



2022-26

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 Councils 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.

- 

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

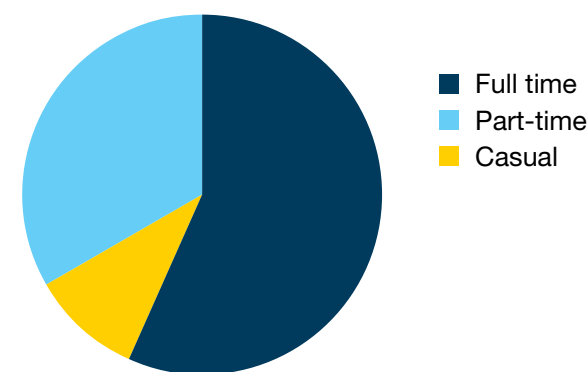


Our Workforce

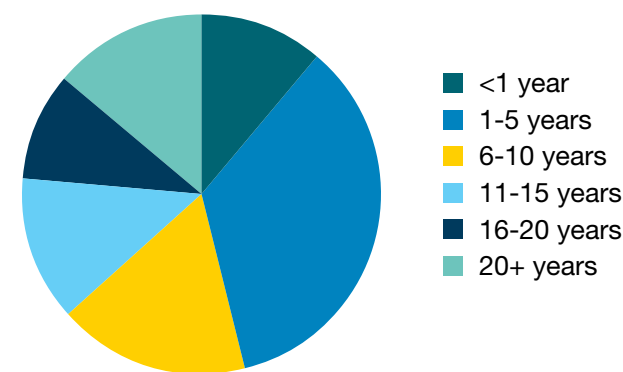
Randwick City Council is a diverse organisation employing close to 900 employees across a range of industry sectors.

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.

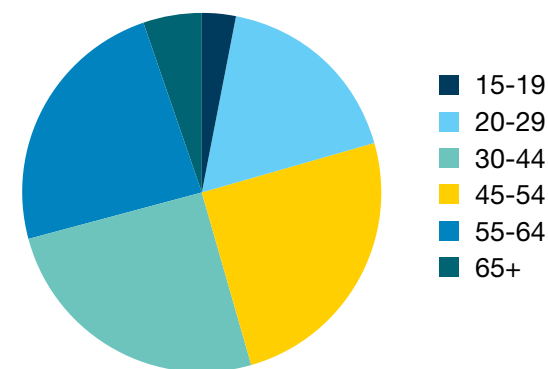
Full-time equivalent (FTE) employees



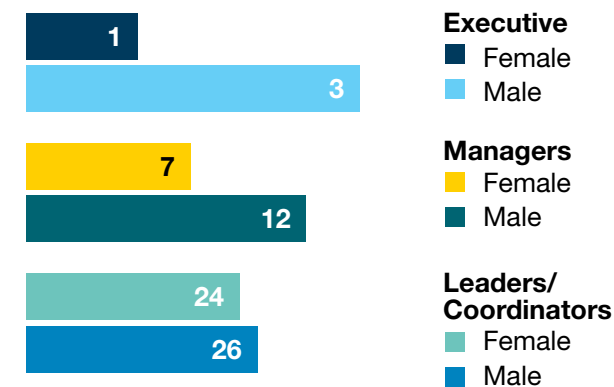
Length of service



Age



Leadership



Gender

43%
Female

56%
Male

1%
Non-Binary

Average Tenure

7.38
Years

Annual Turnover (approx)

6.5%
2022

LGA Resident

47%
Live in LGA

53%
Do not live in LGA

Staff Training Events

1,111
Virtual

641
Physical

Employee Commute Times

56%
Less than 30 mins

44%
More than 30 mins

Resourcing our workforce

In the 2022/23 financial year, we invested over \$76M in our workforce. As our community grows and changes, so too will our workforce.

In the coming year, our structure will be reviewed to ensure we have the capacity to deliver in emerging areas such as Arts & Culture.

Additional resources will be added to areas such as sports fields and open spaces in response to increased demand by our growing population. Our record capital works program will be supported through an increase in resources within our project oversight and asset planning functions.

Our commitment to building and maintaining capability will be supported through a learning and development budget of over \$870K, which will ensure every staff

member at Randwick undertakes a minimum of 30 hours formal training per year.

\$6 million has been allocated to a replacement of the air-conditioning system in Council's administration building, ensuring improved comfort and safety in accordance with new standards for air-flow being developed in response to the pandemic.

\$360K has been provided to allow for a redesign of Council's administration building to respond to changing ways of work and ensure the workplace is designed to support these new ways of working and provide an amenity that attracts staff to the office.

Our new Human Resource Management System has been implemented to improve data gathering and support self-service. New modules will be rolled out that will improve the employee and candidate experience and the systems will better inform our future programs and initiatives.



WORKFORCE BUDGET	2022-23 (Y1)	2023-24 (Y2)	2024-25 (Y3)	2025-26 (Y4)
Salaries and Wages	59,739,874	62,203,870	64,523,099	66,761,083
Travelling	57,943	59,041	60,166	61,670
Employee Leave Entitlements	5,122,097	5,256,448	5,387,863	5,549,499
Superannuation	6,915,429	7,438,471	7,979,633	8,180,756
Workers' Compensation Insurance	2,737,300	2,816,682	2,898,365	2,982,418
Fringe Benefit Tax	400,000	400,000	400,000	410,000
Training Costs	877,818	878,989	880,188	902,193
Other Employee Costs	454,283	407,870	411,777	422,071
Grand Total	76,304,743	79,461,371	82,541,090	85,269,689



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 anonymous fortnightly pulse surveys across the whole of council and capture data on overall engagement, employee net promoter score, recognition, feedback, relationships with peers and leaders, satisfaction, alignment, happiness, wellness, personal growth and ambassadorship. This data is used to identify areas where we can do better and focus our efforts to engage our employees.

Overall Engagement Score



Culture

We are creating a high performing culture by using these constructive behaviours:

HUMANISTIC ENCOURAGING

Employees trust in others to do their job, giving autonomy, but providing constructive feedback and coaching where required to help them reach their best.

AFFILIATIVE

Employees are friendly, and supportive of those around them through clear, up front and honest communication and a genuine desire to see those around them enjoy their work and succeed.

SELF-ACTUALISING

Employees have a focus on our customers, challenging what we do, why we do it and whether it adds value, adapting and developing to make a difference in our community.

ACHIEVEMENT

Employees have a belief that their effort makes a difference, setting challenging goals, establishing plans to meet those goals and pursuing them with enthusiasm.

*Human Synergistics methodology



Consultation

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

Over the last three years we have received over 12,500 submissions of individual written feedback from employees across all parts of Council telling us what it is like to work at Council.

The responses to these comments 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 of salaries.	1.12 Implement a new job evaluation system that measures internal and external relativities to ensure market competitiveness. 1.13 Review the salary structure in line with the award and market competitiveness.
Resourcing Employees would like to ensure resourcing adapts to changing community demands.	3.3 Undertake an annual review of position description to ensure changes in the internal and external environment are reflected in the role. 3.4 Ensure adequate resourcing through effective business unit planning and workforce management taking a balanced scorecard approach.
Flexibility Employees want increased flexibility to balance their work and home life and add to their general wellbeing.	1.16 Undertake 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 fortnightly pulse surveys, providing regular opportunities for employee feedback.
Recognition Employees want to be recognised and rewarded beyond pay, for their individual contributions.	2.6 Review and enhance our current organisational recognition programs.



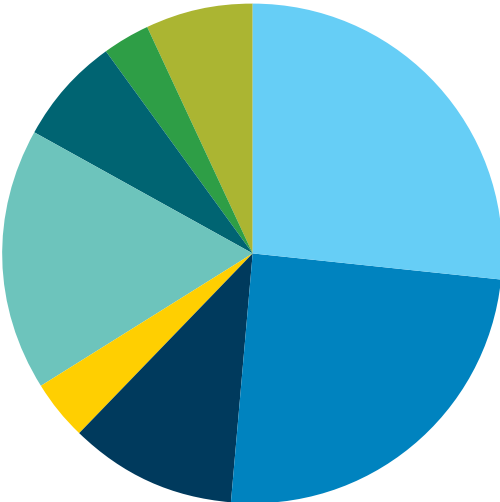
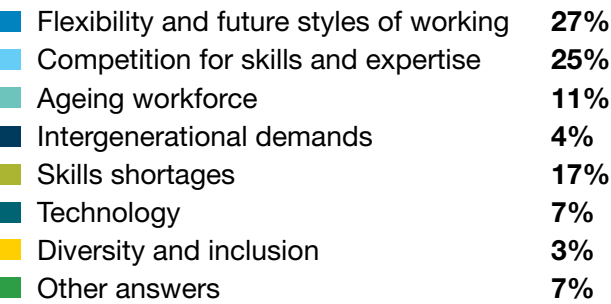
Challenges

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	The COVID-19 pandemic saw us thrust into new ways of working and the expectation remains 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	<p>Our Eastern Suburbs location sees us competing for employees against the CBD location, construction industries, Port Botany and the Airport for experienced employees.</p> <p>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.</p>
Ageing workforce	With 54 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	<p>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.</p> <p>We need to make flexibility commonplace for our employees so they can manage all their responsibilities.</p>
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 what they think our greatest challenges are:



Source: Draft Workforce Management Strategy All staff Survey May 2022.



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.	Executive	✓	✓	✓	✓
			Managers				
			HR				
		1.2 Ensure our candidate experience engages and creates advocates for Randwick City Council.	HR	✓	✓	✓	✓
			Managers				
		1.3 Increase brand awareness through representation at industry conferences and awards ceremonies.	Executive	✓	✓	✓	✓
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.		Managers				
			HR				
		1.4 Use best practice advertising platforms and recruitment techniques that will increase the pool of eligible candidates.	HR	✓	✓	✓	✓
			Managers				
		1.5 Partner with local schools and other stakeholders to promote careers in Local Government.	HR	✓	✓	✓	✓
		1.6 Better reflect the diversity and inclusion of our community through designated positions and inclusion programs.	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.	1.7 Develop a selection strategy for each recruitment campaign designed to assist each candidate put their best foot forward.	HR	✓	✓	✓	✓
			Managers				
		1.8 Ensure recruitment panels are qualified to select based upon technical skills and cultural fit.	HR	✓	✓	✓	✓
			Managers				
		1.9 All new starters complete online learning, formal induction and probation reviews.	HR	✓	✓	✓	✓
			Managers				

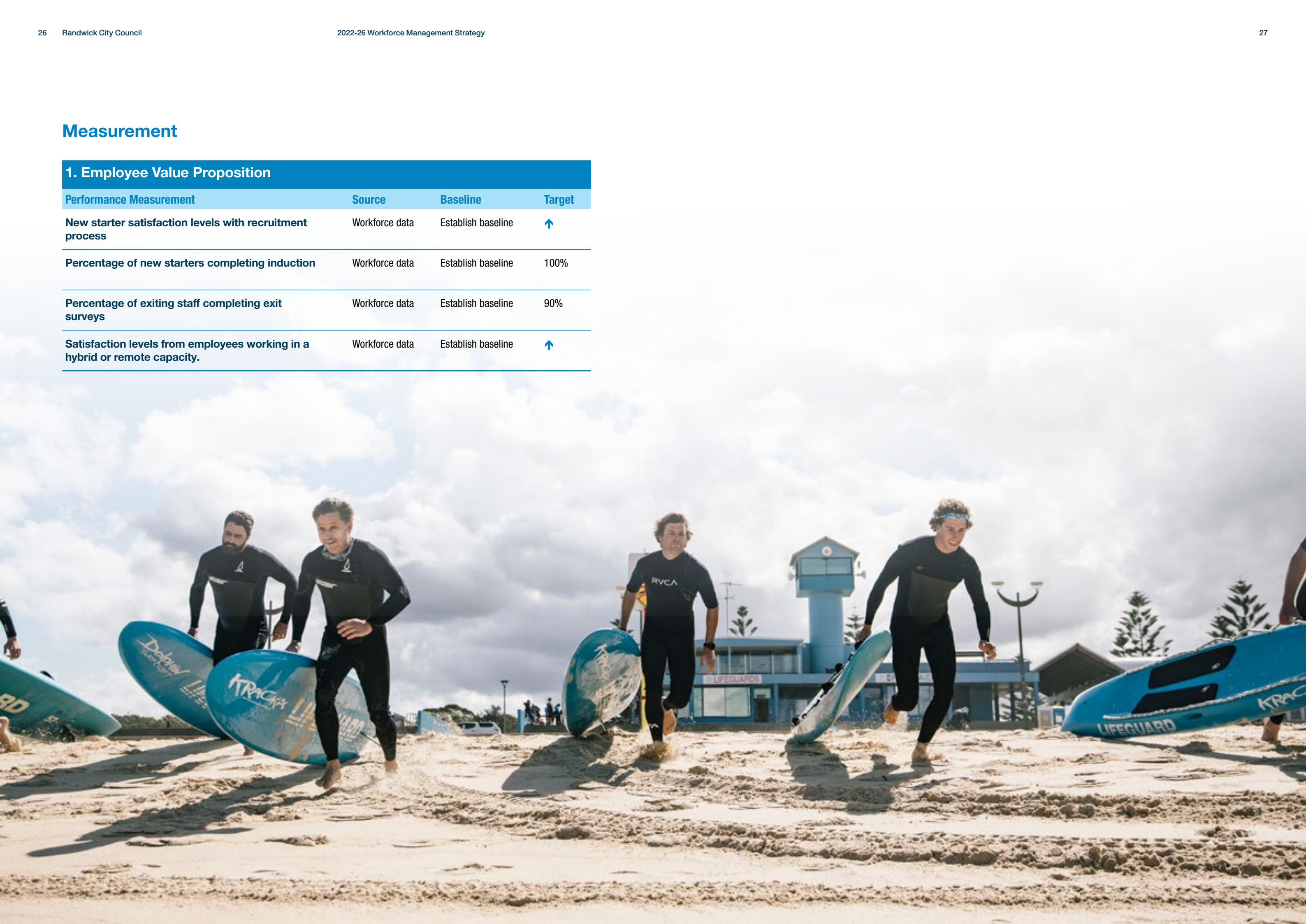
Employee Value Proposition cont.

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.	1.10 Ensure every exiting employee is recognised and thanked for their contribution to RCC.	HR Managers	✓	✓	✓	✓
		1.11 Increase engagement and participation in exit surveys, using the trends from information captured to inform future programs.	HR Managers	✓	✓	✓	✓
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.	1.12 Implement a new job evaluation system that measures internal and external relativities to ensure market competitiveness.	HR	✓	✓		
		1.13 Review the salary structure in line with the award and market competitiveness.	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.	Executive Managers HR	✓	✓	✓	✓
Our employees will help shape the plan for flexibility and develop solutions to overcome challenges as we move towards new ways of working in a flexible environment. Together we will provide maximum flexibility and mobility in balance with maintaining the culture, connection and performance that has supported our high customer satisfaction to date.	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 Undertake trials of new ways of working aimed at ensuring elevated levels of engagement and performance.	Managers	✓	✓		
		1.17 Develop and implement performance frameworks to support activity-based working.	HR Executive Managers	✓	✓		
		1.18 Develop the Ways of Working Guideline for all employees based on the feedback from the trial.	HR Executive	✓			
Improve our workplace wellness.	A workforce that is engaged and supported with wellbeing delivers better service to the community.	1.19 Continuation, review, and expansion of our wellness program.	HR		✓		

Measurement

1. Employee Value Proposition			
Performance Measurement	Source	Baseline	Target
New starter satisfaction levels with recruitment process	Workforce data	Establish baseline	↑
Percentage of new starters completing induction	Workforce data	Establish baseline	100%
Percentage of exiting staff completing exit surveys	Workforce data	Establish baseline	90%
Satisfaction levels from employees working in a hybrid or remote capacity.	Workforce data	Establish baseline	↑



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 remote workplaces are considered and responded to.	HR		✓		
		2.2 Provide an opportunity for two-way communication through fortnightly pulse surveys, providing regular opportunities for employee feedback.	Executive HR	✓	✓	✓	✓
		2.3 Undertake bi-annual engagement surveys to provide insights into areas of strength and identify opportunities for improvement.	Executive HR	✓		✓	
		2.4 Engage with staff in the development of new workplace strategies and policies.	Executive HR	✓	✓	✓	✓
		2.5 Celebrate and communicate organisational and individual achievements.	Executive	✓	✓	✓	✓
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 Managers		✓		
		2.7 Introduce recognition strategies for teams across Council.	HR Managers		✓		
		2.8 Introduce an opportunity for peer recognition.	HR Managers		✓		
		2.9 Train leaders 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 Develop and implement an annual program of engagement activities to bring people together.	Executive Managers HR	✓	✓	✓	✓

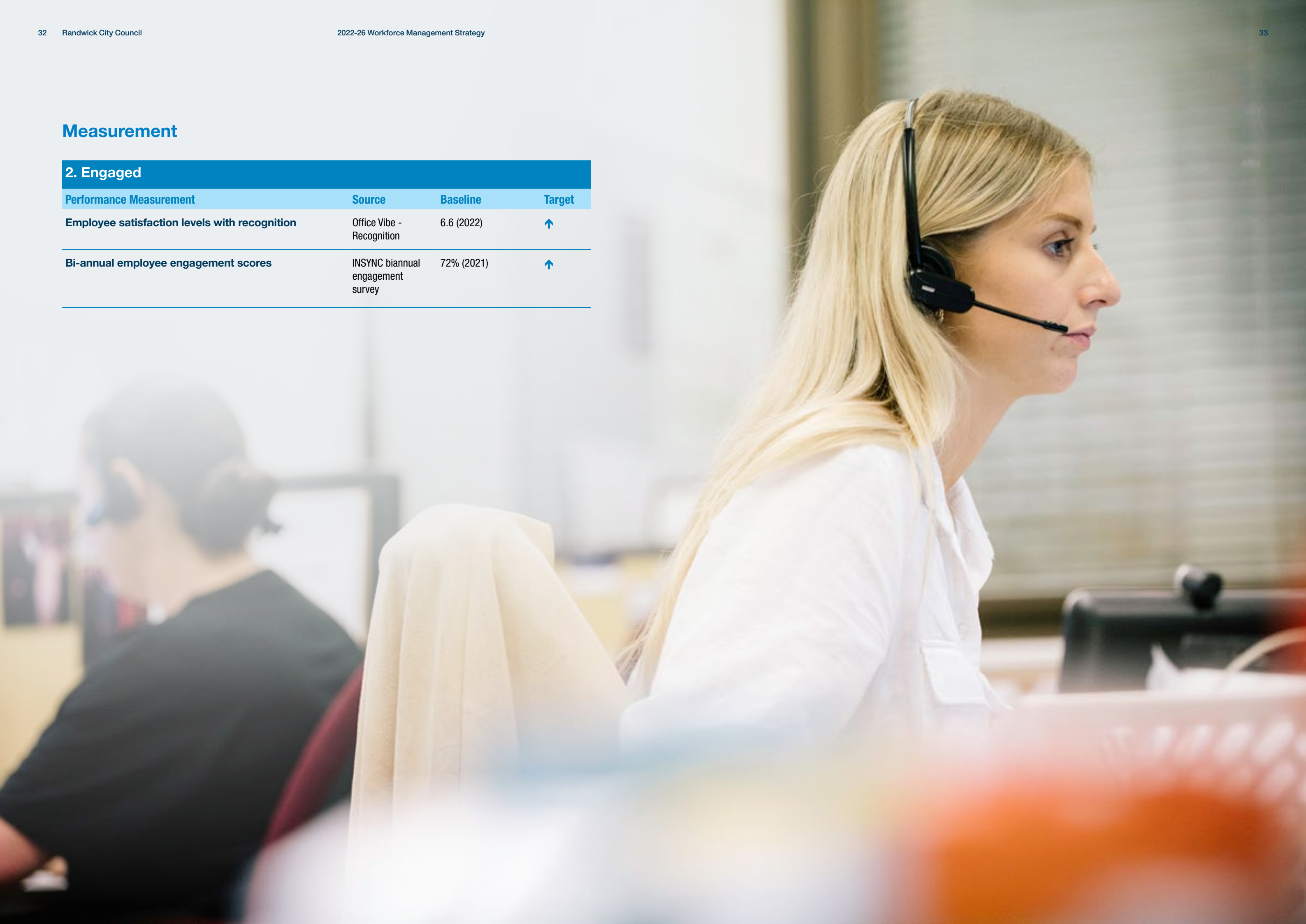
Engaged cont.

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.	Managers	✓	✓	✓	✓
Our preferred organisational culture is well defined, promoted, and embedded, supporting elevated levels of engagement, growth and teamwork.	Our preferred culture focuses on the achievement of goals, the understanding, acceptance and growth of self, the contribution towards the growth of others and genuine social and interpersonal connections with peers. Research has found these attributes contribute to a highly engaged and performing organisation.	2.12 Provide leadership development and coaching to ensure leaders hold a consistent understanding of the behaviours needed to achieve our preferred culture.	Executive	✓	✓	✓	✓
			Managers				
			HR				
		2.13 Recognise and promote the positive impact of Councils culture on our customers/ community through communications and recognition activities.	Executive	✓	✓	✓	✓
			Managers				
			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.	Managers			✓	
			HR				

Measurement

2. Engaged			
Performance Measurement	Source	Baseline	Target
Employee satisfaction levels with recognition	Office Vibe - Recognition	6.6 (2022)	↑
Bi-annual employee engagement scores	INSYNC biannual 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 Undertake an annual review of position descriptions to ensure change in the internal and external environment are reflected within the role.	Managers	✓	✓	✓	✓
		3.4 Ensure adequate resourcing through effective business unit planning and workforce management, taking a balanced scorecard approach.	Executive Managers	✓	✓	✓	✓
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 Managers	✓	✓	✓	✓
		3.6 Offer secondment opportunities that provide employees with experience in different roles.	Managers	✓	✓	✓	✓
		3.7 Continue Councils Pro-map initiative to support employees undertaking new roles.	Managers	✓	✓	✓	✓
		3.8 Ensure the capture of corporate knowledge through active use of Councils records management system.	Managers	✓	✓	✓	✓
		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.	Executive Managers HR	✓	✓	✓	✓

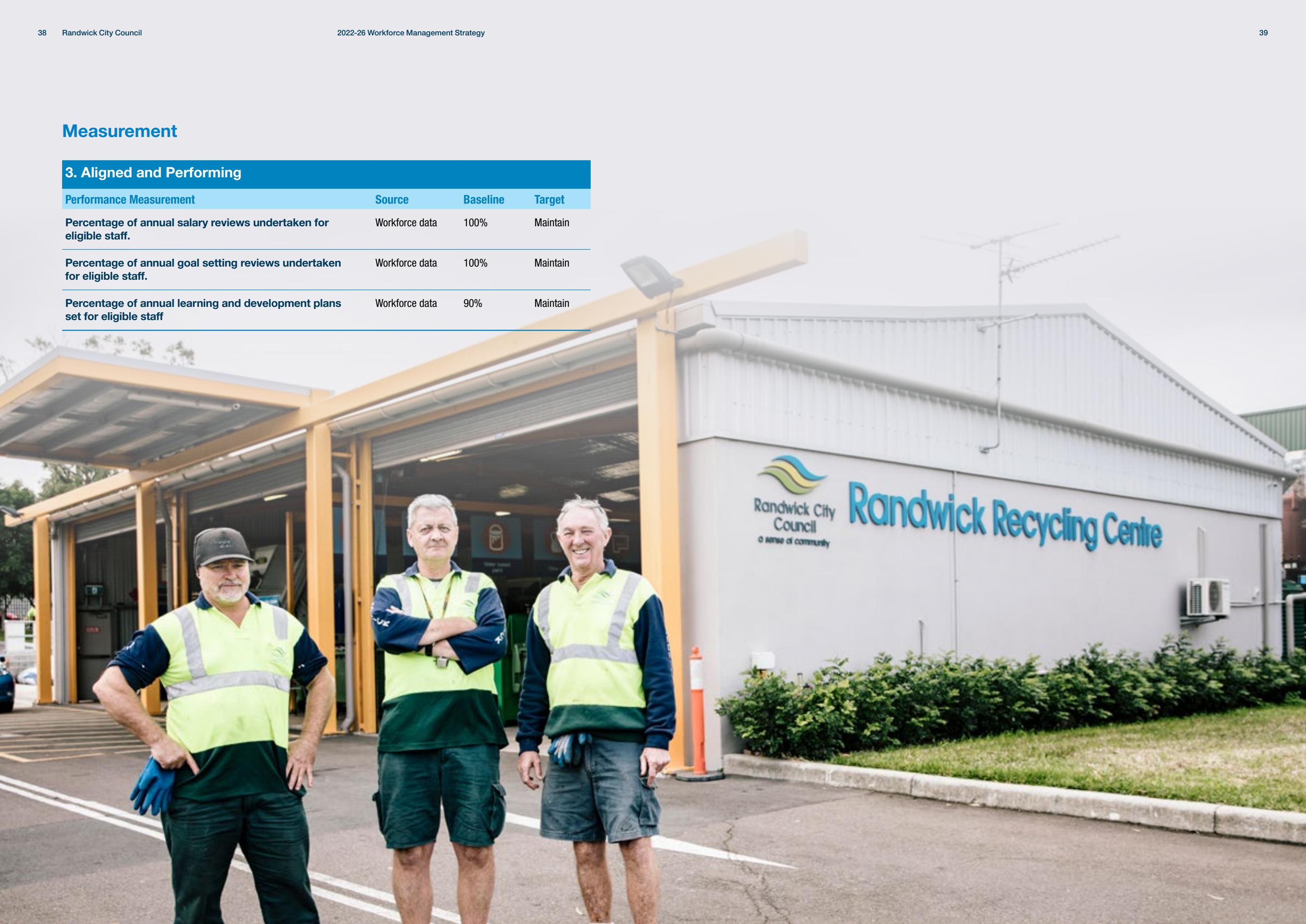
Aligned and performing cont.

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.	Managers	✓	✓	✓	✓
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 Develop 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 using on the job, social and formal learning options (70:20:10 model)	Managers	✓	✓	✓	✓
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 Implement the new HRMS (Human Resources Management System).	HR Managers	✓			
		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.	Managers	✓	✓	✓	✓
Identifying barriers and create opportunities that will enhance the pathways for women, Indigenous Australians and youth.	A diverse workforce gives us a greater range of talent, not just the talent that belong to a particular world view, ethnicity, or some other restricting definition.	4.2 Investigate opportunities to increase the number of identified positions at Council.	Executive	✓	✓	✓	✓
			Managers				
			HR				
		4.3 Continue to maintain and enhance programs that support women in the workplace and encourage opportunities for women in leadership.	Executive	✓	✓	✓	✓
			Managers				
			HR				
		4.4 Explore opportunities with Souths Cares to offer advice and work experience for our indigenous youth.	Executive			✓	
			HR				
Undertake a Workforce census.	The workforce census will help us better understand the diverse differences of our employees and will inform our future programs.	4.5 Conduct a workforce census to establish 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.	Managers	✓	✓	✓	✓
			Executive				
			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 future proof the leaders of tomorrow and future needs of the organisation.	HR			✓	

Measurement

4. Pathways			
Performance Measurement	Source	Baseline	Target
Number of opportunities created as new trainee, apprentice, graduate and identified positions.	Workforce data	Apprentice = 4	↑
		Identified position = 1	
		Student / Graduate = 7	
		Total 12	
Percentage of staff undergoing leadership training	Workforce data	Establish baseline	↑



Safety and Wellbeing

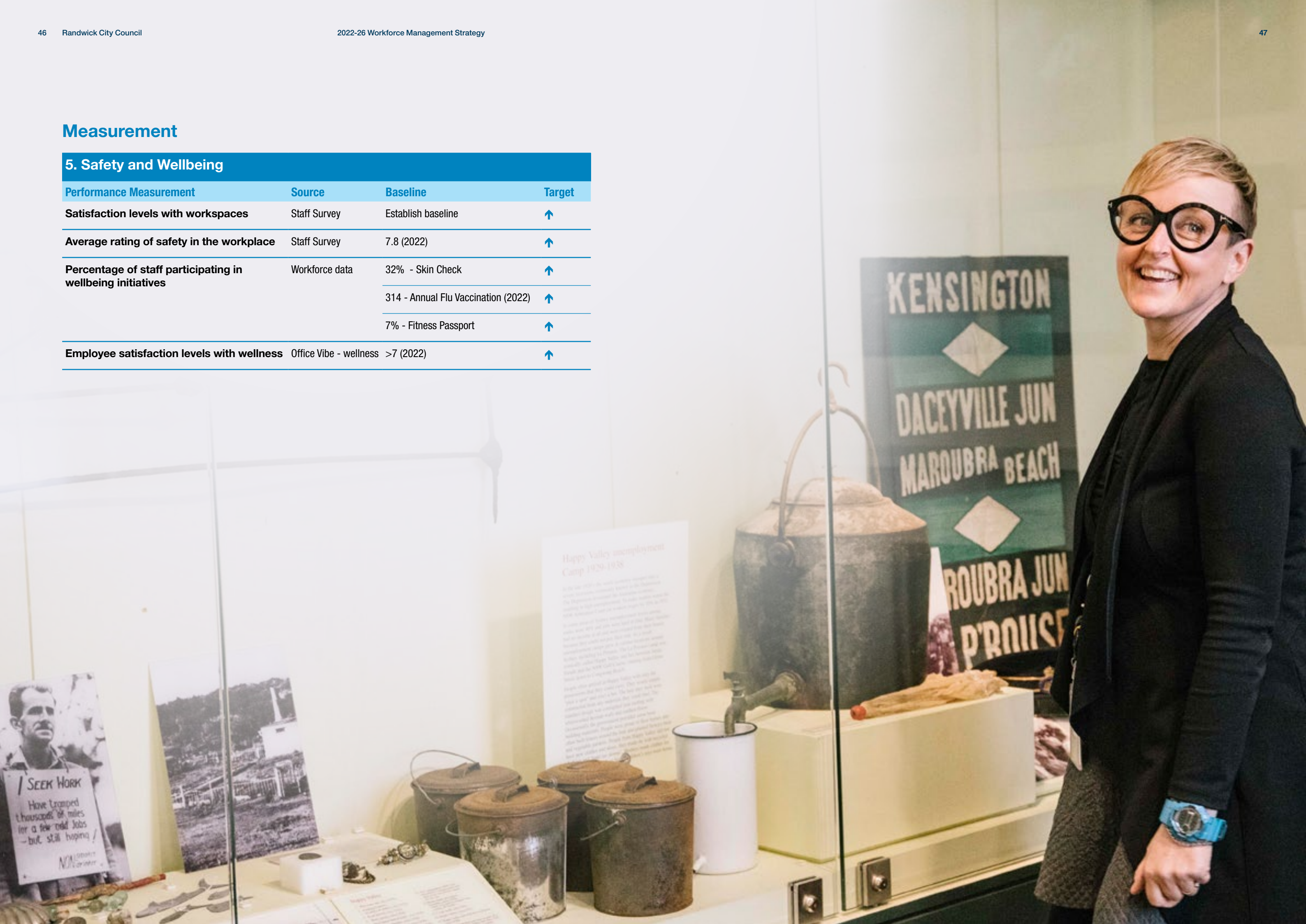
Workforce focus area five

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	✓	✓	✓	✓
			Managers				
			Risk and Safety				
		5.2 Increase awareness and participation in mental health training for employees.	HR	✓	✓	✓	✓
			Managers				
			Risk and Safety				
We see our employees as a whole person and not simply as an employee.	Total wellbeing includes - physical, social and financial aspects.	5.3 We will review the benefits offered and how they are offered 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.	Managers	✓	✓	✓	✓
		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
Satisfaction levels with workspaces	Staff Survey	Establish baseline	↑
Average rating of safety in the workplace	Staff Survey	7.8 (2022)	↑
Percentage of staff participating in wellbeing initiatives	Workforce data	32% - Skin Check	↑
		314 - Annual Flu Vaccination (2022)	↑
		7% - Fitness Passport	↑
Employee satisfaction levels with wellness	Office Vibe - wellness	>7 (2022)	↑



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