

*Heart of the Stirlings*



SHIRE OF GNOWANGERUP

# Shire of Gnowangerup Workforce Plan 2022-2027



## DOCUMENT CONTROL

|   |           |                                     |
|---|-----------|-------------------------------------|
| <b>Shire of Gnowangerup</b><br><br>P: 08 9827 1007<br>E: gnpshire@gnowangerup.wa.gov.au | Document: | Shire of Gnowangerup Workforce Plan |
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# 1.0 Executive Summary

## Letter from the CEO

I am pleased to present the Shires newly adopted Workforce Plan. This plan sets out the workforce requirements to achieve our Strategic and Operational Objectives.

The plan highlights that we have a very capable team who continuously deliver quality services to our community.

In addition, this plan provides us with key actions that will support the delivery of improved practices that will support a sustainable, skilled and efficient workforce.

The demands and expectations imposed on the organisation by our community, the Council, other tiers of government and business are fluid and it is important that the organisational structure can cater for these.

Our workforce plan considers the community aspirations, priorities and objectives identified in the Strategic Community Plan. It is an essential component of the Corporate Business Plan and Long-Term Financial Plan so that we can identify workforce requirements for current and future operations.

Our workforce plan identifies and reports on the internal capacity to meet current and future needs in line with the goals and objectives of the Shire and the community it serves, both in capacity and capability.

This plan addresses gaps between current and future workforce capability, identifies areas of skill or capacity shortage, and outlines strategies to address them.

Planning human resource requirements is a significant challenge and not only considers the human resource factors but ties this into overall strategic plans, environmental issues and legislative and governance obligations.

We look forward to implementing this plan to ensure that our workforce capabilities continue to remain innovative and sustainable, whilst providing the best level of service possible.

Bob Jarvis

Chief Executive Officer  
Shire of Gnowangerup



## 2.0 Introduction

### Integrated Planning Framework

Workforce planning is a process of analysis to ensure the Shire has the right people – in the right place, at the right time – to achieve the objectives set out in the Shire’s Strategic Community Plan.

Workforce planning assists management to anticipate change, identify the important issues driving workforce activity and implement the strategies to support positive workforce development and strategic outcomes.

#### Key principles of workforce planning

- Building workforce strategies aligned to and supporting the Shire’s strategic direction and values;
- Ensuring the workforce planning process is joined to the Shire’s Integrated Planning Process;
- Actively involve managers, employees and other stakeholders in developing, communicating and implementing the workforce strategies;
- Utilising a risk management approach to workforce planning and identifying ‘Mission Critical’ areas of operations;
- Establishing effective implementation processes to ensure the successful execution of core strategies; and
- Continually monitoring and evaluating the progress towards implementing the workforce strategies and measuring its contribution towards meeting the Shire’s strategic goals.

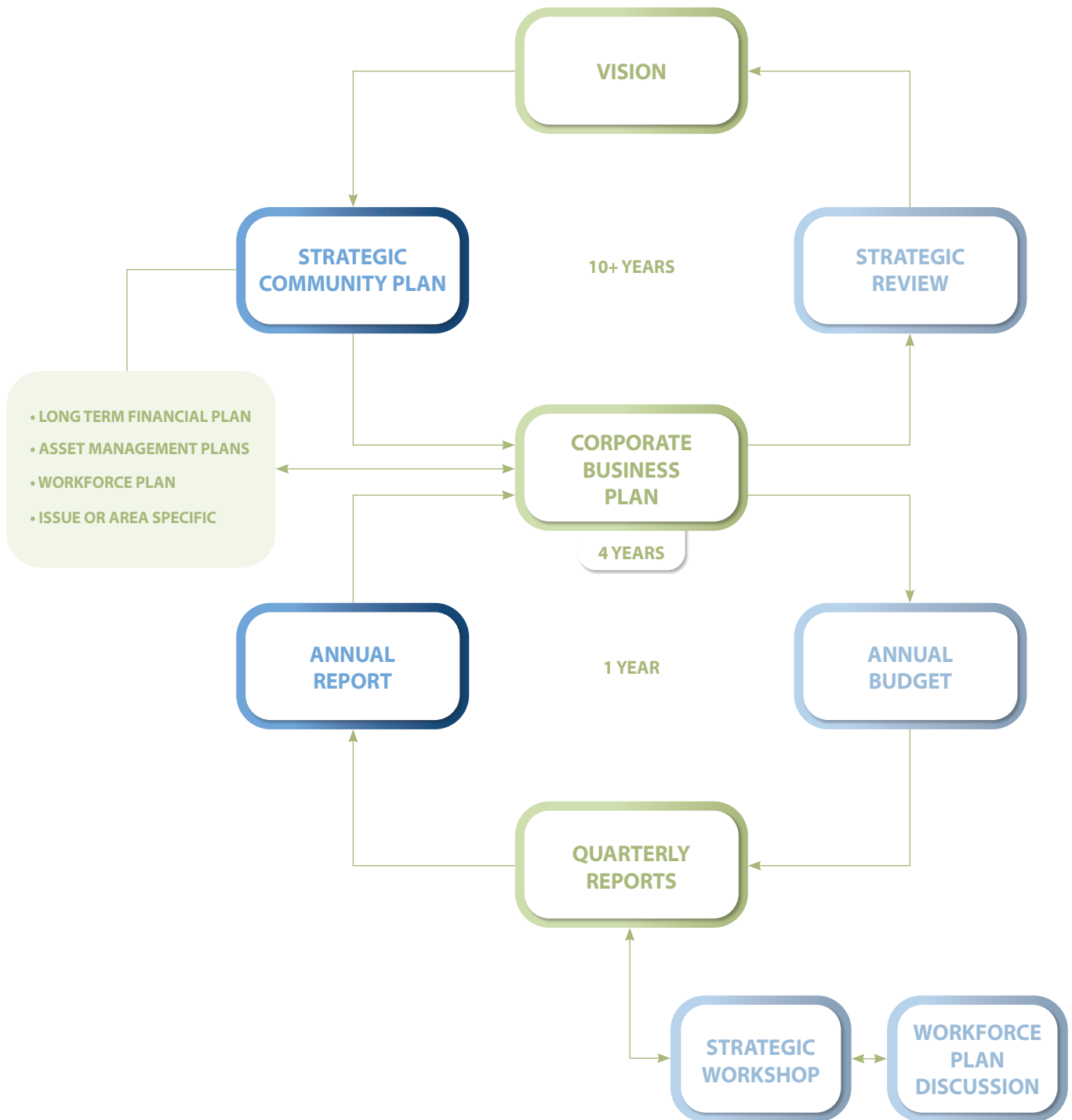
#### Integration with the Integrated Planning and Reporting Framework

Workforce planning responds to the requirements of the State Integrated Planning and Reporting Framework, a planning obligation for all local governments in Western Australia. The four elements of the framework are:

- Strategic Community Planning;
- Corporate Business Planning;
- Budgeting; and
- Reporting.

The Shire has developed a Strategic Community Plan and Corporate Business Plan that are both informed and supported by a Strategic Resource Plan (incorporating long-term financial and asset management planning) along with this Workforce Plan.

## Strategic Planning Framework and Workforce Planning





## 3.0 Our Gnowangerup

### Our Community

The Shire of Gnowangerup is in the Great Southern region of Western Australia, covering an area of 4,268 square kilometres; including the towns of Borden, Ongerup, and Gnowangerup. The Shire is approximately 354 kilometres south-east from Perth and 140 kilometres north from Albany. Gnowangerup is a prosperous grain and sheep producing area.

Our community population totals 1215 with our median age currently at 40.

#### Our Community Strengths:

- The high number of people engaged in their community and their capacity for leadership;
- Excellent mobile phone coverage;
- Technology readiness is high;
- Accessible distance to port;
- Income generated is higher than the Great Southern business average of \$33,373 – higher relative wealth generation capacity;
- Economic fundamentals per head of population are very good (except for new building construction), placing the Shire in the top decile;
- Workforce occupations are assessed as high skill showing residents are highly able; and
- Local manufacturing capacity.

#### Our Community Challenges are:

- Level of economic development support available, access to supporting institutions, technical skill base (education);
- Extremely poor internet quality;
- Lack of focus on lifelong learning, access to health and education may limit the ability of population to adapt to new technology, new roles and work functions; and may create an environment where adoption of new technologies, business models and ideas is lagged to the general population;
- Highly dependent (non-diversified) economy vulnerable to shocks to the major industry; and
- Population is small and dispersed.



## 3.0 Our Gnowangerup (cont.)

### Our External Environment

There are a range of external trends and challenges that influence and determine the key strategies developed in this Workforce Plan. These key trends include:

#### Socio Demographic Trends

- A multi-generational workforce, each with their own needs, aspirations and expectations;
- High percentage of persons aged 50-69 years within the Shire; and
- Greater work/life balance expectations.

#### COVID -19

- Constantly evolving health space, causing unpredictable long-term outcomes;
- Workforce interruptions expected should multiple staff become ill;
- Industries already impacted due to professional and labour shortages;
- Contributing to the rental crisis as landlords either sell, increase rent and/or become owner occupiers; and
- Limited health services are available to the community in the event a COVID-19 outbreak results in multiple (community) hospitalisations.

#### Competition

- Continued talent and skill shortage; and
- Demand for mining, energy and construction workforce competing for talent.

#### Economic

- Cost of living and inflationary pressures within WA;
- Limited housing stock; and
- Global and national economic uncertainty resulting in a reducing availability of external grants and contributions.

#### Political

- The implementation of initiatives in relation to the delivery of grant funding due to COVID-19 and Federal and State Economic stimulus may require additional workforce or contractors to implement within restricted timeframes; and
- Increasing expectation in relation to corporate governance standards and transparency of decision making, bringing with it a range of workforce considerations.

#### Technology

- The pace of change and emerging technology trends present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making;
- Technology provides a range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations; and
- Trends such as social media, cloud-based applications and robotic automation will be of particular importance and application in the future.

#### Industry

- There is an increasing lack of sustainability in financing renewal of assets, with ageing community infrastructure playing a major role. There is a heavy reliance on state or federal funding; and
- Significant cost shifting from other levels of government to the local level without the associated resources.



## Our Internal Operational Environment

The Shire provides several services to the community as listed below:

- Co-ordination of Shire activities and functions;
- Co-ordination of management functions;
- Liaison with Government and Ministerial offices;
- Corporate | strategic planning;
- Business | economic development;
- Statutory compliance;
- Executive support to Council;
- Special projects;
- Financial administration;
- Human resources | occupational health | safety;
- Information | communication;
- Community development;
- Library | information services;
- Procurement;
- Asset management;
- Sport | recreation;
- Caravan park;
- Support for volunteers;
- Information | tourism services;
- Event support
- Roads | streets;
- Shire buildings maintenance | heritage assets;
- Parks | gardens | reserves;
- Cleaning;
- Ranger services;
- Emergency services;
- Cemetery;
- Health administration | inspection services;
- Building | planning services;
- Private works.

## Our Internal Trends and Workforce Risks

The following trends and challenges facing the Shire are a condensed summary from the analysis of our External Environment and the Internal Environment, taking into consideration consultation conducted in preparation of this Workforce Plan.

Some of these issues may be beyond the Shire's control, however their impact can be predicted and minimised, whereas internal considerations can be controlled with effective planning and management.

### Ageing Workforce

The Shire's workforce median age is 48.5 years. In addition, 24% of the Shire's workforce have reached (or are 1-2 years from) meeting Australia's aged pension requirements. As a small local government with already identified workforce recruitment barriers including housing, this poses significant workforce risk.

The resulting workforce retirement will contribute to decreasing internal experience, technical knowledge and expertise.

These employees will move increasingly toward flexible work arrangements (part-time employment) and phased retirement. An older workforce may lead to more health and wellbeing issues and increased use of sick leave.

Gnowangerup's vulnerability in this area is specifically in the Works department where approximately 50% of the employees are over the age of 60 years

## Our Internal Trends and Workforce Risks cont.

### Housing

The availability of housing stock is limited with current staff having to commute from outside of the Shire to attend work. This poses a fatigue management risk as the distances travelled are greater than 50 kilometres one way.

In addition, with no access to Shire owned housing stock, the ability to attract individuals to the area to fill current and future vacancies is limited. This again poses significant risk the Shire of Gnowangerup.

### Recruitment and Retention

The Shire is located in largely what is now considered to be a “mining and resources” state. Therefore local government is continuing to face greater difficulties in sourcing and securing the long-term service of quality candidates with engineering and technical skills in particular.

Growth in the resource and energy sectors is creating competition for skills as workers change careers, attracted by higher wages and compressed work cycles (12-hour shifts etc.). In addition, the construction industry, in large thanks to State Government funding incentives, has seen the ongoing employment of over 123,000 Western Australians, slightly higher than that of the mining industry.

COVID 19 has also contributed to Western Australians choosing lifestyle and workplace flexibility as their top priorities when choosing a place of employment.

The impact of this is the possible increased difficulty in filling essential roles, therefore competitive recruitment and retention strategies will be increasingly required. As a result, recruitment costs and salary expectations will increase.

The following are professional areas of known and forecast skill shortages expected to impact on typical Local Government services:

- Engineering and civil construction;
- Planning and building;
- Environmental health; and
- Finance.

The impact on Council will include having less qualified staff filling essential roles, which will affect the risk profile (alternatively, higher costs relating to efforts to attract and retain skilled staff).

### Human Resources Management and Systems

To assist managing the above risks, Human Resource management policies, procedures and systems need to be reviewed and modernised.

More data will need to be stored and retained electronically.

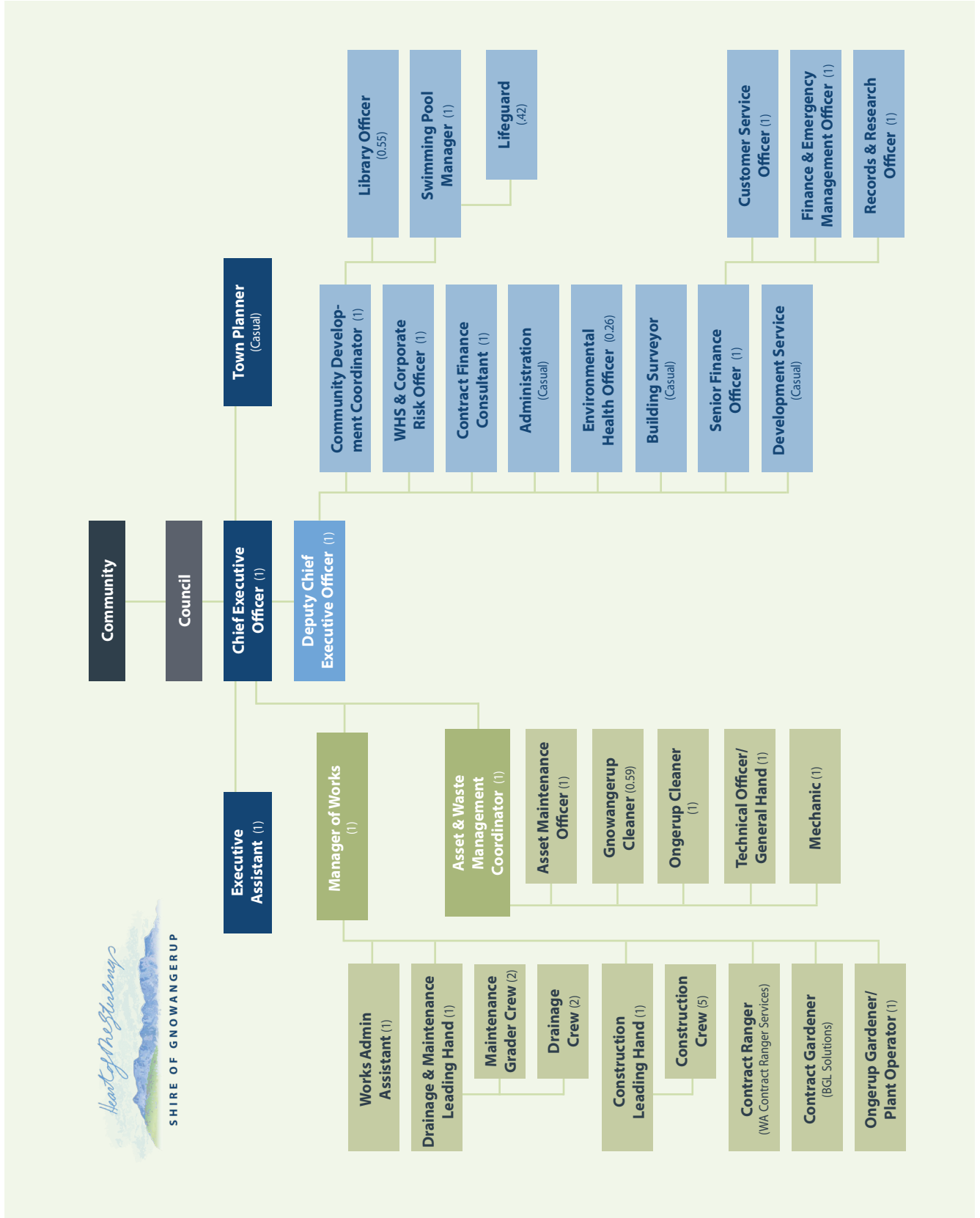
Areas that this will affect are:

- Recruitment tracking;
- Implementation of effective succession planning;
- Personnel files;
- Training records;
- Work Health and Safety Management;
- Position description maintenance;
- Performance review management; and
- Exit interview data.



# Our Organisation

## Organisational Chart



## Our Consultation Process

### Our Workforce Demographics



## Our Workforce Profile



**Number of Employees**  
**37**



**Full time Equivalent Employees** **28.9**

### Annual/ LSL Liability

Current \$394,658  
Non Current \$89,450



**Average Length of Service**  
**5.6 years**



**Award/EBA**  
LGIA, Shire of Gnowangerup EA



### Age Profile

|       |    |
|-------|----|
| < 20  | 0  |
| 20-29 | 5  |
| 30-39 | 5  |
| 40-49 | 8  |
| 50-59 | 10 |
| 60-69 | 7  |
| >70   | 2  |



### Employee Type

|           |    |
|-----------|----|
| Full Time | 25 |
| Part Time | 6  |
| Contract  | 0  |
| Casual    | 6  |
| Other     | 0  |





## Employment Satisfaction

92% of our team either 'Strongly Agree' or 'Agree' that their position description reflects their role.



91.6% of our team believe that workplace practices and conditions are fair and equitable.



92% of our team have strong working morale





## Western Australian Employment Environment December 2021

Services industries accounted for 73% of Western Australia's average employment over the 4 quarters to the December quarter 2021, including:

- Healthcare and social assistance (13.7%);
- Retail trade (9.1%); and
- Education and training (8.3%).

Goods-producing industries accounted for 27% of Western Australia's average employment over the 4 quarters to the December quarter 2021, including:

- Construction (8.7%);
- Mining (8.6%); and
- Manufacturing (6.1%).

Healthcare and social assistance (up 22,030 or 12.8%) had the largest rise in Western Australia's employment between the December quarters of 2020 and 2021, followed by manufacturing (up 11,998 or 16.1%).

Agriculture, forestry and fishing (down 5,771 or 15.9%) had the largest fall in Western Australia's employment between the December quarters of 2020 and 2021, followed by public administration and safety (down 4,197 or 4.4%) (Government of Western Australia, 2021).

The employment data provides further evidence to support the requirement for a comprehensive recruitment process to support the workforce needs of the Shire.

## Western Australia Local Government Environment

The proposed reforms have been developed based on findings identified as part of the Local Government Act review and recommendations of various reports, including the Local Government Review Panel Final Report. (Department LGSC, 2021)

Major changes to the Local Government Act and Regulations will provide for a stronger, more consistent framework for local government across Western Australia. The reform proposals have been designed to deliver significant benefits for residents and ratepayers, small business, industry, elected members and professionals working in the sector. (Department LGSC, 2021)

The proposed reforms are based on six themes:

- Earlier intervention, effective regulation and stronger penalties;
- Reducing 'red tape', increasing consistency and simplicity;
- Greater transparency and accountability;
- Stronger local democracy and community engagement;
- Clear roles and responsibilities; and
- Improved financial management and reporting. (Department LGSC, 2021)

Considering the consultation period nearing closure, it is recommended that the Shire ensures that Workforce considerations are taken into account, so that potential reforms are both prepared and accommodated for.







## 4.0 Our Strategies

### Strategic Community Plan

Through the development of the Strategic Community Plan, the following Community Priorities were identified:

- Access to health services;
- Access to services and facilities for Noongar People;
- Access to services and facilities for people with disabilities;
- Bush fire prevention and control;
- Conservation and environmental management;
- Development of the town centres;
- Economic development;
- Events, arts and cultural activities;
- Facilities, services and care available for seniors;
- Promotion of our community;
- Safety and security;
- Services and facilities for youth;
- Sport and recreation activities; and
- Tourism development.

In support of the Community Priorities, five Strategic Areas were developed. They are:

- Our Community;
- Our Economy
- Our Natural Environment;
- Our Infrastructure; and
- Our Organisation.

These five strategic areas will require a variety of workforce resources over time.

## Our Strategies

### Our Community

| Strategy   | Success Measures   | Workforce Implications   |
|--|--|--|
| 1.1. Identify and deliver opportunities for young people across the Shire  | Young people are engaged and feel empowered to contribute  | Community Development  |
| 1.2. Facilitate and advocate for the provision of quality health services, health facilities and programs                    | Retention of health facilities and visiting services<br>Ageing in place can occur and achievement of outcomes in the Aged Friendly Community Plan  | Community Development and Executive Staff<br>DCEO/ Community Development               |
| 1.3. Strengthen the sense of place and culture and belonging through inclusive community interaction and participation       | Shire works with local stakeholders to jointly plan and deliver diverse and inclusive events<br>Noongar culture and heritage is valued, preserved, and shared<br>Progress is made against the Shire's Marketing Plan | CEO/ Community Development<br>CEO/ Community Development<br>CEO/ Community Development |
| 1.4. Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience | Our volunteers feel appreciated and supported<br>Local leadership skills are developed   | CEO/ Community Development<br>CEO/ Community Development                               |
| 1.5. Support emergency services planning, risk mitigation, response and recovery   | We collaboratively plan for and respond to emergency situations (LEMC)   | Executive and SESM   |

### Our Economy

| Strategy  | Success Measures  | Workforce Implications  |
|---|---|---|
| 2.1. Support businesses and business growth across the Shire                      | Progress towards industrial land development<br>Technological infrastructure supports local business retention and growth<br>Progress and achievement of the Economic Development Plan initiatives  | EHO/ Planning/ Works<br>CEO/ DCEO/ Community Development<br>Community/ Economic Development |
| 2.2. Coordinated planning and promotion of our Shire to visitors and tourists     | Visitors receive timely and accurate information about our attractions and services<br>We jointly plan and collaborate with regional tourism groups and CRCs to promote our attractions and experiences<br>Signature tourism assets and events add value to our local economy | Administration<br>CEO/ Community Development<br>Community/ Economic Development             |
| 2.3. Local businesses and the Shire have access to diverse skills and experiences | Housing and rental stock assists in attraction and retention of the local workforce<br>Progress towards residential land expansion and lifestyle promotion<br>Local education, care and learning facilities are advocated for and retained                                    | CEO/ DCEO<br>CEO/ Planning<br>CEO/ Community Development                                    |



## Our Infrastructure

| Strategy   | Success Measures   | Workforce Implications                                 |
|--|--|--|
| 3.1. Parks, gardens, streetscapes, recreational and social spaces are safe and encourage active and healthy lifestyles | Town streets are enhanced, attractive and easy to access<br>The community feels safe<br>Sport and Recreation improvements are planned in a coordinated manner  | Works<br><br>Community Development<br>CEO/ DCEO/ Works |
| 3.2. We prepare and maintain our assets for current and future community use   | Maintenance and expansion of our Road and Footpath network in line with community expectation and resource availability<br>Less impact on our roads due to extreme weather events and increased vehicle tonnage (road engineering, stormwater management)<br>Progress and achievement towards our Integrated Resourcing Plan | Works<br><br>Works<br><br>CEO/ DCEO                    |

## Our Natural Environment

| Strategy  | Success Measures   | Workforce Implications                |
|---|--|---------------------------------------|
| 4.1. A high standard of environmental health and waste services | Compliance with environmental health and waste legislation   | Works/ EHO                            |
| 4.2. Conservation of our natural environment                    | Community partnerships that help protect and preserve our natural assets<br>Efficient resource consumption including water, energy and non-renewable resources | EHO/ Community Development<br><br>EHO |

## Our Organisation

| Strategy  | Success Measures   | Workforce Implications                      |
|---|--|---|
| 5.1. Investment in the skills and capabilities of our staff and leaders           | Service levels are achieved<br>Succession planning for key roles   | CEO/ DCEO/ Works<br>CEO/ DCEO/ Works        |
| 5.2. Shire communication is consistent, engaging and inclusive                    | The community can participate in the decision-making processes<br>Residents and community groups believe they are being listened to and fairly treated<br>Shire brand reflects all three communities | Workforce<br><br>Workforce<br><br>Workforce |
| 5.3. Forward planning and implementation of plans to achieve strategic priorities | Collaborative planning amongst key stakeholders and regional groups<br>Performance against commitments made – Shire Priorities   | CEO<br><br>CEO/ DCEO                        |

## Our Commitment

- We will treasure and promote the beauty and history of our Shire and our region;
- We will value and support the volunteers in our community;
- We will value and support local business;
- We will spend local as often as we can;
- We will consult our community on any issue that affects them;
- We will make things as simple as possible;
- We will treat people with respect; and
- We will seek and embrace new ideas and smarter ways of doing things.

## Corporate Business Requirements

In addition to increasing efficiency and effectiveness in service delivery, key drivers for the 2021-2025 Corporate Plan are the review and development in the following areas:

- Asset Management;
- Waste and Conservation Management;
- Community/ Economic Development, Culture and Youth Services;
- Human Resources Management; and
- Governance Management.

### Asset Management Requirements

In reference to the Corporate Business plan item 3.2.2 Develop and implement a comprehensive Asset Management framework to ensure a strategic approach to infrastructure planning, maintenance, and enhancement. The identification of workforce requirements in delivering this framework will need to be reported, adopted and implemented.

## 5.0 Workforce Implementation

### Employee Attraction and Recruitment

| Issue  | Strategy / Action  | Timing                    | Performance Measures   | Responsibility | Notes   |
|--|--|---------------------------|--|----------------|---|
| Recruitment and selection systems                          | Design and implement an accurate Recruitment and Selection system that will attract new employees with the right skills and knowledge to help deliver the Strategic Community Plan<br>Includes review of policies and procedures | Draft implementation 2022 | Average length of employee service<br>Length of time to recruit (set initial target time)<br>Staff turnover figures comparable to neighbouring shires and/or best practice<br>Goals and outcomes from Strategic Community Plans are met. | CEO/ DCEO      | Potential to standardise with neighbouring Shires   |
| Improve recruitment outcomes including on boarding process | Train managers/ supervisors in efficient recruitment and selection techniques  | 2022                      | Improve recruitment outcomes and on-boarding process (85% success rate)<br>Monitor through length of service, staff position accuracy (satisfaction), probation completion periods, staff turnover and exit interviews                   | CEO/ DCEO      | A formal recruitment and on-boarding process was identified by staff through consultation |
| Prospective employee attraction                            | Develop strategy to create a positive image as an attractive regional preferred employer   | 2022/23                   | Prospective employee attraction campaign rollout (TBD)<br>Measurement based on applicant numbers and quality.  | CEO/ DCEO      | Input needed from Elected Members   |
| New employee inductions                                    | Design, test and implement new compliant employee inductions. Make the induction an integral part of the recruitment process   | 2022                      | Survey new employees for feedback after 6 and 12 months. Monitor through length of service, probation completion periods, staff turnover and exit interviews   | DCEO           | Capture WHS Act 2020  |



## Employee Morale/ Retention

| Issue                                 | Strategy / Action   | Timing  | Performance Measures   | Responsibility | Notes  |
|---------------------------------------|---|---|--|----------------|--|
| Work/life balance                     | Review and design flexible working arrangements where appropriate for office staff, including hours, conditions etc.  | 2022  | Measure through annual employee satisfaction survey, exit interviews, turnover rates in office staff   | CEO/ DCEO      |  |
| Regular employee satisfaction surveys | Monitor employees' views on several work-related topics, issues, and concerns through an annual survey (electronic or personal interview)   | 2022  | Answers evaluated and data compared to previous surveys to identify trends. Annual report generated with action/ responsibilities identified as required. Annual reporting | CEO            |  |
| Remuneration and reward               | Ensure Shire of Gnowangerup offers an attractive and competitive salary which retains and attracts skilled employees<br>Prioritise remuneration review for skill shortage positions | Annual pay and performance reviews are timely and effective | Calculation of length of time taken to complete annual review. Data from employee satisfaction survey Exit interview statistics  | CEO/ DCEO      |  |
| Available housing                     | Design, fund and deliver appropriate staff housing  | 2025  | New staff accommodation provided to applicable Shire staff   | CEO/ DCEO/ MCD | Access to housing was identified by multiple staff members during in person interviews |



## Employee Development

| Issue                                 | Strategy / Action   | Timing  | Performance Measures   | Responsibility         | Notes                                      |
|---------------------------------------|---|---|--|------------------------|--|
| Training and development              | Provide and promote learning and development opportunities for employees to enable them to help deliver the Strategic Community Plan                                  | Ongoing with annual end of calendar year review     | Annual training/skills audit to review progress<br>Use of efficient electronic training database.                                  | CEO/DCEO               |  |
| Internal promotions                   | Design and implement a formal process that encourages staff to seek opportunities for internal promotion where available  | Ongoing with annual review of position requirements | Internal promotions occurring as applicable, Staff Satisfaction Surveys, staff actively involved in improving delivery of programs | CEO/ DCEO/<br>MWS/ MSS | Internal promotion has occurred previously |
| Identifying and addressing skills gap | Complete full Training Needs Assessment (TNA) to verify training gaps possibly previously identified by employees<br>Develop training strategy to address Shire needs | 2023  | Delivery of TNA Report outlining future training plan and strategy<br>Measure against training figures EOFY 2022/23                | DCEO                   |  |





## Human Resource Management

| Issue                                      | Strategy / Action   | Timing  | Performance Measures  | Responsibility | Notes |
|--|---|---|---|----------------|-------|
| Implementation of the Workforce Plan       | Implement all strategies and actions as outlined in the Plan  | 2022-2027   | Success in each individual strategy as outlined Annual reporting.   | CEO            |       |
| HR Policies and Procedures                 | Audit, review and develop policies consistent with current legislation and Shire's goals                                  | 2022  |   | CEO/ DCEO      |       |
| HR system and process gaps to be addressed | Review all manual and electronic HR data collection processes currently used. Standardise and implement compatible system | 2022/23   | All relevant HR data is stored, located and readily retrieved as needed<br>All employees have access to their employment details<br>All agreed employment remuneration including allowances are recorded accurately and delivered<br>Audit and report initially and after 12 months | CEO/ DCEO      |       |
| Position description audit and review      | Ensure each employee has an accurate and up to date position description  | 2022/23 and as positions are vacated prior to recruitment | 100% compliance for completion and accuracy   | CEO/ DCEO      |       |
| Position Descriptions maintenance          | Ensure all PDs are kept up-to-date, and each employee has access to a copy  | 2022  | PD updated within 10 working days after changes approved by Department Manager and CEO<br>Newly recruited employees have an up-to-date PD upon commencement   | DCEO           |       |
| Exit interviews                            | Design, test and implement an exit interview process and questionnaire  | 2022  | Make integral part of the employment termination process. Annual statistics audit and feedback to council   | CEO            |       |
| WHS Management                             | Audit and review WHS policy/ plans and make appropriate adjustments   | 2022/2023   | 100% compliance with current WHS legislative requirements   | CEO/ DCEO      |       |



## Ageing Workforce

| Issue                                      | Strategy / Action  | Timing                                      | Performance Measures   | Responsibility | Notes |
|--|--|---|--|----------------|-------|
| Imminent retirements                       | Devise and implement strategies to support a well-managed transition to retirement                   | Current to ongoing for lifetime of plan     | Employees are treated with dignity and respect (measure from analysis of exit interview comments)<br>Legislation is not breached i.e. nil complaints | Executive      |       |
| Attract employees to join the organisation | Refer to recruitment and attraction strategy   | 2022/23                                     | Refer to recruitment and attraction strategy   | CEO            |       |
| Traineeships                               | Appoint trainee in area(s) of Shire (Admin/Works)<br>Include mentoring strategies                    | TBD   | Completed trainee gaining the skills capable of filling vacancies as they arise  | CEO            |       |
| Succession planning                        | Identify vulnerable positions and develop succession strategy plan                                   | Strategy/ Plan 2022/23<br>Implement 2023/24 | Develop strategy and plan<br>Implementation of the plan<br>As employees retire, successors appointed to vacant positions                             | CEO            |       |
| Flexible working arrangements              | Create Flexible working arrangements to assist in the smooth transition of employees into retirement | 2023/2024                                   | Produce report and options. Implement after approvals. Organisation retains knowledge base for as long as required                                   | CEO/ DCEO/ MWS |       |
| Job redesign                               | Investigate job redesign feasibility/ possibilities for applicable positions                         | 2022/2023                                   | Produce report and options. Implement after approvals  | DCEO/ MWS      |       |
| Knowledge loss                             | Document all relevant procedures and work instructions that are currently not recorded               | 2022/23                                     | Work procedure manuals produced that can be successfully interpreted by new employees/ trainees  | DCEO/ MWS      |       |

## 6.0 Reporting

In developing this Workforce Plan, the Shire was very mindful of the need to:

- Continually review and refine this plan going forward so this is not a static document;
- Keep this plan as practical as possible as the Shire only has limited financial and human resources; and
- Keep monitoring and reporting on the key outcomes that will make a difference.

The key monitoring and reporting strategies that will support this plan include the following;

1. Regular discussions to review and up-date the operational plan to align it with workforce capacity annually at the strategic workshop conducted with senior staff prior to providing an up-date to the Council meeting;
2. Monitor and discuss key workforce risks and plan mitigating strategies;
3. Develop a training needs assessment and up-date every year as part of the performance review to monitor key workforce data and the skills and experience of new and existing staff; and
4. Develop and Implement applicable Human Resource functions in line with the plan.





## 7.0 References

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