



Workforce Management Strategy

2025–2029



WAVERLEY
COUNCIL

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Acknowledgement and our reconciliation vision

We acknowledge the Bidiagal and Gadigal people, who traditionally occupied the Sydney coast. We also acknowledge Aboriginal and Torres Strait Islander Elders both past and present.

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:

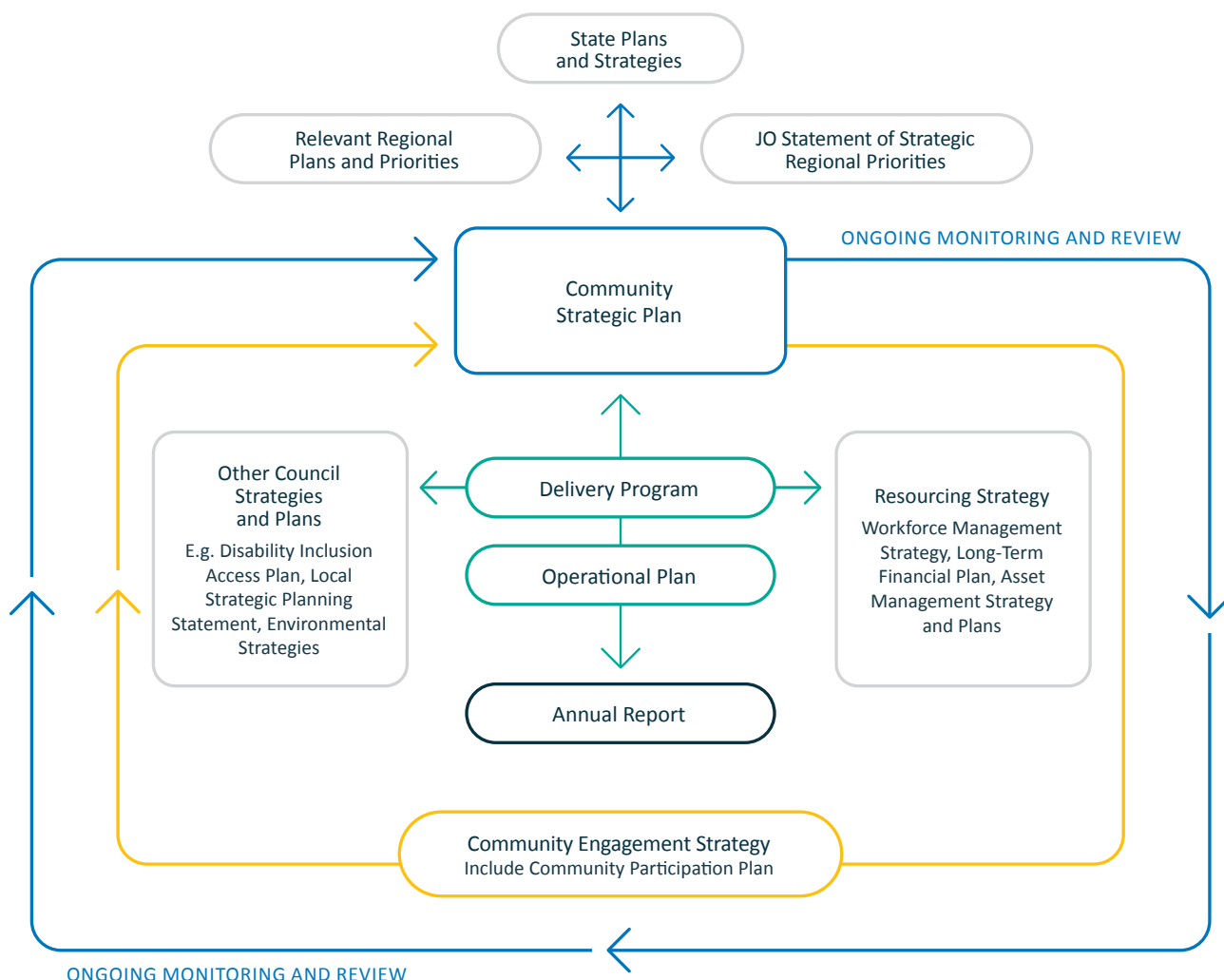
- Practice and celebrate their culture and heritage proudly
- Are honoured for their survival and resilience, and supported to continue to overcome adversity
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.

Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

Introduction

Waverley Council is dedicated to developing a workforce capable of meeting the needs of a dynamic and diverse community.

Our Workforce Strategy (2025–2029) focuses on attracting, retaining, and developing a high-performing workforce aligned with our Community Strategic Plan (CSP), Delivery Program (DP), Operational Plan (OP), and Long-Term Financial Plan (LTFP). This strategy addresses the challenges posed by rapidly evolving technology, workforce shifts, and financial sustainability. Ensuring a customer centred approach, sustainable practices and Waverley’s commitments to diversity, reconciliation, and accessibility are embedded in everything we do.



Our Workforce Strategy

Our Workforce Strategy is structured around four of our five key strategic pillars, which will guide workforce development and planning over the next four years.

These priorities, align to the five pillars set out in our Corporate Plan on a Page 2025–2029 and ensure we are still responsive to both organisational needs and community expectations. The five pillars are laid out below.



Our Five Pillars



Customer Experience

Putting the customer at the centre in all that we do



Leadership and Culture

Living our values and building a high performance culture



Financials

Adopting a contemporary and sustainable approach to how we meet our financial strategy



Community Infrastructure and Service Delivery

Ensuring a community-centred approach to investment and delivery



Sustainability

Sustainable practice is second nature at Waverley

Our Four Workforce Strategic Priorities



Leadership and High-Performance Culture

Design and implement leadership programs to improve accountability and develop a results-driven culture.



Workplace Health and Safety

Support leaders in creating a safer working environment.



Employee Engagement

Improve employee engagement through strategic internal communications, a structured program for employee recognition, annual performance reviews and a framework for change management.



Financial Sustainability

Align workforce resources with the LTFP to ensure sustainable resourcing levels and efficient use of skills and capacity.

Business Transformation and Workforce Impact

Waverley Council's Information Communication and Technology (ICT) Strategy focuses on modernising and aligning technology infrastructure and business processes to improve efficiency, service delivery, and employee engagement.

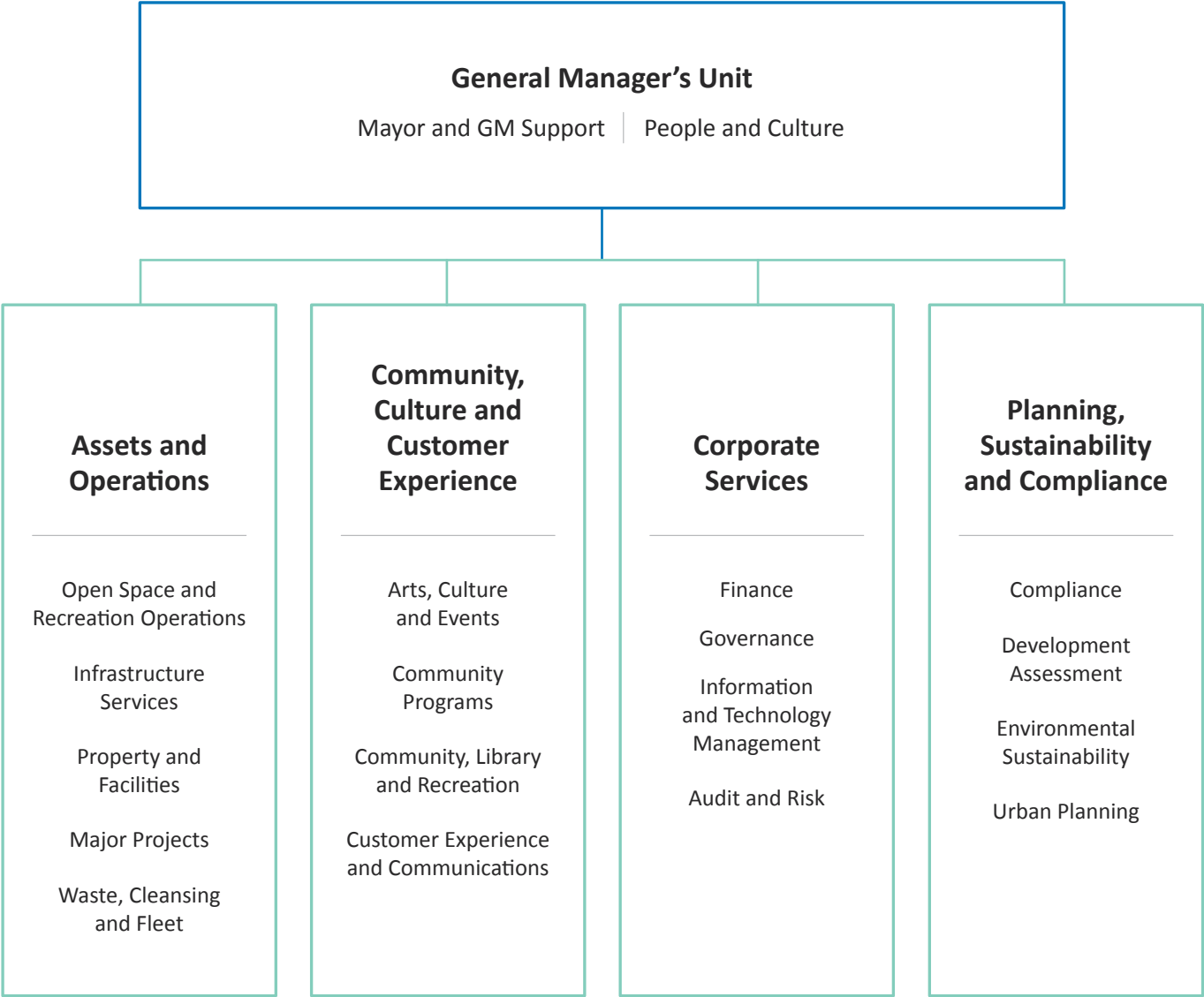
Developed with a business-led approach, the strategy outlines a roadmap for addressing critical gaps in current systems, improving integration, and enabling data-driven decision-making. The strategy aims to reduce reliance on manual processes, streamline workflows, and increase productivity across all directorates.



The workforce implications of this strategy are significant, not only for operational employees but also for support functions who must balance their role in supporting and actively taking part in an upgrade to the current platforms across assets, finance, customer service, payroll and human resources. Given the scale of change, the program will be resource-intensive, with a strong emphasis on change management to help employees adapt to new systems and processes. Project management, training programs, effective communication, and support mechanisms will be essential to ensure a smooth transition while supporting elevated levels of employee engagement and continuity of service delivery.

The P&C function will also play a pivotal role in supporting the rollout of the ICT Modernisation Program, a large-scale initiative aimed at transforming workplace systems and processes. This program will require considerable time and effort to manage its wide-reaching impacts across the workforce. By prioritising this foundational work, the P&C team will position the workforce to be agile and future ready. The P&C function understands its key role as an enabler in supporting the business, understanding their people related challenges and opportunities, and collaborating effectively to meet operational and strategic needs.

Organisational Structure



Our Vision and Values

We keep our community
at the centre and we
strive for excellence

Integrity

Care

Respect

Collaboration

Innovation



Our Service Delivery

Waverley Council delivers essential services aimed at improving the quality of life for residents and visitors.

These services encompass community wellbeing programs, including health support, youth services, and cultural initiatives that promote social inclusion and community engagement. Waverley also provides essential urban infrastructure services, such as park maintenance, transport planning, and initiatives focused on environmental sustainability, including waste management and biodiversity conservation. These services promote a vibrant, safe, and sustainable community, following the Waverley CSP (2022–2032).

In 2024, Waverley commissioned a community satisfaction survey, which asked the community to rank the importance of services, to aid in better understanding community priorities.



The 2024 survey found the following as the top five priorities for residents:

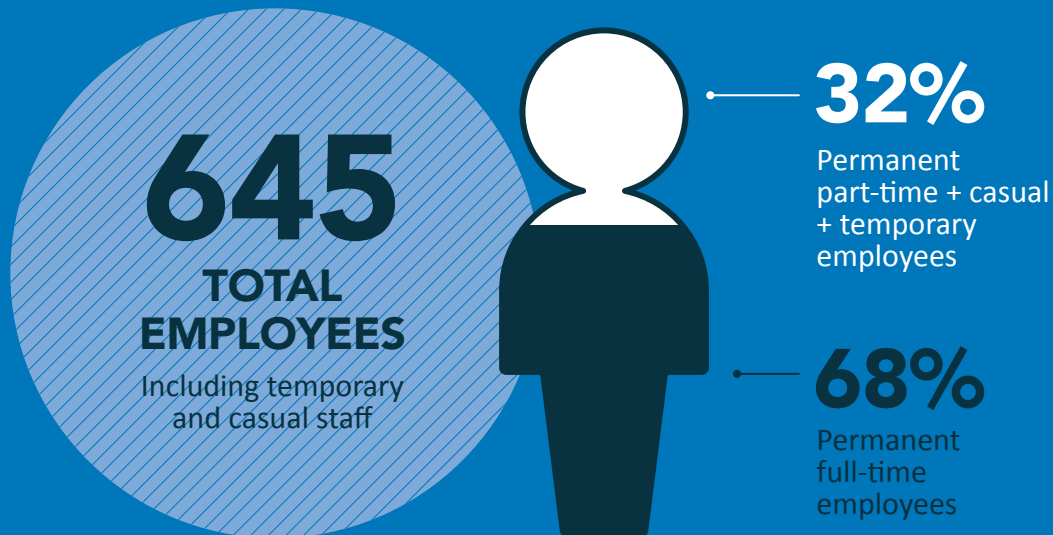
- **Cost of living**
- **Traffic, pedestrians and parking**
- **Affordable housing**
- **Overdevelopment**
- **Maintenance of public infrastructure**

These insights have been instrumental in guiding the Council's strategic planning and service delivery to align with community expectations. The CSP and Community Survey guide the Workforce Strategy, aligning workforce skills with community priorities and ensuring Waverley's workforce meets evolving needs across infrastructure, sustainability, and services.

Waverley's internal service delivery model with supporting functions such as People & Culture, Finance, IT and Governance, all align with and enable the delivery of external services to meet the needs of the community. Success from an internal delivery perspective will focus on improving internal processes, ensuring service levels are consistently met, and partnering across the organisation to provide high quality support, technical advice strategic and solutions.

Workforce Snapshot

The following workforce metrics help shape our strategic workforce planning



Our Age and Gender

44
YEARS

Median age of employees

36%

Senior leaders who identify as female

56%

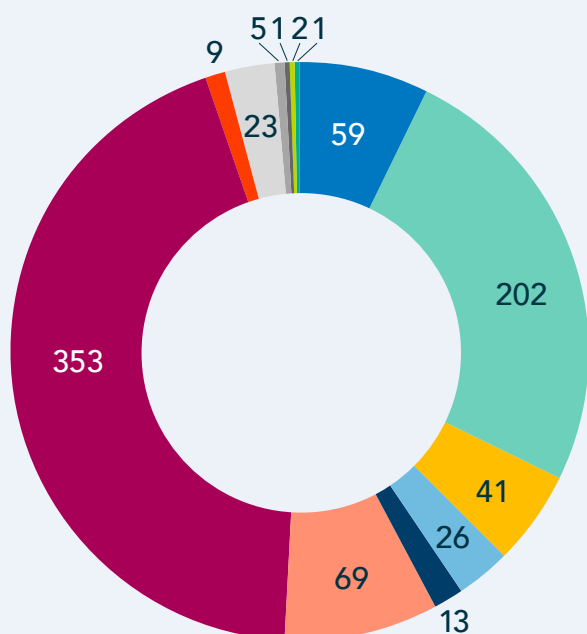
Employees who identify as male

42%

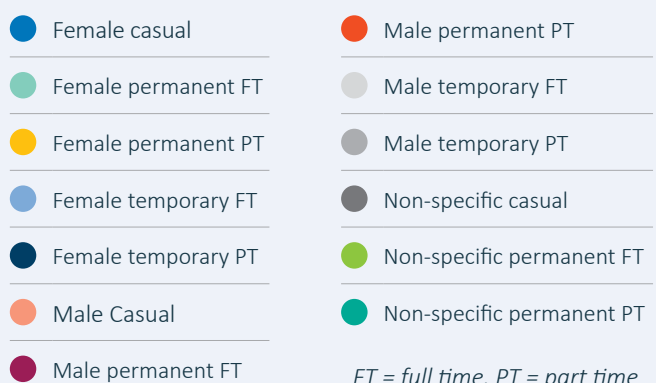
Employees who identify as female

2%

Employees who list unspecified sex



Gender by employee status



Recruitment, Tenure and Salary

6%

Roles
filled
internally

**37
DAYS**

Average time
to recruit

13%

Annual
employee
turnover

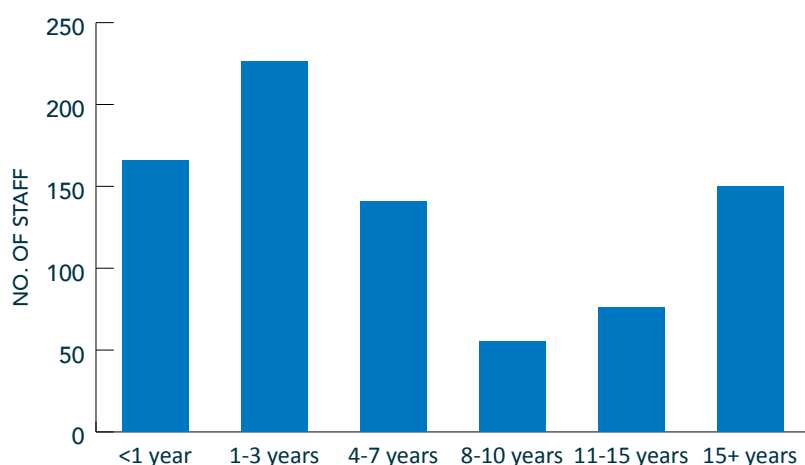


**\$82.7
MILLION**

TOTAL ANNUAL
LABOUR COSTS

Inclusive of super, oncosts,
allowances and overtime –
represents 56% of operating costs

Years of Tenure



43%

Employees with tenure
greater than 6 years

4

YEARS

Median
length of
tenure

8

YEARS

Average
length of
service

**Employees
living within
the Local
Government
Area**

19%



Workplace Health and Safety Demographics

Ensuring a safe and healthy work environment is a top priority for Waverley Council. Monitoring incidents, lost time injuries (LTIs), and near misses is critical to continuously improving our safety practices.

Total incidents: 222

Lost Time Injuries (LTIs): 21

Near misses: 5

Workers' Compensation claims: 71

Total cost of Workers' Compensation claims: \$318,795



Challenges and Opportunities

Engagement sessions were conducted with all Directors and Executive Managers and highlighted several key themes critical to shaping Waverley's workforce strategy.



Challenges and Opportunities

Key Themes Identified



Safety was identified as a priority, with a focus on improving safety culture. One participant emphasised:

“We need to work closely with safety to develop strategies for injury prevention and management and address psychosocial hazards”

This underscores the importance of proactive approaches to workplace safety.



Employee Engagement was also highlighted, with feedback calling for more recognition programs, feedback mechanisms, and professional development opportunities to support employees. One participant suggested:

“We need a more structured recognition program and opportunities for employees to develop their skills and careers.”



Leadership appeared as a key focus, with a need for stronger leadership development, particularly amongst frontline leaders. Suggestions included creating a leadership mentoring program and improving communication between managers and teams through more visible leadership to ensure alignment with Council values. One participant commented:

“Leaders needs more development to lead teams effectively and communicate expectations clearly.”



Financial Sustainability was also noted as an ongoing challenge. Participants recommended continuous reviews of resource allocation and increasing financial literacy across leadership to promote a culture of cost awareness and resource efficiency.

“The pace and scale of change across workplaces will only continue, impacting employees stress and engagement and will need to be factored into strategies to support increased change, maturity and resilience.”

Broader Workforce Context

Externally, local government faces challenges in responding to evolving community needs, driven by themes of agility, change, and mobility.

According to the NSW Local Government Workforce Strategy, over 50% of councils struggle with recruitment in areas such as urban planning and IT, exacerbating the need for a skilled and mobile workforce.

With the rise of AI and automation, councils must adapt by investing in technology and data management to drive efficiency. Waverley's ICT Strategy aligns with this need, focusing on modernising digital infrastructure and enabling a mobile workforce to increase productivity and improve service delivery.

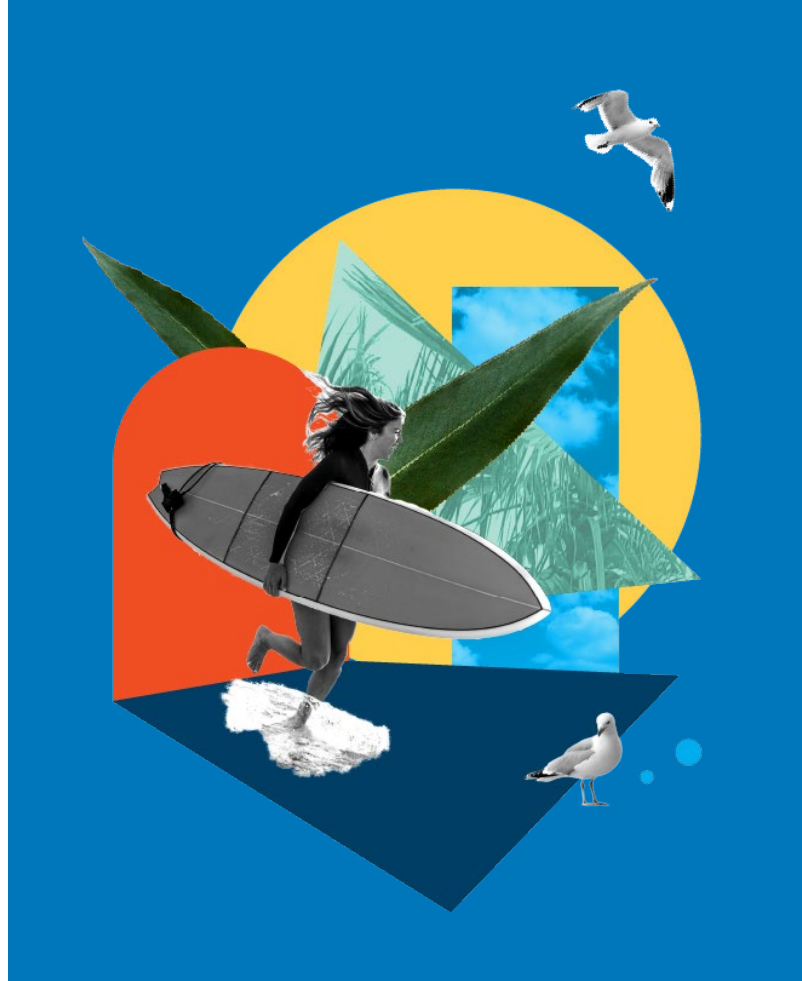


As workforce needs evolve, these external drivers will continue to influence the shape of local government workforces, increasing the need for resilience and adaptability.



Strategic Priority Projects

The following four strategic priorities form the core of our Workforce Strategy (2025–2029). These areas will be the primary focus for workforce planning and initiatives over the next four years.



Our Strategic Priorities



**Leadership and
High-Performance Culture**



**Workplace Health
and Safety**



**Employee
Engagement**



**Financial
Sustainability**



Leadership and High-Performance Culture

Goal: To build a high-performance culture by developing accountable and results-driven leaders.

Priority Projects

Continue to prioritise inclusive leadership reinforcing our commitment to the principles of Equal Employment Opportunity (EEO) and embedding the goals of our Diversity and Inclusion Action Plan (DIAP) and Reconciliation Action Plan (RAP) and Child Safe Policy into our practices.

Refine and implement leadership training programs focused on developing skills and capabilities for all leadership levels.



Link to Strategic Documents

CSP: Aligns with Theme 5: Community Participation and Governance, supporting capacity-building for leaders to deliver high-quality services.

LTFP: Leadership effectiveness contributes to resource optimisation and cost-efficient operations.



Workplace Health and Safety

Goal: To support the workforce to enable a safer workplace and reduce lost time injuries (LTIs) through enhanced safety practices.

Priority Projects

Develop and deliver a framework and associated programs to support a psychosocially safe workplace.

Deliver initiatives to enhance safety leadership organisationally.

Mandatory training and compliance review to ensure compliance with safety requirements, ensure continuous improvement.



Link to Strategic Documents

CSP: Supports Theme 3: Performance

LTFP: Reducing LTIs and incidents contributes to financial sustainability by lowering workers' compensation claims.



Employee Engagement

Goal: To improve employee engagement by 5%.

Priority Projects

Review and expansion of Waverley's employee value proposition including streamlined recruitment and onboarding functions.

Conduct employee engagement surveys every two years.

Asses current reward and recognition program with a view to uplift and improve.

Establish a clear internal communications strategy to improve engagement and connection to organisational purpose.

Implement a project to improve and streamline the annual performance appraisal process including a transition to an annual cycle.

Develop and implement a change management and training framework.

Continue our commitment to the principles of Equal Employment Opportunity (EEO) and embedding the goals of our Diversity and Inclusion Action Plan (DIAP) and Reconciliation Action Plan (RAP) and Child Safe Policy into our practices.

Focus on improving internal processes, ensuring service levels are consistently met, and providing high quality support back to the business.



Link to Strategic Documents

CSP: Aligns with Theme 5: Community Participation and Governance, promoting a collaborative and inclusive work environment.

LTFP: Higher staff engagement reduces turnover, leading to lower recruitment and training costs and supporting long-term financial sustainability.



Financial Sustainability

Goal: To ensure that workforce costs align with the Long-Term Financial Plan (LTFP), supporting efficient and sustainable resource management.

Priority Projects

ICT implementation includes a platform to support better time and attendance management and streamlined payroll processes. Uplift technological capabilities across people and culture functions including safety, recruitment, onboarding and learning.

Development and delivery of service review framework, inclusive of a minimum of two service reviews annually.



Link to Strategic Documents

CSP: Supports Theme 6: Sustainable Economy, ensuring effective resource management and financial sustainability.

LTFP: Directly supports financial goals to maintain a sustainable workforce and manage staffing costs effectively.

Four-Year Priority Projects Plan

Delivery initiatives and
actions: March 2025 –
March 2029.





Leadership and High-Performance Culture

| DELIVERY INITIATIVES | ACTIONS | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|------------------------|--|---------|---------|---------|---------|
| Leadership Development | Refine and implement leadership training programs focused on developing skills and capabilities for all leadership levels | ✓ | ✓ | ✓ | ✓ |
| Inclusive Leadership | Continue to prioritise inclusive leadership reinforcing our commitment to the principles of Equal Employment Opportunity (EEO) and embedding the goals of our Diversity and Inclusion Action Plan (DIAP) and Reconciliation Action Plan (RAP) and Child Safe Policy into our practices | | ✓ | ✓ | ✓ |



Workplace Health and Safety

| DELIVERY INITIATIVES | ACTIONS | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|-----------------------------------|---|---------|---------|---------|---------|
| Psychosocial Health and Safety | Develop and deliver a framework and associated programs to support a psychosocially safe workplace | ✓ | ✓ | ✓ | ✓ |
| Safety Leadership | Deliver initiatives to enhance safety leadership organisationally | | ✓ | | ✓ |
| Mandatory Training and Compliance | Mandatory training and compliance review to ensure compliance with safety requirements, ensure continuous improvement | | ✓ | ✓ | |



Employee Engagement

| DELIVERY INITIATIVES | ACTIONS | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|---|---|---------|---------|---------|---------|
| Employee Engagement Survey | Conduct employee engagement surveys every two years | | ✓ | | ✓ |
| Internal Communications Strategy | Establish a clear internal communications strategy to improve engagement and connection to organisational purpose | ✓ | | | |
| Annual performance appraisal framework | Implement a project to improve and streamline the annual performance appraisal process including a transition to an annual cycle | ✓ | | | |
| Change Management Framework | Develop and implement a change management and training framework | ✓ | | | |
| Diversity and Inclusion | Continue our commitment to the principles of Equal Employment Opportunity (EEO) and embedding the goals of our Diversity and Inclusion Action Plan (DIAP) and Reconciliation Action Plan (RAP) and Child Safe Policy into our practices | ✓ | | | |
| Employee Value Proposition (EVP) | Review of Waverley's employee value proposition including streamlined recruitment and onboarding functions | | | ✓ | |
| Reward and Recognition Program | Asses current reward and recognition program with a view to uplift and improve | | | ✓ | ✓ |
| HR Policy and Procedures Review | Focus on improving internal processes, ensuring service levels are consistently met, and providing high quality support back to the business | ✓ | | | |



Financial Sustainability

| DELIVERY INITIATIVES | ACTIONS | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--------------------------|--|---------|---------|---------|---------|
| ICT Strategy | ICT implementation including a platform to support better time and attendance management and streamlined payroll processes. Uplift technological capabilities across people and culture functions including safety, recruitment, onboarding and learning | ✓ | ✓ | | |
| Service Review Framework | Development and delivery of service review framework, inclusive of a minimum of two service reviews annually | ✓ | ✓ | ✓ | ✓ |

Monitoring and Evaluation

To ensure the successful implementation of the Workforce Strategy (2025–2029), a comprehensive monitoring and evaluation process will be implemented.

Progress in each key focus area will be tracked using key performance indicators (KPIs), and adjustments will be made, as necessary.



Conclusion

The Waverley Council Workforce Strategy (2025–2029) prioritises Leadership and High-Performance Culture, Workplace Health and Safety, Employee Engagement, and Financial Sustainability.

Through these key focus areas, Waverley Council will build a resilient and engaged workforce while supporting financial sustainability and delivering high-quality services to the community. By aligning with the CSP, DP, OP and LTFP and maintaining our EEO principles this strategy ensures that Council's workforce is prepared to meet future challenges and deliver on community expectations.





Employee Training Plan

2025/26 Financial Year

The training plan supports workforce capability development and ensures employees are equipped with skills and knowledge necessary to meet current and future organisational needs.

Training Categories

In accordance with the Local Government (State) Award 2023, Waverley Council has developed the Employee Training Plan. The Plan incorporates the following training categories:

| | |
|--|--|
|  Capability | The training is not mandatory but is desirable for skill development and capability, and aligns to Council’s strategic goals/priorities. |
|  Compliance | The training is required by law for the person to perform their job. |
|  Mandatory | The training has been identified by Council as essential to manage risk or meet other lawful obligation. |
|  Culture | This training has been designed to promote behaviours, attitudes, and practices that reflect the Council’s values |

Focus Categories

All regulatory training and those covered under legislation is included in the Plan. Organisational Development training has been categorised into four focus categories:

| | | | |
|---|---|--|---|
| <p>FOCUS CATEGORY</p> <p>01</p> <p>Leadership Development</p> | <p>FOCUS CATEGORY</p> <p>02</p> <p>Professional Development</p> | <p>FOCUS CATEGORY</p> <p>03</p> <p>Workplace Health and Safety</p> | <p>FOCUS CATEGORY</p> <p>04</p> <p>Culture and Values</p> |
|---|---|--|---|

01 Leadership Development

Strategic Goal or Priority

Leadership and Culture — Living our values and building a high-performance culture.

Design and implement leadership programs to improve accountability and develop a results-driven culture.

| CATEGORY | PROGRAM | DETAILS | Q1 | Q2 | Q3 | Q4 |
|----------|--|---|----|----|----|----|
| ● | Leadership Development and Coaching | Executive Leadership Team and Executive Manager level | ✓ | ✓ | ✓ | ✓ |
| ● | Leadership Development Catalogue | Offering a suite of leadership development opportunities for people leaders | ✓ | ✓ | ✓ | ✓ |

02 Professional Development

Strategic Goal or Priority

Leadership and Culture — Living our values and building a high-performance culture.

Design and implement professional development initiatives to upskill and empower our employees to meet current and future challenges.








| CATEGORY | PROGRAM | DETAILS | Q1 | Q2 | Q3 | Q4 |
|----------|---------------------------------|---|----|----|----|----|
| ● | Change Management | Skills and strategies needed to effectively navigate and adapt to change | ✓ | ✓ | ✓ | ✓ |
| ● | Professional Development | <p>Support upskilling and development of employee capabilities through program of professional development initiatives. Some initiatives include:</p> <ul style="list-style-type: none"> • Power of Communication • Power of Influencing • Time Management • Report Writing • Microsoft 365 Training | ✓ | ✓ | ✓ | ✓ |

03 Workplace Health and Safety

Strategic Goal or Priority






To support the workforce to enable a safer workplace and reduce lost time injuries (LTIs) through enhanced safety practices.

Includes legislative training such as psychosocial safety training, first-aid, cardiopulmonary resuscitation (CPR), child-protection, Fire Warden, White Card, chemUse, de-escalation of aggressive behaviour (DAB), and dangerous dogs.

| CATEGORY | PROGRAM | DETAILS | Q1 | Q2 | Q3 | Q4 |
|---|--|---|---|---|---|---|
|  | Role Specific Training | Refer to “Essential Training Matrix” on the L&D Hub on the Junction |  |  |  |  |
|  | Lifeguard Resilience Training Program | Lifeguards are ‘First Responders’ who may experience increased risk of psychological injury at work |  | | | |

Legislative requirement under Child-Safety Standards

Employees are equipped with the knowledge, skills and awareness to keep children safe through continual education and training.

| CATEGORY | PROGRAM | DETAILS | Q1 | Q2 | Q3 | Q4 |
|---|---------------------|---|---|---|---|---|
|  | Child Safety | Awareness training to embed mandatory Child-Safety standards and policy, applicable for all employees |  |  |  |  |

Mandatory Training

Identified by Council as mandatory to complete as onboarding requirements.

| CATEGORY | PROGRAM | DETAILS | Q1 | Q2 | Q3 | Q4 |
|----------|--|--|----|----|----|----|
| ▲ | Mandatory Training | <ul style="list-style-type: none"> • Anti Bullying and Harassment • Code of Conduct • Customer Experience • Cyber Security • Keeping Children Safe • Key Staff Policy • New Employee Orientation • Prevent and Report Corruption • Procurement Fundamentals • PID Awareness (for PID Officers) • Resolving Workplace Conflict • Record Keeping • Reportable Conduct Early Education (Children Services) • Responsible Person (Children Services) • Work Health and Safety | ✓ | ✓ | ✓ | ✓ |
| ▲ | Mandatory Training for people leaders | <ul style="list-style-type: none"> • Disability Confidence for Staff • Disability Confidence for People Leaders • PID Awareness for People Leaders • Record Keeping for People Leaders | ✓ | ✓ | ✓ | ✓ |

Mandatory Training

To be adopted by Waverley in 2025 as an audit response with aim to report to NSW Audit Office.

| CATEGORY | PROGRAM | Q1 | Q2 | Q3 | Q4 |
|----------|----------------------------------|----|----|----|----|
| ▲ | Records Management | ✓ | ✓ | ✓ | ✓ |
| ▲ | Privacy Awareness | ✓ | ✓ | ✓ | ✓ |
| ▲ | Code of Conduct Refresher | ✓ | ✓ | ✓ | ✓ |
| ▲ | Cyber Security Awareness | ✓ | ✓ | ✓ | ✓ |

04 Culture and Values

Strategic Goal

Living our values and building a high-performance culture.

| CATEGORY | PROGRAM | Q1 | Q2 | Q3 | Q4 |
|----------|---|----|----|----|----|
| ★ | Corporate Induction | ✓ | ✓ | ✓ | ✓ |
| ★ | Disability Awareness Training | ✓ | ✓ | ✓ | ✓ |
| ★ | Psychosocial Training | ✓ | ✓ | ✓ | ✓ |
| ★ | HSR Certification provided to HSR representatives | ✓ | ✓ | ✓ | ✓ |

Strategic Goal

Sustainability — Sustainable practice is second nature in Waverley.

| CATEGORY | PROGRAM | Q1 | Q2 | Q3 | Q4 |
|----------|---|----|----|----|----|
| ★ | Develop employee awareness and behaviours that support Council's commitment to sustainability, climate change, urban ecology and principles of circular economy | | | ✓ | ✓ |

Strategic Goal

Customer Experience — Putting the customer at the centre in all that we do.

| CATEGORY | PROGRAM | Q1 | Q2 | Q3 | Q4 |
|----------|--|----|----|----|----|
| ★ | Deliver customer experience training that supports employees to provide great service and meet our service promise to care, listen and deliver | | ✓ | | |



For further information, to enrol in a course, or to submit a training request, please visit the [L&D Hub](#) on The Junction.
If you've got any questions, drop us a line at Learning@waverley.nsw.gov.au



WAVERLEY
COUNCIL

GET IN TOUCH

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CUSTOMER SERVICE CENTRE

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