HAWKESBURY CITY COUNCIL

WORKFORCE MANAGEMENT STRATEGY 2025-2029

RESOURCING STRATEGY

Hawkesbury City Council

www.hawkesbury.nsw.gov.au

STATEMENT OF COMMITMENT TO FIRST NATIONS PEOPLES

Council acknowledges the Dharug and Darkinjung peoples as the Traditional Custodians of the land throughout the Hawkesbury.

Council recognises the continuing connection of First Nations people to their Country and respects the cultures and histories of Aboriginal and Torres Strait Islander peoples as the first peoples of this land.

Adopted: 10 June 2025

Image Credit Destination NSW

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INTRODUCTION

The Community Strategic Plan - Our Hawkesbury 2045 (CSP) details the long-term community vision and aspirations for the Hawkesbury region. To achieve these goals, we need to ensure that Council has adequate resources (money, assets and people) to fulfill its role and deliver on its actions and objectives.

The **Resourcing Strategy** explains to our community how we intend to perform all our functions and lead the delivery of strategies set out in the CSP. The Resourcing Strategy details how Council will allocate and manage resources to deliver the objectives and projects under its responsibility into the future.

The Resourcing Strategy consists of 3 components:

• Long Term Financial Plan

• Asset Management Strategy and Plans

• Workforce Management Strategy (this document)

The **Workforce Management Strategy (WMS)** outlines how we will ensure we have the right people, skills and culture to deliver our commitments throughout the 2025-2029 Delivery Program and beyond.

It clearly identifies how future staffing and skills requirements will be met, such as through recruitment, staff progression and development, internal redeployment, and succession planning. The Strategy is integrated with the other elements of the Resourcing Strategy to provide the people power necessary to achieve our goals.

Councils operate within challenging environments that demand greater flexibility, responsiveness and performance improvements to meet agile labour markets, skills shortages and an ageing workforce. With a well-written and thorough WMS, councils are in a stronger and more stable position to plan for and address future workforce needs.

INTEGRATED PLANNING AND REPORTING

All councils in NSW are required to operate within an Integrated Planning and Reporting (IP&R) framework.

The IP&R framework guides how each Council develops, documents, and reports on their strategic plans under the Local Government Act 1993. The IP&R framework requires each council to develop and implement a Resourcing Strategy, which shows how the council will leverage its available resources to implement the Delivery Program and Operational Plan.

The Resourcing Strategy has 3 major components:

- **Long-Term Financial Plan** - The approach to financial management ensuring sufficient funding to deliver commitments into the future

- **Workforce Management Strategy** (this document) - The approach to workforce planning to ensure the right people, skills and culture exist to deliver commitment into the future

- **Asset Management Strategy and Plans** - The approach to asset management, renewal and planning to ensure well maintained and sustainable infrastructure into the future

The Resourcing Strategy is a key driver in delivering the strategies and plans developed by Council under the IP&R framework:

- **The Community Strategic Plan (CSP)** is the highest-level plan that a council will prepare. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

- **The Delivery Program** outlines a Council's direct response to the CSP. It details the specific activities (projects and programs) that will be undertaken during its elected term to address the CSP.

- **The Operational Plan** is a sub-plan of the Delivery Program. The Operational Plan outlines the annual activities that will be undertaken as part of the Delivery Program, alongside the annual budget.
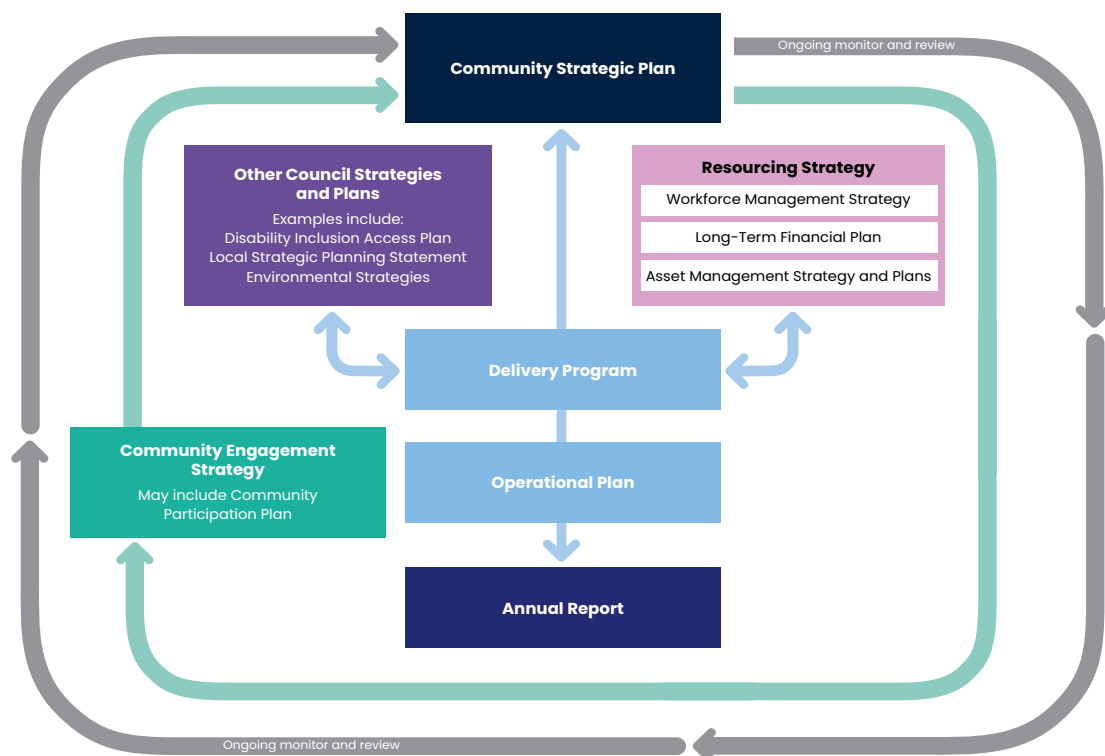
Office of Local Government - Integrated Planning and Reporting Framework 2021

DEVELOPING THE STRATEGY

To develop the Workforce Management Strategy, we have considered the outcomes of both community and workforce surveys, statistical information, industry benchmarking and organisational metrics. It is imperative that we closely analyse the future results to continue the development of an effective organisation. This strategy will continue to evolve as these changes are identified.

The steps we have taken to develop this strategy throughout 2022 to 2025 include:

• **Analysing our Current Workforce**

Conducting an employee engagement survey, consultation held with the Senior Leadership Team, reviewing and aligning Council's future goals and objectives in order to inform our resourcing requirements.

• **Future Needs Forecast**

Identifying the resources and skills that our workforce will need in order to deliver on our commitments, including understanding our financial position, future challenges and capacity.

• **Action Planning**

Developing action plans to address any identified challenges and opportunities, to be able to plan for the future and implement initiatives that support an effective workplace and culture.

• **Measuring Success**

Developing measures of success for action plans, monitoring the progress of implemented strategies, and conducting relevant reporting.

BACKGROUND AND CONTEXT

THE HAWKESBURY – WHO ARE WE

The Hawkesbury is the largest metropolitan NSW local government area, covering 2,776 square kilometres, located approximately 50kms and 1 hours drive from the Sydney CBD. We have a population of approximately 68,704 people throughout 64 towns and villages. The Hawkesbury has a long history dating back over 60,000 years. The region is made up of many unique environments and industries, that contribute to our culturally rich City.

Our workforce is made up of a diverse mix of local residents and out of area workers, all with the goal of serving the Hawkesbury community. Council understands the importance of planning and investing in their workforce, in order to meet the current needs of the wider community, as well as preparing for the future. The people that work for our Council are the key to achieving the goals of our community, and we place high value upon every member of our workforce.

OUR VALUES

In 2021, Council collaborated with our workforce to create and establish a new set of organisational values:

HEALTHY

- *We have a safe work environment for everyone*
- *We support, acknowledge, encourage and celebrate*
- *We look out for each other's safety and wellness*

EFFICIENT

- *We establish the needs of customers and focusing on delivering high quality service*
- *We focus on creative process improvements to create efficiencies*
- *We embrace change*

ACCOUNTABLE

- *We are reliable and do what we say*
- *We put our hand up if we make a mistake, look for a solution and learn*
- *We are transparent with our decision making*

RESPECTFUL

- *We treat everyone with the same considerations as we would expect to be treated*
- *We make sure our decisions and actions align with our values*
- *We work honestly, openly and collaboratively*

TEAM FOCUSED

- *We build partnerships internally and externally*
- *We work together on shared goals*
- *We contribute as a team on what needs to be done*

OUR HAWKESBURY HEARTBEAT

A cornerstone of aligning to the 'big picture' has been the development of our Heartbeat in consultation with staff. Our Heartbeat is the combination of our Purpose, our Vision and our Values, and provides the framework of all that we do, our decision making and how we interact with our customers and with each other.

OUR **HEARTBEAT**

OUR PURPOSE
Build a Hawkesbury that's loved by its people

OUR VISION
A contemporary organisation where we are empowered to deliver great outcomes for our community

OUR VALUES
H ealthy
E fficient
A ccountable
R espectful
T eam focused

Working well together is at the ❤ of everything we do

ORGANISATIONAL STRUCTURE

Mayor and Council

General Manager

Business Transformation & Customer Experience	**Corporate Services**	**City Planning**	**Infrastructure Services**
Corporate Communications & Events	Arts & Culture	Economic Development	Asset Systems & Planning
Legal Services/ General Counsel	Financial Services	Community Planning & Partnerships	Capital Program Director
People & Development	Governance & Risk	Development Assessment	City Services
	Information Services	Regulatory Services	Infrastructure Operations
	Property Management & Strategy	Strategic Planning	Project Delivery
	Internal Audit		Resource Recovery
			Wastewater

Council's Organisational structure as at 30 June 2024.

WORKFORCE PROFILE

This section details Council's diverse workforce and some of its key attributes. Undertanding our current workforce and how it is changing over time is vital to identifying the skills we have and what we need for the future.

OUR WORKFORCE IN 2024

420 EMPLOYEES

359	**61**	**5**
Full time/ Part time	Casual	Trainees

51.74% of our employees are female
48.26% of our employees are male

51.5% of our employees have worked with us for 0-5 years
17.5% of our employees have worked with us for 5-10 years
18.7% of our employees have worked with us for 10-20 years
12.3% of our employees have worked with us for 20+ years

56% of our employees are Hawkesbury residents

EMPOWERING OUR WORKFORCE

There are a number of challenges and opportunities that have been considered when assessing the capabilities of Hawkesbury City Council's workforce, and developing the future Resourcing Strategy.

SKILLS SHORTAGES

According to the Local Government Workforce Skills Survey (Nov 2022), over 91% of local government reported experiencing skills shortages in 2021-2022, and Hawkesbury City Council is among these Councils. These shortages correlate with a sustained challenge for Council, being the inability to compete with market remuneration for select key roles, particularly within the Infrastructure directorate.

Some of the most cited skill shortages across Local Government include engineers and project managers, which presents a particular challenge to Hawkesbury City Council with the roll out of the Western Sydney Infrastructure Grants Program projects, increasing asset renewal requirements as well as ongoing natural disaster recovery efforts. Council will be looking at alternative sources of recruitment and training to either develop suitable recruits internally, or to seek external applicants.

RECRUITMENT AND RETENTION

As global and national talent market trends of tight and competitive labour markets continue off the back of the 'great resignation', there will be a shift in Council's recruitment strategy to have greater focus on developing and building internal talent. As mentioned, Council has found it difficult to recruit for certain key roles, especially when competing with the private sector. To combat this, Council have used agencies to execute key recruitments.

Council has also been targeting recruitment strategies towards a diverse cohort of candidates, with a focus on inclusivity and youth, through the use of internships, traineeships, cadetships and graduate programs. This includes participation in the Next Gen Program, which will see ten Cadets and Apprentices working with Council in 2025.

PROFESSIONAL DEVELOPMENT AND TRAINING

Council is committed to ensuring that all staff have equal opportunity to engage in training and development initiatives, increasing participation across the organisation, and ensuring we are compliant. We have invested in systems and platforms designed to streamline our Learning and Development measures, as well as having an ability to respond quickly to any identified training gaps. These systems will enable us to consistently update our training matrix and calendar, and therefore inform other areas of our employee lifecycle, including recruitment and development.

Council is committed to the development of our staff, by continuing to facilitate our Leadership Development programs, as well as the introduction of a graduate program, to induct a new generation of staff into our organisation.

STAFF COSTS

The Long Term Financial Plan assumes annual increase in staff costs of 3% for 2025/2026 and 3% in future years, including an allowance for an award increase of 2.5%, step progressions, superannuation increases in line with the current legislation, and potential changes to the current staff establishment.

Currently, staff costs are approximately $40.7 million per annum, projected to be $44.5 million in 2028/29, reaching $50 million by 2032/33. These increases in staff costs need to be considered and new staff engaged in key priority areas.

DISASTER PLANNING AND FLEXIBILITY

The Hawkesbury region has been impacted by significant natural disasters both historically and in recent years, most notably flooding. These events have a significant impact on our workforce, with 56% of staff residing within the Hawkesbury area. Council is investing in disaster planning measures to improve the mobility and flexible work options for our staff during these times, to maintain business efficiencies, while also being of assistance to the community.

CHANGING WORK ENVIRONMENT

There are significant changes to the workplace that will have a flow on effect internally within our workforce and into the future. Council is continuing to embrace workplace flexibility, in terms of offering flexible working options that empower an agile workforce, as well as technological changes and a shift towards online systems and processes. This shift will require further investment in training for our workforce, in order to equip them to work from anywhere, particularly in light of the increased risk of natural disasters within our region. This need for increased digital literacy will also require investment in cyber security, to protect the assets of Council.

GOALS AND OUTCOMES

Moving forward, Council's action plan will focus on achieving the following outcomes:

1. INCREASING THE ENGAGEMENT AND ALIGNMENT OF OUR WORKFORCE

Council's employee engagement and alignment is measured annually, with a comprehensive survey every 2 years. The inaugural survey was completed in late 2021 with the most recent survey completed in early 2025.

By focusing on continuing to maintain and increase the engagement and alignment of our employees, we will foster a workforce that enjoys the work they do and who they work with. Collectively, we will work together to deliver the highest quality of service to the community, and ensure the future success of Council and the Hawkesbury.

2. RECRUITMENT OF A DIVERSE AND SKILLED WORKFORCE

Employing a diverse range of staff with varied skill sets, and the development of talent pools that we can utilise for a broad range of roles that become available within Council. Our recruitment will be effective in identifying people that will fit well within our culture early on in the process, and will enable us to provide them with a high quality candidate experience.

3. INVESTMENT IN OUR PEOPLE

Investing in the professional development of our staff, creating opportunities for them to move throughout Council into different fields, and therefore encouraging longevity and loyalty. We will see a return on investment through the expertise and skill sets of our workforce, that will ensure that we meet the performance standards expected by the organisation and the community.

4. CREATING AN AGILE WORKFORCE

Creating a culture where our staff are adaptable, and are equipped with the tools and resources they need to respond quickly and effectively to the needs of both the business and the community. Our workforce will seek to continuously improve our processes and systems, and collaborate in order to provide high quality customer service.

INCREASING THE ENGAGEMENT AND ALIGNMENT OF OUR WORKFORCE

What	How	When	Who	Success Measure
Understand how engaged our workforce is with their work and the goals of Council	Conduct regular comprehensive employee engagement surveys, with associated ongoing action planning and reviews.	2024–2028	People and Development	• Continuously increasing levels of engagement and alignment reflected in employee engagement survey results • Action plan initiatives for teams are met and/or exceeded
Council employees are living by and exhibiting Councils values	Council's Values to be embedded into all aspects of life at Council from induction to training, employee relations, customer experience and strategy.	2024–2026	People and Development Senior Leadership Team	• Increased staff retention rates • Above the line behaviours adopted by all staff at Council • Positive customer service metrics achieved • Positive customer experience metrics achieved
Upgrade of online performance management system	Review Councils online platform to ensure it assists with coordinating performance review processes, feedback portals, performance management processes	2025 – 2027	People and Development	• Reduced conduct and grievance matters • Managers feel empowered to manage the performance management and feedback process, in collaboration with People and Development where required
Ensure we are meeting our workforce objectives and monitoring progress	Reviewing the Resourcing Strategy and making any relevant updates	2024 – 2028	Business Transformation and Customer Experience and People and Development	• Council will have achieved the measures of success outlined in our Resourcing Strategy, within the specified date range

RECRUITMENT OF A DIVERSE AND SKILLED WORKFORCE

What	How	When	Who	Success Measure
Building a diverse and inclusive workforce	Focus on capturing diversity data during recruitment, and develop complementary reporting tools for analysis, in order to attract and retain a diverse pool of candidates	2024-2028	People and Development	• Increasing number of diverse candidates applying for roles at Council • Increasing number of diverse candidates successful in obtaining a role at Council • Ability to report on a number of diversity metrics
Invest in inclusive Pathways to Employment with Council	Engage and develop partnerships with community groups and employment agencies, to promote Council as an inclusive employer, and increase the diversity of potential candidates	2025-2027	People and Development	• Number of community and employment partnerships established • Increased number of job applicants with diverse backgrounds • Increased number of successful candidates with diverse backgrounds
Invest in alternative entry-level pathways to employment with Council	Develop a robust framework for alternative entry levels to Council including traineeships, cadetships, apprenticeships and graduates. Engage and build relationships with educational and community providers.	2024-2027	People and Development	• Increased number of entry-level roles created • Increased number of entry-level recruits hired • Graduate program established • Satisfaction surveys completed during the midpoint/end of the program
Review managers salary system	Review current system, and ensure it aligns with salary expectations for managers	2027-2028	People and Development	• Attract desirable candidates into senior positions within Council • Managers salaries are aligned relevant with market comparisons

INVESTMENT IN OUR PEOPLE

What	How	When	Who	Success Measure
Review Council induction and onboarding processes	Consult with new starters on their onboarding experience. Consult with our Learning Management System/Onboarding provider on options to streamline new starter experience	2024-2026	People and Development	• Positive feedback from new starters on their onboarding experience • Feedback from Managers on new starters readiness
Review training matrix to ensure currency in line with organisation chart, safety, compliance, and role requirements	Consult with Leaders across Council to understand training and licencing needs of all roles	2024-2026	People and Development	• Training matrix has been reviewed and published (internally). • Updated training matrix feeds into recruitment processes and selection criteria
Implement the Local Government Capability Framework	Partner with LGNSW and other Councils to understand how their learnings on implementing the Local Government Capability Framework	2026-2028	People and Development	• Number of Position Descriptions updated • Number of Training programs provided in line with the Local Government Capability Framework
E-learning course development	Purchase of an e-learning authoring tool: that the business can use to capture and develop e-learning content. Publish an eLearning course catalogue and continue to add new courses	2024 – 2028	People and Development	• Number of design templates created • Increased number of courses developed internally
Leadership Development	Continue to run leadership training programs for current and emerging leaders. Invest in free or funded leadership program opportunities for staff	2024 – 2028	People and Development	• New cohort of future leaders through each year • Number of participants successfully completing the programs • Number of participants moving into leadership roles

What	How	When	Who	Success Measure
Increase training participation across Council	Streamline training request process and promote training opportunities across Council. Development of individual development plans	2024-2028	People and Development	• Increased number of training requests. • Published training calendar is regularly updated. • Increased number of individual development plans.
Ensure Council is a Child Safe Organisation	Identify roles that are required to hold a Working With Children Check to perform their role Regularly conduct audit checks to ensure WWC checks are valid, and liaise with staff when renewal is required	2024-2025	People and Development	• Council will be recognised as a Child Safe Organisation • All relevant PDs updated to reflect the requirement of a WWCC for certain roles • All affected staff will have valid checks at all times.

CREATING AN AGILE WORKFORCE

What	How	When	Who	Success Measure
Manage staff hours remotely/digitally	Implement an electronic time sheet program	2026	Financial Services – Accounts Payable and Payroll	• Less payroll inaccuracies and time spent resolving pay disputes
Training staff in digital literacy and online services	With a focus on outdoor and operational staff, training them to be able to use online systems and processes	2025	People and Development Information Services	• Staff will be able to action relevant processes for themselves • Less time for managers spent on admin work on behalf of employees. • More accountability for staff and ability to work flexibly.
Workforce Disaster Planning	Develop a Business Continuity Plan (BCP) to be used during times of disaster that impacts on the ability of our workforce to perform their roles	2024-2025	People and Development	• Staff have the ability to work from alternative locations, if required • Business interruptions are minimised during times of unexpected disruption e.g. natural disasters. • Number of staff trained and available to be deployed to other roles when required
Protect the assets of Council and make them safely accessible to staff from all locations	Recruitment of a cyber security asset within the Information Services team, and education of staff regarding cyber security threats and prevention	2024-2025	Information Services	• Reduced risk of cyber attacks upon Council resources • No occurrences of significant data breach within Council I.T systems • High participation in staff training modules regarding cyber security measures