

# DRAFT Workforce Strategy 2025-2029





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Version 1 – Draft for Public Exhibition – 7 May 2025

Bega Valley Shire Council acknowledges and pays our respects to the traditional custodians of the lands, waterways and airspace of the shire.

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# Introduction

This Workforce Strategy is a pillar of Council’s Resourcing Strategy and an integral part of the Integrated Planning and Reporting (IPR) framework. It is informed by other components of the Resourcing Strategy including:

- Long Term Financial Plan (LTFP)
- Strategic Asset Management Plan (SAMP)
- Digital Services Strategy (DSS)

The Resourcing Strategy helps ensure the resources necessary to deliver services to our community are planned for and managed appropriately and sets out the commitments of our Delivery Plan for the next 4 years.

The Workforce Strategy looks at the current needs of the organisation and considers what might be needed from our workforce into the future. It also considers personnel risks and opportunities that Council will face over the 4-year period between 2025 and 2029.



# Purpose of the strategy

We aspire to make the Bega Valley the best place to live and work. To do this we need to plan and care for our community; protect the environment; deliver services and maintain our assets so they stay accessible; and help our people be their very best. These aspirations cannot be achieved without having, and keeping, the right people.

The purpose of this Workforce Strategy is to identify the strategic challenges and opportunities we face as an employer and focus our efforts on actions that help us achieve the outcomes for our community.

## Parts of the Workforce Strategy

Part	Name	Description
1	Our current situation	Includes information about our workforce profile, our values, and achievements during the 2021-2024 period. The details included in this section are based on data from Council's 2024 Annual Report.
2	Our future	Looks forward at the 2025-2029 period and our intended outcomes and objectives. It considers the strategic challenges we have as an organisation, our opportunities, and the goals we have for building our workforce.
3	Action plan	What will help us reach our goals for the 2025-2029 period.

## Part 1: Our current situation

### Our place

Bega Valley Shire Council is located at the south-eastern corner of New South Wales, halfway between Australia's two largest cities, Sydney and Melbourne and 3 hours' drive from the nation's capital, Canberra. At over 6,200 square kilometres, the shire is the largest local government area in coastal NSW and has the longest coastline, stretching 225 kilometres known as the beautiful Sapphire Coast.

The Yuin people are the traditional custodians of the shire. Ancient stories, ceremonies, special places, and sacred objects are embedded in the landscapes, trees, hills and waterways of the shire, and form the basis of traditional lore, custom, spiritual connection and custodian obligations.

We have a population of over 36,000, which is projected to grow beyond 40,000 by the year 2036. The median age of the population is 52, and 41% of the shire is aged between 20 and 59 years. Twelve percent of the shire's population were born overseas and 3.9% of people are Aboriginal or Torres Strait Islanders.

## Our organisation

We are committed to building an inclusive, responsive, and welcoming organisation that reflects the values of our people. Our community's vision of integrating quality of life, prosperity, sustainable development, and environmental conservation is woven into everything we do, guided by the culture and heritage of our Traditional Owners

We strive for efficiency and effectiveness in the services we provide, ensuring that every initiative is delivered with consideration and impact, optimising resources to best serve our community. Our commitment to being equitable and inclusive is paramount, ensuring that all voices are heard, respected, and valued.

Being responsive means, we listen and adapt to the evolving needs of our community, fostering resilience and agility in the face of change. We uphold transparency in our processes and decisions, empowering our residents to engage with and trust our governance.

Our approach to service delivery is anchored in financial sustainability, ensuring that we steward our resources responsibly to support future generations. Above all, we remain accountable to the community, ensuring that through careful and collaborative consideration, every action we take aligns with our shared vision and that we continually reflect on and improve our practices. Together, we honour our past, enrich our present, and create a sustainable future where everyone in the Bega Valley can thrive.

Council manages more than \$1.9 billion in assets that allows visitors and residents to live, work, and play in our beautiful region. We support our community by providing a vast range of services including:

- planning and maintenance of our road, bridge, stormwater, and footpath networks
- clean water and sewer services
- sporting fields, parks, playground, swimming pools, community halls and cemeteries
- libraries, the South East Centre for Contemporary Art (SECCA), and the Bega Valley Commemorative Civic Centre (BVCCC), Merimbula Airport
- processing development applications and planning for future growth
- waste and recycling services
- rangers, building inspectors, health inspectors, and biosecurity
- management and rehabilitation of our natural environment
- childcare, mobile preschool, and family services
- tourism and economic development
- communications and community engagement
- property and land management
- disaster recovery

We also provide highly important internal corporate services to support our staff in delivering services to our community, including:

- finance, procurement and customer service
- information technology
- property, risk, insurance and internal audit
- human resources including WHS and wellbeing
- governance and records, corporate planning

## Our values

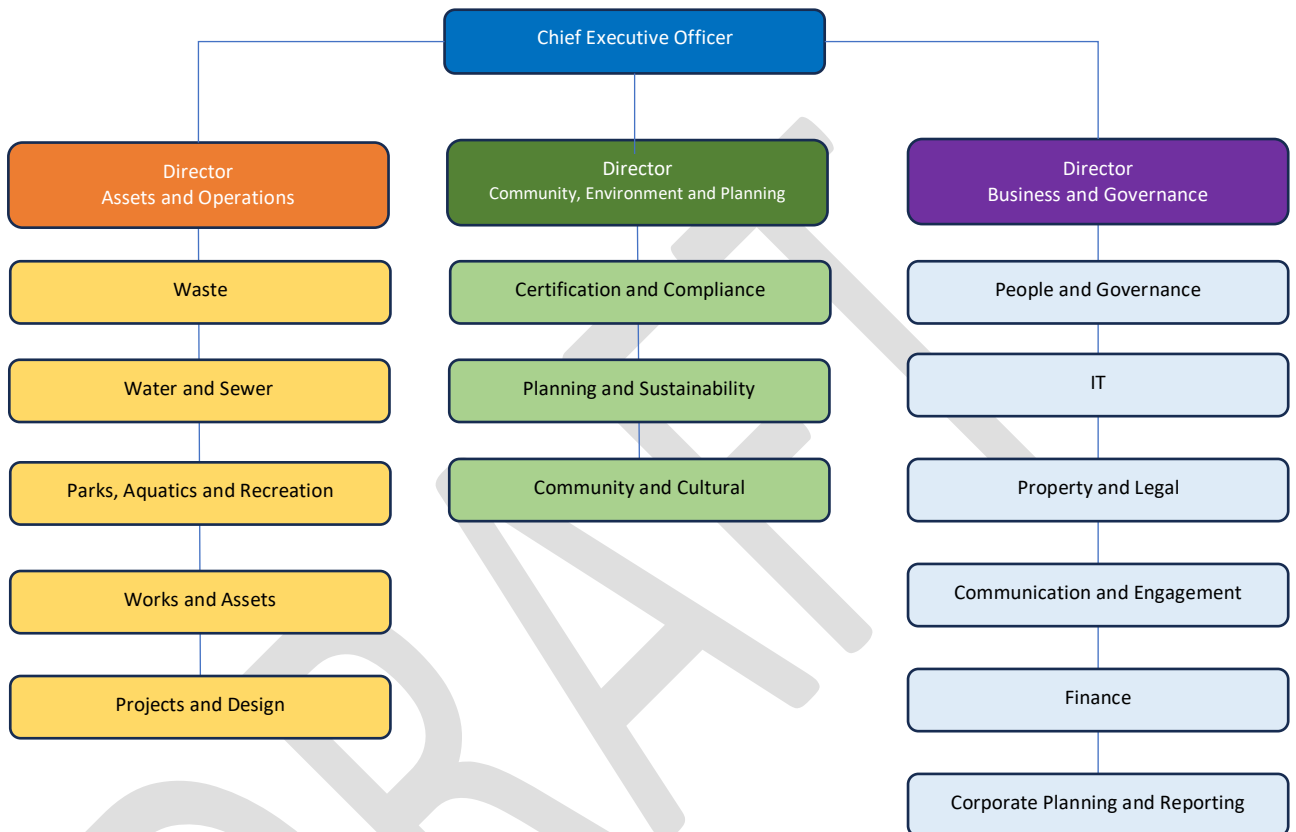
We are committed to being a values-based organisation and are supported by our PLaCE values. Our goal is to ensure we look after each other and continually improve services for our community. The values continue to be applied by our people and guide our business activities, practices, systems, and processes.



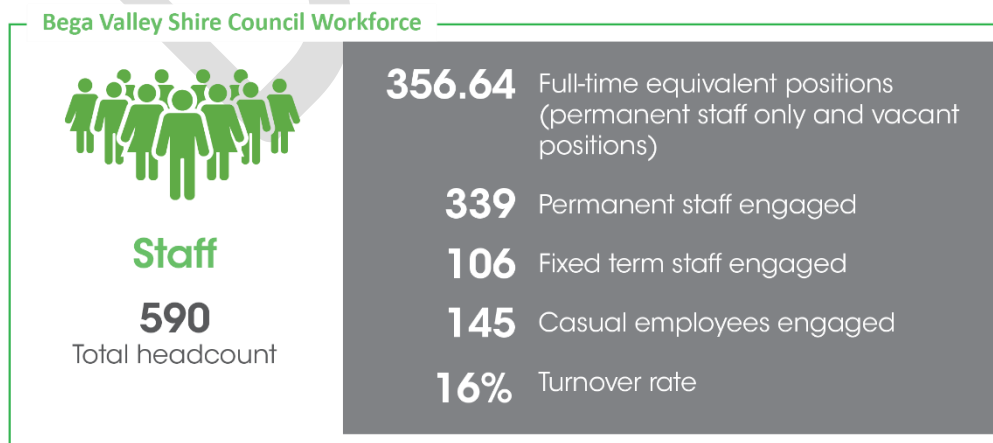
## Our workplace profile

We employ over 350 permanent full-time and permanent part-time staff, engage people on fixed-term contracts for various projects, and engage casuals to help support service delivery.

Our organisation has 3 directorates, each with a director who reports to the Chief Executive Officer (CEO). The 2024-25 organisation chart at the service level is shown below.

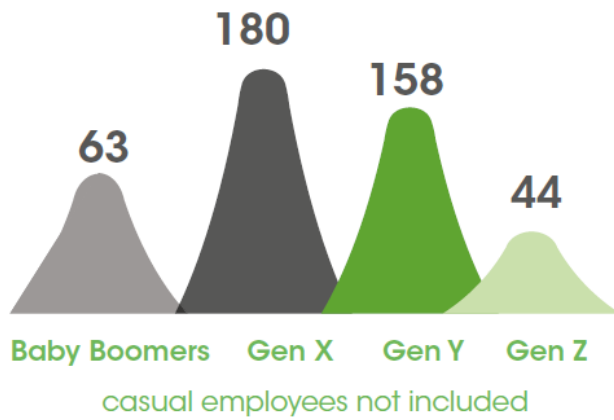


The organisational profile presented in this section is based on data from 30 June 2024 and can also be found in our 2023-24 Annual Report.

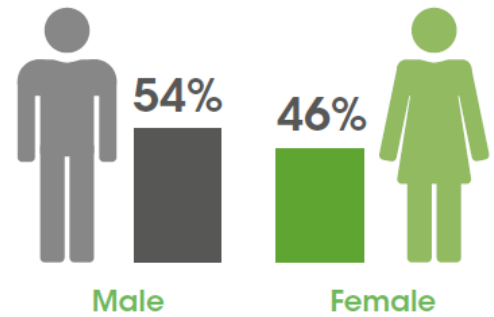




### Generational Breakdown



### Gender Breakdown



### Length of Service

Tenure period	No. staff
Less than 10 years	341
Between 11-19 years	62
Between 20-29 years	26
Between 30-39 years	13
Above 40 years	3

casual employees not included

### Workforce Profile

Aboriginal and Torres Strait Islander people	30
People with disability	4
Culturally and linguistically diverse people	39

## Our achievements during the 2021-25 period

During the 4-year period preceding this Workforce Strategy, Council developed and implemented a number of actions, that have helped set the platform for future workforce planning and delivery of services.

Some of the key actions implemented as part of the 2021-24 Workforce Strategy are highlighted in the table below.

Our achievements	
Strategic priority	Achievement
Technology	In August 2022, Council updated its performance management system to coordinate employee onboarding, training, and annual staff reviews. The system uses a competency-based skills library to measure skills, experience and competency required by staff at all levels of the organisation.
	In March 2024, Council commenced implementation of a new electronic timesheet system. Following a period of consultation with staff, the new system was piloted with a small target group. Electronic timesheets are now being used by the organisation. The successful implementation process was reflected by an invitation to present to other Council's across NSW about our change management processes where we were able to showcase our collaborative and consultative approach.
	In preparation for the introduction of the new performance platform in 2022, our People and Culture Team worked in collaboration with finance staff to complete an audit of our personnel data. This project improved the quality of information recorded in our systems and has improved our reporting capability.
Attraction and retention	Our home-based work procedures were adopted in response to the COVID-19 Pandemic. Since then, we have reviewed our home-based work arrangements. Eligible staff are now able to request to work remotely. Agreements are established between individual employees and their supervisors. The agreements meet operational needs of the business, needs of the employees, and regulatory requirements under the <i>Work Health and Safety Act 2011</i> . They are an important part of our attraction and retention strategy.
	In 2023 we launched a mentoring program, which provides employees with a structured, collaborative, and mutually beneficial learning opportunities. The program supports the professional development and growth of those involved, helps build confidence, promote future opportunities, and encourages staff to share their knowledge, skills, and expertise. In 2023 the program had 46 participants. The 2024-25 program has 68.
	In 2024 we reviewed our wellbeing program. We introduced new initiatives that include a wellbeing reimbursement program, access to Fitness Passport, and reward and recognition of staff.  The wellbeing program also includes access to seasonal flu vaccinations, spirometry testing, audiometric tests, and skin cancer checks. In the 2023-24 Financial year we had over 300 employees participate in our wellbeing program.
	We coordinated staff satisfaction surveys in 2022 and 2024. Working in partnership with researchers from the University of South Australia, our staff were asked to provide feedback about the climate and culture of the organisation, as well as their perceptions about overall satisfaction. Over 60% of employees participated in the survey and provided us valuable feedback concerning how we communicate with each other, make decisions, and recognise our people. From the feedback we were able to

## Our achievements

	<p>implement a number of improvement projects which included our revised reward and recognition program and corporate training program.</p> <p>Council was the recipient of the 2024 AR Bluett Award. Council was recognised as the most progressive council in the regional/rural category for its work supporting the community as we recover from the devastating Black Summer Bushfires in 2020.</p>
Learning and development	<p>During the period between 2021-2024 we successfully implemented our corporate training program. The program provides learning and development opportunities in areas like customer service, leadership, and communication, as well as mandatory training in high-risk work. In the 2023/-4 Financial year we coordinated 20 training courses and had over 700 people participate in those courses.</p> <p>In 2022 we introduced a Learning Management System (LMS) which provides staff with access to online learning opportunities. The modules included in the LMS cover topics such as WHS culture and awareness, fraud and corruption prevention, records management, respect and diversity, cultural awareness, and cyber security.</p>
Skills shortages and succession planning	<p>In October 2023 we successfully applied for Federal Government funding for the Rural Youth Investment Program (RYIP). The purpose of the program is to increase employment opportunities and skill development for young people aged between 16 and 24 living in regional and remote areas. Through the program we were able to appoint 6 new civil construction trainees, 2 of which were Aboriginal Identified roles. We worked collaboratively with the Local Aboriginal Lands Councils, high schools, and TAFE campus to promote the program.</p> <p>In 2024 we successfully applied for government funding under the Fresh Start Cadet program. The purpose of this program is to improve skills shortages within local government in the areas of planning and engineering. Through this program we were able to appoint 3 additional cadets to our planning and engineering services – a major contributor to supporting our succession planning activities.</p> <p>Council's cadet, trainee and apprentice program has grown to include 28 people, which has increased from 9 in the previous period between 2017 to 2021.</p> <p>In the 2023-24 Financial Year, Council supported 18 local school students to complete work experience and work placement programs as part of their school and high school certificates. We also supported TAFE students to complete placements as part of their studies in children services.</p>

## Part 2: Our future

Part 2 of this plan focuses on the 2025-2029 period. We have included general objectives when it comes to supporting our people and identified our top priority improvement projects as well as the challenges our industry and organisation has concerning its workforce.

Our local government area is predicted to experience moderate growth over the coming 20+ years. The LGA's population is expected to grow by 10.14% between 2025 and 2046 to more than 40,000 (id Profile).

The population growth will place additional pressures on a number of Council services, including development assessment, assets, road maintenance, parks and gardens, waste, water services, childcare, finance, and others.

To ensure service levels are maintained as the community grows, Council will continue to monitor its resourcing, capacity, and capability when forward planning for increased and changing populations. While the common misconception is that additional development results in an influx of funds for the organisation, this is not a reality. Council must continue to consider how it manages the growth, additional maintenance costs and the service levels provided to the existing and future population.

Council has committed to an ongoing service review program enabling us to review resourcing levels and approaches to service delivery to ensure the most appropriate methods are being utilised. The ongoing emergence of technology may allow the automation of processes and tasks redirecting our staffing resources to be used in areas of high need.

Growth areas within the organisation will likely mirror those that will be affected by the community's growth, for example, development assessment, childcare, parks and gardens, arts and culture, road maintenance and other areas. Additionally, Council provides internal services to support our operations such as People and Culture, Information Technology, Governance and Finance. Resourcing in these areas continues to be monitored as the organisation and our community changes.

In addition to the external population growth, internally Council will continue to embrace technology to ensure our processes and services are operating in an efficient manner. While we will focus on digital enhancement, customer experience will remain at the forefront of our operations.

Our general objectives are to ensure:

1. our people have the skills and capabilities needed to deliver our services to the community.
2. we build our leadership and organisational capacity through training and development opportunities.
3. we enable our people to adapt to new or improved technologies.
4. we provide a safe and healthy workplace for our people.
5. we promote a positive employer brand to attract and retain a resilient, adaptable, and high-performing workforce.

In November 2024, our leadership group identified several priority improvement projects with a focus on the following:

1. improving our governance and record keeping practices
2. Development Application processing



3. how we manage our customer experience
4. having a consolidated Project Management framework
5. having “shovel ready” projects
6. how we oversee asset management
7. how we proactively manage staff retention.

The priority improvement projects listed above have played a major part in determining the focus for our Workforce Strategy in the 2025-2029 period.

## Our challenges

Local government as an industry is changing. The employment market is also continuously evolving due to new technology, introduction of new or amended legislation, regulations, codes of practice, and demands on how we manage people in the workplace.

We need a workforce that has the resources, skills, competency, and willingness to provide high quality services that meet the needs of the community. We also need to continuously monitor and review our plans so they remain relevant and meet the needs of our community.

Some of the challenges we deal with as a major employer within the local government industry and in our region are summarised below.

### Financial sustainability

In the 2023-24 Financial Year, employment costs accounted for 36% of Council’s total operating expenditure. Our Long-Term Financial Plan is modelling employee costs to increase by 4% in 2025-26 and then 3.5% each year thereafter. The annual operating employee expenditure is expected to increase steadily if we:

- continue current agreed service levels for delivering outputs, functions, and actions
- maintain a stable workforce number with no significant changes to functions and services
- maintain an annual turnover rate between 10 and 20%
- continue internal focus to develop and grow staff skills, experience, and knowledge programs
- have minimal industrial activities
- have no significant labour policy changes
- maintain appropriate workforce and resources to complete the Delivery Plan actions
- complete the adopted capital works annual programs

Employee cost increases will occur above the modelled increases if any of the above are altered or experienced.

In response to the challenges we have regarding financial sustainability, in the 2025-2029 period we need to:

- plan for impending liabilities associated with having an ageing workforce profile
- actively monitor Employee Leave Entitlements (ELE)
- continue to apply for and utilise State and Federal Government funding as a source of employee costs.

## Digital transformation

Like many other modern organisations, Council relies on effective digital resource management to support the operational activities required to deliver services. Our vision is to harness the power of digital capabilities to revolutionise service delivery, enhance customer experience, and contribute to sustainable operations. By investing in technology and innovative digital solutions, we aim to create a resilient and responsive framework that supports our staff and community.

Our main challenges are concerned with cybersecurity, introduction of AI, workforce mobility, data integrity and management, and the use of digital solutions as a communication platform.

A commitment to digital transformation will enable us to:

- embrace technologies such as artificial intelligence, machine learning, and digital twins to drive operational efficiencies and improve service delivery.
- provide seamless, easy-to-use digital services that enhance the accessibility, usability, and integrity of Council information for our community.
- foster a robust and secure digital infrastructure that supports the ongoing needs of our organisation and community, ensuring service continuity and adaptability in an ever-evolving digital landscape.

## Attracting, building, and maintaining a high-performance workforce

### Attracting new employees

The ability to attract people with relevant professional experience and necessary qualification requirements is a challenge right across the Local Government industry. Bega Valley Shire Council is not immune to these challenges. We have difficulty attracting people to key roles in areas such as planning, engineering, project management, compliance and public health, and children services.

The reason we experience these challenges include our ability to compete with remuneration available in the private sector. This is compounded by our geographical location and the lack of affordable housing in our region. The competition for labour with State and Federal Government agencies has also been a challenge for our organisation.

### Building the competency of people

Local Government as an industry is subject to continuous change. The introduction of new or amended legislation, advancement in technology, and increases in demand for our services are driving the need for our staff to adapt, change the way they work, and develop new competencies. These demands require learning, ongoing professional development, and assessment to ensure our people have the competency and capacity to successfully do their jobs.

### Maintaining our workforce

So that we can keep our workforce, we must maintain the competency of our people and make sure their health and wellbeing is a factor in everything we do. Positive outcomes for being employed by our organisation must be offered. We need to consider their remuneration as well as other augmented benefits. Things like career progression, mentoring, learning and development, and a healthy work/life balance must be included in our plans for managing our

workforce. We also need to make sure we provide suitable access to technology that enables them to do their jobs effectively and efficiently.

### Safe, healthy, and satisfied employees

Council is presented with the challenge of ensuring its workers have a safe and healthy workplace as required by the *Work Health and Safety Act 2011* as well as safety regulations and codes of practice.

There are regular changes being introduced through legislation, regulation, and codes of practice in the safety and wellbeing space. Examples of this include changes to asbestos management, silica and dust mitigation, and psychosocial hazards in the workplace.

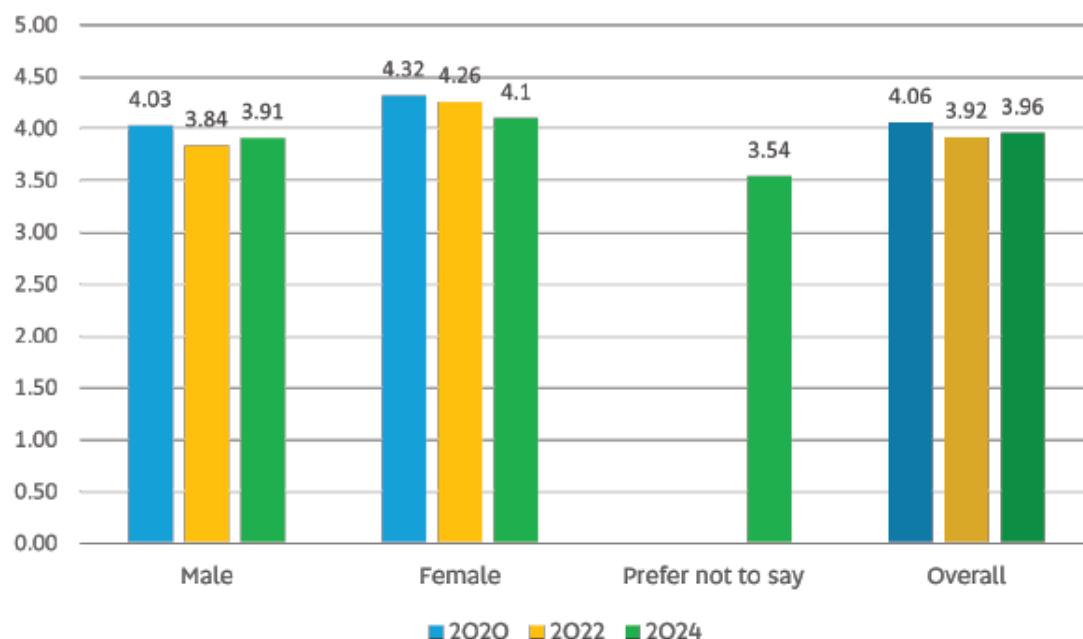
The challenges we have include identifying and mitigating workplace hazards, ensuring compliance with safety standards, and fostering a culture of safety among employees.

Safety and wellbeing issues need to be accommodated through job design and other strategies including transition to retirement arrangements, health and wellbeing programs, financial advice programs, employee assistance programs, and a strong safety culture across all levels of the business.

Our organisation also has the challenge of maintaining a satisfied workforce. In 2020, 2022, and 2024, our staff were engaged in an organisational culture and satisfaction survey. The data from these surveys has shown fluctuations in overall satisfaction, particularly in relation to how staff feel with regard to reward and recognition, resilience, and citizenship behaviour. The data shows a discrepancy between levels of satisfaction between indoor and field-based employees. Male employees reported lower levels of satisfaction compared to female staff.

Despite recording lower levels of overall satisfaction, the general consensus is that Council is a positive place to work. We see this as an opportunity to increase our levels of consultation and engagement with our workers to gain a better understanding of what they need to be satisfied with their work.

#### Staff satisfaction 2020-2024



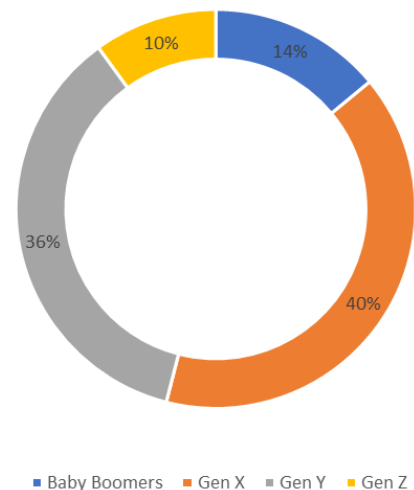
## Ageing workforce

As indicated in the 'age profile by generation' graph. We have an ageing workforce. Despite there being minor changes in the age profile of our staff in the past 3 years, it is not expected that a major shift will occur in terms of the average age and tenure of our staff.

An ageing workforce brings financial and social implications and means we need to have a coordinated approach to:

- implement succession planning strategies that develop new employees.
- support workers to transition to retirement and capture valuable knowledge.
- proactively retain the knowledge of long-serving employees through systems and processes.
- manage the health and safety of all staff.

Age profile by generation



## Diversity and inclusion

'Diversity' refers to the skills, experience, and perspectives that people bring to the workplace due to their gender, age, language, ethnicity, cultural background, disability, or religious beliefs. A diverse workforce can create different ways of thinking and can help recognise and celebrate individuality. A positive approach to diversity and inclusion can lead to increased productivity and satisfaction because people will experience fewer barriers and will have ability to reach their personal and professional goals.

Our workforce profile indicates 7% of our workforce identify as Aboriginal or Torres Strait Islander. We also have 39 employees who are from a culturally and linguistically diverse background. These figures are reflective of the general community in the Bega Valley Shire.

We also have a ratio of 50:50 of females to males who currently occupy our executive leadership and management roles.

One of the main challenges we have concerning diversity is directly related to the age profile of our workforce. We currently have 54% of our employees who are over the age of 45 and so need to consider our ageing workforce.

## Workplace culture

Bega Valley Shire Council is challenged by the need to foster a workplace culture that is based on high quality customer experience, transparency, and accountability to the community. The challenges we face include ensuring consistent service standards, maintaining open and honest communication, and building trust with the community. We also have the opportunity to enhance community satisfaction by investing in staff training, implementing clear service guidelines, and promoting a culture of transparency and accountability. By addressing these challenges and making the most of our opportunities, we will strengthen our relationship with our customers, improve overall service quality, and build a positive workplace culture.



## Opportunities for 2025-2029

Although the operations of Council and delivery of services to the community by our workforce will be influenced by the challenges identified in this document, there are a number of opportunities that will be considered as part of this strategy and the actions included.

Our strategic opportunities include:

- continued involvement in the circular economy and other networking opportunities
- continued workforce planning through the Canberra Region Joint Organisation (CRJO)
- the geographical location of the Shire
- the provision of flexible and remote work arrangements
- enhancing culture within the organisation
- utilising economies of scale in our workforce that allow us to encourage diversity
- organisational development that supports agility to deliver our services
- digital transformation
- availability of grant programs to support employee costs
- the continued commitment to the development and growth of existing personnel as well as others who join our organisation.

## Part 3: Our action plan

### Priority 1

#### Financial sustainability

##### Why?

*Financial sustainability regarding its workforce is a priority for Council because it ensures we can afford to attract and retain our employees by remunerating them appropriately, investing in their development so we can continue delivering our services to the community.*

#	Action	Who	Year			
			25/26	26/27	27/28	28/29
1	Utilise available grant funding for fixed-term contract positions and project work	Leadership Executive Group Managers Group	✓	✓	✓	✓
2	Continue to implement actions from the adopted digital strategy to support investment in new technology that supports long-term efficiency of operations	Leadership Executive Group IT Manager	✓	✓	✓	✓
3	Review vacancies to ensure workforce numbers and skills match the essential and hard to recruit areas of the business	Leadership Executive Group Managers Group	✓	✓	✓	✓
4	Continue to invest in the learning and development of employees by implementing the corporate training program	Leadership Executive Group Managers Group People & Culture Team	✓	✓	✓	✓

### Priority 2

#### Digital transformation

##### Why?

*Including digital transformation as a priority within our Workforce Strategy is important because it will help us identify and procure new technology that can create improvements and efficiencies in how we do business. This can help attract and retain people in our industry and will make it easier to manage staff, improve their skills, and deliver high quality services to our community.*

#	Action	Who	Year			
			25/26	26/27	27/28	28/29

	Identify new technologies for council business and community improvement	Managers Group Information Technology teams	✓	✓	✓	✓
	Establish digital transformation program	Information Technology teams	✓			
	Complete a review of and standardise our business system architecture	Information Technology teams		✓		
	Investigate options to invest in that will improve engagement and communication technologies	Information Technology teams Communication and Engagement team	✓	✓		
	Continue to expand and develop our mobile and digital workplace	Information Technology teams	✓	✓	✓	✓
	Create meaningful, easily accessible data that is user-friendly	Information Technology teams	✓	✓	✓	✓

### Priority 3 Attracting, building, and maintaining a high-performing workforce

#### Why?

*Attracting and keeping high-performing employees is crucial to help achieve goals, improve efficiency, and create a positive work environment, leading to overall success and growth of our organisation.*

#	Action	Who	Year			
			25/26	26/27	27/28	28/29
1	Review Council's recruitment practices with the aim of improving recruitment processes	People & Culture Team	✓		✓	
2	Review and update (as required) recruitment marketing material to promote our employer brand	People & Culture Team	✓		✓	
3	Review non-financial incentives offered to potential and existing employees	People & Culture Team	✓		✓	
4	Provide development and training opportunities to support the professional growth of our people	People & Culture Team	✓	✓	✓	✓

5	Develop and maintain partnerships with local high schools and tertiary education providers to promote local government as a career	People & Culture Team	✓	✓	✓	✓
6	Implement cadetships, traineeships, and apprenticeships development to support “growing our own”	Leadership Executive Group Managers Group People & Culture Team	✓	✓	✓	✓
7	Deliver learning and development program through Learning Management System	People & Culture Team	✓	✓	✓	✓
8	Implement mentoring strategy	People & Culture Team	✓	✓	✓	✓
9	Review competency library used for annual staff reviews	People & Culture Team	✓		✓	
10	Review Verification of Competency (VOC) needs for field-based employees	People & Culture Team	✓	✓	✓	✓

#### Priority 4

#### Safe, healthy, and satisfied workplace

##### Why?

*Providing a safe and healthy workplace with satisfied people is essential for fostering a productive and innovative environment. When employees feel secure and valued, they will better serve the community, drive positive change, and build a stronger, more resilient future for all.*

#	Action	Who	Year			
			25/26	26/27	27/28	28/29
1	Complete the annual StateCover WHS self-assessment audit	WHS Team	✓	✓	✓	✓
2	Implement improvement actions from the WHS self-assessment audit	WHS Team	✓	✓	✓	✓
3	Implement Council’s renewed Safe Systems of Work platform	WHS Team	✓			
4	Review and improve Council’s emergency management framework	WHS Team	✓		✓	
5	Review and improve Council’s traffic management framework	WHS Team	✓			
6	Include manual handling awareness training in the corporate training program	WHS Team	✓	✓	✓	✓
7	Implement Council’s wellbeing program	Workplace Wellbeing Officer	✓	✓	✓	✓
8	Review Verification of Competency (VOC) needs for field-based employees	People & Culture Team	✓	✓	✓	✓
9	Review training needs for high-risk work and include in corporate training program	WHS Team People & Culture Team	✓	✓	✓	✓



10	Coordinate staff satisfaction survey	Leadership Executive Group	✓		✓	
11	Implement improvement action plans based on feedback received from staff satisfaction surveys	Leadership Executive Group	✓	✓	✓	✓

## Priority 5 Ageing workforce

### Why?

*How we manage our ageing workforce is a priority because it is vital to leverage their experience and knowledge. Valuing their contributions and addressing their needs will help ensure productivity, innovation, and the transfer of skills and knowledge to current and future members of staff.*

#	Action	Who	Year			
			25/26	26/27	27/28	28/29
1	Implement Transition to Retirement program	People & Culture Team	✓	✓	✓	✓
2	Continue implementing flexible work arrangements (where appropriate)	Leadership Executive Group Managers Group	✓	✓	✓	✓
3	Complete a skills analysis to identify hard to recruit roles	People & Culture Team	✓		✓	
4	Provide development and training opportunities to support the professional growth of our people	Leadership Executive Group Managers Group	✓	✓	✓	✓
5	Include manual handling awareness training in the corporate training program	WHS Team	✓	✓	✓	✓
6	Implement Council's wellbeing program	Workplace Wellbeing Officer	✓	✓	✓	✓

## Priority 6 Diversity and inclusion

### Why?

*Diversity and inclusion is a priority for us because of the importance of having different perspectives and ideas. By valuing and respecting people's unique backgrounds and experiences, we can create a more positive and productive work environment. This can help attract and retain talent, capture corporate knowledge, and improve employee satisfaction.*

#	Action	Who	Year			
			25/26	26/27	27/28	28/29

1	Finalise and implement diversity and inclusion employment strategies	People & Culture	✓			
2	Implement action items from Council's Memorandum of Understanding (MOU) with Local Aboriginal Lands Council	Leadership Executive Group Managers Group People & Culture	✓	✓	✓	✓
3	Implement action items from Council's Disability Inclusion Action Plan	Leadership Executive Group Managers Group People & Culture	✓	✓	✓	✓
4	Diversity and inclusion training is a module in Council's Learning Management System (LMS)	People & Culture	✓	✓	✓	✓

## Priority 7 Workplace culture

### Why?

*Creating and protecting a positive workplace culture is a priority because it keeps employees happy and motivated. When people enjoy their work, they do better, stay longer, and help the organisation succeed.*

#	Action	Who	Year			
			25/26	26/27	27/28	28/29
1	Coordinate staff satisfaction survey	Leadership Executive Group	✓		✓	
2	Monitor and review changes in staff satisfaction	Leadership Executive Group	✓		✓	
	Implement improvement action plans based on feedback received from staff satisfaction surveys	Leadership Executive Group	✓	✓	✓	✓
3	Implement Council's wellbeing program	Workplace Wellbeing Officer	✓	✓	✓	✓
4	Deliver learning and development program through Learning Management System	People & Culture Team	✓	✓	✓	✓
5	Implement Council's reward and recognition program	All staff	✓	✓	✓	✓



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