

# Workforce Management Strategy

2022 – 2026 Draft



northern  
beaches  
council

## Contents

---

Executive Summary	3
Vision, Purpose and Values	4
About this strategy	7
Strategic context	8
Celebrating success	10
Our Community	12
Our Organisation	16
Our Workforce - snapshot	20
Our Workforce - statistics and breakdown	24
Our challenges and strategic responses	36
Sources	43
Contact us	43

---

## Executive Summary

Northern Beaches Council is one of the largest councils in New South Wales and we are proud to partner with our community to improve and create our future.

The Workforce Management Strategy 2022 – 2026 outlines the strategic workforce direction that we will be taking for the next four years. In the development of this strategy we conducted internal engagement, undertook an external scan of data and metrics and analysed our internal workforce metrics. This informed the identification of the following four focus areas and our corresponding responses:

- Leadership talent
- Digital transformation
- Wellbeing and safety
- Diversity, equity and inclusion.



An aerial photograph of a coastal town during sunset. The sky is a mix of orange, yellow, and dark blue. The town is built on a hillside overlooking the ocean. The water is a deep blue, and the beach is visible in the foreground. The title 'Vision, Purpose and Values' is overlaid in large white text across the middle of the image.

# Vision, Purpose and Values



## The Community's Vision

Northern Beaches - a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.

### Our Purpose

Partnering with the community to protect, improve and create our future.

The community is at the centre of our purpose. Our workforce is committed to all those that live, work and visit this extraordinary place.

### Our Values

Values are fundamental beliefs that guide our thoughts, decisions and actions every day as we move through our personal and professional lives.

Our values are a common thread that shape our culture and processes, from how we recruit; to managing performance in alignment with our business plans and individual goals; and how we recognise employees through our reward and recognition program.

Our workforce has a responsibility to ensure they live and breathe our values through their actions and decision making every day.

#### Teamwork

working together delivers

#### Respect

valuing everyone is how we make a difference

#### Integrity

we are proud of doing what we say

#### Service

we care as custodians for the community

#### Trust

being open brings out our best

#### Leadership

everyone has a leading role

## About This Strategy

### What is a Workforce Management Strategy?

“The Workforce Management Strategy is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve Council’s strategic goals and objectives.”<sup>1</sup>

### Why do we need a workforce strategy?

An effective workforce strategy provides strategic direction and innovative approaches to complex workforce issues and challenges, enabling the Council to deliver services consistently, effectively, efficiently and innovatively.

### The process

The key elements to developing the strategy involved an internal and external scan, workforce profiling and analysis, internal engagement, gap analysis and forecasting and development of strategic actions and responses. We ensured customer centricity was the focus throughout. As we implement the plan we will continuously monitor and adjust to changing circumstances.

### Engagement

The Workforce Management Strategy has been developed following considerable discussion and engagement. Our Chief Executive and Executive Leadership Team provided their perspectives of workforce challenges over the next four years and beyond. Key stakeholders have been consulted including our Workplace Consultative Committee.



<sup>1</sup> NSW Office of Local Government, Integrated Planning and Reporting Handbook 2021, Page 43

## Strategic Context

The Workforce Management Strategy forms part of the greater Resourcing Strategy under the Integrated Planning & Reporting (IP&R) framework.

The IP&R framework exists to ensure all our planning stems from our community's vision and aspirations set out in the Community Strategic Plan 2040, and how we will resource our commitments in the Delivery Program. The framework is designed so that Council and the community both have a clear picture of:

- Where we want to go
- How we plan to get there
- How we will measure our progress

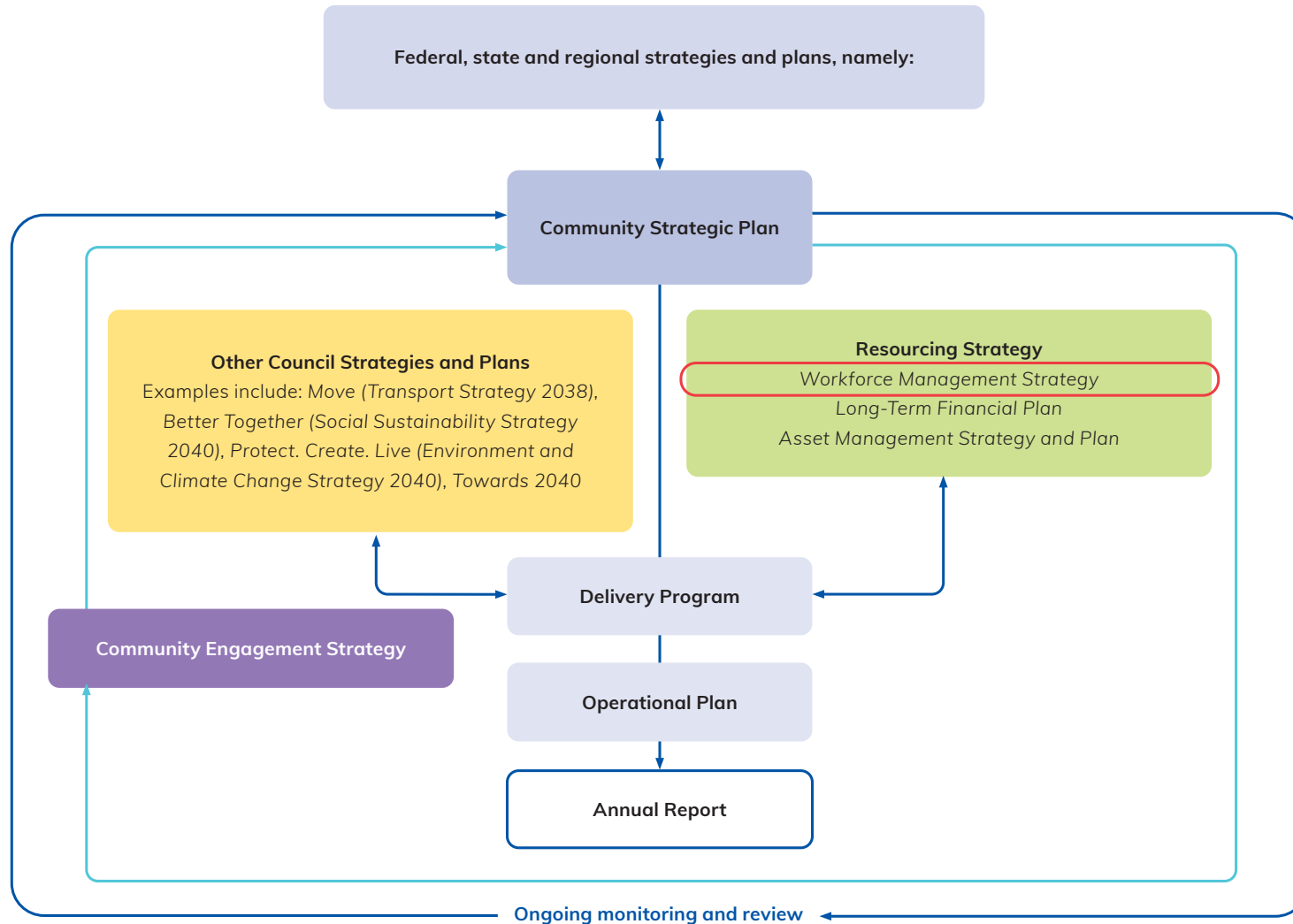
The Resourcing Strategy articulates how Northern Beaches Council intends to resource that vision, by setting out the workforce, asset and financial considerations needed for Council's service delivery.

As part of the Resourcing Strategy, the Workforce Management Strategy is closely aligned to the Long Term Financial Plan (LTFP) and Asset Management Strategy. The employee costs and external factors contained in the LTFP have been accounted for within this strategy. The Asset Management Strategy has been considered and reflected in our Challenges and Strategic Responses section, specifically within Leadership Talent (developing employee skills and capabilities in asset management). The Local Government State Award is another considering factor in our workforce planning and ensures we comply with all applicable employment conditions.





Figure 1 - Integrated Planning and Reporting Framework



## Celebrating Success

Whilst we look to the future it is also worth reflecting on the last four years and celebrating our successes from a workforce perspective. These have been grouped to align with the high-level themes identified in the Workforce Plan 2018-2022. Our successes from a workforce perspective include:

### Council alignment

*A workforce operating as one will deliver the efficient quality service we strive for.*

- Delivered a new Total Reward Framework – a fair, competitive and financially sustainable approach to reward and recognition:
  - i. Fair pay – embedded the Northern Beaches Council Remuneration framework
  - ii. 'Making a Difference' – our employee recognition and service program
  - iii. Online performance management system within our Human Resources Information System.
- Implemented and promoted wellbeing, health and safety initiatives – delivering a positive safety culture and supporting a healthy body and mind for all employees
- Delivered a new Work Health and Safety system, policy and associated documentation.

### Technology

*The development and implementation of intelligent and connected technology is critical to our success.*

- Implemented an integrated Human Resources Information System (People Central) – modules include online performance management, a learning management system, recruitment and onboarding, rostering, time and attendance, and payroll
- Released My Help – an in-system support function
- Restructured our HR service delivery model in line with our new Customer Service Portal.

### Resourcing

*As the most important resource within Council we need to attract, develop and retain the best talent to deliver the highest quality service.*

- Delivered 'Catalyst' – our leadership change program
- Developed our Employee Value Proposition to attract and retain committed and skilled talent
- Updated our educational assistance program as a skill and knowledge builder
- Optimised our reward and recognition program
- Implemented a working remotely policy – to enable the effective delivery of quality services to our customers and the community.





# Our Community

**Living on the Northern Beaches is all about an active lifestyle with clean waterways, beautiful wildlife and vibrant events that the whole community can enjoy. The unique natural environment is a defining feature of our collective identity and culture.<sup>2</sup>**



### Community Profile

Stretching from Palm Beach to Manly, the total land area of the Northern Beaches is 257km<sup>2</sup> with an estimated resident population of 272,184 in 2021<sup>3</sup>.

The Australian Bureau of Statistics (ABS) Census 2016 shows our population is ageing and young people are increasingly leaving the area. The median age of residents is 40 years and people aged 65 years and over make up 16.8% of the population.

The demographic of young people aged 20 to 24 is small (5% compared to 6.5% in NSW), most likely due to the lack of access to education and lack of affordable housing options.

In 2016 Aboriginal and/or Torres Strait Islander people made up 0.6% of the Northern Beaches population. Just over 65% of the population were born in Australia and 79.8% of people spoke only English at home. The most common countries of birth represented in our LGA were England,

---

<sup>2</sup> Northern Beaches Council Community Strategic Plan 2018 - 2028, Page 11

New Zealand, China, South Africa and the United States of America. Other languages spoken at home included Italian, Mandarin, Portuguese, French and German.

The Northern Beaches Council area is between 10 and 30 kilometres north-east of the Sydney CBD. Historic barriers including lack of transport connections, the spread of our work locations within the Local Government Area (LGA), and the varied type of work, has proven difficult to attract talent outside the LGA. We acknowledge 79% of our current workforce live in the LGA. The implementation of our working remotely policy encouraging increased work/life balance aims to improve our attraction and retention for those outside the LGA.

---

<sup>3</sup> Profile ID ABS Estimated Resident Population (ERP) 2021, Northern Beaches Council Community Profile <https://profile.id.com.au/northern-beaches>



### External Pressures

There are a number of external factors that have been considered within our workforce planning to ensure we are equipped for the future.

The Australian Government's National Skills Commission Skills Priority List 2021<sup>4</sup> found New South Wales has the second highest proportion of assessed occupations in shortage. Shortages are most common in the Technicians and Trades Workers occupation group. Strong future demand is most common in Labourers (50% of assessed occupations), Community and Personal Service Workers (44%), and Professionals (43%). Large employing occupations in these groups include Child Care Worker and Developer Programmer.

In 2018 the Local Government Workforce and Future Skills Report identified the key drivers behind the NSW skills shortages. Those that resonate with current Council challenges are:

- Inability to compete with the private sector on remuneration
- Lack of suitably qualified/experienced candidates
- Unable to attract professionals to work in local government

The COVID-19 pandemic has created universal uncertainty of what the long-term impact will be on the workforce and how it will shape and shift expectations during the recovery phase.

### Financial Considerations

The employee costs and external factors contained in the Long Term Financial Plan have been accounted for within this strategy. These include annual award variation and increases, salary increases and the provision for on-costs and leave entitlements.

In 2020/2021, employee benefits and on-costs made up 38% of the Northern Beaches Council's total operating expenses<sup>5</sup>. Investing in our employees and ensuring our practices are comparable to the local government market is very important. To support this, we also conduct an annual remuneration benchmarking and metrics comparison against NSW councils to help inform decisions and the direction of our workforce.

---

<sup>4</sup> Australian Government National Skills Commission Skills Priority List 2021 Key Findings <https://www.nationalskillscommission.gov.au/2021-skills-priority-list-key-findings>

---

<sup>5</sup> Northern Beaches Council Annual Report 2020/21, Page 17

# Our Organisation

Formed in 2016, Northern Beaches Council continues to evolve and go from strength to strength, offering careers in a range of fields with people passionate about making a difference in our community.







Council employs 1,777 people working in over 40 locations across a diverse range of services.

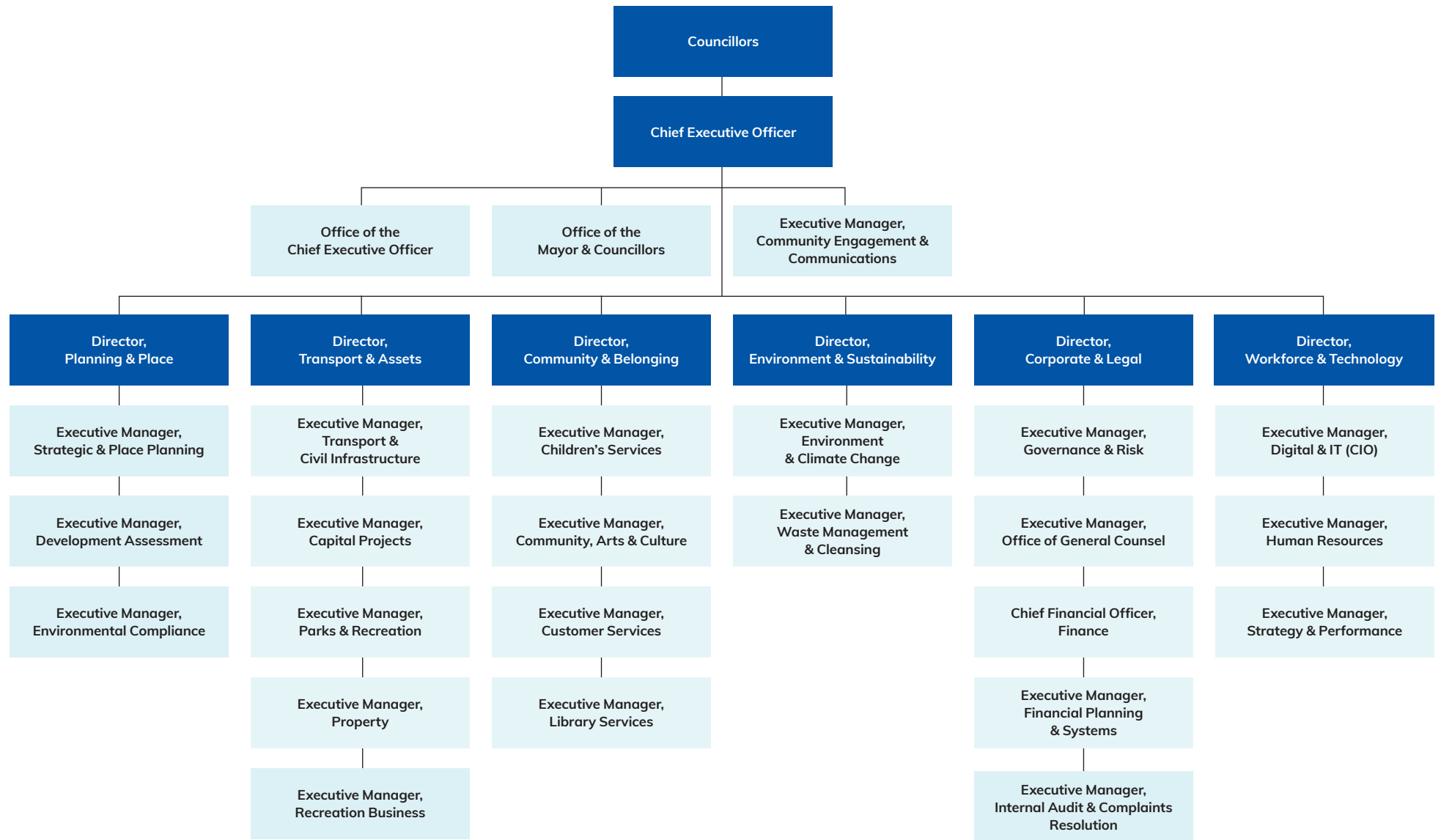
Our organisation structure is aligned to the community's goals and strategies within the Community Strategic Plan. As the largest workforce on the Northern Beaches the structure is designed to support the community's vision for the Northern Beaches.

Our organisation is made up of seven divisions:

- Office of the Chief Executive
- Planning and Place
- Transport and Assets
- Community and Belonging
- Environment and Sustainability
- Corporate and Legal
- Workforce and Technology.



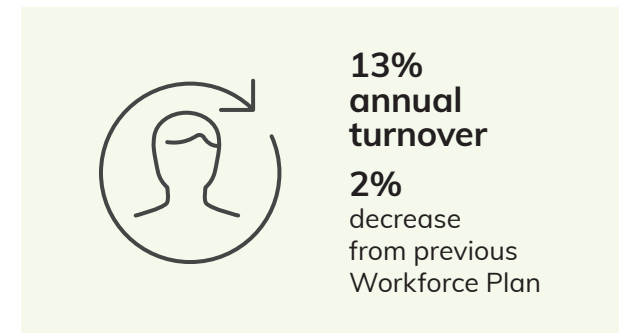
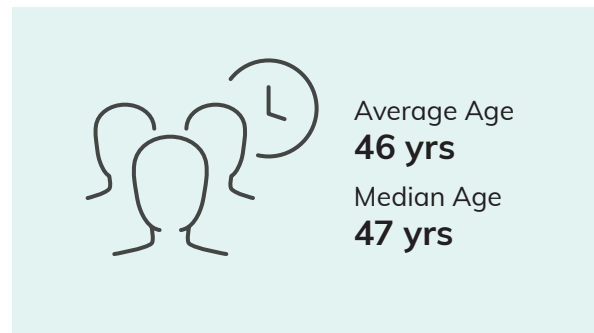
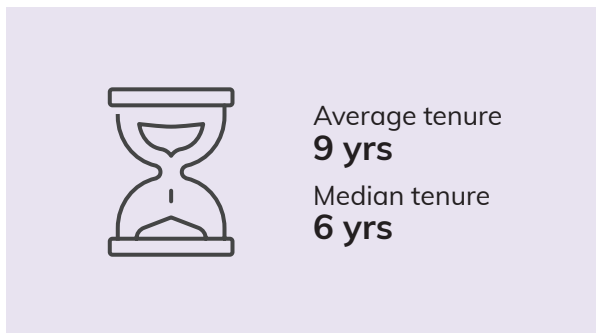
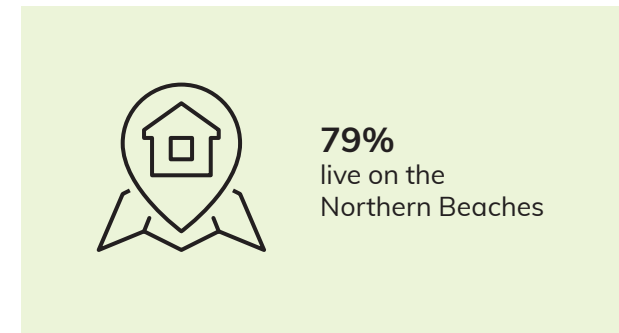
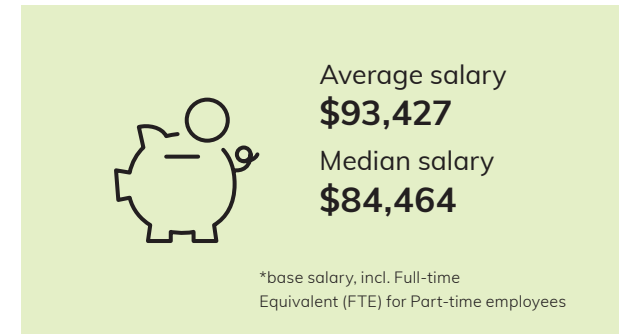
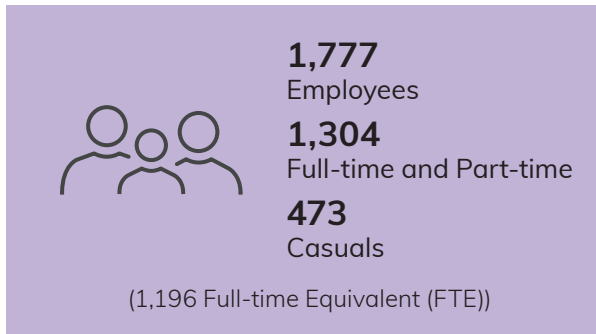
# Our organisation structure



# Our Workforce snapshot







Northern Beaches statistics quoted are as at 8 November 2021  
Volunteer statistics quoted are as at February 2022  
Unless otherwise stated, all figures exclude casuals



A photograph of two men sitting outdoors in front of a modern, multi-story building. The man on the right is older, with a beard and sunglasses, wearing a striped polo shirt and blue shorts. The man on the left is younger, wearing a black t-shirt. They are sitting on a grassy area with some dry plants. The background shows a modern building with balconies and large windows.

# **Our Workforce – statistics and breakdown**

**Here we analyse data relating to the current workforce to assist in identifying trends and areas for improved resourcing alignment. We have also developed strategies and deliverables to address the challenges identified - these can be found on pages 36 - 42.**





## Workforce composition

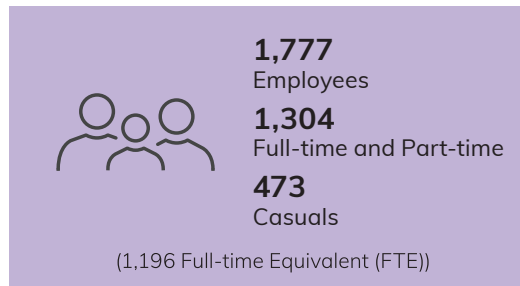
Our full-time and part-time headcount is 1,304 with a full-time equivalent of 1,196, excluding casuals.

Our largest business unit is Parks and Recreation followed by Children's Services. Sixty two percent of our workforce are in permanent roles, with the remaining employees split between casual, temporary, seasonal and contract positions.

Fifty-seven percent of our employees work full-time and 16% part-time.

A high number of casual employees support the diverse nature of our organisation, particularly in customer facing roles including:

- Recreation and our Aquatic Centres (81% casuals)
- Children's Services including Vacation Care (63% casuals)
- Community, Arts and Culture such as Glen Street Theatre (40% casuals)



## Workforce engagement

In 2019 our employee engagement survey returned a 76% engagement score, confirming that the majority of employees feel positive and satisfied about work. The engagement feedback highlighted leadership, career opportunities, simplified processes and autonomy as high priorities and informed a range of decisions and actions.

## Volunteers

We have a broad range of volunteer opportunities and over 900 volunteers.

Council values the contribution of volunteers to our organisation and the community. Volunteering empowers individuals, enhances organisations and strengthens communities.

Many services would not operate so successfully without the commitment of



people dedicating their time, energy and knowledge. Services vary from Visitor Services to Community Services, to Bushcare our largest volunteer service with over 400 volunteers who work at 80 different sites.

Our volunteers come from many different backgrounds and walks of life. The average age is approximately 60 years old, and a small percentage speak another language at home including French, Spanish and Thai. We have volunteers from 14 years of age gaining valuable work experience and completing Duke of Edinburgh to 88 years of age sharing their knowledge and experience with the broader team and in turn the community.

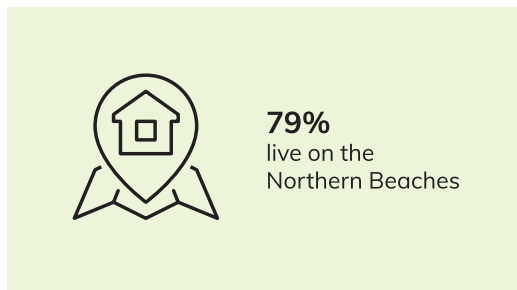
The volunteer induction process for all ages is important to ensure their safety and the people around them. They receive knowledge of Work Health and Safety practices, a site and role specific induction, and guidance about the tools and practices required to manage risks and maintain a safe working environment.

**Where do our employees live?**

Seventy-nine percent of our workforce live on the Northern Beaches.

This is higher than the overall Local Government Area with 52% of Northern Beaches residents working in the area<sup>6</sup>.

Housing affordability and the increasing cost of living is impacting our local community, especially young people. The Northern Beaches is one of Sydney’s most beautiful but least affordable areas to live, which puts stress on individual households and has a significant impact on attracting key workers to the area.



<sup>6</sup> Australian Bureau of Statistics (ABS) Census 2016

**Turnover**

Our total turnover was 13% for the period November 2020 to November 2021, including voluntary and involuntary.

This represents a 2% decrease from 2017. A healthy turnover rate is important and can bring with it new experience and ideas. When assessing turnover, industry comparisons are helpful – the LG NSW 2019/20 benchmarking survey showed our turnover rate (13%) is slightly higher than median result from other NSW councils (9%).

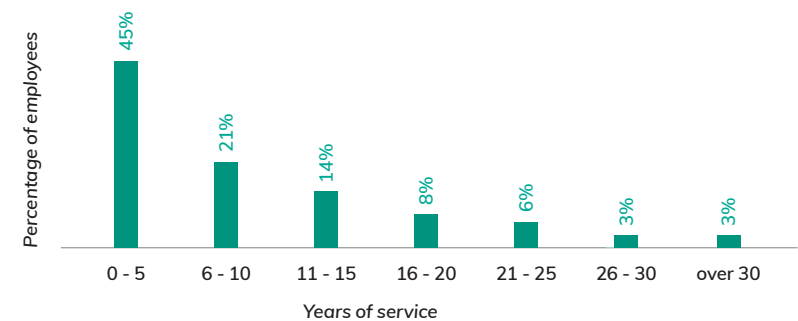
**Tenure**

Forty-five percent of our employees have 0-5 years’ service.

The median tenure at Northern Beaches Council is 6 years and the average tenure is 9 years. These statistics demonstrate secure employment within Local Government.

Twenty percent of our workforce have 16 or more years of service. Employees with long tenure bring a wealth of organisational knowledge, expertise and experience. If high performing, this group needs to be the focus of retention activity. This needs to be balanced with diversity of experience and fresh perspectives. These often come when individuals join Council from other roles and industries. Tenure can also impact accessibility of talent pathways within the organisation.

**Tenure demographic**



## Diversity, equity and inclusion – gender

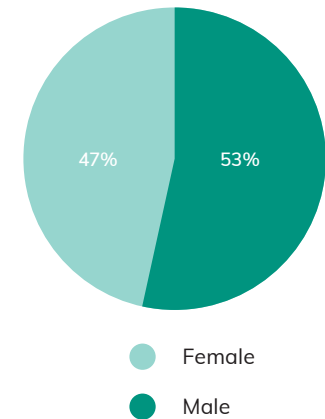
Women make up 53% of our workforce.

This is similar to the 51% of women that make up the Northern Beaches Local Government Area<sup>6</sup> and 48% of women that make up the NSW workforce<sup>7</sup>. In terms of industry comparison, the LG NSW HR Metrics 2019-2020 Summary Report showed our female percentage of 53% is higher compared to 41% at other NSW councils<sup>8</sup>.

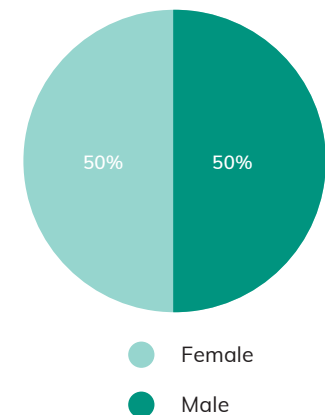
Thirty-two percent of females work in part-time or casual roles compared to 10% of males. The higher percentage of females in part-time or casual roles is reflective of the traditional gender preferences to certain roles, including Childcare or Library Services and the balancing of childcare responsibilities.

We would like to increase gender diversity in the services with a high proportion of one gender. For example, our Children's Services Business Unit is 98% female, with Library Services 82%. Conversely, our Construction and Maintenance Team is 98% male, and our Waste and Cleansing Business Unit is 81% male.

Gender breakdown



Leadership breakdown



<sup>6</sup> Australian Bureau of Statistics (ABS) Census 2016

<sup>7</sup> NSW Government Public Service Commission Workforce Profile Report 2021, Page 37

<sup>8</sup> LG NSW HR Metrics 2019-2020 Summary Report– All councils

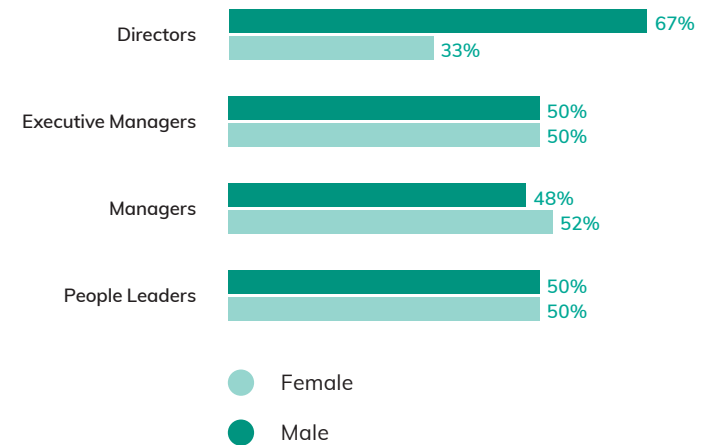
Our gender split in leadership roles is 50-50.

Leadership roles include the Directors, Executive Managers, Managers and People Leaders (Team Leaders and Coordinators with direct reports). Except at Director level, the male to female representation in our leadership levels reflects the gender split across the whole workforce. The LG NSW HR Metrics 2019-2020 Summary Report showed we had 48% females in management levels 1 to 4 (CEO to Manager level) compared to 38% at other NSW councils<sup>8</sup>.

Thirty-eight percent of our leaders fall within the 46-55 age group which is reflective of our average age and largest group of employees. Ten percent of our leaders are between the 26-35 age group. This demonstrates a good number of future leaders within our younger demographic.

The number of females elected to Council increased in the 2021 election, with 53% current female councillors (up from 47% in the previous 2017 – 2021 term).

Gender by Position Level in leadership roles



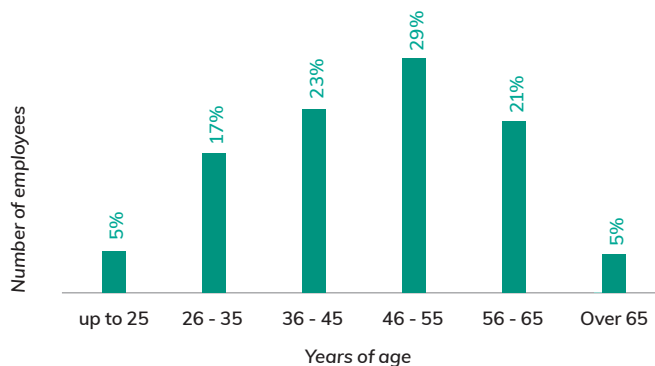
<sup>8</sup> LG NSW HR Metrics 2019-2020 Summary Report - All Councils

## Diversity, equity and inclusion – age

The largest group of our employees fall within the 46-55 age group (29%).

Twenty-six percent are over 55 years and 22% are 35 years or under. The median age within our workforce is 47, indicating our slightly older demographic, compared to the median age for workers within Australia which is 41 years<sup>9</sup>. In terms of our Local Government Area, the ABS Census 2016 showed the median age of people in the Northern Beaches is 40 years. People aged 65 years and over made up 16.8% of the population.

Age demographic



### Mature age workers

Five percent of our workforce are over 65 years of age and 56% of this group are male.

The business units with a high percentage of employees over 65 are generally within our more physically demanding roles which place employees in a higher risk category in terms of workplace injury. This is particularly evident within our field staff contingent with 13% in Waste Management and Cleansing and 8% in Transport and Civil Infrastructure, and our customer facing roles including 11% in Library Services and 10% in Customer Services.

Our challenges relate to both our Work Health, Safety and Wellbeing programs as well as our transition to retirement and succession programs – both are included in the Challenges and Strategic Responses section.

<sup>6</sup> Australian Bureau of Statistics (ABS) Census 2016

<sup>9</sup> Australian Government Labour Market Information Portal

### Youth employment

Five percent of our workforce are 25 years or under. The Northern Beaches has a smaller demographic of young people aged 20 to 24 (5%) to draw from compared to 6.5% in NSW<sup>6</sup> and therefore, attraction and retention of young people is a focus area for the next four years.

On the Northern Beaches 4.7% of young people aged 15 to 19 are not engaged in work or study and a further 10.2% are only partially engaged<sup>6</sup>.

Young people bring diversity of experience and fresh perspectives. The successful paid traineeship program is a way we provide ongoing investment in skills training and provision of employment opportunities for young people in our local community. The program provides opportunities in areas including Childcare, Property, Finance, Youth and Community Development, Bushcare and Biodiversity, Traffic and Transport, Information Technology, Library Services and more. Many of our trainees secure a temporary or permanent position with Council post their traineeship to kickstart their career.

## Diversity, equity and inclusion

One percent of employees have disclosed they identify as Aboriginal or Torres Strait Islander, 1% of employees have disclosed they have a disability and 1% of employees have disclosed they speak a language other than English at home, including casuals.



Diversity data is subject to employees self-identifying their diversity characteristics. Council aims to encourage the disclosure of diversity data driven by our Equal Employment Opportunity Management Plan and encourage an inclusive approach. We will continue to ensure our employees are educated and informed with mandatory internal diversity and inclusion related training.

We are committed to building a diverse workplace where the skills, perspectives and experiences of our people are valued and respected. Our aim is for Council to be a great place to work, where our people feel valued and included, are treated fairly and are supported to succeed. We believe that our commitment to diversity and inclusion will continue to produce a more innovative, responsible, and customer led organisation that delivers for our community. A diverse workforce can also assist in addressing other workforce challenges such as skills shortages and the ageing workforce.



The ABS Census 2016 showed Aboriginal and/or Torres Strait Islander people made up 0.6% of the Northern Beaches population. Council supports our Indigenous community through the Aboriginal Heritage Office which works towards the conservation of over 1,000 indigenous cultural sites across Northern Sydney. It plays an important role in education and awareness of the area's significant Aboriginal cultural heritage.

Looking forward we would like to ensure increased accessibility is considered in Council buildings and community facilities. It is important that our assets are welcoming and accessible to all, which will also provide greater employment opportunities within our workforce.

## Talent, learning and development

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 invest in our people through the provision of quality, engaging, innovative, fit for purpose and accessible learning and professional development programs and opportunities.

Within the 12-month period from November 2020 to November 2021, 605 employees attended external training courses and 28 employees received study support. A number of programs have also been delivered to develop and recognise leadership talent including:

- 'Catalyst' - our leadership change program
- 'Making a Difference' - our recognition and service program
- 'IGNITE' - our business improvement program: Inspiring Great New Ideas Towards Excellence.

'Catalyst' was launched in 2020 and has focused on developing leaders across the organisation to build their capacity to think and behave strategically whilst providing an opportunity to contribute to and shape how we approach organisational strategic challenges. Since the launch we have seen 149 senior leaders, managers and high performers complete the program.

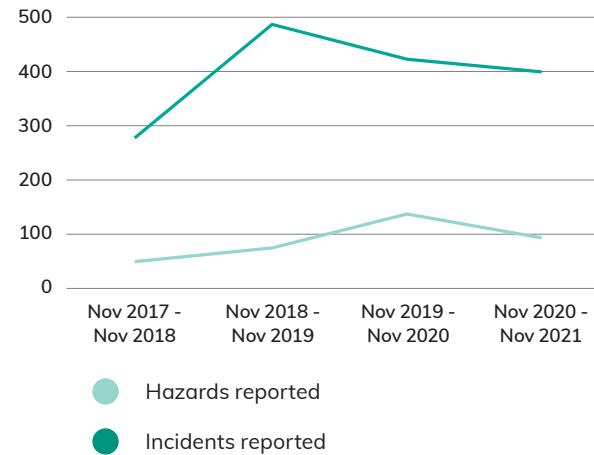


## Wellbeing and safety

Over the last four years, wellbeing and safety has been a focus area within the organisation. We are committed to creating and providing a healthy and safe environment for all our people including volunteers, contractors, students and visitors.

Along with our annual skin check, flu vaccination programs, and wellbeing subsidy; user friendly systems and processes have been implemented to increase a positive safety culture. We have subscribed to a number of services that support employees and promote a healthy body and mind. The launch of our new hazard and incident reporting system in May 2019 saw a significant increase in the number of hazards and incidents reported. This has dropped in more recent times due to the COVID-19 pandemic forcing large sections of our workforce to work remotely.

Hazards and incidents reported



**COVID-19**

COVID-19 has had profound impacts on the way we work. Wellbeing surveys have been used during this period as a tool to check in and determine employee wellbeing as well as establish how to best support employees during what has been a challenging time. There have been a range of employee care and support initiatives introduced including:

- subscriptions and dashboards containing advice, activities and resources to encourage a healthy mind and body for employees
- intranet pages dedicated to employee care and support containing a variety of information and tools

- a devoted online chat group for all employees to remain connected
- free counselling for all employees and their families via our Employee Assistance Program
- a Working Remotely policy and toolkit.

Not surprisingly, we've seen a significant shift to hybrid working arrangements since 2020. The ABS Characteristics of Employment showed 41% of employed people worked from home in 2021, up from 32% in August 2019.



# Our challenges and strategic responses

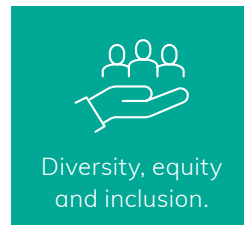
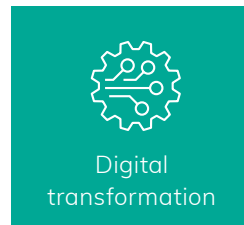




## Themes and strategies

Our internal and external scans, discussions with key stakeholders and workforce analysis have identified key challenges facing Northern Beaches Council over the next four years and beyond. These need to be addressed to ensure our workforce has both the capability and capacity to deliver quality community outcomes aligned with our Community Strategic Plan.

For ease of reference these have been grouped into four high-level themes with specific deliverables identified:



### How will we measure success?

The deliverables referenced below do not exist in isolation, they are built into our management reporting frameworks and accountabilities. They feed into current Business Plans and will inform future iterations. Our quarterly Business Actions and Task reports require progress updates to track delivery and drive accountability. Our annual performance report to the Chief Executive Team will include progress of the deliverables within this strategy. Success will be measured through our employee metrics, employee engagement levels, staff attraction and retention and through positive workplace culture.



## Leadership talent

From our People Leaders to our Executives, the role of a leader at Council has evolved and expectations, both internal and external, continue to grow. The COVID-19 pandemic identified the importance and the value of resilience capabilities. We need to equip our current leaders, provide pathways and capability development for our emerging leaders and attract talent to Council.

Deliverables	FY22/23	FY23/24	FY24/25	FY25/26
Develop, implement and review an integrated Talent Management Framework and structure to career pathways	✓	✓	✓	✓
Develop, implement and review a Talent Acquisition Strategy and plan beyond recruitment	✓	✓		
Develop, implement and review a Talent Management review process to establish talent pools	✓	✓		
Review our existing Employee Value Proposition (EVP) and determine aspects that need to evolve to reflect the current climate and our offering to prospective and existing employees	✓	✓	✓	✓
Develop and embed an overarching Learning and Development Strategy, which aligns the various programs of work in this space, some of which are already underway:				
i. Adopt a behavioural based capability framework designed to empower employees to manage their career and build the necessary critical capabilities across Council. The framework will be weaved into all HR processes and procedures and aligned to culture and values	✓	✓		
ii. Develop a Job Family Framework constituting a conceptual hierarchy that groups positions to skills and certification requirements. It consists of Job Families, Job Roles and Job Code	✓			
iii. Develop and deliver tiered leadership programs including:				
• A People Leader Onboarding program which both clarifies the role and provides upskilling	✓	✓		
• Innovative development programs for high potential pools (aligned to the capability framework)				
iv. Undertake a training needs analysis to identify critical skills gaps and future skill requirements	✓	✓	✓	✓
v. Promote and embed tools for development conversations within People Central	✓	✓		
Develop and implement a mentorship program	✓	✓		

**Digital transformation**

Digital adoption has taken a quantum leap as a result of the COVID 19 pandemic – it has changed the landscape in this space and accelerated the digitisation of how we interact with our community, customers and internally.



Deliverables	FY22/23	FY23/24	FY24/25	FY25/26
Link our talent attraction and capability frameworks with the digital initiatives detailed in our Information & Digital Technology and Digital Business Strategies, with particular focus on contemporary technology, digital skills and qualifications, data privacy and cyber security	✓	✓		
Provide digital development opportunities for employees with the aim to build skills and abilities to support increasing digital inclusion both internally and in the community	✓	✓	✓	✓
Optimise our integrated Human Resources Information System (People Central) in line with our Roadmap and Change Implementation	✓	✓	✓	✓
Enhance the 'People Service' element of the Service Portal providing Human Resources and Payroll case management with the guiding principle of putting the customer at the core of everything we do	✓	✓	✓	✓



## Wellbeing and safety

As we look to the future we're aiming for a blended approach, that balances the more traditional elements of work, health and safety with a contemporary approach to wellbeing.



Deliverables	FY22/23	FY23/24	FY24/25	FY25/26
Develop, implement and review a Wellbeing Strategy and associated program of works which takes an integrated approach to address the needs of employees across the full spectrum of well-being including mind (mental health and wellness), body (physical health), connection (relationship health) and space (environmental health)	✓	✓		
Develop, implement and review an Ageing Workforce Plan. Whilst this plan will incorporate wellbeing and safety aspects, it also needs to ensure systems are in place to capture corporate and specific role knowledge from our long term and ageing workforce	✓	✓		
Continue to educate our workforce on the Work Health and Safety Management System and safe work procedures	✓	✓	✓	✓
Continue to foster a preventative safety culture	✓	✓	✓	✓
Optimise our Workers Compensation and Injury Management service delivery by ensuring compliance with self-insurance licencing requirements; Standards of Practice and Customer Service Conduct Principles with a target to achieve a State Insurance and Regulatory Authority top tier ranking	✓	✓	✓	✓
Implement Work, Health and Safety training needs analysis outcomes, deliver training and conduct competency assessments to meet WHS requirements	✓			

## Diversity, equity and inclusion

A diverse and inclusive workplace acknowledges the individual strengths of each employee and the potential they bring – we see it as a key element of a successful, thriving and evolving workplace, and our desired high performing culture.



Deliverables	FY22/23	FY23/24	FY24/25	FY25/26
Develop and implement initiatives that will both support and promote workforce diversity, including programs/support services to promote belonging and learning and development programs that contribute to our desired culture	✓	✓	✓	✓
Review and continue to embed our values to ensure continued alignment to achieving Council's culture and purpose	✓	✓	✓	✓
Deliver the people initiatives outlined in Council's Disability Inclusion Action Plan which include:				
i. Investigating inclusive employer certifications to make Council a more inclusive place to work	✓	✓		
ii. Review and improve training for Council employees in relation to inclusion and access, particularly for employees in customer facing roles	✓	✓		
iii. Review recruitment processes and practices to ensure they are inclusive	✓	✓		
Develop a Youth Employment Action plan which incorporates placements, internships, traineeships and career pathways	✓			

These deliverables will better position our workforce with the capacity and capability to deliver our community's vision. Council looks forward to the ongoing implementation of the initiatives as well as reviewing for impact on our workforce and in turn, our community.

## Sources

### **Other related Northern Beaches Council documents:**

Community Strategic Plan -  
Northern Beaches 2040

Delivery Program 2022-2026, including  
Operational Plan 2022/23

Long Term Financial Plan 2022-2032

Asset Management Strategy 2022-2026

Disability Action Inclusion Plan 2022-2026

Northern Beaches Council website  
**[northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)**

## Contact us

If you have any questions or comments  
please contact us as follows:

Phone: 1300 434 434

Email: [council@northernbeaches.nsw.gov.au](mailto:council@northernbeaches.nsw.gov.au)

Website: [northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)

### **Northern Beaches Council**

PO Box 82

Manly NSW 1655

[northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)

Workforce Management Strategy 2022 - 2026

