



Walgett Shire Council

Delivery Program - Appendix A

Workforce Management Plan

2025 - 2029

Document Control

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1. Introduction

1.1. What is workforce planning?

Workforce planning is a continuous improvement process designed to ensure Council's workforce can deliver the community's key priorities now and into the future. For Walgett Shire Council, this means ensuring that we have the right people, in the right roles, at the right time, despite the challenges of operating in a remote environment. Workforce planning enables evidence-based decision-making about the workforce and supports strategies to address gaps between workforce supply and service demand.

1.2. How does this link to our Vision?

We lead by example, ensuring our workforce is equipped, supported, and guided to meet community expectations with professionalism and care.

To realise Walgett Shire's shared vision and strategic objectives, Council must ensure it has the workforce capacity to meet evolving service demands. This Workforce Management Plan aligns with Council's Integrated Planning and Reporting Framework, and ensures the workforce is structured and supported to deliver strategic goals, especially in the context of regional isolation, competition for skilled staff, and the importance of long-term sustainability.

1.3. Values

Our values reflect the principles that guide how we work, make decisions, and serve our community. They represent the foundation of our culture and our commitment to act in the best interests of the people of Walgett Shire. These core values help shape our actions and build trust with those we serve. Our values are:

Respect	We treat everyone with dignity, fairness, and consideration, valuing diverse perspectives and experiences
Integrity	We act consistently in our behaviour, choosing to do what is right even when it goes unseen.
Ethical Conduct	We uphold the highest standards of professional and moral behaviour in all our decisions and actions.
Courage	We speak up, face challenges, and make difficult decisions in the interest of our community.
Honesty	We communicate openly and truthfully, building trust through transparency.
Accountability	We take ownership of our actions and decisions and are answerable to the community we serve.
Responsibility	We carry out our duties with care, commitment, and an awareness of their impact on others.

2. Workforce Planning Framework

Our Workforce Management Plan is underpinned by the Workforce Planning Framework. Council's process is outlined as follows:

Scope	Define the scope of the Workforce Management Strategy, clarifying its objectives, duration, and functional breadth.
Analyse	Assess internal and external workforce drivers, Council's strategic direction, and future workforce demands across a four-year horizon.
Forecast	Anticipate future workforce needs using data to assess likely scenarios, risks, and emerging challenges for Council's service delivery.
Identify	Determine Council's current workforce capability and gaps, including skills, demographics, and capacity to meet future requirements.
Implementation	Deliver strategies that address key workforce issues, define responsibilities, and build capabilities to address gaps.
Monitor and Evaluation	Measure progress, assess outcomes, and adjust workforce strategies based on performance and environmental changes.

3. Workforce Statistics and Breakdown

Walgett Shire Council continues to manage a diverse workforce spread across a geographically remote area. As of October 2024, Council employed approximately 133 staff members across a variety of permanent, casual, and part-time arrangements. While our workforce structure enables responsiveness and service delivery across communities, several structural and engagement challenges persist.

3.1. Employment Status

Council's workforce is primarily composed of:

- Permanent employees: 96
- Part-time roles: 6
- Casual employees: 31

This indicates that just over three-quarters of the workforce hold permanent positions, while approximately one-quarter are employed casually.

3.2. Work Areas

There remains a distinct division between outdoor and indoor workforces:

- Outdoor staff: 69
- Indoor staff: 64

Outdoor roles continue to be dominated by operational services such as roads, water, waste, and maintenance, while indoor roles cover governance, administration, finance, community services, and planning.

3.3. Aboriginality

According to the 2021 Census, 21.2% of the Walgett Shire population identifies as Aboriginal and/or Torres Strait Islander, a figure significantly higher than the national average of 3.2%. This makes Walgett one of the most culturally rich and significant Aboriginal communities in regional New South Wales.

Despite this, Council does not currently collect formal data on the Aboriginality of its workforce, limiting its ability to analyse trends, set measurable targets, and develop tailored employment strategies. Anecdotally, it is understood that a substantial proportion of Council's staff identify as Aboriginal, particularly in community-facing roles, operational teams, and youth services.

However, Aboriginal people remain underrepresented in senior leadership and management roles within Council. There are currently few, if any, Aboriginal staff in executive or manager-level positions. This disparity indicates a structural gap that Council acknowledges must be addressed in the interests of equity, representation, and culturally responsive governance.

Encouragingly, recent recruitment outcomes show positive movement. Over 80% of successful candidates for recent traineeships and apprenticeships have identified as Aboriginal, reflecting Council's commitment to creating early-career pathways for local Aboriginal youth. These roles are an important stepping stone and represent an opportunity to build the future leadership capacity of Council's workforce.

Going forward, Council will prioritise:

- The introduction of voluntary self-identification processes to enable accurate workforce reporting.
- The development of Aboriginal leadership pathways, including mentoring, training, and progression planning.
- Partnerships with local Aboriginal organisations to support culturally safe workplaces and targeted employment programs.

A strategic focus on embedding Aboriginal perspectives in decision-making, particularly through improved representation in governance and planning functions

Council acknowledges that increasing Aboriginal participation in management roles is both a responsibility and an opportunity and remains committed to progressing this work over the life of this Workforce Management Plan.

3.4. Cultural and Linguistic Diversity (CALD)

Council does not currently collect systematic data on the cultural or linguistic background of its employees. However, anecdotal evidence strongly suggests that our workforce is culturally diverse, with staff members from various countries and backgrounds. This diversity is reflected across operational, administrative, and professional roles, contributing to the organisation's depth of experience and perspective.

According to the 2021 Census, approximately 9.9% of Walgett Shire residents have both parents born overseas, and languages other than English spoken at home include Tagalog, Punjabi, and Mandarin. While the proportion of CALD residents is lower than in metropolitan areas, it is significant in a rural and remote local government area and highlights the importance of cultural inclusivity in community-facing roles and internal practices.

Council recognises that a welcoming and culturally inclusive workplace is critical to attracting and retaining talent, particularly in the context of skills shortages and ongoing recruitment challenges. Staff from CALD backgrounds bring essential capabilities, perspectives, and insights that support innovation, communication, and better service delivery across our region.

Council also acknowledges that enhancing international recruitment will be essential to future workforce sustainability. The national and global competition for skilled workers means that Council must remain open to attracting professionals from overseas and ensuring they feel welcomed and supported once employed.

Key future actions include:

- Developing culturally aware recruitment and onboarding materials.
- Promoting Walgett Shire as a supportive destination for skilled migrants.
- Partnering with regional and international placement agencies to fill hard-to-recruit roles.
- Embedding cultural awareness into leadership and team development programs.

By strengthening our commitment to cultural inclusivity and international recruitment, Walgett Shire Council aims to ensure its workforce reflects the richness and diversity of the broader Australian community and is equipped to meet the challenges of the future.

3.5. Gender

Council has a higher gender balance towards males within its workforce, with approximately 57% of staff identifying as male and 43% identifying as female. This imbalance is largely reflective of the types of work undertaken across the organisation. For instance, roles in Road Services, Water and Sewer, Urban Services, and Waste are traditionally labour-intensive and male-dominated, whereas areas such as Library Services, Tourism, and Administrative functions tend to have stronger female representation.

Women are significantly more likely to hold part-time or casual roles, which often correlates with caregiving responsibilities and a traditional preference for positions that offer flexibility. These part-time and casual roles are also more commonly available in areas of Council where female participation is higher.

As of April 2025, females remain underrepresented at the executive level, despite comprising a considerable proportion of the overall workforce. However, it is worth noting that during the 2024–2025 period, Council briefly achieved a 50/50 gender split in its executive leadership, demonstrating that gender parity is both achievable and beneficial.

In addition, a number of women currently hold manager-level positions, illustrating clear pathways to leadership and the importance of ongoing support for female career progression.

3.6. Sexuality

While Council does not formally collect data on gender diversity or sexuality, various staff have openly identified as members of the LGBTQIA+ community. The visible presence of LGBTQIA+ staff within the organisation contributes to a more inclusive, respectful, and culturally aware environment. An openly diverse workforce supports a

workplace culture that is grounded in acceptance, collaboration, and equity, where employees feel safe to bring their whole selves to work.

At present, reliable statistics on sexuality are not yet available from the Australian Bureau of Statistics, as previous censuses have not collected this information. However, the next Australian Census will include questions on sexual orientation and gender diversity, marking a significant and long-awaited shift in the way Australian institutions measure and acknowledge diversity. This change reflects broader societal recognition of the importance of representation, inclusion, and visibility across all sectors.

Council acknowledges the importance of inclusive practices and will consider the development of mechanisms to voluntarily and confidentially collect diversity data, with appropriate safeguards, as part of its future workforce development initiatives. This will support more informed planning, targeted support programs, and help foster a workplace that truly reflects the diversity of the Walgett Shire community.

3.7. People Living With or Caring for a Person With a Disability

Walgett Shire Council does not currently collect formal data on whether staff identify as living with a disability or caring for a person with a disability. However, it is known through internal networks and management insight that a number of employees are carers, supporting family members with ongoing health or accessibility needs. There may also be staff within the organisation who live with disability themselves but have chosen not to disclose this information.

Council acknowledges that fostering an inclusive and supportive workplace is essential to ensuring these staff members feel respected, understood, and empowered to contribute fully. Flexibility is key—particularly in terms of hours, location of work, and leave arrangements. Providing adaptable work environments helps employees manage their personal and family responsibilities while continuing to thrive professionally.

The 2021 Census indicates that approximately 5.1% of the Walgett Shire population requires assistance with core activities due to disability, which is slightly higher than the national average. While Council's workforce data does not reflect this directly, it serves as a reminder that disability inclusion must remain a visible and deliberate priority.

Creating an environment where people feel safe to disclose their experiences—and where appropriate supports are available—benefits not only individuals, but the broader workplace culture. It enhances team cohesion, fosters loyalty, and signals that Council values the full range of experiences and contributions its employees bring.

In the coming years, Council will explore options to:

- Introduce voluntary and confidential diversity and inclusion data collection.
- Promote awareness and sensitivity training for leaders and teams.
- Ensure flexible work practices are embedded into operational culture.
- Continue creating a workplace where caring responsibilities and lived experiences are supported, not stigmatised.

By embedding inclusion as a core value, Walgett Shire Council strengthens its ability to attract, retain, and support a workforce that truly reflects the community it serves.

3.8. Age

The age distribution comparison highlights several key priorities for workforce planning.

With nearly half of Council's workforce aged over 55, there is an urgent need to invest in **succession planning, knowledge retention**, and the development of **younger staff** who can step into key roles over time. The underrepresentation of the 15–24 age group signals an opportunity to expand **youth employment pathways**, particularly through structured traineeships, apprenticeships, and graduate programs. Additionally, while the presence of mid-to-late career employees (45–54) provides a solid foundation of experience, Council must also strengthen its appeal to **early- and mid-career professionals** (25–44), ensuring attractive development opportunities, flexible conditions, and clear career progression. These measures are essential to achieving a sustainable and balanced workforce into the future.

The following table provides a breakdown of Council's workforce by age bracket.

Age Group	Walgett LGA Population (%)	Council Workforce (Headcount)	Council Workforce (%)
15-24	15.3	14	10.5
25-34	513.6	15	11.3
35-44	8.3	14	10.5
45-54	12.1	28	21.1
55-64	12.5	38	28.6
65+	9.4	24	18.0

Observations

- Older age groups (55–64 and 65+) are significantly overrepresented in the Council workforce. Together, they comprise 46.6% of Council staff, compared to only 21.9% of the broader community. This reinforces the need for succession planning and knowledge transfer strategies.
- Younger employees (15–24 years) are underrepresented, making up only 10.5% of the Council's workforce versus 15.3% in the community. While recent traineeship initiatives are promising, more focused engagement is needed to attract and retain youth.
- The 45–54 cohort is also strongly represented in Council roles (21.1%), suggesting a stable mid-to-late career group that could serve as mentors for incoming staff.
- Council's representation in the 25–44 year range (a key demographic for long-term workforce sustainability) is notably lower than in the general population, accounting for just 21.8% of Council staff versus 21.9% of the population — a

relatively balanced but still lean distribution given this group's professional potential.

3.9. Workforce Succession

In 2021, **46.5% of employees** expressed an intention to retire within three years, flagging succession planning as a critical concern. Although this number may have shifted since 2021, the ageing workforce remains a risk.

Strategies to manage this include:

- Developing a **mature aged workforce strategy**.
- Promoting **mentoring and knowledge-sharing**.
- Creating clear **career pathways** for younger staff, including apprenticeships, traineeships, and internal progression.

4. Staff Engagement Survey Insights (2023)

Walgett Shire Council undertook a Staff Engagement Survey in October 2023, with responses received from approximately 49% of staff. The results provide valuable insight into areas of strength and concern within the organisation's current workforce environment. While the survey included a mix of quantitative scores and open-ended feedback, several key themes emerged.

4.1. Strengths

Flexibility (59% favourable)

Staff rated Council relatively well on flexibility in working arrangements. Positive feedback highlighted the availability of flexible hours, access to annual and personal leave, and support for taking RDOs. Several comments praised the ability to accommodate family commitments and adjust work patterns when operationally feasible. This flexibility contributes to work-life balance and retention, particularly for long-serving and indoor staff.

Teamwork (55% favourable)

Many staff expressed appreciation for their colleagues, describing them as "supportive," "helpful," and "genuinely trying to do a good job." While operational teams often work in isolated or remote settings, teamwork was identified as a cultural strength, especially among indoor administrative teams and long-term employees.

Workload Management (53% favourable)

More than half of respondents reported that workloads were manageable, or that they felt supported to raise concerns when under pressure. Positive comments noted that while work can be demanding, expectations are generally fair and resourcing has improved in some areas over time.

4.2. Key Areas of Concern

Recruitment and Selection (16% favourable)

This was the most critically rated area. Staff expressed concern that Council struggles to attract qualified candidates, particularly for hard-to-fill roles in compliance, engineering, and health. There were also perceptions of inconsistent or unclear hiring processes, lack of internal advancement, and delays in filling key positions, which contribute to operational strain.

Technology (22% favourable)

Many staff indicated that technological systems are outdated or insufficient for current work demands. Specific concerns included slow internet speeds at remote sites, lack of mobile tools for outdoor workers, and inefficiencies with internal systems like records management or financial tracking. These issues were seen as limiting productivity and

contributing to frustration across both field and office-based teams.

Recognition, Learning and Development (28% favourable)

Less than one-third of staff felt they were regularly recognised for their contributions or given adequate opportunities to develop professionally. Comments included concerns about limited access to training, unclear career progression, and a lack of formal feedback or appreciation from senior management.

4.3. Demographic Insights

Indoor vs Outdoor Staff

Indoor staff, particularly those in administration, governance, and support roles, reported higher levels of engagement than outdoor staff. Indoor staff felt more connected to decision-making processes, had better access to resources and flexible arrangements, and experienced fewer safety or equipment concerns.

Gender Differences

While females are underrepresented in senior roles overall, female respondents gave more favourable responses across multiple categories, including engagement, communication, and flexibility. This may reflect the nature of roles held by women, which tend to be more office-based and less exposed to operational or field-based challenges.

Tenure-Based Variation

Interestingly, staff who had been with Council for 2 to 5 years gave the least favourable feedback. This cohort may be more likely to compare Walgett to other workplaces and to feel frustration if career development expectations are not met. In contrast, those with longer tenure (over 5 years) generally gave more positive feedback, possibly due to stronger networks, better understanding of processes, and greater comfort with Council's operating environment.

5. Market Factors and the External Environment

5.1. Ageing Population and Workforce

Australia's population is ageing significantly. As of the 2021 Census, 17.2% of Australians were aged 65 and over, up from 13.3% in 2009. In regional areas like Walgett, this shift is even more pronounced due to outward migration of younger people and the decision of older residents to remain in place long-term.

For Council, this trend creates dual workforce challenges:

- A growing proportion of Council's workforce is nearing retirement, requiring urgent focus on succession planning, knowledge retention, and job redesign to extend participation.
- Service expectations are shifting. As the population ages, demand increases for accessible infrastructure, community support, and health-aligned services, requiring realignment of skills within the workforce.

Council must respond with structured mentoring, flexible arrangements for older workers, and proactive workforce renewal initiatives.

5.2. Multi-Generational Workforce Expectations

Walgett's workforce spans multiple generations, each with different expectations regarding career, technology, supervision, and flexibility. Younger staff (Gen Z and Millennials) place high importance on:

- Flexible hours and hybrid work.
- Purpose-driven roles and development opportunities.
- Open communication and feedback.

Meanwhile, older generations often value job security, routine, and structured processes.

Council must be agile in addressing these diverse needs by embedding flexible work options, varied learning styles, and modern leadership practices across all teams.

5.3. Skills Shortages and Competition for Talent

The labour market remains exceptionally tight for regional and rural employers. Local government is competing against multiple industries - particularly mining, construction, infrastructure delivery, and private consulting - to attract and retain skilled staff.

Council continues to experience critical shortages in roles such as:

- Engineers (civil, water, infrastructure).
- Town planners.
- Environmental health officers.
- Project managers and asset officers.
- Experienced professionals such as accountants and lawyers.

- Building certifiers and compliance specialists.

This scarcity is compounded by:

- Council's geographic remoteness, which limits the local talent pool.
- A national decline in enrolments in relevant professions (e.g. engineering and planning).
- The rapid growth in private sector wages, particularly in mining and construction, which draw workers away from public sector roles.

5.4. Wage Inflation and Budget Pressures

In recent years, salaries across multiple industries have risen sharply, especially in skilled trades, technical services, and professional roles. This wage inflation has lifted candidate expectations, even for entry-level roles, and is making recruitment increasingly difficult in local government.

Notably:

- Salaries for local government executive and senior professional roles (e.g. GMs, Directors, CFOs, Engineering Managers) are increasing at a faster rate than other sectors.
- Councils are being forced to pay well above award to secure qualified candidates, particularly in professional, infrastructure, and asset management roles.
- This is placing significant strain on operating budgets, often forcing trade-offs between filling leadership positions and maintaining frontline operational staffing levels.
- In small councils like Walgett Shire, where financial sustainability is a constant pressure, this trend has material impacts on long-term service delivery and workforce planning.

5.5. Housing Constraints and Workforce Accommodation

Council's ability to attract new staff is further constrained by a lack of available and affordable housing in the Walgett Shire. While Council has historically purchased homes to accommodate key staff, this approach has limitations:

- It reduces available housing for the wider community, particularly essential services like health and education.
- It increases Council's financial exposure and ongoing maintenance costs.

Council must now explore new accommodation strategies, including:

- Modular or transportable dwellings.
- Short-term transitional housing for staff relocating or engaged on projects.
- Joint development models with state agencies or local employers.
- Private/Public partnerships.

These strategies can help retain key staff while also supporting broader community growth and affordability.

5.6. Evolving Ways of Working

Given recruitment constraints and changing workforce expectations, Council must also reconsider how and where work is done. This includes embracing:

- Hybrid and remote work arrangements, particularly for corporate, governance, planning, and ICT roles.
- Shared service delivery or staff secondments with other councils.
- Outsourcing of highly specialised or back-office tasks.
- Digital automation and modernisation of business processes to reduce staff burden.
- Job redesign, enabling part-time, job-share, or compressed week arrangements that appeal to a broader talent pool.

These changes not only expand Council's recruitment reach but also improve retention and resilience.

5.7. Other Influences

External forces that will continue to shape the workforce environment include:

- Technological innovation, requiring ongoing upskilling and system investment.
- Community expectations for fast, transparent, and digital-first service delivery.
- Legislative and award changes, which impact job design, classification, and entitlements.
- Environmental, climate, and emergency management pressures, requiring skilled and agile operational teams.

Council must remain adaptive and proactive to manage these changing conditions while building a workforce that is skilled, supported, and representative of the community it serves.

6. Workforce Management Plan Actions

The following table identifies actions related to the Workforce Management Plan.

Action	25-26	26-27	27-28	28-29	Deliverables	Responsible Officer	Likelihood of and risks to success
Review and update Council's organisational structure post-election				✓	Organisational structure aligned with strategic and service delivery priorities.	General Manager	High Staff consultation fatigue; changes in leadership priorities; time required for implementation.
Implement the full Pulse HR Suite (Core, Recruitment, Learning, Onboarding, Performance)	✓	✓	✓	✓	Fully deployed and integrated HR information system with trained users.	Chief People and Culture Officer	High Financial limitations; integration with existing systems; user resistance to change.
Develop and implement a Recruitment and Retention Strategy, incorporating mature-aged workforce and diversity and inclusion priorities	✓	✓			Strategy developed and implemented; monitored outcomes; integrated messaging.	Chief People and Culture Officer	High Market competition for candidates; internal capacity to deliver; budget limitations.
Expand apprenticeships and traineeships by 30%	✓	✓	✓	✓	Increased entry-level positions filled and embedded within teams.	Chief People and Culture Officer	High Supervisor capacity; training coordination; difficulty attracting young applicants.
Develop and deliver transitional housing solutions for key staff		✓			Modular or transitional accommodation available for essential new staff.	Manager Property and Fleet Services	Moderate Planning approval timelines; capital cost constraints; availability of suitable land.

Action	25-26	26-27	27-28	28-29	Deliverables	Responsible Officer	Likelihood of and risks to success
Conduct annual Staff Engagement Surveys	✓	✓	✓	✓	Survey delivered each year; results analysed and reported; actions identified.	General Manager	High Low response rates; cynicism about follow-up; lack of visible action.
Create and implement Aboriginal Leadership Pathways			✓		Culturally safe career development plan including mentoring, secondments, and training.	Chief People and Culture Officer	Moderate Need for senior mentors; cultural safety concerns; limited resourcing.
Introduce hybrid and remote work arrangements for eligible roles	✓	✓	✓	✓	Policy framework developed; supporting technology deployed.	Chief People and Culture Officer	High Cultural resistance; difficulties managing remote teams; internet reliability.
Undertake full salary system review and implement recommended reforms			✓		Competitive and equitable salary structure aligned with local government benchmarks.	Chief People and Culture Officer	Moderate Budget implications; consultation complexity; capacity for implementation.
Deliver local employment workshops promoting Council as an employer	✓	✓	✓	✓	Community-based workshops each year for local jobseekers.	Chief People and Culture Officer	High Attendance levels; marketing effectiveness; staffing availability to deliver.
Design and introduce a new Indoor Staff uniform	✓				Branded uniform adopted and supplied to staff.	General Manager	High Staff feedback on design; cost of implementation; procurement delays.

Action	25-26	26-27	27-28	28-29	Deliverables	Responsible Officer	Likelihood of and risks to success
Create job-share and compressed work week options			✓		Flexible working pilot program implemented in select departments.	Chief People and Culture Officer	Moderate Industrial implications: manager buy-in; scheduling complexity.
Encourage and support people with a disability to apply for roles	✓	✓	✓	✓	Inclusive messaging in recruitment, targeted outreach, and training for managers.	Chief People and Culture Officer	Moderate Inadequate internal support structures; under-reporting; stigma.
Implement a wellness and wellbeing strategy inclusive of Health & Wellness Day	✓	✓	✓	✓	Program of wellbeing events and resources for staff health and safety.	Health, Safety and Environment Leader	High Competing priorities; staff availability; resource allocation.
Develop a formal Aboriginal Workforce Participation Strategy			✓		Strategy endorsed and implemented with targets and actions.	Chief People and Culture Officer	Moderate Limited community engagement; cultural safety needs; funding.
Partner with agencies to support international recruitment into key vacancies	✓	✓	✓	✓	International candidates placed in hard-to-fill roles with relocation support.	Chief People and Culture Officer	Moderate Visa restrictions; housing; limited pool of qualified applicants.
Trial regional shared services or secondments for critical roles				✓	Pilot with neighbouring councils for shared project management or compliance officers.	General Manager	Low Governance complexity; differing systems; legal arrangements.

Action	25-26	26-27	27-28	28-29	Deliverables	Responsible Officer	Likelihood of and risks to success
Increase learning and development opportunities across all levels of the organisation	✓	✓	✓	✓	Annual learning and development program established and implemented, with a focus on mandatory training, leadership development, and career progression support.	Chief People and Culture Officer	High Budget limitations; operational demands limiting staff availability to participate; limited access to training providers in remote areas.
Establish Internal Communication Improvement Project	✓				Improved staff access to information, clearer channels for feedback, enhanced transparency on decision-making processes.	Chief People and Culture Officer	Moderate Low staff engagement in design; difficulty measuring impact; competing operational priorities.
Develop and Implement a Knowledge Retention Strategy			✓		Formal plan to document critical corporate knowledge and mentor future successors.	Chief People and Culture Officer	Moderate Lack of clarity on critical roles; staff time constraints; unstructured handover processes.
Expand Secondment and Acting-Up Opportunities Across Council		✓			Policy and procedure to support internal mobility and professional development.	Chief People and Culture Officer	High Inconsistent access across teams; reluctance to release staff for secondments; perception of favouritism.

Action	25-26	26-27	27-28	28-29	Deliverables	Responsible Officer	Likelihood of and risks to success
Establish a Rewards and Recognition Framework	✓				Program to acknowledge exceptional service, teamwork, innovation, and tenure.	Chief People and Culture Officer	High Insufficient funding; unequal implementation across teams; low visibility of the program.
Improve Onboarding and Probation Support Processes	✓				Structured induction process with regular check-ins through first 12 months of employment.	Chief People and Culture Officer	High Inconsistent delivery across service areas; lack of manager training; documentation burden.
Enhance Exit Interview and Offboarding Processes	✓				Revised exit process ensuring feedback is captured and trends reported quarterly.		Moderate Low participation rates; lack of follow-through; poor data quality.
Develop a Leadership Development Framework		✓			Structured training and mentoring program for emerging and mid-level leaders.		High Time release for participants; training availability; inconsistent leadership engagement.
Provide Targeted Training in the Use of Digital Systems and Technology	✓	✓	✓	✓	Annual program of ICT training with a focus on improving productivity, digital confidence, and system use.	Chief People and Culture Officer	High Staff resistance to training; resource capacity to deliver.