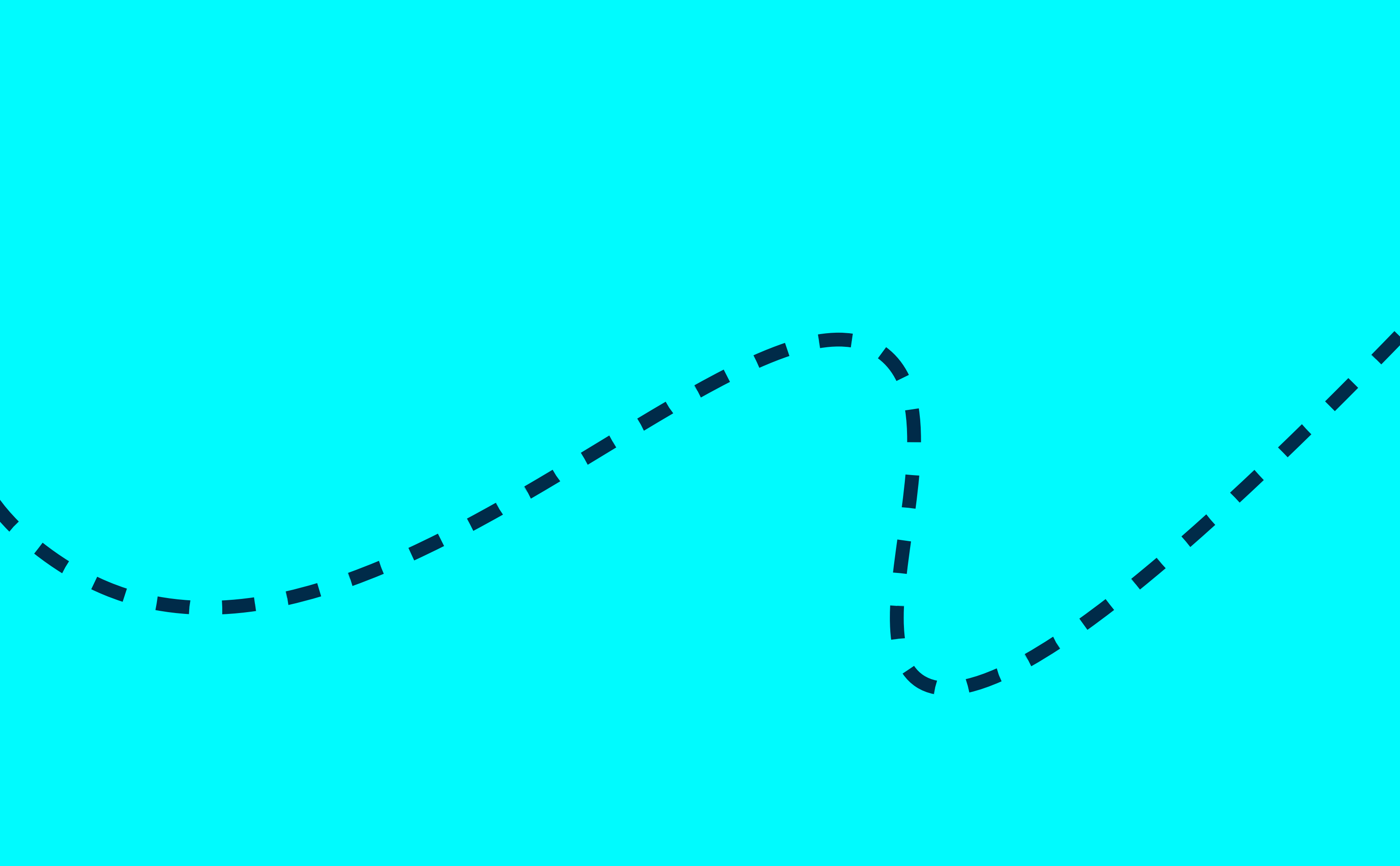


Workforce Management Strategy

Draft May 2023



We respectfully acknowledge the Traditional Owners and custodians of the land and waters of Parramatta, the Dharug peoples.

*Nunanglanungdyu Barramada gulbanga
mawa naa Barramadagal dharug ngurrawa
badura Barramada dharug yura*



Recognition of the Dharug peoples

City of Parramatta recognises the Dharug peoples as First Australians, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Dharug peoples, the traditional custodians of the land we call the City of Parramatta today. The Dharug peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas. A modern society and global city can learn from the resilience and community spirit of First Nations to ensure a sustainable City for all.

Parramatta has always been an important meeting place for First Nations, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming). The name Parramatta is a derivation of the word Barramada or "place where the eels lie down" (breeding location for eels within the Parramatta River).

Parramatta Square has also always been a meeting place for Dharug clans, for other First Nations peoples and for the waves of migrants who have come to call Parramatta home.

City of Parramatta recognises the significance of this area for all First Nations peoples as a site of early contact between Indigenous Australians and European Colonists, and Parramatta remains an important meeting place for Indigenous Australians.

First Nations peoples continue to play a vital role in the ecological, economic, and social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

At City of Parramatta, we imagine a future where the cultures, histories and rights of all First Nations are understood, recognised, and respected by all Australians. The City of Parramatta is committed to playing an active role in making this future a reality.

Since the implementation of Council's Stretch Reconciliation Action Plan (RAP) we have continued our support of the Dharug and broader First Nations community. Over 2020/21 Council has continued its development and progression of major outcomes from the RAP including cultural infrastructure, public art, and interpretation in Parramatta Square and in the public domain throughout

the LGA. This has also included usage of Dharug language with permission and protocol, in a major signage project that incorporates Dharug and First Nations perspectives in sustainable place-making.

Council also provided vital support to First Nations community during the global pandemic which enabled the continuation of important language programs and had important social connection outcomes.

We have also established a partnership with the Western Sydney Wanderers Football Club Foundation to increase First Nations children and young people's participation in sport and commenced meaningful dialogue with our First Nations community on the strategic direction of Council including in key documents and long-term processes such as the Community Strategic Plan.

City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and is committed to the healing process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work and play for First Nation peoples.

Your Councillors



Lord Mayor
Donna Davis
(02) 9806 5050
lordmayor@cityofparramatta.nsw.gov.au



Councillor
Lorraine Wearne
0416 035 817
lwearne@cityofparramatta.nsw.gov.au



Councillor
Cameron Maclean
0422 141 415
cmaclean@cityofparramatta.nsw.gov.au

Epping Ward



Deputy Lord Mayor
Sameer Pandey
0435 226 746
spandey@cityofparramatta.nsw.gov.au



Councillor
Henry Green
0415 695 260
hgreen@cityofparramatta.nsw.gov.au



Councillor
Phil Bradley
0428 297 590
pbradley@cityofparramatta.nsw.gov.au

Parramatta Ward



Councillor
Pierre Esber
0418 265 632
pesber@cityofparramatta.nsw.gov.au



Councillor
Michelle Garrard
0405 725 091
mgarrard@cityofparramatta.nsw.gov.au



Councillor
Kellie Darley
0422 141 418
kdarley@cityofparramatta.nsw.gov.au

Dundas Ward



Councillor
Ange Humphries
0422 754 040
ahumphries@cityofparramatta.nsw.gov.au



Councillor
Georgina Valjak
0422 757 511
gvaljak@cityofparramatta.nsw.gov.au



Councillor
Donna Wang
0408 921 369
dwang@cityofparramatta.nsw.gov.au

North Rocks Ward



Councillor
Dr Patricia Prociv
0412 984 176
pprociv@cityofparramatta.nsw.gov.au

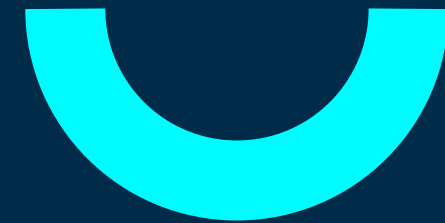
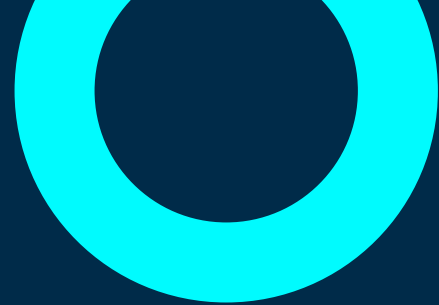


Councillor
Dan Siviero
0424 659 851
dsiviero@cityofparramatta.nsw.gov.au



Councillor
Paul Noack
0422 141 422
pnoack@cityofparramatta.nsw.gov.au

Rosehill Ward



CONTENTS

01 Recognition of the Dharug peoples

02 Your Councillors

03 Introduction

03 Workforce Management Strategy (2023 – 2026)

04 Context

04 Local Government Profile

04 Staff Profile as at 31 March 2023

04 Tenure

04 Age

04 Gender Identity

04 Diversity, Equity and Inclusion

05 Strategic Issues and Risks

04 Skills Shortages

04 An Aging Workforce

04 Attracting, Recruiting and Retaining
Staff in Current Employment Market

04 Alignment of Core Business Functions

04 A Culture of Leadership, Accountability
and Talent Performance

05 Strategic Direction

05 Corporate Values

05 People First. Community First

05 ASPIRE Behaviours

05 Employee Engagement

06 Strategic Objectives

06 Methodology

06 Aspired Outcomes

07 Workforce Planning Action Plan

07 Workforce Management Plan Evaluation



3.0

Introduction

Workforce Management Strategy (WMS)

Council’s Resourcing Strategy consists of medium to long-term strategies in three inter-related elements which provides a framework for aligning decisions about our people:

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

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
- ✓ 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 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
FAIR 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
THRIVING 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.
INNOVATIVE 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 is a key contributor to the following objectives in the Community Strategic Plan and as such, Council is committed to:

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

4.0

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 2036 an additional 258,315 residents will be located within the Local Government Area (LGA).

Staff Profile as at 31 March 2023

Council had 1,288 employees including permanent, casual and term contracts.

Tenure	Tenure in years	Headcount	% of Workforce
	Less than 1 year	321	25
	1-3 years	166	13
	3-5 years	209	16
	5-10 years	264	20
	10-15 years	130	10
	15-20 years	84	7
	20 years+	114	9
Age	Age	Headcount	% of Workforce
	16-20	24	2
	21-30	205	16
	31-40	340	26
	41-50	311	24
	51-60	277	22
	61-70	112	9
	71years +	19	1

Gender Identity



Currently, our workforce is made up of 51.71% being females, 47.67% males, 0.31% non-binary and 0.31% prefer not to specify. Females fill 60% the casual roles within Council and we have a 50:50 ratio of females and males in our Executive Team.

Diversity, Equity and Inclusion



Council is committed to supporting an inclusive, equitable and diverse workplace.

Council’s Executive Team recently endorsed a Diversity, Equity and, Inclusion Strategy with key focus areas, initiatives, and a governance model to promote workplace equity and inclusion to increase workforce diversity representation. As part of this strategy, the following five employee resource groups have been formed and each will lead initiatives to promote inclusion and equity:

- Gender
- Disability
- Veterans
- LGBTQIA+
- Multi-Generational

51.71%	Female	20.83%	Staff Turnover (Permanent only)	900	Permanent Full Time
47.67%	Male	7.34%	Average Tenure	90	Permanent Part Time
0.31%	Non-Binary	117	Positions Created	33	Temporary Appointment Full Time
0.31%	Non-specific	66	Positions Deleted	4	Temporary Appointment Part Time
165	Casual Employee	51	Net Increase Permanent positions only	74	Term Contract Full Time
43.57	Average Age	1288	Headcount	22	Term Contract Part Time
31-40	Highest Age Profile	1067	Full Time Equivalent	165	Casual Employee

Data provided as at 31 March 2023 (or relevant to the period from 1/4/2022-31/3/2023). The above data excludes all contingent employees.

4.0

Context

Strategic Issues and Risks

In addition to supporting LGA growth Council is preparing our workforce for major developments such as:

- ✓ Phive Community Centre
- ✓ Parramatta Aquatic and Leisure Centre
- ✓ Riverside Theatre

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
- ✓ 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.

An Ageing Workforce

Of Council's workforce, 32% is 50 years and over (as at 31 March 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
- ✓ 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
- ✓ Opportunities 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.

According to the Hays Salary Guide 2021/22, continued salary growth is expected. 88% of employers intend to increase salaries and 37% of employers have indicated that salaries will increase by greater than 3%. This is an increase from 67% of employers from data provided in 2021.

4.0

Context

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
- ✓ Employee professional development and improvement

A Culture of Leadership, Accountability and Talent Performance

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.



5.0

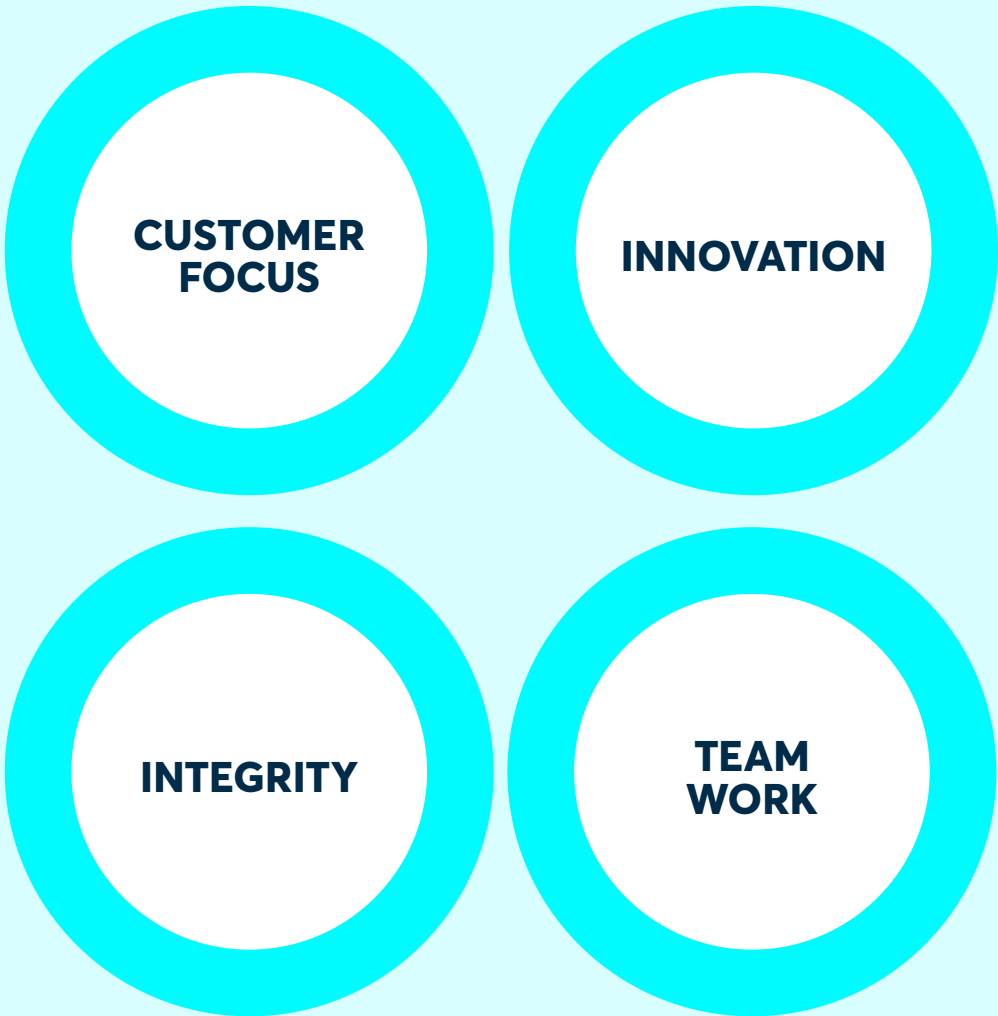
Strategic Direction

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:



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.

APPRECIATIVE
We recognise and values each other’s talents, skills, and contributions.

SUPPORTIVE
We support each other with a one-team organisational mindset.

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

RESPECTFUL
We treat others how we want to be treated. We are trusted in what we do

EMPOWERING
We promote confidence, in how we lead, interact, and work with others so everyone can be their best.

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.

6.0 Strategic Objectives

Workforce Planning

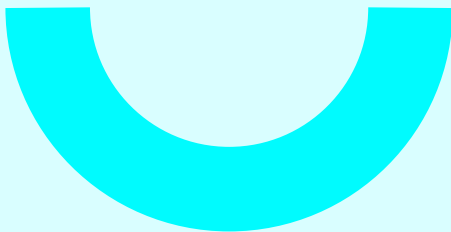
By proactively managing our workforce through workforce planning, Council will have the capability to deliver on our strategic and operational objectives.

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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Continual internal progression• Successful partnerships with tertiary institutions
STRATEGIC OBJECTIVE 4	Consistently increase organisation-wide engagement to achieve high performing teams OUTCOME <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• A caring and supporting health and wellbeing culture• An engaged and productive workforce
STRATEGIC OBJECTIVE 6	Create and foster a workplace culture that is progressive in its outlook OUTCOME <ul style="list-style-type: none">• An agile and engaged workforce• A workforce focused on value creation as opposed to risk aversion

6.0

Strategic Objectives

Workforce Planning Action Plan

Strategic Objective 1	Actions	Measure	Timeframe
Build leadership capabilities across all levels of the organisation including emerging leaders	Establish and implement consistent leadership KPIs	Consistent KPIs set of all leaders during performance assessment build phase	Year 2 – 24/25
	Leadership performance in line with expectations of position	90% of leaders successfully meeting or exceeding expectations	Year 3 – 25/26
	Enhance reporting to focus on key lead and lag leadership metrics	Reduction of excessive leave liabilities and vacancies - Increase in engagement	Ongoing
	Identify successors for key roles and implement development plans	Increase in staff that are successful in obtaining higher level positions internally	Ongoing
	Deliver an organisation wide staff development program focused on leadership, culture and performance	95% of leaders complete Evolve program	Year 1 – 23/24

Strategic Objective 2	Actions	Measure	Timeframe
Attract and support an ever-changing and diverse employee group, ensuring frameworks are established to retain staff in the job market	Promote City of Parramatta’s Employee Value Proposition (EVP)	Increased number of applicants per job advertised	Year 3 – 25/26
	Expand diversity and inclusion employee action groups	Increased number of staff that identify from within a diverse group	Year 1 – 23/24
	Communicate and implement Diversity Employment strategies	Increased number of applicants from a diverse group	Year 1 – 23/24
	Implement contemporary recruitment and selection practices	Reduce the time to hire for advertised roles - Reduction in staff turnover	Year 1 – 23/24
	Develop and implement retention framework	Reduction in staff turnover	Year 1 – 23/24

Strategic Objectives

Workforce Planning Action Plan

Strategic Objective 3	Actions	Measure	Timeframe
Invest in our talent and ensure clear pathways are available for succession	Implement talent and succession framework.	Successors identified for all leadership roles	Year 2 – 24/25
	Design and implement capability framework.	Endorse and implement updated framework	Year 3 – 25/26
	Create development plans for all employees whilst considering the needs of the employee, organisation and future job market	Increase in staff that are successful in obtaining higher level positions internally	Commencing Year 1 –
	Applying workforce design principles that include succession pathways as part of structural reviews	Increase in staff that are successful in obtaining higher level positions internally	23/24
	Develop a framework for the promotion of early careers within Council through graduate programs, internships, traineeships and apprenticeships	Increase number of early career pathways	Year 1 – 23/24
Strategic Objective 4	Actions	Measure	Timeframe
Consistently increase organisation-wide engagement to achieve high performing teams	Deliver on action plans derived from the periodic Employee Engagement Surveys	3-5% increase on previous year	Ongoing
	Align behaviour and performance with People First. Community First and ASPIRE culture	Increase in engagement survey results	Year 1 – 23/24
	Complete programmed organisational realignments	Increase in engagement survey results	Year 1 – 23/24

Strategic Objective 5	Actions	Measure	Timeframe
Create a proactive safety and risk culture which is at the forefront of all day-to-day activities	Continue to embed recovery at work principles	Reduction in lost time injury frequency rates - Reduction in time performing restricted duties	Year 1 – 23/24
	Expand our mental health first aid network	Increase in number of accredited Mental First Aiders to 10% - Increase uptake of Health and Wellbeing leave	Year 1 – 23/24
	Agreed audit recommendations actioned by management	90%	Ongoing
	Improve maturity of safety culture across leadership group and supervisors	Increase in engagement survey results	Ongoing
	Embedding Child Safety in our culture	95% of staff complete introduction to child safety e-learning module	Year 1 - 23/24
Strategic Objective 6	Actions	Measure	Timeframe
Create and foster a workplace culture that is progressive in its outlook	Complete the implementation of the new HR system	System implemented on time and on budget	Year 1 – 23/24
	Complete review of People, Culture and Workplace policies and procedures	Policies updated and endorsed on or prior to review date	Year 1 – 23/24
	Complete end to end transition of physical workplaces and embed agile working model	Transition completed on time and within budget	Year 1 – 23/24

Strategic Objectives

Workforce Management Plan Evaluation

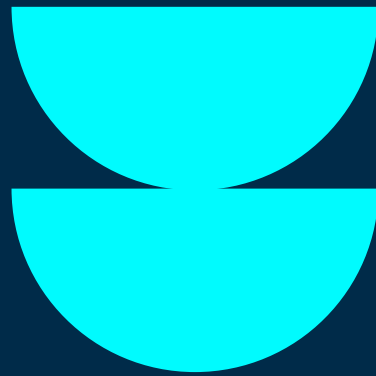
Council will continue to monitor internal and external environments to identify and changes that may result in plan adjustments. The workforce priorities identified will be consistently reviewed to determine their success and relevance to our changing community needs and expectations, as well as our 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.

Address:	126 Church St, Parramatta PO Box 32, Parramatta NSW, 2124
Phone:	1300 617 058
Email:	council@cityofparramatta.nsw.gov.au
Web:	cityofparramatta.nsw.gov.au
Social:	@parracity
	@cityofparramatta
	@cityofparramatta

 For non-English speakers, phone interpretation services are available via TIS National on **131 450**.

KOREAN	CHINESE
본 소식지와 관련해 통역 지원이 필요하신 경우, TIS (131 450)에 전화하여 Parramatta Customer Service (9806 5050)를 연결해 달라고 요청하시면 됩니다. 업무시간은 월요일에서 금요일, 오전 8시 30분부터 오후 5시까지입니다.	如果你需要翻译协助阅读这份新闻简报, 请联系 TIS, 电话131 450, 要求他们代表你接通巴拉玛打市议会顾客服务处, 电话 9806 5050。顾客服务处的工作时间是每星期一至星期五, 上午8:30至下午5:00。
ARABIC	HINDI
إذا كنت بحاجة للمساعدة في ترجمة هذه النشرة, اتصل بـTIS على الرقم 131 450 واطلب منهم الاتصال نيابة عنك بخدمة زبائن باراماتا على الرقم 9806 5050 من الإثنين إلى الجمعة بين الساعة 8:30 صباحاً و 5:00 مساءً.	यदि आपको यह सूचना-पत्र समझने में सहायता चाहिए तो कृपया TIS को 131 450 पर फ़ोन करें और उनसे कहें कि आपकी तरफ़ से पैरामाटा कस्टमर सर्विस को 9806 5050 पर फ़ोन करें। यह सेवा सोमवार से शुक्रवार, सुबह 8.30 बजे से शाम 5.00 तक उपलब्ध है।



Workforce Management Strategy

2023-26



cityofparramatta.nsw.gov.au