
Greater Dandenong City Council

Workforce Plan 2021-25

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Introduction

This Workforce Plan encompasses the period 2021 to 2025 and will support the Greater Dandenong City Council to ensure it has the workforce talent required to deliver strategic and operational goals.

The purpose of the Workforce Plan is to develop a set of actions to enable Council to improve its practises in Workforce Planning by building capability across the organisation to better manage Council's greatest asset and largest spend – it's people.

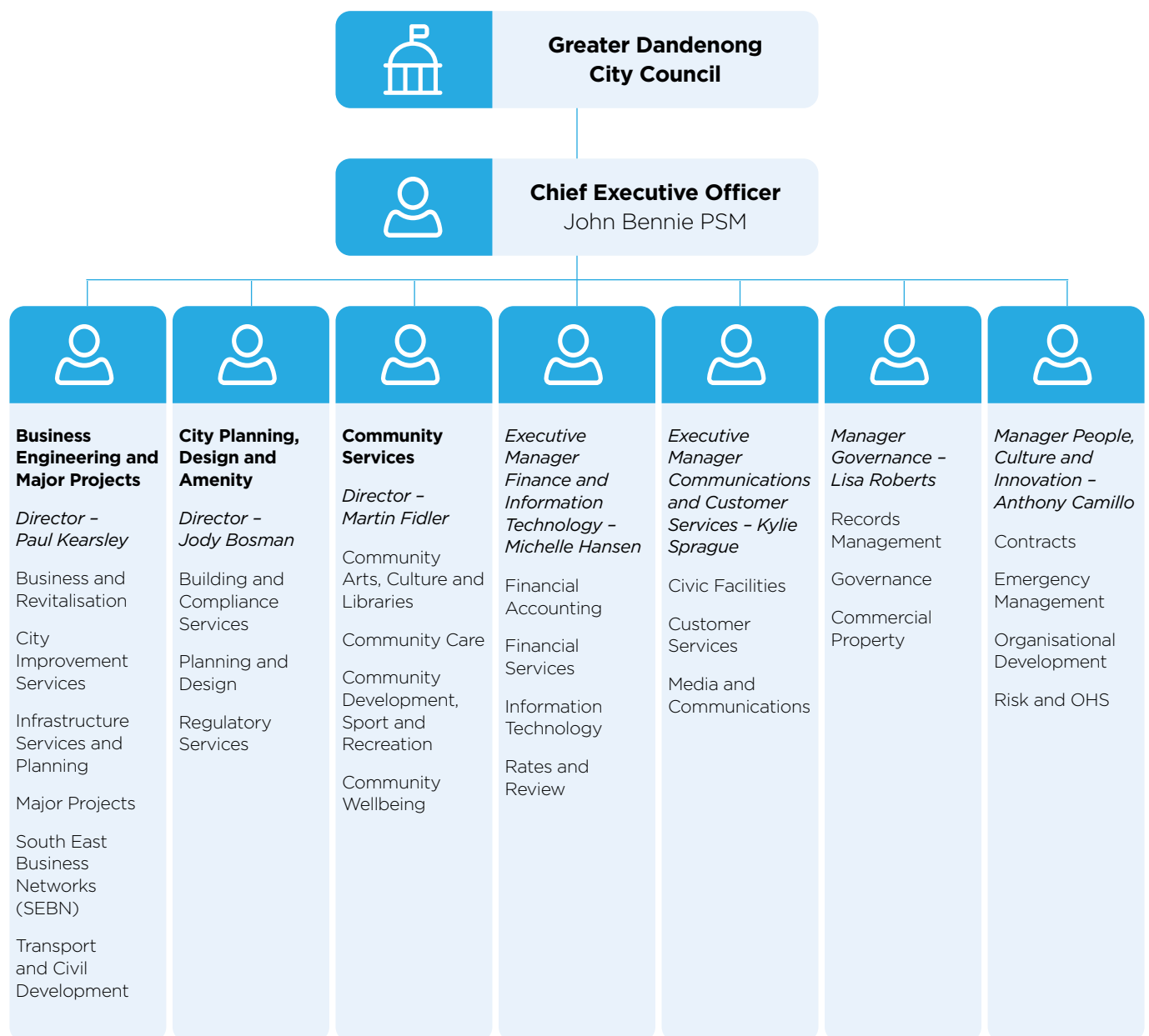
This plan has a four-year outlook, will be reviewed annually, and applies to all Council employees.

This Plan is consistent with the requirements of the *Local Government Act 2020*, and as such:

- 1** Describes the organisational structure of the Council.
- 2** Specifies the projected staffing requirements for a period of at least four-years.
- 3** Sets out measures to seek to ensure gender equality, diversity, and inclusiveness.



1. Our organisational structure



In 2021 the structure of Greater Dandenong City Council was changed following the departure of the Director Corporate Services. The new interim structure, as shown above, retains the original reporting lines for the directorates of Community Services; City Planning, Design and Amenity; and Business, Engineering and Major Projects. The Corporate Services directorate has been split in two separate departments with Executive Managers and Managers reporting directly to the Chief Executive Officer.

2. External and internal influences that impact on our organisation and our workforce

External influences

- 1 Legislative & Policy Changes
- 2 Technology
- 3 COVID 19 Pandemic
- 4 Rising & Emerging Service Demands
- 5 Increasing Community Needs and Expectations
- 6 Uncertainty
- 7 Funding
- 8 Changes in Patterns of Service Delivery
- 9 Skills shortages and hard to fill roles
- 10 Climate Change

Internal influences

- 1 Council Plan & Supporting Strategies
- 2 Staff Health & Wellbeing
- 3 Aging Workforce
- 4 Changing Staff Roles
- 5 Demand for flexible work practices
- 6 Financial sustainability
- 7 Gender Equality, Diversity & Inclusion

3. Workforce planning priorities

To respond to our workforce planning needs, we will focus on the key strategies relating to:



Retention of staff



Succession planning



Recruitment & resourcing



Gender equality, diversity & inclusion



Learning & development



Retention of staff

Objective: To implement a range of organisation practices which provide for career pathways and identification of training needs.

- > explore organisational models that support opportunities for multi skilling, job rotation and job shadowing to build capacity and encourage the retention of good employees. This will also support succession planning for an aging work force, by establishing internal professional development pathways to train and upskill Council's existing workforce.
- > Complete industry benchmarking of salary package (including non-salary benefits such as vehicles and parking) to ensure Council remains competitive an employer of choice, particularly for critical roles.
- > Implementation of staff wellbeing initiatives in response to the COVID pandemic (supporting agility, flexibility, confidence, and connection in ongoing environment of uncertainty).
- > Review of Councils existing PDP framework, with a focus on the inclusion of learning and development plans for staff.



Recruitment & resourcing

Objective: To respond to critical skills shortages in the organisation which have been identified as an immediate need.

As part of the forward budget process, review resourcing solutions for critical skills identified as an immediate workforce resourcing priority within the coming year.



Learning & development

Objective: To implement a range of learning and development priorities which improve skill levels to fill identified future gaps.

Build organisational capability by developing and delivering learning and development initiatives that address the following capability gaps:

- > Leadership development (with a focus on creating behavioural change, increasing emotional intelligence, conflict resolution and building strong interpersonal skills).
- > Professional literacy, report writing and analytical thinking.

3. Workforce planning priorities (continued)

- > Innovation, agility, and creativity including:
 - building a solid baseline of digital literacy for existing & emerging technology.
 - building agility around the changing requirements of Council's service delivery model - with a focus on service/job redesign to respond to changing and evolving community needs as a result of COVID.
- > All areas of Legislative compliance/reform including:
 - Information Management (Privacy & Confidentiality, Records Management, Freedom of Information, Data Protection Standards, Cyber Security).
 - Gender Equality Inclusion and Diversity.
 - Climate Change and Sustainability.

Succession planning

Objective: To implement succession planning priorities as part of replacement planning, to identify and develop new, potential staff who can move into critical roles when they become vacant.

- > Exploration of advocacy role/sector partnership to develop a pipeline of talent to address job vacancies and skills shortages in Victorian Councils.
- > Continuation of existing Traineeship, Student Placement and Graduate Programs that build Council own talent.
- > Explore organisational models that support opportunities for multi skilling, job rotation and job shadowing to build capacity, encourage the retention and development of good employees. This will support succession planning for an aging work force, by establishing internal professional development pathways to train and upskill Council's existing workforce.
- > Improve documentation of existing work practices/organisational knowledge/intellectual knowledge prior to the departure of critical roles.



Gender equality, diversity & inclusion

Objective: To set out measures to seek to ensure gender equality, diversity, and inclusiveness.

- > The Gender Equality Action Plan includes results of a workplace gender audit and strategies for achieving workplace gender equality.
- > The Gender Equality Action plan contributes to this Workforce Plan as it sets out measures to seek to ensure gender equality, diversity, and inclusiveness, as prescribed by the Local Government Act 2020.

4. Critical workforce skills – immediate priority within one year

We identified the following workforce activities within Council which are critical to the operation of the organization from a core business or compliance perspective and are subject to skills shortages or are difficult to fill.

	Nursing Activities		OHS & Risk Activities
	Engineering Activities		Community Support Activities
	Project Management Activities		Payroll Activities
	Statutory Planning Activities		Civil Works Activities
	Governance Activities		Regulatory Services Activities

5. Workforce diversity profile

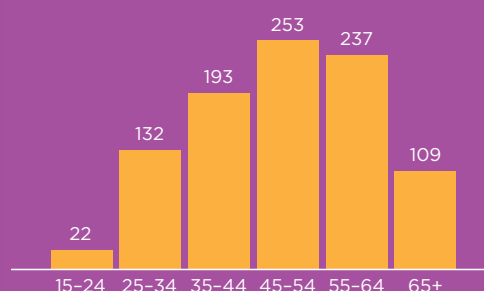
Gender

- > **945** council staff
- > **64 per cent** are women
- > **36 per cent** are men



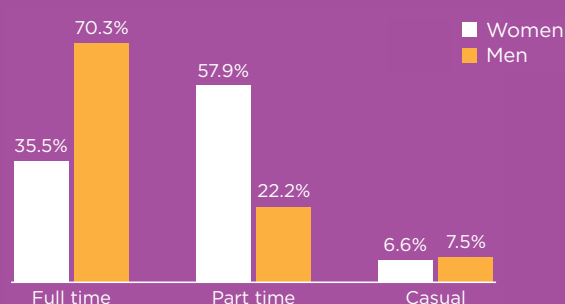
Age

- > **Average age** 49 years
- > **25 per cent** over 55 years



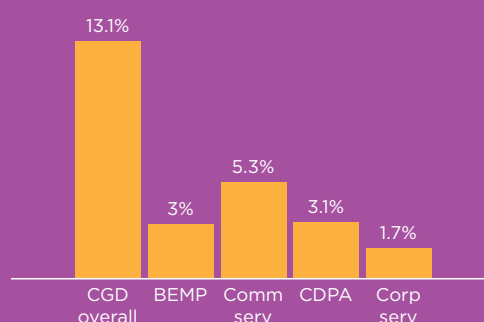
The proportion of staff, by gender and employment basis

58 per cent of female employees hold part-time positions – twice the corresponding proportion of male staff, of **22 per cent**. Conversely, **36 per cent** of women are employed in full-time positions, compared with **70 per cent** of men.



Turnover

Employee turnover at Greater Dandenong totalled **13.1 per cent**.



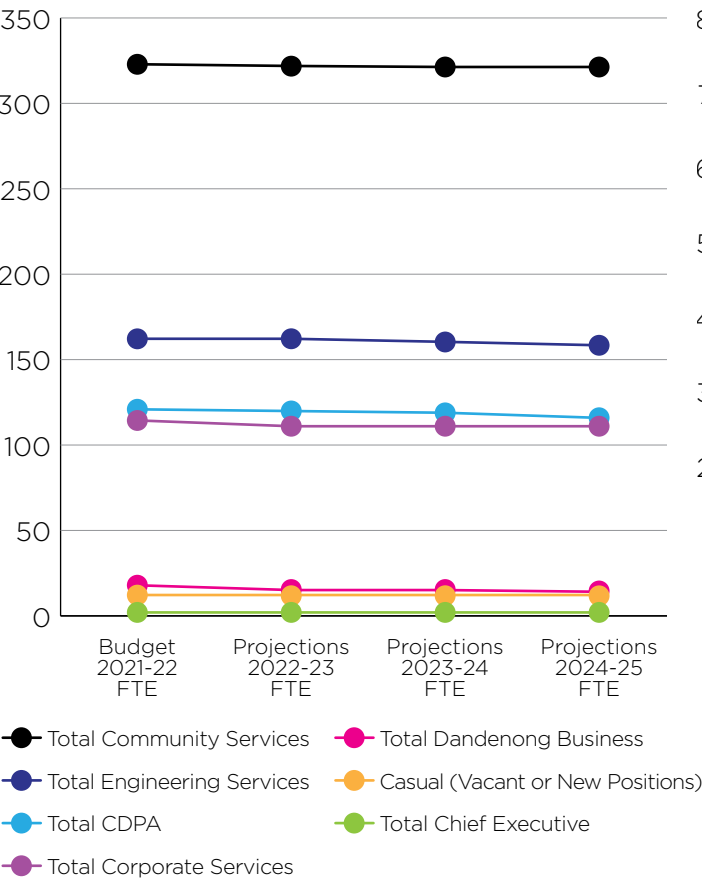
6. Our values



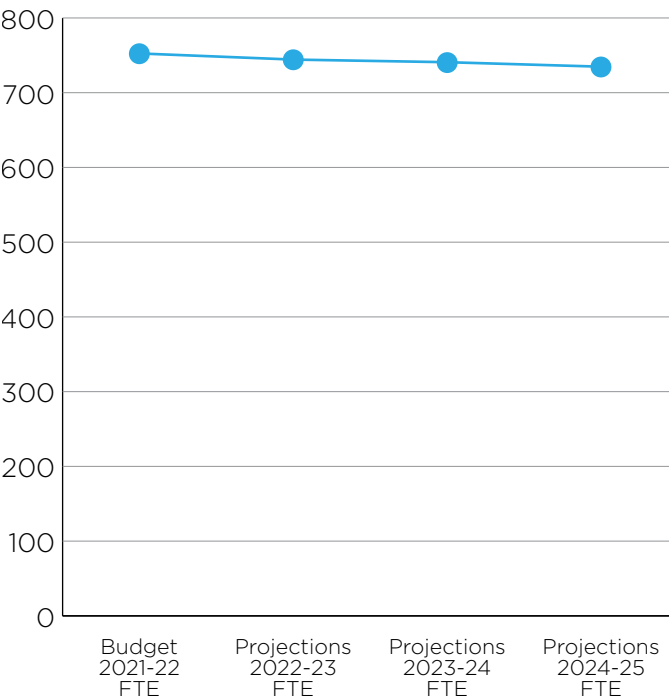
7. Projected staffing over the next four years

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. Greater Dandenong City Council's Budget includes a summary of projected staffing requirements (human resource requirements) categorised according to the organisational structure of Council for the years 2021-22 to 2024-25. The summary of planned Human Resources is shown below. This number is reflected as full time equivalent (FTE).

Projected staffing over the next four years
By organisational structure of Council



Projected staffing over the next four years
Total staff numbers



Council's summary of planned Human Resources as outlined in the Budget reflects a relatively stable workforce projection, with no major changes in staffing levels over a four-year period.

The minor reduction in staffing levels can be attributed to the limited tenure of some Council roles, particularly associated with an activity for a defined period or purpose.



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