



**WORKFORCE MANAGEMENT  
STRATEGY 2022/23 - 2025/26**



Adopted 27 June 2022

### **Acknowledgement of Country**

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



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Infrastructure & Sustainability staff at work in Christison Park

# Introduction

## What is a Workforce Management Strategy?

The Workforce Management Strategy is a four year document that shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives.

## Why do we need a Workforce Management Strategy?

Our Workforce Management Strategy sets out the issues, evidence and strategies required to deliver a sustainable Woollahra Council workforce capable of continuing to deliver high quality services to our community and deliver on our vision. It builds upon the directions set out in the Community Strategic Plan *Woollahra 2032* and is aligned with the overarching NSW Integrated Planning and Reporting framework.

Put simply, it's about the right people, culture and skills. Our strategy describes how we intend to build and maintain our people, culture and skills at Woollahra over the next four years.

## Developing our Strategy

The key elements to developing the strategy involved an internal and external scan, workforce profiling and analysis, internal engagement and forecasting and the development of strategic actions and responses. We recognise that there is more work to do in these areas and as we implement the actions outlined in this strategy we will need to continually monitor, adjust and make the necessary changes to this document.

Consultation with our internal departments provided ideas and information about specific people issues and

priorities. In October each year our internal departments undertake detailed workforce planning in consultation with their staff and our People, Safety & Performance department (PS&P). The planning focusses on retaining existing staff as well as attracting new employees to ensure an organisation has the right number of people, with the right skills in the right jobs at the right time.

Key stakeholders across our organisation are also consulted including our Consultative Committee.

Externally, the Workforce Management Strategy is informed by trends emerging in the state and national economy, changes in legislation and industry developments and most recently the impact of the latest COVID-19 lockdowns and emerging strategies to manage the presence of COVID-19 in the community.

From this combination of sources the Workforce Management Strategy seeks to reflect the framework for providing the desired people, skills and culture to support the achievement of council's strategic objectives.

We have identified five Strategic Priorities to achieve this:

- Leadership and engagement
- Sustainable and efficient
- Community focussed and responsive
- Diversity, equity and inclusion
- Safety, health and wellbeing

# Our workforce snapshot



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

2. Based on the number of hours considered full time employment. This takes into consideration that some of the 451 staff employed are on a part time basis.

3. Senior leader roles are identified on page 7.

4. Base salary.

Note: Statistics are quoted as at May 2022.

# Woollahra workforce structure

## Our structure

Our organisation structure is aligned to the community's goals and strategies within the Community Strategic Plan and to support the community's vision for Woollahra.

Our organisation is made up of four divisions:

- Community & Customer Experience
- Corporate Performance
- Planning & place
- Infrastructure & Sustainability

## Restructure of the organisation

In 2021 a restructure of the organisation was undertaken and in the first half of 2022 a further restructure was undertaken in line with a staffing review that was undertaken. Both these restructures were designed to:

- Increase our focus on the customer experience,
- Develop a stronger approach to continuous improvement and measuring our overall performance,
- Broaden our concept of 'place', so everything we do takes into account the impact on our community and the various places throughout our Local Government Area (LGA).
- Ensure we continue on our path of implementing successful environmentally sustainable initiatives that will benefit the organisation and the broader community.

To improve Council's long term financial outlook, in the first half of 2022 a review of our workforce size and composition was undertaken. This resulted in an overall reduction in workforce numbers of around thirty and a



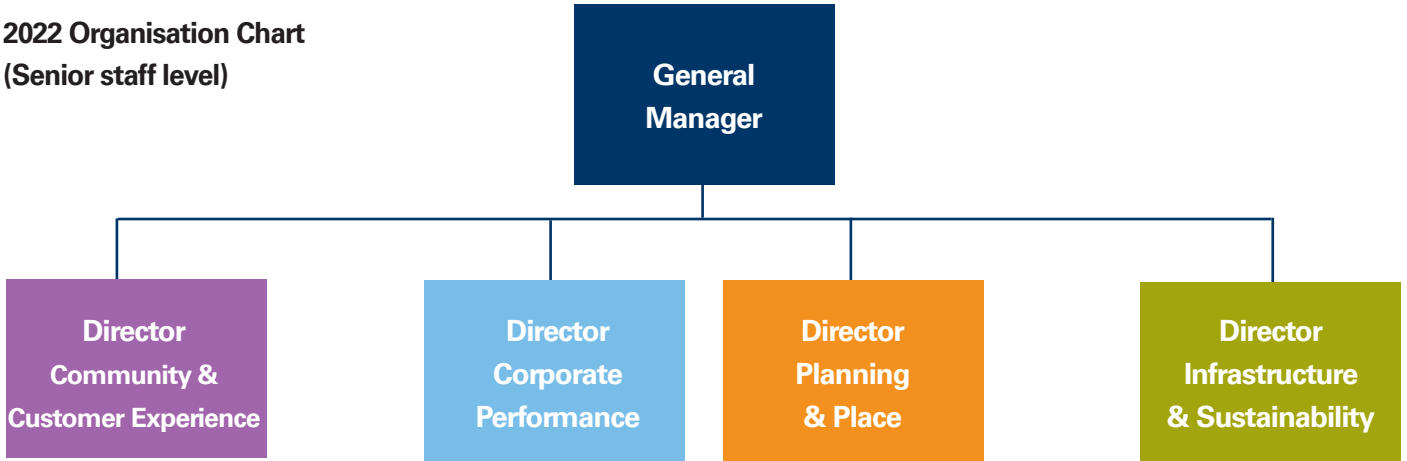
Hard waste collection by Infrastructure & Sustainability staff



Community & Customer Experience staff at Paddington Library

reduction in annual labour costs of approximately \$2.6 million. We have balanced the aim to be financially sustainable as an organisation whilst remaining committed to high standards of customer service.

**2022 Organisation Chart  
(Senior staff level)**



**Workforce FTE by Division (2022)**



- Community & Customer Experience, 19%
- Corporate Performance + General Manager, 14%
- Planning & Place, 21%
- Infrastructure & Sustainability, 46%



Executive Leadership Team

# Workforce analysis

The aim of Workforce Analysis is to develop a good understanding of our current workforce and of the key drivers that will affect the future supply and demand for labour for the organisation. This involves scanning the internal and external environments to identify factors that may impact on the workforce.

## Current workforce profile

Following the staffing review undertaken in the first half of 2022, Councils' workforce will comprise 451 staff with a Full Time Equivalent (FTE) of 409.1 75% are employed on a full-time permanent basis, 13% on a part-time permanent basis, with the remaining 11% on a temporary or casual basis.

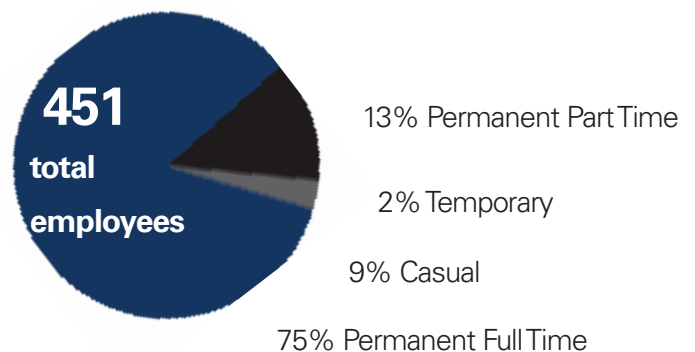
The FTE is based on the number of hours considered full time and recognises that not all of the 451 staff employed work on a full time basis. The FTE is used for ongoing measurement and benchmarking.

Our Community and Customer Experience division employs the greatest number of part time and casual staff, both in the Library and Preschool, and in roles associated with annual events such as the Woollahra Small Sculpture Prize. Small numbers of casuals are also used in our Regulatory and Waste Services operations.

## Workforce by Employment Type\* (FY 2022)

Employment Type	Staff	%
Permanent Full Time	339	75%
Permanent Part Time	59	13%
Temporary	11	2%
Casual	42	9%
<b>Total</b>	<b>451</b>	<b>100%</b>

\*Based on headcount



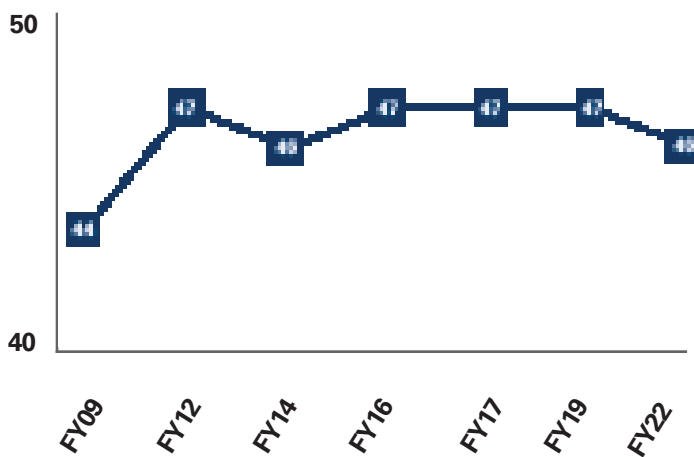


## Age

The average age of Woollahra Council's workforce decreased slightly from 47 in 2021 to 46 years. The age of Council employees ranges from 21 to 75 years, with the youngest Council employees being more likely to be employed on a casual or temporary basis. The average age of a permanent employee was 48, compared with 46 for a casual worker and 34 for a temporary employee.

Length of service is directly correlated with age at Woollahra Council. Employees aged between 55 and 75 averaged 15 years of service, while those aged between 35 and 55 years had an average of 7 years of service. Those aged under 35 averaged 2 years of service.

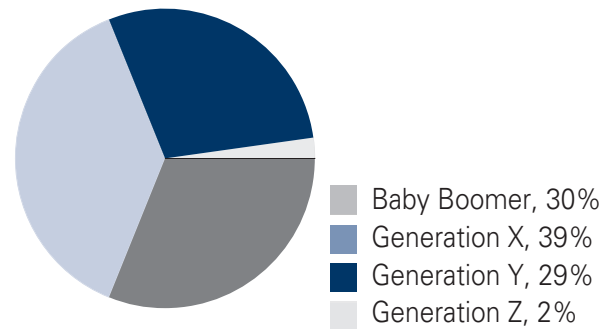
### Average age (years) of employees (FY2009 - 2022)



## Workforce by generation

Generation X (born 1966- 1980) at 39% are now our largest category, with Baby Boomers (born 1945-1965) representing 30%, Generation Y (born 1981-1997) representing 29% and Generation Z (born after 1997) at 2%.

## Workforce by Generation (2022)



## Aging workforce

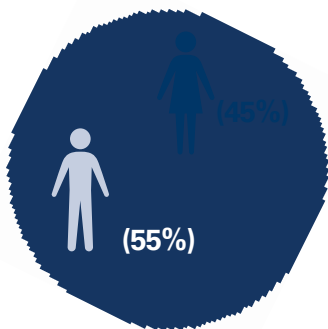
Changing social and economic factors continue to shape our workforce. Issues such as slow wages growth and rising household debt can have impacts on retirement decisions. We are already experiencing a trend in retention of staff particularly in operational positions with significant manual labour involved. Safety and wellbeing issues need to be accommodated through job design and other strategies including phased retirement, our health and wellbeing program and a strong workplace health and safety culture.

In 2021, partially as a result of the pandemic, Council introduced a Flexible Working policy, which allowed employees (upon application and approval) the ability to be able to work from home for up to a couple of days a week, if their role was able to be performed remotely and if there would be no impact on our services. This increased flexibility may also be a consideration in retirement decisions being made.

## Gender

Councils workforce comprises 55% male and 45% female staff. Whilst this is councils' overall gender mix, the proportion of females employed in the Community & Customer Experience division is 83% (mostly across the Library, Preschool, Customer Service and Community Development), with the proportion of males working in the Infrastructure and Sustainability division (i.e. in outdoor operational roles) is 81%.

### Gender of total workforce (FY 2022)



### Employment Type by Gender

The majority of workers who worked less than a standard 35 or 38 hour week were female. Women accounted for 82% of part time employees and 64% of casuals. 35% of the female workforce were part-time or casual, compared with only 10% of the male workforce. The 235 males employed on a full time basis accounted for 48% of the total workforce. This proportion has remained steady, however, the number of women in part time, casual or temporary employment has increased.

### Employment Type by Gender\* (FY 2022)

Employment Type	Male	Female
Permanent Full Time	49%	26%
Permanent Part Time	2%	11%
Temporary	1%	2%
Casual	3%	6%
<b>Total</b>	<b>55%</b>	<b>45%</b>

\*Based on headcount

Since March 2020 (the beginning of the COVID-19 pandemic) nation-wide we have seen emerging trends:

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

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



Infrastructure & Sustainability staff

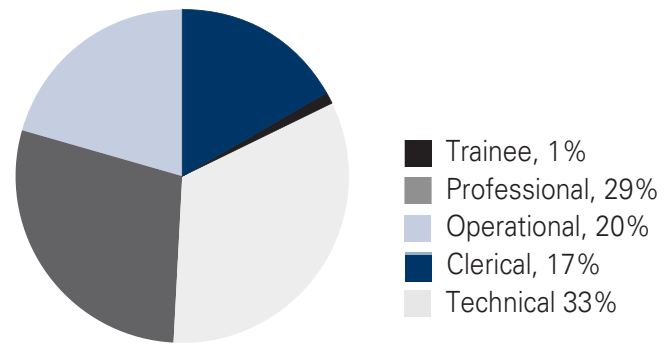
## Skills

The diversity of services that Council provides requires a diverse mix of skills. Positions which have been classified as 'Technical/Trade' require vocational training to Certificate III or IV level or an apprenticeship in order to carry out the role, e.g. in areas such as childcare, where qualifications are a requirement. 'Professional' roles require university education, while clerical and operational positions require on-the-job experience and/or basic qualifications, e.g. an MR licence.

Around 46% of the Infrastructure and Sustainability division workforce are in operational positions, while Technical/Trades positions made up for a third of employees in Infrastructure and Sustainability.

Similarly, almost half of the positions in Planning and Place fall in to the Technical/Trades or Professional categories. Community and Customer Experience also had a high proportion of skilled workers – with 63% of positions requiring tertiary qualifications. Clerical positions were generally in customer facing roles in Woollahra Libraries. The Corporate Performance division has an even balance of Clerical, Technical/Trades and Professional roles.

## Workforce by Position Type (FY 2020)



Council recognises that an environment of continual learning and development will directly contribute to a dynamic and innovative organisation that is well placed to respond to the changing needs of the community. We will continue to invest in our people through the provision of quality, engaging, innovative, fit for purpose and accessible learning and professional development programs and opportunities.

In 2021 we commenced a Leadership Program beginning with our senior Managers. The program focussed on both personal and professional growth opportunities and will be expanded to include Coordinators and team Leaders in the second half of 2022.

We will continue to develop our workforce through:

- Continued leadership training
- Job-specific technical skills
- Improving customer experience
- Support for our digital transformation
- Safety, health and wellbeing programs.

### Retaining and attracting talent

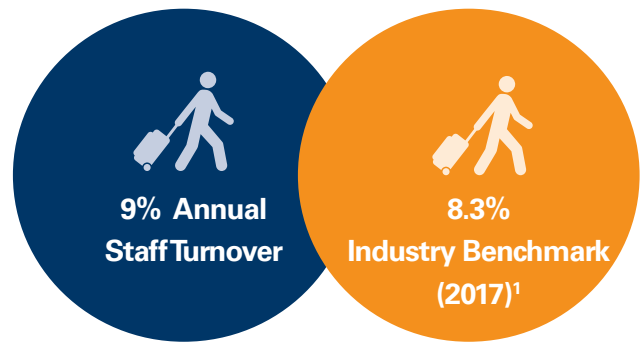
The recent labour market has seen robust competition for skills and experience that are typically in demand across our sector. Public infrastructure projects have been brought forward as part of the government’s post-COVID-19 recovery increasing competition for arborists, town planners, engineers, project managers and construction trades.

The restructure and expansion of some departments in the state government, particularly in the Planning & Environment department, has already fuelled demand for certain professional positions including town planners. Labour shortages are anticipated to continue as the unemployment rate trends below 4%. These issue impacts the local government sector across NSW.

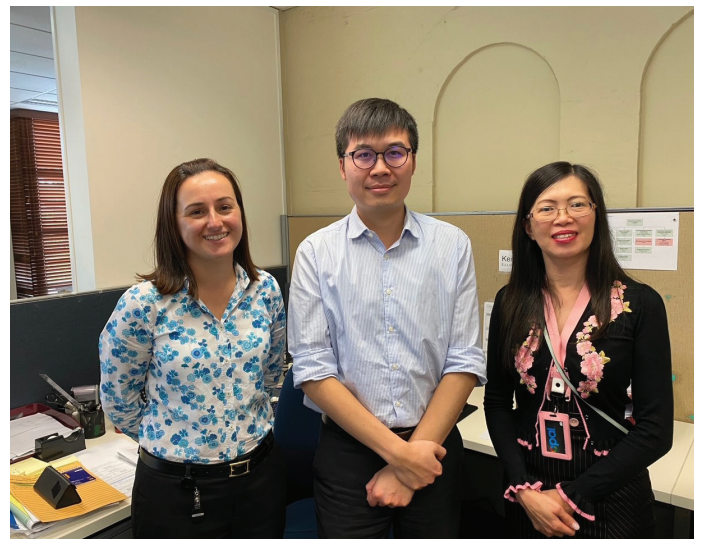
Most of our staff are unable to live in the council area. Many travel a considerable distance and there are associated public transport and parking issues associated with this.

To meet the challenges of recruitment and retention we need to implement our strategies to differentiate ourselves from competitors with a genuine brand which offers benefits, development, leadership and an appealing workplace culture.

### Turnover (FY 2021)



¹The average unplanned turnover at June 30, 2017 was 8.3% for local governments across Australia. Source: *Local Government Workforce and Future Skills Report Australia* September 2018



Corporate Performance staff

## Diversity and Workplace Equity

Equal Employment Opportunity (EEO) is the absence of bullying, harassment and discrimination in the workplace. Council is committed to ensuring our workplace is free of bullying, discrimination and harassment and providing a positive working environment which encourages good working relationships between all employees. Council has a separate EEO Plan which forms part of the overall approach in building and sustaining the Workforce Management Strategy. Its objectives aim to achieve:

- A diverse and skilled workforce
- A workplace culture displaying fair workplace practices and behaviours
- Improved employment access and participation by EEO groups.

Council's commitment to promoting and sustaining a workforce which reflects the practical application of the highest ideals of diversity and inclusion is reflected in the establishment of the Disability Inclusion Action Plan and the Reconciliation Action Plan in 2022.

These plans will impact on the development of our workplace.

Workforce diversity data is a known gap in respect to some information including ethnicity and gender identity. We plan to address this by capturing this data in an employee engagement survey to be undertaken in June/ July 2022.



Community & Customer Experience staff on International Day Against LGBTQIA+ Discrimination 2022



Planning & Place staff fundraising for November 2021

## Safety, health and wellbeing

Council remains committed to the safety of its staff. The Strategy will see council focus on:

- Identifying gaps through the completion of an accredited safety audit
- Continue to promote and embed the integration of the existing safety management system into the daily functions of Council.

Council established the Health and Wellbeing Working Group in 2021. With staff and management representation, it is designed to ensure a comprehensive coverage and response to the health and wellbeing of our people.

180 staff participated in a 2021 Health and Wellbeing Survey which indicated

- 81% of participants believe their supervisor reinforces safe Workplace Health & Safety practices
- 89% of respondents know what's expected of them
- 78% feel they have flexibility over how they perform their work
- 56% feel they are well supported through change.

The survey demonstrated there was room for improvement in raising awareness of policies, including Reward and Recognition, Conflict Resolution, Grievance and Dispute Handling and Performance Development Reviews.

Our Workforce Management Strategy is informed by the 2021 Health & Wellbeing staff survey and will deliver through its implementation plan actions which deliver improvements to:

- Monitoring staff workloads
- Leadership support
- Reward and Recognition for workplace achievements.

As expressed via the survey, staff were seeking to improve health and wellbeing at work through:

- Work life balance
- Access to counselling
- Physical activity programs
- Individual health checks
- Physical and mental health tips via email & newsletter.



Admin Professionals Day 2021 celebration

# Our culture

## Values

A review commenced in late 2021 of our values and their impact on our workforce and brand. The current values are:

- Respect for people
- Integrity and excellent performance
- Professional, quality service
- Open, accountable communication

In 2022 our teams will work together on what the values mean to them, with a view to creating a set of common behaviour statements and a shared understanding to further develop our corporate culture.

## Embedding the culture

- Development of a Staff Recognition Awards Program, in collaboration with staff, to determine the most appropriate and meaningful way of reinforcing our values and commending excellence.
- Regular and timely recognition of staff excellence
- The continuation and expansion of our Leadership Development Program to identify and develop our emerging leaders
- Building connections within the organisation with the Executive leading a range of informal and formal ways of encouraging better inter-team communication, cooperation and collaboration.

## Employee Engagement Survey

The disruption caused by COVID-19 resulted in the postponement of the scheduled survey planned for 2020 and will be undertaken in June 2022.

This will be the first full employee engagement survey undertaken since the COVID-19 pandemic, during which time the organisation has undergone significant change, including the introduction of our new Flexible Work policy and an organisational restructure.

The last survey was undertaken in August 2018. The survey attracted a very strong participation rate and reported further significant positive results in key areas such as staff engagement.



Community & Customer Experience staff and volunteer at Woollahra Gallery at Redleaf

## Resourcing

The table below illustrates the current scale of direct investment in the workforce and projected investment across the four year period of the Workforce Management Strategy. The reduction from 2021/22 to

2022/23 reflects the savings from the staffing review undertaken in 2022. The outer year figures are indicative only as they are based on assumptions including Award increases under Local Government Award

### Direct and projected investment 2022/23 - 2025/26

Resource	2021/22 \$m <sup>1</sup>	2022/23 \$m	2023/24 \$m	2024/25 \$m	2025/26 \$m
Salaries	45.467	43.247	44.220	45.215	46.232
Training and development <sup>2</sup>	0.384	0.384	0.392	0.400	0.408
Recruiting	0.040	0.046	0.047	0.048	0.049
Change management / business improvement <sup>2</sup>	0.150	0.183	0.187	0.190	0.194
<b>Total:</b>	<b>46.041</b>	<b>43.860</b>	<b>44.846</b>	<b>45.853</b>	<b>46.883</b>

1. Original budget

2. These figures relate only to direct costs associated with investment in staff specific activity.

### Salaries

The growth in expenditure reflects anticipated movements in average salaries over the period and assumes a reduction in staff numbers mid 2022.

### Training and development

The reduction in budget continues to reflect our growing capacity to deliver in-house training at no direct cost, the efficiencies gained from coordination, as well as modest price increases.

### Recruiting

Recruitment continues to reflect cost saving derived from greater reliance on in-house services, lower staff turnover and more efficient internal controls on advertising.

### Change management / business improvement

With the development of in-house capacity to train staff and develop processes, project costs have now been stabilised while benefits continue to accrue.

### Timeframe for reporting

Council will publicly report against its priority to:

*Maintain a high performing workforce that is responsive to the needs of the community and the organisation*

and associated actions biannually within the Delivery Program progress report.



# Our challenges & strategic priorities

Our workforce analysis and scan of our external and internal environments has identified some key challenges which have informed the development of our five key strategic workforce priorities.

Our high level challenges are:

- Staff engagement and connectedness
- Retaining good staff
- Council's financial position
- The digital post COVID-19 pandemic environment
- Mental health and wellbeing
- Aging workforce
- Succession planning

We are addressing these through the strategic priority actions identified on pages 18-25 focussing on:

- Leadership and engagement
- Sustainable and efficient
- Community focussed and responsive
- Diversity, equity and inclusion
- Safety, health and wellbeing



Corporate Performance staff



Planning & Place staff

# Our strategic priorities

## Leadership & Engagement

- We need our staff to enjoy being at work, care about the performance of the organisation, and feel that their efforts make a difference
- We want our staff to know one another, put a name to a face to support strong collaboration and mutual trust between staff across teams and Divisions
- We need our leaders to demonstrate commitment and positiveness and to lead and motivate staff and their teams
- Our leaders need to be committed to developing people and fostering a healthy and high performing culture



Infrastructure & Sustainability staff



Corporate Performance staff lead a cross-divisional staff development session

Objective	Actions/Deliverables 2022-2026	Responsibility
Shared values	Develop meaningful descriptors of corporate values and associated behaviours	All Managers
	Recognise and celebrate people who exemplify Council's values through positive feedback and a Staff Recognition Rewards Program	Manager People, Safety & Performance (PS&P), Executive Leadership Team (ELT)
Leadership Development	Implement high quality leadership development and training tailored for each tier of the organisation	Manager PS&P
	Identify and develop emerging leaders via performance appraisal process	Manager PS&P, ELT, Managers
Staff Engagement	Develop and implement a staff recognition program to acknowledge and reward the demonstration of corporate values, excellence and good customer service.	Manager PS&P, ELT
	Undertake staff surveys, analyse results and develop department action plans	Manager PS&P, Managers
	Build connections within the organisation	ELT, Managers
	Review our staff performance development review framework to support personal and professional development	Manager PS&P
Performance and career management	Review our staff performance development review framework to support personal and professional development	Manager PS&P
	Review our performance management framework to support an efficient and effective workforce	Manager PS&P

### **Sustainable and Efficient**

- We need our organisation to be financially sustainable and deliver our services efficiently
- We need our staff to be supported and equipped with the required skills and resources to do their job
- We want to provide our staff with the opportunity to reach their potential



Waste collection by Infrastructure & Sustainability staff



Infrastructure & Sustainability staff at Cooper Park

Objective	Actions/Deliverables 2022-2026	Responsibility
Investing in skills	<p>Develop and implement a training needs analysis that takes into account future skills needs, especially around the use of technology and the ability to leverage technology to its fullest</p> <p>Provide learning and training opportunities that supports remote and flexible learning</p>	<p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p>
Service Review program	<p>Implement and conduct a Service Delivery Review Program to identify improvements to services delivery, customer experience and develop performance measures to deliver value for money for our community</p>	<p>Manager PS&amp;P</p>
Retaining and attracting talent	<p>Undertake annual workforce planning with Managers to identify future needs and update strategies accordingly</p> <p>Monitor and review Council remuneration and benefits ensuring it is appropriate and competitive to attract talent</p> <p>Implement online on-boarding to streamline the process and accelerate productivity of staff new to the role and/or the organisation</p> <p>Develop a cadet/ trainee program to attract new talent and develop partnerships with tertiary institutions to identify and recruit trainee professional and technical placements</p>	<p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p>
Improve reporting	<p>Maintain and improve quarterly reporting of People metrics to the Executive Leadership Team</p>	<p>Manager PS&amp;P</p>

**Community focussed and responsive**

- We want our services to be delivered efficiently, meeting or exceeding our customer expectations
- We want to recognise and reward our staff for delivering a good customer experience
- We need to measure our customers' experience, share the results with our staff and together look for opportunities to improve



Infrastructure & Sustainability staff

Objective	Actions/Deliverables 2022-2026	Responsibility
Creating a Customer Centric Culture	Drive customer design throughout Council to improve customer experience  Develop and implement training to support a customer centric culture  Report on customer experience across the organisation, raising awareness with our staff and supporting opportunities for recognition through our staff recognition program	Manager Customer Experience  Manager PS&P  Manager Customer Experience, Manager PS&P, ELT

## Diversity, Equity and Inclusion

- We want our workplace to be diverse and inclusive acknowledging the individual strengths of each employee and the potential they bring
- As outlined in Council's Disability Inclusion Access Plan (DIAP) we will work towards:
  - (i) Promoting positive attitudes and behaviours – the development of positive community attitudes and behaviours towards people with disability
  - (ii) Improving employment opportunities – the achievement of a higher rate of meaningful employment participation by people with disability in Council and through inclusive employment practices
- We are developing a Reconciliation Action Plan (RAP) and within that draft RAP we aim to:
  - (i) Create a workplace that offers cultural safety to Aboriginal and/ or Torres Strait Islanders and celebrates diversity, education and awareness.
  - (ii) Our goal is for all of our staff to understand reconciliation, what it is and why it matters. We are committed to attracting, training and developing Aboriginal and/or Torres Strait Islander staff.



Paddington Library Storytime led by Community & Customer Experience staff



Community & Customer Experience staff at Woollahra Preschool

Objective	Actions/Deliverables 2022-2026	Responsibility
Attitudes & Behaviours (from DIAP)	<p>Continue to provide disability awareness training for staff that sit on recruitment panels.</p> <p>Continue to offer mental health and disability awareness training for all public facing staff on how to recognise and respond to customers who have mental health issues or a disability.</p> <p>Identify dementia friendly training available in response to staff requests</p> <p>Identify training in how best to engage with those with neurological differences in response to staff requests.</p>	<p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p>
Employment (from DIAP)	<p>Continue to educate hiring managers on support provided by Job Access to improve access to employment for people with a disability at Council.</p> <p>Continue Council's EEO Policy, monitor for effectiveness and provide ongoing education to staff.</p> <p>Educate staff and supervisors on providing reasonable adjustments to accommodate a disability.</p>	<p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p> <p>Manager PS&amp;P</p>
Improve employment outcomes as outlined in Council's RAP (from RAP)	<p>Undertake the following actions as outlined in Council's draft RAP if adopted by Council:</p> <ul style="list-style-type: none"> <li>• Consult with current Aboriginal and/or Torres Strait Islander staff to inform future employment and professional development opportunities.</li> <li>• Review our recruitment process and investigate how to improve its cultural appropriateness and the accessibility of the process for First Nations applicants.</li> <li>• Investigate potential internships for First Nations students in partnership with TAFE and the Gujaga Foundation.</li> <li>• Investigate potential opportunities to support First Nations staff through a mentoring program or scholarship.</li> </ul>	<p>Manager PS&amp;P</p>
Achieve objectives of Equal Employment Opportunity Plan	<p>Prepare, implement and maintain policies, procedures and practices that are consistent with EEO principles, legislation and guidelines</p> <p>Maintain a workplace culture consistent with EEO principles</p> <p>Provide EEO induction and refresher training and guidance for staff</p>	<p>Manager PS&amp;P</p> <p>ELT</p> <p>All Managers</p>



## Safety, Health & Wellbeing

- The Safety, Health and Wellbeing (SH&W) of our people is our highest priority
- We are committed to achieving and maintaining a positive SH&W culture where all of our people are valued and SH&W is seen as the highest business priority.
- We are committed to the minimisation of risk and elimination of harm in the workplace



Planning & Place staff on duty at Camp Cove

Objective	Actions/Deliverables 2022-2026	Responsibility
Safety, Health & Wellbeing	Maintain and support Council's Health and Wellbeing Group (HWG)	Manager PS&P, HWG
	Develop and implement health and wellbeing programs and/or initiatives	Manager PS&P, HWG
	Identify work, health and safety (WHS) risk areas and address accordingly	Manager PS&P, ELT, All Staff
	Continue to promote and embed the integration of the existing safety management system into the daily functions of Council.	Manager PS&P, ELT, All Staff
	Manage, coordinate and deliver Workplace, Health and Safety measures to ensure a safe and healthy work environment	Manager PS&P, ELT, All Staff
	Promote Employee Assistance Program to staff and their family to provide support and guidance in work and non-work related matters	Manager PS&P, ELT, All Staff

# Monitoring and evaluation

The implementation of this Strategy will be regularly monitored and reviewed. Each year the Strategy will be reviewed in the light of changing events and to reflect council priorities. Management of our performance in terms of this Strategy will be regularly and more frequently assessed through quarterly reviews to the Executive Leadership Team (ELT).

Reviews will assess four key focus areas:

- How well have we done and what more could we do?
- What has been the impact of investment in the strategies so far?
- Are the planned actions still relevant in the changing environment and labour market context?
- What has been happening to the size, composition and skills requirements of the workforce?

Our Strategy will be adjusted in response to the outcomes of our reviews.



Community & Customer Experience staff at Watsons Bay Library



Infrastructure & Sustainability staff

# Appendix

The Integrated Planning & Reporting Framework requires Councils to develop a long term resourcing strategy to achieve the objectives established by the Community Strategic Plan. This must include provision for long term financial planning, workforce management planning and asset management planning.

This Workforce Management Plan is informed and supported by related legislation and policies including, but not limited to, the following:

- Integrated Planning & Reporting Guidelines for Local Government in NSW 2021
- Local Government Act 1993 (Chapter 11, Part 4 – Equal Employment Opportunity)
- Community Relations Commission and Principles of Multiculturalism Act 2000
- Implementing the Principles of Multiculturalism Locally – A Planning Framework for Councils
- National Framework for Women in Local Government Information Kit for Councils
- Engaging with Local Aboriginal Communities: A Resource Kit for Local Government in NSW
- Protected Disclosures Act 1994
- Protected Disclosures Guidelines
- Local Government Act 1993 (s440 – Codes of Conduct)
- Guidelines for the Model Code of Conduct for Local Councils
- Anti-Discrimination Act 1977
- Anti-Discrimination Board (Workplace Guidelines)
- Occupational Health & Safety Act 2000
- WorkCover NSW (Law and Policy)
- Complaints Management in Councils Practice Note No. 9
- Local Government (State) Award and Local Government (Electricians)



Infrastructure & Sustainability staff member



Planning & Place staff member

Woollahra  
Municipal  
Council



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