City of Ryde

Lifestyle and opportunity
at your doorstep

Workforce Management Strategy

DRAFT
FOR PUBLIC EXHIBITION

Ryde
2025 to 2029

Acknowledgement of Country

Acknowledgement of Country

City of Ryde would like to acknowledge the Traditional Custodians of this land, the Wattamattagal (or Wallumedegal) clan of the Darug nation. City of Ryde would also like to pay respect to the Elders, past, present and emerging and extend that respect to all other Aboriginal and Torres Strait Islander peoples.

Artist Biography

Jakeob Watson, a seasoned artist, mentor and devoted father of seven, hails from Maitland, New South Wales. A proud descendant of the Gomeroi Nation, he boasts a 13-year journey as an exhibiting artist, marked by significant achievements. His artistic expression is a captivating fusion of his Indigenous heritage, seamlessly intertwined with the dynamic cultures of hip-hop and graffiti. Jakeob's creative prowess extends across diverse mediums, from custom sneakers and canvases to awe-inspiring murals. Beyond his studio, he shares his passion by conducting art workshops catering to both adults and children, and contributing to the enrichment of artistic communities.

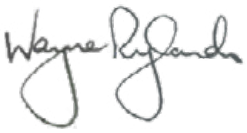
Artwork Story

The artwork was designed for City of Ryde's Innovate Reconciliation Action plan and symbolises City of Ryde and its connections to communities and Country and the efforts to continuously grow and connect the area surrounding them. The main circles and connecting lines symbolise the different communities residing in the Ryde Council area and the roads and journeys connecting them. Then surrounding is many different representations of Country and native flora and fauna showing the many diverse cultures and life that are connected and cared for by City of Ryde with a special mention to the Black Snapper to represent the totem of the Traditional Owners.

Chief Executive Officer

A Message from Our CEO

Welcome to City of Ryde's Workforce Management Strategy. This is an important document outlining the workforce planning that will allow Council to continue delivering high quality services to our growing population. The City of Ryde is a large, dynamic and progressive organisation and our people are its heart and soul. Council is committed to providing a productive, efficient, and agile workplace that thrives in an environment of collaboration and innovation. We undertake constant analysis to determine both current and future workforce demands, forecasting the types of skills, positions and other resources the organisation will require to meet community needs in the years 2025-2029. This vital work will ensure that City of Ryde can strike the right balance between diverse housing uplift, early infrastructure provision and increased employment prospects so that our area remains the place for lifestyle and opportunity at your doorstep.



Wayne Rylands
City of Ryde
Chief Executive Officer

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Introduction and Purpose

Introduction and Purpose

Why Do We Have a Workforce Management Strategy?

All government organisations, including local government, must meet the challenge of rising community expectations. The City of Ryde community expects Council to be an efficient, effective and transparent organisation that is ethically committed to its employees and residents. Council must also deliver a high level of legislative and discretionary services while managing financial resources responsibly. Our focus is to ensure that the functions performed by Council are aligned with quality of life and a strong sense of community for both current and future generations.

The services provided to our community depend on the expertise and dedication of our workforce. To continue delivering high-quality services, the City of Ryde requires a talented, diverse and adaptable workforce that can respond to complex and evolving challenges.

The City of Ryde Workforce Management Strategy (WMS) sets out the human resourcing requirements and organisational culture needed to underpin the Four-Year Delivery Program, which is this Council's commitment to achieving the outcomes of our Community Strategic Plan (CSP), Ryde 2035.

The WMS has been developed with our staff and community at the centre of everything we do, in accordance with the NSW Government's Integrated Planning and Reporting Framework requirements. The objectives and strategies in this document guide the development of Council's Delivery Program and Operational Plan across both the Council and the People and Culture department in ensuring alignment with the outcomes expressed in the Community Strategic Plan.

Introduction and Purpose

What is a Workforce Management Strategy?

We provide a wide range of high-quality facilities and services to a diverse community of more than 135,716 people. This Workforce Management Strategy (WMS) acknowledges that all City of Ryde employees play an important role in continual improvement in service delivery, ensuring value for our community.

The WMS ensures that the right people are in the right roles, in the right place, at the right time, with the right skills to deliver the best-value service to the community. Council continuously monitors staffing costs, employee engagement, community engagement and customer satisfaction to meet changing needs and to ensure we operate effectively and efficiently.

The WMS presents the challenges, opportunities and strategies that will guide Council's workforce management from 2025 – 2029, providing a solid foundation for long-term workforce and resourcing strategies.

It commits Council to implementing the following key objectives:

- Attracting and retaining a diverse talent pool
- Enhancing employee engagement and satisfaction
- Investing in professional development and skill-building
- Strengthening leadership capabilities
- Fostering a culture of collaboration, respect and wellbeing
- Planning for future workforce and organisational needs.

The WMS helps guide organisational development while providing a safe, supportive and stimulating work environment for all employees. While there are human resource challenges ahead – including an ageing workforce, the need for work-life balance, and retaining quality employees – there are also many opportunities to improve and grow as an organisation.

It ensures that we can effectively deliver essential services, adapt to changing community needs and optimise resources for future sustainability by:

- Improving service delivery, through ensuring the organisation has the right talent to meet community or business needs
- Enhanced efficiency, by reducing skill shortages, overstaffing and unnecessary costs
- Supporting business growth, by aligning workforce capabilities with long-term goals
- Fostering employee development, by helping to retain skilled employees through training and career planning
- Ensuring compliance, by helping the City of Ryde meet legal and regulatory requirements.

By investing in our people, strengthening leadership, and fostering a culture of engagement and collaboration, the City of Ryde will continue to build a workforce that is capable, resilient and committed to delivering outstanding services to the community.

Key Elements of Workforce Planning:

1. Workforce analysis – assessing the current workforce, including skills, demographics and capabilities.
2. Demand forecasting – predicting future workforce needs based on business goals, community needs and industry trends.
3. Gap analysis – identifying discrepancies between the current workforce and future requirements.
4. Strategic workforce initiatives – developing strategies such as recruitment, training, succession planning and employee retention to bridge workforce gaps and single points of failure.
5. Monitoring and evaluation – continuously reviewing and adjusting workforce strategies to align with evolving organisational goals.

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AMAZE YOUR FRIENDS WITH SPECTACULAR SCIENCE EXPERIMENTS
Fairy Tales Problem Solving Kit
Goldilocks & the Three Bears
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Hundred Thousands
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Tens
Ones

Introduction and Purpose

An Integrated Approach

The Integrated Planning and Reporting Framework

Local councils operate in an increasingly complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 State and Commonwealth Government agencies.

To navigate these complexities in a meaningful and purposeful way, all local councils in New South Wales adhere to the Integrated Planning and Reporting (IP&R) framework.

The IP&R framework acts as a roadmap for the delivery of community aspirations over a ten-year period by integrating those goals into council strategies and plans. By articulating the community's vision and priorities, the IP&R framework supports community members and stakeholders to play an active role in shaping the future of their city. It sets out the resourcing requirements needed to deliver the community's priorities and balances affordability with aspiration.

The framework also helps maintain accountability and transparency through regular monitoring and reporting to both the council and the community. Progress is monitored under a structured timeline to ensure goals and actions remain relevant across the lifespan. This allows councils to pivot to meet changing circumstances, adhere to best practice and continuously improve over time.

How the Framework Supports the City of Ryde to Deliver Community Expectations

The City of Ryde community is at the heart of our IP&R framework. We engage with our community to understand its priorities and vision for the future. This allows us to develop a strong partnership that balances achieving the community's goals with prudent, strategic management. Decisions are made with community involvement at every step to develop alternative strategies, identify preferred solutions and prioritise activities.

In this way, decision making is informed through an evidence base and the representative views of the community, rather than specific interests or assumptions. Once strategic objectives have been set in the Community Strategic Plan, it is Council's responsibility to deliver and report against these objectives, undertake resource planning, and ensure the community's big-picture ambitions become operational realities.

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework (IP&R).

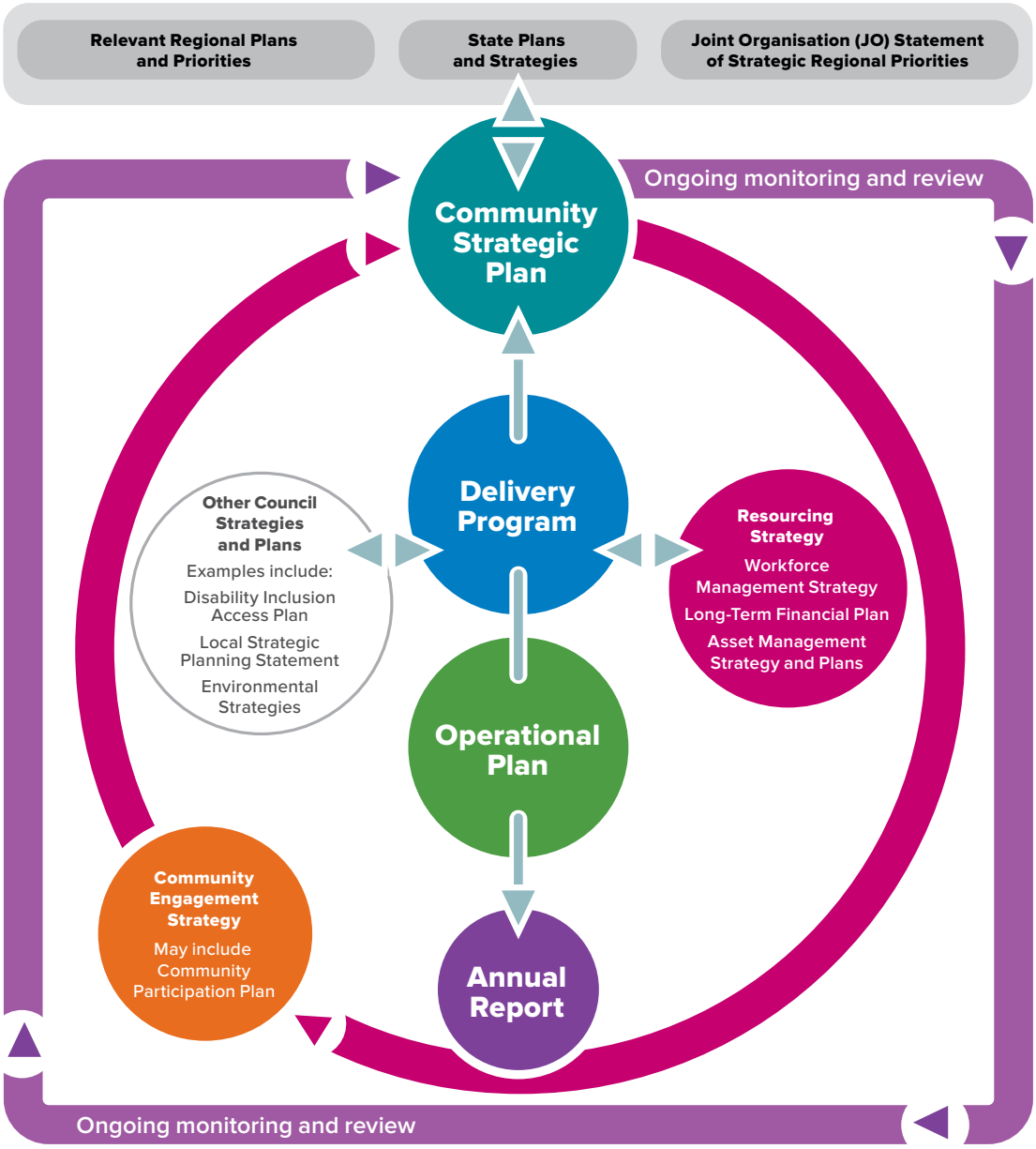

Figure A. Integrated Planning and Reporting (IP&R) Framework

Introduction and Purpose

The Plans and Strategies That Guide Us

Strategies, Programs, Plans and Reports

COMMUNITY STRATEGIC PLAN (CSP)

- Highest level of strategic planning undertaken by a council – guides all other Council plans and strategies
- Articulates community vision through long-term vision, goals, aspirations, strategic pathways and the actions required to achieve that future
- Considers state and regional plans as they apply to the council
- Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress
- Based on social justice principles

Duration: 10+ years

Review: In line with election cycle, generally every four years

COMMUNITY ENGAGEMENT STRATEGY (CES)

- Supports the development of all plans, policies, programs and key activities
- Must demonstrate a commitment to genuine and inclusive engagement
- Based on social justice principles

Duration: Updated as required

Review: Within three months of the local government elections

RESOURCING STRATEGY (RS)

- Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through:
  - Long-Term Financial Planning
  - Workforce Management Planning
  - Asset Management Planning

Duration: 4-10 years, in line with Delivery Program and Operational Plan

Review: Continual monitoring to measure effectiveness and respond to change; the Long-term Financial Plan, Asset Management Strategy and Plans are reviewed and updated annually to cover a minimum 10-year forecast. The Workforce Management Strategy is reviewed and updated every four years along with the Delivery Program

DELIVERY PROGRAM (DP)	OPERATIONAL PLAN (OP)	ANNUAL REPORT (AR)	STATE OF OUR CITY REPORT
• Describes the elected Council's commitment to deliver against the CSP over its four year term • Describes what can be delivered using available resources • Aligns with strategic directions and outcomes of the CSP	• Identifies annual projects and activities to deliver DP outcomes • Includes Council's annual budget and Statement of Revenue Policy	• Report to the community on the work undertaken by Council to deliver on the commitments of the DP through that year's OP • Contains a copy of the audited financial statements	• Prepared by each outgoing Council for the incoming Council • Reports to the community on the implementation of the CSP
Duration: Four years **Review:** Annual review with six-monthly reporting	**Duration:** 12 months **Review:** One plan each year for the four years of the council term, in line with DP	**Duration:** 12 months **Review:** Annually	**Duration:** Four-yearly **Review:** In line with election cycle, generally every four years

The Relationship Between the Workforce Management Strategy and IP&R Framework

The IP&R framework acknowledges the important role that resource planning plays in delivering Council's strategic goals. As part of the City of Ryde's overarching Resourcing Strategy, the Workforce Management Strategy seeks to proactively manage how the City of Ryde shapes the capacity and capability of the workforce to deliver the work committed to within the Four-Year Delivery Program and One-Year Operational Plan. It seeks to ensure the resources employed by Council are available in the right place, at the right time, using the right skills to deliver the strategies and actions identified in our Four-Year Delivery program and One-Year Operational Plan.

A detailed overview of the framework is provided on the Office of Local Government website at www.olg.nsw.gov.au

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The City of Ryde

The City of Ryde

Our Guiding Principles

Our Vision

City of Ryde: the place to be for lifestyle and opportunity at your doorstep

Our Mission

To deliver the community's vision within a culture of innovation, resilience and an exceptional customer experience

Our People

City of Ryde
Providing sustainable waste services since 1991
City of Ryde

Our People

Our Organisational Structure

The City of Ryde faces increasing pressures from rapid population growth, significant development and the need to balance liveability with meeting government planning targets. Challenges such as infrastructure strain in the Macquarie Park precinct, housing demand and meeting NSW Government performance expectations underscore the importance of strategic thinking and an adaptable organisational structure.

Following the local government election in 2024, we reviewed our organisational structure to ensure it aligns with the priorities of incoming Council members and their commitments to our community, as required under the *Local Government Act 1993*.

A new organisational structure is currently being considered and aims to strengthen partnerships with the NSW Government to meet development approval targets, support sustainable housing growth, enhance support for businesses, advance sustainability initiatives including – sustainable transport, and foster inclusion and multiculturalism.

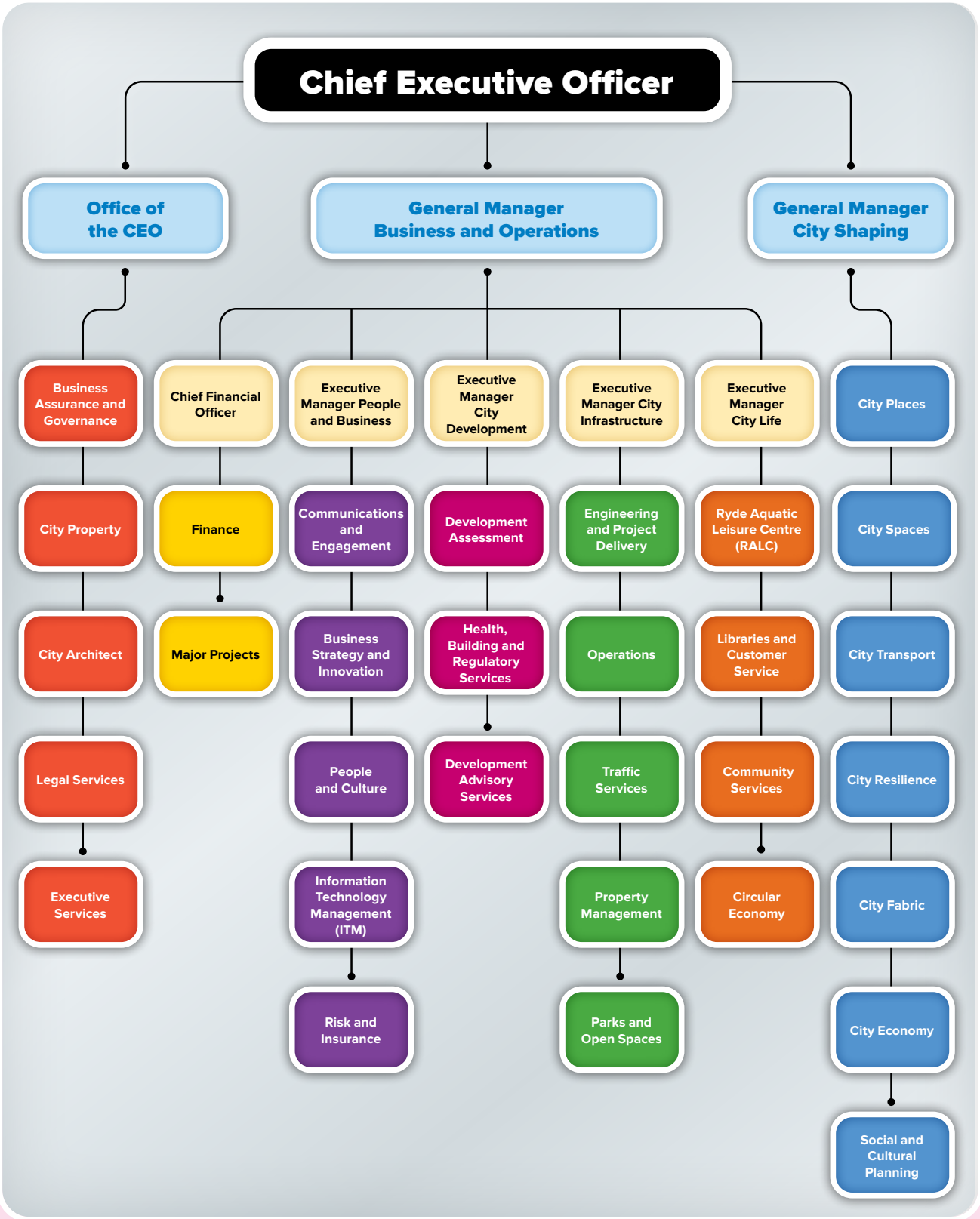
The proposed structure provides more direct leadership communication to the business through the inclusion of new director roles. We are aligning similar operational functions to remove duplication and create efficiencies. The new roles and proposed changes will address emerging responsibilities and balancing priorities and investments.

At the commencement of the Four-Year Delivery Program, Council outlined a program of work to be delivered by a workforce of 469 FTE staff. The NSW Office of Local Government maintains a comparative website that includes an analysis of FTE across a defined group of similar Councils, with the City of Ryde falling within Category 3 (Large Metropolitan Council). The group average for FTE required to deliver a similar range of services was 761. With the current population of Ryde, we are currently servicing 241 community members per FTE (group average 248) with an expected five-year growth in population of 5 percent. On average this would see an additional 1,600 community members requiring services each year, with an anticipated annual FTE growth of between six and seven people required to maintain current service levels.

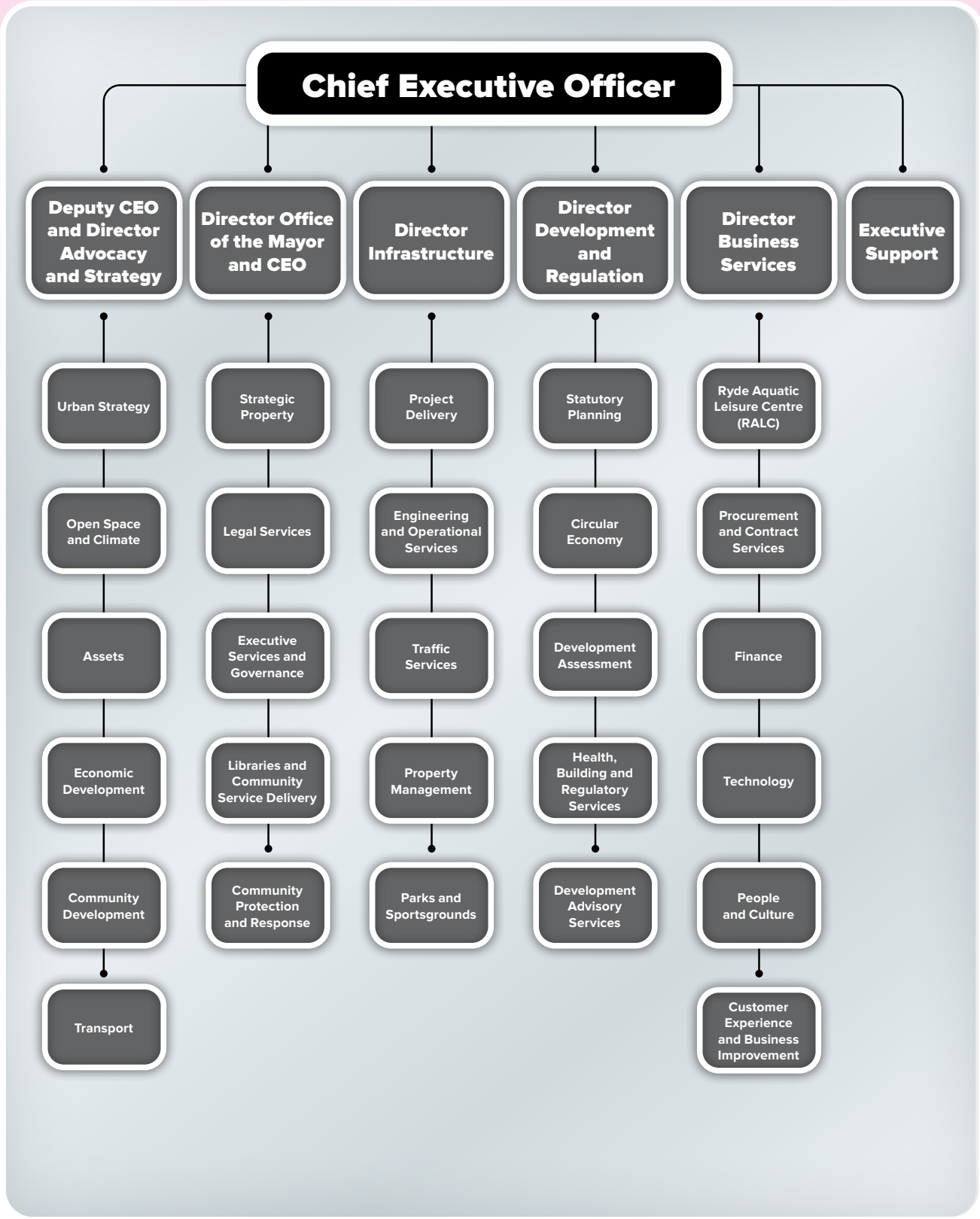
Effectively managing the growing demand for service delivery from our community requires a multi-faceted approach that considers the efficiency and innovation of work processes (process management), the effectiveness of the work undertaken in meeting customer needs (business measures) and the evidence of demand for a service (community acceptance of service levels).

This restructure is still being finalised through engagement with our staff throughout the preparation of the Workforce Management Strategy. We forecast that there will be a significant review of work activity and accountability to deliver the productivity gains needed to enable Council to deliver quality services, with necessary staff growth targeted to agreed service delivery improvements.

Current Organisational Structure – February 2025



Proposed Organisational Structure (under extensive consultation)



Our People

Our Values and Objectives

At the City of Ryde, we are passionate about our people, both in the workplace and in the community. Our talented employees are our most valuable asset and they are committed to delivering best-value services to our community.

To do this, we will anticipate and respond to the ever-changing sector and community landscape to ensure we attract and retain high-performing staff aligned to Council's workforce of the future.

We will achieve this through strategies and actions that attract, develop and provide a healthy and safe work environment, and empower, engage and support the great people working at the City of Ryde, now and into the future.

Organisational Values

We are committed to pursuing the organisation's mission and delivering work in accordance with our values. Through our business planning processes and ongoing review and communication throughout the year, our staff look to consider new ways of working and continuously improving, embrace change as an opportunity for growth and strive to ensure that all interactions with our customers and community provide a consistent experience.

These values – HEART for short – were developed by staff and reflect the diversity of the City of Ryde which has many HEARTS, one beat.

The HEART values recognise that our employees:

- Take personal responsibility for our own health, wellbeing and safety, as well as the health, wellbeing and safety of our colleagues and customers (Health & Safety)
- Do the best we can for our customers and embrace innovation in the way we work (Excellence)
- Are honest, transparent and act in the best interest of Council and the community (Accountability)
- Listen, seek to understand and celebrate the diversity of the people within our organisation and the community (Respect)
- Work within both our own teams and other teams to successfully achieve Council's goals (Teamwork).

Our values guide the actions of our leaders and staff, provide clear expectations on behaviours, form the foundation for role capabilities across the organisation and are a key tool for our recruitment processes.

Our People

Our Workforce Planning Framework

The Workforce Management Strategy (WMS) helps ensure that Council has the skills, experience and expertise required to achieve the activities identified in the Four-Year Delivery Program.

As directed by the Office of Local Government (OLG), it addresses a range of existing and emerging issues, including:

- Our ageing workforce
- Succession planning
- Providing opportunities to attract and retain local young people
- Maintaining our status as an employer of choice
- Learning and development
- Performance management
- Recruitment strategies
- Workforce diversity.

It has been prepared as part of our cyclical planning process and considers Council's objectives, our workforce snapshot, our opportunities and challenges and the strategies and actions that will enable us to maintain a high-performing workforce to deliver services to support our growing community.

The WMS considers future business directions and workforce needs based on global and sector challenges and opportunities, and has sought to analyse and understand the make-up of the current workforce to determine the necessary skills, capabilities and competencies required to achieve strategic and operational objectives and goals in the future.

The WMS underpins strategies and actions that will assist in achieving our community's goals, respond to the changing needs of our customers and unleash human potential that helps make the City of Ryde a great place to live, work and play.

Our People

The Journey to Our New Workforce Management Strategy

The WMS was developed through an iterative process of gathering and considering information about the current workforce context and future workforce needs. This included information from Council's Integrated Planning and Reporting suite, workforce demographic data, employee engagement survey results, information gathered through both formal and informal discussions with senior leaders and identification of critical skills needed across the life of the strategy.

Step 1. Scoping the strategy – analysing each element of the Delivery Program and the Operational Plan to determine the current and future workforce needed to deliver the objectives in the Community Strategic Plan (CSP).

Step 2. Analysing the current workforce and identifying gaps – gathering data to identify current workforce issues that require action, including:

- Business succession planning
- Identifying Council's strengths and weaknesses in meeting service needs
- Determining whether corporate objectives are met by the current workforce structure
- Examining whether our workforce reflects the demographic characteristics of the community we serve
- Ensuring staff numbers and skills are appropriate to different operational areas.

Step 3. Forecasting workforce requirements and identifying gaps – investigating likely future internal and external scenarios and emerging technologies that will shape workforce requirements so that we meet the long-term objectives outlined in the CSP.

Step 4. Developing strategies to fill identified gaps – developing strategies to enable the City of Ryde to achieve its future workforce needs including change management processes, appropriate key performance indicators and timeframes.

Step 5. Implementing the Workforce Management Strategy – identifying responsibilities at strategic and operational levels, developing communication to engage staff in the process, understand its benefits and provide feedback.

Step 6. Monitoring and evaluating the Workforce Management Strategy – establishing a regular monitoring and evaluation process to:

- Measure its effectiveness
- Address feedback provided by key stakeholders during implementation
- Determine the success of the strategy and its KPIs
- Incorporate recommendations into the workforce planning cycle.

City of Ryde
www.ryde.nsw.gov.au
Lifestyle and opportunity at your doorstep

Our People

The City of Ryde is strategically located in Sydney's geographic centre. It is a gateway between regional NSW and metropolitan Sydney, with access to the M2 and beyond to Sydney's motorway network and an extensive public transport network. Broadly an innovation-based economy, the City is home to a globally competitive innovation district – the Macquarie Park Innovation District with more than $700 million invested annually in R&D – and highly productive industries with multi-billion-dollar gross revenue.

An increasing number of families call the City home, supported by professionals and other highly skilled workers drawn by the area's business ecosystem. Drawing on the professional expertise of our diverse team, we are continuing to build on our strategic strengths to provide a platform for businesses to grow and innovation to prosper, while building a city that people want to call home.

Snapshot of Our People

The City of Ryde is a complex organisation, with services covering everything from roads to recycling and to learn-to-swim programs.

We recognise that our employees are our most valuable asset because without them, we couldn't deliver the extensive range of community services we provide.

These are delivered through 31 departments, supported by 469 full-time equivalent (FTE) positions and a total headcount of 707 staff as at 24 February 2025. We have a diverse range of employees across various roles, from planners and engineers to graphic designers, rangers, project managers and library staff.

We were recognised as an Employer of Choice in the Australian Business Awards in 2021, thanks to policies and practices that promote employee engagement, recruitment and retention.

We report a range of workforce-related business measures to our leadership and management teams on a regular basis. These insights inform our progress and help ensure sufficient workforce is available to maintain service levels, that staff are supported in their learning and development and that we are providing a respectful, inclusive work environment.

Our People

Our Workforce Profiles

All Staff

Employee Headcount

As of 24 February 2025

Employee status	Headcount	% of workforce
Full time	469	66%
Part time	62	9%
Casual	176	25%
Total	**707**	**100%**

Employee Status

As of 24 February 2025

Employee Status	Headcount	% of workforce
Full Time	447	63%
Full Time Temp	22	3%
Part Time	57	8%
Part Time Temp	5	1%
Casual	176	25%
Total	**707**	**100%**

Gender

As of 24 February 2025

Gender	Employee Status	Headcount	% of workforce
F	Full Time	156	22.1%
F	Full Time Temp	9	1.3%
F	Part Time	42	5.9%
F	Part Time Temp	3	0.4%
F	Casual	102	14.4%
M	Full Time	291	41.2%
M	Full Time Temp	13	1.8%
M	Part Time	15	2.1%
M	Part Time Temp	2	0.3%
M	Casual	74	10.5%
Total		**707**	**100.0%**

Age Groups

As of 24 February 2025

Age	Headcount	% of workforce
70+	9	1.3%
60-70	83	11.7%
50-60	146	20.7%
40-50	131	18.5%
30-40	129	18.2%
20-30	151	21.4%
< 20	58	8.2%
Total	**707**	**100%**

Length of Service (Years)

As of 24 February 2025

Length of Sevice in years	Headcount	% of workforce
30+ years	20	2.8%
20-30 years	44	6.2%
15-20 years	57	8.1%
10-15 years	53	7.5%
05-10 years	125	17.7%
03-05 years	63	8.9%
01-03 years	324	45.8%
< 1 year	21	3.0%
Total	**707**	**100%**

Average Length of Service is 7.6 years,
Longest Length of Service is 43 years

Number of Employees who Live in Ryde LGA

As of 24 February 2025

Suburb	Headcount	% of workforce
Ryde	55	28.2%
West Ryde	30	15.3%
North Ryde	24	12.3%
Gladesville	24	12.3%
Eastwood	11	5.6%
Denistone	9	4.6%
Marsfield	8	4.1%
Meadowbank	6	3.1%
Melrose Park	5	2.6%
East Ryde	5	2.6%
Macquarie Park	4	2.1%
Putney	4	2.1%
Tennyson Point	4	2.1%
Denistone East	3	1.5%
Denistone West	3	1.5%
Total	**195**	**100%**

COR Resident Group	Headcount	% of worforce
CoR Resident	195	28%
Non-CoR Resident	512	72%
Total	**707**	**100%**

Turnover

As of 24 February 2025

Turnover of Headcount	Headcount
2023-2024	102
2022-2023	97
2021-2022	98
2020-2021	66
Total	**363**

Excludes Casuals

Management and People Leadership

People Leader Headcount

As of 24 February 2025

Managers

Gender	Headcount	% of workforce
F	9	27.0%
M	24	73.0%
Total	**33**	**100%**

People Leader

Gender	Headcount	% of workforce
F	37	34.0%
M	73	66.0%
Total	**110**	**100%**

Managers and People Leader

Gender	Headcount	% of workforce
F	46	32.0%
M	97	68.0%
Total	**143**	**100%**

Length of Service (Years)

As of 24 February 2025

Managers

Length of Service	Headcount	% of workforce
20-30 years	3	9.1%
15-20 years	1	3.0%
10-15 years	6	18.2%
05-10 years	6	18.2%
03-05 years	2	6.1%
01-03 years	15	45.5%
Total	**33**	**100%**

Age Groups

As of 24 February 2025

Managers

Age	Headcount	% of workforce
60-70	4	12.1%
50-60	16	48.5%
40-50	9	27.3%
30-40	4	12.1%
Total	**33**	**100%**

Our Future Success and Implementation Journey

Our Future Success and Implementation Journey

Our Challenges and Opportunities

As a major employer within the City of Ryde, we recognise the important role we play in providing meaningful and diverse employment opportunities. However, we face a number of challenges; this WMS positions Council to turn these challenges into opportunities to deliver better outcomes for our community.

Aligning Our Core Business Functions

We will review our organisational framework regularly and make changes where necessary to ensure it is flexible, resilient and promotes high performance and excellence in service delivery and customer experience. We will offer change management training to sponsors and leads to help them lead the organisation and our people through transition periods.

Investing in Existing and Emerging Community Services

We are committed to strengthening our community services to ensure they are accessible, transparent and responsive to the evolving needs of our community. Planning is one of our key community services, and we will support technological innovation, staff development and investing in our planning team to support sustainable growth while meeting NSW Minister's Environmental Planning Assessment (Statement of Expectation Order 2021). Underpinning our service delivery will be a commitment to transparency, integrity and compliance and we will empower people leaders with knowledge, skills and technology to maximise transactional visibility and oversight.

Council also recognises the growing need to strengthen our response capability, particularly in light of the increased focus on the night-time economy and high-density population growth. We are enhancing our community protection and response capability by centralising security and CCTV surveillance systems and providing dedicated staff resources. This holistic overview of our City will help deter antisocial and criminal behaviour, support law enforcement, minimise business disruption and ensure we are able to respond quickly and appropriately to local emergencies.

Embracing Emerging Technologies

Our underlying philosophy embraces the proactive use of technology as a key driver in delivering smarter, more efficient and accessible services for our community. We will continue to explore and embrace emerging technologies (artificial intelligence (AI) tools) that will have an impact on future capabilities and skills required in the digital age. Our challenge is to keep up with the rapid changes in this space while investing judiciously for the future to lead in our industry.

Ethical Procurement

We will ensure that all procurement is ethical, transparent and readily auditable through enhanced staff capability and training and investment in analytical tools and technologies. We will strive to manage the risks inherent in large-scale procurement to ensure compliance with moral and legal standards, environmental sustainability, fair competition, responsible business practices, avoiding conflicts of interest and corruption, and that our community receives value and fairness.

Attracting, Recruiting and Retaining Staff

We will find new ways to attract and retain staff in the face of private sector competition and market forces, by promoting the non-monetary benefits of Council employment, such as: flexible and family-friendly work practices, learning and development opportunities and the chance to make a meaningful difference to our City and community.

Supporting Our Staff Health, Safety and Wellbeing

Ensuring the health and safety of our staff is an ongoing challenge, including investing in their mental health and wellbeing to enhance employee resilience and psychological safety in the workplace.

Building Leadership and Workforce Capability

We will continue to build our leadership capability to navigate transformational change and be more responsive and adaptive to the everchanging landscape. Currently our workforce comprises 395 men and 312 women, however 68% of leadership roles are held by men. We aim to recruit and promote more females into leadership positions, and this will become part of our succession planning process. We will also nurture and develop future leaders through programs that encourage them to bring empathy, resilience and tenacity to lead and drive change to their work.

Addressing Diversity and Inclusion

At the City of Ryde we value diversity and inclusion. Our City is a popular destination for migrants, particularly from Asia. This demographic shift can create a need for language and cultural expertise in the workforce, particularly in areas such as community services and customer service. We also recognise the strength that comes through diversity and commit to increasing the number of Aboriginal and/or Torres Strait Islander Peoples (ATSI) on our staff, as well as people with disability, those from culturally and linguistically diverse backgrounds, and people with a range of gender profiles, community backgrounds and cultures. We will continue to recognise the benefits of a diverse and inclusive workforce to better represent the community we serve.

Empowering and Engaging Our Workforce

We will enhance workforce planning, business intelligence, data analytics, systems and processes to better support business decision-making. We will continue to build on our existing workplace culture and nurture our employee experience and engagement and provide training and other services to support staff whose roles are affected by legislative, societal and technological factors.

Planning for the Future of Our Workforce

We will adapt to global trends and seize opportunities to consider new ways of working aligned to our future customer and staffing needs. These challenges and opportunities are addressed through the strategies and actions of this strategy.

Managing City Growth and Expectations for Services within Finite Resources

We will ensure that we recruit and retain the right mix of staff and offer training and development to meet this challenge. We will also be open to emerging technologies that have the potential to revolutionise our service delivery.

Renewing Our Workforce

We will work to mitigate the disruption to service delivery due to skills shortages and lack of knowledge transfer with renewing our workforce. We'll embrace this opportunity to expand the range of initiatives we offer to help develop local talent, including our work experience program, traineeships, partnerships with TAFE NSW and the Department of Education and University internship program.

Our Future Success and Implementation Journey

The Pathway to Success

Future-Proofing Our Workforce

Emerging trends in employment opportunities linked with working styles are profoundly influencing our future workforce. These trends include the gig economy, remote working and the growing use of artificial intelligence (AI) tools to support the efficient delivery of work, synthesise knowledge and release of meaningful insights.

To retain staff, the City of Ryde needs to compete for available talent within this shifting environment and increase investment in training and skill development for existing staff.

Future skill-based audits of roles, re-designed work tasks and work method innovation will be needed to build a workforce that serves our community into the future.

We recognise the strength that comes through diversity and commit to increasing the number of Aboriginal and/or Torres Strait Islander Peoples (ATSI) on our staff, as well as people with disability, those from culturally and linguistically diverse backgrounds, and people with a range of gender profiles, community backgrounds and cultures. By creating environments where individuals from diverse backgrounds feel valued, respected and able to fully participate, we will create a sought-after workplace with equal access to opportunities.

Supporting Emerging Talent

Council is committed to supporting the development of talent for both the City of Ryde and for the wider sector through investment in traineeships, cadetships and apprenticeships. This includes working with the State government to create and fill positions within known skill shortage areas; to provide targeted opportunities under our Equal Employment Opportunity (EEO) and diversity plans; and to identify and inject expertise to meet emerging skills needed to deliver evolving community services. We successfully secured a number of fully funded roles in the NSW Government's Fresh Start program, and will continue to apply for future opportunities within this program and other initiatives. In addition, Council remains committed to supporting high school and university students by helping them fulfil their work experience requirements, nurturing a pipeline of future talent for the multiple business types that make up the sector.

Improving Employee Engagement

We recognise the significant benefits associated with maintaining and expanding a culture of consultation and engagement in the workplace. We conduct ‘Have Your say’ surveys’ regularly to ensure our employees’ voices are heard as we strive for professional development, service improvement and collaborative practices across Council.

Our all-staff Ticket to Ryde event was initiated in 2020 to reinforce a positive workplace culture, build staff capability and increase staff engagement. It was further refined following results from a staff engagement survey in 2023 that revealed our workforce wanted to have a better understanding of our organisational direction and increased opportunities for involvement and cross-departmental collaboration. Staff say they have gained a greater awareness of how their individual roles contribute to the bigger picture and our vision of making City of Ryde the place to be for lifestyle and opportunity at your doorstep.

We continue to build on our policies, programs and practices to make City of Ryde a great place to work, including with recent enhancements including:

- Increased flexible working provisions
- Hosting Ticket to Ryde, our award-winning all-staff event
- Achieving White Ribbon accreditation
- Enhancing the use of technology solutions to drive efficiency and effectiveness
- Improving our learning and development strategy and policies
- Enhancing leadership development programs.

Retaining Staff

We acknowledge that a healthy staff turnover provides Council with the opportunity to recruit new staff who bring new ideas and perspectives that in turn help us to grow our skills, knowledge and capability.

Over the last four years, Council saw a turnover rate of approximately 19.3 percent which is on par with the average staff turnover rate within NSW local government in 2022/23 (18 percent). The figure reflects long-term challenges in attracting and retaining staff in local government resulting in skills shortages.

We offer flexible work arrangements, an active health and wellbeing program, an extensive learning and development program, a generous reward and recognition program, and a commitment to environmental sustainability, among other benefits.

We also make exit interviews available for all staff leaving the organisation with information used to consider any suggested improvements that can be made to our employee value proposition to bring the turnover rate back within the target range.

Developing Capability

In a highly competitive labour market, local government faces a continual challenge to secure and retain the best talent for our business. Providing a positive workplace culture where employees feel valued and are able to grow their skills and career is essential to retaining a talented workforce.

We recognise that education and training is a lifelong process and therefore our learning and development strategy seeks to strengthen our workforce and build capability at all levels. Our philosophy of continuous improvement applies to the skills and knowledge of our employees and contributes to improving the delivery of services we provide to our community.

Procurement Strategy with Integrity

Effective procurement is critical to delivering quality infrastructure, services, and community outcomes, but carries inherent risk due to the discretionary nature of decisions and the transfer of significant public funds to private entities. We will build staff capability through tailored training, promote ethical conduct, and strengthen oversight and transparency to manage procurement risks and maintain public confidence. We will also empower our leaders with the analytical tools and technical skills needed to enhance oversight, transparency and accountability. By strengthening capability, leadership, transparency and integrity, the City of Ryde will be better equipped to manage inherent risks, prevent corruption and ensure procurement delivers value and fairness for the community.

Equal Employment Opportunity and Diversity

We value diversity and believe that our inclusive and collaborative culture contributes to our success. We are a diverse workforce which reflects the community in which we serve. Our inclusive culture promotes staff engagement and enables us to attract and retain the best talent. Some of our strategies and programs include:

- Merit based recruitment practices
- Workplace adjustments for people with disability
- Targeted employment opportunities for people with disability
- Targeted employment opportunities for people of Aboriginal and Torres Strait Islander background
- Work experience and internship placements
- Space for reflection, prayer or meditation
- Flexible work arrangements including access to RDO schemes and generous leave provision.

Developing Future Leaders

To support the pipeline of potential leaders among City of Ryde staff, we offer a number of development opportunities, including leadership forums as well as more formal training programs aimed at building leadership skills and a coaching culture. Our Aspiring Leaders program involves the completion of a Certificate IV in Leadership in conjunction with a workplace project to further develop their skills.

We are also reducing our reliance on costly consultants, instead investing in developing internal staff capabilities, talent and resources to provide the insights we need to efficiently deliver community services. In addition to financial savings, this initiative will provide career growth pathways that help retain talented staff within the organisation.

We will encourage aspiring leaders from across equity and diversity groups to participate in professional development opportunities and to share the fresh perspectives and insights to help our organisation grow.

We also recognise the critical role that our sponsors and leads play in driving successful change. We want our people to lead confidently through change and will provide change management training to equip our leaders with the essential knowledge, skills, and tools needed to effectively manage and guide change initiatives.

Maintaining White Ribbon Accreditation

The City of Ryde is committed to ending violence against women as part of its accreditation as a White Ribbon Australia workplace. We are fostering respect, providing support and working tirelessly to create a future where everyone feels safe and valued.

To raise awareness and drive positive change to end domestic and family violence, Council staff are invited to participate in a diverse program of events, including:

- 16 Days of Activism Against Gender-based Violence activities
- Joining the Make A Stand community walk in the Macquarie University precinct
- Donating toys and books for children from families escaping domestic violence
- Completing Domestic Violence Awareness Training, to build their understanding of how to address and prevent abuse
- Attending White Ribbon staff events and lunch and learn sessions to build on their awareness about Domestic Violence
- Joining the 'Run Against Violence' virtual challenge as part of the City of Ryde corporate team.

The accreditation program has seen us deliver a number of achievements including:

- Implementing a Domestic Violence (DV) policy
- Offering 10 days' paid domestic violence leave
- Developing resources to support staff and community members affected by domestic violence
- Engaging the Community Migrant Resource Centre to develop and produce Stories of Resilience – The 'Make a Stand Against Violence' podcasts
- Delivering education and training programs to build the knowledge of employees and people leaders
- Supporting community initiatives such as the Make a Stand Against Violence annual runs
- Actively participating in the Ryde Hunters Hill Domestic Family and Sexual Violence Committee network meetings
- Developing workplace resources including a DV Safety Plan, Prevention of Violence and Aggression in the Workplace Risk Assessment and White Ribbon Accreditation
- Engaging guest speakers with lived experience who can speak firsthand about their experience and share their journey of reform and/or courage
- Launch of 'Are you experiencing DV' and 'It's time to talk' posters across the Ryde district
- Implementation of 'Lets come together to end DV' campaign including the launch of fence banners, residential bin stickers and council vehicle posters.

Ensuring Work Health and Safety

Work Health and Safety (WHS) is a core value at the City of Ryde. We are committed to providing a workplace that is safe and without risk to the health and welfare of all employees, contractors, apprentices, volunteers, work experience persons, visitors and members of the public in our workplaces, and to the effective rehabilitation of injured employees.

We undertake regular safety audits and inspections across our multiple work sites and conduct mandatory safety training sessions for staff in all our varied fields of work.

In recent years we have focused on increasing our understanding and awareness of psychosocial hazard identification and responses, improved safety standards for our staff undertaking construction-based work activities, developed measures to recognise improved performance over time and undertaken a resource, skill and capacity analysis to enhance work health safety and wellbeing at the City of Ryde.

We also undertake regular consultation with staff across the organisation. Council's formal WHS employee consultative mechanisms are a combination of employee health and safety representatives and the Health and Safety Committee, which meets monthly. The two mechanisms provide opportunities for direct input into health and safety matters that may affect staff in their respective work groups across Council.

Supporting Health and Wellbeing

We recognise that staff wellbeing programs contribute to reduced absenteeism, increased morale and productivity, enhanced team and social work relationships and improved physical and mental health. We offer staff a range of wellbeing programs including access to our Employee Assistance Program (EAP), skin checks and audiometry screening, health assessments, flu shots and monthly fruit boxes. We also provide access to corporate fitness provider Fitness Passport, which enables staff and their families to access a broad range of fitness facilities to support their health and wellbeing.

We provide staff with opportunities to review their financial wellbeing with superannuation sessions, and promote mental health awareness and support through R U OK? Day and Movember. All training undertaken by staff contributes to improving the safety culture at the City of Ryde by providing the necessary knowledge and skills to keep staff safe.

Underlying our commitment to the health and wellbeing of our staff is our commitment to diversity, to ensuring that all people, irrespective of their linguistic or cultural background, nationality, religion, gender or ability to participate in the workforce, feel valued, heard and welcome.

Encouraging Learning and Development

In a highly competitive labour market, local government faces a continual challenge to secure and retain the best talent for our business. Providing a positive workplace culture where employees feel valued and are able to grow their skills and career is now essential to retaining a talented workforce.

We recognise that education and training is a lifelong process and therefore our learning and development strategy seeks to strengthen our workforce and build capability at all levels. Our philosophy of continuous improvement applies to the skills and knowledge of our employees and contributes to improving the delivery of services we provide to our community.

Learning and development initiatives include:

- Work health and safety compliance training, including licenses
- Systems and technology training
- Offering the Diploma in Project Management, which supports our capacity to deliver projects to our community
- Providing organisational and role-specific initiatives to ensure our staff stay abreast of industry changes and trends
- e-learning opportunities, undertaken across a variety of subjects
- Education assistance that supports staff to participate in formal programs of study from Certificate II through to Masters level.

Enhancing Our Data and Systems

Strong data analytics, reporting and systems ensure our people can make informed decisions and be able to respond better to change. Ensuring employees at all levels are able to access information they require to complete their jobs effectively will enhance the organisation's overall effectiveness and agility. Technology – with systems ranging from onboarding to learning and professional development, as well as content management, mapping, procurement, customer relationship management, our staff intranet, Councillor information system and flood modelling – already underlies our business operations. In the future, we will continue to proactively deploy innovative and emerging technologies to support our community through effective, seamless service delivery.

Strategic Workforce Objectives and Key Priorities

Strategic Objectives	Aligned Actions
Delivering results through a values-based organisation	• Refine our Reward and Recognition Program to link results and values • Review the performance development system improve the focus on progression based on performance and delivery • Implement a 'values-based' culture training program for staff.
Maintaining a workforce that is prepared for the future of work	• Establish partnerships with educational institutes such as TAFE and universities to create awareness of career opportunities at Council • Develop organisation training plan incorporating skill transition for emerging work practices associated with the use of artificial intelligence, data analysis and insight, project management, change management and continuous improvement • Undertake a future skill-focused analysis of the current workforce within the new organisation structure to identify skill gaps and development pathways • Through innovation, undertake customer-centric business improvement and find new ways of delivering our work to ensure that additional staff resources are aligned to best practice functions • Engage our people leaders in the ongoing assessment of workloads to provide a psychologically safe work environment.
A diverse and inclusive workforce	• Re-design work to support flexible work practices and reflect the diversity in our approach to work • Educate and promote awareness of our inclusive work as a means of attracting new talent • Improve the job applications and selection process to ensure that there is a positive bias to providing opportunity for our diverse groups • Develop cultural awareness and understanding across the workforce of the needs of our diverse staff.

Measuring Success

Measures and Indicator of Success

- Strong employee engagement
- Increased new starter satisfaction
- Reduce staff turnover
- Increased engagement via council website, careers portals, social media
- Increased data accuracy and reporting.

Translation Information

Contact Us

Translation Information

English

Language Assistance
For a free interpreter, call the Translating and Interpreting Service (TIS) on 131 450.

Arabic

المساعدة اللغوية
للاستعانة بمترجم شفهي، اتصل بخدمة الترجمة التحريرية والشفهية (TIS) على الرقم 131 450.

Armenian

Լեզվական աջակցություն
Թարգմանչի անվճար ծառայության համար զանգահարեք
Թարգմանության ծառայության (TIS) հեռախոսահամարին՝ 131 450:

Chinese (Simplified)

语言帮助
如需免费口译服务，请拨打 TIS 笔译和口译服务，电话 131 450。

Farsi (Persian)

کمک زبانی
برای یک مترجم شفاهی رایگان، با خدمات ترجمه کتبی و ترجمه شفاهی (TIS) به شماره 131 450 تماس بگیرید.

Hindi

भाषा संबंधी सहायता
नि:शुल्क दुभाषिए के लिए, अनुवाद एवं दुभाषिया सेवा (Translating and Interpreting Service) (TIS) को 131 450 पर कॉल करें।

Italian

Assistenza linguistica
Per un interprete gratuito, chiamare il Servizio di Traduzione e Interpretariato (TIS) al numero 131 450.

Korean

언어 지원
무료 통역 서비스를 원하시면 통번역 서비스 (TIS)에 131 450으로 전화하세요.

24/7 LIBRARY - AFTERHOURS ACCESS
City of Ryde invites your feedback about a 24/7 library that will provide afterhours access to an unstaffed library facility.
Council prides itself on providing services that meet the needs of our community. Our libraries aim to inspire and provide opportunities for everyone to learn, participate and engage in a variety of library programs and services.
We are seeking the views from a broad range of community members such as existing library users, students, workers, professionals, local businesses and families.
Your feedback will help continuously improve our library services and contribute to how our libraries are shaped in future.
HAVE YOUR SAY
How do I give my feedback?
You can Have Your Say on the 24/7 Library - Afterhours Access in a number of ways, including:
Online Via the online survey by scanning the QR code or visit www.ryde.nsw.gov.au/HaveYourSay/247Library
Email cityofryde@ryde.nsw.gov.au
Post City of Ryde, Locked Bag 2069, North Ryde NSW 1670
Submissions must be received by 11.59pm on Sunday 9 February 2025.
Scan to Have Your Say
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City of Ryde
For more information
Visit www.ryde.nsw.gov.au/HaveYourSay/247Library
Call Customer Service on 9952 8222
Email cityofryde@ryde.nsw.gov.au

Contact Us

Website
www.ryde.nsw.gov.au

Telephone
Call (+61 2) 9952 8222
between 8.00am and 5.30pm,
Monday to Friday

Post
Write to us at:
City of Ryde
Locked Bag 2069
North Ryde NSW 1670

Email
Send us an email at
cityofryde@ryde.nsw.gov.au

Mayor and Councillors
Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au or by contacting the Customer Service Centre on (+61 2) 9952 8222.

In Person
You can visit our Customer Service Centre located at
1 Pope Street, Ryde, NSW 2112 or any of our five libraries
www.ryde.nsw.gov.au/Library/Visit-Us

Accessibility Assistance

Please contact the National Relay Service (NRS) on 1800 555 660 and select the appropriate option.

Acknowledgements
The City of Ryde would like to acknowledge the community and all staff who contributed to the completion of this report.

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City of Ryde
BUILDING 0

City of Ryde

Lifestyle and opportunity at your doorstep

Customer Service Centre

1 Pope Street,
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www.ryde.nsw.gov.au

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