



Shire of Lake Grace

Workforce Plan

Review

2015



Shire of Lake Grace

The Shire of Lake Grace has been progressively working on internal systems and processes over the past two years against the strategies that were identified as issues in the workforce planning process in 2012.

The Workforce Planning Review has been undertaken through the receipt of a grant from the Department of Local Government and Communities in 2014. This grant has aided in accelerating the progress of the Workforce Planning Review by way of allowing the Shire of Lake Grace to work together with Consultants to ensure compliance of the Integrated Planning & Reporting process.

Over the last financial year through the support of consultants engaged as a result of grant funding there has been extensive consultation and engagement with management and staff to achieve the following outcomes;

- HR Policies and Procedures review and identification of gaps and omissions
- 2013 staff survey review and update survey carried out 2015
- Roles and Tasks Matrix of all staff compiled and outcomes used to update all position descriptions
- Succession planning review carried out and key issues identified.
- Update of performance appraisal processes to accommodate workforce planning and training needs
- Development of formal training register and procedures to populate it.
- Development of Employee Manual commenced.
- Governance Manual draft compiled
- Council briefing re Integrated planning and the role of the Workforce Plan
- Update of Workforce Plan
- Integration of updated workforce plan into other plans of the integrated planning suite in progress.

Ongoing strategies for the remainder of the term of this workforce plan are to complete the development and implementation of the employee manuals, governance manual, identified gaps and omissions in HR policy and procedure, and integration of the workforce plan into other plans of the Integrated Planning and Reporting Framework.

| Version | Revision Date | Who |
|----------------|-------------------|---|
| WFP1 | 23 June 2010 | Sean Fletcher, Chief Executive Officer |
| WFP 2 Draft V1 | 21 March 2014 | Updated by UHY Haines Norton (WA) Pty Ltd |
| WFP 2 Draft V2 | 25 March 2014 | Reviewed by Council Staff amended and re-issued |
| WFP 2 Review | March - June 2015 | Reviewed by Shire of Lake Grace Staff in Consultation with Marg Hemsley of LG People with grant funds from Department of Local Government & Communities |



contents

| | | |
|------------|---|----|
| 1.0 | Introduction | 3 |
| 1.1 | Scope | 3 |
| 1.2 | Strategic Community Plan..... | 3 |
| 1.3 | Methodology..... | 3 |
| 2.0 | Analysis of Internal and External Environment and Workforce | 4 |
| 2.1 | Shire of Lake Grace - Background..... | 4 |
| 2.2 | External Environment (National, State and Local) | 5 |
| 2.3 | Internal Environment (National, State and Local) | 6 |
| 2.4 | Management Structure and Resourcing | 7 |
| 2.5 | Analysis - Current Workforce | 8 |
| 2.6 | Current Strategies and Policies | 10 |
| 3.1 | Employee Turnover | 11 |
| 3.2 | Analysis of Workforce Costs (To be updated) | 13 |
| 4.0 | Future Workforce Needs | 15 |
| 4.1 | Strategic Community Plan Linkage (Linkage made with Shire of Lake Grace Community Strategic Plan 2023) | 15 |
| 4.2 | Gap Analysis | 20 |
| 4.3 | Future Trends..... | 21 |
| 4.4 | Workforce Risks | 21 |
| 4.5 | Other Strategic Workforce Issues..... | 23 |
| 4.7 | Unemployment Statistics for Shire of Lake Grace..... | 24 |
| 5 | Meeting Future Workforce Needs | 24 |
| 5.7 | Workforce Strategies..... | 24 |
| 5.8 | Workforce Strategies..... | 25 |
| 6 | Monitoring and Evaluation of Outcomes | 26 |
| 6.7 | Monitoring | 26 |
| 6.8 | Performance Indicators and Ratios | 26 |
| 6.9 | Review | 26 |
| | Appendix 1 – Risk Assessment Methodology | 31 |



1.0 INTRODUCTION

1.1 Scope

This Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and aspirations contained in the Shire of Lake Grace Community Strategic Plan. Regular review will be required to monitor its progress and adjust the Plan to reflect changes in priority or circumstances.

1.2 Strategic Community Plan

The Shire of Lake Grace Strategic Community Plan 2014 identified the following Community Vision statement:

'In 2023 the Shire of Lake Grace will be a prosperous, sustainable and healthy place to live where:

- *people feel connected, valued and supported;*
- *quality leadership is demonstrated;*
- *industries and infrastructure are vibrant and responsive; and*
- *the environment is well-understood, managed and flourishing.'*

The Plan, also identifies the following Shire Vision statement:

'Into the future, our vision for the Shire of Lake Grace is to be:

- *A regional centre incorporating other communities, and a major hub for a range of services including Agriculture, Education, Health and law Enforcement*
- ***An employer of choice operating with a skilled, effective workforce***
- *A financially sustainable organisation operating from a diverse funding base*
- *A leader in the operation of an efficient and effective roads and transport system*
- *An effective manager of community assets*
- *A leader in water, waste and natural resource management.'*

1.3 Methodology

Development of the Workforce Plan was undertaken using the following methodology:

- *Preparation of a current staff profile to identify factors such as employee age, length of service, work patterns, in order to build an understanding of the current workforce and its size and skill to meet future service delivery needs;*
- *Understanding future workforce demand by identifying future workforce issues required to meet future service needs;*
- *Identifying any gap between the current workforce supply and demand required in the future to deliver the objectives and outcomes present in the Strategic Community Plan.*
- *A risk assessment of the current workforce to identify areas requiring risk mitigation strategies; and*
- *Developing strategies and actions relating to workforce capacity.*



2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE

2.1 Shire of Lake Grace - Background

The Town of Lake Grace is located towards the western boundary of the Shire. The town is literally 'at the crossroads' in terms of travel southwards; towards the tourist route of the Chester Pass Road via Pingrup; northwards; towards Kulin and Hyden/Wave Rock; and eastwards; through Newdegate and Lake Grace towards Esperance. Branches of three major banks are located in the town. Importantly a branch of Rabobank has recently opened in Lake Grace. The siting in Lake Grace of a major international bank is strong affirmation of the town's status as a recognised centre in the region.

Agricultural service providers have recognised the town's strategic location with larger than usual facilities from a full range of providers. A car dealership is located in the town. The Town of Lake Grace is a primary receival point for the CBH Group which has invested \$11 million in recent upgrades, with a further \$14 million of planned investment. CBH has also invested heavily in Newdegate.

In keeping with this profile, the Town of Lake Grace has an extensive range of retail outlets and cultural activities to support a wide hinterland which extends well beyond the existing boundaries of the Shire. The Shire of Lake Grace has carefully considered its 'social fall' in a macro sense. A number of businesses in the Shire; mainly from the Town of Lake Grace; undertook a postcode survey of their customer bases. This offers insight into the residential addresses of people using the services and facilities on offer in the Shire of Lake Grace.

The outcome of the survey demonstrates the extent to which the Town of Lake Grace is a significant service centre across a wide expanse. For the data collected in the Town of Lake Grace, there were as many postcodes for Kulin, Hyden, Kukerin (Shire of Dumbleyung), and Nyabing and Pingrup (Shire of Kent) as there were from Lake Grace, Newdegate/Varley and Lake King. Each of these towns and localities recorded 6% of the total postcodes collected. Residents from Dumbleyung town also frequent the services in Lake Grace with 4% of postcodes over the collection period. The medical service, electrical goods retailer, computer supplier and transport provider were particularly popular for those outside the current Shire of Lake Grace boundary.

The geography and history of the Shire of Lake Grace have led to a situation in which the localities within its current boundaries operate as discrete entities. There is about a 30 minute drive from Lake Grace eastward to Newdegate and a further 40 minutes onwards to Lake King. Pingaring is about 40 minutes' drive north of Lake Grace on the Lake Grace - Karlgarin Road. Varley is located to the north east of Lake Grace and about 75 minutes' drive away; about 20 minutes north of Lake King on the Brookton Highway. The Shire's key statistics are summarised in Table 1 below:

| | Lake Grace² |
|--|-------------------------------|
| Area km ² | 10,747 |
| Length of Sealed Roads(km) | 481 |
| Length of Unsealed Roads(km) | 2,078 |
| Population (excluding overseas visitors) | 1,360 |
| Males | 722 |
| Females | 638 |
| Aboriginal & Torres Strait Islander | 23 |
| Number of Electors | 935 |
| Number of Dwellings | 767 |
| Total Rates Levied | \$3,576,483 |
| Total Revenue | \$7,160,078 |
| Number of Employees | 38 FTE |

²profile.id.com.au 2011 statistics



Lake Grace VROC³

| | |
|-----------------------------|----------------|
| Area km ² | 2,200,557 |
| Population | 4,347 |
| Males | 2,262 |
| Females | 2,064 |
| Local Jobs | 2134 |
| Employed Residents | 2128 |
| Local Businesses | 851 |
| Number of Electors | 2,936 |
| Number of Private Dwellings | 2,391 |
| Gross Regional Product | \$0.38 billion |

³profile.id.com.au 2011 statistics

2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE (Continued)

2.2 External Environment (National, State and Local)

At the national level, the Federal Government has pushed stimulus funding regarding major infrastructure and local government has been a key recipient. However, the concern now is that there will be a tightening of the belt over the next five years as the Federal Government seeks to recover the funding that it has outlaid during the last 12 months (Hartley 2010).

At the state level, the Government has rolled out major infrastructure funding through Royalties for Regions. This has meant that the Shire of Lake Grace has undertaken a number of infrastructure projects that it would not have had the capacity to undertake previously. Further to this the Minister for Regional Development Hon Brendon Grylls has stated in a recent letter that Royalties for Regions funding in future will be linked to the Shire’s strategic outcomes.

Also there is the threat of ongoing local government reform (WALGA 2010). The voluntary reform process is over for now. However, the uncertainty means that the Shire of Lake Grace could still be faced with the prospect of a merger with its neighbours or at the very least a boundary adjustment that was in keeping with the Shire’s submission to the Minister for Local Government in September 2009. The matter of the SSS Report also has an impact on the future direction of the Shire in terms of greater regional cooperation and resource sharing.

Of concern is that the Shire will be faced with high turnover once again due to the next economic boom within Western Australia. The last boom before the Global Financial Crisis was well documented in terms of its impact on local government staffing levels. Therefore it is important that the Shire moves forward with developing a corporate brand as an employer that includes being an employer of choice that subscribes to work life balance strategies and effective attraction and retention initiatives.



Newdegate Independent Living Units



Lake Grace Sports Pavilion Upgrade



Lake Grace Independent Living Units



2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE (Continued)

2.3 Internal Environment (National, State and Local)

Internally, the Shire undertook a Capacity Audit (Hull 2009) to identify current skill levels and issues that concern staff. The major findings and remedial action is as follows:

Human Resource Function

The Coordinator Finance and Administration performs the role of Human Resource Officer. This role encapsulates:

- Assisting managers and supervisors with the staff recruitment and appointment process;
- Assisting managers and supervisors with the performance management process;
- Maintaining position descriptions;
- Coordinating the training and development program;
- Assisting with staff grievance and disciplinary matters;
- Supporting the staff consultative committee;
- Providing advice on who to contact regarding staff support; and
- Maintaining appropriate staff records.

Grief and other support services have been implemented.

In 2010 the Staff Consultative Committee implemented an attraction and retention strategy for all staff which was endorsed by Council.

Staff knowledge of the Strategic Plan, helps to know where are we heading and assists in leading to effective communication and systems

To date the following has been implemented regarding the Strategic Plan, effective communication and improving the Shire's Systems:

- The strategic plan has been explained to staff.
- Senior Management Team and Section Heads meetings have been implemented;
- Staff Consultative Committee regarding the development of human resources policy and improving workplace conditions generally;
- Fortnightly Staff Newsletter (TeamTalk);
- Improvements of the Shire's processes and systems including the Customer Service Request System, Records Management System, Customer Service Function.



2.4 Management Structure and Resourcing

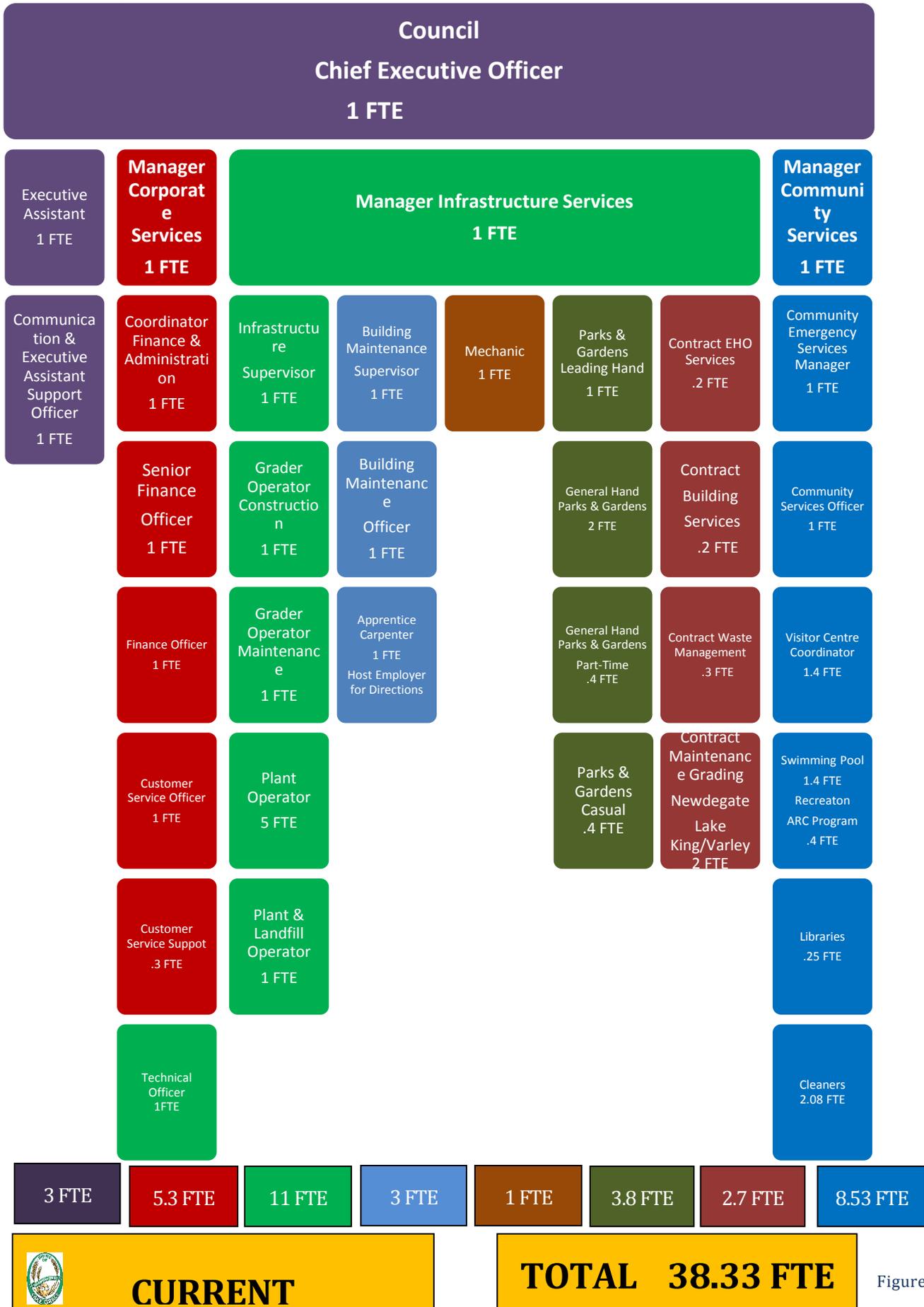


Figure 2

Council Motion 11833 May 2014

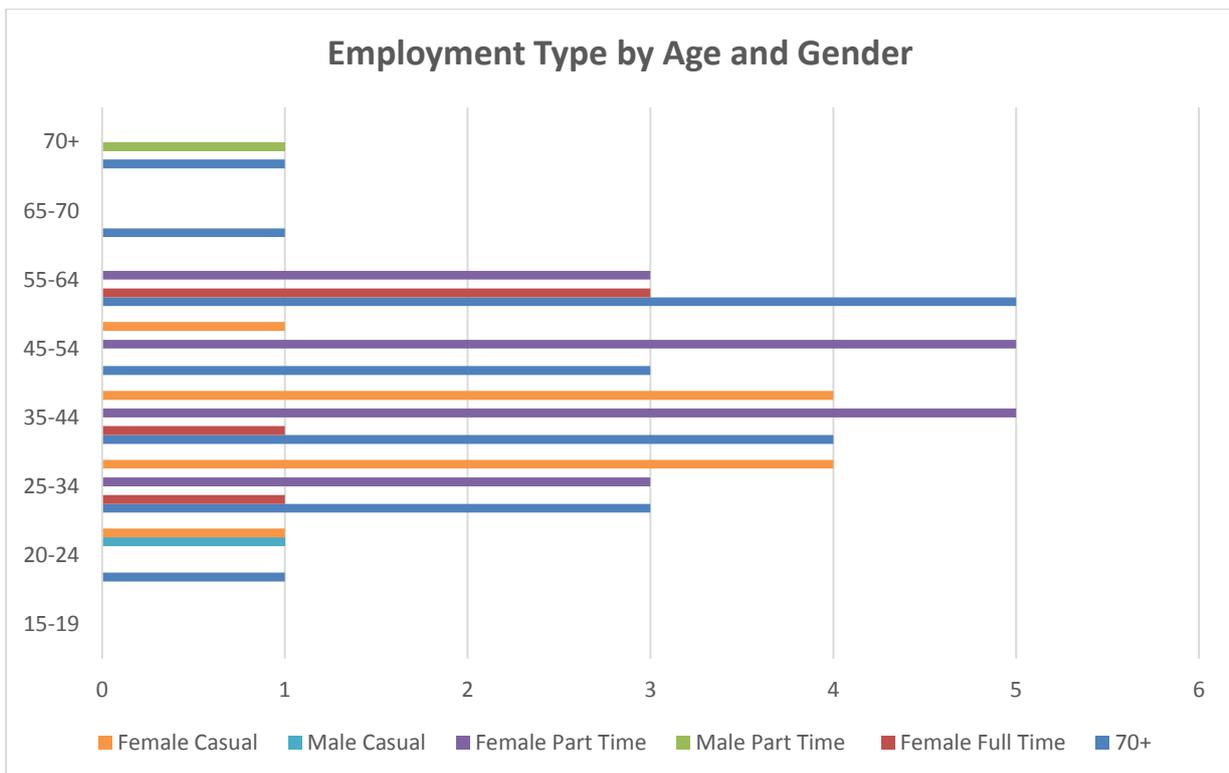


2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE (Continued)

2.5 Analysis - Current Workforce

Key Matters to Note:

- The outside work force is predominately male and 45% of the outside workforce is over the age of 50 years;
- There is an equal balance of male and females in the workforce mainly in the traditional roles;
- There is one female in the Parks and Gardens crew;
- The Shire has one employee who has disability;
- Supervisors have attended first part of WALGA Supervisors training. Leading hands have no supervisor training;
- Finance officers are learning skills on the job;
- There are three members with accounting qualifications one with a Diploma and another with IT Accounting systems;
- A number of operators from the Construction and Maintenance crews have participated in ticketed training, however further needs are being assessed appropriate to ticketed plant;
- A structured training program is to be the outcome of annual performance reviews

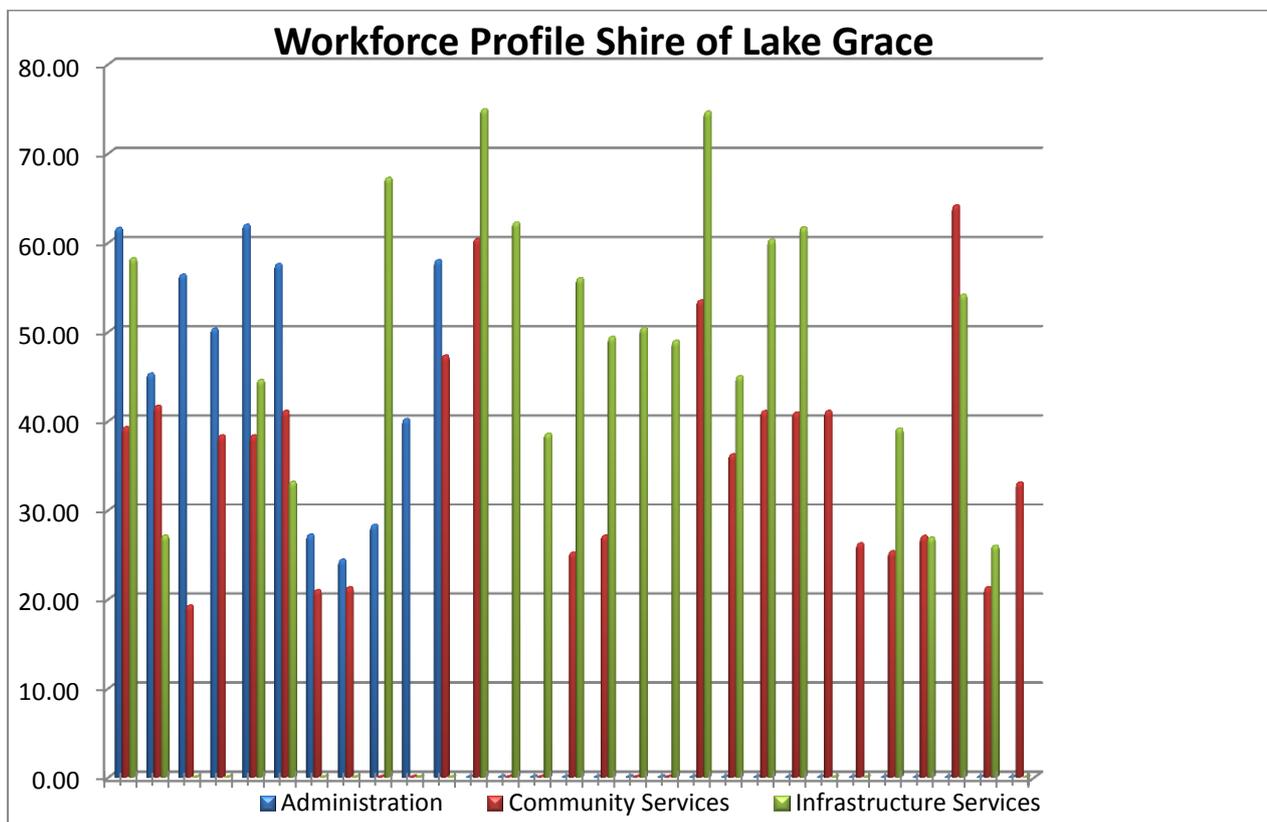


2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE (Continued)

2.5 Analysis - Current Workforce (Continued)

Department statistics show the percentage of employees who are;

Above 50 years of age; Infrastructure 17% Administration 9% Community Services 6% = 32%
 30 – 50 years of age; Infrastructure 15% Administration 6% Community Services 18% = 39%
 Up to 30 years of age Infrastructure 6% Administration 6% Community Services 17% = 29%



Contractors

The Shire has 31.37 fulltime equivalents and is heavily reliant on a contract workforce for specialist areas. The following positions are filled by specialist contractors:

- EHO Officer 0.1 FTE
- Building Surveyor 0.1 FTE
- Planning
- Sewerage Maintenance
- Road Maintenance Lake King
- Road Maintenance Newdegate
- Grave digging

The Shire also part pays for the following staff at the Lake Grace and Newdegate Library.

Newdegate Library 0.13 Paid to Tele-centre
 Lake Grace Library 0.25 Paid to Department of Education
 Library relief paid by Shire



2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE

(Continued)

2.6 Current Strategies and Policies

The Shire has the objective of being an Employer of Choice to attract and retain quality employees. To support this aim it has developed a number of employee related policies through the Shire of Lake Grace Staff Consultative Committee 'Attraction & Retention Strategy' and Shire of Lake Grace Policies as set out below:

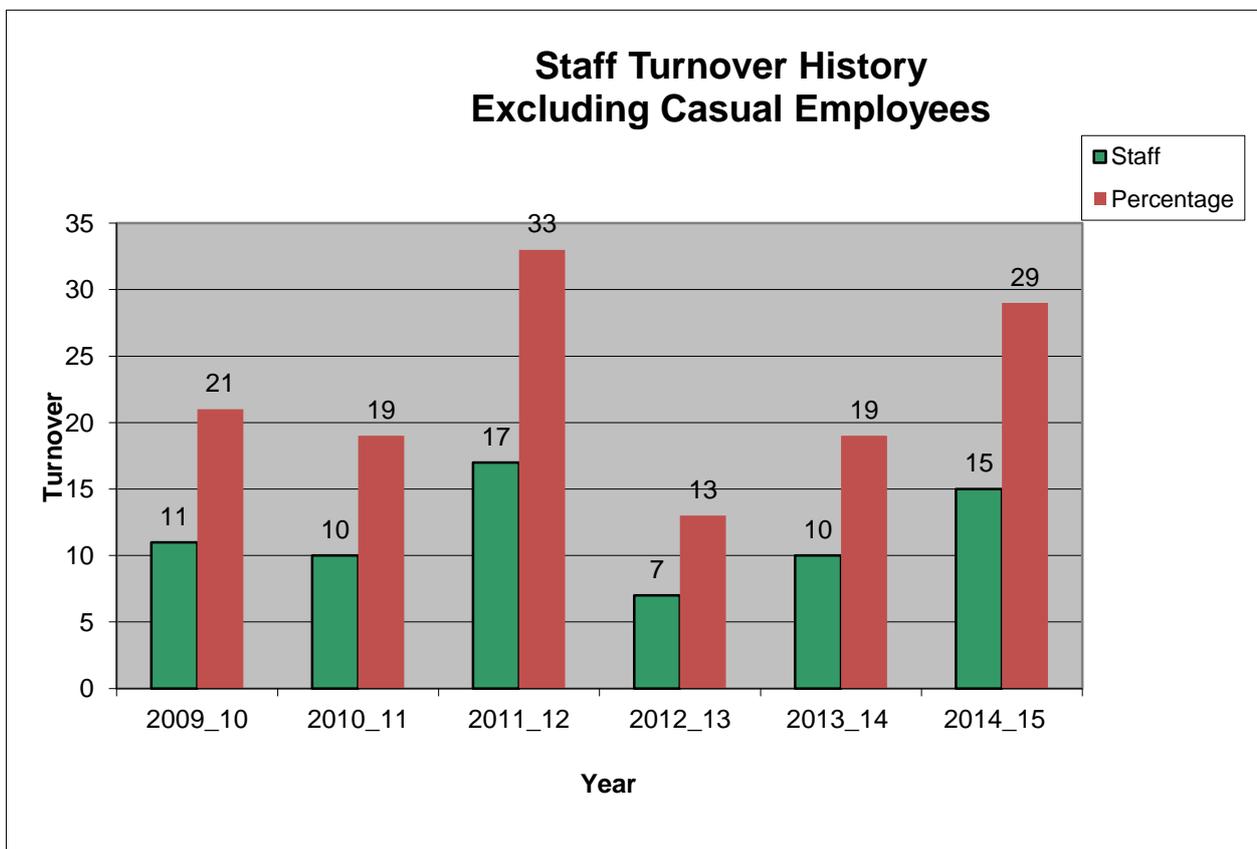
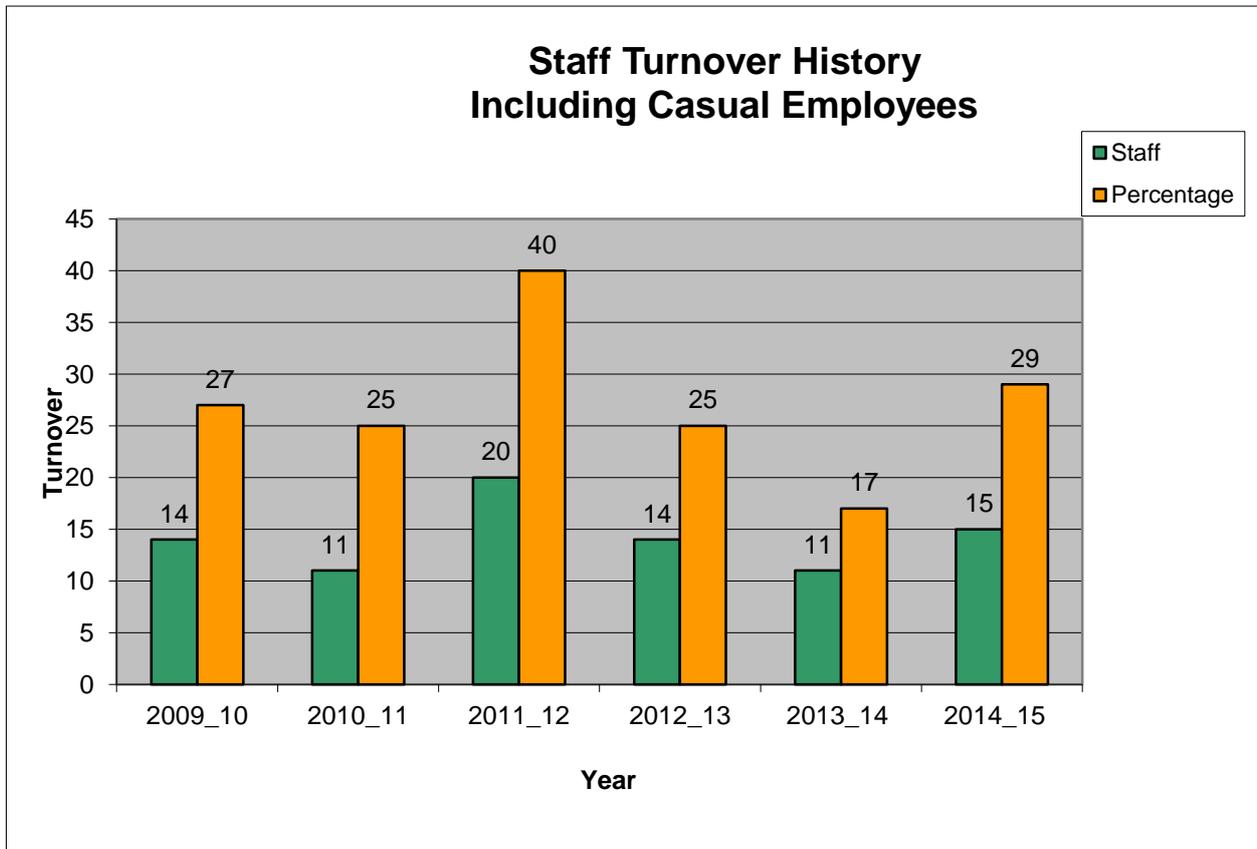
| Policy No | Policy Title | Comments |
|-----------|---|--|
| 1.9 | Legal Representation for Council Member and Employees | To establish firm parameters for cost indemnification for employees. |
| 4.1 | Army Reserve and Local Emergency Organisation members | To identify Council's support for employees involved with reserve units of the armed forces and the various local emergency services. |
| 4.2 | Home Purchase Incentive - Owner Occupied Housing | To encourage Council employees to purchase their own homes within the Shire of Lake Grace. |
| 4.2A | Staff Subsidy – Owner Occupied Housing | To encourage Council employees to purchase their own homes within the Shire of Lake Grace. |
| 4.2B | Staff Housing – Rent Subsidy | To provide an incentive to employees in accordance with the Shire's Staff Attraction and Retention Policy. |
| 4.3 | Senior Employees | To recognize the Senior Employee designations under the current staffing structure. |
| 4.4 | Water Consumption for Shire Houses | To provide an incentive to employees occupying Shire provided rental properties to maintain the properties at an acceptable standard. |
| 4.5 | Severance Pay (gratuity – s5.50) | The purpose of this policy is to identify any additional amount payable to terminating employees for the purpose of section 5.50(1) & (2) of the Local Government Act 1995 (the Act) and Regulation 19A of the Local Government (Administration) Regulations 1996. |
| 4.6 | Occupational Health & Safety | To ensure that every employee works in an environment where direct efforts are made to prevent accidents, injury and disruption to employee's health from foreseeable work hazards. |
| 4.7 | Sick Leave "Cash-out" Scheme | To encourage employees to limit the number of sick days taken in any one year whilst recognizing that it is in the best interest of all employees to take sick leave when required. |



3.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE (Continued)

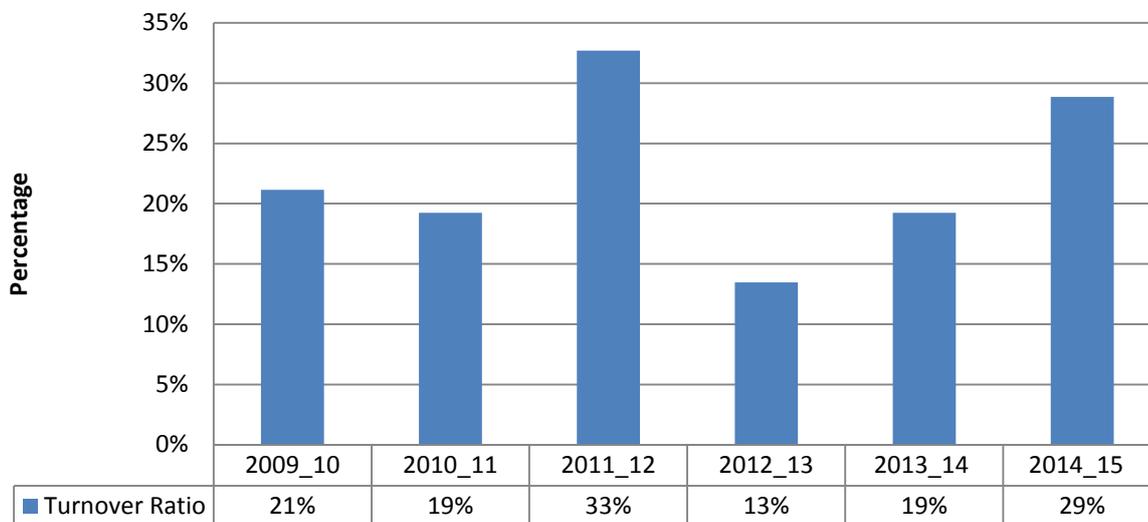
3.1 Employee Turnover

Turnover statistics were collected for the five years from July 2009 to June 2015. The annual staff turnover ratios are shown in the following graphs with casuals included and excluded.



Turnover statistics were collected for the six years from July 2009 to June 2015. The annual staff turnover ratios are shown in the following graph.

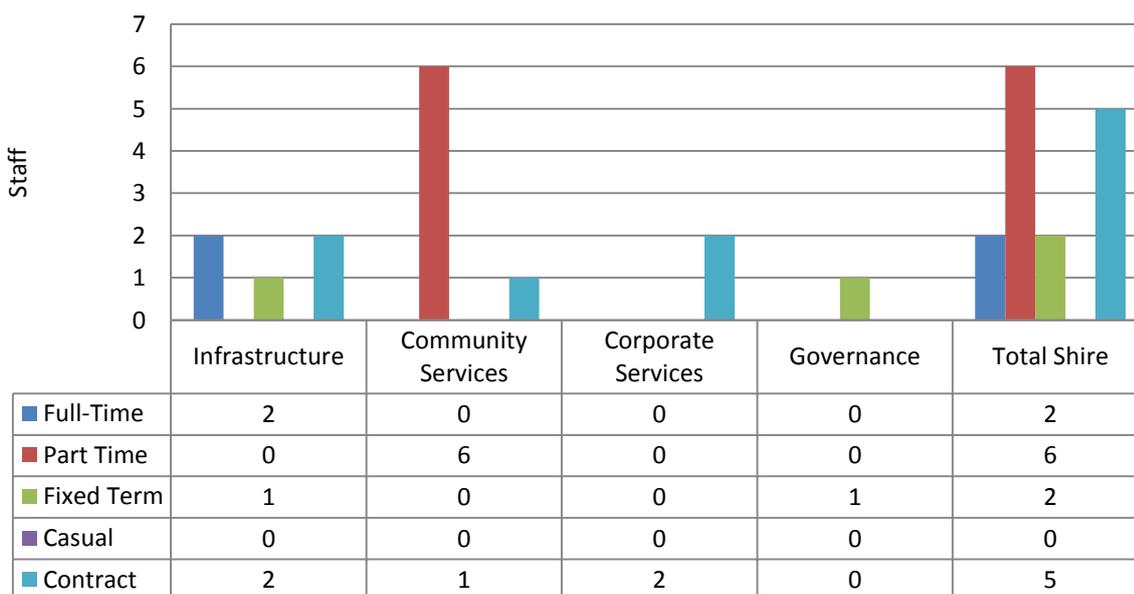
Staff Turnover Ratio



The average staff turnover ratio for the five years 2009 to 2015 was 27%. Staff turnover hit a peak in 2011 when it reached 33% however; this level was influenced by terminations of Senior Managers and a number of finance administration staff terminating in that period. Some employee turnover can be beneficial by introducing new staff with fresh and innovative ideas, providing essential knowledge is retained in the organisation as staff turnover occurs. Staff turnover results in the organisation investing significant resources and effort in the recruitment and training of new staff.

As shown in the above graph the Shire’s turnover ratio for 2014/2015 stands at 29%, with the largest number of staff losses occurring in Community Services with 6 part-time staff leaving the department. Overall 5 were contract positions, the break-up being a Senior Manager and Supervisor from Infrastructure and 2 Senior Managers from Corporate Services and the Community Emergency Services Manager.

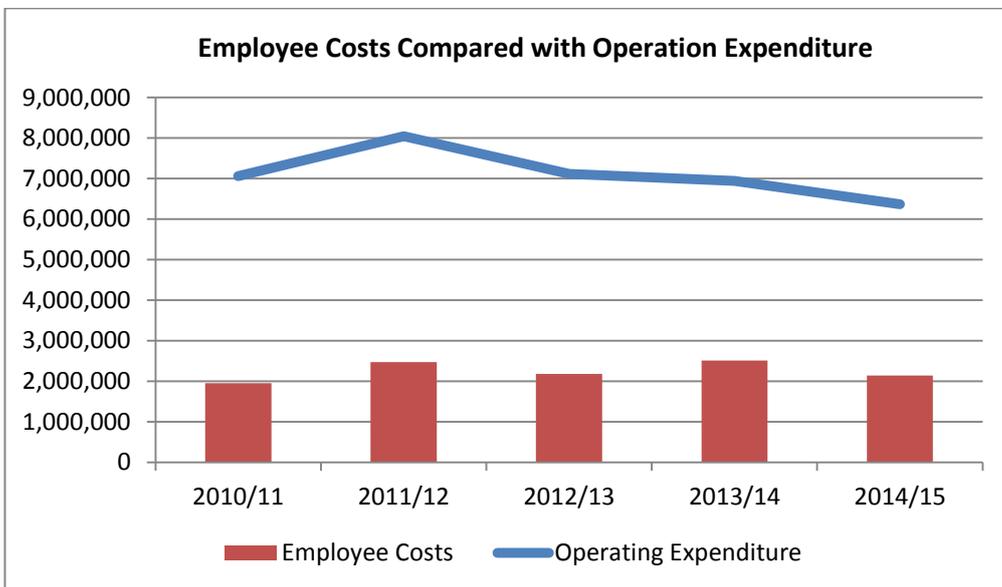
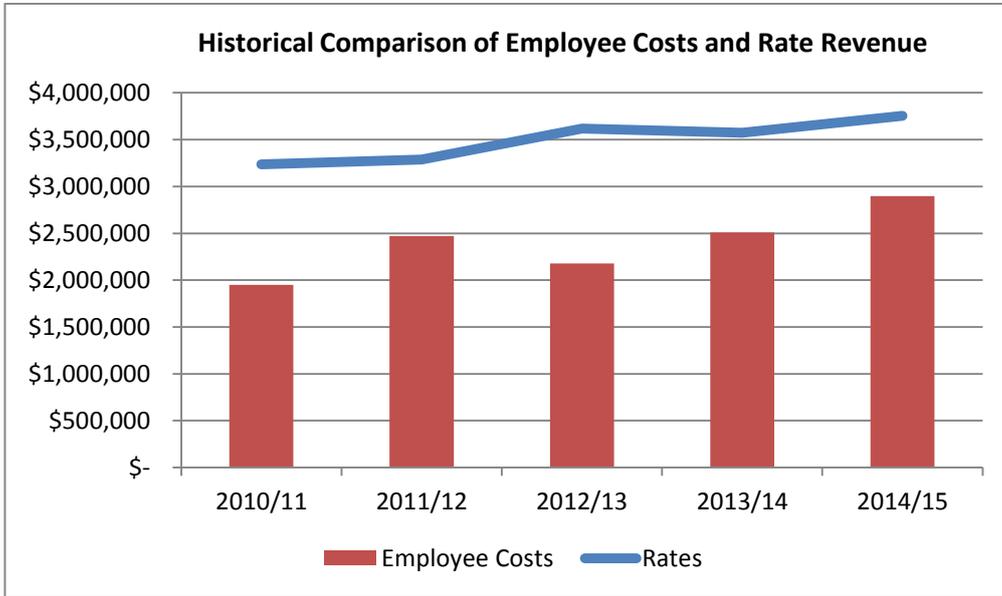
Terminations 2014-2015 by Department



3.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE (Continued)

3.2 Analysis of Workforce Costs

Gross employee costs including superannuation, workers compensation and accrued leave were budgeted to total \$2,898,515 for 2014/15 and represents 77.19% of budgeted rate revenue. The average of employee costs as a percentage of rate revenue is 46.41% for the 5 years from 2010/11 to 2014/15. The average of employee costs as a percentage of operating expenditure is 31.67% for the same period.

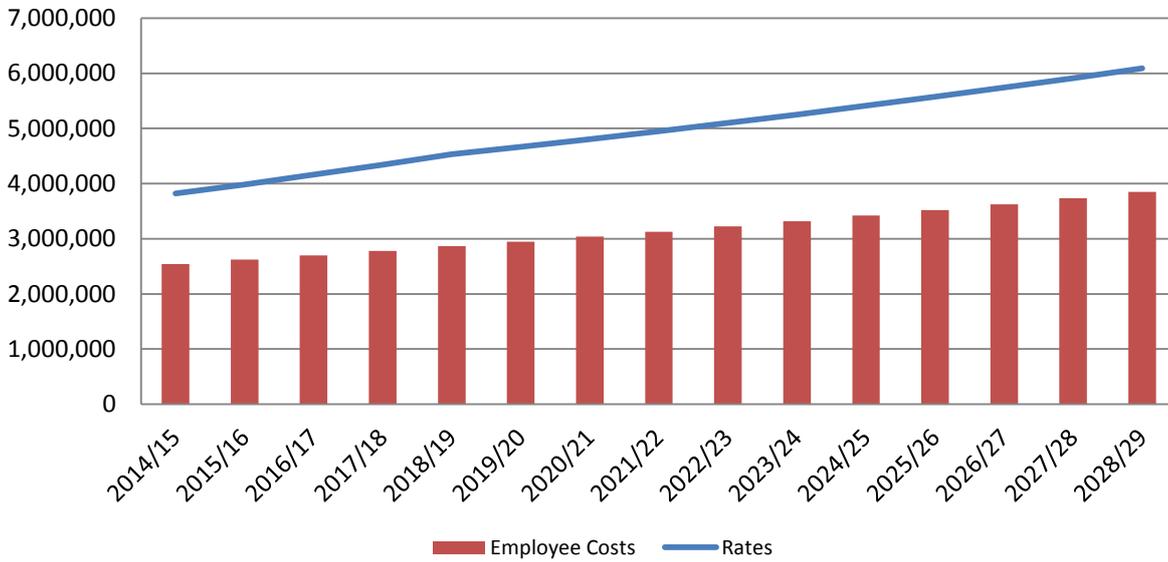


3.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE (Continued)

3.2 Analysis of Workforce Costs (Continued)

Employee costs have been forecast in the Long Term Financial Plan and, based on the workforce assumptions, it is anticipated employee costs will continue to increase but will remain in the order of 60% of rates as depicted in the following graph.

Forecast Employee Costs and Rates



4.0 future workforce needs (Continued)

4.1 Strategic Community Plan Linkage (Continued) (linkage made with Shire of Lake Grace Community Strategic Plan 2023 and the Shire's Corporate Business Plan)

Economics

| Ref | Objectives | Outcomes | Term | Officer | Gap Assessment | Comments |
|--------|--|--|------|---------------------------------|--------------------------------------|---|
| EC 1 | Maintain community built infrastructure and provide an effective and efficient transportation network | | | | | |
| EC 1.1 | Maintain efficient, safe and appropriate infrastructure including roads, built and civic infrastructure | Improved service delivery to users of facilities and a more robust road network | S | Manager Infrastructure Services | Additional Resources Required in CBP | The desired outcome reflects an increase/improvement in service delivery. Additional up skilling of existing human resource also necessary. |
| EC 1.2 | Support the provision of appropriate regional transportation links, including road and rail infrastructure and services | More efficient and safer transport that supports increased access to and from the district | M | Manager Infrastructure Services | Current Resources Support Actions | Existing works program identifies the regional links that need to be undertaken and listed within the LTFP. |
| EC 1.3 | Ensure the Shire's capital investment program is cost effective and financially sustainable | Well-maintained, better utilisation, lower costs and logically built facilities | M | Manager Corporate Services | Current Resources Support Actions | IP& R framework being undertaken promotes sound asset management. |
| EC 2 | Provide an environment that supports business and investment opportunities | | | | | |
| EC 2.1 | Create and support an environment for businesses to establish in the Lake Grace Shire through the appropriate zoning of land, provision of infrastructure and an efficient & effective business approval process | Increased industries, businesses and employment opportunities in the Shire district | S-M | CEO | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EC 2.2 | Harness tourism opportunities by partnering with neighbouring Shires / tourism organisations | Attractive tourism location that appeals to a wide range of interests | S | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EC 3 | Engage with the community to develop sustainable budget commitments | | | | | |
| EC 3.1 | Integrate Strategic Community Plan objectives into long term financial planning (10 years) | Long term planning that considers the Strategic Community plan | S | Manager Corporate Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EC 3.2 | Review and adjust prescribed area rating to ensure that it is working effectively | Equity in rates collection and expenditure | S | Manager Corporate Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EC 3.3 | Provide a simple pre-budget summary to the community and include mechanisms for community feedback | Transparent decision making Improved communication (two way) Manages expectations | S | Manager Corporate Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |



4.0 future workforce needs (Continued)

4.1 Strategic Community Plan Linkage (Continued) (linkage made with Shire of Lake Grace Community Strategic Plan 2023 and the Shire's Corporate Business Plan)

Social

| Ref | Objectives | Outcomes | Term | Officer | Gap Assessment | Comments |
|-------|---|---|-------|--|--------------------------------------|--|
| S 1 | Maintain and improve the Shire of Lake Grace as an attractive place to live | | | | | |
| S 1.1 | Maintain and support the growth of services including health, education, housing for the aged and well presented communities | Good access to a varied mix of quality services | S-M | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 1.2 | Implement a policy framework that coordinates participation in community organisations | Community organisations are integrated, supported and provided development opportunities across the Shire | S-M-L | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 1.3 | Encourage a healthy lifestyle through a range of participation opportunities for youth, seniors and others | | S-M | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 1.4 | Develop civic and community leadership values to improve community culture | Improved community culture | S-M-L | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 2 | Provide a supportive social environment | | | | | |
| S 2.1 | Plan for the continuity of essential emergency services, including Bush fire Brigades & St Johns Ambulance | Provide a safe community environment through the development emergency services volunteer participation | S-M | Community Emergency Services Manager | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 2.2 | Provide recreation facilities and services that are well used and deliver multiple benefits | New infrastructure is feasible, the multiple benefits justify the resourcing and is well-used by multiple beneficiaries | M | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 2.3 | Provide a social environment that allows young families to feel supported and connected to their family and community | Young families are able to socialise and engage together and with the community in a number of settings | | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 3 | Promote a greater sense of community across the Shire | | | | | |
| S 3.1 | Coordinate events and activities aimed at specific demographics to support inclusion and engagement | More people are engaged and included from demographics that may not have otherwise | S-M-L | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 3.2 | Actively promote and support events and activities across the whole of the Shire | Activities and events have greater attendance, more interest options and support relationship development across the Shire. | S-M-L | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| S 3.3 | Develop 'strong' alternatives to sport to engage different interest and encourage participation in arts, crafts, seniors and community service groups | More people are engaged and included from demographics that may not have otherwise. | S-M | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |



4.0 future workforce needs (Continued)

4.1 Strategic Community Plan Linkage (Continued) (linkage made with Shire of Lake Grace Community Strategic Plan 2023 and the Shire's Corporate Business Plan)

Civic Leadership

| Ref | Objectives | Outcomes | Term | Officer | Gap Assessment | Comments |
|---------------|--|---|------|-------------------------------|---|--|
| CL 1 | Elected members provide visionary leadership | | | | | |
| CL 1.1 | Elected members develop policy framework for the development of community ideas and vision through the integrated planning and reporting process | The strategic community plan to demonstrate strong ownership and commitment by community, staff and elected members | S-M | CEO | Additional Resources Required in CBP | May require additional input from external consultants |
| CL 1.2 | Encourage greater community input into the decision making process | Proactive community input into decision making | S | CEO | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| CL 1.3 | Improve organisational capability and capacity | Operate in a financially sustainable manner | S | CEO | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| CL 2 | Foster a united approach between our communities | | | | | |
| CL 2.1 | Consider strategies to build rapport and effective communication between people across towns | Regular meetings of representatives from each town's Progress/Development Associations. Improved understanding for other towns and people Improved and progressive leadership development | S-M | Manager Community Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| CL 2.2 | Actively bring younger people together from across towns on a regular basis to meet and discuss their challenges and hopes | Improved perspective for young people's needs | S-M | Manager Community Services | Additional Training/Skills in CBP | May require increase input from existing consultants |



4.0 future workforce needs (Continued)

4.1 Strategic Community Plan Linkage (Continued) (linkage made with Shire of Lake Grace Community Strategic Plan 2023 and the Shire's Corporate Business Plan)

Local Business

| Ref | Objectives | Outcomes | Term | Officer | Gap Assessment | Comments |
|--------|--|--|------|---------------------------------|--------------------------------------|--|
| EN 1 | Mitigate the Shire's waste and carbon footprint | | | | | |
| EN 1.1 | Manage waste disposal in an environmentally sensitive manner | Improved waste management practices including increased recycling practices | M-L | Manager Infrastructure Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 1.2 | Provide leadership on energy conservation and transition to efficient practices for shire operations | Reduce the Shire's carbon footprint and decrease operational energy consumption | M | Manager Infrastructure Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 2 | Improve water security and use of non potable water | | | | | |
| EN 2.1 | Encourage the use of native vegetation or suitable plants to control salinity and reduce potable water consumption | Reduce reliance on potable water for parks and gardens | S-M | Manager Infrastructure Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 2.2 | Introduce a shire water management strategy | Conserve and utilise water efficiently | M | Manager Infrastructure Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 2.3 | Make greater use of AA Dams for non potable water uses | Increased community access to non-potable water | M | Manager Infrastructure Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 3 | Manage and protect the natural environment | | | | | |
| EN 3.1 | Provide effective planning and development controls of environmentally sensitive areas | Local government provides local knowledge and expertise to long term environment planning and management | M-L | Town Planner | Additional Resources Required in CBP | May require increase input from existing consultants |
| EN 3.2 | Integrate activities that protect flora and fauna (eg roadside vegetation) | Working together and collaboratively to protect flora and fauna (greater outcomes) | S | Manager Infrastructure | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 3.3 | Control and manage feral animals in association with regional partners | Reduction in feral animal issues | S | Manager Infrastructure Services | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 3.4 | Maintain effective bushfire control and management through support and resourcing of bush fire brigades and volunteers | Effective fire management | S | CESM | Current Resources Support Actions | Current skills and resources deemed to be adequate |
| EN 3.5 | Develop an Integrated Environmental Natural Asset Plan (including research of natural assets) | Improved environmental management | M-L | Facilitator | Additional Resources Required in CBP | AVON Natural Resource Management Group |



4.0 future workforce needs (Continued)

4.2 Gap Analysis

The Shire's Strategic Community Plan contains a number of initiatives aimed at meeting community expectation and needs. Using gap analysis, the current level of workforce resourcing and skills was compared to those considered relevant and necessary in the future to support the outcomes present in the Strategic Community Plan. The analysis was supported by input from management to identify the resources including financial resources as outlined in the Shire of Lake Grace Corporate Business Plan required to deliver services in the future, as summarised below:

| Ref | Objectives | Outcomes | Gap Assessment | Comments | Financial Resources included in Corporate Business Plan | | | |
|---------------|--|---|---|---|---|---------------------------------------|---------------|---------------|
| | | | | | 2014/15 \$ | 2015/16 \$ | 2016/17 \$ | 2017/18 \$ |
| EC 1 | Maintain community built infrastructure and provide an effective and efficient transportation network | | | | | | | |
| EC 1.1 | Maintain efficient, safe and appropriate infrastructure including roads, built and civic infrastructure | Improved service delivery to users of facilities and a more robust road network | Additional Resources Required in CBP | The desired outcome reflects an increase/improvement in service delivery. Additional up skilling of existing human resource also necessary. | \$75-90,000 | \$75-90,000 | \$75-90,000 | \$75-90,000 |
| CL 1 | Elected members provide visionary leadership | | | | | | | |
| CL 1.1 | Elected members develop policy framework for the development of community ideas and vision through the integrated planning and reporting process | The strategic community plan to demonstrate strong ownership and commitment by community, staff and elected members | Additional Resources Required in CBP | May require additional input from external consultants | | \$40,000 and every 4 years thereafter | | |
| CL 2 | Foster a united approach between our communities | | | | | | | |
| CL 2.2 | Actively bring younger people together from across towns on a regular basis to meet and discuss their challenges and hopes | Improved perspective for young people's needs | Additional Training/Skills in CBP | May require increase input from existing consultants | \$5,000 workshop | | | |
| EN 3 | Manage and protect the natural environment | | | | | | | |
| EN 3.1 | Provide effective planning and development controls of environmentally sensitive areas | Local government provides local knowledge and expertise to long term environment planning and management | Additional Resources Required in CBP | May require increase input from existing consultants | \$5,000 consultants | | | |
| EN 3.5 | Develop an Integrated Environmental Natural Asset Plan (including research of natural assets) | Improved environmental management | Additional Resources Required in CBP | AVON Natural Resource Management Group | | \$20,000 consultants | | |



4.0 future workforce needs (Continued)

4.3 Future Trends

Customer service delivery methods continue to change with the day to day customer interface increasingly becoming by electronic means rather than face to face contact. Accurate and responsive record keeping systems will remain a high priority to support the demand for information from the Shire's customers and staff. These systems are particularly critical to ensuring information is retained in order to mitigate the risk of staff and management turnover.



The demographics of the community are likely to lead to future demand for services for the aged. Increases to the retirement age, the impact the global financial crisis on superannuation balances may also contribute to people remaining in the workforce longer. Experienced, retired people may seek part time employment to supplement pensions and superannuation income and offset rising cost of living expenses.

Workplace studies evidence the transitory nature of future employees, particularly those identified as generation Y. Workplaces will need to adapt management practices and environments to provide the flexibility, variety and constant challenges demanded by this generation in order to avoid the costs and risks associated with high staff turnover.



4.4 Workforce Risks

An analysis of the current workforce identified 8 relevant risks areas. These risks have been assessed using the risk based approach set out in Appendix 2. A scoring system has been used to determine a risk assessment of high, medium or low and the scoring thresholds.

The risk events are scored according to their likelihood, and consequence and risk mitigation strategies have been developed and categorised as workforce capacity, workforce development,

staff retention, succession planning and human resource management.

The result of the assessment are presented in the following table where in the last column each risk issue has been referenced to a primary mitigation strategy.

Two risks were assessed in the high risk category, as listed below, requiring prioritised actions to occur to implement appropriate controls and strategies to mitigate the impact of these risks.

- Knowledge loss due to staff turnover; and
- Operational procedures not followed due to lack of staff training.

Moderate risks were assessed as listed below, requiring prioritised actions to occur to implement appropriate controls and strategies to mitigate the impact of these risks.

- Adequate support of ageing workforce transition to retirement.

4.0 future workforce needs (Continued)

4.4 Workforce Risks (Continued)

4.4.1 Workforce Risk Assessment for Shire of Lake Grace

| Risk Issues | Likelihood | Strategic Consequences | Operational Consequences | Combined Consequence | Risk Category | Action Required | Primary Mitigation Strategy(s) |
|--|----------------|------------------------|--------------------------|----------------------|---------------|--------------------|---|
| Knowledge loss due to staff turnover. | Likely | Minor | Moderate | Moderate | High | Prioritised action | Succession Planning |
| Operational procedures not followed due to lack of staff training. | Almost Certain | Minor | Minor | Minor | High | | Training and Development |
| Long leave absences of key staff due to large accrued leave entitlement. | Possible | Minor | Minor | Minor | Medium | Planned action | Human Resource Management |
| High staff turnover due to organisational matters. | Likely | Minor | Minor | Minor | Medium | | Employer Brand |
| Organisational capacity insufficient to meet current service levels. | Unlikely | Moderate | Moderate | Moderate | Medium | | Training and Development |
| Location and financial constraints limit ability to retain staff. | Possible | Minor | Moderate | Moderate | Medium | | Employer Brand |
| Sudden unplanned loss of a high number of key staff. | Possible | Moderate | Moderate | Moderate | Medium | | Succession Planning |
| Senior staff contracts due for renewal at same time. | Possible | Minor | Moderate | Moderate | Medium | | Succession Planning & Human Resource Management |



4.0 future workforce needs (Continued)

| <u>Employment</u> | Lake Grace (S) | % Western Australia | % | Australia | % |
|--|----------------------|---------------------|-----------|-----------|------------|
| <i>People who reported being in the labour force, aged 15 years and over</i> | | | | | |
| Worked full-time | 575 | 70.1 | 699,414 | 60.7 | 6,367,554 |
| Worked part-time | 180 | 22.0 | 324,257 | 28.1 | 3,062,976 |
| Away from work | 54 | 6.6 | 74,210 | 6.4 | 627,797 |
| Unemployed | 11 | 1.3 | 54,319 | 4.7 | 600,133 |
| Total in labour force | 820 | -- | 1,152,200 | -- | 10,658,460 |

ABS:2011 Census QuickStats
All people - usual residents

Other Strategic Workforce Issues

Statutory Planning, Surveying and Environmental Health/Building Surveying functions are currently contracted out to third party providers. Statutory Planning and Development is conducted by a consultant and the service provided is at a very high level. No change is anticipated with this practice. Trade groups (plumbing and electrical) are also contracted.

In future years, it may be feasible to have the EHO and Building Surveyor as one officer or as part of a group scheme. The EHO is currently at the Shire one day per week and the Building Surveyor once per fortnight.

Management also identified skills they considered vital in the future to achieve the organisations strategic goals and objectives as:

- Project Management;
- Information Technology;
- Budget Control;
- Public Relations/Communications; and
- Design and Mapping.

4.6 Local Workforce Analysis

Competition from other industries and other local governments will continue to make it challenging to employ experienced and/or qualified people.

The ABS 2011 Census indicates a total available workforce in the Shire of 820 people. Only 11 people or 1.3% of this workforce indicated they were unemployed. This rate of unemployment is below the rate recorded for Western Australia of 5.6% at the time of the Census. The following table details the unemployment and population estimates according to the ABS National Regional Profile.



4.7 Unemployment Statistics for Shire of Lake Grace¹

| | 2006 | 2007 | 2008 | 2009 | 2010 |
|-------------------------------|-------|-------|-------|-------|-------|
| Estimated Resident Population | 1,542 | 1,517 | 1,459 | 1,482 | 1,450 |
| Unemployed Persons | 5 | 4 | 7 | 8 | 9 |
| Unemployment Rate (%) | 0.4 | 0.3 | 0.6 | 0.6 | 0.7 |

The above table shows that historically the unemployment rate in the Shire is increasing but is still relatively low and suggests the available unemployed workforce pool within the Shire is limited.

According to the ABS2011 Census Statistics 44.3% of the employed people in Lake Grace worked in Sheep, Beef Cattle and Grain Farming. Other major industries of employment included School Education 6.5%, Agriculture 3.6%, Local Government Administration 3.6% and Hospitals 2.7%.

¹ ABS: National regional Profile, 2006 to 2010

5 MEETING FUTURE WORKFORCE NEEDS

5.7 Workforce Strategies

A number of workforce strategies have been developed to support the workforce and improve recruitment and retention objectives as outlined below:

| | |
|----------------------------------|---|
| Human Resource Management | Regularly monitor and review key human resource and other related policies and practices to support human resource management and decision making. |
| Training and Development | Develop career paths and skills to support organisational objectives. |
| Succession Planning | Develop and maintain succession plans and supporting documentation for the retirement, resignation or termination of key personnel to improve knowledge transfer. |
| Leadership and Culture | Provide leadership to the workforce and encourage a productive and supportive culture by promoting integrity, service and ethics amongst staff |
| Giving Feedback | Encourage active communication amongst the workforce. |

Within each of these strategies a number of outcomes have been identified as detailed on the following page. Implementing and maintaining these strategies may result in additional costs for new and existing employees and/or investments in systems, equipment, facilities and training and development.



5.0 MEETING future workforce needs (Continued)

5.8 Workforce Strategies

Internal Environment

The Shire has been progressively working on internal systems and processes over the past two years against the strategies that were identified as issues in the workforce planning process in 2012. The receipt of a grant from the Department of Local Government and Communities in 2014 has accelerated the progress of these strategies.

| Strategy | Description | Who | Timeline | Outcome |
|----------|----------------------------------|-------------------|-------------------|---|
| 1 | Roles & Responsibilities | CFA | 30 June 2015 | To assist in the Workforce Planning Reviews & Organisation Structure Updates to enhance outcomes of positions |
| 2 | Management / Supervisor Training | CFA | 31 Dec 2015 | Regional training to be held with 4WD participating Councils to increase leadership skills; eg. held at Dumbleyung |
| 3 | Personality Workshop | CFA | 31 Dec 2015 | To assist in teamwork and understanding of colleagues within workplace |
| 4 | Annual Staff Survey | CFA | February | Online and hardcopy to gauge organisations progression and highlight areas to be addressed |
| | Snapshot staff survey | CFA | Six monthly (Oct) | Snapshot to be conducted at Wednesday meetings forum |
| 5 | Succession Planning | Mgmt CFA | 31 Dec 2015 | Review of organisations strategies and outcomes through Community Strategic Plan |
| 6 | Strategy of Additional Policies | Mgmt CFA | 31 Dec 2015 | Make attraction and retention strategies more attractive |
| 7 | Human Resource Management | Mgmt CFA | 31 Dec 2015 | Human resource Policy Review Other HR related Policy review Review Rewards and Recognition Strategy 2010 Discipline Policy and procedure review Work Life Balance, Well Being & Health, Negotiating Strategies Managing a diverse workforce including the different generations |
| 8 | Training and Development | CFA | Ongoing | Survey conducted regarding training needs analysis; Range of development activities adopted e.g. LGMA Challenge LGIS HR Risk Management Services Modules Map Career Path/Training Matrix |
| 9 | Leadership/Culture | Mgmt All Staff | Ongoing | Promotion of Integrity, Service & Ethics both internally & externally Continue to use LGIS HR Services Improving the factors that contribute to improved employee attraction and retention by creating a positive image of the Shire by; Reward, recognize and appreciate both financial and non-financial aspects Career development by ensuring strong support of staff in their ongoing professional endeavours and person development Workplace Communication providing and environment where feedback is actively sought and encouraged Work-Life Balance providing flexibility, informal and formal staff functions and support of family and personal needs. |



| | | | | |
|----|-----------------|-------------------|---------|---|
| | | | | Mentor and develop relationships to encourage existing staff to share knowledge, support and experiences with new staff. To tap into talent, support the learning of the people and support succession planning. Equal Opportunity |
| 10 | Giving Feedback | Mgmt All Staff | Ongoing | Staff Newsletter in place Information Sessions held/Staff BBQ's Communication/Feedback needs to be increased Individual Manager need to conduct staff meetings |

6 MONITORING AND EVALUATION OF OUTCOMES

The Workforce Plan requires constant amendment and refinement as circumstances change. It is not intended to be a static plan and will require monitoring and reviewed to ensure outcomes are being achieved. The following measures are suggested to support this process.

6.7 Monitoring

Developing and maintaining standard ratios and workforce indicators, such as outlined below, is suggested to support the Human Resource function and permit the monitoring of trends over time. It is anticipated the first iteration of the measures will be calculated at the end of December 2015.

6.8 Performance Indicators and Ratios

| Workforce Issue | Performance Indicator | Ratio Or Measure | Results |
|------------------------------|---|---|---|
| Staff turnover | Employee initiated separation rate. | Number of staff resignations divided by total staff. | 0.30 |
| Training & Development | Investment in training. | Training budget (or actual spend) divided by number of employees. | \$800 per staff member |
| Sick leave | Number of unscheduled absences. | Number of sick day absences divided by number of available working days. | 0.18 |
| Employee Leave | Accrued leave liability. | Number of employees with accrued annual leave exceeding 150 hours. Value of accrued annual leave. Value of accrued long service leave. Value of pro rata long service leave. | 11 \$150,874 \$183,463 \$145,963 |
| Occupational Health & Safety | Frequency and cost of lost time injuries. | Total hours lost due to injury divided by number of work hours available. | 0.002 |
| Recruitment | Effectiveness of recruitment processes. | Cost of recruitment divided by number of positions to be filled. Time taken to fill a position. Number of positions unfilled. | 1839.36 6 weeks average 4 |

6.9 Review

Six monthly review of the Workforce Plan, particularly the tables of strategies and outcomes in section 5.1, is required to ensure they are being achieved. To this end, it is intended to undertake a review and update bi-annually.



APPENDIX 1 – RISK ASSESSMENT METHODOLOGY

Probability of Occurrence or Likelihood.

| Likelihood | Definition | Frequency of noted occurrences | Score |
|-----------------------|--|--------------------------------|-------|
| Almost Certain | Expected to occur in most circumstances or occurs regularly, A clear opportunity already apparent, which can easily be achieved. | More than once per year. | 5 |
| Likely | Occurrence is noticeable or is likely to occur, An opportunity that has been explored and may be achievable. | At least once per year. | 4 |
| Possible | Occurs occasionally or may occur, Possible opportunity identified. | At least once in 5 years. | 3 |
| Unlikely | Occurs infrequently or is not likely to occur, Opportunity that is fairly unlikely to happen. | At least once in 10 years. | 2 |
| Rare | Only occurs in exceptional circumstances, Opportunity that is very unlikely to happen. | Less than once in 20 years. | 1 |



Appendix 1 – Risk assessment methodology (Continued)

| Area Impacted | Impact | Consequence | | | | |
|--|---|--|--|---|--|---|
| | | Catastrophic | Major | Moderate | Minor | Insignificant |
| Service Delivery/ Business Disruption | Loss of service. | Major including several important areas of service and/or a protracted period. | Complete loss of an important service area for a short period. | Major effect to an important service area for a short period, brief impact on multiple areas. | Brief disruption of important service area, Noticeable effect to non-crucial service area. | Negligible impact on the effectiveness of the organisation's processes. |
| | Improvement to service(s). | Exceptional. | Major. | Moderate. | Minor. | Negligible. |
| | Disruption in business processes. | Ongoing loss of business systems. | Major. | Moderate. | Minor. | Negligible. |
| Financial | Loss of assets. | >15% of asset value. | 5%-15% of asset value. | 2%-5% of asset value. | < 2 of asset value. | Insignificant. |
| | Impact on annual revenues or costs (Adverse or positive). | > 15% deviation from budget. | 5%→15% deviation from budget. | 2%→5% deviation from budget. | <2% deviation from budget. | Negligible income and/or savings. |
| Physical | Level of Incident. | Extreme affecting organisation's survival. | Significant affecting multiple locations. | Localised significant effect on operations. | Localised no effect on operations. | Not notifiable or reportable. |
| Legislative/Regulatory/ Policy/ OSH | Regulatory non-compliance. | Criminal. | Major Revenue or cost implications. Individuals at risk of harm. | Minor Revenue or cost implications. | | |
| | Code of Conduct. | Extreme. | Significant. | Breach. | Minor breach. | Little or no impact. |
| | Personal details compromised/ revealed. | All. | Many. | Some. | Isolated. | An individual's. |
| | Level of Injury. | Death. | Multiple serious injuries. | Serious injury and /or illness. | First aid or minor lost time injury. | Incident with or without minor injury. |



Appendix 1 – Risk assessment methodology (Continued)

| Area Impacted | Impact | Consequence | | | | |
|---------------|--|---|---|---|---|---|
| | | Catastrophic | Major | Moderate | Minor | Insignificant |
| Performance | Ability to achieve key objectives. | Unable to achieve. | Major impact. | Moderate impact. | Minor impact. | Negligible impact. |
| | Improvement on the delivery of key strategic objectives. | Exceptional improvement. | Major improvement. | Moderate improvement. | Minor improvement. | Negligible improvement. |
| | Ability to be managed with the current resources. | External resources required. | Impact cannot be managed. | Significant adjustment to resource allocation. | Additional internal management efforts required. | Impact can be managed through routine activities. |
| | Loss of Infrastructure. | Ongoing loss of critical infrastructure. | Long-term loss of critical infrastructure. | Loss of support infrastructure. | Interruption to support infrastructure. | Negligible interruption to support infrastructure. |
| Financial | Loss of assets. | >15% of asset value. | 5%-15% of asset value. | 2%-5% of asset value. | < 2 of asset value. | Insignificant loss. |
| | Impact on annual revenues or costs. | Adverse >15% deviation from budget. | Adverse 5%→15% deviation from budget. | Adverse 2%→5% deviation from budget. | Adverse impact on revenues and costs <2% deviation from budget. | Insignificant adverse impact on annual revenue or costs. |
| | External Audit issues. | Audit unable to be completed. | Audit qualification on the report and accounts. | Management letter contains significant issues. | Management letter contains minor issues. | Matters discussed with management not reported. |
| Environmental | Environmental harm | Catastrophic long term environmental harm. | Significant long-term environmental harm. | Significant short-term environmental harm. | Minor transient environmental harm. | Negligible transient environmental harm |
| | Improvement to environment | Exceptional improvement and/or national environment. | Major improvement. | Moderate improvement. | Minor improvement. | Negligible improvement. |
| Reputation | Adverse Publicity. | Significant damage to public confidence leading to sustained compromise in the achievement of strategic objectives. | Local publicity of a major and persistent nature, affecting the perception/standing within the community. | Damage to reputation to a specific audience, may not have significant long-term or community effects. | Minor damage to reputation to a small audience, complaint from a large group of people. | Minor unsubstantiated publicity or damage to reputation to a small audience, complaint from individual/small group. |
| | Positive Publicity. | Extensive positive coverage in local and/or national press. | Positive coverage in local press (e.g. extensive or front page). | Positive coverage in local press. | Minimal positive coverage in local press. | Negligible positive coverage in local press. |



Appendix 1 – Risk assessment methodology (Continued)

| Likelihood | Score | Consequence | | | | |
|----------------|-------|---------------|--------|--------|---------------------|---------------------|
| | | Insignificant | Minor | Major | Critical | Extreme |
| | | 1 | 2 | 3 | 4 | 5 |
| Almost Certain | 5 | Medium | High | High | Extreme/Exceptional | Extreme/Exceptional |
| Likely | 4 | Medium | Medium | High | High | Extreme/Exceptional |
| Possible | 3 | Low | Medium | Medium | High | High |
| Unlikely | 2 | Low | Low | Medium | Medium | High |
| Rare | 1 | Very low | Low | Low | Medium | Medium |

Action Required

| | |
|---------------------|------------------------------|
| Extreme/Exceptional | Immediate corrective action |
| High | Prioritised action required |
| Medium | Planned action required |
| Low | Planned action required |
| Very low | Manage by routine procedures |

