

WORKFORCE STRATEGY 2022–26

MID-WESTERN REGIONAL COUNCIL



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MID-WESTERN REGIONAL COUNCIL

Address	86 Market Street, Mudgee NSW 2850
Email	council@midwestern.nsw.gov.au
Telephone	02 6378 2850
Mayor	Cr Des Kennedy
General Manager	Brad Cam

Introduction

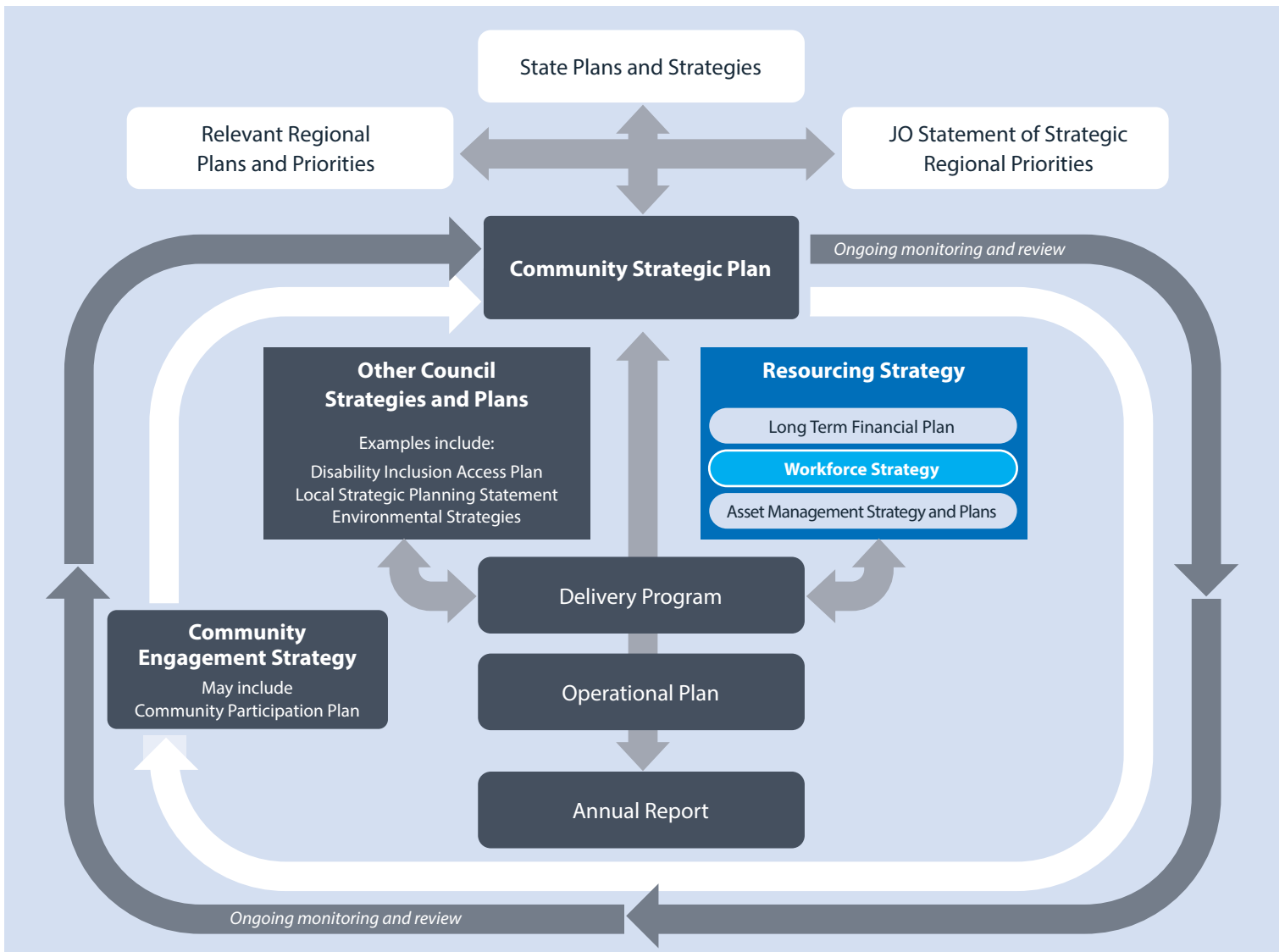
Mid-Western Regional Council (MWRC) has developed a Community Strategic Plan that sets out where, as a community, we want to be in the year 2040. It is a future vision developed collaboratively between the community and Council and represents the aspirations of the people who live and work within Mid-Western Region and strategies for achieving these goals.

In order to move towards the vision for 2040, 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 Strategy 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 Strategy 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.



Workforce Planning Framework



Organisational Context

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

LOOKING AFTER OUR COMMUNITY

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



PROTECTING OUR NATURAL ENVIRONMENT

Conserving and promoting the natural beauty of our region.



BUILDING A STRONG LOCAL ECONOMY

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



CONNECTING OUR REGION

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



GOOD GOVERNMENT

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



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 Context

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.

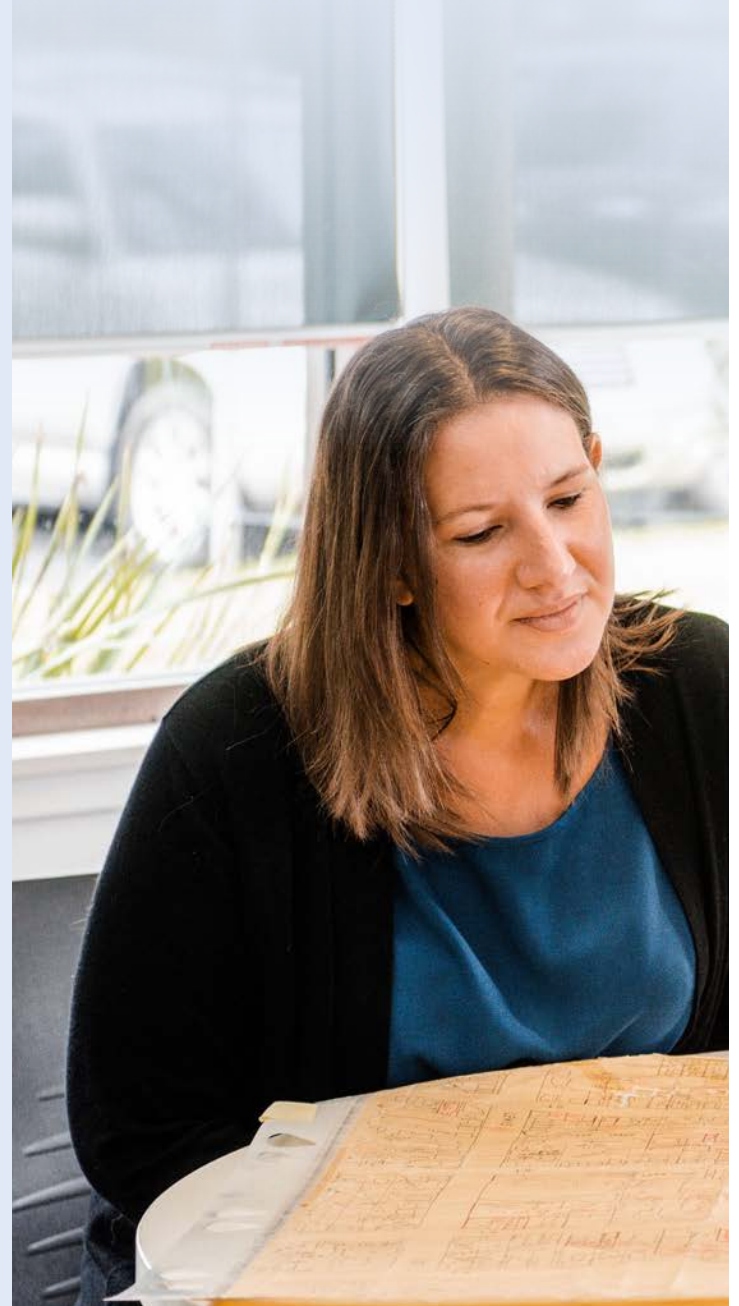
Currently, approximately 460 employees provide Council services across the Mid-Western region. The Workforce Strategy seeks to sustain and strengthen these efforts building upon organisation structure reviews, Human Resources (HR) Plans and the development of the Workplace Environment Statement. The 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
- 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.

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.



The key goal of Human Resources over the next four years is to deliver Council's vision of fostering *"a prosperous and progressive 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 throughout 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 (EEO) Management Plan, the Disability Inclusion Action Plan and the Human Resources and Work Health and Safety Plans which are prepared and reviewed annually. These plans detail the programs, processes and targets to be achieved during the financial year.



Workforce Context (cont'd)

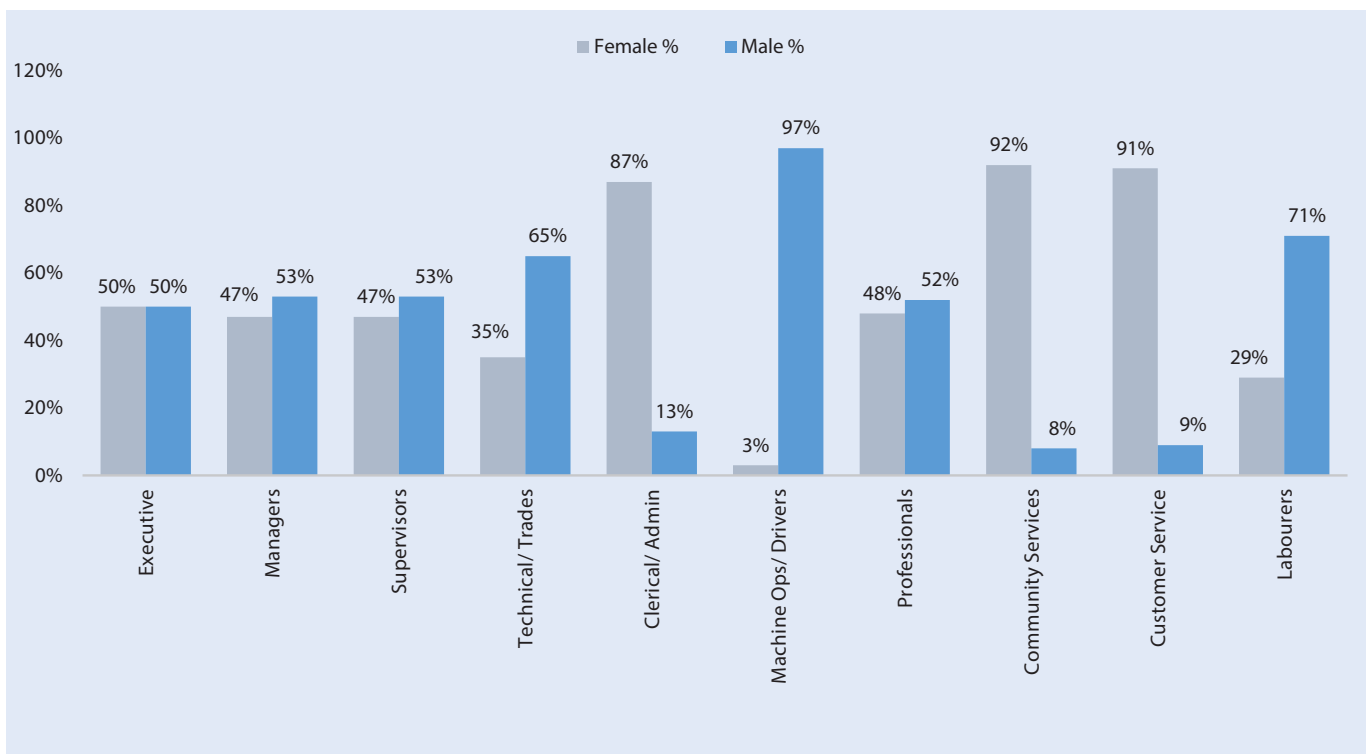
CURRENT PROFILE OF MID-WESTERN REGIONAL COUNCIL WORKFORCE 2022

Council's workforce at April 2022 was comprised of a total 461 employees, including full time, part time and casual working across a wide range of roles and disciplines.

Council's organisational structure is reviewed on a regular basis, and adjustments are made where required, to ensure alignment with corporate objectives and service delivery requirements.

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

Chart 1: Occupational Groups employed at MWRC by Gender



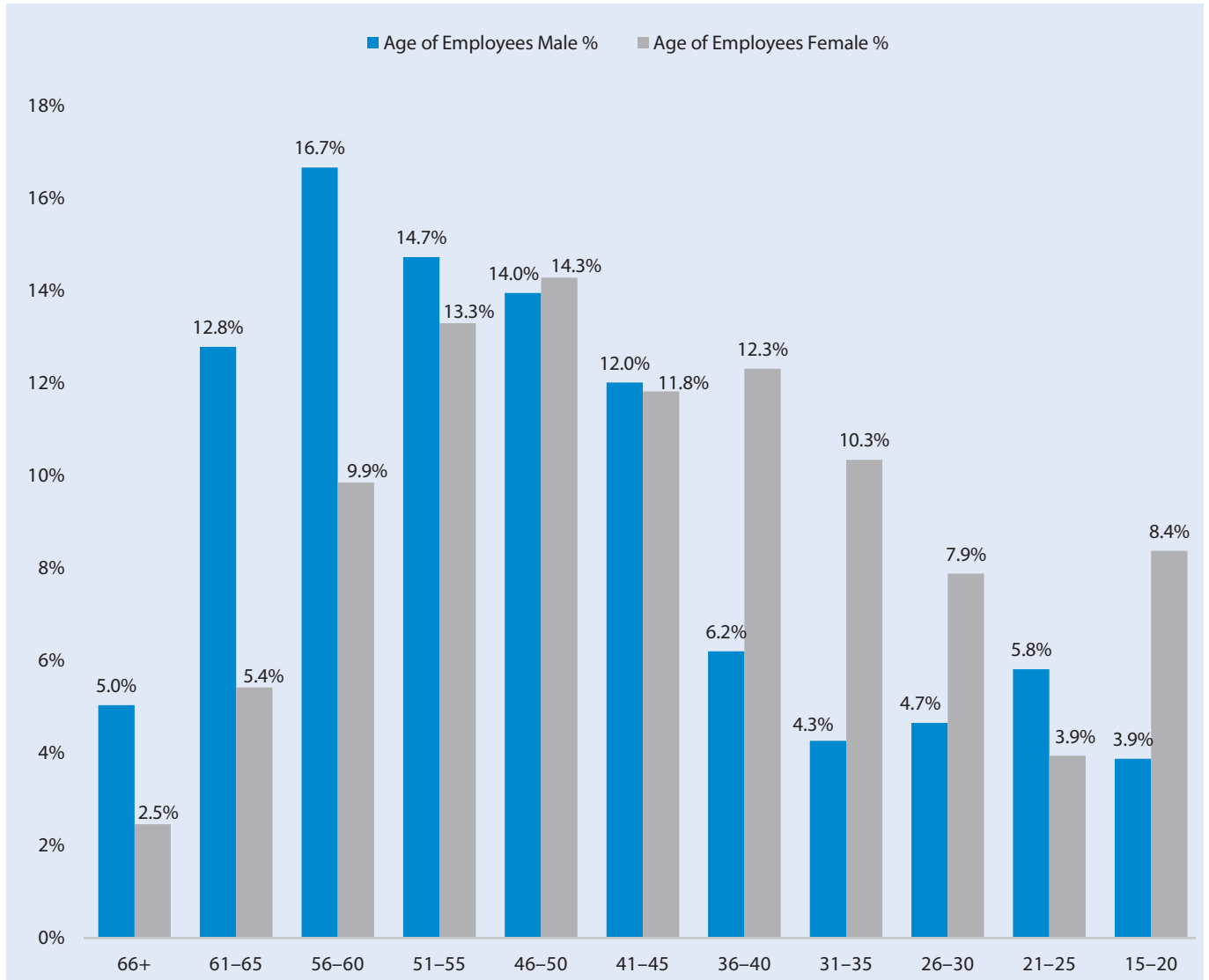
In summary



- Women make up 42% of the MWRC workforce. With females representing half of the Executive and 47% of management and 47% of supervisor 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 are a larger number of males in outdoor (labouring) positions and in traditional male oriented positions such as trades and plant operators. There are 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.

Chart 2: Age Profile of the MWRC Workforce



In summary

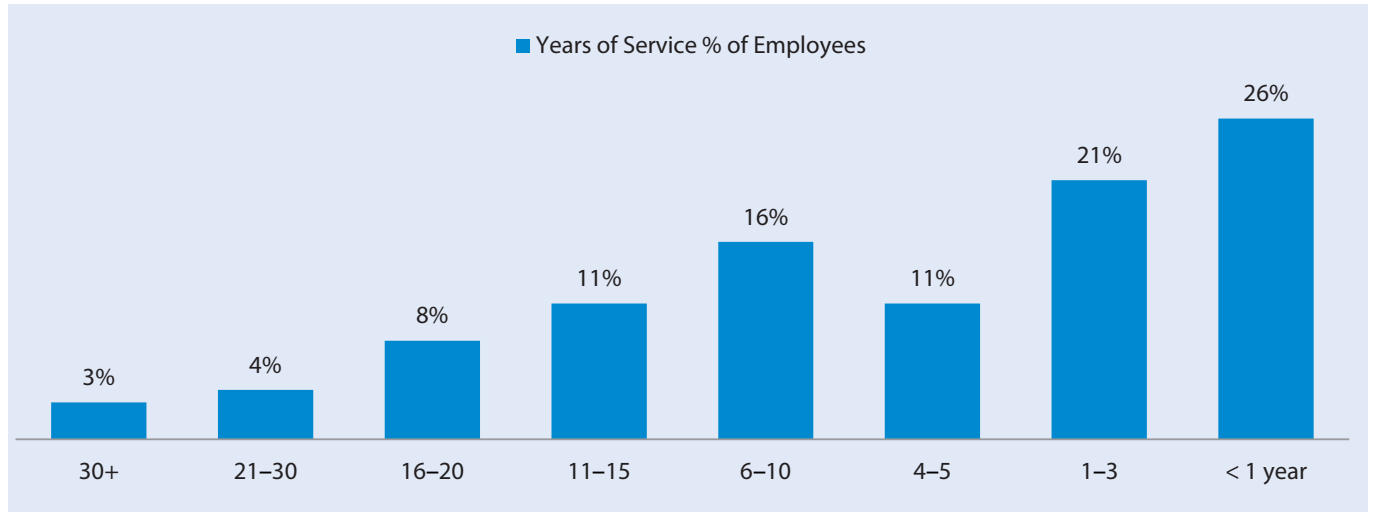


- Employees aged over 50 years represent 41% of the workforce. This group is approaching retirement age in the next 10 – 15 years.
- Employees aged 30 years or less represent 17% of the workforce. There is an opportunity for Council to focus on actions to attract younger people to join the workforce.
- The majority of the workforce (54%) is aged between 41 and 60 years.
- 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 Roads Supervisors, Water and Sewer Operators and Grader Operators.

Workforce Context (cont'd)

Chart 3: Length of Service of the MWRC Workforce



In summary

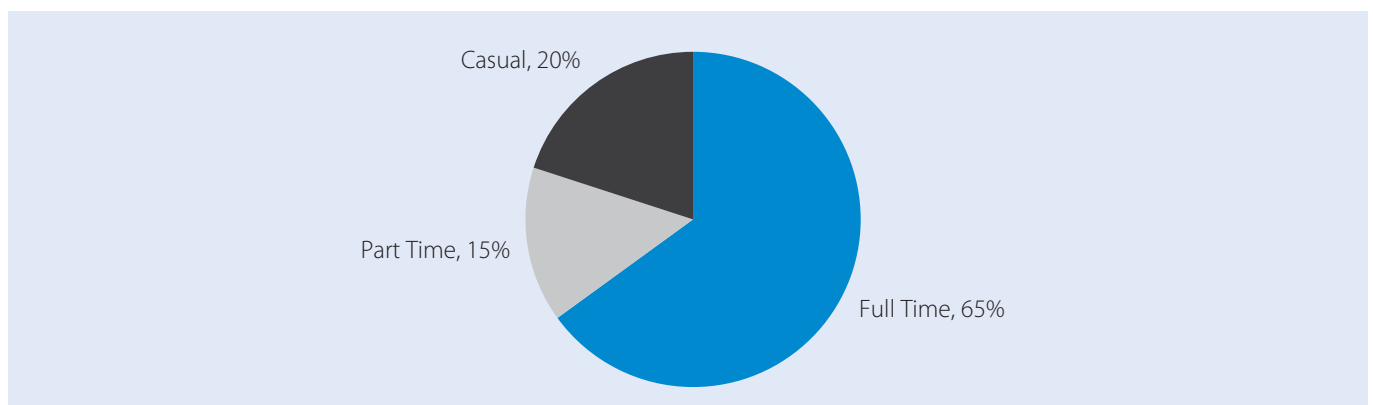


- 58% of the workforce has up to 5 years' service.
- 7% of the workforce has over 20 years' service.
- 26% of the workforce has greater than 10 years service.
- 26% of the workforce has less than 1 years' service.
- Due to the large number of new employees to

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.

Chart 4: Employment Status of the MWRC Workforce



In summary



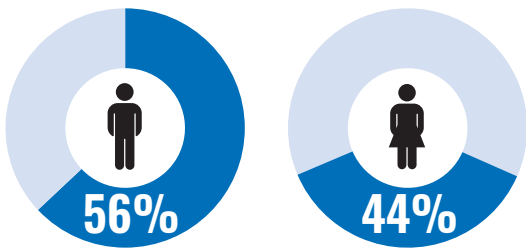
- Permanent employees (full time and part time) represent 80% of the workforce.
- 20% of the workforce is casual and the majority represents seasonal or fluctuating employment such as the pools, parks and gardens, library and recycling/ironed out facilities and Mudgee Valley Park.

- Requests for part time work have largely been addressed through flexible work practices and job sharing arrangements.

TURNOVER

Council's current turnover rate is 16%. Data arising from exit interviews and employee surveys will be reviewed to assist with initiatives to improve talent retention and employee engagement.

OUR WORKFORCE AT A GLANCE (APRIL 2022)



WORKFORCE GENDER REPRESENTATION



80%

OF WORKFORCE ARE PERMANENT EMPLOYEES



21%

LABOURERS



18%

MACHINE OPERATORS/
DRIVERS

MAJOR OCCUPATIONAL GROUPS

50+



41%

OF WORKFORCE ARE AGED OVER 50

<30



17%

OF WORKFORCE ARE AGED 30 OR LESS

54% OF WORKFORCE AGED BETWEEN



41-60 YEARS



58%

(THE MAJORITY OF THE WORKFORCE)
HAS UP TO 5 YEARS OF SERVICE



16%

WORKFORCE TURNOVER RATE

Workforce Strategy: Key Focus Areas

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 reinforcing 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

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 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. Development opportunities need to be balanced between individual aspirations and the strategic requirements of the organisation.

To ensure we have the right skill sets that meet the long term needs of the organisation, a structured succession planning framework has been developed.



STRATEGIES

The learning and development strategies over the next four years will focus on the development needs of the four tiers of leadership (Executive, Managers, Coordinators and Supervisors). Council is adopting the Local Government Capability Framework which 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, Local Government capabilities as well as the technical requirements to be successful in the role.



SKILLS

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.



TERTIARY

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 2015 E-scan which identified engineers, urban/town planners, surveyors, community/customer service, senior management, environmental health officers and aged care roles as the most difficult occupations to recruit and retain. In that report 67% of Councils highlighted customer service as a training priority and 63% cited Leadership and Management training as a priority. 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 transferrable skills who can be developed with further training and development.



ATTRACT

In order to attract and retain employees in these key areas, Council needs strategies to differentiate itself from 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"*.



MATURE STAFF

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.



OUTCOME

Learning and development will continue to be focused and structured, designed to balance both the short and long-term needs of the organisation.

Workforce Strategy: Key Focus Areas (cont'd)

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. To build on a range of Human Resources 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 and raise awareness of why Council should be a career destination. This will develop community awareness that working with Council in this region is a lifestyle decision that provides 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.

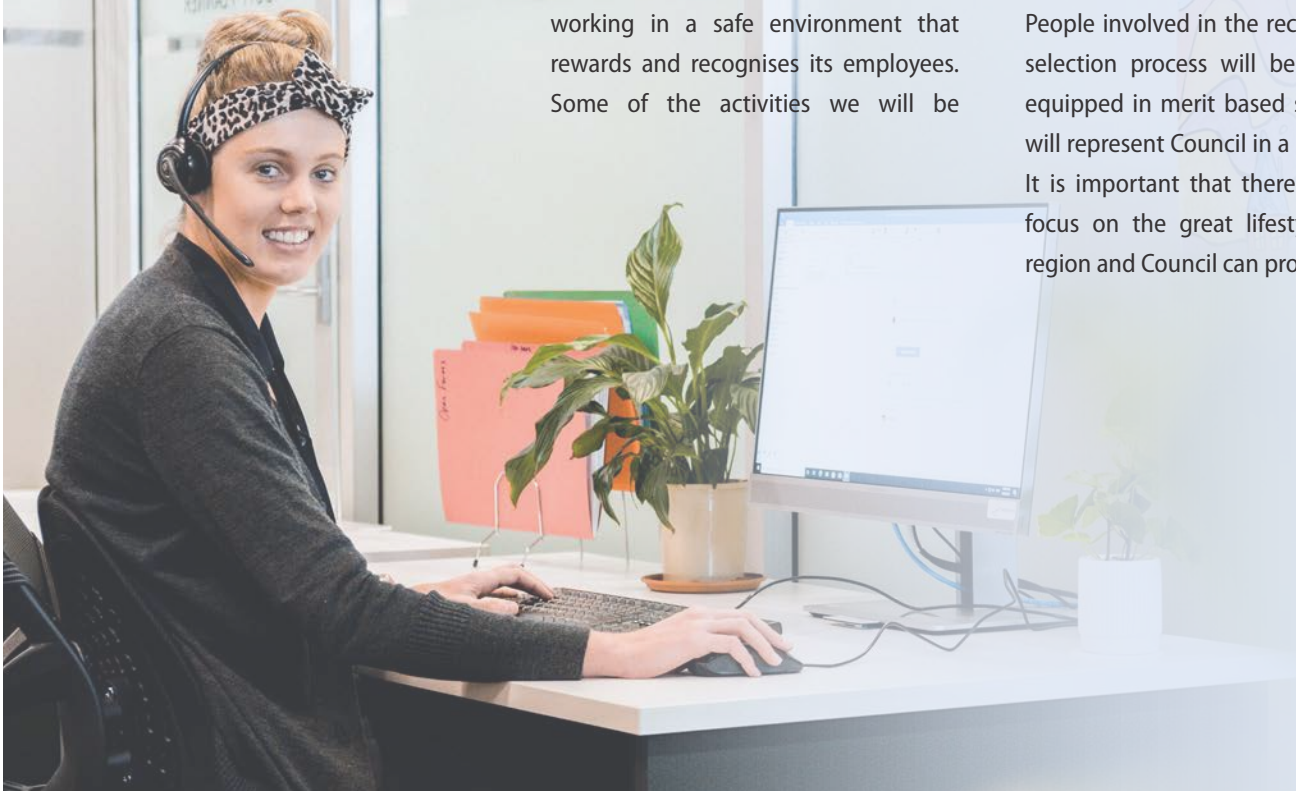
RETENTION

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 Employee Engagement 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 to review our capacity to provide workplace flexibility that meets organisational and employee needs.

RECRUITMENT PROCESS

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. There are 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 we will initiate 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 Council's leadership teams. 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.

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

DIVERSITY AND INCLUSION

Council is committed to attracting and retaining a diverse workforce that is representative of the community and will review the 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 are 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 will review opportunities 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. Council will provide training to ensure that employees have the technical skills to adapt to any new technologies in the workplace.



Workforce Strategy: Key Focus Areas (cont'd)

HEALTH, SAFETY AND WELLBEING

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 Work, Health and Safety (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.

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 provide access to benefits such as flu vaccinations, skin checks, proactive health programs and a biennial health and wellbeing day.

Monthly WHS Tool Box Talks focus 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 (EAP) 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.



Workforce Strategy Action Plan

CULTURE: ONE ORGANISATION, ONE TEAM

3.2 Provide a positive and supportive working environment for employees

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Respect, Integrity, Recognition	Continue to focus on developing a culture that is consistent with the values incorporated in the Workplace Environment Statement, focusing on teamwork, performance management, leadership and communications.	<ul style="list-style-type: none"> Values included in position descriptions Measured in performance appraisals Rewarded via the Rewards and Recognition procedure Promoted regularly via internal communications 	Combined leadership groups	<ul style="list-style-type: none"> Human Resources team ERM Budget allocated for Rewards and Recognition 	Ongoing

LEARNING AND DEVELOPMENT

3.2 Provide a positive and supportive working environment for employees

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Youth employment Skill shortages in technical/trades positions	<p>Develop and support traineeships and apprenticeships for critical skilled shortage areas such as plant operators, water and waste water operators and mechanical/electrical trades.</p> <p>Review opportunities for supporting entry level positions that may be suitable for youth.</p>	<ul style="list-style-type: none"> Trainee/Apprentice positions 	Executive	<ul style="list-style-type: none"> Human Resources team Budget allocated for wages and associated training costs 	Ongoing
Skill shortages in professional positions	Continue to review opportunities for "growing its own" professionals and provide support for obtaining tertiary qualifications.	<ul style="list-style-type: none"> Addressing skill shortages 	Executive	<ul style="list-style-type: none"> Human Resources team Budget allocated for wages and associated training costs 	As required
Leadership program	<ul style="list-style-type: none"> Implementation of the Local Government Capability Framework Embed the framework into position descriptions, recruitment processes and performance management Identify development needs during succession planning 	<ul style="list-style-type: none"> Position descriptions include the LG capability framework Succession planning undertaken annually 	<p>Human Resources team</p> <p>Management team</p>	<ul style="list-style-type: none"> Human Resources team Executive 	Ongoing

RETAINING EMPLOYEES

3.2 Provide a positive and supportive working environment for employees

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Reward and Recognition	Continue Council's Rewards and Recognition Program for employees.	<ul style="list-style-type: none"> Employees are rewarded and recognised appropriately 	Combined leadership groups	<ul style="list-style-type: none"> Human Resources team Budget allocated for financial rewards and service awards 	Ongoing
Networking and Inspirational Programs	Continue our commitment to establishing a supportive culture through the continuation of programs such as the <i>Inspire, Encourage and Enlighten</i> program.	<ul style="list-style-type: none"> Bi-annual events 	Executive	<ul style="list-style-type: none"> Budget allocated for events 	Ongoing
Workplace Flexibility	Continue to review our capacity to provide workplace flexibility that meets organisational and employee needs.	<ul style="list-style-type: none"> Flexible working arrangements 	<ul style="list-style-type: none"> Executive Management team 	<ul style="list-style-type: none"> Human Resources team Payroll team 	Ongoing

ATTRACTING EMPLOYEES

2.1 Improve communications between Council and the community, and create awareness of Council's roles and responsibilities

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Employer branding	<ul style="list-style-type: none"> Develop our brand awareness in the community Utilise digital media to profile and promote jobs Promote flexible working conditions, lifestyle and career development opportunities 	<ul style="list-style-type: none"> Suitable pool of candidates for all recruitment exercises 	<ul style="list-style-type: none"> Human Resources team Recruitment panels Corporate Communications 	<ul style="list-style-type: none"> Human Resources team Corporate Communications 	Ongoing
Attracting Youth	Develop strategies to attract young employees to work for Council including working with local schools and tertiary organisations.	<ul style="list-style-type: none"> Ongoing communication with schools and tertiary organisations Attendance at school classes and events 	<ul style="list-style-type: none"> Human Resources team 	<ul style="list-style-type: none"> Human Resources team 	Ongoing in school terms
Recruitment Process	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Suitable pool of candidates for all recruitment exercises. 	<ul style="list-style-type: none"> Human Resources team Selection panels 	<ul style="list-style-type: none"> Human Resources Team 	Ongoing

Workforce Strategy Action Plan (cont'd)

TALENT MANAGEMENT AND SUCCESSION PLANNING

3.2 Provide a positive and supportive working environment for employees

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Undertake succession planning and talent management review	<p>Continue the annual Human Resources review that addresses:</p> <ul style="list-style-type: none"> ▪ succession planning ▪ talent management ▪ critical positions ▪ emergency successors ▪ development needs 	Review completed annually	Executive	Executive	Ongoing annually

DIVERSITY AND INCLUSION

3.2 Provide a positive and supportive working environment for employees

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Diverse workforce	<p>Facilitate opportunities to increase the diversity of the workforce.</p> <p>Implement the actions in Council's EEO Management Plan and Disability Inclusion Action Plan.</p>	Actions implemented	Combined leadership groups	<ul style="list-style-type: none"> ▪ Human Resources team ▪ Community Services team 	Ongoing

LEVERAGING TECHNOLOGY

3.2 Provide a positive and supportive working environment for employees

3.4 Pursue efficiencies and ongoing business improvements

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
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>	<ul style="list-style-type: none"> ▪ Training delivered ▪ Review undertaken 	Combined leadership groups	<ul style="list-style-type: none"> ▪ Human Resources team ▪ ICT team ▪ Finance team ▪ Budget allocated following a review and if required, for additional investment in technology 	Ongoing

BUSINESS IMPROVEMENT

3.1 Pursue excellence in service delivery

3.4 Pursue efficiencies and ongoing business improvements

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Service delivery reviews	Introduce a service delivery framework and reviews over next 4 years.	Enhanced service delivery outcomes.	Executive	<ul style="list-style-type: none"> Combined leadership groups Human Resources team Finance team 	Ongoing

EMPLOYEE ENGAGEMENT

3.2 Provide a positive and supportive working environment for employees

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
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	<ul style="list-style-type: none"> Budget allocated for survey every two years from an external survey provider Human Resources team 	Ongoing

HEALTH, SAFETY AND WELLBEING

3.2 Provide a positive and supportive working environment for employees

3.3 Prudently manage risks associated with all Council activities

GAP/ISSUE	STRATEGIES TO ADDRESS ISSUE	PERFORMANCE MEASURE	WHO	RESOURCES	TIMELINE
Health, Safety and Wellbeing	<ul style="list-style-type: none"> Implement, monitor and Review Council's WHS Management System Implement Council's Health and Wellbeing initiatives Employee Assistance Program Pro-active Return to Work Program Manage Council's WHS Risk Registers 	<ul style="list-style-type: none"> Improvement in WHS Management System Audit scores. Improvement in WHS incident, injury, near miss reporting. 	Human Resources team Combined leadership groups	<ul style="list-style-type: none"> Budget allocated for WHS initiatives and EAP 	Ongoing

midwestern.nsw.gov.au

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

