

ORDINARY COUNCIL MEETING

WEDNESDAY, 22 MAY 2019

ATTACHMENT BOOKLET 2

Attachment No. 2

Amended Policies to be adopted:

- a. Leave Policy (which now includes Family & Domestic Violence Leave) – Policy 4.010
- b. Employee Relations Policy – New Policy (number to be allocated)
- c. Recruitment & Selection Policy – Policy 4.193
- d. Volunteers Policy – Policy 1.220
- e. Salary System Policy (including Performance Review) – Policy 4.190
- f. Succession Planning Policy – Policy 4.196
- g. Workforce Development Policy – Policy 4.154
- h. Light Motor Vehicle Policy – Policy 4.123



LEAVE POLICY

Summary:

The purpose of this policy is to provide clear direction on the provisions of Leave entitlements to Council employees.

Policy Number	4.010
File Number	N/A
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Endorsed By	Council
Minute Number	
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Review Due Date	(Insert date) – X years
Department	HR & Workforce Development
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	Annual Leave Policy
Related Legislation	Local Government Act Fair Work Act State & Federal Long Service Leave Acts Paid Parental Leave Act Local Government (State) Award
Delegations of Authority	Manager HR & Workforce Development

1. Overview

~~In accordance with The Local Government (State) Award provides 2014 Part A Clause 21 Leave Provisions Clause D. Annual Leave, Council employees receive with an entitlements of Four (4) weeks Annual Leave at their ordinary or pro rata rate of pay per annum. The Award also provides Emergency Services, Long Service Leave (in accordance with Legislation), Sick Leave, Carers Leave, Parental Leave, Adoption, Bereavement, Jury Service, Union training, Union Picnic Day and Special Leave.~~

~~Unless otherwise provided, paid annual leave may be taken for a period agreed between the employee and the employer (iii). The employer must not unreasonably refuse to agree to a request by the employee to take paid annual leave (iv).~~

It is recognised that taking annual leave **and other forms of leave** ~~on a regular basis~~ contributes to the general health and well-being of staff, ~~and~~ enhances the productivity of the organisation, **and allows staff to discharge community and family responsibilities. Council observes and also recognises the need to respond to circumstances arising from floods or disasters and domestic violence.** Work closedown requirements, cover the taking of Annual Leave during a Work Closedown period and/or RDO's, TOIL (time Off In Lieu).

The fair and equitable management of leave entitlements contributes to the Financial Management of the organisation by limiting Council's future liabilities and to Risk Management.

2. Scope

The aim of the policy is to ensure that:

- Council and staff adhere to the terms and conditions of the Local Government (State) Award 2014 for the purpose of taking ~~annual~~ leave, **as directed.**
- **Council and staff adhere to the requirements of the relevant legislation.**
- **Leave is provided to staff with special need arising from compassionate grounds such as bereavement and domestic violence.**
- ~~Annual leave will be taken, or directed to be taken in accordance with the Award the Award, Part A. 21 Leave Provisions, Clause D Annual Leave (i) to (v).~~

2.1 Emergencies and other situations

In cases where employees require leave and they don't have an entitlement to annual leave or other leave they may make an application for leave without pay.

2.2 Family & Domestic Violence Leave

- A.** Council recognises that employees sometimes face situations of violence or abuse in their personal life that may affect their attendance or performance at work. Council is committed to providing support to staff that experience family and domestic violence.
- B.** Understanding the traumatic nature of family and domestic violence Council will support their employee if they have difficulties performing tasks at work. No adverse action will be taken against an employee if their attendance or performance at work suffers as a result of experiencing family and domestic violence. An employee will not be discriminated against or have adverse action taken against them because of their disclosure of, experience of, or perceived experienced of, family violence.
- C.** An employee, including a casual employee, experiencing family and domestic violence is entitled to ten (10) days per year of paid family and domestic violence leave for the purpose of:

- a) Attending legal proceedings, counselling, appointments with a medical or legal practitioner;
 - b) Relocation or making other safety arrangements; or
 - c) Other activities associated with the experience of family and domestic violence.
- D.** In addition, an employee, including a casual employee, who provides support to a person experiencing family and domestic violence is entitled to access family and domestic leave for the purpose of:
- a) Accompanying that person to legal proceedings, counselling, appointments with a medical or legal practitioner;
 - b) Assisting with relocation or other safety arrangements; or
 - c) Other activities associated with the family and domestic violence including caring for children.

2.3 Notice and Evidentiary Requirements

- A.** The employee shall give his or her employer notice as soon as reasonably practicable of their request to take leave under this clause.
- B.** If required by the employer, the employee must provide evidence that would satisfy a reasonable person that the leave is for the purpose as set out in clause C(a). Such evidence may include a document issued by the police service, a court, a health professional, a family violence support service, a lawyer, a financial institution, an accountant or statutory declaration.
- C.** The employer must ensure that any personal information provided by the employee to the employer concerning an employee's experience of family and domestic violence is kept confidential. Information will not be kept on an employee's personnel file.

2.4 Individual Support

- A.** In order to provide support to an employee experiencing family and domestic violence and to provide a safe work environment to all employees, council will approve any reasonable request from an employee experiencing family and domestic violence for:
 - a) Changes to their span of hours or pattern or hours and/or shift patterns;
 - b) Job redesign or changes to duties;
 - c) Relocation to suitable employment within Council;
 - d) A change to their telephone number or email address to avoid harassing contact;
 - e) Any other appropriate measure including those available under existing provisions for family friendly and flexible work arrangements.

B. An employee that discloses to the nominated contact person or their supervisor that they are experiencing family and domestic violence will be offered:

- a) Access to professionals trained specifically in family and domestic violence through the Employee Assistance Program (EAP) or Council's Health and Wellbeing program; and
- b) A resource pack containing information in relation to external support agencies, referral services and other local employee support resources.

3. Parental Leave

All staff have the responsibility to comply with the provisions of the Local Government (State) Award with respect to Parental Leave, as well as the Fair Work Act, National Employment Standards and Paid Parental Leave Act.

4. Accountability, Roles & Responsibility

Responsibilities

All staff have a responsibility to comply with the provisions of the Local Government (State) Award, and other respective legislation. 2014.

- Aim to plan to take their leave entitlement each year.
- Apply for leave by providing Council with two weeks' notice for planned leave and recognise that leave is to be taken at a mutually convenient time as far as possible.
- ~~Annual leave for unplanned leave should only be taken where RDO's have already been utilised, and at the discretion of the Director~~ are taken to address unplanned leave requirements before other leave is utilised.
- Long Service Leave is taken in compliance with Award provisions.
- Parental Leave is taken in compliance with Award and relevant legislative provisions.

5. Related Documents, Standards & Guidelines

Local Government Act
Fair Work Act
Paid Parental Leave Act
State & Federal Long Service Leave Acts
Local Government (State) Award
National Employment Standards

6. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/5/19	Council	Adoption of Original Policy



EMPLOYEE RELATIONS POLICY

Summary:

The purpose of this policy is to provide clear direction on a number of employment conditions and benefits which are detailed in Council Procedures and Protocols.

Policy Number	
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Department	HR & Workforce Development
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	Personnel Files Protective Clothing & Equipment First Aid Child Protection Bullying and Harassment Drugs Alcohol and Medication in the Workplace Fraud and Corruption Prevention Workplace Surveillance Grievances and Disputes Social Media Internet, Email and Computer Usage Gifts and Benefits Education Support/Training Expenses Home Based Work/Flexible Working Immunisation Outdoor Staff Clothing Corporate Uniform and Dress Code Recognition for Services Secondary Employment Nine Day Fortnight Work Closedown (Christmas) Exit Interview

Related Legislation

The NSW Local Government (State)
The State Records Act
Workplace Health & Safety Act
Workplace Health & Safety Regulation
The Ombudsman Amendment Act
The Commission for Children and Young Persons
(Care and Protection Act)
Child Protection Act
The Local Government Act
The Local Government Regulations
Environmental Planning and Assessment Act
ICAC (NSW)
Public Interest Disclosures Act
Industrial Relations Act
Crimes Act (NSW)
Government Information (Public Access) Act
Ombudsman Act
State Records Act
Code of Conduct
Gifts and Benefits
The Workplace Surveillance Act

Delegations of Authority

Manager HR Workforce Development

1. Overview

This Policy outlines a number of employment conditions and benefits which are detailed in Council Procedures and Protocols. Council acknowledges that a number of conditions involves compliance with relevant legislation.

2. Policy Objectives

To ensure legal and regulatory compliance, a safe workplace, provision of good quality working conditions, staff motivation and performance, a well-qualified workforce and proactive observance of quality standards, council will maintain operating procedures and protocols on the following:

- Personnel Files
- Protective Clothing & Equipment
- First Aid
- Child Protection
- Bullying and Harassment
- Drugs Alcohol and Medication in the Workplace
- Fraud and Corruption Prevention
- Workplace Surveillance
- Grievances and Disputes
- Social Media
- Internet, Email and Computer Usage
- Gifts and Benefits
- Education Support/Training Expenses
- Home Based Work/Flexible Working
- Immunisation
- Outdoor Staff Clothing

- Corporate Uniform and Dress Code
- Recognition for Services
- Secondary Employment
- Nine Day Fortnight
- Work Closedown (Christmas)
- Exit Interview

3. Scope

Council will comply with the provisions of:

- The NSW Local Government (State) Award (for Staff Salaries and Benefits, Workplace Bullying and Harassment, Grievance and Disputes);
- The State Records Act 1998 (as amended) (with respect to the storage of Personnel and Recruitment Files);
- The Workplace Health & Safety Act 2011 & Workplace Health & Safety Regulation 2017 (as amended) and relevant Australian Standards (with respect to Protective Equipment and Clothing, First Aid, Workplace Bullying & Harassment, Drugs Alcohol and Medication in the Workplace);
- The Ombudsman Amendment (Child Protection and Community Services) Act 1998 No148 (as amended), The Commission for Children and Young Persons (Care and Protection Act) 1998 No157 (as amended), Child Protection (Working with Children) Act 2012 No51 (as amended) (with respect to child protection);
- The Local Government Act 1993 (as amended);
- The Local Government Regulations 2005 (as amended);
- Environmental Planning and Assessment Act 1979 (as amended);
- ICAC 1988 (NSW) (as amended);
- Public Interest Disclosures Act 1994 (as amended);
- Industrial Relations Act 1996 (as amended);
- Crimes Act 1900 (NSW) (as amended);
- Government Information (Public Access) Act 2009 (as amended);
- Ombudsman Act 1974 (as amended);
- State Records Act 1998 (as amended);
- Code of Conduct (with respect to Fraud and Corruption Prevention);
- Gifts and Benefits
- The Workplace Surveillance Act 2005 (as amended) (with respect to Workplace Surveillance).

4. Accountability, Roles & Responsibility

The Chief Executive, Manager HR & Workforce Development, Executive Team and Managers are responsible for the development, approval and maintenance of procedures/protocols that support the Council's Policies.

5. Related Documents, Standards & Guidelines

As above – Section 3.

6. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/5/19	Council	Adoption of Original Policy



RECRUITMENT & SELECTION POLICY

Summary:

The purpose of this policy is to provide clear direction on recruitment and selection, providing a high standard of leadership and integrity that meets organisational and community expectations when conducting recruitment and selection processes.

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Department	HR & Workforce Development
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	23 August 2017 – 168/17
Related Legislation	Local Government Act Anti Discrimination Act The Commission for Children & Young People Act Australian Crime Commission Act Local Government (State) Award
Delegations of Authority	Manager HR & Workforce Development

1. Overview

Tenterfield Shire Council will provide a high standards of leadership and integrity ~~in order to~~ **that** meet organisational and community expectations when conducting recruitment and selection processes.

Council will ensure that EEO processes are followed and that a consistent approach to recruitment and selection is carried out across all Departments.

Particular care will be taken to eliminate all unlawful direct and indirect discrimination on the grounds as set out in the *Anti Discrimination Act 1977*.

Recruitment and Selection processes will reflect current best practice as far as possible, and have due regard to appropriate candidate identification, pre-employment vetting, checking and clearance processes. Technology that enhances these processes will be used when available.

2. Policy Objective

Council To demonstrate a commitment to develop, implement and maintain attraction, recruitment, selection, and retention, recruitment and selection policies and procedures whereby the content of those policies and procedures that clearly define job requirements, management practices, that are merit based, and fair and open and exhibit the characteristics of being an employer of choice.

3. Scope

Staff Recruitment

Throughout all stages of the recruitment process Tenterfield Shire Council will adhere to the following key principles of recruitment:

- Availability and use of clear, performance based position descriptions
- Ensure the recruitment process is equitable
- Ensure the recruitment process is objective
- Ensure the recruitment process is open to scrutiny
- Ensure application of the Local Government Capability Framework
- Ensure that the recruitment process is accountable
- Ensure confidentiality of applicants is maintained at all times.

To allow Council the flexibility to meet its needs and responsibilities to the people within the Shire of Tenterfield, Council will at all times throughout the recruitment process endeavour to apply:

Ethical practices that demonstrate:

- Integrity
- Impartiality
- Professional conduct
- Clear accountabilities-accountability
- Confidentiality
- Professionalism

Fair practices that:

- Are free from Discrimination
- Value diversity in the workplace
- Provide community access to Government employment
- Are transparent and provide a clear audit trail
- Are objective.

Tenterfield Shire Council will demonstrate their commitment to conducting merit based recruitments by showing evidence of recruitment processes that adhere to the principles of merit based selection by ensuring that decisions:

- Are based on position descriptions that are performance based;
- Result in recruiting the most suitably qualified person by making certain that everyone with an interest in the position has a reasonable chance to know of, and apply for position vacancies;
- Ensure that all applicants receive the same information about the position, the recruitment and selection process, through effective advertising;
- Ensure that all applicants are assessed against the same selection criteria;
- Demonstrate regard for Council's short and long term corporate objectives;
- Provide the wider community with open access and opportunity to apply for vacancies;
- Provide fair and equitable access to enable existing staff the opportunity for continued employment, and to access promotion which is merit based by supporting appropriate succession planning where possible. Effective and appropriate use of lateral transfer and broad banding within the salary scales;
- Establish a quality workforce that is capable of delivering timely and effective services to the people of the Shire of Tenterfield;
- Are made with due consideration to cost restraints but meet interview expenses appropriately; and in a timely manner;
- Are made by selection panels with the appropriate skills, expertise, training and understanding of integrity and equity issues;
- Ensure successful candidates are subjected to appropriate employment screening, including Working with Children checks, Referee checks and Security checks;
- Establish the basis for selected candidates to receive effective induction, probation and relocation assistance if necessary.

4. Related Documents, Standards & Guidelines

- Local Government Act
- Anti Discrimination Act
- The Commission for Children & Young People Act
- Australian Crime Commission Act
- Local Government (State) Award
- Code of Conduct
- The Local Government Capability Framework

5. Version Control & Change History

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VOLUNTEERS POLICY

Summary:

The purpose of this policy is to provide clear direction and framework to support community based volunteers who assist Council’s operations.

Policy Number	1.220
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Minute Number	
Consultation Period	(Insert dates) – 14 days unless statutory period
Review Due Date	(Insert date) – X years
Department	HR & Workforce Development
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	Volunteers Policy – 168/17
Related Legislation	Local Government Act Australian Crime Commission Act The Commission of Children & Young People Act Local Government (State) Award Workplace Health & Safety Act Workplace Health & Safety Legislation
Delegations of Authority	Manager HR & Workforce Development

1. Overview

To provide a framework to support community based volunteers who provide assistance to assist Council’s operations. Council is committed to aid those who wish to support their community this way. This is part of Council’s commitment to those who assist with the operation of Volunteers assist the Museum, Cinema, Library, Tenterfield Visitor Information Centre, Parks and Gardens, to operate effectively. and any other activities where the operations may assist volunteers with worthwhile activities within their own community.

2. Scope

The recruitment of volunteers by Council ~~should~~ **will** be related to the Council's capacity to provide ~~volunteers with~~ satisfying and suitable assignments, with due consideration ~~being given to~~ the personal preference and motivation of the volunteer. **The assignment does not attract payment for services, and may involve assignments where Council funds do not extend to paid employment for these roles. Rewards are to be deemed intrinsic to the services provided for the community.**

Volunteers have a right to expect:

- Appropriate support and direction in relation to the tasks they are performing.
- Recognition of their efforts by Council.
- ~~That Council will ensure that volunteers are covered~~ **Coverage** for personal accident and public liability.

Council ~~has a right to expect that~~ **requires:**

- Volunteers ~~will~~ **to** undertake their tasks in good faith and will **comply with** respect Council's Code of Conduct ~~as they apply to the volunteer role.~~
- Volunteers ~~will~~ **to also** comply with any Council policies that apply to their roles, including ~~WH&S~~ **Workplace Health & Safety** policies **and procedures.**

All volunteers to Council programs will be:

- Given general training as to Council's policies and programs, **specifically the Code of Conduct and Workplace Health & Safety.**
- Offered an orientation to the program ~~or tasks they are to be involved in.~~
- Provided with appropriate training in relation to the tasks being undertaken.
- **Provided with an annual celebration for the services they have given.**

Volunteers must be aged **18 years** or over ~~16. Under 18 years must have~~ **Years** unless the person is accompanied by a parent/guardian/carer **written consent, and Council approval.**

It is reasonable for Council to expect that volunteers will only act within their area of responsibility and competence and will not exceed their authority to act on behalf of the program in which they are involved. It is also expected that volunteers will follow any lawful directives given by Council staff. **While not parties to the Industrial Awards,** grievance procedures for volunteers will apply as for employees as set out in the Grievance and Dispute Procedure Policy.

Engagement and service as a volunteer worker with the Council will not be construed as providing any access to, or right for consideration for, future paid employment with Council.

Recruitment

~~It is the minimum requirement that volunteer's~~ **Volunteers will complete a relevant application form, and on acceptance their names be recorded on within a Council register and Personnel File. This file will** ~~standard form that clearly~~

designate them **the applicant** as being a volunteer within a program of Tenterfield Shire Council, **record their completion Code of Conduct, Workplace Health & Safety training,** and that the volunteer has participated in general **WH&S training.**

Any existing disability will be noted and a 100 point identity check completed. For specific customer services functions or **specific particular skills areas,** Council **may will** also request that **volunteers have records/details of prior knowledge or skills training** in these areas, **Working with Children check and Security check when required.**

Orientation

As the nature of voluntary tasks varies from program to program, ~~it will be the obligation of the program or task coordinator~~ **Supervisors are required to arrange complete** an appropriate orientation for volunteers to their programs. ~~As a minimum, the program or task coordinator shall arrange~~ **Council's an approved responsible Human Resources and Workplace Health & Safety personnel will provide an approved WH&S orientation induction program,** guidance in relation to Council's Code of Conduct, information about grievance procedures and any other specialised information that may pertain to the program concerned. **Completion of orientation and induction will be signed off and placed on the volunteers file.**

Training

Each program utilising volunteers will be responsible for establishing the training needs of volunteers and for developing an appropriate training program. It will ~~also~~ be the responsibility of ~~program~~ supervisors to ascertain if the training required is to be formally accredited and to ensure that an accurate record of training is kept where formal accredited training is a prerequisite for the volunteer role. **Where a USI (Unique Student Identification) number is required, this must be obtained. Council will fund programs that meet training needs. Volunteers must ensure that they comply with the training requirements of Council, and adhere to any training and development requests made by Supervisors/Managers.**

Recognition

On behalf of Council, program supervisors will organise appropriate events annually in appreciation of all volunteers' contributions, and these events will be held at the Sir Henry Parkes Memorial School of Arts.

(Volunteer contributions shall include all volunteer participants working for Council e.g., Visitor Information Centre, Cinema, Museum, Outdoor workers).

3. Related Documents, Standards & Guidelines

Local Government Act
Australian Crime Commission Act
The Commission of Children & Young People Act
Local Government (State) Award
Workplace Health & Safety Act
Workplace Health & Safety Legislation
Grievance and Dispute Policy – 4.070

4. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/5/19	Council	Adoption of Original Policy



SALARY SYSTEM POLICY (INCLUDING PERFORMANCE REVIEW)

Summary:

The purpose of this policy is to provide clear direction on Council’s Salary System Structure and staff progression through Council Performance Review process.

Policy Number	4.190
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Department	HR & Workforce Development
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	Salary System – 168/17
Related Legislation	Local Government (State) Award Local Government Act
Delegations of Authority	Manager HR & Workforce Development

1. Overview - Policy:

~~Statement of Intent~~ – Objectives

The ~~intent~~/policy/objectives behind, of the salary system, is to take into account the priorities and concerns of the ~~three~~ **four (4)** key stakeholders being the Employees, Management, **Local Government NSW** and the Community. In adhering to this principle the objectives of the salary system are to:

- Be fair and equitable, ~~providing equal opportunity to all staff.~~
- Be aimed at providing quality and timely delivery of customer services which are cost effective and market competitive.
- Provide opportunities for progression based on performance and the gaining and using skills identified and used by the organisation.
- **Be based on the principles, Banding and Grading enunciated in the NSW State Local Government Award.**
- Provide flexibility for management and staff to maximise workforce productivity and reward high performance.

- Be market competitive in order to attract and retain employees, while being within Council's capacity to pay.
- Be supported by a training plan designed to develop skills required by Council so as to provide career path opportunities for all Employees.
- Be consistent in rewards providing a fair level of job security for employees.
- Provide for individual recognition and rewards.
- Provide for employee participation and consultation.
- Be easy to understand and be communicated to all staff.

2. Scope

~~Consultative Committee~~ Consultation

Council as a party to the Award, which requires employee participation and consultation on salary systems, is committed to securing the benefits of structural efficiency through the establishment of these of consultative and participative processes.

Based on principles also enunciated in the Award As such Council has established a staff consultative committee to provide a forum for consultation between Council and its employees. Where practicable the committee will positively co-operate in the implementation of any restructuring, in ensuring the efficiency and productivity of the Council, and will participate in developing systems that provide employees with access to career opportunities and more fulfilling and varied work.

The size and composition of the staff consultative committee shall be agreed to by council in the person of the General Manager Chief Executive, HR Management and the local union representatives and is as set out in the Committee's Constitution. Members of the staff consultative committee are required to undergo appropriate training and education to ensure effective participation in the consultative committee. The functions of the consultative committee shall be in line with the current award provisions.

Contributions to Structural Efficiency and the provision of an effective salary system will be achieved by the selection, funding and implementation, by Council, of an appropriate Job Evaluation and salary/Pay management system, comparable to other systems used by Local Government instrumentalities.

3. Accountability, Roles & Responsibility

The Pay System

3.1 Introduction

The Local Government (State) Award establishes the entry level rate of pay for each of the levels within the Award. The Tenterfield Shire Council Salary Structure has:

- Identified twenty five grades which are used to provide the entry level rates of pay for individual jobs;
- Been designed to conform with established bands and levels prescribed by the Award to provide for a simple hierarchy of entry levels which are easily understood and administered;

- Developed entry level rates of pay based on current market rates for similar size Councils;
- Developed performance steps which are based on increasing competencies and skills levels required by the job within each grade;
- Salary increments differentiated by skills and competencies will be outlined in the Tenterfield Shire Council **Pay Rate Schedules, review and progression rules and** Guidelines for Skills and Performance Appraisals.

In summary, the salary structure currently has 25 grades and 5 steps within each grade.

3.2 Appointment and Placement of New Employees

In accordance with the **Local Government Act**, the **Chief Executive approves the appointment of staff**. Generally new Employees will be appointed between the minimum entry level and step 3 of the grade range depending on the skills and experience of the applicant. Appointment beyond this point will require the approval of the ~~General Manager~~ **Chief Executive**. New Employees will be appointed with a probationary period of three (3) months, with an initial assessment after 6-8 weeks. **Where an extended period of training is required this probationary period will be determined appropriately, e.g. 6 to 12 months.**

After the three (3) months **or appropriate** probationary period, the employee will be assessed to establish whether they have achieved the competency level for the position to which they have initially been appointed. Where the individual does not prove to be competent, the Council will consider one or more of the following:

- Extension of the probation period;
- Further training;
- Termination.

3.3 Market Forces

If a vacant position is identified where the salary for that grade is found to be insufficient to attract appropriate applicants for the position, then the relevant ~~Departmental Director~~ **Chief or relevant Manager, after consultation with the Manager HR and Workforce Development**, should submit a recommendation to the **Chief Executive** ~~General Manager~~ advising of the appropriate salary required for the position as determined by market forces. The recommendation should include a survey of current salaries being paid at other Councils of similar size and justification for establishing a higher salary due to current market trends **and critical need for an appointment.**

Any Decisions in this regard **(to apply market forces)** will be ~~tabled~~ **provided to at** the Consultative Committee for information.

3.4 Principles for Salary and Wages Review

The following principles shall govern the administration of the skills and performance based salary structure:

- The process for the assessment of individual performance and skills will be as objective as possible, equitable and free from any bias and discrimination;
- The process of pay review will be objective and equitable and easily understood by all staff; where appropriate Grades will be broad banded i.e. two consecutive grades joined together, to recognise and reward skill acquisition at a higher level within the grading system e.g. a Plant Operator Grade 5(Roller) gains a HR License and can operate a Water Cart Grade 6.
- The pay structure will recognise and reward performance and those skills which are held and used by staff in the workplace at Tenterfield Shire Council;
- The pay structure will provide for internal equity consistent with the structure established by the job evaluation process;
- Movement within the salary steps will be based on the acquisition of skills and competency in the application of these skills, in addition to performance;
- Skills development will be based on the needs of the Council, the job to be performed and the competency of the jobholder.

3.5 Assessment Criteria

Positions will be assessed using the E-Comp Job Evaluation System V.20 for determining the band and level as described in the new Award at the entry level only. E-Comp is one of the main Job Evaluation systems used by NSW Councils. Periodically HR and Workforce Development will benchmark the results produced with salaries and wages paid by similar Councils to cross validate evaluation outcomes and determine reasons for any differentials.

The Managers and Supervisors will be required to assess staff against the competency levels developed to determine the current level of competency and skill for the employee. Recommendations for competency level placement assessed by a Manager or Supervisor will then be submitted firstly to the appropriate departmental Chief Director then through HR& Workforce Development for with final determination by the General Manager Chief Executive.

Assessment Criteria are detailed in the procedures for all staff titled *Guidelines for Skills and Performance Appraisals*.

3.6 Skill Performance Based Salary Progression

Progression through the salary system shall be based on the acquisition and use of skills except where skills based progression is not reasonably available to the position. Where skills based progression is not reasonably available to the position the provisions outlined in Section 3.7 shall apply.

The identified skill requirements together with the physical capability, qualification and licence requirements for positions are defined in the position's Skills Assessment Record.

Formal Skills Assessments, also having regard to, but not replaced by the Local Government Capability Framework, shall be completed annually during the last

two quarters of the Financial Year ~~January to March~~ reach year (please refer to Appendix A for assessment process).

Increases in salary/wage as a consequence of the annual assessments shall be effective from the first pay period commencing on or after 1 April following the assessments. For assessments completed in the final quarter any increase arising from these will be handled retrospectively in back pay.

Progression through the salary levels within a Grade shall be annual and subject to the satisfactory acquisition and use of skills, as evidenced by the annual assessment. The performance component shall be in line with the job/Operational Plan KPIs ~~of~~ for the position during the preceding 12 months and in line with Council's Operational Plan.

3.7 Performance Based Salary Progression

Where skills based progression is not reasonably available within the salary range for the position, employees shall have access to progression based on the achievement of meaningful and relevant performance objectives and the Local Government Capability Framework.

Work plans (performance plans) for the next 12 months will be developed jointly at the annual review by the responsible supervisor and employee in line with the Monthly Operational Report.

The following methods will be adopted for establishing individual work plans:

Managers – the development of work plans based on the key accountabilities in the position description, and ongoing or planned activities which relate to the achievement of key performance indicators in the Operational Plan (MOR).

Individual Employees – the development of work plans based on the key accountabilities, in the position description, as they contribute to ongoing or planned activities as per Council's Operational Plan (MOR).

The development of individual work plans will involve:

- Reviewing the ~~Corporate/Directorate~~ goals in the Operational Plan and position objectives;
- Joint development between the supervisor and the position incumbent (agreement) of the performance objectives and the specific related actions to be achieved, as recorded in the (Monthly) Operational Plan;
- Joint development between the supervisor and the position incumbent (agreement) on the performance measures and targets;
- The work plans developed should be relevant, and contain realistic and achievable performance objectives and measures.

Performance based salary progression will be dependent on the outcome of the following assessments:

- Consistent application of the job specific and common skills required to carry out the key accountabilities in the job description; and
- Achievement of the performance objectives, actions and measures as outlined in the agreed work plan.
- **Completion of the objectives within the (Monthly) Operational Plan**

3.8 Circumstances where Salary Progression may be Withheld

Salary progression may be withheld, in accordance with the provisions of the Award, where any of the following circumstances are identified during the assessment year and/or at the time of assessment:

- The outcomes of the agreed Work Plan **and/or the Operational Plan** have not been achieved; or
- Where, by mutual agreement between the employee and management, it is determined that the employee is not required to participate in the development and acquisition of skills and qualifications as identified in the Work Plan developed as a result of annual assessment; or
- Unjustified non-participation in organised training; or
- Refusal to actively participate in the maintenance, development and acquisition of skills and qualifications as identified in the Training Plan developed as a result of annual assessment; or
- Where it is justified on grounds of discipline and/or performance which is being managed and documented through formal processes; or
- Where the agreed standards for performance objectives as outlined in the work plan have not been achieved.
- Where an employee may not be able to progress, the Training Plan developed at the annual assessment should explore opportunities to develop specific specialisations or higher level skills and qualifications applicable to the employee's area of work in an attempt to overcome the barriers of future salary progression.
- Where progression on the acquisition, application, maintenance and development of skills is no longer available, further progression will be based on the achievement of meaningful and relevant performance objectives relating to the position. Refer Section 3.7.
- The ~~General Manager~~ **Chief Executive** in consultation with the relevant ~~Director~~ **Chief and/or HR & Workforce Development**, may authorise additional progression where circumstances warrant it.

4. Rules for Progression

- 4.1. Staff are entitled to be assessed for progression annually each financial year within the performance steps appropriate to the job classification provided they are able to demonstrate achievement of goals through performance and that they possess and are using the relevant competencies/skills at the prescribed level in the day to day course of their work with Council. **There are five steps in each Grade, and progression is, if approved, is movement up "one step at a time". Only in exceptional circumstances will progression at a greater rate be approved and only with Review by HR and approval by the Chief Executive.**

- 4.2. Where staff are required to perform higher duties from time to time, the staff member will be paid at entry level of the higher grade position or if that is less than the current salary the next step up, from the employees current salary, of the acting higher grade position. The person acting in higher grades must have their **higher duties allowance** be approved **in writing** by the respective departmental **Manager or Chief Director** and signed.
- 4.3 **In some circumstances, generally at more senior levels, it may be more equitable to agree a flat weekly higher duties allowance. The rate should be determined in consultation with HR & Workforce Development and at more senior levels with the approval of the Chief Executive.**

5. Training

In order to enable staff to gain higher level competencies, Council will provide suitable training, including compliance, licensing and regulatory training, which shall ensure that all staff have equitable access to any necessary competency based training both on and off the job.

A training plan will be developed annually in line with, and as a result of, the Skills Performance Reviews/Appraisals. The training should include corporate training, skills development and/or professional development, where such training and development **will facilitate achievement of services** existing and future Council operations.

Council's training plan and budget will **also** be developed and implemented in accordance with the requirements of the Local Government (State) Award.

6. Position Evaluation

Applications to alter or establish a Band or Level in which a position is currently placed may be tabled for discussion at the Consultative Committee where:

- All reasonable efforts to fill a position externally through advertisements have failed to attract a suitable applicant; and
- There is evidence to establish that the failure to attract suitable applicants for the position is the result of an inadequate level of remuneration; or
- A position is created as either a wholly new position or a redesign of an existing position.
- Where a position has been identified as being graded higher than appropriate for the skills and experience required for that position.

The E-Comp Job Evaluation System shall be used to determine the appropriate Band and Level for all new positions and for positions which have been redesigned.

7. Other Matters

Performance Based Payment Bonus

Council recognises the need to be able to reward staff for increased productivity and outstanding performance.

Performance based **bonus** payments, are a separate management issue with sensitive, including contractual characteristics and are therefore not currently included in this policy.

Pay Increases Arising From Enterprise Agreements

Salary and wage increases resulting from implementation of an Enterprise Agreement are not included in this policy.

Salary System Review

In order that the salary system continues to align with the needs of the Council Employees and the Communities expectations the system shall be reviewed at any time or at least every three (3) years.

8. Related Documents, Standards & Guidelines

Annexure A: *GUIDELINES FOR SKILLS and PERFORMANCE REVIEW/ APPRAISAL*

9. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/5/19	Council	Adoption of Original Policy

GUIDELINES FOR SKILLS and PERFORMANCE REVIEW/APPRaisal **ANNEXURE A to Policy Statement No. 4-190**

1. Scope

These guidelines have been developed to meet Council's responsibilities under Clause 7 "Salary System" of the Local Government (State) Award which requires the employer to assess the skill competency of employees "at least annually or when they are required to use skills that would entitle them to progress in the salary system".

2. Appraisers and Assessors

Staff will be assessed and appraised by their immediate supervisor and all assessments will then be reviewed by the Manager (where applicable). **Training in Assessment techniques (at Certificate IV level) will be provided to assessors.**

The relevant departmental **Manager or Chief, based on reporting relationships, Director** will further review the assessment and sign off on all assessments, with final approval resting with the ~~General Manager~~ **Chief Executive. Approvals will be based on a summary Report developed and provided by HR and Workforce Development.**

3. Frequency of Assessments

A Formal Competency Assessment will be conducted every twelve (12) months, generally between 1 January and 31 March, **or in some cases 30 June**, of each year, before the commencement of the new financial year.

3.1 Eligibility

All employees are to be included in the assessment/appraisal process, except:

- Permanent staff with less than six (6) months service;
- Employees acting in higher grade positions for over six (6) months of the assessment year;
- Trainees;
- Casual staff who are only called on less than 10 full days per year and/or have been employed by council for less than six (6) months.

4 Pay Progression

4.1 Annual Competency Assessment

Employees who are assessed as eligible for progression, following an annual assessment as part of the formal competency assessment, will be moved to the next identified step, **where available**, in the first full pay period on or after 1 April in the year of the assessment. **If the employee is already on Skill Step 5 i.e. top of Grade, no move will be possible, unless Broad Banding has been identified and included in the Position Description for the role. Employees on final Top of Grade**

Skill Steps, generally only receive progression/reward through annual Award adjustments (cost of living increases).

4.2 Employees on Higher Grade Pay

Staff acting in higher grade positions, shall receive the salary paid ~~shall be at the~~ entry step for the grade that the staff member is acting in. If the current salary step of the staff member is attracting a higher salary than the entry step on the higher grade position, the staff member shall be paid the step above their current salary or at a skill step that is above the entry step (Skill Step 1) so that they get higher remuneration, when acting in a higher grade position.

In some circumstances, generally at more senior levels, it may be more equitable to agree a flat weekly higher duties allowance. The rate should be determined in consultation with HR & Workforce Development and at more senior levels with the approval of the Chief Executive.

4.3 Competency (Skills Performance Based Salary Progression) System

- Employees must demonstrate they are fully competent in all areas of the identified competencies, including the organisational competencies of Customer Service, Team work and Work Health and Safety, to enable progression through each competency step. This includes competencies placed at a lower level than their current salary, unless an employee can produce evidence that clearly illustrates that the competency has no applicability to the position being assessed.
- The Local Government Capability Framework, as included in the review form, can assist with, but not replace, determination of levels of competency. The Framework highlights the capabilities that employees need to demonstrate publically and in their day to day work, to achieve effective outcomes.
- In the case of a physical inability to perform a task, a medical report ~~would be seen as~~ should be produced as evidence; however, Council may need to seek a second medical or specialist opinion, if necessary.

4.4 Performance Based System

The following methods will be used for establishing individual results to be achieved ~~work plans for the performance based system:~~

Managers – the development of work plans based on **Operational Plan Objectives, Programs and KPIs** as well as the key accountabilities in their position description. ~~and ongoing or planned activities which relate to the achievement of key performance indicators in the Operational Plan.~~ The Local Government Capability Framework will also be used to rate performance in each of the capability areas which include the **Personal Attributes**, such as managing self, resilience, integrity and accountability, **Relationships** – communication, engage, community and customer Focus, collaboration and negotiation, **Results** – plan, prioritise, problem

solving, innovation and delivery and **Resources** – finance, assets, technology and information, procurement and contracts.

Individual Employees – the development of work plans based on the key accountabilities in their position description, **as well as their** ~~they~~ contribution to ongoing or planned activities ~~as per~~ in Council's Operational Plan, **as recorded in the Monthly Operational Report.**

Performance based salary progression will be dependent on the outcome of the following assessments:

- Consistent application of the job specific and common skills required to carry out the key accountabilities in the job description; and
- Achievement of the performance objectives, actions and measures as outlined in the ~~agreed work plan~~ **Operational Plan.**
- Assessed competence in the organisational competencies of Customer Service, Team work and Work Health and Safety **and the Capability Framework.**

5. Documentation

- Prior to a competency assessment, the employee shall be provided with a copy of the current **Annual Performance Review and Agreement** and competency assessment criteria.
- The ~~Organisational Development~~ Manager Human Resources and Workforce Development and the Supervisor shall hold a copy of the **Agreement and the** most recent competency assessment criteria for each employee.

6. New or Amended Competency Review

The direct supervisor, in consultation with the job holder and the Departmental ~~Director~~ **Chief or Manager** shall review the competency assessment criteria to make certain ~~it is~~ **they are** relevant to the position, current, fair and equitable.

The ~~Director~~ **Chief/Manager** will confirm that the criteria to enable competency progression is:

- Consistent with competency criteria of other employees completing similar tasks.
- Consistent with the duties required of the employee under the organisational structure.
- Consistency with the strategic management plan and the for the section **and the Operational Plan.**

After the new or amended competency assessment criteria has been completed, a copy shall be provided to the employee.

7. Appeals Process

All appeals concerning the competency assessments shall either be dealt with in accordance with the Local Government (State) Award Grievance and Dispute Procedures or through discussion of the outcomes with appropriate management levels.

Council's grievance and dispute procedure adheres to the terms and conditions as set out in the Local Government (State) Award. This includes having a fair and equitable process agreeable to all parties and for Council to reach a timely and fair decision.

The Grievance Procedure is as follows:

1. The employee will provide a letter of notification (or Completed Grievance Form) to their direct supervisor detailing the nature of the grievance/dispute and the remedy sought.
2. Within two (2) days of receipt of the letter of notification/Form a meeting will be conducted between the employee(s) and their direct supervisor.
3. If no satisfactory resolution is reached the matter may be referred to the Departmental Chief/ Director/~~General Manager~~ Chief Executive for further discussion that will include all relevant parties, including a HR representative
4. If a solution is still not found, the ~~General Manager~~ Chief Executive shall provide a written response, which should include the reasons for not implementing any proposed remedy put forward in Stage 1.
5. Where a matter remains unresolved it may be referred to the employees union delegate or representative, and by the ~~General Manager~~ Chief Executive or other authorised officer to the Association (Local Government NSW) for further discussion between parties.



SUCCESSION PLANNING POLICY

Summary:

The purpose of this policy is to provide a clear direction for succession planning for Tenterfield Shire Council.

Policy Number	4.196
File Number	N/A
Document version	V1.0
Adoption Date	22 May 2019
Approved By	Council
Endorsed By	Council
Minute Number	
Consultation Period	(Insert dates) – 14 days unless statutory period
Review Due Date	(Insert date) – X years
Department	HR & Workforce Development
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	Succession Planning – 168/17
Related Legislation	Local Government (State) Award Local Government Act
Delegations of Authority	Manager HR & Workforce Development

1. Overview

Introduction

It is good practice for Council to have a process for succession planning for staffing the organisation. Council's adopted Workforce Plan promotes such a process.

Succession planning is a process whereby Council ensures that employees are recruited and developed to fill each key role within the organisation. Through the succession planning process, Council aims to recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement into ever more challenging roles.

Actively pursuing succession planning ensures that employees are constantly developed to fill each needed role. As an organisation expands, loses key

employees or provides promotional opportunities, succession planning aims to have employees on hand ready and waiting to apply to fill new roles.

Definition: Succession planning is a process for identifying and developing internal people with the potential to fill key leadership positions in a company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Taken narrowly, "replacement planning" for key roles is the heart of succession planning. ~~Effective succession or talent pool management concerns itself with building a series of feeder groups up and down the entire leadership pipeline or progression (Charan, Drotter, Noel, 2001). In contrast, replacement planning is focused narrowly on identifying specific back up candidates for given senior management positions. For the most part position driven replacement planning (often referred to as the "truck scenario") is a forecast, which research indicates does not have substantial impact on outcomes.~~

Succession Planning in Local Government

Councils in NSW operate under the *Local Government Act 1993* which includes Equal Employment Opportunities (EEO), and recruitment practices needs to be based on merit. Subsequently it is difficult for Councils to conduct Succession Planning in the way private companies can do (see definition in introduction) as this may constitute a breach of EEO.

However, succession planning in Local Government, and particular in small Local Governments, is useful in the implementation of the objectives and procedures of succession planning. The system can be used to ensure that critical positions have back-up from multi skilled staff that subsequently have a greater chance of winning the position when it becomes vacant. This would still be in line with EEO.

Achievable objectives are critical to establishing effective succession planning and multiskilling of staff in Council. As a small organisation, we are required to continually assess what strengths and capacity staff have in fulfilling their positions and to assess where multiskilling and assistance by individual staff members can occur within and across teams.

It has also been identified through Risk Management processes that retention of corporate knowledge is a risk. Therefore it is critical for all functions of Council to have written Procedures so that, in the event a staff member with corporate knowledge leaves the organisation, the key procedures and knowledge are documented and available for successive staff.

2. Policy Objectives

Council's commitment to Succession Planning

The ~~General Manger~~ **Chief Executive** will oversee the implementation of this policy and review the organisational structure annually in line with the development of the Operational Plan and the review of the Workforce Plan.

3. Accountability, Roles & Responsibility

Each ~~Chief/ Director or~~ Manager, with their supervisors of staff together **HR & Workforce**, will identify and develop staff within their section in line with the objectives below:

- Identify those with the potential to assume greater responsibility in the organization;
- Provide critical development experiences to those that can work across key roles within and across departments;
- Multi-skill and job rotate staff.

~~Organisational Knowledge and Systems - for Directors, Managers and Supervisors to:~~

- Identify corporate knowledge areas - and staff to produce written procedures for key functions or positions where corporate knowledge is critical. *For example, written procedure is available for uploading of information on Council's Website; written procedure is available for casual staff, or a staff member from another section of Council, needing to fill in at the Waste Transfer Station for a shift on short notice.*

Human Resources responsibilities are:

- Ensure Position Descriptions allow for multi skilling;
- Build a data base that can be used to make better staffing decisions for key jobs and for back up staff during periods of leave, vacancies or unforeseen events;
- Provide advice and support to ~~Directors~~ **Managers** and staff in identifying and implementing the objectives within this policy.

Additional objectives that are embedded in the succession process:

- Improve employee commitment and retention;
- Meet the career development expectations and training needs of existing employees within budgets annually through the performance review process.

Integrated Workforce Succession Planning

Council is continuously including the following strategies within its Human Resources framework that is driven through the Workforce Plan:

- Attraction and recruitment strategies that market and position Council as an 'Employer of Choice' (especially in regional locations).
- Succession planning for critical/hard to fill job roles and for officers nearing retirement.
- Knowledge management and multi skilling for mission critical/hard to fill job roles.
- Phased retirement for mission critical/hard to fill job roles.
- Traineeships and apprenticeships for opportunities of learning.
- Buddying, coaching and mentoring particularly for critical/hard to fill job roles.
- Job role redesign to include multi skilling.

- Reward, recognition and appreciation strategies.
- Retention strategies and leadership training for team leaders / coordinators / supervisors to enable them to confidently apply for leadership/management roles as they become available.
- Retention strategies and skills development training for younger employees.
- Communication and change management initiatives to improve communication channels and workplace culture.
- Work life balance initiatives around flexible work arrangements and suitable to the operational needs.
- Aim for Cultural diversity recruitment to reflect community profile.
- Training needs analysis (against a competency framework) to *facilitate skills matching and enable full utilisation of skills, development of learning and development plans.*

4. Related Documents, Standards & Guidelines

Nil.

5. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/5/19	Council	Adoption of Original Policy



WORKFORCE DEVELOPMENT POLICY

Summary:

The purpose of this policy is to provide clear direction on Workforce Development initiatives and activities, which seek to increase and sustain efficiency and effectiveness to ensure delivery of strategic goals.

Policy Number	4.154
File Number	N/A
Document version	V1.0
Adoption Date	22 May 2019
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Minute Number	(Insert)
Consultation Period	(Insert dates) – 14 days unless statutory period
Review Due Date	(Insert date) – X years
Department	HR & Workforce Development
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	Organisational Development – 168/17
Related Legislation	Local Government (State) Award
Delegations of Authority	Manager HR & Workforce Development

1. Overview

Introduction

It is good practice for Council to have guidelines for the development of the Business Excellence Framework through Organisational/**Workforce** Development concepts and principles.

Actively pursuing Organisational/**Workforce** Development initiatives and activities will ensure that Council Officers are constantly and actively involved in seeking to increase and sustain efficiency and effectiveness gains in the business of delivering the strategic goals.

2. Policy Statement

Organisational **Workforce Development in Tenterfield Shire Council.**

What is ~~Organisational~~ **Workforce** Development?

Whilst there is no single definition of ~~organisational~~ **Workforce** development, it is commonly known to be the practice of changing people and organisations, for positive growth.

In practice, ~~organisational~~ **Workforce** development can take on many forms, and typical ~~organisational~~ **Workforce** development activities can include some of the following:

- Team Building
- Organisational Assessments
- Career Development
- Training
- E-Learning
- Coaching
- Innovation
- Leadership Development
- Talent Management
- Change Management

Benefits

~~Organisational~~ **Workforce** development helps all types of organisations by:

- Empowering leaders and individual employees
- Creating a culture of continuous improvement and alignment around shared goals
- Making change easier and faster
- Putting the minds of all employees to work
- Enhancing the quality and speed of decisions
- Making conflict constructive instead of destructive
- Giving leaders more control over results, by giving employees more control over how they do their jobs.

What does this mean for us?

We will implement ~~organisational~~ **Workforce** development initiatives and activities which seek to encourage increased staff performance and work-based productivity and which also align with and support the Mission, Vision and Corporate Values of the Tenterfield Shire Council.

3. Accountability, Roles & Responsibility

Key strategies in implementing our Operational Plan include focussing on ~~organisational~~ **Workforce** development initiatives which include;

- Staff development,
- Training in best practice,
- Team work,
- Continuous improvement,
- Business efficiencies and

- An audit of work practices and systems.

We will need to use “self-reflection” to assess how we can do things better with what we have got (or with less) and identify new creative ways of achieving outcomes.

Council’s Business Excellence Framework will form the platform for developing these initiatives and activities.

These initiatives and activities will also align with and support the Operational and Workforce Plans through the ongoing development of council staff through team building initiatives, structured training courses and self-reflection.

In order to move forward with our plans there are key factors which will need to be considered. Important amongst these factors to be considered is how we, as employees, work co-operatively together ensuring that there is mutual respect and harmony within work teams and between management and staff. The key principles for working together and for Council are outlined in the Code of Conduct.

The ~~organisational~~ Workforce development learning and development initiatives which we will embark on include:

- Identifying and mapping the valuable skills which staff already have;
- Identifying, documenting and planning learning and development programs for the skills required for staff going forward e.g., supervision training;
- Engaging skilled staff in delivering training or coaching and mentoring for others;
- Encouraging staff to seek further skills and knowledge for future placement or undertaking critical positions for back-up purposes in terms of Council’s Succession Planning Policy.

4. Accountability, Roles & Responsibility

The ~~General Manager~~ Chief Executive will oversee the implementation of this policy and review the policy annually in line with the development of the Operational Plan and the review of the Workforce Plan.

~~Organisational~~ Workforce development initiatives and activities will encourage individual staff to engage enthusiastically in planning, problem solving and participating in work projects within their sphere of responsibility.

~~Organisational~~ Workforce development initiatives and activities will seek to create and support an environment of trust.

~~Organisational~~ Workforce development initiatives and activities will be based on the premise that each council staff member is an individual person with differing learning, work and life needs. Individuals make up teams where each individual contributes to the collective outcome of work activities.

~~Organisational~~ **Workforce** development initiatives and activities will be co-ordinated and/or conducted by the ~~Organisation~~ **HR & Workforce Development** Manager and administrative support staff.

~~Organisational~~ **Workforce** development initiatives and activities will be designed and conducted based on the operational requirements of Council and the development needs of staff members through open communication, consultation, the performance appraisal system and workplace change. Where necessary appropriate committee groups will be consulted and/or informed of progress.

Role clarification and competency development for council staff will be continuously reinforced in organisation development activities.

~~Organisational~~ **Workforce** development initiatives and activities will be based on adult learning principles and action learning processes wherever possible.

Management will use existing staff communication forums and tools, such as tool box meetings and newsletters, as often as possible in communicating feedback on the progress of organisation development initiatives and activities.

~~Organisational~~ **Workforce** development initiatives and activities will be developed to complement and support the introduction or review of Council's strategic planning documents.

~~Organisational~~ **Workforce** development initiatives and activities which include indoor or outdoor training exercises will be conducted observing and complying with work place health and safety guidelines and legislation.

5. Related Documents, Standards & Guidelines
(Insert Information)

6. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/5/19	Council	Adoption of Original Policy



LIGHT MOTOR VEHICLE POLICY

Summary:

The purpose of this policy is to provide clear direction on the provision of Council's Vehicle Fleet to meet service commitments to the community, and Council's commitment to achieve its long term goal of valuing employees as central to Council's operations.

Policy Number	4.123
File Number	N/A
Document version	V1.0
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Review Due Date	(Insert date) – X years
Department	HR & Workforce Development and Fleet
Policy Custodian	Manager HR & Workforce Development
Superseded Documents	(Insert)
Related Legislation	Local Government (State) Award Workplace Health & Safety Act Workplace Health & Safety Regulation
Delegations of Authority	Manager HR & Workforce Development

1. Overview

Council recognises that it will be required to purchase and maintain an extensive vehicle fleet for the provision of services to the community.

Council is **also** committed to achieve its long term goal of valuing employees as central to Council's operations ~~and recognises~~ recognising that the modern labour market is highly competitive. ~~and that~~ In order to attract and retain staff, in skilled positions, Council must provide a range of incentives.

These factors lead to the need for Council ~~will~~ **to** maintain a light motor vehicle fleet ~~as necessary~~ to meet operational needs, staff contractual arrangements and

service delivery requirements, for its daily functions. This will be done through a process of ensuring optimum use of vehicles where possible through the management practices which are efficient, **cost effective**, sustainable, equitable and accountable.

2. Policy Objectives

Through this policy, Council aims to:

- a) Be committed to its employees because they are core and central to our success. The key focus areas contained within the Workforce Plan illustrates Council's commitment, ~~These areas are:~~ to Recruitment and Retention, Reward and Recognition, Reviewing Performance, Training, **and Development**, ~~Looking After Our Staff~~ **wellbeing** and **Organisational Workforce Development**. **This Policy supports Councils strategy to become an Employer of Choice, while meeting industry standards.**
- b) Provide guidance for the cost effective and efficient management of Council's light motor vehicle fleet.
- c) **Enable Council to supply some employees with a valuable benefit while at the same time providing some income to offset the cost of maintaining the fleet.**
- d) Improve fleet environmental sustainability by promoting the use of low emission fuel efficient vehicles and alternative technologies, over time, within the limitations of operational requirements and budget constraints. **Where possible "Hybrid" or environmentally friendly vehicles will be tested for suitability and used within the fleet.**

3. Scope

- a) This policy applies to all Council operations.
- b) **The** is policy applies to all staff of Council who qualify for use of a Council motor vehicle, **and is supported by clear and consistent procedures.**

4. Legal Framework

Council ~~must~~ will honour **its existing** agreements with **existing and new staff as contained in within** their contractual agreement. These **include such as** vehicle packages, for ~~full~~ private use and the requirement to ~~be compliant~~ **comply** with the Local Government (State) Award.

Workplace Health and Safety legislation requires Council to factor safety into decisions on vehicle and attached equipment choices.

5. Use of Council Vehicles

- a) Council's vehicles may be available to employees on **a** private use or commuter use basis, subject to payment of a lease back fees and other statutory considerations.
- b) All Council vehicles are considered "Pool cars" and can be used by relevant Council staff **or Councillors for Civic or duty purposes**, when not used by the nominated staff member during working hours for Council business purposes. **Management maintains records to monitor potential fringe benefit considerations. Several "Pool" unassigned vehicles will be maintained in the fleet.**

5.1 Private Use

"Private use" refers to use by an employee of a Council vehicle for private purposes after payment of a set fee. Council meets all costs except when on annual leave, long service leave or leave without pay. During these periods of leave Council meets all costs except fuel, maintaining value and safety standards.

There are three categories of private use vehicle.

Category 1 – ~~General Manager~~ Chief Executive/ SES Officers under Contract subject to SOORT* conditions

The vehicles provided to the ~~Chief Executive General Manager~~ and Chief or SES Contract Officers are is part of the contractual arrangement for these this positions and may be part of the salary package, a lease back arrangement or a Novated Lease arrangement with an appropriate allowance provision.

* Senior Officers Remuneration Tribunal

Category 2 – Senior Managers ~~Director~~

The vehicles provided to Senior Department/Section Managers, Band 3 and Band 4 of the Award, ~~Directors~~ are part of the standard benefit package to attract and retain these officers, as determined by the Chief Executive, for these positions and will be offered on a lease back arrangement or Novated Lease.

Category 3 – Operational Vehicles

The Operational Vehicles attached to positions such as Manager Works, Manager Water & Waste, Health and Building Surveyor, ~~Senior Planner~~ Manager Planning and Development Services and Fleet Manager are vehicles that will be provided on a lease back or job specific arrangement. These vehicles are "fit for purpose" vehicles, generally of a more robust nature due usage requirements. Incumbents may request consideration of a novated lease, but this would not be a likely and suitable scenario. Where in excess of 90% of vehicle usage is for Council Operational purposes and the vehicle is of a primarily utility nature the Chief Executive may determine a reduced leaseback contribution.

5.2 Commuter Use

"Commuter use" refers to use of a job related utility Council vehicle by an employee for travel to/from work. Council meets all costs. Use of this nature facilitates duty call outs, secure garaging and efficient direct home to work sites, particularly for senior operatives.

These Vehicles form Category 4 – Commercial Vehicles

Category 4 – ~~Commercial Vehicles~~

Commuter is restricted to travel between home and work, with no other private benefit.

Commuter use will generally be restricted to employees living within twenty (20 50) kilometres of a Depot or as determined by the General Manager Chief Executive.

A vehicle in this category will not be available to the employee during any period of annual leave, long service leave or leave without pay. The vehicle may not be retained whilst the employee is absent from work for any cause.

Category 4 (a) – on-call, rostered on or out of hours work.

Supervisors and employees who are on-call, rostered on for weekends and/or Public Holidays, or are routinely required to meet after hours work commitments. Travel to/from home to fulfil work commitments is permitted, with minor deviations permitted due the inconvenience, that may occur due these commitments, with no other private benefit.

Council acknowledges that this category of commuter use gives some benefit to an employee, while Council receives operational advantages that support its Customer Service needs and statutory obligations, and also benefits in having a vehicle that is maintained and secured. By not requiring the payment of a fee in this circumstance, Council recognises the relative value of the benefits in Council's favour.

Category 4 (b) – group transport or remote worksites.

Other employees who have a vehicle assigned to them, where Commuter Use by that employee offers either measurable efficiency gains to Council through the usual daily group transport of employees to work sites at the commencement of the working day, or where the employee commences work on a usual daily basis at rural or other work-sites remote from one of Council's Depots.

Council acknowledges that this category of commuter use gives some benefit to an employee, while Council receives operational advantages valued substantially in excess of that Commuter Use fee and also benefits in having a vehicle that is maintained and secured. By not requiring the payment of a fee in this circumstance, Council recognises the relative value of the benefits in Council's favour.

6. Type of vehicles

- a) In choosing the most appropriate vehicle or contract for the provision of vehicles for the fleet, regard will be given to maximising standardisation of vehicle type where possible, robustness, fuel efficiency, as well as environmental and economic sustainability, safety and occupational health, the department's needs and the position.
- b) Council will always endeavour to balance environmental, economic, safety and operational and individual requirements.
- c) Except for specialist "tools of trade vehicles" (commercial vehicles) and where statutory and/or contractual obligations arise, generally vehicles will be two (2) wheel drive, four (4) door passenger sedans or wagons or four wheel drive, four (4) cylinder vehicles.

- d) Vehicle type shall to be recommended by the Fleet Manager and approved by the ~~respective Director~~ **Manager HR & Workforce Development**, with the final sign off by the ~~General Manager~~ **Chief Executive**.
- e) Council will replace motor vehicles at the ~~General Manager's~~ **Chief Executive's** discretion, in order to ensure maximum financial efficiencies.
- f) "ANCAP safety ratings are published using a rating system of 1 to 5 stars. These star ratings indicate the level of safety a vehicle provides for occupants and pedestrians in the event of a crash, as well as its ability – through technology – to avoid a crash.
- g) ANCAP safety ratings are determined based on a series of internationally recognised, independent crash tests and safety assessments".
- h) Council will source vehicles with a minimum of a 5 star ANCAP rating.

7. Accessories

Where **not considered essential for work purposes** staff may elect to have a bull-bar, roof rack, driving lights or tow-bar fitted at their own cost. The accessories become property of Council who will meet the cost of transferring accessories on vehicle changeover.

8. Accountability, Roles & Responsibility

Procurement

- a) **Council** ~~We~~ **aims** to achieve Economies of scale by standardising the fleet as much as possible. Where the fleet of vehicles is contracted, the contractual agreement must be closely monitored and run for no longer than 3 years. Maximising the return must always be the driving force in these arrangements.
- b) Council is committed to minimising environmental impact from its light motor vehicle fleet. The procurement process will include an assessment of all vehicles using the Federal Government's "Green Vehicle Guide". Where possible and practicable, Council will purchase vehicle models with superior emissions standard and fuel consumption ratings and will consider alternative and developing technologies, ~~such as~~ **"hybrid vehicles**.

Procedures

Procedures **and agreements/arrangements** relating to the use of the Council vehicle fleet must be signed by all staff with a Council vehicle. **Records will be held by HR on Personnel/Personal files**. The Fleet Manager and senior management team will monitor compliance of these procedures **and** oversee adherence. ~~that the procedures are adhered to.~~

The procedures will be updated in line with this policy statement and the content modified over time with the aim to ensuring optimum use of vehicles through management practices that are efficient, sustainable, equitable and accountable.

The Procedures include details on:

- Care and security of vehicles;
- Responsibility for Traffic infringements;

- Fees for Private Use lease back/Commuter Use – will be reviewed annually by the Chief Executive ~~adopted by Council annually and be~~ in line with Local Government (State) Award;
- Option to Return Vehicle when on leave;
- Log books;
- Standard vehicle accessories;
- Optional Accessories;
- Restriction as to user;
- Operational responsibilities;
- Misuse of vehicles;
- Vehicle breakdown and accidents;
- Alcohol and drugs;
- No smoking.

~~10. Policy review~~

~~This Policy is a new Policy and it replaces previous policies 4.130 and 4.220. The Policy will be reviewed in three (3) years or earlier if required.~~

9. Related Documents, Standards & Guidelines

Light Motor Vehicle Fleet Procedures.

10. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/5/19	Council	Adoption of Original Policy