



WORKFORCE MANAGEMENT STRATEGY 2024/25 - 2027/28



Acknowledgement of Country

Woollahra Council acknowledges the Gadigal and Birrabirragal people who are the traditional custodians of this land and pay our respects to Elders past, present and emerging.



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Cover image: Staff volunteers planting trees at Cooper Park

Council arborists on site

Introduction

Why do we need a Workforce Management Strategy?

Our Strategy details how we intend to build and support our people, culture and skills at Woollahra over the next four years. It identifies what we will do to keep a capable, high performing, customer focussed and fit for purpose workforce that provide services which deliver the best possible value for residents and ratepayers.

Put simply, our Workforce Management Strategy describes the actions that we will take to ensure we have the right people, culture and skills to deliver Council’s Delivery Program and the objectives of the Community Strategic Plan.

Developing our Strategy

The key elements to developing the strategy involved analysis of internal and external environments, workforce profiling and analysis, internal engagement, forecasting and the development of strategic actions and responses.

Consultation with our internal departments through workforce planning and with all staff through our employee engagement survey has provided recommendations and information about specific people issues and priorities which have informed the development of this Workforce Management Strategy.

Key stakeholders across our organisation are also consulted including our Consultative Committee. Externally, the Workforce Management Strategy is informed by trends emerging in the state and



Civil Operations staff at our Alexandria Depot

national economy, changes in legislation and industry developments.

Our Vision and Values

Our organisational vision and values underpin our culture and drive our performance:

Our Vision

A thriving, inclusive, sustainable and resilient community that will benefit future generations.

Our Values

Woollahra Council values
Respect
Open
Accountable
Responsive
Excellence

Outcomes and Objectives

The Workforce Management Strategy provides a set of strategies for developing our workforce over the next four years to deliver services to our community efficiently, effectively and safely.

The objectives of our Workforce Management Strategy are:

1. Our workforce is skilled, outcome focused and delivers valuable services to our community.
2. Council has an attractive employer brand, clearly and consistently communicating the council's vision, values, and employee value proposition.



Watsons Bay Library staff

To deliver on our objectives we need a workforce that is supported with:

1. A strong Employee Value Proposition (EVP) that attracts and retains our capable and high performing workforce.

This is the promise we make in return for our employees' commitment. This is the sum of all the benefits, recognition and rewards employees receive from Woollahra Council. It supports our culture and what we stand for as an employer of choice.

2. Workplace Health & Safety including mental health, resilience and wellbeing.

Our work environment is physical, psychological and social and we build awareness and safety in all environments.

3. Meaningful pathways and performance feedback.

All employees of all abilities and backgrounds are supported with learning, technology and experiences to try new things, so they can develop as a person while enhancing the capacity of the organisation.

4. Organisational culture of Respect, Openness, Accountability, Responsiveness and Excellence.

We share common goals and a vision of Council's success. We work together while communicating honestly and maintaining accountability for delivery.

5. Technology and process improvements, including modernising our tools and systems.

We will modernise our tools and systems to support our employees to give the best of themselves whilst enhancing the customer experience of our services.

Our workforce snapshot



1. Each individual person counts as one employee whether their appointment is full time or part time. The number of employees is referred to as the 'Headcount' within this document.

2. Based on the number of hours considered full time employment. This takes into consideration that some of the 470 staff employed are on a part time basis.

3. Senior leader roles are identified on page 7.

4. Gender statistics excludes casuals and labour hire staff.

5. CY 2023 result.

6. FY2022-23 result.

Note: Statistics are quoted as at March 2024 unless indicated.

Our workforce

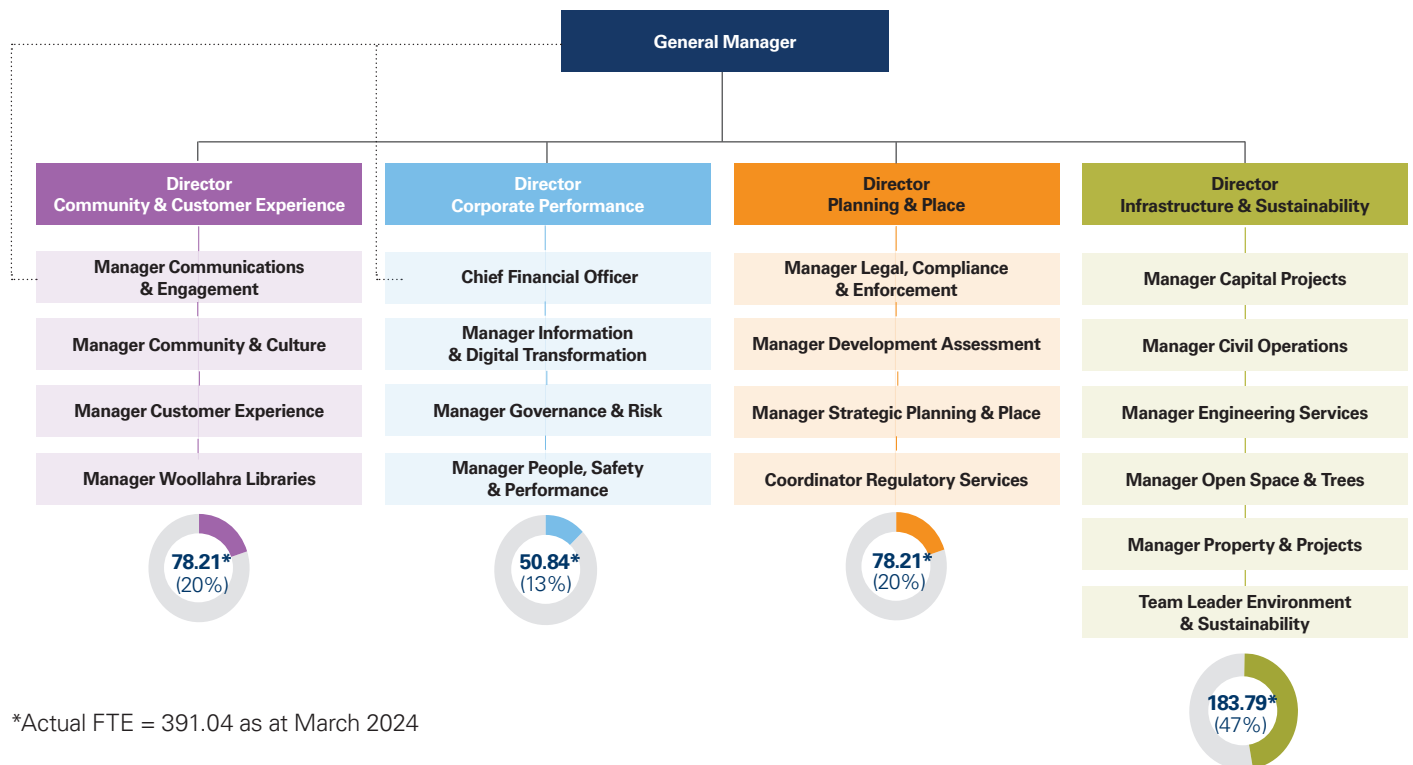
We employ over 470 employees to deliver 46 different services structured under 4 Divisions which report to the General Manager:

- Community & Customer Experience
- Corporate Performance
- Infrastructure & Sustainability
- Planning & Place.

Whilst we have a headcount of 470 workers, many of our staff are employed in a part time or casual capacity.

For this reason, we also report the number of Actual Full-Time Equivalent (FTE) staff, which captures the size of the workforce and is the basis for our annual budget for Employee Costs. The Actual FTE was 391.04 as at March 2024.

2024 Organisation Chart (Senior staff level)



Workforce demographics

Our workforce demographics describe the personal characteristics of our staff. For this reason they are reported by headcount (i.e. everyone employed in our workforce), rather than by Actual FTE unless indicated.

Workforce Age

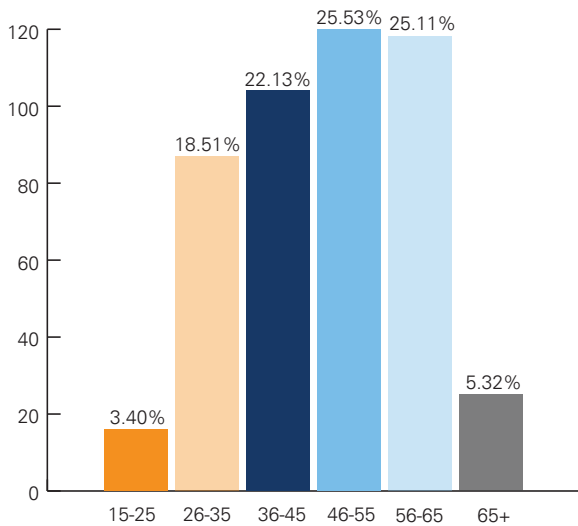
The age of Council employees ranges from 22 to 77 years, with the youngest Council employees being more likely to be employed on a casual or temporary basis. The average age of Woollahra Council’s workforce increased slightly from 46 in 2022 to 47 years as at March 2024. The average age of a permanent employee was 48, compared with 45 for a casual worker and 39 for a temporary employee.

Age (Years)	# of Staff ¹ (Headcount)	% of Total (Headcount)	Median ²
15-25	16	3.40%	4.55%
26-35	87	18.51%	17.39%
36-45	104	22.13%	23.49%
46-55	120	25.53%	25.97%
56-65	118	25.11%	21.99%
65+	25	5.32%	4.55%
Total	470	100.00%	

1. As at March 2024

2. Median as vs Local Government Management Solutions Urban Medium 2022-2023 benchmark (14 NSW councils)

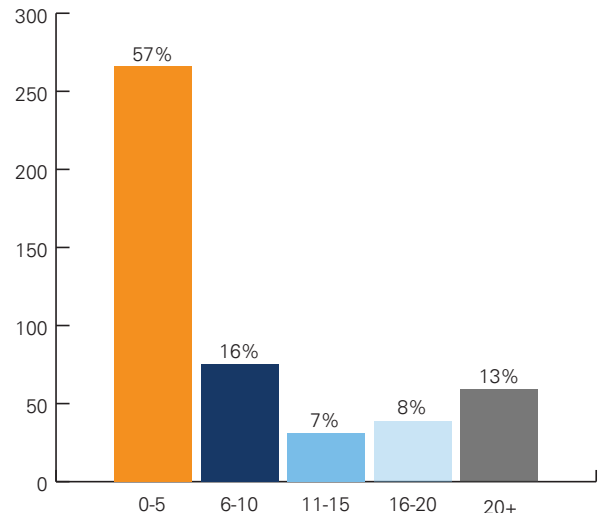
Age (Headcount)



Workforce Tenure

Length of service is directly correlated with age at Woollahra Council. Employees aged between 56 and 77 averaged 14 years of service, while those aged between 36 and 55 years had an average of 7 years of service. Those aged under 35 averaged 2 years of service.

Length of Service (Years)

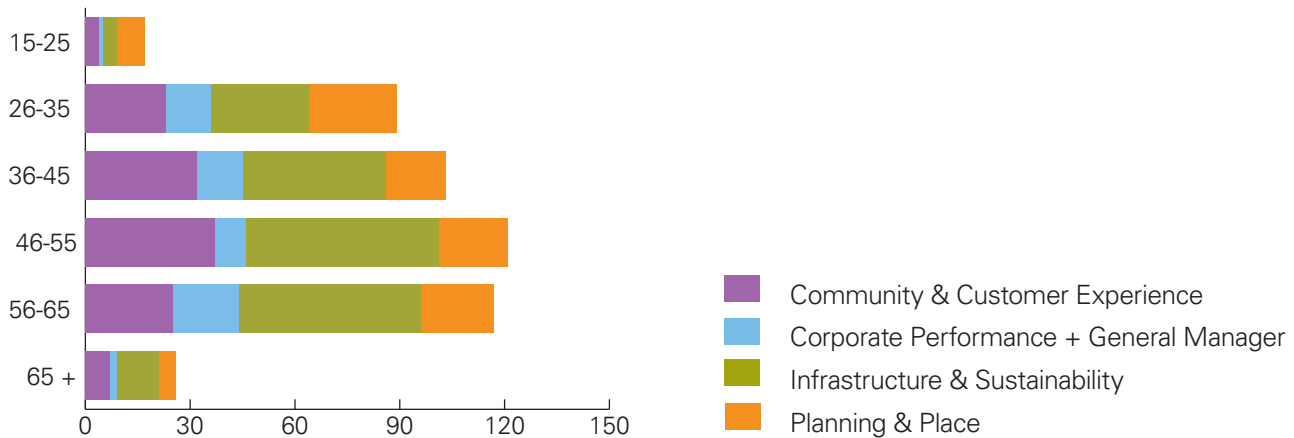


Aging workforce

Changing social and economic factors continue to shape our workforce. Current financial climate and rising household debt can have impacts on retirement decisions. We are experiencing a trend in retention of staff particularly in operational positions with significant manual labour involved.

Safety and wellbeing issues need to be accommodated through job design and other strategies including phased retirement, our health and wellbeing program, financial advice program and a strong workplace health and safety culture.

Age (Headcount) by Division



Age (Years)	Community & Customer Experience		Corporate Performance + General Manager		Infrastructure & Sustainability		Planning & Place		Grand Total	
	# of Staff	% of Total	# of Staff	% of Total	# of Staff	% of Total	# of Staff	% of Total	# of Staff	% of Total
15-25	4	3%	0	0%	4	2%	8	8%	16	3%
26-35	20	16%	12	21%	28	15%	27	28%	87	19%
36-45	32	26%	14	25%	41	21%	17	18%	104	22%
46-55	37	29%	9	16%	54	28%	20	21%	120	26%
56-65	25	20%	19	34%	54	28%	20	21%	118	25%
65 +	7	6%	2	4%	11	6%	5	5%	25	5%
Total	125	26%	56	12%	192	41%	97	21%	470	100%

As at March 2024.

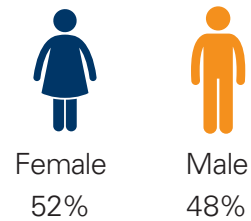
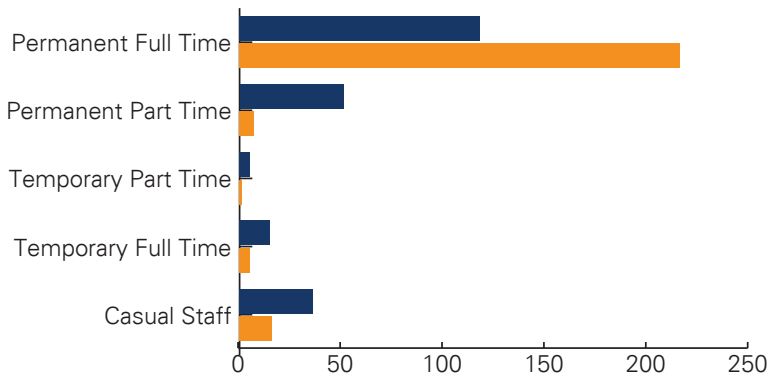
Gender

Council’s workforce comprises 52% female and 48% male staff. Whilst this is Council’s overall gender mix, the proportion of females employed in the Community and Customer Experience division is 85% (mostly across the Library, Preschool and Community and Culture), with the proportion of males working in the Infrastructure and Sustainability division (i.e. in outdoor operational roles) being 80%.



Staff at Cooper Park

Employment Type by Gender



Employment Type	# of Staff ¹ (Headcount)	% of Total (Headcount)	# Female	# Male	% Female	% Male
Permanent Full Time	334	71%	118	216	35%	65%
Permanent Part Time	58	12%	51	7	88%	12%
Temporary Part Time	6	1%	5	1	83%	17%
Temporary Full Time	20	4%	15	5	75%	25%
Casual Staff	52	11%	36	16	69%	31%
Total	470	100%	225	245	52%	48%

1. As at March 2024

Employment

The majority of workers who work less than a standard 35 or 38 hour week are female. Women accounted for 88% of our part time employees and 69% of casuals. The number of women in part time, casual or temporary employment has steadily increased from 21% in 2021-22 to 23% as at 31 March 2024.

The post pandemic trends are continuing with flexible work arrangements being a key factor in attracting and retaining staff. We are seeing the following:

- More women have entered the workforce
- Older workers have tended to remain in the workforce
- More flexible working arrangements have enabled people to better balance their work with their caring responsibilities.

These trends will have implications for the culture and diversity of our workforce.

Division	% Females in Division	% Males in Division
Community & Customer Experience	85%	15%
Corporate Performance + General Manager	56%	44%
Infrastructure & Sustainability	20%	80%
Planning & Place	51%	49%
Total	52%	48%

1. As at March 2024



Open Space staff member on site

Employment Type	Total ¹	Median ²
Permanent (Full Time and Part Time)	392	380
Fixed-Term (Temporary Contract Full and Part Time)	26	23
Casual and Labour Hire Staff	52 11.06%	n/a 17.11%

1. As at March 2024

2. Median as vs Local Government Management Solutions Urban Medium 2022-2023 benchmark (14 NSW councils)

Attracting and retaining talent

The recent labour market has seen robust competition for skills and experience that are typically in demand across our sector. We have seen increasing competition for construction and trades staff, horticulturists, engineers and building and compliance officers.

The cost of living in the Eastern Suburbs sees a large portion of our workforce commute to work, with only 8% of our staff living in the municipality.

To meet the challenges of recruitment and retention we need to implement strategies to differentiate ourselves from competitors with a genuine Employee Value Proposition (EVP) which offers fair and competitive salaries and benefits, generous learning and development, leadership and an appealing workplace culture. We also need to invest more time on internal mentoring and succession planning to share skills and knowledge across the organisation.



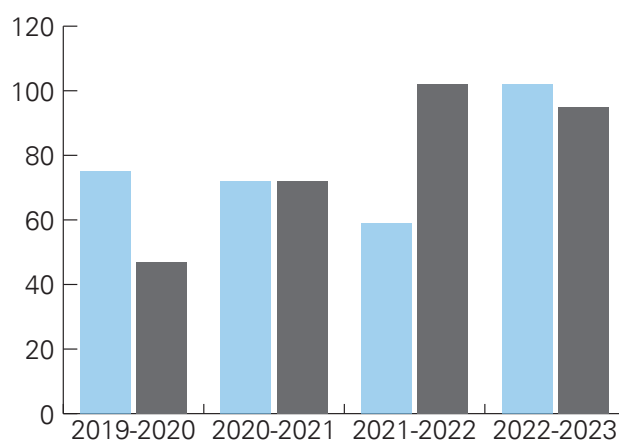
Development Assessment staff

Year	New Starters	Leavers
2019-2020	75	47
2020-2021	72	72
2021-2022	59	102
2022-2023	102	95

Voluntary Turnover 2022-23

Year	Voluntary Staff Turnover	Median ¹
2022-2023	12.80%	14.86%

1. Median as vs Local Government NSW benchmarking survey 2022-2023 benchmark (All urban NSW councils)



New Starters

Leavers

Resourcing our workforce

Priority areas of investment over the next 4 years include:

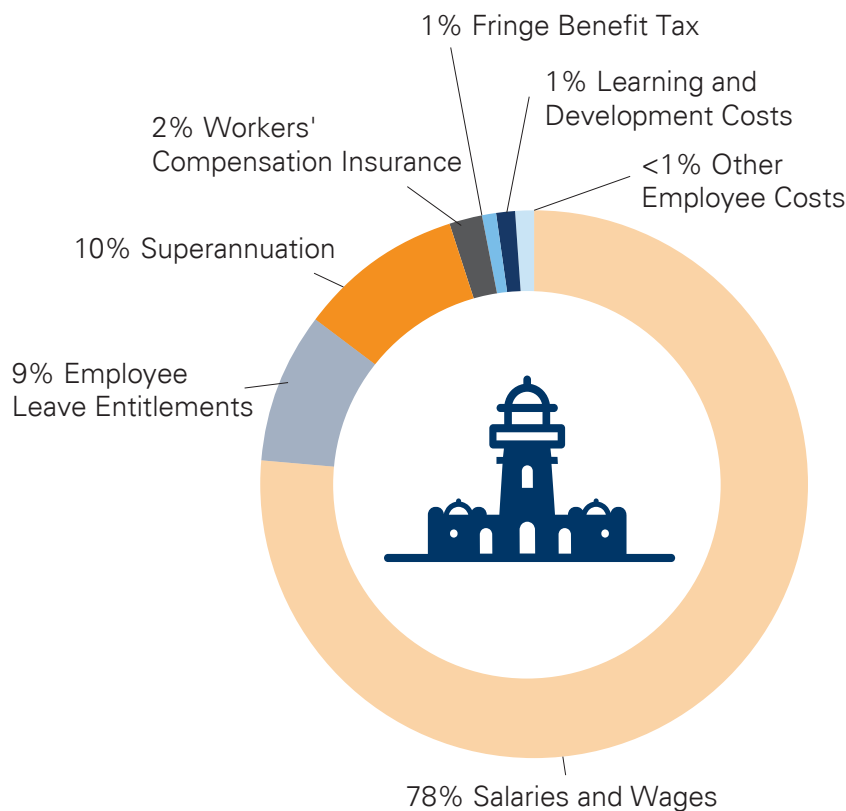
- Leadership development including for our aspiring leaders
- “Growing our own” to support our employees’ continuous development and career goals
- Workplace safety and wellness initiatives to strengthen our staff wellbeing
- Strengthening our performance management framework and capabilities
- Succession planning to ensure Council has the resources required for continued service delivery.

In financial year 2022-2023 Council’s voluntary turnover was 12.8% in comparison to 14.86% median voluntary turnover across urban councils in NSW.

We recruit, train and support our workforce to have the right skills to meet changing community needs.

Council develops its annual budget as part of its Operating Plan which sets out the projects and activities Council will undertake in that year. Council’s budget for 2024-25 includes \$53.22m in total Employee (Resourcing) Costs. A breakdown of these is detailed below:

Resourcing in 2024/25



Our Employee Value Proposition

We believe that our people are our greatest asset and we foster personal and professional growth for our staff.

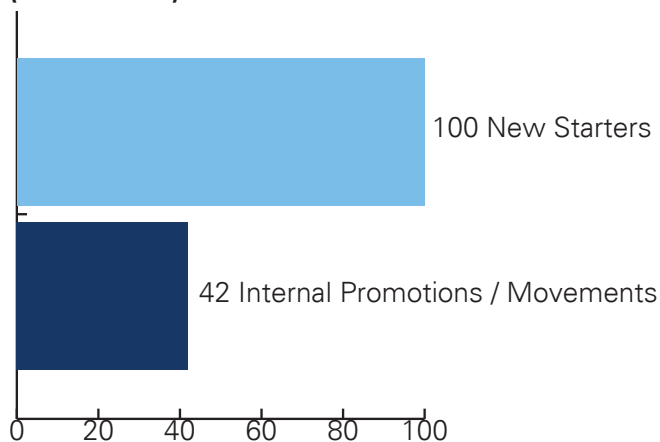
We provide:

- fair and competitive pay and benefits,
- strong leadership, and
- ample learning opportunities.

Through our staff survey we know that we have a strong culture and our employees feel empowered. We pride ourselves on our engaged and dedicated workforce.

We invest in our staff. Our commitment to growing our own and preparing them for a new career is illustrated by the proportion of our people who were promoted – whether it was a step up, being the best candidate for a permanent role or moving into a new exciting opportunity in a different department.

Opportunities filled in 2023 (30% Internal)



But what truly sets us apart is the people we work with and the sense of comradery that surrounds us.



Preschool staff celebrating at our annual staff awards



Civil Operations staff on a street sweeping shift

Values

We are creating a high performing culture by using these constructive behaviours which align with our Values:

- **Respect:** People are at the heart of everything we do. Communicate with honesty and display empathy. Treat others as you would like to be treated
- **Open:** Be open minded and clear in your communications; be accessible to the community; explain the process as well as the outcome and be transparent in all your dealings.
- **Accountable:** Take responsibility for your actions. Own your mistakes and don't pass the buck. Follow through on what you say you are going to do.
- **Responsive:** Always close the loop in a timely and productive way, even if you don't have all answers. Be helpful at all times and anticipate the needs of residents upfront.
- **Excellence:** Strive to be the best at what you do; care about quality and outcomes at every step of the way. Work at the forefront of continuous improvements in service delivery for our community.



Our Council values



Civil Operations staff providing assistance at recycling event

Diversity and inclusion

Woollahra Council is committed to promoting a diverse and inclusive environment for our staff and its community. To achieve this we require a workforce that reflects the community we serve and workplaces that empower every person to be their best.

This Workforce Management Strategy is underpinned by our commitment to continue to develop a workplace culture that fosters respect, inclusiveness, promotes diversity and embraces the unique skills and qualities of all our people.

Having a diverse and inclusive workplace is one of our business imperatives; therefore, all staff play a role in achieving this. We will do this by fostering understanding, by reviewing our policy and processes to ensure we promote inclusion and to the best of our ability, we will remove inhibitors to participation in our workplace.

Workforce diversity data is a known gap in respect to some information including ethnicity and gender identity. We plan to address this by capturing this data in an optional workplace census survey to be undertaken in 2026.

Equal Employment Opportunity (EEO) is the absence of bullying, harassment and discrimination in the workplace. Council is committed to ensuring our workplace is free of bullying, discrimination and harassment and providing a positive working environment which encourages good working relationships between all employees.



Staff celebrating National Reconciliation Week 2024

Council has a separate EEO Plan which forms part of the overall approach in building and sustaining the Workforce Management Strategy. Its objectives aim to achieve:

- A diverse and skilled workforce
- A workplace culture displaying fair workplace practices and behaviours
- Improved employment access and participation by EEO groups.
- Council's commitment to promoting and sustaining a workforce which reflects the practical application of the highest ideals of diversity and inclusion is reflected in the establishment of the Disability Inclusion Action Plan and the Reconciliation Action Plan in 2022. These plans will impact on the development of our workplace.

Engagement

We periodically survey all staff to identify areas where we can do better as an employer and focus our efforts. The last survey held in July 2022 showed that staff's overall engagement was 76% which is 4% higher than the previous survey.

The survey also identified some key areas where staff wanted Council to focus on improving: Leadership, Recognition, Performance Feedback, Career Opportunities, Cross Unit Cooperation, Process and Technology.

We listened and have commenced significant work in two of these areas with further work planned for all areas as part of this Workforce Management Strategy.

Commencing in 2022 we focussed on building our leadership capabilities by investing in training for our staff with 70 staff completing a leadership program. Rollout of this program will continue into 2024/25 with the introduction of an Aspiring Leaders program.

47% of respondents to the 2022 survey outlined that we need to make more of an effort to recognise staff and celebrate successes. In 2023 we relaunched our refreshed Reward and Recognition program with a new peer to peer values driven reward program called "Thanks, you made my day". In November 2023 we held our first Council wide rewards and recognition event at Randwick Racecourse with 300 people attending.

Following the event, a feedback survey was sent to all staff. Overall, the feedback on the event and revamped framework has been very positive. 76% of respondents to the survey outlined that they feel that



**THANK YOU
FOR A
GREAT JOB.**
You made my day.

Our peer to peer recognition cards encourage all staff to celebrate success together.

Council celebrates success and they feel valued by the organisation.

The peer to peer recognition program has seen an impressive adoption rate. 45% of employees reported that they have sent a "Thanks, you made my day" card. Over 250 electronic Thanks, you made my day cards were sent since the launch of the initiative on top of the hard copy cards handed out.

Over the next four years we will take actions to improve Performance Feedback, Career Opportunities, Cross Unit Cooperation, Process and technology. These actions are detailed under Staff Voice and Consultation and within the Action Plan.

The next staff engagement survey will be undertaken in 2025.

Staff voice and consultation

The 2022 staff survey of all employees has shaped this Strategy. Below are improvement areas highlighted by staff through their survey responses which we will focus on through our Action Plan.

The full Action Plan is outlined from page 20.



Customer Experience staff receiving calls

Focus Area	Staff Feedback	Action
Career Opportunities	Ensure employees see our commitment to their development and progress.	1.1.5, 3.1.1, 3.3.1
	Ensure our staff are supported to take up development and progression opportunities.	1.1.3, 3.1.2, 3.4.1
Performance Feedback	Support our managers to provide regular feedback and conduct meaningful career planning and development discussions, with clear guidelines for improvement.	3.2.1
	Strengthen our processes to identify and improve poor performance in a timely, fair and effective manner.	3.2.2, 4.1.2
Cross-Unit Cooperation	Foster an environment of cooperation between different sections of the Council by creating simple and clear processes of information and knowledge sharing.	4.1.1, 4.2.2
	Instill a culture of helping and supporting other work units to achieve shared success.	4.3.1
Processes and Technology	Create opportunities for processes and procedures to be reviewed and challenged.	4.2.1, 5.1.2, 5.1.3
	Focus on developing more efficient ways to work with clear responsibilities and handovers.	5.1.1, 5.1.3
	Look to incorporate technology where it will help achieve this outcome.	5.1.1, 5.1.4, 5.2.1

Challenges

To deliver our 46 services, we need a workforce that has the skill and the will to provide great service and meet our community's needs. Global and local trends are contributing factors to the challenges we face.

Our trends, challenges and opportunities include:

Competition for skills and expertise	<p>The cost of living and lack of affordable housing in the Eastern Suburbs sees a large portion of our workforce commute long distances daily to our locations.</p> <p>Our diversity of services offer many opportunities for skill development, but the size of our organisation provides less pathways to senior roles.</p>
Skills shortages	<p>Increasingly hard to fill roles for Trades (mechanic, carpenter, plumber), Horticulturists, Development Assessment Engineers, Building and Compliance Officers.</p> <p>We need to invest more time in coaching and mentoring and develop succession plans to share skills and knowledge.</p>
Ageing workforce	<p>With 26 per cent of the workforce aged 60 years or older, Council is highly reliant on mature age workers. We value the commitment and experience our diverse workforce offers and need to create ways that we can support workers transition to retirement whilst capturing valuable knowledge.</p>
Technology	<p>We must consider that the way we deliver services today may not be the way we do so in 3-5 years' time, and prepare to support employees with automation and information to better help them do their job.</p> <p>A customer experience that is improved by new technology requires significant investment in IT infrastructure, software and training.</p>
Workplace Health & Safety	<p>The physical and mental health, resilience and wellbeing of our people is always a top priority.</p>
Politics	<p>The impact of cost-shifting from state and federal governments on available resources.</p> <p>We will maintain healthy industrial relations by working cooperatively with industrial organisations whilst ensuring responsible management.</p>

Action Plan

Priority 1: A strong Employee Value Proposition that attracts and retains our capable and high performing workforce.						
1.1	What: Promote council as an employer of choice providing the skills and pathways to facilitate lateral career opportunities.	Why: To attract and retain top talent by promoting our strong culture of supporting employee growth through continuous learning and development opportunities.				
#	Action	Who	24/25	25/26	26/27	27/28
1.1.1	Promote Council's Employee Value Proposition (EVP).	ELT	✓	✓	✓	✓
1.1.2	Review and update (as required) recruitment marketing material to enhance our EVP.	PS&P, Comms Team	✓			
1.1.3	Enhance our traineeships and entry level development to 'Grow our own'.	Managers, PS&P		✓	✓	✓
1.1.4	Develop relationships with schools, graduate programs and appropriate institutions to promote Council particularly for our most hard to fill roles.	PS&P, Managers			✓	
1.1.5	Provide development and training opportunities to support the professional growth of our aspiring leaders.	Managers, PS&P	✓	✓	✓	✓
1.2	What: New employees are supported with a structured induction plan and experience their first day, corporate induction and onboarding in a welcoming environment.	Why: To create an on-boarding experience that supports and retains our new recruits.				
#	Action	Who	24/25	25/26	26/27	27/28
1.2.1	Enhance our induction framework to strengthen department specific induction and onboarding.	PS&P	✓			
1.2.2	Implement department specific inductions.	Managers, Supervisors		✓	✓	✓
1.2.3	Implement a targeted Buddy framework for identified roles and pair new employees with a suitable staff member to support their induction.	PS&P, Managers		✓		
1.3	What: Employees who choose to leave have a positive, sincere and thorough exit experience.	Why: Creating a positive experience for exiting employees will encourage them to be brand advocates of Woollahra Council and provide us with meaningful feedback to help inform our retention strategies.				

#	Action	Who	24/25	25/26	26/27	27/28
1.3.1	Review exit interview format and questions to increase engagement in the process and use the information to inform our future actions/ strategies.	PS&P, Managers	✓			
1.4	What: Maintain our commitment to regularly assess the market so Council remains fair and competitive.	Why: To remain attractive to prospective employees and retain current staff by offering salaries and benefits that are fair and competitive in the market.				
#	Action	Who	24/25	25/26	26/27	27/28
1.4.1	Review the salary structure in line with the award and organisational needs.	PS&P	✓			
1.4.2	Maintain a rolling program of market comparison for salaries and benefits as required to meet department needs.	PS&P	✓	✓	✓	✓
1.5	What: Continue to prioritise offering flexible working arrangements where operationally viable.	Why: Offering flexibility where operationally viable not only aids in attracting top-tier candidates but also supports our employees in maintaining a healthy work-life balance.				
#	Action	Who	24/25	25/26	26/27	27/28
1.5.1	Remain aware of industry trends and ensure our Flexible Work Policy is contemporary by reviewing at least every 2 years.	PS&P		✓		✓
Priority 2:						
Workplace Health & Safety including mental health, resilience and wellbeing.						
2.1	What: Ensure organisational structure supports Delivery program.	Why: A review of the organisational structure to ensure the organisation is adequately resourced to deliver agreed services.				
#	Action	Who	24/25	25/26	26/27	27/28
2.1.1	Through Workforce Planning, review organisational structure and resourcing requirements.	ELT, Managers		✓		
2.2	What: Continuously review and improve our workplace wellness focusing on four pillars of wellbeing: <ul style="list-style-type: none"> • mental and emotional, • physical, • social and • financial wellbeing. 	Why: To enhance our culture of safety and to support our employees by prioritising their wellbeing.				

#	Action	Who	24/25	25/26	26/27	27/28
2.2.1	Develop and implement a Health and Wellbeing Strategy.	ELT, Managers, PS&P	✓	✓	✓	✓
2.2.2	Continue to offer and promote Council's flu vaccination program to staff.	Coord Health, Safety & Injury Management	✓	✓	✓	✓
2.2.3	Promote Fitness Passport.	PS&P	✓	✓	✓	✓
2.2.4	Increase support for staff who are planning their retirement to ensure a successful transition.	PS&P	✓	✓	✓	✓
2.2.5	Continue to promote and increase awareness of council's EAP program to support staff mental health and wellbeing.	PS&P	✓	✓	✓	✓
2.2.6	Staff overtime levels are monitored for wellbeing.	Managers	✓	✓	✓	✓
2.3	What: Provide a variety of responsive communication channels for staff to give voice to wellbeing or other concerns.	Why: Develop, inspire and motivate staff to increase their engagement with the organisation that will in turn contribute to improved wellbeing outcomes.				
#	Action	Who	24/25	25/26	26/27	27/28
2.3.1	Continue to provide staff with a variety of discussion forums to participate in including The Health & Wellbeing Group, Workplace Health & Safety Committee, Consultative Committee and the OFI Program.	PS&P, Health & Wellbeing Group, Consultative Committee, Managers	✓	✓	✓	✓
2.3.2	Regular updates and communication from the Wellness Hub (our wellbeing Newsletter) and relevant internal communications (e.g. Staff News, General Manager Messages).	HR Officer, Comm-unications	✓	✓	✓	✓
2.4	What: Deliver early intervention initiatives for physical injuries.	Why: Our Early Intervention program helps our staff with minor injuries and prevents their escalation into more serious issues.				
#	Action	Who	24/25	25/26	26/27	27/28
2.4.1	Continue to develop and promote the Early Intervention program for physical injuries.	Workers Compensation Advisor	✓	✓	✓	✓

2.4.2	Biennial audiometric testing delivered.	Coord Health, Safety & Injury Management		✓		✓
2.4.3	Delivery of periodic skin cancer checks for at risk roles.	Coord Health, Safety & Injury Management	✓	✓	✓	✓
2.5	What: Build resilience and improve our workplace wellness.	Why: To enhance our culture of safety and to support our employees by prioritising their wellbeing.				
#	Action	Who	24/25	25/26	26/27	27/28
2.5.1	Continue to deliver support and training to frontline community facing staff (e.g. conflict resolution; dealing with difficult customers) to build resilience and conflict resolution.	Learning & Development Advisor, Coord Health, Safety & Injury Management	✓	✓	✓	✓
2.5.2	Staff actively participate in Health Day assessments and October Safety month activities.	L&D Advisor, Coord Health, Safety & Injury Management Management / Staff	✓	✓	✓	✓
2.5.3	Undertake maturity assessments against the Safe Work of Australia Code of Practice for managing psychosocial hazards at work and implement action plans.	Coord Health, Safety & Injury Management		✓		✓
Priority 3: Meaningful pathways and performance feedback.						
3.1	What: Continue to develop our people to have the appropriate skills to deliver quality services and outcomes for the community.	Why: Our people are our greatest asset and by continuously investing in them we ensure that we grow and adapt, we increase employee engagement and we deliver the best service we can.				
#	Action	Who	24/25	25/26	26/27	27/28
3.1.1	Offer a fit for purpose training calendar that meets the needs of our diverse workforce.	L&D Advisor	✓	✓	✓	✓
3.1.2	Maintain a Learning Management System (LMS) that delivers innovative self-paced learning opportunities.	L&D Advisor	✓	✓	✓	✓

3.2	What: Provide our leaders and staff with opportunities for meaningful two way performance feedback to continuously develop and celebrate successes.	Why: We recognise the important role two way feedback plays in building strong relationships, enhancing performance, driving engagement and maintaining a positive culture.				
#	Action	Who	24/25	25/26	26/27	27/28
3.2.1	Develop resources and provide training to support people leaders and staff in having constructive performance-based discussions.	PS&P, Managers/ Supervisors	✓	✓	✓	✓
3.2.2	Review the Performance Management Framework.	PS&P, All Staff I&DT		✓		
3.3	What: Support our employees with opportunities for professional growth and career development.	Why: We want our people to succeed and achieve their career goals.				
#	Action	Who	24/25	25/26	26/27	27/28
3.3.1	Provide development opportunities for our staff including: <ul style="list-style-type: none"> acting in higher positions, accessing Council's study assistance program participating in secondment opportunities. 	L&D Advisor, Managers	✓	✓	✓	✓
3.4	What: Build upon the strengths of our leaders.	Why: Good leaders drive engagement and support our staff to deliver high performance.				
#	Action	Who	24/25	25/26	26/27	27/28
3.4.1	Continue to develop leadership skills across the organisation by providing leadership and personal development opportunities such as coaching, mentoring or professional development.	L&D Advisor	✓	✓	✓	✓
3.5	What: Improve succession planning.	Why: Succession planning strategies support business continuity and offer employees the chance to grow and develop.				
#	Action	Who	24/25	25/26	26/27	27/28
3.5.1	Develop bespoke succession plans to ensure Council has the resources required for continued service delivery.	PS&P, Managers		✓	✓	✓
3.5.2	Continue Council's process mapping initiative to capture corporate knowledge and support new and existing employees in undertaking their role.	PS&P, Managers	✓	✓	✓	✓
3.6	What: Develop strategies to ensure Council has the right people with the right skills at the right time to deliver services to the community.	Why: We need to identify and bridge gaps between current and future workforce requirements to support our staff and the delivery of operational objectives				
#	Action	Who	24/25	25/26	26/27	27/28
3.6.1	Undertake annual workforce planning with Managers.	PS&P, Managers	✓	✓	✓	✓

Priority 4: Organisational culture of Respect, Openness, Accountability, Responsiveness and Excellence.						
4.1	What: Foster a positive, supportive and values driven culture.	Why: A strong values based culture helps to ensure that all employees work together towards a common goal.				
#	Action	Who	24/25	25/26	26/27	27/28
4.1.1	Continue to promote council's values to embed the culture of teamwork and the sense of unity across the organisation.	All Staff	✓	✓	✓	✓
4.1.2	Improve capabilities in conflict resolution for supervisors to prevent escalation of issues.	PS&P, Managers	✓	✓	✓	✓
4.1.3	Promote our transparent, merit-based recruitment and selection to have shared vision to recruit the right people with the right attitude for our workplace.	All Staff	✓	✓	✓	✓
4.1.4	Undertake a workplace census to understand our diverse workforce and help inform our future strategies.	PS&P			✓	
4.1.5	Strengthen our culture of diversity and inclusion and review and adapt our policies as needed to remove roadblocks to participation in our workplace.	ELT, PS&P, Managers	✓	✓	✓	✓
4.2	What: Actively seek feedback from our staff to continuously improve what we do and how we do it.	Why: When employees feel listened to, they become more empowered and engaged.				
#	Action	Who	24/25	25/26	26/27	27/28
4.2.1	Undertake biennial engagement surveys to provide insights into areas of strength and identify opportunities for improvement.	PS&P, All Staff	✓		✓	
4.2.2	Develop and implement action plans in response to the biennial engagement survey outcomes.	All Managers	✓		✓	
4.3	What: Celebrate success at the individual, team and organisational levels.	Why: Achievement is recognised at all levels of the organisation so that everyone feels valued and motivated and their contributions are recognised.				
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#	Action	Who	24/25	25/26	26/27	27/28
4.3.1	Promote and monitor the Rewards and Recognition framework including our whole of Council end of year reward and recognition event.	PS&P, ELT, Managers	✓	✓	✓	✓

Priority 5: Technology and process improvements, including modernising our tools and systems.						
5.1	What: Focus on developing more efficient ways to work.	Why: Streamlined processes support efficient service delivery and an improved customer experience.				
#	Action	Who	24/25	25/26	26/27	27/28
5.1.1	Prioritised program of process mapping to identify opportunities for improvement.	Process Improvement Team	✓	✓	✓	✓
5.1.2	Continue to promote and improve Council's OFI program to give people a voice to drive positive changes in their workplace.	Process Improvement Team	✓	✓	✓	✓
5.1.3	Deliver the Service Review program and support implementation of recommendations.	Coordinator Strategy and Performance	✓	✓	✓	✓
5.1.4	Deliver a prioritised program of Customer Experience initiatives as per the adopted Customer Experience Strategy.	Customer Design Coordinator	✓	✓	✓	✓
5.2	What: Support the delivery of Council's Information & Communication Technology (ICT) Strategic Plan.	Why: Digital transformation will build a forward-thinking and modern organisation.				
#	Action	Who	24/25	25/26	26/27	27/28
5.2.1	Provide digital skills development opportunities for employees with the aim to build skills and abilities for today and for the future.	I&DT Team, L&D Advisor	✓	✓	✓	✓
5.2.2	Consider future role and technical skill requirements in workforce planning and as new roles are established and advertised.	Managers	✓	✓	✓	✓

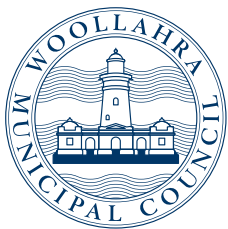
Measures

In addition to quarterly operational reporting to the Executive Leadership Team, progress will be reported in the biannual progress reports on the achievement of strategic outcomes in the Delivery Program and Operational Plan as below.

Priority	Measure	Baseline	Target
A strong Employee Value Proposition that attracts and retains our capable and high performing workforce.	Turnover	12.8% (2022/23 result)	Turnover less than 14.86% ¹
	Recruitment statistics		
Workplace Health & Safety including mental health, resilience and wellbeing.	Implementation of a Health and Wellbeing Strategy		Implemented
Meaningful pathways and performance feedback.	2027 staff satisfaction survey results	Career Opportunities (career planning) 35% (2022 result)	>35%
		Career Opportunities (developing skills needed for career progression) 46% (2022 result)	>46%
		Performance Feedback 47% (2022 result)	>47%
Organisational culture of Respect, Openness, Accountability, Responsiveness and Excellence.	2025 staff satisfaction survey results	76% staff engagement (2022 result)	>76%
Technology and process improvements, including modernising our tools and systems.	2027 staff satisfaction survey results	Technology Council makes good use of technology 46% (2022 result)	>46%
		Progress (Council is innovative) 45% (2022 result)	>45%

1. Median as vs Local Government NSW benchmarking survey 2022-2023 benchmark (All urban NSW councils)

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Adopted by Woollahra Council
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