewerage Treatment Plant Operator 0.5 FTE role will increase to 1 FTE.
27. The Temporary Supervisor Works Role will become a permanent position thereby sharing the delegation and supervision of the Works Operations Crew.
28. A Works Operator role will move to a Ganger position that will deliver Drainage Works.
29. A Project Manager role will be established to deliver the major capital works which are not road or infrastructure related.
30. Revenue Officer Role will move from 0.64FTE to 1.0FTE.
31. Trainee Development Officer role will be removed.
32. Name changes to Manager CentrePoint Sport and Leisure, Manager Planning and Manager Tourism and Communications will better align these positions with other Councils whilst there being no change to any other condition of employment.

33. Engage with operational staff to split rostered days off.
34. The staff employment structure of CentrePoint Sport and Leisure Centre will be reviewed in 2018/19

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