



# Workforce Plan

2022–2026

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

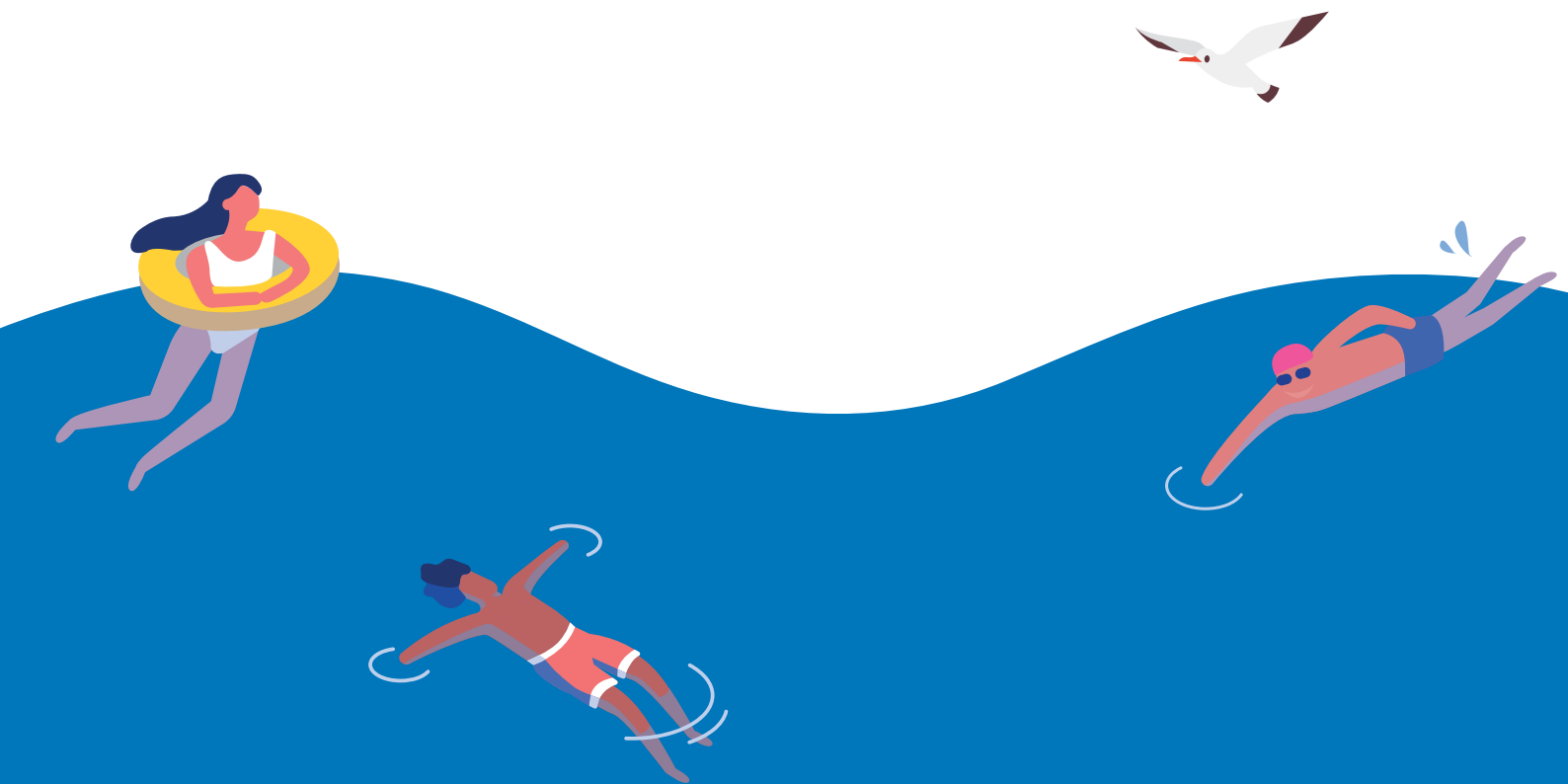


WAVERLEY  
COUNCIL

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# Acknowledgement and our reconciliation vision

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We acknowledge the Bidjigal 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.



# Our vision and values

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

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**Integrity**  
**Care**  
**Respect**  
**Collaboration**  
**Innovation**



# About this plan

Workforce planning is an integrated and systematic process of shaping the workforce to ensure it is capable of delivering current organisational objectives and future requirements.<sup>1</sup>



## Why do we need a workforce plan?

To identify and set out how we will address current and predicted workforce challenges to enable us to achieve the Council's Delivery Program

Shape our workforce to ensure it is capable of delivering current organisational objectives and future requirements in alignment with our Community Strategic Plan

To identify strategies or activities that may have an impact on Council's Long Term Financial Plan



## Benefits of a workforce plan

It strengthens our capacity to deliver strategic and operational plans

It enables a better understanding of our workforce profile, improving current and future capability and performance

It enables us to better respond to planned and unplanned change

It creates the right mix – right skills, right time, right place – which in turn will create better efficiency, effectiveness and productivity at Council

<sup>1</sup>Source: Australian National Audit Office 2004

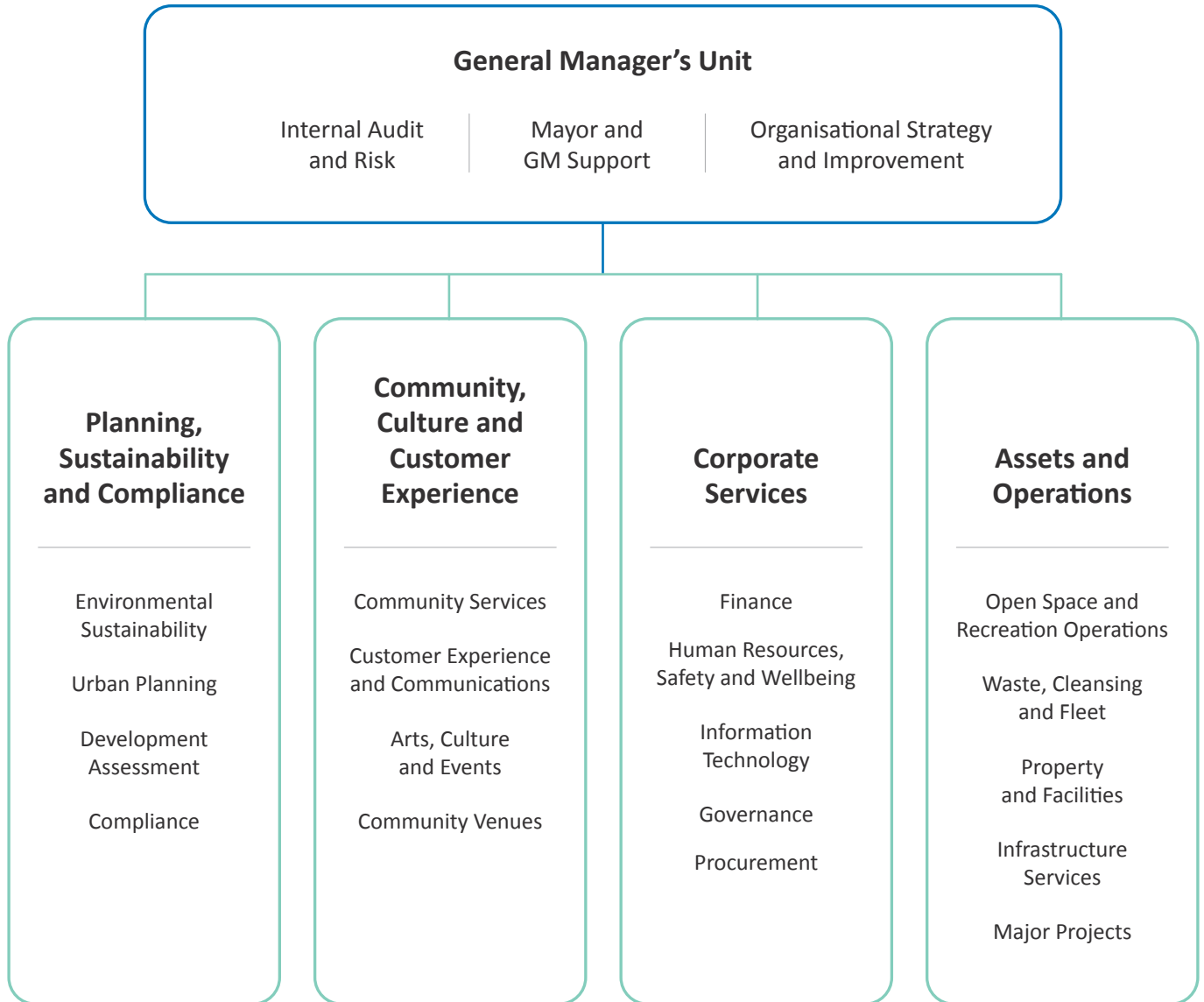


# Our structure and workforce profile

In this section, we present our organisation structure, the size and composition of our workforce and our demographic profile. This assists us to identify where we need greater or less resources and where to focus our succession planning. It can also help to inform the programs and initiatives required to create a high performing workforce best placed to meet our strategic goals.

# Organisational structure

Effective from 1 July 2022



# Our workforce composition



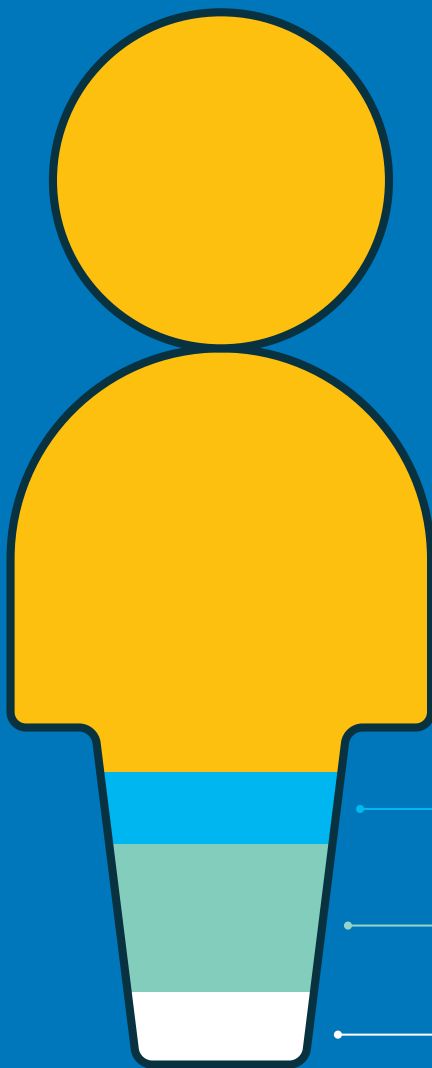
## OUR EMPLOYEES

**750**

TOTAL  
HEADCOUNT  
Including temporary  
and casual staff

**607**

FULL TIME  
EQUIVALENT  
(FTE) HEADCOUNT  
Excluding casuals



**527** PERMANENT FULL TIME EMPLOYEES

**48** PERMANENT PART TIME EMPLOYEES

**100** CASUAL EMPLOYEES

**44** TEMPORARY EMPLOYEES



## OUR LARGEST TEAMS



CHILDREN'S  
SERVICES



ASSET  
MANAGEMENT



WASTE AND  
CLEANSING



# Our workforce demographics



## WE ARE CULTURALLY AND LINGUISTICALLY DIVERSE



**22%**

SPEAK A FIRST LANGUAGE OTHER THAN ENGLISH



**2.6%**

IDENTIFY AS ABORIGINAL OR TORRES STRAIT ISLANDER

## WHERE WE LIVE



**13%**

LIVE IN THE WAVERLEY LGA

**48%**

LIVE IN NEARBY LGAS: RANDWICK, BAYSIDE, CITY OF SYDNEY AND WOOLLAHRA

**7%**

LIVE IN THE INNER WEST

With the remainder dispersed around greater Sydney and the regions



## OUR AGE AND GENDER

**45 YEARS**  
AVERAGE AGE



OUR STAFF ARE AGED BETWEEN 14 AND 87



OUR WORKFORCE CONSISTS OF:

**322**

People who identify as female

**463**

People who identify as male

**1**

Person who identifies as non-binary

## TENURE AND SALARY



**9 YEARS**

AVERAGE TENURE OF OUR STAFF

**5 YEARS**

MEDIAN TENURE OF OUR STAFF

**\$87,000 PER ANNUM**

AVERAGE FULL-TIME EQUIVALENT BASE SALARY





## **Our commitment to diversity and inclusion**

**Council is committed to building a diverse and inclusive workplace where the skills, perspectives and experiences of our people are valued and respected.**

Our aim is to be a great place to work, where everyone feels included, are treated fairly and are supported to succeed. Analysing our demographic profile data helps us to identify trends, challenges and areas for improvement.

# Our cultural diversity

Having a culturally diverse workforce that mirrors our community gives us a richer insight and ability to implement initiatives that make our services more accessible.

We also recognise that a culturally diverse workforce contributes to a diversity of thought that drives a high-performance culture.



Currently, 2.67% of our workforce identify as Aboriginal or Torres Strait Islander



More than a fifth of our staff have English as a second language, with 42 different primary languages spoken, most commonly Spanish, Chinese, Portuguese, Korean and German

**In Council's 2021 Staff Engagement Survey, respect for each other rated 13% higher than the industry benchmark, reflecting the value we place on diversity and inclusion.**

We will continue to focus on programs that support a diverse workgroup and enrich our workplace culture.



# Gender balance

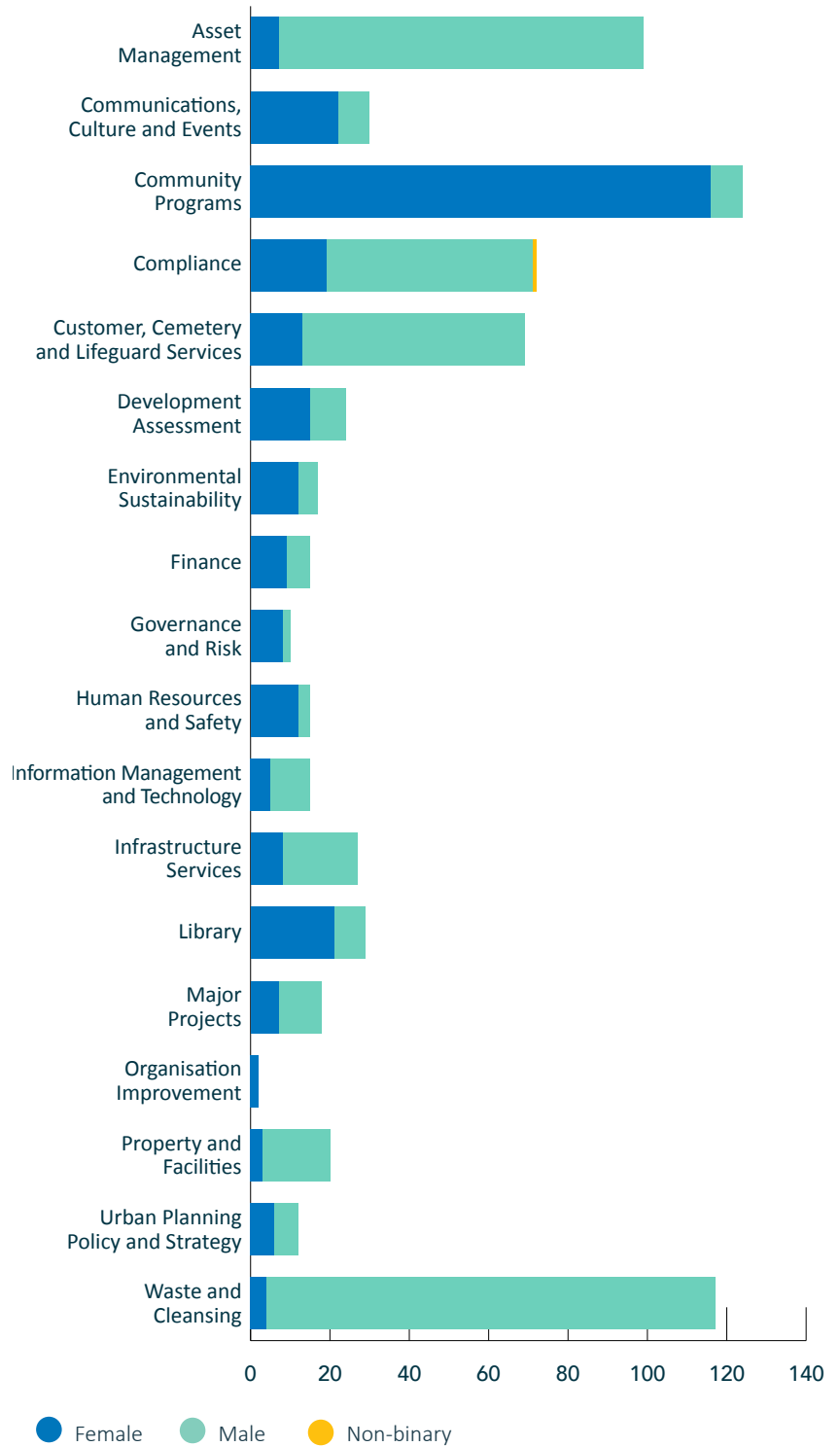
**40.97%** of total staff identify as female

**58.91%** of total staff identify as male

**0.13%** of total staff identify as non-binary

Just over half of our total headcount are in traditionally male dominated work groups, including Asset Management, Waste and Cleansing, Lifeguard Services and Compliance.

Gender balance by department

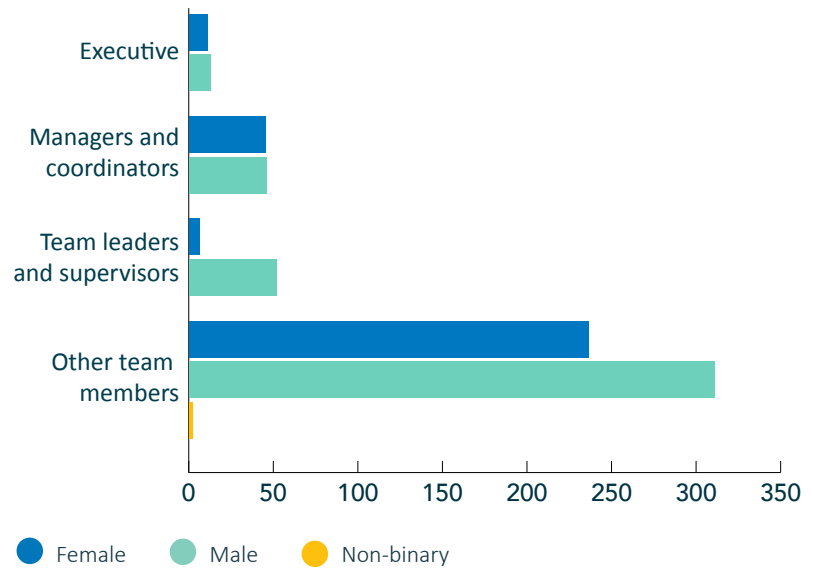


# Gender balance

Almost half of our executive level staff are female. Half of our managers and coordinators are female.

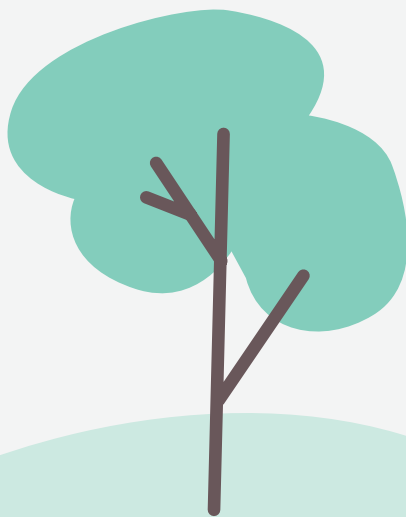
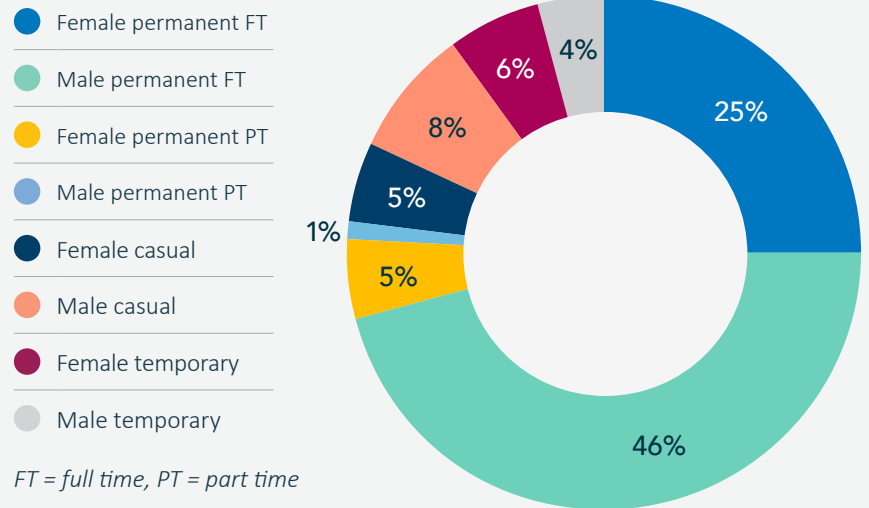
The greatest disparity is at the team leader/ supervisor level where the vast majority are male.

Gender distribution by staff type



The percentage of females working in part time roles is higher than males, though the opposite is true of our casual workforce.

Gender by employee status



# Age demographic



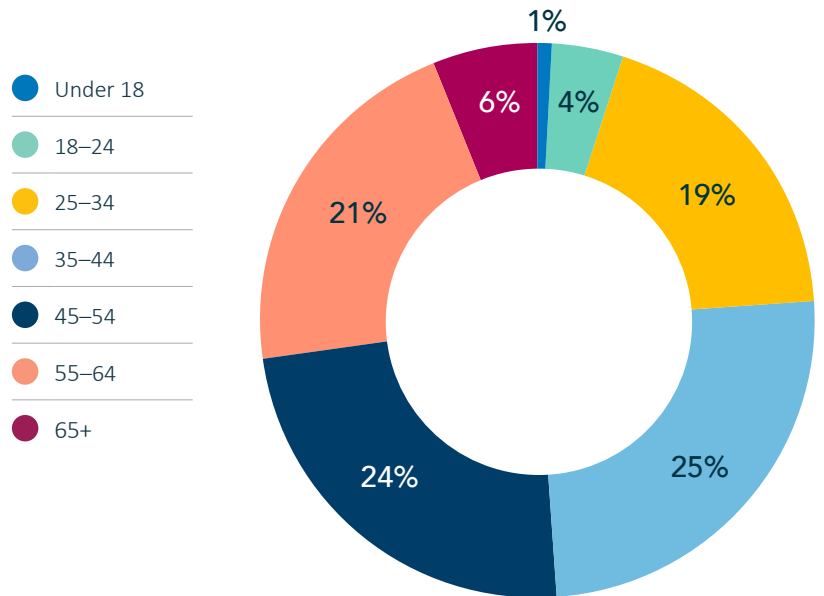
Most Waverley employees are aged between 25 and 64, with a median age of 45

More than a quarter of our workforce is over the age of 55, with 5% over 65. The areas with the highest proportion of older workers are in the Library, Finance, HR, Compliance and Asset Management. Many roles in these areas are ideal for older workers as they have a low physical impact and can often support flexible work requests, including transition to retirement. Some roles are more physically demanding, which is why we must broaden the scope and frequency of our career planning discussions to assist workers to re-train and/or redeploy across workgroups and functions.

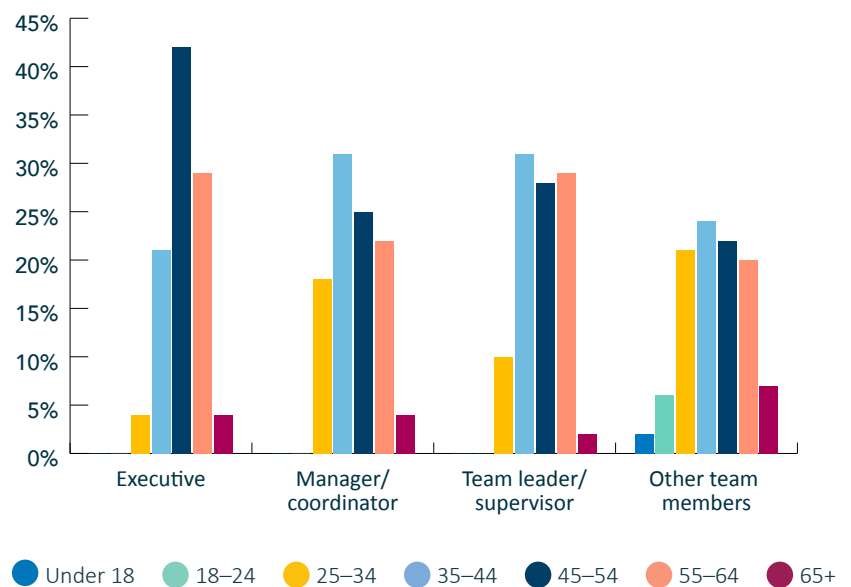
Only 5% of our workforce is under age 25. The workgroups with the greatest percentage of young workers are Asset Management, Waste and Cleansing and Urban Planning. These workers are a mix of apprentices and trainees, school leavers and young professionals.



## Employee age distribution



## Age distribution by staff type



# Tenure and turnover



13% of staff have less than one year of service with Waverley

While some teams such as Library and Lifeguard Services have few new staff, other teams such as HR and Infrastructure Services have up to one third of their staff with less than a year's service, indicating these teams may still be working towards the 'norming' or 'performing' stage of team development.

**In 2021 Waverley had a healthy voluntary staff turnover rate of 9%**

## Developmental sequence in small groups

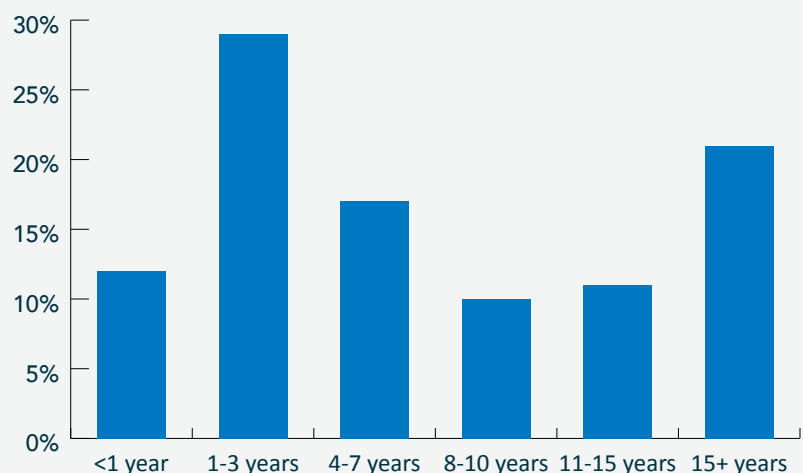


Credit: Psychological Bulletin, 63, 384-399. Tuckman, Bruce W. (1965)

**20% of our workforce has more than 15 years' service.** This includes our GM and members of our leadership team, the Library, Compliance team, DA team, IT, Waste and Cleansing, Asset Management and Finance. That's a lot of corporate knowledge and expertise to value, foster and transfer to others across the organisation.



## Length of service and percentage of staff





# Our challenges and strategic response



# Impact of COVID-19

As we move into a new Workforce Plan period, we reflect on the unique challenges and the dramatic changes brought about by the COVID-19 pandemic since March 2020.

The pandemic has generated speed-bumps and detours in our roadmap, but it has also allowed our staff to rise to the challenge, work more collaboratively, respect each other's contribution and appreciate the decisive leadership provided by our executive and management teams. This was highlighted through our Staff Engagement Survey, conducted in November 2021, which showed a rise in levels of satisfaction in almost all benchmark areas since 2019, including respect and leadership.



Of course, the pandemic is not yet over and there are many ongoing and residual challenges, most notably resourcing, employee health and safety, demand for effective technology and budget constraints. Below we look at these specific challenges, and insights from our staff engagement survey.

## Resourcing

Waverley's staff turnover has been steady over the last five years, averaging at a healthy nine percent per annum.

However, according to media reports, negative net migration and soaring COVID numbers are exacerbating staff and talent shortages. The childcare sector was recently reported to be 'in crisis' due to a lack of workers\* and Local Government NSW reported that job advertisements were 49% higher at the end of 2021, compared with pre-COVID levels.^

As a result of these conditions, our ability to replace staff and attract and retain strong talent may be weakened, unless we take action to review our Employee Value Proposition (EVP) and ensure we can compete in a candidate-driven market.

\* [abc.net.au/news/2022-02-09/australian-childcare-sector-crisis/100814160](https://www.abc.net.au/news/2022-02-09/australian-childcare-sector-crisis/100814160)

^ [afr.com/policy/economy/staff-shortages-will-take-three-to-five-years-to-fade-kpmg-20220104-p59lpy](https://www.afr.com/policy/economy/staff-shortages-will-take-three-to-five-years-to-fade-kpmg-20220104-p59lpy)

Jennifer James, Workforce Development Consultant, LGNSW, email to members, "Careers at Council offer of free blog", 8 February 2022

# Developing skills and capabilities and strong performance

In order to deliver strong performance for the community, we need to ensure we have the right people in the right roles.

In a tight labour market, internal development and staff retention is more important than ever.

Providing career opportunities has emerged as a key focal point from our staff engagement survey and will be a critical factor for retaining our talent.

## We need:

- A clear strategic direction that is embedded into staff performance goals
- To set meaningful high performance goals and KPIs
- A consistent framework or common language to understand skills and capabilities required at each role level
- To build capability and internal talent pipeline

# A safe and healthy workplace

The COVID-19 pandemic has highlighted the importance of protecting both our physical and mental health. Now, more than ever it's important we uphold our policies and deliver programs that support a 'Safety First' culture.

Our staff survey highlighted the positive correlation between our holistic employee wellbeing program and emotional wellness at work.

Our teams continue to meet the high expectations of our community under increasing pressure and with limited resources.

Resource management and staff development will be key to ensure our staff maintain a healthy work-life balance and avoid 'burn out'.

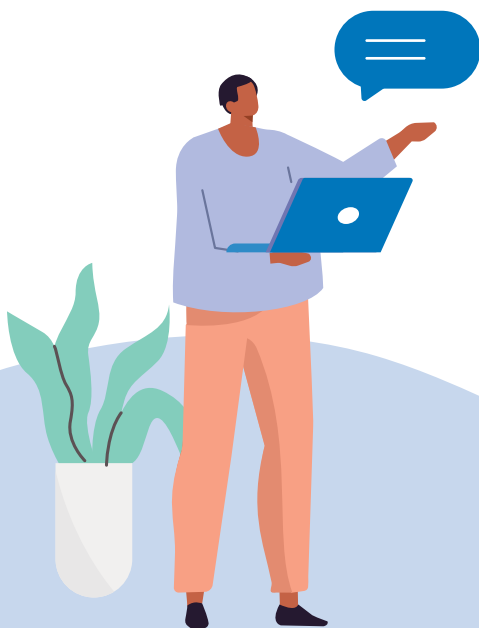


# Smart technology and the right tools and processes

Our 2021 Staff Survey revealed considerable improvements since 2019, but we still have far to go.

## We need:

- Smart and integrated systems
- Processes that are efficient, consistent and robust





# Our strategic priorities and responses

# Our strategic priorities

## What will we focus on?



**Drive, support  
and reward a culture  
of high performance**



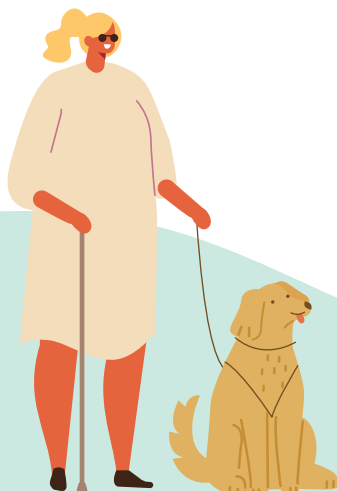
**Build an adaptable,  
fit for purpose  
workforce**



**Provide a safe  
and healthy  
workforce**



**Support our people  
to deliver to the  
community**



# Our strategic priorities

## How will we achieve our focus?

### 01

#### Having the right people in the right jobs and building a culture of high performance

##### KEY

- Drive, support and reward a culture of high performance
- Build an adaptable, fit for purpose workforce
- Provide a safe and healthy workforce
- Support our people to deliver to the community

PRIORITIES	STRATEGIC RESPONSES
Align resourcing decisions to strategic priorities and goals	<span style="color: yellow;">●</span> <span style="color: teal;">●</span>
Respond to critical staff shortages	<span style="color: yellow;">●</span> <span style="color: teal;">●</span>
Attract strong talent and compete in a tight labour market	<span style="color: yellow;">●</span> <span style="color: teal;">●</span> <span style="color: blue;">●</span>
Retain and develop staff and provide career progression	<span style="color: yellow;">●</span> <span style="color: teal;">●</span>
Reward staff equitably and competitive to market under tight fiscal conditions	<span style="color: yellow;">●</span>
Develop workforce skills and capabilities that deliver community outcomes	<span style="color: yellow;">●</span> <span style="color: teal;">●</span> <span style="color: blue;">●</span>
Align individual and team performance goals to organisational strategic priorities and objectives	<span style="color: yellow;">●</span> <span style="color: blue;">●</span>
Achieve cross-functional cooperation, information sharing and collaboration to maximise service delivery to our community	<span style="color: yellow;">●</span> <span style="color: teal;">●</span> <span style="color: orange;">●</span>



# 02

## Keeping our people safe

PRIORITIES	STRATEGIC RESPONSES
Improve workplace health and safety outcomes, including employee wellbeing	● ● ●
Provide safety initiatives that meet Council's duty of care to protect employee health and safety	● ● ●
Embed organisational values and behaviours that are the core principles we abide by, no matter what	● ● ●

# 03

## Using smart technologies and the right tools and processes

PRIORITIES	STRATEGIC RESPONSES
Provide technology that drives efficiency, increases productivity and uplifts capability	●
Streamline internal processes to drive efficiency and improve employee and community satisfaction	●

### KEY

- Drive, support and reward a culture of high performance
- Build an adaptable, fit for purpose workforce
- Provide a safe and healthy workforce
- Support our people to deliver to the community





# Delivery initiatives and actions



# Delivering our strategic priorities



## Drive, support and reward a culture of high performance

DELIVERY INITIATIVES	ACTIONS	2022/23	2023/24	2024/25	2025/26
<b>Deliver a coaching program to our leaders to help them get the best from their staff, drive engagement and retain key talent</b>	Deliver Life Styles Inventory (LSI) and leadership development program for executive teams	✓			
	Provide Leaderships programs for mid-level managers	✓	✓	✓	
<b>Integrate new employees into the organisation effectively, making them feel supported and happy with their decision to join Waverley</b>	Connect new starters to the organisation before “Day One” via Council’s Onboarding Portal and Getting Started intranet page and further develop customised Induction Guides for managers	✓	✓	✓	
	Re-launch and refine Council’s Corporate Induction with a focus on driving staff engagement and integration	✓	✓		
<b>Develop a Total Reward Strategy that recognises and rewards high performance</b>	Develop and deliver a Change Management Program for people leaders	✓	✓		
	Complete delivery of Performance Conversations for People Leaders training and embed into Performance Management framework	✓	✓	✓	
	Implement a Total Reward Framework that provides a competitive remuneration and benefits package, reward and recognition and connected workplaces to attract and retain high performers	✓	✓	✓	✓
	Implement a Performance Management framework that is aligned to strategic goals, adaptable to change, and encourages quality conversations and high performance	✓	✓		
	Embed Council’s Values and Behaviours into key programs, including Customer Experience and Performance Management	✓	✓	✓	



## Build an adaptable, fit for purpose workforce

DELIVERY INITIATIVES	ACTIONS	2022/23	2023/24	2024/25	2025/26
<b>Council is an Employer of Choice</b>	Develop and promote our Employee Value Proposition to attract and retain committed and skilled talent	✓	✓		
	Review Council's Recruitment Framework and develop processes and policies to support hiring and promotional decisions that are merit-based and defensible	✓	✓		
<b>Council's organisation structure is fully resourced and able to adapt to change</b>	Implement a Capability Framework that enables skill development and career progression	✓	✓	✓	
	Deliver Unconscious Bias training for hiring managers	✓			
<b>Required skills and capabilities are identified and staff have development plans in place to build capability and gain practical job skills</b>	Embed succession planning for business critical roles	✓	✓	✓	✓
	Continue to provide apprenticeships and traineeships, utilising government funding and explore graduate program opportunities	✓	✓	✓	✓
<b>Council's Workforce Plan is implemented and reviewed</b>	Conduct an annual review of the Workforce Plan in consideration of market conditions and organisation needs and adjust as required	✓	✓	✓	✓
	Identify skills and knowledge gaps in critical areas and develop plans to address and manage	✓	✓	✓	✓
	Develop systems that provide for knowledge sharing and mentoring to support succession planning and phased retirement	✓	✓	✓	✓
	Implement the EEO Management Plan	✓	✓	✓	✓



## Provide a safe and healthy workplace

DELIVERY INITIATIVES	ACTIONS	2022/23	2023/24	2024/25	2025/26
<b>Council continues to support staff wellbeing with a holistic Wellbeing program</b>	Implement and promote wellbeing, health and safety initiatives	✓	✓	✓	✓
	Identify and address work, health and safety (WHS) risk areas	✓	✓	✓	✓
<b>Council continues to provide a hybrid workplace model that supports work-life balance and agile workplace</b>	Implement and embed Safe Space, Council's Digital WHS Management System	✓	✓		
<b>Council's health and safety initiatives focus on the reduction of workplace injuries and lost time</b>	Develop and deliver training and initiatives to promote diversity and inclusion and reporting of unsafe practices	✓	✓	✓	✓
	Embed Child Safe Policy and procedures	✓	✓		
<b>Employees are encouraged to take leave each year to promote work life balance and health and wellbeing</b>	Ensure all mandatory position licences and qualifications are recorded on position descriptions and Council systems		✓		
	Deliver training to develop skills in de-escalation and dealing with difficult people	✓	✓		
	Deliver an annual program of Code of Conduct training	✓	✓	✓	✓
	Support the Connected Workplaces Strategy implementation	✓	✓		



## Support our people to deliver to the community

DELIVERY INITIATIVES	ACTIONS	2022/23	2023/24	2024/25	2025/26
<b>Council's ICT strategy delivers smart technology solutions that enable staff to perform their work efficiently</b>	Implement the ICT strategy	✓	✓	✓	✓
	Streamline internal processes to drive efficiency and improve employee and community satisfaction	✓	✓	✓	✓
<b>Council's internal processes are reviewed to enable staff to perform their work efficiently</b>	Review policies and processes; deliver roll-out and education; hold leaders to account in application to ensure fair and consistent decision making across Council	✓	✓		
<b>Access to information and resources is improved to drive consistency and efficiency</b>	Develop a suite of metrics to reflect and support Council's strategies, drive improvements and assist managers to focus our people and resources on what's important	✓	✓		
	Promote, refine and maintain information and links on 'The Junction' providing staff access to up-to-date policies, guidelines, processes and forms	✓	✓	✓	✓



WAVERLEY  
COUNCIL

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CUSTOMER SERVICE CENTRE

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