

Workforce Plan for Maroondah City Council 2021-2025

December 2021

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1. Introduction

This workforce plan aims to identify the key sources that identify and create the organisational demand for human resources and the requisite skills that are required within these resources. The workforce plan references Councils core operational strategies relevant to the manner in which and how services are delivered. The plan aims to support sustainable service delivery consistent with adopted budget parameters. The plan contains the current organisational structure while identifying factors that may influence future resourcing and employee numbers. Approaches to future workforce management and development and fostering positive organisational culture also form elements of the workforce plan. Workforce analysis and the profile of employees are data sources that will continue to be monitored as the basis for planned future actions. Occupational Health and safety, employee health and wellbeing, Gender Equality and Recruitment and Selection process that support and enhance diversity and equal employment opportunities are planned measures that will further support the organisations ongoing success. Planning to remain mindful of emerging threats and opportunities within both the internal and external operating environments, combined with a flexibility of approach to delivery will ensure that Councils planned, and scheduled workforce initiatives and programs remain both relevant and appropriate in the circumstances that exist at any given point in time.

2. Purpose and Objectives

Further to the introduction (above) the purpose and objectives of this workforce Plan is to enable Council to satisfy its obligations under section 48 of the Local Government Act 2020, which relevantly requires that Council's Chief Executive Officer to develop and maintain a workforce plan. At Council, the community and its needs and aspirations are at the core of everything the organisation does and as such the Workforce plan aims to ensure that a sufficient and appropriate alignment exists between the workforce, the work it does and Council's overall organisational objectives.

3. Definitions

Workforce planning and workforce development are commonly linked, and these terms are sometimes used interchangeably. They are both fundamental to the execution of business strategy. They are, however, not the same thing.

- **Workforce planning** - is the driver of workforce development. Workforce development can be one outcome of workforce planning.
- **Workforce development** - refers to the range of activities undertaken to address the gaps and risks identified through workforce planning, these may include succession planning, knowledge management and/or job redesign.

Workforce planning and workforce development go 'hand in hand' as there is little point in planning without then executing, just as it can be a risk to execute without planning

4. Related Documents

- Local Government Performance and Reporting Framework 2021
- Recruitment and selection Policy 2021
- Council Plan 2021-2025
- Council's Annual Budget 2021
- Council's Financial Plan
- Revenue and Rating Strategy
- Child Safe Standards
- Gender Equality Action plan 2022
- Maroondah City Council Enterprise Agreement No 10, 2018 (EBA) and any successor Agreement
- Maroondah 2040: Our future together
- Maroondah City Council Volunteer Process Review, Volunteering Victoria - 12 September 2021
- Sexual Harassment in Local Government. Independent assurance report to Parliament December 2020 - VAGO
- ISO 45001 OH&S Management Systems
- Study Leave and Assistance Policy

5. Legislation

- *Local Government Act 2020*
- *Gender Equality Act 2020*
- *Occupational Health and Safety Act 2004*
- *Fair Work Act 2009*

6. Workforce Demand identification

Introduction - For the workforce plan to be effective in resourcing and satisfying current and future organisational needs, it is necessary to identify the pathways and sources of demand. Maroondah 2040 which has been developed and refreshed in consultation with the community exists as the foundation for Council's core operations. In order to enliven the Maroondah 2040 aspirations and key themes Council has developed and maintains a refined integrated planning framework, which in turn drives and facilitates strategic and Operational Service Delivery plans. Key Individual service area outputs and deliverables. To align employees efforts, skills and attributes with organisational objectives and to ensure that a 'line of sight' exists between employees efforts and the strategic objectives of the organisation, Council has implemented and continues to maintain individual performance appraisal processes (e-radar) that requires key performance objectives and behavioural attributes to be identified and enables employees and their supervisors to formulate Individual Development Plans aimed at ensuring that employee acquire, develop and maintain the necessary skills, experience and attributes to support current and future service delivery requirements.

6.1 Maroondah 2040

Maroondah 2040: Our future together, Maroondah 2040 Community Outcomes
During 2013 and 2014, Council worked with the Maroondah community to develop a long-term vision for our future, looking ahead to the year 2040 and beyond. During 2018 and 2019, a review of the community vision was undertaken with the refreshed Maroondah 2040 Community Vision adopted by Council on 22 June 2020.

The Maroondah 2040 Community Vision captures the aspirations, desires, and priorities of the community. This provides a 'roadmap' for the community, Council and other levels of government to partner together and create a future that enhances Maroondah as a great place to live, work, play and visit.

Maroondah 2040: Our future together identifies a range of preferred outcomes for the community looking ahead to the year 2040. The community's future vision is:

Maroondah will be a vibrant and diverse city with a healthy and active community, living in green and leafy neighbourhoods which are connected to thriving and accessible activity centres contributing to a prosperous economy within a safe, inclusive and sustainable environment.

Refresh of Maroondah 2040: Our future together

In November 2018, Council commenced an interim review of the Maroondah 2040 Community Vision. The purpose of the review was to:

Review progress made to date in working towards the Maroondah 2040 Community Vision. Understand emerging trends and implications for Maroondah, along with the role of Council. Check-in with key stakeholders and the broader Maroondah community regarding the aspirations and policy directions in the Maroondah 2040 Community Vision. Help to position and align Council's future direction, resources and service delivery activities for the next five to ten years.

Using this information, the Maroondah 2040 Community Vision has been refreshed. The overarching Community Vision statement and structure of the eight outcome areas has been retained. However, the vision statements, key directions and community indicators of

progress for each of the eight outcome areas have been amended and updated to capture the latest community aspirations and priorities, emerging themes and trends, and provide the strategic blueprint for Council and the community to continue to work together to shape the future of Maroondah to the year 2040.

This refreshed Maroondah 2040 Community Vision was adopted by Council on 28 June 2021



Maroondah 2040: Our future together and the Council Plan, along with associated legislation and regulatory requirements provide the direction for Council strategy, policies, plans and service delivery. These strategic documents in turn guide internal service delivery plans that identify service delivery activities and projects to be undertaken by Council to meet community needs and expectations.

6.2 Integrated Planning context and processes

Council's strategic documents are linked to an Integrated Planning Framework. The Framework seeks to ensure Council's activities and resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community. As part of these planning processes required (including human) resources are identified.

6.3 Service Delivery Planning

The Integrated Planning Department provides a leadership, coordination and advisory role across the organisation on key plans and activities benefitting Council and the community. It helps to shape Council's policy agenda by advancing the Maroondah 2040 Community Vision and Council Plan and facilitating service delivery planning for individual service areas. As individual Service delivery planning occurs potential workforce related resourcing issues, in terms of either required competencies and/or overall labour resourcing can be identified as the basis for future planning and action.

6.4 e-radar & Individual Development plans

While individual performance appraisal processes (i.e. e-radar) and consequential individual development plans are unlikely in and of themselves to alter organisational resourcing levels, the outcomes of these processes do help to inform future learning and development programs and initiatives that Council plans to deliver on an annual basis in response to identified workforce developmental needs. Where the aggregated data indicates that there is a significant demand for a particular developmental need, this enables Council to develop and deploy group training programs as a more cost-effective means of developing employees in support of delivering desired service delivery outcomes.

6.5 Management consultation by WPC

In 2021 Workplace People and Culture (WPC) individually consulted with each of Councils Service Area Managers and conducted a semi-structured interview process where managers were asked the following workforce planning related questions.

1. *What are your key business processes?*
2. *What skills, abilities and attributes do you require in your teams/employees in order to undertake these processes?*
3. *Who are your most critical employees? & Why*
4. *What training and or development (e.g. experiential) do your employees need in order to maintain or improve their current skills?*
5. *If there was one thing we could do to improve the performance of your employees what would it be?*
6. *What aspects of working for Council do you consider your employees value the most?*
7. *What is your service areas employee value proposition? Why would/do employees want to work for you(r) service area?*
8. *What aspects of working for council do your employees least value?*

Looking ahead over the next 5-year period

9. *What if any changes do you anticipate in relation to your own service delivery requirements?*
10. *what are the emerging trends?*
11. *Where are the emerging opportunities?*
12. *Where are the emerging risks or threats that may adversely impact on your ability to meet current and future service delivery requirements?*
13. *What do you consider your key people related issues will be?*
14. *Do you think you will be able to attract and retain a suitably qualified and skilled workforce?*
15. *Do you foresee skills shortages in your area (if so in what respect/dimensions)?*
16. *Where will your employees need the most development?*
17. *What do you consider your key work practice related issues will be?*
18. *What organisational (Including. HR) support do you think you will need or would benefit from?*
19. *What will you/we need do to get the best out of your employees?*
20. *Which other Service Areas does yours interact or rely upon the most?*
21. *What systems process, or structures are used to build and maintain relationships?*
22. *How could other Service Areas improve their service delivery/efficiency?*
23. *How could communication and consultation be improved with other Service Areas?*
24. *What are the strategic Implications of rate capping as it relates to sustainability /service delivery?*

The feedback collected from these management consultations has assisted WPC with its own service delivery planning and with the design and implementation of initiatives aimed at addressing current and future organisational needs. In 2022 and future years WPC plans to continue to undertake similar management consultation process as a means of ensuring a cross organisational perspective is maintained and that planned actions remain appropriate, relevant and optimise organisational outcomes with the finite organisational resources that are available.

6.6 Future planned actions

In order to ensure that Council can successfully execute on current and future service delivery requirements Council plans to continue to maintain its current practices and processes as outlined above as a means of informing future planned workforce activities, programs and initiatives. This should assist in ensuring that Councils workforce is sufficiently resourced and skilled to satisfy current and future service delivery requirements

7 Workforce Resourcing and Delivery

7.1 core business strategy

Since coming into existence Maroondah City Council's core business strategy has continued to evolve over time in order to optimise service delivery effectiveness and efficiency.

7.1.1 in house v contracted service delivery

Currently not all services delivered directly to the community or internally are provided by directly council employed employees. The current mix of in-house verses contracted service provision has evolved over time and has been influenced by a range of factors including but not limited to:

Compulsory competitive tendering - that historically required Council to consider the competitiveness of in-house service delivery and how well some services might well be delivered by external providers

Best value principles - that pursuant to the former Local Government Act 1989 required council to assess and consider if in-house service delivery was delivering 'best value' to the community

Market forces - (both in terms of the availability within the market of viable service providers and potential issues where market failures may have occurred, and which has necessitated Council step into or increase its presence in the Market in order to serve and support the best interests of the community e.g. building permits)

Quality - having due regard to achieving an appropriate balance between cost and quality of outcomes

Contractor performance/conduct - There have been a number of historical examples of where the performance and or conduct of contractors was ultimately deemed unsatisfactory and this in some instances this resulted in services being brought back in house for reasons of cost, performance and value for money

Risk management - e.g. Councils overall risk exposures may be mitigated where risk can be effectively and appropriately transferred to external providers particularly in circumstances where contractors have higher levels of specialist skills, processes, systems of work and/or equipment

Complexity and expertise - recognising that some required services are of such a level of complexity that it is not realistic or appropriate to tool and skill up to deliver the services in-house particularly in service areas that require high levels of capital investment that would require levels of asset utilization that Council service delivery cannot justify

Organisational resilience - the ability to remain self-sufficient in relation to ongoing service delivery rather than being reliant on third party service providers

Cost shifting - partial government cost shifting can serve to increase the financial pressure on Council which in turn can influence the organisational structure and approach to resourcing

Rate capping - in the current environment the organisation is under constant financial pressure which in turn necessitates a relentless focus on the ongoing value of service delivery outputs and deliverables.

With the benefit of hindsight, the historical decision to have contracted out the direct service provision of home and community care services, has served Council well as it minimised the potentially adverse impact on direct Council employees associated with the Commonwealths implementation of the National Disability Insurance Scheme (NDIS), where it effectively withdrew funding from councils for the provision of such services. Councils current directly employed workforce is reflective of the current organisational strategy as it relates to resourcing and service delivery. Councils workforce Plan is to optimise the outcomes and ongoing competitiveness and sustainability of its current in-house service delivery offerings while ensuring that sufficient contractor management competencies reside in those Council employees who administer and manage services delivered by third party contractors, particularly when such contracts are high profile and high value such a kerbside waste and recycling collection services.

7.1.2 workplace volunteers

The work performed by Councils directly employed employees is supplemented by the tasks performed by Councils volunteers. Councils volunteers enable outcomes to be delivered to the community that would not otherwise be possible within the scope of Councils finite financial resources. In order to optimise future organisational outcomes and minimise organisational risks Council in 2021 commissioned a Volunteer Process Review that was conducted by Volunteering Victoria. The outcome of this review process was that 22 prioritised 22 recommendations provided to Council for consideration. The recommendations made were aimed at assisting Council to collectively uplift the maturity of Councils volunteering programs and practices. Council is now in the process of planning to implement the relevant recommendations in order to optimise future organisational outcomes and to enhance the experience of Councils volunteers.

7.2 Operating environment & challenges

Maroondah faces a range of budget challenges, which include:

Rate capping - that has implications for Councils ability in relation to future employee wage increases. While other Councils are similarly placed, there may be potential risks of losing or finding it more difficult to attract new employee in a competitive labour market if non-local government sector wages increase at a more rapid rate than Council wages that are in the future most likely to be correlated with annual movements in the rate cap. Some of the potential implications of this for council include emphasising the importance of fostering and developing the positive qualitative (i.e. non-cash related) benefits of working for council e.g. such a positive workplace culture, high quality relationships, the provision of meaningful work opportunity and facilitating career progression and positive experiential opportunities that keep employees' energies and engaged.

COVID recovery - both Council and its community have suffered adverse impacts as a consequence of the pandemic. This present dual challenges as Council seeks to recover from the adverse budget impacts that have been experienced while simultaneously actively working to assist community recovery actions and initiatives.

Cost shifting- from other levels of government - where a level of service has become an expectation in the community;

Increases in the Federal Government Superannuation Guarantee - which increased to 10% from on 1 July 2021 and is then due to continue to increase until it reaches 12% on 1 July 2025.

Enterprise Bargaining Agreement (EBA) wage outcomes - with a new EBA currently being negotiated in 2022.

7.3 Financial sustainability

Remaining financially sustainable is of critical importance and as such the actions within this Workforce Plan are aimed at supporting Council's ongoing financial sustainability while still ensuring Council remains a great place to work and is able to attract and retain the workforce it needs in order to deliver on the communities' expectations and aspirations in relation to service delivery.

7.4 Workforce Budget parameters and future assumptions

While the organisational chart (refer 7.5, below) details the current Equivalent Full Time (EFT) positions Council does not rigidly maintain a fixed structure, while constantly seeking to ensure that employee expenses and overall EFT remain within and do not exceed adopted budget parameters (as detailed below). As employee turnover occurs automatic approval to re-hire within current structures does not occur and all positions are scrutinised by the Corporate Management Team (CMT) who will only approve re-appointments in those circumstances where they are satisfied that it is in the best interests of the organisation to do so having due regard to current and anticipated operational requirements. This approach helps to ensure that the organisational structure remains relevant and appropriate and has helped to avoid the need for any formal redundancy type processes in recent years.

A Statement of Human Resources for the years 2021/22 to 2024/25, sourced from the adopted 2021 Council budget is detailed below

Statement of Human Resources

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	57,830	59,770	60,370	61,681	62,994
Employee costs - capital	1,235	1,354	1,378	1,409	1,448
Total staff expenditure	59,065	61,124	61,748	63,090	64,442
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees (EFT*)	544.2	544.2	544.2	544.2	544.2
Total staff numbers	544.2	544.2	544.2	544.2	544.2

* EFT represents the full-time equivalent number of employees

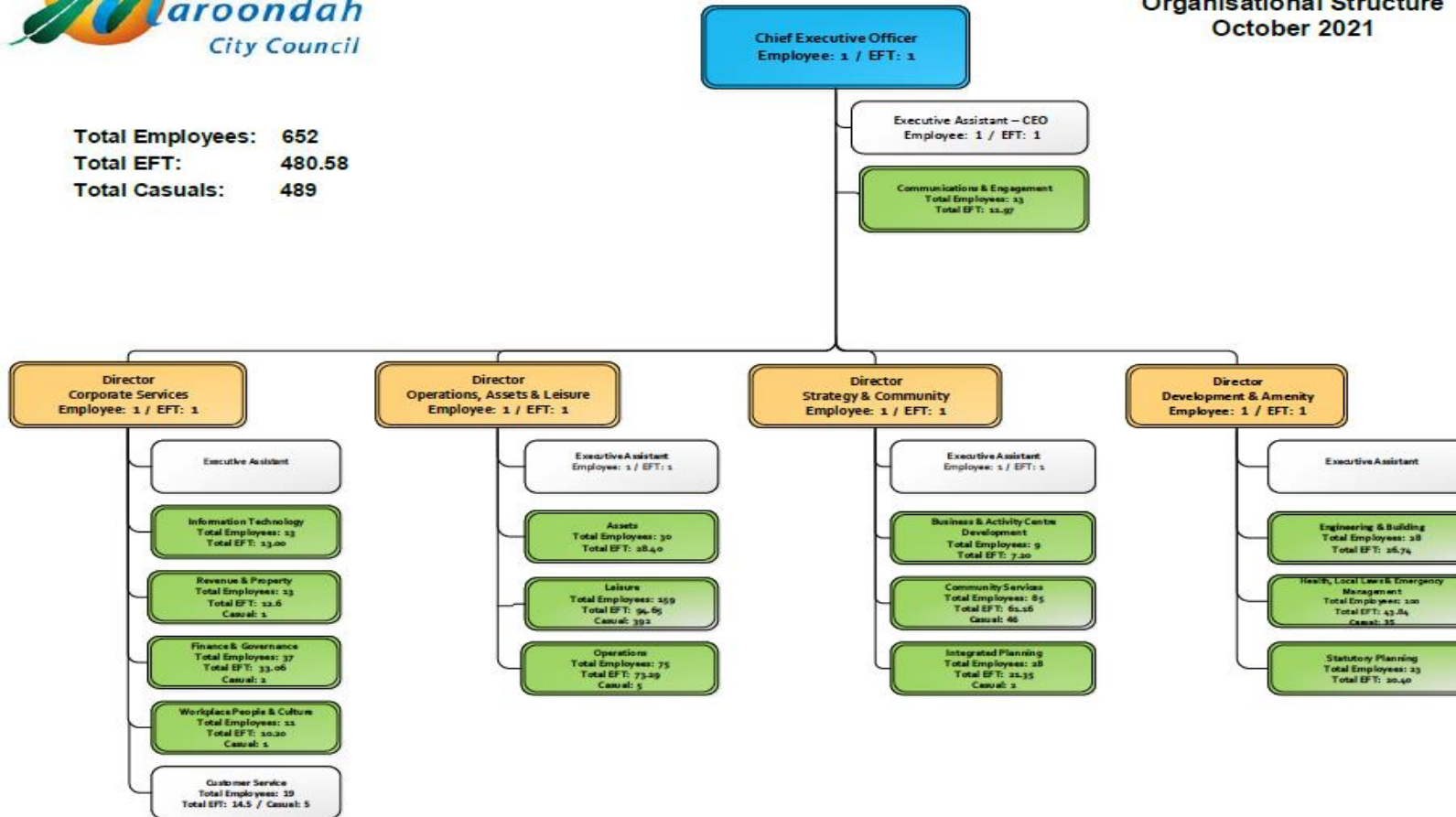
7.5 Organisational chart/structure

The organisational structure and associated EFT, accurate as at October 2021 indicates that Council is currently operating within the adopted budgeted EFT, detailed above, which is the plan going forward over the coming years as per the adopted budget.



Total Employees: 652
Total EFT: 480.58
Total Casuals: 489

Overview Organisational Structure October 2021



7.6 future resourcing

Consistent with the objective of ongoing financial sustainability, as outlined in 7.4 (above) the plan going forward over the next 2-3 year period will be to limit organisational growth EFT unless such growth can be justified on the basis of bankable savings and/or improvements in efficiency (as might be the case where it is more cost effective to in-source rather than outsource functions or aspects of service delivery). Alternatively, future growth may be necessary or appropriate in circumstances where sufficient additional funding and/or revenue will be forthcoming to offset increases in labour expenditure. Under current legislation i.e. the Fair Work Act 2009, requirements exist aimed at facilitating increased employment security for casual employees, in circumstances where there is a genuine basis for such roles potentially being converted to ongoing (be they part or full time) roles. In such circumstances the potential would exist for the organisational EFT to increase, although in reality the actual hours worked may not change and the unit cost of labour may actually go down as a consequence of each hour worked at the assigned work value, as while ongoing part/full time employees accrue paid annual leave and sick leave entitlements and are eligible to be paid for public holidays, these costs are actually less than what the cost of paying a 25% casual loading to employees doing the same work is (hence providing the ongoing work is there and can be sustained it's actually more efficient to hire part/full time employees as compared to casuals).

7.7 Factors that may impact on future Workforce EFT numbers

There are a number of identified factors that may have the potential in future years to impact on future Workforce resourcing, the number of equivalent Full Time (EFT) positions, employee numbers and overall labour spending, including:

External funding -government funding e.g. in 2021 Council was the beneficiary of approximately \$2.5m in state government funding for 55.6 EFT roles over a 6-month period as part of the working for Victoria project that aimed to provide COVID-19 recovery related economic stimulus. This project provided Council with the previously unforecasted ability to temporarily increase the organisational EFT without adversely impact on Councils budget position due to the ability to achieve full cost recovery from the state

Grant funded positions - be they full or partially funded by either state or federal governments. Even in circumstances where a partial or co contribution is required by Council in order to secure the grant funding, the value that accrues to Council and its community may be such that it is appropriate and worthwhile to increase organisational EFT to above current levels, particularly if other organisational savings can be achieved as a means of ensuring that Council is remaining within established budget cost parameters

Insourcing - that may involve either strategically or reactively (as might be the case if a critical contractor was suddenly unable to deliver critical services) deciding to deliver services in-house with direct council employees. Typically, these sorts of decisions would be accompanied by corresponding reductions in contractor and/or consultant / labour hire expenditure. In circumstances where large and ongoing amounts of work has been performed by external commercial organisational parties who operate on the basis of generating a profit margin, it may well be both more efficient (i.e. in terms of the unit costs of labour) and effective (e.g. in terms of quality and the retention of intellectual property) to in the future deliver such services

inhouse with directly employed employees. In such circumstances there is future potential for organisational EFT to increase without it having a deleterious impact on Councils overall budget and/or financial sustainability

Changes in legislation - in recent years as a consequence of factors including, poor community/quality outcomes, market failures, difficulties in private operators being able to obtain professional insurance, and skills shortages, legislative changes have been made that have increased the regulatory burden placed on Council e.g. as it relates to building related regulation and pool fencing standards. Such changes in legislation may have implications for Councils Workforce resourcing levels in circumstances where additional resourcing is required in order to satisfy statutory obligations and meet community expectations in relation to the provision of responsive service.

Acquisition of additional commercial/revenue generating work - as alluded to in the paragraph above (insourcing) Council uses its own directly employed employees and commercial kitchen facilities (Karralyka Centre) to prepare meals for its delivered meals/ 'meals on wheels'. This in-house service delivery, which was confirmed as being the optimal arrangement following a formal Service review conducted in around 2010, was in contrast to the service delivery adopted by many other Councils, who had contracted out the preparation of their delivered meals to a private sector company. That private food preparation company was effectively shut down by the state for alleged food safety breaches, and subsequently shut down and went into liquidation. These unfortunate circumstances provided Council with an opportunity to ramp up meal production in order to support other Councils suddenly in need of high quality delivered meals. Subsequent to the temporary emergency supply situation, Council was successful in winning formal supply contracts with a number of Councils.

This case study is illustrative of the circumstances where it may be possible and appropriate for organisational EFT to increase because either full cost recovery is being achieved in relation to incurred employee costs and/or financial surpluses are able to be achieved, where the incoming revenue exceeds the total incurred organisational costs.

Casual employment conversion processes - the current employment conditions of Victorian local government employees are largely regulated by overarching federal workplace relations legislation. Successive Federal Governments have acted to seek to provide greater employment security to Casual employees. Under current legislation there is a requirement for employers to offer casual employees the opportunity to convert to ongoing employment status in circumstances where a regular and systematic pattern of work has been worked over a 12-month period and where there is an ongoing expectation that such work requirements will continue into the foreseeable future. If Council offers a casual employee, the option to convert to ongoing employment and the employee elects to accept the offer the inevitable organisational outcome will be that the organisational EFT will be seen to increase. This may not necessarily be a bad thing for Council as in general terms the unit cost of ongoing employees is lower than the unit cost of labour for casual employees who attract a 25% casual loading in lieu of accruing paid annual and sick leave entitlements. While it is for these reasons (the desire to avoid losing the 25% casual loading) that longer term casual employees are generally reluctant to convert from casual to ongoing employment status, at this point in time it is unclear as to whether

or not there may be a flight to safety by those casual employees who have been most adversely impacted by the COVID-19 pandemic during the last 20 or so

months. Employee preferences aside Council will plan to continue to refine its organisational structure i.e. ratios of ongoing and casual employees in order to achieve optimal levels of efficiency and employment security mindful of the operational peaks and troughs that exist in many service areas (particularly Leisure) due to seasonal factors, and the associated adverse financial impacts that may be experienced if resourcing levels end up in excess of underlying operational demands yet Council still remains liable to pay wages consistent with the terms of employees contracts of employment

7.8 Future organisational structural changes that may result in ‘significant effects’ for employees

The current Enterprise Agreement details the processes to be adhered to in the event that at some future point in time Council was to find itself in a position where it was contemplating structural changes that might have ‘significant effects’ on employees. While at the time of writing no such changes are being contemplated, employment security is and continues to be a key organisational commitment, which is also encapsulated and enshrined in the provisions of the current EBA.

Throughout the recent COVID-19 Pandemic and associated adverse impact on service delivery, particularly in the traditionally revenue generating areas of Leisure, Council took the strategic decision to invest in retaining its key workforce and workforce capability as a means of improving the organisations recovery prospects in the post pandemic lock down environment, with this investment in employment security now paying dividends as Council successfully resumes service delivery in a generally tight labour environment. This is consistent with Councils high investment employee philosophy that increases the likelihood of higher levels of employee engagement, discretionary effort and organisational loyalty

7.9 Consultation in relation to any potential Future service reviews

In or around 19 May 2011 with the benefit of the input from Commissioner Roe from the then Fair Work Australia (FWA) now the Fair Work Commission (FWC), after a series of 3 formal conferences, Council and the Australian Services Union (ASU) reaffirmed their commitment to abide by and implement the following key clauses/issues derived directly from the then 2008 Enterprise Bargaining Agreement (EBA): Consultative processes; Introduction of change; Best value; Employment security; and Redeployment. Along with agreeing to follow the associated principles and associated process as detailed in a Service Review Consultation process flowchart contained in the Recommendation of Commissioner Roe in C2011/3411 dated 4 March 2011. While subsequent EBA’s have been negotiated and have come into effect, the relevant provisions of the EBA have fundamentally remained unchanged.

While At this current point in time Council does not have a plan or schedule of programmed Service reviews. If, however it did become desirable or necessary to conduct Service Reviews, Council’s plan would be, having due regard to the prevailing EBA requirements engage with the relevant unions and employees, consistent with the FWA settlement Statement dated 19 May 2011.

8 workforce analytics

8.1 internal analysis - Council produces a regular suite of monthly reports that identify relevant workforce movements and trends. Data sources for these reports include Councils e-recruit system that enables the status of the job market to be assessed e.g. number of applicants per advertised roles; time taken to fill roles; unsuccessful recruitment processes etc. The bulk of Employee related data is largely derived from Council' payroll system. In addition to the standard suite of monthly reports Council also retains the ability to develop and distribute an hoc reports aimed at providing data to inform decision making processes. Council's plan consistent with current and historical practice is to continue to assess and analyse workforce data including exit interview data as a means of identifying and proactively addressing any emerging trends or issues.

8.2 analysing local government sector and external factors relevant to Skills shortages and industry benchmarks

Council has and plans to continue to participate in relevant surveys conducted by external parties such as the Municipal Association of Victoria (MAV) and/or recruitment/labour hire providers such as Hays. In return for participating in such surveys which seek to accumulate data sets that provide insights into skills shortages and salary ranges/movements, Council is typically provided with the survey results for free.

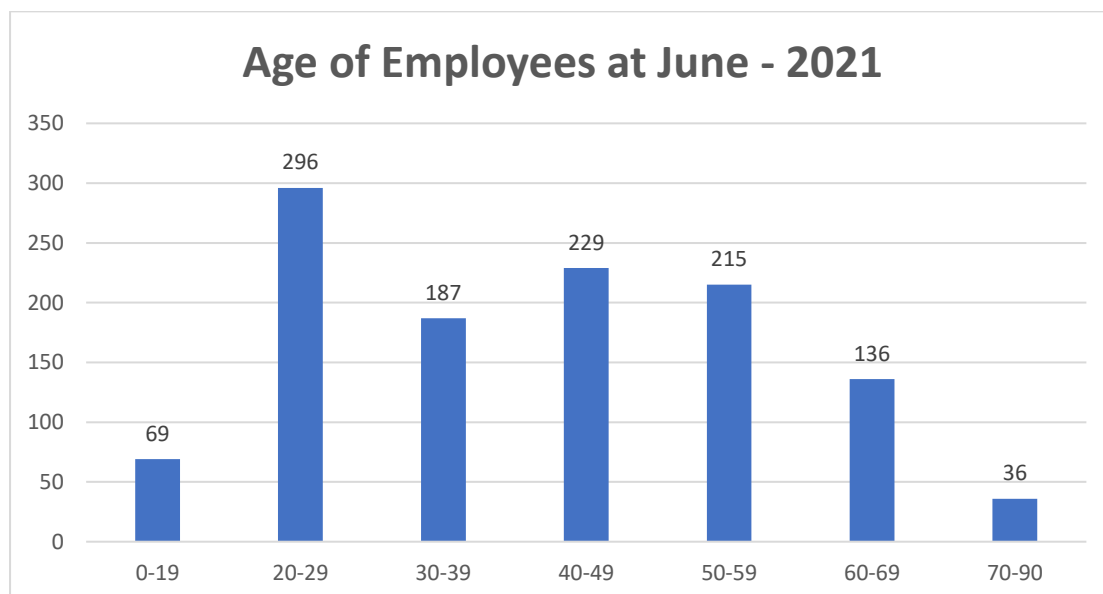
Survey results data assists Council with the development of future workforce planning strategies and initiatives which may involve in house employee development and prioritising investments in employees as a means of improving the employee experience and retention of critical employees and/or employees in critical organisational roles. Having ongoing access to these data sets will also assist council with future planning decisions e.g. make or buy, with a focus on in-house talent and career development in circumstances where the available data indicates that simply seeking to go to market to secure suitable skilled qualified and experienced applicants may be in short supply, may be a high risk strategy in circumstances where there are sector wide skills shortages and/or where the cost (e.g. salary ranges) necessary to secure and retain suitable becomes challenging from a budget perspective and/or in terms of maintaining appropriate relativities within existing organisational structures.

9. workforce profile

9.1 Age profile

The age profiles of employees within individual Directorates and particular service areas do not necessarily fit a standard age distribution curve. While much has been made of the risks associated with the aging workforce, the reality is that where the operational demands are such that considerable skills and experience are prerequisites for success, that it naturally follows that the age profile of such workforces will naturally be older than would otherwise be the case in service areas that do not operationally require extensively qualified and/or experienced employees. A Maternal Child Health Nurse typically will at a minimum typically have completed a four year nursing degree and then undertaken Post Graduate qualifications, thus making it highly unlikely that even an entry level MCHN would be aged less than 30 years of age. In Contrast Life Guards in Maroondah leisure do not need to be degree qualified and this is one of the factors that contributes to a generally lower age cohort than might otherwise be the case for role where the educative and experience related price of entry is higher.

The overall organisational age profile (**below**) indicates that there is a healthy age distribution within the current workforce, with no obvious signs of any impending age related problems or anomalies flowing through in the next 3-5 years. The over representation of younger employees is largely reflective of the Maroondah leisure (recreation centres & stadiums) workforce, with older end of the spectrum largely being comprised of School Crossing supervisors.



9.1.1 Age - Discussion, analysis and future planning

There are a range of factors that may influence the extent to which employees age will or will not impact on Councils workforce resourcing, including:

Environmental factors

Both currently and over recent years there have been a number of significant environmental factors that have had an impact on the Age profile of the organisation which has assisted the organisation with retaining older workers these have included;

Economic - the Global financial crisis and its adverse impacts on the equities markets and the performance of employee's superannuation balances served to delay some employee's retirement intentions and therefore assisted with employee retention. The current low interest environment is creating a situation where the ability of employees who are contemplating retirement to generate and maintain steady and low risk future income streams is increasingly difficult to achieve, which in turn has encouraged greater provisioning (i.e. working longer) as a means of hedging against future financial risks.

COVID-19 Pandemic

The pandemic's impacts have and will continue to be broad ranging with the future adverse economic impacts expected to take potentially years after the event to wash through the economy, which in turn may make it more challenging for employees to be able to retire (as touched on above). Beyond the economic impacts the pandemic at a more practical level may have also served to delay employees retirement decisions for reasons including, restrictions on travel both within Australia and internationally. While in the short term this may have assisted with retention, with there literally being nowhere to go, hence no point retiring, there may be future risks of increased employee turnover if/when pre-pandemic like freedoms return, with a potential sense of urgency to tick things off the bucket list while the opportunity exists and before the prospect of future adverse events might potentially interfere with any such plans.

Aging population/government policy -

At a macro level the Australian population, like the majority of Western countries is getting older. The current government projections, which are likely to be fairly solid indicate that the size of Australia's working population relative to the number of non-working Australians in the population is likely to fall in the coming decades. This, as the Australian taxation system is currently structured will mean that tax receipts relative to demands for age related welfare and healthcare will come under increasing pressure. These factors may result in future government policies being structured in a way that encourages employees to work longer e.g. by increasing the age that employees are able to access their superannuation and/or by increasing the age that must be attained before the Age pension can be accessed and by potentially reducing the financial value of the benefits that are ultimately on offer (thus making it more attractive where possible for people to keep working).

Employees leaving intentions

In light of these factors attaining arbitrary ages as a predictor of retirement, are less reliable indicators of retirement intentions than perhaps they once were. Nowadays

what is more relevant is ascertaining employee's actual retirement intentions, as a means of assisting with future workforce planning.

Council policy - Transition to retirement

Council has had significant success and plans to continue where possible to enter into mutually beneficial transition to retirement arrangements, that often involve employees reducing their hours and/or days of work in the lead up to ultimate retirement.

9.1.2 Analysis

The plan is to continue to have due regard to the particular characteristics of particular service areas and occupations where Age related risks exist as a means of effectively mitigating such risks. Councils current practices of encouraging open and honest conversations around retirement intentions, options for flexible working arrangements and transitions to retirement reductions in days and hours of work will continue to be deployed as a means of informing future workforce planning decisions. At the other end of the spectrum the ongoing investment into employee learning and development and provision of developmental leadership opportunities will continue to assist Council with having viable in house options/succession planning in the event that external recruitment and selection processes are not successful

Council has had previous experience and success identifying critical roles and employees and facilitating structured knowledge transfer processes and the plan over the coming years will be to continue to adopt and apply these methodologies and techniques on an as required basis.

9.1.3 Planned actions and initiatives

Risk identification - Council will continue to periodically consult Service Area Managers in as a means of proactively seeking to identify critical employees and roles that may represent potential risk areas due to anticipated age-related employee turnover.

Employee support and development - Council's WPC department have previously run programs (Envisage your Future) specifically aimed at employees in the retirement and pre-retirement age groups aimed at supporting employees in making successful transitions to retirement. These programs have amongst other things encouraged employees to have open and honest discussions with their area management and to consider what a successful legacy and transition to retirement would look like. Associated with this program Council has also periodically run successful knowledge capture and transfer programs where a structured methodology and approach is used to capture and retain critical organisational knowledge and insights that may not otherwise have been captured via more traditional systems and processes e.g. information/records management systems, hand over notes and exit interviews etc. These programs will continue to be periodically facilitated by WPC in support of achieving positive individual and organisational outcomes.

Financial literacy and superannuation - WPC has and will continue to facilitate employee access to information sessions such as those run by Local Government Industry Superannuation Fund Vision Super. These sessions are aimed at assisting employee to have a better understanding in relation to their retirement readiness and/or options, which in turn may give employees greater confidence to discuss their ongoing working intentions with their local area management to assist them with future planning and service delivery continuity planning activities. These sessions will continue to be facilitated by WPC

Flexible working arrangements - Council is continuing to develop and enhance its flexible working arrangements having invested heavily in 2021 to further and advance these issues, with a set of agreed guiding principles now in place and initial implementation processes well underway in the post COVID-19 lockdown environment.

transition to retirement - Council has worked hard over recent years to distance itself from dated views that any such stepping down or away from the rigours of full time work and/or senior positions somehow represents a lack of organisational commitment from older employees, but rather represents an indication of an ongoing organisational commitment by such employees and a corresponding opportunity for the organisation to achieve mutually beneficial outcomes. In recent years Council has had significant success in facilitating transitions to retirement, involving substantive incumbents progressively scaling back their days of work (either via reduced contractual hours and/or by taking paid leave each week to make up full time hours), entering into part time and/or job share arrangements. These arrangements have proven particularly useful and beneficial where they allow for knowledge transfer to new employees who may be looking to step into the role or assume some of the retiring employees' tasks and responsibilities. Further to this there have also been circumstances where nominally retired employees have been re-engaged for contract and/or project related work or to work on a casual basis

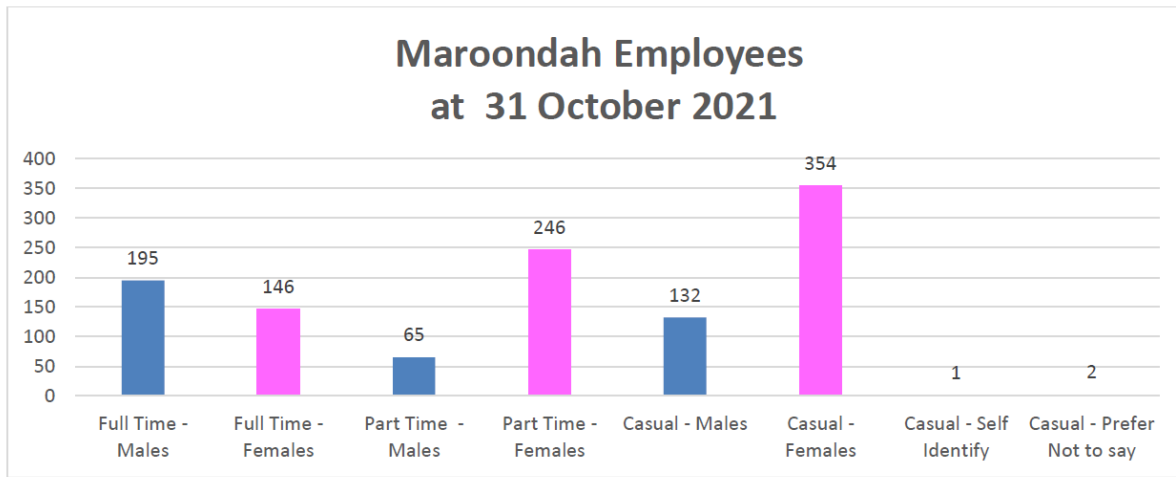
9.2 workforce employee experience levels

While there is not necessarily a direct correlation between an employees age and length of service the table below provides an overview of organisational length of service. Currently the majority of employees have less than 5 years' experience with Council and it is within this cohort that the highest degree of employee turnover or churn occurs. From a cultural perspective there is a risk that organisations can become stale if there is insufficient employee turnover, while conversely if employee turnover rates become excessive, particularly at the more senior management level, there is a risk of organisational instability that has the potential to adversely impact on service delivery standards and quality. The plan in terms of workforce composition and management is to monitor the data and to seek to strike a sustainable balance in terms of retaining sufficient experience to maintain continuity of service delivery whilst simultaneously ensuring the organisation continues to attract fresh talent as a means of stimulating positive change and workplace innovation in what is an ever changing operating environment.

Years of Service at 30 October 2021		
Up To	Employees	
Up to 5 Years	605	53%
> 5 Years	204	23%
> 10 Years	108	9%
>15 Years	67	6%
>20 Years	53	5%
>25 Years	27	2%
>30 Years	17	1%

9.3 Gender

The table below indicates that in overall terms Council has more female than male employees particularly in the casual and part time categories of employment. The data indicates that there are more full time male employees than there are female full time employees. Council's Gender Equality Action Plan explores this situation in more detail and will contain recommended actions aimed at identifying and potentially mitigating or reducing factors that may adversely impact or constrain the ability of female employees to maintain career progression into more senior organisational positions (which historically have tended to be full time roles).



10. Workforce management

10.1 modes of employment

10.1.1 The conditions of employment extended to Councils employees aim to support financial and operational sustainability and assist the organisations ability to attract and retain a sufficiently skilled, experience and engaged workforce, while more broadly reflecting the community's expectations and aspirations for Council as a large and model employer within the Eastern metropolitan region.

10.1.1 Collective employment conditions (EBA) -

The majority of Council's employees' conditions of employment are derived from a collective certified agreement/ Enterprise Bargaining Agreement (EBA). Such collective agreements facilitate an efficient means of setting and maintaining conditions of employment and support a workplace culture of collaboration and equality where employees performing the same work receive the same terms and condition of employment. Consistent with the provisions of the Fair Work Act, for a proposed EBA to come into effect it must be approved by a valid majority of employees, before the Fair Work Commission must satisfy itself that the required processes steps have been followed and that employees covered by the EBA will be Better Off in Overall Terms than they would otherwise have been if they were directly employed under the Local Government Industry Award 'safety net'. Councils plan is to continue to use EBA's as the principle means of setting and maintaining employees' contractual conditions of employment, with the objective of re-negotiating a new EBA in 2022.

10.1.2 Individual contracts of employment

Under the provisions of the former Local Government Act 1989 employees who received a total remuneration package in excess of \$151,000.00⁹ (as at 2020 rates of pay) were effectively required to be employed on individual statutory contracts of employment for a term that did not exceed a maximum of 5 years (although there was no restriction on offering a new/replacement contract at towards the end of the contractual term as a means of continuing employment relationships beyond the initial term of the contract). Due to the relatively high remuneration threshold these statutory contracts were referred to as 'Senior Officer' contracts (SO) and were generally restricted in their application to Managers & Directors. While the Local Government Act 2020 does not provide for or require SO contracts, those employees who were previously employed as SO will continue to remain on these contractual arrangements until such point in time that the SO contract expires or is replaced. With SO's still falling broadly under the auspices of the EBA, Council plans to incorporate faciliative provisions in the new 2022 EBA that will enable individual contracts to continue to be offered to senior management employees (i.e. those employees who previously would have been required to be employed on statutory Senior Officer contracts), in circumstances where it would not be appropriate to have such employees engaged under the general provisions of the EBA.

10.2 Contractual compliance

While there can at times be a degree of complexity associated with accurately interpreting and implementing contractual conditions of employment, Council is committed to ensuring that contractual compliance is achieved and maintained.

11. Workforce Development

Council maintains a significant Learning and development (L&D) budget that it utilises to invest in the skills, competencies, performance and growth of its Employees. L&D needs are identified via a number of established processes and systems including Service delivery planning, management consultations, Individual development plans, and compliance related action plans e.g. Gender Equality; OHS and Child Safe Standards. Further to this Councils established Risk Management systems and processes also serve to identify those L&D opportunities necessary to mitigate organisational risks e.g. in areas such as Cyber security, Integrity, privacy and data security. In addition to Council initiated L&D opportunities significant organisational support is available to employees who undertake formal studies. Councils study leave and assistance policy via the provision of limited support, serves to incentivise employees to invest in themselves and pursue lifelong learning opportunities.

Over the coming years Council will continue to invest heavily in the development of its workforce and leadership capacity and capabilities. With finite resources available Council will focus on deploying L&D strategies that are efficient in optimising individual and organisational outcomes. With a seemingly ever-increasing focus on compliance related issues, one of the strategic challenges over the coming 2-3 years will be to ensure that an appropriate balance is struck between compliance related activities and actually developing and furthering the operational capacity to ensure that service delivery outcomes and consequential organisational performance standards are optimised in an ever changing and fast paced environment.

12. Workplace Culture

12.1 Workplace values - with culture referring to the way we do things around here. At the core of Councils desired culture are the current organisational workplace values.

In 2020 Council after a comprehensive consultation process revised and refreshed its workplace values to place an increased focus on Accountability, support, performance, inclusion, respect and the achievement of excellence, as detailed below.

Workplace values

Values guide how we work and make decisions, particularly in circumstances where there is no established precedent or rule in existence. They set the standard for behaviour and performance in the work place. They are also used to inform what the organisation believes to be good or bad, right or wrong.

The Workplace Values define how we will behave with each other, as well as with customers, and are designed to inform employment policies and protocols, and reduce inappropriate behaviour.

Our workplace values

*We are **ACCOUNTABLE** to each other and our community*

Be honest, transparent and speak up when support is required

Demonstrate integrity- show up on time, every time and adhere to policies

Follow through on what we say and agree to

Take responsibility for your own role and actions (lead by example)

Own both our successes and errors

*We collaborate in an adaptable and **SUPPORTIVE** workplace*

Provide empathy

Respecting differing opinions and ideas

Willing and open to new ideas and change

Assist each other and ask if you need help

Share knowledge openly

*We **PERFORM** at our best*

Acknowledge and reward our success and achievements

Embrace the opportunity to learn

Be present and attentive

Engaging internal and external stakeholders

Set SMART goals (Specific, Measurable, Achievable, Realistic and Timely)

*We are open, honest, **INCLUSIVE** and act with integrity*

Respecting diverse skills and different ways of working

Involving ALL relevant parties

Provide opportunities for everyone to contribute

Consult and listen to others

Use of appropriate language (verbal and written)

*We ensure every voice is heard, valued and **RESPECTED***

Active listening

Feedback- providing and requesting

Being approachable (open communication- tone, intent, delivery and body language)

Respectful/ professional etiquette (suitable language and courtesy)

Provide multiple communication channels, enabling everyone to contribute

*We are brave, bold and aspire to **EXCELLENCE***

Always looking for ways to improve what we do

Consistency of outcomes

Empower people to bring innovative and creative ideas to life

Network, collaborate and consult

Evaluate and reflect on performance seeking opportunities for improvement

Council recognises that the pathway to cultural change and the imbedding of desired workplace values into the predominate organisational culture is to identify and focus on desired employee and organisational behaviours.

Through Councils individual performance appraisal processes (e-radar) employees in addition to delivering on specific targets and objectives are also encouraged and incentivised to embrace and display appropriate standards of behaviour that are aligned with Councils workplace values. Focusing on cultural alignment at the individual level incrementally ensures that the desired positive organisational values and culture continues to strengthen and grow over time.

Future culture building initiatives

Council Plans to improve its organisational culture via planned actions and initiatives including but not limited to:

DiSC & MBIT teambuilding processes/workshops

Workplace diversity improves organisational performance, resilience and results, however it is important that within team's individual diversity is recognised, understood and accepted in order for the realise the maximum benefits associated with diversity. Council has previously facilitated successful team building workshops informed by either the DiSC or Myer Briggs Type Indicator methodologies which aim to assist individual team members to have better self-awareness and a better understanding of other team members and which aims to better equip team members to get the best out of themselves, others and how to optimise team performance and outputs.

Periodically reviewing and re-committing to embedding Councils workplace values

Council plans to conduct two Leadership Forums per annum that bring together the top 70 or so organisational leaders, with the objective of providing ongoing development and fostering a unity of purpose within the leadership group. At future leadership forums Council will plan to periodically revisit Councils current workplace values to ensure they are well understood, and are embraced a living way of doing business, and continue to remain relevant and are embedded into the broader organisational culture, particularly as new employees either join or progress into the key leadership cohort.

Considering and acting upon employee survey results and feedback

During the last two years Council has had the opportunity to facilitate employee access to participate in external surveys conducted on behalf of a number of state government departments and/or authorities including:

VAGO, who conducted a survey into sexual harassment in local government;

The Victorian Public Sector Commission People Matter survey which focused on gathering data in support of the work of the Commission for Gender Equality in the Public Sector (CGEPS) and aimed at assisting Council with data collection necessary for the implementation of the Gender Equality Act 2020

In both of the examples (above) Councils participation in the survey processes, however Council elected to participate and promote employee participation in the interests of both giving employees voice and because the resultant survey results have been invaluable in terms of informing future organisational actions aimed at improving organisational practices and furthering Council's positive workplace culture.

Council has and plans to continue to seek and actively participate in opportunities to gauge and assess employee sentiment and perceptions as a means of informing and guiding organisational actions aimed at enhancing the employee experience, employee engagement and furthering and advancing a positive and high performing organisational culture. Such surveys may, based on recent experience and practices include:

Internal pulse surveys - where employees or targeted groups of the workforce are surveyed in relation to their views and experiences relevant to contemporary and topical issues. These pulse surveys were successfully deployed in support of organisational change initiatives associated with the transform Maroondah project and associate changes to employee's physical work locations/sites and associate carparking arrangements. Employee feedback from such surveys has been invaluable in relation to being organisationally better able to be understand if it was on the right track in relation to change management processes and/or if changes in organisational approach and/or communication strategies would be beneficial in order to improve outcomes.

Council has and continues to retain the ability to conduct employee pulse surveys as a means of gauging employee sentiment and opinion in relation to topical issues. This feedback has assisted Council to effectively facilitate change management processes and initiatives, in addition to fostering a positive organisational culture where employees feel confident that are provided with opportunities to have their views and opinions considered by more senior Council management and decision makers as a means of influencing organisational outcomes .Council plans into the future is to remain open to identifying opportunities to develop and deploy additional pulse surveys as a means of gathering data to help inform future organisational decision making processes aimed at improving the organisational workplace culture.

External employee surveys - Councils plan is to continue to remain open to opportunities to actively participate in future employee surveys, be they organisational wide or targeted at more specific areas or employee cohorts. While (at the time of writing) specific details are unclear Council notes that Local Government Victoria, a division of the Victorian Department of Jobs, Precincts and Regions are currently having a significant focus on key aspects relevant to Local Government culture and what they have identified as being a '... clear and growing problem of poor and unacceptable behaviour in certain sections of the local government sector'. Should the opportunity present itself to participate in relation to Project work being conducted by the state in relation to such perceived cultural issues Council will be open to actively participating in relation to such initiatives and plans to continue to encourage employees to actively participate in such survey opportunities as they present themselves and where possible seek to increase participation levels above historical levels as a means of increasing the statistical reliability and associated confidence levels in the resultant data sets.

Internal Employee engagement surveys

Employee engagement surveys have historically been conducted at council every 2-4 years

In early 2021 the Corporate management Team Agreed on a set of 52 employee engagement related questions that were to form the basis of the next organisational wide employee engagement survey. These questions spanned key themes including:

- Overall impressions of the organisation
- Organisational Confidence levels in relation to:
 - o Immediate Supervisor
 - o People & Teams
- Role satisfaction & engagement
- Organisational Culture
- Growth & Development opportunities
- Action expectations (of what will happened with survey feedback provided)
- Comments (free text)

Due to a number of unfortunate and largely unforeseen adverse impacts and issues including the COVID-19 Pandemic (lockdowns and the impact of the direction to work from home if you can) and some key change related projects including, office/worksite relocations and proposed changes to flexible working arrangements at Council, ultimately resulted in the circumstances being such that 2021 was not considered to be an appropriate year to launch such a major undertaking as an organisational wide employee engagement survey.

It is hoped with the combination of an easing of COVID-19 restrictions and having finalised the 'Transform Maroondah' transition moves and office relocations and the implementation of revised flexible working policy arrangements that following a period of consolidation the environmental conditions will be settled and stable enough to conduct a fresh employee engagement survey where the outcomes and feedback received can be relied upon as being genuinely reflective of underlying sentiment and feelings rather than potentially being reactive to acute and/or transient factors that are not reflective of the underling organisational culture

12.2 workforce engagement

As a key component of developing and maintaining a positive workplace culture particularly in a service industry where the discretionary efforts of employees is critical in relation to delivering high quality customer service experiences, relates to the manner in which Council itself engages with its workforce and employees. Council has and continues to invest significantly in engaging with its employees via structures and processes such as:

The Maroondah consultative committee (MCC) - that provides employee representatives with the opportunity to be consulted on significant workplace changes and proposed changes to Employee related policies and procedures, with the objective of having the MCC endorse all new and revised organisational policies.

Occupational health and safety committees - Council has and plans to continue to maintain and develop effective OHS committees and associated consultative mechanisms e.g. in relation to elected OHS representatives. The current OHS committee structures provide a valuable means of fostering and developing a positive organisational safety culture, with a focus on employee participation in hazard identification and the implementation of effective risk control strategies and consulting employees in relation to proposed changes that may impact on OHS in the workplace.

Equal opportunity Committee - Since late 2020 and during 2021 Council has been actively working on plans to revitalise and improve its EEO committee and associated supporting mechanisms (e.g EEO contact officers). This work will continue into 2022 as a key aspect of the work Council is doing pursuant to the Gender Equality Act 2020 and the 2020 VAGO recommendations pertaining to sexual harassment in local government. While an active EEO committee has continued to operate for many years the changes that are now being actively implemented will help to develop and further Councils workplace culture with a focus on respect, inclusivity and equality for all employees.

Cross functional working groups/committees - Council has long maintained and will continue to convene participative groups and committees that provide employees with the opportunity to engage and contribute to a positive and collaborative culture that values the perspectives and views of employees.

13. Workplace Occupational Health and Safety (OHS)/ Employee health and Wellbeing

Council takes its workplace Occupational Health and Safety (OHS) responsibilities very seriously and as such is committed to constantly improve OHS outcomes. Future planned actions and initiatives in relation to OHS include

- **Ongoing Safety Management System (SMS) development and implementation** - consistent with the guiding framework provided for by ISO 45001 Occupational Health and Safety Management System
- **Legislative compliance programs** - with a focus on ensuring that Council complies with current and future legislative requirements
- **Employee skill and competency development** - with a focus on ensuring that employees are provided with adequate instruction and training in order to perform work tasks safely and that where required employees have been assessed and deemed competent to perform required e.g. high risk work activities. In support of these objectives training skills matrix are being developed and implemented in higher risk operational work areas.
- **Employee health and wellbeing** - During the last two years WPC has invested significant resources in developing and deploying programs to support and enhance employee health and wellbeing. Employee health and wellbeing also featured as a key theme at two Council Management group workshops with an active working group now in place and a series of strategic initiatives now having been identified that will commence being rolled out in 2022 and beyond with the aim of improving and supporting employee health and wellbeing.

14. Gender Equality Measures

Gender equality

Council has for many years produced and assessed statistical data relevant to gender equality outcomes. This data is regularly tabled and discussed in consultative forums including the Equal Opportunity Committee and Maroondah Consultative Committee.

In advance of and in preparation for the Gender equality Act 2020 Council in mid 2020 embarked upon a major Workplace Equality Project. This comprehensive project which involved a detailed employee survey and extensive consultation with employees has aided Council in terms of identifying areas for improvement and corresponding recommendations aimed at improving organisational outcomes in relation to gender equality. Subsequent to the completion of the Workplace Equality Project Council has had the opportunity to further gauge the views of its employee and consider its position relative to key gender equality measures and benchmarks via its participation in the People matter survey for Local Government conducted by the Victorian Public Sector Commission. Councils participation in the VAGO survey relevant to employees experience of sexual harassment in Local Government and the consequential receipt of the survey results has provided Council with further data and information that is actively being used to inform future workplace actions and initiatives. The 12 recommendations contained in the overarching (i.e. not Maroondah Council specific) VAGO report into sexual harassment in Local Government have been adopted and embraced by Council and are in the process of being fully implemented.

In or around July 2021 Council took positive action to create a new 18-month full time HR project facilitator role as a means of accelerating the quality and pace of organisational improvements in relation to Gender Equality. Consistent with the provisions and objective of the Gender equality Act 2020 key organisational deliverables that will be facilitated in conjunction with the Project facilitator will include:

- Conducting a workplace gender audit reflective of the situation as at 30 June 2021, which has already been completed as a means of assessing the then status quo
- A handed up (i.e. to the state Gender Equality Commissioner) Gender Equality Action Plan that will detail planned organisational actions and measures aimed at advancing and improving Gender Equality related outcomes
- Developing and successfully implementing a methodology for conducting Gender Impact Assessments (GIA) that at minimum are conducted on threshold issues (as defined in the GE Act) with the potential to apply the key GIA principles more broadly as a means of improving both internally and externally facing Gender Equality outcomes

In the interests of brevity further details relevant to organisational planning in relation to Gender Equality will be able to be found in the Gender Equality Action Plan that is currently being worked on and will be finalised prior to the April 2022 statutory deadline for submission to the State government.

The planned actions in the Gender Equality Action Plan in conjunction with the outputs of Council's Equal opportunity committee will positively drive improvements in both Gender Equality and more broadly improve organisational Equal Opportunity Outcomes

15. Recruitment & Selection

Council currently uses a variety of approaches to recruitment all aimed at ensuring optimal results are achieved in the most efficient and effective manner. As the fundamental aim of recruitment process is to attract enough suitable applicants to fill vacant positions, recruitment campaigns seek to strike a balance between over recruitment (where too many suitable applicants apply) and under recruitment (where not enough suitable applicants apply for the vacant role).

While in many instances traditional on-line advertising via platforms such as seek proves effective Council also accesses more specific and specialised platforms/ job boards depending on specific role requirements. Advertising via platforms such as LinkedIn is sometimes used as part of recruitment processes, however the current and historical data indicates that it is not especially effective in and of itself, but may be more effectively used where current employees use it to push out advertised roles to their individual networks and contacts

For specific, generally more senior roles Council may use specialist recruitment and selection consultants or executive search companies, where such an approach can be justified on cost benefit grounds given that such approaches generally are more expensive than direct recruitment and selection strategies. Blind recruitment (where Council's name and/or branding does not appear in the advertising campaign) campaigns via recruitment and selection companies can sometimes be an effective means of attracting applicants who might not have otherwise been initially attracted to roles within local government, but on learning more about the opportunity continue to pursue the opportunity after Council's identity has been revealed during the selection/screening process.

Irrespective as to the recruitment and selection processes ultimately utilised Council's recruitment & selection practices aim to facilitate and achieve Equal Employment Opportunity outcomes and deliver optimal outcomes that focus on recruitment process that are:

- efficient, cost effective and source and attract a wide range of skilled talent and; selection decisions that are
- fair and equitable, merit based and will result in the selection of the most suitable candidate consistent with the principle and practices of Equal Opportunity.

16. Environmental Scanning, Awareness and Adaptability

Planned actions and initiatives that form part of this Workforce Plan must remain appropriate and relevant in order to respond to emerging threats and opportunities due to changes in either the external or internal operating environments. While there is no doubt that in general terms prior planning is a pre-requisite for future success, experience, particularly over the last two years has demonstrated the importance of retaining sufficient flexibility to adapt to changes in the organisational operating environment. This ability to be flexible and adapt is a testament to the positive organisational culture that has been developed and maintained combined with the positive skills and attributes that reside within the current workforce.

Council's future plan is to continue to on an ongoing basis to scan both the internal, external and political environments and act upon relevant feedback and signals to ensure that planned actions and initiatives remain relevant and appropriate to current and future service delivery requirements and the needs of our employees.

A handwritten signature in black ink, appearing to read 'Steve Kozlowski', with a long horizontal line extending to the right.

Steve Kozlowski
Chief Executive Officer

31 December 2021