WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

WELLINGTON SHIRE COUNCIL

Workforce Plan
2022-27

Acknowledgement of Country

Wellington Shire Council acknowledges the Traditional Owners of the land, the Gunaikurnai people, and pay our respects to their Elders past, present and emerging.

We acknowledge and uphold their continuing relationship to this land and water on which we rely.

The Gunaikurnai are the Traditional Owners of the land encompassed by Wellington Shire and hold Native Title to the region.

The Bratualung Clan occupied the southern area including the waters and islands of Nooramunga. The Tatungalung Clan lived around the Gippsland Lakes, the Brayakaulung Clan around the current site of Sale, Providence Ponds, Avon and Latrobe rivers and the Brabralung Clan were further to the west.

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Message from the CEO

The future workforce will look significantly different to the workforce of recent years. The changes in technology, workforce dynamics and a hybrid work model which includes flexible work arrangements, will form part of a new contemporary workforce.

At Wellington Shire Council, Workforce Planning will assist us in having the right people, with the right skills and capabilities at the right time to achieve our Council Plan 21 – 25 and Community Vision.

We are committed to becoming an employer of choice to our current and future employees. At Council, we are committed to engaging and retaining employees by providing a workplace that embraces equality and diversity in an inclusive work environment.

About this Plan

The Workforce Plan is directly linked to the Wellington 2031 Community Vision and Council Plan 2021. The Vision outlines the long-term plan for the Wellington Shire Council, where the Council Plan 21-25, details the four-year objectives and projects to meet the vision of Wellington 2031.

For both the strategic and operationalisation of the above plans, it is key that we have a flexible and agile Workforce that have the skills, capacity, and knowledge to deliver the required outcomes.

As part of our data analysis, which included a SWOT analysis and seeking the views and experience of key managers and staff, it was highlighted that there are some workforce and development gaps.

The gaps identified include:

- Ageing workforce
- Pay parody gaps with other employers in local area
- Lack of career pathways (in some areas)
- Difficulties in attracting & retaining key staff in key and highly sought after roles
- Lack of infrastructure to attract potential employees e.g., housing availability
- Challenges in succession planning
- Competition in the Labour Market – loss of key staff in particular roles
- Need for flexible work practices
- Ongoing requirement of professional development opportunities
- Expectations of employees from different generations

Our Values

The organisations values, guide our behaviour and underpin everything we do.

Our values help us achieve our vision and improve the quality of the services we offer to our community.

- **Cooperation:** Working together, teamwork, collaboration and being solution oriented.
- **Integrity:** Acting with respect, honesty, reliability, trust, tolerance and understanding.
- **Balance:** Demonstrating fairness, equity, and flexibility. Considering work-life balance, and balancing community needs against resources.
- **Professionalism:** Personal development and meaningful work, being competent, innovative, and courageous, focusing on excellence and continuous improvement.
- **Sustainability:** Going above and beyond to demonstrate commitment to leading sustainable practices and encouraging and supporting others to do the same.

Our Council Plan Vision

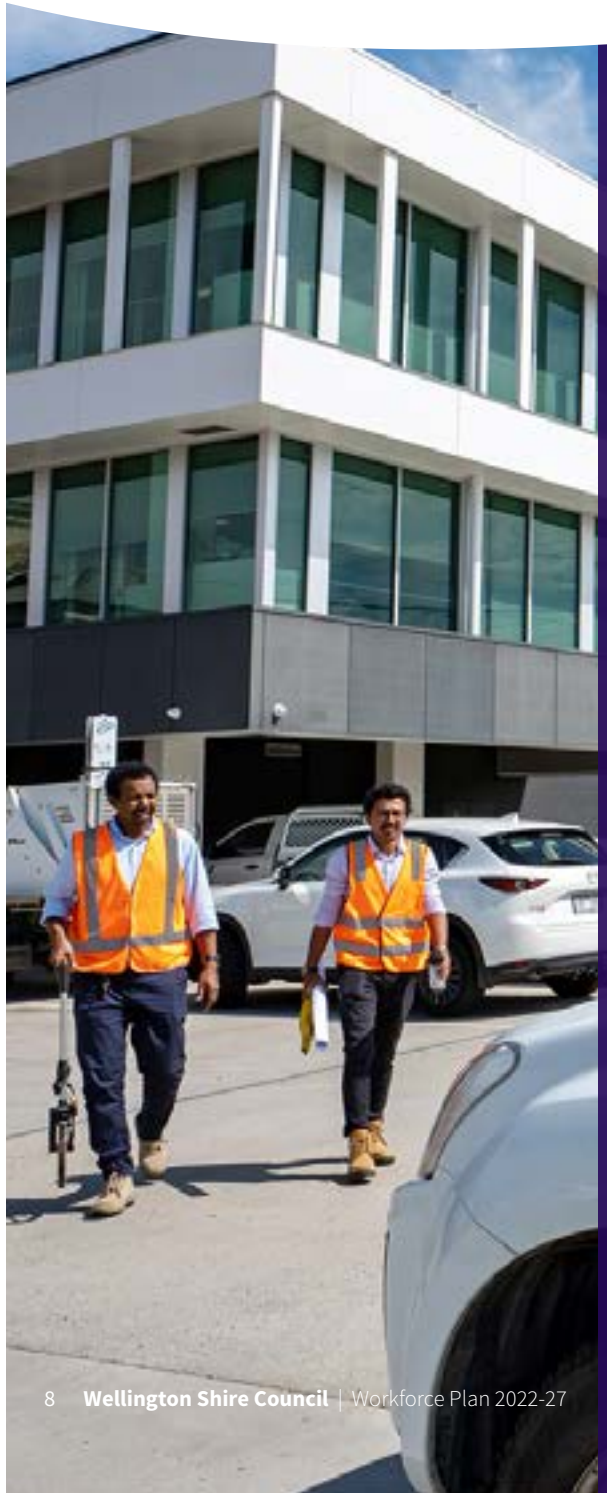
"Happy people, healthy environment and thriving communities."

What is workforce planning?

Workforce planning ensures our oganisation has an adequate supply of people skills, knowledge and experience required to achieve Council's strategic objectives, efficiently and effectively into the future.

Why do we need a workforce plan?

- To plan for a workforce to enable our Council to achieve delivery of services.
- To identify strategies or activities that may have an impact on delivering our Council Plan.
- To identify current and predicted workforce challenges and gaps in capabilities to enable us to address these challenges in order to deliver Council's program



What are the benefits of Workforce Planning?

- Drives organisational success.
- Ensures we have the workforce skills and capabilities to deliver strategic objectives.
- Identifying skills gaps and planning for succession.
- Identifying relevant strategies for talent management and people development.
- Implementing employee retention initiatives.

Organisation

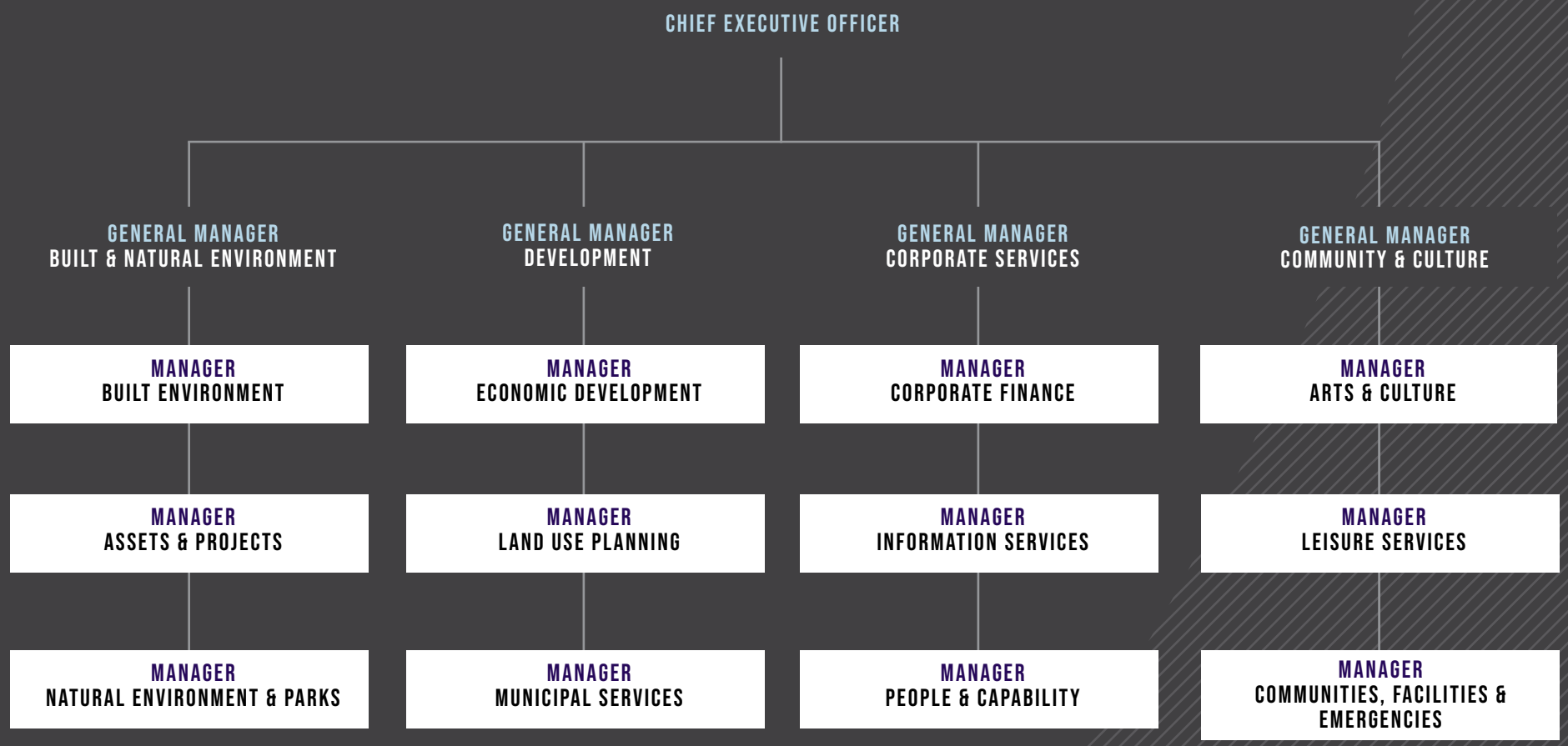
Wellington Shire Council employs 556 people delivering more than 100 different services across the shire providing a diverse range of community functions and services.

Our organisation is made up of four divisions

1. **Built & Natural Environment**
2. **Development**
3. **Corporate Services**
4. **Community & Culture**

Organisation Structure

Our General Managers are accountable to the Chief Executive Officer for the management of operations, finances and staff within their individual divisions and for ensuring Council is kept well informed and advised on all matters of relevance.



Delivering Services

Located in Central Gippsland, the Wellington Shire Council provides a diverse range of services throughout the Northern, Central and Coastal Wards.

Services provided by Council include but not limited too:

- Providing exceptional customer service to our community.
- Working closely with emergency services and community organisations to better assist our community during the response and recovery phases of an emergency event such as a bushfire, flood or pandemic.
- Managing large projects, developing building plans and managing local infrastructure and developments across the shire including our road networks, bridges or footpaths.
- Managing, improving or maintaining our treasured recreational facilities.
- Managing major community assets within Wellington Shire such as the West Sale Aerodrome, car parks or council-owned buildings, halls and crown land.
- Providing vital health services such as water and food inspections, immunisations, mosquito control, noise and animal control.
- Managing waste collection or water and sewerage services.
- Protecting our wide variety of natural resources including wetlands and coastal dunes, managing land rehabilitation or leading environmental sustainability.
- Facilitating community care services such as community wellbeing, youth and welfare services.
- Planning for future requirements of one of our cities, towns or suburbs and approving building development proposals.
- Delivering a wide range of cultural services such as our libraries, the Gippsland Art Gallery, The Wedge Performing Arts Centre or organising community based cultural events.
- Growing local tourism through the Port of Sale visitor centre, festivals, events and markets.

During 2020 in response to the COVID-19 pandemic, the Victorian State Government funded applicable regional councils through the “Working for Victoria Initiative” enabling our Council to employ 30 unemployed or underemployed individuals across the organisation.

4,029

18,111

44,770

TAFE GIPPSLAND
OPENING IN SALE IN 2022

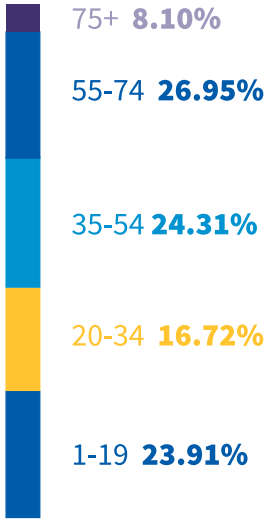
5
SECONDARY
SCHOOLS

30
PRIMARY
SCHOOLS

HEYFIELD HOSPITAL
MAFFRA DISTRICT HOSPITAL
GIPPSLAND BASE HOSPITAL
LOCH SPORT COMMUNITY HEALTH CARE
RAMAHYUCK DISTRICT ABORIGINAL CORPORATION
YARRAM AND DISTRICT HEALTH SERVICE

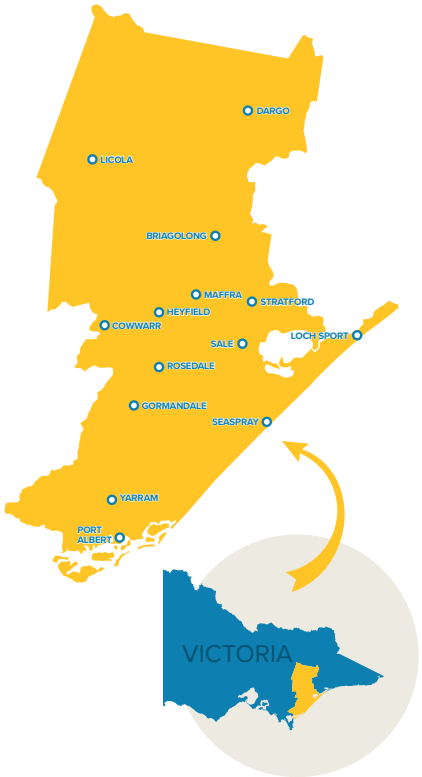
$3.652 BILLION

$182 MILLION



REVENUE
$110,297,000

CAPEX
$48,242,000



Our Current Workforce at a glance

Headcount

556

Of our employees, 265 are full-time, 86 are part-time and 205 are casual (this number does not include our temporary contracted staff).

Gender

Male	246
Female	310
Self Described	-
Prefer Not To Say	-

Lives within Wellington Shire

89.74%

Staff Turnover

(not including casuals)

2017-18	13.86%
2018-19	11.88%
2019-20	10.15%
2020-21	8.87%
2021-22	15.11%
2022-23	14.33%
2023-24	13.89%

Average Tenure

7 years

Average Age

43 years

Data as of 01 July 2023

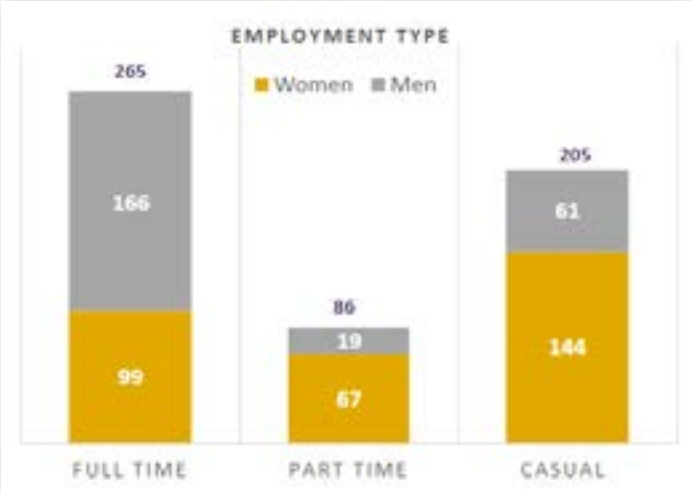
Our Workforce – Analysis

Of our employees 265 (FTE) are full-time, 86 (FTE) are part-time and 205 (FTE) are casuals. (this number does not include our temporary contracted staff).

Council has a significant amount of casual employees due to the seasonal nature of some of our services including, Art Gallery, Theatre, Leisure Centre including outdoor pools.

Council is committed to providing in house training for our younger generation looking to enter the workforce , we currently offer four traineeships, graduate engineer placements and attend career information sessions at our local school promoting our organisation.

Council also has a shared services arrangement with East Gippsland Shire Council, for the provision of information, communication and technology (ICT) services.



Workforce Diversity and Inclusion

We believe that diverse teams are the best teams and we encourage a workplace where everyone can be themselves.

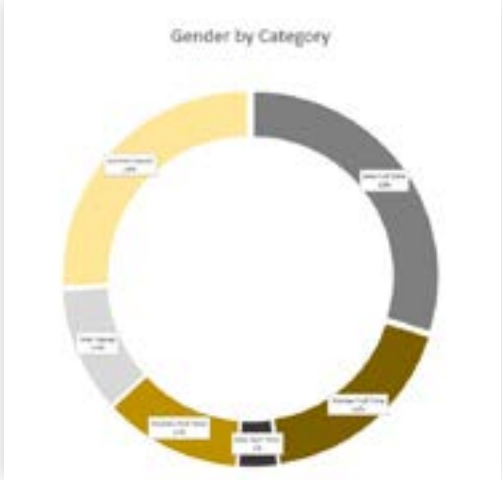
We care about creating a workplace where our employees feel valued, respected and empowered and we are committed to providing equal opportunity regardless of gender identity, ethnicity, disability, sexual orientation, different backgrounds or life stage.

We recognise the value and strength of Aboriginal culture to our heritage. Our council is proud to acknowledge the Gunaikurnai People as the traditional owners of the land that is now Wellington Shire.

We are proud to be a child safe organisation and foster a work culture where everyone feels confident, empowered and supported to disclose child safety concerns.

We strive for gender equality and will work in line with our Gender Equality Action plan to achieve gender equality in the workplace. Our Gender Equality Action Plan outlines our plan and actions that will help achieve progress to plan, implement and measure change. We condemn men's violence against women in all forms and support a work culture that ensures women enjoy respect, equal opportunity and full participation.

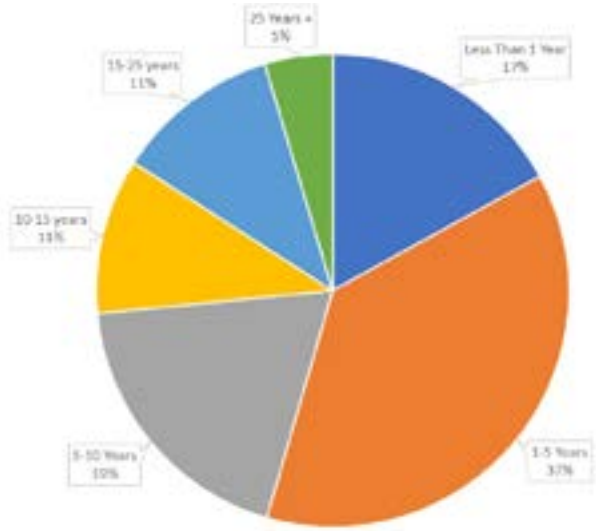
We seek an 'access for all' working environment to promote a culture in which people of all abilities can thrive.



Workforce Tenure

Our current workforce has 30% of our staff with 10 or more years' experience, we recognise skills, knowledge and capabilities as the key driver for our future succession planning. We provide a culture that is not only diverse but recognises the benefits of building a secure and developing workforce that can deliver operational and strategic outcomes.

However 37% of our current workforce have between 1-5 years of service, we acknowledge the importance of keeping this group, skilled, engaged with successful succession planning so that we can build a workforce to meet future demands.



Wellington Shire Council Recruitment Challenges

Council has identified our key 'hard to fill' roles within each service area across the organisation. Professional positions such as planning, engineering, building surveyors, commercial property officers, management accountants, governance, emergency management, human resources as well as seasonal staff, school crossing, immunisation nurses, fitness instructors and swim school teachers have been identified as key roles expected to have significant challenges in recruiting over the next 4 years.

Building key skills and capabilities for the future

Wellington Shire Council operates in an increasingly competitive labour market, in particular for specialist skills and expertise required by Local Government. Similar to other Local Government organisations across regional Victoria working with a competitive labour market we are experiencing skills shortages and challenges in sourcing certain technical roles including Engineers, Building Inspectors, and Strategic Planners.

On that basis we will work to attract, recruit and assist staff in developing the capabilities and skills needed to be a diverse, high performing workforce that facilitates career pathways across an outcomes focused organisation.

The core skills we are focused on developing are leadership skills and soft skills including communication, collaboration, creative thinking, adaptability, self-management, problem solving, conflict resolution and critical thinking skills. We will ensure there is a consistent approach and quality training available for staff at all levels. We will also promote a strong employee value proposition, alongside modern and innovative approaches to workforce management to ensure that we not only attract staff, but retain staff.

Traineeships, Work Experience & Internships

To assist us in building skills and capabilities for the future, we are committed to ensuring that we continue to source and build upon our local talent by offering multiple traineeships, work experience placements and internships across Council. We will continue to work with organisations such as local schools, GLaWAC, Tafe Gippsland and Federation University to provide opportunities for young people in our community to gain work experience with Council. We are committed to working with the local community to attend career events at local schools and training organisations to promote the exciting range of career opportunities and pathways available within Local Government right here in Gippsland.

Projected resourcing requirements 2022-2027

The FTE Forecast for the next ten years is located in the Council document Financial Plan 2021-22 to 2030-31 and represents all approved positions in our organisational structure as 30 June 2021.

The following SWOT Analysis was undertaken as part of the development of the Workforce Plan:

Strengths

- Council's respected brand
- Strong employee engagement to the organisation
- Job security
- Flexible work arrangements
- Excellent remuneration

Weaknesses

- Salaries not meeting the market for some key and highly sought after roles
- Ageing workforce
- Succession planning
- Lack of available infrastructure for new employees that may want to move to and work in our shire

Opportunities

- Increase Employee Value Proposition
- Create a career pathway for key and highly sought after roles that are difficult to recruit
- Integrate IT systems
- Encourage people with key skills to relocate to rural settings
- Redesign the Enterprise Agreements
- Implement and manage professional development opportunities
- Implement undergraduate and trainee schemes

Threats

- Retaining key staff in a competitive labour market
- Retirement of key staff
- Higher salaries being offered by other organisations with ability to primarily work from home

Our Strategic Priorities and Actions

- Drive a culture of high performance and engagement
- Enable our leaders to deliver
- Build a capable, fit for purpose workforce

Our Key workforce challenges and how we will action

Workforce Challenges	Response - Action
Recruiting suitably qualified staff in key areas across the organisation such as ICT, Planning, Engineers and Governance	Develop an Employee Value Proposition for Wellington Shire Council to attract talent with the desired skills and capabilities.
	Develop and implement a recruitment strategy to attract and retain experienced staff while building our own talent from within by supporting opportunities for graduate positions.
	Identify critical roles across the organisation and develop succession plans and pathways programs.
	Understand and manage our work volumes across the organisation, to ensure we can forward plan for the right number of staff in key areas.
	Explore opportunities such as shared services to utilise resources efficiently and effectively in conjunction with other Councils experiencing the same recruitment challenges.
Provide targeted and consistent training to develop our workforce	Identify skills and training gaps across the organisation and develop a Talent Management Framework and a consistent training program, incorporating leadership and career development, and performance management.
	Identify critical roles and develop succession plans .
	Develop process maps and a knowledge base repository, for each role to assist with the training of existing and new staff and ensure that corporate knowledge is available to all.
Provide traineeships and graduate roles for students in local areas	Develop and implement traineeships and graduate roles for targeted roles across the organisation
Continue to promote and drive Gender equality, diversity and inclusiveness	Deliver and implement a Gender Equality Action Plan as required by the local Government Act 2020
	Develop and implement initiatives that will support/promote workforce diversity which reflects our community , including delivering programs/support services to promote 'belonging', learning and development programs that contribute to our desired culture and promoting fair and equitable processes
Emergency Management and Pandemic Response	Develop robust policies, procedures, emergency management and business continuity plans to ensure that we have the resources available as required in response to emergencies.
Maintaining Employee Engagement	Through training fair and flexible workplace arrangements we believe that we can continue to maintain a high employee engagement result and a culture of high performance and engagement.

Timelines

Workforce Challenge	Action Priority	Timeline milestones					
		2022	2023	2024	2025	2026	2027
1. Recruiting suitably qualified staff in key areas across the organisation such as ICT, Planning, Engineers and Governance	1.1 Develop an EVP for WSC to attract talent with the desired skills and capabilities					Research, Develop and implement	
	1.2 Develop and implement a recruitment strategy to attract and retain experienced staff while buiding our own talent from within by supporting opportunities for graduate positions		Work with Engineering team to develop a recruitment and retention strategy			Develop and implement following EVP	
	1.3 Identify critical roles across the organisation and develop succession plans and pathways programs			Capability Framework launch			
	1.4 Understand and manage our work volumes across the organisation, to ensure we can forward plan for the right number of staff in key areas	Ongoing & is dependant on implementation of efficiencies and the stop/start of services					
	1.5 Explore opportunities such as shared services to utilise resources efficiently and efficiently in conjunction with other Councils experiencing the same recruitment challenges	Ongoing					

Workforce Challenge	Action Priority	Timeline milestones					
		2022	2023	2024	2025	2026	2027
2. Provide targeted and consistent training to develop our workforce	2.1 Identify skills and training gaps across the organisation and develop a Talent Management Framework and a consistent training program, incorporating leadership and career development, and performance management			Capability Framework launch	Develop tier 4 leadership program and performance	Develop and implement - assisted by Capability Framework, safety TNAs and competency mapping	
	2.2 Identify critical roles and develop succession plans	Ongoing					
	2.3 Develop process maps and a knowledge base repository, for each role to assist with the training of existing and new staff and ensure that corporate knowledge is available to all				Role mapping project to commence in 2025		
3. Provide traineeships and graduate roles for students in local areas	3.1 Develop and implement traineeships and graduate roles for targeted roles across the organisation		Trainees and graduates employed in select areas of the business	Review	Expand to incorporate further business areas according to skills needs	Implement	

Workforce Challenge	Action Priority	Timeline milestones					
		2022	2023	2024	2025	2026	2027
4. Continue to promote and drive Gender Equality, diversity and inclusiveness	4.1 Develop and implement a Gender Equality Action Plan as required by the Local Government Act 2020	Develop and Implement	Make progress in accordance with the GEAP	GE Progress Reporting	Create new GE Action Plan for 2025-2028	Continue Actions	
	4.2 Develop and implement initiatives that will support/ promote workforce diversity which reflects our community, including delivering programs/support services to promote 'belonging', learning and development programs that contribute to our desired culture and promoting fair and equitable processes	L&D Respectful Workplaces training for all staff	Equal Employment Opportunity committee relaunch and initiatives	Research funding opportunities for a resource responsible for Social Inclusion in Gender Equality.	Continue actions		
5. Emergency Management and Pandemic Response	5.1 Develop robust policies, procedures, emergency management and business continuity plans to ensure that we have the resources available as required in repsonse to emergencies	Documents in place, and reviewed post incident	Review emergency plans to ensure ongoing efficacy	Continue relationships with MEMPC members, and continue to review BCP plans and processes regularly and post-incident			
6. Maintaining Employee Engagement	6.1 Through training, fair and flexible workplace arrangements, we believe that we can continue to maintain a high employee engagement result and a culture of high performance and engagement	Engagement Survey and EA11 negotiations	EA11 approva	Engagement Survey, re-view flexible working policy	EA12 negotiations	Engagement Survey	

What our future looks like

- Our workforce structure is aligned to support the strategic direction outlined in Wellington Shire Council's plan with resources and budget allocated appropriately.
- Our workforce is highly skilled, experienced and has the capability to deliver Wellington Shire Council's key objectives.
- Our workforce embraces cultural diversity and understands the importance in the delivery of services to our community.
- Our leaders will continue to role model Council's values, setting high standards of behaviour and conduct for all employees.
- Our leaders will motivate, mentor, lead and inspire to continuously build a capable workforce.
- Our leaders are highly visible and accessible, providing staff with information to enable them to do their jobs and take opportunities to celebrate success and achievement.
- We aim to undertake extensive consultation and research to assist with the development and embedding a competitive remuneration framework.
- We aim to ensure our staff are motivated, passionate and have the skills and capabilities to deliver our strategic obligations.
- We aim to deliver a progressive and competitive learning and development opportunities to ensure our staff continue to deliver excellence across the organisation and community.
- Our people will embrace moving with technology changes and equipment, technical skills, and ICT to maximise collaboration and efficiency on service delivery
- Our people demonstrate personal leadership and effectiveness at all levels across Council and in all aspects of their work.

What we will measure and communicate

- We will review the plan and provide progress reports annually to Council.
- We will share the plan with both internal and external stakeholders via our website and intranet.

We will measure:

1. Collection and reporting of data on gender equality in the workplace by completing workplace gender audits to form part of our Gender Equality Plan
2. Overall staff engagement score (biannual staff culture survey)
3. Staff accessing Employee Assistance Program (EAP).
4. Analyse and report on workforce statistics, including diversity, gender, age, recruitment, promotions, turnover, through CPI reporting.

We will recommend to Council any adjustments required to address any new workforce challenges or emerging issues. In this, we will consider:

1. Council Plan, Financial Plan, Gender Equality Action Plan
2. Outcomes of service reviews
3. Changes to organisational structure
4. Qualitative information and performance indicators such as organisational culture and values

WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

THE MIDDLE OF EVERYWHERE

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