

SUTHERLANDSHIRE



Resourcing Strategy

Workforce Strategy

2025-2029





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 the Dharawal people's continuing connection to the land, the sea, and the community.

We pay respect to the Elders and their families, past, present, and emerging, and through them, to all Aboriginal and/or Torres Strait Islander peoples.

Image: Waterway connections: a mangrove migration, by Merindah Funnell

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Introduction

Sutherland Shire is an incredible place to live and work. As one of the largest employers in the Sutherland Shire, with almost 70% of our people residing in the local area, we know our workforce is uniquely positioned to significantly contribute to the opportunities and outcomes planned for our community. We also know that it is only through the skills, knowledge and commitment of leadership and our people, that we will deliver on the priorities and goals of our Community Plan. People are at the heart of everything we do.

Council's Workforce Strategy addresses current and future needs in response to changing labour market conditions, and employee and community expectations. It has been developed and will be implemented and measured to adapt to our changing world and the evolving challenges of people leadership and workforce management.

Our goal at Sutherland Shire Council is to become an employer of choice in Sutherland Shire and beyond. An organisation known for high levels of employee engagement and retention, with strong interest from our community wishing to work with us.

The Workforce Strategy has been informed by our current workforce profile, and the recent employee feedback provided through the Organisational Culture Inventory (OCI) survey. The input provided by our people has enabled us to identify priority areas of people and culture focus as well as the actions needed to attract, engage, develop and retain a talented, productive, diverse and purpose-led workforce.

This Workforce Strategy works alongside our other Resourcing Strategies – the Long-Term Financial Plan, Asset Management Strategy and Plans; and Information Technology Strategy, and shapes both the capacity and capability of the workforce to deliver the Delivery Program and Operational Plan.

“

I'M PROUD OF THE DELIVERY OF SERVICES AT A GRASS ROOTS LEVELS THAT POSITIVELY IMPACTS ON EVERYDAY LIFE

- Employee feedback

”

Our strategic approach

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework allows Council to bring all of our plans and strategies together so that we have a clear vision and an agreed roadmap for delivering community priorities and aspirations. The framework requires us to take a long-term approach to planning and decision-making based on community engagement.

The framework is led by our Community Plan, an aspirational vision for the whole Sutherland Shire that covers 10 years. The Community Plan is structured around themes, community priorities and strategies, and helps inform all other Council plans and strategies.

The Delivery Program sets out in more detail those community priorities that Council will work towards during its current term, and the Operational Plan describes Council's individual projects, actions and budgets to reach those goals for each financial year. Progress is reported back to the community each quarter, as well as the Annual report.

The Resourcing Strategy, Community Engagement Strategy and supporting documents help transform the plans into clearly defined strategies and actions.

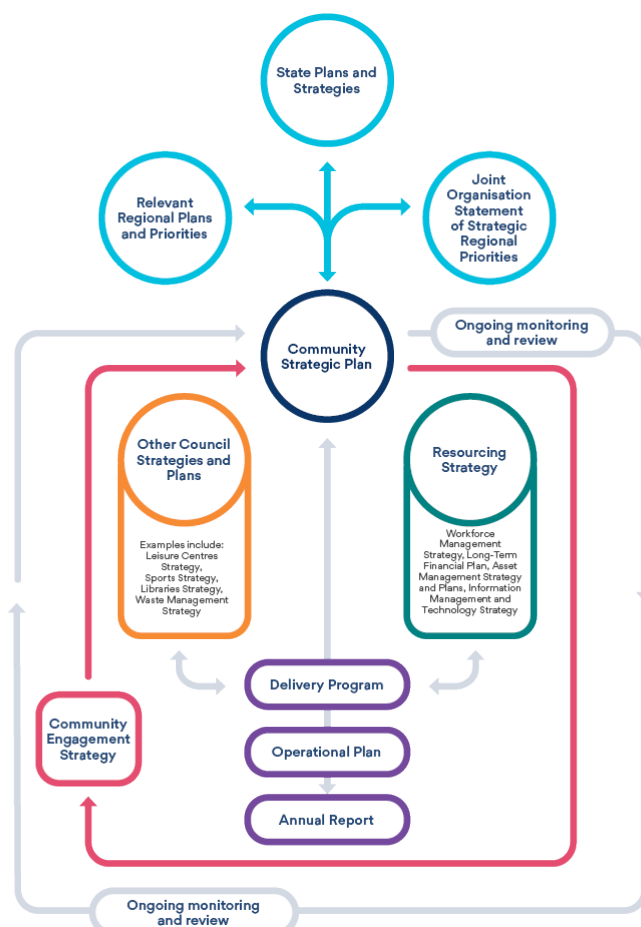


Figure 1: Visual flow chart showing the Integrated Planning and Reporting Framework.

The Resourcing Strategy is a key part of the Integrated Planning and Reporting Framework. It outlines Council's resource commitment over the short, medium and long term - supporting the actions, strategies and outcomes of the one year Operational Plan, 4 year Delivery Program and 10 year Community Plan.



Figure 2: Illustration of the relationship between the components of the Integrated Planning and Reporting Framework.

Our Community Priorities

The Community Plan sets out our community's vision, aspirations and priorities for the future of Sutherland Shire. The following themes illustrate our community's high-level aspirations to ensure we continue to be a community where life thrives.

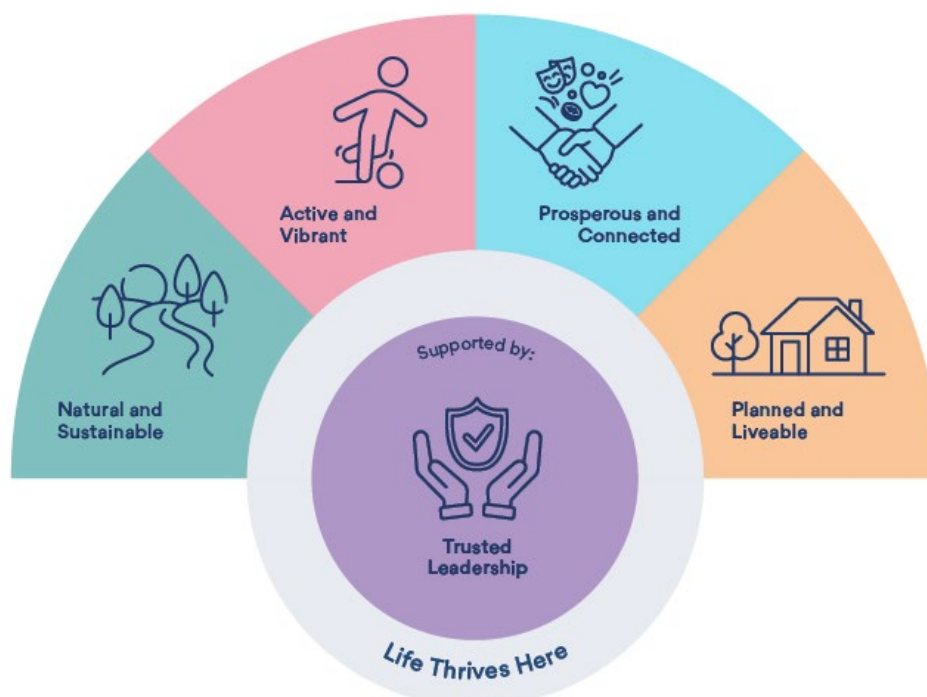


Figure 3: A diagram showing our community's five priority areas; Natural and Sustainable, Active and Vibrant, Prosperous and Connected, Planned and Liveable and Trusted Leadership.

Delivery

Integration

This Workforce Strategy will integrate with our four-year Delivery program and annual Operational plans, supporting our delivery of Sutherland Shire's Community Plan.

Implementation

The delivery of the Strategy will be guided by the strategic actions contained within it. The strategic actions are grouped under each Focus Area and include timeframes and responsibility for delivery.

Evaluation

Monitoring and evaluating our delivery of the Strategy will be ongoing. We will use a range of methods to help us measure the Strategy's outcomes. These methods will include data, OfficeVibe data, Organisational Culture Inventory surveys, other employee and customer satisfaction surveys.

Reporting

We will report on the delivery of this Strategy in the following ways:

- Quarterly reporting to Council through our Delivery Program and Operational Plan progress reports
- Annual Report
- State of the Shire Report
- Major review in 2029 prior to the development of the next Workforce Strategy

Resourcing

Many of the actions in this Strategy will not require additional funding and will be included as part of our everyday work. This will include reviewing the way we work and looking at how existing resources are being utilised. Some actions will require additional funding, and these will be considered as part of Council's annual budget and planning process.

Our vision

To be a local Employer of Choice, fostering a dynamic, purpose-led work environment where employees thrive. We aim to attract, empower, and retain exceptional talent, enabling us to deliver on our objectives for the community.

Our values

Council is a purpose led, values-based organisation, where high standards of behaviour drive our expectations of one another and the way in which we serve our community.



COLLABORATE

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



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.



RESPECT

We communicate openly, act with integrity and are inclusive.



EVOLVE

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

“

MAKES ME FEEL GOOD WHEN I CAN HELP PEOPLE

- Employee feedback

”

Workforce strategy principles

A set of principles underpin the Workforce Strategy and help to guide leadership and people focussed actions over the next four years and beyond.

Human-centred

Our people are our greatest asset, shaping our services and community impact.

Strategic and adaptable

A clear adaptable plan to maximise benefits for our people and our community.

Strong partnerships

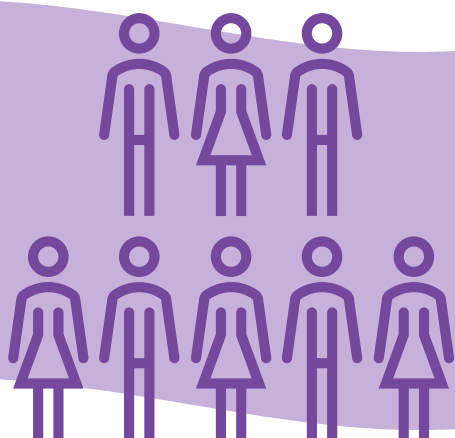
Collaboration and respect drive our success.

Agile and evolving

A contemporary, purpose-driven workplace that evolves with our people.

Inclusive and opportunity driven

Empowering people through diverse opportunities and meaningful careers.



Our organisation

Our Executive team, lead approximately 1400 people working in 32 service areas with 149 sub-services across our four directorates:

- Community
- Infrastructure
- Planning
- Corporate



Figure 4: Visual hierarchy of Sutherland Shire Council's organisational structure

As a premier employer in Sutherland Shire, we are set apart by our ability to offer local, purpose-led employment with the opportunity for career development across multiple disciplines and roles. Our Workforce Strategy seeks to capitalise on this unique employment offering.

The diversity of our workforce streams presents both challenges and opportunities. The wide range of services we provide requires a workforce strategy and management practices that ensure we have the right people with the right skills, knowledge and attributes.

Our culture journey

Our purpose here at Sutherland Shire Council is to create thriving communities and our people are key to achieving this. We know that councils with a great culture achieve more for their community; their people are engaged and motivated. A great culture inspires us to live our values, respect one another, and evolve and change together.

Since 2016 we have been on a journey to improve our culture, looking to understand our current organisational culture and to implement strategies focussing on moving toward our ideal culture. To do this we have used a tool called Organisational Culture Inventory (OCI).

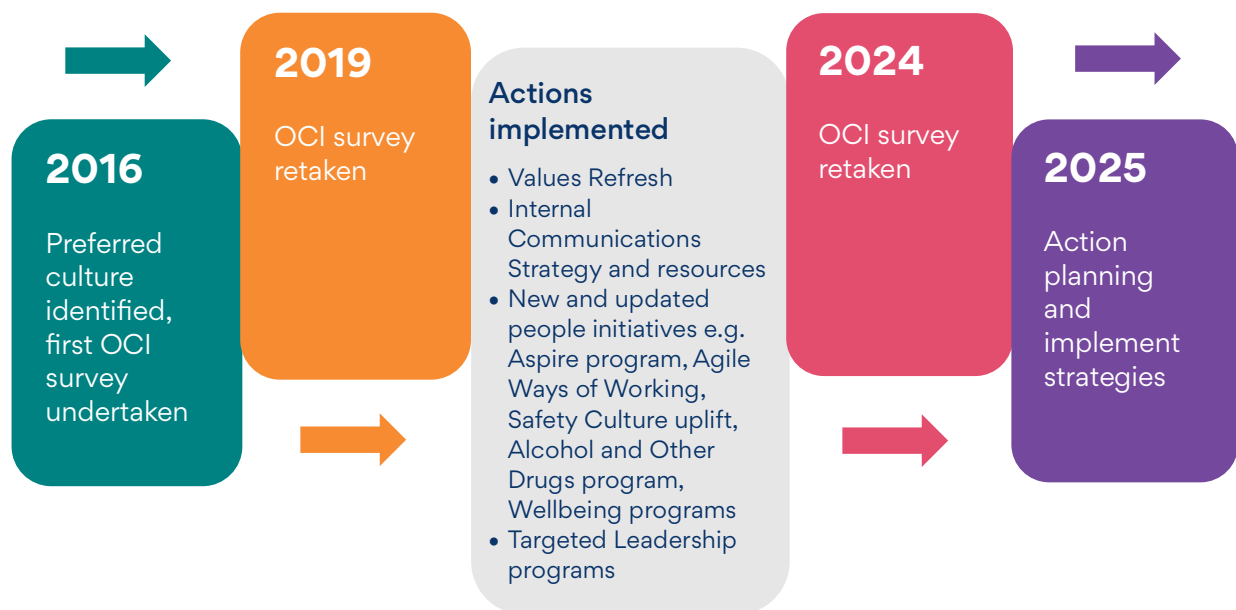


Figure 5: Graphic showing culture journey from 2016 to 2025



Image 1: People completing their Organisational Culture Inventory Survey

“

A VERY OPEN AND HONEST...COLLEGIATE CULTURE.

*VERY HAPPY WITH MANAGEMENT SUPPORT, THE
MANAGEMENT TEAM GOES ABOVE AND BEYOND TO
BETTER OUR WORK LIFE*

- Employee feedback

”

We are working toward achieving a constructive culture, one where our people are high performing, engaged and achievement focussed. We want to foster a supportive environment, where growth and development is encouraged.

Our latest Organisational Culture Inventory survey undertaken in 2024 received a 95% response rate of estimated responses, with 771 participants. The results from this survey identified we are heading in the right direction.

74%

of participants said they
are satisfied with being
an employee of our
Council

74%

of participants said they
intend to stay at Council
for at least two years

70%

of participants would
recommend Sutherland
Shire Council as a good
place to work

Like most organisations, we know we still have some work to do, and we will continue to implement strategies and actions identified from the 2024 survey to support our people in delivering for our community. These actions will also be supported by the priorities and initiatives outlined in our Workforce Strategy.

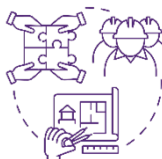
Our people profile

Our workforce profile continues to evolve and will be monitored to ensure that our strategies remain relevant both now and into the future.

In terms of workforce composition, our focus has and will continue to be on permanent roles and where needed fixed term roles for organisational projects. This has provided more stability to our workforce, ensuring continuity of service delivery for the community. We continue to support part-time work patterns, where positions allow and service continuity can be managed.

Council is truly a 'local employer', with 69% of our workforce residing in the LGA. This is an important and sustained trend for our workforce and needs to be a foundation for future attraction and retention campaigns. These campaigns include our Employee Value Proposition to be delivered through our employee experience initiatives.

Drawing insights from the profile data, each focus area has identified actions which will be delivered over the four years of this strategy.

Workforce composition			
	1,380 employee headcount 1,101 full time equivalent 473 part-time employees 907 full-time employees		
	955 employees live in Sutherland Shire LGA		
	47 median age 45 average age		
	15% annual turnover 4 years median tenure 9 years average tenure		
By Directorate			
			
Community 618 people	Planning 154 people	Infrastructure 367 people	Corporate 241 people

**Data current for 2023-2024 financial year*

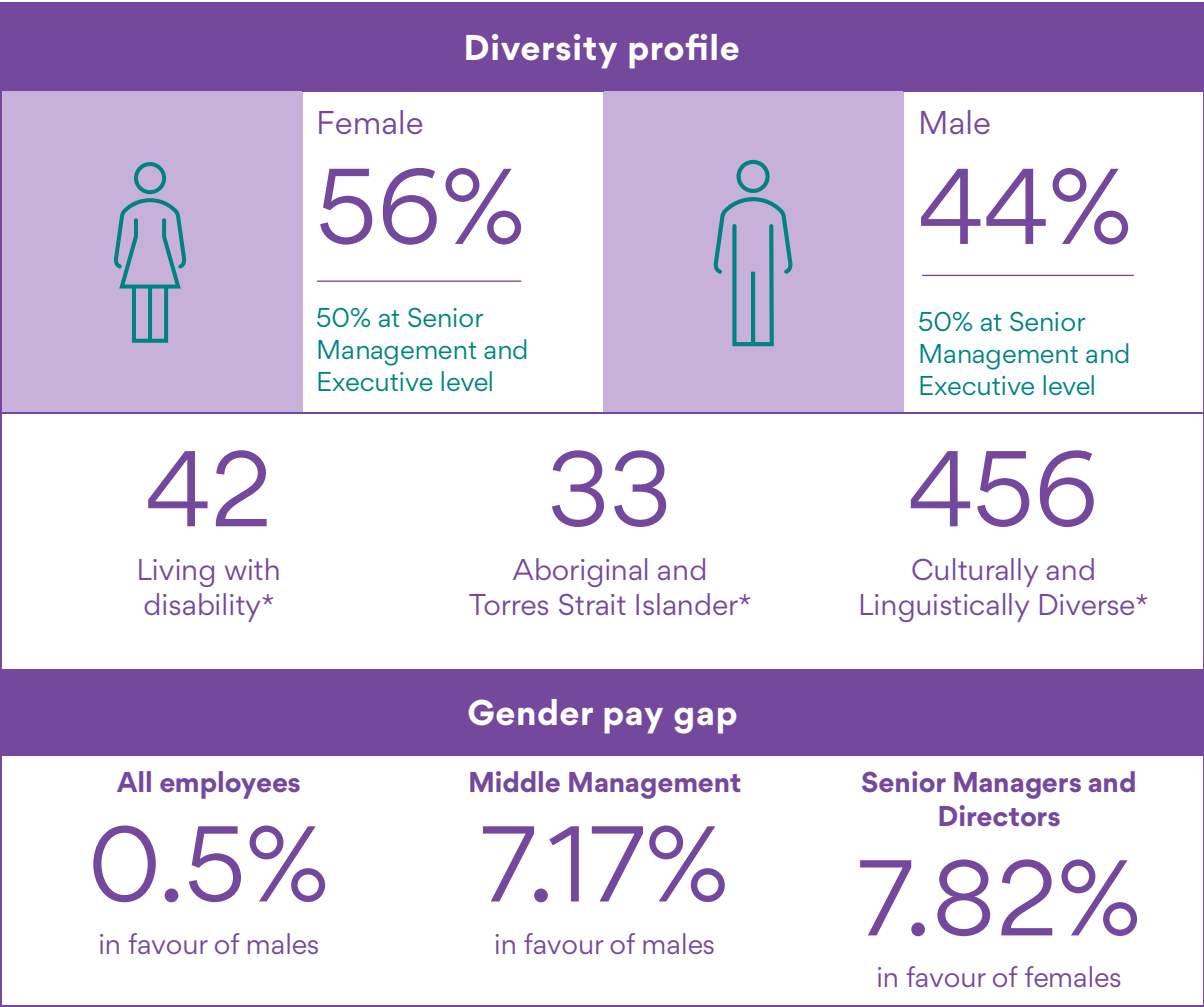
Learning and Development

Our organisation is deeply committed to the ongoing professional development of our people and for creating development opportunities and career pathways. In doing so, our people have the opportunity to have a “career under one roof” without the need to move organisation. Our initiatives span a range of different programs and focus on both individual and cohort development. Compliance training remains an area of focus to keep Council staff safe and thriving, and importantly compliant with the Local Government context.

2024 Program Summary	
Evolve Women’s Development Program	20 people
Leadership Development Program	85 people
Pathfinders (Cadets, Apprentices and Trainees)	47 placements
Study Assistance Scheme	35 people
Professional Development	\$150,000 investment
Conferences and Seminars	\$300,000 investment
Mandatory and Compliance Training	\$255,000 investment including: 202 training sessions 6,545 self-paced training sessions

Diversity and inclusion

Our diversity as an organisation is represented in the composition of our workforce, which includes the following key characteristics:



**Data current as per the previous Workforce Strategy (2022-2026). Actions of this Workforce Strategy will seek to update this through self-reporting over the next four years.*

For any workplace to thrive, it needs to be diverse and inclusive in nature. At Sutherland Shire Council we are committed to the principles of equity, providing a work environment that fosters fairness, diversity of thought and respect for difference. The principles of a workplace that is safe, respectful, innovative and inclusive and central to the strategies we have created.



*EVERY TEAM MEMBER HAS A
DIFFERENT AND UNIQUE APPROACH
TO PROBLEM SOLVING.*

A RESPECTFUL WORKPLACE.

- Employee feedback



Turnover, tenure and age profile

Council's current total turnover rate of 15% is almost on par with the local government benchmark of 15.8 % for the FY 23-24 period (LGNSW). This is significantly reduced from the previous reporting period down from 29%. The industry rate has also dropped overall from 18.7% in the prior reporting period, reflecting the changing economic situation in Australia, cost of living pressures and a desire for stable employment.

Our goal is to ensure that Council's voluntary turnover remains below the industry benchmark. This will be achieved through the delivery of key elements of this workforce strategy including a curated employee experience journey and through capable and trusted leadership.

Average tenure has reduced as a result of retirement of some of our long-term employees. The workforce profile will continue to be monitored to ensure there is a balance between retaining experienced talent while providing opportunities for new talent to join the organisation. Recent state government grants to fund the employment of cadets, trainees and apprentices will enable Sutherland Shire Council to ensure there are pathways available for local early in career talent over the coming 2-3 years.

Percentage of employees by tenure

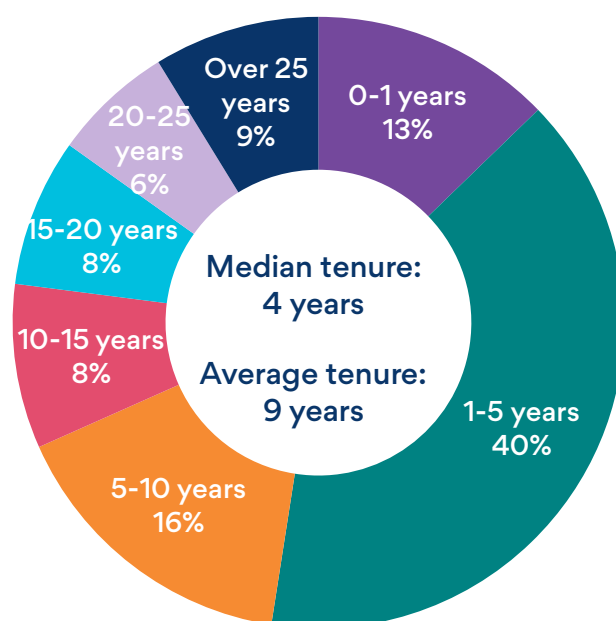


Figure 6 Graph illustrating percentage of employees by tenure

Currently, the median tenure of employees at Council is four years with an average of 9 years and 40% of Council's workforce have been employed for less than five years. The tenure pattern reflects specialist industries with reliance on young and short-term employees such as early education and leisure centres and Council's decision to move away from casual employment to permanent part-time engagements during the previous strategy period.

Percentage of employees by age group

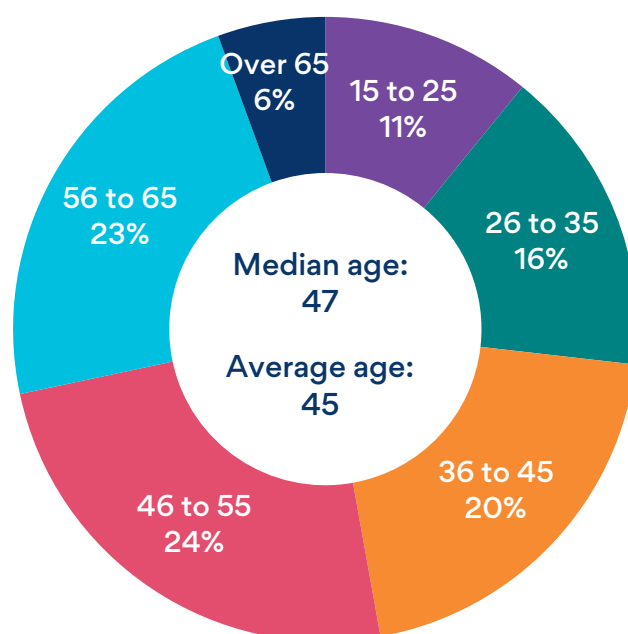


Figure 7: Graph illustrating percentage of employees by age group

The median age of employees at Council is 47 years of age with the average at 45. The majority of our employees are aged over 46 with 24% aged in the 46 to 55 age

bracket, 23% in the 56 to 65 age bracket and 6% over 65 demonstrating the trend at Council towards an ageing workforce. A continued focus on attraction and retention of early in career talent through our Pathfinders program and clear career development pathways appealing to the younger generations, will be key to ensuring we have the workforce required for the future and changing needs of our business.

Safety, wellness, and wellbeing

Our mission to improve our safety culture seeks to rise beyond simply responding to incidents, to a culture of prevention of harm and a safe workday for all.

Our Safety Roadmap 2024-2026 is our plan for improving safety behaviours and systems across the organisation. Our target is to reach a high performing safety culture by October 2026.

An update of the progress made in the recent reporting periods are as follows:

Workplace Safety	01 Jul'22 to 30 Jun'23	01 Jul'23 to 30 Jun'24
Total Incidents	623	379
Lost Time Injuries	45	46
Near Miss	250	269
Workers Compensation:		
Total Claims	74	60

We have had three main goals in improving safety:

- improving injury rates,
- enhancing our safety culture, and
- uplift our wellbeing programs for our people.

“

I FEEL LIKE I'VE SEEN SIGNIFICANT IMPROVEMENT IN SAFETY CULTURE AND COMMUNICATION.

SAFETY IS A HIGH PRIORITY HERE AND REGULARLY TALKED ABOUT

- Employee feedback

”

Improving injury rates

Over the last two years, we have focused on our people feeling comfortable to speak up when issues are noticed. This has contributed to a positive overall trend, with a decrease in the total number of incidents and enhanced hazard and “near miss reporting”. Our safety culture initiatives have encouraged individuals to report all incidents when they occur, allowing for quicker response times to injuries and more effective management of workplace hazards. We have seen a reduction in the number of lost time injuries. Our safety measures are working to create a safer work environment for our people.

Our management of injured teammates focuses on promoting recovery at work. Recovering while working in suitable work is shown to have the greatest positive impact on the injured person’s physical and mental health. Our recovery support team work alongside our operational teams to provide a tailored recovery pathway for each injured person. Claims for workers compensation have decreased in the past 2 years.

Enhancing our Safety Culture

Our annual Safety Culture Survey is a key tool for measuring our safety culture. Along with our regular safety performance reports, the survey paints a picture of how our people experience safety in their workplace. The 2024 survey showed an improvement on all indicators from 2023. Our overall maturity rating in 2024 was a Sustainable Safety Culture. Our strongest areas of improvement were communication, management commitment to safety and holding safety as a key priority for the organisation.

We are a Child Safe Organisation, deeply committed to providing an environment that is safe for all children and young people in our workforce and our work within our community.

We have a strong plan for both now and the future and a commitment to keep Safety First across the entire organisation. Keeping our people safe while serving our community continues to be a non-negotiable priority.

Uplift our wellbeing programs

We acknowledge that a mentally healthy workplace is one where health is prioritised and monitored, workload matches resourcing, leadership model healthy behaviours and psychosocial hazards are identified and managed. We have a range of proactive health monitoring and support programs in place for our people. Our Wellness and Wellbeing Strategy will support our current and future programs.

We are actively improving the level of knowledge for our People Leaders to lead and support mentally healthy workplaces.

Our Wellness and Wellbeing Strategy will provide the framework for us to continue to build a mentally healthy workplace for all.

Drivers of change

The delivery of the goals and priorities of our Community Plan, Delivery Program and Operational Plan are reliant on our people. To successfully plan for the delivery of our services, we need to consider workforce trends, challenges, and opportunities over the next four years, these include:

Aging workforce and succession planning

With 29% of the workforce aged 56 and over, Council recognises the impact of an aging workforce. We will address this demographic shift, by continuing to implement strategies that support skills and knowledge transfer and recruitment of critical roles, as well as initiatives that support career transitions through our Transition to Retirement Determination. To ensure business continuity and retention of critical skills we will design and implement a talent/ succession planning framework to plan for our future workforce. We will continue to invest in educating and training our people, including offering a Pathfinders program for traineeships, apprenticeships, cadetships, and graduate placements, fostering a pipeline of emerging talent.

Attracting and retaining talent

Our people are our greatest asset and attracting and retaining a skilled and experienced workforce is essential to the delivery of our services to the community. Sutherland Shire Council continues to face significant workforce challenges including critical skills shortages in key areas such as engineering, planning, cyber and trades, as well as an increasingly competitive labour market. Our people expect a competitive salary and benefits as well as tangible opportunities for career development and progression. Having a strong value proposition and culture will mitigate employees being responsive to offers for more pay, given the economic uncertainty and rising cost of living.

Council is committed to investing in its people by building a capable and engaged workforce equipped with the skills and training necessary to deliver our services to the community. We will continue to train and develop our people to prepare them for career progression this will be supported by our succession planning framework.

We will develop a people leadership strategy and development framework and embed the leadership capability and performance framework across our organisation to support the development of people leadership that will engage and motivate our workforce.

To remain competitive, we will develop an overarching Employee Experience Strategy, Framework and Employee Value Proposition that will support us becoming an employer of choice.

Health, safety, and wellbeing

The health, safety, and wellbeing of our people is fundamental to the successful delivery of our services to the community. We will strive for a high performing safety culture by continuing to improve safety behaviours and systems across the organisation through the delivery of our Safety Roadmap 2024-2026. We will prioritise employee wellbeing by continuing to build on our existing wellbeing and health monitoring programs with the development and implementation of a targeted employee safety, wellness, and wellbeing strategy.

Our people continue to expect work that provides purpose and meaning and a people leader that will support them in all aspects of their work. Family friendly and flexible work policies continue to be a minimum requirement, with wellbeing strategies a high priority item for attraction, engagement, performance, and retention.

Workforce diversity and inclusion

We are committed to fostering an inclusive environment where a variety of backgrounds, ethnicities, genders, identities, sexual orientations, and cultural perspectives are celebrated. By embracing and respecting these differences, we aim to build a richer workplace that drives innovation, creativity, and deeper connections with the community. We will develop and implement an internal holistic diversity and inclusion framework and strategy that will strengthen our workforce and lead to higher levels of engagement, trust and loyalty among our people.

Technology change including Artificial Intelligence (AI) and automation

In today's rapidly evolving business landscape, information technology (IT) stands at the forefront of innovation and strategic growth. No longer merely a support function, IT has emerged as an enabler of business objectives, transforming the way Council operates, and engages with customers. As organisations increasingly rely on technology to drive efficiency and foster creativity, it becomes evident that IT is not just a tool, it is a critical driver of success.

One of the most significant roles of IT in Council is enhancing operational efficiency. Council's IT Strategy 2025-2029 will guide the review of its digital infrastructure and adapt tools to enhance digitisation, automation, cloud computing, and data analytics that will revolutionise traditional processes, and allow Council to streamline operations and enhance services for the community.

Workforce Strategy 2022-2026

The previous strategy delivered a range of projects and outcomes:



Employee Experience

Delivered projects:

- ✓ Continued reward and recognition programs at organisation, directorate and team level
- ✓ Introduction of Staff Summit
- ✓ Introduction of “In conversation with the Executive”
- ✓ Implementation of SMART strategy, enhancing employee connectivity, collaboration and enabling flexible work



Lifecycle Talent Management

Delivered projects:

- ✓ Expansion of the Pathfinders Cadet, Apprenticeship and Trainee Program
- ✓ Improved skill of hiring managers through implementation of hiring Manager Training program
- ✓ Continued support of the Young Leaders Network



Building Leadership Capacity

Delivered projects:

- ✓ Delivery of Elevate Senior Manager development program
- ✓ Delivery of Stepping Up front line leadership program
- ✓ Introduction of Senior Leadership forums to enhance organisational knowledge and impact
- ✓ Implementation of a Leaders Portal, encouraging manager self-service and to enhance capabilities



Health, Safety & Wellbeing

Delivered projects:

- ✓ Implementation of alcohol and other drugs program
- ✓ Continued provision of Employee Assistance Program and Manager Assistance service
- ✓ Upskilled people leaders in managing psychosocial risk in the workplace
- ✓ Conducted two Safety Culture Surveys



Diversity & Inclusion

Delivered projects:

- ✓ Implementation of Women’s Development Program - Evolve
- ✓ Development of accessible online content for all abilities
- ✓ Aboriginal Cultural Capability training
- ✓ Inclusion Works – Disability Awareness training
- ✓ Introduction of March as Inclusion Month

Celebrating our people

Our people are our biggest asset, and having engaged employees is fundamental in achieving goals and delivering on the priorities of our community.



Image 2: A collage of our people winning awards

We recognise and celebrate our people in a range of ways.

Internal recognition and awards

Long Serving Members

Our organisation wide program recognising employees with continuous service of 10, 15, 20, 25, 30 and 35 plus years of service.

Care Awards

Our organisation wide program recognising employees and teams across Council for their exceptional contribution, performance or achievements, and living our values.

Safe4Mates

Our organisation wide program recognising outstanding contribution to work health and safety, having put in that extra effort to make our workplace safer, been innovative in their approach or changed attitudes towards safety at work.

WOW Awards

Our Directorate awards, a tiered reward and recognition approach recognising high performance or achievements within each Directorate.

Industry awards

Teams are encouraged to enter their projects and initiatives, showcasing the work delivered by the people at Sutherland Shire Council. Over the last three years we have been recognised in many industry awards across all areas of Council.

2024 NSW Local Government Excellence Awards

- 'Do your part and fires won't start' – *Winner*
- The Pavilion Performing Arts Centre – *Highly Commended*
- Rachael Zhura – IP&R Intensive Residential Course – *Dux*

2024 National Banksia Sustainability Awards – Good Environmental Choice Australia Winner

- Healthy Planet, Healthy People – *Winner*

2024 IPWEA NSW and ACT Engineering Excellence Awards

- Street Lighting Improvement Program – *Winner (in collaboration with SSROC)*

2024 Local Government NSW Excellence in Environment Awards

- Youth Climate and Biodiversity Forum – *Winner*
- Growing Our Future: Volunteers, trees and social connections – *Winner*

2023 NSW Local Government Excellence Awards

- ShireABILITY Art Awards – *Highly commended*
- Connection Café (Dementia program at Sutherland Shire Libraries) – *Highly commended*

2023 IPWEA NSW and ACT Engineering Excellence Awards

- Emergency Protection Works North Cronulla – *Winner Innovation – New or Improved Techniques*

2023 Local Government Professionals NSW

- Australasian Management Challenge – *Third Place*



IT BOOSTS OUR CONFIDENCE
WHEN WE GET NOTICED

- Employee feedback



Workforce Strategy development

We have developed a comprehensive program to deliver on the priorities identified within the Community Plan. With our people being at the heart of our success, the workforce strategy has identified and highlighted the priority people and culture strategic actions.

In developing our four-year Workforce Strategy, voice of customer workshops were held with Senior Managers to understand their key strategies, business objectives and the resources required to support them to ensure success. These workshops were in addition to regular one on ones with executive leaders, managers, and team leaders with People & Culture Business Partners, identifying both gaps and opportunities. Data and insights from our workforce profile, the Organisational Culture Index (OCI) survey and our Safety Culture Survey have informed our approach.

Overwhelmingly, the feedback acknowledged the value and appropriateness of Council investing in a solutions focussed People & Culture (P&C) business partnering approach, including talent acquisition and specialist advice on workforce change. Managers strongly highlighted the need for simplification and automation of P&C processes to enable people leaders to effectively lead their teams with minimal administrative burden. By supporting and empowering them to focus on their core tasks and eliminating unnecessary hurdles, we enhance their productivity and create an environment for success.

Our focus areas



Our Workforce Strategy has five focus areas and outcomes:

Employee experience that drives exceptional customer experience <i>Engaged and inspired people who do their best work every day, relentless in their pursuit of service to our community.</i>
Safety, wellness and wellbeing <i>Safe, well and thriving people, both mentally and physically</i>
Leadership capability <i>Highly capable and trusted leaders who lead with skill, empathy and accountability, role modelling the expected organisational values and behaviours.</i>
A diverse and inclusive workplace <i>A workforce and a workplace that is inclusive and diverse.</i>
Workforce management now and for the future <i>A robust program of workforce planning and workforce management strategies and initiatives to future-proof Council's evolving people and leadership requirements.</i>



Focus area 1: Employee experience that drives exceptional customer experience

Objective:

To create a positive and supportive workplace culture that enhances both individual and organisational performance.

Approach:

Employee experience encompasses everything that individuals encounter and observe while working at Council. This includes the cultural, physical and technological environments, all of which contribute to shaping an employee's overall experience.

Impact:

By prioritising these three core areas, Council aims to cultivate a workplace where employees feel valued, engaged, and motivated. This focus area is closely aligned with our Customer Experience and Information Technology (IT) strategies, ensuring a holistic approach to improving the overall experience. Fostering such an environment supports individual growth, strengthens organisational performance, and contributes to shared success.

Implementation Actions	Delivery/ Collaboration	Years					Funded
		25/26	26/27	27/28	28/29	Ongoing	
1.1 Develop an overarching Employee Experience Strategy, Framework and Employee Value Proposition.	Delivery Stream People & Culture	✓	✓			✓	Yes
	Collaboration Customer & Engagement						
1.2 Develop an organisational culture development program and action plan.	Delivery Stream People & Culture	✓	✓				Yes
	Collaboration Executive						
1.3 Review and develop a refreshed Values program.	Delivery Stream People & Culture	✓					Yes
	Collaboration Executive						
1.4 Embed the People and Culture Business Partnering model.	Delivery Stream People & Culture	✓					Yes
	Collaboration People Leaders						



Focus area 2: Safety, wellness and wellbeing

We are 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.

Objective:

For our people to:

- believe and act on the concept that safety is fundamental to everything we do
- be role models to our respective industries in how we think and behave safely, on and off the job
- have multiple ways to monitor our safety practice and to use the information we collect to improve, and
- believe that health and safety, including psychological safety is a critical aspect of their job.

Approach:

Our organisation is committed to a three-year Safety Roadmap which drives our improvement of safety performance and behaviour. Our target is to reach a high performing safety culture. This can be achieved through genuine safety leadership and a workplace where we prioritise the physical and psychosocial safety of those around us.

To further prioritise employee wellbeing, we will continue to build on our existing wellbeing and health monitoring programs with the development and implementation of a targeted employee wellness and wellbeing strategy.

Impact:

Through prioritising a shared responsibility for work health safety and wellbeing by us as the employer, and our people as employees, we deliver a safe workplace where our people are valued and supported.

We will measure this impact through improved safety and wellbeing Key Performance Indicators including our incident and injury rates, workers compensation claims, safety culture assessment outcomes, wellbeing self-assessment rates and program attendance.

Implementation Actions	Delivery/ Collaboration	Years					Funded
		25/26	26/27	27/28	28/29	Ongoing	
2.1 Deliver the Safety Roadmap Roadways: Performance, System, Involvement, Communication and Training.	Delivery Stream Corporate Governance Collaboration People & Culture	✓	✓	✓	✓		Yes

Implementation Actions	Delivery/ Collaboration	Years					Funded
		25/26	26/27	27/28	28/29	Ongoing	
2.2 Develop and implement a Safety, Wellness and Wellbeing Strategy.	Delivery Stream Corporate Governance	✓				✓	Yes
	Collaboration People & Culture						



Focus area 3: Leadership capability

Objective:

To enhance people leadership capability across Sutherland Shire Council, ensuring our leaders possess the expertise, emotional intelligence, and trust required to drive employee engagement, organisational performance, and community impact. We aim to foster an environment where leaders manage both physical and psychosocial risks effectively, empowering our people to thrive.

Approach:

To develop internal leadership talent while strategically acquiring external leaders. To implement a comprehensive framework for leadership selection, development, engagement, promotion, and reward that reflects contemporary best practices. This will include establishing clear, measurable standards for assessing leadership performance, ensuring a consistent and transparent approach to leadership development with trust and empathy central to our success.

Impact:

By prioritising the development of people leadership, we will support a highly engaged and motivated workforce, with leaders who inspire their teams to exceed expectations. This will directly contribute to improved organisational performance, as empowered leaders will foster a culture of trust, accountability, and collaboration. Sutherland Shire Council will be recognised as a leading employer, attracting and retaining top talent due to its strong commitment to effective, empathetic, and capable leadership.

Implementation Actions	Delivery/ Collaboration	Years					Funded
		25/26	26/27	27/28	28/29	Ongoing	
3.1 Develop a people leadership strategy and development framework that will deliver the desired organisational outcomes.	Delivery Stream People & Culture Collaboration Executive	✓	✓			✓	Yes
3.2 Design and implement a talent/succession planning framework and process to plan for Council's future leaders.	Delivery Stream People & Culture Collaboration Executive		✓	✓		✓	Yes
3.3 Review and embed the leadership capability and performance Framework.	Delivery Stream People & Culture Collaboration Executive		✓	✓		✓	Yes



Focus area 4: A diverse and inclusive workplace

Objective:

To create a workplace that is diverse, inclusive, and reflective of the community it serves both now and into the future. We are committed to fostering an environment where a variety of backgrounds, ethnicities, genders, identities, sexual orientations, and cultural perspectives are celebrated.

Approach:

We are committed to fostering an environment where a variety of backgrounds, ethnicities, genders, identities, sexual orientations, and cultural perspectives are celebrated. By embracing and respecting these differences, we aim to build a richer workplace that drives innovation, creativity, and deeper connections with the community.

Impact:

A diverse and inclusive workplace will enrich the way we work, think, and deliver on Council's promises to the community. It will lead to higher levels of engagement, trust, and loyalty among employees, while also strengthening our ability to innovate and make decisions that resonate with all segments of the community.

Implementation Actions	Delivery/ Collaboration	Years					Funded
		25/26	26/27	27/28	28/29	Ongoing	
4.1 Develop and implement an internal holistic diversity and inclusion plan aligned to the organisational framework.	Delivery Stream People & Culture						
	Collaboration Community Impact & Innovation	✓				✓	Yes
	Customer & Engagement						



Focus area 5: Workforce management now and for the future

Objective:

To design and implement a strategic workforce management lifecycle that ensures the success of our employees, organisation, and community, both now and in the future.

Approach:

Review and prioritise aspects of the employee lifecycle within the Workforce Management Program which may require adjustment or realignment to organisational goals and the desired employee experience. Focussing on uplifting our practices to meet both current needs and future trends, ensuring that we can acquire and retain diverse, emerging talent to meet long-term organisational demands.

Impact:

A more agile and future-ready workforce, aligned with the strategic goals of the organisation, ensuring that both short-term and long-term workforce needs are met. This will drive improved customer experience outcomes and contribute to the ongoing success of our community and organisation.

Implementation Actions		Delivery/ Collaboration	Years					Funded
			25/26	26/27	27/28	28/29	Ongoing	
5.1	Conduct annual workforce needs analysis and align strategies and P&C processes to needs.	Delivery Stream People & Culture	✓	✓	✓	✓	✓	Yes
		Collaboration Executive and Senior Managers						
5.2	Review and renegotiate Core Enterprise Agreement to simplify and harmonise employee terms and conditions.	Delivery Stream People & Culture	✓					Yes
		Collaboration Finance, Property & Performance						
5.3	Deliver and embed the OneCouncil Human Resources and Payroll technology, processes and data reporting.	Delivery Stream People & Culture						Yes
		Finance, Property & Performance						
		Collaboration Customer & Engagement	✓	✓			✓	
		Information Management & Technology						

Measuring outcomes

Our focus on reporting of insightful and meaningful people and culture data will continue to evolve. We plan to uplift the quality and availability of data for use by leadership and the People & Culture team and to provide a greater level of organisational transparency over the coming four years. Data driven insights using both lead and lag indicators will be critical to continuing the analysis of trends and issues and to create impactful people solutions. A more data driven approach is needed to inform and measure outcomes across all aspects of this Workforce Strategy.

The implementation of the integrated Human Resources and Payroll solution as part of OneCouncil, is expected to provide significant uplift and benefits in this space. This will enable the generation of regular and accurate people dashboards and executive reporting.

Each area of our Employee Lifecycle will be measured to identify baseline metrics, targets and progress.

The areas to be measured will include and where available will be compared to local government benchmarks:

Talent Acquisition

- Time to fill and time to hire.
- Retention rates at year 1 and year 2.
- Cost Per Hire.

Engagement

- Improved employee engagement score (Net Promoter Score (NPS)).
- OCI Re-measurement.

Learning and Development

- Internal mobility and internal promotion rate.
- % compliance to mandatory training requirements.
- Engagement in Professional Development Programs (Study Assistance).

Safety and Wellbeing

- Increased rates of reporting.
- Safety Culture Survey improvement.
- Increased employee wellbeing.

Diversity

- Diversity profile evolution.
- Increase workforce participation for diverse communities.

Retention

- Turnover – all aspects.



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