

# Workforce Management Strategy 2022-2026



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# Introduction

## Executive Summary

Council is committed to effective workforce planning to ensure we have the right people, in the right jobs, in the right place at the right time. This Workforce Management Strategy outlines our workforce strategies over the next 10 years as well as the detailed actions to support these strategies for the years 2022 to 2026.

This Workforce Management Strategy will support long-term workforce strategies for Council's approximately 800 people who work across a wide variety of disciplines to deliver services to our community.

With the needs of our community growing and evolving, delivering the right initiatives to build capability in our workforce is critical. This includes that our workforce has the required skills and experience taking into account the challenges of the future.

The workforce planning process will contribute towards meeting community needs at outlined in our Community Strategic Plan, Delivery Program and Operational Plan. The Workforce Management Strategy also provides detail on Council's current workforce, workforce challenges affecting our workforce and our future workforce needs.

Key workforce challenges and considerations include:

- Ageing workforce
- Skills Gaps/shortages
- Technology
- Diversity

- COVID-19
- Climate change

The plan outlines the below strategic priorities to address these key workforce challenges:

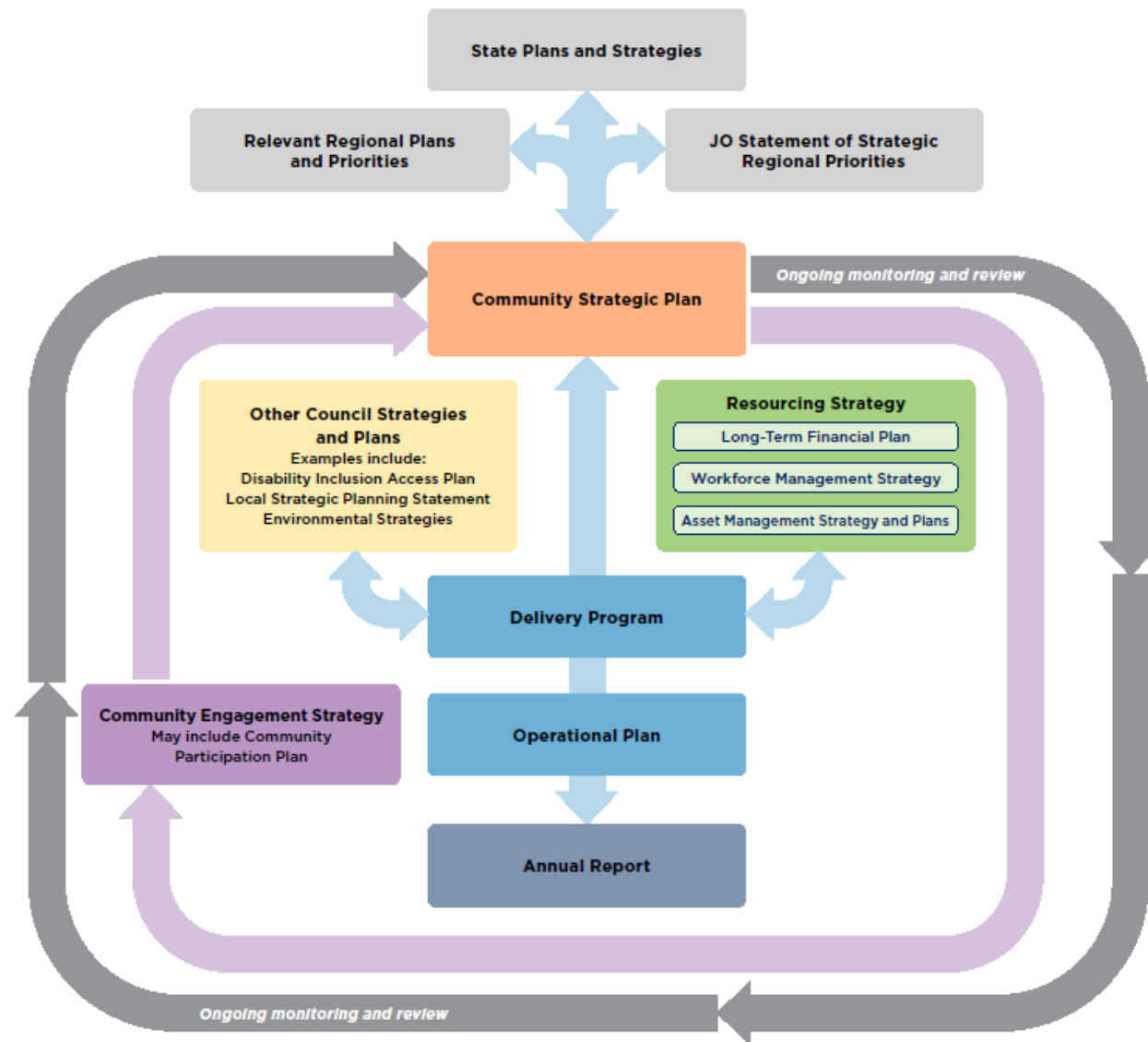
- Creating a Customer Centric Culture
- Council as an employer of choice
- Retaining and attracting a talented and diverse workforce
- Strengthen our safe and healthy workplace
- Investing in skills
- Improving productivity leveraging technology
- Maximising management and leadership

## Integrated Planning and Reporting Framework

The Local Government Act 1993 requires all Councils to prepare a suite of documents to meet the reporting outcomes within the Integrated Planning and Reporting Framework. The framework brings together Council's various plans, giving both Council and the community a clear understanding of how each plans interact.

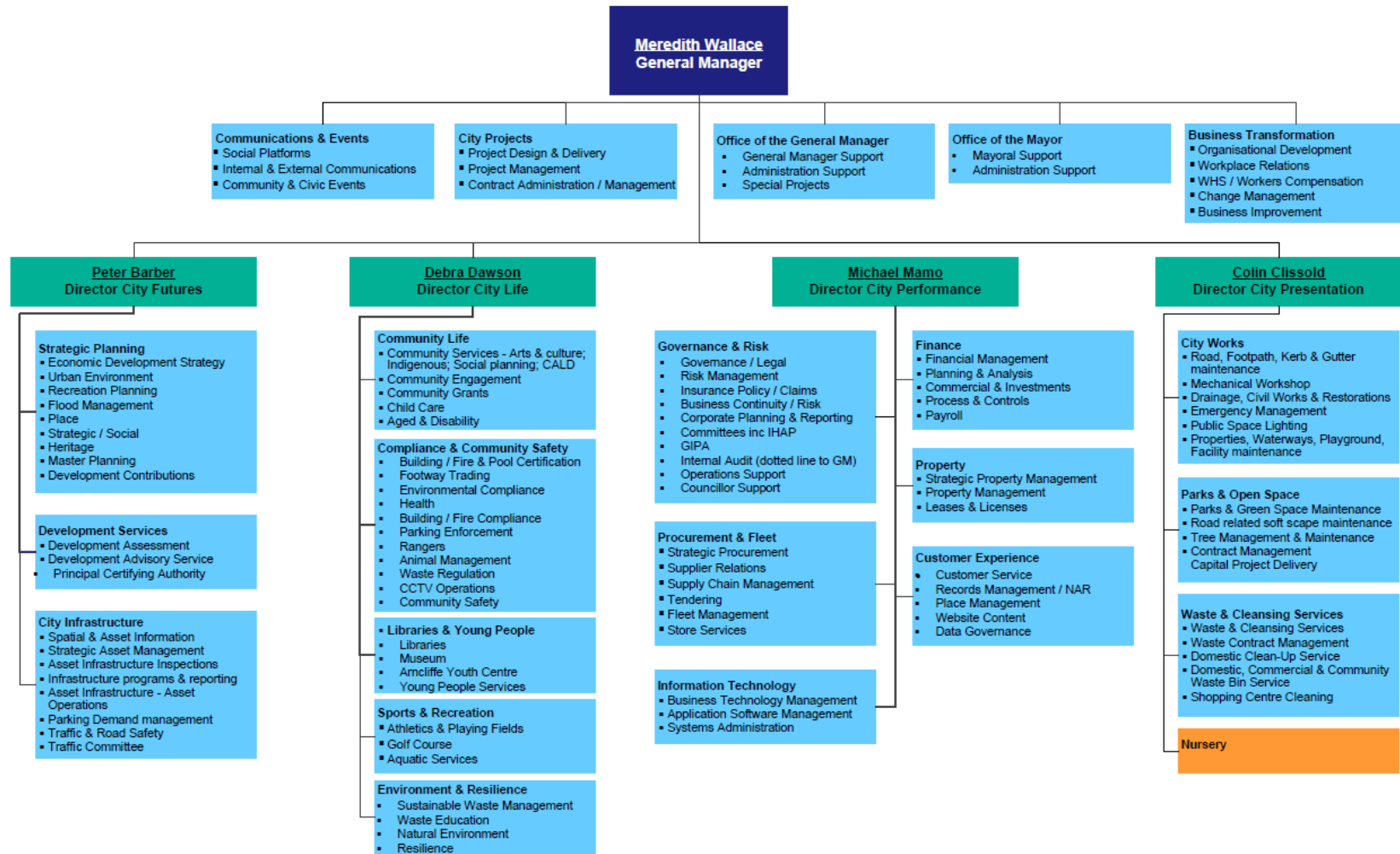
Workforce planning, part of the resourcing strategy helps ensure that the community's strategic goals – as expressed in the Community Strategic Plan – will be met.

The framework is shown in the diagram below.



# Workforce Analysis

## Organisational Structure



## Workforce Profile

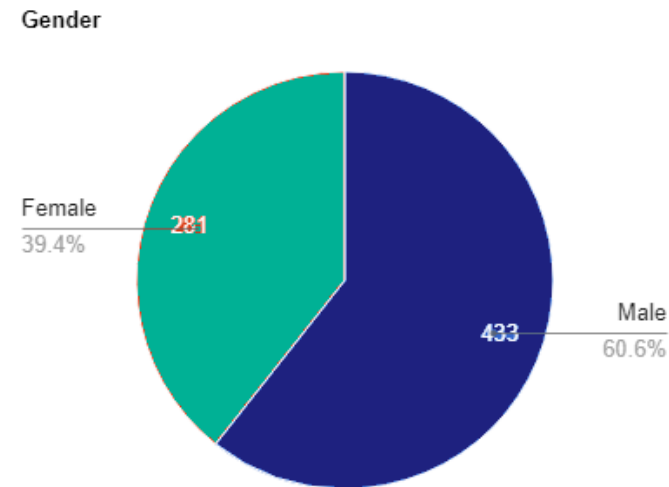
To deliver our wide range of services to the community, we need a workforce that has a range of skills, capabilities, knowledge and qualifications.

The cultural diversity of our community is represented in our workforce which allows Council to understand and meet the needs of our everchanging community.

Bayside currently employs:

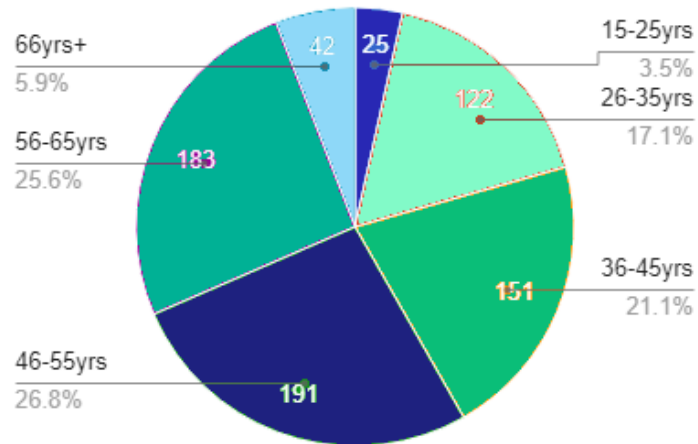
- 201 employees that were born overseas,
- 160 employees that speak a language other than English, such as Arabic, Bengali, Cantonese, Greek, Hindi, Macedonian, and Spanish and Sign Language amongst others, and
- 292, or 37.15% of our employees live within the Bayside LGA

Bayside is also committed to creating an inclusive workplace where all genders and ages are treated equally and offered the same opportunities. Council's workforce profile as of 30 June 2021 is detailed below.



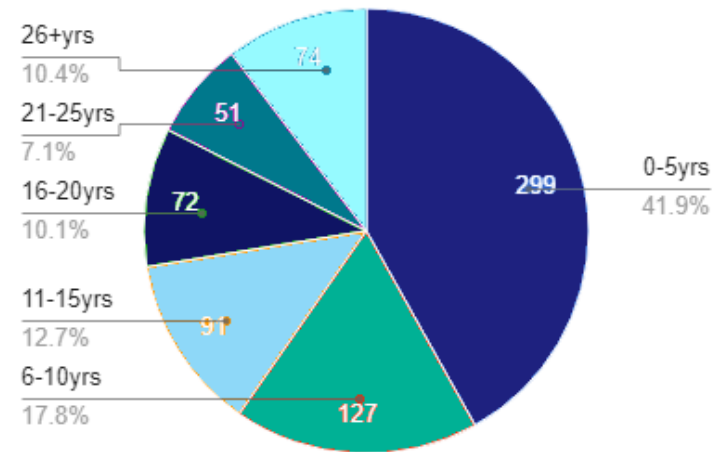
The Council workforce is predominantly male, 60.6%, as per previous years. This imbalance is due to Council's large outdoor workforce in areas such as Waste & Cleansing, Parks & Open Spaces, City Works and Engineering, where male employees are traditionally prominent. The majority of female employees can be found in traditional positions such as Library, Childcare Centres and administrative positions. However, females account for 43.4% of managements positions.

### Age



Like other councils, Bayside is experiencing an ageing workforce with 31.5% of staff 56 years or older. There is a high risk of knowledge loss as long serving staff are expected to retire in the next 10 years. Planning, knowledge transfer and staff retention will be critical to Council's ongoing success during this period. These plans are addressed in this Workforce Strategy.

### Tenure



Council is proud of the long length of services of our workforce. As per the table below, 40.3% of employees have been at Council for more than 10 years which support that they are looking for a career with Council.



There are currently 760 Full-Time Equivalent approved positions on Council's organisational structure in the 2021/22 budget.

Of the 775 staff head count currently working at Bayside Council, as of 28 March 2022, there are currently:

- 621 Permanent Full-Time employees
- 36 Permanent Part-Time employees
- 13 Fixed Term Full-Time employees
- 2 Fixed Term Part-Time employees
- 5 employees on a Senior Staff Contract
- 98 casual employees

The headcount fluctuates due to establishment vacancies.

Casuals and Labour Hire employees are employed on an ad hoc basis across the organisation to meet unplanned staff absences or additional workload. Departments such as City Life (Botany Aquatic Centre, Child Care Centres, Libraries and Recreational facilities), City Presentation (Operations Technicians and Senior Operations Technicians in Waste & Cleansing, City Works and Parks & Open Spaces) and City Projects, have specific seasonal needs and term contracts are employed to complete a project or part of a project such as upgrade of Council's amenities.

Part of the Workforce Management Strategy is to ensure that Bayside is a place where employees enjoy coming to work. From 1 July 2020 to 30 June 2021, 145 employees left the organisation, however this included 47 casual employees contracts ending and 9 fixed term contracts ending. There were also 4 retirements in the period. This represents a permanent turnover rate of 13.4%. This is consistent with industry and employment trends.

## Community Profile

In order to effectively serve our community, we must understand the community we are serving.

The Bayside Council local government area is 7-12 kilometers south of the Sydney CBD, in Sydney's south and south-eastern suburbs.

The following statistics were part of the information from the Community Profile used to develop the Bayside Council Workforce Plan.

## Bayside Council

**Bayside Council's Gross Regional Product is estimated at \$19.16 billion, which represents 3.02% of the state's GSP (Gross State Product).**

Bayside Council's economic profile presents economic information that enables you to describe the area's role within the broader economy, explore options for economic development and promote the area's strengths. The information presented here is derived from official sources of information (Australian Bureau of Statistics) as well as Australia's leading economic modellers ([NIEIR](#)). The latest data from each series is always presented in this site.

Economy.id industry structure and industry sector profiles use a National Accounts regional econometric model developed by National Economics ([NIEIR](#)).

### Key Statistics

GRP \$19.16 billion NIEIR 2021	Population 181,472 ABS ERP 2020	Local jobs 94,797 NIEIR 2021
Largest industry (by employment) Transport, Postal and Warehousing NIEIR 2021	Local businesses 17,692 ABS 2021	Employed Residents 98,432 NIEIR 2021

## Indigenous Population

Bayside Council	1%
Greater Sydney	1.5%
NSW	2.9%

## Overseas Born

Bayside Council	46%
Greater Sydney	37%
NSW	28%

## Unemployment Rate

Bayside Council	3.7%
Greater Sydney	4.3%
NSW	3.7%

## Median Age

Bayside Council	35
Greater Sydney	36
NSW	38

Compared to Greater Sydney and New South Wales, Bayside Council has a significantly larger percentage of population born overseas and speaking a language other than English at home. This provides us with a unique opportunity to create a diverse and inclusive workforce and work environment, whilst striving to become an employer of choice.

As demonstrated in the Staff Profile, Council's workforce profile reflects the community profile as we believe that this will enable enhanced services to the community.

## Corporate Values

Our values were developed in consultation with close to 400 employees who participated in workshops and sessions which resulted in the below values that will drive Council's performance;



Following the creation of the values a performance management system was created along with a reward and recognition program to drive employee's behaviours.

## Engagement

Council conducts regular staff surveys of its workforce. The staff survey results undertaken in 2021 by the University of South Australia indicates a number of areas of strength and a number of key focus areas. These include:

- Overall, most staff rated recognition as the area of the current organisational climate as needing attention and consideration. This is the most common result in Government and the public sector more generally. Overall levels of trust support, and fairness was quite positive in most directorates.
- Overall staff are very satisfied and happy with their job.
- Overall, comparable to other like organisation's (including Local Government, public sector and similar sized organisation's) we have rated higher in our results.

Council also engages with its workforce through the Staff Consultative Committee and WHS Committee which provide effective consultation and engagement on key matters that impact them.

# Workforce Challenges/ Considerations

The Workforce Strategy considers a range of internal and external factors and challenges that will impact our future workforce needs.

## Ageing Workforce

Like many nations around the world, Australia is experiencing a marked societal shift – one which will see Australians in the 55 to 70 age bracket number over 5 million by 2030 (Deloitte 2012b). This trend will affect all aspects of society and the economy, including the workforce.

As previously outlined Council has an ageing workforce which will mean that a higher number of staff will consider retirement in the next 10 years. This may result in staff and skill shortages and the need for more flexible working arrangements to support phased retirement plans. This will assist with knowledge transfer whilst supporting the wellbeing of our employees.

Planning will also need to occur to retain older workers and look at new ways of attracting them. Tapping the full potential of older workers will become critical.

Employers are looking for ways to make the workplace age-friendly, especially with regard to physically demanding jobs, and are promoting health and fitness.

Rather than only responding to an ageing workforce, employers are learning to manage a multi-generational workforce, to create a work

environment that is flexible and attractive to workers of all ages and to build an employer brand that attracts and retains top talent.

Over the coming years, Bayside Council will look to address the challenges and opportunities brought about through an older workforce. Our next steps are outlined in our strategic priorities.

## Skills Gaps/Shortages

The overall market for attracting professional and technical roles is increasingly competitive. There is also competition for talent from larger Councils, private sector and State Government who may offer higher remuneration, more flexibility or additional career opportunities.

Bayside Council's recruitment experience has identified some challenges in attracting suitably qualified and experienced candidates in the following areas:

- Early Childhood
- Accounting
- Property Management
- Planning
- Information Technology
- Asset roles
- Community Development
- Economic Development

- Local Government specific roles (e.g., rates, environmental health)

Bayside Council strategies to attract key will be outlined in our strategic priorities.

### Employment Costs

The Local Government (State) Award 2020 sets out the Award increases with a 2 per cent wage increase from 1 July 2022. Future wage increases are subject to negotiations for the 2023 Award. Superannuation is also scheduled to increase 0.5 per cent per year until it reaches 12 per cent.

Employees who complete an annual performance planning and review process may be eligible to receive a salary step increase in addition to the annual award increase.

Council also undertakes salary benchmarking to assist in decision making in attraction and retention.

Further details on our workforce costs are detailed in the Long-Term Financial Plan.

### Technology

The workforce is changing rapidly. Many of the jobs created today did not exist five years ago and there will be jobs in the future that do not exist today. Much of this change is influenced by technology, automation, robotics and artificial intelligence which are advancing at turbo speed. These advances are dramatically changing the nature and number of jobs available and creating an evolution of new roles and required capabilities across all workforces and organisations.

The delivery of services to our community and the expectations of the community for technology and online services continue to increase. The impact of this on the workforce is the increased need for technical and specialist skills in the areas of technology.

Organisations are expanding their service delivery using digital channels. This requires the community and employees to have well developed technology capabilities. Within organisations, technology has gone from being a work 'tool' to an essential business strategy and customer experience.

Over the past few years, the use of mobile devices like tablets and smartphones has increased exponentially. Mobility options are now a vital tool for quality service delivery and field-based work.

Employees' expectations have also changed. They expect that their organisation investigates and implements new technologies continually to help them do their jobs better. These expectations, initially led by millennials, is now adopted by Generation X. Driving this expectation is having access to information from any device at any time and keeping their jobs fresh and interesting.

The era of anytime, anywhere and on any device is blurring the line between work and home. Personal and work time is increasingly overlapping and the concept of work as a place is changing. Offices are being redesigned to create dynamic and flexible spaces that enhance the well-being of employees and increase their performance and productivity. Across Australia, increasing numbers of employees of all ages are choosing flexible working arrangements including working away from an office.

Many organisations with technology-enabled flexible working practices are fast becoming employers of choice for mid-career and older workers, whose experience is vital to the performance of the organisation.

Over the coming 10 years, Bayside Council will look to address the challenges and immense opportunities brought about through the impact of technology. Our next step is outlined in our strategic priorities.

### Diversity

A richly diverse workforce has implications for the types of managers succeeding in today's, and tomorrow's, workplace. Leaders and organisations that foster inclusion, leverage diverse perspectives and have a strong sense of connection with the community they serve are becoming the most successful at attracting talented employees and support employees to become high performers.

Council continues to plan and implement programs to support diversity and inclusion. This includes the EEO Management Plan, Inclusion Action Plan and Reconciliation Action Plan.

### COVID-19

A major impact on our workforce and operations is the current COVID-19 pandemic. This has impacted on our workforce in the following ways:

- More staff working from home and subsequent impact on information technology resources.
- Impact on staff mental health and wellbeing program support provided.
- Development and implementation of a COVID-19 Vaccination Policy.
- Increase in the use of sick leave.
- Impact on revenue where some workplaces have been required to be closed.

### Climate Change

Climate change will have a significant impact and will increase costs for maintenance of infrastructure and development of new infrastructure to ensure liveability and productivity. New emission reduction targets will be introduced, and projected increases for energy will have an impact on Council's budget.

Council has recently introduced a new Business Unit of Environment and Resilience that will support plans and initiatives in this area.

### Increased Levels of Service

Over the life of this plan, required employee levels are anticipated to stay relatively stable although there is potential for service expansion in the following areas:

- Resourcing requirements/capacity to properly deliver on capital projects (City Projects Program).
- Upgrade of the Botany Aquatic Centre / decision on operating model of Bexley Aquatic Centre.
- Arncliffe Youth Centre.
- New open space and recreational facilities provided through development of M6 Offset works.

# Workforce Strategies

## Objectives and Strategies

This plan has seven strategic priorities. Collectively they aim to optimise Bayside Council's workforce strengths and performance, address our most critical challenges and help focus our efforts in building a customer centric and high performing environment. Our seven strategic priorities are:

- Strategy 1
  - Creating a customer centric culture
- Strategy 2
  - Council as an employer of choice
- Strategy 3
  - Retaining and attracting a talented and diverse workforce
- Strategy 4
  - Strengthen our safe and healthy workplace
- Strategy 5
  - Investing in skills
- Strategy 6
  - Improving productivity leveraging technology
- Strategy 7
  - Maximising management and leadership

## Strategy 1

### Creating a customer centric culture

Bayside Council is committed to providing a positive experience every time, for all of its customers, and recognises that the delivery of exceptional customer experience is the responsibility of all staff.

In meeting the changing needs and expectations of our community, our focus is to further improve our reputation for, and delivery of, exceptional customer experiences.

Customer centricity is not just about offering great customer service, it's about the driving force or passion of our staff. In a Customer Centric culture staff actively strive to ensure that all interactions with our customers provide a positive experience, even if the outcome is not as they desired.

It is a strategy that is based on putting our customer first, and at the core of Bayside Council operations.

Council is also in the final stages of designing and implementing a new Customer Service Strategy, Policy, Charter and Standards.

### Outcomes:

- Achieving a culture of an Exceptional Customer Experience across the organisation.



- All staff at Bayside Council are skilled, trained and supported in delivering excellent customer service. Bayside provides regular customer service training for all staff.
- All staff have insight into the 'customer experience' with Council to inform future services.
- A welcoming environment at all Council buildings for all members of our community including people from cultural and linguistically diverse backgrounds and people with disabilities.
- Customers receive a consistent response, regardless of how they choose to contact us.
- Our services are easy to use and accessible; 'how you want, where you want and when you want to contact us'.
- We demonstrate efficiencies in our processes in the use of time and money while maintaining an excellent customer experience leveraging technology.
- Technology solutions are customer focused and user friendly.
- Managers and employees have appropriate customer experience performance measures, and
- Providing the right answer, on time.

## Strategy 2

### Council as an employer of choice

The phrase 'Employer of Choice' has picked up a considerable amount of popularity, but what is the importance of becoming an Employer of Choice? The phrase is more than just a buzzword; it is representative of a whole new design of corporate culture. It means

that people will choose to work for Bayside and actively look for job opportunities at our organization.

In the years ahead, workforce stability will be an organisation's competitive edge. In these turbulent times, exacerbated by a tight labour market, employers will be continually challenged to locate, attract, optimise and retain the talent they need to serve their customers. The most successful employers will be those who legitimately inspire highly talented workers to join them and stay with them.

#### Outcome:

- Recruiting top performers and attracting talent from other employers due to our Employee Value Proposition. Bayside seen as an attractive and first choice for those in the job market.

## Strategy 3

### Retaining and attracting a talented and diverse workforce

Why is this important?

- A workplace that values diversity and is free of discrimination is more productive.
- Greater employee satisfaction also leads to improved productivity.
- Reduced employee turnover cuts the cost of having to replace skilled and experienced people.
- Harnessing diverse employee skills and perspective increases creativity and innovation.
- A reputation for respect, inclusion and diversity also enhances an employer's business and reputation.



- Failure to take steps to prevent discrimination has serious legal and financial consequences.

Research consistently finds that retaining top talent is essential for maintaining an organisation's knowledge, high morale and satisfying customers.

In contrast, high employee turnover is a drain on an organisation's staff and financial resources. Losing key employees can limit productivity, damage morale, and cost as much as (or more than) the departing employee's salary during the process of finding and training a replacement.

#### **Outcomes:**

- Bayside Council workforce is highly talented with a passion for delivering exceptional customer service leveraged by technology.
- Bayside Council turnover to be below local government industry average.

### **Strategy 4**

#### **Strengthen our safe and healthy workplace**

While improvements to work health and safety were made during the National OHS Strategy, current data shows that, on average, over 250 workers in Australia die from an injury sustained at work each year.

It is estimated that over 2,000 workers die from a work-related illness each year. Bayside Council's Work Health and Safety strategy aims to set targets to minimise lost hour incidents,

maintain a WHS Management System, and support the wellbeing of employees.

#### **Outcomes:**

- Create a strong safety culture across the organization.
- Reduced incidence of work-related injuries and illnesses achieved by reduced exposure to hazards and risk by using an improved hazard identification method, improved tracking of corrective actions. All this is supported by an improved WHS Management System.
- Minimise workplace risk to mental health and reduce stigma associated with mental health conditions.

### **Strategy 5**

#### **Investing in skills**

Investing in employees skills and knowledge starts with improvements in an individual's performance, which then transfer to his or her localised workplace performance, which then ultimately result in a positive impact on the whole organisation's performance.

Investing in skills development will see results in better customer service, better work safety practices and productivity improvements.

However, today the landscape is very different, with the breakthrough in technology organisations must invest more in training than ever before to meet the customers' needs

because employees must be able to use and leverage technology to deliver exceptional service.

We need to ensure that everyone has the right skills for an increasingly digital world as this is essential to promote an innovative, productive and exceptional customer experience.

Several types of skills are needed:

- Technical and professional skills, including IT specialist skills for workers who drive innovation and to support digital infrastructures and the functioning of the digital eco-system.
- IT generic skills for workers and residents alike to be able to use digital technologies; and
- IT complementary 'soft' skills, such as leadership, communication and teamwork skills, required for the expanding number of opportunities for IT-enabled collaborative work.
- Critical thinking and problem solving, analytical skill, strong communication skills, active listening skills, customer service skills, feedback skills, negotiation skills, change management skills, managerial skills.

**Outcome:**

- Bayside Council provides training in systems, behaviors and governance, leadership development, performance and culture, customer service, competencies and capabilities, continuing professional development and compliance and WHS to ensure it has highly skilled and talented employees.

## Strategy 6

### Improving productivity leveraging technology

Performance is a function of three factors acting together.

PERFORMANCE = ABILITY + MOTIVATION + OPPORTUNITY

Ability = can a person do a task.

Motivation = does a person want to do it.

Opportunity = accessibility; a person is unable to do a task if the person is not given a chance or if the person is denied access to necessary resources or amenities.

Looking at human performance being influenced by multiple factors is exacerbated by the difficult and variable nature of our work today. All of these factors must be supported by the work environment in order for people's best work to occur. To help our leaders manage their teams they need access to information and data such as the ability to analyse employees' performance with the business units vision and goals.

**Outcomes:**

- Leaders and managers are managing their human resources strategically to deliver the objectives detailed in the Community Strategic Plan whilst providing exceptional customer experience to the community.
- A workforce that is focused on business improvement.

## Strategy 7

### Maximising management and leadership

Strong leaders help an organisation to maximise productivity, efficiency and achieve business goals, whereas weak leadership hurts productivity and jeopardises the health of the organization. Strong leadership is different to strong management, and sometimes we need both.

Leadership is about People, those with strong leadership skills can create a vision that excites their direct reports. They can talk about the future and where their organisation is going, and they can articulate the strategic vision that will lead their team to success.

Leaders understand that teams are made up of individuals with different personalities, skill sets, communication and behavioural preferences. They also see that, when brought together through effective leadership, these differences can produce exceptional results. When conflict may start to arise amongst their direct reports because of these differences, leaders can see it, and they deal with it before it can make any impact on the team.

Good leaders have high emotional intelligence (a high EQ) and understand how their emotions, both positive and negative, affect their team. They understand that a leader's emotions are contagious. All of these things make people want to follow great leaders.

Management is about processes; managers are often subject matter experts promoted through the ranks to retain them at an organisation. Managers embed themselves in the tactical aspects of the workplace – the doing. They delegate and prioritise tasks, refine processes and make sure people follow them. Managers make sure that operations are running efficiently.

Bayside Council's leadership team display the above-mentioned behaviour and qualities; however, we need to strengthen and enhance our leaders' ability to lead Council in this fast changing environment to ensure that we deliver the customer experience the community expect.

### **Outcomes:**

- Bayside Council will have leaders that are contextually and culturally aware, have and operate to a clear vision for Council and their teams and are performance and outcome focussed. Our leaders will inspire people to follow them, are agile and can adopt to day-to-day needs, continue to welcome and give honest, impartial and objective feedback, are accessible and consistently display qualities including honesty.
- Our leaders will be forward thinking, inspiring and competent, knowledgeable about best practice, they are coaches, facilitators and enablers to drive Bayside's vision to deliver exceptional customer experience and become the leader in the local government industry.

# Action Plan

Strategy	Action
<b>Creating a customer centric culture</b>	Implement actions from the Customer Service Strategy to achieve commitment and delivery of Exceptional Service;
	Include Exceptional Service training in new employee induction programs;
	Design and deliver a tailored training program that focuses on how each unique work area will operate to deliver exceptional service;
	Develop and implement a training program for managers to take a lead role in demonstrating and empowering their teams to deliver an exceptional experience;
	Develop and implement training program for key staff in complaint and compliment handling;
	Develop and implement customer experience key performance indicator.
<b>Council as an employer of place-based choice</b>	Develop and promote Bayside Council's employee value proposition;
	Continue to undertake Staff Surveys and analyse results.
<b>Retaining and attracting a talented and diverse workforce</b>	Review and update Workplace Relations Policies and procedures with a focus on attraction and retention;
	Investigate ways to expand our use of social media to attract and select quality candidates;
	Implement an erecruit system to improve the candidate experience;
	Review the process for exit interviews and encourage exiting staff to complete;
	Review and promote flexible workplace

	Practices;
	Continue to support employee recognition programs including annual staff awards event, star awards and service recognition;
	Annual Performance Planning and Review process;
	Implement actions from the EEO Management Plan;
	Implement relevant actions from the Disability Inclusion Plan;
	Continue to undertake the Emerging Leaders Program to develop talent and mitigate risk;
	Support the Staff Consultative Committee to ensure active staff engagement and consultation.
<b>Strengthen our safe and healthy workplace</b>	Structures, plant and substances are designed to eliminate or minimise hazards and risks before they are introduced into the workplace;
	Work processes and systems of work are designed and managed to eliminate or minimise hazards and risks;
	Everyone in a workplace has the work health and safety capabilities they require;
	Develop and implement a mental health action plan;
	Continue to offer comprehensive health and wellbeing programs;
	Develop and implement on ongoing training programs for compliance and WHS across Council.
<b>Investing in skills</b>	Undertake a skill gap analysis to identify the skills needed for the future;
	Analyse community feedback survey, as well as the mystery shopper survey, to identify training needs;
	Prepare an annual training plan;

	Review the available training delivery models considering when it is more effective to use technology and/or convert face-to-face training to online courses;
	In partnership with local education providers, design effective programs for apprentice schemes, trainee ships, graduate and vocational training programs;
	Review opportunities for Apprentices, Trainees and Graduates.
<b>Improving productivity leveraging technology</b>	Review and improve internal communication channels and connectivity between employees;
	Review of Business Transformation processes to identify opportunities to streamline processes;
	Implement improvements to human resources systems to provide timely and relevant workforce data to leaders and managers including the implementation of an Employee Self-Service platform.
<b>Maximising management and leadership</b>	Develop and implement a leadership and management strategy that includes a Leadership and Management Model, outlines requirements of leaders and managers;
	Develop and implement an induction program for leaders and managers;
	Develop and implement a leadership and management development program.