



Sports

Central Coast Council supports a healthy and active community. There are 164 sporting facilities on the Central Coast which can cater for more than 20 different types of sport including cricket, soccer, netball, baseball, little athletics, rugby league, rugby union, AFL, cycling, touch football, oztag, school sport, cross country and athletics carnivals.

Central Coast Council

Part 3: About the Organisation



Corporate Vision and Values

Vision:

A vibrant and sustainable Central Coast

Values:

The core values of Central Coast Council are reflected in every decision we make relating to our employees and our community. They connect us to one another and unite us as we work together to achieve the Council vision and implement the community's vision.



BE POSITIVE



BE YOUR BEST



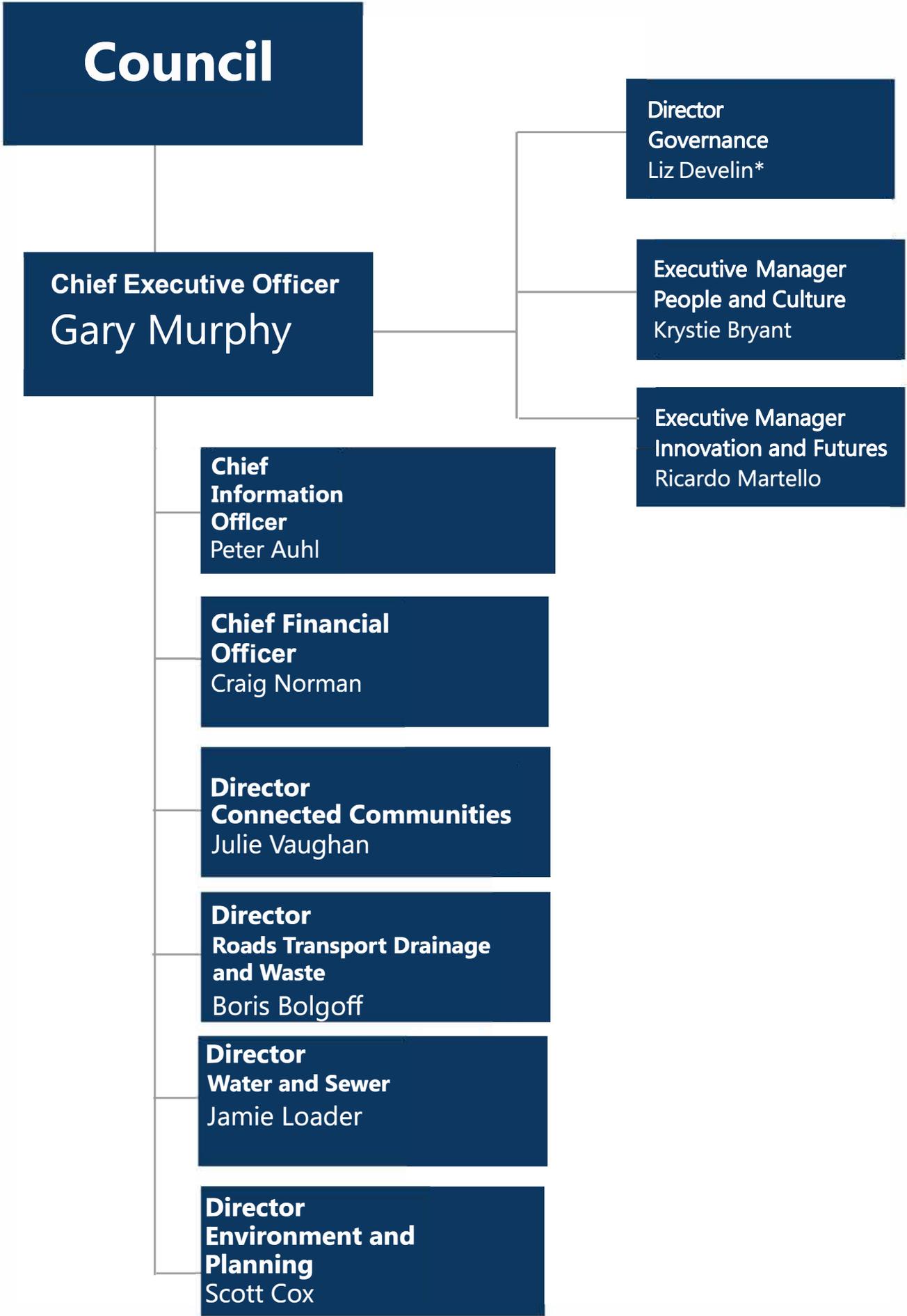
SERVE



COLLABORATE



IMPROVE



*Liz Develin commenced as Director, Governance in September 2019, following the 2018-19 reporting period.

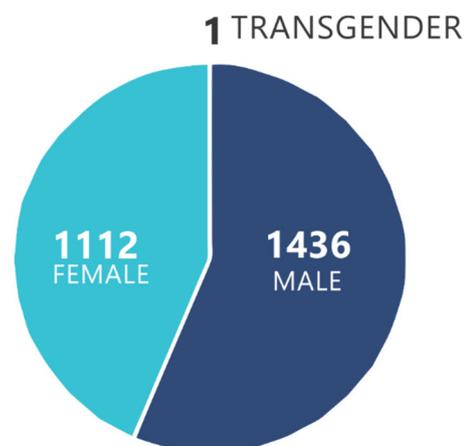
Working at Central Coast Council

Central Coast Council employees come from a diverse range of backgrounds with a wealth of experience, knowledge and expertise to share. Council provides a workplace environment that embraces and promotes equity, diversity and respect, recognising the rich and valuable contribution of its employees.

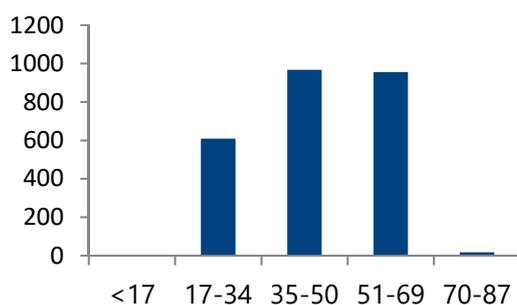
Total number of Employees

2,549

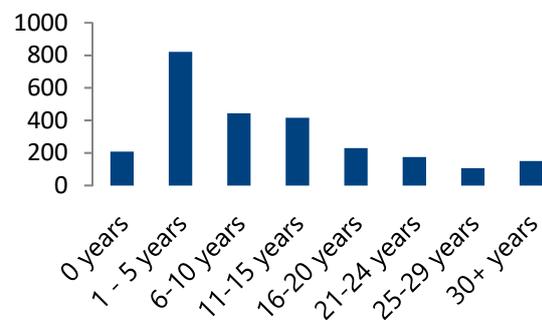
Employees by Gender



Employees by Age Group



Employees by Length of Service



Employee Turnover

11.2%

Employees living within the Local Government Area

92%

Awards and Recognition

Award	Detail of Award	Project / Staff Member	Achievement
NSW Local Government Excellence Award	Creative Communities	Creative Engineers @ The Hub	Highly Commended
NSW Local Government Excellence Award	Best Youth Week Program 2018	Youth Services Team	Finalist
NSW Local Government Excellence Award	Most Innovative Youth Week Program	Youth Services Team	Finalist
NSW Local Government Excellence Award	Special project Initiative	Responsible Pet Ownership Program	Finalist
NSW Local Government Excellence Award	Environmental Leadership and Sustainability	Keep the Coast Clean Project	Finalist
NSW Local Government Excellence Award	OneCoast Domestic Waste Service	Get it Sorted Central Coast	Finalist
Central Coast Apprentice and Trainee Training Award	Rising Star – Second Year Apprentice	Mitchell Vangelatos	Winner
Central Coast Apprentice and Trainee Training Award	Rising Star - Trainee of the Year	Ryan McGrath	Winner
Surfing NSW Lifeguard Challenge	Lifeguard Surfers Cup	Lifeguards - Wade Clemens, Riley Laing, Saxon Lumsden, Nathan Foster, Toby Cracknell, Robert Coote and Harry Carpenter	Winner
Early Childhood Education Week Award	Best Multiculture Program	Little Coast Kids Kanwal and Kariong Child Care Centre	Finalist
Early Childhood Education Week Award	Best Sustainable Program	Little Coast Kids Kanwal	Finalist
Early Childhood Education Week Award	Best Program highlighting Inclusivity Practices	Kariong Child Care Centre	Finalist
Early Childhood Education Week Award	Children are Connected with and Contribute to their World	Little Coast Kids Kanwal and Kariong Child Care Centre	Finalist
Early Childhood Education Week Award	Children have a Strong Sense of Wellbeing	Little Coast Kids – Wyong	Finalist
Early Childhood Education Week Award	Children are Effective Communicators	Little Coast Kids – Wyong	Finalist
Early Childhood Education Week Award	Children engage in Play-Based Education	Little Coast Kids – Toukley	Finalist
Early Childhood Education Week Award	Keeping Children Healthy and Safe	Little Coast Kids – Wyong	Finalist
Early Childhood Education Week Award	The Physical Environment where Children Learn and Play	Little Coast Kids – Toukley	Finalist

Award	Detail of Award	Project / Staff Member	Achievement
Early Childhood Education Week Award	Encouraging Children's Learning and Development	Little Coast Kids – Toukley	Finalist
Early Childhood Education Week Award	Families and community Uniting	Little Coast Kids – Toukley	Finalist
Early Childhood Education Week Award	Incorporating and Sustainability Practices	Little Coast Kids – Kanwal	Finalist
Early Childhood Education Week Award	Play and transition to School	Little Coast Kids – Toukley	Finalist
Early Childhood Education Week Award	Inclusive Practice, Everyone is Welcome	Little Coast Kids – Kanwal and Kariang Child Care Centre	Finalist
Early Childhood Education Week Award	Outstanding Contribution by an Individual	Linda Handel	Finalist
NSW Public Libraries Association	Multi Cultural Excellence Award, 2018	Central Coast Library service	Winner
IPWEA Engineering Excellence Award	Engineering Excellence Award New or Improved Techniques	Capital Works Interactive Map and Updates	Winner
Local Government Professionals NSW Excellence Award	Asset Management and Infrastructure Initiatives	Terrigal CBD Traffic Flow Improvement Works	Finalist
Local Government Professionals NSW Excellence Award	Innovative Leadership and Management	Business Excellence in Roads Transport Drainage and Waste	Finalist
Local Government Professionals NSW Excellence Award	Special Project Initiative	Business Excellence in Roads Transport Drainage and Waste	Finalist



NSW Local Government Week Award



NSW Training Awards – Central Coast

Progress of the Resourcing Strategy

About the Resourcing Strategy

The Resourcing Strategy is a key aspect of the Integrated Planning and Reporting Framework and is Council's means of supporting the Community Strategic Plan through effective resource allocation. The Resourcing Strategy is purely focussed on Council's responsibilities and details the availability of money, assets and people in order to achieve the Community Strategic Plan. The three elements of the Resourcing Strategy and monitoring of these is as follows:

Long Term Financial Plan

Financial sustainability is one of the key issues facing Local Government due to a range of factors including population growth, changing demands for community services and facilities, constrained revenue growth due to rate pegging and ageing infrastructure. The Long Term Financial Plan responds to these constraints and opportunities answering the following key questions:

- Can Council survive the financial pressures of the future?
- Can Council afford what the community wants?
- What are the opportunities for future income and economic growth?
- How will Council go about achieving these outcomes?

Details on Council's financial performance and progress towards achieving financial sustainability is detailed in the Audited Financial Statement which is an addendum to this report.

Asset Management Strategy

Asset management is a process used to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to

maximise asset service delivery potential and manage related risks and costs over their entire lifecycle. In simplest terms, asset management is about the way in which the Council looks after its assets, both on a day-to-day basis (through maintenance and operations) and in the medium to long term (through strategic and forward planning).

Council is focussing on maturing the asset management process with progress including:

- The consolidation of core systems which will provide one source of information on Council's current and future assets. This work will continue over the 2019-20 and 2020-21 period with further advancements around conditions, service levels and overall sustainability of Council's asset portfolio;
- Development of a structured approach to asset management with initial understanding on responsibilities and a function matrix; and
- Identification of services and planned engagement with the community on service levels. This will involve a revision of the Asset Management Strategy and subsequent Asset Management Plans.

Workforce Management Strategy

An effective Workforce Management Strategy will enable Council to plan and meet its future workforce, delivering agreed goals and focussing beyond the short term to the medium and long term.

One major challenge for Council is to minimise its employment costs whilst ensuring it has the right people in the right place, at the right time, with the right skills in order to meet the community's desired needs and its operational objectives. This Workforce Management Strategy provides a framework that is aligned to the Community Strategic Plan and responds to these challenges through the below pillars.



- Governance;
- Organisational Structure;
- Work Health and Safety;
- Organisational Development;
- Equity and Diversity;
- Workforce Relations and Flexibility;
- Workforce Data, Measurement and Analysis;
- Attraction and Retention; and
- Technology.

Performance Summary



Completed

Work is completed / target achieved



Active

Multi-year project that will continue in 2019-20



Delayed

Work is behind schedule / target has not been achieved



Inactive

Work is on hold until further notice or there has been change in priority and it has been closed

Governance

Reference	Action	Performance Measure	Status	Comment
Belonging: Our community spirit is our strength				
1819_RS_224	Implement strategies to support Council's Equity, Diversity and Respect policy, with a focus on further promoting, communicating and educating staff on Equal Employment Opportunity and diversity	Equal Employment Opportunity and diversity strategies are implemented to support Equity, Diversity and Respect across Central Coast Council		Council continues to promote equal employment opportunities by investing time and resources into process improvements including a work experience program inclusive of students with disability and updated recruitment processes to enable reasonable adjustments in the application process.
Smart: A place of opportunity for people				
1819_RS_225	Meet the requirements of the Australian Children's Education and Care Quality Authority (ACECQA) National Quality Framework within Council's Care and Education Centres	Appropriate and adequate training and education opportunities will be provided to all new and suitable existing employees to meet ACECQA educator qualification requirements		Council has maintained compliance with the framework, with regular monitoring and review to be undertaken to identify opportunities for improvement.

Reference	Action	Performance Measure	Status	Comment
Responsible: Good governance and great partnerships				
1819_RS_226	Ensure the Code of Conduct is effectively communicated to new and existing employees and that all employees receive adequate training regarding the Code of Conduct	Code of Conduct Training is provided to all employees		Code of Conduct requirements and responsibilities have been incorporated into Council's induction program.
1819_RS_227	Provide policies that are regularly updated and align with legislation and the Local Government (State) Award and the development of a positive culture	Policies are updated at least every five years and / or to align with legislative requirements		Business as usual function.
1819_RS_228	Meet all wage, salary and remuneration requirements as outlined in the Fair Work Act and Local Government Award	All changes to wages, salaries and remuneration are implemented in line with legislative and Award requirements		Actioned every July as part of the Award requirements.
1819_RS_229	Implement on-line approaches that will improve access to compliance training and simplify records management	On-line approaches to compliance training are implemented		Advances in technology are transforming how Council can deliver on-line services. Council is working through a core systems consolidation program and the outcome will provide consideration for systems requirements.
1819_RS_230	Provide grievance processes that ensure a fair and equitable resolution of all issues, aiming to provide a workplace which prides itself on consistently addressing issues at a local level and reducing the number of formal grievances lodged	Compliance with the Local Government (State) Award 2017		Development of templates, letters and reports has provided a methodology for the grievance procedure to promote prompt and responsible resolution of issues raised by staff in line with the Local Government NSW Award process. An awareness program has commenced to communicate actions and responsibilities to managers and supervisors.
1819_RS_231	Implement robust content into the Corporate Induction to promote the Central Coast Council value of "Collaborate" with the behaviour 'build relationships based on mutual trust'	Workforce who openly collaborate and effectively communicate with transparency both internally and externally measured during the performance appraisal process		Corporate Induction covers off on Council's Values and emphasises the expected behaviours as a Council employee.

Organisational Structure

Reference	Action	Performance Measure	Status	Comment
Smart: A place of opportunity for people				
1819_RS_232	Use each resignation from Central Coast Council as an opportunity to review the ongoing and future business needs, review and redesign roles in line with this need and recruit candidates with the skills, attitudes and behaviours required	All recruitment activity is approved on the basis that the position clearly outlines alignment with business strategy		This is a business as usual function completed by People and Culture and the managers as a matter of due diligence to continue to review workforce planning and talent mapping.
1819_RS_233	Ensure that each newly elected Council reviews the structure within 12 months of their appointment in accordance with the Local Government Act, providing an avenue for the Councillors to ensure the organisation is suitably equipped to meet the community's expectations for their four year term of office	Employee establishment is maintained at identified target for each financial year		Under the Local Government Act this requirement is part of our annual business operating requirements.
1819_RS_234	Effectively deliver the Community Strategic Plan (CSP) and 4 year Delivery Plan within the budgeted employee structure - targets and projections of headcount in 2019-20 and 2020-21 to align with the budgeting process and CSP priorities to enable delivery	Headcount in line with budget enabling delivery of CSP		Ongoing governance in the process of delivering the CSP and associated resourcing strategy is occurring with headcount reviews conducted annually.
Responsible: Good governance and great partnerships				
1819_RS_235	Consistently monitor and review the structures of departments, units, sections and teams to ensure that key objectives can be met	Central Coast Council's structure is reviewed at a minimum of every four years in alignment with the Local Government Act		Strategic monitoring and review has influenced the staff restructure as reported to Council and implemented in 2018-19.

Work Health and Safety

Reference	Action	Performance Measure	Status	Comment
Belonging: Our community spirit is our strength				
1819_RS_236	Promote a positive and engaged attitude towards health and safety in the workplace	Include Work Health and Safety into the organisation's core values		A Culture Program has been developed and will focus on workplace health and safety.

Reference	Action	Performance Measure	Status	Comment
1819_RS_237	Promote accountability for health and safety in the workplace	Inclusion of Work Health Safety key performance indicators for Units in monthly Executive reporting		In development is a performance based Safety Management System. This is scheduled for design and implementation early 2020.
1819_RS_238	Provide an Employee Assistance Program (EAP) that is confidential and available to all employees for any concerns such as; family issues, alcohol or drug issues, emotional needs, work related issues, health or financial concerns	Awareness campaigns that support staff wellbeing in line with national awareness weeks and organisationally identified target areas, including EAP programs are implemented		Employee Assistance Program communicated regularly to the organisation. This is also communicated through other awareness campaigns such as <i>R U Ok</i> day.
Responsible: Good governance and great partnerships				
1819_RS_239	Focus on reducing the number and severity of work related injuries	Maintain effective reporting and include identified strategies to reduce injuries within the Work Health Safety (WHS) Management Plan		This is a business as a usual activity and will also be achieved through the implementation of the new WHS Management system.
1819_RS_240	Drive continuous improvement	Maintain an effective Work Health Safety Audit Program to identify and implement corrective actions		This will be considered in the Safety Management Plan currently under review.
1819_RS_241	Action our commitment to provide and maintain a safe and healthy work environment for everyone in the workplace through commitment to policy, systems, leadership, accountability, consultation, participation and worker engagement	A Work Health Safety Policy Statement signed by the CEO will be developed in consultation with worker representatives and communicated to all employees and other interested parties		This will be considered in the Safety Management Plan currently under review.
1819_RS_242	Consult with employees regarding Work Health and Safety (WHS) and encourage employees to raise matters for discussion	Provide continued partnering and support for the WHS Committee and peer appointed Health and Safety Representatives		Consultation with employees has commenced with a focus on the development of a WHS Management System. Engagement sessions with employees will continue.
1819_RS_243	Ensure that leaders understand and meet their Work Health Safety (WHS) obligations	Training for WHS obligations under the WHS ACT to be provided to Senior Management		This objective will be considered in the Safety Management Plan currently under review. Once adopted, it will be rolled out across Council. The Executive Leadership Team have completed awareness training of their WHS responsibilities.

Reference	Action	Performance Measure	Status	Comment
1819_RS_244	Ensure that the Work Health Safety (WHS) Management System is appropriate, and effective	Commence the development of a performance based WHS Management System for Central Coast Council to meet legislative and other requirements		Development and scheduling the implementation of the system is underway.
1819_RS_245	Proactively manage injured employees through effective case management and return to work programs	Align return to work activities with SafeWork NSW's, SIRA's and care's 'Recovery at Work' principals		Legislation in this area provides for the safe and durable return to work as early as possible allowing for their injury. People and Culture provide case management for workers to facilitate return to work opportunities.
1819_RS_246	Implement strategies to support the health and safety of the workplace including reducing time lost to injury, and responding to identified opportunities for improvement	Review workplace injuries and capture strategies in the Work Health Safety Management Plan		A Health and Wellbeing Strategy is currently being developed and will be rolled out once finalised.
1819_RS_247	Implement proactive wellbeing programs for the benefit of employees	Align Council wellbeing programs with national and state initiatives		The Employee Assistance Program provides monthly proactive well-being programs and is available to all employees.

Organisational Development

Reference	Action	Performance Measure	Status	Comment
Smart: A place of opportunity for people				
1819_RS_248	Provide accredited and transferable learning solutions to employees to support career enhancement and advancement	Commonwealth and State Government funding solutions are sought and implemented to assist in the provision of accredited learning solutions for employees		Underway as part of the Capability Framework and Talent Mapping program.
1819_RS_249	Implement strategies to support the attraction and retention of youth to assist in effective succession planning	A project is implemented to design and develop a Youth Employment Strategy for Central Coast Council		A diverse mix of young people have been appointed as members of Y4Y (Youth for Youth), a regional youth action team. This team will help develop Council's Youth Strategy, incorporating feedback from our young employees.

Reference	Action	Performance Measure	Status	Comment
Green: Environmental resources for the future				
1819_RS_255	Promote economic, social and environmental sustainability as a key attribute in the culture of Council's workforce; Review and embed new behaviours as part of our corporate values	A Central Coast Council vision; values and culture that supports and advocates economic, social and environmental sustainability supported by the behaviours that sit behind our values to better inform the culture		Values and behaviours to be reviewed as part of the Culture Strategy.
Responsible: Good governance and great partnerships				
1819_RS_250	Implement programs to enhance leadership capability and assist in effective succession management	Active employee participation and successful completion of Leadership Development Programs to support succession planning for developing leaders		The following development programs have been offered / delivered: <ul style="list-style-type: none"> • Springboard to Leadership Program; • Leadership Development Program – Certificate IV Leadership and Management; • Leadership Development Program - Diploma Leadership and Management; and • Corporate Leadership Challenge for emerging leaders.
1819_RS_252	Implement succession planning strategies at all levels to ensure business continuity and that meet the simple principle of "having the right people in the right jobs at the right time within budget"	A formal succession planning process for senior managers and direct reports is completed on an annual basis		Workforce Planning and Talent Mapping process underway.
1819_RS_253	Provide performance management review systems and processes that meet the requirements of the organisation	Performance reviews are implemented for all staff on an annual basis		A revised Performance Review process implemented and training provided to managers.
1819_RS_254	Implement strategies to assist in understanding the needs of Council's ageing workforce and implement strategies to address organisation needs	Project is implemented to design and develop an Ageing Workforce Strategy for Central Coast Council staff		Workforce Planning and Talent Mapping process underway.
1819_RS_256	Implement formal mentoring to employees to support them in their current roles and better prepare them for future opportunities	A formal mentoring program is implemented for Central Coast Council		This program is under review for consideration around the most appropriate method to support team members.

Reference	Action	Performance Measure	Status	Comment
1819_RS_257	Implement strategies that assist in developing a positive workplace culture and resilient workforce	Tools are implemented to ensure a consistent understanding of the required culture to meet the strategic direction of the organisation		The Culture Program will focus on workplace health and safety and influence the future Culture for Council.

Liveable: Healthy lifestyles for a growing community

1819_RS_258	Implement employee learning solutions to address both compliance and professional development needs	A training needs analysis (TNA) is conducted annually and a calendar of professional development and compliance training requirements is designed and implemented to meet identified needs		This is business as usual, as a regular function of the Learning and Development Team.
1819_RS_259	Implement projects and programs that strategically align to the changing needs of the workforce	Study Assistance is provided to employees (via selection process) undertaking accredited training within budget and skills obtained are applied in the workplace		This is business as usual, as a regular function of the Organisational Development Team.
1819_RS_260	Implement on-line learning strategies to address learning needs in a cost effective and contemporary approach	On-line learning strategies are implemented to meet organisational development needs		Council is working through a core systems consolidation program and the outcome will provide considerations to potentially deliver on-line training. Manual work-arounds are currently used to deliver training.

Equity and Diversity

Reference	Action	Performance Measure	Status	Comment
Smart: A growing and competitive region				
1819_RS_268	Offer equitable training and development opportunities to employees	Learning opportunities are promoted across the organisation including professional development, computer skills and leadership opportunities		Underway as part of the Capability Framework.
Responsible: Good governance and great partnerships				
1819_RS_269	Implement workforce demographic data collection and reporting practices to assist in better understanding and responding to the needs of the workforce	Workforce data regarding identified diversity groups (including non-English speaking, youth, Aboriginal and disability groups) is collected and reported to the Executive on an annual basis		Monthly demographic data collection and reporting is now part of business as usual processes. A review of delivery methods and collection templates in use continues.

Reference	Action	Performance Measure	Status	Comment
1819_RS_270	Ensure all employees and managers understand Equal Employment Opportunity principles and their rights and responsibilities in relation to Equal Employment Opportunity	Training is provided to all employees in line with Equal Employment Opportunity management plan		Equal employment opportunity education provided to managers as part of Council's recruitment process.

Workforce Relations and Flexibility

Reference	Action	Performance Measure	Status	Comment
Responsible: Good governance and great partnerships				
1819_RS_271	Prioritise education to set thinking around interest based partnerships in relation to workplace flexibility	Education campaign rolled out, followed up by focus groups to collate data around workplace flexibility		Workplace Leave and Flexibility policy released and being utilised.
1819_RS_272	Pursue an Enterprise Agreement as a method of galvanising the organisation	Design, development and consultation around the production of an Enterprise Agreement		Managers are considering business case requirement to assist with the development of an agreement.
1819_RS_273	Increasing flexibility and harmonising working conditions by providing flexible work practices which aim to support employees achieve a work / life balance whilst meeting operational requirements of the organisation	Utilisation of flexibility arrangements around caring requirements to increase female participation at work and fathers at home		Workplace Leave and Flexibility Policy finalised with associated guidelines to support employee flexibility.
1819_RS_274	Have Workplace Leave and Flexibility Policy endorsed and embedded across the organisation	Flexible work practices for employees are implemented in line with Central Coast Council's Workplace Leave and Flexibility Policy and awareness training rolled out		Workplace Leave and Flexibility policy released and being utilised.

Workforce Data Measurement and Analysis

Reference	Action	Performance Measure	Status	Comment
Responsible: Good governance and great partnerships				
1819_RS_275	Implement and maintain systems to ensure the capture of accurate employee data	Employee data is accurately captured into the Human Capital Management System		People Services team working on a project of data harmonisation and system renewal.
1819_RS_276	Implement system enhancements to improve efficiency of data analysis	Enhancements are implemented to improve business reporting requirements		People Services team working on a project of data harmonisation and system renewal.

Reference	Action	Performance Measure	Status	Comment
1819_RS_277	Undertake analysis of workforce data to identify trends and focus areas	Trends and focus areas are identified and reported to management on a monthly basis		Ongoing analysis provided.
1819_RS_278	Provide comprehensive reports to Management to assist with people decision making	Employee establishment analysis and reporting is provided to management on a monthly basis		Commenced development of a suit of reports for Unit level reporting. Once completed the focus will be to consider reports at the Section and Team levels. Monthly reports are generated and provided to Executive.
1819_RS_279	Participate in external benchmarking surveys to better understand how Central Coast Council is positioned in the labour market and against our competitors	Relevant HR external benchmarking surveys are completed and results used to understand how Central Coast Council is positioned against other Local Government organisations		Engagement waiting on appointment of a Remuneration and Benefits resource scheduled for 2019-20.
1819_RS_280	Proactively undertake research regarding remuneration and benefits to ensure Central Coast Council remains competitive in the labour market	External market data is used to influence remuneration strategies		Engagement waiting on appointment of a Remuneration and Benefits resource scheduled for 2019-20.
1819_RS_281	Utilise data to make organisational changes that contribute to improved productivity and organisational performance	Managers / supervisors are actively addressing identified focus areas with the support of their Business Partner teams		Engagement waiting on appointment of a Remuneration and Benefits resource scheduled for 2019-20.
1819_RS_282	Implement strategies to track and report on return on investment of employee training	Tracking of the integrated plans to ensure the strategies are delivering the business needs to community. As well as a system is implemented to track and report on return on investment of employee training		Engagement waiting on appointment of a Remuneration and Benefits resource scheduled for 2019-20.
1819_RS_283	Undertake predictive analysis to ensure proactive steps are taken to address emerging trends	Measuring and monitoring of People and Culture strategies and interventions to track progress and report on impacts		Analysis undertaken with outcomes reported to the Executive Leadership Team.

Attraction and Retention

Reference	Action	Performance Measure	Status	Comment
Smart: A place of opportunity for people				
1819_RS_284	Promote career opportunities through multiple media sources to ensure Central Coast Council targets key candidate markets and attract high quality, high performing candidates	An Employee Value Proposition is developed which promotes Central Coast Council as an employer of preference		Council roles advertised on Council website, newspapers, Seek, LinkedIn and industry specific media as required.
1819_RS_285	Promote a positive image of Central Coast Council to potential candidates by ensuring effective recruitment processes are in place	Recruitment key performance indicators (KPIs) are achieved		KPIs have been developed and implemented.
1819_RS_286	Ensure pools of potential candidates are maintained so they can be informed when suitable vacancies arise	Managers / supervisors are trained in effective recruitment and selection processes		Investigation of options to address potential unconscious bias, and ensure merit based recruitment training is provided. This will also be linked with the Leadership Development Program.
1819_RS_287	Develop and maintain mutually beneficial relationships with external stakeholders that assist in building a positive image of Central Coast Council	Mutually beneficial relationships with external stakeholders are developed and maintained		Council has established a relationship with the University of Newcastle and the newly formed Central Coast Apprentice Trainee Advisory Committee to build a positive image of Council through career opportunities. There is also continued work occurring with Apprenticeship Australia and Training Services.
1819_RS_288	Pursue collaborative relationships with relevant industrial organisations to support a harmonious and productive work environment at Central Coast Council	Implement programs that provide added benefit for employees to encourage engagement and retention		A Rewards and Recognition Program has been implemented with other opportunities being explored.
1819_RS_289	Actively promote career opportunities through participation at career expos	A minimum of one career expo is attended each year		Opportunities to promote careers include the <i>Forum</i> , and the <i>Employ Me event</i> .
1819_RS_290	Provide work experience for students to highlight potential career opportunities at Council to enhance our capacity to grow our own talent	Work experience opportunities are provided to school students and those undertaking study in fields aligned to Central Coast Council career paths		Review and update of the Work Experience and Placement program completed. Development of program application process and investigation of web accessibility guidelines completed. Scheduling of program

Reference	Action	Performance Measure	Status	Comment
				application process on track and to be rolled-out via Council website. Currently educating internal stakeholders around program processes.
1819_RS_291	Implement projects and programs that assist in building talent pools to attract and retain a diverse workforce	Central Coast Council offers a trainee program including apprentices, graduates and other students to build talent pools in skill shortage areas		Work has been undertaken to utilise skill shortage data to promote at those areas at Career Expos and are also included in the Workforce Development Program and Recruitment Plan for 2020.
Responsible: Good governance and great partnerships				
1819_RS_292	Conduct employee engagement surveys to understand the organisational climate and address opportunities for improvement	Employee engagement surveys are conducted and actions implemented to respond to feedback received		Work on the Culture Program has been prioritised as an action item. This work will take precedence over a formal engagement survey.
1819_RS_293	Ensure employees receive appropriate recognition for high levels of performance	Programs that provide added benefit to employees and a recognition and reward program is implemented		Reward and Recognition Program in place to recognise excellent performance at all levels and acknowledge achievements that contribute to the overall objectives and success of the organisation. The program is linked to Council's Values and aims to celebrate success in these particular areas.
1819_RS_294	Conduct exit interviews to gain insight into how the organisation can improve employee retention	Exit interviews are conducted to understand employee perspectives and identify issues which may contribute to improved business processes, and actions are implemented to address opportunities		Scope of works to be scheduled.
1819_RS_295	Ensure salary bands are competitive with the marketplace	Annual salary market place review		Not yet commenced. Scheduled for 2019-20.
1819_RS_296	Continue to build people management and leadership skills across the organisation	Employee response rates for engagement surveys are analysed against previous years to assess opportunities for improvement		MyVoice Survey completed in 2018 and Unit action plan published on the intranet. Next survey for comparative analysis expected to be delivered 2019.

Technology

Reference	Action	Performance Measure	Status	Comment
Responsible: Good governance and great partnerships				
1819_RS_297	Utilise various modes of electronic communication to provide HR information to employees and the community	Accurate People and Culture related information is provided to the community via Council's website		Service Now communication functionality to employees and supervisors implemented and continuously improved.
1819_RS_298	Make the most appropriate use of contemporary communication methods	Social networking sites are used to promote People and Culture programs and initiatives		Business as usual - ongoing review and partnership with Communications team.
1819_RS_299	Comply with the Web Content Accessibility Guidelines (WCAG) in order to encourage and enable people living with disabilities to more fully interact with the organisation	All online People and Culture media content complies with WCAG		All People and Culture content compliant with WCAG.
1819_RS_300	Utilise e-recruit facilities to engage with the community and provide information on career opportunities	E-recruit is accurate, up-to-date and well utilised		Provision of e-recruit system Scout has been rolled-out across all of Council.
1819_RS_301	Implement robust systems that eliminate duplication of effort in the management of HR data	A management information system is implemented which provides readily accessible People and Culture data to management		People Services team working on a project of data harmonisation and system renewal.
1819_RS_302	Reduce dependence on paper based forms and introduce a self-service model	A system supporting case management and self-service is implemented across Central Coast Council to provide efficient and accessible services to our workforce. Information is communicated to employees through emails, SMS and the intranet		Scoping requirement for Personal self-service information and identification of application software to deliver the service.
1819_RS_303	Increase process automation to improve customer service and business processes to enable easy access and reporting on people metrics and information	A single Human Capital Management and payroll system is implemented across Central Coast Council. Programs and strategies are implemented to support and drive mobility and digital literacy across Central Coast Council		Service Now implementation will be the first phase that provides the foundational metrics to consider.
Liveable: Healthy lifestyles for a growing community				
1819_RS_304	Implement online learning strategies to assist in increasing employee engagement and cost savings	Online learning is utilised for employee induction and other programs where opportunities arise		Investigation around online learning platforms commenced.