



Resourcing Strategy Workforce Management Strategy 2025–2029

Endorsed June 2025





Aboriginal and Torres Strait Islander statement

We the residents of the Inner West acknowledge Aboriginal and Torres Strait Islander peoples as the First peoples of this land.

We greet the living members of the oldest living continuous culture on earth and celebrate their wisdom and special connections to the lands, sky, and waterways.

We acknowledge all Aboriginal and Torres Strait Islander peoples of Australia, especially the Gadigal and Wangal peoples of the Sydney Basin who are the Traditional Custodians of the lands in which the Inner West Council is situated.

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Foreword

Inner West Council has been on a continuous improvement journey over the past four years. The success of this journey has depended largely on the quality of its people.

The Workforce Management Strategy builds upon this progress and ensures that we continue to be an employer of choice. It reflects our belief that a strong, inclusive, and capable workforce is essential to delivering the high-quality services our community expects.

This strategy ensures we are not only responsive to today's needs but are also proactively preparing for tomorrow. It reflects our focus on leadership continuity, digital transformation, diversity and inclusion, and the development of emerging talent.

Together, we are building a workforce that is capable, caring and committed to making a difference for the Inner West Community.



A handwritten signature in black ink, appearing to read 'Peter Gainsford'.

Peter Gainsford

General Manager

Why we exist

Our purpose: We are here to be of service to our local community and make the Inner West a great place to be.



Our Goal to 2041

By 2041, Inner West will be Australia's most renowned model of urban liveability – where every culture is welcomed, every lifestyle respected, and community spirit thrives. We will be financially sustainable, powered by clean energy, driven by fairness, and shaped by people who care. Residents will enjoy quality homes, open green spaces, and countless ways to connect, contribute, and belong



How we'll get there

The Australian Business Excellence Framework provides a structured approach for us to assess and improve our work. We use it as a guide when focusing on:



- People:** Creating a great work environment for your team and colleagues
- Customer:** Ensuring our community has a wonderful customer experience
- Services:** Delivering great services to the community
- Excellence:** Getting better each year to ensure our long-term financial sustainability
- WHS:** Work Health and Safety – keeping our staff and community safe

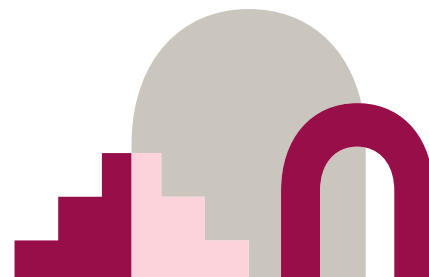
How we behave



Our purpose

We are here to be of service to our local Community and make the Inner West a great place to be.

Our values



Integrity

We do what we say we are going to do

We are transparent about the reasons for our decisions and actions

We act ethically with responsible governance to earn the public's trust

We take ownership and deliver on our commitments to the community and each other

We are responsive to our communities needs and accountable for our actions

We make decisions based on fairness, evidence and community impact



Respect

We treat everyone with dignity, fairness, and cultural awareness

We actively listen and communicate with empathy and clarity

We create inclusive spaces where all voices are heard and respected

We value the environment and act responsibly

We welcome feedback and use it to strengthen our relationships and services



Innovation

We embrace change and adapt proactively to meet future needs

We learn from successes and failures to drive continuous improvement

We use data and insights to inform creative solutions

We foster creativity and the open exchange of ideas

We embrace digital tools and emerging technologies to optimise service delivery

We explore new ideas and question the status quo to improve outcomes



Compassion

We lead with empathy and care for each other's wellbeing

We take time to understand the needs and concerns of our community

We create safe, inclusive environments where people feel valued and supported

We respond to challenges with kindness and resilience

We support each other to succeed.



Collaboration

We collaborate with stakeholders to deliver shared outcomes

We work together across teams and disciplines to achieve shared goals

We share knowledge and learn from one another to grow and celebrate collective success

We build strong partnerships across teams, councils, and communities

We foster a culture of trust, cooperation, and mutual respect

These values were developed in 2021, with the behavioural statements updated in consultation with more than 200 staff, as part of the development of the 2025-2029 workforce management strategy.

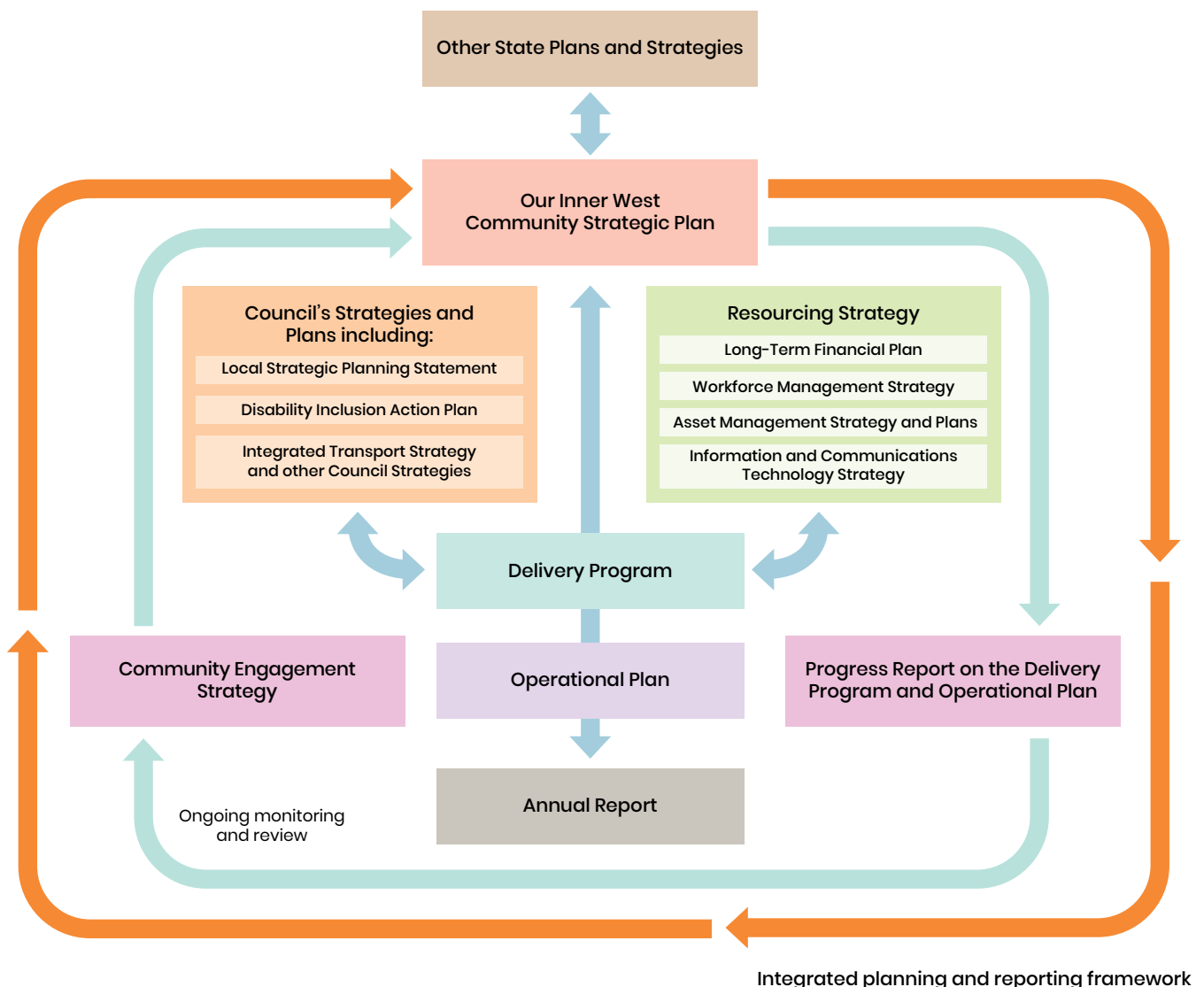
Strategic Direction

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 Council will leverage its available resources to implement the Delivery Program and Operational Plan.

The Workforce Management Strategy is a component of the Resourcing Strategy, alongside the Long-Term Financial Plan (LTFP) and the Asset Management Strategy and Plans. They work together in ensuring that Council has the right resources – assets, capital, and workforce, to deliver services that meet the Community aspirations outlined in the Community Strategic Plan (CSP), and the objectives stipulated in the Delivery Program and Operational Plan (DPOP).



Strategic Direction

Integration between the Plans

How our plans integrate

The Integrated Planning and Reporting (IP&R) Framework enables Council to bring all its plans and strategies together so that there is an agreed roadmap for delivering on the Community's priorities and aspirations.

The Workforce Management Strategy is integral to the IP&R framework, ensuring the skills and capabilities of our workforce are aligned with the requirements of the

CSP and DPOP. This alignment ensures that our workforce is not only equipped but is also ready to meet the Community's long-term aspirations, working with the LTFP and AMS to optimise resources.

The Resourcing Strategy is monitored and reviewed through the 2025-29 Delivery Program and annual Operational Plan (DPOP). The attributed actions respond to the Community strategy identified in Our Inner West 2041 and Council objectives detailed in the DPOP.

The resourcing strategy and plans will report on progress quarterly to executives.

Community Strategic Plan (10 years +)

The Community Strategic Plan (CSP) is the highest-level plan and reviewed at the start of each new Council term. It identifies the Community's main priorities for the future and how they can be achieved and measured. It sets the direction for all of Council's activities.

Delivery Program (4 years)

The Delivery Program (DP) covers the term of an elected Council. It is a commitment by each new Council on what they will prioritise during their term to achieve the Community's vision, directions, outcomes and strategies.

Operational Plan (1 year)

The Operational Plan (OP) outlines the actions Council will take during the year to achieve the DP principal activities under each strategic direction and how these actions will be funded. Council's service units are responsible for delivering on each action and key performance indicator in the OP and reporting on progress quarterly to Council.

Resourcing Strategy

The Resourcing Strategy details how over the next ten years, Council will fund and resource the directions, outcomes and strategies in the CSP. This is reviewed at the start of each Council term and comprises:

- **Workforce Management Strategy (WMS)** is a 4-year strategy that shapes the capacity and capability of the workforce to achieve Council's directions, outcomes and strategies. It identifies how future staffing, and skills requirements will be met through recruitment, staff progression and development, and succession planning.
- **Long-Term Financial Plan (LTFP)** is a 10-year rolling plan that informs Council's decision-making and shows how the CSP, and commitments in the DP and OP will be resourced and funded. The LTFP also provides the financial implications of Council's asset management and workforce planning by identifying how additional assets will be funded, or existing assets renewed or upgraded, and changes to service levels.
- **Asset Management Strategy & Plans (AMS)** is a 10 year strategy with asset plans that provides planning for assets such as roads, stormwater systems, footpaths, buildings, recreational facilities, parks, and gardens. It also considers information on Community service levels.

Introduction

Our workforce

At Inner West Council, our people are empowered, recognised, and supported to make a meaningful impact within the Community. Our commitment to service excellence and progressive practices has earned Council prestigious awards, including the 2023 AR Bluett Memorial Award, 2023 Employer of Choice, and recognised as a 2024 Inclusive Employer by Diversity Council Australia.

Demonstrating strong dedication to continuous learning, employee wellbeing, and professional growth, Council invests in its people from day one. This includes comprehensive training and development programs, flexible work arrangements, and a wide range of health and wellbeing benefits.

Workforce Management Strategy

To cultivate a resilient, skilled, and adaptable workforce that can fulfill the Community's vision and aspirations both now and, in the future.

The four-year Workforce Management Strategy (WMS) ensures we have the right people, skills, and resources required to implement the DPOP and achieve CSP vision and aspirations.

This strategy has been developed in conjunction with Council's leadership team, comprising of our top 30 leaders and endorsed by Council's executives and the Joint Consultative Committee.

It has considered the draft CSP 2041, DPOP and Councilor priorities of the term of Council, which resulted in Council's executive team developing the following 'Our Goal 2041' statement to help guide our staff.



Our Goal 2041:

By 2041, Inner West will be Australia's most renowned model of urban liveability – where every culture is welcomed, every lifestyle respected, and Community spirit thrives. We will be financially sustainable, powered by clean energy, driven by fairness, and shaped by people who care. Residents will enjoy quality homes, open green spaces, and countless ways to connect, contribute, and belong.

Our Goal 2041 aligns with **our Purpose**: to be of service to our local Community and make the Inner West a great place to be. Together with **Our Values**: Integrity, Respect, Compassion, Innovation, and Collaboration, and **our five strategic pillars**: People, Customer, Services, Excellence, and WHS, we ensure that our workforce is effectively guided and strategically aligned.

With an operational budget of \$310m, half of which being employee costs, Council is committed to delivering quality services through its own workforce with a focus on bringing more services in-house and reducing contingent labour.

This Workforce Management Strategy aims to maintain the Council's status as an employer of choice, attracting and retaining top talent and future-proofing its workforce. It will enhance leadership capability and empower our people while addressing challenges like an ageing workforce, skill shortages and increasing demand for Council services. It promotes a safe, diverse, and inclusive workplace, supported by effective systems and processes that foster excellence, employee development, sustained performance and enables our people to thrive.

Key aspects of the strategy

Four-Year Workforce Management Strategy:

- This strategy focuses on the effective use of resources to achieve CSP outcomes and strategies and aligns with the Delivery Program 2025–2029 and Operational Plan 2025–26

Integration:

- It aligns with various Council strategies while remaining adaptable to changes within local government

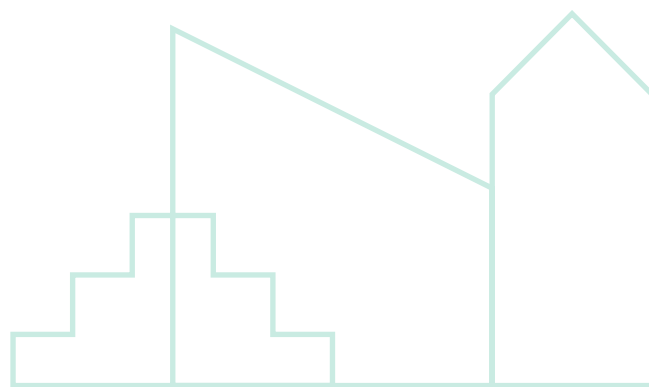
Three Frameworks and Four Focus Areas

- The strategy offers a structure for addressing resource-related challenges and encourages proactive decision-making
- Incorporating three frameworks: Australian Business Excellence Framework; The NSW Local Government Capability Framework; 6B's Resourcing Framework
- Four Strategic Focus Areas: Future-Proofing our Workforce; Attracting and Retaining Top Talent; Fostering a Thriving Workplace; and Empowering our People
- Actionable plans with clear objectives, outcomes and measures to ensure successful WMS implementation and ongoing effectiveness

The progress of the Workforce Management Strategy will be reported to the Executive and the Audit Risk and Improvement Committee quarterly



Workforce Management Strategy 2022 – 2026



The Workforce Management Strategy for 2022 to 2026 addressed workforce challenges through the following six objectives, supporting our workforce in the delivery of services and projects.

1. **Investing in our people and Community through technology:** Council has made great enhancement in the way we operate and deliver services, particularly in digitally transforming services across libraries, Community engagement, and customer experience
2. **Developing a sustainable workforce:** recognition as the 2023 AR Bluett Memorial Award underscores our commitment to excellence and sustainability in workforce management
3. **Sourcing skilled employees in a competitive market:** Council's achievement of the 2023 Employer of Choice award demonstrates its success in attracting and retaining skilled talent, even in a competitive market where local government faces skills shortages. This success highlights Council's commitment to effective recruitment and retention strategies
4. **Reducing risks and optimise efficiencies with knowledge management:** Council is committed to effective risk management by adhering to the Australian Standard AS/NZS ISO 31000:2018. This commitment includes ongoing monitoring, staff training, and regular reviews to ensure compliance, effective safety management, and strong governance practices
5. **Developing and articulating our employee value proposition (EVP):** our EVP played a vital role in achieving the 2023 Employer of Choice award. This recognition underscores an engaging EVP that demonstrates our commitment to our employees and our capability to attract and retain outstanding talent as a preferred employer

6. **Retaining and attracting an inclusive and diverse workforce:** recognition as a 2024 Inclusive Employer by Diversity Council Australia highlights our commitment to diversity and inclusion. Initiatives like the Hidden Sunflower Project and the EmbraceAbility program further demonstrates Council's dedication in ensuring a diverse and inclusive workforce

Key achievements are listed on the following page.



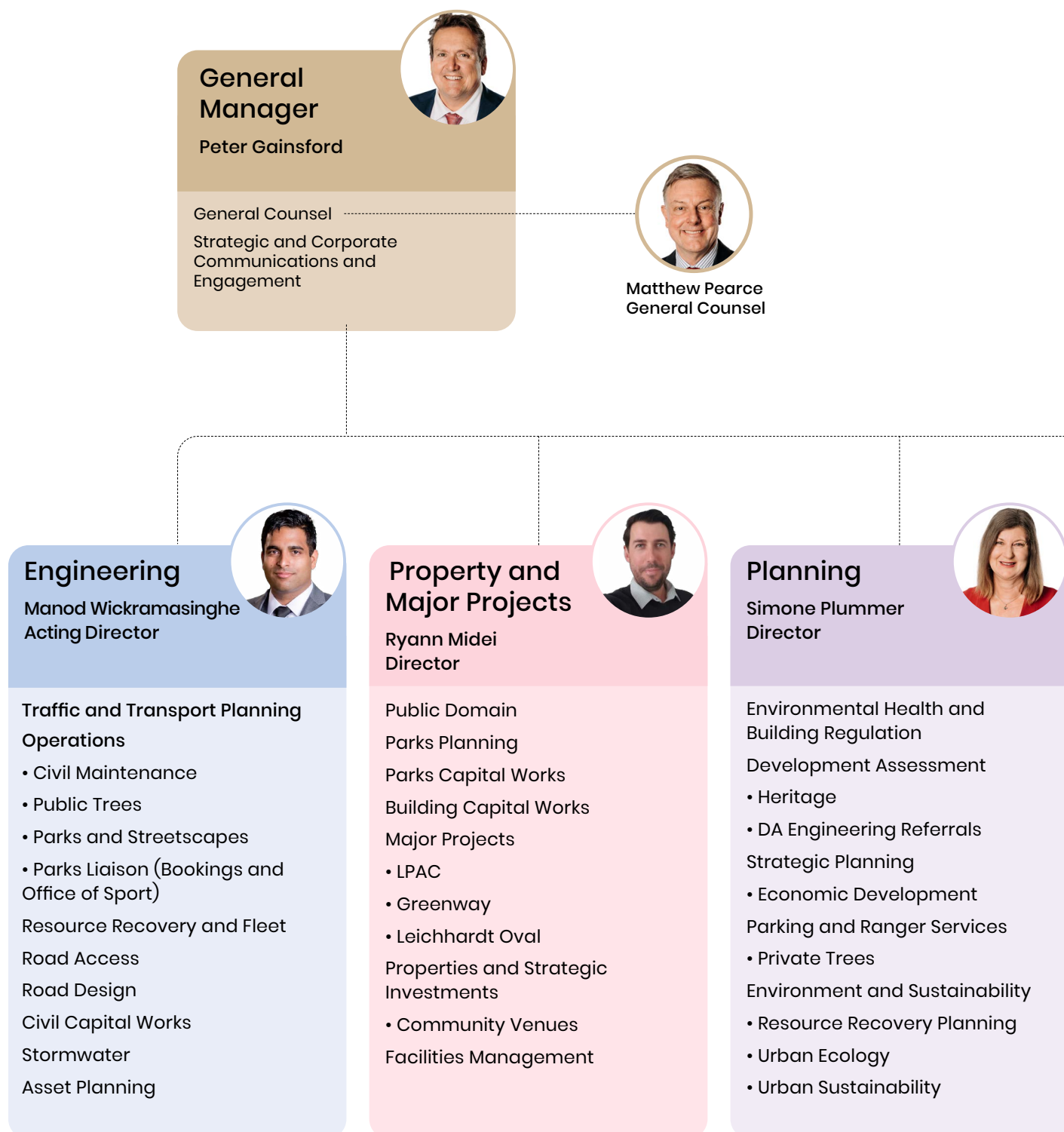
Recognition and Achievements 2022–2026

- ▶ 2023, AR Bluett Memorial Award winner Metro/Major Regional Award
- ▶ 2024, recognised by Diversity Council Australia as an Inclusive Employer
- ▶ Launched the Hidden Sunflower Project to support employees with disability
- ▶ 2024 Australasian Reporting Awards Gold, Inner West Council annual Report 2022/23
- ▶ 2024, Participated in the Australian Disability Index
- ▶ 2024, Launched EmbraceAbility with 8 trainees with disability
- ▶ 2023 Ministers' Awards for Women in Local Government
- ▶ 2025 awarded Local Government professionals organisation diversity and inclusion award
- ▶ 2023, Employer of Choice winner – The Australian Business Awards
- ▶ Expanded Wellbeing initiatives to enhance employee wellbeing
- ▶ Commenced Digital Transformation, significantly improving customer service for our Community
- ▶ Implemented Respect@Work and Inclusion Training to ensure a safe environment.
- ▶ 2024 Formed a Disability Employment Network, Employee Resource Group and (Disability Inclusion Action Plan)
- ▶ Increased traineeships and apprenticeship opportunities at Council, with four programs currently managing 22 trainees and apprentices
- ▶ 2024, Financial Review Sustainability Leaders



Inner West Council staff celebrate winning the 2023 AR Bluett Memorial Award

Inner West Council organisational structure



Executive Team

Council's administration is led by General Manager Peter Gainsford, who joined Inner West in May 2021. The General Manager is supported by five Directors, who along with the General Counsel, comprise the Executive team.

The General Manager is responsible for the overall operations of Council's administration including ensuring the implementation of decisions of the Council, delivery of commitments as guided by the Delivery Program and Operational Plan, and for Council's workforce, as well as ensuring the organisation meets its obligations.

Leadership Team

Council has also established a Leadership team comprising the Executive and senior managers.

The Leadership Team oversees the delivery of Council's services as listed in the organisational chart below.



Corporate

Chris Sleiman
Acting Director



Corporate Strategy and Grants
Governance and Risk
Customer Service
Service Transformation
Procurement
Finance
Information and Communications Technology
People and Culture

Community

Ruth Callaghan
Director



Community Centres
Early Learning
Creative Communities
• Events
• Living Arts
• Town Hall Activations
Social and Cultural Planning
Community Wellbeing
Libraries and History
Aquatics and Recreation Services

Workforce profile

A workforce profile includes demographic information (age, gender, diversity) and employment statistics, crucial for benchmarking and workforce planning. These insights are vital for developing the 2025–2029 Workforce Management Strategy to address present and future challenges.

Organisational structure

In February 2025, a restructure was endorsed by the Joint Consultative Committee to support Council's strategic direction for the coming years. The Executive level structure changed from four directorates to five, along with the general manager:

– General Manager

1. Community
2. Corporate
3. Engineering
4. Planning
5. Property and Major Projects

Full Time Equivalent (FTE)

FTE is a unit of measurement used to calculate the number of hours worked by employees, standardised to the hours worked of a full-time employee.

Council's latest FTE is 1117.93 and headcount is 1935, this indicates that many employees are working part-time or variable hours.

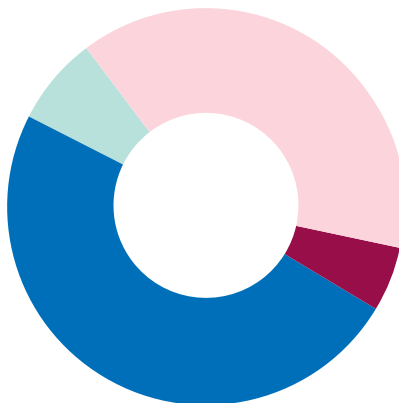
FTE	ACTUAL
FY21 Q3	1013
FY22 Q3	1113
FY23 Q3	1019
FY24 Q3	1081
FY25 Q2*	1117.93

*March 2025

Workforce composition



1,935
Employees
as of 30 April 2025

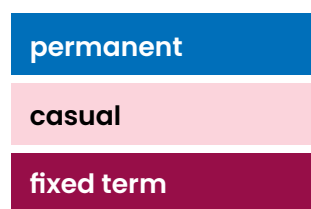


945 permanent

752 casual

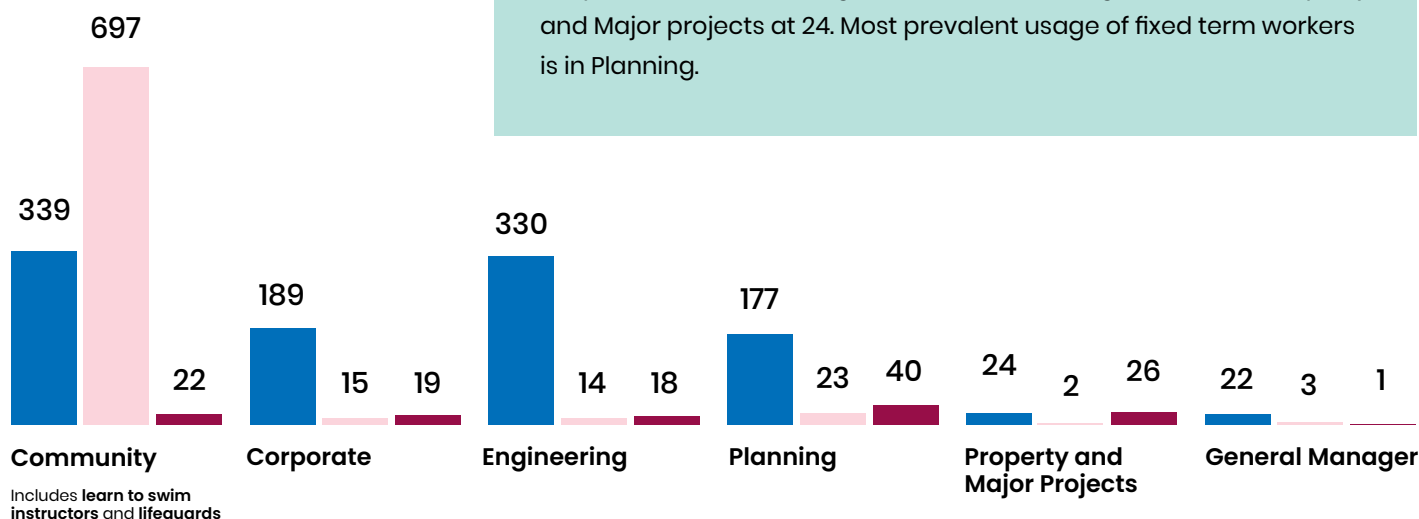
136 part time

102 fixed term

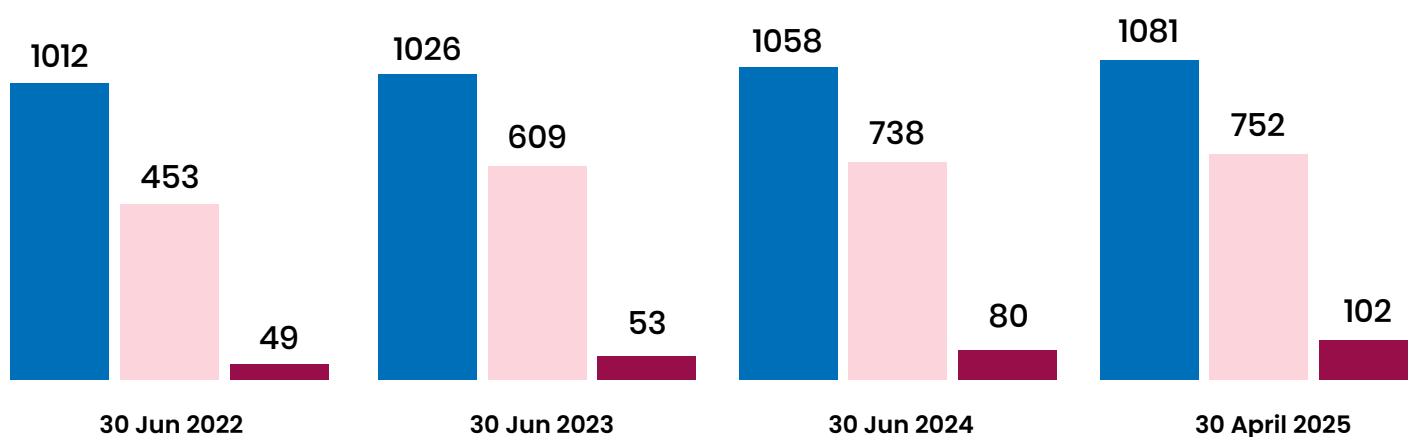


Workforce distribution

The Community directorate employs the most staff, with 1058, noting 697 are casual workers that are primarily in sports and recreation seasonal roles (learn to swim instructors and lifeguards). Community also employs 339 permanent workers, followed by Engineering at 330, Corporate at 189, Planning at 177, General Manager at 22, and Property and Major projects at 24. Most prevalent usage of fixed term workers is in Planning.



2025 Workforce distribution across Directorates



Council's workforce is predominantly made up of permanent positions. However, casual and fixed-term positions have grown significantly from 2022 to 2025, with fixed-term doubling (108%), and casuals increasing by 66%. The largest spike in casual positions occurred in 2022 and 2023, mainly within sports and recreation, following the return of Annette Kellerman (Marrickville) and Fanny Durack Aquatic Centres (Petersham) to Council management.



Tenure

Council demonstrates a healthy balance between attracting new talent and retaining experienced staff. The average employee tenure exceeds seven years, reflecting both stability and a steady influx of new talent. Notably, one-third of employees have joined within the past two years, primarily in Community roles such as seasonal learn to swim instructors, lifeguards, and casual early childhood educators.

Additionally, nearly 25% of employees have dedicated over a decade of service to Council, comprising 415 permanent staff, 27 casuals, and one fixed-term employee. This reflects Council's strength in retaining talent and enabling long, rewarding careers.



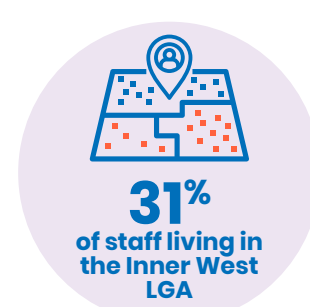
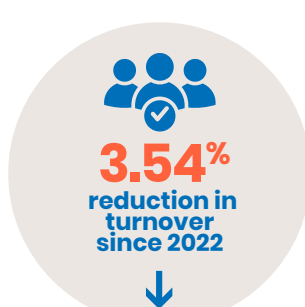
Turnover

Council has consistently outperformed the local government average turnover rate and has demonstrated steady progress in employee retention.

In 2022/23, the turnover rate was 17.92%, below the local government average of 18%. By 2023/24, it had

decreased further to 14.38%, outperforming the NSW average of 15.73%.

This represents a 3.54 percentage point reduction year-on-year, reflecting the ongoing effectiveness of our retention strategies.

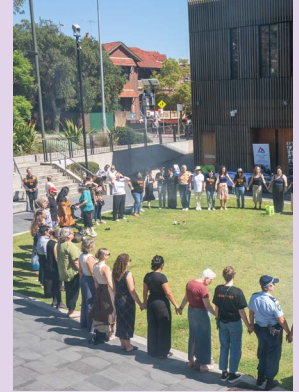


Diversity Summary

Diversity summary, retrieved from the Staff Performance & Engagement Survey (2023, August)

- **2.9% identify as Australian Aboriginal**
- **4.9% identify as a person with disability**
- **2% identify with a gender identity that is non-binary or a different term**
- **9% identify with a sexual orientation other than heterosexual**

Our highest shared cultural backgrounds after 'Australian'; (excl. Australian Aboriginal/Torres Strait Islander) in order are: Asian, Anglo-European, and Other European (excl. Anglo-European)



Gender Representation

Strong gender balance is present in both the general workforce and in leadership roles across Council.

While gender diversity is strong, workforce data indicates that traditional societal roles and gender-specific occupations still affect areas like children's services, libraries, fieldwork, and STEM roles. For example, children's services workforce has 91.94% female and 8.06% male employees.

Conversely, the engineering directorate has 10.7% female and 89.3% male workers. Council is committed to advocating for a shift in traditional perceptions societal roles, promoting targeting balanced gender representation within careers at Council and in the community.

In leadership, the gender distribution is nearly balanced, with 49.34% male and 50.66% female representation

52.35%
female
47.65%
male
WORKFORCE



50.66%
female
49.34%
male
LEADERSHIP



Diversity Council Australia (DCA) Inclusive Employer Index

In 2024, 290 employees across Council took part in a national survey developed by DCA to measure employee diversity and inclusion experiences in the workplace.

Taking part in the Index helps us evaluate the current state of inclusion in our workforce and compare it to the Australian Workforce and DCA member benchmarks. This data empowers our commitment to inclusion and identify areas for improvement.

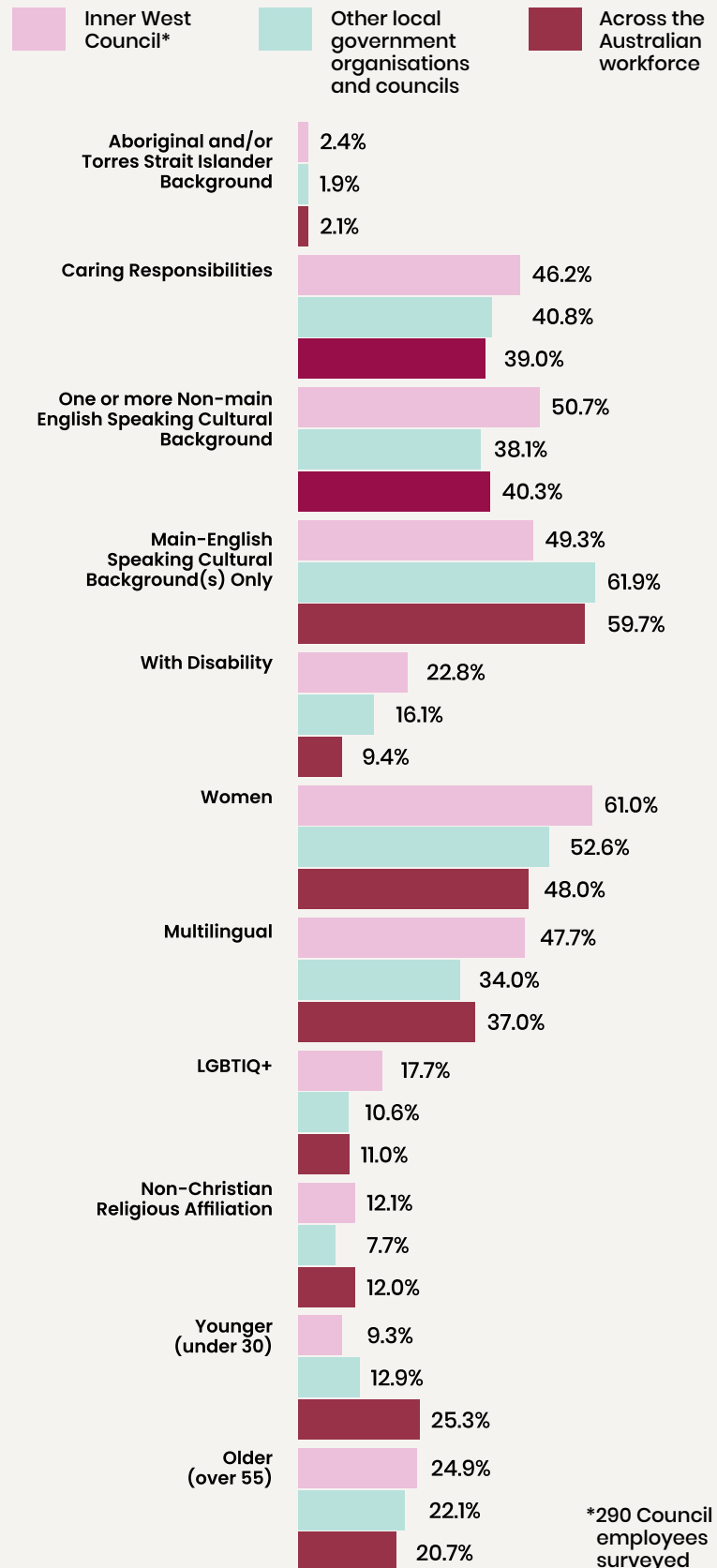
Having exceeded the national benchmark across at least five of the key areas: awareness, engagement, inclusive organisational climate, inclusive leadership, inclusive team, and exclusion, Inner West Council was recognised as Inclusive Employer for 2024–2025.

This acknowledgement highlights our commitment to creating a diverse and inclusive workplace where all employees feel valued and supported.



Inner West Council's diversity benchmarked against industry and the Australian Workforce from Diversity Council Australia's 2024 Inclusive Employer Index

Key for comparisons



Inclusive Employer Commitment

Council is dedicated to reflecting the community it serves, actively working to remove employment barriers, while fostering a safe, respectful, and inclusive culture. Through various initiatives, programs, support, and councillor resolutions, Council ensures that staff feel respected, valued, and supported.

This includes:

- **Developing various strategies and plans** such as the Reconciliation Innovate Action Plan, Disability Inclusion Action Plan, and the Anti-Racism Strategy
- **Staff Training:** programs on cultural awareness, accessibility, LGBTQ inclusion, respect at work, anti-racism (part of the Anti-Racism Strategy), and bullying/harassment
- **Recruitment & Selection:** training for hiring managers on unconscious bias and inclusive practices
- **Employment Opportunities:** ongoing commitment to expand supports to recruit, retain and support employees with disability, Aboriginal & Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, people of diverse sexualities and genders. This includes early career programs, such as the Fresh Start Program for apprentices, trainees, and cadets, and the Disability Traineeship Program for trainees with disability
- **Employee Resource Groups:** support for staff-led networks like the Disability Employee Network and Women's Committee, with plans to reinvigorate ERGs for Aboriginal and Torres Strait Islander people and the PRIDE network
- **Employment Support:** flexible work options, reasonable adjustments, parental leave, and assistance for domestic violence victims, and employee assistance program with free access to counselling and support to employees and their families
- **Memberships with peak body diversity organisations:**
 - o Diversity Council Australia – not-for-profit peak body for workplace diversity and inclusion
 - o Gold members of the **Australian Disability Network** – the leading Australian peak body that focuses on disability inclusion in the workplace
 - o **ACON Pride in Diversity** – Pride in Diversity is the national not-for-profit employer support program for LGBTQ workplace inclusion
- **Celebrate Diversity:** Celebrate and recognise of dates of significance like National Reconciliation Week, NAIDOC Week, International Women's Day, International Day for the Elimination of Racial Discrimination 2025, International Day of People with Disability, PRIDE Month, and R U OK? Day



Workforce age

Median Age

The median age at Council is 42 years. This reflects general Australian local government trends, according to the NSW Public Service Commission (2023), the median age for the NSW public sector, which includes local government, was 43 years.

Age Distribution

- **16–25 age group:** 73% of this bracket are mostly casual employees in seasonal learn to swim instructors and lifeguards. 2.33% are in permanent roles mostly within planning
- **Permanent positions are most common in the mid-range,** with 282 employees aged between 46–55, followed closely by 279 employees aged 56–65, and 226 employees in the 36–45 age group
- **Leadership roles are predominantly held by the 46–55 age group,** with a total of 78 leaders. This is followed by 62 leaders aged between 56–65, and 50 leaders from the 36–45 age group, followed by 22 leaders in the 26–35 age range
- **23.8% of employees over the age of 56 years:** the majority are permanent staff at 352, alongside 102 casual staff and 7 fixed-term staff

Critical areas:

- **Community has the highest number of workers over the age of 56 years** with 180 people. 91 are permanent employees mostly working within children's services and libraries. 87 are casual employees mostly working within Sports and Recreation positions
- **Engineering also has a considerably older workforce** with 42% of their directorate's workforce over the age of 56. 143 are permanent positions mostly within Operations, Public Trees, Resource Recovery Services, and Traffic & Transport Planning
- **97 employees are over 66 years of age,** with 73 of which are permanent employees mostly within Community and Engineering



Safety statistics

The rolling lost time injury frequency rate is well below the local government industry benchmark of 12.85%, March 2025 rate was 11.25%.

Total injuries for Q3 FY25 was 59, with Infrastructure reporting 29 and Community reporting 22.

Safety statistics retrieved from the Audit, Risk, and Improvement Committee quarterly executive report. The purpose of this report is to demonstrate Council's due diligence to ensure that the business complies with its Health and Safety (WHS) duties.

Trainees, Apprentices and Graduates

Inner West Council remains committed to providing diverse and inclusive pathways into employment, which includes traineeships and apprenticeships across the organisation.

Currently, we have 22 trainees and apprentices through several targeted programs across Council. Council also has 13 students and graduates in varying positions across the Planning and Infrastructure directorate.

Two key early career initiatives at Council:

- The Fresh Start Program is a NSW Government initiative that supports local councils in hiring apprentices, trainees, and cadets, and provides funding for wages and oncosts associated with the employment of these individuals
- The Disability Traineeship Program which not only supports 8 trainees with disability but also provides structured assistance to their managers and teams to foster an inclusive and accessible environment

Council is committed to increasing the number of its trainees and apprentices, and will implement measures to achieve this goal, including continuing the disability traineeship program throughout the life of this plan. This commitment aligns with the broader local government goal of boosting the number of apprentices, cadets and trainees in councils to make up 15 per cent of the local government workforce, helping address skills shortages and an ageing workforce.



Environmental scan

Effective workforce management strategies address both current and future challenges, such as workforce gaps, evolving employee expectations, and the need to adapt to changing environments. Conducting environmental scanning is crucial for identifying these challenges and developing effective solutions. By analysing both internal and external factors, Council can anticipate future workforce needs and adjust their strategies accordingly.

Australian local government workforce

As of June 2024, the Australian local government employs around 213,500 people. It remains one of the largest employers, employing almost 10% of the entire public sector nationwide (Australian Bureau of Statistics (ABS), 2024). Employment growth within this sector has steadily increased from 190,800 in June 2021 to 213,500 in June 2024 (ABS, 2024).

NSW local government workforce

The ABS (2024) reported an NSW local government workforce increase from 54,900 employees in June 2021 to 63,400 in June 2024, a 15% increase over the period, with the most significant growth occurring in June 2022 before stabilising around 3–4% annual growth in subsequent years.

The NSW 2022 Local Government Workforce Skills and Capability Survey reflects the ABS data, with 46% of surveyed Councils reporting planned increases for hiring in June 2022.



NSW Local government workforce

Year	Total	% Change
June 2021	54,900	
June 2022	59,100	↑ 7.65%
June 2023	61,000	↑ 3.21%
June 2024	63,400	↑ 3.93%

Challenges

Skills shortage

The 2022 Local Government Workforce Skills and Capability Survey identified engineers as the profession facing the most significant skills gap, followed by urban and town planners, building surveyors, and environmental health inspectors. In terms of operational roles, local government's critical shortages include accounts and payroll clerks, IT and ICT technicians, supervisors and team leaders, labourers, and mechanical tradespeople. This highlights that continuous learning and upskilling will be vital, particularly within these areas.

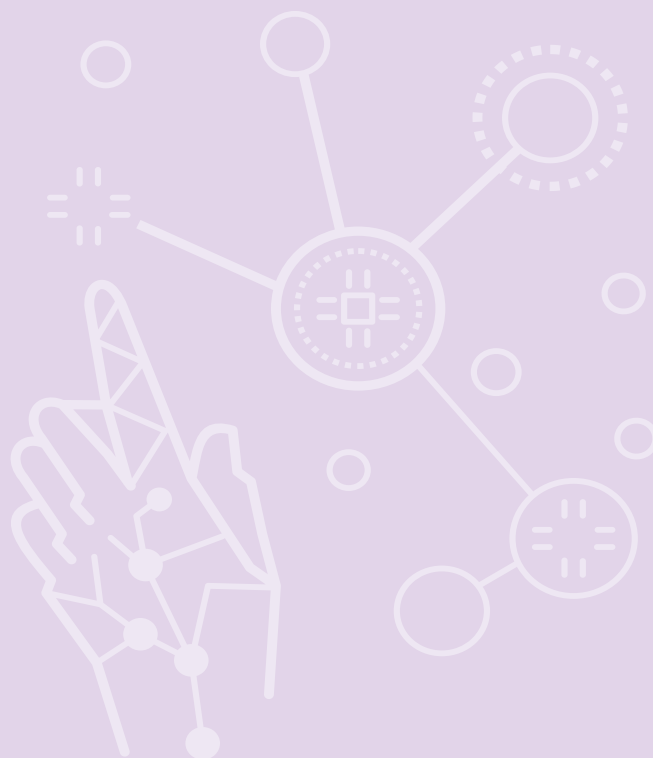
Recruitment

Recruitment challenges include a lack of suitably skilled candidates in the market, challenges in competing with the private sector, other councils, and geographical disadvantages. Due to skill shortages, some councils have resorted to recruiting less skilled candidates for positions in engineering, urban and town planning, building surveying, and supervisory or team leader roles, so training and development should be a key component in onboarding.

Digital transformation

Technology is enhancing service delivery, boosting efficiency and quality, leading to more councils developing digital strategies. However, challenges such as skills gaps, resistance to change, poor system integration, and costs hinder this transition. Furthermore, an increase in new and emerging roles is being driven by technological advancements across healthcare, data and technologies, science and engineering, requiring new skills and development.

As Community expectations on seamless digital experiences and easy transactions grow. Council is undergoing a digital transformation across various areas, including libraries, Community engagement, and customer experience, and will continue to leverage technology to improve services. As these innovations are introduced, it's crucial that our networks and workforce are prepared and have the skills to manage the transition effectively.



Ageing workforce

The Office of Local Government highlights an ageing workforce as a key issue that the Workforce Management Strategy must prioritise. In 2022, 82% of NSW Councils reported an ageing workforce as a concern. Furthermore, the Centre for Local Government notes, as local communities grow older, the workforce catering to their needs are also ageing, especially in fields such as engineering and Community services. Council's workforce reflects this trend with 97 employees over 66 years old, with 73 in permanent Community and Engineering roles. There are 364 employees aged 56 to 65, with the Community directorate having the most at 180 (91 permanent, primarily in children's services and libraries), followed by Engineering at 124 employees (119 permanent, mostly within operations, and resource and recovery).



Challenges

Community demographics

Population growth, a housing crisis, and an ageing population are increasing the pressure on Council resources and services, especially in infrastructure, planning, and Community support and facilities.

- **Population Growth:** Inner West local government area (LGA) has an estimated resident population of nearly 190,000 people and is projected to rise from 191,026 in 2025 to 204,742 by 2046, a 7.18% increase, as projected by .id (informed decisions, 2024)
- **Housing Crisis:** The NSW government aims to deliver 377,000 new homes in NSW by 2029, with 7,800 planned for the Inner West. In a strong commitment to enhancing housing supply, the Inner West Council has introduced the 'Our Fairer Future Plan,' which aims to deliver over 35,000 new homes in the next 15 years
- **Ageing Population:** Life expectancy in NSW is expected to rise by nine years by 2050. The Inner West Healthy Ageing Strategy 2022–2025 anticipates an increasing need for Council support services

Financial sustainability

Financial sustainability is a growing concern for NSW local government which has prompted the NSW inquiry into the ability of local governments to fund infrastructure and services, released on 7 May 2025.

The inquiry heard cost pressures have increased significantly in recent years, impacting councils' ability to provide the services communities rely upon. The response from the NSW state government to the inquiry acknowledges the importance of maintaining local democracy and the autonomy of councils. At the same time, it emphasises the necessity for councils to sustainably deliver services in the long run, without placing a financial strain on ratepayers.

Council has committed to no rate rises over the term of Council, and will continue to improve its long term financial position by expanding commercial rental income streams, reviewing service costs, and focusing on continuous improvement using the Australian Business Excellence Framework. This approach involves identifying specific areas for service improvement and establishing clear metrics to track progress. By focusing on these areas and measuring performance, Council can demonstrate to the Community that they are getting value for money with their rates.

Climate risk sustainability

Our Inner West 2041 (CSP) aims for ecological sustainability (SD1), targeting carbon neutrality by 2025 and net-zero by 2030. Key initiatives include sustainable transport, infrastructure changes including, expanding electric vehicle infrastructure, including charging stations, and progress the Fleet Transition Plan to reduce emissions, accessible planning, and improved waste collection practices like Food Organics, Garden Organics (FOGO).

Job Skills Australia's 'Clean Energy Generation 2023' report includes a holistic analysis of the existing and future needs of the clean energy workforce, identifying 38 occupations that are critical to at least one segment of this workforce. While there are many occupations that form part of the clean energy workforce, the most critical to Council are found within trades, technical occupations and engineering professions, such as urban and regional planners, engineers, environmental scientists, and environmental health professionals. These occupations are essential in ensuring Council can meet the CSP strategic direction one outcomes.



Senior Leader Workforce Survey

In November 2024, a survey was conducted among senior leaders to examine workforce opportunities and challenges within their directorates and teams. These findings, organised into a SWOT analysis, informed the workforce management strategy. These results reflect broader challenges highlighted in the local government employment sector.

Strengths

- Council's commitment to employee development through various training initiatives
- Strong workforce alignment with Council priorities
- Council's active diversity and inclusion initiatives focused on targeted recruitment to increase diversity
- Recognised advantages in inclusive decision-making, teamwork, and Community engagement
- Innovative talent attraction ideas, including rotational roles, traineeships, and partnerships with universities
- Participants are actively engaged in strategic planning for succession across various teams, with some, like resource recovery, having well-defined plans, while others, such as Urban Sustainability, are prioritising this for the future

Opportunities

- Awareness of the need for digital and analytical skills.
- Recommendations for skill enhancement through structured development.
- Potential to assess skills and identify gaps for hard-to-fill roles
- Workforce adaptation to technological and infrastructure challenges
- Develop soft skills and governance capabilities to prepare successors for critical roles

Weaknesses

- Resource challenges in effectively managing strategic projects
- Training budgets and time constraints
- Ongoing efforts in succession planning and skills development hampered by resource constraints
- Manual processes and system inefficiencies challenging workload and resource management
- Manageable reliance on contingent workers. However, requires a sustainable long-term strategy
- Ageing workforce, retirements and loss of talent, knowledge and skills risk. Requires proactive solutions

Threats

- Challenges with salary competitiveness and the private sector, particularly with engineers and planners
- Increase demand on Council services due to population growth and Community expectations
- Skill shortages, and specialised skill demands affecting critical roles and recruitment.



Three Frameworks integrated within the WMS

The Council's workforce management strategy is underpinned by three key frameworks that provide structure and direction for effective strategic workforce management. These frameworks are aligned with the Council's strategic pillars and CSP outcomes and strategies. A summary of the three frameworks is provided below:

1. Australian Business Excellence Framework (ABEF)

This framework is based on nine principles and seven categories of excellence. It drives continuous improvement, stakeholder engagement, learning and innovation, and a commitment to quality outcomes.



2. 6B's Resource Management Framework

This framework outlines six key components: Buy, Borrow, Bounce, Build Boost, Bind for managing resources effectively within Council. This framework ensures that resources are used efficiently and effectively, particularly when making resource-related decisions.



3. Local Government Capability Framework

This framework defines the core competencies required for Council staff and elected members. It guides workforce development and ensures employees are equipped to deliver on Council's strategic objectives, supporting capability growth at every level, both now and in the future.



These frameworks work together to create a cohesive workforce management system. They reinforce each other and Council's strategic pillars, enabling the workforce to navigate challenges leverage opportunities for growth and improvement. Ultimately building a resilient and capable workforce dedicated to delivering quality services and exceptional results.

Australian Business Excellence Framework

The ABEF encompasses nine core principles, such as effective leadership, continuous improvement, stakeholder engagement, and innovation, which are integrated across seven key categories: leadership; strategy and planning; information and knowledge; people; stakeholders; improvement and innovation; and results. This framework views Council as a whole system, where every part is connected.

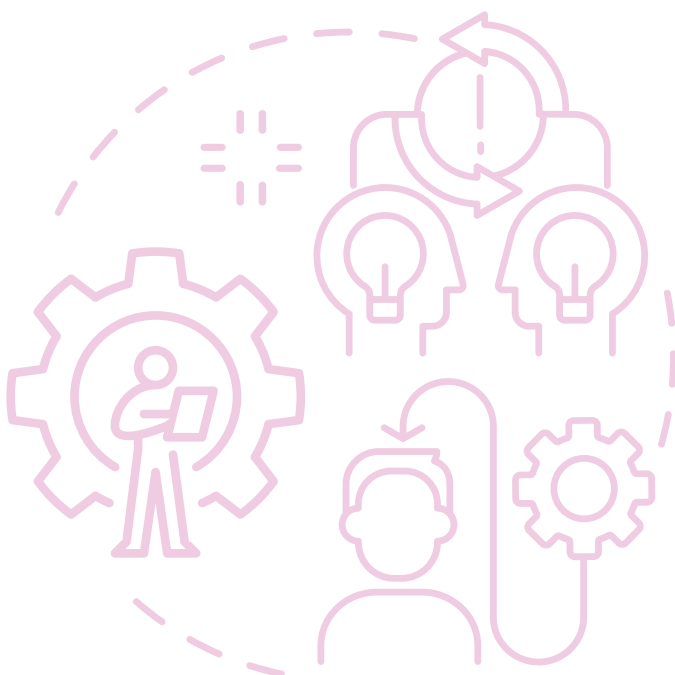
ABEF's value within the workforce management strategy (WMS):

- **Strategic alignment:** ABEF helps make sure that all workforce initiatives support Council's strategic pillars to drive CSP and DPOP outcomes and strategies
- **Systems thinking:** Seeing Council as an interconnected system, ABEF helps leaders understand how different departments and teams affect each other. This avoids working in silos and leads to shared outcomes
- **Continuous improvement:** ABEF encourages regular review and improvement of processes. Staff are encouraged to find better ways of working and to share ideas for innovation
- **Empowering people:** The framework creates a culture where staff are engaged, involved in decision-making, and encouraged to contribute their ideas. This leads to higher job satisfaction and better performance

Embedding the ABEF within WMS:

- **Training:** Leaders and managers are given regular training on ABEF principles into daily management
- **Integration:** ABEF informs all aspects of Council, making sure resources are optimised effectively at every level
- **Feedback:** Council seeks internal and external stakeholders in feedback processes to refine strategies in line with Community expectations
- **Innovation and continuous improvement:** Promote continual improvement by encouraging employee-driven innovation through new ideas and improving processes to drive efficiencies and quality performance
- **Organisational Culture:** Ensuring a values-led, purpose driven culture where leaders and staff collectively model the behaviour associated with the values and are committed to providing quality services that meet the Community's expectations

By embedding ABEF within this strategy, we are better equipped to address workforce challenges, maintain strategic alignment, and ultimately deliver quality services to the Community.



6B's Resource Management Framework

Traditional workforce management typically focuses on hiring new talent or using temporary staff. The 6B's framework provides a comprehensive methodology for resource management that extends beyond buying or borrowing talent, facilitating proactive decisions that ensure strategic alignment with Council goals and emphasise internal development, retention, and sustained performance.

What is the 6B's Resource management framework?

The 6B's framework encompasses six key strategies for effective workforce management. Using a combination of the 6B's makes it a highly adaptable and resilient framework which can be used alongside other frameworks like the ABEF and capability framework.

Strategic Advantages of the 6B's Framework

- Proactive and long-term planning
- Cost optimisation
- Improved agility
- Enhanced talent pool
- Increased retention
- Better performance and development management

Implementing the 6B's

- 1. Assess current workforce:** identify skills gaps and resourcing needs
- 2. Define future needs:** forecast future workforce requirements based on CSP outcomes and strategies
- 3. Consider each 'B'** when making resource-related decisions
- 4. Implement and monitor:** put the strategies into action and track key metrics to measure success.
- 5. Evaluate:** regularly review the effectiveness of the framework and adjust as needed

The 6B's of Resource Management

1. Buy

Hiring new talent with essential skills and competencies (internal, external, secondments)

2. Borrow

Engage temporary or contract workers to meet immediate needs (contingent workforce and consultants)

3. Bounce

Managing workforce reductions tactfully to maintain organisational effectiveness (exit under performers, redundancy, early retirements)

4. Build

Developing existing employees' skills and capabilities to fill future gaps (learning and development, cross-skill, upskill and reskill, promotion, shadowing and job design and crafting)

5. Bind

Implementing strategies to retain key talent and reduce turnover. Retain critical talent and capability (through recognition and reward levers, new career opportunities, development and redeployment)

6. Boost

Transformation to boost efficiency and productivity (includes process review and change, digitisation and technology adoption)

Capability Framework

The Capability Framework identifies 16 core capabilities required for effective performance in local government roles. These are grouped across four categories: personal attributes, relationships, results, and resources. Additionally, there are four more capability categories specific to leadership roles. By defining these capabilities, the framework guides workforce development and ensures employees have the skills and knowledge needed to deliver on Council services and objectives.

Embedding the Capability Framework involves a range of practical strategies:

At the organisational level, the capability framework:

- Guides the design of roles, recruitment, and selection processes by specifying required capabilities and behaviours alongside technical skills
- Enables the development of a leadership pipeline by providing capabilities for all leadership levels that enables targeted training and development for staff to progress through all stages of their leadership development
- Informs targeted learning and development initiatives, ensuring investment in areas that build organisational strength and address capability gaps
- Supports succession planning and mobility by promoting transferable capabilities and career pathways across the organisation
- Provides a foundation for performance agreements and ongoing performance discussions, enhancing accountability and clarity of expectations

At the individual level, the capability framework:

- Enables staff to identify required capabilities for their roles, understand performance expectations, and pinpoint development needs
- Facilitates career planning and mobility, supporting individuals to build broad, adaptable skillsets and pursue diverse opportunities within Council
- Clear and tailored development plan to fill capability gaps
- Set stretch capability goals to develop next level capabilities

Incorporating the capability framework establishes a common language and set of expectations for knowledge, skills, and behaviours across all levels of Council's workforce. It underpins strategic workforce planning, recruitment, performance management, and professional development, ensuring the workforce is equipped to address challenges and deliver on Council objectives both now and in the future.



Workforce strategic focus areas

This strategy encompasses four strategic focus areas that provides a framework to guide our Workforce Management Strategy over the next four years. By prioritising investment in these areas, we will cultivate a workforce that is resilient, adaptable and prepared to tackle both present and future challenges, ensuring a workforce that meets the CSP needs outcomes and strategies in 2029 and beyond.

1. Future-proofing our workforce



Ensuring a future-proof workforce is vital for meeting current and future challenges. By focusing on ABEF categories: Strategy and Planning, Leadership, and People, Council can adapt, anticipate change and identify future skills, talent and resources. In conjunction with the local government capability framework and 6B's 'build and bind' strategies will help develop and retain a capable workforce. Key aspects include maintaining leadership continuity, optimising resources for improved service delivery, and equipping staff with essential future skills

2. Attracting and retaining top talent



To build a high-performance team, we are committed to attracting and retaining top talent who can grow with Council. Aligned with the ABEF categories: Leadership, and People, we ensure individuals are in the right roles, support their development, and provide effective leadership. By incorporating the local government capability framework and the 6B's approach, we aim to retain our star performers and bring in new talent with diverse experience, skills and capabilities essential to Council's success. These efforts will cultivate a vibrant workplace where talented people want to join and stay

3. Fostering a thriving workplace



Fostering a thriving workplace boosts employee engagement and productivity by fostering a safe, inclusive, and purpose-driven environment. Guided by ABEF's category 4: People, we ensure the right policies, systems, processes and tools are in place. ABEF category 1: Leadership, ensure our leaders support creativity and innovation, and drive performance, transparency, inclusiveness, diversity and equity.

Key aspects include effective leadership, systems and processes, governance, safety, leadership, performance, development, collaboration, promoting employee well-being and an inclusive workplace

4. Empowering our people



Council invests in employee growth, inspiring ownership and accountability. This empowerment fosters an innovative and engaged workforce, aligned with CSP outcomes and strategies. Guided by ABEF, the local government framework and the 6B's strategies 'Bind, Build and Boost' will focus on ensuring individuals feel valued, make meaningful contributions and sustain and sustain quality performance.

Key aspects include NSW local government capability framework, tailored performance and development plans, continuous feedback and reward and recognition

Future-proofing our workforce

Objective

To cultivate a skilled and capable workforce that is ready to tackle both present and future challenges, ensuring the consistent delivery of quality services to the Community.

Establish a robust leadership pipeline by embedding leadership development into all levels of the organisation, ensuring continuity and capability aligned with strategic goals.

This involves ensuring leadership continuity, optimising resources to enhance service delivery, and providing employees with the vital skills they need for the future.

Outcomes

Leadership Development: Achieve 75% readiness of emerging leaders by 2029, developed through succession planning and the emerging leader program

Resource Optimisation: An improvement in efficiencies through service reviews, leveraging technology and effective systems and processes

Skills Gap Reduction: Perform annual analyses to address gaps in at least three critical areas each year, enhancing service delivery and targeting leadership continuity and workforce retention

Employee Engagement: Increase against the baseline within three years, connecting leadership initiatives to engagement metrics.



Importance of future-proofing our workforce

- **Leadership Continuity:** Establish a robust leadership pipeline by embedding leadership development into all levels of the organisation, ensuring continuity and capability aligned with strategic goals
- **Resource Optimisation:** Maximising the value of our resources is essential for delivering high-quality services and improving operational efficiency. Through the Boost approach, we leverage technology, data, and strategic workforce planning to allocate resources intelligently, streamline processes, and enhance productivity. Effective resource optimisation enables sustained performance and meet Community expectations more effectively
- **Addressing Skills Shortages:** Identifying and closing skills gaps is vital to maintaining service excellence and adapting to future challenges. By applying the Build and Boost approaches, we invest in developing critical capabilities within our workforce, ensuring we are prepared for evolving organisational and Community requirements
- **Addressing an ageing workforce** is crucial for business continuity and sustained performance. Our strategies aim to retain mature-age workers while incorporating training, mentorship, job shadowing, and knowledge-sharing programs across Council. Furthermore, implementing succession planning and increasing early-career opportunities such as trainees and apprentices will cultivate a resilient and future-proofed workforce

Key initiatives and actions

These initiatives will assist Council in aligning with CSP Strategic Direction 5: fostering progressive, responsive, and effective civic leadership. It emphasises future planning to ensure ongoing fulfilment of community expectations.

Leadership continuity

The leadership continuity strategy focuses on 'Build' and 'Bind' approaches to develop leadership capabilities and ensure a robust leadership pipeline. Initiatives include: the Capability Framework, Authentic Leader Program, Emerging Leader Program, and Succession Planning, these initiatives guarantee a solid pipeline of skilled leaders who are prepared to lead, adapt to change, and enhance performance. This approach ensures that both current and future leaders possess the necessary skills and capabilities for immediate contributions as well as long-term leadership potential.

Resource optimisation and quality

Apply a 'Bind, Boost, Build' approach to enhance both technological and people capabilities, focusing on enhancing efficiency, productivity, and employee retention through leveraging technology, process enhancements, and workforce development.

- Tailored Information and Communication Technology (ICT) strategy and service improvement plans that address operational inefficiencies such as outdated systems, manual processes, and workflow bottlenecks through service reviews, technology solutions, automated workflows, and refined processes, while also closing tech-skill gaps for smoother technology integration and adoption
- Ongoing monitoring of service levels by People and Culture (P&C), helping leaders adapt roles and operations to meet evolving demands, ensuring that skills development is aligned with organisational objectives for a resilient workforce

Competitive job market and skills shortage

To combat the competitive job market and skills shortage, Council will adopt a "Build, Buy, Bind" approach using four key initiatives:

- **Ageing Workforce:** According to the Job Skills Australia (2024), sectors with over 30% of workers aged 55+ face a 19% talent shortage, while those with 10% or fewer face a 44% shortage. This emphasises the need to retain and attract mature age workers. The WMS pays particular attention to employees over 56 years of age in physically demanding roles and the promotion of overall wellbeing – especially within the Community and engineering directorates. Our approach includes reviewing and updating workplace policies, expanding flexible work arrangements, and implementing effective retention strategies and transition-to-retirement. We are also investing in legacy initiatives, such as mentorship programs, shadowing, and knowledge-sharing opportunities, to facilitate the transfer of experience from mature employees to early-career staff. These strategies are designed to both retain and attract mature-age workers, while supporting career development for all
- **Grow Our Own Talent:** Develop early career programs to create a steady talent pipeline to Council while also promoting the program internally to target employees wishing to pivot or evolve their careers. Council is committed to increasing the numbers of its trainees and apprentices and plans to continue its disability traineeship program throughout the life of this plan
- **Emerging Skills Gap Analysis:** to identify gaps between current employee skills and those needed to meet future Council goals, enabling proactive training, development, and hiring decisions



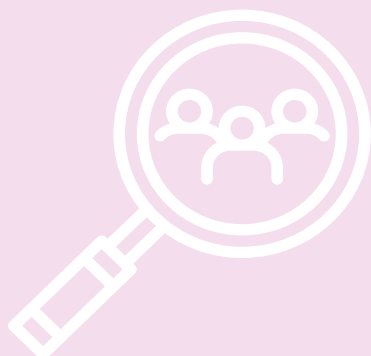
Attracting and retaining top talent

Objective

Build a strong foundation for long-term success in attracting and retaining diverse, skilled and capable talent. This strategy focuses on both recruitment (Buy) and retention (Bind), expanding internal and external talent pipelines while promoting diversity and inclusion, and enhancing the overall hiring and onboarding experience, while aligning with the LTFP.

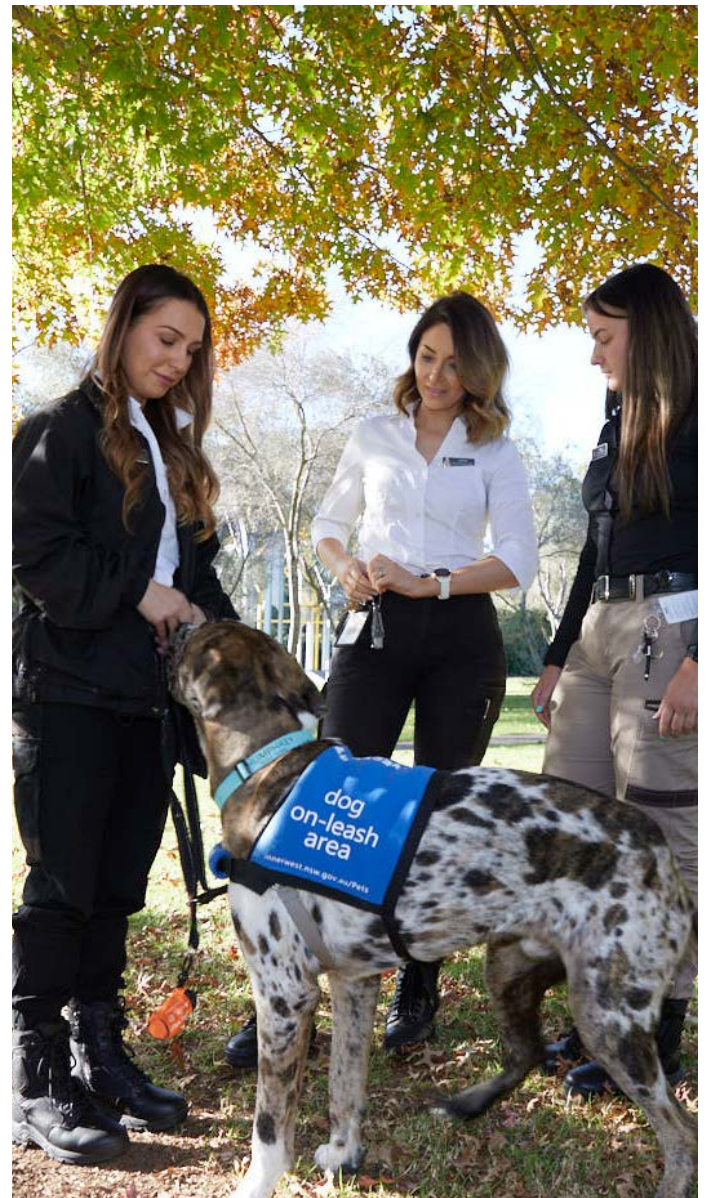
Importance of attracting and retaining talent

- **Driving Organisational Success:** Attracting skilled talent is essential for achieving Council objectives and maintaining competitive advantage
- **Innovation and Growth:** Fresh perspectives and diverse skills from new employees drive innovation and contribute to the company's growth
- **Market Positioning:** A strong recruitment strategy enhances the organisation's reputation and positions it as an employer of choice, which is crucial in a competitive labour market
- **Smooth Hiring Experience:** Improving the hiring and onboarding processes leads to better employee integration and retention
- **Strategic Alignment:** Recruitment strategies align with the LTFP to manage operational costs effectively.



Outcomes

- A productive and diverse workforce that enhances service delivery
- Engaged workforce that is values led and purpose driven
- Effective targeted recruitment strategies that reduce skills gaps and shortages
- Reduced turnover rate remaining below the 2024 local government 15.73% industry average



Key initiatives and actions

To effectively attract and retain top talent, we are implementing a series of strategic initiatives. These initiatives are supported by our three frameworks and are designed to align with our CSP outcomes and strategies.

Improved recruitment and selection processes

- **Enhanced recruitment process:** Aligned with the ABEF, we are refining our recruitment strategies to drive organisational improvement and ensure we attract and retain top talent with the right skills at the right time
- **Leadership Training:** In line with the ABEF, capability framework and 6B's build approach, we will provide ongoing leaders training programs to enhance recruitment and selection techniques
- **Leverage talent pools:** Supported by our 6B's 'Boost' approach, we will expand candidate pools, by using internal sources like eligibility lists, and reaching out to external candidates through existing and former employee networks
- **Refine attraction** to reach specialist and industry-specific candidates, diversifying recruitment channels and leveraging targeted outreach.
- **Partnerships:** Collaborate with educational institutions and diversity organisations to broaden outreach
- **Working with Procurement and ICT** to centralise contingent workforce data and reporting, enhancing informed decisions around 'borrowing' resources

Strengthen employer brand and Employee Value Proposition (EVP)

- **Cultivate and promote** a compelling employer brand and EVP, highlighting Council's diverse and meaningful career paths to attract and retain top talent, in line with ABEF's people category in cultivating a great place to work
- **Feedback Integration:** systematically collect feedback from various sources like engagement surveys, onboarding, exit and stay interviews to refine the EVP

- **Continuous Improvement:** Analysing data to identify patterns and streamlining processes
- **Review and adjust EVP and benefits to remain competitive**

Diversity and inclusion

- **Ensure Council's workforce reflects the Community** and continues to embrace diverse perspectives to ignite innovation, enhance decision-making, and building a resilient workforce. The strategy supports CSP strategy 4.1.1—Celebrate, value and respect diversity, and the Disability Inclusion Action Plan, Innovation, Reconciliation Action Plan, and Anti-Racism Strategy

Strategic alignment

Recruitment primarily addresses turnover positions, and retention focuses on keeping top talent, aligning with the LTFP and its operational budget of \$310m - 50% being employee costs, Council is committed to delivering quality services through its own day labour work force and has a priority to seek where possible to bring more services in house.



Fostering a thriving workplace

Objective

In accordance with ABEF's Category 4: People, a great organisation cultivates work environments that are engaging, positive, and open. Such an environment nurtures innovation and enables meaningful contributions of its team members. It promotes continuous learning, encourages individuals to experiment with new ideas, enhances skill development, and challenges existing possibilities—ultimately fostering a thriving workplace.

Council will incorporate 'Build, Boost, and Bind' approaches through effective systems and processes that prioritise governance, support learning and development, and foster an inclusive and safe environment.

Importance of thriving workplace

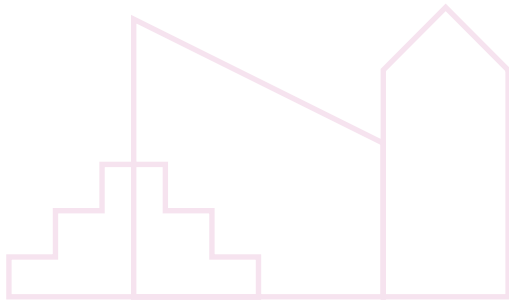
- **Employee Engagement:** A thriving workplace increases employee motivation and engagement, leading to higher productivity and job satisfaction
- **Retention of Talent:** Organisations that invest in employee wellbeing and development tend to retain top talent, reducing turnover costs
- **Innovation and Adaptability:** A supportive environment that nurtures learning fosters creativity and enhances the organisation's ability to adapt to change
- **Reputation and Attractiveness:** Organisations known for prioritising employee wellbeing and development are more attractive to potential candidates, enhancing talent acquisition



Outcomes

- Values led and purpose driven workforce that are engaged and make a meaningful contribution to organisational improvement, goals and success across Council
- Engaged workforce with higher productivity and satisfaction
- Improved retention of top talent, reduces turnover costs, and stronger workplace culture
- Safe, healthy environment promoting employee well-being
- Stronger reputation as an employer of choice, attracting talent
- Workforce management strategy aligns with goals for satisfaction, efficiency, and growth, supporting overall business objectives and competitive advantage





Key initiatives and actions

Learning and development

Continuous Learning Environment: Implement programs that support ongoing professional development and skill enhancement.

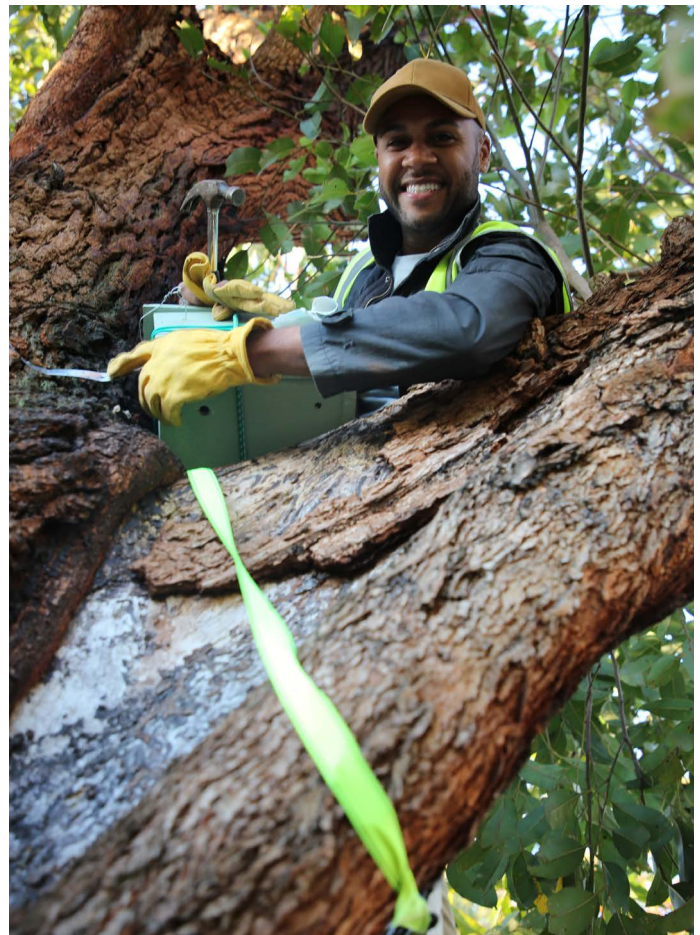
- **Leadership Development:** Deliver a structured, multi-level leadership development program for all leadership positions from levels 1–5 with training, coaching, mentoring, and communities of practice to cultivate future leaders and empower existing staff to take on leadership roles
- **Mentorship Programs:** Establish mentorship initiatives that connect experienced employees with those seeking guidance and growth opportunities

Efficient systems and processes

- **Optimise processes to enhance efficiency** and reduce redundancy, ensuring smoother workflows and communications
- **Technology Integration:** Leverage technology and digital tools to facilitate collaboration, information sharing, and project management
- **Feedback Mechanisms:** Regularly collect feedback on systems and processes to identify areas for improvement and address employee concerns

Workplace Health and Safety (WHS) and wellbeing

- **Safety Programs:** Develop and implement comprehensive safety programs that promote a safe working environment for all employees
- **Health and Wellness Initiatives:** Introduce wellness programs that support physical and mental health and promote Employee Assistance Programs (EAP) to support employee wellbeing
- **Compliance and Training:** Provide regular training on WHS regulations and best practices to ensure awareness and compliance among all employees



Governance and compliance

- **Transparent Policies:** Maintain a strong governance framework with updated Operational Management Systems (OMS)
- **Ethical Standards:** Promote ethical behaviour and integrity in all operations, ensuring adherence to legal and regulatory requirements
- **Centralise information** on processes for effective knowledge transfer among team and new starters

Inclusive Environment

- **Diversity and Inclusion Governance:** Implement strategies that support diversity and inclusion, ensuring equal opportunities for all employees.
- **Promote diversity, equity, inclusion, and belonging** through actionable plans and Employee Resource Groups (ERGs)

Communication and Feedback

- Internal communication plan to ensure employees are informed, engaged, and aligned with Council values and CSP outcomes and strategies
- Conduct annual and pulse staff engagement surveys to gather feedback and drive improvements

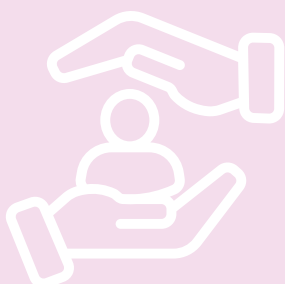
Empowering our people

Objective

To empower employees by fostering accountability, autonomy, and skills enhancement through adopting a “build, boost, and bind”, comprising of effective performance management, tailored development and recognition, creating an engaged and innovative workforce that aligns with CSP outcomes and strategies.

Importance of empowering our people

- **Empowered employees** tend to have greater resilience and a willingness to tackle new challenges due to increased ownership and a sense of accountability, fostering a culture of innovation. This, in turn, can lead to improved decision-making, better time management, and a stronger alignment with Council goals
- **Response to Demand:** As the demand for specialised services increases due to demographic changes, it's essential to cultivate a workforce capable of rising to these challenges
- **Adaptability:** Regular skills gap analyses allow for proactive responses to workforce needs and challenges, ensuring ongoing professional development and adaptability
- **Accountability and Manage Self:** Empowered employees are more likely to have a strong sense of accountability and self-management. They take ownership of their work, make informed decisions, and are more likely to seek innovative solutions



Outcomes

- **Leadership Development:** Aim for 90% participation in leadership training programs over the next three years, ensuring leaders are equipped to empower their teams
- **Skills Enhancement:** Implement tailored training and development plans, and conduct annual performance reviews, improving in skills and capabilities proficiency within three years
- **Employee Engagement:** An increase in overall employee engagement scores, showing an improvement to baseline data in the annual employee surveys
- **Retention Rates:** Turnover rate remains below the 2024 local government average of 15.73%





Key initiatives and actions

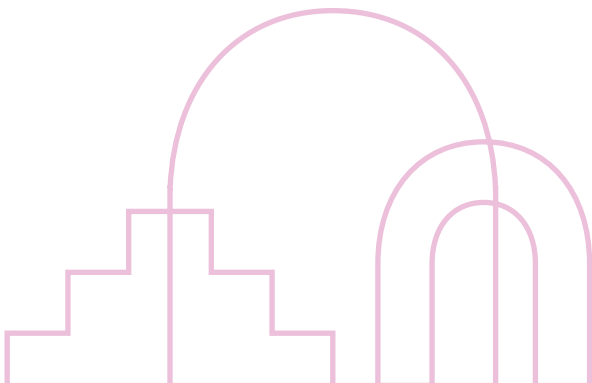
Upskilling and development

- Conduct ongoing skills-gap analysis for workforce improvement and knowledge transfer
- Continuous monitoring and environmental scanning of current workforce trends to uncover opportunities for development and internal mobility opportunities to facilitate continuous skill enhancement and career progression
- Promote upskilling through qualifications, highlight the Smart and Skilled program which offers subsidised training for qualifications up to Certificate IV and above, including fee-free scholarships
- Encourage on-the-job development through promoting and supporting internal mobility opportunities

Motivation and engagement

Enhance the reward and recognition program and performance framework to boost motivation and engagement. Enhance job satisfaction through development, performance, and fostering innovation

- **Performance Framework Training:** Implement training programs focused on SMART objectives, development plans and continuous feedback to boost employee performance and development
- **Consistent Feedback:** Establish consistent feedback through one-on-one meetings, 360-degree reviews, and skip meetings to foster employee development and engagement
- **Leadership Support:** Encourage authentic leadership and GROW coaching methods to empower autonomy and accountability among team members
- **Review reward and recognition program** exploring new approaches for acknowledging team and individual achievements





Measuring progress

Action	Key Measure
Workforce planning	Employee turnover rate remain below local government industry average
	Time to fill and vacancy rate
	Talent gaps / future talent vs. supply
	Employee tenure
	Workforce distribution
	Internal promotion rate
Engagement and culture	Employee engagement score
	Employee net-promoter score (recommend council as a great place to work)
	Team / service review score
	Inclusion index / diversity representation
	Performance review outcomes
	Number of trainees and apprentices across Council's various early career programs, such as the Fresh Start Program, and the Disability Traineeship Program
Leadership and capability	Capability gaps analysis
	Percentage of leaders with development plans / development goals achieved
	Authentic leaders program attendance and satisfaction rates
	Number of active succession plans
	Number of identified emerging leaders
	Increase our expertise and qualifications on ecological urban design and design for people walking and bicycling
	Increased skill in grant writing, resulting in a higher success rate for NSW and Federal grant applications, in all areas of the CSP
Learning and development	Training completion rate
	Training cost per employee
	Training net promoter score (learners recommend the training)
Resource optimisation (technology and transformation)	Number of automated or system improved processes
	Change adoption rate (number of new systems, tools or processes are being used)
	Service reviews completion rate
Work Health Safety (WHS), and Wellbeing	Incident rate, lost time injury frequency rate and total injuries

Future-Proofing our Workforce

* = Commenced | → = Ongoing | ✓ = Completed

Initiative	Actions	FY26				FY27				FY28				FY29				Responsible
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Strategic Priority: Leadership Continuity

Leadership Pipeline	1.1 Embed the NSW Local Government Capability Framework into all leadership position descriptions and development plans.	*	✓															P&C
	1.2 Conduct a capability gap audit and develop targeted training plan to bridge critical capability gaps	*				*				*				*				
	1.3 Commence roll out of targeted training for identified capability gaps, included into Performance and Development Plans					*				*				*				
	1.4 Deliver a structured, multi-level leadership development program for all leadership positions from levels 1–5 with training, coaching, mentoring, and communities of practice	→				→								→				
	1.5 Continue Leaders Day					✓			✓				✓				✓	
	1.6 Develop succession planning framework and integrate into HR digital system	*	✓															
	1.7 Develop Emerging Leaders Program	*	✓															
																		P&C Consult: Executives Leaders

Strategic Priority: Resource Optimisation and maintaining quality service

Maintaining service levels and performance	2.1. Support initiatives from the ICT and Customer Experience Strategies by encouraging digital upskilling and fostering a culture of service excellence	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	ICT and Service Transformation supported by P&C
	2.2 Proactively partner with leaders to monitor demand in service levels, developing resource plans and job design to support any notable change	*	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	P&C
	2.3 Develop an engagement toolkit to guide how Council will engage the Community to refine its service delivery	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Engagement Team supported by P&C
	2.4 Use data technology to monitor demand into service levels					*	→	→	→	→	→	→	→	→	→	→	→	

Strategic Priority: Competitive Job Market and Skills Shortage

Ageing workforce	3.1 Support centralised document management	✓																P&C
	3.2 Continue transition to retirement program	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	
Grow own talent	4.1. Develop formal and informal early career programs to attract and increase new talent, such as the Fresh Start Program, and the Disability Traineeship Program				*													P&C
Emerging skills	5.1 Conduct an annual emerging skills gap analysis to identify gaps, including emerging technologies and industry trends.				*	→	→	→	→	→	→	→	→	→	→	→	→	P&C
Employee benefits review	6.1. Review and adjust employer value proposition and benefits to remain competitive				✓				✓				✓				✓	P&C

Attract and Retain Top Talent

Attract and Retain Top Talent

[illegible]

Fostering a thriving workplace

* = Commenced | → = Ongoing | ✓ = Completed

Initiative	Actions	FY26				FY27				FY28				FY29				Responsible
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Learning and development	11.1 Conduct skills gap analysis survey to Senior Leaders to identify current soft and technical skills gaps			*				*				*				*		P&C supported by ICT and corporate communications
	11.2 Deliver and communicate the annual staff training plan, incorporating post-training feedback for continuous improvement	*			✓		*		✓		*		✓		*		✓	
	11.3 Develop an internal marketing campaign to promote continuous learning and development		*		✓													
	11.4 Ensure the training calendar is visible and accessible to all employees, enabling prioritisation	✓				✓				✓				✓				
	11.5 Develop learning and development analytics dashboard to track trends, performance and satisfaction			*			✓											
	11.6 Upskill employees in grant writing to increase success rate for NSW and Federal grant applications	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	
	11.7 Increase employee expertise and qualifications on ecological urban design and design for people walking and bicycling	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	
Performance framework	12.1 Collaborate with ICT to improve the performance framework process in TechOne, ensuring it is user-friendly and effective	✓																P&C supported by ICT
	12.2 Support leaders in ensuring their team's set SMART performance and development goals aligned with Council pillars and strategic objectives, encouraging regular check-ins for feedback and growth	✓					✓			✓				✓				
Enhancing leader capability	13.1 Deliver performance conversations training for all leaders, covering effective 1:1s, coaching models, team building and development frameworks	*	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	P&C
	13.2 Launch a digital leaders Hub to centralise key information and resources				*		✓											
	13.3 Promote Communities of Practice and leader events to encourage social learning and skill sharing								*	✓								
Systems and processes	14.1 Facilitate business transformation through service reviews and provide staff training on business improvement, innovation and excellence	*	→	→	→	→	*	→	→	→	→	→	→	*	→	→	→	Service Transformation
	14.2 Support ICT in identifying opportunities to leverage technology in enhancing efficiencies in processes and systems	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	P&C and ICT
Manage governance and risk	15.1 Execute and monitor the Work Health and Safety Management System, and the Office of Local Government (OLG) Risk Management and Internal Audit Guidelines, ensuring actions are carried out	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Governance and Risk
Diversity and inclusion	16.1 Promote Council policies and programs that support diversity and inclusion, such as zero-tolerance, anti-discrimination, anti-racism training, flexible working arrangements, and employee resource groups to ensure employees are informed and supported	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	P&C supported by Communications
Wellbeing	17.1 Implement health and wellness programs tailored to the Council workforce each year, with a shared calendar distributed each Q2 to assist employees in prioritising	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	P&C
Communication	18.1 Execute and monitor internal communications strategy ensuring employees are informed and engaged	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Strategic and Corporate Communications
	18.2 Roll out annual employee engagement survey August	*					*							*				P&C

Empowering our People

Empowering our People

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Document	Resourcing Strategy – Workforce Management Strategy 2025		
Custodian	People and Culture Senior Manager	Version #	Version 3
Adopted By	Endorsed June 2025	ECM Document #	37097432
Next Review Date	June 2026		

Community Languages

Talk free with an interpreter call 131 450

Chinese Simplified	我们说普通话。如需免费传译服务，请致电131 450，然后请传译员致电02 9392 5000 接通 Inner West市政府。
Traditional Chinese	我們能說您的語言。如需免費傳譯服務，請致電131 450，然後請傳譯員致電02 9392 5000 接通 Inner West市政府。
Greek	Μιλάμε τη γλώσσα σας. Για να μιλήσετε δωρεάν σε διερμηνέα καλέστε το 131 450. Ζητήστε τους να καλέσουν το Δήμο Inner West Council στο 02 9392 5000.
Italian	Parliamo la vostra lingua. Per parlare gratuitamente con un interprete chiamate il numero 131 450. Chiedetegli di chiamare il Comune di Inner West al numero 02 9392 5000.
Vietnamese	Chúng tôi nói ngôn ngữ của quý vị. Muốn nói chuyện có thông dịch viên miễn phí, hãy gọi số 131 450. Yêu cầu họ gọi cho Hội đồng Thành phố Inner West qua số 02 9392 5000.