



WORKFORCE STRATEGY
2017/2021
Mid-Western Regional Council



MID-WESTERN REGIONAL COUNCIL

Address 86 Market St, Mudgee, NSW 2850
Email council@midwestern.nsw.gov.au
Telephone 02 6378 2850
Mayor Des Kennedy
General Manager Brad Cam
Prepared By Michele George, Executive Manager Human Resources
Date of Publication 5 April 2017

TABLE OF CONTENTS

Introduction.....

Intergrated, Planning and Reporting.....	
Organisational Context - Key Challenges.....	
Community Plan - Strategies.....	
Fit for the Future.....	
Workforce Strategy in Perspective.....	

Current Profile of Mid-Western Regional Council Workforce 2017.....

Occupational Groups Employed at MWRC by Gender.....	
Age Profile of the MWRC Workforce.....	
Length of Service of the MWRC Workforce.....	
Employment of Status of the MWRC Workforce.....	

Our Culture.....

One Organisation, One Team.....	
Learning and Development.....	
Attracting and Retaining the Right Employees.....	
Additional Key Focus Areas.....	
Talent Management.....	
Work, Health & Safety.....	
Performance Monitoring.....	

Additional Reporting.....

Appendix 1.....	
-----------------	--



INTRODUCTION

Mid-Western Regional Council has developed a Community Strategic Plan that sets out where, as a community, we want to be in the year 2030. It is a future vision developed collaboratively between the community and Council and represents the aspirations of the people who live and work within Mid-Western Region and strategies for achieving these goals.

In order to move towards the vision for 2030, Council has developed a four year Delivery Program which establishes the actions and programs that Council aims to deliver in its current four year term. In order to meet the requirements of the Delivery Program Council needs to ensure that it has the appropriate resources in place and has produced a Resourcing Strategy which incorporates the Long Term Financial Plan, Asset Management Strategy and Workforce Strategy.

The Workforce Strategic Plan is an essential element of the Resourcing Strategy and will align to the Community Strategic Plan by ensuring that Council has the right number of people with the right skills doing the right jobs at the right time to meet the expectations outlined in the Delivery Program.

The Workforce Plan sets out the issues, analysis, actions and strategies that are required over the next four years to ensure we have the workforce resources in place to facilitate the Delivery Program.



INTEGRATED, PLANNING AND REPORTING

The Integrated Planning and Reporting Framework has been developed as part of the NSW Local Government Reform Program to support a strong and sustainable Local Government system. This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

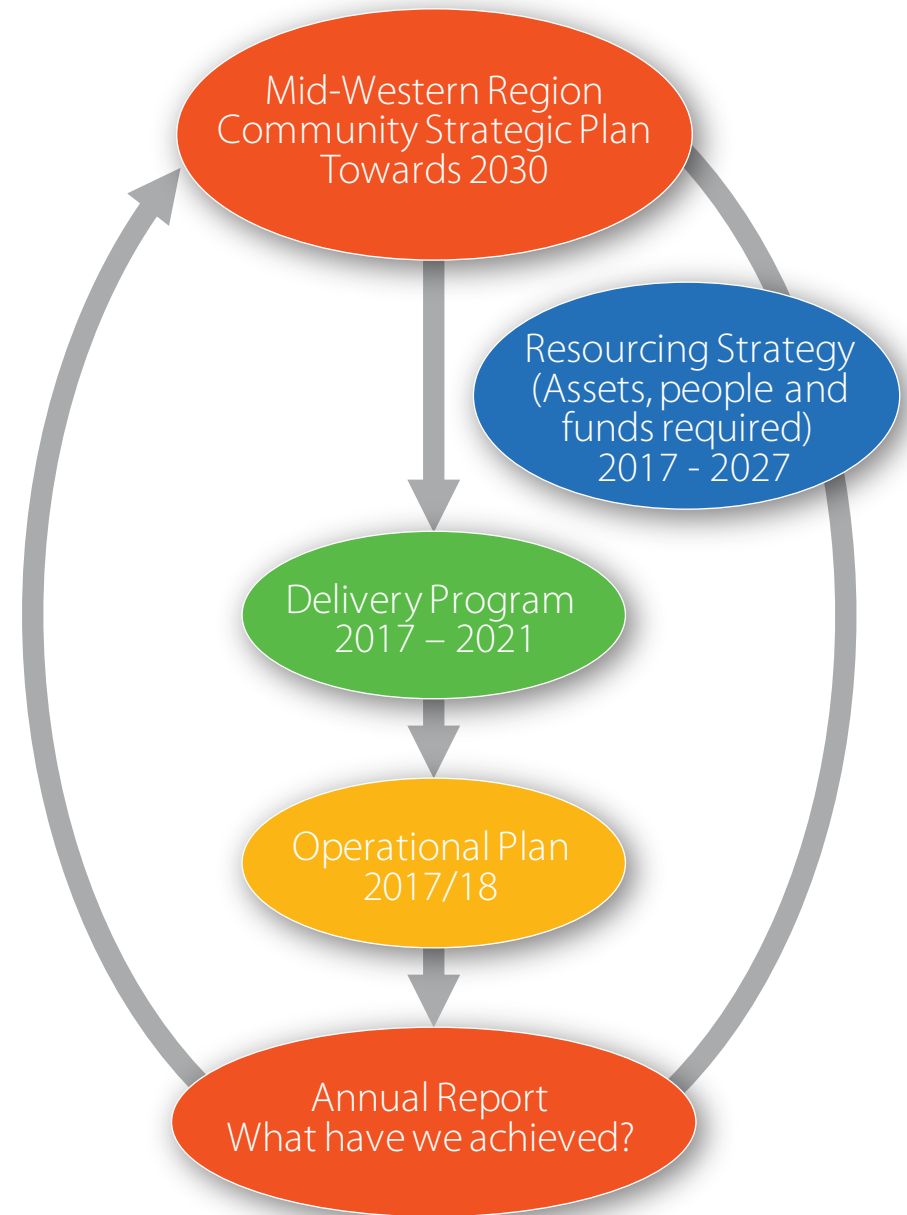
The Workforce Management Strategy forms part of Mid-Western Regional Council's Resourcing Strategy. The Resourcing Strategy underpins Council's Community Strategic Plan and consists of three components:

- > Workforce Management Strategy
- > Asset Management Policy
- > Long Term Financial Plan

These interrelated documents focus in detail on how Council will utilise its resources to deliver on objectives and strategies in the Towards 2030 Community Plan. The documents both inform and are informed by the four year Delivery Program which has been created to outline the activities and programs to deliver on the Community Plan.

Each of these individual documents should be viewed as integral elements of an overall strategy and will be under continuous review and adjustment as annual budgets and operational plans are developed.

A council's workforce planning should consider what people, with what skills, experience and expertise are required to implement the Delivery Program. It provides an opportunity every four years to plan adjustments to the workforce to meet changing priorities and take into account new technologies.



ORGANISATIONAL CONTEXT – KEY CHALLENGES

Mid-Western Regional Council provides a broad range of services to the community. To deliver these services we require a diverse workforce with a range of skills and qualifications. Skills shortages currently exist in areas such as town planning, engineering, health and building, accounting and the labour market in these areas is likely to become more constricted.

While the technical abilities of our people will continue to be of paramount importance, the expectations of our customers and the community are changing and we need to change with them. Customers, especially in a regionally-based, tight-knit community like ours, want a connection with the product or service they are receiving and the person providing it to them. In our environment, excellent service is essential to success.

The continued delivery of our services and meeting the changing expectations of our community are undoubtedly our primary challenges. Our Workforce Strategy aims to influence how we attract, retain, train and develop our workforce to align our annual Human Resources Plans to the Strategic Towards 2030 Community Plan.

The Community Plan highlights broad themes that group the major challenges and issues facing our community:

1 Looking After Our Community

Vibrant towns and villages with a rich history, a safe and healthy community, and strong sense of community pride - a great place for families

2 Protecting Our Natural Environment

Conserving and promoting the natural beauty of our region

3 Building A Strong Local Economy

A prosperous and diversified economy delivering lifestyle benefits to the community through employment, income and sustainable economic growth

4 Connecting Our Region

Linking our towns and villages and connecting our region to the rest of NSW

5 Good Government

A strong Council that is representative of the community and effective in meeting the needs of the community



COMMUNITY PLAN – STRATEGIES

The Community Plan has identified a number of strategies that will be linked to the Workforce Strategy including:

- > Maintain the provision of high quality, accessible community services that meet the needs of our community
- > Provide infrastructure and services to cater for the current and future needs of our community
- > Encourage the development of a skilled and flexible workforce to satisfy local industry and business requirements
- > Promote the region as a great place to live, work, invest and visit
- > Support projects that create new jobs in the region and help to build a diverse and multi-skilled workforce
- > Build strong linkages with institutions providing education, training and employment pathways in the region
- > Pursue excellence in service delivery
- > Provide a positive and supportive working environment for employees
- > Prudently manage risks associated with all Council activities
- > Pursue efficiencies and ongoing business improvement

*"Workforce Strategy linked
to the Community Plan"*

FIT FOR THE FUTURE

Council's Workforce Strategy also needs to address the issues arising from the State Government's Fit for the Future (FFTF) program.

FFTF is a key reform initiative aimed at ensuring that Councils are able to deliver quality services and infrastructure to the community. In December 2016, Mid-Western Regional Council was assessed against the FFTF Financial Sustainability criteria and associated benchmarks and was found to be "fit". In order to meet these benchmarks Council has begun to implement a number of strategies to address its sustainability and infrastructure and service management.

In particular the Workforce Strategy aims to deliver actions that will assist to address the following strategies identified in Council's Improvement Action Plan:

- 1 Investigate flexibility within the award structure**
- 2 Introduce an annual program of service delivery reviews**
- 3 Identify areas to improve productivity and efficiency**
- 4 Strengthen corporate support systems and enhanced use of technology**

WORKFORCE STRATEGY IN PERSPECTIVE

What is clear from the Organisational Context is that successfully moving forward and meeting our key challenges cannot be fully realised without the engagement and commitment of the people who serve our customers every day.

Currently, approximately **365** employees provide Council services across the Mid-Western region. The Workforce Strategy seeks to sustain and strengthen these efforts building upon organisational structure reviews, Human Resources Plans and the development of the Workplace Environment Statement. The Workforce Strategy sets out and helps guide the activities necessary to realise success for Mid-Western Regional Council, achieved through our people.

The strategy explores the current demographics of Council's workforce. The workforce review identifies several key business challenges which will shape the demands on Council over the next four years:

Changing needs of our customers through an ageing population and an increased number of "Tree Changers"

Erosion of our skilled employee base through an ageing workforce, young people leaving the region, changes to technology and qualifications, and increasing competition for skilled labour from external organisations such as the mining industry

Changes to regulatory and reporting requirements impacting our ability to get on and *DO*

Restrictions of the Award and legacy of the local government environment

Importance of the ongoing enhancement and development of Council's leadership and management capacity

Achieving greater productivity and efficiency in the provision of infrastructure and community services

WORKFORCE STRATEGY IN PERSPECTIVE

Given these challenges (which is not an exhaustive list), our current workforce, whether directly facing the community or working behind the scenes, whether part of a team or leading it, will need to continue to learn and develop new skills in a number of critical areas. These influences will also shape the recruitment, development and performance of new employees to deliver the services and aspirations set out in our Community Strategic Plan. For these reasons, the Workforce Strategy has been developed to address two critical areas:

- 1 The delivery of basic, essential and largely reactive day-to-day Human Resources, as required by every organisation;
- 2 A Strategic Plan to deliver human resources initiatives to achieve ongoing success and to assist the achievement of the Community Plan and the Delivery Program.

Reactive, day-to-day Human Resources activities are assumed and therefore not addressed in detail as part of the Workforce Strategy, other than the requirement it makes on the allocation of HR resources. The assumption is made that we must deliver basic services such as managerial support and advice, employee counselling and discipline, employee well-being, work, health and safety advice and monitoring, workers compensation and return to work, and provide every day advice on questions of learning and development, terms and conditions of employment, etc.

With regard to contributing to the broader organisational strategy, since 2008 Human Resources has played an increasingly important role in supporting and implementing change at Mid-Western Regional Council. The key goal of Human Resources over the next four years is to deliver Council's vision of fostering **"a progressive and prosperous community we proudly call home"** through our own key objective of:

"Providing a great place to work for great people; where we are one organisation and one team; where our values of Respect, Integrity and Recognition are part of everything we do; and where we are known through the Region for the quality of work we deliver and the great customer service we provide to the community."

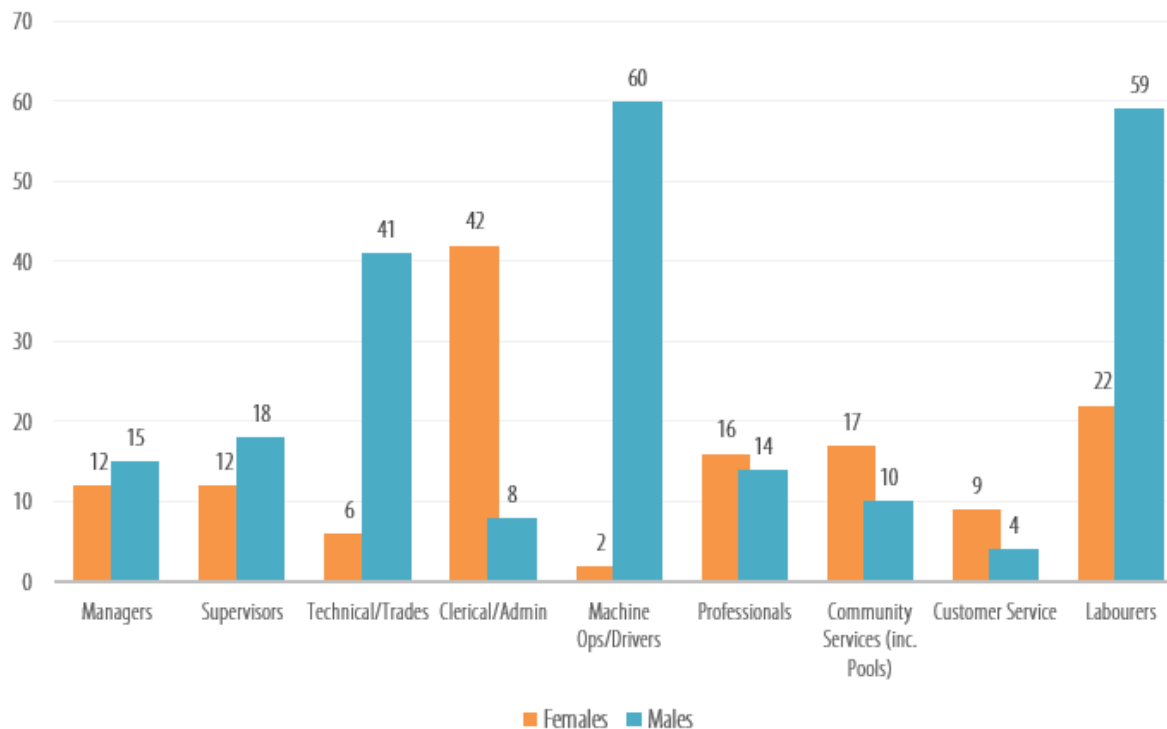
The Workforce Strategy is supported by the Equal Employment Opportunity Management Plan, the Disability Inclusion Action Plan and the Human Resources and WHS Plans which are prepared and reviewed annually. These plans detail the programs, processes and targets to be achieved during the financial year.



CURRENT PROFILE OF MID-WESTERN REGIONAL COUNCIL WORKFORCE 2017

In March 2017 a workforce profile was completed for the organisation and a snap shot of the profile is contained in the following charts.

Occupational Groups Employed at MWRC by Gender



Women make up 37% of the workforce compared to 40% of the local government workforce in NSW (ABS2011).

Females represent half of the Executive and 43% of management positions.

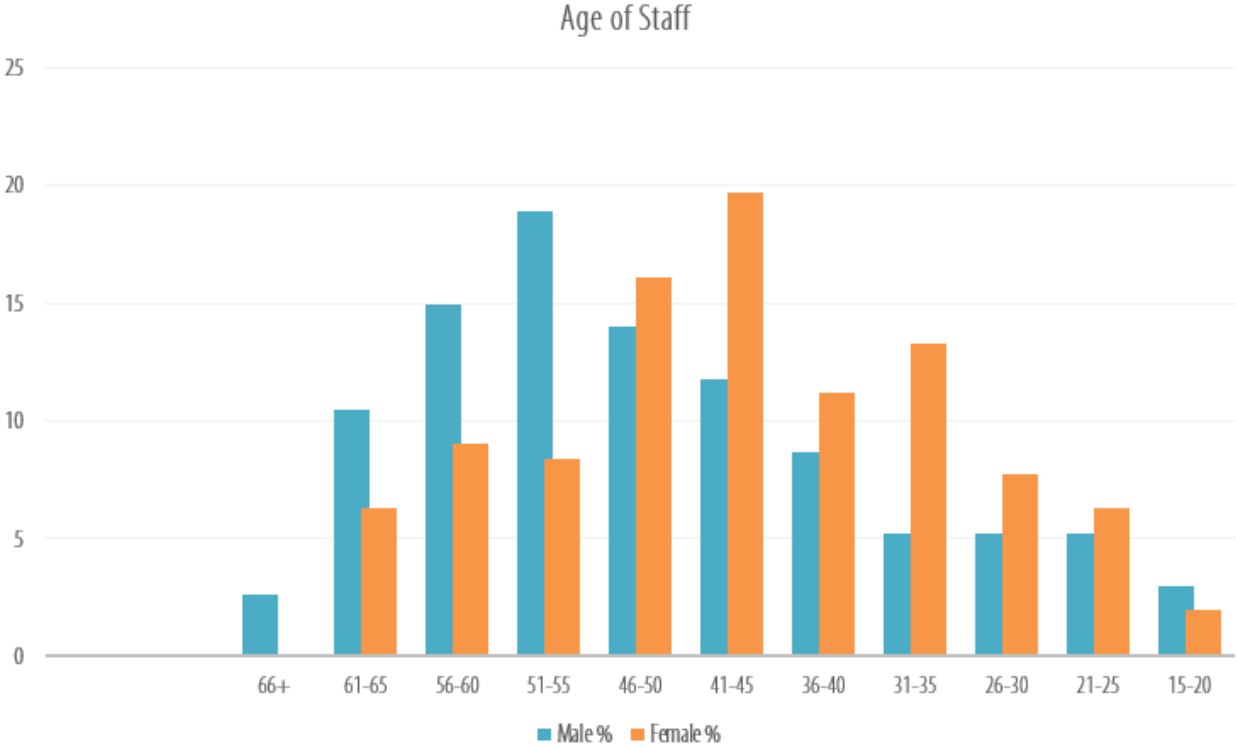
There are more male supervisors reflecting the higher incidence of supervisors in the outdoor sections of Council. Although this gap has reduced over the past 5 years.

There is a larger number of males in lower level outdoor (labouring) positions and in traditional male oriented positions such as trades and plant operators. There is a larger number of females in indoor administrative and customer service roles. Whilst females are well represented in engineering professions and have strong career prospects at Council, there is opportunity to increase gender diversity in other operations and infrastructure services roles.

Half of the Executive positions, 57% of the management positions and 60% of the supervisor positions are held by men.

CURRENT PROFILE OF MID-WESTERN REGIONAL COUNCIL WORKFORCE 2017

Age Profile of the MWRC Workforce



85% of employees are aged over 30 years.

Employees aged over 50 years represent 38% of the workforce. This group is approaching retirement age in the next 10 – 15 years. According to the ABS Census, 37% of the local government workforce is aged 50 years or over compared to the Australian workforce average of 29%.

Employees aged 30 years or less represent 14.5% of the workforce. The proportion of local government employees aged less than 35 years is much lower than the national average. There is an opportunity for Council to focus on actions to attract younger people to join the workforce.

The majority of the workforce 54% is aged between 36 and 55 years. This is slightly higher than the percentage of local government employees in that age range which is 52% (Census 2010).

A high proportion of employees aged 50 years or over are engaged as labourers/plant operators and these positions involve manual labour and fitness to perform the requirements of these positions. Council may need to investigate opportunities for redeployment and/or retraining. Council also needs to ensure that succession plans are in place to capture knowledge from key Operators who are transitioning to retirement such as Water and Sewer Operators and Grader Operators.

CURRENT PROFILE OF MID-WESTERN REGIONAL COUNCIL WORKFORCE 2017

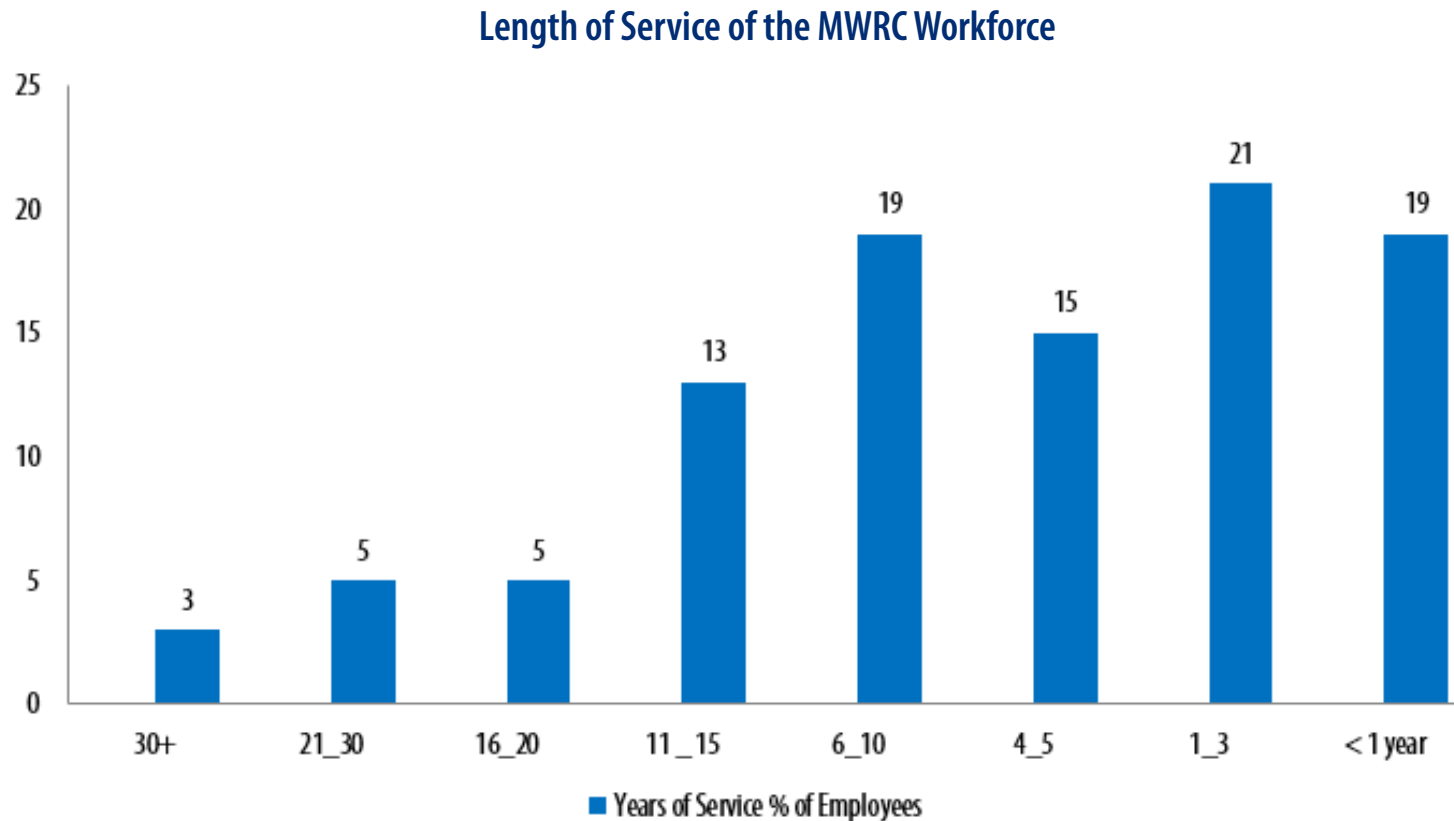
40% of the workforce has up to 3 years' service.

8% of the workforce has over 20 years' service.

26% of the workforce has greater than 10 years service.

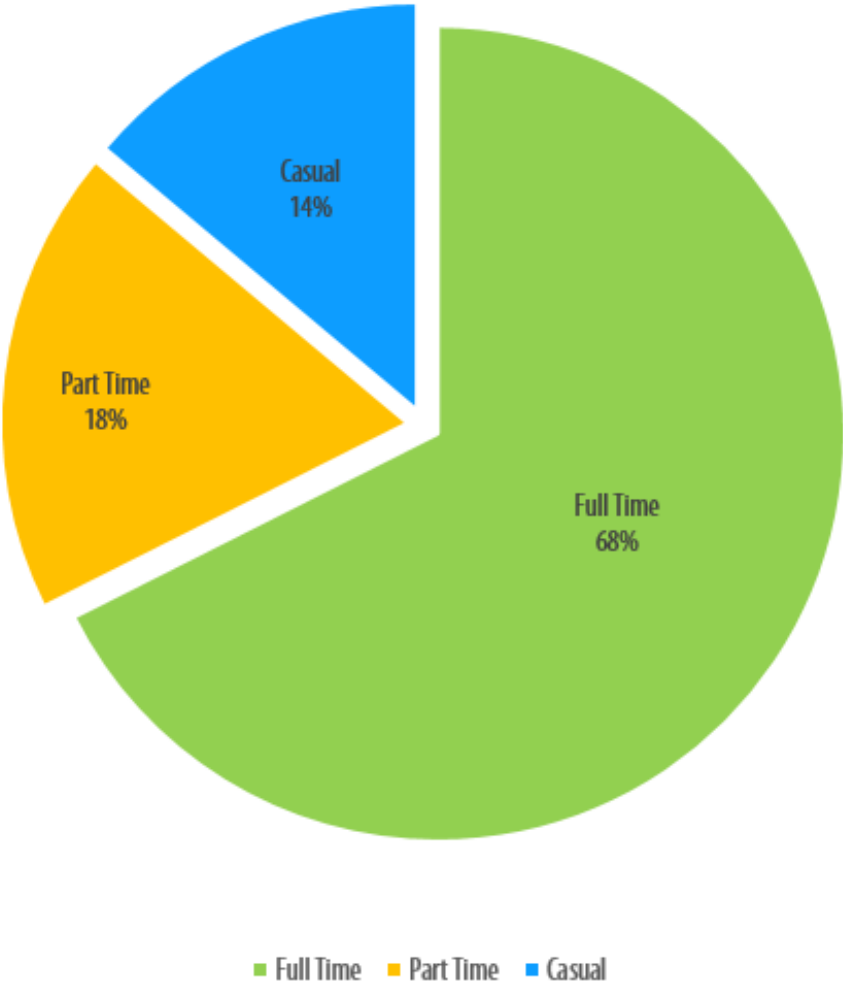
Due to the large number of new employees to Council the orientation and induction process for this group of employees is critical.

Learning and Development strategies need to focus on intensive training for less experienced employees, whilst ensuring there is a structured program to capture the knowledge transfer of those employees within Council who have significant service and experience.



CURRENT PROFILE OF MID-WESTERN REGIONAL COUNCIL WORKFORCE 2017

Employment Status of the MWRC Workforce



Permanent employees represent 86% of the workforce (full time and part time employees).

14% of the workforce is casual and the majority represents seasonal or fluctuating employment such as the pools, parks and gardens, roads infrastructure projects, library and recycling/ironed out facilities.

There has been a 5% increase in the number of employees in part time positions over the past four years. The rise in requests for part time work has largely been addressed through flexible work practices and job sharing arrangements.

TURNOVER AND RECRUITMENT

Over the last twelve months there were 46 terminations giving a 13% turnover rate. Of these terminations 44 were at the initiative of the employee.

MWRC HIGHLIGHTS

- > Women represent 37% of the workforce compared to 63% men
- > Permanent employees represent 86% of the workforce
- > The major occupational groups are Labourers at 24% and Machine Operators and Drivers at 17%
- > Employees aged over 50 years represent 38% of the workforce
- > Employees aged 30 years or less represent 14.5% of the workforce
- > The majority of the workforce 54% is aged between 36 and 55 years
- > 40% of the workforce has up to 3 years of service
- > The workforce turnover rate is 13%

”

OUR CULTURE

ONE ORGANISATION - ONE TEAM

For the past couple of years the organisation has discussed the need to develop a culture of continuous improvement, accountability and performance. In addition to improving our overall mindset, we also seek to build a strong collaborative culture – a culture of teamwork, quality communication and co-operation, of joint effort and shared aims.

Developing collaboration will therefore require us to assess, develop, promote and reward people who not only demonstrate a capacity to do their job and do it well, but who also meet expectations in relation to exhibiting our values of respect, integrity and recognition and working in partnership and across boundaries to achieve Council goals. This means building these elements into our performance management and talent management processes.



Workplace Environment Statement

Our core values are

Respect

Integrity

Recognition

Respect

- We respect ourselves, our team mates and our organisation as a whole.
- When we talk or write to each other we show respect by:
 - being positive, polite and truthful
 - really listening
 - responding politely
 - providing honest feedback
- We never tolerate bullying and discrimination in the workplace.

Integrity

- We are all accountable for our own actions and also for assisting and supporting our fellow workers.
- We seek solutions, we don't cast blame.
- We work for the community and we are proud to show our care for the place in which we live.
- We are committed to action – we do what we say we will do.
- We are honest with each other in everything we say and we do and we are committed to open two-way communication.

Recognition

- We are committed to a healthy, safe and constructive working environment where everyone's well-being is our major focus.
- We work together to develop employment policies and practices that are adaptable to individual circumstances.
- We celebrate our achievements and recognise that everyone's contribution is essential to this Council's success.
- In supporting each other and working together we create the right environment in which we all can achieve our very best.
- We seek continuous improvement both individually and collectively.
- We admit our mistakes and focus on getting better.
- We strive to achieve our personal best and be industry leaders.

We are one organisation and one team

LEARNING AND DEVELOPMENT

Council provides operational and strategic learning and development opportunities incorporating leadership, compliance objectives, knowledge based skills, statutory, licensing and certification requirements. The development opportunities need to be balanced between individual aspirations and the strategic requirements of the organisation.

The approach to ensuring we have the right skill sets at Council needs to be structured and focused on meeting the long term needs of the organisation. A structured succession planning framework assists in ensuring we are meeting these needs.

The learning and development strategies over the next four years will focus on the development needs of the three tiers of leadership (Executive, Managers, Supervisors) in line with our Leadership Competency Framework. Leadership competencies have been developed for each tier and will be embedded in recruitment processes, performance management and learning and development. The Position Description template has been developed to align with the key accountabilities of the position, leadership capabilities and expected standards of behaviour as well as the technical requirements to be successful in the role.

Focus will continue on the skills needed for Plant Operators and Drivers, Trade positions and skilled Operators such as Water and Waste Water Operators, roles that are essential to the frontline delivery of infrastructure services to the community. Council will continue to review opportunities to attract new and younger employees to address issues related to succession and age imbalance and support Trainees and entry level positions in areas such as IT, administration, Stores and Water Operations. We will also continue to engage Apprentices in the Mechanical and engineering fields.

Council continues to experience difficulty in recruiting critical professional and tertiary qualified staff in fields such as Engineering, Planning, Accounting and Health and Building. This situation is reflected in the Government Skills Australia's 2012 E-scan which identified engineers, planners, childcare staff, environmental health workers, surveyors and managers as the most difficult occupations to recruit. Council will continue to review opportunities for "growing its own" professionals and provide support for obtaining tertiary qualifications in difficult to attract and retain fields such as health and building, accounting and engineering and will continue to consider training alternatives for employees who may have an aptitude for these professions. Council will also review its recruitment strategies and look for candidates with transferable skills who can be developed with further training and development.

Focus also needs to be given to the strategies for attracting and retaining employees in these key areas. Council needs to differentiate itself from the other competing industries by promoting flexible working conditions, lifestyle and career development opportunities. Promotion will also be given to the contribution that staff can make to the benefit of the community to make it a "progressive and prosperous community we proudly call home".

Council will also address the learning needs for mature workers who will remain in employment longer but may have to adapt to technology and changing skill requirements.

Therefore, the focus for learning and development will continue to become more focussed and structured designed to balance both the short and long-term needs of the organisation.

ATTRACTING AND RETAINING THE RIGHT EMPLOYEES

In the current competitive labour market it is critical that Council has strategies in place to attract and retain employees. Recognising the risks of not retaining employees and as a part of the Human Resources Plan, Council has implemented a structured orientation and induction process and leadership development program. To build on these initiatives we will:

Employer Branding

Continue to develop our employer brand and the proposition that the Mid-Western Region is a **great place to live and work**. We will utilise digital media to profile and promote jobs and build our brand awareness and raise community awareness of why Council should be a career destination. This will help candidates to understand that working with Council in this Region can be a lifestyle decision whilst also providing a diverse range of career opportunities. To achieve this we will build on our reputation as an award winning organisation that provides a healthy balance between work and lifestyle.

Attracting Youth

Develop strategies to assist us in attracting potential young adult employees to work for Council and gain experience. This will include working closely with local High Schools and tertiary organisations to identify opportunities for young adults to learn more about careers within Council. This provides an opportunity to increase youth awareness of the diversity of jobs and functions within local government.

Retention

Provide our staff with a supportive environment where employees can achieve their potential through learning and development, performance management, workplace flexibility and working in a safe environment that rewards and recognises its employees. Some of the activities we will be undertaking includes the continuation of regular Employee Opinion Surveys, skills and knowledge succession planning including identifying who possesses critical skills and knowledge and determining what we need to do to ensure we retain the skills and knowledge required for a sustainable workforce. We will continue our commitment to establishing a culture of excellence and innovation and continue programs such as the Inspire Encourage Enlighten Program for the women at Council. We will continue to review our capacity to provide workplace flexibility that meets organisational and employee needs.

Recruitment Process

In order to ensure that our recruitment processes are timely and meeting the needs of Council and potential candidates we will continue to ensure all recruitment processes are optimal and streamlined. People involved in the recruitment and selection process will be trained and equipped in merit based selection and will represent Council in a positive light. It is important that there is a positive focus on the great lifestyle both the region and Council can provide.

TALENT MANAGEMENT

Talent management is a high priority for the organisation as indicated by the potential losses to Council both with an increased number of employees approaching retirement age over the next ten to fifteen years and the increasing competition in attracting skilled and professional candidates. To experience improvements in this area it is critical we initiate mentoring and development programs to transfer internal knowledge and nurture those employees with high potential. This will be achieved through performance management and succession planning.

LEADERSHIP

Critical to the success of human resources initiatives over the next four years is the support and drive from within the three tiers of leadership.

Council will continue to focus on leadership and management capability and build on the current leadership programs in partnership with challenging and quality service providers to address professional development with a focus on Council's identified leadership competencies.

Council will also develop initiatives to support good governance including risk management, continuous improvement and innovation and ethical behaviour.



LEADERSHIP DEVELOPMENT FRAMEWORK

Competencies	Creating a constructive culture	Building and leading a team	Cultivating working relationships	Communicating effectively	Thinking strategically	Planning for performance	Effectively managing budgets
Executive	Behaviours and Skills						
Management							
First-Line Leaders							

ADDITIONAL KEY FOCUS AREAS

Diversity and Inclusion

Council is committed to attracting and retaining a diverse workforce that is representative of the community and will review its recruitment and selection processes to develop inclusive employment opportunities. Council will also facilitate opportunities for people with a disability to work or volunteer within Council. Strategies and actions promoting diversity and inclusion will be included in Council's EEO Management Plan and Disability Inclusion Action Plan.

Leveraging Technology

Whilst Council will focus on skill development to assist in the drive for innovation and efficiencies, technology will become increasingly important in driving improvements in service delivery internally and externally. Council also needs to look for technology improvements in the collection of information, data and metrics that can assist in making measured business decisions and forecasting future workforce and service delivery needs. Coupled with the need to leverage technology, will be the need to provide training to ensure that employees have the technical skills to adapt to the new technologies in the workplace.

Council has been conducting employee opinion surveys over a number of years and in 2015 engaged insync surveys to conduct the annual employee survey. The insync survey allows Council to benchmark its performance and engagement results against the Local Government Best Practice Categories using the Business Excellence framework. Council will continue to conduct Employee Surveys biennially. In 2017, Council will also be trialling a smaller engagement survey that will be completed monthly and will measure staff engagement levels.

Employee Engagement

Mid-Western Regional Council is committed to providing a safe and healthy work environment for all workers in the workplace, as far as is reasonably practicable. In order to achieve this, Council is actively working towards a robust WHS Management System. The WHS system forms the foundation of a proactive, systematic and coordinated approach to the management of health and safety risks and provides for fair and effective workplace consultation, cooperation and issue resolution in relation to work health and safety.

Health, Safety and Wellbeing

WORK, HEALTH AND SAFETY

A WHS Management Plan is developed annually to ensure a program of WHS initiatives and improvements are identified and implemented. Council's Health and Wellbeing initiatives are included in the WHS Management Plan which provides access to benefits such as flu vaccinations, skin checks, proactive health programs and a biennial health and wellbeing day. A quarterly WHS Newsletter focuses on work related safety information and messaging and also safe and wellbeing information. We will continue to ensure we promote our motto "Work Safe, Live Well" and continue to focus on new initiatives that are aligned with both of these goals.

Council has an Employee Assistance Program which provides access to qualified Psychologists for staff and their immediate family. The EAP allows staff to seek confidential professional assistance when they need it.



PERFORMANCE MONITORING

We will monitor our Workforce Strategy using the performance measures as set out in the Workforce Strategy Action Plan.

As a part of our annual preparation of the Operational Plan, we will undertake a review of the Workforce Strategy and this will include an assessment of the previous year's performance against the Action Plan. This review will determine the success of the actions and measures and where improvements are needed, recommendations will be developed and included in the following Operational Plan.

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Culture – One Organisation One Team						3.2 Provide a positive and supportive working environment for employees
Respect, Integrity, Recognition	Continue to focus on developing a culture that is consistent with the values incorporated in the Workplace Environment Statement, focusing on performance management, leadership, and communications	Values included in Position Descriptions Measured in Performance Appraisals Rewarded via the Rewards and Recognition Procedure Promoted regularly via internal communications	Combined Leadership Groups	Human Resources Team EPM Budget allocated for Rewards and Recognition	Ongoing	3.2

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Learning and Development						3.2
Skill shortages in Technical/Trades positions	Develop and support traineeships and apprenticeships for critical skilled shortage areas such as Plant Operators, Water and Waste Water Operators and Mechanical/Electrical Trades	Trainee/Apprentice Positions	Executive	Human Resources Team Budget allocated for wages and associated training costs	Ongoing	3.2
Youth employment	Review opportunities for supporting entry level positions that may be suitable for youth Investigate the opportunities to partner with Schools and develop a training program to assist youth in acquiring employment related skills	Trainee/Apprentice Positions	Executive	Human Resources Team Budget allocated for wages and associated training costs	Ongoing	3.2
Skill shortages in Professional Positions	Continue to review opportunities for “growing its own” professionals and provide support for obtaining tertiary qualifications	Addressing skill shortages	Executive	Human Resources Team Budget allocated for wages and/or associated training costs	As required	3.2

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Leadership Capability	<p>Implementation of the Leadership Capability Framework</p> <p>Embed the framework into PD's, recruitment processes and performance management</p> <p>Identify development needs during succession planning</p>	<p>Position Descriptions include leadership capability</p> <p>EPM includes leadership capability</p> <p>Succession planning is undertaken annually</p>	<p>Human Resources Team</p> <p>Management Group</p>	<p>Human Resources Team</p> <p>Executive</p> <p>EPM licence costs</p>	Ongoing	3.2
Retaining Employees						3.2
Reward and Recognition	Continue Council's Rewards and Recognition Program for employees	Employees are rewarded and recognised appropriately	Combined Leadership Groups	<p>Human Resources Team</p> <p>Budget allocated for financial rewards and service awards.</p>	Ongoing	3.2
Networking and Inspirational Programs	Continue our commitment to establishing a supportive culture through the continuation of programs such as the Inspire Encourage and Enlighten program	Annual events	Executive	Budget allocated for events	Ongoing	3.2

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Workplace Flexibility	Continue to review our capacity to provide workplace flexibility that meets organisational and employee needs	Flexible working arrangements	Executive Management Group	Human Resources Team Payroll Team	Ongoing	3.2
Attracting Employees						2.1 Improve Communications between Council and the community and create awareness of Council's Roles and responsibilities
Employer Branding	Develop our brand awareness in the community Utilise digital media to profile and promote jobs Promote flexible working conditions, lifestyle and career development opportunities	Suitable pool of candidates for all recruitment exercises	Human Resources Team Recruitment Panels Corporate Communications	Human Resources Team Corporate Communications	Ongoing	2.1

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Attracting Youth	Develop strategies to attract young employees to work for Council including working with local Schools and tertiary organisations	Meetings held with Schools and tertiary organisations Attendance at School classes and events	Human Resources Team	Human Resources Team	Ongoing in School terms	2.1
Recruitment Process	Continue to monitor and review the recruitment process to ensure that it is meeting the needs of potential candidates Provide tools to ensure that people involved in the recruitment process can emphasise the great lifestyle both the region and Council can provide	Suitable pool of candidates for all recruitment exercises	Human Resources Team Selection Panels	Human Resources Team	Ongoing	2.1

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Talent Management and Succession Planning						3.2
Undertake Succession Planning and Talent Management Review	Continue the annual Human Resources Review that addresses: Succession planning Talent management Critical positions Emergency successors Development needs	Review completed annually	Executive	Executive	Ongoing annually	3.2
Diversity and Inclusion						3.2
Diverse Workforce	Facilitate opportunities to increase the diversity of the workforce Implement the actions in Council's EEO Management Plan and Disability Inclusion Action Plan	Actions implemented	Combined Leadership Groups	Human Resources Team Community Services Team	Ongoing	3.2

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Leveraging Technology						3.2 and 3.4 Pursue efficiencies and ongoing business improvement
Leveraging Technology	<p>Identify training needs and roll out training when new technology is introduced into the workplace</p> <p>Deliver training to key staff to improve skills to drive innovation and efficiencies</p> <p>Review opportunities for technology improvements in the collection of data and metrics to improve decision making and forecasting future workforce and delivery needs</p>	<p>Training delivered</p> <p>Review undertaken</p>	Combined Leadership Groups	<p>Human Resources Team</p> <p>ICT Team</p> <p>Finance Team</p> <p>Budget allocated following a review and if required, for additional investment in technology</p>	Ongoing	3.2 and 3.4
Business Improvement						<p>3.1 Pursue excellence in service delivery</p> <p>3.4 Pursue efficiencies and ongoing business improvements</p>

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Workplace Flexibility	Investigate flexibility within the award structure to introduce efficiencies and reduce costs e.g. Split shifts	Investigation was undertaken and report prepared on the flexible options available including split shifts Recommendations from the investigation implemented after consultation	Combined Leadership Groups	Combined Leadership Groups Human Resources Team Finance Team Payroll Team	Ongoing	3.1, 3.2 and 3.4
Service Delivery Reviews	Introduce service delivery reviews over next 4 years	Enhanced service delivery outcomes	Executive	Combined Leadership Groups Human Resources Team Finance Team	Ongoing	3.1 and 3.4
Employee Engagement						3.2

GAP/ISSUE	STRATEGIES/ACTIONS TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE	LINK TO COMMUNITY STRATEGIC PLAN
Employee Engagement Surveys	Continue the Employee Surveys biennially to allow employees to provide valuable feedback to the organisation and to measure the success of engagement initiatives both internally and against other similar organisations	Surveys completed	Executive	Budget allocated for survey every two years for an external survey provider, and every year for monthly survey Human Resources Team	Ongoing	3.2
Health, Safety and Wellbeing						3.2 and 3.3 Prudently manage risks associated with all Council activities
Health, Safety and Wellbeing	Implement, monitor and Review Councils WHS Management System Implement Councils Health and Wellbeing initiatives Quarterly WHS Newsletter Employee Assistance Program Pro-active Return to Work Program Manage WHS Risk Register	Improvement in WHS Management System Audit scores	Human Resources Team Combined Leadership Groups	Budget allocated for WHS initiatives and EAP	Ongoing	

MID-WESTERN REGIONAL COUNCIL

PO BOX 156
MUDGEE NSW 2850

86 Market Street MUDGEE
109 Herbert Street GULGONG
77 Louee Street RYLSTONE

Ph: 1300 765 002 or (02) 6378 2850

Fax: (02) 6378 2815

email: council@midwestern.nsw.gov.au

www.midwestern.nsw.gov.au