# Where this symbol is used, data is from The Australasian LG Performance Excellence Program FY17 - PwC and Local Government Professionals, Australia NSW. The following statement applies to data from that report:

The information, statements, statistics and commentary contained in this report are of a general nature and have been prepared from data provided by Participating Councils. The reliability, accuracy or completeness of this information has not been independently verified.

Accordingly, whilst the statements made in this report are given in good faith, no one should act on the basis of this report without obtaining specific advice and neither LG Professionals, NSW nor PwC accepts any responsibility for the consequences of any person’s use of or reliance on the report (in whole or in part) or any reference to it.

Please contact us if you require further information or a copy of the report.

CONTENTS

About Us................................................................................... 6
Our Organisation........................................................................... 7
Snapshot of our Workforce..................................................... 8
Our Preferred Culture............................................................. 10
Workplace Health & Safety .................................................. 12
Our Current Environment..................................................... 14
How our Values Guide our Workforce Strategy .......... 15
Objectives.............................................................................. 16
Financial Considerations ....................................................... 17
Performance Development System ................................. 18
Workforce Management Plan - Culture ............................. 19
Workforce Management Plan - Attract & Retain .......... 20
Workforce Management Plan - Develop Leaders ...... 21
Workforce Management Plan - Performance ............. 22
Welcome to the first Workforce Strategy for MidCoast Council.

MidCoast Council was formed in May 2016 through the merger of the former Greater Taree City, Great Lakes and Gloucester Shire Councils. MidCoast Water (the county council) was dissolved and integrated into MidCoast Council in July 2017.

Our organisation is currently undergoing significant change through the complex journey of aligning and integrating systems, processes and people to build MidCoast Council. This environment presents us with many opportunities and challenges. We face an exciting period ahead, continuing to bring our workforce together to become one council. As our first Workforce Strategy in this period of change, our workforce requirements are still evolving and unfolding. As we move forward, we’ll fine tune this strategy to reflect the leadership, culture, people and capabilities required.
Why have a Workforce Strategy?

As a newly merged council, we employ over 900 people to deliver a diverse range of services to our community.

• How can we make sure we have the right people with the right skills in the right jobs to deliver these services and achieve the outcomes identified in the Delivery Program?
• How will we engage and grow our people and our culture to get the best out of our workforce?
• How can we ensure our workforce is inclusive?

The Workforce Strategy looks to answer such questions.
How have we developed the Workforce Strategy?

An important goal is to engage, involve and empower our workforce. In line with this goal this strategy has been developed in consultation with staff at all levels through a series of focus groups as well as with executive management and the departments that are responsible for delivering the plan.

What is the context of this strategy and what does it contain?

The Workforce Strategy is about making sure we have a plan in place to build the culture, capability and capacity in our workforce to meet the commitments we’ve made to our community through our Delivery Program. It’s part of our Resourcing Strategy and aligns with our Community Strategic Plan, Delivery Program and Operational Plan.

This strategy starts by providing some background about MidCoast Council – our mission, our values, how we are organised and a snapshot of our workforce, our culture and our current environment. It then outlines the values and objectives that have guided development of the strategy before setting out the actions and initiatives that will be implemented over the next three years.
ABOUT US

Our mission
We deliver benefits for our community in a way that adds value and builds trust

Our values
Our values are embedded in the way we work with each other and with our community

Wellbeing
We value safety, security, health and happiness

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

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

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

Councillor’s Statement
Our overarching goal is to be a strong, united council that delivers results for its community, builds successful partnerships and has the leadership, culture, people and capabilities to make it happen.
Our Organisation

We are organised to best deliver important infrastructure and services to our community. Our divisions and service areas are currently operating in the following way:
SNAPSHOT OF OUR WORKFORCE

**Total employee headcount**: 925

**Total full-time equivalent staff**: 753

- **Male employees**: 564
- **Female employees**: 361

**Employees age**

<table>
<thead>
<tr>
<th>Years of Age</th>
<th>0-4 yrs</th>
<th>5-9 yrs</th>
<th>10-14 yrs</th>
<th>15-19 yrs</th>
<th>20-24 yrs</th>
<th>25-29 yrs</th>
<th>30-34 yrs</th>
<th>35-39 yrs</th>
<th>40-44 yrs</th>
<th>45-49 yrs</th>
<th>50-54 yrs</th>
<th>55-59 yrs</th>
<th>60-64 yrs</th>
<th>65 yrs+</th>
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<tbody>
<tr>
<td>YEARS</td>
<td>0</td>
<td>50</td>
<td>150</td>
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</table>

**Years of service**

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<thead>
<tr>
<th>Years</th>
<th>0-4 yrs</th>
<th>5-9 yrs</th>
<th>10-14 yrs</th>
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<td>100</td>
<td>150</td>
<td>200</td>
<td>100</td>
<td>50</td>
</tr>
</tbody>
</table>

*Not including casuals and temporary employees. NB all data on this page is at 1 June 2018.
MidCoast Council Workforce Strategy

Number of employees in each division

- Corporate & Business Systems: 16%
- Community Spaces & Services: 33%
- Planning & Natural Systems: 28%
- Engineering & Infrastructure: 13%
- Water Services: 10%

As at 1 June 2018

Full time, part time, casual & trainee/apprentice workforce

- Full time: 74%
- Part time: 10%
- Casuals: 16%
- Apprentices: 1%
- Temporary: 1%

As at 1 June 2018
Our preferred culture – how we’d like to do things...

We are focusing on building a culture of achievement and collaboration. Organisation-wide surveys have shown that staff want to build a constructive culture with:

- a focus on achievement through working together
- clear purpose and goals
- clear roles and priorities
- innovative thinking to achieve our goals
- awareness of the needs of others
- support and coaching of each other
- a focus on growth and development – individually and collectively
- adaptability and an openness to change
Our actual culture, as shown by a survey completed in August 2017, demonstrates a primarily passive-defensive workplace culture. These styles are also the most prevalent across the Local Government sector as shown below.

Defensive styles add the least value for customers, stakeholders and staff. These styles reflect our current environment as staff seek security through times of change. Council is being proactive in focussing on addressing this to shift culture to a more constructive one in line with the preferred culture identified by staff. Research indicates that constructive cultures are related to positive benefits such as increased staff commitment, motivation and job satisfaction; teamwork and cooperation; organisational adaptability and customer satisfaction; and achievement of outcomes.

**MCC Actual Culture**

**Local Government Actual Culture**
WORKPLACE HEALTH & SAFETY

We value workplace health and safety (WHS) and have a successful WHS and Wellbeing program. The following data, shown against comparable benchmarks, demonstrates our excellent safety record.

**Claim Frequency Rate**

<table>
<thead>
<tr>
<th>Measure</th>
<th>MidCoast Council</th>
<th>OLG Group Average</th>
<th>Regional Group Average</th>
<th>Statecover Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. claims per 100 employees</td>
<td>2.42</td>
<td>6.36</td>
<td>13.76</td>
<td>5.69</td>
</tr>
<tr>
<td>No. claims per $1 million in wages</td>
<td>0.44</td>
<td>0.78</td>
<td>1.90</td>
<td>0.82</td>
</tr>
</tbody>
</table>

**Claim Performance Rate**

Claim performance rate is calculated by comparing claims performance across all workers compensation policies regardless of industry. Good claims performance not only demonstrates a good safety record but is rewarded with lower premiums so has a financial benefit.

<table>
<thead>
<tr>
<th>Group</th>
<th>2016/17 Claim Performance Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>MidCoast Council</td>
<td>0.85</td>
</tr>
<tr>
<td>OLG Group Average</td>
<td>1.50</td>
</tr>
</tbody>
</table>

A factor of <1 indicates a performance better than overall.

Data from 2016/17 Workers Compensation and WHS Report published by Statecover (does not include Water Services)
Average Premium Impacting Claim Cost

Our insurance premium is affected by the number of claims we make, injury severity and the duration of incapacity for work. Our average cost of premium impacting claims is very low, providing a significant financial benefit for Council.

Data from 2016/17 Workers Compensation & WHS Report published by Statecover [does not include Water Services]
OLG = Office of Local Government – shows figure for all NSW councils
Region – shows figures for all of mid coast region
BTP = Base Tariff Premium – compares us with like-sized NSW councils
Statecover – shows figures for all councils in NSW insured by Statecover

Lost Time Injuries

MCC lost
22 DAYS
per 100 employees in FY17
due to injury #

NSW councils lost
63 DAYS
per 100 employees in FY17
due to injury #

# Data from The Australasian LG Performance Excellence Program FY17 - PwC and Local Government Professionals Australia, NSW
Our current environment

We face many of the same challenges as other councils across NSW in developing our workforce for the future.

Key challenges include:
- Shortages of qualified staff
- An ageing workforce
- Attracting and retaining the right people who are the best fit for critical roles
- Achieving diversity within the workforce
- Leadership capability and capacity

In addition to these challenges, the merger environment is characterised by a fast-paced and unprecedented level of change where we need to seize opportunities and innovate rapidly. Major activities and challenges that will affect our workforce and our workforce planning over the next few years include:

MidCoast One

This major project involves staged implementation of a single Enterprise Resource Planning system to integrate our systems and transform the way we work. This will deliver:
- improved responsiveness and timeliness of services
- business improvement through more efficient processes and increased automation
- more convenience and easier access via online services for customers
- transparency and evidence-based decisions

Developing the MidCoast Way

This involves building a constructive culture and developing a MidCoast way of working through:
- ensuring that our vision, strategies, people, processes and systems are focussed on the needs of our community and that community is at the core of our business decisions
- developing communication channels to improve consistency and flow of messages to our community
- implementing programs to build partnerships and collaboration across and within teams
- exploring options to consolidate office locations and bring teams together
- developing leadership capability and capacity
- developing options to best deliver on the $100 million roadcare funding and other grant opportunities
How our values guide our workforce strategy

**WELLBEING**
We value safety, security, health and happiness. For the Workforce Strategy, this means that:

- We believe a healthy, happy and united workforce is essential for delivering effective and efficient services to our community.
- We work together to create an environment with clear purpose and priorities where we enjoy coming to work, gain satisfaction from achieving meaningful goals and return home safely.

**INTEGRITY**
We are open, honest and accountable and take pride in all we do. For the Workforce Strategy, this means that:

- We build confidence within our community and in ourselves through being open, accountable and committed to customer service. This makes us proud to work for MidCoast Council.
- We strive to make evidence-based decisions to ensure appropriate resourcing.

**SUSTAINABILITY**
We use efficiencies, innovation and cooperation to achieve sustainable results. For the Workforce Strategy, this means that:

- We achieve better outcomes for our community by supporting an organisational culture that promotes cooperation, adaptability, continuous improvement and high performance.
- We enhance productivity and performance through targeted learning and development balanced with business needs.
- We translate our strategic and operational objectives and priorities into realistic workforce requirements.

**RESPECT**
We work together respectfully ensuring inclusion and open communication. For the Workforce Strategy, this means that:

- We respect the community we serve and strive to meet their aspirations.
- We encourage a constructive culture across the organisation through respectful communication and through valuing how diversity brings different talents, skills, perspectives and experiences that will help us to better reflect the needs of our community.
- We listen to our people and value their viewpoints.
Four key objectives have been used to guide identification and development of the initiatives and actions in our workforce strategy. They formed the basis of focus group discussions with staff from across the organisation.

<table>
<thead>
<tr>
<th>Objective</th>
<th>What the focus groups identified</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong>&lt;br&gt;Culture</td>
<td>• Continue to embed values and work on culture&lt;br&gt;• Align daily work with mission and strategies&lt;br&gt;• Value diversity&lt;br&gt;• Genuine communication and consultation</td>
</tr>
<tr>
<td><strong>Objective 2</strong>&lt;br&gt;Attract &amp; Retain</td>
<td>• Optimise work environment through culture and through employer of choice initiatives including incentives and recognition&lt;br&gt;• Invest in training and development programs&lt;br&gt;• Ensure effective recruitment processes&lt;br&gt;• Improve diversity&lt;br&gt;• Improve image of council</td>
</tr>
<tr>
<td><strong>Objective 3</strong>&lt;br&gt;Develop Leaders</td>
<td>• Develop capability and capacity of managers and people leaders&lt;br&gt;• Develop leadership at all levels&lt;br&gt;• Empower staff to lead and innovate</td>
</tr>
<tr>
<td><strong>Objective 4</strong>&lt;br&gt;Performance</td>
<td>• Invest in skills and personal development to get the best out of people&lt;br&gt;• Targeted training and development&lt;br&gt;• Develop meaningful, achievable and measurable goals&lt;br&gt;• Encourage a culture of continuous improvement</td>
</tr>
</tbody>
</table>
FINANCIAL CONSIDERATIONS

Employee costs

Employee costs as a percentage of total operating expenses:

MCC = 30%*  
NSW Councils median = 37%"  
Regional councils median = 35%#  

* Data from 2018-19 Income Statement.

Leave management

Employee leave balance estimates are above average in comparison with other councils in NSW. In part, this reflects the average age of our workforce. Leave management is important, not only to manage staff wellbeing, but also to manage financial liability as the value of leave balances increases over time. Leave management strategies in place include:

- reserves to cover leave
- development of a leave management policy

Long service leave:  
- 35% of MCC workforce has 12 weeks leave accrued*

Annual leave:  
- 49% of MCC workforce has 4 weeks leave accrued#
- 40% of NSW surveyed workforce has 4 weeks leave accrued#
- 14% of MCC workforce has 8 weeks leave accrued#
- 12% of NSW surveyed workforce has 8 weeks leave accrued#

# Data from The Australasian LG Performance Excellence Program FY17 - PwC and Local Government Professionals Australia, NSW  
(see contents page)
PERFORMANCE AND DEVELOPMENT SYSTEM

Define our purpose as a team
- Why we exist
- How we do things

Plan our work
- What we do
- Tasks, projects

Plan our work
- How we do it
- The way we do things, behaviours, values

Assess our outcomes
- What we are doing
- How we are doing it

Our why – link to organisation mission
Our how – values, culture
For your division, department & team

Community Strategic Plan
DP/OP*
Department/ team plans
Your individual work plan

LGNSW Capability Framework
ID capabilities that are key for your role
Personal attributes, relationships, results, resources, workforce leadership

Regular performance conversations on individual work plans (what & how)
Outcomes
- What you are doing?
- How you are doing it?
- What you need (skills, support, development)

Salary progression
Training plan
Development focus areas

Organisation
Department & Individual
Provision of tools, templates and support for people leaders

*DP/OP = Delivery Program/Operational Plan (3 year focus and 1 year actions)
OBJECTIVE 1
CULTURE

We will embrace a constructive workplace culture and environment that supports the development of our people to be their best

<table>
<thead>
<tr>
<th>Action</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to use the culture survey results and identified focus areas to develop the desired organisational culture as expressed by staff</td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Continue to develop a community-focussed culture across the organisation</td>
<td>•</td>
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<tr>
<td>Undertake a staff pulse survey prior to a full organisation wide culture survey</td>
<td>•</td>
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</tr>
<tr>
<td>Undertake a full organisation wide culture survey</td>
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<tr>
<td>Encourage and support staff to apply the organisational values to their behaviour and decision making</td>
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<tr>
<td>Develop and implement WHS and Wellbeing policies and procedures that support a safety-focussed culture</td>
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<tr>
<td>Implement EEO Management Plan</td>
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</tbody>
</table>
We will attract and retain great people who understand the important part they play in the community’s way of life and are focussed on making a positive contribution to the way we want to do things around here.

<table>
<thead>
<tr>
<th>Action</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
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</thead>
<tbody>
<tr>
<td>Develop and implement an overall package of terms and conditions that balances long-term affordability with the ability to attract and retain staff with the required knowledge, skills and experience</td>
<td></td>
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</tr>
<tr>
<td>Continue to develop our employer brand to support attraction and retention of quality staff whose values are aligned with ours</td>
<td>•</td>
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</tr>
<tr>
<td>Develop and implement a whole-of-council Employment-based Training Strategy to bring apprentices, trainees and graduates into our organisation, particularly in skills shortage areas</td>
<td>•</td>
<td>•</td>
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</tr>
<tr>
<td>Review the way we design jobs and recruit to ensure we are getting people with the right attitude and values</td>
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<td></td>
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<tr>
<td>Promote and support transition to retirement opportunities where appropriate</td>
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</table>
We will develop leaders that inspire, motivate and coach employees to realise their potential and respond to opportunities and challenges.

<table>
<thead>
<tr>
<th>Action</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equip people leaders with tools and techniques to champion change and coach others</td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Upskill and coach people leaders in performance management and conflict resolution</td>
<td>•</td>
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<td></td>
</tr>
<tr>
<td>Continue to implement a strategic Corporate Development Program to guide growth of a positive culture and develop and inspire leadership throughout the organisation</td>
<td>•</td>
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</tr>
<tr>
<td>Undertake 360 degree instruments and coaching as part of the Corporate Development Program to provide evidence-based information to inform individual’s areas of focus</td>
<td>•</td>
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<tr>
<td>Support the development of personal development plans for Levels 1, 2 and 3</td>
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<tr>
<td>Review the inaugural Developing Future Leaders program and apply learnings to the delivery of subsequent intakes</td>
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</tbody>
</table>
We will encourage a culture of continuous improvement, personal growth and development to enhance individual and collective performance.

<table>
<thead>
<tr>
<th>Action</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to develop a culture focussed on continuous improvement of processes that contribute to the provision of effective and efficient services</td>
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<tr>
<td>Utilise the Australian Business Excellence Framework to guide improvement focussing on sustainable business performance and improved capability</td>
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<tr>
<td>Embed the LGNSW Capability Framework into HR life-cycle functions including position descriptions, recruitment, performance management and development</td>
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<tr>
<td>Develop and implement HR policies and procedures that align with our organisational values and support a community-focussed culture</td>
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<tr>
<td>Develop and implement our annual Training Plan</td>
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<tr>
<td>Develop and implement a system for work planning, performance and development that supports the achievement of community outcomes</td>
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<tr>
<td>Identify business critical roles and develop a strategy for corporate knowledge transfer and skill retention</td>
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</tbody>
</table>