STRATHFIELD
COUNCIL

# WORKFORCE MANAGEMENT PLAN 2025 - 2029

*February 2025*

# RECOGNITION OF TRADITIONAL CUSTODIANS

**ACKNOWLEDGMENT OF COUNTRY** We acknowledge the Wangal people as the original custodians of the land on which Strathfield Council is located. We pay our respects to Elders past and present and recognize the ongoing stewardship of this land by Aboriginal people. Together we aim for a united community that respects and values the heritage and contributions of all Aboriginal and Torres Strait Islander peoples.

# Message from the General Manager

I am pleased to present Strathfield Council's Workforce Management Plan for 2025-2029. This plan is a critical component of our Resourcing Strategy, designed to ensure that we have the right people, with the right skills, in the right roles to meet our strategic goals and deliver high-quality services to our community.

Our Workforce Management Plan is more than just a document; it is a proactive guide that shapes our workforce's capacity and capability. It outlines our commitment to fostering a culture of flexibility, leadership, development, effectiveness, communication, and diversity. These principles are at the heart of our People Strategy and are essential for creating a dynamic and resilient workforce.

I am confident that with the dedication and collaboration of our entire team, we will achieve the goals set out in this plan. Together, we will continue to build a workforce that is engaged, skilled, and ready to meet the demands of our community.

As *One Strathfield*, we stand united by pride, purpose, and a collective commitment to excellence. Let's persistently grow, thrive, and take pride in making Strathfield an even better place.

**Michael Mamo**
**General Manager**
**Strathfield Municipal Council**

# Contents

# 1. Introduction

The New South Wales Office of Local Government Integrated Planning and Reporting Framework requires Councils to review and develop strategies pertaining to financial, asset management and workforce planning which form the Council's Resourcing Strategy.

The Workforce Management Plan considers the people, skills, experience and expertise required to implement the Delivery Program. Councils are required to undertake workforce planning to support the achievement of the Delivery Program.

The Workforce Management Plan is part of Strathfield Council's Resourcing Strategy and is a proactive four-year document that lays the groundwork and offers guidance on the current state of the workforce. It shapes the workforce's capacity and capability to meet the council's strategic goals and objectives. The plan outlines the succession planning process, including scope, analysis, forecasting, identification, implementation, monitoring, and evaluation, all linked to the People Strategy objectives.

Our People Strategy aims to foster a culture centred on flexibility, leadership, development, effectiveness, communication, and diversity. The Workforce Management Plan outlines how the goals identified in the People Strategy will be implemented.

## 2. Scope of the Workforce Management Plan

The purpose of the Workforce Management Plan is to provide a framework for identifying, considering, and responding to significant issues and risks facing the organisation, both now and in the future. This plan aims to ensure a highly safe, skilled, and engaged workforce that can deliver high-quality services to the community by strategically positioning the workforce to adapt to changing needs.

The goal of the Workforce Management Plan is to provide the community with high-quality service. This can be accomplished by ensuring that the right people are in the right roles through workforce planning.  This can be achieved by:

- Workforce analysis, by reviewing current organisational structure, skills and experience to ensure our people have the capabilities for future needs.
- Consultation with Councillors, Senior Management and staff consultation including Joint Consultative Committee.
- Implementation of the People Strategy Goals.

The future strategic priorities as defined in the People Strategy include:

- Flexibility: Ensuring our employees thrive in a balanced and adaptive work environment.
- Leadership: Creating effective leadership that is trusted and accountable.
- People Development: Provide opportunities and training that engages and enhances our people.
- Effectiveness: Work to streamline processes that foster teamwork, innovation and enhance productivity.
- Communication: Commitment to fostering a culture that thrives on collaboration, respect and information sharing.
- Diversity: Providing meaningful occasions that focus on inclusivity, mental health and wellbeing.

- Culture: Creating a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication and a commitment to diversity.

The aim of Workforce Planning includes:

- Delivering results as high-performing teams: Ensuring that teams are well-structured, with the right mix of skills and roles, to achieve optimal performance.
- Higher staff retention rate: Creating a work environment that supports employee satisfaction and growth, reducing turnover.
- Better customer service: Aligning workforce capabilities with customer needs to enhance service quality and customer satisfaction.
- Valued, purposeful, and meaningful work: Ensuring that employees feel their work is important and contributes to the delivery and operational plan, which boosts morale and engagement.
- Successful workforce planning is an ongoing process of analysing the current workforce, forecasting workforce needs, identifying workforce gaps against future needs and implementing actions to address shortages.

## 2.1 Our Goals

### FLEXIBILITY
Ensuring our employees thrive in a balanced and adaptive work environment.

### LEADERSHIP
Creating effective leadership that is trusted and accountable.

### PEOPLE DEVELOPMENT
Provide opportunities and training that engages and enhances our people.

### OUR CULTURE
*Creating a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication, and a commitment to diversity.*

### EFFECTIVENESS
Work to streamline processes that foster teamwork, innovation and enhance productivity.

### COMMUNICATION
Committed to fostering a culture that thrives on collaboration, respect and information sharing.

### DIVERSITY
Providing meaningful occasions that focus on inclusivity, mental health and wellbeing.

# 3. Our Workforce Snapshot

**257** number of employees

**243.71** full time equivalent staff (FTE)

**82%** permanent employees

**43** median age of employees

*Predication Operational Plan*

**62%** male

**38%** female

**75%** female executive leaders

**58%** male senior leaders

**42%** female senior leaders

**9%** annual staff turnover

**2 yrs** median tenure

**5 yrs** average tenure

**64%** employees have joined in the past 4 years

**$99,000** median salary for permanent employees

**$113,000** average salary for permanent employees

**9%** staff live within Strathfield LGA

**1,466** applications from July to December 2024

**41** positions open from July to December 2024

**52** average days to recruit

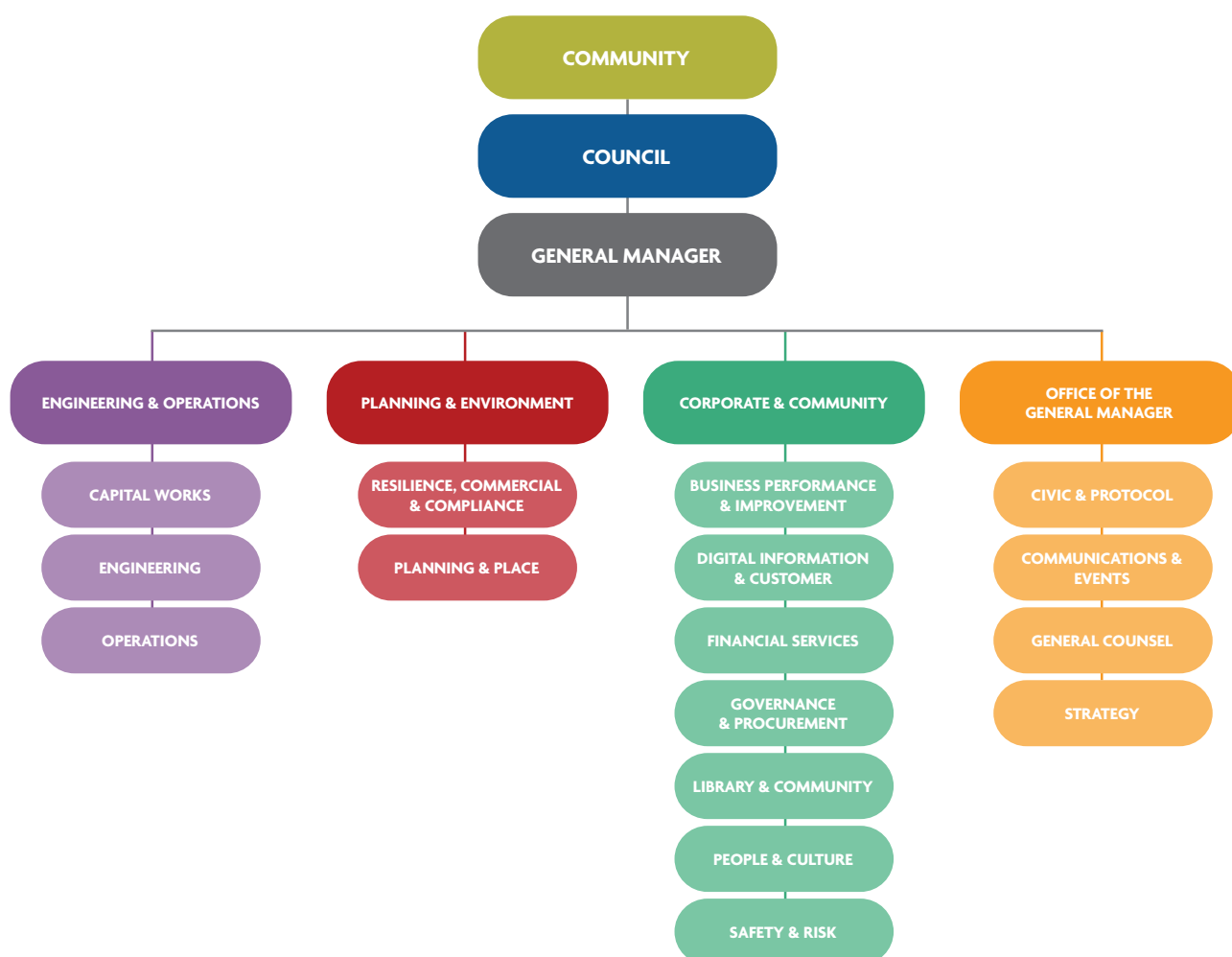**61%** applications applied through seek.com.au

# 4. Analysis of the current workforce

Strathfield Council has made significant strides in fostering a robust and dynamic work environment with approximately 230 permanent positions across diverse occupational groups, covering professional, technical, operational and administrative roles.

The current directorates are:

- Office of the General Manager
- Engineering & Operations

- Planning & Environment
- Corporate & Community.



**COMMUNITY**

**COUNCIL**

**GENERAL MANAGER**

| ENGINEERING & OPERATIONS | PLANNING & ENVIRONMENT | CORPORATE & COMMUNITY | OFFICE OF THE GENERAL MANAGER |
|---|---|---|---|
| CAPITAL WORKS | RESILIENCE, COMMERCIAL & COMPLIANCE | BUSINESS PERFORMANCE & IMPROVEMENT | CIVIC & PROTOCOL |
| ENGINEERING | PLANNING & PLACE | DIGITAL INFORMATION & CUSTOMER | COMMUNICATIONS & EVENTS |
| OPERATIONS | | FINANCIAL SERVICES | GENERAL COUNSEL |
| | | GOVERNANCE & PROCUREMENT | STRATEGY |
| | | LIBRARY & COMMUNITY | |
| | | PEOPLE & CULTURE | |
| | | SAFETY & RISK | |

As of 1 January 2025, Strathfield Council had 257 employees including casual, part-time, and temporary employees. The breakdown is:

- **Permanent and temporary employees:** 213 (totalling 206.81 FTE)

  - 🔴 **Full-time employees:** 181
  - 🟡 **Full-time employees on maternity leave:** 2
  - 🔵 **Full-time employees on secondment:** 6
  - 🟢 **Part-time employees:** 11 (totalling 6.07 FTE)
  - 🟣 **Full-time temporary employees:** 8
  - 🟠 **Part-time temporary employees:** 5 (totalling 3.74 FTE)

- 🔴 **Casual employees:** 44 (budgeted to an FTE of 8.43)



Fulltime employees
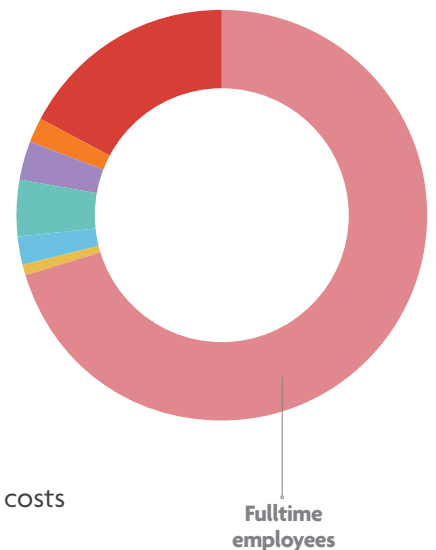
The full-time equivalent (FTE) count that was used for budget and employee costs in 2024/2025 Operational Plan is 243.71.
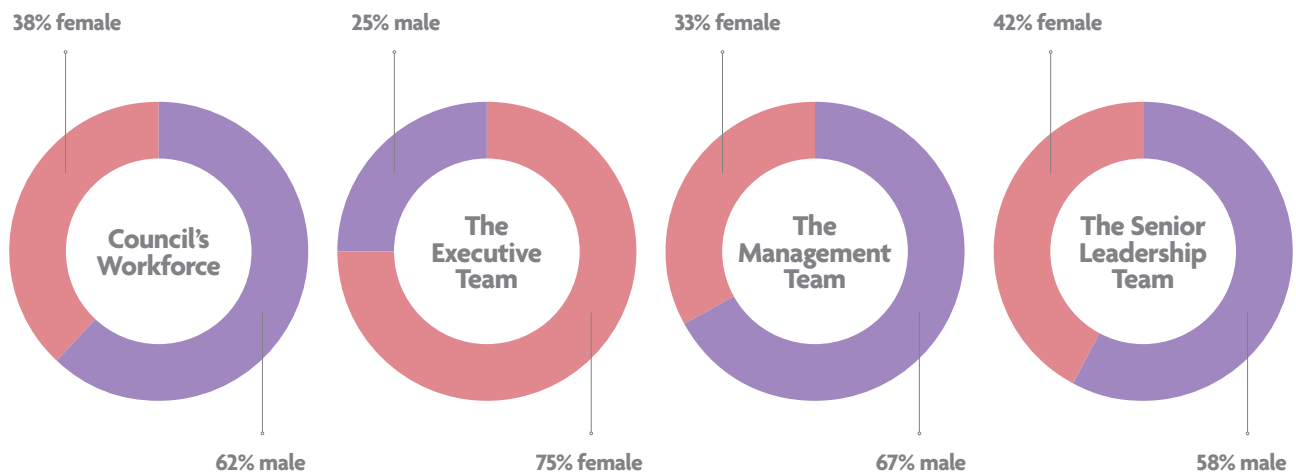
- The 2024/2025 operational plan predicted 243.71 FTEs.

  - 🔴 **Full-time FTE count:** 185.1
  - 🟡 **Full-time FTE count on maternity leave:** 2
  - 🔵 **Full-time FTE count on secondment:** 6
  - 🟢 **Part-time FTE count:** 6.07
  - 🟣 **Full-time FTE temporary count:** 8
  - 🟠 **Part-time FTE temporary count:** 3.74

- 🔴 **Casual FTE count:** 8.43

- 🔵 **Vacant role FTE count:** 28.17

- If all vacant positions were filled, the total FTE would be 243.71



Fulltime employees
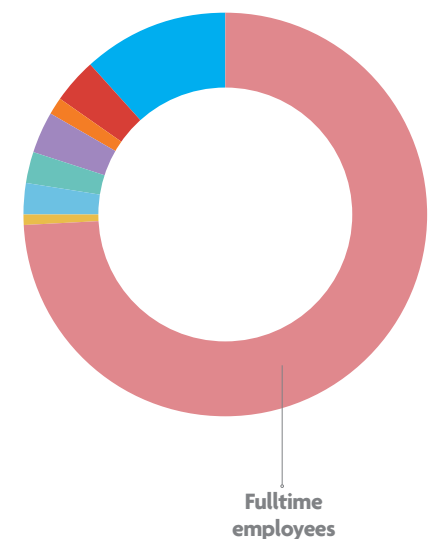
*Source: 2024/2025 Operational Plan*

## 4.1 Gender Breakdown

Strathfield Council's workforce consists of 62% males and 38% females. This gender distribution is consistent in both the Engineering & Operations department and the Planning & Environment team. However, the Office of the General Manager and the Corporate & Community directorates have a higher proportion of females compared to males. The Executive Team is predominantly female, with 75% women. In contrast, the Management team has a gender mix of 67% male and 33% female. This results in the Senior Leadership Team having a nearly balanced gender distribution of 58% male and 42% female.

38% female

Council's
Workforce

62% male

25% male

The
Executive
Team

75% female

33% female

The
Management
Team

67% male

42% female

The Senior
Leadership
Team

58% male

## 4.2 Age Breakdown

The median age at Strathfield Council is 43 years. The workforce is evenly spread across the age groups of 30-39, 40-49, and 50-59 years, each representing 24% of the total. The youngest employee is 20 years old, while the oldest is 78 years old.



**78 years**
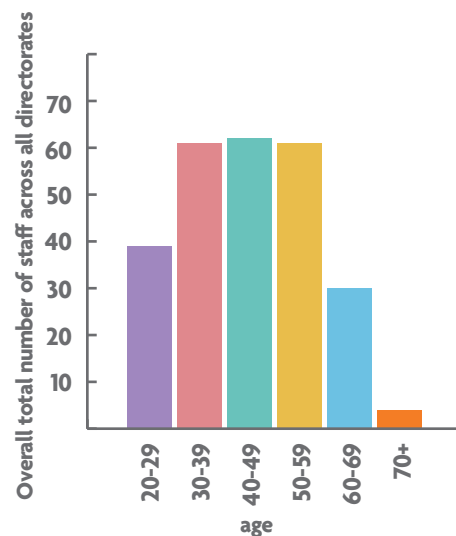
The oldest employee

**20 years**

The youngest employee

| Directorate | 20 - 29 years | 30 - 39 years | 40 - 49 years | 50 - 59 years | 60 - 69 years | 70 years plus | Total Employees As 1 January 2025 |
|---|---|---|---|---|---|---|---|
| **Office of the General Manager** | | 4 | 4 | 1 | | | 9 |
| **Corporate & Community** | 11 | 14 | 24 | 22 | 12 | 3 | 86 |
| **Planning & Environment** | 11 | 20 | 13 | 13 | 1 | 1 | 59 |
| **Engineering & Operations** | 17 | 23 | 21 | 25 | 17 | | 103 |
| **Total** | **39** | **61** | **62** | **61** | **30** | **4** | **257** |
| **Percentage of the workforce** | **15.2%** | **23.7%** | **24.1%** | **23.7%** | **11.7%** | **1.6%** | **100%** |

# 4.3 Length of Tenure

At Strathfield Council, the median tenure is 2 years, while the average tenure is 5 years. Notably, 64% of employees have joined within the past 4 years. Furthermore, 89% of the workforce has been with the council for less than 10 years. Those with longer tenures are primarily found in the Engineering and Operations, and Corporate and Community teams.
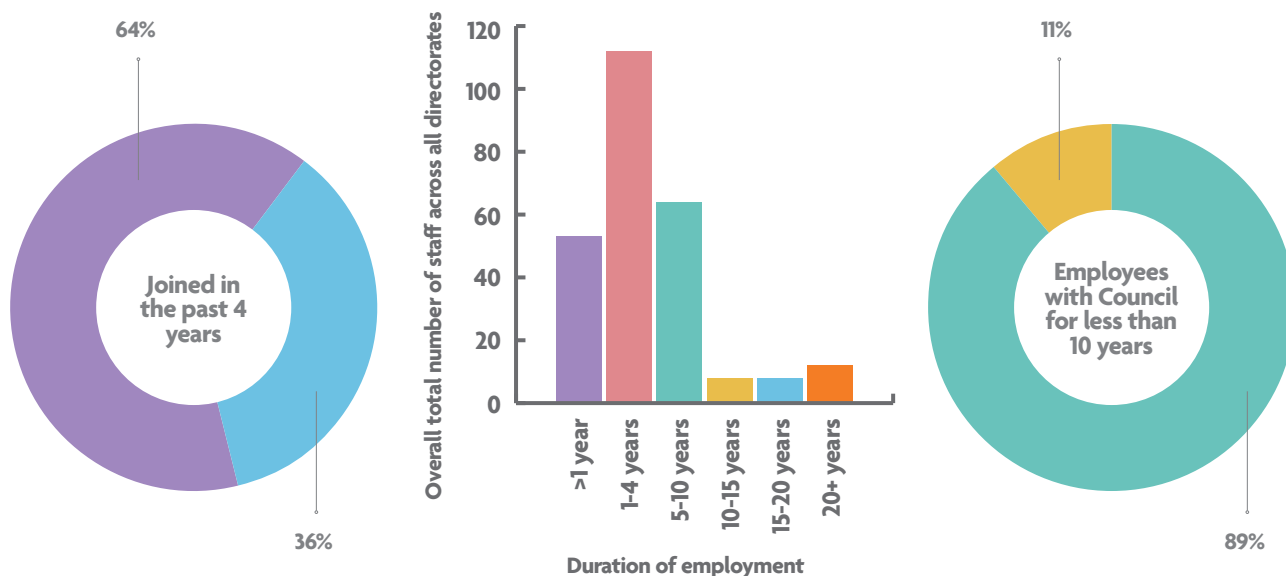


| Directorate | Less than 1 year | 1 - 4 Years | 5 - 10 years | 10 - 15 years | 15 - 20 years | 20 years plus | Total Employees As 1 January 2025 |
|---|---|---|---|---|---|---|---|
| Office of the General Manager | | 5 | 3 | 1 | | | 9 |
| Corporate & Community | 23 | 31 | 20 | 5 | 5 | 2 | 86 |
| Planning & Environment | 20 | 27 | 12 | | | | 59 |
| Engineering & Operations | 10 | 49 | 29 | 2 | 3 | 10 | 103 |
| Total | 53 | 112 | 64 | 8 | 8 | 12 | 257 |
| Percentage of the workforce | 20.6% | 43.6% | 24.9% | 3.1% | 3.1% | 4.7% | 100% |

## 4.4 Turnover

During the 2023/2024 period, Strathfield Council experienced a turnover rate of 26%. For the 2024/2025 period up to December 2024, the turnover rate is currently tracking at 9%.

26% — 2023/2024 turnover rate

9% — 2024/2025 turnover rate
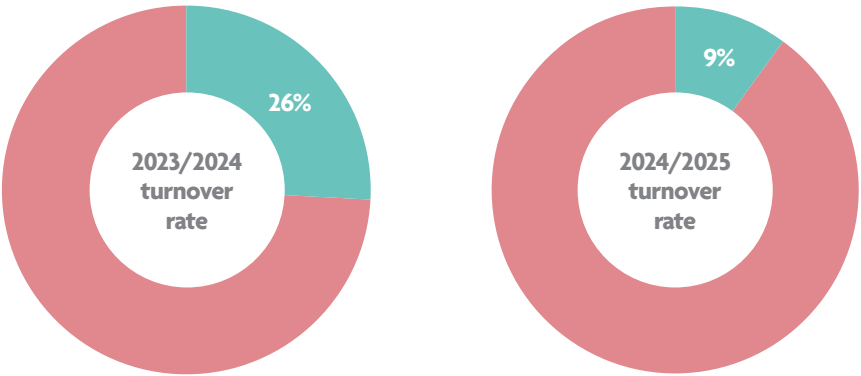
| Period | Total number staff turnover | Total Number of employees | Rate |
|---|---|---|---|
| 2022/2023 | 63 | 173 | 36% |
| 2023/2024 | 51 | 193 | 26% |
| 2024/2025 (up to December 2024) | 22 | 257 | 9% |

## 4.5 Salary Range

At Strathfield Council, the median salary is
$99,000, and the average salary is $113,000. These
figures are based on the total salary package,
which includes allowances and superannuation
for both permanent and temporary employees,
excluding casuals.
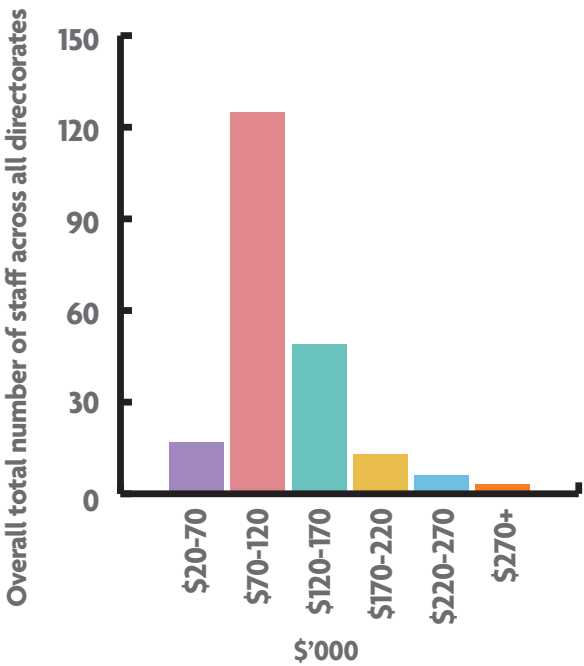
## 5. Employee Engagement

In 2024 Strathfield Council conducted their fourth Employee Engagement Survey with Xref Engage facilitating the process. The survey provides staff with the opportunity to give feedback about the quality of current work practices at Strathfield Council. The survey also enabled the outcomes of employee engagement, employee wellbeing and organisation progress to be measured.

The 2024 Strathfield Council Employee Engagement Survey saw a remarkable 94% of staff participating.  This is a significant achievement, exceeding the Metropolitan Council average of 70%.

The survey results indicate that Strathfield Council has high levels of staff engagement, wellbeing, and staff perceptions of the organisation progress is also very high. The average across all questions was 81% favourable.
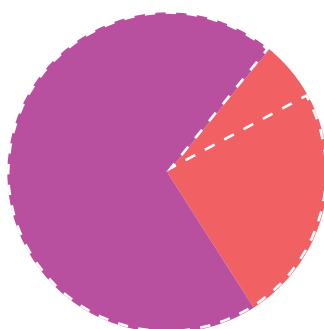
Given the overwhelmingly positive staff feedback, Strathfield Council received two awards from Xref Engage:
- Winner 2024 Best Workplace
- Winner 2024 Change Champion.

**THE AVERAGE ACROSS ALL QUESTIONS WAS**
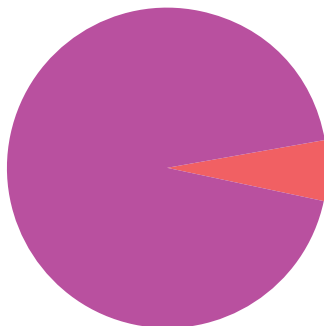
**81% FAVOURABLE**

**94% PARTICIPATION**

**COMPARED TO**

**70% METRO COUNCIL AVERAGE**
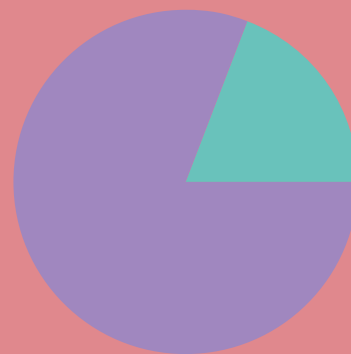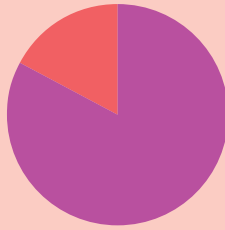
## ENGAGEMENT

**83%**
ENGAGEMENT
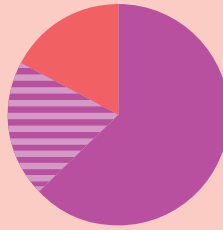
**20%**
IMPROVEMENT
FROM 2022

- High job satisfaction and personal accomplishment
- Staff feeling a sense of pride and willing to recommend Council as a good place to work.
- Intention to continue working at Council.

## WELLBEING
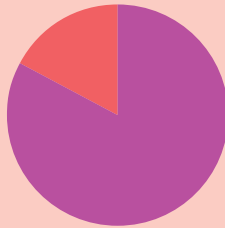
**84%**
WELLBEING
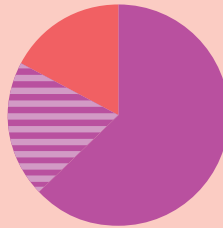
**20%**
HIGHER THAN INDUSTRY
BENCHMARK

- Staff believe their job as a positive impact on their wellbeing
- Staff believe they can keep their stress from their job at an acceptable level.

## PROGRESS
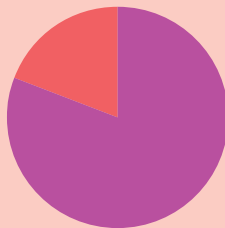
**81%**
PROGRESS
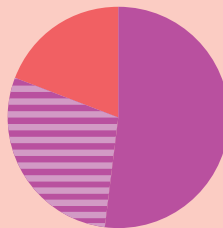
**29%**
IMPROVEMENT
SINCE 2022

- Confidence in staff that the goals of Council are being reached.
- Change is handled well.
- Council is innovative

**90%** OF STAFF ARE WILLING TO RECOMMEND COUNCIL'S SERVICES.

BEST WORKPLACE
XREF ENGAGE AWARDS
2024 WINNER

CHANGE CHAMPION
XREF ENGAGE AWARDS
2024 WINNER

# 6. Forecast the Workforce Needs

This Workforce Management Plan outlines our organisational needs, forward planning, and resourcing requirements. Key trends and emerging issues considered in the development of this plan include:

- Aligning employment with core business functions.

- An increase in resident population and service expectations.

- Knowledge loss due to employee resignations or retirements.

- Challenges in attracting and retaining employees.

In recent years, Strathfield Council has implemented organisational structural changes, undertaken significant recruitment efforts, and promoted internal staff, resulting in movements across various sections. Further organisational changes are planned for the coming years to ensure the workforce aligns with key trends and emerging issues.

Key considerations for workforce changes will include:

- Aligning changes to ensure effective and efficient delivery of services to the community.

- Ensuring employment aligns with the priorities set out in strategic plans, including the community strategic plan and the council's delivery program.

- Maintaining financial sustainability while actively seeking opportunities to optimise and reduce costs where possible.

- Maintaining the full-time equivalent (FTE) count while ensuring a safe workplace and compliance with statutory requirements.

- Establishing an effective management structure to guarantee efficient delivery of service.

# 7. Identify workforce gaps against future needs

## Alignment of core business functions

At Strathfield Council changes to the organisational structure has ensured the effective and efficient delivery of services to the community, ensuring employment aligns with the priorities set out in strategic plans, including the community strategic plan and the council's delivery program.

Council reviews the organisational structure regularly, making changes where necessary to ensure it is flexible, resilient, and promotes high performance and value in service delivery and customer experience. Using a time-proven definition of efficiency, Council aims to have the right people, in the right places, with the right skills, doing the right jobs, at the right time.

The organisational structural review process focuses on:

- Building on strengths where Council is recognised as doing well by the community.

- Core service delivery at levels agreed by the community.

- Collaborating and strengthening relationships and effective delivery across Council.

- Employee professional development and improvement.

## 7.1 Changing position requirements

Roles within the Council are often influenced by legislative, social, and technological factors. Council staff need to be agile and adaptable to ensure they keep pace with changes seamlessly, maintaining or improving service levels.

The Local Government Award allows employees to use skills not specifically listed in their position description, provided they are competent in those skills, enabling the Council to respond effectively to a changing workplace and environment.

## 7.2 Ageing population

Currently, 25% of Strathfield Council's workforce is aged 55 years and over. The goal is to establish processes that:

- Ensure the retention and transfer of knowledge and skills.

- Make older workers feel appreciated.

- Offer options to facilitate a smooth transition into retirement.

- Recruit replacement staff promptly to create a seamless transition.

Only 15% of Strathfield Council's workforce is under the age of 29, highlighting the historical trend of local government struggling to attract younger workers. The Fresh Start for Local Government program is expected to help increase the representation of this younger demographic.

## 7.3 Gender diversity and equality

Strathfield Council's workforce currently comprises 98 females and 159 males, with males representing 62% and females 38% of the workforce.
The Executive Team comprises 1 male and 3 female members (with 1 vacancy). The management team currently includes 10 males and 5 females. Consequently, the Senior Leadership Team consists of 11 males and 8 females, resulting in a balanced gender distribution of 58% male and 42% female. Whilst gender distribution will be monitored, the recruitment process will continue to focus on placing the right skilled person in the right role, regardless of gender. The goal is to maintain a balanced gender representation that reflects the community we serve.

## 7.4 Attracting and retaining staff

In the past six months, 41 positions have been advertised and attracted 1,466 applications enabling a competitive recruitment process.

The recruitment procedures have been optimised with the aim to shorten the time from application to commencement. The process focuses on matching individuals with the right skills, qualifications and experience to the appropriate positions. The aim is to further streamline these procedures to enhance productivity.

To attract and retain new talent, Strathfield Council offers:

- Agile working conditions, including a compressed four-day work week, nine-day fortnight, and work-from-home options that ensure our employees thrive in a balanced and adaptive work environment.
- Initiatives focused on inclusivity, mental health, and wellbeing.
- Salary sacrifice opportunities.

- Generous award leave entitlements.
- Learning and development opportunities that engage and enhance our people.
- The chance to work in the local government sector and contribute to our community.

## 7.5 Team Leadership

To establish a "One Strathfield" unified leadership model characterised by the principles of trust and accountability, we will provide our leaders with the resources and skills necessary to motivate and guide with transparency and accountability, ensuring they are responsible for both their own actions and the performance of their teams. Additionally, we will equip our leaders with information and training that enhances their ability to lead highly effective teams.

The key to achieving this has been the implementation of a leadership program aligned with the "One Strathfield" goal and the model for developing high-performing teams.

## Number of applications per Directorate from July to December 2024



| Directorate | Applications |
|---|---|
| Corporate & Community | 861 |
| Engineering & Operations | 222 |
| Office of the General Manager | 60 |
| Planning & Environment | 323 |

## 7.6 Team culture

The aim is to create a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication and a commitment to diversity.

To foster a respectful team culture where individuals can grow and thrive, we will:

- Develop staff values that align with our workplace culture vision statement.

- Regularly engage with employees to ensure we are achieving our people strategy goals and that these goals align with their needs.

Strathfield Council prioritises learning and development with a strong emphasis on leadership capability. Management at all levels is responsible for developing, implementing, and promoting a high-performance, respectful culture.

# 8. Implement Action

## 8.1 Goal 1: Flexibility

Ensuring our employees thrive in a balanced and adaptive work environment.

| Objective | • To implement a flexible agile workplace policy and procedure that aims to balance the needs of Council, teams and individuals whilst enhancing productivity. <br>• To enhance the use of our space, with the focus on decluttering and organising, with the aim to create a more efficient environment. | | | | | | |
|---|---|---|---|---|---|---|---|
| # | Action | Who | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 |
| 1.1 | The People & Culture Team is set to implement the flexible workplace policy and procedure, along with offering training sessions to enable employees to better understand the process. | P&C | ✓ | | | | |
| 1.2 | Council is dedicated to developing a Sustainable Accommodation Strategy that will enable every team to collaborate more effectively and work with high productivity. | ELT | | ✓ | | | |
| 1.3 | Leaders will establish clear team guidelines on how flexibility is going to work in their team. | SLT | ✓ | ✓ | | | |
| 1.4 | Leaders will focus on results as this will encourage employees to work on efficiency. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 1.5 | Leaders will conduct frequent one on one meetings, ensuring they are staying connected with employees. This will assist with addressing issues promptly, boosting engagement and productivity. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 1.6 | Employees will communicate clearly and consistently with their leader to achieve team and organisational goals. | All | ✓ | ✓ | ✓ | ✓ | ✓ |
| 1.7 | Employees will work with their leaders to ensure they have access to the necessary resources | All | ✓ | ✓ | ✓ | ✓ | ✓ |
| 1.8 | Employees will be encouraged to declutter and organise their workspace to create an efficient environment that aims to improve overall productivity. | All | ✓ | ✓ | ✓ | ✓ | ✓ |

## 8.2 Goal 2: Leadership

Creating effective leadership that is trusted and accountable.

| Objective |
|---|
| • To establish a "One Strathfield" unified leadership model characterised by the principles of trust and accountability. |
| • To provide our leaders with the resources and skills necessary to motivate and guide with transparency and accountability, ensuring they are responsible for both their own actions and the performance of their teams. |
| • To equip our leaders with information and training that enhances their ability to lead highly effective teams. |

| # | Action | Who | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 |
|---|---|---|---|---|---|---|---|
| 2.1 | Promote culture focused responsible leadership across all levels and areas of our council. | P&C | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.2 | Council will maintain ongoing leadership sessions to facilitate the exchange of information, foster collaboration, and enhance skill development. | P&C | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.3 | Leaders will communicate openly with their teams, sharing both successes and improvements. This assists with building trust and sets a precedent for honesty within the team. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.4 | Leaders will work with their employees to set clear expectations and goals. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.5 | Leaders will model the behaviour they expect from others, by being accountable and encouraging others to do the same. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.6 | Leaders will create a culture where feedback is welcomed and acted upon. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.7 | Leaders will hold regular meetings to review progress towards goals, recognise achievements and address shortcomings in a constructive manner. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.8 | Employees will participate in training that aims to grow their skills. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2.9 | Employees will be expected to contribute to the success of the team, by committing to achieving team goals. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |

## 8.3 Goal 3: People Development

Provide opportunities and training that engages and enhances our people.

| Objective | • To provide our people with opportunities that strengthen their skills, knowledge and experience.<br>• To create and implement a training calendar that offers individuals the chance to engage in substantial skill enhancement sessions.<br>• To implement a training policy and procedure that aims to balance the needs of Council, teams and individuals with the focus on skill and career development. | | | | | | |
|---|---|---|---|---|---|---|---|

| # | Action | Who | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 |
|---|---|---|---|---|---|---|---|
| 3.1 | Leaders will work with the people & culture team and develop a skill gap analysis on their employees, to assist with identifying the skills, knowledge and experience each employee needs to develop their career. | P&C and SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3.2 | The People & Culture Team will use the insights from the skill gap analysis to develop and execute an annual training calendar. This will guarantee that the training provided is substantial and correlates with both the organisational objectives and personal development goals. | P&C | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3.3 | The People & Culture Team will develop a performance framework that will align with recognising achievements and planning to enhance skills. | P&C | | ✓ | | | |
| 3.4 | The People & Culture Team will develop and implement a award and recognition program that recognises innovative contributions, collaborative behavior and employees who contribute to a respectful and inclusive culture. | P&C | | ✓ | | | |
| 3.5 | The People & Culture Team will develop and implement an attraction and retention plan that aligns with the organisational values and mission. | P&C | | | ✓ | | |
| 3.6 | Leaders will work with their employees to ensure they offer up-skilling opportunities. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3.7 | Employees will participate in training that will assist with building their capabilities and skills. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3.8 | Employees will be responsible for their own learning by attending training and being enthusiastic. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |

## 8.4 Goal 4: Effectiveness

Work to streamline processes that foster teamwork, innovation and enhance productivity.

| Objective | • To continuously evaluate and refine processes with the objective of making them more effective.<br>• Promote a culture of continuous improvement.<br>• Establish procedures that promote cooperative teamwork and stimulate creative thinking. | | | | | | |
|---|---|---|---|---|---|---|---|
| **#** | **Action** | **Who** | **24/25** | **25/26** | **26/27** | **27/28** | **28/29** |
| 4.1 | The People & Culture Team will conduct a comprehensive review of current processes that impact payroll, staff recruitment, engagement and training, to identify bottlenecks and areas for streamlining. | P&C | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4.2 | The People & Culture Team will develop and implement a plan for improvement for all employee related processes. | P&C | | | | ✓ | ✓ |
| 4.3 | Leaders will set clear expectations to staff on how to plan, prioritise and execute tasks efficiently. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4.4 | Leaders will commit to using collaborative tools that facilities sharing of ideas and resources in teams. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4.5 | Employees will provide feedback on processes and practices and be involved to make continuous improvements. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |

## 8.5 Goal 5: COMMUNICATION

Committed to fostering a culture that thrives on collaboration, respect and information sharing.

| Objective | • To create a culture of respect, inclusion and trust, focused on team collaboration, open communication and information sharing. <br> • Establish clear goals and objectives that promote a unified direction and purpose. <br> • Create opportunities for cross-functional projects and initiatives that require collective input and expertise. | | | | | | |
|---|---|---|---|---|---|---|---|
| **#** | **Action** | **Who** | **24/25** | **25/26** | **26/27** | **27/28** | **28/29** |
| 5.1 | The People & Culture Team will prepare and implement Council's Workforce Plan including EEO Management Plan. | P&C | ✓ | | ✓ | | ✓ |
| 5.2 | Council will aim to enhance our employee brand and foster career development opportunities to attract, retain, and grow top talent. | P&C and SLT | | | ✓ | | |
| 5.3 | Leaders will establish open-door policies that encourage employees to speak respectfully and freely. | SLT | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5.4 | Employees will treat knowledge as an essential business commodity and encourage its dissemination across the organisation. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5.5 | Employees will collaborate across different departments to break down silos and enhance teamwork. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5.6 | Employees will share their perspectives and respect differing viewpoints. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5.7 | Employees will participate in Employee Surveys as this helps to identify and develop opportunities for change and growth. | ALL | ✓ | | ✓ | | ✓ |

## 8.6 Goal 6: DIVERSITY

Providing meaningful occasions that focus on inclusivity, mental health and wellbeing.

| Objective | • Create a work environment where employees feel valued and included. • Establish staff events that cater to the diverse requirements of employees, with the emphasis on the culture of inclusivity and the promotion of mental health and wellbeing. • Implement wellbeing initiatives that are diverse and cater for the needs of all employees. | | | | | | |
|---|---|---|---|---|---|---|---|
| **#** | **Action** | **Who** | **24/25** | **25/26** | **26/27** | **27/28** | **28/29** |
| 6.1 | The People & Culture Team will implement a health and wellbeing program that is focused on supporting employee work life balance. | P&C | | | ✓ | | |
| 6.2 | Council will continue to offer the Employee Assistance Program where employees have access to counselling services and support for personal and work-related issues. | P&C | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6.3 | The People & Culture Team will organise and implement meaningful occasions that will provide employees the opportunity to feel included and connect with others. | P&C | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6.4 | Employees will engage in learning opportunities and foster connections with their peers at organised staff events. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6.5 | Employees will look after their colleagues and check in with them to see if they are doing alright. | ALL | ✓ | ✓ | ✓ | ✓ | ✓ |

## 8.7 Goal 7: CULTURE

Creating a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication, and a commitment to diversity.

| Objective | • To foster a respectful team culture where individuals can grow and thrive. • Develop staff values that align with the workplace culture vision statement. • Regularly engage with employees to ensure that we are achieving our people strategy goals and that these goals are aligned with their needs. | | | | | | |
|---|---|---|---|---|---|---|---|
| # | Action | Who | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 |
| 7.1 | The People & Culture Team will conduct the Engagement Survey regularly to gather feedback on Council's performance and identify areas for cultural improvement. | P&C | ✓ | | ✓ | | ✓ |
| 7.2 | The people & culture team will create and implement a values framework that aligns with the workplace culture vision statement. This framework will embody the vision of fostering a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication, and a commitment to diversity | P&C | | ✓ | | | |
| 7.3 | The People & Culture Team will establish a monitoring process to track staff engagement and identify trends. | P&C | | ✓ | | ✓ | |
| 7.4 | Employees will participate in Employee Surveys as this helps to identify and develop opportunities for change and growth. | ALL | ✓ | | ✓ | | ✓ |
| 7.5 | Employees will engage in monitoring surveys, enabling the organisation to check in on progress. | ALL | | ✓ | | ✓ | |

P&C = People & Culture Team

SLT = Senior Leadership Team (Executive & Managers)

ELT = Executive Leadership Team

ALL = All employees

## 8.8 People & Culture Action Plan

Below is a roadmap outlining the project specific People & Culture action items along with their estimated completion dates.

| # | Action | Dec 2024 | July 2025 | Dec 2025 | July 2026 | Dec 2026 | July 2027 | Dec 2027 | July 2028 | Dec 2028 | July 2029 |
|---|--------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|
| 1.1 | Flexible (Agile) Workplace Policy implementation | ✓ | | | | | | | | | |
| | Flexible (Agile) Workplace Policy training | | ✓ | | | | | | | | |
| 3.1 | Skill Gap Analysis | | ✓ | | ✓ | | ✓ | | ✓ | | ✓ |
| 3.2 | Training Calendar | ✓ | | ✓ | | ✓ | | ✓ | | ✓ | |
| 3.3 | Performance Framework | | ✓ | ✓ | ✓ | | | | | | |
| 3.4 | Award & Recognition Program | | ✓ | ✓ | | | | | | | |
| 3.5 | Attraction & Retention Plan | | | | ✓ | | | | | | |
| 4.1 | Payroll Process Review | | ✓ | | | | | | | | |
| | Recruitment Process Review | | | | ✓ | | | | | | |
| | Engagement Review | | | | | ✓ | | | | | |
| | Training Process Review | | | | | | ✓ | | | | |
| | People & Culture Operations Review | | | | | | | | ✓ | | |
| | Organisational Development Review | | | | | | | | | | ✓ |

| # | Action | Dec 2024 | July 2025 | Dec 2025 | July 2026 | Dec 2026 | July 2027 | Dec 2027 | July 2028 | Dec 2028 | July 2029 |
|---|--------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|
| 5.1 | Workforce Management Plan | ✓ | ✓ | | | | | | | | ✓ |
| | EEO Management Plan | | | | | | ✓ | | | | |
| 5.2 | Employee Vision & Brand | | | | ✓ | | | | | | |
| | Career Development Plan | | | | ✓ | | | | | | |
| 6.1 | Health & Wellbeing Program | | | | ✓ | | | | | | |
| 6.3 | Meaningful occasions that will provide employees the opportunity to feel included and connect with others | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 7.1 | Employee Survey | ✓ | | | | ✓ | | | | ✓ | |
| 7.2 | Employee Values Framework | | | | ✓ | | | | | | |
| 7.3 | Employee Engagement Check In | | ✓ | | ✓ | | ✓ | | ✓ | | |

# 9. Monitor and Evaluate

This Workforce Management plan was reviewed and updated in January 2025. It is designed to be implemented over a four-year period and will be continuously reviewed, updated, and enhanced to reflect changes in Strathfield Council's business environment, societal context, and projected workforce capacity impacts.

The goal is to execute the action items while considering priority tasks, financial implications, and resource availability. The People & Culture team will regularly review existing actions and evaluate the need for new projects or initiatives that align with the People Strategy objectives.

We will monitor both internal and external environments to identify any changes that may necessitate modifying or reprioritising our focus. Progress on action items will be reported to the Executive team through the People & Culture quarterly reports.

# WORKFORCE MANAGEMENT PLAN
# 2025 - 2029

## STRATHFIELD
### COUNCIL

StrathfieldCouncil

StrathfieldMC

StrathfieldCouncil
StrathfieldEvents

StrathfieldTV