



Workforce Plan 2021-2026



Acknowledgements and Statements

Acknowledgement of Traditional Custodians

Council acknowledges the Traditional Custodians and their ongoing connection to the land and waters that make up Baw Baw Shire. We pay our respects to their Elders; past, present and emerging.

We thank the Traditional Custodians for caring for Country and continuing the customs that maintain the longest practised culture in the world.

Council celebrates the achievements of past and present First Nations people despite the pain and grief caused by past actions, Government laws, policies, and attitudes. We commit the Council to go forward with Aboriginal communities in spirit of mutual respect and reconciliation.

Baw Baw Shire Council's Statement of Commitment to Child Safety

Council is committed to providing and actively promoting a safe environment for children. Council has zero tolerance towards child abuse, and is committed to protecting the physical, emotional, cultural and social wellbeing of all children. Council has policies and systems to protect children, and all allegations and safety concerns will be treated seriously. Council acknowledges that children's safety is a whole of community responsibility and is everyone's business.

Equality and Inclusion

Council is committed to ensuring that employees and community members thrive in an environment free of bullying, discrimination and sexual harassment with equal status, opportunities, representation, and respect. Our goal is to make sure we continue to empower the careers, aspirations and ambitions of all our people, regardless of individual identity.

Preventing Violence Against Women

Council continues to promote the prevention of violence against women, primarily through leading gender equity and building respectful and safe relationships and breaking down stereotypes of women. This is a prevention approach consistent with Council's health and wellbeing planning approach.

Introduction

Welcome to the first Workforce Plan for Baw Baw Shire Council.

Our goal is to create an environment where our employees enjoy coming to work every day and take pride in having a meaningful impact on our community.

The Workforce Plan describes our vision for our people through three key pillars. Each pillar creates understanding of the contribution we each make to achieving our vision and mission through identification of strategies and key performance indicators.

We are committed to continuing the high engagement and positive culture we already have, the Workforce Plan will help ensure decisions over the next five years support a thriving and future ready workforce.

Our Vision, Mission and Values

Vision

Happy, healthy people sharing prosperity and knowledge from living sustainably and in harmony with our rural identity, thriving villages, productive and inspiring landscapes.

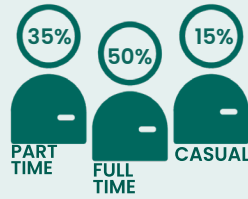
Mission

Council's mission is to be leaders in delivering quality, innovative and community focused services today that make a difference tomorrow.

Council's values

<i>Community focused</i>	Accessible, responsive (we're here to help), can do attitude, communicative, empathetic
<i>Integrity</i>	Equitable, honest, ethical, transparent
<i>Respect</i>	Listening, compassionate, open minded, understanding, patient
<i>Pride</i>	Caring, enthusiastic, inspiring, accountable
<i>Innovation</i>	Creative, bold, challenging, flexible
<i>Collaboration</i>	Partnering, building productive relationships, inclusive

Our Workforce Snapshot @ 30 June 2021



303.5 FTE



432 Staff members



318.85 FTE
Projected by June 2025



12 month turnover



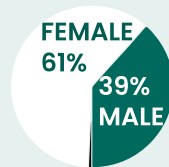
Average tenure



77% Staff Engagement



Average Age is 46



1% NON-BINARY



65% Staff living in the Shire

Generation breakdown



Inclusion statistics

14
 Person with a disability

9
 LGBTQIA+

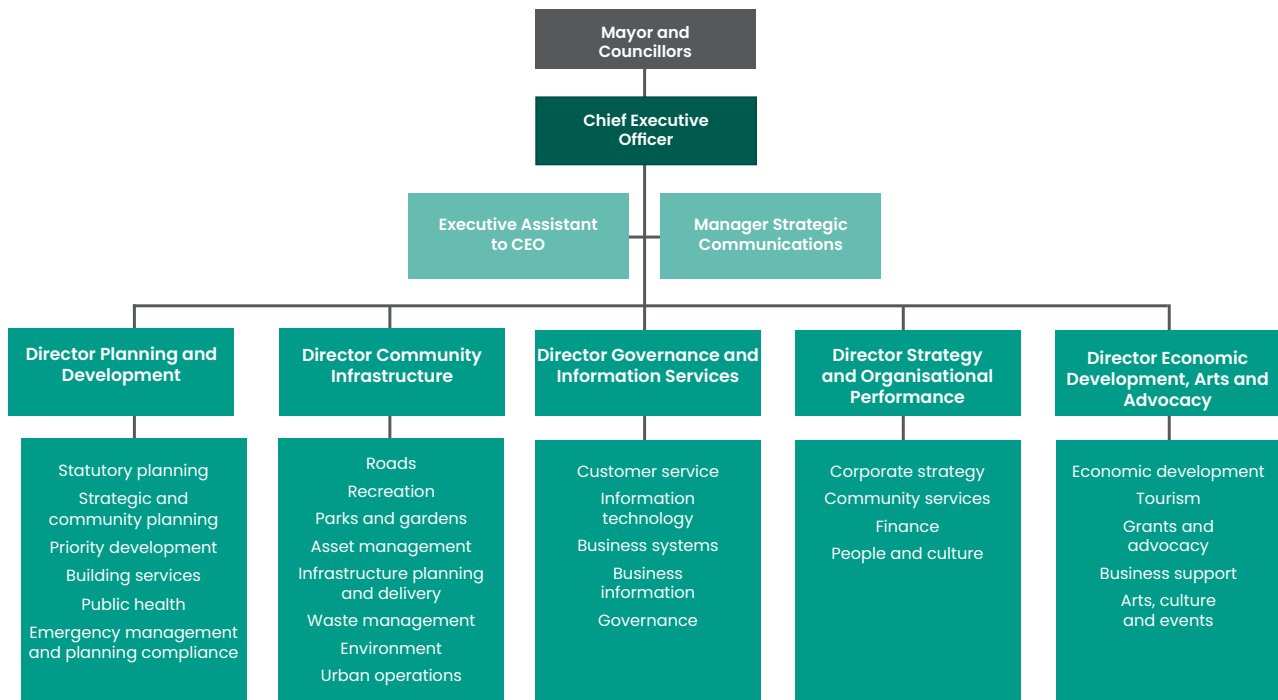
3
 Non-binary

43
 Diverse Cultural Identity

3
 Aboriginal and/or Torres Strait Islander

18
 English as a second language

Our Organisation Structure



Challenges Facing Council

As one of Victoria's fastest growing municipalities, Council is at a critical point in its development. Over this next decade and beyond there are a number of themes which are anticipated to influence Council's workforce planning;

- Council's ability to raise funds for services to meet the needs of the community and keep up with growth.
- Changing community demographic as a result of the pandemic, which is driving an influx of new residents to Baw Baw and other rural areas.
- Community expectations becoming more demanding, communities utilise and expect a wider range of services.
- Community and organisational preparedness for significant disruption and transition, with changing technology, social and workplace norms, changes in industries and climate.
- Availability and access to education and skills development for all employees to ensure appropriate capability to deliver quality services now and into the future.
- Increase in statutory obligations to which Council is required to respond to through service delivery.
- Understanding Council services to ensure strategic forecasting is undertaken in accordance with strategic objectives.

These challenges require Council to strategically align workforce capability, resources and development in order to address our community's needs.

Workforce Planning

Workforce Planning is “a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future.” (Australian National Audit Office (2004). AANAO Audit Report No.55 2004-05: Workforce Planning, Commonwealth of Australia).

Council’s Workforce Plan has responded to internal influences on workforce supply and legislative environment. During the evaluation of Council’s workforce profile three priority pillars of organisational management were revealed. Each of these pillars are underpinned by strategies to ensure successful implementation and delivery.

Strategy

Performance Indicators

<p>Promote and embed Council's commitment to gender equality, through prioritisation of Council's Gender Equality Action Plan objectives.</p>	<ul style="list-style-type: none"> • Demonstrate completion of Gender Equality Action Plan objectives • Demonstrate improvement and progress through biannual audit requirements through Gender Equality Commission
<p>Build best practice methods to increase the diversity of the senior leadership team.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement survey; <ul style="list-style-type: none"> • Learning & Development • Enablement • Leadership • Management • Gender Equality Audit; <ul style="list-style-type: none"> • Gender composition at all levels of the workforce
<p>Provide and promote accessible agile and flexible work opportunities for all employees.</p>	<ul style="list-style-type: none"> • Increase in percentage of flexible work arrangements across all genders • Quarterly reporting demonstrating consistent and actively managed leave and flexibility indicators • CultureAmp Engagement Survey; <ul style="list-style-type: none"> • Work & life blend factor • Social Connection • Engagement
<p>Provide development opportunities that highlight the importance of diversity and inclusion.</p>	<ul style="list-style-type: none"> • People matter Survey; <ul style="list-style-type: none"> • Diversity & Inclusion
<p>Foster a culture of inclusivity, safety, and wellbeing.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement Survey; <ul style="list-style-type: none"> • Safety and Wellbeing Survey • Work & Life Blend • Action • Biannual People Matter Survey and supplementary Gender Equality Audit • Occupational Health and Safety Quarterly Reporting demonstrating wellbeing initiatives • Growing Culture Consultative Committee Annual initiative Calendar review, promotion and feedback • Compliance with Victorian Equal Opportunity & Human Rights Commission positive duty standards

Strategy

Performance Indicators

A Future Ready Workforce

<p>Adopt methods to address engagement and risks associated with loss of intellectual property during transition to retirement.</p>	<ul style="list-style-type: none"> • MAV Human Resource Benchmarking reporting demonstrating Councils comparative data and workforce composition data • CultureAmp Annual Engagement Survey identifying demographic engagement • CultureAmp Induction surveys reporting onboarding experience • CultureAmp Exit Surveys reporting transition experience
<p>Develop and promote succession planning, talent development and replacement strategies to reduce risk of single point sensitivity.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement Survey; <ul style="list-style-type: none"> • Company Confidence • Service & Quality Focus • Business Planning and service profile annual review cycle reporting on strategies to address single point sensitivity • Business Continuity and Enterprise Risk Annual Review cycle reporting on mitigation strategies for single point sensitivity
<p>Grow organisation capability by implementing comprehensive development strategies including 70:20:10 model and 'grow your own' programs.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement Survey; <ul style="list-style-type: none"> • Learning & Development • Enablement • Feedback & Recognition • Performance Development Review Cycle reporting on capability progress
<p>Maintain and promote the importance of proactive health and wellbeing.</p>	<ul style="list-style-type: none"> • Occupational Health and Safety quarterly reporting demonstrating proactive wellbeing initiatives • Growing Culture Consultative Committee 12-month calendar review, promotion and feedback reporting
<p>Build a resilient and accountable workforce that role models the highest standards of behaviour.</p>	<ul style="list-style-type: none"> • CultureAmp Engagement Results improvement in statistics relating to proactive performance management • People Matter Survey demonstrates decrease in negative behaviour observations • Thorough Investigation and ownership of ThinkSAFE KPI reporting
<p>Build a resilient and accountable workforce that role models the highest standards of behaviour.</p>	<ul style="list-style-type: none"> • CultureAmp Engagement Results improvement in statistics relating to proactive performance management • People Matter Survey demonstrates decrease in negative behaviour observations • Thorough investigation and ownership of ThinkSAFE KPI reporting
<p>Promote Council as an employer of choice through tailored recruitment strategies that market our reputation and value proposition.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement Survey; <ul style="list-style-type: none"> • Company confidence • Engagement • CultureAmp Recruitment surveys • CultureAmp Onboarding surveys • MAV Human Resource Benchmarking demonstrating sector themes and Baw Baw's comparative data

Strategy	Performance Indicators
<p>Enhance service planning and workforce planning connection to improve responsiveness and delivery of services to the community.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement Survey; <ul style="list-style-type: none"> • Alignment and Involvement • Service and Quality Focus • Annual reporting cycle demonstrating progress on service planning and community feedback • 2025 - Development of a Strategic Workforce Plan
<p>Seek strategic partnerships to ensure capability and sector skill shortages are proactively managed at Council.</p>	<ul style="list-style-type: none"> • MAV Human Resource Benchmarking demonstrating sector skill shortage themes and Baw Baw comparative data • Business continuity cycle demonstrating skill shortage response • Enterprise Risk Cycle review demonstrating mitigation tools responding to sector skill shortage impacts on Baw Baw workforce • Monitor of Councils Advocacy Strategy
<p>Reward excellence and success through application of a total reward and remuneration strategy.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement Survey; <ul style="list-style-type: none"> • Feedback and Recognition • Performance Development Review Cycle • New Initiatives Cycle • MAV Human Resource Benchmarking monitoring comparative data relating to remuneration • People Matter Survey; <ul style="list-style-type: none"> • Gender Pay Equity
<p>Develop and implement an organisational strategy that promotes purposeful alignment of Councils workforce to organisational objectives.</p>	<ul style="list-style-type: none"> • CultureAmp Annual Engagement Strategy; <ul style="list-style-type: none"> • Company Confidence • Alignment and involvement • Annual reporting demonstrates synergies between strategic Council objectives and business planning process.