

# Workforce Management Strategy 2025-2029



# Acknowledgement of Country

We acknowledge the Traditional Custodians of  
the land on which we live, work and play.

We pay our respects to Darkinjung country, and  
Elders past and present.

We recognise the continued connection to  
these lands and waterways and extend this  
acknowledgement to the homelands and stories  
of those who also call this place home.

We recognise our future leaders and the shared  
responsibility to care for and protect our place  
and people.





An aerial photograph of a coastal scene. On the left, a wide, sandy beach curves along the shore, with several people walking. The beach is bordered by a green, vegetated dune area. In the background, a small white lighthouse sits atop a hill. The ocean is a deep blue-green, with white waves breaking onto the shore. A large, semi-transparent circular graphic is centered over the image, divided horizontally into a white top half and a maroon bottom half. The word "Welcome" is written in a dark blue, sans-serif font across the white portion of the circle.

Welcome

# CEO's Message

The incoming Council elected in September 2024, heralded a new era for our organisation. We exist to provide services that create a bright, liveable, and sustainable lifestyle for Central Coast residents and visitors.

We continue to restore the trust of our staff and community. Our Workforce Management Strategy underpinned by our values and leadership principles provides the framework which will guide our efforts to ensure our workforce systems, skills and culture support us to deliver essential and valuable services to the community we serve, now and into the future.

We are building our Central Coast Council with trust, creativity and diversity. We remain committed to transparency and accountability, and we will continue to regularly update our community and staff on our progress.

Financial sustainability remains a cornerstone of our operational philosophy. We continue to pursue productivity improvements and strategic investments to ensure cost-effective service delivery.

As one of the largest employers in the region, our 'Rewrite the Future' Employee Value Proposition (EVP) encapsulates Central Coast Council's commitment to its employees by fostering a culture of purpose, opportunity, and balance.

While Council's Senior Leadership Team will play a key part in implementing this Strategy and progressing activities every Council employee is empowered to play a part in its successful delivery and make a difference for the region where they work, live or play. I take this opportunity to thank each employee for their commitment.

**David Farmer**



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*...to deliver  
essential  
and valuable  
services  
to the  
community  
we serve.*



A scenic coastal landscape featuring a prominent cliff with a small building on top, surrounded by trees. Below the cliff, there are several houses and a parking area. The foreground shows a body of water with a dolphin jumping, creating a splash. The background is filled with lush greenery and more trees. A large, semi-transparent circle is overlaid on the image, containing the word "Introduction".

# Introduction



## Executive Summary

Central Coast Council's *Workforce Management Strategy (WMS) 2025 – 2029* outlines our plan to continue to develop and invest in our people to ensure we have a workforce with the right culture, skills and capability to inform and deliver the Council's strategic direction. This strategy and Council's workforce planning process, coupled with the Long-Term Financial Plan and the Asset Management strategy, set the overall resourcing strategy to ensure that the community's strategic goals, as set out in the Community Strategic Plan, can be met now and in the future. The WMS aims to support an engaged, professional, and committed workforce reflective of the Central Coast Community.

The strategy supports Council in ensuring suitable resources are available to provide services to the community effectively and efficiently and in a manner that aligns with Council's values of be safe, be positive, be your best, serve, collaborate and improve.



## What is a Workforce Management Strategy

The WMS has been designed to meet Integrated Planning and Reporting (IPR) requirements where assets, finances and the workforce are planned in an integrated manner.

The WMS is an essential component of the Resourcing Strategy, designed to ensure Council is appropriately staffed and trained to meet the current and future service needs of the Central Coast community over the four years of the Delivery Program, and more generally over the ten years of the Community Strategic Plan.

An effective WMS enables Council to predict and plan its future workforce needs, identifies high level themes, and provides a strategic direction and framework to guide and inform workforce management strategies over the next four years. It requires an understanding of the make-up and status of the current workforce, an investigation into future needs and analysis of the type and size of workforce required to meet them.

Consideration also must be given to industry related matters, labour market supply and demand issues, skill shortages, aging workforce, attracting and retaining a diverse workforce, improving productivity and creating a contemporary workplace.

The WMS has been developed to include appropriate strategies and actions taking into consideration the matters raised above.

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*...designed to ensure Council is appropriately staffed and trained to meet the current and future service needs of the Central Coast community.*

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# Our Workforce Goals and Strategic Direction

## Strategic Objective

Creating a more effective organisation so we can sustainably provide best value services to the community.



### Our Vision

The future we aspire to build.

A vibrant organisation doing great things.



### Our Purpose

Why do we exist and how we turn our vision into reality?

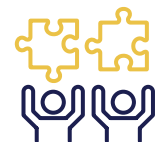
To provide valuable services that strengthen and support the Central Coast Community.



### Our Goals

To deliver on our goals there are six key focus areas.

- Financial Sustainability
- Asset and Project Management
- Customer Satisfaction
- Employee Experience
- Business Performance
- Councillor Relations and Governance



### Our Leadership Principles

The organisation's commitment to these leadership principles will enable the quality delivery of our plans and projects to the community of the Central Coast.

- Align to the Strategy
- Lead with accountability
- Build adaptive teams
- Set the tone



## Our People and our Workplace Culture

At Council, our success is built by our strategic direction, our people and our values. Our values reflect who we are as individuals and as an organisation, and we are committed to retaining and supporting our existing employees and attracting new employees who embody our values. We offer direct connection to the community providing opportunities for growth and sustainability in our diverse region.

At Council our desired workplace culture is one in which our people feel valued, are recognised for their contribution within a supportive environment where they can develop and grow with a focus on achievement and delivery. At Council we are committed to supporting the expansion of opportunities to employ apprentices, trainees and cadet/graduates and particularly in new work areas. We are focused on supporting and creating secure local employment opportunities in our LGA to allow Council to deliver on its commitments to the Community. We strive to have diversity in our workforce and an inclusive and flexible work environment where our employees' differences are celebrated and valued. Council continues to work towards zero harm within its operations by implementing and maintaining an effective work health and safety management system and ensuring that we support our workforce with suitable wellbeing initiatives.



# Organisation Structure





A photograph of two people, likely environmental workers, standing in a forest. They are wearing high-visibility yellow and navy blue uniforms with reflective silver stripes. The person on the left is wearing a navy blue hat and sunglasses, looking upwards. The person on the right is also wearing a hat and looking in the same direction. They are holding tools, possibly pruning shears. The background is filled with trees and green foliage. A large, semi-circular maroon graphic is overlaid on the left side of the image, partially obscuring the workers. A thin white circle is drawn in the upper part of the maroon area.

# Our Workforce

# Our People

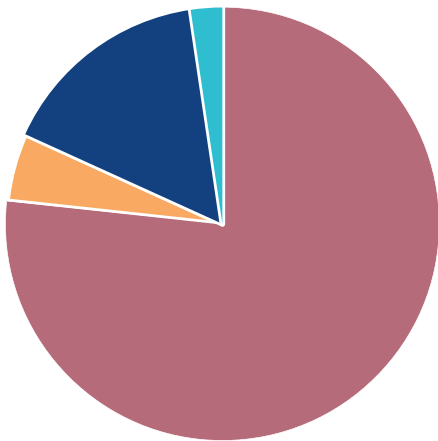
## STAFF HEADCOUNT

2434

 **1,352**  
Male

 **1,081**  
Female

Not disclosed: 1



**77%** | **1,866**  
Permanent

**16%** | **386**  
Casual

**5%** | **125**  
Temporary / term contract

**2%** | **57**  
Trainees / apprentices /  
cadets / undergraduates



**68 people**  
identify as being an Aboriginal  
and/or Torres Strait Islander  
**2.79%**



**83 people**  
identify as being  
culturally diverse  
**3.41%**



**20 people**  
People with lived experience  
of a disability



**47.67**  
years old is the  
average age



**6.92**  
Number of staff per  
1000 residents



**9 years**  
is the average  
length of service

## FTE

### OFFICE OF THE CEO

**28** FTE

### ENVIRONMENT & PLANNING

**354** FTE

### COMMUNITY & RECREATION SERVICES

**552** FTE

### CORPORATE SERVICES

**352** FTE


### INFRASTRUCTURE SERVICES

**472** FTE

### WATER & SEWER

**418** FTE



An aerial photograph of a coastal city, likely Sydney, Australia. The image shows a large body of water (Sydney Harbour) with many sailboats and a bridge in the distance. In the foreground, there is a green sports field, a parking lot, and a blue pedestrian bridge. A large circular graphic is overlaid on the image, with the top half being white and the bottom half being a dark red color. The text "Strategic Workforce Objectives" is centered within this circle.

# Strategic Workforce Objectives

This strategy builds on the implemented actions and achievements from the 2022-2026 WMS with some actions being further developed and expanded upon in this strategy.

Through undertaking the workforce planning process the following were identified as strategic workforce risks and opportunities that Council needs to develop new or improved strategies to address

- Succession Planning and the aging workforce
- Increasing Councils Youth employment
- Critical position shortages such as Development and Strategic Planners, Engineers, Project Managers
- Talent Mapping
- Use of Technology and systems and the role of artificial intelligence in the workplace
- Injury Prevention and improved return to work outcomes following an injury
- Organisation design, role design and role clarity
- Mental Health and Wellbeing
- Leadership Capability.

This strategy will further strengthen our commitment to supporting staff through delivering wellbeing initiatives, an inclusive and diverse workforce while investing in leadership development and capability to create high performing leaders and teams. It also brings into focus the importance of creating opportunities for learning and the professional development of our staff by developing skills for the future and providing employment opportunities for young people.

Our key strategic workforce objectives are as follows:

- Build adaptive leaders and teams
- Capable and agile workforce
- Increase the diversity of our workforce
- Community focused workforce
- Safety and Wellbeing of our workforce.



# Actions to meet Councils Strategic Workforce Objectives

Key Workforce Objectives	Initiatives	Outcome
Build adaptive leaders and teams	Embed Council's leadership principles and measure Council leaders against the principles.	Drive a high-performance culture with clear direction and goals.
	Continue to develop the maturity of Council's Workforce Planning process by providing leaders with tools to assist with organisation design, resourcing plans and role design.	More effective resourcing models and organisational design.
	Design and implement a permanent relief models and talent pools for critical roles.	Reduced reliance on contract labour hire and increase efficiency.
	Develop mentoring programs with neighbouring Councils.	Shared local government knowledge and network development.
	Ongoing implementation of staff engagement surveys and subsequent action planning.	Enhanced employee experience and staff engagement.
	An integrated approach to psychological safety as a component of leadership capability development.	Systems and processes in place to minimise psychosocial hazards and harm.
Capable and Agile workforce	Build people and culture team capability in workplace change, training facilitation and organisational design.	Increased internal capability and fostering a learning culture.
	Grow Your Own internal development/career planning programs.	Capacity building and career opportunity development.
	Remuneration and Benefit review.	Enhancement of EVP and improved attraction and retention outcomes.
	Exploring opportunities to use Artificial Intelligence to improve processes and work practices.	Improved use of technology and efficiency and productivity gains.
	Induction and onboarding processes systematised.	Reduction in rookie turnover rate.
	Employee Value Proposition (EVP) promoted and socialised.	Reach broader talent pools.
Increase diversity of our workforce	Increase apprenticeship, traineeship and cadet/graduate employment opportunities at Council.	Strategic succession plans, addressing the ageing workforce, addressing critical skills shortages at Council for example in engineering, civil construction, childcare, project management.
	Implement a redeployment and return to work program.	Skills optimisation and improved return to work outcomes.
	First Nations Accord implementation and actions including cultural awareness training.	Council workforce educated and reflective of the community they serve.
	Continuation of women's networking group GLOW, with supported training opportunities for women including mentoring.	Improved gender equity in the workplace.
	Activate employment initiatives as per the Disability Inclusion Action Plan (DIAP).	Equal employment opportunities for people with lived experience of disability.
	Promote days of celebration, commemoration, and awareness for diverse groups	Symbols of inclusion in the workplace.

Key Workforce Objectives	Initiatives	Outcome
Community focused workforce	Attendance at community events such as high school and university career exhibitions.	Council is considered as an employer of choice and viable employer for young people.
	Develop relationships with local schools and universities.	Promotion of guided career paths for youth on the Central Coast.
Safety and Wellbeing of our workforce	Update the Work Health and Safety (WHS) strategic plan.	Further strengthening Councils safety culture and reduce the number and severity of injuries to staff.
	Implement a Work Health and Safety (WHS) platform solution.	Increased efficiency and improved performance in recording and reporting of work health and safety events.
	Mental Health and Wellbeing Strategy.	Improved psychosocial hazard management, injury prevention and education and support.







Central  
Coast  
Council

## Workforce Management Strategy 2025-2029

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