



**MIDCOAST**  
council



# **WORKFORCE STRATEGY**

27 June 2018

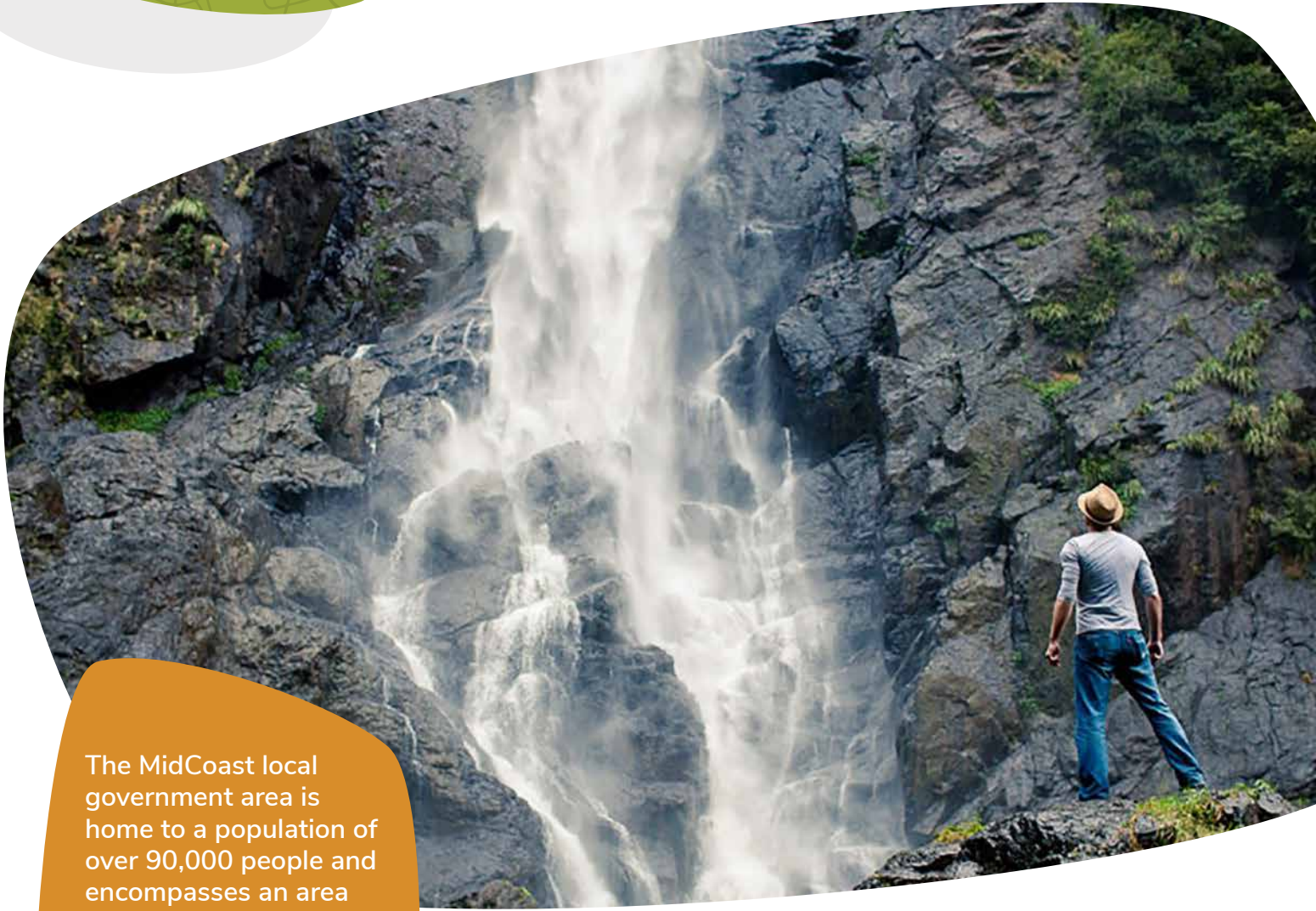
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The MidCoast local government area is home to a population of over 90,000 people and encompasses an area of more than 10,000 square kilometres with 3,590 kilometres of roads and 480 bridges. The area is well known for its natural beauty with 196 kilometres of coastline and significant natural features.

## **INTRODUCTION** **WHY HOW WHAT?**

### **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

## 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 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

## 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:

### General Manager

#### Corporate & Business Systems

- Finance
- Governance
- Human Resources
- Information & Communication Systems
- Property & Commercial Services
- Corporate Strategy & Development

#### Community Spaces & Services

- Customer Service
- Community Services
- Community Spaces, Recreation & Trades
- Growth, Economic Development & Tourism
- Libraries
- Communications & Engagement

#### Planning & Natural Systems

- Building Services
- Development Assessment
- Natural Systems
- Strategic Planning
- Waste, Health & Regulatory Services

#### Engineering & Infrastructure

- Operations North
- Operations South
- Projects & Engineering
- Transport Assets

#### Water Services

- Planning & Assets
- Capital Works
- Response Operations & Maintenance
- Water Management & Treatment

# SNAPSHOT OF OUR WORKFORCE

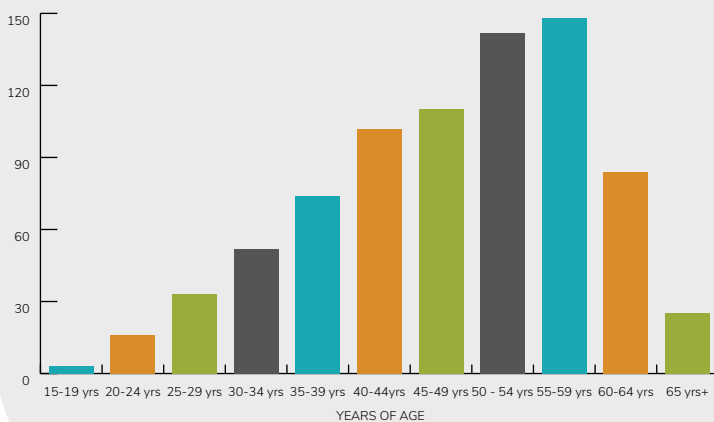
**925**  
Total employee  
headcount

**564**  
male employees

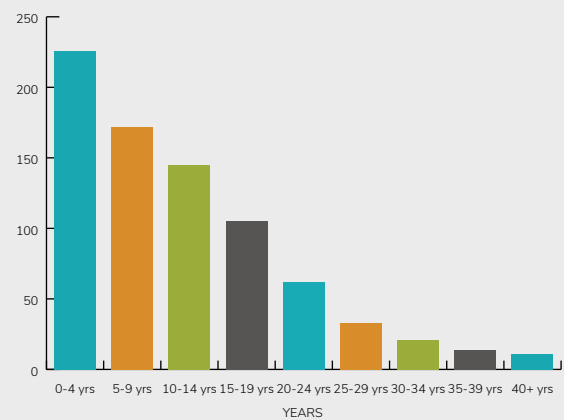
**361**  
female employees

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

Employees age\*



Years of service\*

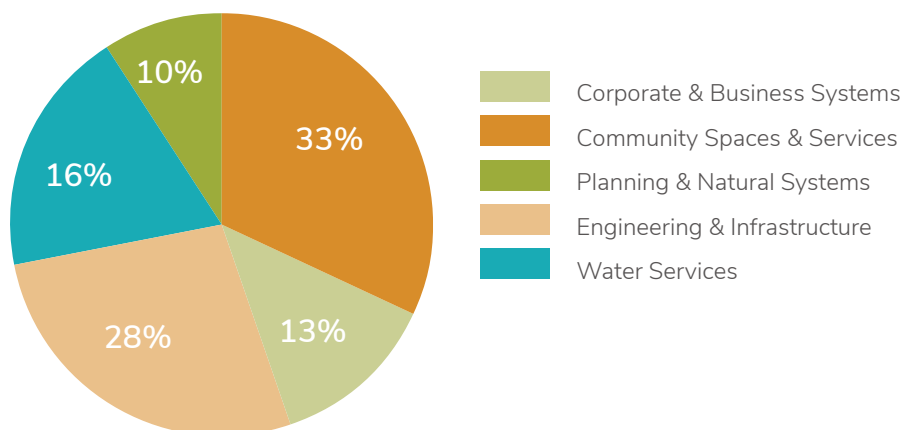


\*Not including casuals and temporary employees.

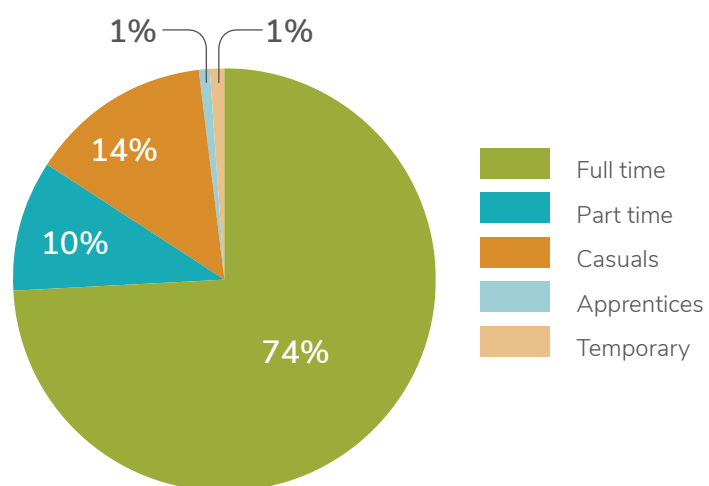
NB all data on this page is at 1 June 2018.



## Number of employees in each division



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



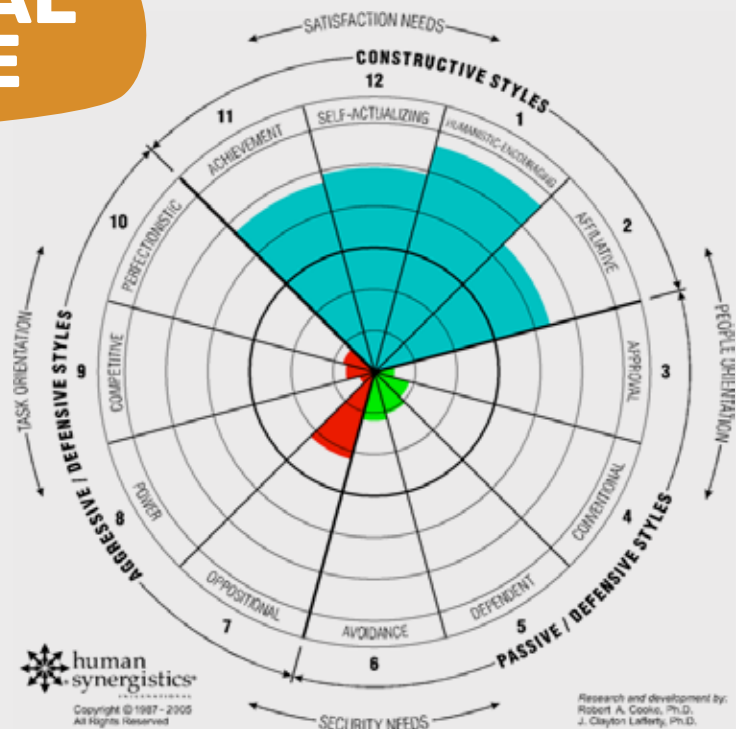
As at 1 June 2018

## Our preferred culture – how we'd like to do things....

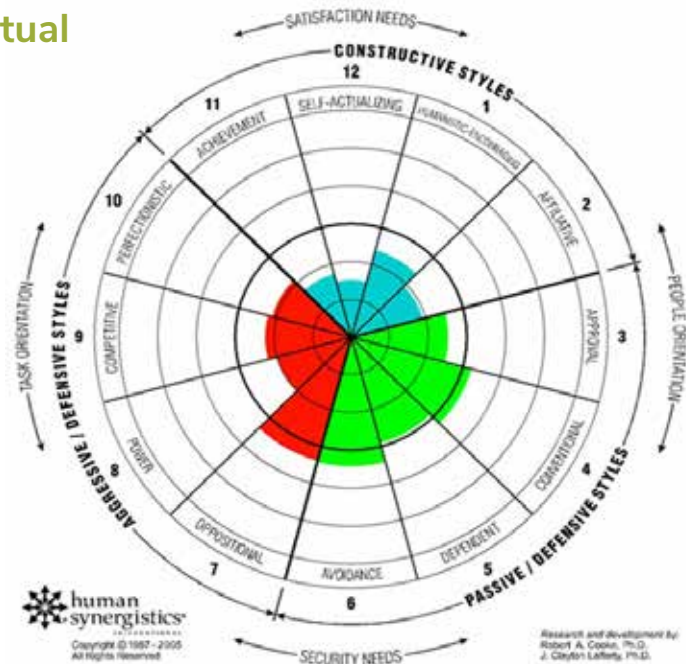
We are focussing on building a culture of achievement and collaboration. Organisation-wide surveys have shown that staff want to build a constructive culture with:

- 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 IDEAL CULTURE



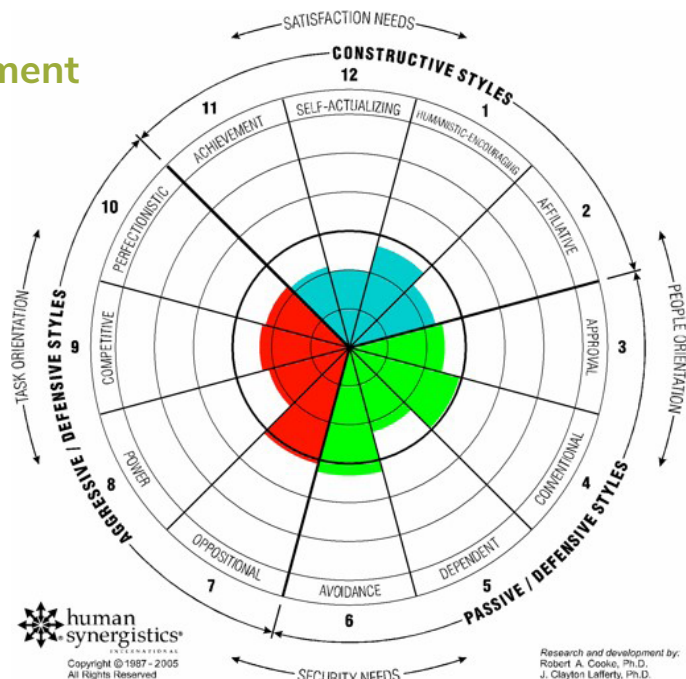
## MCC Actual Culture



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.

## 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

Measure	MidCoast Council	OLG Group Average	Regional Group Average	Statecover Average
No. claims per 100 employees	2.42	6.36	13.76	5.69
No. claims per \$1 million in wages	0.44	0.78	1.90	0.82

## 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.

Group	2016/17 Claim Performance Rate
MidCoast Council	0.85
OLG Group Average	1.50

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.

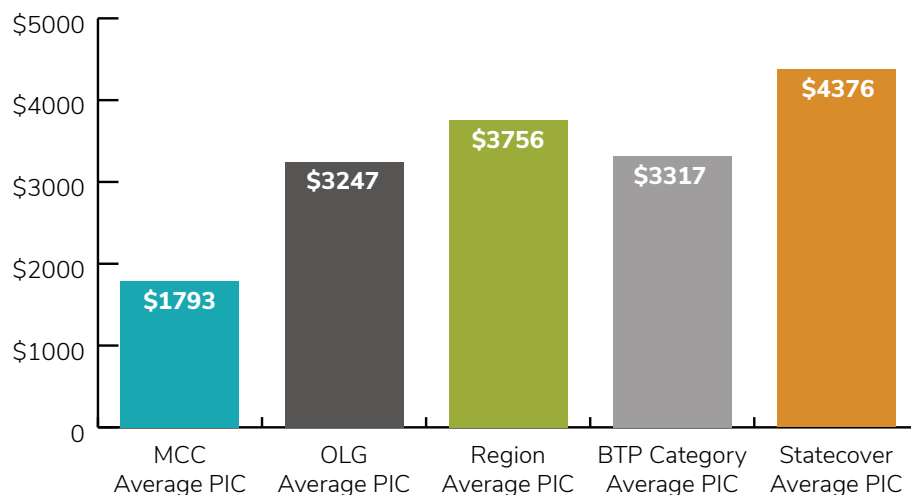
Data from 2016/17 Workers Compensation & WHS Report published by Statecover (does not include Water Services)

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 #





## 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.



## OBJECTIVES

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.

Objective	What the focus groups identified
<b>Objective 1</b> <b>Culture</b> We will embrace a constructive workplace culture and environment that supports the development of our people to be their best	<ul style="list-style-type: none"> <li>• Continue to embed values and work on culture</li> <li>• Align daily work with mission and strategies</li> <li>• Value diversity</li> <li>• Genuine communication and consultation</li> </ul>
<b>Objective 2</b> <b>Attract &amp; Retain</b> 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	<ul style="list-style-type: none"> <li>• Optimise work environment through culture and through employer of choice initiatives including incentives and recognition</li> <li>• Invest in training and development programs</li> <li>• Ensure effective recruitment processes</li> <li>• Improve diversity</li> <li>• Improve image of council</li> </ul>
<b>Objective 3</b> <b>Develop Leaders</b> We will develop leaders that inspire, motivate and coach employees to realise their potential and respond to opportunities and challenges	<ul style="list-style-type: none"> <li>• Develop capability and capacity of managers and people leaders</li> <li>• Develop leadership at all levels</li> <li>• Empower staff to lead and innovate</li> </ul>
<b>Objective 4</b> <b>Performance</b> We will encourage a culture of continuous improvement, personal growth and development to enhance individual and collective performance	<ul style="list-style-type: none"> <li>• Invest in skills and personal development to get the best out of people</li> <li>• Targeted training and development</li> <li>• Develop meaningful, achievable and measurable goals</li> <li>• Encourage a culture of continuous improvement</li> </ul>



“People represent the largest expenditure area and the most productive asset of every council”

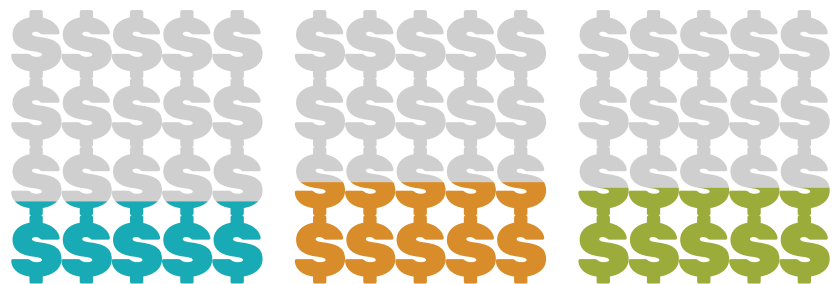
The Australasian LG Performance Excellence Program FY17



# FINANCIAL CONSIDERATIONS

## Employee costs

Employee costs as a percentage of total operating expenses:



MCC = 30%\*

NSW Councils  
median = 37%#

Regional councils  
median = 35%#

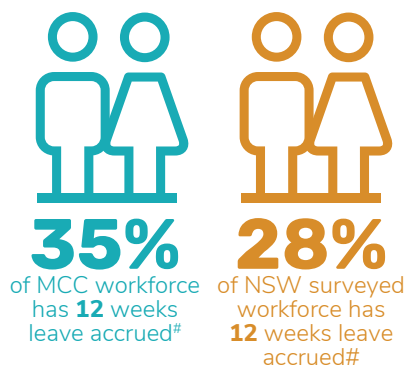
\* Data from 2018-19 Income Statement.

## Leave management

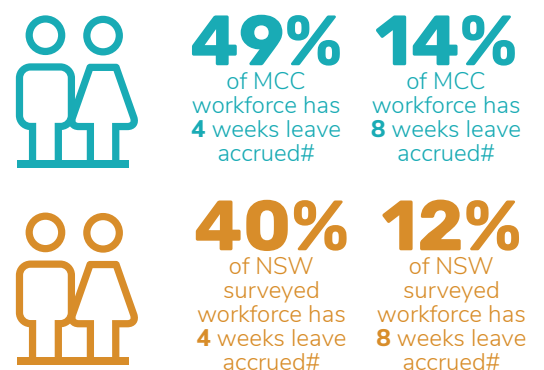
Employee leave balance estimates are above average in comparison with other councils in NSW. In part, this reflects the average age of our workforce. Leave management is important, not only to manage staff wellbeing, but also to manage financial liability as the value of leave balances increases over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

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

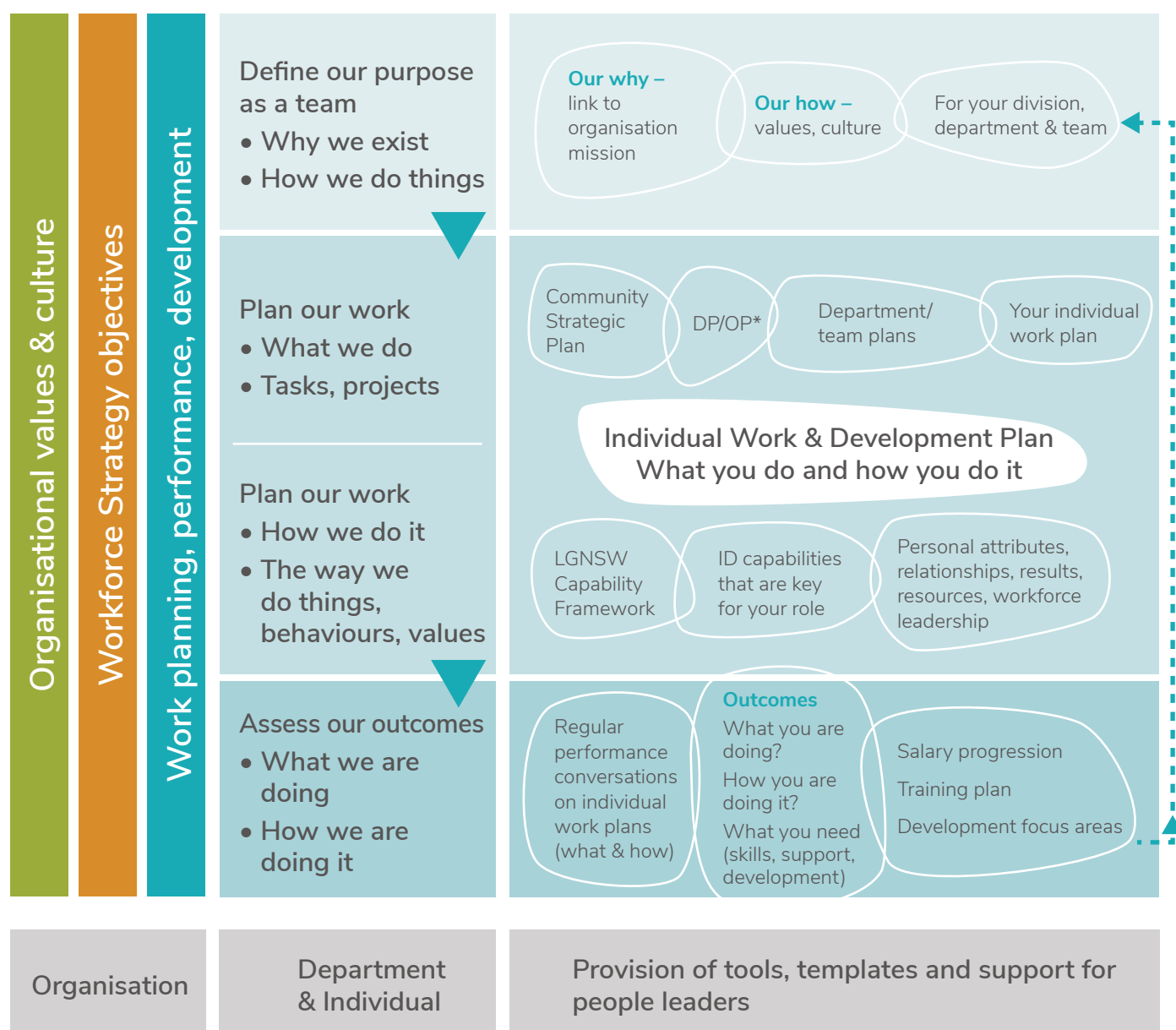
### Long service leave:



### Annual leave:



# PERFORMANCE AND DEVELOPMENT SYSTEM



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

# WORKFORCE MANAGEMENT PLAN

## OBJECTIVE 1 CULTURE

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



Action	2018-19	2019-20	2020-21
Continue to use the culture survey results and identified focus areas to develop the desired organisational culture as expressed by staff	•	•	•
Continue to develop a community-focussed culture across the organisation	•	•	•
Undertake a staff pulse survey prior to a full organisation wide culture survey	•		
Undertake a full organisation wide culture survey		•	
Encourage and support staff to apply the organisational values to their behaviour and decision making	•	•	•
Develop and implement WHS and Wellbeing policies and procedures that support a safety-focussed culture	•	•	
Implement EEO Management Plan	•	•	•

# WORKFORCE MANAGEMENT PLAN

## OBJECTIVE 2 ATTRACT & RETAIN

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



Action	2018-19	2019-20	2020-21
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	•		
Continue to develop our employer brand to support attraction and retention of quality staff whose values are aligned with ours	•	•	•
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	•	•	•
Review the way we design jobs and recruit to ensure we are getting people with the right attitude and values	•		
Promote and support transition to retirement opportunities where appropriate	•	•	•



# WORKFORCE MANAGEMENT PLAN

## OBJECTIVE 3 DEVELOP LEADERS

We will develop leaders that inspire, motivate and coach employees to realise their potential and respond to opportunities and challenges



Action	2018-19	2019-20	2020-21
Equip people leaders with tools and techniques to champion change and coach others	•	•	•
Upskill and coach people leaders in performance management and conflict resolution	•	•	
Continue to implement a strategic Corporate Development Program to guide growth of a positive culture and develop and inspire leadership throughout the organisation	•	•	•
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	•	•	•
Support the development of personal development plans for Levels 1, 2 and 3	•	•	•
Review the inaugural Developing Future Leaders program and apply learnings to the delivery of subsequent intakes	•	•	•

# WORKFORCE MANAGEMENT PLAN

## OBJECTIVE 4 PERFORMANCE



We will encourage a culture of continuous improvement, personal growth and development to enhance individual and collective performance

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





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