



# **Draft Workforce Management Strategy**

2025-2029



northern  
beaches  
council

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## Message from the Chief Executive Officer



I am pleased to introduce the Workforce Management Strategy 2025-2029, which will serve as a guiding framework for our workforce development over the next 4 years. This proactive strategy is critical in shaping our ability to achieve the Council's strategic goals and objectives, ensuring that we continue to serve our community with excellence.

In developing this strategy, we have taken a comprehensive approach, engaging with senior leadership, conducting an external review of industry data, and analysing our internal employee data. This process has provided us with valuable insights into the evolving landscape of local government and workforce needs, allowing us to identify the key areas where we must focus to ensure success.

The result is a strategy built around 4 main pillars:

- Organisational capability and development
- Digital adoption
- Wellbeing and safety
- Workplace culture.

These focus areas will help us not only adapt to changes but also drive improvement in how we manage and develop our people. By addressing these areas, we will be better equipped to deliver consistent, effective, and innovative services to our community.

It is important to recognise that the development of the Council's workforce structure aligns with the provisions set out in the Local Government Act. Accordingly, as the CEO with responsibility for determining

the organisational structure, I will be guided by the allocated budget and the strategic priorities that is set out in the plans adopted by the elected Council. This will ensure that our workforce is effectively aligned with the Council's goals, and that the right resources are in place to drive our future success.

As we move forward, I am confident that together we will build a workforce that can deliver on our Community Strategic Plan and make a lasting impact on our community.

**Scott Phillips**  
Chief Executive Officer







## Vision and values

### Our community's vision for Northern Beaches

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

### Our vision for serving the community

We aim to add value and earn your trust and respect by delivering the highest quality service through, leadership, integrity and collaboration. We are committed to preserving our unique habitat, culture, and sense of place. As our community grows and develops, we will work together to protect all that makes it so special for future generations.

#### Trust

being open brings  
out our best

#### Integrity

we are proud of  
doing what we say

#### Teamwork

working together  
delivers

#### Service

we care as custodians  
for the community

#### Respect

valuing everyone is how  
we make a difference

#### Leadership

everyone has  
a leading role

### Our values

Our values are a common thread that shape our culture and processes. This includes how we recruit and manage employees performance in alignment with our business plans and individual goals and recognising employees through our reward and recognition program.

We empower our workforce to take responsibility for embodying our values through their actions and decision-making, every day.







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# 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 strategies and actions. We ensured customer centricity was the focus throughout. As we implement the plan we will continuously monitor and adjust to changing circumstances.

## Engagement

This strategy was developed through extensive discussion and engagement, and our senior leaders shared their perspectives of workforce challenges and priorities over the next 4 years and beyond.



<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 ensures all our planning stems from the community's vision and aspirations, as set out in the Community Strategic Plan 2040. It also guides how we will resource our commitments in the Delivery Program. The framework is designed so that Council and the community have a clear picture of:

- where we want to go
- how we plan to get there
- how we will measure our progress

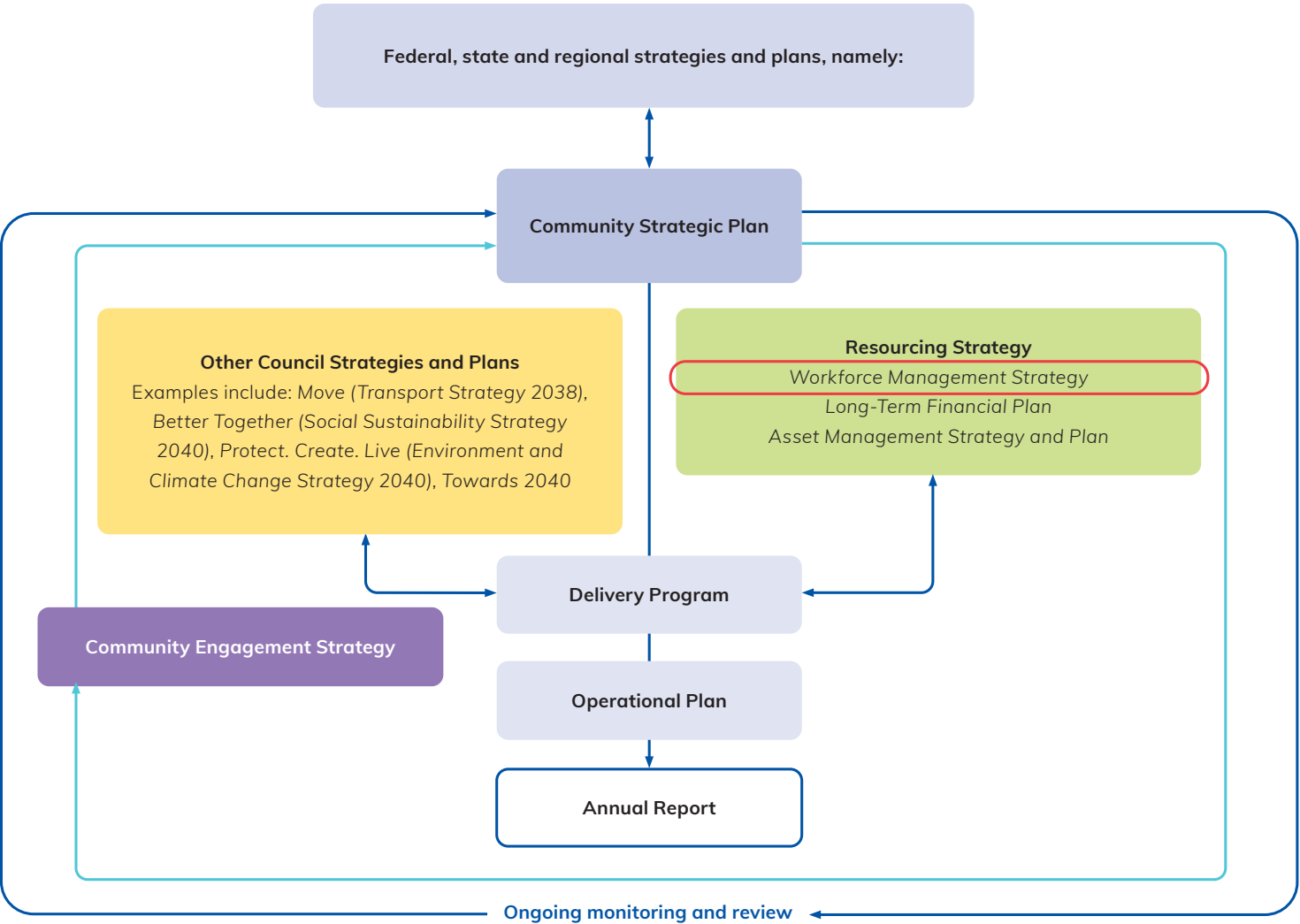
The Resourcing Strategy articulates how Northern Beaches Council intends to resource that vision, by setting out the workforce, asset and financial considerations needed for service delivery.

As part of the Resourcing Strategy, the Workforce Management Strategy is closely aligned to the Long-Term Financial Plan (LTFP) and Asset Management Strategy. 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 the 'Challenges and strategic responses' section, specifically within 'Organisational capability and development' (developing employee skills and capabilities in asset management). The Local Government State Award is another important factor in our workforce planning, ensuring that we comply with all applicable employment conditions.





Integrated Planning and Reporting Framework



## Celebrating success

Whilst we look to the future it is also worth reflecting on the last 4 years and celebrating our successes from a workforce perspective. These have been grouped to align with the high-level themes and strategies identified in the previous Workforce Management Strategy.

### Leadership talent

- Achieved an employee engagement score of 82% in 2024, up 4% from 2022.
- Adopted and rolled out an organisation wide capability framework, including mapping current skill levels and identifying development opportunities to address skill gaps.
- Refined and strengthened recruitment processes, aligning them with the capability framework. Developed recruitment and selection training to educate people leaders on how to attract and hire the best candidates.

- Implemented a tiered leadership development program including people leader induction program, an internally developed and facilitated leadership program (Elevate) incorporating coaching and leadership soft skills.
- Implemented an extensive online learning library to support organisational and personal development.

### Digital transformation

- Continued to drive Human Resources Information System (HRIS) adoption and support the tiered service delivery model, with an emphasis on Tier 0 – self-support.
- Implemented system health checks to optimise core HR systems, improve the user experience, and drive digital engagement.
- Enhanced HR reporting and analytics on key metrics to help inform workforce performance and decision making.

### Wellbeing and safety

- Developed and implemented a wellbeing program (Thrive) focusing the full spectrum of employee wellbeing including mental health, physical health, connection and environment.
- Developed and implemented a Managing Psychosocial Safety at Work Policy and associated program of work, including an information hub of resources and rolled out training for our people leaders.
- Launched a workers compensation hub of information for managers and employees which provides easy access for information on what to do if injured at work, recovery and return to work.
- Updated the Recovery at Work Program to further support employees who are injured at work.
- Developed and implemented the Managing Communicable Diseases Policy and Procedure to support and protect our workforce into the future.



### Diversity, equity, inclusion and belonging

- Updated the Diversity, Equity, Inclusion and Belonging Determination which reflects Council's commitment to supporting diversity, equity and inclusion principles in our workforce.
- Delivered initiatives outlined in Council's Disability Inclusion Action Plan (DIAP).
- Partnered with NSW Government's Veterans Employment Program.
- Commenced partnerships with organisations to support the employment of people with a disability.
- Developed and implemented a youth employment action plan.



## Our community

We have a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment. When the community is asked why they live on the Northern Beaches, 2 key emotional drivers are prominent - the natural environment and the local community.<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 270,772 in 2024<sup>3</sup>.

The Australian Bureau of Statistics (ABS) 2021 Census shows our population is ageing and young people are increasingly leaving the area. The median age of residents is 41 years (an increase of 1 year since 2016) and people aged 65 years and over make up 18.2% (up 1.4% from 2016).

The demographic of young people aged 20 to 24 is small (5.2% compared to 6.6% in NSW), most likely due to the lack of access to education and lack of affordable housing options.

Our population is forecast to reach over 290,000 people by 2036. Those aged 40 to 54 will remain the dominant group at 19% and around 55,000 people. The greatest change will be in ages 60 and over, growing by almost 31% or 19,000 people<sup>3</sup>.

The 2021 census also shows Aboriginal and Torres Strait Islander people make up 0.6% of the Northern Beaches population. Almost 70% of the population were born in Australia and 81% of people spoke only English at home. The most common countries of birth represented in our LGA are England, New Zealand, South

Africa, China and the United Brazil. Other languages spoken at home include Mandarin, Portuguese, Italian, Spanish, and French.

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 78% of our current workforce live in the LGA.

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<sup>2</sup> Northern Beaches Council Community Strategic Plan 2040, Page 11

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<sup>3</sup> Profile ID, Northern Beaches Council Community Profile <https://profile.id.com.au/northern-beaches>



### External pressures

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

The 2024 Australian Occupation Shortage List found the 5 largest occupations in shortage are Aged or Disabled Carer, Primary school teacher, Secondary school teacher, truck driver and electrician. Of the top 20, most have been in shortage since 2021 such as Aged or Disabled Carer, Electrician, Child Care Worker.

The key findings and insights report states the reasons for persistent shortages are likely to be multifaceted. They include ageing population, technology advances, and other impacts of structural changes in the labour market, such as, constraints in the supply of qualified and experienced workers, working conditions and pay, and government policies and regulations. Any future solutions to address persistent shortages will, therefore, likely need to be long-term and holistic<sup>4</sup>.

### 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.

Employee benefits and on-costs make up 39% Northern Beaches Council's total operating expenses. Investing in our employees and ensuring our practices are comparable to the local government market is very important. To support this, we also conduct annual remuneration benchmarking and metrics comparison against NSW councils to help inform decisions and the direction of our workforce.

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<sup>4</sup> Australian Government 2024 Occupation Shortage List Key Findings and Insights Report [https://www.jobsandskills.gov.au/sites/default/files/2024-10/2024\\_osl\\_key\\_findings\\_and\\_insights\\_report\\_0.pdf](https://www.jobsandskills.gov.au/sites/default/files/2024-10/2024_osl_key_findings_and_insights_report_0.pdf)



## Our organisation

As one of the largest employers on the Northern Beaches, we are committed to promoting sustainable growth, leading the community, protecting our environment and creating a great future for the Northern Beaches.

Council employs 1,926 people\* working in over 40 locations across a diverse range of services.

As the largest workforce on the Northern Beaches the structure is designed to support the community's vision for the Northern Beaches.

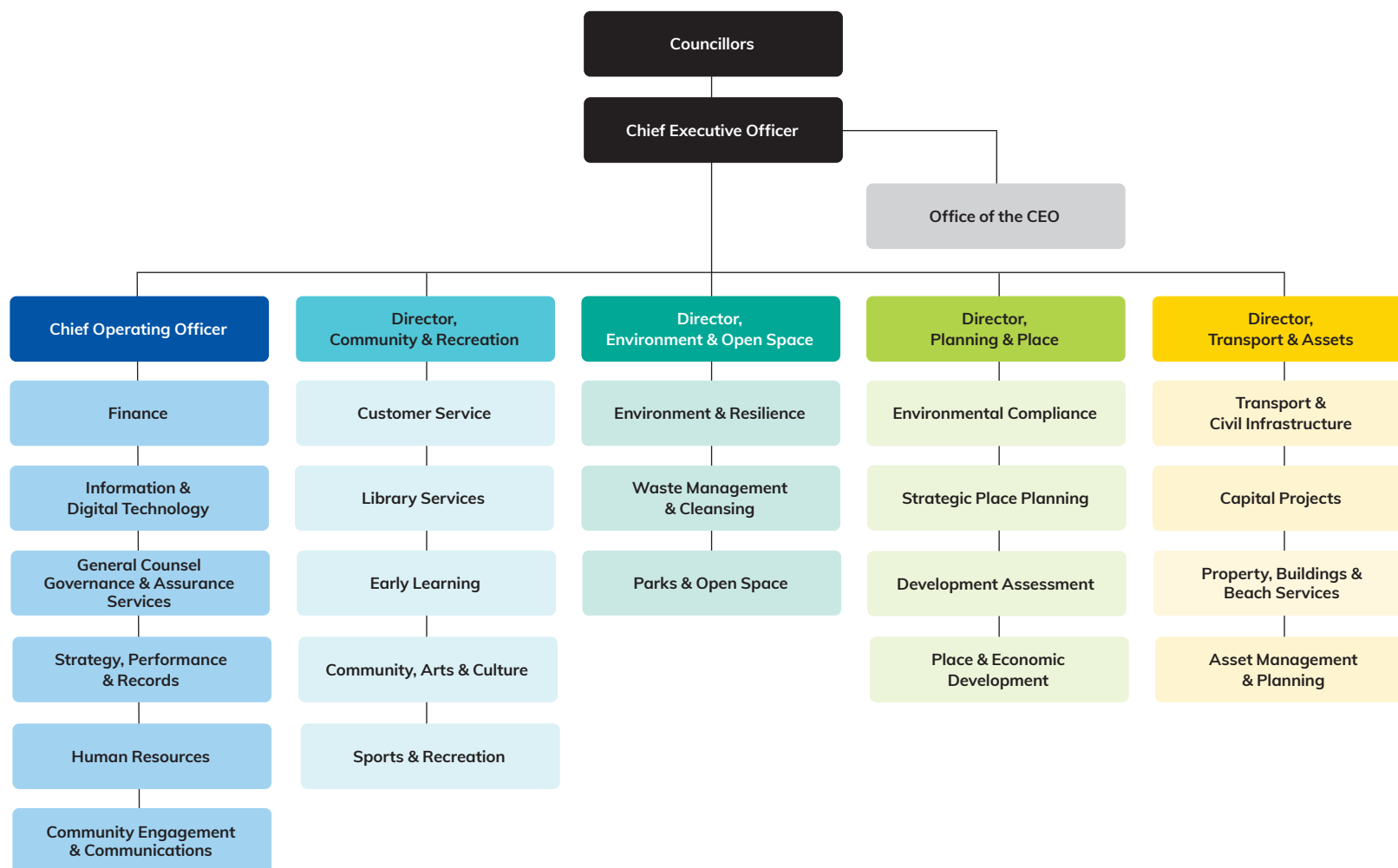
Our organisation is made up of five divisions:

- Community and Recreation
- Corporate Services
- Environment and Open Space
- Planning and Place
- Transport and Assets.

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\* Data excludes contingent workers, trainees, and vacant positions.

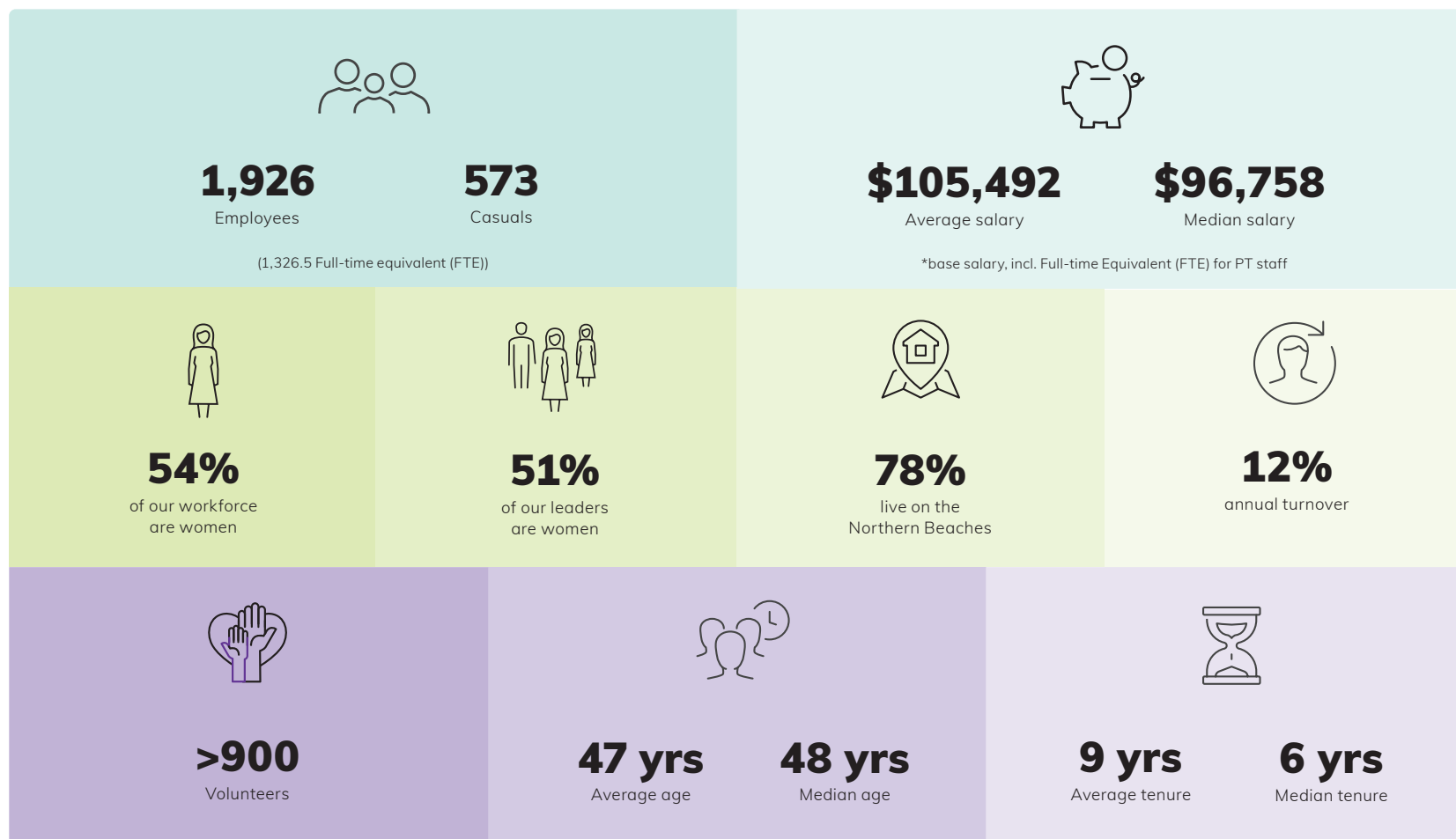








## Our workforce snapshot



Northern Beaches statistics quoted are as at 1 January 2025.

Volunteer statistics quoted are as at February 2025.

Data excludes Casuals, Contingent Workers, Trainees, and vacant positions unless otherwise stated.



## Our workforce – statistics and breakdown

Analysing our current workforce data is crucial for identifying trends and improving resource alignment.

### Workforce composition

Our workforce comprises of over 1,900 employees with a full-time equivalent of 1,326 excluding casuals.

Permanent roles make up 58% of our workforce, with the remaining split between casual, temporary, seasonal and contract positions. Approximately 55% of employees are full-time and 15% are part-time.

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

- Sports and Recreation including our aquatic centres (83% casuals)
- Early Learning (55% casuals)
- Community, Arts and Culture such as Glen Street Theatre (38% casuals)

### Workforce engagement and awards

In 2024 our employee engagement survey returned an 82% engagement score (4% higher than the score in 2022), confirming that most of our employees feel positive and satisfied about work. The engagement feedback highlighted there have been improvements in how our employees are feeling at work, as well as progress and success in delivering, and how our employees feel the values are being lived.

Based on our results, Council won the prestigious Xref Engage Best Workplace Award, and for the second time, the Change Champion Award.



### 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 active at 60 different sites.





Our volunteers come from many different backgrounds and walks of life. Over 500 new volunteers have registered to participate since 2023, joining an established group of longstanding volunteers some with more than 40 years volunteering at Council. We have volunteers from 14 years of age gaining valuable experience completing Duke of Edinburgh, through to over 80 years of age who are 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?

78% of our workforce live on the Northern Beaches. This is higher than the overall Local Government Area with 54% of Northern Beaches residents working in the area<sup>6</sup>.

Housing affordability and the cost of living continues to impact our local community, especially young people. The Northern Beaches continues to be 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.



**78%**

live on the  
Northern Beaches

### Tenure

The median tenure is 6 years, and the average tenure is 9 years.

These statistics demonstrate secure employment within local government and coincide with our high employee engagement results.

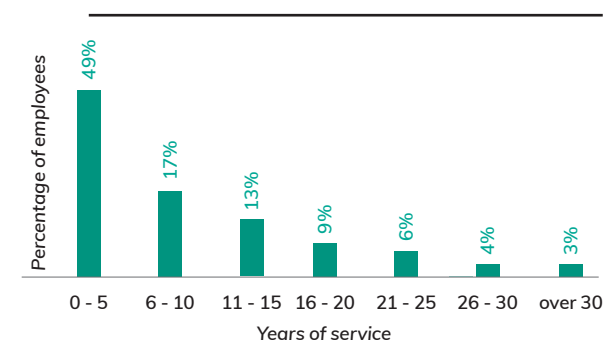
Forty-nine percent of our employees have 0-5 years' service and 22% percent of our workforce have 16 or more years of service. Employees with long tenure bring a wealth of organisational knowledge, expertise and experience. If high performing, this group needs to be the focus of retention activity. This needs to be balanced with diversity of experience and fresh perspectives, which often come when individuals join Council from other roles and industries. Tenure can also impact accessibility of talent pathways within the organisation.

### Turnover

Total turnover is 12%, including voluntary and involuntary.

This represents a 1% decrease from 2021, however, the stabilisation is consistent with the trend across local government and other industries overall. When assessing turnover against industry comparisons, the LG NSW HR metrics 2023-2024 show our turnover rate is 4% lower than other NSW councils. Whilst it is important to bring in new experience and ideas, a decreasing turnover rate can reflect a more stable, efficient, and cohesive workforce, contributing to the organisations overall success.

### Tenure demographic









## Diversity, equity and inclusion – gender

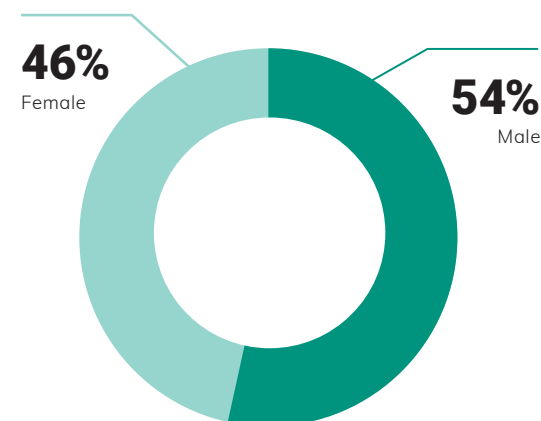
### Women make up 54% of our workforce.

This aligns with the 51% of women that make up the Northern Beaches local government area<sup>5</sup> and the 48% of women that make up the NSW workforce<sup>6</sup>. In comparison, the industry data from the LG NSW HR Metrics 2023-2024 indicated that our percentage of 54% is higher than the 43% average at other NSW councils<sup>7</sup>.

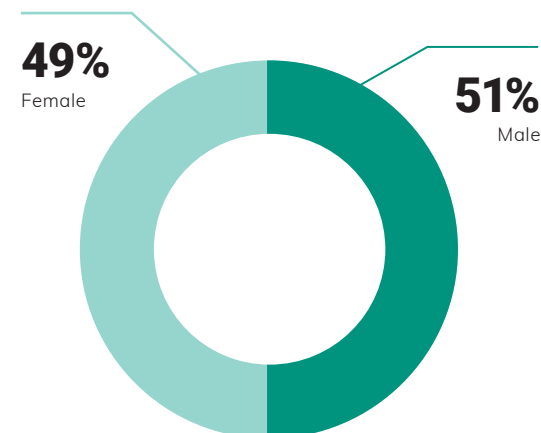
Part-time and casual work remains significantly less common for men than for women, with 32% of women working in these roles compared to 13% of men. The higher percentage of women in part-time or casual roles reflects traditional gender preferences to certain roles, such as early learning and library services, as well as balancing parental responsibilities. However, there has been a 3% increase in men taking part-time and casual roles since 2021, indicating a slight shift in stereotypical gender roles.

In the previous Workforce Management Strategy, our goal was to increase gender diversity in services with a high proportion of one gender. We observed small but positive changes in this area, including an increase from 2% to 4% of men working in early learning and an increase from 18% to 22% of men working in library services. Similarly, there was an increase from 2% to 3% of women in construction and maintenance, and an increase from 19% to 24% of women in waste management and cleansing services. We remain committed to encouraging gender diversity in these areas.

### Gender breakdown



### Leadership breakdown



<sup>5</sup> Australian Bureau of Statistics (ABS) Census 2021

<sup>6</sup> NSW Public Sector Workforce Profile Report 2024

<sup>7</sup> LG NSW HR Metrics 2023-2024



**Our gender split in leadership roles is 51% women – 49% men.**

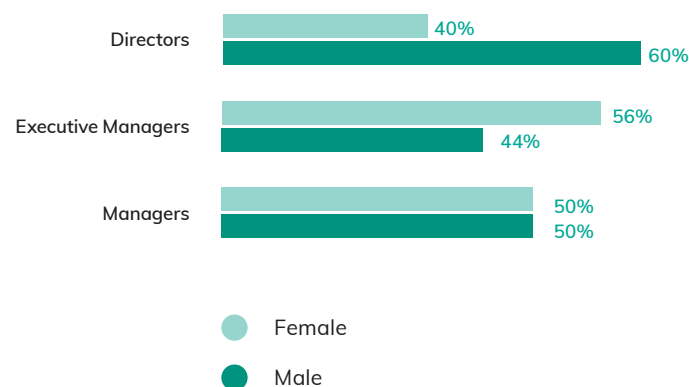
Leadership roles include the directors, executive managers, managers and people leaders (team leaders and coordinators with direct reports). Except at director level, every leadership level has a higher or equal percentage of women across the workforce.

Most of our leaders (35%) fall within the 45 to 54 age group, reflective of our average age and largest group of employees. Nine percent of our leaders are between the 25 to 34 year age group, demonstrating a promising number of potential future leaders within our younger demographic.

When reviewing only management levels 1 to 4 (CEO to manager level) the LGNSW HR Metrics 2023-2024 statistics show our Council has 50% women compared to 38% at other NSW councils .

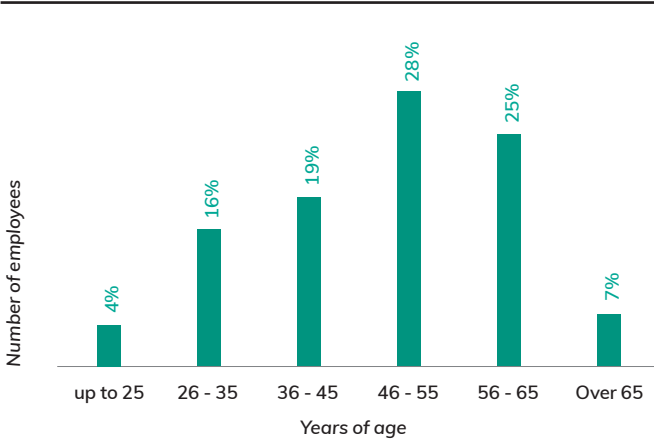
The number of women elected to Council continues to increase each term. In the current term 2024 to 2028 62% of councillors are women (up from 53% in the previous term 2021 to 2024 and 47% in the term prior).

**Gender by position level in leadership roles**



The largest group of our employees fall within the 45-54 age group (28%). Thirty-two percent of employees are 55 years or more and 20% are 34 years or less. The median age within our workforce is 48, indicating our slightly older demographic, compared to the median age for Public Sector workers within NSW which is 43 years<sup>6</sup>. In terms of our Local Government Area, the ABS Census 2021 showed the median age of people in the Northern Beaches is 41 years. People aged 65 years and over made up 18.2% of the local population.

Age demographic



**Ageing workforce**  
Seven percent of our workforce are 65 years of age or more and 56% of this group are men. The number of senior age workers has increased by 2% since 2021 indicating our ageing workforce is growing.

Business units with a high percentage of employees 65 or over are generally within more physically demanding roles, which place employees in a higher risk category for workplace injury. This is particularly evident within our outdoor workers and field employees with 17% in Waste Management and Cleansing, and 14% in Transport and Civil Infrastructure, as opposed to customer facing roles including 14% in Customer Services and 10% in Library Services.

**Youth employment**  
Four percent of our workforce are 25 years or under. The Northern Beaches has a smaller demographic of young people aged 20 to 24 (5%) compared to 6.5% in NSW and therefore, attraction and retention of young people continues to be a focus

to bring diversity of experience and fresh perspectives. Youth employment also aligns with our ageing workforce initiatives, ensuring we are building a pipeline and capture knowledge transfer as our ageing workforce exit the organisation.

Our youth employment initiatives focus on driving attraction, development and engagement aiming to ensure youth are represented within our workforce and have a voice in shaping Council and the community we serve. These initiatives are also designed to help address skill shortages within the workforce. Our work experience program enables Council to partner with schools and students to provide a positive learning experience enabling students to gain practical knowledge in their field of interest. Our expanded trainee and apprentice program builds capacity with positive social outcomes. Trainees complete a combination of formal training with a registered training organisation and practical on-the-job experience. Many go on to secure a temporary or permanent position with Council post their traineeship, helping to kickstart their career.

## Diversity, equity and inclusion



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.



Among employees, 1% identify as Aboriginal and Torres Strait Islander peoples, 1% living with a disability and 6% speak a language other than English at home.

The ABS Census 2021 showed Aboriginal and Torres Strait Islander peoples made up 0.6% of the Northern Beaches population. The Aboriginal Heritage Office works to protect Aboriginal sites, promote Aboriginal history and cultural heritage and plays an important role in education and awareness.

A diversity, equity, inclusion and belonging (DEIB) strategy on a page was developed and identified key focus areas that support workforce diversity. As part of that, a partnership commenced between Council and NSW Government's Veterans Employment Program to support the employment of veterans and recognise the skills and value they can bring to Council. Another partnership was initiated to introduce disability positions into the Bushcare team and Coastal Environment Centre. We ensure our employees are educated and informed, providing them with mandatory diversity and inclusion training.





Council fosters a culture of continuous learning and development to build a dynamic and innovative organisation, enabling it to adapt effectively to the evolving needs of the community. We invest in our people by providing high-quality, engaging, innovative, purposeful, and accessible learning and professional development opportunities, ensuring they are equipped with the skills needed to thrive both now and in the future.

Within the 12-month period from 1 January 2024 to 31 December 2024, 741 employees attended external training courses, and 42 employees received study support. Council also provides on-demand industry leading content from more than 250 providers via our learning management system. The offerings align with the capability framework, identified skills requirements and engagement survey feedback related to career development.

Additionally, Council has instructionally designed and delivered programs to develop and support leadership talent.

## Wellbeing and safety

Our aim is for everyone to return home safely each day. We are committed to creating and providing a healthy and safe environment for all our people including volunteers, contractors, students and visitors.

Whilst there can be physical risks in the workplace there can also be psychosocial hazards both inside and outside of work that can arise from the way we interact, manage work, and from our environment. Psychosocial safety education is continuously highlighted and promoted to employees, including help to recognise the signs that may lead to a psychosocial hazard, along with resources and support that can help prevent these from escalating and causing harm.

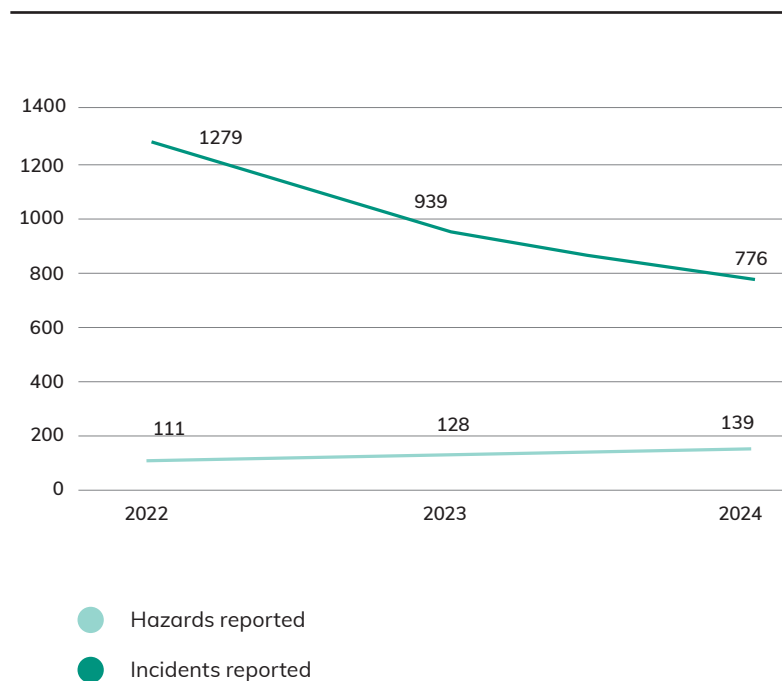
To proactively manage employee Work Health and Safety (WHS), we continue to focus on hazard and incident reporting ensuring the '2/12 rule' is applied; that is within 2 hours of an incident occurring or a hazard being identified, employees must ensure their people leader has been notified. Within 12 hours, the incident or hazard must be lodged within the safety reporting system.

Incident reporting increased significantly due to COVID-19 reporting requirements. Whilst these reduced with the relaxing of reporting requirements, there was still an increase in reporting of both incidents and hazards which is a lead indicator of increased awareness of WHS.

Our contemporary wellbeing program, Thrive, continues to support our employees in their physical and mental wellbeing.

Along with our annual skin check, flu vaccination programs, wellbeing subsidy and resources to promote a healthy body and mind, user friendly systems and processes have been implemented to increase a positive safety culture.

### Hazards and incidents reported









## Our challenges and strategic responses

We have identified themes, developed strategies and outlined initiatives to address the challenges identified.

### Themes and strategies

We have looked at both internal and external factors, liaised with key stakeholders and analysed our workforce. This has helped us identify the key challenges Northern Beaches Council may face over the next 4 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 4 high-level themes, each linked to a strategic people priority with specific initiatives identified:

- Organisational capability and development
- Digital adoption
- Wellbeing and safety
- Workplace culture

### How will we measure success?

The initiatives referenced in the below table do not exist in isolation, they are built into our management reporting frameworks and business accountabilities. They are included in annual Business Plans and inform future updates. We report progress updates to the Chief Executive Team quarterly and annually to track delivery and drive accountability. Success will continue to be measured through employee metrics, engagement levels, attraction and retention, and through positive workplace culture.



Organisational  
capability &  
development



Digital  
adoption



Wellbeing  
and safety



Workplace  
culture



## Organisational capability and development



Our approach to organisational capability and development focuses on enhancing the effectiveness, agility, and long-term sustainability of our workforce while aligning workforce structures with our Community Strategic Plan. This involves strategies for talent management, leadership development, workforce planning, and continuous learning to ensure our employees have the skills and capabilities needed for future success.

Initiatives	FY25/26	FY26/27	FY27/28	FY28/29
Undertake regular workforce and resource planning activities to optimise organisational capability	✓	✓	✓	✓
Implement an integrated Talent Management Framework including critical role identification and succession planning	✓	✓		
Plan beyond recruitment activity to improve talent attraction, talent management and retention	✓	✓		
Review and enhance performance management processes, including education and support	✓			
Embed the behavioural based capability framework to empower employees to manage their career and build critical skills and capabilities	✓	✓	✓	✓
Bridge skills gaps to promote agility and adaptability by focussing skills development on future-ready skills and competencies	✓	✓	✓	✓
Promote and embed digital tools and resources to support career conversations, development and workforce mobility	✓	✓		
Continue to deliver innovative tiered development programs for people leaders and identified talent to strengthen leadership	✓	✓	✓	✓

## Digital adoption



Digital adoption is the process of integrating technology into all aspects of our organisation to improve efficiency, collaboration, and innovation. This involves adopting digital tools, automation, and data-driven decision-making while ensuring our employees have the necessary skills to adapt to new technologies and support our community and customers in doing the same.

Initiatives	FY25/26	FY26/27	FY27/28	FY28/29
Optimise our integrated Human Resources Information and Safety Systems (People Central) in line with our Roadmap and Change Implementation	✓	✓	✓	✓
Review tools and support available to further enable managers and employees to 'self-serve'	✓			
Investigate opportunities to further streamline day to day activities via integrated systems and processes	✓			
Provide digital development opportunities for employees with the aim of building skills and abilities to support increasing digital adoption	✓	✓	✓	✓
Introduce Artificial Intelligence (AI) within People Central enabling increased automation, allowing employees to focus on high-value work and enhancing workplace productivity	✓	✓	✓	✓
Implement new functionality in People Central to enhance the employee experience and provide a streamlined approach to performance and learning	✓	✓	✓	✓



## Wellbeing and safety



Employee wellbeing and safety encompasses physical, mental, and emotional health, ensuring that individuals can thrive in their work environment. This includes psychosocial safety, resilience support, work-life balance, and access to resources that promote overall wellbeing and safety. A strong focus leads to higher engagement, increased productivity, and job satisfaction while reducing mental and physical injuries.

Initiatives	FY25/26	FY26/27	FY27/28	FY28/29
Continue to build a culture of safety and wellbeing through embedding safe work procedures and practices	✓	✓	✓	✓
Develop and implement a quality assurance program to verify safety compliance with business unit operations	✓	✓		
Increase awareness and support around psychosocial safety hazards, control measures and how to respond to psychological incidents	✓			
Enhance support and resources to build employee resilience and promote wellbeing	✓	✓		
Implement and regularly review the ageing workforce plan to support an ageing workforce	✓	✓	✓	✓
Embed the verification of competency framework and assessments	✓	✓		
Review and update the site induction framework for all workers, contingent workers, contractors and volunteers	✓	✓		
Continue to optimise our workers compensation and injury management programs and service delivery	✓	✓	✓	✓
Embed our approach to engagement and putting the worker at the centre of everything we do through early intervention strategies and supporting recovery at work	✓	✓		

## Workplace culture



Workplace culture defines the shared values, behaviours, and practices that shape how our employees interact and work together.

A strong organisational culture promotes collaboration, inclusivity, and engagement, creating an environment where our employees will feel valued and motivated. By fostering trust, innovation, and alignment with organisational values, a positive culture will help drive overall performance and employee satisfaction.

Initiatives	FY25/26	FY26/27	FY27/28	FY28/29
Continue to embed our values as the foundation of Council's culture and purpose	✓	✓	✓	✓
Deliver people initiatives to support and promote workforce diversity as outlined in the:				
<ul style="list-style-type: none"> <li>• Multicultural Inclusion Plan</li> <li>• Disability Inclusion Action Plan</li> <li>• Youth Voice Action Plan</li> </ul>	✓	✓	✓	✓
Continue to identify and prioritise the implementation of diversity, equity, inclusion and belonging initiatives and embed into workplace practices	✓	✓		
Continue to drive and improve employee engagement and satisfaction via surveys and action planning	✓	✓	✓	✓
Enhance the workplace culture through fostering a culture of cross-team collaboration and innovation	✓	✓	✓	✓
Deliver learning programs to assist in promoting and enhancing workplace culture	✓	✓		
Drive and support business utilisation of HR reporting, analytics and systems to facilitate proactive workforce planning and decision making.	✓	✓	✓	✓
Further embed systems and processes that drive and support a resilient, innovative and sustainable organisation	✓	✓	✓	✓



## Sources

### Other related Northern Beaches Council documents:

Draft Delivery Program 2025-2029,  
including Operational Plan 2025/26

Draft Long Term Financial Plan 2025-2035

Draft Asset Management  
Strategy 2025-2029

Disability Action and Inclusion  
Plan 2022-2026

Multicultural Inclusion Plan 2024-2029

Equal Employment Opportunity  
Management Plan

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:

1300 434 434

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

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