

RESOURCING STRATEGY

WORKFORCE

2022 - 2026



SUTHERLANDS HIRING

At Sutherland Shire Council we do more than serve our community - we are our community.

We understand that our natural landscapes - the bays, beaches and bush - and our love of outdoor living gives us a unique energy that sets us apart from anywhere else.

This translates into an active community, and a living energy, that propels us forward.

To align our culture to our community, we are active, evolving, respectful and collaborative in everything we do. From having a can-do attitude, to embracing opportunity and change, being people-centred and working together as one.

That's why Sutherland Shire is a place for life; its vibrancy brings people to life and makes it a place they want to stay forever.

It's our role to enhance the spirit of our area and its people.

Prepared by
Sutherland Shire Council
June 2022

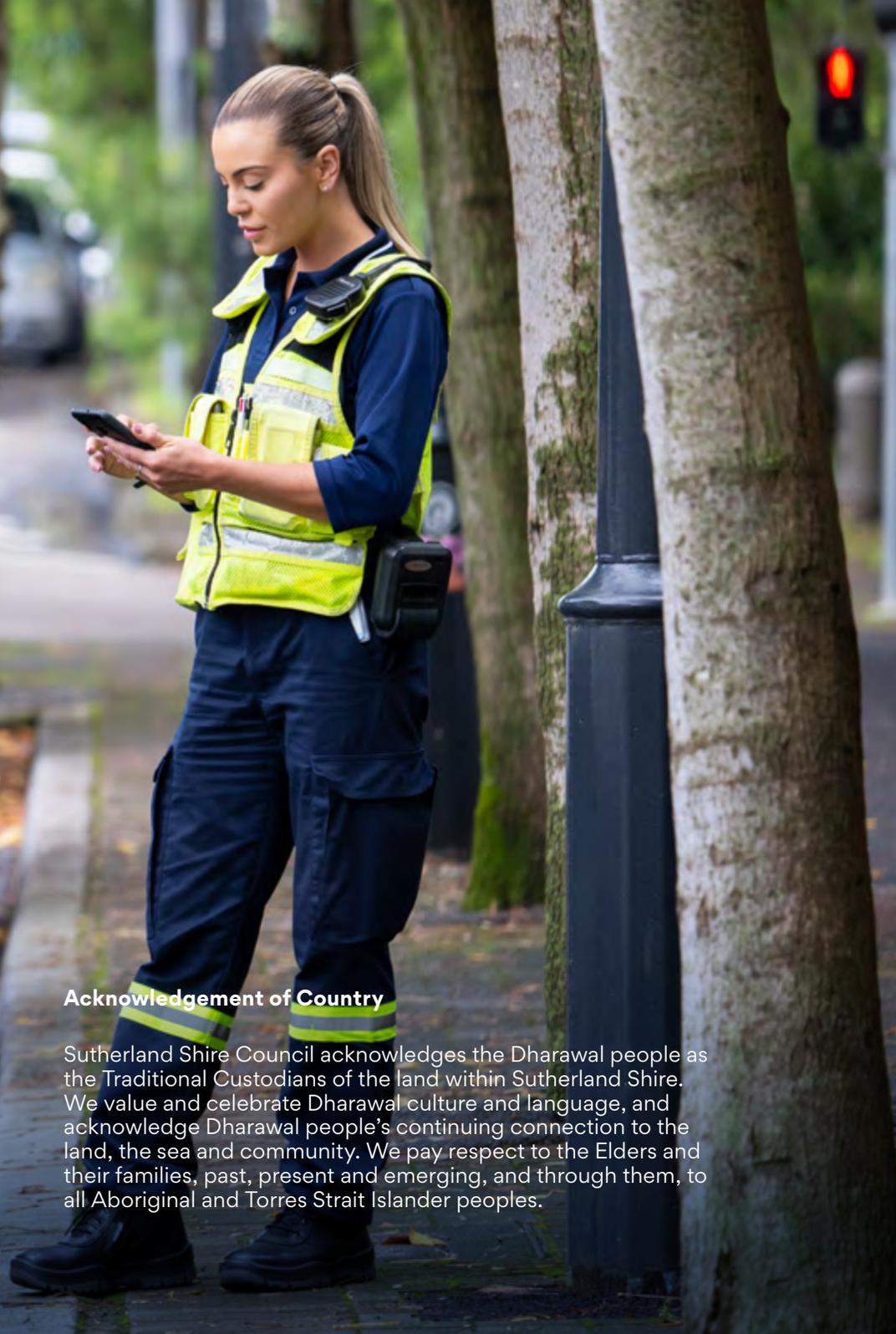
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Acknowledgement of Country

Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire. We value and celebrate Dharawal culture and language, and acknowledge Dharawal people's continuing connection to the land, the sea and community. We pay respect to the Elders and their families, past, present and emerging, and through them, to all Aboriginal and Torres Strait Islander peoples.

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INTRODUCTION





Our people are our greatest asset, and part of why Sutherland Shire is so special. Without them, we couldn't deliver the services and infrastructure our community value and expect.

Council's Workforce Strategy aims to identify current and predicted workforce challenges, the opportunities to address such challenges and the people required to deliver on our strategic direction and operational plans in a proactive way. Given the ongoing nature of change, this Workforce Strategy also looks at our ability to pivot where required.

Highlighting the current workforce profile, the Workforce Strategy enables us to build actions to attract, retain and develop a talented, productive, diverse and purpose-led values-aligned workforce. It addresses the key opportunities, challenges and solutions for us as a contemporary organisation to deliver on the Community Strategic Plan and our own Delivery Program.

“I feel like I am contributing to my local community in a positive and meaningful way”

Over the last two years, we've been challenged to quickly stand-up new technologies, processes and ways of working to enable our workforce to adapt through the disruption caused by the global pandemic. This has been a time of unprecedented change, with temporary service closures and workplace shutdowns, health impacts and ensuring an engaged and productive team through a constantly changing landscape. Our employees have had to respond effectively and demonstrate resilience and adaptability considering the impacts from the external environment.

Council commits more than \$100M in resourcing our workforce to ensure we can continue to build and maintain infrastructure assets and deliver highly valued services for our community.

This Workforce Strategy works alongside our other Resourcing Strategies – the Long-Term Financial Plan, Asset Management Plan and Information, Customer and Technology Strategy, to align the people and capabilities required to meet Council's objectives over the next four years.



OUR VALUES



Council is a values-based organisation. Our values have a heart statement and descriptors to bring our values to life, and have been incredibly important in recent times to provide a sense of belonging for our employees.

Collaborate

We are a united team. We work together to deliver great outcomes for our community.

- We are one team, and we work together towards common goals
- We actively seek out the ideas and contributions of others
- We communicate openly, speak thoughtfully, and listen carefully
- We are motivated, constructive and outcome focused

Achieve

We have a can-do attitude and deliver on our commitments. We pursue excellence and believe in making a positive contribution to our community.

- We are goal oriented and we deliver on our commitments
- We are proactive, involved and engaged
- We pursue a high standard of excellence across everything we do
- We recognise and celebrate success
- We are proud of the work we deliver for our community



PRINCIPLES

Underpinning the Workforce Strategy is a set of principles which help guide our actions over the next four years and beyond.



People Centred – Our people are at the heart of everything we do and central to our ability to deliver for our community. They are our biggest investment and most significant resource, and need to be at the centre of decision making.



Strategic and Planned – Our ability to create a solid foundation and plan for contingencies enables us to pivot and act on opportunities to maximise benefits for our people, organisation and community.



Strong partnerships – Our organisation thrives when we collaborate. Effective partnerships require respect for and engagement with our people and community. Our Workforce Strategy cannot be delivered without active partnerships with key stakeholders, and a focus on our people through a customer centric approach.



Agile and Evolving – Our organisation is purpose driven with diverse opportunities to attract and engage talented people. We will continue to invest in the employee experience, up to date policies, processes and tool sets, people-centred technology, engagement strategies, professional development, and contemporary ways of working.

Respect

We communicate openly, act with integrity and are inclusive.

- We act with integrity
- We are people centric, supportive and inclusive
- We appreciate our differences
- We value honesty and transparency
- We give and receive feedback with good intent
- We keep each other safe

Evolve

We look for opportunities and embrace change, championing new ideas, and celebrating solutions.

- We are independent, creative thinkers
- We are flexible and adaptable
- We are courageous and exercise sound judgement
- We are constantly changing and growing, learning and developing
- We are driven to deliver the best we can for our community

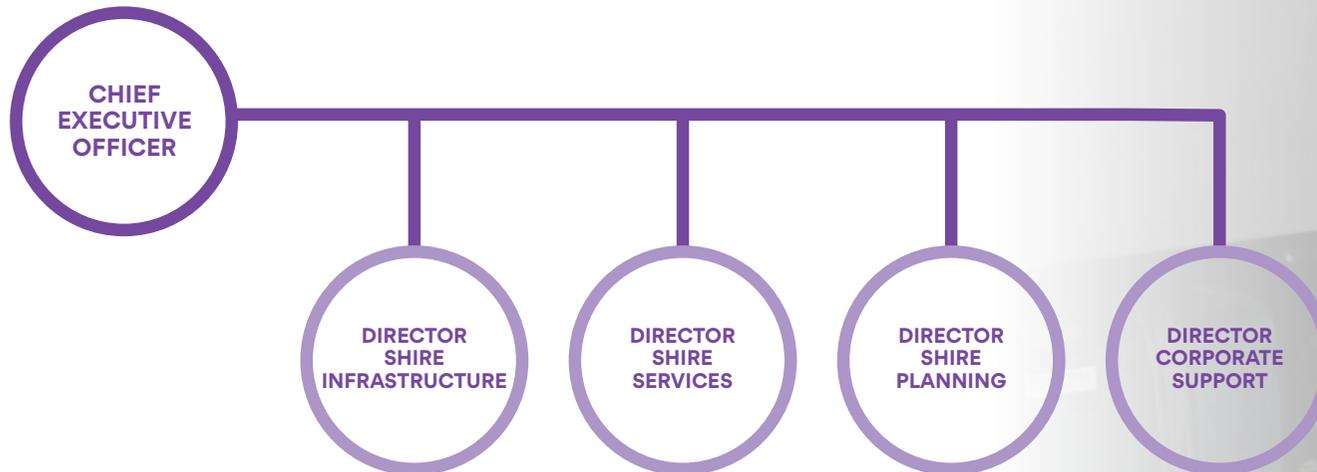
CONTEXT

OUR ORGANISATION

We employ 1,428 people working in 50 service plan areas with 300 delivery streams across our four directorates:

- Shire Services
- Shire Infrastructure
- Shire Planning
- Corporate Support

The diversity of service streams at Council presents both challenges and opportunities. Diverse skills, experience and vocations enables us to deliver the array of services, infrastructure and initiatives for the benefit of the community, while at the same time requiring a strong culture, leadership, professional expertise and technology to enable harmonisation of workforce complexity.





OUR PEOPLE

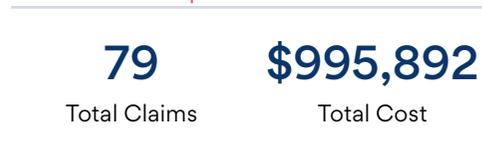
Our diversity is represented in the composition of our workforce, which includes the following key characteristics.



Workplace Safety



Workers Compensation



Our workforce data and stakeholder engagement have provided information on the challenges we face and the focus areas aimed at solving such challenges. Each focus area has identified actions which will be delivered over the four years of this strategy.





“Supportive culture within the business unit and flexible working conditions”

Workforce Composition

Our headcount is 1,428 with full time equivalent of 1,118. Most of our staff are employed on a permanent basis in front facing roles, with 610 employed in Shire Services and 351 in Shire Infrastructure.

We have been deliberate and considered in our move to creating a higher number of permanent positions, which have replaced most casual roles in recent times. This has provided more stability to our workforce, especially during times of uncertainty.

Most of our employees live in the Sutherland Shire, with 70% of our workforce residing in the LGA. This is an important and ongoing trend for our workforce, and needs to be factored into future attraction and retention campaigns.

Diversity and Inclusion

We recognise the role diversity and inclusion plays in supporting an engaged and high-performance workforce and a culture where our people feel included, are treated fairly and are supported to achieve. Diversity factors highlighted in this strategy include median age of our employees, gender profiles, those who identify as culturally and linguistically diverse, Aboriginal and Torres Straight Islanders as well as those who have disclosed a disability.

Turnover and tenure

Over the previous five years, Council has seen significant changes at the senior leadership and executive level, which has also influenced the expectations of employee performance and culture. Healthy turnover creates growth and opportunities for organisations. High turnover however leads to increased recruitment costs and service disruptions, loss of corporate knowledge and time spent onboarding and training.

Council's current turnover rate of 29% is on the high side which reflects industries such as childcare and leisure centres representing a large proportion of our employees, and having a typically low retention rate.

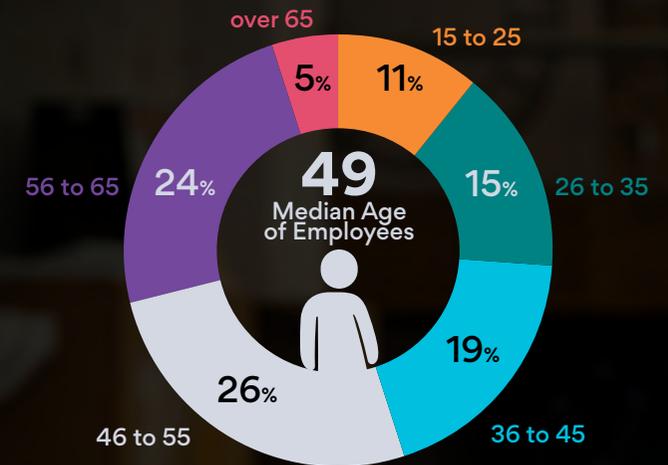
Council is not alone in the trend towards higher turnover because of the pandemic. A Gartner report from 2021 found that almost 50% of employees have indicated they are planning to leave their organisation within the next year. This increases the importance of initiatives to improve talent retention and employee engagement.

Tenure is linked to turnover, and in recent years long term employee retirements have shifted the average length of employment at Council. There is a balance to be reached between retaining experienced talent while providing opportunities for new talent to join the organisation.

At present, the median tenure of employees at Council is six years. The majority of Council's workforce have been employed for less than five years, with 658 employees in this category, which is reflective of industries such as childcare and leisure centres forming part of our portfolio of services and the recent move to onboarding casual employees to permanent part-time engagements.

The median age of employees at Council is 49 years of age. The number of employees between the ages of 15 to 25 years is almost double of those aged 65 years and over. However, the biggest number of employees sit in the 46 to 55 age bracket, closely followed by the 56 to 65 age range. This demonstrates the trend at Council towards an ageing workforce.

Age demographic of our employees





“Continue to educate staff and grow professionally and personally”

Workplace Health and Safety

We're focused on creating a workplace where the safety culture and environment supports our people and they feel safe, looked after and valued. Where both physical and mental wellbeing of our people is something that we ensure because we CARE.

During 2021 there were 70 lost time injuries with the majority being attributed to manual handling and slips, trips and falls. Most injuries were sustained in Shire Services which includes Childrens Services, and is consistent with wider industry experience.

Employees accessing Council's employee assistance program during 2021 was up (4.2%) from 2020 (3%), however continues to sit below industry average of 5%. Reviews of our employee engagement survey data provides insight with wellbeing featuring often as a theme of importance.

Our safety roadmap and development of a health and wellbeing program will look to address our top risks, explore opportunities for improvement and meet the needs of our people. This will support a planned and focused approach to increasing employee wellness as defined in the Workforce Strategy.



“A worthwhile purpose in making the Shire a better place to live”

OUR FOCUS AREAS

Our Workforce Strategy focus areas have been developed through engagement with our employees and stakeholders, together with a review of our Community Strategic Plan and Delivery Program objectives to determine current and emerging workforce requirements.

We have identified 5 key Focus Areas - the employee experience; lifecycle talent management; building leadership capability; health, safety and wellbeing; and employee engagement.



Our Workforce Strategy sets out a range of ongoing initiatives for each of the Focus Areas, as well as identifying those aspects of the employee lifecycle which require more attention and investment.

The aim is to ensure our workforce have the skills, capabilities and capacity to deliver identified outcomes for our community.

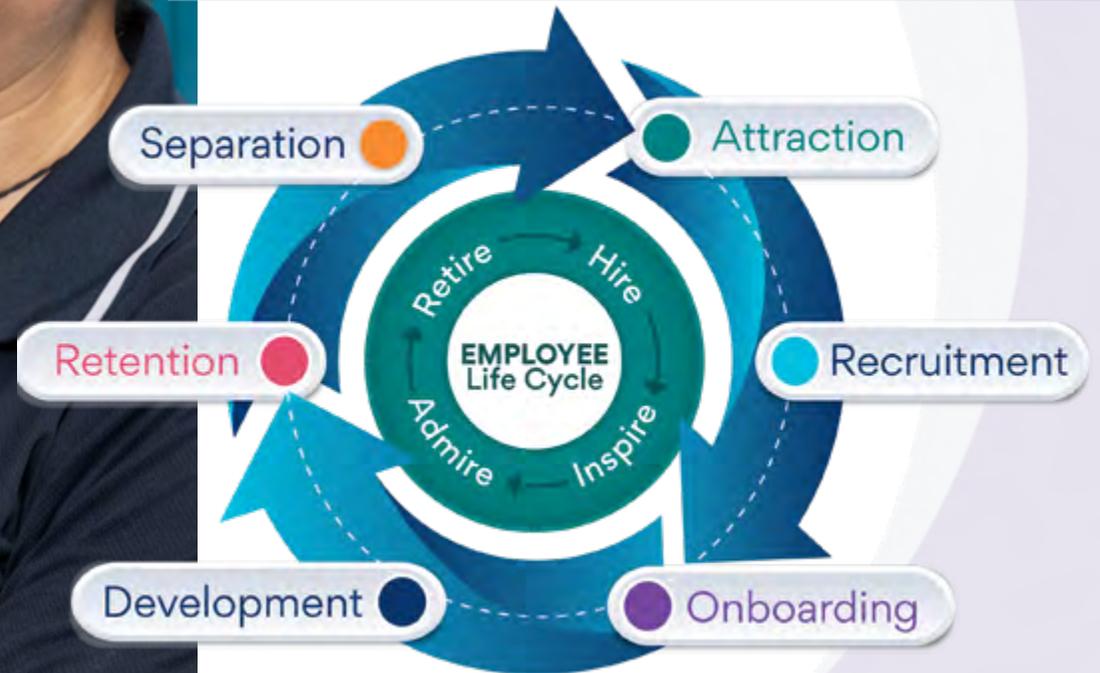
Employee Experience

The employee experience describes what people feel and observe over the course of their employment with us. It links to the employee lifecycle, and the way employees experience each of the lifecycle's key touchpoints. A positive employee experience leads to greater levels of engagement, happiness, and a sense of purpose which leads to increased productivity and higher quality outcomes.



Lifecycle Talent Management

Lifecycle talent management refers to the implementation of integrated strategies designed to increase workplace productivity by developing improved processes for attracting, recruiting, developing, retaining and engaging people with the required skills and aptitude to meet current and future organisational needs. It involves a holistic view of our employee lifecycle, and focuses on those aspects which need to be enhanced.



Building Leadership Capability

Learning and development is a key component of building the skills and capabilities of current leaders and providing pathways for leaders of the future. Leadership is a key driver for workforce performance and culture, and an important focus area for investment.

Health, Safety and Wellbeing

The importance of working to ensure the health, safety and wellbeing of our people cannot be understated. Enhancing employee wellbeing in the workplace has been shown to also improve overall organisational performance.

Diversity and Inclusion

Encompassing principles of equal employment opportunity diversity and inclusion focuses on providing a work environment fostering fairness, equity, respect for social and cultural diversity, and one that is free from discrimination, harassment and vilification.

Annual Workforce Needs Analysis

Central to the integrated planning and reporting framework is the need to ensure Council strategies are effectively planned and resourced to ensure delivery for our community. The process of identifying resourcing requirements across the organisation each year is an important aspect of the Workforce Strategy.



OUR SHIRE COMMUNITY PLAN OUTCOMES & STRATEGIES

Our Shire, Community Strategic Plan identifies the long-term priorities and aspirations of the community. However, these aspirations cannot be achieved without enough resources – time, money, technology, assets and people – to implement them. The Resourcing Strategy is a critical link in translating strategic objectives into actions. The Workforce Strategy forms part of Council’s overall Resourcing Strategy, and plays a role in the achievement of Council’s Delivery Program and annual Operational Plans, as well as other strategies and plans we’ve developed to support the achievement of *Our Shire*, Community Strategic Plan.

The key strategies which connect *Our Shire*, Community Strategic Plan include:

Strategy 1.3

Sutherland Shire Council demonstrates good governance and is trusted by the community to make informed decisions that reflect community values and aspirations.

- 1.3.4 Utilise emerging technology and innovation to improve service delivery and ensure a positive customer experience.
- 1.3.5 Recruit and retain a highly capable professional and resilient workforce and maintain a values-based workplace culture to promote acting ethically and with integrity.



STRATEGY DEVELOPMENT

“

More freedom and trust to choose how we deliver on work would be appreciated.”

The development of this Workforce Strategy has involved significant consultation with employees, senior managers and the Executive.

An employee survey conducted in September 2021 received 358 responses, and asked our employees questions about leadership, culture, the employee experience and support requirements. When asked to nominate one thing that would improve their experience as a leader at Council, 66 leaders responded with 26 citing technology-based improvements and 40 citing support with employee lifecycle requirements.

PURPOSE

CULTURE

LEARNING & DEVELOPMENT

CAREER PROGRESSION

LEADERSHIP

PROXIMITY TO HOME

BONUSES & ALLOWANCES



Feedback from our employees has centred on the review and development of programs and initiatives which enhance workplace culture, emphasise purpose and build on the employee experience and leadership capability. With more than 75% of employees living in the Sutherland Shire, the ability to continue to work close to home was a key attraction identified by our employees.

Stakeholders

Consultation has also been built into the delivery of actions within the Workforce Strategy, with a project and change management approach to be adopted for each of the identified actions. This approach will ensure targeted and ongoing engagement with key stakeholders to add value to the implementation of the action plan to ensure such actions are fit for purpose.



“The ability to provide meaningful infrastructure and safety improvements for the community, and flexibility in the workplace regarding hours”

When our employees were asked what we can do as an organisation to increase employee engagement and productivity, some comments included:



“health and wellbeing focus”

“Opportunities for mentoring between senior and junior staff”

“I would like to see better flexible working arrangements to be available post Covid (if we ever get “post” Covid)”

“

“I honestly think there should be a target placed on internal promotions or some other form of structured succession planning. I know turnover and an ageing workforce have both been identified as risks in the near future and a big part of retention is having staff who are ready for the next step being given that opportunity”

“Further opportunities to act in lateral or vertical roles”

“Sutherland Shire Council has provided a variety of opportunities and challenges for me, I look forward to more during my time at Council”

“I enjoy my working life, And the ability to work remotely. I hope this is something that will be able to continue”

“Some long-term plans about working from home. Making flex time more flexible. More frequent rewards for reaching milestones. Some of the tech companies in the city do some really cool stuff to maximise work life culture”

“I don’t think it needs improvement I love my job and love going to work!”

“Appreciation and recognition of my tenure and experience in the construction industry and less judgemental attitude because my computer skills are not as sharp as my younger colleagues”

“An earlier start time would be great now that I have a family would be nice to spend more time with after work when it’s not too late”



“

“Working in my local community for my local community and environment”

“A worthwhile purpose in making the Shire a better place to live”

“Ability to make a difference to the community/transform people’s lives”

“A great place to work close to home”

“Ability to have endless career progression”

“Being able to work in an outdoor team environment. I also find satisfaction in being able to make parks and gardens a safe and inviting place for people to enjoy”

“Being part of a level of government where you can see and support an item from its policy concept to its delivery - from a strategic policy and community framework to the time a park opens or a pothole gets fixed”

“An amazing team to work with that are very supportive”

“Contributing to the community, the people, the location, the flexibility, work life balance”

“For me I can make a difference to the community I live in and am close to home. I am also able to provide expertise in the team I work in and assist in evolving their understanding and work environment”



“Diversity of my job, making a difference, close to home”

“I love feeling like I am providing help to people who are often distressed. I also love the people and the culture. My colleagues are all very switched on and willing to share their knowledge and experiences in a patient and kind way”

“Great team, close to home. Making an impact locally”

“I am contributing to my local community and working for an organisation I believe in; a Council that is committed to delivering great things for our community. Contrary to the stereotype, staff are high performing and passionate about what they do, which also makes it easy to come to work and be passionate about how you are contributing”

“My experience of working for SSC has been great! It seems like a big focus for SSC is maintaining a healthy and happy working environment”

When asked what the best thing is about working for Council, our employees answered as follows:

“Working with the community”

“Lovely people, clear strategy and leadership, good relationship with community”

“Serving the community, working with an awesome team”

“The ability to provide meaningful infrastructure and safety improvements for the community, and flexibility in the workplace regarding hours”

“The support between peers, team leaders and also those in upper management. There is a genuine sense of passion and enthusiasm in the work that we do. Also, everyone wants to help each and also there is always a willingness to learn, even if you’ve been at Council for years”



*“My personal values
are directly aligned
with Council’s”*

DRIVERS OF CHANGE

Global Pandemic

Council has experienced an unprecedented shift in working arrangements because of the global pandemic. Following the first lockdown in 2020, Council quickly stood up new technologies, processes and ways of working to enable the business to continue to deliver services for the community in a hybrid working environment. The workforce was impacted by mandatory workplace closures due to Public Health Orders, which saw some employees re-engaged in new roles and service streams.

Industry wide changes to address the impact of the pandemic for employees who had to be temporarily stood down due to Public Health Orders and to enable paid leave for vaccinations were implemented. Council also introduced processes to enable greater certainty for casual employees, increasing the permanent headcount during the first wave of lockdowns.

A specialist project team was set up to manage shifting government requirements, service closures and Public Health Orders and as a central point to make key recommendations for the organisation.

Like every other organisation Council’s workforce has also been impacted from a wellbeing perspective by the pandemic. We are not aware at this stage of the full impact of this, and the health and wellbeing focus of this Workforce Strategy will aim to monitor any impacts now and into the future.

“A leadership pathways program or structured training/networking for team leaders”

Attracting Talent

Talent shortages are one of the major impacts of the global pandemic, however as the National Skills Commission of Australia explains it is only one of the drivers impacting the current skills gap in Australia. Other factors include:

- a shift to higher skilled jobs emphasising the importance of further education and training
- an ongoing shift towards services
- the resilience of non-routine and cognitive jobs in the face of automation
- the opportunities and new jobs being created by technology

The complexity of our business means we will continue to have a mix of service areas and desired community outcomes, which will require diverse frontline operational workforces, professional services and management. This presents unique challenges for us due to the degree of sub-industries required to deliver on community expectations. It may be, for instance, there is a talent shortage in the area of Information Technology which will impact a sector of our workforce, at the same time as skills shortages in the Planning and Engineering spheres.

There is a requirement to look outside the industry to bring on board fresh perspectives and knowledge to enhance the way we do business.

The impacts of declining international students in Australian higher education, limited professional visa holders, and frontline skills shortages will influence the way we need to compete to attract talented employees. We will need to enhance and promote our employer value proposition and consider the structure and organisation of the workforce in increasingly more innovative ways. This may include a continued shift towards non-traditional working arrangements to meet the needs of the business in the short to medium term, and succession planning and education pathways for the longer term.

Also impacting our ability to attract top talent is the pressure on organisational remuneration, with the current rate peg environment limiting the scope of investment into our people resources and creating an environment where teams and individuals are being asked to achieve more with less. Such pressure needs to be carefully monitored and managed to enable continued employee wellbeing and service sustainability, and prioritisation given to investing in our workforce as the most important aspect of achieving our community objectives.







“Good benefits and conditions and starting to recognise and value the importance of agile working arrangements for employees”

Retaining a High Calibre Workforce

We will need to have clear strategies aimed at retaining talent across our workforce and leverage the value of corporate knowledge, skills and experience. The competition for talent across the sector is tough, with more than 50,000 employees working for local government in NSW. There is a need to keep our talented employees engaged, and provide development and career progression pathways for valued employees within our organisation so as not to lose talent.

Geographically, the Sutherland Shire is a local government area in close proximity to other councils, State and Federal government departments, and national and international companies – many of which compete for the same skillset and experience required by Council.

Whilst the move towards remote and hybrid working arrangements across many industries may reduce the

competitive advantage of ‘work close to home’, the majority of our workforce do reside in the local area, and many cite home to work proximity as a key benefit. We will continue to leverage the value of this connection to home in both retention and attraction strategies. It’s a key part of our employer value proposition, linking individual roles to an overall organisational purpose of building better communities, and our employee base living in that same community.



Scale and Pace of Change

Organisations have had to adapt to change at a rapid pace over the past few years, and local government is no exception. Perhaps one of the most significant drivers in recent times has been the need to shift into new ways of working to deliver services and keep employees and the community safe. The speed at which such change has occurred has been unprecedented, requiring a display of grit and resilience across the entire workforce.

An enabler to our agile ways of working has been the rapid stand up of technology, which is only set to continue over the next four years. Project Rocket is a whole of organisation business transformation project, which will review and replace many traditional processes and impact the way we do business. We will continue investing in training and reskilling our workforce as roles evolve through technological advancements – reducing our reliance on administrative and manually intensive work. This will be a continued area of focus in this and future Workforce Strategies.

The pace and magnitude of change has also influenced employee expectations around consultation, which is a positive outcome leading to increased engagement across the workforce. Effective project and change management approaches work side by side to ensure the need for change is understood and employees are brought on board from the inception stages. Together with our newly developed internal communications strategy, our employees are receiving the benefits of considered and timely messaging, and the effective use of diverse communication channels.

Workforce Diversity

Focusing on workforce diversity aligns to evolving employee expectations on the value of purpose-led organisations which have social responsibility at their heart. It maximises the pool of potential employees available to attract to or retain at Council, and positively influences employee engagement.

Like many businesses, we are facing significant workforce challenges including labour shortages, an increasingly competitive labour market, and workforce trends which are predicted to see employees prioritise and value more than the remuneration component of their workplace. Employees are increasingly focused on the social and moral aspects of current and future employers. Actions which enhance workplace diversity and inclusion provide opportunities for lateral career moves, and reduce industry hopping, with a positive impact on retention.

Our Workforce Strategy is aligned to the employee centred actions identified in the Reconciliation Action Plan and Disability and Inclusion Action Plan and incorporates Council's obligations with respect to equal employment opportunity. The actions reflect community sentiment and our employee profile.

OUR FOCUS AREAS

Central to the success of our Workforce Strategy is the achievement of action items over the next four years categorised under each of the five focus areas. These actions build upon projects and initiatives which have been introduced over the previous four years, recognising the evolving landscape and changing needs of our organisation and community.

The annual workforce needs analysis is one of the significant overarching actions which identifies the inherent tension of workforce planning for the future and being agile where required to adapt to changing requirements. Our aim in conducting an annual workforce needs analysis in partnership with the business is to ensure we can meet current and future resourcing requirements.



“The Great Reset requires HR to examine our practices, shed the ones that no longer serve our companies and employees, and build anew for some of the new constructs of work detailed above. It requires a shift away from prescribed playbooks of HR programs and a willingness to pilot and adopt new practices. It will be centred on employee experience and cocreated with our employees.”



EMPLOYEE EXPERIENCE

For Council to thrive over the coming years, we need to provide a meaningful and connected experience for our employees to increase wellbeing and workplace satisfaction which in turn contributes to increased productivity. For us to be viewed as an employer of choice, the experience of our people needs to be understood, and strategies to improve the employee experience at the forefront.

We have introduced a contemporary reward and recognition program which has empowered leaders and employees to recognise and reward team members in meaningful and personalised ways. An organisational-wide employee engagement tool also captures employee sentiment and provides leaders with an opportunity to understand employee and team pain points, and act accordingly.

A key change to the experience of employees over the previous two years has been the deliberate and necessary shift into a hybrid work culture. This has resulted in many office-based employees working from home for lengthy periods of time, embracing new technology and ways of doing business, and returning to the physical workplace on an as-needs basis. Through the Agile Workforce Determination and Guidelines, our workforce has changed their approach to think about the customer, their team, service delivery and

overall wellbeing in making decisions about the most effective way to structure work. Such innovations are sensitively balanced with the requirements of Council’s frontline workforce who are required to attend the physical workplace to continue to deliver quality community outcomes. We recognise it’s not a one size fits all approach, and different teams and service areas will need to operate differently in order to be most effective.

An internal communications strategy has ensured employees are engaged in organisational issues and decisions, as well as informed through a variety of channels – such as the reintroduction of the employee newsletter Detour. The project to review and create contemporary employment practices, through Human Resources Determinations and Guidelines which are easy to read and accessible to all, have also enhanced employee and leadership understanding.

This Workforce Strategy will benchmark the current experience of our people, identify gaps and then deliver actions to enhance the employee experience. This Focus Area is closely intertwined with our Information, Customer & Technology Strategy, which also highlights the employee experience from a technology perspective.



**Area of Focus 1:
Employee Experience**

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Enhance employee engagement										
1.1	Review and map the employee experience	People & Culture		✓	✓	✓	✓			
1.2	Review and evaluate current employee engagement framework	People & Culture	Communication, Engagement & Customer	✓	✓	✓	✓			
1.3	Develop and implement an employee experience framework	People & Culture		✓		✓	✓			
1.4	Continue our reward & recognition program	People & Culture		✓						✓
1.5	Design and implement smart workplaces strategy	People & Culture	Information Management & Technology			✓	✓	✓		
1.6	Participation in industry awards to recognise outstanding achievements of individuals and teams	People & Culture		✓						✓
1.7	Continue to embed Council's CARE Values organisationally	People & Culture	Communication, Engagement & Customer	✓						✓
1.8	Identify and support contemporary employee benefits	People & Culture	Financial Services	✓						✓
1.9	Create an internal events program to drive employee engagement and awareness of key priorities	Communication, Engagement & Customer	People & Culture		✓					
1.10	Continue to deliver collaborative and inclusive, cloud-based intranet platform for the value of all employees	Communication, Engagement & Customer	Information Management & Technology People & Culture	✓						✓
1.11	Continue to deliver internal communications to the business on a regular basis through Detour (our internal employee newsletter) and monthly CEO updates	Communication, Engagement & Customer	People & Culture	✓						✓



**Area of Focus 1:
Employee Experience**

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Deliver effective business partnering										
1.12	Continue positive, respectful relationships with Unions	People & Culture		✓						✓
1.13	Ongoing support of the Consultative Committee as a valuable forum for employee input and consultation	People & Culture		✓						✓
1.14	Continue partnering model across human resources functions for business success	People & Culture		✓						✓
1.15	Upgrade meeting spaces across Council with interactive audio/visual solutions to enable mobility, collaboration and remote working capabilities	Information Management & Technology	Corporate Governance		✓					
1.16	Migrate the Phone Exchange to the Cloud	Information Management & Technology	Corporate Governance		✓	✓				
1.17	Upgrade all end-user devices to contemporary, mobile, managed devices	Information Management & Technology	Corporate Governance		✓	✓	✓			

“Ability to have endless career progression”



LIFECYCLE TALENT MANAGEMENT

Effective management of the talent lifecycle ensures our employees, our organisation and our community receive maximum benefit from a highly productive workforce. Lifecycle talent management is a methodology to review and prioritise aspects of the employee lifecycle which may require attention.

The introduction of our employer value proposition which has been deployed through Council’s attraction and recruitment collateral, and a contemporary talent acquisition approach are initiatives which have positively influenced the front facing aspects of the employee lifecycle.

The annual workforce needs analysis is also featured in this Focus Area, with a close partnership required between People & Culture, Finance and the business to ensure our workforce is resourced and capable to deliver defined strategic and operational outcomes.

Effective lifecycle talent management also considers future organisational requirements through succession planning. Some of the issues identified for future action include the need to provide opportunities for young people in the local area through specialised employment arrangements, considering succession planning requirements to meet the ageing workforce, and leveraging Council’s employer value proposition through innovative attraction and recruitment strategies to fill identified and emerging skills gaps.

The impact of the global pandemic will also be considered in our approach to lifecycle talent management, with the turnover of employees expected to increase and the availability of talent to decrease. Innovative and effective solutions to deal with such challenges are required, working in partnership with internal and external stakeholders. The successful partnership approach already in place will be extended as organisational need requires.



Area of Focus 2: Lifecycle Talent Management

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Attract talent										
2.1	Continue planned and adequately resourced approach to recruitment management to optimise candidate experience	People & Culture		✓						✓
2.2	Continue to review and embed the employer value proposition	People & Culture	Communication, Engagement & Customer	✓						✓
2.3	Review and implement contemporary onboarding experience	People & Culture	Information Management & Technology			✓	✓			
Enhance succession planning										
2.4	Develop and implement apprentice, graduate & trainee program	People & Culture			✓	✓				
2.5	Ongoing support of the young leader's network	Executive	People & Culture	✓						✓
2.6	Continue to support local government management challenge	People & Culture		✓						✓
2.7	Ongoing promotion of internal secondments and higher grade pay opportunities	People & Culture		✓						✓
Deliver best value employment conditions										
2.8	Review and renegotiate Core Enterprise Agreement	People & Culture	Financial Services	✓	✓	✓				
2.9	Review and renegotiate Waste Services Agreement	People & Culture	Waste Services	✓		✓	✓			
2.10	Ongoing review of human resources determinations to support a contemporary employment practices	People & Culture		✓						✓
2.11	Annual review of labour hire and casual employee arrangements	People & Culture	Financial Services	✓						✓
2.12	Conduct an annual workforce needs analysis	People & Culture	Financial Services	✓	✓	✓	✓	✓	✓	✓



**Area of Focus 2:
Lifecycle Talent Management**

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Optimise employee data										
2.13	Deliver integrated human resource systems including recruitment, onboarding, learning management system and offboarding program	Project Rocket	People & Culture	✓	✓	✓	✓			
2.14	Continue to provide key organisational data to the Executive to ensure effective decision making	Corporate Strategy	People & Culture Financial Services	✓						✓
2.15	Develop dashboards for leaders to support employee management	Information Management & Technology	People & Culture				✓	✓		

“realistically ... it’s where the rubber hits the road”



BUILDING LEADERSHIP CAPABILITY

The behaviours, approaches and attributes modelled by our leaders are integral to the experience of employees and are crucial to our employer brand. They drive performance, culture and ultimately the success of an organisation.

The learning and development space is key to the identification and development of future leaders, while continuing to stretch and enhance the capability of those in current leadership positions. The adoption of a growth mindset and an approach which favours lifelong learning are key characteristics of great leaders and talented employees. It is integral to the ongoing development of the skills and capabilities of our employees, which benefits individuals and the organisation.

Continual support of the Young Leaders Network, established in 2021, is an innovative project which helps to identify and grow future leaders by providing opportunities to network and professional development opportunities. The delivery of a middle management leadership program as an outcome of this strategy, and ongoing investment in the senior management cohort demonstrate the importance of leadership across the organisation.

The shift in the approach to leaning and development at Council has been significant, with a blended approach to organisational training and development introduced to meet diverse business requirements. The introduction of the ‘elevate’ senior leadership program, linked to the LGNSW capability framework, with an approach which embraces group sessions, coaching, reflection and personal growth has emphasised Council’s focus on leadership development as a key component for organisational success.

We will continue to evolve learning and organisational development to a full range of complex and blended solutions. Augmented reality and virtual reality training will create a much more realistic and engaging learning experience across mixed media, delivering educational materials via interactive exercises, virtual spaces and other modalities. The way we deliver and experience learning will fundamentally change, and this strategy aims to leverage on the benefits of such innovation.



Area of Focus 3:
Building Leadership Capability

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Enhance leadership development										
3.1	Design, develop and deliver middle management leadership program	People & Culture		✓	✓	✓	✓			
3.2	Deliver elevate senior management professional development program	People & Culture		✓	✓					
3.3	Ongoing delivery senior management professional development	People & Culture		✓						✓
3.4	Deliver a Leaders Portal of information and resources on key senior manager priorities	Communication, Engagement & Customer	People & Culture	✓	✓					
Maximise professional development opportunities										
3.5	Design, develop and deliver contemporary compliance training framework	People & Culture	Safety & Wellbeing	✓	✓	✓				
3.6	Ongoing support for the Tertiary Assistance Scheme	People & Culture		✓						✓
3.7	Design and deliver contemporary learning experiences	People & Culture		✓						✓
3.8	Continue to support employee participation in industry bodies	People & Culture		✓						✓
3.9	Delivery of ongoing professional development program	People & Culture		✓						✓
3.10	Enhance employee mentoring program	People & Culture		✓			✓			
3.11	Redesign online learning content	People & Culture		✓			✓	✓		

Area of Focus

4

“As a lifelong Shire resident, my family, friends and myself benefit directly from Council’s constant and ongoing improvements”



HEALTH, SAFETY AND WELLBEING

We are deeply committed to providing a safe and healthy workplace for our people. Enhancing employee wellbeing in the workplace has been shown to improve overall organisational performance. One way to ensure employee wellbeing is prioritised and work health and safety risks are being managed, is through the development and implementation of a targeted employee health and wellbeing strategy. The strategy will look to implement an evidence-based approach, targeting the eight domains of wellness (physical, emotional, intellectual, occupational, social, environmental, spiritual and financial).

There is an interplay between safety, health and wellbeing that must be considered. For example, workplace stress can lead to an increase in musculoskeletal risk factors in the workplace and outside of work. Inadequate sleep and fatigue can lead to poor concentration and the ability to work safely and productively.

Delivery of our Safety Roadmap and the development of a wellbeing strategy will complement each other in looking to prevent injury and illness, mitigate risk, and build resilience through protective factors where our employees make positive health choices.

We recognise there is shared responsibility for work health safety and wellbeing by us as the employer, and our people as employees. We will continue to build on this partnership approach to deliver a workplace where the safety culture and environment supports our people and they feel safe, looked after and valued.



Area of Focus 4:
Health, Safety and Wellbeing

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Build a workplace culture that is safe, engaged, responsive and professional										
4.1	Develop and implement drug and alcohol testing framework	People & Culture	Safety & Wellbeing	✓	✓	✓	✓	✓		
4.2	Develop simple and easy to understand work health and safety documentation	Safety & Wellbeing		✓						✓
4.3	Continue to support a covid safe workplace by aligning to Public Health Orders and health advice	Safety & Wellbeing	People & Culture	✓						✓
4.4	Continue to support and invest in our Health & Safety Representatives	Safety & Wellbeing		✓						✓
4.5	Continue to support Work Health & Safety Committee	Safety & Wellbeing		✓						✓
4.6	Continue to enhance work health and safety system	Safety & Wellbeing		✓						✓
4.7	Continue to report key safety metrics	Safety & Wellbeing		✓						✓
4.8	Continue to undertake incident cause analysis method investigations for safety incidents that result in significant injuries or damage	Safety & Wellbeing		✓						✓
Support employee wellbeing										
4.9	Develop and implement Health and Wellbeing Program	Safety & Wellbeing	People & Culture	✓	✓	✓	✓			✓
4.10	Continue to provide free and confidential access to a comprehensive Employee Assistance Program	Safety & Wellbeing	People & Culture	✓						✓
4.11	Continue to provide critical incident support for impacted employees	Safety & Wellbeing	People & Culture	✓						✓

“For me I can make a difference to the community I live in and am close to home. I am also able to provide expertise in the team I work in and assist in evolving their understanding and work environment”



DIVERSITY AND INCLUSION

We are committed to the principles of equal employment opportunity and providing a work environment that fosters fairness, equity, and respect for social and cultural diversity. We will create a workplace that is free from discrimination, harassment and vilification. Our Diversity and Inclusion Determination confirms our approach to diversity and inclusion alongside targeted training and development opportunities.

Inclusion fosters employee engagement and respect. A diverse workplace and inclusive culture add value to the way we work and how we deliver on Council’s promise to the community. Employers with greater diversity in the workplace have lower turnover rates - employees feel a strong sense of belonging to the organisation and are therefore less likely to leave.

Organisations that foster diverse workplaces and cater to different work and learning styles tend to keep talent invested in their jobs longer term, by respecting the unique needs, perspectives, and potential of all their team members. As a result, diverse and inclusive workplaces earn deeper trust and more commitment from their employees



Area of Focus 5:
Diversity and Inclusion

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Promote diversity and inclusion through our sphere of influence										
5.1	Communicate our commitment to reconciliation to all employees through appropriate internal channels	Communication, Engagement & Customer	People & Culture	✓						✓
5.2	Review current diversity and inclusion training program and ensure inclusion of Aboriginal and/or Torres Strait Islander cultural awareness	People & Culture		✓		✓				
5.3	Increase awareness of diversity and inclusion through delivery of cultural awareness training	People & Culture		✓		✓				
5.4	Develop and Implement Diversity and Inclusion Framework	People & Culture		✓			✓	✓		
5.5	Conduct review of cultural learning needs within Council	People & Culture		✓	✓	✓				
5.6	Develop a business case for increasing understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights within Council	Business & Community	People & Culture			✓				
5.7	Deliver initiatives across all units of Council which educate and influence the community to support reconciliation	Business & Community	People & Culture			✓				
5.8	Increase awareness and understanding of disability in the workplace through the development and implementation of fact sheets for employees and managers	People & Culture	Business & Community			✓				
5.9	Continue to raise awareness of and promote understanding of individuals with disability and their rights and wellbeing through ongoing support of key disability events	People & Culture	Communication, Engagement & Customer	✓						✓
5.10	Continue to support the Disability Inclusion Action Group by providing ongoing People & Culture representation at disability action group meetings and events	People & Culture		✓						✓



Area of Focus 5:
Diversity and Inclusion

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Promote harmonious relations through diversity, equity and inclusion strategies to remove bias and anti-discrimination										
5.11	Ensure diversity, equity and inclusion is embedded within the Workforce Strategy	People & Culture			✓					
5.12	Research best practice and policies in areas of race relations and anti-discrimination	People & Culture				✓				
5.13	Update Anti-Discrimination Determinations & Guidelines to reflect contemporary practices	People & Culture			✓					
5.14	Increase accessibility of e-learning through the implementation of a Web Content Accessibility Determination	People & Culture				✓	✓			
5.15	Continue to review and embed accessibility principles and inclusive language across human resources determinations, guidelines and processes	People & Culture		✓						✓



Area of Focus 5:
Diversity and Inclusion

IMPLEMENTATION PLAN

Deliverable / Action		Delivery Stream	Collaboration	Funding	2022 Yr 1	2023 Yr 2	2024 Yr 3	2025 Yr 4	5+ Yrs	Ongoing
Expand employment opportunities for diverse communities										
5.16	Investigate the inclusion of dedicated Aboriginal and/or Torres Strait Islander positions within and across Council in Trainee/ Undergraduate Program	People & Culture			✓	✓				
5.17	Support opportunities for training and upskilling of Aboriginal and/or Torres Strait Islander community sector employees	Business & Community	People & Culture		✓					
5.18	Build understanding of current Aboriginal and/or Torres Strait Islander employment to inform future employment and professional development opportunities	People & Culture	Business & Community			✓				
5.19	Meet Aboriginal and Torres Strait Islander community organisations to identify their needs	Business & Community	People & Culture		✓					
5.20	Investigate delivering youth leadership training for Aboriginal and/or Torres Strait Islander young people	Business & Community	People & Culture		✓					
5.21	Review and update the current recruitment process to: a) promote an inclusive workplace b) enable people with disability equal access to employment opportunities and c) develop a process for current or potential employees to apply for reasonable adjustments	People & Culture				✓	✓			

MONITORING & EVALUATION

We will monitor our performance in achieving the objectives of this Workforce Strategy through the following key indicators:



Theme
Enhance employee engagement

How we measure
Increased employee engagement

Theme
Deliver effective business partnering

How we measure
Improvement from baseline

Theme
Leverage technology for employee benefit

How we measure
Improvement from baseline

Theme
Attract talent

How we measure
Reduction in turnover

Theme
Deliver best value employee benefits

How we measure
Increased retention rate

Theme
Enhance succession planning

How we measure
Increased retention rate

Theme
Optimise employee data

How we measure
Improvement from baseline

Theme
Enhance leadership development

How we measure
Increased employee satisfaction

Theme
Support employee wellbeing

How we measure
Increased employee wellbeing

Theme
Build a workplace culture that is safe, engaged, responsive and professional

How we measure
Improvement from baseline

Theme
Promote diversity and inclusion through our sphere of influence

How we measure
Improvement from baseline

Theme
Maximise professional development opportunities

How we measure
Investment in training per employee

Theme
Promote harmonious relations through diversity, equity and inclusion strategies to remove bias and anti-discrimination

How we measure
Improvement from baseline

Theme
Expand employment opportunities for diverse communities

How we measure
Increase workforce participation for diverse communities



*“We make a difference
in people’s lives”*





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