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council



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WORKFORCE MANAGEMENT STRATEGY 2022-2026

Acknowledgement of Country

We acknowledge the traditional custodians of the land on which we work and live, the Gathang-speaking people and pay our respects to all Aboriginal and Torres Strait Islander people who now reside in the MidCoast Council area. We extend our respect to elders past and present, and to all future cultural-knowledge holders.

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General Manager's Foreword

There's no question that our staff are our greatest asset, which is the reason we have prepared the MidCoast Council Workforce Management Strategy.

The strategy has been designed with our people in mind and sets out solid foundations for ensuring that collectively, we continue to be better every day.

As a relatively young council, we aim to attract and retain a talented and dynamic workforce. To do this, we recognise the need to provide a progressive workplace and a positive employee experience.

Our workforce "community" is made up of more than 1,000 great people who apply their skills and passion across a diverse range of disciplines. As a Council, it's our job to empower every one of them to perform at their highest level and the People Strategy identifies the means to help them do just that.

I often hear staff say "there's something about working for MidCoast Council", and while it's likely that "something" is different for everyone, I'm confident it's underpinned by our focus on providing a supportive environment, ongoing training and development opportunities, and an innovative approach to the way we deliver services to our community.

Organisational culture is a key factor in enhancing time spent at work and we have actively engaged our staff in moving ours towards our "preferred culture" – one that reflects our organisational values of wellbeing, integrity, sustainability and respect.

I look forward to seeing the results of our Strategy come to life as we welcome new staff and support each other to be better every day

Adrian Panuccio

General Manager, MidCoast Council

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Executive Summary

About the Workforce Management Strategy

The Workforce Management Strategy (Strategy) is a critical enabler for delivering on the Delivery Program and MidCoast Councils Organisational Vision:

> *Our vision is to be a high-performing organisation where we are always striving to be better.*
>
> *One where we work collaboratively and are trusted.*
>
> *Better every day*

MidCoast Council is one of the region's largest employers, with a headcount of over 1,000 talented and committed individuals.

Acknowledging that our people are our most critical resource, the Strategy identifies a range of strategies and initiatives that will help us create and maintain a positive and meaningful employee experience. The strategy has been developed to meet the following objectives:

- To position MidCoast Council as an 'employer of choice'
- To shape a positive organisational culture and move it towards our preferred culture
- To assist every employee to continually deliver on our organisational vision: *To be a high performing organisation where we are always striving to be better; one where we work collaboratively and are trusted.*

Put simply, the Strategy will help us achieve our goal to be *Better every day.*

The strategy should be read in conjunction with Council's Resourcing Strategy and Community Strategic Plan.

What the Strategy addresses

The Workforce Management Strategy is a high-level assessment of who we are as a workforce today, what challenges we envisage we will face in coming years, and how we plan to address these challenges.

Our workforce is never static. Council has over 1,000 employees delivering an array of services, both in traditional and non-traditional local government spheres. We have employees who have been here for 57 years, through to our apprentices and trainees who are often commencing their careers.

What is important is that across our workforce we have the right people, with the right skills to deliver the services our community expects of us to a high standard.

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Some of our key challenges moving forward are:

- Attracting and retaining suitably qualified and skilled staff
- Addressing an ageing workforce, succession planning and knowledge transfer
- Building resilience and flexibility in our workforce so we are well equipped to deal with change and future challenges
- Enhancing opportunities for women in leadership
- Developing leadership and people management capability at all levels of our organisation
- Identifying and managing the impacts of technological change on our workforce
- Developing agile and dynamic cultures and structures
- Ensuring our workforce is diverse and inclusive, and representative of our community
- Ensuring we have process in place to recognise and reward high performance and positive behaviours
- Operating systems that support a positive workplace experience and make our jobs easier
- Providing a psychologically safe workplace
- This Strategy contextualises these challenges, develops a profile of our current workforce, provides insights into various workforce engagement projects that have been undertaken to better understand our workforce, develops a strategic direction for our workforce over coming years, and provides actions to address our current challenges and achieve this strategic direction.

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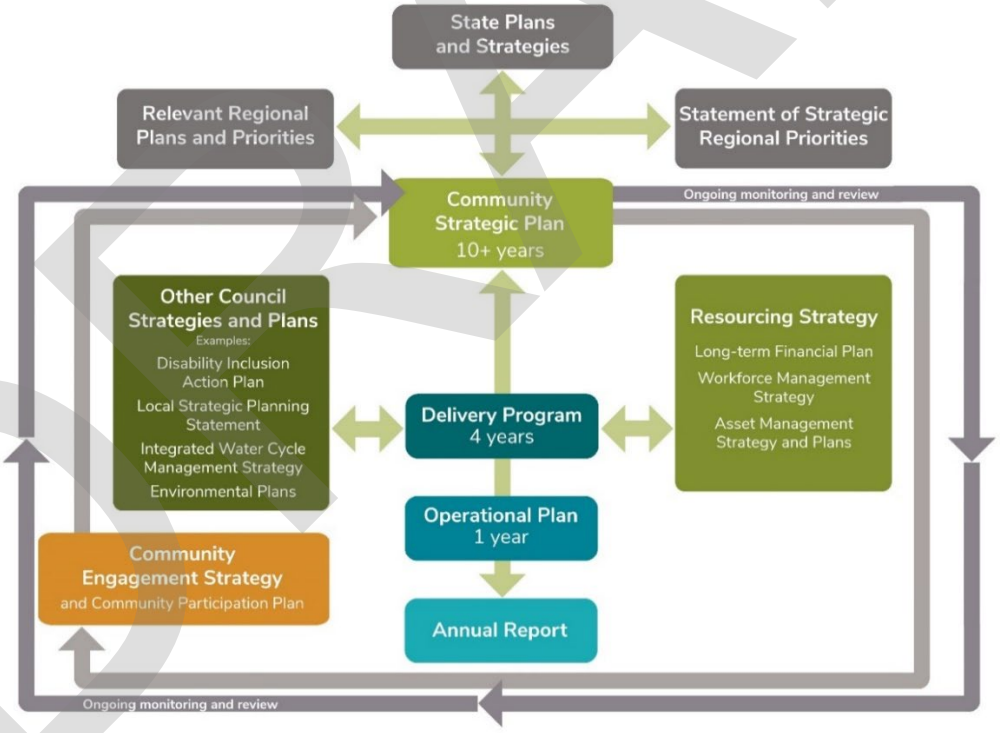
1. The Integrated Planning (IP&R) and Reporting Framework

The NSW IP&R framework is based on the idea that councils planning should be linked directly to community priorities. The framework is made up of several different plans that work alongside each other.

When looked at together, the plans show how:

- the community has expressed their vision and priorities
- community members, community groups and others can play an active role in shaping the future
- the community's priorities flow down to other plans, including the services and activities in the yearly operational plans
- resources will be managed to work towards the vision and priorities, while also balancing expectations with affordability
- progress is being made towards the community's vision and priorities through measuring, monitoring and reporting.

The following diagram shows how the plans fit together.



The Workforce Management Strategy is about ensuring that our people are ready to meet the priorities set in the Delivery Program and Operational Plan.

An effective, productive and agile workforce characterised by high workplace satisfaction will enable Council to deliver on its goals. This Strategy aims to provide the means by which our workforce can both improve and remain ready to face the challenges ahead.

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2. Our Workforce in Profile

Our Organisation's Values

As a workforce, Council has developed a set of values that guide our workplace behaviour. By living these values at the workplace, our workforce can work together in a professional, collegiate way to deliver for our community.

These values are:

Wellbeing

We value safety, security, health and happiness.

Our commitment is to develop and maintain a culture where safety and wellbeing are our highest priority.

Our commitment to safety is reflected through our Workplace Health and Safety (WHS) Management Framework and WHS Management Plan. Our commitment to staff wellbeing is demonstrated through our Mentally Healthy Workplace Strategy.

Integrity

We are open, honest, accountable and take pride in all we do.

We do the right things for the right reasons and always with our community in mind.

Sustainability

We use efficiencies, innovation and cooperation to achieve sustainable results.

Our commitment to sustainability is reflected in our Climate Change Policy. We will achieve net zero greenhouse gas emissions and 100% renewable energy for our operations by 2040.

Respect

We work together respectfully ensuring inclusion, equality and open communication.

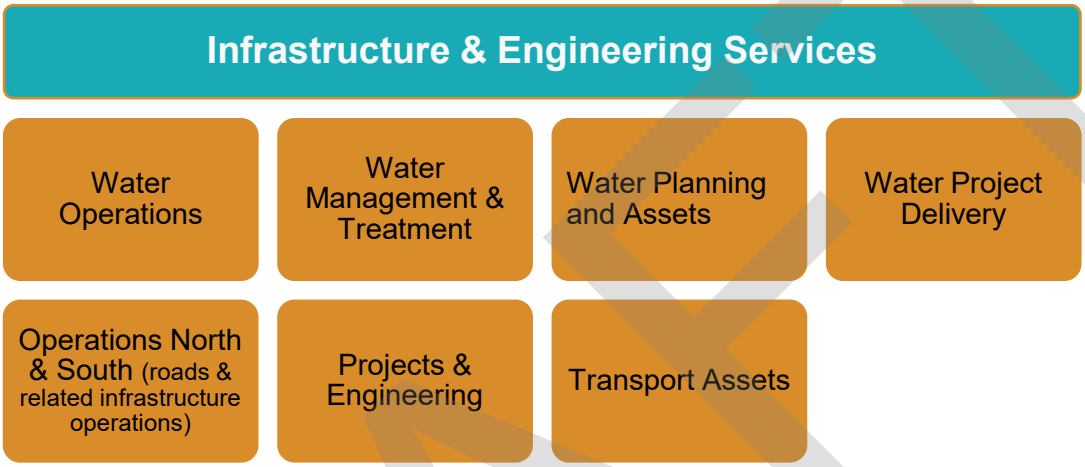
Council is committed to creating and sustaining an environment that fosters fairness and wellness; one that is safe, flexible and respectful where everyone is free to go about their business without fear of discrimination, bullying, harassment, vilification or victimisation.

We highly value our diverse workforce and we believe that anyone working for, on behalf of, or with Council should be treated with dignity, courtesy and respect at all times.

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Our Structure

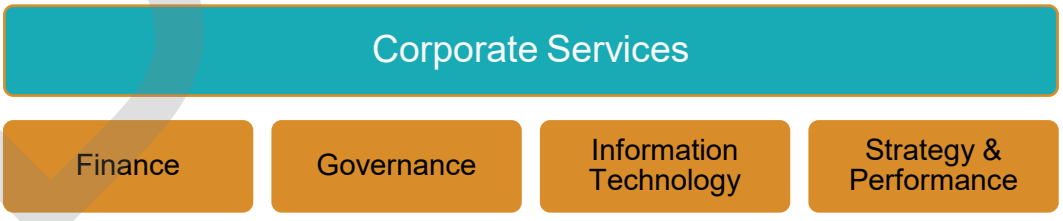
MidCoast Council's structure is designed to deliver on our Community Strategic Plan. To achieve this Council is divided into three divisions delivering interrelated services. Two of these divisions are primarily external facing, providing infrastructure and services to the community, whilst one is mainly internal focussed, aimed at providing the systems and tools our workforce needs to work efficiently and effectively.



The services of each division are outlined below:

The Infrastructure & Engineering Services division manages Council's road and drainage network, provides technical and engineering advisory services, and oversee the provision of water services to our community. In all the division oversees and maintains:

- 1,439km of sealed roads, 1,790km of unsealed roads, 347 concrete or steel bridges, and 195 timber bridges
- Footpaths, cycleways, car parks, bus shelters and stormwater drains
- 2,300km of water and sewerage mains
- Bootawa Dam, Sewerage treatment facilities, and other water supply facilities
- Bootawa Dam and other water supply facilities



The Corporate Services division is focussed on providing internal services to support our other divisions to meet their goals. It is an enabling division to provide the people, tools, information and support our workforce needs to deliver. The key services provided by the division are Finance, Information Technology, Human Resources, Strategy and Performance, and Governance.

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The Liveable Communities division oversees the provision of community spaces and services. Some of the assets and services the division provides are:

- 3000ha of parks and open spaces
- 10 pools and 2 ocean pools
- 58 playing fields, 26 sporting complexes, 86 playgrounds, 13 skate parks, 792 public buildings and 30 cemeteries
- Support for our regional and visitor economy with over 10,000 businesses and 2,737 visitors each night
- Frontline services such as 90,000 customer service phone calls a year, 1 million web page views, 720,000 library loans, 43,000 visitors to the Manning Entertainment Centre and 18,000 visitors to the Manning Regional Art Gallery
- Delivery of ageing and disability services to over 600 clients
- Planning and regulatory services, and the protection and enhancement of our natural systems

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Our Workforce Today

The following is a profile of our workforce as at 31 December 2021 (unless otherwise provided).

Our Numbers				
Division	**Full-time**	**Part-time**	**Casual**	**Full Time Equivalent FTE**
Infrastructure & Engineering Services	387	8	0	392.5
Liveable Communities	281	138	106	359.2
Corporate Services	114	12	1	123.2
Total	**782**	**158**	**107**	**874.9**

As at 31 December 2022 Council had 874.9 full time equivalent employees. The vast majority of these employees work in our Infrastructure & Engineering Services and Liveable Communities divisions. Overall, 90% of our workforce is employed on a permanent basis. The majority of our casuals are employed either in roles that work on a seasonal basis, or in our ageing and disability service, MidCoast Assist, where demand levels for services vary under the National Disability Insurance Scheme model.

Our Gender Profile						
Division	Male			Female		
	Full-time	Part-time	Casual	Full-time	Part-time	Casual
Infrastructure & Engineering Services	358	5	0	29	3	0
Liveable Communities	164	17	32	117	121	74
Corporate Services	49	1	0	65	11	1
Total	571	23	32	211	135	75
	Male			**Female**		
Total full-time equivalent (FTE)	626			421		
Gender in leadership	Manager level roles (or higher) occupied by females = 21.9%. Of the 32 Manager Level positions 25 are filled by Males and seven are filled by females.					

MidCoast Council is committed to increasing gender diversity in our leadership. We want to increase our level of female leadership. Actions to improve pathways for female employees to senior leadership are included in this Strategy.

Turnover & Commencements			
2021 turnover rate annualised	14.69%		
2021 Commencements by Division	Infrastructure & Engineering	Liveable Communities	Corporate Services
	48	59	19

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MidCoast Council's is slightly above the NSW Local Government median for 2020-21 of 13.4%. Staff retention is a key focus of the actions outlined later in this Strategy.

Age Profile						
Age	15-25	26-35	36-45	46-55	56-65	66 & over
Infrastructure & Engineering Services	28	61	81	113	96	16
Liveable Communities	35	78	103	145	138	26
Corporate Services	4	19	23	44	35	2
TOTAL	67	158	207	302	269	44

With 30% of our workforce over the age of 55 retirement risk is a significant challenge to our workforce. To address this Council has actions focussed on both retaining our existing workforce, whilst also providing training opportunities for our employees in specialist skills areas and leadership.

Employee Leave			
Leave types	Sick leave Days per FTE for 12 months as at 31 December 2021	Excess Accrued Annual Leave Days per FTE as at 31 December 2021	Excess Accrued Long Service Leave Days per FTE as at 31 December 2021
Infrastructure & Engineering Services	13.03	4.48	15.29
Liveable Communities	11.56	3.70	9.33
Corporate Services	10.52	7.61	12.17
TOTAL	12.07	4.60	12.40

Sick leave levels have been significantly impacted in 2021 by the COVID-19 outbreak. Not only has Council been impacted by employees contracting COVID-19, but also many more employees who have taken Sick Leave to comply with NSW Government isolation requirements. Excess accrued annual leave and long service leave can be a detriment to employees as it means they are not taking enough breaks from work. They also represent a financial liability to Council. In recent years Council has been successful in reducing excess accrued leave across the organisation. This focus will remain in coming years.

Equal Opportunity Employment	
% of employees identifying as Aboriginal & Torres Strait Island Employees as at 30 June 2021	2.4%
% of employees identifying as having a disability as at 30 June 2021	1.2%

Council is committed to reflecting our community through our workforce. As it stands, the level of employees identifying as Aboriginal and Torres Strait Islander in our workforce is too low. Similarly, only a small proportion of our employees identify as having a disability. Council has put significant actions into place in this Strategy to address this in coming years.

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3. Employee Engagement

Staff Survey

In late 2020, Council staff were encouraged to take part in our 'Your Thoughts Matter' Staff Survey. The survey provided a forum for employees to have their say, by sharing their thoughts and experiences about working with MidCoast Council. Importantly it was also designed to gather feedback to help us understand both how we currently operate and where there are opportunities to improve.

Of the 1,101 staff who were invited to participate in the survey, we received 678 responses (62%) providing valuable insights around our current organisational culture.

A further 200 staff members were invited to take part in a second survey that explored our 'preferred culture'. This survey attracted a 50% response rate (100 people).

The survey outcomes are being rolled out to all staff across the organisation during mid-2021. In addition, action planning to move us towards a more constructive culture is being undertaken at an organisational, divisional, departmental and section level.

The staff survey outcomes are a key driver of the focus areas outlined throughout this Strategy.

Leadership Team

Running alongside the staff survey, we asked three additional questions of our leaders:

1. What do you think are the biggest workforce/people challenges facing Council over the next three to five years?
2. What do you think are the biggest workforce/people challenges facing your Department over the next three to five years?
3. Are there any areas you think we need to focus on in the development of our People Strategy?

Mentally Healthy Workplace Project

In 2021 Council commissioned a study into our workforce that looked at the following factors:

- Identifying key wellbeing risks at play for employees of MidCoast Council
- Identifying where improvements could be made to enhance workplace culture and worker mental health and wellbeing

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- Making recommendations aimed at supporting a culture of inclusion, psychological safety and collaboration across all business functions.

The study was undertaken by an external group, the Centre for Corporate Health.

A total of 14, one-on-one stakeholder interviews and 13 focus groups with employees were conducted between August and December 2021. Participating staff were from across all directorates and levels of Council.

- The outcomes of this project broadly align with the trends identified in the Staff Survey.

Career Revive

Career Revive is a Federal Government initiative focussed on supporting employees to attract and retain skilled women returning to work after a career break. It focusses on re-examining our workforce approaches, job design, career pathways and how we support women through this process.

This project is being led by KPMG and has canvassed employee views on issues effecting women in our workplace.

The goal of the project is to increase the number of female employees at Council working across various business areas and in leadership roles.

Key Findings from Employee Engagement

The engagement projects outlined produced the following findings. While some findings were very positive, other findings have identified areas for improvement to better support our workforce.

Workplace Culture

Our workplace culture survey highlighted the following aspects about our culture that require improvement:

- Our staff feel that responsibility is shifted to avoid accountability
- People often avoid making decisions
- Roles can be unclear at times
- We can be critical and challenging of other's ideas
- We value rules and regulations
- We tend to do things the way they have been done before

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On the aspirational side, the workplace culture survey highlighted that our workforce aims and wants to be:

- Innovative
- Open to change
- Have clear purposes and goals
- Focussed on growth and development
- Supportive of each other and aware of each other's needs

Employee views on working at Council

The Mentally Healthy Workplace Project and Career Revive found the following with regards to how our employees viewed different aspects of working at Council.

- 83% were proud to tell people they work at Council
- Flexibility was identified as a core employee value proposition, 80% of staff believe they would be supported to work flexibly
- Collaboration and support within teams is a strength
- There is a view that sometimes senior leadership is not open to suggestions for change and improvement, leading to 38% of employees feeling unsafe to speak out
- There is a view that people work well within their own teams, but that cross-team collaboration is lacking

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4. Strategic Direction

Alignment to the Community Strategic Plan

Our Community Strategic Plan is based around four Community Outcomes:

Community Outcome 1: A resilient and socially connected community

Our diverse communities offer active and social opportunities for everyone; they are safe and are places where we work together with a creative focus acknowledging our rich history and culture.

Community Outcome 2: An integrated and considered approach to managing our natural and built environments

Our natural environment is protected and enhanced, while we maintain our growing town centres and manage our resources wisely.

Community Outcome 3: A thriving and strong economy

A strong regional economy that supports business and jobs growth.

Community Outcome 4: Strong leadership and good governance

Council is focused on being sustainable, well-governed, and delivering the best outcomes for the community.

The Workforce Management Strategy addresses on the following Community Strategic Plan objective and strategies:

4.3 Council builds a healthy and community focused culture that contributes to our Success

4.3.1 Develop and grow a skilled, motivated, accountable and a 'high-performing' workforce and safe, accessible, fair and equitable work environment

4.3.2 Provide a safe, accessible, fair and equitable work environment

To do this, various actions are outlined below to deliver on the above objectives and to address our challenges as a workforce.

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5. Strategy

1. Attract a high-performing and diverse workforce

To attract a high-performing and diverse workforce, MidCoast Council needs to draw our workforce from all areas of our society and all walks of life. To achieve this, Council is focussed on:

- Advertising through a variety of channels (both traditional and non-traditional) to reach a broad market.
- Finding the right "tone" and manner of advertisement to appeal to all sectors of our society and promote Council as a welcoming and inclusive employer.
- Continuing to build upon the success of our Employment Based Training Strategy, which has seen Council take on a raft of apprentices, trainees and graduates, many of whom have now found permanent work placement at Council.

We also constantly review our recruitment and selection process to ensure they user-friendly, transparent and fair, such that applying for roles Council is not "daunting". We want even those who are unsuccessful for roles at Council to have a positive experience, feel encouraged to apply again should future opportunities arise, and to sell Council as a good employer to their networks.

To enhance our ability to attract a high-performing and diverse workforce, Council has three key objectives over the period of the Delivery Program. These are matched by actions to achieve them.

Objectives: *what we wish to achieve*	**Actions:** *How we get there*
1.1 Be a welcoming employer for Aboriginal and Torres Strait Islander peoples	1.1.1 Develop an Aboriginal Employment Strategy that develops methods to attract more Aboriginal candidates to apply for roles at Council.
	1.1.2 Leverage off existing and emerging relationships with the local Aboriginal community to promote Council as a welcoming employer for Aboriginal people, particularly as Council's broader *Aboriginal Action Plan* is developed.
	1.1.3 Continue Aboriginal awareness training amongst our workforce on a regular basis.
1.2 Support women in the workforce and increase opportunities for women in leadership	1.2.1 Better parental leave experiences by the provision of: • A roadmap for staff and managers to guide the process for embarking on and returning from parental leave. • Conversational guides for managing this process and associated issues on an individual basis. • Review gender normative assumptions related to the taking of parental leave.

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	1.2.2 Create a permanent *Expression of Interest* link for women looking to return to the workforce.
	1.2.3 Management and staff attendance at workshops on: • Creating inclusive cultures • Employee value proposition • Job crafting • Manager to coach
	1.2.4 Use data to track salary information and promotion rates.
	1.2.5 Establish a mentoring program aimed at progressing the careers of high-potential or part-time female talent.
	1.2.6 Participate in the Australian Local Government Women's Association.
1.3 Be a welcoming and flexible employer for those with a disability	1.3.1 Provide feedback and input into the development of MidCoast Council's Disability Inclusion Action Plan.
	1.3.2 Make clear in all our job advertising that Council welcomes applicants with a disability and is committed to making reasonable adjustments for employees and candidates with a disability.
	1.3.3 Where possible, use examples of Council's employment of people with a disability in our advertising channels.
	1.3.4 Undertake an external review of our recruitment practices and take on recommendations to ensure our recruitment processes are disability friendly.

2. Inspire, Empower and Develop our People

Council seeks to have a workforce that understands and is inspired by our vision *"Better Every Day"*. To fulfil this vision, we require a workforce that feels empowered and is supported in their development.

This requires leadership that has set a clear direction for our organisation through the Integrated Planning and Reporting process, managers who feel enabled to empower their workforce to reach their potential, and rewards for good performance and the right behaviours.

Alongside this, we have invested strongly in training and development for our workforce, both on a role-based and organisational level. Over recent years the provision of training to our workforce has increased substantially. In addition, we have also provided financial and other assistance to other employees to undertake tertiary studies that complement their role and career at Council.

To enhance our ability to inspire, empower and develop our people, the following objectives and actions will be put in place.

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Objectives: *what we wish to achieve*	**Actions:** *How we get there*
2.1 Reward and recognise good performance and behaviours in the workplace	2.1.1 Reform our performance and development system to align with our organisational vision – "Better Every Day".
	2.1.2 Introduce a staff reward and recognition program to provide for reward at a local level in the organisation.
2.2 Develop our future leaders	2.2.1 Continuation of Council's LEAD program to provide Certificate IV training in leadership to coordinators and other relevant staff.
	2.2.2 Develop a Manager Development Program to address key skills gaps.
	2.2.3 Establishing a mentoring program aimed at progressing the careers of high-potential or part-time female talent.
2.3 Ensure our people are constantly improving on how they deliver	2.3.1 Continue provision of role specific training in collaboration with managers.
	2.3.2 Increase usage of online training booking process.
2.3 Delivery of corporate-wide training in key areas to ensure the workforce understands key responsibilities of working at Council and can adequately utilise Council platforms.	2.4.1 Regular review of Council's Corporate Training Plan.
	2.4.2 Increase provision of flexible online training platforms to our employees.

3. Nurture an Inclusive, Safe and Healthy Working Environment

MidCoast Council aims to have a workforce that understands the importance of diversity and inclusion and takes meaningful steps towards becoming an inclusive workplace. We want to provide our people with choices to work in the way that best lets them deliver on their outcomes.

This includes stamping out bullying, harassment and discrimination, living our value of wellbeing by taking steps to achieve a mentally healthy workplace, and to treat the health and safety of our staff as our highest priority.

The following objectives and actions aim to deliver on this:

Objectives: *what we wish to achieve*	**Actions:** *How we get there*
3.1 Nurture an inclusive workplace.	3.1.1 Implementation of our EEO Management Plan.
	3.1.2 Management and staff attendance at workshops on creating inclusive cultures.
	3.1.3 Promote the awareness and use of Council's Flexible Working Framework.

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3.2 Eliminate bullying from our workplace.	3.2.1 Implementation of an anti-bullying policy.
3.3 Deliver a healthy working environment.	3.3.1 Complete implementation of action items put forward by MidCoast Council's Audit, Risk and Improvement Committee.
	3.3.2 Increase safety audits undertaken by members of the Work, Health and Safety Committee.
	3.3.3 Deliver on an action plan in response to the findings of the *Mentally Healthy Workplaces* study.

4. Develop a deep understanding of the future workforce needs of our business and the challenges we will face

To deliver an effective future workforce, Council needs to ensure alignment between our long-term strategy, organisation priorities and people resources. To do so we will use information resulting from the systematic analysis of data or statistics to drive decision-making and manage our workforce more effectively. We also need to look forward and manage the impact of technological change on our people.

Other ways that we can secure our future workforce needs include clear succession planning, the continued delivery of our Enterprise Based Training Strategy, and thorough engagement with staff on matters that affect their employment.

Objectives: *what we wish to achieve*	**Actions:** *How we get there*
4.1 Understand our future workforce needs	4.1.1 Work with organisational leaders to understand trends and directions in their area of service responsibility and how this will affect the workforce moving forward.
4.2 Undertake succession planning in critical areas	4.2.1 Develop selection succession plans by: • Identifying critical roles in the organisation • Develop plans to identify and nurture internal talent • Provide development tools to identified talent
4.3 Develop skills internally	4.3.1 Continue to deliver Council's Employment Based Training Strategy aimed at developing apprentices, trainees and graduates.
	4.3.2 Create linkages between the Council's Employment Based Training Strategy and recruitment opportunities for permanent roles.
4.4 Develop a culture of engagement with staff	4.4.1 Use our workforce to provide insight into areas of increasing and decreasing demands for services.
	4.4.2 Consult with staff on all changes affecting their employment with Council.

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6. Measuring Success

The following measures will be used to monitor Council's progress and to later set benchmarking.

- Feedback on recruitment experience from hiring managers, candidates and recruits
- Diversity in our workforce:

  % of workforce identifying as Aboriginal and Torres Strait Islander

  % of workforce identifying as having a disability

  % of management position occupied by females
- Average time to fill vacancies in days (*from receipt of approved recruitment action to signing of Letter of Offer)*
- New starter retention > 1yr
- Unplanned absence days per FTE
- Lost time injuries (#)
- Lost time injury days (#)
- Excess annual leave (days) per FTE
- Excess long service leave (days) per FTE
- Apprentices, Trainees and Graduates that move into permanent roles (%)

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