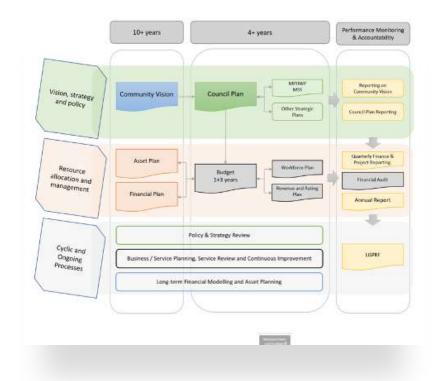# Workforce Management Strategy 2022-2026

Contents

1. Introduction

The development of a Workforce Plan is a requirement of the *Local Government Act 2020,* Section 46(4)(a). The Act states that the Chief Executive Officer must:
- develop and maintain a workforce plan that –
    - describes the organisational structure of the Council; and
    - specifies the projected staffing requirements for a period of at least for years; and
    - sets out measures to seek to ensure gender equality, diversity, and inclusiveness
- Further, Section 46(6) states that a Chief Executive Officer must ensure that the Mayor, Deputy Mayor, Councillors, and members of Council staff have access to the workforce plan.
- To meet these legislative requirements, Council has produced a Workforce Management Strategy, covering the entire workforce, excluding Councillors; Contractors and Volunteers.
- The Workforce Management Strategy aims to outline the initiatives required to support the attraction, development, and retention of employees which in turn support Council to deliver the required services, projects, and initiatives to the Community.

The Workforce Management Strategy is part of the Integrated Strategic Planning and Reporting Framework.

It is one element of the framework, of which the Council Plan, Financial Plan and Council's vision depend on having a workforce which is skilled, capable and has the ability to deliver on Council's strategic objectives.

2. Council Plan and Legislative Alignment

The Workforce Management Strategy is aligned with Strategic Objective 5 in the Council Plan 2021-2025, which is: "Transparent, Inclusive and Accountable". This strategic objective aims to "ensure our services, people and systems deliver the best possible outcomes for our communities now and in the future".

The Workforce Management Strategy is aligned with Council's Gender Equality Action Plan, which is a requirement of the Gender Equality Act 2020. This alignment ensures that Council's efforts to support gender equality, diversity and inclusiveness are consistent with the objectives of our workforce strategy, Council Plan and the relevant legislative Acts.

The Annual Action Plan year one objectives were adopted by Council at it 27 October 2021 Scheduled Meeting. The Annual Action Plan includes reference to the Workforce Management Strategy and the Gender Equality focus.

Council Strategy	Priority Action
5.4 Provide a workplace that is flexible and inclusive to support the health and wellbeing of our employees	5.4.1 Adopt a Workforce Plan and begin implementation 5.4.2 Implement the requirements of the Gender Equality Act 2020, including adoption of Council's Gender Equality Action Plan 5.4.3 Support gender equality and new talent acquisition through flexible work arrangements, including the adoption of a policy 5.4.4 Build and implement a training and development plan that focuses on: • Customer service delivery • Occupational Health and Safety • Wellbeing and staff accreditations

3. Community Vision and Organisational Values

It is critical that our workforce is aligned with our Vision and Values as these support the reasons why.

3.1   Murrindindi Shire 10 Year Community Vision

MURRINDINDI SHIRE 10-YEAR COMMUNITY VISION

Through our combined efforts, our community is vibrant and resilient. We

- are inclusive, embrace diversity and encourage the participation of all
- welcome new residents and visitors to enjoy and contribute to our Shire
- respect and celebrate the cultural heritage of our First Nations People and those who have come before us
- actively support the current and future needs and aspirations of people of all ages and abilities
- enjoy, participate in and promote culture and the arts, sport and recreation
- are leaders in waste reduction and combating climate change
- protect our natural environment and biodiversity and preserve our rural landscapes
- grow through managed land development, business entrepreneurship and enhanced learning opportunities

3.2 Organisational Values

In 2020 we adopted a new Employee Code of Conduct which is based on four key values that were developed and agreed by all our staff during two 'all-staff' workshops. These values represent the way we commit to work with each other at Murrindindi Shire Council and with all our stakeholders in delivering the objectives and actions of the Council Plan.

Accountability

- We will show leadership at all levels accepting responsibility for our decisions and actions.
- We will manage Council's resources responsibly and will operate within our means.
- Our work will be directed by clear objectives and we will deliver what we promise.

Empathy

- We will care for our colleagues and our community.
- We will treat othersfairly, objectively and without bias or discrimination.
- We will not tolerate the harassment or bullying of others.
- We will make decisions that are consistent with the promotion and support of human rights.

Integrity

- We will demonstrate honesty and integrity through open and transparent actions.
- Through our actions we will strive to maintain the highest levels of trust from our community.
- We will report improper conduct and will avoid any General or Material conflict of interest.
- We will exercise our authority with consistency and responsibility

Professionalism

- We will provide frank, impartial and timely advice to Council and others.
- We will strive to provide an exemplary level of service at all times.
- We will strive to continuously improve service delivery and outcomes for our community.

4. External Environment and Influences

4.1 Murrindindi Shire Council - Overview

Murrindindi Shire covers 3,873 sq. kms and is located north-east of Melbourne. The Shire is protected by the Great Dividing Range and yet is still well connected with Melbourne and major regional cities: Healesville, Seymour, Shepparton, Mansfield, Benalla and Whittlesea are all within 60-90 minutes drive. The Goulbourn Valley, Melba and Maroondah Highways link these larger towns and cities to Murrindindi Shire and open the gateway to interstate and international transport options such as the Hume Highway (less than 50 minutes) and the Melbourne International Airport (90 minutes).

The major industries of Murrindindi Shire include primary production, forestry, tourism, light manufacturing and engineering. Other industries include a range of service provision organisations including education and health sectors. The region is particularly well suited for tourism growth with many natural attractions offering opportunities for outdoor leisure and soft adventure pursuits. These activities include cycle touring, mountain biking, Nordic skiing, water skiing, bush walking, boating, trout fishing, camping and touring. The Murrindindi Shire is also well suited to development of the wellbeing and agri-tourism markets and the development of wine, food and cycling trails.

4.2 Impact of Covid-19 Pandemic

The impact of the covid-19 pandemic on the National, State and Regional economies, jobs and businesses has been enormous. Whilst the virus is still affecting our community, and vaccination rates are rising slower than predicted modelling, the impacts of the pandemic have not reduced as expected.

In Murrindindi, prior to COVID-19 and the introduction of social lockdown measures to manage the pandemic, the total employment across all local industry sectors was estimated at 4,247. For **March 2021**, total employment is estimated at 4,219, **a fall of 0.66%**.

Businesses within Murrindindi Shire are experiencing lower revenue, difficulty employing staff due to the uncertainty of ongoing employment in particular sectors and reduced tourism due to covid-19 social restrictions imposed by the State Government. Workers are becoming increasingly frustrated by the uncertainty and duration of social restrictions i.e. "lockdowns", particularly in the Tourism, Hospitality and Entertainment sectors. These sectors have largely been unable to work during each of the restricted periods and typically include a larger proportion of casual workers who have been ineligible for government financial support. As such, workers are leaving these industries and businesses are unable to continue with their operations due to reduced or lack of staffing available. As tourism is one of the major industries within the Murrindindi Shire, the impact of reduced worker availability and the need to attract workers into the area is an increasing issue which needs to be addressed.

4.3 Diversity

A number of the resident demographics in the Murrindindi Shire link directly with the workforce requirements at Council. Of particular interest are the diversity and age demographics, given that Council is required in legislation to ensure that the workforce plan incorporates a focus on supporting diversity (including gender) and inclusion.

As such, the following demographics provide an insight into the workforce available within our municipality and further identify challenges we face when seeking to employ a more diverse workforce.

4.4   English as a second language

99.34% of residents within Murrindindi Shire speak English at home. Whilst this measure is not directly captured within Council, 13% of employees indicated that they have a cultural identify other than Australian (People Matter Survey 2021).

Given the limited diversity of residents within the Murrindindi Shire, Council may consider how they can strategically engage and recruit a more diverse workforce from outside of the Shire. This may include the promotion of Council as an employer choice for diverse candidates, therefore providing opportunities for relocation to the Shire which will reflect positively on the community demographics.

4.5   Age

The highest percentage of workers within Murrindindi Shire are 55 to 64 years of age (40.8%) – this may result in difficulty attracting next generation of workers to Council.

When compared to the Victorian demographics of workers (Victorian Public Service- June 2020), the age profile is significantly different and due to the ageing workforce and reduced availability of younger workers within Murrindindi, this may pose an issue with attracting future talent and workers to Council:

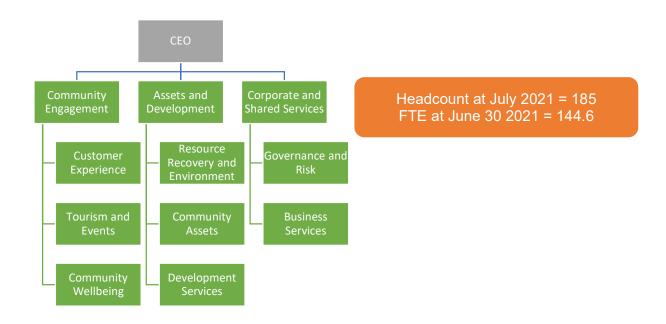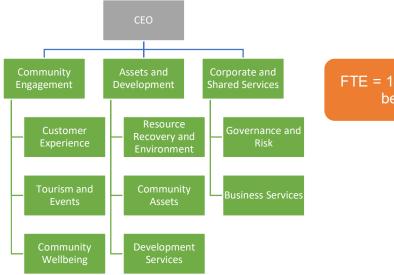| Age Group (years of age)	Victoria (% of total workforce)	Murrindindi Shire (% of total workforce)
Under 25	3.9%	2.7%
25-34	25.6%	14.1%
35-44	27.9%	21.2%
45-54	23.1%	21.2%
55-64	16.1%	29.9%
Over 65	3.3%	10.9%

5. Internal Environment and Influences

The 10-year Financial Plan predicts an FTE of 142.9 for each year. Whilst this has been included in the plan, this does not consider changes to the organisation which may be required due to external influences e.g. change in community needs, legislative requirements or internal influences e.g. service reviews.

5.1   Current Organisation Structure

```
                          CEO
        ┌──────────────────┼──────────────────┐
  Community          Assets and         Corporate and
  Engagement         Development         Shared Services
     │                   │                   │
  Customer          Resource            Governance and
  Experience        Recovery and        Risk
                    Environment
     │                   │                   │
  Tourism and       Community           Business
  Events            Assets              Services
     │                   │
  Community         Development
  Wellbeing         Services
```

Headcount at July 2021 = 185
FTE at June 30 2021 = 144.6

5.2   Future Organisation Structure

```
                          CEO
        ┌──────────────────┼──────────────────┐
  Community          Assets and         Corporate and
  Engagement         Development         Shared Services
     │                   │                   │
  Customer          Resource            Governance and
  Experience        Recovery and        Risk
                    Environment
     │                   │                   │
  Tourism and       Community           Business Services
  Events            Assets
     │                   │
  Community         Development
  Wellbeing         Services
```

FTE = 142.9 (approx) for each year between 2022 to 2026.

5.3   Workforce Profile and Metrics

Murrindindi Shire Council comprises of 184 employees (August 2021) and a small amount of external agency contractors.

As part of this strategy, a number of key metrics have been captured in relation to our workforce. This provides a 'snapshot' of Murrindindi's workforce, and has assisted us to identify key trends, issues, and opportunities for inclusion in strategy actions.

The workforce metrics identified have been combined into 7 focus areas:

Women in Leadership/Senior Positions	The number of women holding leadership/senior positions at Band 8, Manager and Executive Levels
Diversity	The number of employees in representing various diversity categories: Aboriginal or Torres Strait Islander, gender, cultural background, age (less than 25 years old and more than 55 years old)
Flexibility	The number of employees accessing flexible working arrangements
Work Life Stage	The number of employees within each working life stage: new entry, mid-career and end-career
Turnover	The rate at which employees leave the workforce and are replaced with new employees
Engagement	Engagement rating of employees. This may be obtained from the employee participation in engagement surveys or pulse surveys.
Recruitment	The number of vacancies filled, average number of applications per vacancy and the number of suitable applications received

While some workforce data was readily available, Council have recognised the need to collect further employee data to support the organisation's workforce planning, gender equity auditing requirements and the identification of opportunities to positively impact the workforce.

An initial review of these metrics was conducted in July 2021. This review has identified in relation to each of the key metrics:

Women in Leadership/Senior Positions	Female representation in Senior roles (Manager, Director and Chief Executive Officer) is 33.3% of the total employees in Senior Leadership positions.
Diversity	Women represent 54.9% of the workforce, with Males representing 44.6% and employees identifying as Non-binary at 0.5%. 2.7% of employees are under the age of 25 years old 40.8% of employees are over the age of 55 years old. The Diversity data collected by Council is varied, particularly due to some data being unavailable/not collected.

Flexibility	Council does not presently collect data relating to flexibility arrangements. These are formally documented in contracts but not easily captured.
Work Life Stage	57% of employees have been employed with Council for 1-5 years. This represents a large proportion of the workforce and may be due to high employee turnover levels in preceding years. Whilst this cohort represents over half of the workforce, the number of employees in the next career stage (6-10 years) sharply declines, with only 14% of employees in this group. This may indicate a retention issue, as employee seek other career or employment opportunities beyond 5 years service. It would be preferrable to have a more even split across working life stages, supporting career development and retention of corporate knowledge in Council.
Turnover	Council's turnover rate for 2020 was approximately 27%. This number is based on the number of departures, divided by the average headcount.
Engagement	Council does not presently collect consistent data on engagement. Whilst employees are surveyed on different topics i.e. diversity and inclusion; flexibility and the workplace and; health and wellbeing, there is not a consistent survey platform or format which is used to measure employee engagement year on year.
Recruitment	Council does not presently collect data relating to their recruitment activities. Anecdotally, Council has experienced issues in filling technical roles i.e. engineer, environmental health, human resources which has therefore placed additional strain on existing employees and teams to cover extended vacancies.

5.4   Organisational Workforce Profile at 30 June 2021 – Total FTE 144.6

Department by FTE	Full Time	Part time	Contract	Casual	Grand Total
Business Services	9	8.8			17.8
Community Assets	39	2.0		1.5	42.5
Community Wellbeing	4	11.4			15.4
Customer Experience	6	9		1.6	16.5
Development Services	16	3.6		1.6	21.2
Executive			5		5
Governance & Risk	7	2.5			9.5
Resource Recovery & Environment	5	5.7		0.8	11.6
Tourism & Events	4	1.1			5.1
Grand Total	**83.0**	**44.0**	**12**	**5.6**	**144.6**

Murrindindi Shire Council has a permanent workforce FTE of 144.6, with 87% of the workforce as ongoing employees. 40% of the workforce are part time employees, with the highest percentage within the Community Engagement Directorate.

Development Services have the largest number of casual employees (11 school crossing supervisors) though due to the nature of the work, the total FTE equates to 1.6.
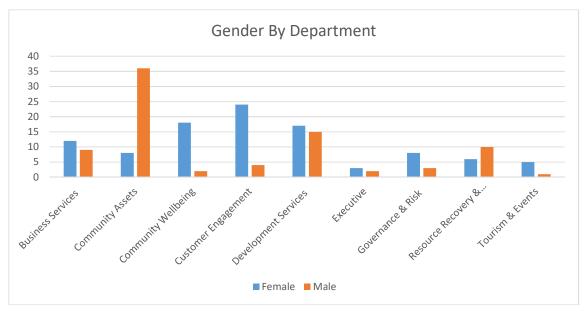
5.5   Gender

Overall, Murrindindi's workforce is made up of 54.9% female employees, 44.6% male employees and 0.5% self-described gender employees. This breakdown includes all employees, including casuals.

Whilst the breakdown is almost even, some workgroups are more heavily weighted towards specific genders and, weighted towards gendered roles. Specifically, Community assets has the highest number of male employees, while Customer Experience and Community Wellbeing have the highest number of female employees.

These gender imbalances tend to be historical however new gender equality, inclusion and recruitment initiatives at Council will see this trend shift over time.
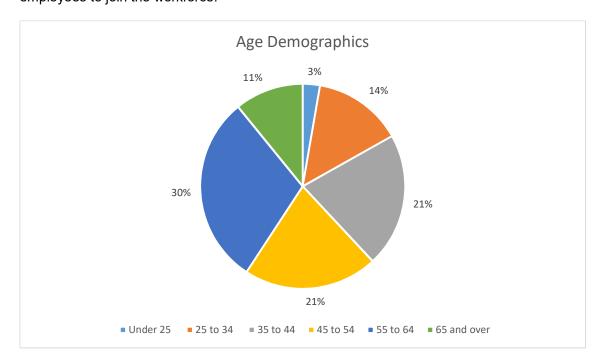
Gender By Department

5.6   Age

Whilst there is a diverse spread of ages across Murrindindi's workforce, 40.8% of employees are over the age of 55. As such, strategic succession planning is required to ensure that the workforce can be replenished as these employees progress towards retirement.

There is a low number of employees under the age of 25. This may be representative of the interest of this age group in local government or a lack of opportunity for early-career employees to join the workforce.
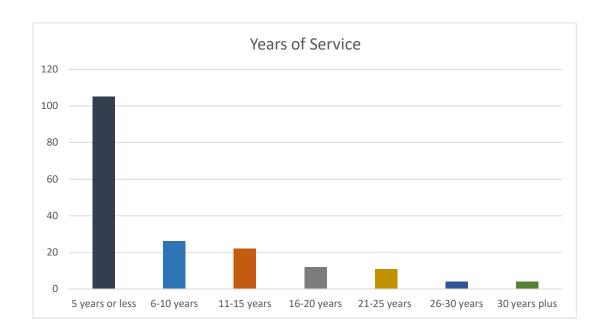

Age Demographics

5.7   Years of Service

57% of employees have less than 5 years service, which directly correlates with the relatively high rate of employee turnover (27% turnover in 2020).

These rates also reflect the current labour market, where workers are no longer seeking longevity of careers but rather flexibility and lifestyle support. There is also a greater trend of workers changing or departing their careers, particularly following the impacts of covid-19. The increased change of careers/roles is set to continue over the next 12-24 months as workers reassess their needs and the alignment with their employer.

Years of Service	
5 years or less	105
6-10 years	26
11-15 years	22
16-20 years	12
21-25 years	11
26-30 years	4
30 years plus	4

6. Survey Results

In the last 12 months, Murrindindi Shire Council has undertaken internal surveys with their employees. These include the "Your Place of Work – Transitioning the New Normal" employee survey and the People Matter Survey, conducted by the Victorian Public Service Commission.

Following analysis of the survey results and information provided by our employees, we have identified key learnings and areas of opportunity which have been incorporated into this strategy and the associated action plan.

A summary of the survey analysis is on the next page

Murrindindi
Shire Council

Your Place of Work – Transitioning to the New Normal Survey	People Matter Survey
- 97 employees responded to the survey	- 79 employees responded to the survey
- 41% of new employees rated their connection with their team as "satisfying"	- 58% of respondents identified as a woman, with 3% of respondents identifying their gender as non-binary/self described - 92% of respondents indicated that they are not trans, non-binary or gender diverse
- 58% of respondents would like to return to the office in some capacity	- 10% of respondents indicated that they identify as a person with a disability - 8% of respondents indicated that their sexual orientation is not straight (heterosexual
- 45% of employees indicated that they would like to return to the office for two (25 responses) or three (19 responses) days of the week	- There is a high proportion of employees who feel that they have an equal chance at promotion, and that the organisation makes fair recruitment and promotion decisions. However, there was a moderate percentage of respondents who were undecided.
- 15% of employees indicated that they would like another type of flexible working arrangement e.g. working from home on a fortnightly or ad-hoc arrangement	- Part time respondents have indicated that they feel considerably less safe to challenge inappropriate behaviours, when compared to full time respondents.
	- There is a strong percentage of respondents who are confident in the flexibility offered at Council however there may be opportunities to educate employees on the variety of flexibility options available.

7. Organisational Challenges and Strategies

Murrindindi Shire Council has a key role to play in ensuring that our municipality continues to grow and prosper, through delivering on our community's objectives and being sustainable in all aspects – environmental, financial, social and good governance.

Considering both the internal and external influencers, along with our key workforce indicators, we have identified several future challenges from a workforce perspective, including;

- Ongoing legislative change and increases in compliance requirements across a variety of functions
- Maintaining our position as a regional leader and supporting our colleagues within the sector
- Increased digitisation of our business, through the enhanced use of emerging technology
- Changing the perception of local government and Council as an employer, particularly for young people
- The need for strong and effective leadership to drive change, have a positive impact on our organisational culture and support new initiatives in gender equality, diversity and inclusion
- The continuing need to balance employee expectations with opportunities and challenges and providing appropriate levels of employee development and promotional pathways
- Ensuring that our employee remuneration packages are competitive, attractive and aligned with neighbouring Councils
- Ensuring that our employee benefits and associated reward and recognition approaches remain contemporary and effective to support attraction and retention of our workforce
- Ensuring effective engagement and initiatives to support increased diversity of our workforce and engagement with key stakeholders and agencies to support this work
- Managing the ageing sector of our workforce, including management of health and safety risks and skills transfer/succession availability
- Workforce health and wellbeing requirements, including increasing psychological illness and support for positive mental health
- Skill shortages within specific occupational areas and attraction of employees within these fields
- Retaining highly skilled, capable, motivated and engaged employees
- All these considerations inform our approach to workforce management and ensuring we have the right number of employees with the right capabilities to deliver effective operations and services, whilst also ensuring a level of diversity that reflects our community.
- Our current workforce demographics and operating environments have guided the identification of the initiatives and actions and these are aimed at building on our key strengths while also addressing those areas where challenges and opportunities exist.

8. Workforce Management Strategy – Strategic Objectives

Murrindindi Shire Council's workforce is one of the critical drivers in ensuring that we deliver the best possible service to the community and can also position ourselves to meet the challenges of the future. This will be achieved through a collaborative approach across all areas to ensure a safe, positive and vibrant working environment and a workforce culture that reflects our values and guiding principles.

This Workforce Management Strategy considers both our internal and external environments and takes a holistic and structured approach to ensuring that Murrindindi can successfully attract, develop, reward, support, protect and lead our people. In achieving this, we will have a workforce that is capable, engaged, adaptable and resilient – enabling us to deliver on our identified community and organisational plans.

The strategy focuses on supporting a people centred approach to all aspects of the employee experience at Council. Specifically, there are four strategic objectives of our Strategy and these reflect Murrindindi's focus on attracting, developing and retaining talented and skilled individuals, whilst providing a positive, safe, supportive and inclusive work environment. We also aim to build and support a diverse and inclusive workforce, which is underpinned by effective and engaging leadership.

The strategy outlines the key actions and initiatives which are linked to each strategic objective. The delivery of this program is reliant on the inclusion of this strategy in yearly business planning, including the action plan as part of the Council Plan delivery.

Attracting our People	Developing our People
Murrindindi Workforce Management Strategy 2022-2026	
Rewarding our People	Supporting equality, diversity and inclusion of our People

8.1 Attracting Our People

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Workforce Planning - A thorough understanding of our current and future workforce needs	Effective workforce planning procedures and tools are available to leaders	Enhance current reporting on workforce demographic data and implement a reporting cycle for review and action planning	Jun-22	Workforce data is provided to Executive and Leadership groups on a quarterly basis. HR develop actions following reporting cycle.
	Workforce metrics are used to guide decision making	Continue to provide workforce data and planning to support internal projects and decisions on workforce initiatives	Ongoing	
	Ensure that we have the right people in the right jobs at the right time – develop/ recruit/outsource?	Enhance the process for Exit Interviews, ensuring that all exiting employees are provided the opportunity for an exit survey. Capture key trends to assist with workforce initiatives or developing strategies to assist retention	Jun-22	100% of employees able to participate in Exit Interviews
Recruitment & Selection - Attract and engage quality people	Recruitment actions are values and behavioural based, with gender, diversity and inclusion considered during the selection process	Review the recruitment process to ensure that gender equality, diversity and inclusion are addressed in all actions e.g. advert language is inclusive and accessible, interview questions are inclusive and non-discriminatory	Dec-22	<10% positions readvertised
	Ensure effective recruitment marketing and promotion	Utilise current technology and media as part of a revised Recruitment Marketing approach	Dec-22	Marketing procedures reviewed, advertisement options identified
	Recruitment approaches are fit for purpose and merit based	Review interview guides and questions to ensure that they are behavioural based, support diversity and inclusion and consistent across the organisation	Jun-23	Interview guides and suite of questions developed for use across the organisation
	Opportunities are available for career progression	Review secondment and higher duties processes, with a view to developing internal talent where possible, prior to external hires	Dec-23	Employees are aware of secondment and higher duties opportunities and have opportunities to develop their careers within the organisation

Murrindindi
Shire Council

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Apprenticeships and Traineeships Opportunities – Provide opportunities for apprentices and trainees in order to support the talent pipeline	Opportunities for apprenticeships and traineeships across Council	Review procedures for apprentices and trainees.	Dec-22	Teams can identify suitable opportunities to engage apprentice and trainees
	Support is provided to individuals to ensure their experience is both valuable and enjoyable	Develop relationships with key external stakeholders to support apprentices and trainees e.g. AFL SportsReady	Dec-23	Key partnerships developed, supporting leaders and trainees/apprentices to have a successful experience
	Support students within the Shire to learn about opportunities and career paths within Council	Develop a work experience procedure and promote work experience opportunities with local schools and youth support centres	Jun-23	Key partnerships with local school providers and youth services. Strengthened relationships with community members and demonstrated commitment to community employment

8.2   Developing Our People

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Entry Level Development - Recognise the value of entry level development positions in all areas	Opportunities exist for trainees/ apprentices and graduates across all departments	Review organisational requirements for entry level positions, including identification of talent pipeline gaps. Develop position requirements, with a focus on developing core skills of the incumbent and supporting opportunities for career progression	Dec-23	10% of our workforce in Grow our Own program
	Productive and supportive relationships between leaders and trainees/ apprentices/graduates	Provide leaders with appropriate training focused on developing people in the early stages of their career	Dec-23	Leaders successful completion of training

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Talent Management - Key roles have succession plans in place	Potential successors are identified, confirmed and provided with tailored development opportunities. Critical roles are identified in each Team.	Continue the implementation of a Talent Management framework, facilitate employee development approaches tailored to individual employee requirements	Ongoing	Framework implemented and refreshed on a cyclical basis, development plans implemented are based on the talent management and succession discussions
	High potential employees are supported and encouraged to grow and develop	Provide support to leaders for ongoing succession management	Ongoing	High potential employees are valued and retained within the organisation
Learning & Development - Employee development opportunities are provided to all employees	Annual performance development plan process conducted	Review performance management process and identified required improvements. Develop an annual performance and development plan approach which can be used consistently across the organisation to measure performance against key objectives and goals	Process completed June 2023 then ongoing	Process review and annual program implemented.
	Employees have the capabilities required to perform their role	Deliver the Training Plan and Skills Gap Analysis. Leaders and employees to be aware of skills requirements and associated training plans	Dec 2024	Employee's development is based on identification of necessary skills and training is conducted to address identified gaps.
	Career development is encouraged and supported where suitability exists	Implementation of revised higher duties and secondment policy and procedure. Advertisement of available internal opportunities centralised and accessible to all employees	Dec 2023	All employees have access to career development opportunities and support
	Maintain up to date compliance related training programs	Delivery of the annual Compliance Training Program	Ongoing	100% completion of compliance training across the organisation

8.3 Rewarding Our People

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Skills and Competency Reviews - Regular Reviews recognise employee's capabilities and performance	Annual skill assessments confirm employee skills and competencies	Continue to utilise technology to facilitate skills and competency reviews	Ongoing	100% of employee skills and competency reviews completed
Annual Employee Performance and Development Reviews	Annual Performance and Development reviews to identify key achievements, growth and development opportunities and career path. Meaningful reviews which support open discussions with leaders and their employees	Further develop the capacity of our leaders to have effective review/development conversations. Ensure employees are aware of expectations of their role and the review process. Incorporate half-yearly check ins to support goal achievement and/or realignment, therefore providing satisfaction to employees	Ongoing	All leaders receive training and employees to be engaged on the process and expectations of their position.
Employee Recognition Awards - living the values and outstanding performance recognition	Review current awards program, including categories and types of awards. Awards event to be hosted annually, ensuring that employees are recognised for their achievements.	Review current awards categories and include categories which includes recognition of efforts/outcomes and also behavioural based achievements. Ensure that awards occur each year, with leaders promoting recognition within peers and cross-department	Ongoing	Employee's recognised for outstanding achievements and behaviour across the organisation.

8.4 Supporting the equality, diversity and inclusion of our people

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Work/Life Balance - Council support employees to access work arrangements which are mutually beneficial	Leaders support flexible work arrangements and seek to find flexible work approaches which meet the employee's needs and business requirements	Review the Flexible Work opportunities and develop a policy outlining all available flexibility options	Jun-22	Flexibility to be incorporated into yearly annual reviews, assessing available options and the needs of employees. Flexible working options for all is embedded as a standard offering at Council
	Leave and other arrangements provide work/life balance for employees	Review Council's leave provisions in line with industry best practice. Ensure Enterprise Agreement reflects best practice for all leave types	Jun-23	Improved leave offering which is aligned with best practice in the LG sector
A gender equal, diverse and inclusive workforce which is free of discrimination, harassment/, bullying and aims to improve experiences and outcomes for all employees	The workplace is free from discrimination, bullying, harassment and is inclusive of all people.	Review Council's Equal Employment Opportunity, Diversity and Inclusion and Bullying & Harassment Policies and Procedures, incorporating best practice initiatives and legislative requirements	Jun-22	No reported issues of discrimination, harassment or bullying in Council's People Matter Survey. Increased employment and retention of diverse employees.
	Recruitment strategies which consider the needs of all candidates	Review recruitment strategies, forms and processes with a view to increase gender equality, diversity and inclusion in Council's overall recruitment strategy. This may include the incorporation of gender inclusive language in position descriptions and adverts, gender quotas in candidate pools and on interview panels, clarity on processes for negotiating pay rates etc)	Dec-25	Inclusive recruitment processes which aim to attract and select diverse candidates. Increased employment of diverse employees.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
	Specific employment strategies/opportunities are encouraged and supported	Initiate employment support programs for Aboriginal and Torres Strait Islander employees. This may include traineeships or project roles which target local Aboriginal and Torres Strait Islander community members for employment.	Ongoing	Increased representation of Aboriginal and Torres Strait Islander employees.
	A workforce that reflects the diversity of our community	Continue to promote Council as an inclusive organisation, celebrating internal events and initiatives which support an inclusive and diverse organisation	Ongoing	Increased marketing of internal achievements in the areas of Gender Equality, Diversity and Inclusion.
Workplace Relations - A consistent, productive and positive work environment	Effective Industrial Relations frameworks are in place	Complete Enterprise Bargaining of Council's Enterprise Agreement and implement necessary changes. Include benefits which support gender equality and inclusion in the workplace	Jun-22	All Enterprise Agreement and Award obligations are met and implemented
	All employees accept personal responsibility and accountability	Reinforce Murrindindi's behaviour standards through the Values and Council Vision		100% employee performance issues resolved
	Open and productive working relationships exist	Review Disciplinary and Grievance Procedures	Dec-22	Employee surveys indicate a positive work environment
	Leaders address poor performance, behaviour and standards promptly and strongly	Review the Performance Management Action Plan Procedure	Jun-23	Clear Performance Improvement procedure development and utilised by Leaders.
	Workplace issues are dealt with in an appropriate and timely manner	Provide leaders with training on managing performance improvement, conflict in the workplace and having courageous conversation	Dec-25	Leaders are equipped to address workplace issues and poor behaviours

9. Monitoring and Evaluation

The workforce management strategy and action plan is a product of the current context (internal and external) and the forecast future needs. If either of these change, the strategy and action plan may need to be adjusted to ensure it remains relevant.
This is especially important if:

- The risk of not filling the gaps changes, for example, it becomes increasingly difficult to replace retiring outdoor workers
- There is a change in critical role classification
- There is a capability drain, for example, staff leave the local government sector because of the lack of career progression opportunities
- There is a change in the service or level of service provision which cannot be met by existing staff, for example, increased requirements due to legislative changes or decreased funding provisions
- There are changes in strategic plans, for example, due to underlying policy changes or changes in community needs.

The implementation of the Action Plan will be driven and overseen by the Governance and Risk Department.

The Executive Team should review the assumptions underlying the workforce management strategy annually or where changes impact the outcomes of the plan.

Outside of the annual monitoring and evaluation schedule, this strategy lasts for four years and therefore the existing plan must be reviewed for its effectiveness, resourcing requirements, engagement and success of implementation. These learnings will be considered and incorporated into the development of the next 4-year strategy, therefore supporting the continuing the success of the organisation and its workforce.