

# Workforce Management Strategy

2025-2029





A photograph of a coastal plant with thick, green, lance-shaped leaves and a single dark flower bud on a thin stem. The plant is growing out of a light-colored, textured shell that sits on a sandy beach. The background is a clear, bright blue sky with some wispy clouds. The text 'Acknowledgement of Country' is overlaid on the upper right portion of the image.

### Acknowledgement of Country

Bayside Council acknowledges the Bidjigal Clan, the traditional owners of the land on which we meet and work and acknowledges the Gadigal people of the Eora Nation. Bayside Council pays respects to Elders past and present.

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# Introduction

Council is committed to effective workforce planning to ensure we have the right people, in the right jobs, in the right place at the right time. This Workforce Management Strategy outlines our workforce strategies over the next 10 years as well as the detailed actions to support these strategies for the years 2025 to 2029.

## About this Strategy

This Workforce Management Strategy will support long-term workforce strategies for Council's approximately 800 people who work across a wide variety of disciplines to deliver services to our community.

With the needs of our community growing and evolving, delivering the right initiatives to build capability in our workforce is critical. This includes that our workforce has the required skills and experience considering the challenges of the future.

The workforce planning process will contribute towards meeting the community outcomes as outlined in our Community Strategic Plan and Delivery Program. The Workforce Management Strategy also provides detail on Council's current workforce, workforce challenges affecting our workforce and our future workforce needs.

Key workforce challenges and considerations include:

- ▶ Ageing workforce
- ▶ Skills Gaps/shortages
- ▶ Technology
- ▶ Diversity
- ▶ Climate change

The plan outlines the below strategic priorities to address these key workforce challenges:

- ▶ Creating a Customer Centric Culture
- ▶ Council as an employer of choice
- ▶ Retaining and attracting a talented and diverse workforce
- ▶ Strengthen our safe and healthy workplace
- ▶ Investing in skills
- ▶ Improving productivity and leveraging technology
- ▶ Maximising management and leadership



# Who we are

## Bayside Area & People

### The Area

Located in the heart of Sydney, Bayside stretches over 29 suburbs including Bexley, Kingsgrove, and Carlton in the west; Banksmeadow, Hillsdale, Pagewood, Daceyville and Rosebery in the east; Wolli Creek and Turrella in the north; plus Rockdale, Mascot, Botany, Sydney Airport and Port Botany down to the coastal communities of Brighton Le Sands, Ramsgate, Dolls Point and Sandringham in the south.

We are very proud of our local area and all that it offers. With our many parks, sporting facilities and picturesque foreshore, as we surround Botany Bay (Kamay) with 8 kilometres of beach and parkland, we believe that Bayside is truly one of the best places to live in Sydney.

Our significant wetlands provide important corridors for native flora and fauna, as well as places for our community to engage with natural surroundings

Bayside is well served with public transport with two main train lines and several busy bus routes. There are many great schools, boutique businesses, active laneways and precincts and a very vibrant mix of cultures.

Central to the area is the logistics core of NSW. Bayside has two major international transport hubs, the Sydney Airport in Mascot and Port Botany, the largest container port in NSW. These areas are significant as they enable people and products to travel around the world and to come to Australia. Goods arriving at our port are transported right around the country and Sydney Airport is the busiest airport in Australia. Our local economy will mature as innovation and growth takes advantage of these opportunities.



## Our Community

Almost 183,000 residents live in Bayside and this is expected to increase by 30,000 by 2036.

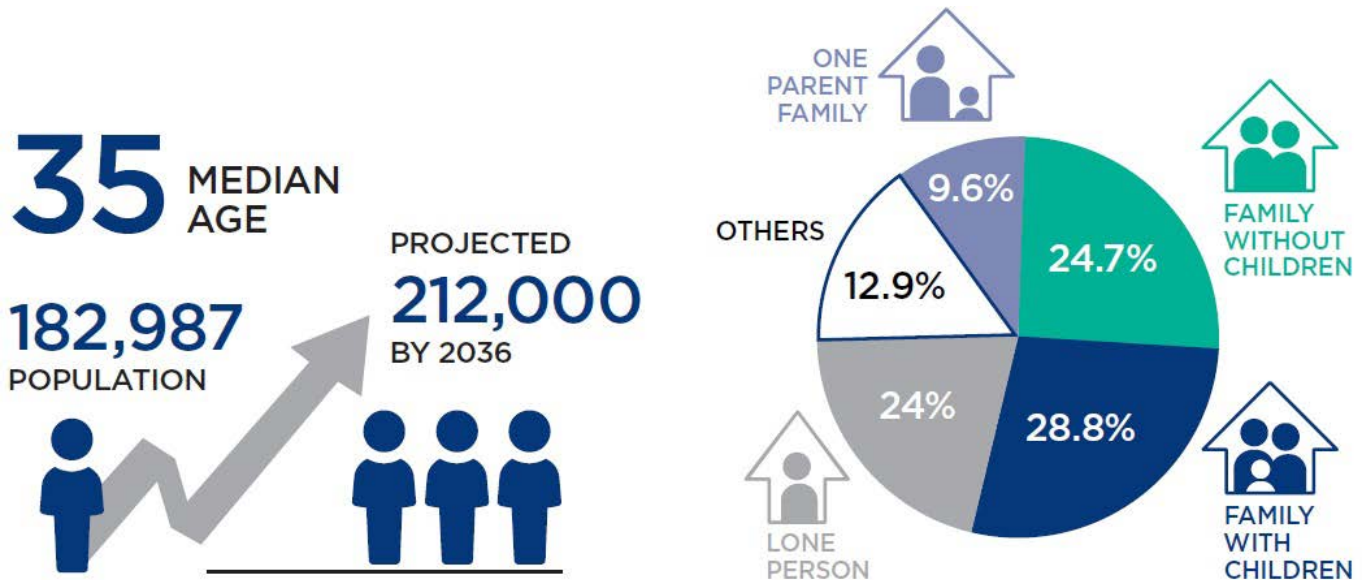
Bayside is home to a diverse community hailing from Australia and all over the world. People of all ages enjoy life in Bayside, many speak a language other than English at home and almost half were born overseas.

First Nations people have lived on the shores of Botany Bay (Kamay) for tens of thousands of years.

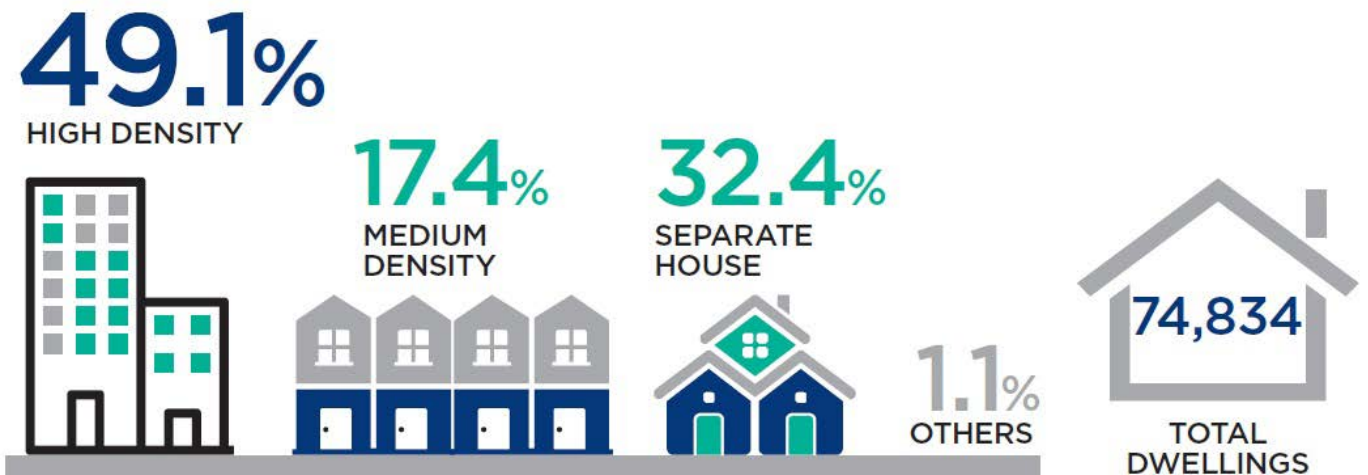
All of these different cultures enrich our area with their traditions, celebrations and stories. In order to effectively serve our community, we must understand the community we are serving.

Following are some statistics that demonstrate that diversity.

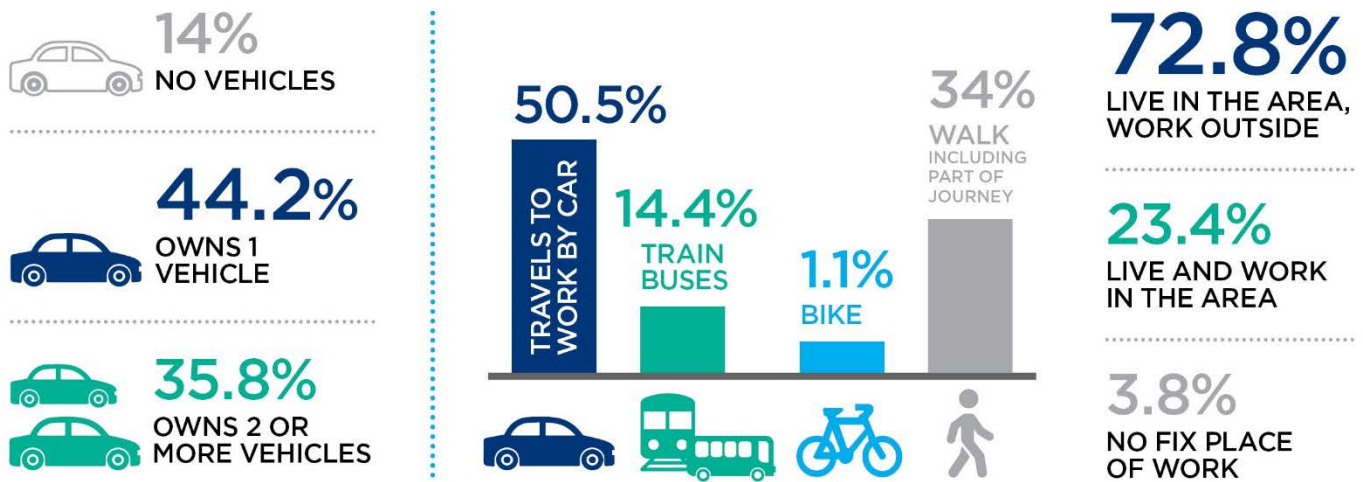
### People & Households



### Living & Lifestyle



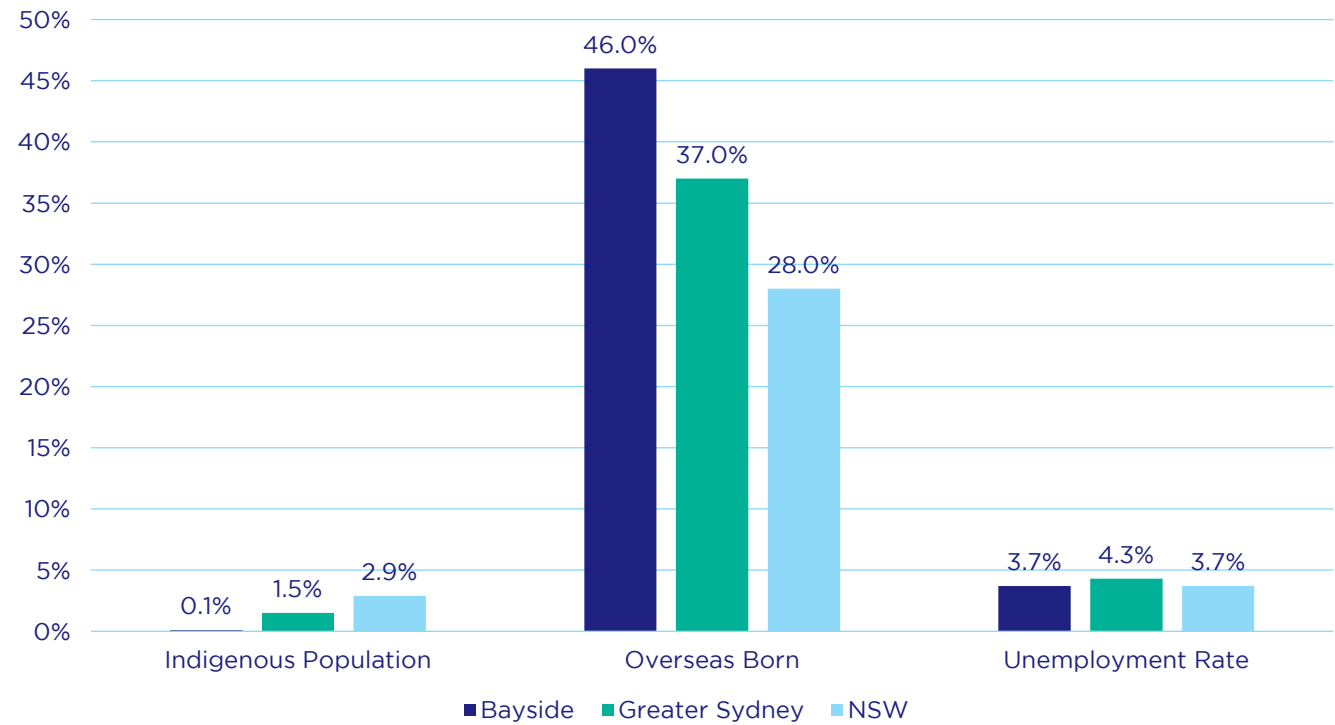
Work & Travel



Comparison

Compared to Greater Sydney and New South Wales, Bayside has a significantly larger percentage of population born overseas and speaking a language other than English at home. This provides us with a unique opportunity to create a diverse and inclusive workforce and work environment, whilst striving to become an employer of choice.

As demonstrated in the Staff Profile, Council's workforce profile reflects the community profile as we believe that this will enable enhanced services to the community.



Source Profile ID, Australian Bureau of Statistics 2021 Census, Household Travel Survey 2019

## Bayside Council

### The Organisation

Our community's wellbeing is at the heart of everything we do, with that vision in mind we have developed strategies and action plans to ensure our behaviours and decisions are customer centric. See our [Customer Experience Strategy](#) for more details.

### Values

Values guide us in our interactions and relationships with all our customers. Internally there are also identifying statements and highlighted behaviours that strengthen our understanding of the values and clearly set the organisations expectations.



*We go above & beyond - delivering an outstanding customer experience every time.*



*We are courageous & innovative - committed to making a difference in our work.*

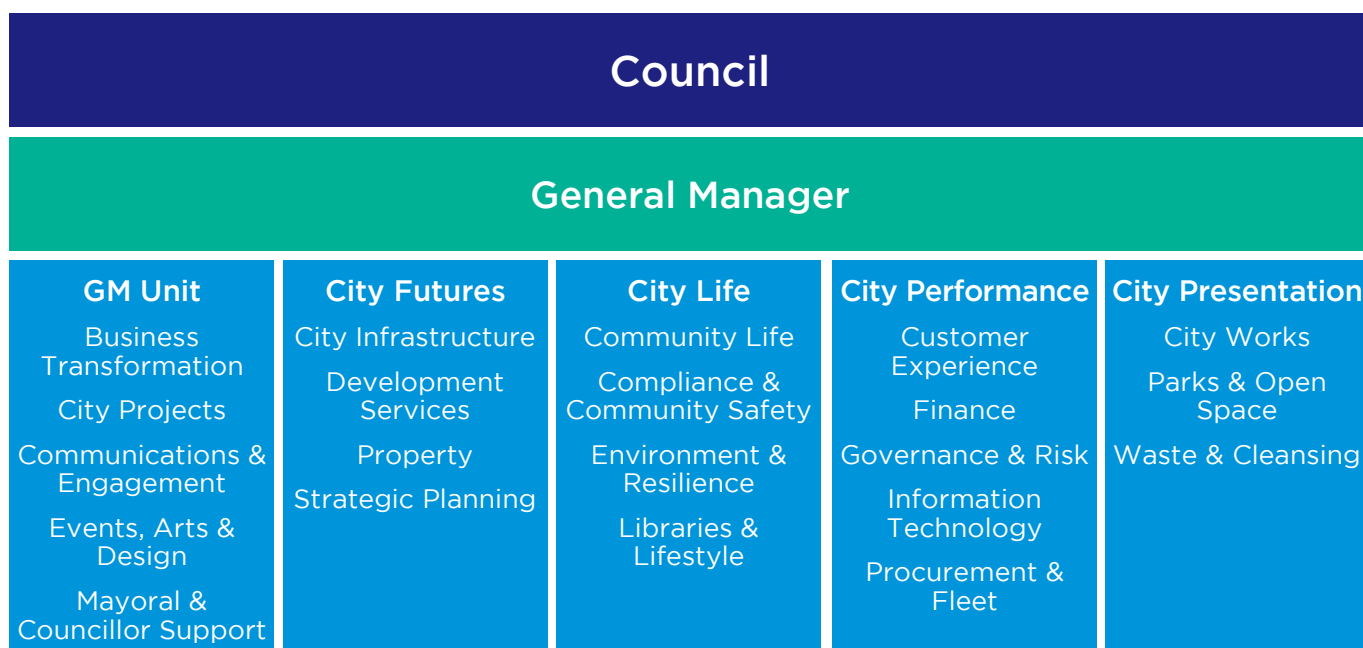


*We are all leaders' decisive, outward focused & forward thinking, setting the vision for Bayside Council today & into the future*



*We support & invest in each other - creating a strong collaborative culture*

### Organisational Chart





Workforce Profile

To deliver our wide range of services to the community, we need a workforce that has a range of skills, capabilities, knowledge and qualifications.

Council has 844 FTE (full time equivalent) employees as at 31 January 2025, with a population of 182,987 that equates to 1 employee per 217 residents.

The cultural diversity of our community is represented in our workforce which allows Council to understand and meet the needs of our everchanging community.

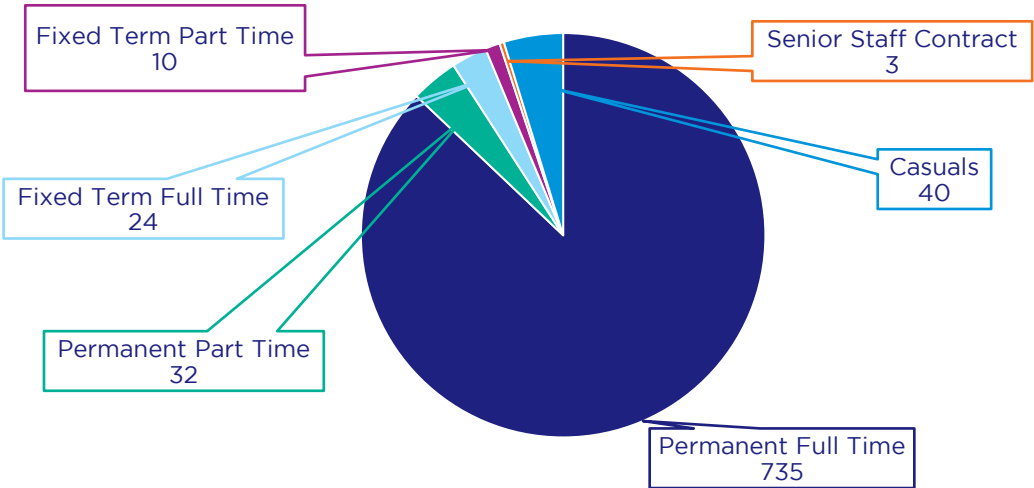
Bayside Council currently employees:

- ▶ 278 employees who were born overseas
- ▶ 63 employees who speak a language other than English; and
- ▶ 346, or 35.1% of our employees live in Bayside.

Employee numbers fluctuate due to vacancies, casuals and labour hire who are employed on an ad hoc basis across the organisation to meet unplanned staff absences or additional workload. Departments such as City Life (Angelo Anestis Aquatic Centre, Child Care Centres), City Presentation (Waste & Cleansing, City Works and Parks & Open Spaces) and City Projects, have specific seasonal needs and term contracts, casuals and/or labour hire are engaged to fulfill these.

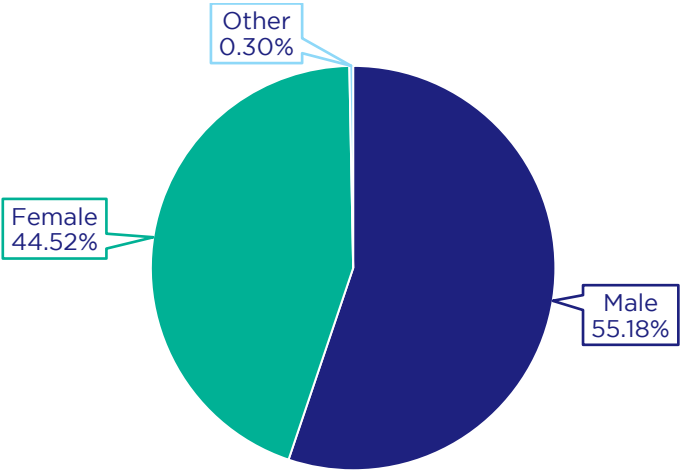
Employment Type

Of the 844 FTE employees 804 are permanent and 40 are casual employees in a variety of employment types as detailed below:



Gender

Bayside is committed to creating an inclusive workplace where all genders and ages are treated equally and offered the same opportunities. Council's workforce profile as at 31 January 2025 is:

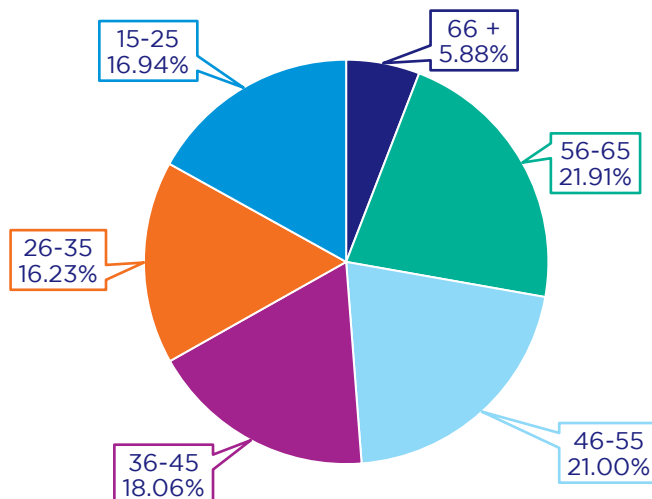


Council's workforce is predominantly male as per previous years. This imbalance is due to Council's large outdoor workforce in areas such as Waste & Cleansing, Parks & Open Spaces, City Works and

Engineering, where male employees are traditionally prominent. The majority of female employees can be found in traditional positions such as library, child care centres and administrative positions. However, females account for 43.4% of managements positions.

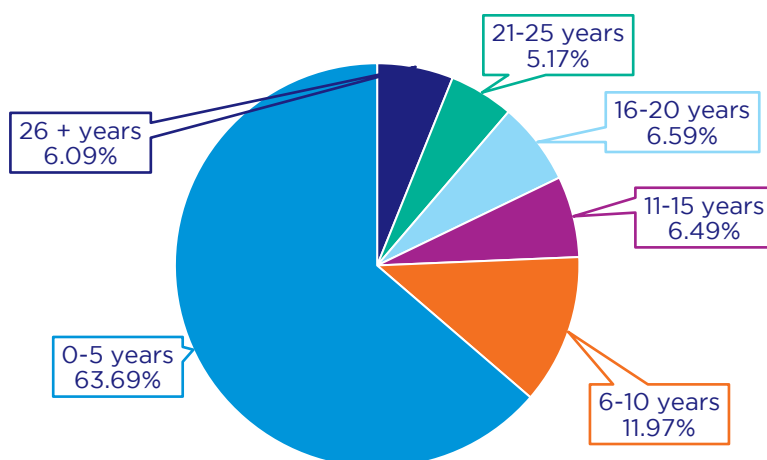
## Age

Like other Councils, Bayside is experiencing as ageing workforce with 27.79% of staff 56 years or older. There is a high risk of knowledge loss as long serving staff are expected to retire in the next 10 years. Planning, knowledge transfer and staff retention will be critical to Council's ongoing success during this period. These plans are addressed in this Strategy.



## Tenure

Council is proud of the long length of services of our workforce. As per the chart below, 24.34% of employees have been at Council for more than 10 years which support that they are looking for a career with Council.



## Turnover

Part of the Workforce Management Strategy is to ensure that Bayside is a place where employees enjoy coming to work. From 1 July 2023 to 30 June 2024, 177 employees left the organisation, however this included 45 casual employees' contracts ending and 5 fixed term contracts ending. There were also 7 retirements in the period. This represents a permanent staff turnover rate of 14.68%.

# How we developed this Strategy

## Engagement

Council conducts regular staff surveys of its workforce. The staff survey results undertaken in 2021-2024 by the University of South Australia indicates a number of areas of strength and a number of key focus areas. These include:

- ▶ Overall, most staff rated recognition as the area of the current organisational climate as needing attention and consideration. This is the most common result in Government and the public sector more generally.
- ▶ Overall, comparable to other like organisation's (including Local Government, public sector and similar sized organisation's) we have rated higher in our results.

Council also engages with its workforce through the Staff Consultative Committee and WHS Committee which provide effective consultation and engagement on key matters that impact them.

## Workforce Challenges / Considerations

This Strategy considers a range of factors and challenges that will impact our future workforce needs.

### Ageing Workforce

Like many nations around the world, Australia is experiencing a marked societal shift – one which will see Australians in the 55 to 70 age bracket number over 5 million by 2030 (Deloitte 2012b). This trend will affect all aspects of society and the economy, including the workforce.

As previously outlined Council has an ageing workforce which will mean that a higher number of staff will consider retirement in the next 10 years. This may result in staff and skill shortages and the need for more flexible working arrangements to support phased retirement plans. This will assist with knowledge transfer whilst supporting the well-being of our employees.

Planning will also need to occur to retain older workers and look at new ways of attracting them. Tapping the full potential of older workers will become critical.

Employers are looking for ways to make the workplace age- friendly, especially with regard to physically demanding jobs, and are promoting health and fitness.

Rather than only responding to an ageing workforce, employers are learning to manage a multi-generational workforce, to create a work environment that is flexible and attractive to workers of all ages and to build an employer brand that attracts and retains top talent.

Over the coming years, Bayside Council will look to address the challenges and opportunities brought about through an older workforce. Our next steps are outlined in our strategic priorities.

### Skills Gaps/Shortages

The overall market for attracting professional and technical roles is increasingly competitive. There is also competition for talent from larger Councils, private sector and State Government who may offer higher remuneration, more flexibility or additional career opportunities.

Bayside Council's recruitment experience has identified some challenges in attracting suitably qualified and experienced candidates in the following areas:

- ▶ Early Childhood
- ▶ Accounting
- ▶ Property Management
- ▶ Planning
- ▶ Information Technology
- ▶ Asset roles
- ▶ Community Development
- ▶ Economic Development
- ▶ Local Government specific roles (eg rates, environmental health)



Bayside Council strategies to attract key roles will be outlined in our strategic priorities.



## Employment Costs

The Local Government (State) Award 2023 sets out the Award increases with a 3.5% wage increase from 1 July 2024 and 3% from 1 July 2025. Future wage increases are subject to negotiations for the 2026 Award. Superannuation is also scheduled to increase 0.5 per cent per year until it reaches 12%.

Employees who complete an annual performance planning and review process may be eligible to receive a salary step increase in addition to the annual award increase.

Council also undertakes salary benchmarking to assist in decision making in attraction and retention.

Details on our workforce costs are available in the Long-Term Financial Plan.

## Technology

The workforce is changing rapidly. Many of the jobs created today did not exist five years ago and there will be jobs in the future that do not exist today. Much of this change is influenced by technology, automation, robotics and Artificial Intelligence (AI) which are advancing at turbo speed. These are changing the nature and number of jobs available and creating an evolution of new roles and required capabilities across all workforces and organisations.

The delivery of services to our community and the expectations of the community for technology and online services continues to increase. The impact of this on the workforce is the increased need for technical and specialist skills in the areas of technology. Within organisations, technology has gone from being a work 'tool' to an essential business strategy and customer experience.

Over the past few years, the use of mobile devices has increased exponentially. Mobility options remain a vital tool for quality service delivery and field-based work.

Employees' expectations have also changed. They expect that their organisation investigates and implements new technologies continually to help them do their jobs better. These expectations, initially led by millennials, is now adopted by Generation X. Driving this expectation is having access to information from any device at any time and keeping their jobs fresh and interesting.

The era of anytime, anywhere and on any device is blurring the line between work and home. Personal and work time is increasingly overlapping and the concept of work as a place is changing. Offices are being redesigned to create dynamic and flexible spaces that enhance the well-being of employees and increase their performance and productivity. Across Australia, increasing numbers of employees of all ages are choosing flexible working arrangements including working away from an office. Organisations with technology enabled flexible working practices are fast becoming employers of choice for mid-career and older workers, whose experience is vital for the organisation's performance.

Over the coming 10 years, Council will look to address the challenges and immense opportunities brought about through the impact of technology. Our next step is outlined in our strategic priorities.

## Diversity

A richly diverse workforce has implications for the types of managers succeeding in today's, and tomorrow's, workplace. Leaders and organisations that foster inclusion, leverage diverse perspectives and have a strong sense of connection with the community they serve are becoming the most successful at attracting talented employees and support employees to become high performers.

Council continues to plan and implement programs to support diversity and inclusion. This includes the EEO Management Plan, Inclusion Action Plan and Reconciliation Action Plan.

## Climate Change

Climate change will have a significant impact and will increase the need to manage existing and develop new infrastructure. Plans and strategies for mitigating the impact are also a priority of our organisation. Council's effort towards this is increasing and is being monitored to ensure it is appropriately resourced.

## Increased Levels of Service

Over the life of this plan, required employee levels are anticipated to stay relatively stable although there is potential for service expansion in the following areas:

- ▶ Resourcing requirements / capacity to deliver the Capital Projects Program.
- ▶ Upgrade of the Bexley Aquatic Centre
- ▶ New open space and recreational facilities provided through development of M6 Offset works.

# What we will do

## Objectives and Strategies

This plan has 7 strategic priorities. Collectively they aim to optimise Bayside Council's workforce strengths and performance, address our most critical challenges and help focus our efforts in building a customer centric and high performing environment. Our seven strategic priorities are:



### Strategy 1 - Create a customer centric culture

Bayside Council is committed to providing a positive experience every time, for all of its customers, and recognises that the delivery of exceptional customer experience is the responsibility of all staff.

In meeting the changing needs and expectations of our community, our focus is to further improve our reputation for, and delivery of, exceptional customer experiences.

Customer centricity is not just about offering great customer service, it's about the driving force or passion of our staff. In a Customer Centric culture staff actively strive to ensure that all interactions with our customers provide a positive experience, even if the outcome is not as they desired.

It is a strategy that is based on putting our customer first, and at the core of Bayside Council operations.

Council is also in the final stages of designing and implementing a new Customer Service Strategy, Policy, Charter and Standards.

#### Outcomes:

- ▶ Achieving a culture of an Exceptional Customer Experience across the organisation.
- ▶ All staff at Bayside Council are skilled, trained and supported in delivering excellent customer service. Bayside provides regular customer service training for all staff.
- ▶ All staff have insight into the 'customer experience' with Council to inform future services.
- ▶ A welcoming environment at all Council buildings for all members of our community including people from cultural and linguistically diverse backgrounds and people with disabilities.
- ▶ Customers receive a consistent response, regardless of how they choose to contact us.
- ▶ Our services are easy to use and accessible; 'how you want, where you want and when you want to contact us'.
- ▶ We demonstrate efficiencies in our processes in the use of time and money while maintaining an excellent customer experience leveraging technology.
- ▶ Technology solutions are customer focused and user friendly.
- ▶ Managers and employees have appropriate customer experience performance measures, and
- ▶ Providing the right answer, on time.

## Strategy 2 - Council as an employer of choice

The phrase 'Employer of Choice' has picked up a considerable amount of popularity, but what is the importance of becoming an Employer of Choice? The phrase is more than just a buzzword; it is representative of a whole new design of corporate culture. It means that people will choose to work for Bayside and actively look for job opportunities at our organisation.

In the years ahead, workforce stability will be an organisation's competitive edge. In these turbulent times, exacerbated by a tight labour market, employers will be continually challenged to locate, attract, optimise and retain the talent they need to serve their customers. The most successful employers will be those who legitimately inspire highly talented workers to join them and stay with them.

### Outcome:

- ▶ Recruiting top performers and attracting talent from other employers due to our Employee Value Proposition. Bayside seen as an attractive and first choice for those in the job market.

## Strategy 3 - Retain and attract a talented and diverse workforce

Why is this important?

- ▶ A workplace that values diversity and is free of discrimination is more productive.
- ▶ Greater employee satisfaction also leads to improved productivity.
- ▶ Reduced employee turnover cuts the cost of having to replace skilled and experienced people.
- ▶ Harnessing diverse employee skills and perspective increases creativity and innovation.
- ▶ A reputation for respect, inclusion and diversity also enhances an employer's business and reputation.
- ▶ Failure to take steps to prevent discrimination has serious legal and financial consequences.

Research consistently finds that retaining top talent is essential for maintaining an organisations knowledge, high morale and satisfying customers.

In contrast, high employee turnover is a drain on an organisation's staff and financial resources. Losing key employees can limit productivity, damage morale, and cost as much as (or more than) the departing employee's salary during the process of finding and training a replacement.

### Outcomes:

- ▶ Bayside Council workforce is highly talented with a passion for delivering exceptional customer service leveraged by technology.
- ▶ Bayside Council turnover to be below local government industry average.



## Strategy 4 - Strengthen our safe and healthy workplace

While improvements to work health and safety were made during the National OHS Strategy, current data shows that, on average, over 250 workers in Australia die from an injury sustained at work each year.

It is estimated that over 2,000 workers die from a work-related illness each year. Bayside Council's Work Health and Safety strategy aims to a set targets to minimise lost hour incidents, maintain a WHS Management System, and support the well-being of employees.

### Outcomes:

- ▶ Create a strong safety culture across the organisation.
- ▶ Reduced incidence of work-related injuries and illnesses achieved by reduced exposure to hazards and risk by using an improved hazard identification method, improved tracking of corrective actions. All this is supported by an improvement WHS Management System.
- ▶ Minimise workplace risk to mental health and reduce stigma associated with mental health conditions.



## Strategy 5 - Invest in skills

Investing in employees' skills and knowledge enhances individual performance and positively impacts the entire organisation in service to our community.

This investment leads to better customer service, improved work safety practices, increased productivity, and ultimately, an enhanced customer experience.

In today's rapidly evolving technological landscape, organisations must invest more in training to meet customer needs.

Employees must be proficient in using and leveraging technology to deliver exceptional service. Ensuring everyone has the right skills for an increasingly digital world is essential to fostering innovation, productivity, and an exceptional customer experience.

Key skills needed include:

- ▶ Technical and professional skills: IT specialist skills to drive innovation and support digital infrastructures.
- ▶ IT generic skills for workers and residents alike to be able to use digital technologies; and
- ▶ IT complementary 'soft' skills, such as leadership, communication and teamwork skills, required for the expanding number of opportunities for IT-enabled collaborative work.
- ▶ Critical thinking and problem solving, analytical skill, strong communication skills, active listening skills, customer service skills, feedback skills, negotiation skills, change management skills, managerial skills.

### Outcome:

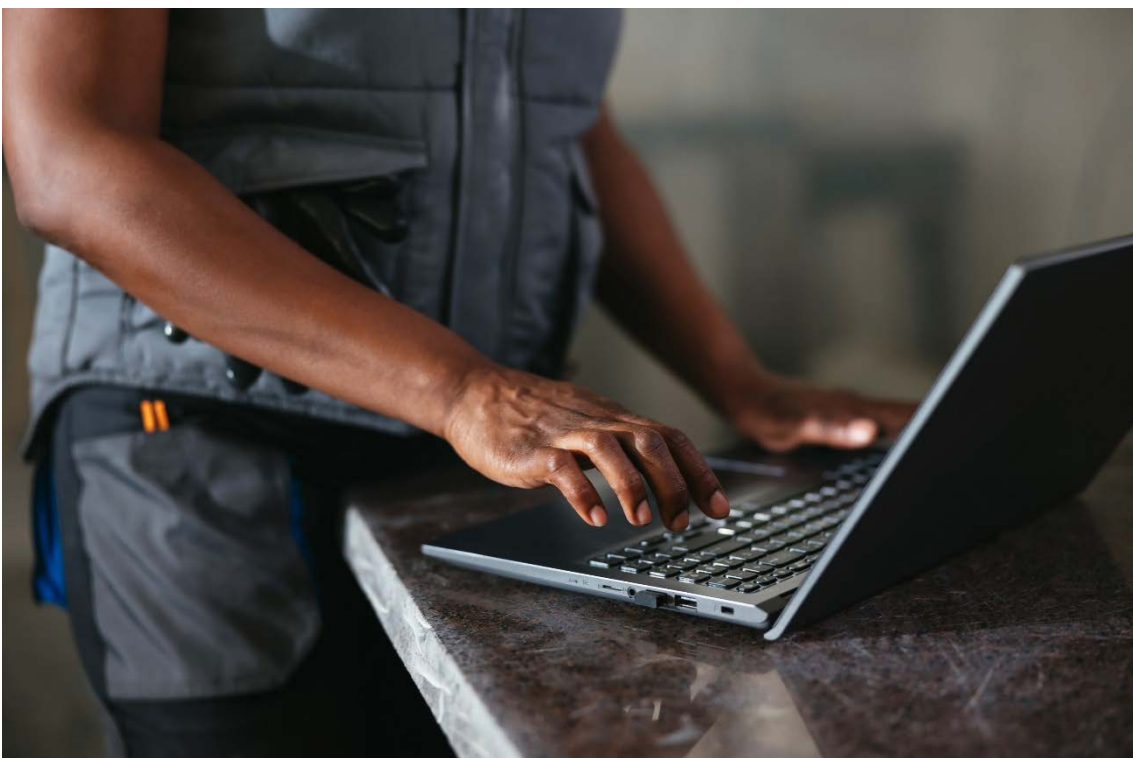
- ▶ Bayside Council provides training in systems, behaviours and governance, leadership development, performance and culture, customer service, competencies and capabilities, continuing professional development and compliance and WHS to ensure it has highly skilled and talented employees.

## Strategy 6 - Improve productivity and leverage technology

Council is investigating technology opportunities and leveraging artificial intelligence (where appropriate), to improve processes and enhance response times, improving our customer's experiences.

### Outcomes:

- ▶ Leaders and managers are managing their human resources strategically to deliver the objectives in the Delivery Program whilst providing exceptional customer experience to the community.
- ▶ A workforce that is focused on business improvement.





## Strategy 7 - Maximise management and leadership

Strong leaders help an organisation to maximise productivity, efficiency and achieve business goals, whereas weak leadership hurts productivity and jeopardises the health of the organisation.

Strong leadership is different to strong management, and sometimes we need both.

Leadership is about People, those with strong leadership skills can create a vision that excites their direct reports. They can talk about the future and where their organisation is going, and they can articulate the strategic vision that will lead their team to success.

Leaders understand that teams are made up of individuals with different personalities, skill sets, communication and behavioural preferences. They also see that, when brought together through effective leadership, these differences can produce exceptional results. When conflict may start to arise amongst their direct reports because of these differences, leaders can see it, and they deal with it before it can make any impact on the team.

Good leaders have high emotional intelligence (a high EQ) and understand how their emotions, both positive and negative, affect their team. They understand that a leader's emotions are contagious. All of these things make people want to follow great leaders.

Management is about processes; managers are often subject matter experts promoted through the ranks to retain them at an organisation. Managers embed themselves in the tactical aspects of the workplace – the doing. They delegate and priorities tasks, refine processes and make sure people follow them. Managers make sure that operations are running efficiently.

Bayside Council's leadership team display the above-mentioned behaviour and qualities; however, we need to strengthen and enhance our leaders' ability to lead Council in this fast changing environment to ensure that we deliver the customer experience the community expect.

### Outcomes:

- ▶ Bayside Council will have leaders that are contextually and culturally aware, have and operate to a clear vision for Council and their teams and are performance and outcome focused. Our leaders will inspire people to follow them, are agile and can adopt to day-to-day needs, continue to welcome and give honest, impartial and objective feedback, are accessible and consistently display qualities including honesty.
- ▶ Our leaders will be forward thinking, inspiring and competent, knowledgeable about best practice, they are coaches, facilitators and enablers to drive Bayside's vision to deliver exceptional customer experience and become the leader in the local government industry.

## Action Plan

The actions in this plan are included in our Operational Plan and the outcomes will be reported there.

Strategy	Action	Implementation Year
<b>1 - Create a customer centric culture</b>	Implement actions from the Customer Service Strategy to achieve commitment and delivery of Exceptional Service	Year 1 & ongoing
	Include Exceptional Service training in new employee induction programs	Ongoing
	Design and deliver a tailored training program that focuses on how each unique work area will operate to deliver exceptional service	Ongoing
	Develop and implement a training program for managers to take a lead role in demonstrating and empowering their teams to deliver an exceptional experience	Year 2
	Develop and implement training program for key staff in complaint and compliment handling	Year 1
	Develop and implement customer experience key performance indicator.	Year 1
<b>2 - Council as an employer of choice</b>	Develop and promote Bayside Council's employee value proposition	Year 1 & Ongoing
	Staff Satisfaction Survey Action program – engage with directorate stakeholders to identify and address survey results to enhance the employee experience. Continue to undertake Staff Satisfaction Surveys and analyse and action results.	Ongoing – Year 1, 2 3 & 4
<b>3 - Retain and attract a talented and diverse workforce</b>	Review and update Workplace Relations Policies and procedures with a focus on attraction and retention	Year 1
	Investigate ways to expand our use of social media to attract and select quality candidates	Ongoing
	Implement an erecruit system to improve the candidate experience and provide key metrics on time to market and attrition to be able to target and improve attraction and retention.	Year 1
	Review the process for exit interviews and encourage exiting staff to complete	Year 1
	Review and promote flexible workplace practices	Year 1
	Continue to support employee recognition programs including annual staff awards event, star awards and service recognition	Ongoing
	Review of Annual Performance Planning and Review process to allow leaders access to information and data to analyse employees' performance in alignment with the business units' approved objectives.	Year 1 & 2 - Ongoing
	Implement relevant actions from the Disability Inclusion Plan	2026-27
	Deliver the Emerging Leaders Program to develop talent and mitigate risk	Ongoing
	Support the Staff Consultative Committee to ensure active staff engagement and consultation	Ongoing
<b>4 - Strengthen our safe and healthy workplace</b>	Structures, plant and substances are designed to eliminate or minimise hazards and risks before they are introduced into the workplace	Ongoing
	Work processes and systems of work are designed and managed to eliminate or minimise hazards and risks	Ongoing



Strategy	Action	Implementation Year
	Everyone in a workplace has the work health and safety capabilities they require	Ongoing
	Develop and implement a mental health action plan	Year 1 - Ongoing
	Continue to offer comprehensive health and well-being programs	Ongoing
	Develop and implement on ongoing training programs for compliance and WHS across Council	Ongoing
<b>5 - Invest in skills</b>	Undertake a skill gap analysis to identify the skills needed for the future with a particular focus on aligning with IT advances and implementation	Year 1 - Ongoing
	Analyse community feedback survey to identify training needs	Year 1 - Ongoing
	Prepare an annual training plan with a particular focus on IT upskilling in all areas	Year 1 - Ongoing
	Review the available training delivery models considering when it is more effective to use technology and/or convert face-to-face training to online courses,	Ongoing
	In partnership with local education providers, design effective programs for apprentice schemes, trainee ships, graduate and vocational training programs	Ongoing
	Review opportunities for Apprentices, Trainees and Graduates	Ongoing
<b>6 - Improve productivity and leverage technology</b>	Develop and deploy a comprehensive digital training program to enhance employees' technical skills and adaptability to new technologies	Ongoing
	Upgrade and integrate existing IT systems to ensure seamless access to necessary resources and improve overall efficiency	Ongoing
	Implement improvements to human resources systems to provide timely and relevant workforce data to leaders and managers including the implementation of an Employee Self-Service platform	Year 1 - Ongoing
<b>Maximising management and leadership</b>	Develop and implement a leadership and management strategy that includes a Leadership and Management Model, outlines requirements of leaders and managers	Year 1 - Ongoing
	Develop and implement an induction program for leaders and managers	Year 1 - Ongoing
	Develop and implement a leadership and management development program	Year 1 - Ongoing

# Why we developed the Strategy

## Commitment to Community

### Guiding Principles

Local government is the third level of government in Australia. It is an elected system of government directly accountable to the local community. Each Council is an independent, statutory body responsible for administering the Local Government area over which it has jurisdiction. Leadership is provided by Council, comprising the elected representatives, or Councillors, who work together to provide good governance for the benefit of the community.

The power of Local Government is controlled by Acts of State Parliament such as the Local Government Acts. Councils are concerned with matters close to our homes, such as building regulations and development, local roads and footpaths, parks and playing fields, libraries, local environmental issues, waste disposal, and many community services. These tasks would be difficult for a state government to manage because they are local issues. Councils can deliver services adapted to the needs of the community they serve.

### Community Engagement



At Bayside, the community is at the heart of everything we do, which is why community engagement is vital to our work and activities. We are dedicated to ensuring that the voices of our residents are heard and that they are kept informed about Council's projects, opportunities, and initiatives.

The goal of community engagement is to ensure that the perspectives of community members and stakeholders are not only heard but valued, shaping outcomes that directly impact their lives. Community engagement, also known as public participation, involves actively involving residents in decision making processes and the development of initiatives that affect them.

By engaging with the community, Council aims to align its services, solutions, and initiatives with the needs and values of Bayside residents, fostering positive relationships and building trust.

### Social Justice Principles

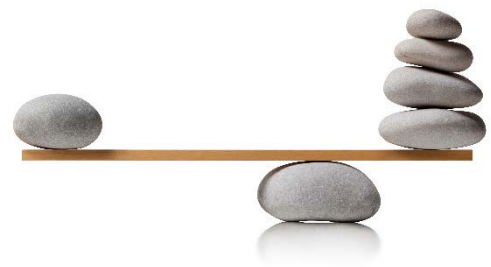
As the level of government closest to the community, Councils are dedicated to fostering social cohesion and a sense of belonging for all residents.

We believe that everyone should have the opportunity to fully participate in society without discrimination.

This commitment includes ensuring fair access to resources and services while fostering equitable treatment for everyone, regardless of their gender, race, ethnicity, class, age, marital or parental status, sexual orientation, disability, or religious beliefs

We integrate social justice principles into all our planning and decision-making processes, which are:

- ▶ Equity - fairness in decision making, prioritising and allocation of resources particularly for those in need.
- ▶ Access - fair access to services, resources and opportunities to improve quality of life.
- ▶ Participation - the maximum opportunity to genuinely participate in decision making.
- ▶ Rights - equal rights established and promoted for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



## Resilient Cities Principles

The City Resilience Framework, developed by the Rockefeller Foundation, assesses the strengths and weaknesses of cities within 4 'dimensions' and 12 'drivers'. The framework was adopted by metropolitan Sydney and Bayside Council applies this framework to all its medium and long term plans.

City resilience is the capacity of people, communities, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.

Acute shocks are sudden events that threaten a city and include heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day basis and include rising inequity, housing unaffordability, family violence and inadequate public transport.

The 4 dimensions are:

- Health and Wellbeing - the essential city services that safeguard human health and diverse and secure livelihoods
- Economy and Society - the social and financial systems that enable urban populations to live peacefully, and act collectively
- Infrastructure and Environment - the way in which built and natural assets provide critical services and protect residents
- Leadership and Strategy - effective leadership and management, empowered stakeholders and integrated planning.

People, organisations, businesses, communities and cities that survive disasters all show resilient behaviours and decision making. Metropolitan Sydney can learn from these experiences including from significant floods, fires, heatwaves, droughts, infrastructure failures, cyberattacks and a global pandemic. The strategy has the below 5 directions:





## Good Governance

At Bayside we have an adopted Governance Framework that articulates the corporate approach to 'governance'. It considers the range of governance issues under the 4 main elements:

- ▶ Ethics & Values
- ▶ Manage Risk
- ▶ Decision Making
- ▶ Monitor & review

Each issue includes the principles of good governance, as well as the policies and practices of Council to achieve those principles.

Good governance is achieved by having efficient and effective decision making processes and systems. The use of appropriate policy and accountability frameworks enable Councils to focus on strategic rather than operational issues.

Council's Governance Framework articulates our practices in order to achieve good outcomes and includes reference to our ethics and values (ie Code of Conduct, Internal Reporting, Business Ethics, Conflicts of Interest), our approach to Risk Management (ie fraud and corruption prevention, internal audit, compliance and privacy), our decision making (ie roles and responsibilities, Code of Meeting Practice, delegated authorities, policies and procedures) and the way Council will monitor and review our business (ie integrated planning and reporting, performance management, complaints handling, registers and access to information).

A copy Council's Governance Framework can be found on Council's website via this link [Bayside Governance Framework](#).



## How Council makes decisions

Effective decision making demonstrates to the community and other stakeholders that Council is operating with transparency, probity, and in the best interests of all concerned. Sound decisions withstand scrutiny by regulators, courts, and the media.

Decision making occurs at many levels within Council – it is supported by various forums that comprise Councillors, staff, community members and/or independent specialists. Council strives to have effective decision making processes in place through its robust governance framework.

There are principally four groupings of meetings:

- ▶ Council meetings
- ▶ Statutory Committees (Local Planning Panel, Audit Risk & Improvement Committee (ARIC), Flood Plain Management and Traffic)
- ▶ Committees (City Planning & Environment, City Services, City Works & Assets, and City Performance)
- ▶ Administrative Committees (Executive and Leadership, Strategic Asset Management Committee, IT Steering Committee)

## How you can be involved

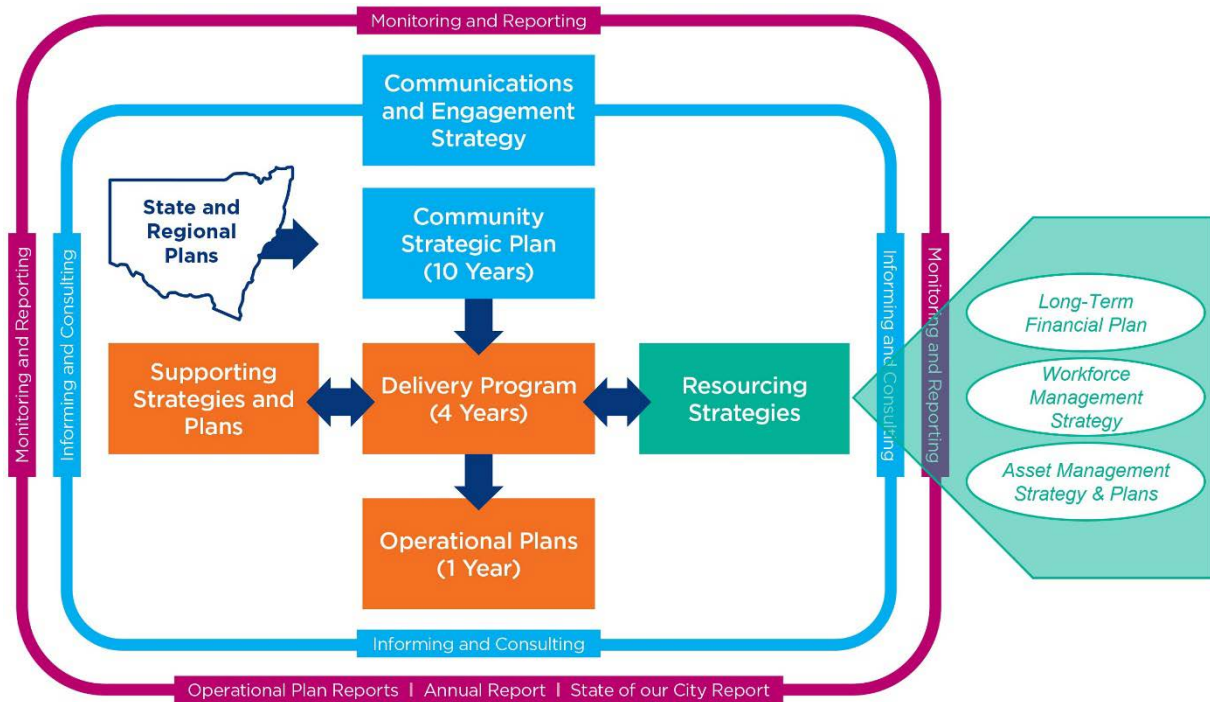
- ▶ Attend our meetings in persons and/or watch online via Council's YouTube Channel - Bayside Council - YouTube.
- ▶ Read the Business Papers (Agendas and Minutes) for the meetings, they are available on Council's website via this [link](#).
- ▶ Address Council and/or Committee meetings. You can address Council on a report that is on the agenda for that meeting prior to a decision being made by Council. Requests to address Council at Public Forum can be found on Council's website via this [link](#).

## Integrated Planning & Reporting

Integrated Planning & Reporting (IP&R) is the framework developed by the NSW State Government to guide Councils in the planning, reporting and delivery of its community's priorities.

IP&R enables Council to allocate resources to projects and activities based on the needs and direction provided by our community, and to ensure these align to the community's values and vision for Bayside. It is where we **Identify, Plan, Fund & Report** on services and outcomes for our community.

Council also has an important role to play in advocating for, and partnering with, other agencies to achieve local outcomes.



The key elements of the IP&R framework are a suite of documents described below:

- **Community Engagement Strategy** Community engagement is at the heart of Local Government. It enables communities to be active participants in shaping their future. It is critical for Councils to open opportunities for the community to be involved in the strategic planning process. This strategy supports the development of all plans, policies, programs and key activities, demonstrates a commitment to genuine and inclusive engagement and is based on social justice principles.
- **Community Strategic Plan** Identifies the main priorities, vision and aspirations of our community for the future. It includes the themes, outcomes and strategies Council plans to achieve them.
- **Delivery Program** Council's 4 year commitment to achieving the prioritised strategies and outcomes of the Community Strategic Plan during its term of office. It sets out the key priorities that Council will deliver and how our performance will be measured. All plans, projects, activities, funding, and resource allocations are directly linked to the Delivery Program. It is supported by strategies and plans developed to focus on areas of Bayside's environment, people and other priorities.
- **Resourcing Strategies** To support the Delivery Program, Council is required to develop Resourcing Strategies. The strategies ensure Council has the necessary people, funds and infrastructure available to deliver its commitments. Three interrelated documents make up the strategy: The Long-Term Financial Plan; Workforce Management Strategy and Asset Management Strategy.
- **Supporting Strategies & Plans** Council has developed plans, strategies, codes and policies to set the standards and direction for the services and outcomes we deliver. These Supporting Strategies & Plans sit below the Community Strategic Plan in the IP&R hierarchy and reflect its principles, values and objectives. The supporting strategies, in turn, inform the Resourcing Strategy, Delivery Program and Operational Plan. Examples of the key strategies and plans are the Local Strategic Planning Statement; Customer Experience Strategy; Arts & Culture Strategy; Reconciliation Action Plan; Disability Inclusion Action Plan, Information Management & Governance Strategy; Land & Property Strategy; Environment & Resilience Strategies etc.
- **Operational Plans (& budgets)** These specify the detailed actions and funding for each activity that will be delivered and reported on annually to achieve the priorities of the Delivery Program.
- **Reporting** Council produces 3 main reports under this framework, 6 monthly Operational Plan reports, an Annual Report and at the end of every term of Council, a State of our City Report.







### **Online**

Email: [council@bayside.nsw.gov.au](mailto:council@bayside.nsw.gov.au)

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

### **Phone**

1300 581 299 or +61 2 9562 1666

### **Visit our Customer Service Centres**

Monday to Friday 8:30 am – 4:30 pm

Rockdale Library, 444-446 Princes Highway, Rockdale

Westfield Eastgardens, 152 Bunnerong Road, Eastgardens

### **Post**

Bayside Council

PO Box 21

Rockdale NSW 2216



### **Telephone Interpreter Services - 131 450**

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