

RESOURCING STRATEGY

OVERVIEW



*Working together to achieve
our vision for the future*

THE BRANDS SHARE

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.

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Sutherland Shire Council
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Contact Details
4-20 Eton Street Sutherland NSW
Australia

Locked Bag 17,
Sutherland NSW 1499

T 02 9710 0333
ssc@ssc.nsw.gov.au
sutherlandshire.nsw.gov.au





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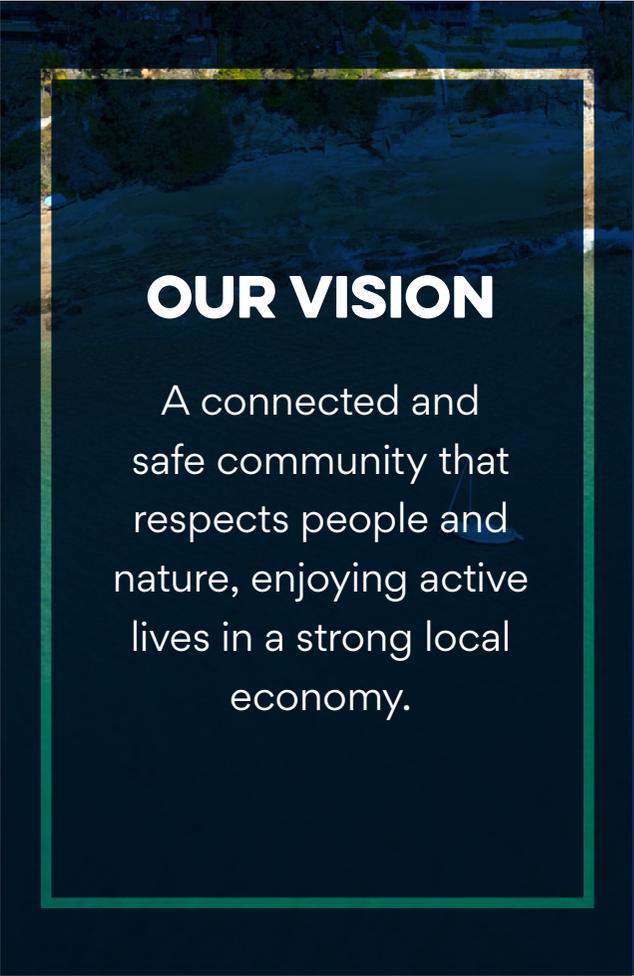
A close-up photograph of a man with dark, curly hair and a red headband. He has white ochre paint applied to his face and chest. He is holding a large, shallow, bowl-shaped object made of wood or bark, which contains a fire. Smoke is rising from the bowl. The background is blurred, showing other people and a natural outdoor setting.

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.



OUR VISION

A connected and safe community that respects people and nature, enjoying active lives in a strong local economy.

OVERVIEW

The ability of Sutherland Shire Council to deliver the services and infrastructure desired by our community today and in the future is dependent upon the resources available to support service levels over the long term.

The Resourcing Strategy outlines how we will allocate resources to achieve the outcomes and strategies set out in *Our Shire* Community Strategic Plan. Sufficient resources such as assets, money, people and time are needed to reach the long-term vision and aspirations of our community.

The Resourcing Strategy consists of four components:

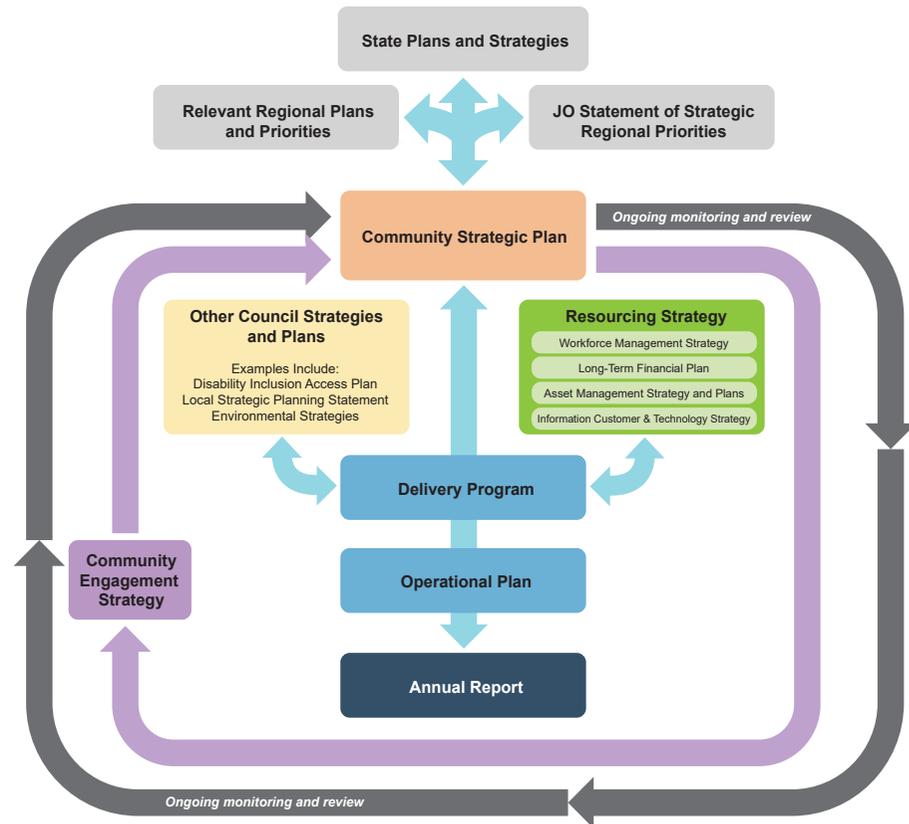
- Long Term Financial Plan
- Workforce Strategy
- Asset Management Strategy and Plans
- Information Customer and Technology Strategy

Together, these documents aim to optimise available resources and enhance and inform the decision making process. The Strategy supports Council being in the best possible position to rise to opportunities and withstand future challenges, while delivering outcomes and services for the community.

OUR STRATEGIC APPROACH

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable and responsive local government sector. All NSW Councils are required to develop a Community Strategic Plan (with a minimum 10 year outlook) along with a Delivery Program (based around the 4 year electoral term of each council) and an Operational Plan (which looks at yearly actions to be undertaken).



Council develops a suite of integrated plans to ensure the long, medium and short-term aspirations, priorities and needs of the community are identified, and appropriate strategies are developed and implemented to respond to those needs.



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 1 year Operational Plan, 4 year Delivery Program and 10 year Community Strategic Plan.



FUTURE CHALLENGES

Population Growth



The current forecast population of Sutherland Shire is 242,811 (2022) and is expected to increase to 259,065 in 2032. This provides Council with the challenge of ensuring that its assets have capacity, and the services that it provides meet the needs of the growing community.



Financial Sustainability

We are facing the strategic challenge of renewing existing assets and continuing to provide an appropriate range and level of services to a growing and changing community while maintaining a sound financial position.



Workforce

Current trends show that Council has an ageing workforce. Our Workforce Strategy aims to prepare for this challenge, along with increasing the attraction and retention of talented people to the organisation.



Technology

We must adapt our technology practices and business processes to meet customer expectations. Emerging technologies, growing amounts of data and smarter ways of getting insights are changing the way people, businesses and Councils connect, support and deliver to our community's needs.





THE FINANCIAL STRATEGY AND LONG TERM FINANCIAL PLAN

The Finance Strategy aims to position Council to be a trusted and sustainable service provider for our community. It does this by providing individual strategies aimed at enhancing Council's financial strength and sustainability. A financially strong local government will support the achievement of the community's aspirations for Sutherland Shire by being in a position to rise to opportunities and withstand financial shocks.

Incorporated within the strategy document is Council's Long Term Financial Plan (LTFP) which assists Council to better plan and manage competing infrastructure priorities and service levels. The LTFP is a tool that is incorporated into decision making to ensure Council's long term financial performance is considered as part of the process. The plan extends for a period of ten years and is integrated throughout the Workforce Strategy and the Asset Management Strategy.



THE WORKFORCE STRATEGY

As a diverse organisation, we employ over 1300 people from over 70 different professions. Just as infrastructure conditions can impact service levels, so too can the condition of our workforce.

Service levels on the ground are supported by the level of leadership, professional and technical advice, skills and capabilities, collaboration, productivity and customer service of our people.

Our people are critical to our success. The Workforce Strategy supports the achievement of our Delivery Program by ensuring a workforce that is engaged in Council's purpose, aligned to business needs and productive in working towards our goals and objectives.



THE ASSET MANAGEMENT STRATEGY AND PLANS

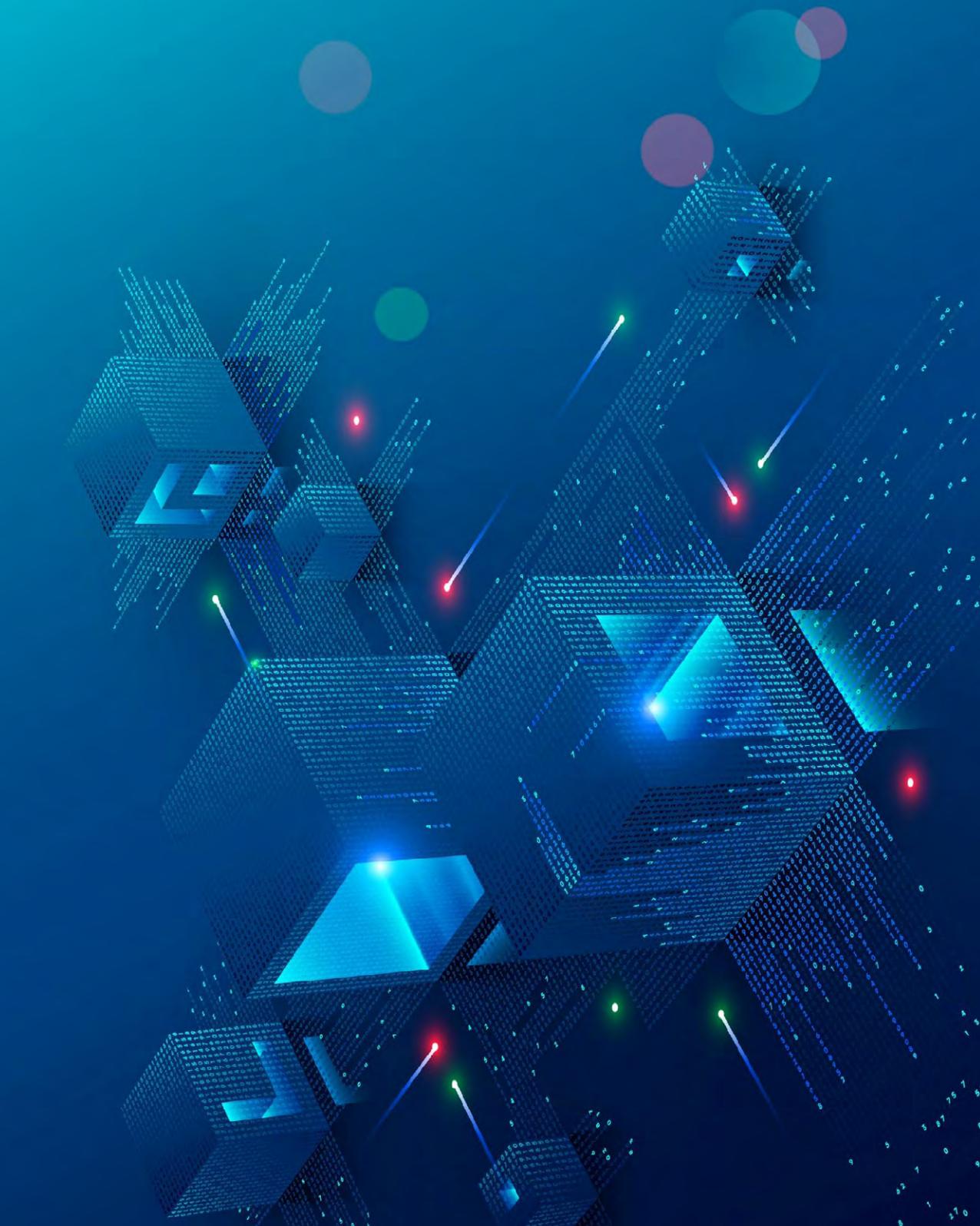
We are responsible for almost \$3 billion of assets within the Sutherland Shire. Our local infrastructure portfolio includes roads, buildings, sporting fields, open space, kerb and gutter, footpaths and stormwater drainage.

This infrastructure helps shape and support the quality of life of our residents and spans generations. It is therefore critical to ensure good planning, decision making and management of infrastructure assets.

To support our commitment to asset management we have developed the following documents:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans

Assets exist to support services. These strategies and plans demonstrate how we manage our assets using a lifecycle approach. They identify the financial and workforce resources required to support sustainable service delivery at the levels desired by our community.



THE INFORMATION, CUSTOMER AND TECHNOLOGY STRATEGY

The Information, Customer and Technology (ICT) Strategy is about positively transforming the way that our people and the community connect with Council.

The Strategy considers the future of our Information, Customer and Technology services. In this context, ICT includes a diverse range of services which are offered to internal and external stakeholders and the community, including Enterprise Content Management, Information Privacy and Security, Customer and Contact Centre functions, Technology Solutions, and Management of Technology Infrastructure.

The Strategy outlines key areas of focus centred on people, process and technology. These support the needs of the community and the organisation, now and into the future, to provide value and opportunities to reach our goals and objectives.