



Resourcing Strategy  
Workforce Management  
Strategy 2022-2026

Adopted June 2022



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# 1. Foreword by General Manager

The success of any organisation is based on the quality of its people and how engaged they are in their work which is why the Workforce Management Strategy is a leading component of the Integrated Planning and Reporting Framework (IP&R). The IP&R framework enables Councils to set their strategies and priorities through key documents such as the Community Strategic Plan (2036), 10year Long Term Financial Plan, 4year Delivery Program and the 2022/23 Operational Plan and Budget.

Inner West Council (IWC) is embarking on a Cultural change program. This commenced following my appointment in May 2021, the recruitment of a new executive team and key senior staff over 2021-22 and the election of a new Council in December 2021 that comprises 10 new Councillors out of 15. There is a strong focus on serving the community, providing excellent customer service, having strong local community engagement, providing greater transparency around the services that we provide and their performance and long term financial sustainability which is supported by an ongoing continuous improvement program.

Part of the Cultural change program is having a workforce that is fit for purpose and to achieve this, we must continue to develop the capability of our staff and ensure that IWC is a preferred employer.

In July 2021 we undertook a staff survey that set the benchmark for employee engagement moving forward and also sought feedback from staff on their preferred values. Out of this came a series of engagement improvement actions that form part of each manager's performance plan. Our Purpose, Values and associated Behavioural statements were developed from these improvement actions by our staff working group.

Our purpose "*We are here to be of service to the community and make Inner West a great place to be*" along with our values of Integrity, Respect, Innovation, Compassion and Collaboration were launched in March 2022 at our inaugural Leaders Day with our 200 Leaders across Council.

We have established a Leadership Team of 20 Executive and Senior Managers that have developed our corporate priorities that set the direction for organisational improvements.

This plan was developed through extensive consultation across the organisation with a focus on data, research and analysis. The workforce management plan is

fundamental in mapping out the next stage of our Cultural change program and addressing our workforce challenges through the following objectives:

1. Investing in our people and community through technology
2. Developing a sustainable workforce
3. Sourcing skilled employees in a competitive market
4. Reducing risks and optimise efficiencies with knowledge management
5. Developing and articulating our employee value proposition
6. Retaining and attracting an inclusive and diverse workforce

I would like to thank everyone that collaborated in the development of our Workforce Management Plan.

The implementation of this plan will benefit our community as well as our staff through opportunities for professional development and improvements in processes and systems.

Peter Gainsford  
**General Manager**

## 2. Introduction

### 1. The purpose of the Workforce Management Strategy (WMS) and its place in the Integrated Planning and Reporting (IP&R) process

Workforce planning is the process of identifying current and future staffing needs on the basis of current internal and external information. It focuses on retaining existing staff as well as attracting new staff to ensure we have the *right number of people, with the right skills in the right jobs at the right time*, now and in the future.

This Workforce Management Plan sets out the issues, evidence and strategies required to deliver a sustainable Inner West Council workforce capable of continuing to deliver high quality services to our community in 2022 and beyond by providing the following benefits:

- Improving our capacity to deliver strategic and operational plans
- Improving our current and future capability and performance through a better understanding of our workforce profile
- Enabling us to be more agile in our response to change
- Assisting us to develop career paths and set clear strategies for developing our people
- Assisting us to forecast and mitigate risks

The Inner West Community Strategic Plan (CSP) is called ***Our Inner West 2036***. It identifies the community's vision for the future, long-term goals and strategies to get there and how to measure progress towards that vision:

*We are Inner West, land of the Gadigal and Wangal peoples, whose rich cultures, heritage and history we acknowledge and respect. We are defined by our diversity of people, places and ideas. We are an inclusive, vibrant, caring and progressive community where everyone is welcome, people and nature live in harmony and creativity is a way of life.*

For Council, the CSP is the leading component of the Integrated Planning and Reporting Framework. The framework is mandated for all NSW councils by the State Government and requires councils to demonstrate how they will deliver aspects of the CSP through a detailed four year Delivery Program and annual Operational Plan (DPOP).

To deliver the DPOP, the WMS addresses the human resourcing strategy needed to support achieving the activities set out in the DPOP against the five key strategic directions. The CSP strategic directions are:

- Strategic Direction 1: An Ecologically sustainable Inner West
- Strategic Direction 2: Liveable, connected neighbourhoods and transport
- Strategic Direction 3: Creative communities and a strong economy
- Strategic Direction 4: Healthy, resilient and caring communities
- Strategic Direction 5: Progressive, responsive and effective civic leadership

The key components of Inner West Council’s IP&R framework are outlined in *Figure 1 – Inner West Council IP&R Framework*

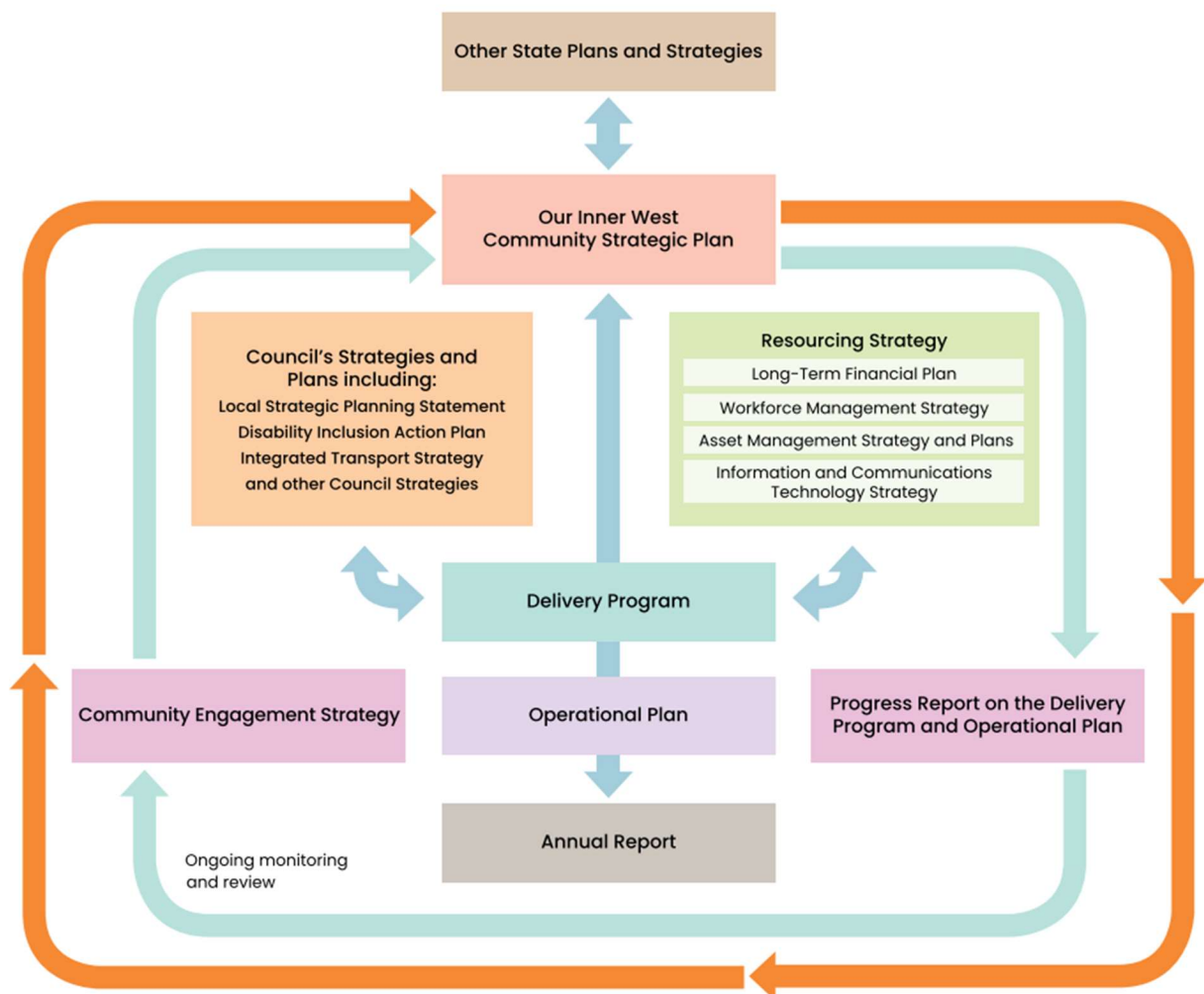


Figure 1 – Inner West Council IP&R Framework

## II. How we developed our Plan

Our Workforce Management Plan is a result of extensive engagement and collaboration across Council. Workshops covering our thirty-nine service units were held and included Council's Executive Team, Leadership Team, Senior People and Culture Business Partners and Learning and Development Partners were held. Robust workshop discussions on data, evidence and insights about the current workforce, future requirements and skills and capability gaps informed the plan.

Aligned with the IP&R guidelines, the six-step workforce planning process (Figure 2) was followed.



Figure 2: The Workforce Planning Process

1. **Scoping** with our stakeholders to best understand Council's current and future workforce challenges
2. **Analysing** the current workforce
3. **Forecasting** future needs
4. **Identifying** skills and capability gaps
5. **Implementing** actions to address shortages, surpluses or skills mismatches
6. **Monitoring** and evaluating the workforce management strategy to measure success and identify areas for improvement.

### III. Review Cycle

The Workforce Management Plan will be formally reviewed and updated annually by:

- referring to current statistical information
- gathering feedback from the organisation
- considering whether the key strategies remain current and
- determining whether new issues or actions need to be added.

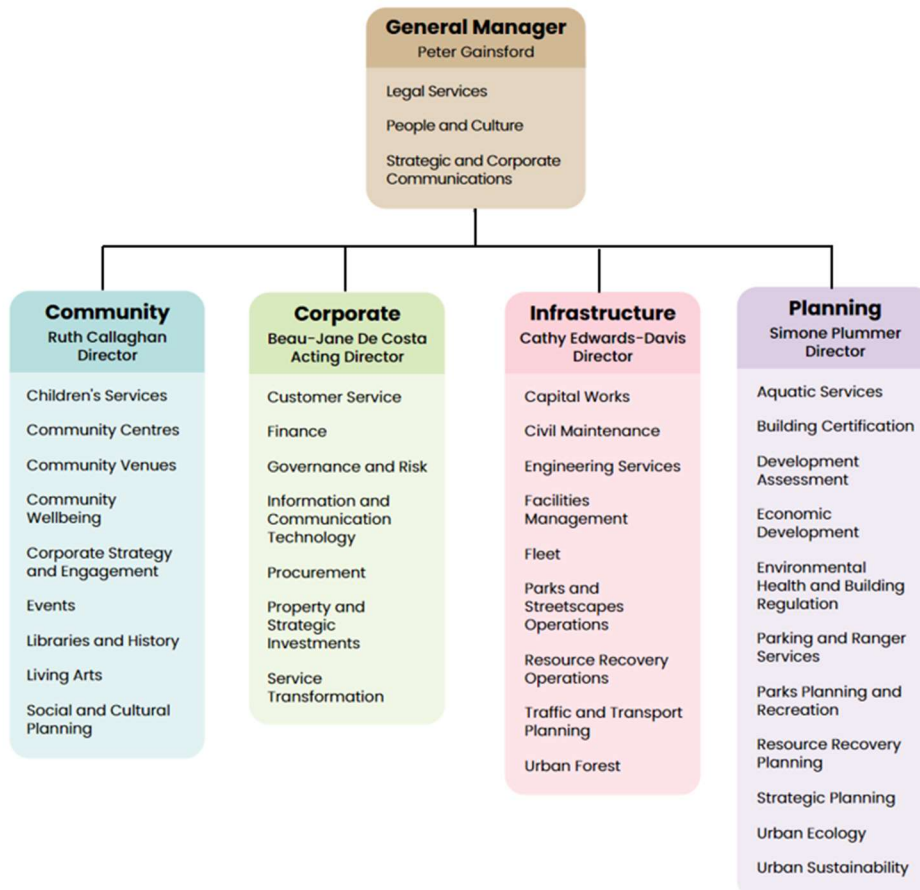
As a dynamic and living document, the Plan should be updated in response to any significant organisational change (e.g., restructure).

## 3. Context

### I. Our Workforce Profile

The Inner West Council structure consists of the General Manager, four Directors and comprises five service divisions:

- Office of the General Manager
- Community
- Corporate
- Infrastructure
- Planning





We are committed to ensuring the organisation has both the capacity and capability within its workforce to deliver positive outcomes and align to our purpose which is to be of service to our local community and make the Inner West a great place to be. Not only do our employees work across a broad range of service areas ranging from operational, technical and professional; our employee profile also aims to reflect the diversity of the community that we serve. This is echoed by our Staff Performance and Engagement Survey 2021 results which list Diversity as one of the top three things that Council does well as an employer.

## **Workforce Snapshot and Headcount**

As of 3 July 2021, Inner West Council employed 1417 employees. These employees consisted of 1007 permanent staff, 67 fixed term and 343 casuals. In terms of employment type, we support 926 Full time and 148 Part time positions. Full Time Equivalent (FTE) staff equates to 1004.

The tables below highlight the distribution of our employees in the relevant directorates. Positional/directorate data provided may not fully reflect the organisation's current structure in 2022. Noting that during 2021 Inner West Council appointed its permanent and current General Manager, leading to the revised and current structure. As the organisation continues to evolve, this plan will be reviewed and updated.

### ***i. Workforce Gender Identity***

Throughout the workforce management plan the term gender or gender identity will be used rather than sex (where sex is a biological classification). Gender will refer to current gender of an employee at the time of data collection, which may be different to 'sex recorded at birth' and may also be different to what is indicated on legal documents.

Inner West Council's gender profile is relatively balanced between female and male gender identities at 51% and 49% respectively. Our Non-binary employees are represented at approximately 0.5% (based on the number of participants in our Staff Performance and Engagement Survey in 2021).

The high number of females within the Community directorate and high number of males in the Infrastructure directorate reflect the existing general gender bias in the marketplace. Female employees are highly represented in Community based positions such as Childrens' Services and Libraries; and male employees feature highly in Infrastructure based positions such as Engineering, Parks, Streetscapes and Operations.

Similarly, casual and part time employment is still predominantly held by women. There was a decrease in male casual employees and in the appointment of permanent operational staff during the amalgamation process. Continued review of recruitment and flexible and family friendly protocols will assist in balancing our employees' needs.

Council employs female and male employees in non traditional gender role. And as specified in our Gender Equity Strategy adopted in 2021. The People and Culture team will be assisting in the development of a marketing campaign which showcases and promotes the varied gender equitable career opportunities that exist within Council to our community. This campaign will include a video of our employees working in non traditional gender roles including women in Science, Technology, Engineering and Maths (STEM). Encouraging more talent into council as well as hopefully more women in the available STEM roles. And to further promote the number of women working in STEM across council, Commonwealth Scientific and Industrial Research Organisation (CSIRO) will also be engaged. CSIRO's existing STEM programs will be reviewed in partnership to assess where council could further advocate and promote the uptake of STEM studies and careers to its community.

### **Gender identity and Directorate Profile**

Directorate	Female*	Male*	Total
General Manager**	36	15	51
Community	361	83	444
Corporate	60	59	119
Infrastructure	56	354	410
Planning	206	187	393
Total	719	698	1417

\*Our Non-Binary employees have not been included to protect privacy and confidentiality

\*\*Since July 2021, a number of organisational changes have occurred whereby a number of organisation units no longer in their previous 2021 directorates

### **Gender Identity, Employment type by Directorate**

Employment Type by Directorate	Female*			Male*			Total
	Casual	Full Time	Part Time	Casual	Full Time	Part Time	TOTALS
General Manager	4%	49%	18%	0%	24%	6%	51
Community	20%	40%	21%	7%	8%	3%	444
Corporate	0%	46%	4%	1%	48%	1%	119
Infrastructure	1%	11%	1%	4%	82%	0%	410
Planning	29%	21%	3%	21%	26%	1%	393

## INNER WEST COUNCIL WORKFORCE SNAPSHOT



\* Based on participants in the Staff Performance and Engagement Survey 2021

## Leadership and gender

The table below demonstrates the considerable growth in the number of women employees holding leadership roles in Council. This is reflective of Council’s support and commitment to promoting equal employment opportunity, recruitment protocols and supporting its Gender Equity Strategy.

Levels	2021		2022*	
	F	M	F	M
General Manager /Director	3	2	4	1
Senior Manager	2	6	6	5
Manager	15	32	22	27

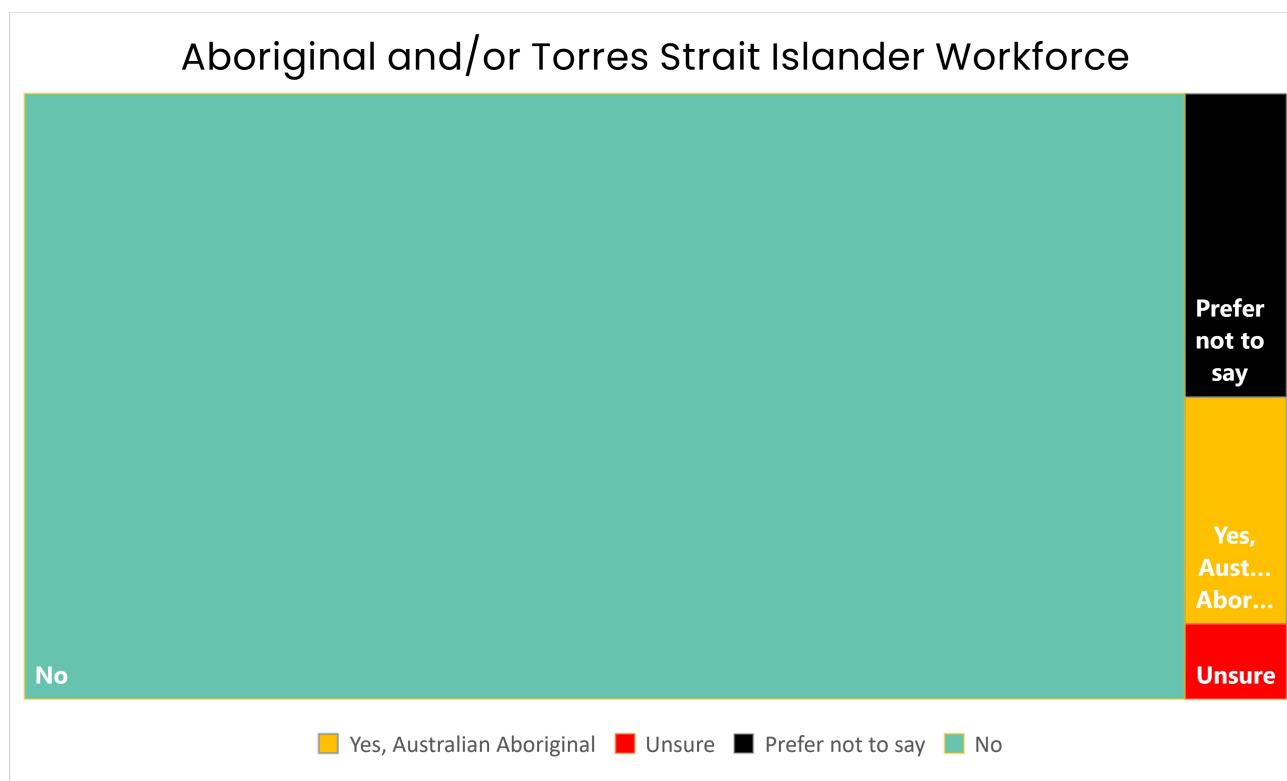
\*Employee data as of 23 April 2022

Leadership, skills and capability building is being developed through awareness training, internal partnering and mentoring programs and project opportunities from Gender Equity Committee and Council’s Women’s Committee action plan.

### ii. Aboriginal and/or Torres Strait Islander Workforce

Our Australian Aboriginal employees represent 3% of our workforce.

According to 2016 ABS Census data, 1.1% of residents in our LGA identify as Aboriginal and or Torres Strait Islander. This statistic is likely to change in 2021 ABS Census (noting that results are not yet available).



\* Based on participants in the Staff Performance and Engagement Survey 2021. For graphical display – options Yes, Torres Strait Islander, Yes both Australian Aboriginal and Torres Strait Islander has not been displayed

Four percent of our survey participants preferred not to say if they were Aboriginal and/or Torres Strait Islander. Currently the majority of our Aboriginal and/or Torres Strait Islander staff work in the Community and Infrastructure directorates. A greater understanding of Aboriginal and/or Torres Strait Islander employee needs and support requirements will enable Council to increase Aboriginal and/or Torres Strait Islander staff numbers and embed cultures, histories and knowledge into the organisation. In support of the Innovate Reconciliation Action Plan, and our workforce, Council has committed to developing an Aboriginal and/or Torres Strait Islander employee network group.

Traineeship programs are entry level opportunities to provide people with work experience and meaningful work whilst studying for a nationally accredited qualification. From a social responsibility perspective, this will support people with entry level employment and provide them with an understanding and appreciation of local government work. Inner West Council's Traineeship program will include targeted opportunities for both youth and mature age Aboriginal and/or Torres Strait Islander candidates with a view to increase and diversify talent pools.

### ***iii. Culturally and linguistically diverse***

Cultural background is the cultural/ethnic group(s) to which an employee feels they belong to or identify with. This background may be the same as their parents, grandparents, heritage, or it may be the country that they were born in or have spent a great amount of time in or feel more closely tied to.

There is no standardised method to count or report on Cultural diversity.<sup>1</sup> Inner West Council will continue to gather diversity data and develop its own Diversity data. The diversity of our workforce should reflect the diversity of our community, in line with our purpose.

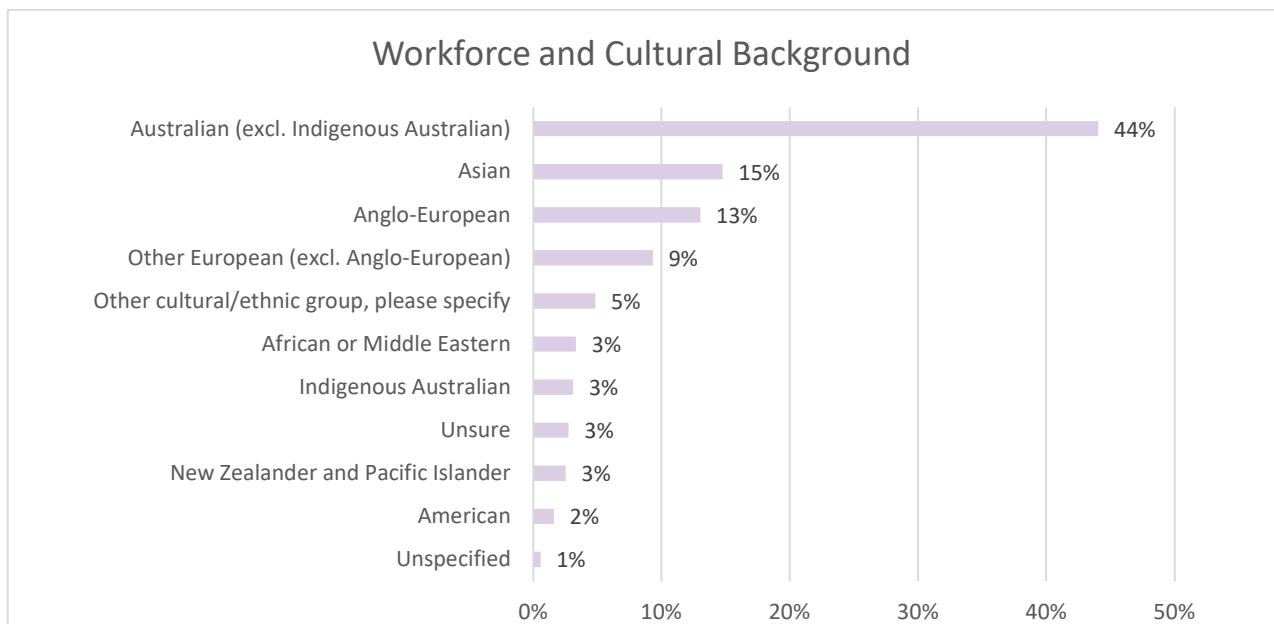
The table below indicates the highest percentage of our workforce identify with an Australian cultural background, followed by an Asian cultural background. Overall in comparing to birthplaces in the ABS 2016 Census data<sup>2</sup> – our workforce who identify with an Asian cultural background mirrors the growing population of Inner West residents who are born in an Asian country. Council supports employees who are accredited language aides to assist the community in their preferred language.

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<sup>1</sup> Diversity Council Australia/University of Sydney Business School (R. D'Almada-Remedios, D. Groutsis, A. Kaabel, and J. O'Leary) Counting Culture: Towards a Standardised Approach to Measuring and Reporting on Workforce Cultural Diversity in Australia, Sydney, Diversity Council Australia, 2021.

<sup>2</sup> Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Council’s traineeship program is also directed at refugees and migrants to assist them in gaining experience and employment. This is being developed in partnership with community organisations who specialise in the support and advocacy of refugees and migrants.



\*Based on participants in the Staff Performance and Engagement Survey 2021

#### **iv. Age and youth**

Council’s majority workforce is made up of the Parent and Home Builders (35 – 49yrs) and Older Workers groups (50 – 59yrs) as shown in the below table.

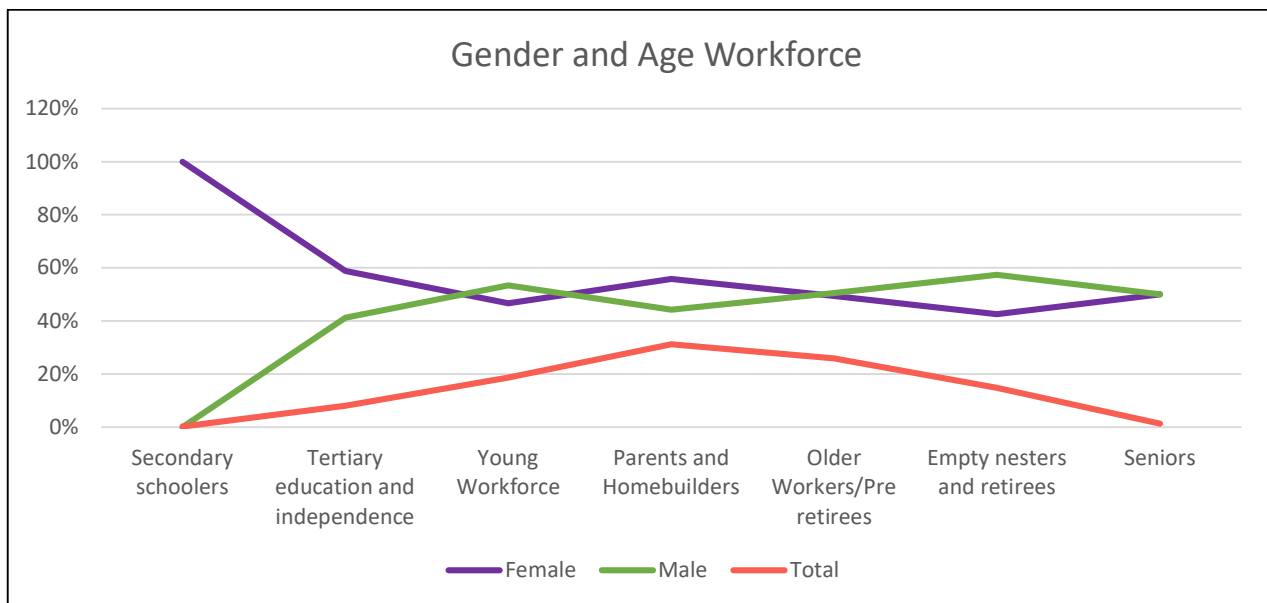
Inner West Council has the traditional bell curve distribution of workforce against service age range cohorts. As our cohorts advance to the next stage, large skills and knowledge gaps will be left to fill. This is a challenge for most Councils, so it is crucial that Councils work to promote Local Government as an industry and ensure that it is desirable to the younger service age groups.

A large part of our Traineeship Program will be aimed at the younger service age groups. Partnering with group training organisations, universities and education institutions such as TAFE, will enable a continuous pipeline of talent. Promotion of available STEM careers and non traditional gender roles will also be a focus in order to increase talent into the local government industry.

The challenge of retaining corporate knowledge from our older service groups who begin to transition to retirement is common across the organisation (as captured in our workforce planning interviews). The development of a succession planning framework combined with knowledge management systems and processes will assist in mitigating this risk. Aspects of the framework may include

mentoring programs, phased retirements planning, targeted recruitment programs, flexible working hours and health and wellbeing programs.

ABS Census service age working groups	Age	Employees
Secondary schoolers	17 and under	0.2%
Tertiary education and independence	18 to 24	8.0%
Young Workforce	25 to 34	18.6%
Parents and Homebuilders	35 to 49	31.3%
Older Workers/Pre-retirees	50 to 59	25.8%
Empty nesters and retirees	60 to 69	14.7%
Seniors	70 and over	1.2%



### v. Disability

Disability results from physical, psychiatric, intellectual, psychosocial, neuro-diverse or sensory impairment that, in interaction with various barriers, may hinder the person’s full and effective participation in the workplace on an equal basis with others.

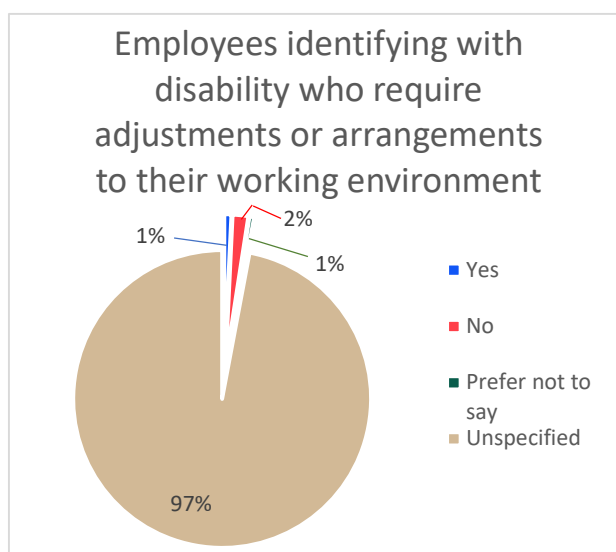
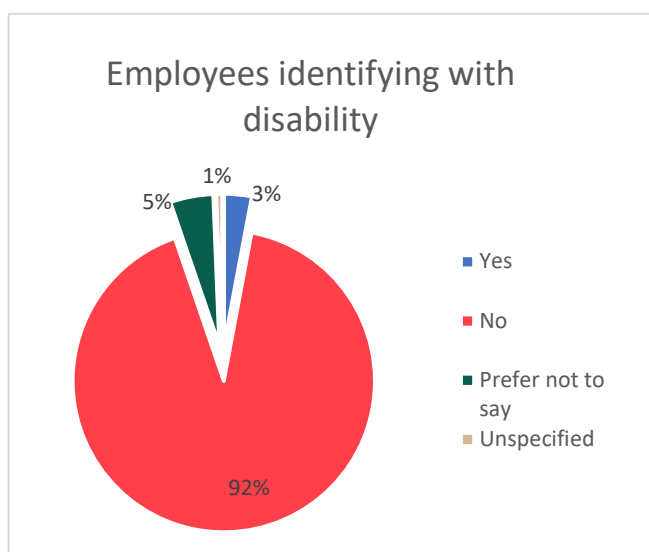
Of staff who participated in our staff performance and Engagement survey 2021, 3% have shared that they have disability. A greater percentage of staff would prefer not to say. Council has identified this to be an area where it could improve its current disability confidence (i.e., support and inclusivity).

Disability can be temporary or acquired. It is expected that with our ageing workforce, this statistic may increase as there is a higher likelihood of acquiring disability as we age. On analysis, the major proportion of employee with disability are in Parents and Homebuilders and the Older Workers/Pre retirees age service group (4% and 3% respectively) which comprise the majority of our workforce. Implementing the Work Health Safety & Wellbeing (WHS&W) Action Plan will

support our employees as they age.

Council are alumni members of JobAccess and have partnered in their campaigns to promote disability employment and the use of reasonable adjustments. Of employees who identified with disability, 1% preferred not to say whether they required adjustments and arrangements. To further ensure that the needs of employees with disability are being met, an internal employee disability network is being developed in conjunction with a revised Inclusion Access Plan.

Council's traineeship program will also be targeted to people with disability to provide ongoing opportunities and nationally accredited qualifications.



\* Based on participants in the Staff Performance and Engagement Survey 2021

## vi. LGBTQ

LGBTQ stands for Lesbian, Gay, Bisexual, Transgender and Queer. Council partners with Pride in Diversity (PID), an ACON initiative that provides employer support programs for LGBTQ workplace inclusion. PID have assisted with awareness training and review of related LGBTQ matters across Council's recruitment and corporate documents.

In following The Darlington Statement<sup>3</sup> and PID's recommendation, there will be continued communication regarding changes in LGBTQ terminology through ongoing PID awareness training. Intersex inclusion will be allied through PID but it is recognised that Intersex Human Rights Australia (IHRA) and Intersex Peer Support Australia (IPSA) will be the experts in advocating, supporting and providing resources for intersex people.

Approximately 10% of council's workforce identify as LGBTQ as indicated by the table below. Ongoing partnering with PID will ensure current and best practice

<sup>3</sup> The Darlington Statement is a joint consensus statement or charter by Australian and Aotearoa/New Zealand intersex organisations and independent advocates, developed in March 2017.



initiatives will be utilised in the continued support and wellbeing of our workforce.

How would you best describe your sexual orientation?	Responses
Straight (Heterosexual)	75%
Gay, Lesbian (Homosexual)	5%
Bisexual	2%
Pansexual	0%
Queer	1%
Asexual	1%
An orientation not listed above	1%
Prefer not to say	15%
Unspecified	1%

\* Based on participants in the Staff Performance and Engagement Survey 2021

## II. Strategic Challenges

Inner West Council like many other NSW Councils is facing a number of challenges which are associated with the nature of Local Government, community expectations and the availability of resourcing to enable provision of high quality services. The key challenges identified by our service areas are as follows:

1. Insufficient technology to ensure productivity keeps up with service delivery
2. Skills Gaps in key roles
3. Candidate shortage in a competitive market
4. Risks associated with document and knowledge management
5. Continuing to grow Employee Engagement

## 4. Engagement

Council's Workforce Management Strategy (WMS) was developed over several months. It was facilitated by the People and Culture Team and created through extensive engagement and active participation of managers, senior managers and the executive. The knowledge, experience and observations of these participants highlighted the skills and capabilities of our current workforce and those required in the future to deliver on our CSP and position us to be an employer of choice.

## 5. Strategic Direction

### I. Corporate Values

Post the Staff Performance and Engagement Survey in 2021, Values Champions representing the staff were appointed, workshops were held and in partnership with the Executive and Leadership Team, the new Inner West Council values were established. These are:

- Integrity
- Respect
- Innovation
- Compassion
- Collaboration

Our Values help us achieve our purpose. They reflect where we are as an organisation and where we want to go. They inspire our leaders and staff to excel by guiding us in the way we treat each other and our local community.

By enacting our Values in everything we do at Council we are able to better achieve our purpose – ***to be of service to our local community and make the Inner West a great place to be.***

### II. Points of linkage to the Community Strategic Plan, Delivery Program, Operational Plan, Asset Management Strategy and Plans, Information Communications Technology Strategy and Long Term Financial Plan

The Workforce Management Plan is part of the Resourcing Strategy and provides a framework for aligning decisions about our people (e.g., recruitment, employment options, staff capability and development) with the outcomes and strategies of the CSP.

Council's Resourcing Strategy consists of interrelated and interdependent medium to long term strategies, in four key areas (see Figure 1):

- Financial planning (Long Term Financial Plan)
- Asset management (Asset Management Strategy and Plans)
- Information Technology resourcing (Information and Communications Technology Strategy) and
- Workforce Management Planning (Workforce Management Plan).

Financial considerations of the WMS are captured in the LTFP. This includes budgeting for employee wages, award increases and oncosts such as superannuation (and further increases until 12% by 2025), worker’s compensation, training, parental leave and long service leave. As service levels are not expected to change, the Inner West Council 2022–2026 Workforce Action Plan (Table) has been resourced in the best interest of current and future communities in consideration of finite resources.

Consultation was undertaken with the ICT and Finance teams to ensure that our strategies aligned and that we had the required budget to undertake the activities in our four year plan. The action plan can be found in the Information and Communications Technology Strategy Action Plan.

The WMS is prepared and reviewed in conjunction with the preparation of the Delivery Program and Operational Plan. It specifically addresses some of the key challenges and priorities in the Community Strategic Plan as follows:

**CSP Strategy 5.1.2 Monitor performance and implement continuous improvement to meet the changing needs of the community**

Delivery Plan 2022–2026				
Principal Activities	22–23	23–24	24–25	25–26
Manage staff achievement and performance planning for the Council Workforce	✓	✓	✓	✓
Embed Performance Management and Learning opportunities for the Council Workforce	✓	✓	✓	✓
Implement the Work Health and Safety Strategy	✓	✓	✓	✓

**CSP Strategy 5.2.1 Undertake visionary, integrated, long term planning and decision making, reflective of community needs and aspirations**

Delivery Plan 2022–2026				
Principal Activities	22–23	23–24	24–25	25–26
Review the Workforce Management Plan	✓	✓	✓	✓

### III. Objectives and strategies (by topic themes)

The following objectives were developed as a response to the workforce challenges and requirements identified by IWC's leaders. Further work will take place with individual service units to address service specific challenges.

#### 1. Investing in our people and community through Technology

*Why is this important?*

Technology plays a bigger role in Workforce Management now than ever before. Covid has seen the workforce re-adjust and mobilise in an entirely different way. This has resulted in increased requirements for hardware (e.g., laptops to enable staff to work remotely) as well as effective systems to support collaboration and enable efficient customer self-service.

#### 2. Developing a Sustainable Workforce

*Why is this important?*

Developing individual and professional growth to ensure that staff can have the right capabilities to deliver current and future workforce needs.

#### 3. Sourcing skilled employees in a competitive market

*Why is this important?*

Attracting and retaining an agile, engaged and high performing workforce to meet our current and future workforce requirements and to be an employer of choice where people want to belong, work and serve our community.

#### 4. Reduce risks and optimise efficiencies (Risks associated with document and knowledge management)

*Why is this important?*

Document management is essential in capturing, tracking and storing all types of Council electronic documents (e.g., PDFs, Contracts, WIP files, photos, scans of paper based documents). These systems provide consistency in document security, access control, centralised storage, audit trails and streamlined search and retrieval.

## **5. Developing and articulating our Employee Value Proposition**

### *Why is this important?*

The Employee Value Proposition (EVP) are the rewards and benefits that Council offers its employees in return for their skills, performance and productivity. It encompasses everything that is meaningful to employees in relation to their work (e.g., remuneration, professional development, flexible work arrangements, wellness programs, reward and recognition, clarity of direction, culture of the organisation).

## **6. Retaining and attracting an inclusive and diverse workforce**

### *Why is this important?*

Inclusion and Diversity bring a multitude of benefits to staff and the organisation. These benefits include higher employee engagement, increased skills, experiences and perspectives, higher innovation, improved organisational reputation and reduced staff turnover. Council aspires to a workforce that reflects the diversity of the wider Inner West Community, making it an equitable employer.

## **6. Measuring Success**

### **I. Progress Success Measures**

A four year action plan addressing our workforce objectives and strategies has been developed and will be used to monitor key deliverables, timelines and responsibilities.

The external and internal environments will be monitored to identify any changes that may result in plan adjustments. An evaluation of the achievements of the WMS will form part of the preparations for our next WMS.

Reported annually, high level indicators to assist in measuring success will also include:

1. Stability of overall employee numbers
2. Diverse gender profile
3. Staff turnover rate
4. Training effectiveness and evaluations
5. Improved Work Health Safety and Wellbeing outcomes

The Leadership Team will be updated on a regular basis.

## 7. Inner West Council 2022–2026 Workforce Action Plan

OBJECTIVE	STRATEGIES	ACTIONS	Responsible	2022/2023 Year 1	2023/2024 Year 2	2024/2025 Year 3	2025/2026 Year 4
<b>1. Investing in our people and community through Technology</b>	<ul style="list-style-type: none"> <li>Procure new hardware</li> <li>Procure appropriate software</li> <li>Optimise Systems Integration</li> <li>Enhance of Customer Service Portals</li> <li>Develop reporting and analysis tools</li> <li>Enable virtual Meeting software for recruitment, meetings and business as usual functionality in a hybrid workplace</li> </ul>	1.1 Measure progress on ICT WMS strategies – <b>Investing in our people and community through technology</b> with ICT on a quarterly basis	ICT P&C				
		1.2 Provide regular feedback and advocacy to ICT regarding the technology needs for existing and future workforce (P&C)	P&C				
		1.3 Support the training and development of staff in the use of technology and applications (P&C)	P&C				
<b>2. Developing a Sustainable Workforce</b>	<ul style="list-style-type: none"> <li>Offer training and development to new and existing staff to enable efficient service delivery</li> <li>Be responsive to legislative and organisational changes, and to labour market trends as we initiate learning and development opportunities</li> <li>Further Develop Management and Leadership skills through a dedicated Program</li> <li>Encourage knowledge sharing through investment in coaching and mentoring programs</li> <li>Introduce a Succession Planning Framework</li> <li>Actively engage the wisdom of experienced employees in the workplace</li> </ul>	2.1 Establish and implement an L&D Plan that considers individual and corporate development plans	P&C Finance				
		2.2 Deliver Management & Leadership Program to Levels 1 to 4	P&C				
		2.3 Develop and deliver Pilot Mentoring program and evaluate success	P&C				
		2.4 Review Process for ad hoc training requests and study assistance	P&C				
		2.5 Develop and introduce a Succession Planning Framework	P&C				
		2.6 Support the development of Communities of Practice	P&C				
		2.7 Develop a Service Review Plan	P&C				

OBJECTIVE	STRATEGIES	ACTIONS	Responsible	2022/2023 Year 1	2023/2024 Year 2	2024/2025 Year 3	2025/2026 Year 4
	<ul style="list-style-type: none"> <li>Ensure optimal organisational structure</li> </ul>						
<b>3. Sourcing skilled employees in a competitive market</b>	<ul style="list-style-type: none"> <li>Attract the best available people using robust and fit for purpose recruitment techniques and strategies, including analysis of feedback from exiting employees</li> <li>Embed our Values into all aspects of employment</li> <li>Actively develop and manage our applicant candidate pool and talent pipelines</li> <li>Promote Council as an agile, high performing Employer of Choice</li> </ul>	3.1 Launch Recruitment and Selection Training	P&C				
		3.2 Continue to cultivate recruitment partnerships	P&C				
		3.3 Commence implementation of LG NSW Capability Framework	P&C				
		3.4 Increase the number of traineeship and apprenticeship offerings	P&C				
		3.5 Work towards being an Employer of Choice	P&C				
		3.6 Optimise the use of our database to successfully source candidates	P&C				
		3.7 Increase our social media presence through online platforms	P&C				
<b>4. Reduce risks and optimise efficiencies (Risks associated with document and knowledge management)</b>	<ul style="list-style-type: none"> <li>Ensure systems are in place to capture corporate and specific role knowledge from our long term and ageing workforce</li> <li>Centralised document management system that is accessible and user friendly relaunch</li> </ul>	4.1 Partner with relevant teams across Council to develop a knowledge management system	P&C				
		4.2 Support ICT & the Service Transformation team with change management in relation to a centralised document management system	P&C				
<b>5. Develop and articulate Employee Value Proposition</b>	<ul style="list-style-type: none"> <li>Enhance Culture and Leadership (internally and externally)</li> <li>Training and Development opportunities</li> <li>Career development opportunities</li> </ul>	5.1 Review, update and develop People and Culture policies to support a high performing workforce	P&C				
		5.2 Implement WHS&W 5 Year Action Plan	P&C				

OBJECTIVE	STRATEGIES	ACTIONS	Responsible	2022/2023 Year 1	2023/2024 Year 2	2024/2025 Year 3	2025/2026 Year 4
	<ul style="list-style-type: none"> <li>Working in an organisation that prioritises the safety and wellbeing of its people (internally and externally)</li> <li>Clear KPIs through a values based Performance Appraisal</li> <li>Reward and Recognition</li> <li>Market reviews in relation to remuneration</li> <li>Flexibility incorporating hybrid working</li> </ul>	5.3 Execute annual Employee Engagement Pulse Survey	P&C				
		5.4 Execute the 3 Year Employee Engagement Survey	P&C				
		5.5 Plan market reviews in relation to remuneration (excluding ad hoc)	P&C				
<b>6. Retaining and attracting an inclusive and diverse workforce</b>	<ul style="list-style-type: none"> <li>Increase community awareness of the diversity of functions, roles and opportunities within local government</li> <li>Actively promote Council as a diverse and equitable employer.</li> <li>Actively support attraction and retention of a diverse workforce.</li> <li>Develop Council's systems to measure and report on workforce diversity.</li> </ul>	6.1 Collaborate and support Diversity initiatives across Council	P&C				
		6.2 Provide traineeship opportunities including targeted opportunities for diversity groups	P&C				
		6.3 Partner with community organisations and varied educational institutions to develop diverse talent pipelines	P&C				
		6.4 Cultivate partnerships with key diversity organisation to support best practice	P&C				
		6.5 Develop an employee network who are Aboriginal and or Torres Strait Islander	P&C Community				
		6.6 Develop an employee network for employees who have disability	P&C Community				