

# Workforce Management Strategy

Draft March 2024

City of Parramatta Council  
Workforce Management Strategy (2024 – 2028)  
DRAFT - March 2024

Table of Contents

City of Parramatta Council .....	1
Workforce Management Strategy (2024 – 2028) .....	1
Introduction .....	2
Purpose of the Workforce Management Strategy (WMS) .....	2
Context.....	4
Local Government Profile .....	4
Staff Profile as at 31 December 2023 .....	4
Strategic Issues and Risks.....	5
Strategic Direction .....	7
Corporate Values .....	7
People First. Community First.....	8
ASPIRE Behaviours .....	8
Employee Engagement .....	8
Strategic Objectives .....	11
Methodology.....	11
Aspired Outcomes.....	11
Workforce Management Plan Evaluation.....	13

## Introduction

Council's Workforce Management Strategy is a key element of a suite of documents known as the Resourcing Strategy – a statutory requirement for all NSW councils.

Council's Resourcing Strategy consists of medium to long-term strategies in three inter-related elements:

- Financial planning (Long-term Financial Plan);
- Asset management (Asset Management Strategy Plans); and

Workforce management planning (Workforce Management Strategy). Together, these strategies provide a framework for delivering on the goals of our City's Community Strategic Plan and aligning decisions about Council's ongoing financial sustainability, service and project delivery, and our people.

## Purpose of the Workforce Management Strategy (WMS)

The Workforce Management Strategy sets out our organisational needs, forward planning and resourcing requirements. Key trends and emerging issues considered in the development of our Workforce Management Strategy include:

- an increase in resident population;
- difficulty attracting and retaining niche and/or in-demand skills;
- identifying future skill requirements not yet known;
- knowledge loss when employees resign or retire;
- increasing workloads;
- balancing the work-life needs of the workforce; and
- improving Council's capacity for change.

The Workforce Management Strategy provides an overview of our current workforce and details priorities and actions to be implemented during the next four years to ensure we have a workforce capable of delivering all outcomes identified in the Community Strategic Plan 2018-2038: Butbutt Yura Barra Ngurra.

The Workforce Management Strategy is a key contributor to the following objectives in the Community Strategic Plan and as such, Council is committed to:

Strategic Goal in the Community Strategic Plan	Strategic Actions to achieve Goals
<b>Fair</b> – We can all benefit from the opportunities our City and neighbourhoods offer.	F.4.2 Deliver effective, responsible, and ethical City leadership, and responsible financial management, reflective of community needs and aspirations.

<b>Thriving</b> – We are a nation-leading City with prospering communities and industries.	T.3.2 Accelerate local jobs growth and create employment opportunities that benefit the community and the City.
<b>Innovative</b> – We champion new ideas to create a better future.	I.2.1 Support opportunities for innovation and continuous improvement in Parramatta.

The Workforce Management Strategy has been developed to address the challenges of providing appropriately qualified and experienced staff for today and in the future by establishing strategic objectives. These were determined in line with the services, projects and targets outlined in Council's overarching Delivery Program (2022-26) and the long term community goals of the City's Community Strategic Plan.

<b>Strategic Objective 1</b>	Build leadership capabilities across all levels of the organisation including emerging leaders
<b>Strategic Objective 2</b>	Attract and support an ever-changing and diverse employee group, ensuring frameworks are established to retain staff in the job market
<b>Strategic Objective 3</b>	Invest in our talent and ensure clear pathways are available for succession
<b>Strategic Objective 4</b>	Consistently increase organisation-wide engagement to achieve high performing teams
<b>Strategic Objective 5</b>	Create a proactive safety and risk culture which is at the forefront of all day-to-day activities
<b>Strategic Objective 6</b>	Create a sustainable workplace that is progressive in its outlook

## Context

### Local Government Profile

The City of Parramatta is one of the fastest growing local government areas in New South Wales, and this growth is expected to continue over the next decade and beyond.

The key economic centres of Westmead, Epping, the Parramatta CBD and Sydney Olympic Park under the one council banner has created an economic powerhouse that will drive the future growth of Global Sydney. By 2041 an additional 189,292 residents are estimated to be located within the Local Government Area (LGA), versus the 2021 census population.

### Staff Profile as at 31 December 2023

Council had 1516 employees including permanent, casual and term contracts.

#### Tenure

Tenure in years	Headcount	% of Workforce
0-1 Years	477	31%
1-3 Years	278	18%
3-5 Years	142	9%
5-10 Years	288	19%
10-15 years	125	8%
15-20 years	89	6%
>20 Years+	117	8%

#### Age

Age	Headcount	% of Workforce
16 - 20	67	4%
21 - 30	220	15%
31 -40	409	27%
41 - 50	363	24%
51 - 60	311	21%
61 - 70	125	8%
> 71 Years +	21	1%

#### Gender Identity

Currently, our workforce is made up of 52.57% females, 46.83% males, 0.26% non-specific and 0.33% non-binary.

Females fill more than double the casual roles than men within Council and we have a 3:5 ratio of females to males in our Executive Team.

<p><b>1,516</b> Headcount</p> <p><b>1,145.07</b> Full Time Equivalent</p>	<p><b>1071</b> Permanent</p> <p><b>15</b> Temporary Appointment</p> <p><b>114</b> Term Contract</p> <p><b>294</b> Casual</p> <p><b>22</b> Agency/Contractor</p>	<p><b>43 years</b> Average Age</p> <p><b>31-40</b> Highest Age Profile</p>
<p><b>52.57%</b> Female</p> <p><b>46.83%</b> Male</p> <p><b>0.33%</b> Non-binary</p> <p><b>0.26%</b> Non-Specific</p>	<p><b>14.51%</b> Staff Turnover</p> <p><b>6.44 years</b> Average Tenure</p>	<p><b>138</b> Positions Created</p> <p><b>83</b> Positions Deleted</p> <p><b>55</b> Net Increase</p> <p><i>Permanent positions only</i></p>

Data provided as at 31 December 2023 (or relevant to the period from 01/01/2023-31/12/2023)

## Strategic Issues and Risks

In addition to supporting LGA growth via high quality ongoing service delivery, Council is preparing our workforce for major developments such as:

- Redevelopment of the Epping Aquatic Centre;
- Redevelopment of Riverside Theatres; and
- A strong program of additional capital works projects funded via the NSW Government's Western Sydney Infrastructure Grants Program (formerly WestInvest).

City of Parramatta is also initiating major internal changes to prepare for future workforce needs. This includes:

- A shift to hybrid working which focuses on an individual's version of work;
- Agile organisation structures;
- Process efficiencies via innovative technology;
- Continuous improvement through diversity and collaboration; and
- A focus on safety and wellbeing.

This extraordinary growth will be both rewarding and challenging. To meet the challenges and capitalise on opportunities, we must have the right workforce in place with the required skills and capabilities. This will ensure that we continue to effectively and proficiently provide for our community.

As a result of the forecast growth, the community will likely require more Council-provided services and infrastructure. In response, Council is continuing to recruit and develop a skilled and adaptable workforce to deliver accordingly. We recognise, however, that changing demographics may lead to spikes in demand for services and infrastructure in the future, which will mean further changes to the composition of our workforce. This is why our workforce strategy and planning must remain flexible and responsive.

### Skill Shortages

According to the National Skills Commission, skills in national shortage with strong future demand are centred around ICT, engineering, financial services, childcare, community services and trades such as horticulture and arboriculture.

This poses significant challenges to Council as a large portion of our operations and service delivery for the community centre around these areas. Specifically, in relation to our delivery of Children's and Community Services, maintenance of open spaces, provision of engineering services and advice to residents of our LGA.

Further to this, priority projects including the redevelopment of Epping Aquatic Centre and Riverside Theatre will require increased resourcing by way of staff specialising in ICT, production and community services. Therefore, Council must establish methods of effectively attracting talent in the market in conjunction to upskilling, extending and retaining current resources to facilitate the transition and growth Council is experiencing.

### An Older Workforce

Of Council's workforce, 30% is 50 years and over (as at 31 December 2023). Having all five generations working for Council brings many benefits including a wide range of experiences, perspectives and backgrounds. To future proof Council it is important to ensure employees in the latter years of their career continue to be valued for their contributions, and their knowledge is retained when they decide transition to retirement.

- knowledge and skills are maintained and transferred;
- older workers feel valued; and
- flexible work options are available to ease the transition into retirement.

### Attracting, Recruiting and Retaining Staff in the Current Employment Market

Council is focused on attracting, retaining and developing the right employees for each role. Council inevitably faces competition with the private sector when it comes to sourcing suitable candidates for employment. Building our employee brand and value proposition is key to attraction of high-quality candidates. We will continue to focus on:

- high quality roles;
- salary sacrifice opportunities;
- flexible and family-friendly work practices;

- learning and development opportunities; and
- the opportunity to work in the public sector and make a difference in our LGA and to the community members we serve.

Now more than ever employees are seeking personal value and purpose at work and employers need teams that can work with ambiguity and have the capacity for continuous upskilling to meet the future capabilities needed.

### Alignment of Core Business Functions

We review our organisational design regularly, making changes where necessary to ensure it is flexible, resilient, and that it promotes high performance and excellence in service delivery and customer experience. Council aims to have the right people, in the right places, with the right skills, doing the right jobs, at the right time.

The structural review process focuses on:

- building on strengths where Council is recognised in areas of excellence by the community;
- core service delivery at levels agreed by the community;
- supporting individual and team achievement and recognition;
- collaborating and strengthening relationships and effective delivery across Council; and
- employee professional development and improvement.

### A Culture of Leadership, Performance and Accountability

Our leaders have significant responsibility in leading a complex workforce, who are serving one of the most rapidly growing and evolving cities in the country. We are making a significant investment in building our leadership capabilities. The long-term goal is to develop effective and capable leaders at all levels and to have internal talent identified for progression. We are in the process of rolling out a leadership development program across all leadership and management levels. This focus on learning and development will equip our leaders with the right skills, behaviours and, knowledge to drive a high-performance culture.

## Strategic Direction

### Corporate Values

City of Parramatta have developed and implemented core values which help us achieve our purpose.

Our values are embedded in our People and Culture programs, our position descriptions, and our ways of working. The values are:

- Customer Focus;
- Innovation;
- Integrity; and
- Teamwork.



## People First. Community First.

Our rich organisational history makes us unique. We are the connector between the Traditional Custodians of the land, Sydney's original settlement, and Greater Sydney's future. Our passion and dedication for caring, connecting, and serving our community is part of our DNA, and has got us to where we are today.

We are committed to holding onto these strengths to promote a healthy workplace where everyone can be their best. This means we are putting our team members and the community at the front and centre of our decisions by applying a People First. Community First. lens to everything we do. To help us live and breathe this principle we have introduced a set of ASPIRE behaviours designed by our people for our people, embedded into our core people practices.

### ASPIRE Behaviours

ASPIRE outlines how we will collectively demonstrate our People First. Community First. commitment.

We are:

- **Appreciative** – we recognise and value each other's talents, skills, and contributions. We extend this to our community members.
- **Supportive** – we support each other with a one-team organisational mindset and look for opportunities to connect and communicate outside our team and directorate.
- **Positive** – we are excited about the future and celebrate our successes along the way.
- **Inclusive** – we create a safe and healthy workplace where everyone feels they belong and has a voice.
- **Respectful** – we treat others how we want to be treated. We are trusted in what we do. We demonstrate integrity and take personal responsibility for getting the right outcomes.
- **Empowering** – we promote confidence, in how we lead, interact, and work with others so everyone can be their best. We own our interactions and keep promises.

### Apprenticeship/Trainee programs

With the aim to future-proof our organisation through a multi-generational workforce, our Early Careers Framework encompasses school students exploring career options through school-based work experience programs, recent school graduates, university students and graduates. We intend to further expanded and diversify our Early Career offerings by working with Group Training Organisations to place apprentices and trainees.

## Women's leadership/mentoring program

City of Parramatta is committed to supporting women progress their careers. We support high potential talent in the early stages of their career and professional life through a mentoring program. This program connects participants to an Executive Team member to share insights and guidance on their careers, goals, ambitions, and performance. Where appropriate we partner with supporting organisations to deliver the mentoring program.

## Employee Resource Groups (Diversity, Equity & Inclusion Strategy)

### Women @ CoP

Women @CoP are an ERG that positively and proactively demonstrates and drives a gender inclusive culture which enables leadership, participation and contribution from a diverse workforce, which drives business success. The ERG supports initiatives that drive greater gender balance in mid-senior level leadership roles and are advocates for Diversity, Equity and Inclusion.

### Pride @ CoP

We aim to foster a culture to support LGBTIQ+ workplace inclusion. The ERG focus is to develop and retain LGBTIQ+ staff so that they have clear career progression pathways. To ensure they have the support to increase capabilities and confidence, so that they can apply for senior roles and increase the diversity within the teams.

### Early Careers Network

The Early Careers Network aims to support the growth of students, graduates, trainees, apprentices, and work experience by facilitating professional development and networking opportunities using both internal and external resources.

### Disability ERG

Our Disability ERG aims to support our people with disability, as well as our people who are carers of a person with a disability. We aim to educate that disability is not always visible (physical), but can also be hidden (i.e. mental health, anxiety), and to make the process of applying for a role at Council simpler and more welcoming for people with disability. We partner with organisations to help Council become a more inclusive and accessible workplace.

### Veterans ERG

Our Veterans ERG aims to encourage Veterans to seek employment with City of Parramatta Council. We identify as a Veteran Friendly Employer, and create a welcoming environment for Veteran new hires, and to connect with and provide a support network to Veterans who currently work at Council.

### First Nations ERG (Pending)

We aim to create a First Nations ERG that will connect and provide a support network to First Nations employees currently working at Council, and help to create a welcoming environment for First Nations new hires.

### Cultural & Heritage ERG (Pending)

We aim to create a Culture and Heritage ERG that will provide a platform for our culturally and linguistically diverse (CALD) employees to showcase cultural diversity days of significance (i.e. Harmony Day, Diwali, Easter, Chinese New Year, Ramadan etc.)

### Commitment to career and leadership development

We manage a corporate training budget to deliver a comprehensive Leadership Development program for all levels of management. The delivery of the program will include a combination of in-house and partner delivered programs.

We allocate budget to support staff with their individual learning needs to promote career development opportunities.

### All staff briefings/leadership forums (for leadership development)

We deliver Leadership Team Forums ,and where appropriate we partner with supporting organisations, to deliver relevant material and guidance for our leaders. We will further expand our delivery with an All Staff Forum.

### Employee Engagement

Council continues to recognise the significant benefits associated with promoting and enriching a workplace culture of consultation and engagement in the workplace. Council continues to measure engagement through the Annual Engagement Survey and periodic pulse surveys.

## Strategic Objectives

By proactively managing our workforce through workforce planning, Council will have the capability to deliver on our strategic and operational objectives.

Council always aims to deliver services within the limits of its resources (i.e. workforce, assets and financial). By supporting decision-making with evidence-based practice, Council also seeks to minimise the costs involved in sudden or unsustainable additions to the workforce.

## Methodology

Council has conducted an analysis of the priorities highlighted in the Community Strategic Plan and the current and future needs of the LGA and workforce to develop our strategic objectives.

These strategic objectives were established through facilitated workshops to ensure alignment with the organisations strategic direction.

## Aspired Outcomes

**Strategic Objective 1: Build leadership capabilities across all levels of the organisation including emerging leaders**

### Outcome

- Internal progression into leadership positions
- A high-performing engaged leadership team

**Strategic Objective 2: Attract and support an ever-changing and diverse employee group, ensuring frameworks are established to retain staff in the job market**

### Outcome

- A reduction in staff turnover and the retention of talent
- More females securing executive and leadership positions
- A workforce of employees from all diverse groups

**Strategic Objective 3: Invest in our talent and ensure clear pathways are available for succession**

### Outcome

- Continual internal progression
- Successful partnerships with tertiary institutions

**Strategic Objective 4: Consistently increase organisation-wide engagement to achieve high performing teams**

### Outcome

- Being an employer of choice

- Being an innovative, collaborative and actively engaged workforce

**Strategic Objective 5: Create a proactive safety and risk culture which is at the forefront of all day-to-day activities**

Outcome

- A caring and supporting health and wellbeing culture.
- An engaged and productive workforce.

**Strategic Objective 6: Create a sustainable workplace that is progressive in its outlook**

Outcome

- An agile and engaged workforce.
- Robust supportive early career pathways.
- A workforce focused on value creation as opposed to risk aversion

## Workforce Management Plan Evaluation

Council will continue to monitor internal and external environments to identify changes that may result in plan adjustments.

The workforce priorities identified will be consistently reviewed to determine their success and relevance to our changing community needs and expectations, as well as our changing environment and labour market. All actions associated with our workforce priorities will be managed through Council's Delivery Program and Operational Plan.

Council will regularly report on areas that assist in measuring success.

An evaluation of the achievements from the current plan will form part of the preparation for our next Workforce Management Plan.