



Achieving Together – Our foundation for success

Workforce Management Strategy

2025 – 2029

maitland
CITY COUNCIL



Contents

Welcome	3
Acknowledgement of Country	3
A message from our General Manager	4
Introduction	6
Purpose	6
Our shared vision	7
Strategic context	8
Our achievements	11
Our workforce	14
Our organisational structure	15
Workforce composition	16
Workforce engagement	18
Workforce culture	19
Workforce planning	20
Workforce planning approach	20
Workforce management objectives	24
Workforce action plan	26
Monitoring and evaluation	32
Glossary	34

Acknowledgement of Country

We acknowledge the Wonnarua People as the Traditional Owners and Custodians of the land within the Maitland Local Government Area. Council pays respect to all Aboriginal Elders, past, present and future with a spiritual connection to these lands.



General Manager Jeff Smith

A message from our General Manager

Maitland is a connected city with thriving communities, where people can live, work, enjoy, and succeed. As one of Australia's fastest-growing inland cities, we are experiencing rapid population growth and evolving community expectations. We need a capable, engaged, and future-ready workforce to meet these demands.

Our people are at the heart of everything we do. The *Workforce Management Strategy* ensures we have the right skills, structures, and culture to deliver quality services now and into the future. Like many organisations, we face workforce challenges of skills shortages, increasing service demands, and competition for talent. At the same time, we have a unique opportunity to shape an adaptable, constructive and innovative workforce aligned with our strategic direction.

This strategy focuses on our aligned priorities from *Maitland's Future*, under the key focus area of Achieving Together, supporting excellence in leadership, collaborative organisation and development and growth of our people. We are committed to supporting our people, ensuring they have the tools and opportunities to thrive in their roles, and creating a workplace where they feel valued and empowered.

Sustainability is key in financial terms, as well as how we manage our workforce to ensure long-term success. This means making informed decisions about workforce planning, aligning resources with priorities, and embracing innovation to enhance the way we work.

Our success as an organisation depends on our people. By investing in them, we are investing in Maitland's future. I look forward to working alongside our staff, councillors, and community to build a workforce ready for today's challenges and prepared for the opportunities ahead.



Introduction

Purpose

Maitland City Council's (MCC) *Workforce Management Strategy* outlines the key actions we will take over the next four years to ensure our workforce is engaged, capable, and adaptable. This strategy is vital for delivering the community's strategic goals and the outcomes outlined in our delivery program.

Having the right people in the right roles, with the right skills, at the right time is essential to the success of our organisation and the fulfilment of our community's needs. We will leverage data to define the workforce that best aligns with our values and community priorities. By supporting every employee to excel in their role, we foster an environment that encourages growth and high performance, ultimately leading to better service delivery for Maitland.

This strategy is anchored in our corporate vision and guiding principles, emphasising collaboration, trust, and a commitment to positive change.

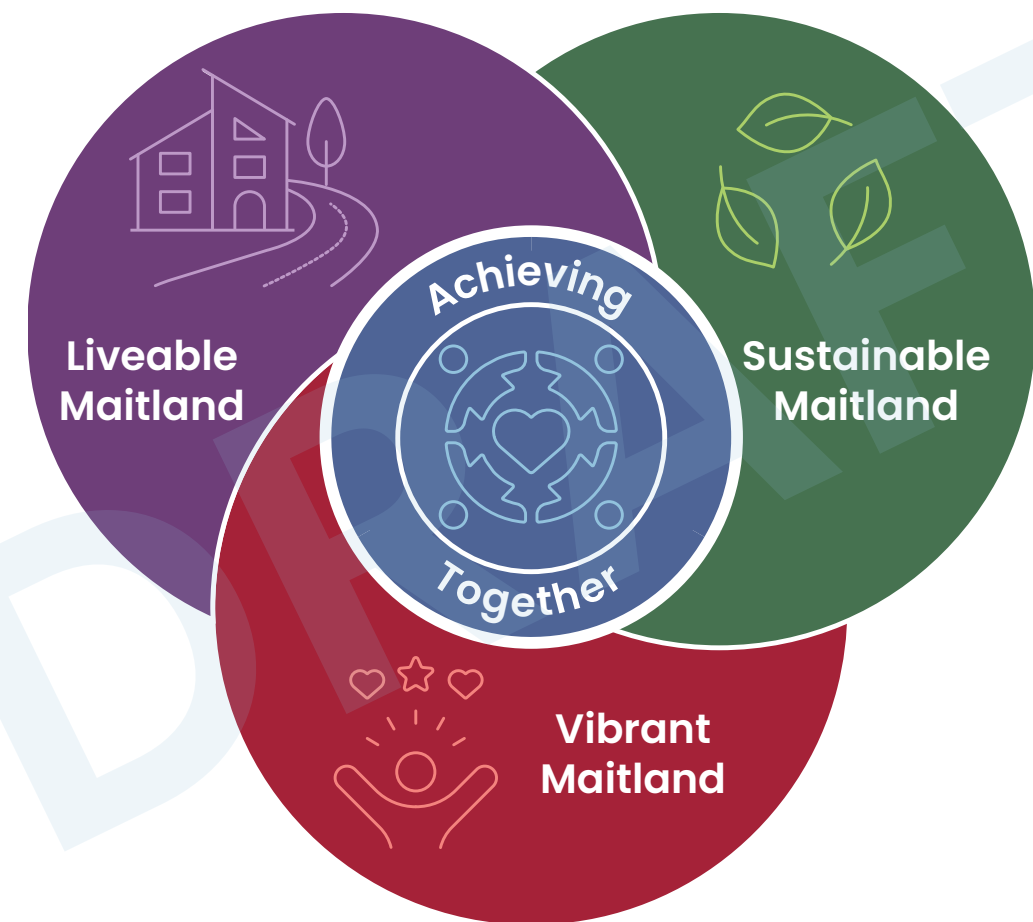
Why this is important

A well-aligned and motivated workforce is essential for achieving the ambitious goals of *Maitland's Future*. Our corporate focus area, Achieving Together, serves as our guide, supporting the internal culture of collaboration, trust, and empowerment. It reinforces our commitment to fostering an engaged workforce that embraces change and innovation.

Focusing on the right people, skills, and timing ensures we have equipped our teams to meet current challenges and adapt to future needs. Investing in our workforce will drive success within MCC and throughout the community, ensuring Maitland's prosperous and thriving future.

Maitland: Local Government Area (LGA)
Maitland City Council (MCC): Organisation
Council: Elected body

Our shared vision: a connected city with thriving communities



Achieving Together

Working together to foster a culture built on trust, empowering an engaged workforce that embraces change.

4.1 Trusted services

- Meaningful consultation and engagement
- Trusted customer experience
- Transparent decision making

4.2 Engaged workforce

- Excellence in leadership
- Collaborative organisation
- Development and growth of our people

4.3 Resilient future

- Informed planning
- Culture of improvement and innovation
- Leverage technology and data

Guiding principles

Our guiding principles shape our culture and inform how we interact with each other and the community we serve.



MAKE THINGS EASY

Do the hard work to make things intuitive for everyone.



BE WELCOMING

Care for everyone as people, not tasks or numbers.



BE OPEN MINDED

Listen to each other and work together to find solutions.



KEEP YOUR PROMISES

Follow through on your commitments to everyone.



LOOK OUT FOR ME

Thoughtfully anticipate what will make our days go smoother.

Strategic context

Overview of Maitland City Council’s role in workforce management

Maitland City Council is pivotal in managing its workforce to deliver high-quality services and support community growth and wellbeing. MCC is responsible for the strategic planning, recruitment, development, and retention of a skilled and adaptable workforce aligned with the needs of Maitland’s rapidly growing community.

We must ensure we equip staff to deliver essential services, maintain infrastructure, and contribute to MCC’s key focus areas of liveability, vibrancy, sustainability and achieving together. Adaptable, financially responsible principles guide our workforce management, focusing on employee wellbeing and aligned with the community’s vision and strategic priorities.

Key opportunities and challenges

Understanding the challenges in workforce planning is crucial because it enables us to anticipate and address issues that could hinder the delivery of vital services to the community.

By identifying challenges such as skills shortages, a multigenerational workforce, or the ability to attract and retain talent in a competitive market, we can develop proactive strategies to ensure our workforce remains capable, adaptable, and aligned with the city’s evolving needs.

A clear understanding of these challenges ensures we are better prepared to allocate resources effectively, foster innovation, and maintain a high-performing team to meet current and future demands.



Our challenges and opportunities include:

Skills shortages	We experience skill shortages affecting all the local government sectors, such as development and planning and other niche areas, such as rates, traffic, flood and drainage engineering, asset planning, GIS and spatial analysis, climate change impacts and circular economy principles.
Competition for skills and expertise	Due to our location and the significant growth of the LGA, we continually compete for employees with the mining and construction industries, the private sector and other government employers for talent.
Leadership talent	To meet internal and external expectations, we need to develop our leadership capability by providing training and pathways for existing and emerging leaders.
Generational differences	Generational differences within and across teams offer a valuable diversity of thought, driving innovation and fresh perspectives. They also present challenges in communication, work styles, and expectations that require thoughtful leadership and collaboration.
Workforce planning	A key challenge for MCC is balancing the needs of retiring employees with the growing demand for new talent and leadership. Ensuring business continuity, knowledge retention, and leadership development requires a strategic approach that prepares for the transition of experienced employees while simultaneously nurturing the next generation of leaders. This challenge is more than managing retirement transitions. It is also about creating a sustainable workforce that can thrive through change, adapt to future needs, and maintain the expertise required for long-term success.
Equity, diversity, inclusion and belonging	To achieve a workforce that reflects the diversity of our community, we need meaningful data and targeted initiatives to ensure our staff feel welcome and respected in our workplace.
Digital transformation	Digital transformation presents a significant opportunity to enhance community interactions, streamline workflows, work more efficiently and drive smarter decision-making. However, to fully realise these benefits, we must overcome the challenge of upskilling our workforce, ensuring we equip everyone to embrace new ways of working and maximise our systems’ potential.
Rapid growth of LGA and ability to meet the needs of our community	Maitland’s fast-growing population places increasing pressure on MCC to expand and deliver services efficiently. Ensuring the workforce has the capacity and skills to meet these demands is critical.
Financial sustainability	As our community grows, so do expectations and the demand for services, placing pressure on our workforce and finances. With limited financial resources, we must balance expanding our workforce to meet community needs while ensuring we work smarter, not harder. Efficient resource management, strategic workforce planning, and innovative approaches are essential to sustain growth, deliver quality services, and maintain financial responsibility.

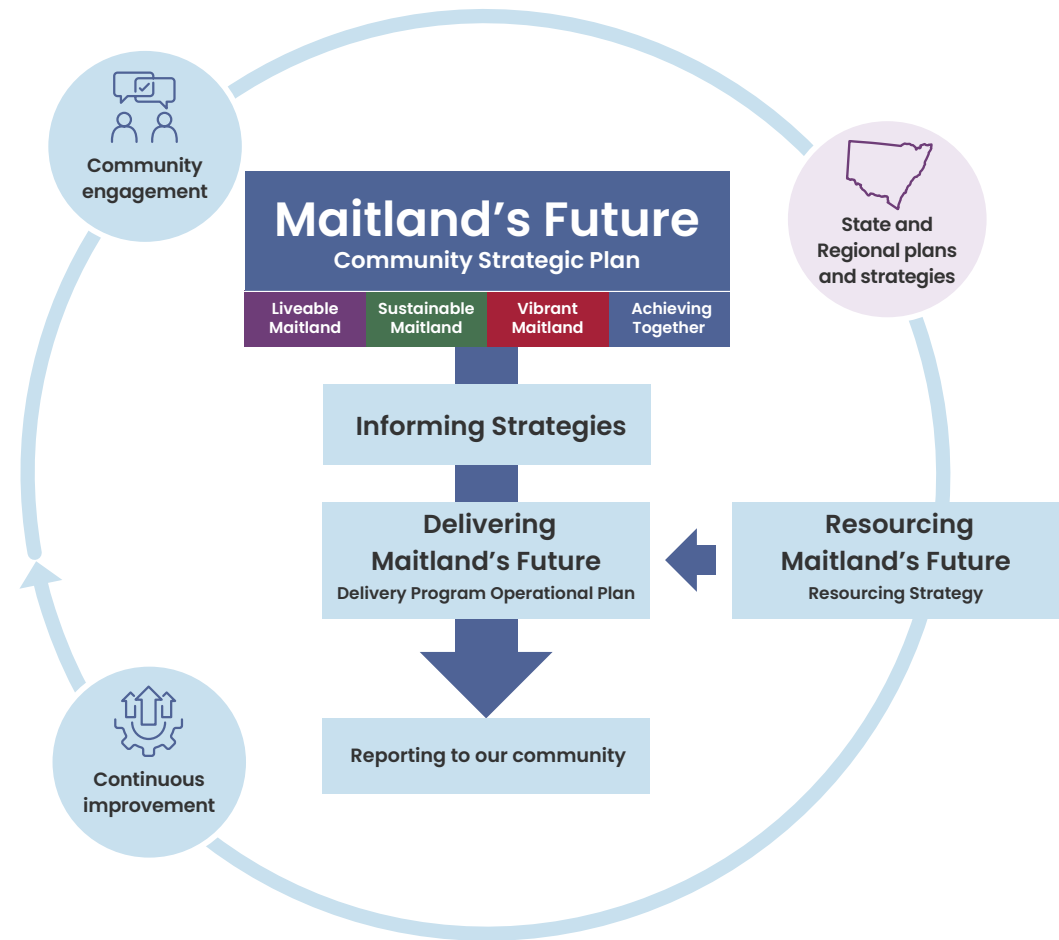
Relationship with other strategic documents

The *Workforce Management Strategy* (WMS) is a critical component of MCC’s Integrated Planning and Reporting (IPR) Framework, aligning directly with several strategic documents:

- **Maitland’s Future, Community Strategic Plan (CSP):** The WMS ensures MCC’s workforce is capable and equipped to deliver the long-term vision and community outcomes outlined in the CSP, such as liveability, sustainability, and connectivity.
- **Long-Term Financial Plan (LTFP):** The WMS aligns workforce-related costs with financial sustainability goals, balancing staffing needs with budgetary constraints.
- **Asset Management Strategy (AMS):** Effective workforce planning ensures the availability of skilled staff to support asset management activities, including planning, maintenance, and project delivery.
- **Customer Driven Transformation (CDT):** As MCC embraces digital initiatives, the WMS supports workforce adaptability and skills development to leverage new technologies for enhanced service delivery.

- **Disability Inclusion Action Plan (DIAP):** The DIAP ensures MCC’s workforce, assets, and services are inclusive and accessible to all. It supports staff training, accessible infrastructure, and digital initiatives to remove barriers for people with disabilities, fostering an equitable and inclusive community.
- **Informing strategies:** The *Workforce Management Strategy* aligns with and informs MCC’s other key strategic documents such as the *Environmental Sustainability Strategy* and *Economic Development Strategy*, ensuring a cohesive approach to planning and decision-making across all areas of service delivery and community outcomes.

By addressing these challenges and aligning with strategic documents, the *Workforce Management Strategy* provides a roadmap for building a capable, adaptable, and engaged workforce that drives Maitland’s growth and success.



Our achievements

Before we look forward, we must reflect on and celebrate how far we’ve come. Over the past few years, we have made significant progress in strengthening our workforce, enhancing our workplace culture, and building the capability needed to support our community.

From improving safety and wellbeing to advancing digital transformation and fostering a more inclusive and collaborative environment, our efforts have laid a strong foundation for the future. These achievements are a testament to the dedication and resilience of our people, and they position us well to navigate the opportunities and challenges ahead. Here are a few of the highlights.

Bringing our team together: fostering collaboration in our new administration building

On 3 June 2023, we officially opened the Maitland Administration Centre and the neighbouring Maitland Town Hall. Our new Administration Centre has united our team, enhancing collaboration, communication, and workplace wellbeing.

With modern amenities, flexible workspaces, and improved facilities, staff can connect easily, work more efficiently, and collaborate seamlessly. Dedicated kitchen and dining areas and contemporary meeting spaces, foster stronger relationships and better decision-making. This new environment supports our people in delivering the

best outcomes for our community while creating a workplace where they feel valued and engaged.

Investment in organisational development

After listening to our staff through engagement surveys and listening sessions, we made the strategically established a dedicated Organisational Development team within the People and Performance group.

This investment marks the beginning of an exciting journey to strengthen our workforce, enhance leadership, and align our capabilities with the evolving needs of our community. While the team is still in its early stages, its initial focus building strong foundations to drive long-term success, ensuring our people are supported, engaged, and equipped to grow.

This team plays a vital role in fostering a resilient and high-performing organisation. Focusing on leadership development, employee engagement, and targeted training programs, will enhance operational efficiency and workforce capability.

Through performance development systems and strategic alignment initiatives, the Organisational Development team will help optimise resources, streamline processes, and ultimately contribute to better service delivery for our community.

Employee engagement: shaping a more engaged workforce

MCC conducts biennial employee engagement surveys to gain valuable insights into staff experiences and organisational health. Our survey completed in June 2023 showed strong results, with 90% of employees expressing satisfaction with their roles and 87% highlighting the supportive nature of their colleagues.

Staff noted significant improvements in workplace flexibility and technology, with a 19% increase in positive feedback on technology compared to previous results. These findings reflect a positive and engaged workforce, contributing to higher morale, productivity, and retention. However, the survey also identified growth opportunities, particularly in professional development and career advancement.

The preliminary results from our most recent survey in February 2025 show significant increases across most areas, reinforcing the impact of our initiatives. As we continue to listen and act on employee feedback, we remain focused on creating a workplace that fosters engagement, development, and long-term success.

General Manager listening sessions: shaping our future through staff insights

When our General Manager joined in July 2023, he prioritised listening, conducting 14 sessions with 220 staff members, external stakeholders, and councillors. These sessions provided valuable insights into what worked well and, more importantly, where improvements were needed.

This open dialogue led to developing a roadmap for cultural change, focusing on enhancing processes, communication, continuous improvement, and investing in our people. The roadmap outlined 16 key initiatives, and within the first six months, 94% had already been implemented or were well underway, demonstrating our commitment to meaningful change.

We undertook organisational restructuring as part of this transformation, resulting in initial salary savings of over \$1 million. The restructuring was informed by staff feedback and aimed at creating a more efficient, collaborative work environment where people could thrive. By aligning roles and workflows with the needs of our workforce, we have taken significant steps toward building a more engaged and high-performing organisation. The progress already made is just the beginning as we continue to shape a workplace where every employee feels valued, heard, and empowered to contribute their best.

Support workforce efficiency and effectiveness

Over the past year, we have taken significant steps to enhance workforce efficiency and effectiveness, ensuring our organisation is well-positioned to meet the needs of our employees and community. We undertook a major organisational restructure to create greater team synergies, streamlining operations and improving collaboration.

At the same time, we introduced a new Human Resources Information System, which has already delivered efficiencies in managing workforce data, payroll, and employee records, reducing administrative burdens and freeing up time for more strategic work.

Investing in our people remains a key priority, and the implementation of a Learning Management System has expanded learning opportunities while enabling a structured skills matrix for all employees.

To further support career growth and engagement, we developed a performance and development framework, and expanded our Pathways Program for apprentices, trainees, cadets, and graduates through grant funding, reinforcing our commitment to fostering talent and building a strong future workforce.

These initiatives reflect our focus on continuous improvement, ensuring our people have the tools, support, and opportunities to thrive.

Providing an environment of safety and wellbeing

Creating a safe and supportive workplace goes beyond policies. It's about ensuring our people are protected, supported, and able to return to work quickly after an injury. Over the past year, our commitment to safety and wellbeing has resulted in fewer workplace injuries and faster recovery times, ensuring our employees can continue to contribute to the community they serve.

By implementing a new online Safety Management System and delivering over 3,000 work, health and safety training sessions, we've empowered staff with the knowledge and tools to prevent incidents before they happen.

When injuries occur, our strong return to work practices have helped us achieve full incentive payments from our workers compensation insurer each year, a testament to the effectiveness of our approach. We've also strengthened our commitment to inclusion and wellbeing, updating our equity, diversity, inclusion and belonging

policy, streamlining flexible work arrangements, and providing vital support through domestic violence awareness sessions and resources.

We are building a workplace where safety is second nature, recovery is well-supported, and every employee can thrive.

Delivering exceptional service and enhanced customer experience through digital transformation

Supporting our people to deliver exceptional service is at the heart of our digital transformation journey. Our Customer Driven Transformation Program, launched in 2021, was designed to modernise our services and enhance how our staff engage with customers.

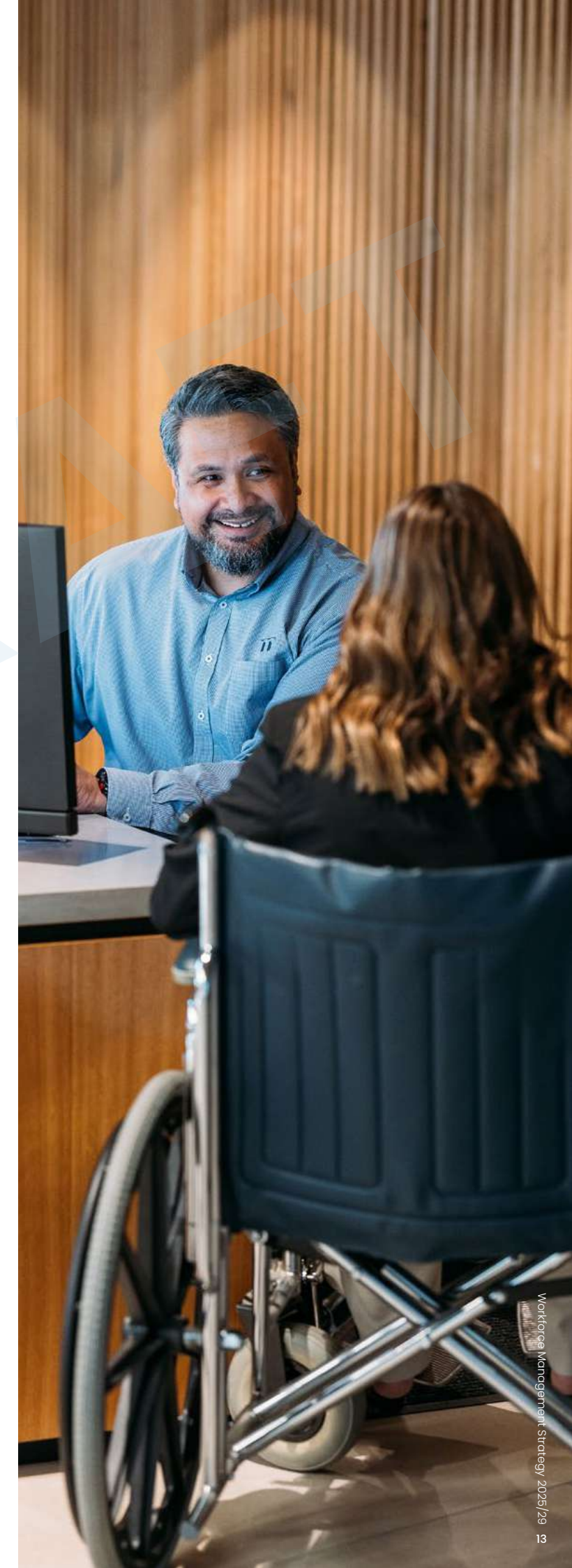
By integrating our Customer Experience Plan with our Digital Transformation Strategy and Roadmap, we have created a more seamless, intuitive, and engaging experience for employees and the community.

A key outcome of these efforts has been a 19 per cent increase in staff satisfaction with technology, demonstrating how our investment in digital tools directly supports our people in delivering better services.

The program has introduced several initiatives to improve efficiency and security. Launching a comprehensive digital mapping service allowed staff and customers to access real-time information on development applications, MCC facilities, waste collection, and public parking.

Strengthened cybersecurity measures, infrastructure upgrades, and formal training equip our workforce to work confidently in an evolving digital landscape. We've also introduced the MyCouncil self-service portal, through a human-centred design approach, streamlining workflows and providing a personalised experience.

These advancements reflect our commitment to empowering our staff with the right tools and support to enhance customer engagement and satisfaction.



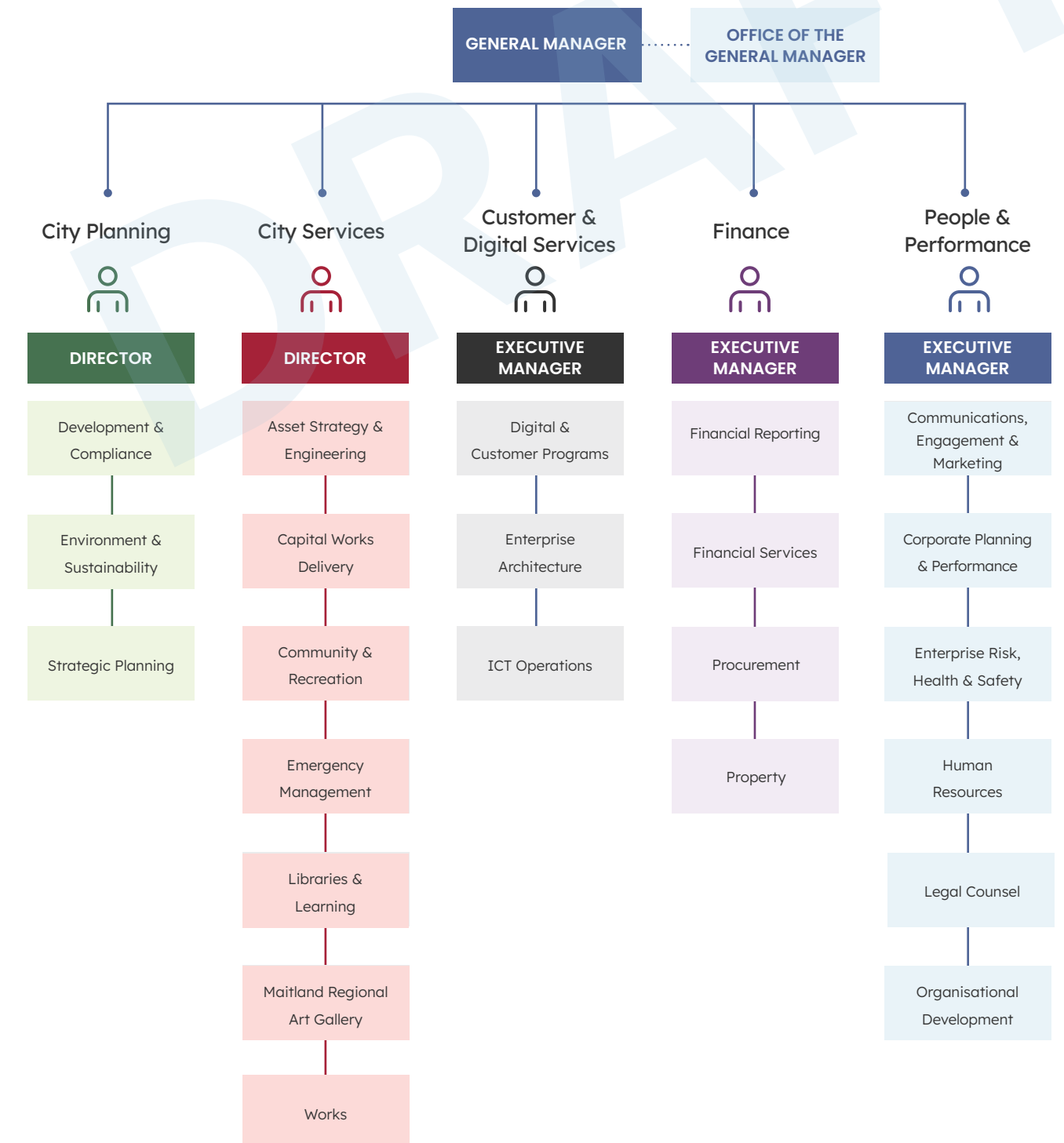
Our workforce

Our organisational structure

Maitland City Council is a diverse organisation employing over 610 employees across a range of services. As one of the largest employers in the Maitland area, our structure is designed to meet the community's vision for the LGA.

Our organisation comprises five directorates in addition to the Office of the General Manager:

- City Services
- City Planning
- Customer and Digital Services
- Finance
- People and Performance



Workforce composition

Our workforce is the foundation of our organisation, bringing diverse skills, experiences, and perspectives that drive our success. Understanding workforce composition helps us plan for the future, ensuring we have the right people in the right roles to meet community needs. By fostering diversity, equity, inclusion and belonging, we create a dynamic and resilient organisation that reflects and responds to the community we serve.

Our current full-time and part-time headcount is 640, with a full-time equivalent of 610, excluding casual employees.

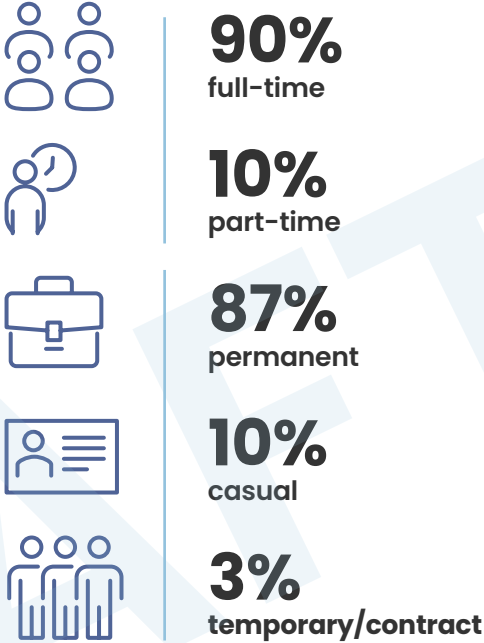
With our diverse range of services, we have a broad choice of career opportunities including arts, events, economic development, environment and sustainability, compliance, parks and recreation, engineering, planning, library services, aquatic services, road maintenance, waste services and corporate services.

Our largest directorate is City Services, followed by City Planning. Permanent roles comprise 87 per cent of our workforce, with the remaining employees being employed in casual, contract and temporary seasonal positions.

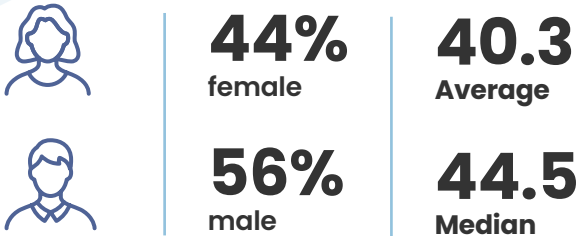
Definitions

- Head count is the total number of people MCC employs
- Full-time equivalent (FTE) measures the workload of one full-time worker (full-time employees work either 35 or 38 hours per week, with part-time employees working a regular schedule less than these hours)
- Casual employees are employed as needed without a regular schedule or guaranteed hours. For example, seasonal parks and gardens work, aquatics and events are some areas where casual employees form part of our workforce.

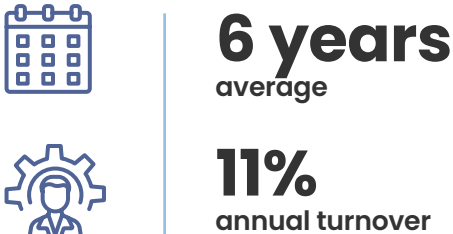
Employment type



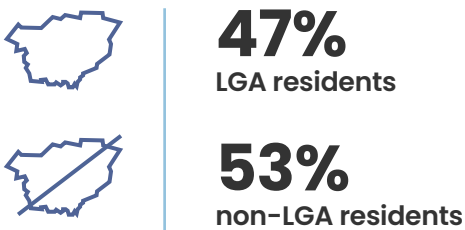
Gender



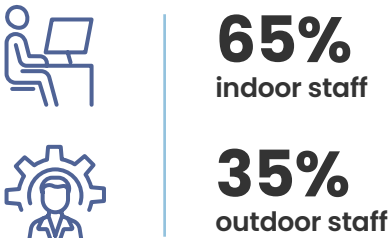
Tenure



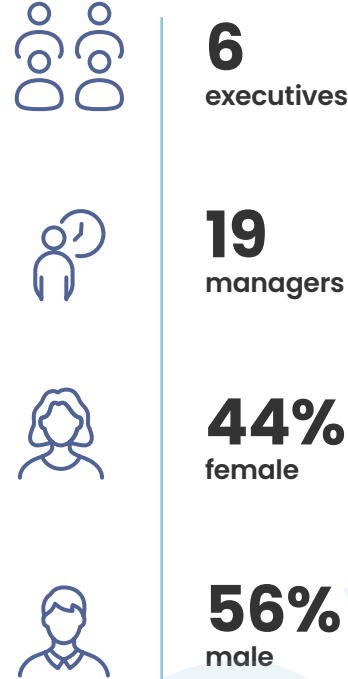
Residency



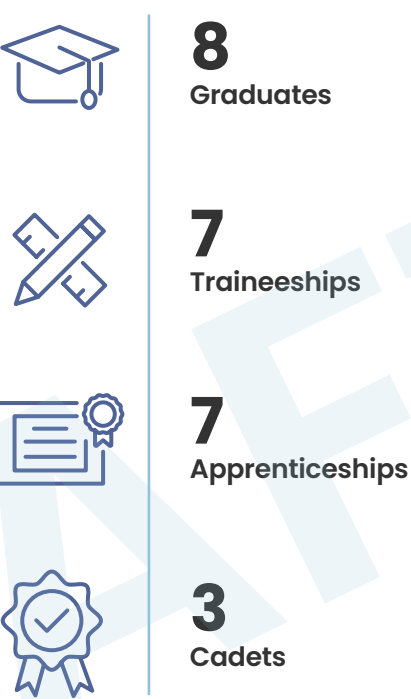
Work type



Senior leadership



Supported career pathways



Workforce engagement

Employee engagement goes beyond job satisfaction. It's about fostering a workplace where people feel valued, connected, and motivated to contribute their best. Engaged employees are aligned with our purpose, committed to delivering great outcomes, and empowered to grow.

In 2023, we achieved an employee engagement score of 74%, slightly above the benchmark for other councils. While this is a positive indicator, engagement isn't just a number. It's about taking meaningful action to support our people. Our employees have told us they feel strongly connected to our mission and have confidence in their co-workers. However, we know we can do more to ensure engagement remains high.

We've dedicated our Achieve Together focus area to promoting and strengthening workforce engagement. We're improving processes so our people can focus on meaningful work, strengthening leadership at all levels, enhancing career development opportunities, and attracting and retaining talent by fostering a culture where people feel valued and supported.

Engagement is something we build every day through how we lead, how we work together, and how we create opportunities for people to thrive. A highly engaged workforce is good for our people and critical to achieving our organisational priorities.

To continue building a highly engaged workforce, listening to our people and acting based on their feedback is essential. Our most recent staff survey was conducted in February 2025, providing valuable insights into how engagement has evolved since 2023. The results highlight key trends, areas of improvement, and opportunities to strengthen our workplace culture.

Below is a snapshot of the high-level trends and key changes from our 2023 position.

ITEM	RESULT	TRENDING
Wellbeing	64%	►
Engagement	75%	▲
Progress	64%	►
Leadership	65%	▲

The employee survey results show encouraging trends, with notable increases in other key areas, including confidence in senior management, open communication, flexible work arrangements, and a strong culture of integrity and reporting. Several of these measures have risen by around 7 per cent, with some now exceeding bench-marking data.

These improvements align with the work we've been doing to foster a values-driven culture, enhance leadership transparency, and support employee wellbeing.

Workforce culture

A positive, constructive, and high-performing workforce culture is essential to achieving our organisational priorities and fostering an environment where employees feel engaged, valued, and empowered. At Maitland City Council, we are committed to creating a culture that supports our *Workforce Management Strategy* and enhances employee satisfaction, productivity, and retention.

To drive the culture we want to achieve, we recognise the critical role of understanding our thinking and behaviour styles, which is where Human Synergistics comes in. Human Synergistics provides valuable insights into how individuals approach their work and interactions, categorising behaviours into constructive, defensive and passive/avoidant styles. Understanding these patterns can better shape a culture and promote growth, collaboration, and high performance.

Our journey with Human Synergistics is helping us build a high-performing culture by fostering the following constructive behaviours:

- **Humanistic encouraging:** Employees trust others to do their job, offering autonomy while providing constructive feedback and coaching to help them reach their full potential.
- **Affiliative:** Employees are friendly and supportive of those around them, ensuring clear, upfront, and honest communication and a genuine desire to see colleagues succeed.
- **Self-actualising:** Employees stay focused on our customers, challenging what we do, why we do it, and whether it adds value, adapting and developing to make a difference in the community.
- **Achievement:** Employees believe their efforts make a meaningful impact, setting challenging goals, creating plans to achieve them, and pursuing these goals with enthusiasm.

By embracing the Human Synergistics insights, we are fostering a culture where employees feel empowered to work collaboratively, be their best selves, and contribute to the success of MCC and the community. This alignment between individual growth and organisational priorities ensures that we are not only enhancing performance but also creating a sustainable and positive workplace culture that drives long-term success.



Workforce planning

Workforce planning approach

Achieving our organisational priorities efficiently and sustainably involves aligning strategy, people, processes, and resources. Our approach to workforce planning is integral to this alignment, ensuring we meet short-term goals and remain adaptable, resilient, and capable of delivering long-term value to the community.

At Maitland City Council, workforce planning is an ongoing, annual process embedded within our service planning framework. Each year, as part of our service planning cycle, we analyse our workforce capacity, skills, and future needs to ensure we have the right talent in the right roles at the right time. This proactive approach helps us identify gaps, enabling us to address them before they impact our ability to deliver services effectively.

Our process includes the following steps:

- **Workforce analysis:** A thorough review of our current workforce, assessing capacity, skills, and gaps in our ability to meet service demands. This aligns closely with service priorities to ensure we are resourced for effective delivery.
- **Forecasting future needs:** Using data and insights from strategic plans, we forecast the skills and roles needed to meet our long-term objectives. This process considers emerging trends, technological advancements, and community expectations in this process.

- **Gap analysis:** We assess the gaps between our current workforce capabilities and future needs, identifying areas where recruitment, training, or resource allocation may be necessary.

By aligning workforce planning with our strategic priorities and frameworks like the *Long-Term Financial Plan* and *Asset Planning*, we create a holistic approach to resource management. This ensures we make financial, workforce, and infrastructure decisions with a shared understanding of our needs and the services we deliver.

Snapshot of our workforce analysis, future needs, and gaps

As Maitland continues to grow and evolve, so must our workforce's capabilities and expertise. In this snapshot, we highlight the critical skills that will be essential for navigating the challenges and opportunities of the future. By identifying and addressing these key areas, we aim to equip our team with the necessary skills to support our vision, drive innovation, and ensure that we can deliver on our commitments to the community. The following critical skills will be foundational in shaping the future of our workforce, enabling us to thrive in a rapidly changing environment.

	Data analytics, AI and technology integration: Enhanced capabilities to optimise use of emerging technologies, interpret data and forecast trends for better planning and services.
	Constructive leadership: People-centred leaders who can navigate complex governance and community expectations, constructively, ensuring strategic direction and alignment with long-term priorities.
	Specialised environmental & sustainability knowledge: Strong expertise in evolving regulatory frameworks, ensuring adherence to standards and mitigating risks associated with compliance in an ever-changing environment.
	Compliance expertise: In-depth knowledge of emerging environmental issues and the tools to drive sustainable practices.
	Place and land use planning: Expertise in planning for diverse land uses, from residential and commercial spaces to parks and green areas, ensuring balanced, sustainable growth. Expertise includes understanding zoning laws, urban design principles, and community needs to create well-integrated spaces.
	Strategic and long-term planning: Creating long-term strategies aligned with growth projections, infrastructure needs, and the community's future wellbeing. This process includes forecasting growth, identifying infrastructure gaps, and developing a vision for the future of the area.
	Asset management and infrastructure planning: Expertise in managing MCC assets, including roads, utilities and community facilities, to ensure long-term viability and sustainability. This involves strategic decisions on critical infrastructure maintenance, upgrades, and replacements while planning for future asset needs.
	Community engagement: Engaging with the community early and often to understand their concerns, needs, and aspirations. This includes public consultations, surveys, focus groups, and town hall meetings to gather diverse perspectives on key issues and development plans.
	Economic development and employment attraction: Planning for economic growth that aligns with the broader goals of MCC, including job attraction, job creation, and the attraction of industry and investment. This includes preparing for future job needs and ensuring sectors align with MCC's growth trajectory.
	Flood risk assessment and management: Expertise identifying flood-prone areas, assessing flood risks, and developing strategies for mitigation. This includes mapping flood zones, understanding historical flood events, and using advanced modelling tools to predict future risks.
	Project management: The ability to efficiently manage projects from initiation to completion, ensuring the delivery is on time, within scope, and on budget. This includes planning, resource allocation, risk management, and stakeholder engagement while focusing on achieving the desired outcomes. Strong project management skills are essential for overseeing any project supporting the community's growth and future needs.
	Change management: Leading and guiding organisations through change effectively, ensuring smooth transitions during transformations. This includes understanding the impacts of change on people, processes, and systems and developing strategies to mitigate resistance while fostering a positive adaptation.

Integrating workforce planning with organisational effectiveness

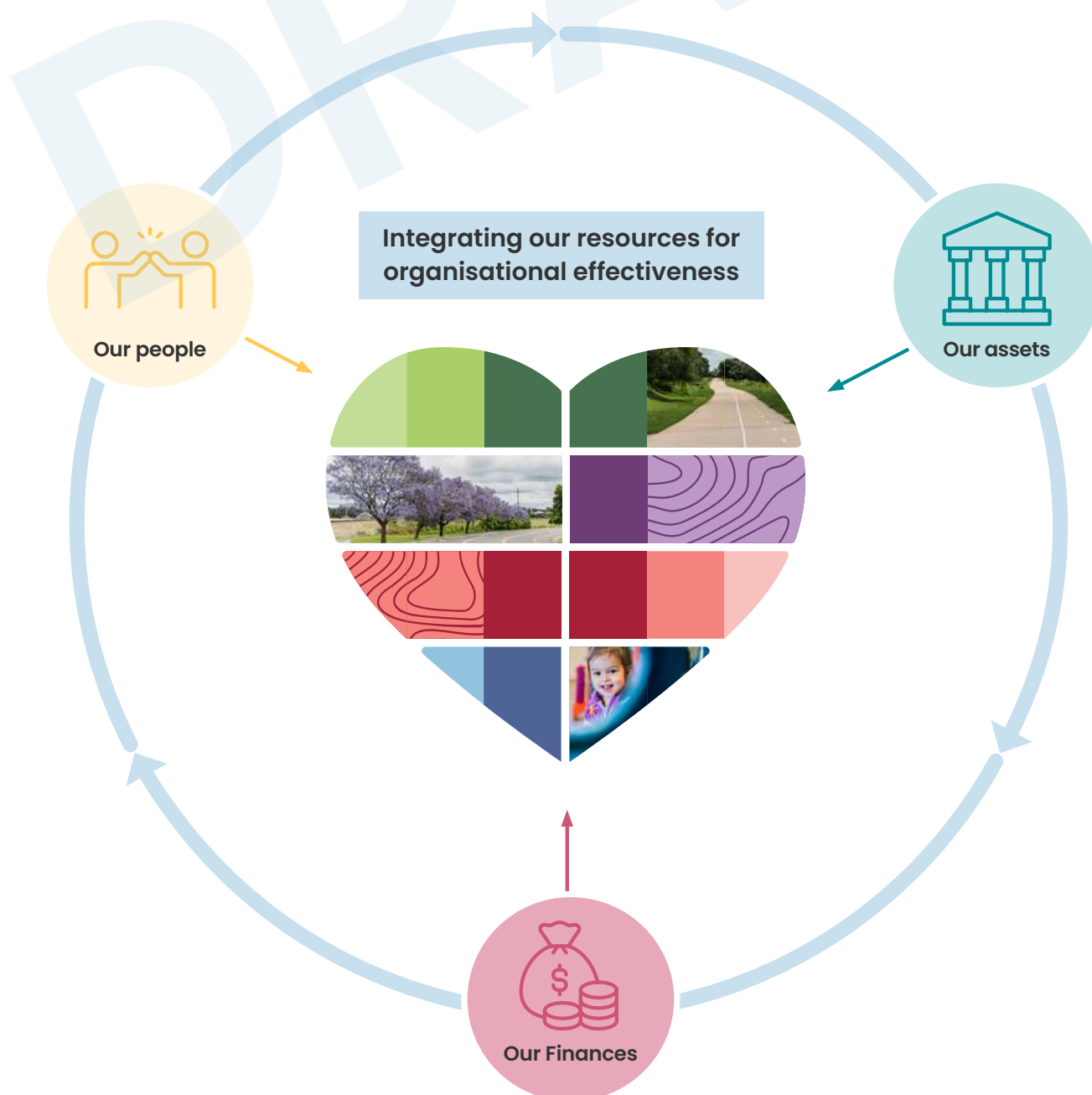
We'll achieve organisational effectiveness at MCC when our strategic frameworks - workforce, financial, and asset planning - are seamlessly integrated. Workforce planning is not an isolated process; it thrives when connected to broader strategies, ensuring resources align with our vision.

This approach enables us to attract and retain the right talent while optimising the potential of our people. By fostering a culture of empowerment, engagement, and continuous support, we equip our workforce to deliver the outcomes that matter most to our community.

When workforce planning is aligned with the *Long-Term Financial Plan*, asset planning and digital transformation plans, we create a more resilient,

adaptable, and high-performing council. This integrated approach allows us to make informed decisions to manage risks, optimise service delivery, and ensure sustainability in the face of evolving needs.

We have designed our *Workforce Management Strategy* with organisational effectiveness at its heart. Aligning workforce, financial, and asset strategies and leveraging efficiencies from technological advancements helps us build a council equipped to meet current and future challenges. Embracing innovation and digital transformation enables us to enhance productivity, streamline processes, and deliver long-term value to our community.



Workforce management objectives

These objectives form the foundation of our Workforce Management Strategy, guiding our efforts to nurture strong leadership, foster a collaborative culture, and support the ongoing development and engagement of our people. By equipping leaders, enhancing teamwork, and investing in growth, we ensure our workforce is prepared to deliver on Maitland’s priorities now and into the future.

EXCELLENCE IN LEADERSHIP
Equip our leaders with the skills and vision needed to drive meaningful change and foster innovation. Leading with integrity and effectively navigate complex challenges to contribute to the success and growth of Maitland.

- 1. **Defining leadership expectations:** develop a leadership framework that defines the skills, competencies, and behaviours required to lead effectively in a dynamic and evolving environment.
- 2. **Enhancing leadership capacity:** enhance leadership capability through ongoing professional development, mentoring, and training.

COLLABORATIVE ORGANISATION
Build a culture that listens and encourages empathy, understanding and willingness to help our customers and colleagues.

- 3. **Promoting open communication:** promote a culture of active listening and open communication across all levels of Maitland City Council.
- 4. **Strengthening cross-functional collaboration:** build strong cross-functional collaboration to encourage problem-solving and innovation.
- 5. **Enhancing diversity and inclusion:** enhance diversity and inclusion of our workforce to reflect the communities we serve.

DEVELOPMENT AND GROWTH OF OUR PEOPLE
Plan for our future workforce to ensure we have developed and engaged people to deliver on our community’s priorities. Put our people first and strive to create a positive employee experience.

- 6. **Enhance talent development:** enhance our talent attraction and development program to ensure employees have the skills to deliver our Community Strategic Plan and Delivery Program.
- 7. **Fostering continuous improvement:** foster a culture of continuous improvement and professional growth by providing regular feedback and development plans.
- 8. **Enhance employee engagement:** enhance employee engagement by creating a work environment that prioritises wellbeing.
- 9. **Aligning workforce planning with future needs:** ensure the organisation is future-ready by aligning workforce capabilities with evolving organisational needs and community priorities, ensuring the right people are in the right roles at the right time.



Workforce action plan

To build a workforce that is engaged, capable, and aligned with our strategic priorities, we have identified key challenges and opportunities based on our current workforce composition, future needs, and organisational priorities. We understand where we are now, our strengths, gaps, and areas for improvement and we have a clear vision of where we want to be.

This workforce action plan outlines our steps to bridge the gaps, ensuring we attract, develop, and retain the right talent. We will create a resilient, adaptable, and high-performing organisation delivering for our community through targeted initiatives, strategic workforce planning, and continuous improvement.

NO.	OBJECTIVE	ACTION	RESPONSIBILITY	25/26	26/27	27/28	28/29
Why: A strong framework will create a structured approach to develop and sustain effective leadership essential to the long-term success of MCC.							
1.	Develop a leadership framework that defines the skills, competencies, and behaviours required to lead effectively in a dynamic and evolving environment.	1.1	Expand the leadership and cultural change program to embed a high-performing culture across MCC, building on the success of the Executive Leadership Team. Focus on reinforcing constructive behaviours through Human Synergistics methodology.	People and Performance			
		1.2	Deliver mentorship and coaching programs for senior and emerging leaders, connecting them with experienced leadership coaches to accelerate growth and strengthen leadership capabilities.	People and Performance			
		1.3	Develop and implement programs for emerging leaders to enhance succession planning, build leadership pipelines, and improve talent retention within MCC.	People and Performance			
Why: Enhanced leadership capability will improve decision-making, employee engagement, innovation and growth, talent development and organisational development.							
2.	Enhance leadership capability through ongoing professional development, mentoring, and training.	2.1	Provide leadership pathways program for internal promotions and new employees to equip leaders with technical training and soft skills to be successful in their roles.	People and Performance			
		2.2	Continue leadership assessments and 360-degree feedback to identify areas for improvement and celebrate successes.	People and Performance			

NO.	OBJECTIVE	ACTION		RESPONSIBILITY	25/26	26/27	27/28	28/29
Why: Clear and engaging internal communication fosters a connected workforce, builds trust, and ensures staff feel heard, valued, and informed, leading to a more collaborative and effective organisation.								
3.	Provide a culture of active listening and open communication across all levels of Maitland City Council.	3.1	Strengthen the internal communication plan by incorporating insights from staff engagement and pulse survey feedback.	People and Performance				
		3.2	Conduct regular pulse surveys to track sentiment and inform continuous improvement.	People and Performance				
		3.3	Embed meaningful staff consultation in developing workplace policies to ensure relevance and alignment with organisational needs.	People and Performance				
		3.4	Use employee lifecycle feedback to drive measurable workplace improvements and enhance staff experience.	People and Performance				
Why: Strong cross-functional collaboration fosters diverse perspectives, leading to more effective problem-solving and innovative solutions that drive organisational success								
4.	Build strong cross-functional collaboration to encourage problem-solving and innovation.	4.1	Strengthen cross-functional teams and committees by providing targeted development opportunities that enhance collaboration, problem-solving, and innovation.	People and Performance				
		4.2	Facilitate staff exchanges and project-based collaboration across different teams and locations to build relationships, share knowledge, and improve service delivery.	People and Performance				
		4.3	Facilitate team building sessions across the organisation using psychometric assessment tools to ensure we celebrate differences within our teams and strengthen collaboration.	People and Performance				

NO.	OBJECTIVE	ACTION	RESPONSIBILITY	25/26	26/27	27/28	28/29
Why: A diverse workforce acknowledges the strengths of all employees and performs better due to the wide range of skills and experience it draws from.							
5.	Enhance diversity and inclusion of our workforce to reflect	5.1 Implement key people initiatives from the Disability Inclusion Action Plan to improve employment opportunities and experiences for people with disabilities.	People and Performance				
		5.2 Strengthen inclusive recruitment and talent attraction strategies to ensure a diverse workforce reflective of the community.	People and Performance				
		5.3 Provide targeted training for leaders and staff to build cultural awareness and disability confidence and support reconciliation efforts.	People and Performance				
Why: Ensures we have a skilled workforce capable of delivering on our vision and priorities to drive long-term success and community outcomes.							
6.	Enhance our talent attraction and development program to ensure employees have the skills to deliver our Community Strategic Plan and Delivery Program.	6.1 Develop our Employee Value Proposition (EVP) to enhance engagement, attraction and retention of talent.	People and Performance				
		6.2 Develop an employee recognition program.	People and Performance				
		6.3 Expand our Pathways Program by partnering with the University of Newcastle and through grant opportunities.	People and Performance				
		6.4 Enhance our Learning Management System to facilitate self-directed learning opportunities.	People and Performance				

NO.	OBJECTIVE	ACTION		RESPONSIBILITY	25/26	26/27	27/28	28/29
Why: Continuous improvement contributes to the high performance of teams and organisations.								
7.	Foster a culture of continuous improvement and professional growth by providing regular feedback and development plans	7.1	Review and refine the performance development framework to ensure it meets the needs of all employees.	People and Performance				
		7.2	Develop a rollout program of the 360-degree feedback tool throughout the organisation to enhance leadership effectiveness and satisfaction, including periodic re-evaluations.	People and Performance				
		7.3	Align 360-degree feedback with leadership development goals, embedding it within the broader performance and growth framework.	People and Performance				
Why: Investing in health, safety and wellbeing contributes to a healthier, happier and more productive workforce.								
8.	Enhance employee engagement by creating a work environment valuing employee health, safety, and wellbeing.	8.1	Review and enhance musculoskeletal programs to support employees proactively and reduce workplace injuries.	People and Performance				
		8.2	Establish a cross-functional Health and Wellbeing Committee to drive the promotion and implementation of our annual calendar of wellbeing initiatives.	People and Performance				
		8.3	Develop targeted programs and education to improve psychosocial wellbeing, fostering a mentally healthy workplace.	People and Performance				
		8.4	Review and improve our Employee Assistance Program to ensure initiatives support employee wellbeing.	People and Performance				

NO.	OBJECTIVE	ACTION	RESPONSIBILITY	25/26	26/27	27/28	28/29
Why: To future proof our workforce to keep pace with the challenges and opportunities in the face of stakeholder expectations.							
9.	Ensure the organisation is future-ready by aligning workforce capabilities with evolving organisational needs and community priorities, ensuring the right people are in the right roles at the right time.	9.1 Assess and enhance digital literacy across the organisation by identifying skill gaps and implementing targeted development programs.	People and Performance				
		9.2 Review and refine the competency progression framework to improve employee experience, create meaningful career pathways, and build future-ready skills.	People and Performance				
		9.3 Critically evaluate key vacancies to optimise service delivery and create internal career opportunities.	People and Performance				
		9.4 Strengthen annual organisation training plans by integrating insights from training needs analysis and performance development data to ensure workforce capability aligns with strategic priorities.	People and Performance				



Monitoring and evaluation

The following framework sets measurable targets and a structured review process to drive continuous improvement, ensuring our workforce remains adaptable, well-supported, and aligned with Maitland City Council’s long-term strategic priorities.

Performance reporting

CATEGORY	MEASURE	TARGET
Leadership excellence	Leadership effectiveness rating from staff surveys	≥80% of employees agree ELT leadership supports development and performance
	Completion rate of leadership development programs	90% of leaders complete at least one leadership development activity annually
Engagement	Employee engagement score from the Staff Survey	≥80% engagement rating
	Participation rate in key engagement initiatives (staff forums, team meetings)	85% participation rate across MCC
Wellbeing	Employee wellbeing score from the employee survey	≥65% of staff report positive wellbeing at work
	Use of employee assistance programs and wellbeing initiatives	10% year-on-year increase in program uptake
Capability and skills development	Percentage of staff completing at least one performance development activity per year	90% participation in training and development
	Skill progression based on capability assessments	75% of eligible staff show improved skill levels in key areas
Futureproofing and workforce planning	Percentage of identified critical roles with succession plans in place	100% of key roles have a succession plan
	Performance Development Plan in place	80% of employees have a performance development plan in place
	Workforce adaptability score (measured through staff survey questions)	≥80% of staff report confidence in adapting to new roles, technology, and ways of working
Skills gaps and talent pipeline	Identified skills gaps in key service areas	Year-on-year reduction in critical skills gaps
	Internal vs. external recruitment for specialist and leadership roles	≥50% of specialist/leadership roles filled internally on merit
Retention and performance	Retention rate of high-performing staff	≥85% annual retention of top talent
	Completion of two development conversations per year	90% of employees complete two structured development discussions annually
Diversity, inclusion and belonging	Aim for workforce diversity to reflect the Maitland community’s demographics	7.5% Aboriginal and Torres Strait Islander, 13.1% culturally and linguistically diverse
	Increase employment of people with disabilities to represent our community	6.7% of the workforce by 2029
	Deliver cultural competency and unconscious bias training to managers and HR team	100% of managers and HR team by 2029
Efficiency dividend	Maintain a controlled vacancy rate of around 2%, ensuring a sustainable balance between financial prudence and workforce capacity.	2% vacancy dividend

Review schedule

REVIEW TIMING	ACTIVITIES	OUTCOME
Annual review: assess workforce trends, leadership impact, and skills development progress Annual Report Report to: Executive Leadership Team (ELT), Governance and Risk Internal Panel (GRIP), Audit, Risk, Improvement Committee (ARIC), Consultative Committee	Analyse engagement, wellbeing, and leadership effectiveness data Review internal promotions, succession plans, and skills gap reports Evaluate the impact of professional development programs	Adjust leadership strategies, training initiatives, and talent retention programs
Quarterly monitoring: track key workforce KPIs for real-time issue identification Quarterly Progress Report Report to: ELT, People and Performance Director Quarterly dashboards Report to: Department Managers	Monitor engagement, leadership, and professional development participation Report on emerging workforce risks and variances from targets	Enable proactive intervention in workforce challenges
4-Year comprehensive review: align service asset performance with strategic priorities and future service needs. Resourcing Maitland’s Future strategy Report to: ELT, Councillor, Community	Conduct a full workforce capability review Reassess long-term workforce planning and budget forecasts Adjust strategies based on emerging workforce trends and service demands	Update the <i>Workforce Management Strategy</i> to support future service delivery

Glossary

ARIC: Audit, Risk and Improvement Committee.

Asset Management Strategy: A comprehensive plan outlining the approach to managing our assets, ensuring alignment with the overall priorities and financial strategies for Maitland City Council.

CAPACITY: Our ability to provide adequate resources, including people and physical assets, to meet service delivery demands.

CAPABILITY: The skills, knowledge, and experience that the workforce possesses, enabling them to deliver high-quality services and adapt to new challenges.

COMMUNITY ENGAGEMENT: The process of involving the community in decision-making, planning, and feedback to ensure our services align with their needs and expectations.

COMMUNITY PRIORITIES: The needs and goals the community identifies to guide decision-making and service delivery. These include infrastructure, services, and other resources that support the quality of life for residents.

ELT: Executive Leadership Team.

EMPLOYEE ENGAGEMENT: The emotional commitment employees have to their workplace, which influences their motivation, productivity, and overall job satisfaction.

EMPLOYEE WELLBEING: The physical, mental, and emotional health of employees, which impacts their performance, engagement, and retention.

ENTERPRISE RESOURCE MANAGEMENT (ERM): Refers to the systematic process of planning, allocating, and managing Maitland City Council's resources, such as people, finances, technology, and physical assets, across various projects and operations.

EVOLVING COMMUNITY EXPECTATIONS: The changing needs and demands of the community may influence the planning and delivery of services, requiring flexibility and adaptability in our strategies.

FINANCIAL SUSTAINABILITY: The ability of Maitland City Council to generate sufficient revenue to meet its ongoing obligations and investments without relying on unsustainable borrowing or depleting reserves.

FTE: Full-time equivalent employee.

GRIP: Governance Risk Internal Panel.

INTEGRATED PLANNING AND REPORTING (IPR): The legislated framework of requirements for councils to plan, document and report on their future and progress.

LONG-TERM FINANCIAL PLAN (LTFP): A financial strategy outlining how we will allocate resources to support the delivery of services, maintain infrastructure, and invest in future growth over 10-years.

MAINTENANCE: The routine work required to keep assets in a serviceable condition, including repairs and updates to certify that they continue to meet performance standards.

MAITLAND'S FUTURE: This is our integrated Community Strategic Plan, which provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community.

OBJECTIVE: A specific and measurable outcome that supports the achievement of a priority, providing clear direction for actions and initiatives.

PRIORITY: A key area of importance within a focus area that defines what needs to be addressed to drive progress and deliver meaningful outcome.

RAPID GROWTH: The fast increase in population, infrastructure demands, and service requirements are challenging Maitland City Council to scale and deliver effectively.

RESOURCE ALLOCATION: The process of distributing available resources, such as financial capital, workforce, and physical assets, in a way that supports our priorities.

RISK MANAGEMENT: A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

SERVICE LEVEL EXPECTATIONS: The minimum standards and performance targets for the delivery of services set by the community and Council leadership, ensuring consistency and quality.

SKILL GAPS: The discrepancy between the skills currently available within the workforce and the skills required to meet current or future demands, often addressed through training and development programs.

SUCCESSION PLANNING: A strategy for identifying and developing new leaders and key employees to ensure an organisation has the necessary talent for future leadership roles.

SUSTAINABILITY: The ability to meet current needs without compromising the ability of future generations to meet their own needs, especially in the context of financial, environmental, and social factors.

TARGET: A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to improve performance continually.

WE/OUR/US: Refers collectively to the community of Maitland and Maitland City Council.

WORKFORCE MANAGEMENT STRATEGY: A comprehensive plan for attracting, developing, and retaining a skilled workforce to meet current and future needs, aligning workforce capacity and capability with community priorities.

WORKFORCE PLANNING: The process of identifying the skills, capabilities, and resources needed within the workforce to meet service demands, now and in the future. This includes addressing challenges like talent attraction, retention, and skill development.

WORKPLACE CULTURE: The shared values, behaviours, and practices shaping the work environment, influencing employee engagement, satisfaction, and overall performance.

Maitland: Local Government Area (LGA)
Maitland City Council (MCC): Organisation
Council: Elected body



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CITY COUNCIL