

Workforce Management Strategy

2022-2026

This Workforce Management Strategy 2022-2026 was adopted at its Ordinary Meeting held
16 June 2022

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CEO MESSAGE

Snowy Valleys Council's 2022-2026 Workforce Strategy has been developed to link to and build on the work of the last three years with minimal change in the prevailing environmental conditions or the strategic imperatives from the last integrated planning period. Our strategy supports Council's corporate values and key directions and aims to assist Council in achieving its community vision through effective workforce planning and management within the financial and external constraints that face most councils.

SVC has implemented a change of approach in the development of the Delivery Program and Operational plan to focus on service and services. This will allow our workforce to more clearly identify how they fit within the strategic planning process and will also allow more focus to be applied to the scope and cost of delivering services to allow informed decisions about future service levels.

Over the last four years our workforce has successfully delivered a massive program of work in infrastructure projects in addition to business as usual and the considerable work associated with transitioning as a merged Council and response to Bushfires, Floods and COVID. This is a credit to our people not only due to the commitment, capability and effort required to do the volume and variety of work but in the fact that this work was done during a time when the area experienced the most devastating bushfires the region, state or nation has seen which generated a large-scale recovery program which is still in progress.

Many of our people were directly at the centre of this threat and played critical roles in the efforts to protect people and property and the subsequent recovery process. This was followed by the COVID-19 pandemic as well as repeated major flood events which have challenged our resources especially given each event has overlapped or come in close succession. Their resilience, dedication to the communities they are part of and ability to be agile and responsive through change was evident and I want to again acknowledge our workforce, past and present, for their efforts. I am proud of our policies and procedures we have implemented around flexible working arrangements to cater for changing workforce demographics, generational preferences and a family first outlook.

We have identified through the current strategic planning process that given the large volume of work that has been implemented in the last four years and the impacts of the emergency responses on business as usual work there is an overall need to focus our resources over the next four years on embedding and consolidate to prepare a solid foundation for our organisation from which to face future challenges. This will also involve a period of reviews, improvement initiatives and simplification of systems, policies and procedures to ensure we are compliant, efficient and prepared to continue to be responsive to change.

The actions within this strategy are within Council's ability to influence and will assist Council to maintain a workforce that can respond to emerging community needs now and into the future. Specifically, these strategies are aimed at creating sustainability for Council to be able to effectively attract, engage, develop, recognise and retain talented people.

No doubt Council will continue to face additional challenges such as housing availability that will impact on the workforce. Council is committed to continually re-evaluate the changing environment and pivot and advocate to facilitate solutions that will complement our workforce to help deliver our primary purpose of delivering services and facilities to the community.

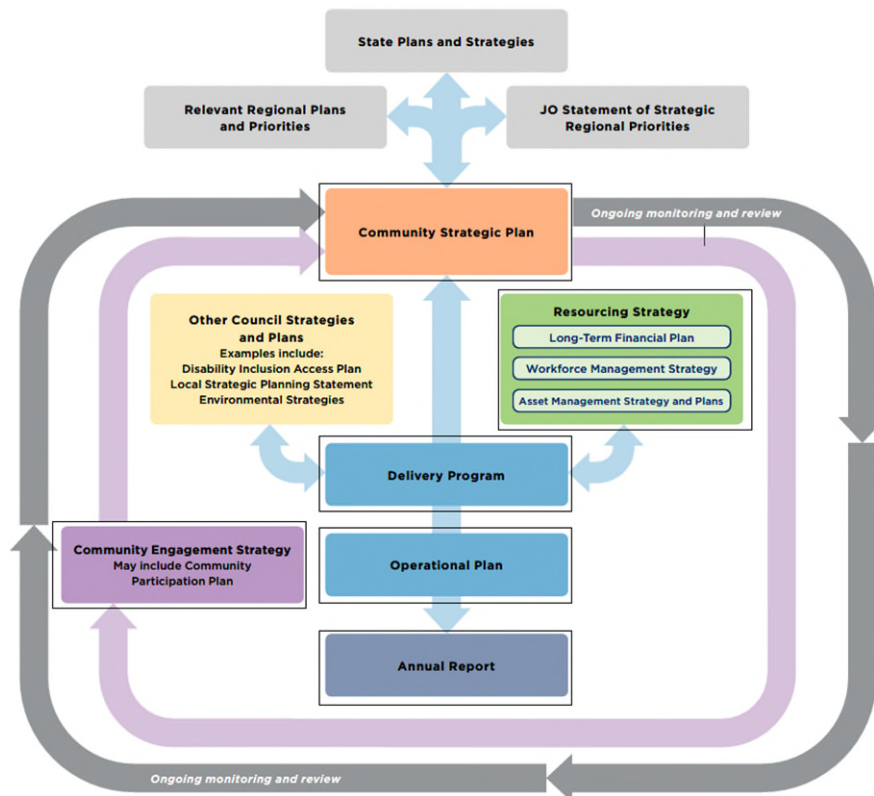
Matthew Hyde
Chief Executive Officer

CONTEXT

The Workforce Management Strategy considers the human resources required to implement Council's four-year Delivery Program. Development of the strategy includes consideration of internal and external challenges and opportunities likely to impact the workforce, the current capabilities of our workforce and those that will be needed in the future. This planning process provides Council with an opportunity, every four years, to plan adjustments to the workforce to meet changing community expectations and changes to the operating environment in which the community pursues the goals of the 10-year Community Strategic Plan.

As well as considering Council's strategic context, the workforce planning process considers issues such as:

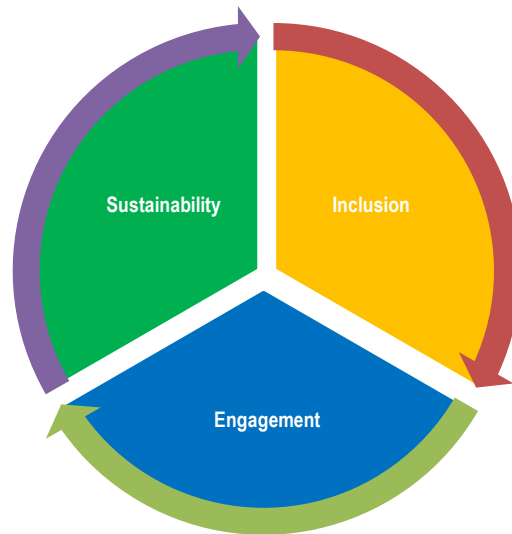
- an ageing workforce;
- succession planning;
- how to provide opportunities to create and retain positions for local young people;
- programs that will support Council to be an employer of choice;
- learning and development;
- performance management;
- staff wellbeing;
- recruitment and retention strategies; and
- workforce diversity.



This strategy forms part of the Resourcing Strategy along with the Assets Management Plan and Long Term Financial Plan (LTFP) which together provide the assumptions and background to assist in the completion of Council's program of works and services

Our approach in developing this strategy is based on the Office of Local Government Steps for Workforce Management Planning. The strategy has been formed to align with Council's vision of *'Leading, engaging and supporting strong and vibrant communities'* and our values of Safety, Integrity and Respect which underpin all decisions made at council.

Based on analysis of the anticipated workforce challenges, three priority areas have been identified for focus in this plan being: Sustainability, Inclusion, and Engagement. These three areas are intrinsically linked, that is, changes in each area will impact on the others and these elements lead to improvements in well-being and performance.



Council's challenges over the next four years mostly focus on sustainability. This encompasses both financial sustainability and resource sustainability, the ability of council to scale up or down in response to financial or resourcing restraints and ensuring that we have the right skills at the right time.

Our opportunities are centered around inclusion and engagement. By improving our level of diversity and continuing to focus on and improve engagement, we will be able to better attract and retain people to effectively resource our services. This in turn will contribute to improvements in sustainability due to efficiencies gained by decreasing turnover.

Over the past four years, SVC has made significant progress towards the vision and goals of the 2018 - 2022 Workforce Management Plan. The Plan was developed to provide a strategic direction for the management of our workforce to meet changing needs while focusing on our ability to deliver outstanding customer and community services. Key achievements from this plan over the four-year period include:

- Recruitment and Selection Policy and Procedure developed and implemented.
- A "general applications pool" for casual employees was established
- A centrally managed Entry Level Program was implemented across Council
- Procedures implemented for flexible work arrangements such as phased retirement, job share, purchased additional annual leave, working from home etc in place.
- Development of the SVC Capability Framework
- Implementation of an online WHS management system which incorporates electronic incident management, hazardous chemical register, contractor management and investigations
- Organisation structure review

ENGAGEMENT OVERVIEW

In November 2021 Council carried out an employee engagement survey with VoiceProject to establish a baseline measure of engagement with our workforce and to identify areas for improvement. 143 employees participated in the survey representing 52% of our workforce.

An employee engagement survey is an objective measure of staff behaviours, perceptions, and satisfaction with their work in order to assess their level of engagement. VoiceProject provide a validated and flexible engagement survey which allows for organisations to understand the key drivers of engagement, well-being and progress for their staff, and to benchmark how they are performing against industry peers.

Our overall ratings were Engagement 69%, Wellbeing 59% and Progress 46%. The survey identified a number of areas of strength, as well as key areas for attention which will be a primary focus of this planning process. These outcomes provide us with a good base line and insight into where we need to allocate resources to address areas of concern.

The planning and preparation process for developing this strategy involved analysis of our current workforce against Council's direction and factors that are expected to influence future labour demand and supply. Information is obtained from discussions with our leadership team, accessing industry research and benchmarking as well as key documents which included the:

- SVC Staff Engagement Survey
- SVC EEO, Diversity and Inclusion Plan (Draft)
- SVC Reconciliation Action Plan (Draft)
- SVC Disability Inclusion Action Plan (Draft)
- SVC Delivery Program (Draft)
- Canberra Region Joint Organisation Workforce Strategy
- Office of Local Government Workforce Planning Resources

Discussions were held with our leadership team in October 2021 to review the workforce planning needs of their services areas including:

- current and potential future work challenges and opportunities
- any upcoming projects or large bodies of work that may be foreshadowed in the period of this Workforce Management Strategy
- resourcing allocation in relation to the delivery of community objectives, specifically, any potential for their areas to be under or over resourced over the next four years.

WORKFORCE OVERVIEW

Snapshot



Costs

Employee costs are a major component of Council's fixed expenditure. Current employee cost is set to increase over the term of this strategy due to:

- The Superannuation guarantee increasing from 10% to 12%
- Annual Award salary increases of generally 2-2.5%
- Staff moving through the salary structure

Council also continues to maintain a high employee leave liability with 42% of permanent staff have accrued leave balances of twelve weeks or more. This requires Council to hold reserve funds to fund this leave being taken in the future which impacts financial sustainability as well as having impact on employee wellbeing. Whilst systems have been put in place over the last three years to monitor and manage excess leave balances efforts have been impacted by high workloads combined with staff shortages and more recently by COVID-19 travel restrictions.

Culture

Organisational culture can be described as a shared attitudes, beliefs, customs, values, principles and ways of interacting within an organisation. Research shows that workplaces with a positive workplace culture have higher performance, high retention rates and attract high quality employees.

The recent engagement survey data indicates an overall positive culture within SVC and levels of engagement. For example, the data shows that our employees not only understand, identify and believe in the values but they also believe that their supervisors and senior managers do too.

While this is a good outcome, it is important to consistently work on and reinforce the desired culture and as such SVC will implement targeted actions to positively influence and shape our culture to reflect key priorities identified through consultation of this plan including:

- Building a strong customer centric approach
- Continue focus on our values of safety, integrity, and respect
- Embedding effective change management approaches and supporting a culture which embraces change

ENVIRONMENT SCAN

Council is facing significant challenges, both now and into the future. These are predominately related to the current financial position, increasing costs of service delivery, the constant rate of change, expectations of the community.

- Potential long-term impacts from the recent bushfire natural disaster on the community and industries
- Ongoing challenges associated with being an amalgamated Council including community division and potential for further de-merge consideration
- Ongoing impacts of COVID-19 and the resulting longer-term changes on the way we work
- Changes in available external funding – both increases or decreases –impacting on Council resourcing and financial position
- Impact of changes in the State and Federal political environment on Council in areas such as: lobbying and advocacy efforts, changes in legislation and changes in focus and approach (funding)
- Increasing impacts of climate change and subsequent weather events on Council operations and assets
- Large scale regional projects impacting available labour in both candidates for employment and contractors
- Competition from other local employers for skilled and experienced workers
- Industry skills shortages
- Accommodation constraints across the LGA affecting attraction and retention of talent
- Managing the increased digitisation of our business and enhanced use of technology with workforce accessibility (field-based workforce)
- Balancing the need to provide our people with opportunities for personal development and advancement with the financial constraints
- Promoting and supporting workforce health and wellbeing with consideration of both internal and external impacts e.g. workloads, accelerated rate of change, community division, financial sustainability impacts, impacts of disasters and ongoing crises and emergencies.
- Retaining skilled, capable and engaged employees
- Effectively leading and performing in an environment of frequent change
- Ensuring effective management with a multigenerational workforce
- Preparedness and capacity to respond to future natural disasters and crises

In addition to the key internal and external environmental challenges outlined above, the Delivery Program identifies a number of initiatives and strategies that will impact directly on our workforce resourcing:

- Extremely large program of works to be completed across a number of Council areas but particularly Infrastructure, Development and Activation
- The need to address long-term financial sustainability concerns through cost reductions including reduction of workforce costs.
- Program of service and efficiency reviews to be resourced and funded
- Enterprise system uplift to be resourced and funded
- High level of strategic planning work to be resourced and funded

KEY CHALLENGES

From the research in preparing this plan Council have identified three priority areas being Sustainability, Inclusion and Engagement as the focus for our people strategy over the next four years. These themes set the scene for a people strategy that builds on what we do well and embraces the steps we must take to be ready for the future. They build on our continuing work to be a capable, resilient, and sustainable organisation. Within these themes, key challenges and actions have been identified as outlined below:

SUSTAINABILITY

Sustainability needs to encompass all decision making within Snowy Valleys Council. It is not only how to run services efficiently now, but also how to ensure that the services are able to be delivered into the future. Council is expecting to deliver increasing services within a fixed and reducing financial environment. This means that Council is challenged with matching service levels to financial and resourcing restraints, and then balancing this with community expectations.

Further key for SVC's future sustainability includes the attracting and retaining of talent, ensuring that there are pathways for the talent through the organisation and providing a workplace that enables flexibility and resilience in the face of a changing environment.

Measures/Indicators:	<ul style="list-style-type: none">• Excess Leave reduces by >10% each year• Turnover in first 12 months of employment <10%• Succession Plans completed for 4 critical roles each year• Investment in development of at least \$800 per FTE employee annually
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Financial Constraints

Council's Long-Term Financial Plan (LTFP) indicates that Council is currently not financially sustainable over the long term without taking action in the form of considerably increasing income or reducing expenditure which will need to include employee costs as a major component.

While the implementation of a Special Rate Variation will assist in offsetting the required savings total, it will not totally remove the need to make savings and adjust service levels to ensure viability for the organisation into the future.

The following scenarios have been identified in the LTFP:

1. If an SRV is approved a saving of \$500K over two years will be required from salaries and wages costs
2. If an SRV is not approved a saving of \$3.5 - \$3.7M over 2 years will be required from salaries and wages costs

Each of these options will have an impact on approved FTE. This is a challenge not only in terms of financial sustainability but in terms of workforce sustainability as these changes will potentially impact on the number and type of jobs available, type and level of work carried out and will have flow on effects to the well-being of our people as well as our ability to attract and retain talent.

Any decisions regarding reduction of workforce composition will have to be carefully balanced in alignment with decisions relating to services provided, service levels and project commitments to ensure the capability and capacity of our workforce to deliver on our commitments whilst also maintaining safety and wellbeing.

Resourcing the Works Program

Council has a \$84 million works program to deliver within the period of this strategy 2022-26 which is an enormous commitment in terms of resources. This will require the ability to effectively scale up our workforce to deliver these works in a manner that is safe for our people and reduces financial and reputational risk to Council. It has been identified that this will require our workforce to continue to be supplemented by contractors and casual workers availability of which is being heavily impacted by other large-scale projects in the area. Additional impacts of this are increased supervision requirements which has a resourcing impact for our workforce in terms of resourcing of systems to manage risk and ensure safety and wellbeing for all workers on our worksites.

Preparation for Crisis and Emergency

The last few years have shown the resilience and responsiveness of Council, facing major Bushfires, followed by Floods and then the COVID-19 pandemic. While this has shown the capabilities of our people and organisation to rise to the challenges these events have created it has also highlighted gaps and areas of improvement to prepare us to respond effectively to future emergency and crises events.

Developing Workforce Capability

The capability of our workforce is key to the sustainability of Council services. It is vital that we continue to invest in the development of our people, despite financial constraints, to increase capability, retention and performance.

SVC has developed a framework of capabilities that embraces all staff at all levels. Over the next four years our aim is to make our capabilities the foundation for developing our people as well as embedding them within our people systems.

ENGAGEMENT

An engaged workforce, with employees who feel connected and aligned to the organisation, work harder, stay longer and motivate others to do the same. Employee engagement affects all aspects of the organisation including performance, customer experience, safety & well-being, recruitment and retention.

Engagement has been identified as focus priority given the recent engagement survey and resulting identification of areas for improvement. Additionally, managing engagement will be a key element of effectively managing our workforce through the anticipated level of change over the next four years. Our engagement survey outcomes will allow us to measure changes in engagement and identify if our actions are having the desired impact.

Measures/Indicators:	<ul style="list-style-type: none">• Engagement scores increase to >80%• Turnover rate reduces to <12%• >4 wellbeing initiatives implemented annually• Engagement Survey Response rate >70%
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Measuring and Improving Engagement

Council's is focused on measuring and improving levels of engagement within the workforce to assist us with measuring the success of our workforce management actions. SVC engaged the services of VoiceProject in 2021 to provide a survey to measure engagement levels. This process established baseline engagement levels for future comparison as well as identifying priority areas for improvement so we can develop actions to improve engagement across council through targeted strategies.

Maintaining Safety & Wellbeing

Safety is a priority at SVC and one of our three organisational values. Our engagement survey results in 2021 show that safety is embedded in Council's culture and that our workforce rate Council's safety systems highly.

Moving forward Council will ensure that we continue to focus on the safety and wellbeing of our people especially given the program of planned works and anticipated changes to the way we work. This means using the values when guiding decision making and ensuring when strategies are implemented safety is not only considered but not compromised.

This will involve continuing to work on our safety systems and maintaining accreditation of our Integrated Management System which ensures compliance with the Australian Standards for Safety, Quality and Environmental management.

Performing through Change

Our workforce is expected to face significant and ongoing change during the term of this plan and beyond. Maintaining employee performance through change will require strong change management capabilities within our organisation. This is key to ensuring that change is managed so that we are responsive rather than being reactive.

Recruitment and Retention of Talent

SVC is experiencing skills shortages which are reflective of those across the local government industry including planners and building surveyors, grader drivers and plant operators, early childhood teachers and diploma trained staff.

In addition our turnover rate has been increasing the combination of which has resulted in a higher rate of vacancies and some vacancies remaining vacant for extended periods.

We have managed to implement strategies to support operations however, it is planned to do a review of our recruitment strategies and systems to determine any underlying issues and opportunities for improvement.

Engaging and Enabling our Leaders

The quality of our leaders is key to the ongoing success of our organisation. Council needs to ensure that the leaders are supported and have the capabilities and knowledge required for managing a modern workforce in a changing environment.

Having leaders who are connected, engaged and collaborative is pivotal to the delivery of the actions within this strategy. This is a key challenge, not because we don't have leaders with the capabilities, rather that program of upcoming work and level of change will impact on the capacity to perform.

INCLUSION

Fostering an inclusive workplace is fundamental to experiencing the full benefits of diversity. Inclusive organisations experience greater innovation, less conflict, higher levels of teamwork and performance, less turnover and higher levels of employee well-being.

Engagement data shows that a diverse culture is positively correlated to increased engagement therefore investing in inclusion strategies will ultimately lead to improved engagement outcomes with both our workforce and our communities. Whilst Council considers itself to be an inclusive workplace, we recognise that there is more to be done in terms of actively managing diversity, continuously reviewing our practices and fostering our partnerships with our people and key community groups.

Measures/Indicators:
<ul style="list-style-type: none">• Approve >4 volunteer or work experience placements for persons from identified diversity groups annually• 10% increase in diversity hires by 30 June 2026

Actively Managing Diversity

Council is currently in the process of adopting both the Reconciliation Action Plan (RAP) and Disability Inclusion Action Plan (DIAP) which both include strategies for increasing workforce participation, improving awareness and fostering partnerships.

We are also finalising our draft EEO, Diversity and Inclusion Plan to align with and provide a framework for these plans. Key priority areas identified in the draft plan include building our data and understanding of our current workforce needs, increasing awareness, fostering partnerships and enabling our leaders.

The level of inclusiveness and respect within our organisation has been rated highly in our recent engagement survey. However, moving to a more active level of diversity management will involve allocating resources to setting up our systems to reflect our intention to be a pro-diversity organisation and equipping our workforce with the skills required to support this. We need to ensure that our business documents are inclusive and use language that is supportive of all people. We need to train our leaders in managing unconscious bias and work toward promoting inclusion first.

Managing a Changing available workforce

Snowy Valleys has a population of 14,395 and 5,895 jobs. The March 2018 unemployment rate was 5.3% compared to the NSW average of 4.8% and a national average of 5.5%. Indications show that the population of the SVC region is expected to decline by 9.1% from 14,750 in 2011 to 13,400 in 2036. This means that as the population declines, the number of jobseekers will also decline. This is a trend that will impact the entire country not just our LGA. Council needs to ensure that we are in a position to access a future workforce which is diverse and draws from previously under-represented groups.

Managing an Ageing Workforce

The median age in the Snowy Valleys LGA is 45, 7 years above the state median which shows that our community is ageing. At SVC the median age of Permanent Staff is 49 and, while this is an improved position than in past planning periods, we still have 51 staff within the organisation reaching retirement age within the next 5 years.

This will require effective succession planning measures to be implemented to reduce the impacts on Council operations.

Council have implemented a Flexible Work policy that includes transition to retirement options for staff, rostered days off, the ability to work remotely (e.g., from home) and condensed (4 day) work weeks to provide options to retain mature workers within the organisation. We also need to continue to consider how to use further use technology and innovation to automate tasks and increase efficiency.

We have also invested in an entry level program to employ young talent and provide pathways into local government. We will continue to foster this program and to work with local learning institutions to build awareness of local government as an employer and to provide work placement opportunities.

Future success will require us to continue to work on strategies to retain older workers as well as attracting younger people into our organisation which will involve ensuring that our organisation structure includes points of entry for less experienced workers as well as pathways for advancement

ACTIONS

SUSTAINABILITY								
CHALLENGE	ACTION	OBJECTIVE	2022/23	2023/24	2024/25	2025/26	MEASURE OF SUCCESS	REFERENCE
Resourcing the Works Program Financial Constraints	Review the existing structure to determine if the structure is aligned to future needs and create opportunities for savings to support sustainability requirements	Ensure organisation structure supports the future needs of the organisation	●				Structure review completed	WFS1.1
Developing Workforce Capability	Continue Entry Level program	Provide entry points for people starting in employment and LG	●	●	●	●	At least 2 traineeships and 2 apprenticeships offered each calendar year	WFS1.2 CRJO8
Financial Constraints	Actively monitor and reduce Leave Liabilities	Provide opportunities for improved work/life balance		●	●	●	Less than 2% of staff have "excess leave" entitlements as per the Leave Policy	WFS1.3
Resourcing the Works Program Developing Workforce Capability	Audit of employee qualifications data to inform capability analysis	Ensure that council is able to access the right skills when needed	●		●		All employee qualifications data is audited and updated accordingly.	WFS1.4 CRJO7
Developing Workforce Capability Resourcing the Works Program	Prepare succession plans for identified High Risk/Hard to fill positions Develop a succession and mentoring program for leadership roles	Ensure that council is able to access the right skills when needed			●		Succession plans for identified High Risk/Hard to fill positions are completed Succession and mentoring program for leadership roles established	WFS1.5
Resourcing the Works Program	Review current recruitment processes, with reference to the internal audit findings, to drive positive change in the attraction and selection of candidates	Improve attraction and selection capabilities		●	●		Website document links updated Online recruitment system optimised Selection tools reviewed and updated if necessary	WFS1.6
Preparation for Crisis and Emergency	Develop emergency management procedures	Provide guidance to staff during times of emergency.		●			Emergency Management Procedures are written, consulted and implemented	WFS1.7

ENGAGEMENT								
CHALLENGE	ACTION	OBJECTIVE	2022/23	2023/24	2024/25	2025/26	MEASURE OF SUCCESS	REFERENCE
Measuring and improving engagement	Create strategies for the 2 areas of focus from the 2021 Engagement Survey	Facilitate engagement through meaningful actions	●		●		Action plan is developed, agreed by the leadership team and implemented.	WFS2.1
Performing through Change	Develop and implement learning and development program aimed at developing leadership capabilities	Provide technical and leadership pathways for all positions	●	●	●	●	Leadership development program developed and delivered to managers and supervisors initially and then periodically	WFS2.2 CRJO10
	Develop the corporate learning and development plan and budget annually	Provide a structured, strategic learning program promoting development of capabilities	●	●	●	●	Introduction of training workshops focusing on team building, establishing strategic goals, organisational values and behaviours, managing employee performance	
Recruitment and Retention of Talent	Review and analyse information collected from exit interviews	Identify and develop strategies to resolve any systemic issues in the organisation			●		Information collected and collated from exit interviews is reviewed and analysed with actions identified, developed and deployed	WFS2.3
Recruitment and Retention of Talent	Provide skills to panel members to improve recruitment outcomes	Enable all members of recruitment panel to be able to look for the right skills and qualities when hiring new team members				●	All leaders and panel members receive training in recruitment	WFS2.4
Measuring and improving engagement	Develop team/section-based induction programs for all areas to ensure a successful transition of new staff into their work areas following the initial induction	Increase engagement in new and existing employees through ongoing business education		●			A template is developed for induction programs A team/section-based induction program is developed for each area	WFS2.5 CRJO3
Maintaining safety & wellbeing	Implement annual employee wellbeing program initiatives	Improve employee resilience, engagement and wellbeing			●		Approved program of works is implemented in accordance with schedule	WFS2.6
Maintaining safety & wellbeing	Develop a safety management plan	Enable safe implementation of minor projects				●	Safety management plan written, consulted and implemented	WFS2.7

INCLUSION									
CHALLENGE	ACTION	OBJECTIVE	2022/23	2023/24	2024/25	2025/26	MEASURE OF SUCCESS	REFERENCE	
Managing a diverse workforce Managing an ageing Workforce	Conduct a review of HR policies and procedures to audit alignment with anti-discrimination provisions. Review recruitment and HR policies to ensure we are providing a inclusive process to meet the needs of diverse groups	Place a focus on diversity and inclusion and review our existing policies and processes				●	All P&C policies and procedures reference inclusion and comply with relevant legislation. Policies and processes are accessible, inclusive and compliant with the DIAP. Increased number of applications from diversity groups.	WFS3.1 RAP4 DIAP3.1	
Actively managing diversity	Conduct a review of cultural learning needs within our organisation. Council staff undertake the accredited inclusive service provision training. Accredited program provided at orientation.	Promote inclusive practices				●	Cultural awareness and Disability Awareness Training built into training plan and delivered to all staff at induction and regular intervals ongoing Cultural awareness and council progress included in induction of new staff	WFS3.2 RAP5 DIAP1.1	
Actively managing diversity	Implementation actions from the EEO, Diversity and Inclusion strategy	Provide a fair and inclusive workplace. Increase exposure of employment opportunities for under-represented diversity groups		●			EEO, Diversity and Inclusion Strategy drafted, consulted and implemented.	WFS3.3 RAP8	
Changing available workforce	Implement the workforce actions from Council's Disability Inclusion Action Plan (DIAP)	Improve partnerships and employment outcomes by increasing recruitment, retention and professional development opportunities for people with disability	●	●	●	●	Annual actions are implemented.	WFS3.4 DIAP3.3 DIAP3.5	
Changing available workforce	Implement the workforce actions from Council's Reconciliation Action Plan (RAP)	Improve partnerships and employment outcomes by increasing First Nations recruitment, retention and professional development opportunities	●	●	●	●	Annual actions are implemented.	WFS3.5 DIAP4.4	