

WORKFORCE MANAGEMENT PLAN

2025/26 – 2028/29



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Acknowledgement of Country

Council recognises the Traditional Owners of the lands of Hornsby Shire, the Dharug and GuriNgai peoples, and pays respect to their Ancestors and Elders past and present and to their Heritage. We acknowledge and uphold their intrinsic connections and continuing relationships to Country.

FOREWORD

Over the last four years, Hornsby Shire Council has continued to be challenged by skills shortage within the market across certain roles as both private and government agencies compete for talent. Coupled with rising costs of living due to the economic landscape, Hornsby has seen more increased demand for wages and salaries in addition to many other benefits including more opportunities for worklife balance.

Technology continues to evolve and cyber security has moved to the forefront as a key business risk, therefore as a Council, it is important to develop the digital and cyber security literacy across Council to minimise risk but also improve employees productivity and ways of working.

Council has continued to support a hybrid office/working from home model for office based employees, which has continued to challenge people leaders manage remote working as well preserving the unique culture at HSC.

The effects of the rapid change have also significantly impacted our customer-facing and field-based teams who have experienced more challenging customer Interactions and therefore an increase in psychosocial risks within the workplace.

More than ever, it is important we plan for our future workforce. This transformational plan seeks to support Council in addressing the needs of our community over the next four years, by guiding our approach to recruitment, development and retention of a high performing workforce while also balancing financial considerations and our local government constraints in additional resources.

While it is a legislative requirement and an important element in delivering Council's Delivery Program and Operational Plan and Community Strategic Plan, it is also our opportunity to articulate our vision for the people we employ and aim to employ in the coming years. We already have great people in our organisation. This plan will support our vision to be a great organisation that inspires and sustains us, and where we value our connections to each other.

I'm confident this plan will help guide our future decision making, ensuring that the employees we manage, engage and develop are the very best we need to deliver exceptional service and outcomes to the Hornsby Shire community.

Steven Head
General Manager



1. OUR PLAN FOR OUR WORKFORCE

The Workforce Management Plan is a mandatory requirement under the Integrated Planning and Reporting (IP&R) framework, it identifies the changing priorities over the next four years while identifying the skills, experience and knowledge we need across Council to deliver on the Delivery Program, which includes a number of major work projects. The strategy also details the programs and initiatives that will be developed, refined and implemented to attract, engage and retain the workforce of the future.

How it was developed

In January 2025, engagement commenced with Council's Senior Leadership Team. The purpose of this engagement was to gain an understanding of Council's strategic direction, workload drivers, capacity and capability gaps and other contextual insights.

The Plan was developed via a series of activities and data inputs:

- One-on-one interviews with Council's Executive Leadership team
- Supply and demand analysis of workforce data
- Workforce profiling and analysis
- Assessment of future trends for local government
- Engagement Survey data and focus groups
- Industry research and internal and external environment
- Validation workshop with Executive Leadership

Feedback, analysis and research has heavily informed the development of this document and ensures that the objectives, actions and measures identified are relevant to Council and reflective of the organisation's current and future operating context.

What it includes

The Plan includes a snapshot of the current workforce, demographics of the Hornsby community and an employment value proposition that reflects the workforce Council seeks to retain and attract. It considers external and internal trends and how Council might respond to these drivers of change in the future. The strategic objectives and corresponding actions and measures clearly articulate what is needed to attract and retain the workforce requirements of Council over the next four years. This document excludes processes which are part of People and Culture services, instead identifying a suite of carefully developed strategies that address external pressures and underlying challenges for Council. Alongside the strategic objectives and actions in the Plan, Council will continue to deliver key operational people and culture functions across the employee lifecycle, including: annual performance reviews, salary system management, talent acquisition, organisational development and learning and development, health and safety, engagement surveys and activities and employee and industrial relations.

How it should be used

The Plan will guide Council's overall approach to talent acquisition, employee progression and development, and succession planning over the next four years. It is a practical and live document which will be used by all executives, managers and supervisors within Council. The Plan is integrated in the IP&R process, with progress measures drawing on our staff engagement and community satisfaction feedback processes. It should be considered in conjunction with Council's Long Term Financial Plan and Asset Management Plan, that form the overall Resourcing Strategy for Council. Importantly, this document will be regularly monitored and adjusted when required in response to new workforce challenges.



2. OUR PURPOSE, VISION AND VALUES



Purpose

Together, we enhance the lives of our community, both now and in the future.

Vision

The Bushland Shire is a place that inspires and sustains us. A place where we value our connections to each other and our environment.

Values

Our values underpin all that we do; they provide us with a shared vision of who we are and what we stand for as an organisation.



We Serve through connection

We serve and connect by being present, responsive and collaborative across our community.

We build Trust

We grow trust when we treat people fairly, speak openly even when it's hard, and honour our commitments.





We act with Respect

We listen actively, speak with care, and treat people, land and community with dignity and fairness.

We Innovate together

We welcome ideas from all levels, try better ways, and build a culture where change feels safe.



Collaboration

3. OUR PEOPLE

We employ over 500 employees across five divisions:

OFFICE OF THE GENERAL MANAGER Steven Head	CORPORATE SUPPORT Director, Glen Magus	INFRASTRUCTURE AND MAJOR PROJECTS Director, Fiona Leatham	COMMUNITY AND ENVIRONMENT Director, Steve Fedorow	PLANNING AND COMPLIANCE Director, James Farrington
27 STAFF	89 STAFF	98 STAFF	202 STAFF	85 STAFF
♂ 30% MALE	♂ 30% MALE	♂ 74% MALE	♂ 49% MALE	♂ 59% MALE
♀ 70% FEMALE	♀ 70% FEMALE	♀ 26% FEMALE	♀ 51% FEMALE	♀ 41% FEMALE
Branches/Sections:	Branches/Sections:	Branches/Sections:	Branches/Sections:	Branches/Sections:
RISK AND AUDIT	FINANCIAL SERVICES	AQUATICS AND BRICKPIT	ENVIRONMENT	DEVELOPMENT ASSESSMENTS
STRATEGY AND PLACE	Financial Accounting and Reporting	Aquatic Centre	Operations	DAs Team 1
Business Improvement	Management Accounting and Operations	Aquatic Operations	Spatial Services	DAs Team 2
Corporate Planning	GOVERNANCE AND CUSTOMER SERVICE	The Brickpit	Strategy	Major Development
Communications and Engagement	Customer Service	EMERGENCY MANAGEMENT	LIBRARY AND COMMUNITY SERVICES	REGULATORY SERVICES
Place	Governance and Administration	INFRASTRUCTURE OPERATIONS	Community and Cultural Development	Building Certification
Sustainability and Climate Change	Records Management	Building Services	Community Facilities and Projects	Compliance
STRATEGIC PROPERTY	LAND AND PROPERTY SERVICES	Asset Operations	Library Experience	Environmental Protection
	PEOPLE AND CULTURE	Asset Maintenance	Library Programs and Engagement	Public Health
	Business Partner	Construction Management	PARKS, TREES AND RECREATION	Ranger Services
	Organisational Development	INFRASTRUCTURE PLANNING	Landscape	STRATEGIC LANDUSE PLANNING
	Payroll	Project Planning	Parks Assets	SLUP Team Leader
	Safety and Wellness	Traffic and Road Safety	Parks Service Unit	Planning GIS
	TECHNOLOGY AND TRANSFORMATION	Transport Planning	Tree Management	
	Business Transformation	Survey and Design	WASTE MANAGEMENT	
	IT Operations	Asset Planning	Strategy Projects and Education	
	Project and Change	INFRASTRUCTURE DELIVERY	Waste and Cleansing	
		Major Projects	Waste Contracts and Services	
		Capital Works		

HEADCOUNT



501
WITHOUT
CASUALS

as of June 30 2025

725
WITH
CASUALS

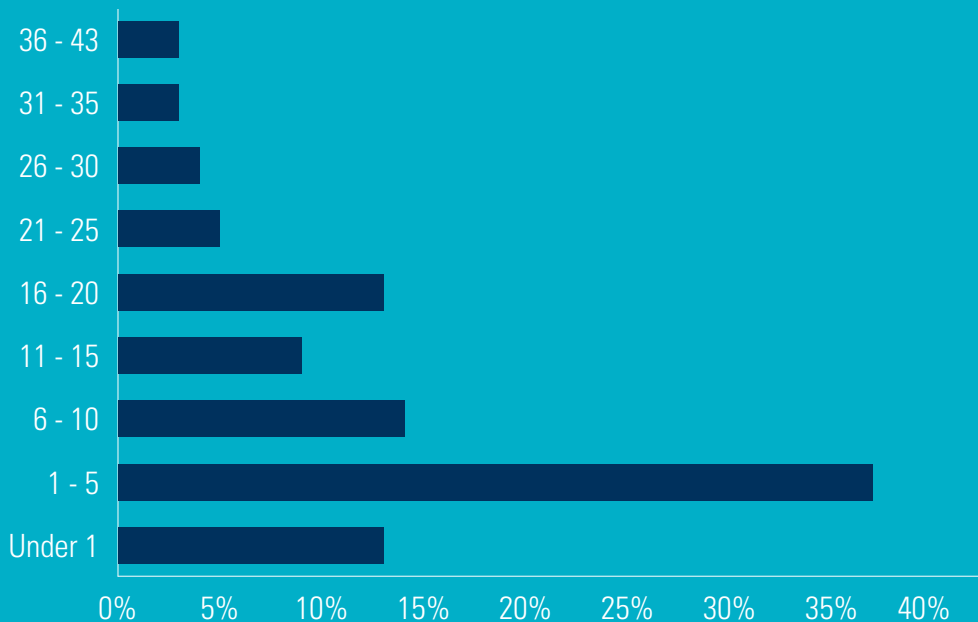
NUMBER OF EMPLOYEES WHO LIVE IN HORNSBY LGA



198
STAFF

40%
OF WORKPLACE

LENGTH OF SERVICE (YEARS)



TURNOVER

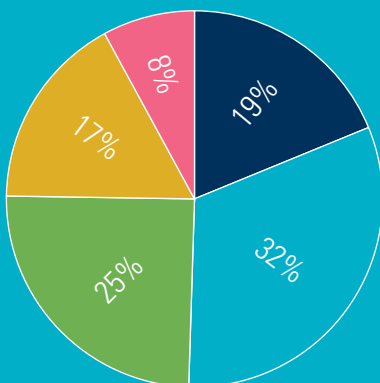


2022 /2023 **16.9%**

2023 /2024 **15%**

2024 /2025 **13%**

AGE GROUPS



- 60+ years
- 50-59 years
- 40-49 years
- 30-39 years
- 20-29 years

GENDER

	MALE	FEMALE
Overall	251 50%	254 50%
Full time	234 47%	172 34%
Part time	5 01%	58 11%
Casual	7 02%	24 05%
Management	39 64%	22 36%

SNAPSHOT - HORNSBY LGA (2021 ABS)



9.17%
INCREASE
in population
predicted to 2036

There is a larger proportion of high-income earners in Hornsby LGA with
45.6% **OF HOUSEHOLDS EARNING OVER \$2499 PER WEEK,**
compared with 37.3% in Greater Sydney



The Hornsby LGA is
highly educated with

44.2%
OF PEOPLE

in the LGA holding a bachelor's degree or higher
qualification compared to 33% in Greater Sydney

Our labour force:

4.1%
UNEMPLOYMENT RATE
participation rate 63%



50%
OF PEOPLE

who work in Hornsby Shire
live in Hornsby Shire



41%
OF RESIDENTS
come from overseas

35.7%
OF PEOPLE
spoke a language other than English at
home (Mandarin, Cantonese and Korean)



4. OUR FUTURE

Over the next four years, Council will embark on developing our culture to be inclusive, customer focused and a high performing organisation prepared to meet the challenges of the future with flexible and agile approaches.

To respond to the challenges of the future we will:



Deliver sustainable work programs

There is a drive to reconsider how Council services and work programs are delivered and understand how sustainability measures are incorporated to reduce emissions and environmental impacts. We will play an active role in the transition to net zero and building a more resilient community.



Adopt digital solutions

The last four years has accelerated the adoption of digital solutions and there are increasing customer expectations around the use of new technologies to create better experiences. Online service delivery and self-service will continue to be the standard so customers can enjoy the ease and efficiency that the adoption of technology offers



Embrace new and enhanced skills and ways of working

Artificial intelligence, automation and digital augmentation will change the nature of work and redefine the composition of the workforce. How we operate now may be quite different to four (4) years time and therefore we must Innovate, adopt and change the ways of working to respond.



Build a capable, fit for purpose workforce

Council is embarking on an exciting period over the next four years and beyond, with some of the largest projects in its history already in the pipeline and a number of new strategies and programs to implement. We will continue to identify skills gaps, up-skill internal staff where appropriate and recruit a capable, fit for purpose workforce.



Plan for an ageing workforce

The local government workforce is considerably older than the general Australian workforce, with declining participation under 30. We will continue to review our talent and develop succession plans; we will conduct strategic workforce planning to identify longer term skill gaps while engaging current and future leaders across the organisation to ensure that knowledge and skills-sharing opportunities are embedded in every-day work.



Respond to changing community needs

The area is continuing to be diverse with 41percent of residents born overseas while a growing population is also increasing demand. Council's frontline services will adapt and respond to changing demographics within the community, while also adapting internally.



Attract and retain the best talent

There are certain prominent skills and training gaps facing local government creating a highly competitive recruitment market. We will be clear on our employment value proposition, differentiate our organisation for its unique set of values and ensure an inclusive workplace where the health and safety of our employees is a priority and where they feel they belong



Remain flexible and adaptive to the political landscape

Responsibilities of local government will continue to increase as part of a devolution of services from state government, specifically in areas like waste management and community services, circular economy and net zero targets, smart cities, roads and transport infrastructure and natural disaster. We will remain flexible and adaptive in response, seeking out innovative approaches and building internal capacity and capability where possible.

5. OUR EMPLOYMENT PROPOSITION

At Hornsby Council we offer more than a job. We are a community where everyone plays a vital role in creating a positive culture while delivering meaningful work with a real impact. We are inclusive and flexible and champion the professional growth of all employees.

Our employee value proposition, which was developed through our employees has four (4) key elements;



6. OUR ENGAGEMENT

Over the last 3 years, Hornsby Shire Council has conducted an annual survey to understand our employees engagement and gain feedback on what we are doing well and where we need to focus our efforts on in improving our workplace culture.

During the last three (3) years, our engagement has significantly improved and in October 2024, we had a participation rate of 86% (2022 – 66%) and an engagement score of 8.3 points, which is an increase of .8 points and well above the industry benchmark. In October 2022, the engagement was 7.5 points.

On the back of launching a new annual performance framework in 2022, our survey data indicated this was well received with employees citing they are very clear on what they are expected to deliver (Score 2022 - 8.5 points).

Our areas of opportunity over the last few years have included the following drivers:



Environment

In 2022, employees based in administration offices were temporarily located in Thornleigh while the main administration building at 296 Peats Ferry Road, Hornsby was reburbished due to the discovery of asbestos. In March 2024, all employees returned to the administration building and in relocating permanently back, it allowed for HSC to review it's ways of working. In October 2024, the engagement score for environment went from 7.4 points to 8.3 points.



Purpose and vision

The purpose and strategy driver was another area highlighted in our 2022 survey that we should focus on to improve overall engagement. Since 2022, HSC has done a number of actions to articulate the strategy and purpose as well as drive a stronger connection to our overall purpose. These have included regular Council wide town hall meetings as well as divisional meetings to provide direction and celebrate achievements, implementation of a new performance system to measure objective alignment and achievement as well as the senior leadership team attending a purpose and vision workshop. Our result in this driver has gone from 6.9 points to 7.8 points.

Over the four years we will continue to survey our employees, ensuring we are focusing on the right drivers to improve overall engagement and culture, these will include the implementation of a revised leadership development framework, a focus on psychosocial hazard and risk mitigation to ensure the safety of all employees as well as enhancements to our current programs. These initiatives are captured in our Council engagement survey action plan.



7. OUR STRATEGIC OBJECTIVES

Our strategic objectives have been identified to guide workforce planning at Hornsby Shire Council over the next four years. They reflect the priorities for Council in order to attract and retain the workforce needed to meet the expectations of the community as outlined in the Community Strategic Plan and Delivery Program.



1. Culture

Strategic Objective:

Refine our values and embed the desired workplace culture and behaviours for Hornsby Shire Council



2. Leadership

Strategic Objective:

Enable our leaders to grow a diverse and engaged workforce that meets community and organisational expectations



3. Employee Wellbeing

Strategic Objective:

Support an inclusive work environment that considers employees overall wellbeing



4. Attracting, developing and retaining talent

Strategic Objective:

Ensure we have the right skills, knowledge and experience in the right roles both now and in the future

8. OUR GAME-CHANGERS

For each of our strategic objectives, we have identified high priority actions that go beyond business-as-usual workforce management. These are actions that have been carefully developed in consultation with Council staff to guide our workforce planning over the next four years. Implementation has been phased to reflect the resourcing and capacity of employees to deliver. Measures have been identified to indicate Council's progress in addressing each objective.



1. Culture

Strategic objective: Reaffirm our values and embed the desired workplace culture and behaviours for Hornsby Shire Council				
HIGH PRIORITY ACTIONS	2025-2026	2026-2027	2027-2028	2028-2029
1.1 Drive a high performance culture through development of new programs and enhancements to existing People and Culture programs				
1.1.1 Review annual Cultural Development program				
1.1.2 Review and embed enhancements to the annual Performance Review Framework				
1.1.3 Review Employee Recognition scheme				
1.2 Embed the organisational purpose and vision throughout Council to ensure clear direction and accountability				
1.3 Review and refine the organisational values, ensuring fit for purpose and identify and embed the desired behaviours at each level of Council (Senior Leadership Team, Leader, Employee) across each of the values.				
1.4 Develop a new annual reward and recognition program that acknowledges employee performance through the values behaviours				

Measurement tools:

- Annual engagement survey to measure integration of values, shared language around culture and desired behaviours
- Annual performance review framework Incorporates revised values/behaviours and measurement
- 360 leadership review (FY26/27)
- Quarterly People and Culture metrics



2. Leadership

Strategic objective: Enable our leaders to grow a diverse and engaged workforce that meets community and organisational expectations

HIGH PRIORITY ACTIONS	2025-2026	2026-2027	2027-2028	2028-2029
2.1 Implement the revised leadership development program, focusing on all employees (Senior leader, leader and employee) within Council to lift and grow 2.1.1 Develop and facilitate agreed programs across ELT, mid level leader, frontline leader and leading self 2.1.2 Develop and regularly update leadership development portal and Tool kit 2.1.3 Source and embed leadership profiling tool including 360 feedback 2.1.4 Develop people leader connect program 2.1.5 Develop and implement mentoring program				
2.2 Reshape and embed the required leadership behaviours, ensuring accountability and regular feedback for sustained change 2.2.1 Develop and implement the HSC Capability Framework for both people leaders and employees				
2.3 Continue to implement the Talent Management Framework incorporating: career pathways; critical leadership role identification; succession planning; access to leadership development for future and emerging leaders; tactical recruitment and retention strategies for key roles				

Measurement tools:

- Annual 360-degree leadership review (FY26/27)
- Progression opportunities identified and implemented year on year
- Employee engagement survey
- Attraction and retention data
- Annual performance review data



3. Employee wellbeing

Strategic objective: Support a stable work environment that promotes flexibility as a feature of our employment proposition				
HIGH PRIORITY ACTIONS	2025-2026	2026-2027	2027-2028	2028-2029
3.1 Continue to develop and implement a wellbeing program that considers an employees physical, social, financial and psychological wellbeing				
3.2 Develop and implement the psychosocial hazard and risk mitigation program				
3.3 Review the organisational structure to ensure alignment to delivery program as well as consideration to resourcing requirements and constraints				
3.4 Continue to deliver training and support to frontline community facing staff to manage difficult community Interactions				
3.5 Develop and implement the inclusion and belonging program that promotes workplace diversity and supports a positive values driven organisational culture where employees feel valued and belong				

Measurement tools:

- Annual performance review framework to include review and feedback on employees wellbeing
- Employee engagement surveys – including perceptions of collaboration
- Quarterly P&C Metrics Safety Statistics
- Wellbeing survey



4. Attracting, developing and retaining talent

Strategic objective: Ensuring we have the right skills, knowledge and experience in the right roles both now and in the future				
HIGH PRIORITY ACTIONS	2025-2026	2026-2027	2027-2028	2028-2029
4.1 Develop a strategic workforce planning framework that identifies emerging skills for the future while also identifying key skills gaps due to changing demographics				
4.2 Develop talent acquisition strategies to attract the next generation, including partnering with schools and universities to promote HSC and drive early engagement in local government				
4.3 Continue to develop the training and development offering to ensure emerging and changing skills, including new technologies and software are transitioned and adopted in the workplace				
4.4 Develop and continue to implement P&C metrics to actively measure the success of people and culture programs while assisting in identifying challenging trends to manage				

Measurement tools:

- P&C Metrics Engagement survey
- Implementation of projects as per key timelines and budget

9. WHAT SUCCESS LOOKS LIKE

We will know we're achieving our ambitions under the Plan because our employees are strongly engaged and supported, enjoying a real sense of alignment and connection to Council's purpose and objectives.

Employees are proud to work at Council and are confident to promote our employment value proposition to others.

Our leaders role model diverse perspectives to set clear directions for the benefit of the whole organisation, our customers and our community.

We will have elevated attention to culture, values and behaviours creating a shared language and accountability to make this a regular part of our ways of working. We take every opportunity to promote our culture, values and behaviours through:

- Employee progression and development
- Performance review framework
- Talent review and succession program
- Leadership development framework
- Recruitment activities

We will have crystalised what workplace flexibility means to us acknowledging that it means different things to different people, while also refining our ways of working to adapt to new technologies and processes.

We will have refreshed our approach to delivering services to our customers and community. We recognise that Council operates in a complex stakeholder environment, and we are adept at managing diverse relationships and the tensions between different interests. We engage with our community in new ways, across all parts of the organisation, leading to a richer understanding of community priorities.



NEED HELP

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9847 6666 on your behalf to contact Hornsby Shire Council. Council's business hours are Monday to Friday, 8.30am-5pm.



Chinese Simplified

需要帮助吗?

本文件包含了重要的信息。如果您有不理解之处, 请致电 131 450 联系翻译与传译服务中心。请他们代您致电 9847 6666 联系 Hornsby 郡议会。郡议会工作时间为周一至周五, 早上 8:30 - 下午 5 点。



Chinese Traditional

需要幫助嗎?

本文件包含了重要的信息。如果您有不理解之處, 請致電 131 450 聯繫翻譯與傳譯服務中心。請他們代您致電 9847 6666 聯繫 Hornsby 郡議會。郡議會工作時間為周一至周五, 早上 8:30 - 下午 5 點。



Nepali

यस कागजातमा महत्त्वपूर्ण जानकारी छ।

यदि तपाईंले यसलाई बुझ्नुभएको छैन भने, कृपया अनुवाद र दोभाषे सेवालाई 131 450 मा फोन गर्नुहोस्। तपाईंको तर्फबाट हर्नस्बी शायर काउन्सिललाई 9847 6666 नम्बरमा फोन गरिदिन आग्रह गर्नुहोस्। काउन्सिलको कामकाजी समय सोमबारदेखि शुक्रबार बिहान 8:30 बजे देखि बेलुका 5 बजेसम्म हो।



Hindi

क्या आपको सहायता की आवश्यकता है?

इस दस्तावेज़ में महत्वपूर्ण जानकारी दी गई है। यदि आप इसे समझ न पाएँ, तो कृपया 131 450 पर अनुवाद और दुभाषिया सेवा को कॉल करें। उनसे हॉर्नस्बी शायर काउंसिल से संपर्क करने के लिए आपकी ओर से 9847 6666 पर फोन करने का निवेदन करें। काउंसिल के कार्यकाल का समय सोमवार से शुक्रवार, सुबह 8.30 बजे-शाम 5 बजे तक है।



Korean

도움이 필요하십니까?

본 문서에는 중요한 정보가 포함되어 있습니다. 이해가 되지 않는 내용이 있으시면, 통역번역서비스(Translating and Interpreting Service)로 전화하셔서(131 450번) 귀하를 대신하여 혼즈비 셔 카운슬에 전화(9847 6666번)를 걸어 달라고 요청하십시오. 카운슬의 업무시간은 월요일~금요일 오전 8시 30분~오후 5시입니다.



Tagalog

Kailangan ng tulong?

Ilong dokumento ay naglalaman ng mahalagang impormasyon. Kung hindi ninyo naiintindihan, pakitawagan ang Serbisyo sa Pagsasalinwika at Pag-iinterpretar (Translating and Interpreting Service) sa 131 450. Hilingin sa kanilang tawagan ang 9847 6666 para sa inyo upang kontakin ang Hornsby Shire Council. Ang oras ng opisina ng Council ay Lunes hanggang Biyernes, 8.30n.u.-5n.h.



Farsi

نیاز به کمک دارید؟

این سند حاوی اطلاعات مهم می باشد. چنانچه آن را درک نمی کنید، لطفاً با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس بگیرید. از آنها بخواهید از جانب شما با شماره 9847 6666 با شورای شهر هورنزبی شایر تماس بگیرند. ساعات کاری شورای شهر دوشنبه تا جمعه، از 8:30 صبح تا 5 بعدازظهر است.

Hornsby Shire Council

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Visit us

Hornsby Shire Council Administration Centre at Hornsby Library

28-44 George St, Hornsby NSW 2077

Office hours

Please check the website for the latest opening hours for the Customer Service Centre and how to book an appointment with a planner.

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Image: Hornsby Aquatic and Leisure Centre