



# Workforce Strategy 2025-2029



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# Recognition of the Cammeraygal People

We respectfully acknowledge the Traditional Custodians of the land and waters of North Sydney local government area (LGA), the Cammeraygal people.

We recognise the Cammeraygal people as the Traditional Owners of the area known today as North Sydney. We acknowledge that the alienation of Cammeraygal Country occurred with a land grant in 1794 without consultation, treaty, or compensation.

Western archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, and likely for thousands more. We treasure and seek to preserve Cammeraygal connection to Country.

In 1890, when North Sydney Council was formed through the merging of three boroughs, the word Cammeraygal was included on its coat of arms. Today it holds a central position in the Council's logo as a reminder of the long and ongoing Indigenous heritage of this place.

In recent years, the spelling of Cammeraygal has varied to include Gammeraigal and Gai-maragal as our community has sought to reflect and honour the heritage of First Nations people in a more culturally appropriate manner.



# CEO's message



At North Sydney Council, our people are our greatest asset and our greatest opportunity. The way we recruit, align, develop, support and empower our workforce will ultimately define our success in serving the North Sydney community.

We aspire to create a workplace where people are not only capable but engaged and inspired to grow. A place where individuals who are passionate about making a difference come together - open to new ideas, committed to teamwork, and dedicated to helping one another reach

their full potential. Our culture is grounded in service to the community and a shared commitment to excellence.

Our diversity is our strength. We bring together people from a wide range of professional and cultural backgrounds, each contributing unique skills, experiences, and perspectives. United under the banner of North Sydney Council, we deliver more than 70 services and over 200 associated service activities that provide vital services that support the city and its people every day.

We are gardeners, accountants, street cleaners, town planners, engineers, concreters, and customer service officers. We are librarians, parking officers, rangers, IT professionals, youth workers, events producers, building surveyors, and carpenters. And that's just the beginning. Together, we are the heart of North Sydney Council – delivering services that touch every corner of the community.

This Workforce Strategy is our commitment to employees. It sets out how we will support our people – through programs that engage, develop, recognise, and retain a skilled and motivated workforce. It is built around four strategic priorities:

**Priority 1** Align talent with purpose, creating a workforce where people and roles align

**Priority 2** Build capability for a changing future

**Priority 3** Create a safe, flexible, and supportive work environment

**Priority 4** Enable workforce success through strong people systems and support

These priorities provide the foundation for future-ready organisation, where everyone has the opportunity to thrive and contribute meaningfully.

Together, let's continue to make North Sydney a great place to live, work, and grow.

A stylized, handwritten signature in dark ink, likely belonging to Therese Cole.

**Therese Cole**  
Chief Executive Officer



# Overview

The Workforce Strategy is a core component of North Sydney Council's Integrated Planning and Reporting (IP&R) framework, sitting alongside North Sydney Community Strategic Plan, Delivery Program, and Operational Plan. It is part of Council's Resourcing Strategy and provides a four-year roadmap to ensure Council has the right people, with the right skills, in the right roles to deliver on community priorities and strategic objectives. By aligning workforce planning with long-term community goals, the strategy positions Council to meet current and future service delivery challenges in a changing and complex environment. In support of a diverse and inclusive workplace, the strategy is underpinned by Council's Equal Employment Opportunity (EEO) Management Plan, which promotes fair and equitable employment practices across all workforce decisions.

This strategy has been developed in accordance with the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines issued by the Office of Local Government. It also considers a range of relevant legislation that guides ethical, inclusive, and safe workforce practices. These include:

- Multicultural NSW Act 2000
- Disability Inclusion Act 2014
- Public Interest Disclosures Act 1994
- Anti-Discrimination Act 1997
- Carers (Recognition) Act 2010
- Work Health and Safety Act 2011

The strategy assesses workforce trends, pressures, and future capability requirements to ensure Council remains an employer of choice and is equipped to support a diverse, inclusive, and high-performing workforce. It also recognises the importance of fostering a flexible and values-based organisational culture that supports wellbeing, innovation, and continuous improvement. By identifying strategic workforce priorities, this strategy will support the implementation of the Delivery Program and enable Council to adapt and thrive in response to community needs, emerging challenges, and future opportunities.



# Integrated planning and reporting

Our approach to Integrated Planning and Reporting (IP&R) is based on the legislated IP&R Framework for NSW. It is a structured framework that helps Council effectively plan for and deliver on community needs. It ensures long-term sustainability by aligning actions with available resources and fosters transparency and accountability through regular monitoring and reporting.

As detailed in the diagram below, the North Sydney Council IP&R cycle is underpinned by eight key **Informing Strategies**: **Environment, Social Inclusion, Open Space and Recreation, Integrated Transport, Economic Development, Culture and Creativity, Housing and Governance**. These strategies provide a direct link between community priorities articulated in the Community Strategic Plan and Council's Delivery Program.



Figure 1: Integrated Planning and Reporting at North Sydney



## Purpose

The Workforce Strategy ensures Council can meet the commitments outlined in its Delivery Program by attracting, supporting, developing, and retaining a diverse, skilled, and dedicated workforce focused on serving the community.

## Our vision

An engaged, diverse and forward-thinking team that's always looking for new and better ways to serve the North Sydney community – driven by innovation, improvement, and a shared commitment to making a real difference.

## Our values

**Sustainability** – equity, preservation, justice and precaution

**Community Service** – efficiency, effectiveness and responsiveness

**Open Government** – transparency and accountability

**Ethical Conduct** – honesty and integrity

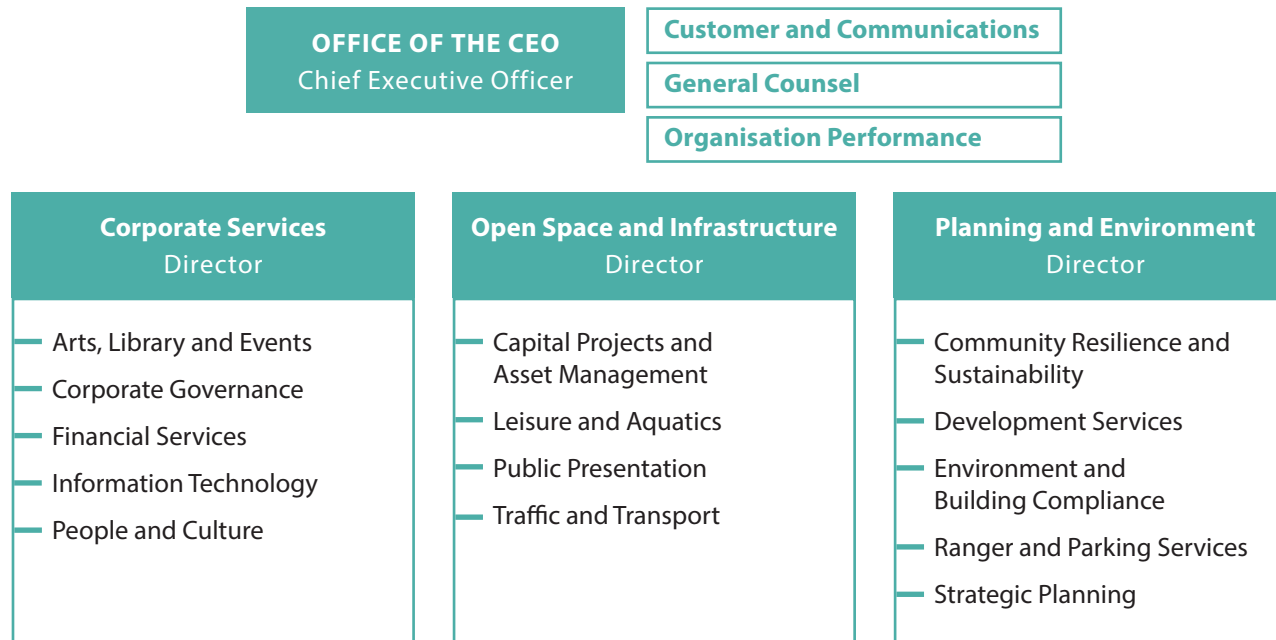
**Justice** – fairness and equity

**Quality** – innovation and excellence

**Teamwork** – cooperation and respect



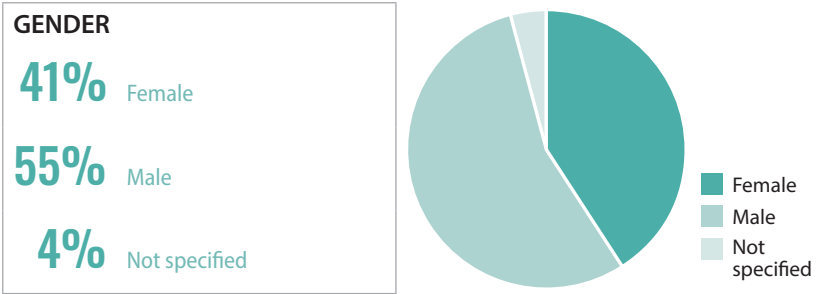
# Our organisation





# Our workforce

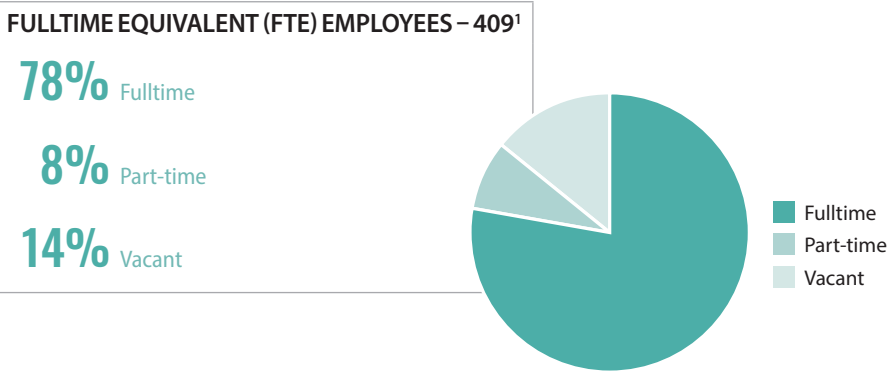
Years of Service	0-5	6-10	11-20	21-30	31-40	40+
Percentage	48%	19%	20%	10.5%	2%	0.5%



Age	<24	25-54	55-64	65 and over
Number of employees	5%	60%	29%	6%

## HOW FAR STAFF TRAVEL TO WORK

Distance	<10km	10-20km	20-30km	30-50km	>50km
Percentage	55.6%	23.5%	9.3 %	5.1 %	6.5%



SOURCES <sup>1</sup> Based on staff establishment January 2025  
<sup>2</sup> Based on 72,900 estimated resident population (2024). Regional Population Growth, Australian Bureau of Statistics (2024), via community.id. by id (informed decisions)  
<sup>3</sup> Based on 80,700 working population (2021). North Sydney Council Community Profile (2023), via community.id. by id(informed decisions)



# Workforce resourcing

Council's resourcing is fundamentally shaped by its **workforce establishment** – the planned and approved staffing structure that defines the number and types of roles required to meet service delivery commitments and achieve the strategic goals outlined in the Delivery Program and Operational Plan.

Over the past two years, Council has undertaken a significant review and realignment of this structure to strengthen leadership, address resourcing gaps, and improve organisational capacity. These changes were designed to better support frontline services and alleviate pressure points that had been affecting performance and delivery outcomes.

Targeted resourcing improvements were made in key areas such as:

- **Parks and Gardens**, where staffing levels had not kept pace with population growth and rising maintenance demands
- **Organisational Performance and Improvement**, to drive improvement projects and initiatives across the organisation
- **Customer Experience**, to develop improved customer related systems and processes
- **Building Compliance**, which faced increasing workloads due to growing development activity
- **Financial and Risk Management**, where enhancements were necessary to address capability gaps and support more informed, transparent decision-making

Despite these improvements, Council continues to face resourcing challenges. Financial constraints and ongoing skill shortages across several sectors have contributed to high vacancy rates. This has required careful workforce management to minimise the impact on existing staff and maintain service standards, while managing community expectations.

Council's focus on financial repair aims to address these challenges and invest in workforce initiatives that support a strong, stable, sustainable and high performing workforce culture. This includes addressing workplace accommodation standards, corporate systems and processes, along with prioritisation of learning and development.

Over the next four years, Council commits to invest in the following areas:

- Improvements to workplace accommodation at Council's administration building commencing with a renewal of roofing for improved safety and working conditions.
- A review of Council's works depot at Lillis St Depot and plan for future depot accommodation that improves the safety and amenity for workers.
- Commencing 2026–27 an additional investment in learning and development will ensure all staff have access to training in key areas such as leadership, corporate knowledge, digital literacy, and required technical training. In addition, it will support staff wellbeing while continuing to work in a challenging environment.
- Within 2026-27 Council's workforce establishment will be expanded in the following areas to support Council priorities:
  - North Sydney Olympic Pool – the establishment of a workforce to operate the pool
  - Development Assessment – to assist in improving development assessment times
  - Consideration will also be given to reallocation of resources to introduce property planning and development expertise

In addition, Council's Delivery Program aspires to invest in the following areas, noting that additional funding will be required to achieve the desired outcomes. These areas include:

- new corporate enterprise systems to reduce frustration and assist employees in efficiently and effectively delivering services. This also includes new Human Resource Management Systems to improve data, employee experience and communications.
- Expanding Council's workforce establishment in the following areas to support strategic outcomes:
  - Sustainability – to support the demand for additional Streets Alive program sites

- Economic Development – to support economic development and business support initiatives in the local area
- Arts and Culture – to support projects within Council's Culture and Creativity Strategy

Resourcing will be continually reviewed throughout the four-year period to ensure resources are prioritised to those areas of most need. The demands on Council's workforce and knowledge-based deliverables will be supplemented from time to time with contractors or consultants.

Contractors or agency staff may be used to fill temporary positions or seasonal peaks in workload. Consultants will typically be used where a particular expertise is only required for a project and not on an ongoing and regular basis.

Workforce Budget	2025-26 (Yr1) \$	2026-27 (Yr2) \$	2027-28 (Yr3) \$	2028-29 (Yr4) \$
Salaries and Wages	42,986,110	44,812,921	46,717,457	48,703,101
Employee Leave Entitlements	5,723,850	5,967,100	6,220,700	6,485,100
Superannuation	6,868,620	7,160,520	7,464,840	7,782,120
Workers' Compensation Insurance	1,144,770	1,193,420	1,244,140	1,297,020
Fringe Benefit Tax	228,954	238,684	248,828	259,404
Other Employee Costs	286,192	298,355	311,035	324,255
<b>Grand Total</b>	<b>57,238,496</b>	<b>59,671,000</b>	<b>62,207,000</b>	<b>64,851,000</b>



# Challenges and opportunities

The Council's workforce is influenced by a variety of internal and external factors that impact our ability to attract, support, and retain staff. The table below highlights key workforce challenges and opportunities, drawn from employee feedback, organisational analysis, and broader industry trends. These insights will guide our strategic priorities into the future.

## Technological change and automation

The rapid pace of technological change is outstripping Council's current systems, many of which are outdated and fragmented. This limits our ability to streamline processes, share information effectively, and deliver efficient, customer-focused services. As community expectations for digital access and responsiveness continue to grow, the risk of falling behind becomes more pronounced.

To remain effective and future-ready, Council must invest in modern, integrated technologies and build digital capability across the workforce – enabling staff to focus on higher-value tasks, improve service delivery, and adapt to ongoing technological disruption.

Digital transformation offers a valuable opportunity to modernise operations, automate routine tasks, and improve service delivery. By investing in fit-for-purpose systems and building digital capability across the workforce, Council can enhance performance, support smarter decision-making, and attract talent seeking a modern, innovative workplace.

## Competing for skilled talent and expertise

Council, like much of local government, faces strong competition for skilled professionals – where private sector roles often offer higher salaries and faster career progression. This makes it difficult to attract and retain the talent needed to meet growing community demands. Additionally, the public sector's reputation for bureaucracy and slower career advancement can make it harder to compete.

To address this, there is an opportunity for Council to strengthen its employee value proposition by highlighting the impact of public service, fostering a flexible and inclusive culture, and offering meaningful career development. By focusing on purpose, work-life balance and growth opportunities, Council can better compete for and retain skilled talent.

## Workforce skills shortages

To maintain high-quality services and respond to changing community needs, Council must address current and emerging skill shortages. These gaps affect our ability to deliver core services, manage growth, and modernise our operations.

Workforce skills shortages require Council to proactively invest in workforce development and talent acquisition strategies. By strengthening training, career pathways, and our employer brand, Council can build internal capability and attract diverse talent. Expanding the use of cadetships, apprenticeships, and trainee programs will also help grow our future workforce from within the community, ensuring we have the skills needed to meet both current and future service demands.

Skills shortages currently exist in the following areas due to skills shortages or competition within and outside the sector:

- Senior level roles, including Director level, Chief Financial Officer, Chief Information Officer
- Development Assessment professionals
- Building and compliance professionals
- Rating professionals
- Engineering professionals
- Senior procurement and contract professionals
- Arborist

Future skills need due to emerging needs, ageing workforce and/or anticipated future skills shortages or competition include:

- Environmental planners and sustainability officers
- Project and contract management officers
- IT professionals
- Data analysts
- Qualified tradespersons
- Outdoor based operational positions

## **Adapting to new ways of working**

While remote work has been successfully introduced at Council, the broader changes required to support a flexible, modern work environment have not kept pace with evolving expectations. The shift to remote and hybrid work models has highlighted gaps in how we lead, collaborate, and foster continuous learning in a distributed workforce. Traditional management and communication approaches, while effective in a physical office setting, are less suited to the dynamic needs of remote teams. There is a growing need to rethink leadership strategies, communication tools, and learning opportunities to ensure employees are supported, connected, and empowered to perform at their best, regardless of their work location.

This challenge presents an opportunity for Council to invest in leadership development for remote and hybrid environments, enhancing collaboration tools, and expanding virtual learning opportunities, we can create a more agile, resilient, and engaged workforce capable of adapting to change and meeting evolving demands.

## **Ageing workforce**

As many experienced employees approach retirement, Council faces the challenge of retaining their valuable knowledge while also attracting and developing younger talent to ensure continuity. This shift could lead to skills gaps and added pressure on remaining staff.

This presents an opportunity to implement structured mentoring, succession planning, and knowledge transfer initiatives. By ensuring strong record management practices, process mapping, and fostering a multigenerational workforce, Council can preserve critical knowledge. Additionally, investing in targeted training and offering flexible work options will help ensure a smooth transition, positioning Council for long-term sustainability.

## **Geographical location**

The geographical location of North Sydney presents a challenge for Council in attracting and retaining talent. Due to the high cost of housing, many of our employees' commute from outside the area, which can lead to increased staff turnover and difficulties in maintaining a stable, local workforce. Additionally, with the City of Sydney Council located nearby, we face significant competition for skilled professionals, particularly as they can offer higher salaries and more attractive benefits, given their larger size and resources.

Despite challenges with geographical location and salary competition, Council has an opportunity to differentiate itself by offering non-financial benefits such as job stability, career progression, and community impact. By enhancing flexible work arrangements, investing in professional development, and fostering an inclusive culture, we can attract and retain talent committed to public service.



## **Rising community expectations vs financial constraints**

Council faces increasing pressure to meet rising community expectations for high-quality, responsive services, despite operating within tight financial constraints. This imbalance can strain resources, place additional pressure on staff, and limit our ability to expand or improve services. Managing these competing demands requires careful planning, prioritisation, and clear communication about what can realistically be delivered.

This challenge presents an opportunity for Council to improve how we work, deliver services more efficiently, and engage the community in setting realistic expectations. By leveraging technology, streamlining processes, and focusing resources on priority areas, we can provide more sustainable services within existing financial limits. At the same time, it's vital to support the wellbeing of our workforce. Investing in wellbeing programs, workload management strategies, and a supportive workplace culture will help staff manage pressure, stay engaged, and continue delivering high-quality services to the community.

## **The political environment**

Employees in local government work within a dynamic environment shaped by the diversity of views and priorities that are central to a healthy democratic process. The robust exchange of ideas among decision makers at all levels of government is both natural and necessary to effective governance. However, when political differences act to create tension within the community, or are perceived as personal in nature, this can inadvertently affect interactions between residents and employees, or employees and Council leading to reduced staff morale, uncertainty around roles, and reduced overall satisfaction and confidence in organisational direction.

Over time, sustained political tension may contribute to mixed messaging, shifting priorities, and increased pressure on staff to manage competing expectations. This can create stress, reduce engagement, and affect the psychological wellbeing of the workforce.

To support a high-performing and resilient workforce, Council has an opportunity to proactively strengthen workplace culture through leadership

practices that promote stability, trust and fairness. Ensuring elected officials are aware of their responsibility and establish clear frameworks to help staff navigate complex political contexts will ensure employees remain focused, supported, and aligned with the organisation's long-term values and goals.

## **Change and challenge fatigue**

Over the past five years, Council has faced sustained periods of change and pressure. Uncertainty and change in response to the COVID-19 pandemic in 2019-20 and 2021. The commencement of the North Sydney Olympic Pool project in 2021 and with it, extended and ongoing challenges—including delays, cost overruns, and understandable public scrutiny and lost confidence.

The introduction of a new leadership team in 2022–23 prompted widespread organisational review, realignment, and strategy development. In 2024, the NSW Government Housing Reforms created community concern, requiring a significant response from Council staff. At the same time, expectations in relation to improved development application times added further pressure in an area of industry wide skills shortage.

In 2024-25, actions to improve and manage Council's financial position resulted in reduced budgets, created additional uncertainty in relation to the sustainability of the Council. More recently Council's application to increase rate revenue was refused in full by the Independent Pricing and Regulatory Tribunal.

While workforce engagement has remained positive, the cumulative impact – managed alongside day-to-day service delivery – has contributed to a level of organisational fatigue.

Over the coming year, further efforts will be required to introduce improvement and productivity gains. New financial measures will be initiated, and new modelling undertaken in preparation of a new financial repair strategy and special rate variation application. Improving Council's financial position will provide an opportunity to reset and allow leaders the opportunity to spend more time with the workforce refining and consolidating the efforts of recent years into a sustainable program of improvement.











**CULTURE**





A strong, positive organisational culture fosters an environment where employees feel engaged, valued, and motivated, which enhances productivity and innovation. When the culture aligns with the organisation's strategic goals, it drives a unified effort towards achieving those goals, ensuring that every team member is committed to the same vision.

Culture is the number one contributor to organisational performance. Put simply, culture can be described as **'the way we do things around here'**. Culture is often attributed to human behaviour, however what is often forgotten is the drivers of this behaviour. These drivers include the structures, systems, processes, leadership, skills and qualities that support an individual.

Culture is complex. It develops over time and is generally slow to change.

Building a high performing culture requires focus and commitment from both the governing body of council and the operational leadership and teams. Each has an influence on culture.

### Where are we now?

In August 2023, our first organisation culture measure was taken using the Human Synergistics Framework, a leading research-based framework used across the world. The culture we aspire to would deliver improved customer and employee satisfaction and requires the following 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.

The result of Council's survey indicated an opportunity for growth and improvement in the following areas:

- Clearly communicating the aspiration of the organisation.
- Improving goals and expectations across the organisation, including strategic, operational and individual goal setting.
- Improving job design, ensuring interdependence and effectiveness.
- Improving motivational processes to build a clear connection between effort, performance and rewards.
- Building leadership capacity.
- Developing performance evaluations which communicate that high quality work, cooperation, support and enthusiasm are a key organisational requirement.
- Shaping an environment that is conducive to learning and development.
- Using employee ideas to identify ways to increase productivity and communicate that it is everyone's responsibility.
- Creating open and clear lines of communication

This Workforce Strategy aims to build upon the work undertaken since 2023 towards improvement in these areas.







# ENGAGEMENT AND CONSULTATION

What do you enjoy most about your work environment?

Collaborating with colleagues on projects. Receiving input and bouncing ideas off others within my team with different skillsets and strengths to produce quality work

I love the outdoors

work flexibility and the interesting nature of the projects!

I work for an organisation that everyone wants the best outcome for the community they represent. People are passionate and believe in their impact

Diverse range of work that is always keeps you challenging and find new solutions.

What do you enjoy most about the work you do?

Whenever I get bogged down or feel worn out with a task, I look at the task in front of me and I can see why it is for the benefit of the communities we represent. When I compare this to other roles I have had, I find it really satisfying that we are in an organisation that professional and passionate people are constantly pushing for good community outcomes - These people are often unseen by our community

Interacting with the community and helping them with their problems

Why are you proud of your organisation?

I'm proud to work for a community minded organisation.

Within Cleansing we do our best to keep the LGA a clean and safe environment for all that visit.



The responses to these comments are reflected throughout the strategy, demonstrating the ways in which we intend to address the feedback.

It is a supportive organisation to work for and there is a strong focus on wellbeing and development - people over work but the systems are lacking and don't support people to do the work in the best possible way.

I believe we're an organisation that works hard to provide excellent service to our community.

Council roles seem to be viewed favourably, it's a privilege to be working for the community and making their living, working and visiting conditions better

NSC has a reputation as being one of the best Local Councils for both employees and residents. NSC provides great service to the community. Is trying to do the right thing by their employees in several facets of employment, though my general observation is that many areas of NSC have been understaffed for way too long and it has taken it's toll on the health and well-being of many.

We are loved and appreciated by the community.

**What's the most fulfilling aspect of your role?**

Being a part of this period of change at Council really inspires me. There are so many fantastic possibilities ahead of us!

Seeing all the hard work my team puts in leading up to an event, getting the grounds into the shape they are, then having the event and getting great feedback from world class athletes is rewarding for us all!

Sustainability is a core value for the organisation. Council has a sustainability strategy and goals to achieve.

Providing general technical information to customers who are lost in the red tape of the building process and providing possible options that may resolve their issues in a practical way, then seeing them happy once they lawfully get to use their building.

Seeing the impact the library, its spaces, resources and programs have on the community.

# Engagement and Consultation

Over the past two years, more than 4,000 individual pieces of written feedback have been received from employees across every area of Council. These insights have given us a clear and valuable picture of the employee experience—what’s working well, and where improvements are needed.

This Workforce Strategy directly responds to that feedback, outlining practical actions and initiatives aimed at strengthening our workplace culture, supporting our people, and addressing the challenges and opportunities our staff have highlighted.

This includes:

FEEDBACK	STRATEGIC ACTIONS ADDRESSING FEEDBACK
Employees are seeking greater recognition and appreciation for their individual contributions, beyond just financial rewards.	1.6, 3.2
Employees have expressed concerns about the fairness and market competitiveness of their salaries.	4.2
Employees believe more resourcing is required to manage workloads effectively and meet the growing expectations and demands of the community.	1.1
Employees feel there is an opportunity to improve training and development offerings to grow their skills and realise their potential.	2.2, 2.4, 2.5
Employees feel that current systems and processes create barriers that hinder their ability to perform at their best.	4.1, 4.3
Employees see an opportunity to improve clarity around goals, expectations, and accountabilities through more effective two-way feedback and communication channels.	1.6, 2.3, 4.1
Employees feel that workplace accommodation and facilities have been under-prioritised and believe targeted investment is needed to support staff wellbeing and help attract and retain talent.	3.3, 3.4, 3.6

# Strategic Priorities

## PRIORITY 1: Align talent with purpose – creating a workforce where people and roles align

It is important that we build a workforce that is fit-for-purpose by aligning employee capabilities, values, and aspirations with organisational needs.

This includes strategic workforce planning, role clarity, capability-based recruitment, internal mobility, and succession planning to ensure that staff are

well-matched to their roles, supported in their development, and empowered to perform at their best.

By focusing on the right people in the right roles, Council can improve service delivery, foster a culture of accountability and excellence, and build resilience in the face of political and operational complexity.

Strategic Action 1.1 Develop and implement strategic workforce		Responsible	2025–26	2026–27	2027–28	2028–29
1.1.1	Conduct regular workforce planning reviews to identify future capability and role requirements across the organisation.	Service Unit Manager Service Unit Planning	●	●	●	●
1.1.2	Integrate workforce planning into service planning cycles to anticipate changes in service delivery and community expectations.	Service Unit Manager Service Unit Planning	●	●	●	●
Strategic Action 1.2 Strengthen capability-based recruitment and selection		Responsible	2025–26	2026–27	2027–28	2028–29
1.2.1	Update recruitment processes to include values-based and capability-focused assessment tools.	People and Culture		●		
1.2.2	Train hiring managers in inclusive and strategic recruitment practices to better match candidates to long-term organisational needs.	People and Culture		●		
1.2.3	Develop recruitment promotion materials promoting the Employee Value Proposition at North Sydney.	People and Culture	●			
Strategic Action 1.3 Induction and onboarding		Responsible	2025–26	2026–27	2027–28	2028–29
1.3.1	Develop an engaging and informative induction program to introduce and onboard new staff to the team.	People and Culture	●			
Strategic Action 1.4 Expand entry-level pathways and talent pipelines		Responsible	2025–26	2026–27	2027–28	2028–29
1.4.1	Invest in targeted programs such as apprenticeships, traineeships, graduate, and school-based initiatives to build a sustainable pipeline of talent.	People and Culture	●	●	●	●
1.4.2	Partner with local schools, TAFEs, and universities to promote careers in local government and attract a diverse new generation of workers.	People and Culture			●	●



## PRIORITY 1: Continued

Strategic Action 1.5 Promote internal mobility and talent development			Responsible	2025–26	2026–27	2027–28	2028–29
1.5.1	Create structured pathways for internal progression, including secondments, mentoring, and temporary project roles.		People and Culture Personal Best	●	●	●	●
1.5.2	Build a central talent pool for high-potential employees to be matched with stretch opportunities and development roles.		People and Culture Personal Best	●	●	●	●
Strategic Action 1.6 Enhance role clarity and performance alignment			Responsible	2025–26	2026–27	2027–28	2028–29
1.6.1	Review and update position descriptions to reflect core responsibilities, behavioural expectations, and future-focused capabilities.		Service Unit Manager Service Unit Planning	●	●	●	●
1.6.2	Align individual performance goals and plans with organisational objectives, supported by regular check-ins and feedback cycles.		Service Unit Manager Service Unit Planning	●	●	●	●
Strategic Action 1.7 Establish succession planning for critical roles			Responsible	2025–26	2026–27	2027–28	2028–29
1.7.1	Identify key leadership and technical roles requiring succession plans and develop tailored plans.		Service Unit Manager Service Unit Planning			●	●
1.7.2	Pair potential successors with development opportunities and leadership mentoring		People and Culture Personal Best			●	●

## PRIORITY 2: Build capability for a changing future

Develop a workforce with the right skills, knowledge, and adaptability to meet current service demands and respond to future challenges. This includes investing in continuous learning, targeted development programs, leadership capability, and future-focused skill sets such as digital literacy, collaboration, and resilience. By proactively identifying and addressing capability gaps, Council can ensure its people are confident, competent, and prepared to deliver high-quality services in a dynamic and often politically influenced environment.

Strategic Action 2.1 Conduct a workforce capability assessment		Responsible	2025–26	2026–27	2027–28	2028–29
2.1.1	Map existing workforce skills against current and future service delivery needs.	Service Unit Manager Personal Best		●	●	●
2.1.2	Identify critical capability gaps across functions, with a focus on digital, leadership, and customer-centred service.	Service Unit Manager Service Unit Planning		●	●	●
Strategic Action 2.2 Implement a targeted learning and development framework		Responsible	2025–26	2026–27	2027–28	2028–29
2.2.1	Introduce tiered development programs tailored to emerging leaders, technical experts, and frontline staff.	People and Culture Personal Best	●	●	●	●
2.2.2	Provide structured learning pathways including micro-credentials, e-learning, and professional accreditation support.	People and Culture Personal Best	●	●	●	●
2.2.3	Identify retraining opportunities for staff in positions vulnerable to future automation.	Service Unit Manager Personal Best			●	●
Strategic Action 2.3 Strengthen leadership capability at all levels		Responsible	2025–26	2026–27	2027–28	2028–29
2.3.1	Deliver a leadership development program that includes strategic thinking, political acumen, change management, and inclusive leadership.	People and Culture Personal Best	●	●	●	●
2.3.2	Offer 360-degree feedback and coaching for current and emerging leaders.	People and Culture Personal Best	●	●	●	●
Strategic Action 2.4 Foster a culture of continuous learning		Responsible	2025–26	2026–27	2027–28	2028–29
2.4.1	Embed learning goals into performance development plans.	Service Unit Manager Personal Best	●	●	●	●
2.4.2	Create team-based learning initiatives and knowledge-sharing platforms.	Service Unit Manager	●	●	●	●
Strategic Action 2.5 Build future-focused and transferable skills		Responsible	2025–26	2026–27	2027–28	2028–29
2.5.1	Prioritise skill development in areas such as data literacy, digital transformation, systems thinking, and resilience.	People and Culture	●	●	●	●
2.5.2	Support cross-functional secondments and projects to build agility and broader organisational understanding.	People and Culture	●	●	●	●

### PRIORITY 3: Create a safe, flexible and supportive work environment

Foster working conditions that promote employee wellbeing, engagement, and productivity by prioritising safety, flexibility, inclusivity, and modern workplace practices. This includes supporting diverse workstyles through flexible work arrangements, ensuring physical and psychological safety, and providing the tools, technology, and environments that enable people to do their best work. By creating the right conditions, Council can attract and retain talent, reduce burnout, and build a resilient, high-performing workforce that is equipped to serve the community effectively.

Strategic Action 3.1 Embed flexible work practices		Responsible	2025–26	2026–27	2027–28	2028–29
3.1.1	Review, develop and implement a flexible work policy that supports hybrid, part-time, job share, and remote work arrangements.	People and Culture		●	●	●
3.1.2	Provide training for managers to lead flexible teams effectively.	People and Culture		●	●	●
3.1.3	Develop and implement an internal communication strategy to ensure the challenges of remote workplaces are considered and responded to.	Customer and Communications	●			
Strategic Action 3.2 Review and enhance recognition, feedback and appreciation		Responsible	2025–26	2026–27	2027–28	2028–29
3.2.1	Review and enhance organisational recognition programs to ensure regular recognition of individual and team achievements.	People and Culture	●	●		
3.2.2	Recognise and promote the positive impact of Councils culture on our customers and community through communications and recognition activities.	Customer and Communications	●	●	●	●
Strategic Action 3.3 Strengthen leadership capability at all levels		Responsible	2025–26	2026–27	2027–28	2028–29
3.3.1	Review and strengthen WHS physical and mental health frameworks.	People and Culture	●	●	●	●
3.3.2	Develop and deliver a training program to ensure continuous WHS training for people leaders.	People and Culture	●	●	●	●
3.3.3	Provide resources for teams exposed to regular conflict.	People and Culture		●	●	●
Strategic Action 3.4 Modernise workspaces and technology		Responsible	2025–26	2026–27	2027–28	2028–29
3.4.1	Improve workplace accommodation to support safe and engaging working conditions and amenity, collaboration and focused work.	People and Culture	●	●	●	●
3.4.2	Undertake a review of the works depot at Lillis Street and plan for future accommodation with improved safety and amenity.	Capital Projects and Asset Management	●	●		
3.4.3	Identify and invest in reliable digital tools and IT support to enable effective collaboration and hybrid working.	People and Culture		●	●	●



### PRIORITY 3: Continued

Strategic Action 3.5 Promote equity, inclusion and belonging		Responsible	2025–26	2026–27	2027–28	2028–29
3.5.1	Create relationships and belonging through a calendar of engagement activities.	People and Culture	●	●	●	●
3.5.2	Celebrate and recognise our diversity and the importance of inclusion.	People and Culture	●	●	●	●
3.5.3	Conduct regular inclusion audits and respond with targeted actions.	People and Culture		●		●
3.5.4	Hold an annual workforce development day to inform, engage and build relationships across the organisation.	People and Culture	●	●	●	●
3.5.5	Incorporate disability awareness training into learning and development frameworks.	People and Culture	●	●	●	●
3.5.6	Gain recognition from the Australian Network on Disability as a Disability Confident Recruiter.	People and Culture				●
3.5.7	Provide internships/traineeship opportunities for people with disabilities.	People and Culture		●	●	●
3.5.8	Undertake research and develop organisational gender equity goals.	People and Culture		●	●	●
Strategic Action 3.6 Support employee wellbeing		Responsible	2025–26	2026–27	2027–28	2028–29
3.6.1	Review wellbeing initiatives and align with current needs.	People and Culture		●		
3.6.2	Introduce a 'wellbeing check-in' framework for team leaders.	People and Culture		●		

## PRIORITY 4: Enable workforce success through strong people systems and support

Ensure the organisation is equipped with contemporary human resources policies, systems, and support mechanisms that empower staff, enable consistent people management practices, and respond to the evolving needs of the workforce. This includes modernising HR systems, streamlining processes, strengthening policy frameworks, and improving access to advice, data, and tools for both leaders and employees. By embedding strong people infrastructure, Council can drive efficiency, compliance, and employee confidence while creating the foundation for a high-performing and future-ready workforce.

Strategic Action 4.1 Modernise HR systems and technology		Responsible	2025–26	2026–27	2027–28	2028–29
4.1.1	Implement or upgrade the Human Resource Information System (HRIS) to improve efficiency in recruitment, onboarding, performance, learning, and reporting. (SUBJECT TO FUNDING)	People and Culture		●	●	
4.1.2	Provide employee and manager self-service portals for real-time access to HR tools and information. (SUBJECT TO FUNDING)	People and Culture			●	●
4.1.3	Review, develop and implement an improved platform for Councils Personal Best Framework.	People and Culture	●			
4.1.4	Review current feedback and engagement platforms and develop a solution for improved integration of the results into workplace improvement.	People and Culture	●			
Strategic Action 4.2 Review and improve salary system		Responsible	2025–26	2026–27	2027–28	2028–29
4.2.1	Review the salary structure to ensure our EVP is supported by remuneration that is fair, transparent, above award and competitive in the market.	People and Culture	●			
4.2.2	Implement a new job evaluation system that measures internal and external relativities to ensure market competitiveness.	People and Culture	●			
4.2.3	Develop and implement a market and retention allowance policy.	People and Culture	●			
Strategic Action 4.3 Review and streamline HR policies and procedures		Responsible	2025–26	2026–27	2027–28	2028–29
4.3.1	Undertake a comprehensive review of HR policies to ensure they are contemporary, accessible, inclusive, and compliant with legislation.	People and Culture	●	●	●	●
4.3.2	Simplify and standardise people processes to reduce administrative burden and improve consistency.	People and Culture	●	●		

### PRIORITY 3: Continued

Strategic Action 4.4 Strengthen HR advisory and support services		Responsible	2025–26	2026–27	2027–28	2028–29
4.4.1	Build the capability and visibility of the HR team to support leaders in workforce planning, employee relations, and organisational change.	People and Culture	●	●	●	●
4.4.2	Provide clear escalation pathways and resources to assist staff and leaders with people matters.	People and Culture	●			
Strategic Action 4.5 Leverage workforce data and analytics		Responsible	2025–26	2025–26	2025–26	2025–26
4.5.1	Develop dashboards and reporting tools to provide leaders with real-time workforce insights. (SUBJECT TO FUNDING)	People and Culture			●	●
4.5.2	Use data to inform decision-making on workforce trends, risk areas, and future planning.	People and Culture	●	●	●	●
Strategic Action 4.6 Enhance HR capability across the organisation		Responsible	2025–26	2025–26	2025–26	2025–26
4.6.1	Deliver targeted training for leaders on key HR practices including performance management, workplace conduct, inclusion, and change leadership.	People and Culture		●	●	●
4.6.2	Provide accessible guidance materials and toolkits for people management.	People and Culture		●		



# Measuring Success

Council is committed to ensuring the Workforce Strategy remains a dynamic and effective tool for guiding our people priorities. Success will be measured through a combination of workforce performance indicators, regular progress reviews, and continuous alignment with organisational goals and community expectations. Key metrics such as staff retention and turnover rates, employee engagement levels, internal mobility, diversity representation, and investment in professional development will be tracked to assess the impact of initiatives over time.

Progress will be monitored through Council's integrated planning and reporting processes to ensure the strategy remains relevant and effective.

Council will assess the implementation of workforce initiatives and their alignment with organisational goals, adapting strategies as needed in response to emerging challenges or changing priorities. This approach supports continuous improvement and ensures the Workforce Strategy remains a practical and responsive tool for building a capable and future-focused workforce.

The status of actions in the Workforce Strategy will be reported to Council's Executive Leadership Team annually. The report will then be provided to Staff Consultative Committee for wider distribution to staff.





## TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

### CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话 (02) 9936 8100。这是一项免费服务。

### HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषिया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सिडनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषिए के लिए अनुरोध करें। यह एक निःशुल्क सेवा है।

### JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス(TIS)にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンシルにつながるように伝えてください。当サービスは無料です。

### PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

### SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02 9936 8100). Este es un servicio gratuito

### KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.



North Sydney Council,  
200 Miller Street, North Sydney NSW 2060

**P** (02) 9936 8100 | **E** [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au)

[www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)

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