



CUMBERLAND
CITY COUNCIL

Workforce Management Strategy

2025-2029

CLICK TO START >



Acknowledgement of Traditional Custodians

Cumberland City Council acknowledges the Darug Nation and People
as Traditional Custodians of the land on which the
Cumberland Local Government Area (LGA) is situated and
pays respect to Aboriginal Elders past, present and future.

We acknowledge Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia.

Cumberland City Council also acknowledges other Aboriginal and Torres Strait Islander Peoples
living in the Cumberland Local Government Area and reaffirms that we will work closely with
all Aboriginal and Torres Strait Islander communities to advance reconciliation within the area.



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Executive Summary

Cumberland City Council is located within the fast-growing Central City District and is on the doorstep of two (2) of Greater Sydney's new cities, between the Greater Parramatta and Olympic Park (GPOP) area and the new Western Parkland City.

Located 20km west of Sydney on Darug country, with a population of 245,323¹ residents, Cumberland City Council is the fourth most populous Local Government Area in Greater Sydney. Cumberland boasts one of the most diverse communities in Australia, with people from many different backgrounds and cultures living alongside one another.

Cumberland City Council's Workforce Management Strategy (WMS) outlines Council's commitment to driving community outcomes, programs and services. The WMS acknowledges the evolving needs of the organisation, in reflecting our community, and identifies strategies for how the organisation can support our people to deliver Council's aspirations and priorities for the future.

The WMS takes into consideration internal and external factors, challenges, operational requirements, opportunities and strategies, and community needs both now and into the future to guide Council's commitment to its workforce over the next four (4) years.

The implementation of the WMS not only fulfils our obligations under the *Local Government Act 1993* but will continue to support and drive initiatives to ensure that Cumberland City Council has a solid foundation for its long term workforce and resourcing strategies, in line with the requirements of the NSW Office of Local Government's Integrated Planning and Reporting Framework.

The WMS is aligned to Council's Community Strategic Plan (CSP), ensuring that our workforce is resourced to deliver the commitments made throughout this strategy through the development of our people. The WMS will be primarily implemented through the Human Resources team and will be supported by our people leaders and employees across the organisation.

People leaders will play a key role in supporting the initiatives and strategies listed throughout this document, to support Cumberland's vision to serve a community through a sustainable and transparent organisation where people feel that they are welcome, they belong, and are provided with the resources to succeed in what they hope to achieve.



¹ Idcommunity, Cumberland Council area (<https://profile.id.com.au/cws/about?WebID=150#:~:text=About%20the%20profile%20areas,-Export&text=The%202023%20Estimated%20Resident%20Population,3%2C371%20persons%20per%20square%20km.>)



Customer Service staff member helping to use kiosk

Introduction

Cumberland City Council's (Council) Workforce Management Strategy (WMS) identifies the skills and human resources required to deliver the medium to long term strategic direction identified by the community, as outlined in the Community Strategic Plan (CSP).

The WMS also forms part of Council's wider Resourcing Strategy, supplemented, and supported also by the Asset Management Strategy, Digital Strategy and Long-Term Financial Plan.

Why is Workforce Planning Important?

Council operates across 39 different services including community services, education and care, strategic and development planning, waste and cleansing, engineering, construction and design, open spaces and recreational services, economic development and city maintenance.

To deliver such a vast array of services to our growing community we must ensure that Council is appropriately resourced with the right people, in the right positions, who have the right skills to deliver the priorities identified by the community.

This WMS will clearly identify how these future staffing and skills requirements will be met, such as through recruitment, staff progression and development, internal redeployment, and succession planning.

Our Approach to Workforce Planning

In developing the WMS, Council's focus was on continuously developing and fostering a unified culture and workforce through communication and transparency.

The following information and resources were pivotal in the development of this strategy:

- An analysis and comparison of the results from the 2020 and 2022 staff culture surveys
- Extensive consultation with Council's Senior Leadership and Executive Teams regarding key projects, priorities, strategies in their units over the next four (4) years and beyond
- Council's Delivery and Operational Plans
- The requirements of Council's Digital Strategy, Asset Management Strategy and the impact on the Long Term Financial Plan
- Strategies and action plans to address identified opportunities and areas for improvement
- Analysis of Council's current workforce profile and forward planning for what the workforce may look like over the next four (4) years
- Analysis of internal and external factors which may impact or impede the delivery of Council's Community Strategic Plan.



SECTION ONE: The Cumberland City Workforce



The Cumberland City Workforce

Our people are focused on driving community outcomes, programs and services to innovate, inspire and deliver change for the community we represent. The Cumberland City Council workforce is committed to working hard to fulfil our community's vision for Cumberland.

As an employer, Cumberland City Council is committed to fostering a diverse, skilled and capable workforce where the voices of our people are heard and valued. By encouraging growth and development internally, we aim to continue nurturing a high-performance culture that drives success in delivering on what our community wants from our organisation.

Through extensive consultation processes with our people, we have offered exciting programs and initiatives to our staff. Some of these include:

- Additional leave for volunteering
- Increased financial assistance for study
- Further opportunities for flexibility to support a healthy work/life balance
- An increase in the number of leadership programs offered to staff.

Our Organisational Structure

The 35 frontline and internal services offered by Council are distributed amongst five (5) directorates:

- City Services
- Community and Culture
- Corporate Performance
- Environment and Planning
- Governance and Risk.

A copy of Council's organisation chart is included at **Appendix A**.



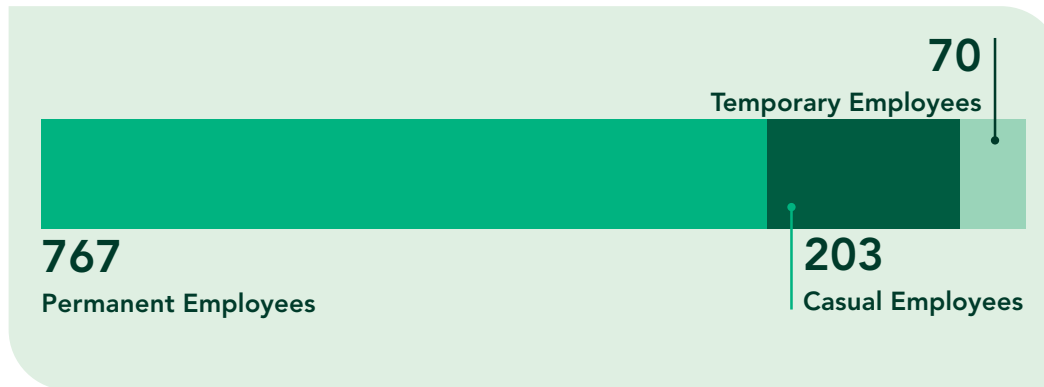
Connect and Celebrate Cumberland staff event



Our Workforce Profile

To continue to deliver this vast range of services to our community, our workforce must be equipped with the necessary skills, capabilities, experience, knowledge and qualifications to undertake the duties for the roles in which they are employed.

As at 30 June 2024², Council employed 1,040 individual employees across permanent, temporary and casual employment arrangements. The graph below provides an overview of how staff are engaged by Council.



Total Full Time
Equivalent (FTE):
962



Turnover:
10.8%



Average length
of service:
7 years
(excluding casuals)

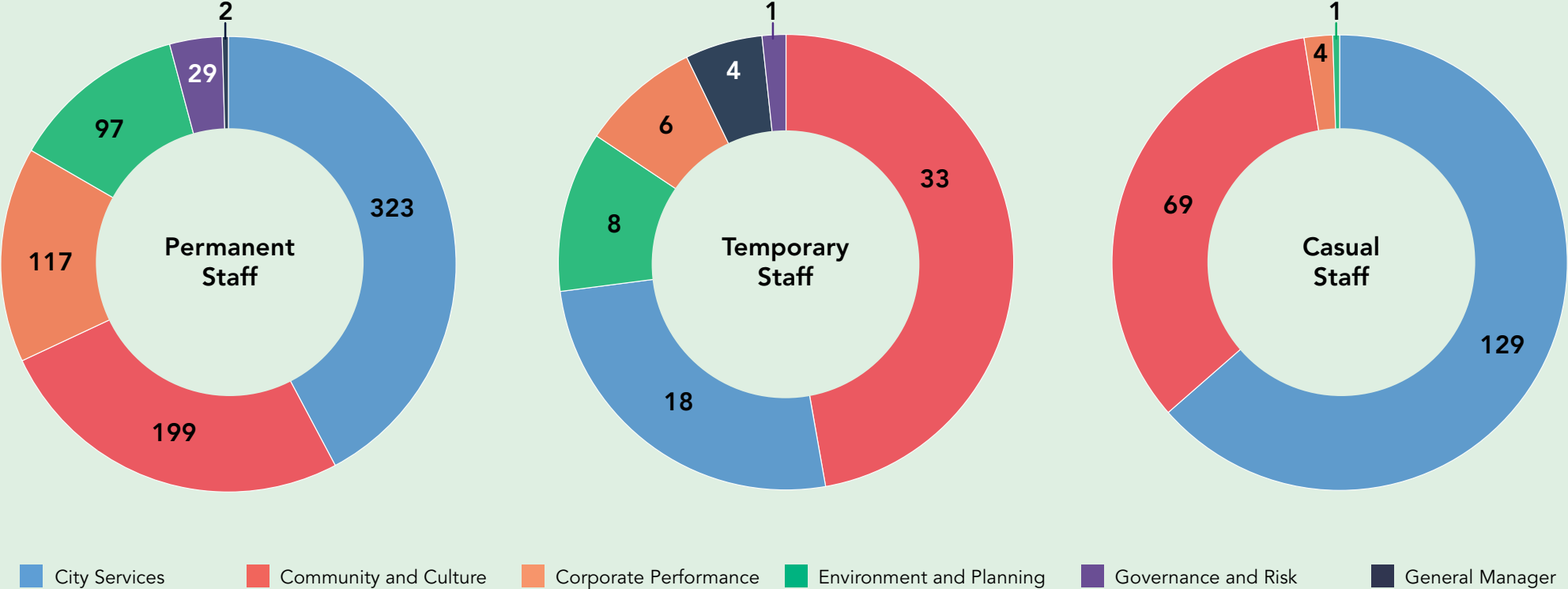


Bookings staff with Lego Roadshow promotion

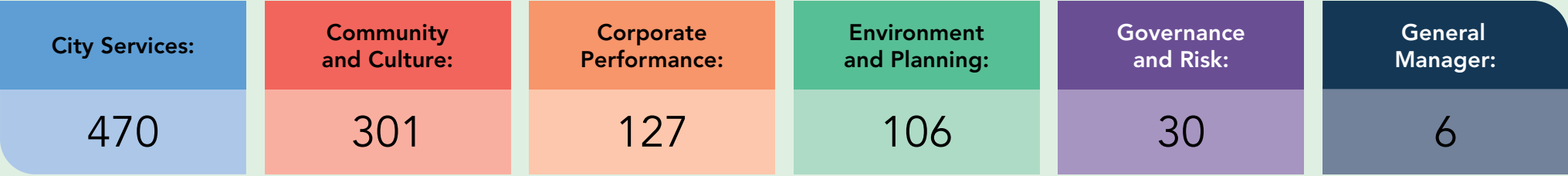
² Data provided as at 30 June 2024 and is representative of the 2023-2024 financial year.



Breakdown of Staff by Employment Type



Breakdown of Staff by Directorate (including casuals):





Age-Based Analysis

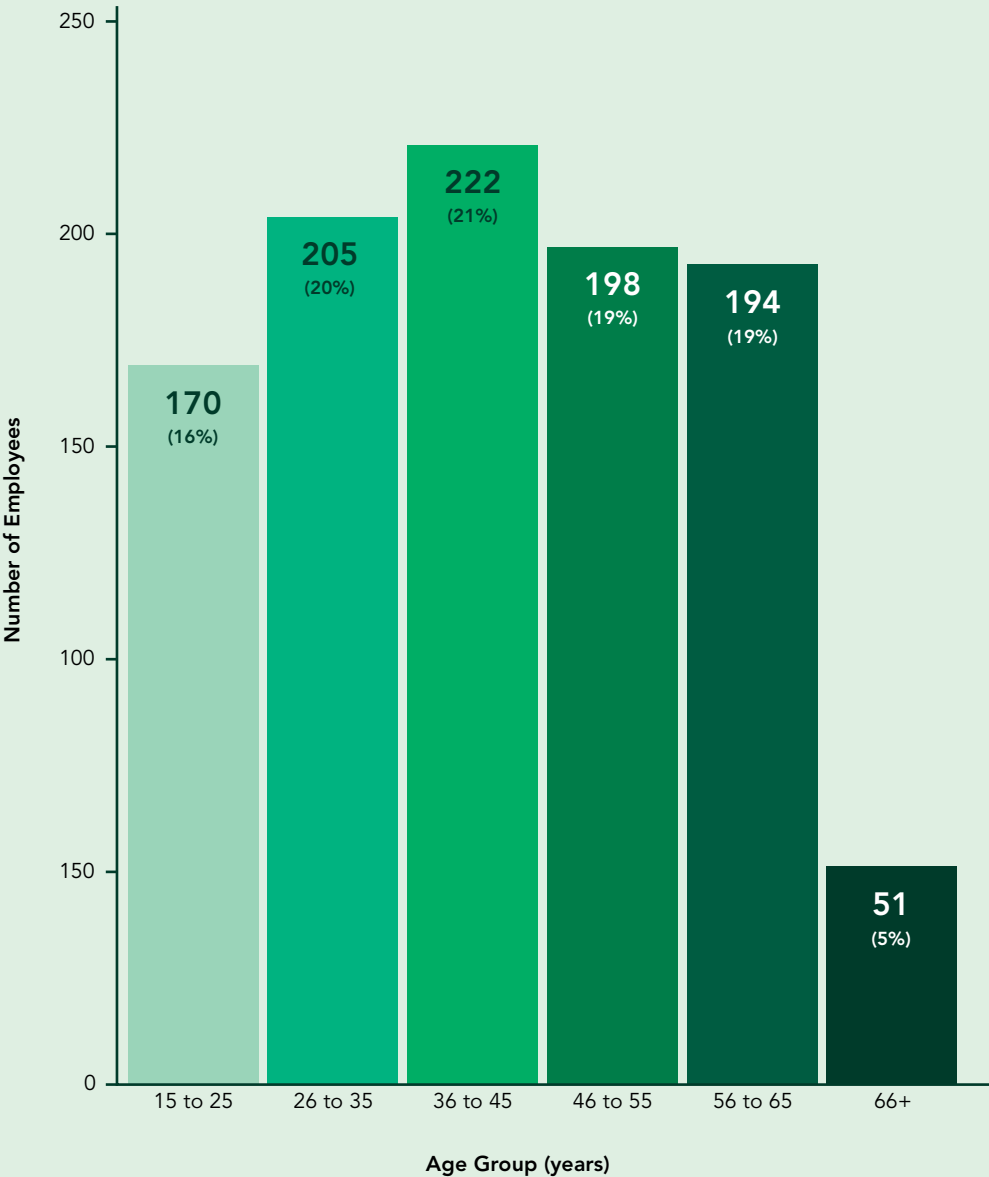
Council’s age profile is reflective of the overall NSW local government sector, with a large proportion of the workforce due to reach traditional retirement age over the next 10 years. With six (6) generations represented across Council’s workforce, our organisation is truly representative of a wide range of experiences, knowledge, perspectives and backgrounds.

The data shows that 25% of Council’s workforce are aged 55 years and above, meaning this proportion of the workforce will likely retire over the next 15 years. A large proportion of these employees are engaged within the education and care and outdoor workforces, and ensuring the transfer and retention of both knowledge and skill across the remaining workforce is a high priority for Council.

With an ageing workforce, Council has invested a number of resources into planning for the future over the life of its former Workforce Management Strategy. This has included succession planning for key roles and introducing a ‘Career Planning’ section into Council’s annual Performance Development System (PDS) review process for staff, formal mentoring and development programs, leadership programs and job shadowing programs delivered at all levels across the organisation.

Council encourages access to flexible working arrangements to support transitioning into retirement under a phased retirement scheme. This allows for the organisation to retain critical knowledge and skills whilst providing support to employees in reconciling their work and personal life.

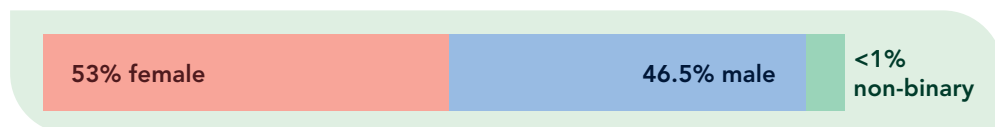
Council’s Age Profile





Gender-based Analysis

Council has continued to maintain a reasonably balanced gender profile across the organisation, with slightly more females employed than males, which continues to be attributed to Council's sizeable Education and Care service provided to the community, a sector typically dominated by female workers.



The positions within Council's Senior Leadership Team currently consist of the General Manager, five (5) Directors and 21 Unit Managers, which are occupied by 15 males (71%) and six (6) females (29%).

Council is committed to increasing the percentage of women employed in professional, management roles and non-traditional career pathways, such as trade related roles, and will continue over the life of this Strategy to focus on achieving gender equity through implementation of its Equal Employment Opportunity (EEO) Management Plan and supporting policies and programs.

Diversity

The workforce of Council directly reflects the culturally diverse and inclusive community that it services, and our staff are committed to fulfilling the community's vision for Cumberland. Council's workforce is comprised of 42 nationalities, along with staff from a wide spectrum of faiths, people with carers responsibilities, people from the LGBTQIA community and also employees living with a disability.

In addition, Council has also maintained its role as being a significant employer in the Cumberland community with 36% of the workforce living within the LGA. This continues to fulfill a key goal of this strategy and the organisation by continuing to deliver local employment opportunities for our community.

Skills and Known Gaps

A number of skill shortages and known gaps have been identified when developing our WMS, including:

- Ageing workforce
- Long-term development of capable leaders across all levels of the organisation
- Communications between leadership and field-based staff
- Cohesive and streamlined reporting of data
- Ability to attract and retain staff within the context of restricted funding growth and increased competition for labour.

Critical roles have been identified across the organisation during the development of this Plan. A critical position is one that if it were vacant, would have a significant impact on the organisation and its ability to conduct business. Staff in these positions will generally have highly specialised capability and knowledge of methods and techniques for a particular discipline resulting from many years of experience and/or advanced technical training.

As a result, Managers are developing and implementing various strategies to attract and retain staff in these positions. These strategies will include but are not limited to a review of the remuneration of these positions, development of internal succession plans and revision of specialised learning and development strategies for these roles.

In addition, the development and implementation of a leadership capability framework as part of this Workforce Management Strategy will assist the assessment of skills and known gaps for future strategies.



Corporate Values

Cumberland City Council has adopted values for the organisation which underpin our workforce and enable the organisation to clearly articulate the standards of behaviour expected of our staff in servicing our community.

The values are well-embedded across the organisation and are well-reflected across our staff. They are evident in how our teams work together and the standards of service we provide to our community, which we are continually striving to improve.

A review of these values and consultation with staff is scheduled to occur within the life of this WMS to ensure that the adopted values remain reflective of who we are and what we deliver in Cumberland.

As an organisation, Cumberland has shown resilience in our ability to adapt our programs and offerings not only to our community, but also to our people over the past four (4) years. We have embraced the opportunity to review traditional methods of working and have taken positive steps forward to ensure that our employees are able to find balance whilst also being productive and achieving Council's goals and strategic objectives.

This has been reflected in the implementation of Council's Working From Home Procedure, which also offers additional flexibility leave for staff who are unable or chose not to work from home.



Council staff at Create Cumberland event

OUR ORGANISATION'S VALUES:

The community's vision serves as the foundation for our organisation's values, guiding how we work to achieve shared goals. These values shape our approach, ensuring we remain aligned with the community's aspirations. Our organisation's values are:



We are **determined**
to succeed



We are **inclusive**
in our approach



We are **progressive**
in our outlook



SECTION TWO: Our Workforce Needs



Our Workforce Needs

As an organisation, our workforce is Council's most valuable asset and the goals identified within this strategy will strengthen the skills and development of our people.

Cumberland has been focused on delivering the following programs to support our workforce:

- Mentoring and Development Program
- Certificate IV in Leadership and Management
- Partnering with the University of Technology Sydney (UTS) to deliver leadership courses
- Development of guidelines for Apprentices and Trainees
- Reviewing and implementing Council's Equal Employment Opportunity (EEO) Management Plan
- Holding regular Improving Performance and Culture (IPC) forums with people leaders across the organisation
- Re-introduction of Council's face to face Corporate Induction Program following the COVID pandemic
- Holding internal staff events and initiatives to improve staff engagement
- Implementation of Council's Learning Management System (LMS)
- Reviewing Council's Rewards and Recognition Program.

The above programs have assisted our organisation by:

- Fostering the development of emerging leaders
- Promoting and enriching a culture of workplace consultation and staff engagement
- Supporting a healthy workplace focused on appreciation, encouragement and recognition
- Strengthening relationships and collaboration across Council.

What affects the future of our workforce?

There are a number of factors which will influence and have an impact on Council's workforce over the life of this strategy, both internally and externally, including:

- The rapid expansion of Cumberland City, as outlined in Cumberland 2030: Our Local Strategic Planning Statement. It is expected that Cumberland's population will continue to grow over the next four (4) years and that this will have a direct effect on the workforce and, in turn, the need to expand, in order to meet the needs of a growing community
- Skills shortages across the local government sector are largely reflective of the current employment market across a number of service areas
- Ageing workforce
- Excess leave liabilities
- Digital disruption, technological changes and automation
- Community engagement and language skills to support a vulnerable community
- Large scale development projects occurring across Cumberland City and ensuring the ongoing maintenance of these sites into the future
- Further development of emerging leaders across the organisation, along with the transfer of key organisational knowledge
- Improvements in inclusivity across the workplace
- Funding and budget constraints, which have a significant impact on Council's ability to compete in the area of remuneration and benefits, having a direct impact on our ability to attract and retain high calibre employees, forcing Council to deploy other non-cash benefits to attract and retain the skilled people we need to service our community.



In addition to trends that affect Cumberland locally, the '2022 Australian Local Government Workforce Skills and Capability Survey' offers a broader insight into the scope of the industry as a whole, namely that:

- Local government is a major national employer
- The sector continues to experience skills shortages, which were exacerbated through the impacts of the COVID-19 pandemic, along with the rapid expansion of technology and digitisation
- The impact of the ageing workforce on the ability of local government to enhance the skills and capabilities of their workforce, resulting in the loss of organisational knowledge.

In responding to these factors, we have learnt from past experience that embracing change and pushing forward is critical to the success of Cumberland as an organisation. Looking into the future, the development of six (6) key focus areas over the life of this Workforce Management Strategy will ensure that our organisation is best placed to grow to its full potential well into the future.



Staff member with Cumberland Compost



SECTION THREE: Strategy Actions and Implementation



Strategy Actions and Implementation

In order to effectively respond to the needs of the future of Council's workforce, the goals of the WMS have been categorised into six (6) key focus areas:

- Attract and retain diverse talent
- Invest and build in the leadership capabilities of our staff
- Deliver opportunities for local employment
- Strengthen the engagement within our workforce
- Facilitate a culture of continuous improvement
- Plan for our future workforce and organisational needs.

These key focus areas are directly linked to the Community Strategic Plan 2025-2035, Strategic Direction 4 - Providing transparent, accountable and strong local leadership.

Supporting these key focus areas are action items which will enable Council to effectively demonstrate the delivery of the key focus areas outlined in this strategy.

Workforce Management Action Plan 2025 – 2029

1. Attract and retain diverse talent

Action	Performance Indicators/Outcome	Responsibility	Target Date
Promote Council's Employee Value Proposition (EVP)	<ul style="list-style-type: none">• Review and evaluate employment conditions against climate survey data and other Councils.• Identify the top three (3) priority areas of the 2024 Culture and Engagement Survey impacting engagement and implement strategies to address these priorities.	Human Resources	Year 1
Communicate and implement Diversity Employment strategies	<ul style="list-style-type: none">• Increase number of applicants from diverse groups by partnering with a minimum of one (1) employment agency per year i.e. young people, people with disabilities etc.• Partner with a local university and/or TAFE as a pathway for students to commence their careers in the Local Government Sector.	Human Resources	Year 3

2. Invest and build in the leadership capabilities of our staff

Action	Performance Indicators/Outcome	Responsibility	Target Date
Development and implementation of a formal Job Shadowing Program	<ul style="list-style-type: none">• Ensure minimum of five (5) officers and Senior Managers participate in this program to assist staff in making better informed decisions on their career of choice.	Human Resources	Year 1

3. Deliver opportunities for local employment

Action	Performance Indicators/Outcome	Responsibility	Target Date
Creation of a formal Apprenticeship and Traineeship Program	<ul style="list-style-type: none">• In line with the NSW Government announcements for funding of additional Apprentices and Trainees, Council will offer a holistic program of apprenticeship and traineeship opportunities for the Cumberland community.	Human Resources Department Managers	Year 1
Increase employability skills within the local community	<ul style="list-style-type: none">• Partner with the Community Development team to provide assistance to the community for vulnerable groups e.g. Domestic Violence victims, young people, migrants	Human Resources Community Development	Year 3



4. Strengthen the engagement within our workforce

Action	Performance Indicators/Outcome	Responsibility	Target Date
Establish a Women's Empowerment Group	<ul style="list-style-type: none">Establishment of a networking group to increase women's participation and improve gender equality data across the organisation	Human Resources Community Development	Year 1

5. Facilitate a culture of continuous improvement

Action	Performance Indicators/Outcome	Responsibility	Target Date
Review working modes across the organisation	<ul style="list-style-type: none">Consult with staff, review and evaluate methods of work to improve productivity and output.	Human Resources	Year 1
Complete review of HR policies and procedures	<ul style="list-style-type: none">Policies updated and endorsed on or prior to review date	Human Resources	Year 3

6. Plan for our future workforce and organisational needs

Action	Performance Indicators/Outcome	Responsibility	Target Date
Evaluate Workforce Management Strategy (WMS) and develop the strategy for the next four (4) year period	<ul style="list-style-type: none">Review and evaluate action items in this WMSDevelopment of the next Workforce Management Strategy	Human Resources	Year 4



Swim Centre Lifeguard



SECTION FOUR: Monitoring and Evaluating

Monitoring and Evaluating

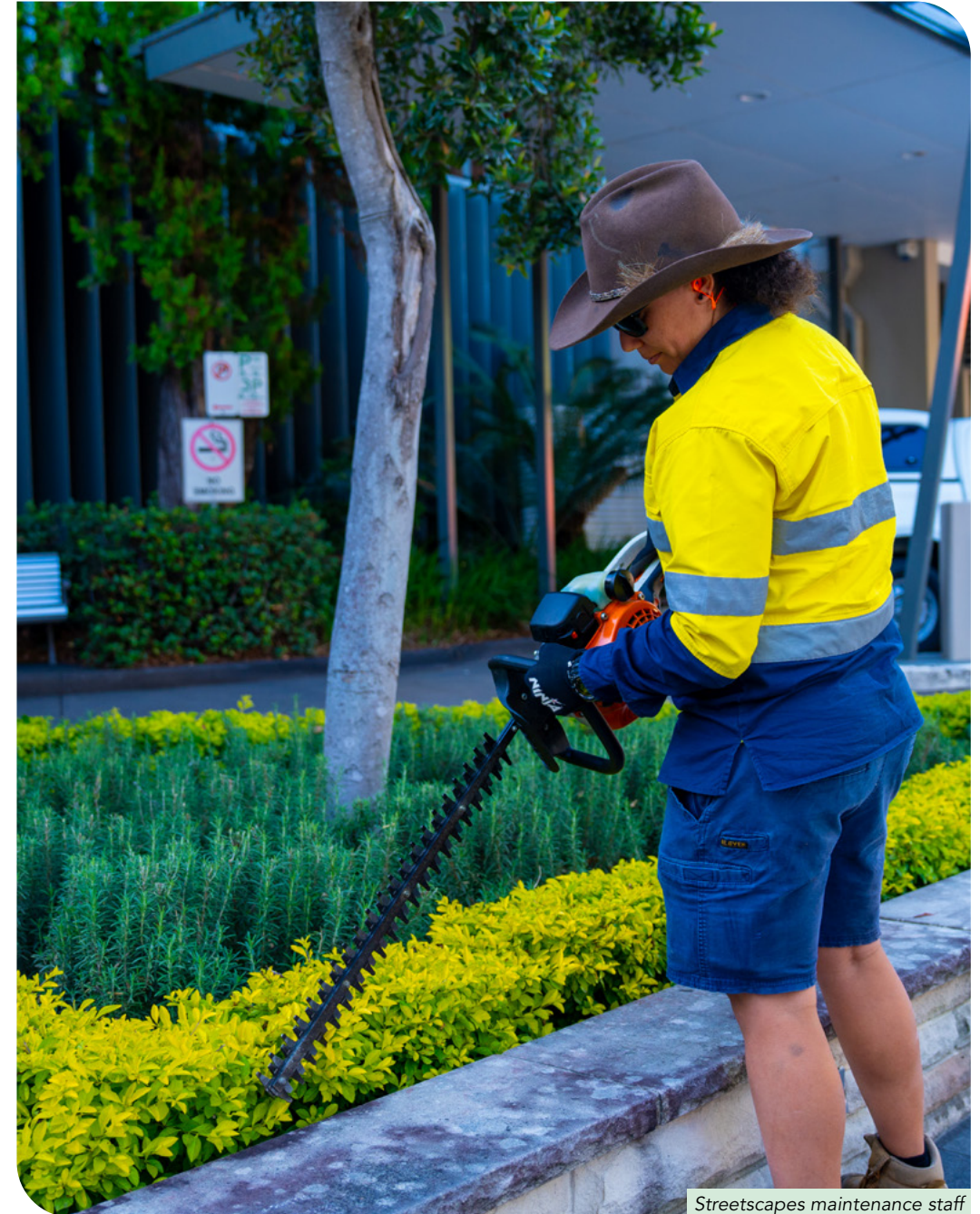
Council delivers a number of priorities and actions which focus on attracting and retaining talent, investing in the capabilities of our staff, planning our future workforce needs and building leadership capability of future leaders across the organisation.

In addition, Cumberland understands that an element of this strategy needs to remain flexible in order to respond and adapt to the changing internal and external factors which impact our environment and these new deliverables will be captured within the Performance and Progress reports.

Council will provide an update on its Workforce Management Strategy annually to the community through its Annual Reports over the next four years.

How will we measure success?

As part of measuring our success, we will continue to communicate our successes via the various internal communication channels and consult with our staff to gain feedback on the experiences of our workforce. Through consulting with staff, we will also continue to reflect, analyse and implement a wide variety of action items which may arise in order to immediately respond to the changing needs of our staff and the services we deliver to our community.



Streetscapes maintenance staff



Appendix A: Our Organisation Structure

Cumberland City Council's organisational structure consists of five directorates, responsible for providing services across Cumberland.

Community and Culture

Nicole Byrn

Director
Community and Culture

Business Units

Community Development

Community Wellbeing

Education and Care

Environment and Planning

Daniel Cavallo

Director
Environment and Planning

Business Units

City Planning and Development

Engineering and Building

Environment and Planning Systems

Environmental Health and Development Services

Place and Economy

City Services

Brendan Govers

Director
City Services

Business Units

Aquatics and Leisure

Buildings and Depot

City Assets and Construction

City Maintenance

Open Spaces

Venues

Waste and Ranger Services

Corporate Performance

Melissa Attia

Director
Corporate Performance
(Deputy General Manager)

Business Units

Customer Experience and Technology

Finance

Human Resources

Strategic Communications and Engagement

Strategy and Improvement

Governance and Risk

Charlie Ayoub

Director
Governance and Risk

Business Units

Audit, Safety and Risk

Governance

Property Transactions



CUMBERLAND
CITY COUNCIL

Workforce Management Strategy 2025-2029

Cumberland City Council

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