



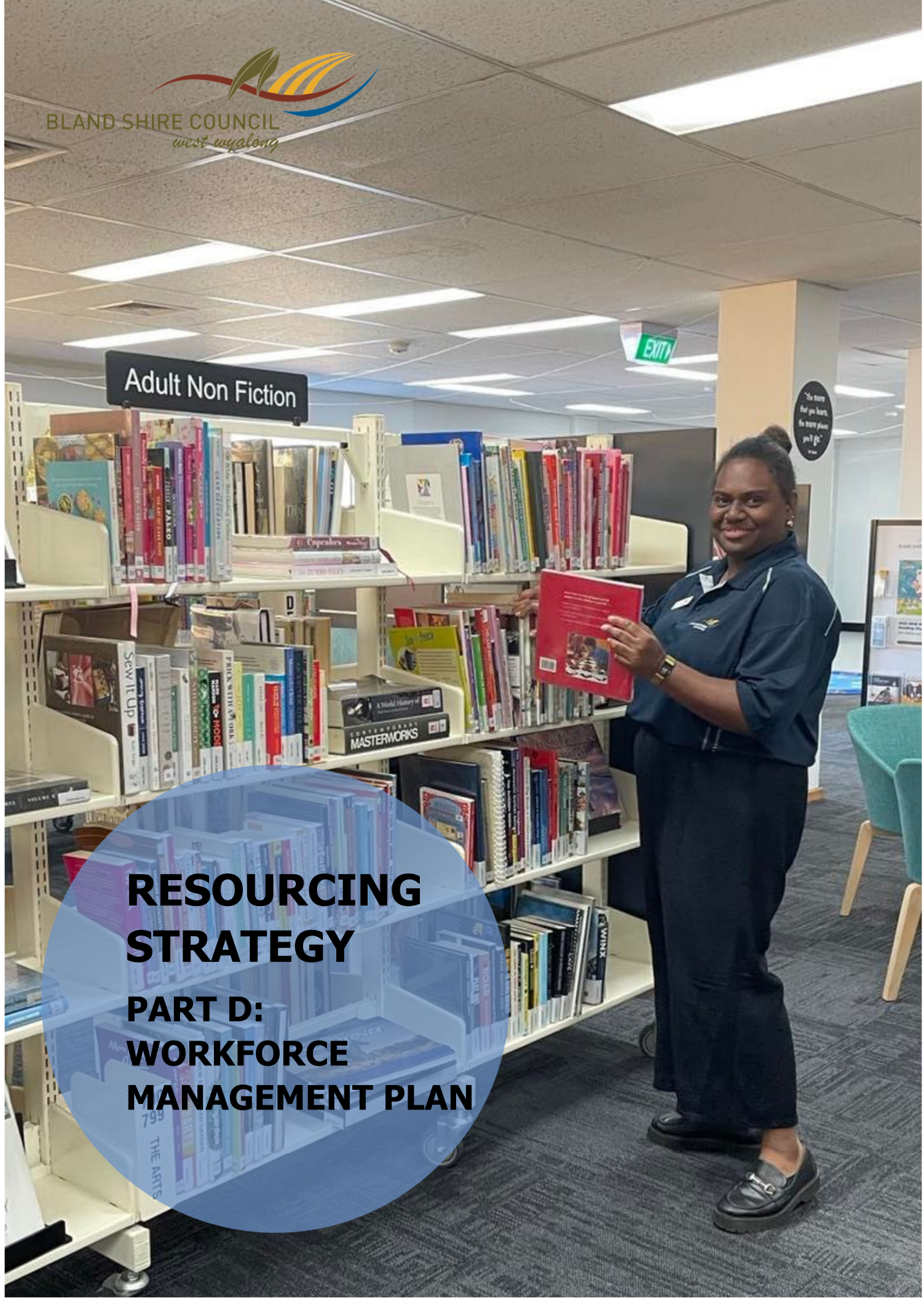
BLAND SHIRE COUNCIL  
*west wyalong*

Adult Non Fiction

EXIT

"The more  
that you learn,  
the more places  
you'll go."

**RESOURCING  
STRATEGY  
PART D:  
WORKFORCE  
MANAGEMENT PLAN**





# OUR VISION, MISSION & VALUES

*Working together*



 <b>COMMUNITY</b> <i>Put the community first</i>	 <b>TEAM WORK</b> <i>Work together as a committed team</i>	 <b>RESPECT</b> <i>Respect &amp; value each other</i>	 <b>COMMUNICATION</b> <i>Open &amp; honest communication</i>	 <b>INTEGRITY</b> <i>Act with integrity &amp; honesty</i>	 <b>SERVICES</b> <i>Continuously improve our services</i>	 <b>SAFETY</b> <i>Keep ourselves &amp; others safe</i>
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*to improve our quality of life*

A PLACE WHERE PEOPLE ARE **VALUED**, AN ENVIRONMENT THAT IS **RESPECTED**, A FUTURE THAT IS **BRIGHT**, A COMMUNITY THAT IS **PROUD**.

## ACKNOWLEDGEMENT OF COUNTRY

Bland Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the land on which our communities are located and pays respect to all Elders past, present and emerging.

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# DEVELOPING THE PLAN

Workforce planning is a continual process used to align the needs and priorities of the organisation with those of its workforce to ensure it can meet its legislative, regulatory, service production requirements and organisational objectives. It is a process aimed at analysing the existing workforce and identifying potential emerging issues and future needs. Recognising gaps between current and future requirements allows the development and implementation of strategies to ensure the activities in Council's Delivery Program can be achieved.

The Community Strategic Plan, Delivery Program and Operational Plan are developed balancing the wants and needs of the community with Council's available resources. The Resourcing Strategy is developed from feedback from the community and includes the Workforce Assessment Plan, Long Term Financial Plan and Asset Management Plan that allows Council to meet its objectives.

Data collated from the following publications were used to develop the Workforce Assessment Plan:

- An analysis of the current workforce and the external environment
- A review of reports and workforce related documents including:
  - Community Strategic Plan
  - Delivery Program
  - Operational Plans
  - EEO Management Plan
  - EEO and Employee Engagement Survey
  - Australian Bureau of Statistics Census 2016
  - Department of Premier and Cabinet – 2010 Census of Local Government Employees
  - Riverina Cities Forecast Id
  - Australian Centre for Excellence for Local Government – National Workforce Strategy 2013-2020.

As opportunities arise, senior management will review Departmental structures to ensure best practice delivery of services through realignment of positions, skills training and succession planning.



# WORKFORCE ANALYSIS

The total number of employees at Bland Shire Council as at 31 March 2022 is 145.

Year	Full time	Part time	Casual	Total
2016	95	12	22	129
2017	93	16	16	125
2018	100	12	15	127
2019	106	15	14	135
2020	102	16	17	135
2021	101	29	4	134
2022	106	37	2	145

There has been an increase in full time and part time employment across all of Council's functions. The opportunity for flexible working arrangements makes part time employment appealing.

Council appointed Trainees, Apprentices, a School Based Trainee and Cadets in various disciplines across departments.

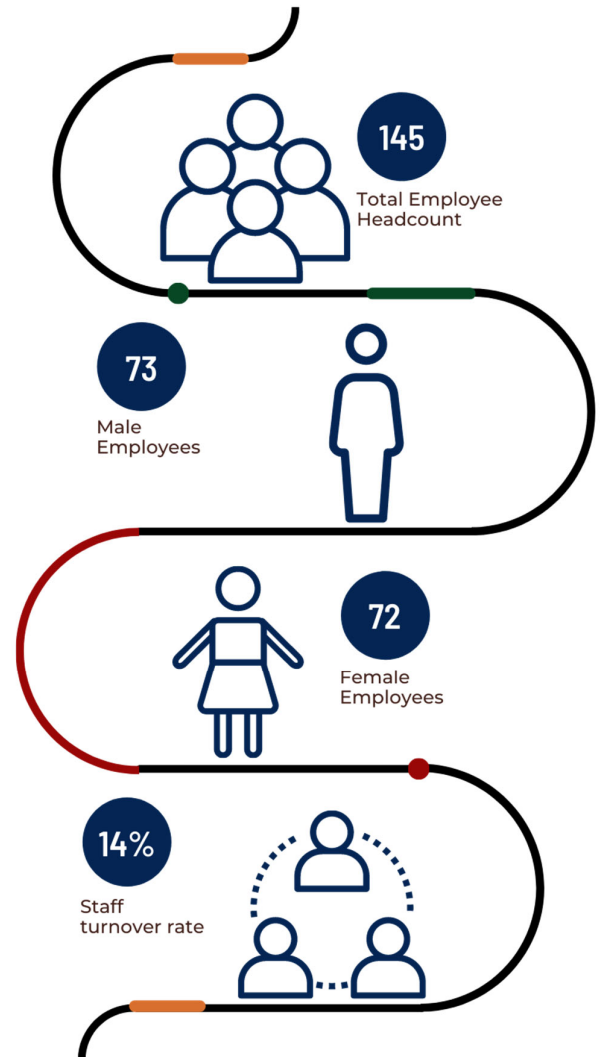
## STAFF TURNOVER

Statistics include all classifications, eg; full time, part time, temporary and casual staff.

Year	Turnover rate
2016/17	3.2%
2017/18	1.5%
2018/19	5.1%
2019/20	11%
2020/21	23%
2021/22	14%

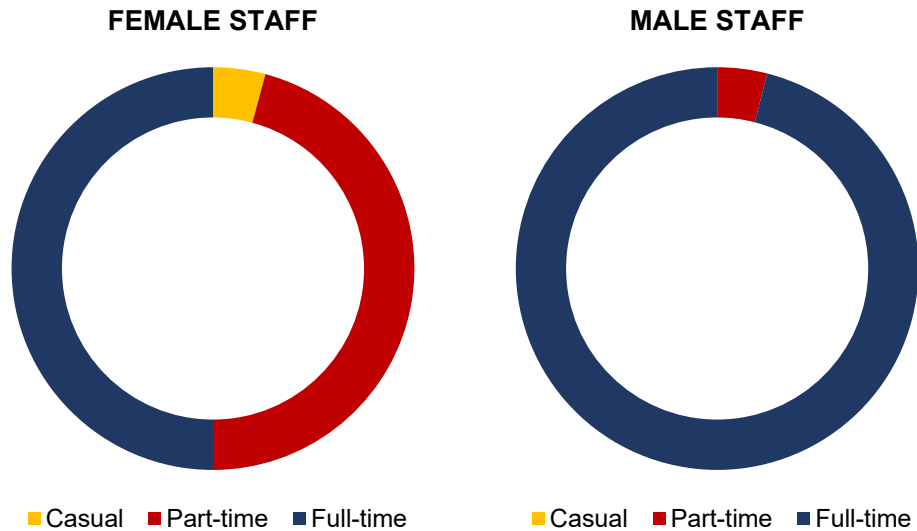
Staff turnover has decreased by 9%. The median length of tenure is 10 years.

## BSC WORKFORCE SNAPSHOT



## STAFF BY GENDER AND EMPLOYMENT TYPE

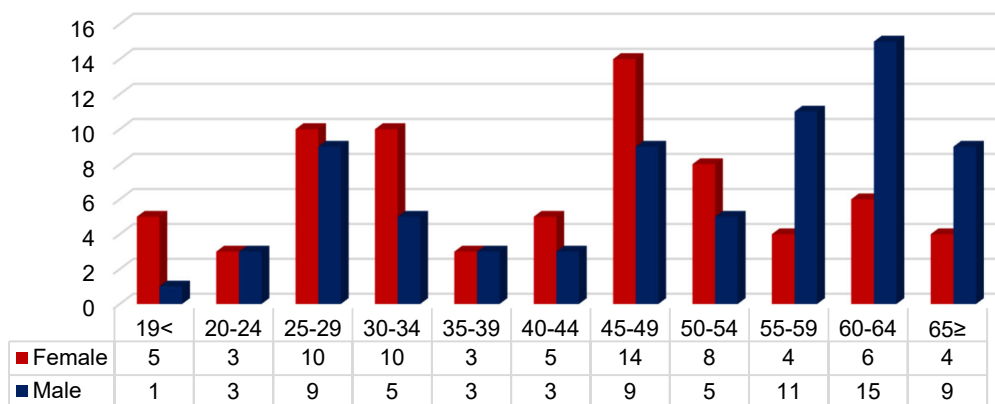
Council supports work-life balance, this is evident in the 50% of female employees employed on a casual or part-time basis.



## STAFF BY AGE AND GENDER

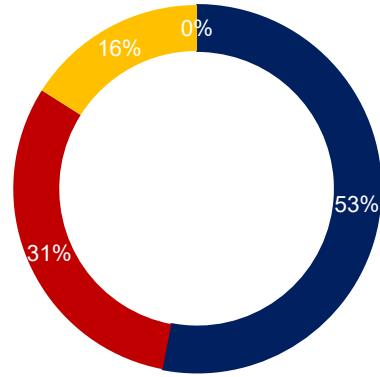
One of Council's challenges is the ageing workforce, 23% of the total workforce reaches retirement age in the next 2-5 years. Succession planning and transition to retirement programs are being developed to maintain the workforce and transfer skills and knowledge.

Council has appointed one apprentice, six trainees, a cadet and a school based trainee, all under the age of 20, to aid in closing the skills gap and for future succession plans.

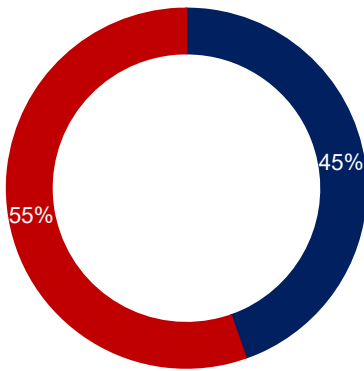


## STAFF PERFORMANCE

Unplanned absenteeism accounts for 31% of the total planned hours worked and the overtime worked is 16%. Unplanned absenteeism includes sick leave, compassionate leave, carers leave, natural disaster leave and work cover. The unplanned absenteeism rate has increased, which is due to the rise in Covid-19 infections.



■ Hours worked ■ Unplanned absenteeism ■ Overtime ■ Covid Stand down



■ 2020-2021 ■ 2021-2022

## UNPLANNED ABSENTEEISM HOURS

Period	Hours
2020-2021	5976
2021-2022	7412

## STAFF TRAINING

During this challenging period, staff made time to attend training:

- 71 staff attended First Aid training
- 12 staff completed Code of Conduct training
- 67 staff participated in Equal Employment Opportunity training
- 65 staff participated in Aboriginal Cultural Awareness training
- 65 staff participated in Alcohol & Other Drugs training
- 31 staff completed Change management training.

Various staff attended professional development e-learning training or workshops.



# EEO & EMPLOYEE ENGAGEMENT

The Equal Employment Opportunity (EEO) and Employee Engagement Survey 2021 was open from 16 June 2021 to 9 July 2021. We received 41 responses out of 134 staff members (30%), which is significantly less than the previous survey conducted in 2019 (54% response rate).

## WHAT IS IMPORTANT TO STAFF?

Job satisfaction, strong/enjoyable team environment, work-life balance and an appropriate management style.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO):

Bullying and Harassment remains a focus point for Council. The survey results indicate that the same type of bullying is occurring, but identified different people or groups of people as the bullies. A majority of staff know how to and, to whom to report bullying and harassment incidents.

The majority of Council staff completed Bullying and Harassment and Aboriginal Cultural awareness training.

## STRATEGIC ANALYSIS:

Areas Council can improve on:

**Communication:** Respondents indicated effective communication was lacking, most notably within the organisation. Employees feel they can voice concerns about changes that affect their job. Staff meetings, e-mails and verbal messages passed through the Supervisor, are the most effective way to communicate.

**Job Satisfaction:** Factors affecting staff morale is confidence in leadership, lack of performance management of under-performing staff and poor communication. A majority of staff are satisfied with their job and duties.

Council needs to continue to support and nurture the following areas:

- Strong and collaborative team environments
- Communication from Senior Management
- Opportunities that encourage staff to do their best and continue working for Council.

## CHALLENGES:

Some suggested strategies or initiatives to improve Communication, Performance Management and Leadership include:

- Encourage information sharing and collective planning, breaking down silos
- Ensure all work areas are functioning efficiently, there are no double-ups, and resources and ideas can be shared
- Meeting minutes are taken and made available to all employees.

# EMERGING ISSUES

Bland Shire Council faces a number of challenges when it comes to retaining and attracting a skilled and experienced workforce. These challenges are integrated into the Workforce Management Strategy.

Council identified the following challenges in relation to workforce management:

## **AGEING WORKFORCE:**

A majority of Council staff are approaching retirement. This will lead to gaps in knowledge and experience.

## **SKILLS GAP/SHORTAGE:**

Council competes with other employers within the region for a number of key skills. Initiatives need to be considered to retain skill and expertise and holistically as a region introduce incentives to attract people to the area both from a work and regional growth perspective.

## **ATTRACTION AND RETENTION OF CRITICAL STAFF:**

Employees with considerable tenure, leaving Council, adds to the risk of loss in knowledge and experience.

## **HYBRID WORKFORCE:**

The management and role design of staff working remotely may become a challenge as more staff apply for flexibility in their roles. This puts further pressure on the IT infrastructure, internet accessibility and ergonomics of the working environment.

## **SUPERVISORS HAVE LEADERSHIP SKILLS:**

Continuous training of supervisors and newly appointed supervisors to ensure staff have the skills to excel in their role. The focus of the training should be on how to manage virtual staff and their productivity.

## **ENSURE COUNCIL STAFF REFLECTS THE PROFILE OF THE COMMUNITY:**

To remain an employer of choice and attract talent, Council needs to reflect the diversity of the local community.



## **ACHIEVING HIGH LEVELS OF EMPLOYEE ENGAGEMENT:**

Provide an effective and accessible Employee Assistance Program to all staff, supporting staff with health and wellbeing, develop an employee focused training and development programs.

## **CHANGES IN LEGISLATIVE REQUIREMENTS:**

- Budgetary and funding restraints
- Proposed infrastructure works and projects
- Climatic conditions and events, which include emission reduction targets
- Changes in State and Federal Governments.

## **HOUSING SHORTAGE:**

Shortage of housing in and around the Shire poses a challenge in attracting staff to Bland Shire Council.

## **COVID-19 PANDEMIC:**

Employees experience levels of psychological distress in ways managers and leaders haven't seen before.

Council's Employee Assistance Program needs to be promoted and employees need to be encouraged to use it.

We might not consider coronavirus to be a gender issue, but it is. Women account for a large portion of the workforce, which still have the role of carer. Casuals are likely to feel the pinch the most due to a lack of job security and benefits.

There will be plenty of people who are forced to utilise their annual leave to care for relatives or home-school children, at a time where they'd much prefer to hold onto those entitlements.

The immediate response from Council should be how to help employees maintain focus, engagement and productivity.

# STRATEGY DEVELOPMENT

The focus of the Workforce Assessment Plan is to address the challenges and issues and close the gaps identified to ensure Council can attract, develop and retain a highly skilled workforce that is able to meet current and future needs.

The following objectives have been identified in Bland Shire Council's four year Delivery Program and assist in developing the Workforce Assessment Action Plan.

## **Promote sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.**

- Assist in the management of workforce relations and provision of timely advice on workforce relations matters.
- Review and monitor the implementation of the workforce plan.
- Maintain register of delegations and issue authorities to relevant employees.
- Develop, implement and monitor Learning and Development Plan.
- Promote the Employee Assistance Program (EAP).
- Identify and organise training needs and mandatory training to maintain and improve skill levels.
- Maintain and promote the staff service and achievement awards program.

## **Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice.**

- Support the implementation and monitoring of the EEO Management Plan.
- Implement workforce programs ensuring Council remains an employer of choice.
- Monitor the effectiveness of the LGNSW Capability Framework in the Performance and Development Review Process.
- Monitor and delivery strategies and actions contained within the Disability Inclusion Action Plan.
- Maintain relationships with LGNSW HR Network.

## **Review and implement Council policies and comply with WHS and Risk Management requirements.**

- WHS Committee meets in accordance with approved schedule.
- Review and update Council's Insurance Policies.
- Monitor and update Council's Risk Register.
- Maintain the Contractor database.
- Deliver Council's Enterprise Risk Management (ERM) Program.

## **Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the shire.**

- Foster partnerships with education sector.
- Provide apprenticeship/traineeship and work experience opportunities at Council.



# STRATEGY IMPLEMENTATION & MONITORING

Implementation of the Workforce Assessment Plan is directly aligned with the goals and objectives of the Bland Shire Council Community Strategic Plan 2017-2027. It is the responsibility of all levels of staff to support and engage in ensuring that Council's Integrated Planning and Reporting Framework including this Workforce Assessment Plan is implemented.

The Workforce Assessment Action Plan will be coordinated by Human Resources and monitored by the Senior Management Team (Manex) and relevant workplace committees on a quarterly basis.

The plan, including the output and actions as detailed in the four year Delivery Program and one year Operational Plan will be monitored by Senior Management. The collective outcomes will be formally reported to Council, the community and staff on at least a six monthly basis.



# READING THE PLAN

The Delivery Program is a four year plan that covers the term of an elected Council. To create the program, we looked at the Community Strategic Plan and asked what we could achieve to bring us closer to the community's vision and values.

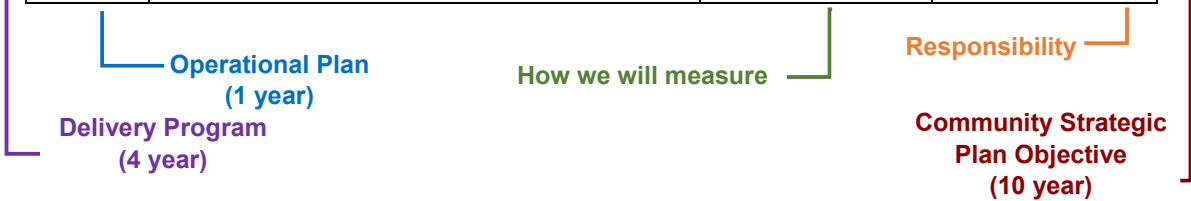
The Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and the Operational Plan of actions for the coming financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community.

The Operational Plan outlines the actions that will be undertaken, measures for each action, responsible officer and reference to the Community Strategic Plan strategies to which the action is contributing.



## LEAD THE COMMUNITY

12.2	Promote sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.		
<i>Measure:</i>	<i>Maintain or increase staff satisfaction</i>		
Code	Action	Measure	Responsible Officer
12.2.1	Assist in the management of workforce relations and provision of timely advice on workforce relations matters.	Report on monthly meetings with Directors and Staff	Human Resources Coordinator





# WORKFORCE ASSESSMENT ACTION PLAN

12.2	Promote sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.		
<i>Measure:</i>	<i>Maintain or increase staff satisfaction</i>		
Code	Action	Measure	Responsible Officer
12.2.1	Assist in the management of workforce relations and provision of timely advice on workforce relations matters.	Report on monthly meetings with Directors and Staff	Human Resources Coordinator
12.2.2	Review and monitor the implementation of the Workforce Management Plan.	Report on implementation, include summary of activities undertaken during quarter	Human Resources Coordinator
12.2.3	Maintain register of delegations and issue authorities to relevant employees.	Delegations register report and presented to march meeting of Council annually	Executive Assistant
12.2.4	Develop, implement and monitor Learning and Development Plan.	Report on progress of planning and implementation	Human Resources Coordinator
12.2.5	Promote the Employee Assistance Program (EAP)	Number and nature of promotions undertaken	Human Resources Coordinator
12.2.6	Identify and organise training needs and mandatory training to maintain and improve skill levels.	Develop, communicate and implement annual training plan	Human Resources Coordinator
12.2.7	Maintain and promote the staff service and achievement awards program.	Report on number and nature of awards	Executive Assistant
12.3	Develop, implement and monitor HR programs to solidify council's reputation as an employer of choice		
<i>Measure:</i>	<i>Maintain Council's reputation as an employer of choice</i>		
Code	Action	Measure	Responsible Officer
12.3.1	Support the implementation and monitoring of the EEO Management Plan.	Report on the progress of tasks in the EEO Management Plan	Human Resources Coordinator
12.3.2	Implement workforce programs ensuring Council remains an employer of choice.	Report on workforce programs implemented	Human Resources Coordinator
12.3.3	Monitor the effectiveness of the LGNSW Capability Framework in the Performance and Development Review process.	Annual review	Human Resources Coordinator
12.3.4	Monitor and deliver strategies and actions contained within the Disability Inclusion Action Plan.	Report on workforce programs implemented	Human Resources Coordinator
12.3.5	Maintain relationships with LGNSW HR Network.	Report on meetings attended and overview of outcomes	Human Resources Coordinator
12.4	Review and implement Council policies and comply with WHS and Risk Management requirements		
<i>Measure:</i>	<i>Maintain Council's focus on WHS and Risk Management</i>		
Code	Action	Measure	Responsible Officer
12.4.1	WHS Committee meets in accordance with approved schedule.	Number of meetings held, report on key	WHS Officer

		outcomes and recommendations	
12.4.2	Review and update Council's Insurance Policies.	Report on progress. Include summary of activities undertaken during the quarter	Risk & Insurance Officer
12.4.3	Monitor and update Council's Risk Register.	Report on proportion of Risks as they relate to Risk Ratings, report on movement in risk ratings per quarter.	Risk & Insurance Officer
12.4.4	Maintain the Contractor database.	All contractors engaged and registered in database as 100% compliant	Risk & Insurance Officer
12.4.5	Deliver Council's Enterprise Risk Management (ERM) Program.	Report on percentage of departmental ERM reports completed in full and on time, number and value of claims accepted by insurer (StateWide)	Risk & Insurance Officer
16.2	Through partnerships with stakeholders foster our education learning and training industry and increase employment opportunities within the Shire		
<i>Measure:</i>	<i>Maintain or increase number of community members attending education opportunities</i>		
Code	Action	Measure	Responsible Officer
16.2.1	Foster partnerships with education sector.	Report on contact made with education sector	Human Resources Coordinator
16.2.2	Provide apprenticeship/traineeship and work experience opportunities at Council.	Number of apprenticeships/traineeships and work experience students placed in Bland Shire Council	Human Resources Coordinator



## **RESOURCING STRATEGY PART D: WORKFORCE MANAGEMENT PLAN**

Endorsed for Public Exhibition: 17 May 2022  
Adopted: 28 June 2022