

JUNE 2025

2025-29

Workforce Management Strategy



Randwick City Council
a sense of community





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From the General Manager

At Randwick City Council, we deliver over 150 valued services to the community each day. All of this is only possible with our people!

Our people serve the community

Our people provide opportunities

Our people care for the environment

Our people shape our future.

We are here to support our people because our people are our greatest asset.

Through many changes in the last few years, we have all re-evaluated our priorities when it comes to the way we work and the way we live and because of this we too have pivoted to ensure we continue leading the way for our people and our community.

We are a diverse organisation; our roles are diverse, and our people are diverse. The Workforce Management Strategy consists of programs, initiatives and partnerships that cater for our entire workforce. It will make us fit for challenges moving forward and help us create an excellent customer experience for our community and each other.

Thank you for your continuous commitment to Randwick City Council and for making it a great place to work.

Ray Brownlee PSM
General Manager

Purpose

The Randwick City Council Workforce Management Strategy details the actions that we will take to ensure our workforce capacity and capability is aligned to the needs of Council's delivery program and the objectives of the Community Strategic plan.

As part of the Community Strategic Plan, the Randwick City Council organisational vision, mission and values are:

Vision:

To build a sense of community

Mission:

Working together to enhance our environment, celebrate our heritage, and value and service our diverse community.

Our values:

Our ICARE values are a clear statement of how we work and set the tone for our workplace Culture.

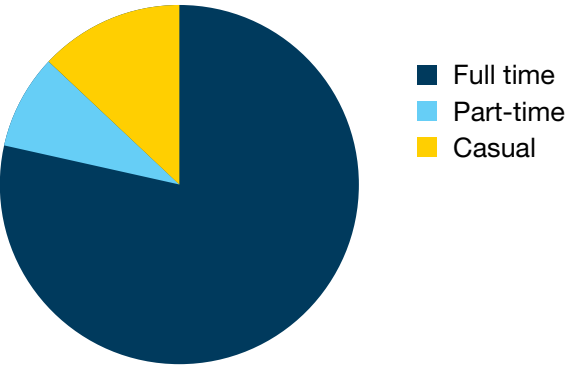


Our Workforce

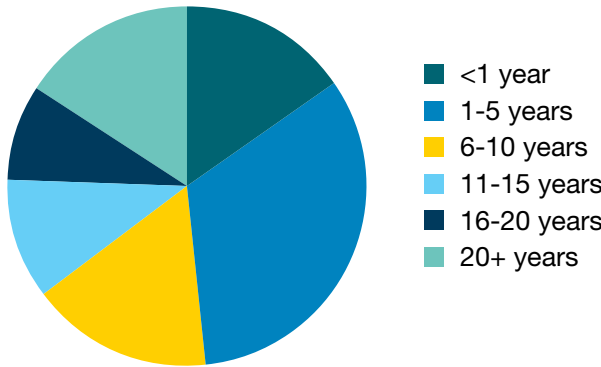
Randwick City Council is a diverse organisation employing close to 900 employees across a range of industry sectors.

We have a broad range of career opportunities at Council due to the diversity of services delivered including events, economic development, compliance, community services, engineering, planning, library services, childcare, lifeguarding, gym and aquatic services, road maintenance, open space services, waste and cleansing services and corporate services management.

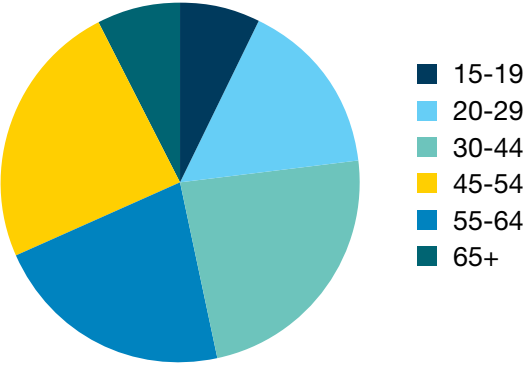
Full-Time equivalent (FTE) employees



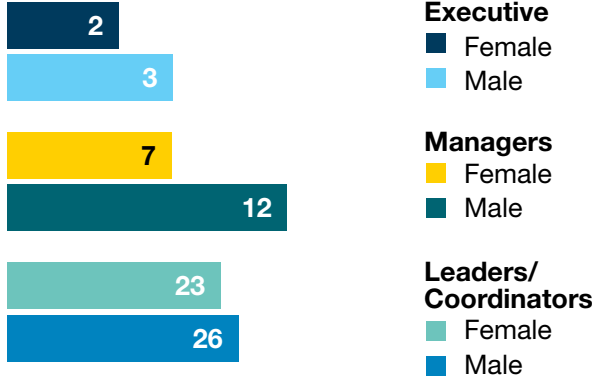
Length of service



Age



Leadership



Gender

44%

Female

56%

Male

Average Tenure

8.44

Years

Annual Turnover (approx)

15%

2025

LGA Resident

42%

Live in LGA

58%

Do not live in LGA

Staff Training Events

2,572

Total Training Hours

3,521

Total Attendances

Resourcing our workforce

In the 2023/2024 year we invested over \$82M in our workforce. As our community grows and changes, so too will our workforce.

As part of our commitment to staff attraction, retention and recognition Council’s salary structure has been reviewed and refreshed to provide staff with the opportunity to progress, due to amended salary ranges. Council introduced a “Wellbeings at Randwick” initiative as a strategic approach to employee wellbeing creating a multi-year, proactive program focusing on four key wellbeing pillars: Physical, Financial, Mental and Social Wellbeing, with a dedicated quarterly focus. The program’s impact has been demonstrated with an employee feedback survey after the close of year one which achieved a 4.25/5 overall program rating and a Net Promoter Score (NPS) of 45.

Supporting the women in our workforce has been a focus which continues with a women’s mentoring program and key partnerships with Pink Elephants Support Network and Woom.

We upgraded our office amenities improving Council’s staff environment and the consequent positive impact on productivity, culture and engagement.

In the coming year, Council will invest in our young local talent and strengthening our offering to Apprentices, Trainees and Cadets through the Office of Local Government Fresh Start Program.

We have already successfully gained grant funding to support six new cadets and trainees join Councils workforce and are looking to participate in the second round of the grant funded program.



WORKFORCE BUDGET	2025-26 (Y1)	2026-27 (Y2)	2027-28 (Y3)	2028-29 (Y4)
Salaries and Wages	72,566,075	74,989,782	77,494,440	79,695,282
Travelling	63,260	64,842	66,463	68,058
Employee Leave Entitlements	5,985,138	6,185,041	6,391,621	6,573,144
Superannuation	9,193,851	9,500,926	9,818,257	10,097,095
Workers' Compensation Insurance	1,700,000	1,756,780	1,815,456	1,867,015
Fringe Benefit Tax	426,850	441,107	455,840	468,786
Training Costs	991,656	1,024,777	1,059,005	1,089,081
Other Employee Costs	527,598	545,220	563,430	579,432
Grand Total	91,454,427	94,509,005	97,665,606	100,439,309



Engagement

Research shows that culture and engagement is key to strong customer experience and service delivery, and we ensure that Randwick City employees have the chance to share their views and get involved on a regular basis.

We conduct a biennial all staff survey run by an independent employee survey provider. The survey provides staff with the opportunity to tell council what is important to them, what we do well in and share with us what our biggest challenges are. The survey seeks feedback on:

- Engagement
- Long term direction
- Senior Leadership
- Team Leadership
- Team effectiveness
- Performance focus
- Investment in people; and
- Investment in systems.

In addition Council's "Something on your Mind" initiative provides staff with the opportunity to share feedback at anytime.



Overall Engagement Score



Culture

We are creating a high performing culture by staff working to Council's values:



INTEGRITY: Ensuring transparency and honesty in all our activities



CUSTOMER FOCUS: Delivering prompt, courteous and helpful service and being responsive to people's changing needs



ACCOUNTABILITY: Accepting our responsibility for the provision of quality services and information which meet agreed standards



RESPECT: Treating everyone with courtesy, dignity and fairness regardless of our own feelings about the person or the issue



EXCELLENCE: Being recognised for providing services, programs and information which consistently meet and exceed standards through the use of best known practices and innovation

Consultation

The Workforce Management Strategy has undergone extensive consultation across the organisation.

Over the last three years we have received feedback via pulse surveys, an independent all staff engagement survey, Council's "something on your mind" initiative for staff and the "ways of work" interactive workshops.

The responses received are reflected throughout the strategy, demonstrating the ways in which we intend to address the feedback. Examples include:



FEEDBACK	WHERE IT FITS IN THE STRATEGY
Fairness in pay Employees ask about the top of grade challenge and market competitiveness.	1.12 Whilst Council's new salary structure has resolved the top of grade challenge we continue to test market competitiveness through Council's job evaluation system that measures internal and external relativities.
Resourcing Employees would like to ensure resourcing adapts to changing community demands.	3.4 Ensure adequate resourcing through detailed budget reviews based on community expectation and service reviews.
Flexibility Employees want increased flexibility to balance their work and home life and add to their general wellbeing.	1.16 Continued support of Council's flexible ways of working policy and trials of new ways of working aimed at ensuring elevated levels of engagement and performance.
Feedback Employees ask about better ways to give and receive important feedback.	2.2 Provide an opportunity for two-way communication through face to face team meetings, biennial engagement surveys, providing regular opportunities for employee feedback. Annual pulse surveys and Council's "something on your mind" initiative, providing regular opportunities for employee feedback.
Recognition Employees want to be recognised and rewarded beyond pay, for their individual contributions.	2.6 – 2.9 Review and enhance our current organisational recognition programs to build on the strength of initiatives like Council's "employee of the month" awards.



Challenges

To deliver such a range of services, we need a workforce that has the skill and the will to meet our community’s needs.

Global and local trends are contributing factors to the challenges we face. We look to research in both the local government and private sectors to help support the future direction of our workforce.

OUR TRENDS, CHALLENGES AND OPPORTUNITIES INCLUDE:	
Flexibility and future of working	Expectation to continue to provide flexible and remote work options that attract quality new team members and retain high performing existing team members.
Competition for skills and expertise	Our Eastern Suburbs location sees us competing for employees against the CBD location, construction industries, Port Botany and the Airport for experienced employees. The cost of living in the Eastern Suburbs also sees a large portion of our workforce who must commute to our locations due to affordability.
Ageing workforce	With 52 per cent of the workforce over the age of 45 years, indicates that Council is highly reliant on mature age workers. We value the commitment and experience our diverse workforce offers and need to create ways that we can support transitioning workers whilst capturing valuable knowledge.
Intergenerational workforce demands	There are growing demands on the sandwich generation to provide financial and physical care to ageing parents, their own children and in some instances their grandchildren. We need to make flexibility commonplace for our employees so they can manage all their responsibilities.
Skills shortages	Skills shortages impacting all Local Government are experienced within the building and planning sectors, early childcare, and other niche markets such as rates and construction. We need to be innovative and vigilant in order to skill the roles required to meet the needs of our community.
Technology	Technology is ever changing and can be a resource that supports employees with automation and information to better help them do their job. The increase and use of technology in many markets requires significant investment in software and training and as an organisation we need to support employees to embrace and make better use of technology.
Diversity and Inclusion	We serve a diverse community and likewise have a diverse workforce who come from many different walks of life and experiences. We want to create an environment that includes and celebrates diversity, aiming to meet everyone's needs.

Council employees tell us that our biggest challenges are:

- 1. Systems, processes and technology
- 2. Innovation
- 3. Developing our people

Source: All Staff Engagement Survey April 2024



Outcome and Objectives

The Workforce Management Strategy provides a set of strategic approaches for developing our workforce over the next four years to deliver services to our community efficiently, effectively and safely.

The objectives of our Workforce Management Strategy are:

1. Our workforce is goal focused and enables the realisation of community outcomes for this generation and the next.
2. Council has an attractive employer brand, clearly and consistently communicating the Council's vision, values, and employee value proposition.

To deliver on our objectives we need a workforce that is supported with:

Outcome:

1. A strong Employee Value Proposition (EVP)

This is the promise we make in return for our employees' commitment. The promise entails the sum of all the benefits and rewards employees receive from Randwick City Council.

2. Real engagement

Employees give the best of themselves each day and are connected to Council's goals and values and are motivated to contribute to Council's success.

3. Alignment and performance

We share common goals and a vision of Council's success. We work together whilst communicating honestly and maintain accountability for delivery.

4. Meaningful pathways

All employees of all abilities and backgrounds are supported with learning, technology and experiences to try new things, so they can develop as a person whilst enhancing the capacity of the organisation.

5. The best safety and wellbeing

Our work environment is physical, psychological and social and we build awareness and safety in all environments.



Principles

- We are stronger through diversity
- We do what we say we are going to do
- We work towards our personal best
- We are engaged and authentic
- We are adaptable and accountable



Our Workforce Management Strategy

Focus areas and their measures



Employee Value Proposition

Workforce focus area one

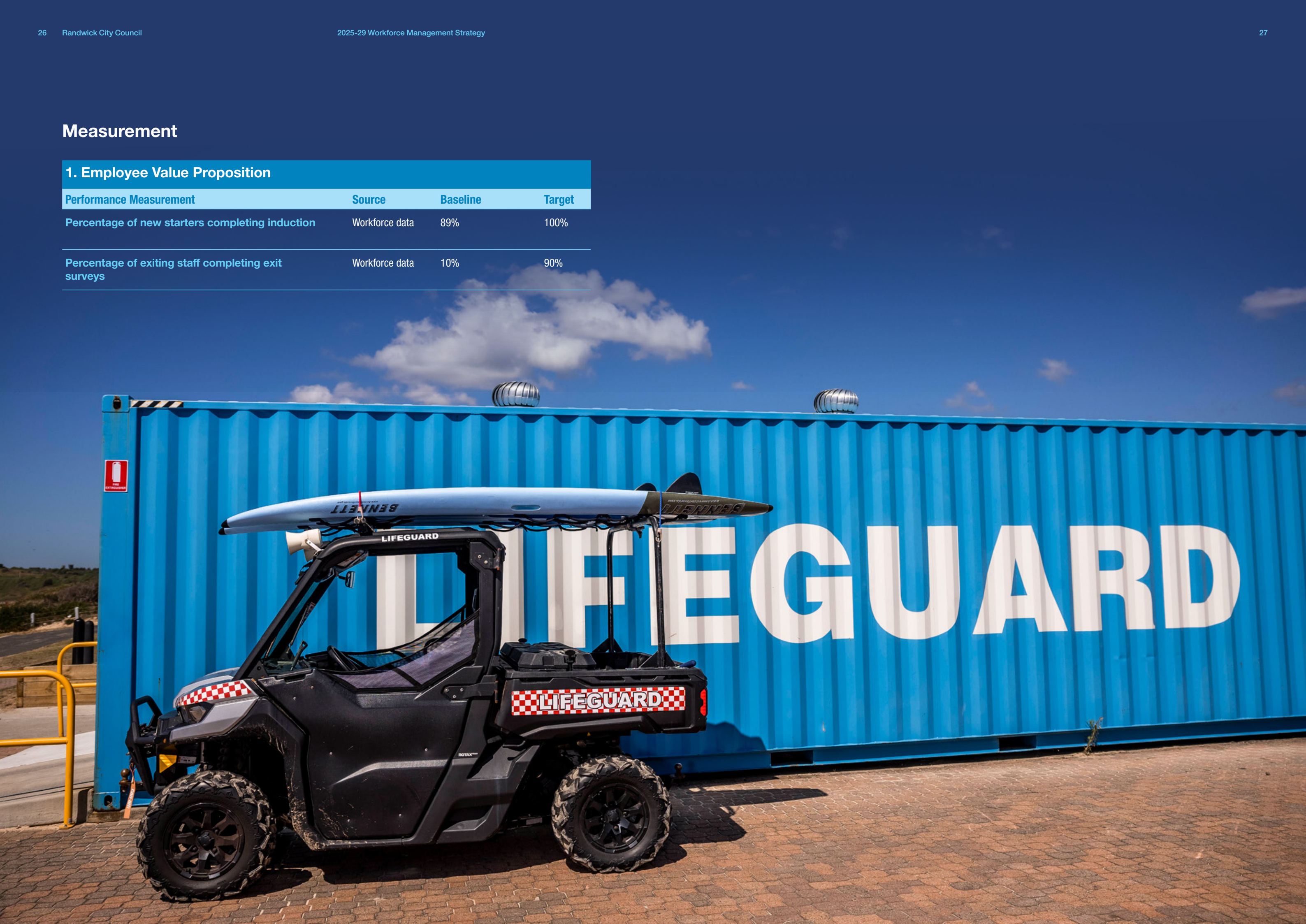
1. Employee Value Proposition (EVP)							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
We are an employer of choice, attracting the best quality pool of candidates to fill vacant roles in our team.	People are our greatest asset when it comes to achieving our goals. Attracting the right people is therefore one of our most important roles. Being an employer of choice ensures better access to a diverse range of candidates.	1.1 Promote the Employee Value Proposition (EVP) and culture of our organisation.	Leadership Team	✓	✓	✓	✓
			HR				
		1.2 Ensure our candidate experience engages and creates advocates for Randwick City Council.	HR	✓	✓	✓	✓
		1.3 Increase brand awareness through representation at industry conferences and awards ceremonies.	Leadership Team	✓	✓	✓	✓
			HR				
		1.4 Use best practice advertising platforms and recruitment techniques that will increase the pool of eligible candidates.	HR	✓	✓	✓	✓
		1.5 Partner with local schools and other stakeholders to promote careers in Local Government.	HR	✓	✓	✓	✓
We ensure transparent, merit-based selection resulting in recruitment of the right person for the role.	Recruiting the right person, with the right attitude for the role will support our desired culture and through their qualifications, skills and experience will assist us in achieving organisational goals.	1.6 Better reflect the diversity and inclusion of our community through designated positions and inclusion programs.	HR	✓	✓	✓	✓
		1.7 Continue to identify and offer opportunities for casual staff engaged in regular work for a period of over 12 months to be engaged as a permanent.	Leadership Team	✓	✓		
		1.8 Develop a selection strategy for each recruitment campaign designed to assist each candidate put their best foot forward.	HR	✓	✓	✓	✓
We welcome new employees with a structured and supportive induction program where our new starters will learn about our vision, mission, values, objectives and expectations.	Our new team members experience a warm welcome and quickly feel at home when joining our organisation. They start with a clear understanding of Council's direction and our culture to help them succeed.	1.9 Ensure recruitment panels are qualified to select based upon technical skills and cultural fit.	HR	✓	✓	✓	✓
		1.10 All new starters complete online learning, formal induction and probation reviews.	HR	✓	✓	✓	✓

Employee Value Proposition cont.

1. Employee Value Proposition (EVP) cont.							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
It is our goal for exiting and past employees to be advocates for Randwick City Council and help us improve where possible.	It is important that in saying farewell, we acknowledge the contribution made and give the departing employee an opportunity to provide their insights into their experience at Randwick to help us continually improve on our EVP.	1.11 Ensure every exiting employee is recognised and thanked for their contribution to RCC.	HR	✓	✓	✓	✓
		1.12 Increase engagement and participation in exit surveys, using the trends from information captured to inform future programs.	HR	✓	✓	✓	✓
Our EVP is supported by remuneration that is fair, transparent, above award and competitive in the market.	We can attract and retain team members when our remuneration and benefits make employees feel they are compensated and treated fairly.	1.13 Continue to test market competitiveness through Council's job evaluation system that measures internal and external relevativities.	HR	✓	✓	✓	✓
Our workplace policies are clear, consulted and effective, ensuring an industrially sound workplace.	Ensuring employee involvement and engagement in the development of policies for their workplace ensures ownership and commitment to the way we work.	1.14 Continuation, review and enhancement of industrial instruments that will maintain our fair industrial reputation.	HR	✓	✓	✓	✓
		1.15 Monthly consultative and WHS committee meetings ensure consultation on key workplace issues.	Leadership Team HR	✓	✓	✓	✓
Together we will provide maximum flexibility and mobility in balance with maintaining the culture, connection and performance of the organisation.	To build our brand as a flexible organisation and modernise the way employees work to retain valued members of our team and attract an expanded pool of candidates to the organisation.	1.16 Continued support of Council's flexible ways of working and trials of new ways of working aimed at ensuring elevated levels of engagement and performance.	Managers	✓	✓		
		1.17 Continue to support flexible working through Council's policy.	HR Leadership Team	✓	✓	✓	✓
Improve our workplace wellness.	A workforce that is engaged and supported with wellbeing delivers better service to the community.	1.18 Continuation, review, and expansion of our wellness program, and "Wellbeings".	HR	✓	✓	✓	✓

Measurement

1. Employee Value Proposition			
Performance Measurement	Source	Baseline	Target
Percentage of new starters completing induction	Workforce data	89%	100%
Percentage of exiting staff completing exit surveys	Workforce data	10%	90%



Engaged

Workforce focus area two

2. Engaged							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
We have strong, clear internal communications that engages our workforce, creates a sense of belonging and pride in our Council.	Internal communication is a key driver of employee engagement. An environment where information is shared creates informed, inspired, capable team members. Importantly, employees who feel their voices are heard will instantly feel more empowered and engaged.	2.1 Review our internal communications strategy to ensure the challenges of our diverse workforce are considered and responded to.	HR		✓		
		2.2 Provide an opportunity for two-way communication through annual pulse surveys and communication through our engagement survey, face to face team meetings and Council's "something on your mind" initiative, providing regular opportunities for employee feedback.	Leadership Team HR	✓	✓	✓	✓
		2.3 Undertake biennial engagement surveys to provide insights into areas of strength and identify opportunities for improvement.	Leadership Team HR	✓		✓	
		2.4 Engage with staff in the development of new workplace strategies and policies.	Leadership Team HR	✓	✓	✓	✓
		2.5 Celebrate and communicate organisational and individual achievements.	Leadership Team	✓	✓	✓	✓
Our employees feel valued and appreciated for their hard work through a strong and collective culture of personal recognition and appreciation.	Employee appreciation is a fundamental human need. When employees feel appreciated and recognised for their individual contributions, they will be more connected to their work, their team and the organisation.	2.6 Review and enhance our current organisational recognition programs.	HR		✓		
		2.7 Introduce recognition strategies for teams across Council to enhance current initiatives like Council's "Employee of the Month".	HR		✓		
		2.8 Continue promoting the implemented peer recognition tools.	HR	✓	✓	✓	✓
		2.9 Leaders are to continue to provide feedback, appreciation and recognition in daily practice.	HR		✓	✓	✓
Our employees feel like one team and appreciate that everyone plays a part in the success of Council.	As a large and diverse workforce, it is important to our sense of belonging that we provide opportunities for employees to come together and connect socially with colleagues from across the whole of Council.	2.10 Continue to implement an annual program of engagement activities to bring people together.	Leadership Team HR	✓	✓	✓	✓

Engaged cont.

2. Engaged cont.							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
Our ageing workforce remain engaged as they transition to retirement.	Retirement is an important and challenging milestone in every employee's life. Workplaces play an important part in ensuring a successful transition.	2.11 Review the phased retirement program to ensure employees are best supported in their transition to retirement and opportunities to share knowledge with their teams are enhanced through the transition period.	HR	✓	✓	✓	✓
		2.12 Provide leadership development and coaching to ensure leaders hold a consistent understanding of the behaviours needed to achieve our preferred culture.	Leadership Team HR	✓	✓	✓	✓
		2.13 Recognise and promote the positive impact of Council's culture on our customers community through communications and recognition activities.	Leadership Team HR	✓	✓	✓	✓
Ensure best practice grievance and dispute management procedures to support our staff by resolving matters quickly and fairly.	While we aspire to a culture where strong communication and leadership reduces workplace conflict, we acknowledge as a diverse workforce that disputes may occur from time to time. The effective resolution of grievances and disputes minimises impacts to individual employees and teams and ensures confidence in our commitment as a fair and supportive employer.	2.14 Review leadership capabilities and identify opportunities for training and development in dispute resolution.	HR			✓	

Measurement

2. Engaged

Performance Measurement	Source	Baseline	Target
Biennial employee engagement scores	Biennial engagement survey	72% (2021)	↑



Aligned and performing

Workforce focus area three

3. Aligned and performing							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
Create workspaces for different working styles that encourage collaboration and productivity, both for indoor workers and outdoor workers.	To optimise our effectiveness by creating workspaces that support collaborative working and learning styles.	3.1 Configure indoor and outdoor workspaces in a variety of settings that can support productive work activities and outcomes in a safe and healthy way.	HR	✓			
Aligning organisational structure to ensure Delivery Program and Operational Plan objectives and outcomes are supported.	Organisational structure aligns and connects parts of an organisation so it can achieve high performance in meeting the objectives of its strategy.	3.2 Review structure to ensure adequate resourcing in key areas.	GM	✓			
Aligning and adapting positions within the organisation to ensure adequate human resources to meet the changing needs and expectations of Council and the community.	Increasing changes in technology, population, demographics, and community expectations require a continuous review and prioritisation of resourcing to support best value in service delivery.	3.3 When required review of position descriptions, in addition to review during recruitment, to ensure change in the internal and external environment are reflected within the role.	HR	✓	✓	✓	✓
		3.4 Ensure adequate resourcing through detailed budget reviews based on community expectation and service reviews.	Leadership Team	✓	✓	✓	✓
Succession planning strategies ensure the continuation of services where there are changes to the team.	Business continuity is critical to organisational performance. Succession planning strategies assist with business continuity by providing employees an opportunity to learn and fill in for different roles where there are vacancies.	3.5 Identify the depth and breadth of skills in key areas of skill shortage and develop business continuity and succession planning strategies to respond to future needs.	HR	✓	✓	✓	✓
		3.6 Offer secondment opportunities that provide employees with experience in different roles.	HR	✓	✓	✓	✓
		3.7 Continue Council's Promapp initiative to support employees undertaking new roles.	HR	✓	✓	✓	✓
		3.8 Ensure the capture of corporate knowledge through active use of Council's records management system.	HR	✓	✓	✓	✓
		3.9 Advocacy for industry wide training, scholarships, or programs in areas of skill shortages (e.g., LGNSW (Local Government NSW), LG Professionals, OLG (Office of Local Government) to build candidate pools.	Leadership Team HR	✓	✓	✓	✓

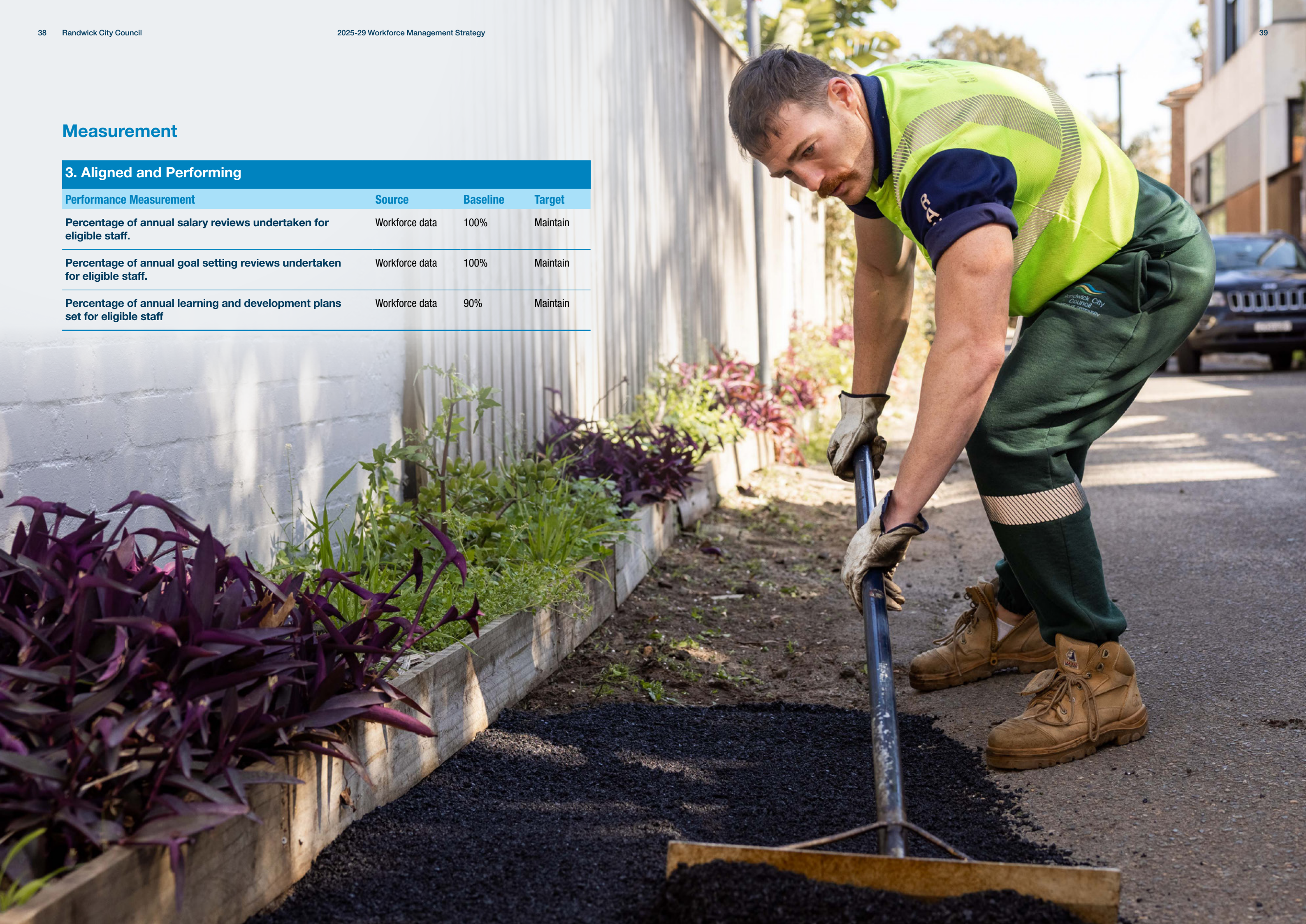
Aligned and performing cont.

3. Aligned and performing cont.							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
Aligning employee goals and performance with those of Council will support continued high levels of resident satisfaction.	Aligning goals gets everyone on the same page and moving in the same direction. Ensuring employees have the skills to achieve goals, sets them up for success. Together, this will ensure the most effective path to the achievement of organisational goals, while allowing individuals to celebrate their contribution.	3.10 Within the annual development review, employee goals are set for the coming year aligned to organisational and role objectives.	HR	✓	✓	✓	✓
Continuing our strong learning and development culture is critical to our success.	With changes occurring in the internal and external environment at an increasingly rapid pace, it is important that we continue to invest in the development of our people to ensure they can adapt and grow, remaining relevant and competitive in their chosen field. No one gets left behind.	3.11 Implement a Capability and Learning Framework to identify role-based capability requirements and behaviours to support the preferred organisational culture and a pathway to learning and development.	HR	✓	✓	✓	✓
		3.12 Annual learning and development plans for each employee.	HR	✓	✓	✓	✓
Implement Human Resources systems that allow us to better measure the success of our workforce strategy.	Capturing and analysing data will provide insights to allow for good workforce management decision making.	3.13 Continue to implement enhancements to the HRMS (Human Resources Management System).	HR	✓			
		3.14 Investigate fit for purpose Safety Systems.	Risk and Safety			✓	✓



Measurement

3. Aligned and Performing			
Performance Measurement	Source	Baseline	Target
Percentage of annual salary reviews undertaken for eligible staff.	Workforce data	100%	Maintain
Percentage of annual goal setting reviews undertaken for eligible staff.	Workforce data	100%	Maintain
Percentage of annual learning and development plans set for eligible staff	Workforce data	90%	Maintain



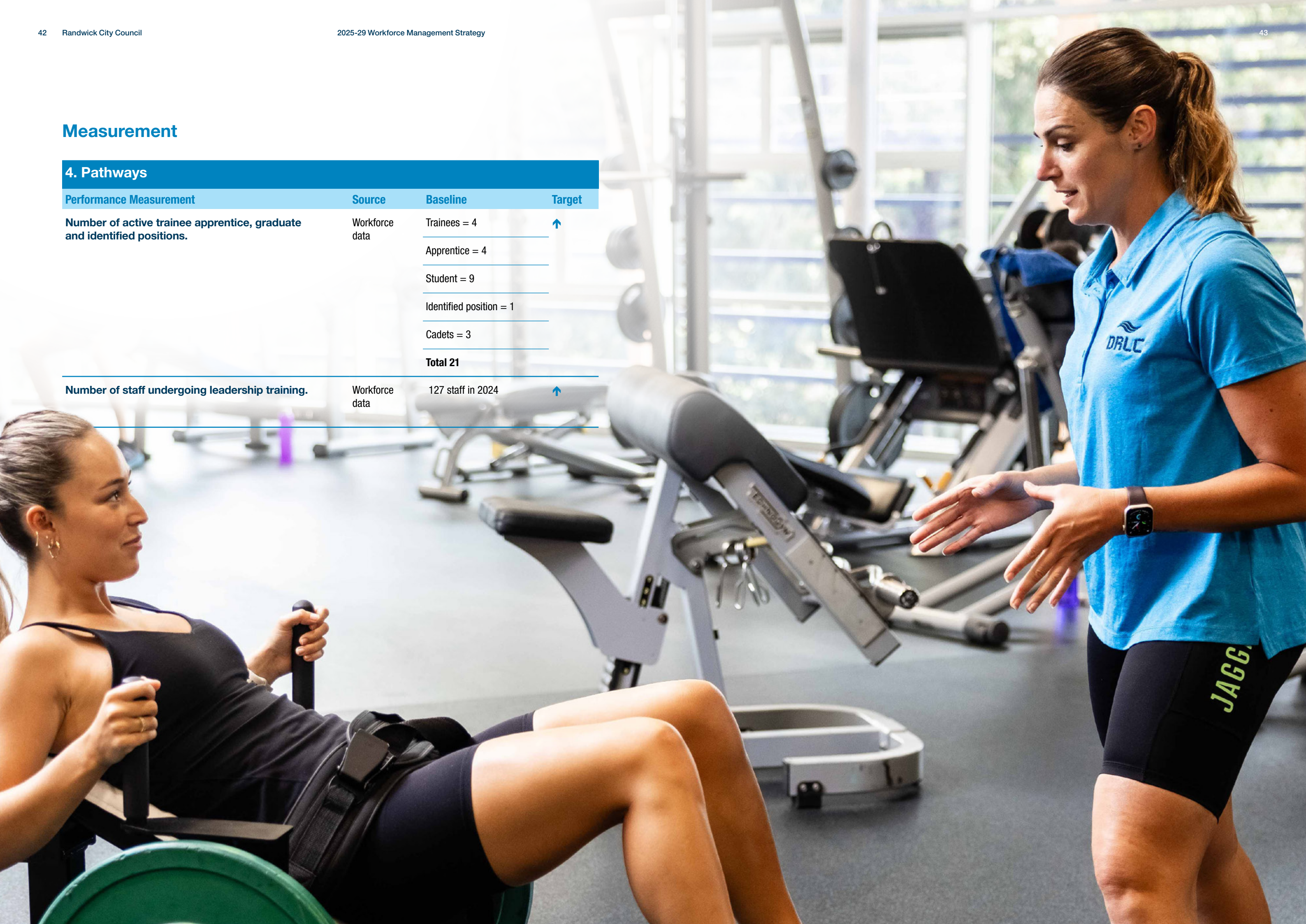
Pathways

Workforce focus area four

4. Pathways							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
Aligning and adapting positions within the organisation to ensure adequate human resources to meet the changing needs and expectations of Council and the community.	Increasing changes in technology, population, demographics and community expectations require a continuous review and prioritisation of resourcing to support best value in service delivery.	4.1 Review opportunities for enhanced pathways within the structure through the introduction of new trainee, apprentice and, graduate positions.	HR	✓	✓	✓	✓
Identifying barriers and create opportunities that will enhance the pathways for women, Indigenous Australians, youth and people with disability.	A diverse workforce gives us a greater range of talent, not just the talent that belongs to a particular world view, ethnicity, or some other restricting definition.	4.2 Investigate opportunities to increase the number of identified positions at Council.	Leadership Team	✓	✓	✓	✓
			HR				
		4.3 Continue to maintain and enhance programs that support women in the workplace and encourage opportunities for women in leadership.	Leadership Team	✓	✓	✓	✓
			HR				
		4.4 Explore opportunities with Souths Cares to offer advice and work experience for our indigenous youth.	Leadership Team	✓	✓	✓	✓
			HR				
Undertake an optional Workforce Census.	Seek to understand the diverse difference of our employees to inform our future programs.	4.5 Conduct an optional Workforce census to understand the baseline of our workforce identity.	HR	✓		✓	
Supporting our team members with opportunities for career development.	Growth and development come from being supported by your employer with opportunities and training.	4.6 Provide opportunities for employees to work in higher positions, other divisions and broaden the knowledge base of the workforce.	Leadership Team	✓	✓	✓	✓
			HR				
Foster future leaders with a quality Leadership Development Program.	Leadership is at all levels and great leaders attract, hire, and inspire talented team members.	4.7 Review and expand the current leadership program so we can futureproof the leaders of tomorrow and future needs of the organisation.	HR	✓	✓	✓	✓

Measurement

4. Pathways			
Performance Measurement	Source	Baseline	Target
Number of active trainee apprentice, graduate and identified positions.	Workforce data	Trainees = 4	↑
		Apprentice = 4	
		Student = 9	
		Identified position = 1	
		Cadets = 3	
		Total 21	
Number of staff undergoing leadership training.	Workforce data	127 staff in 2024	↑



Safety and Wellbeing

Workforce focus area five

5. Safety and Wellbeing							
What	Why	How	Responsibility	Year 1	Year 2	Year 3	Year 4
We take mental health seriously.	Feeling psychologically safe, secure, and content within a team and organisation enables employees to be their best, especially through life’s difficulties.	5.1 Our leaders will identify and support mental health and undertake mental health first aid training.	HR	✓	✓	✓	✓
			Risk and Safety				
		5.2 Increase awareness and participation in mental health training for employees.	HR	✓	✓	✓	✓
			Risk and Safety				
We see our employees as a whole person and not simply as an employee.	Total wellbeing includes - physical, social, mental and financial aspects.	5.3 We will review our Wellbeings program and how it is offered to ensure it is based on what matters most to our workforce.	HR	✓	✓	✓	✓
Maintain a strong Safety Culture and continue to demonstrate our commitment to a safe and healthy workplace.	We want people to return home the same way they came to work each day and enhance their wellbeing while at work.	5.4 Safety is prioritised and is on our agenda at all team meetings.	HR	✓	✓	✓	✓
		5.5 Continuation and review of our safety systems and initiatives.	Risk and Safety	✓	✓	✓	✓
		5.6 Review and enhance our current safety induction programs to ensure new starters and internal movements can achieve their safety responsibilities.	Risk and Safety	✓	✓	✓	✓



Measurement

5. Safety and Wellbeing			
Performance Measurement	Source	Baseline	Target
Average rating of safety in the workplace	Staff Survey	7.8 (2022)	↑
Wellbeing initiatives attended by staff	Workforce data	285 Skin Checks	↑
		301 Flu Vaccinations	↑
		95 Audio tests	↑
		21% Fitness Passport	↑
		Monthly Lifestyle Lunches	↑
		Weekly Lunchtime Fitness classes	↑
Employee satisfaction levels with wellness	Annual wellbeing survey	4.25 out of 5	↑



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