



# WORKFORCE PLAN 2017-2021

*Delivering Value for York*

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**FOREWORD FROM CEO**

Strategic workforce planning is an important aspect in the long-term planning for an organisation. It's critical to ensuring that there are sufficient people to carry out the organisation's purpose – that the right people are in the right place at the right time to build a skilful and transparent organisation. The Shire of York is a significant local employer of 67 people including casual staff. Council has a strong desire to ensure we have a robust and affordable workforce and support a connected, professional and personal approach to management.

Workforce planning in the current economic climate poses many challenges. Not least is the expectation that the percentage of Australians aged over 65 will double in the next 30 – 40 years, and with retirement ages lifting, people will need stay in the workforce longer. This poses issues in the physically demanding areas of the workforce as well as for ongoing skills development to meet changing technology and intergenerational management challenges.

In the development of this plan there have been many areas identified for improvement in systems, policy and processes, as well as opportunities to increase effectiveness and efficiency of functions, programs and service delivery. We have reviewed the current workforce and the environment they work in and determined the way ahead in areas such as:

- Identifying staffing capacity and capability problems.
- Improving the skills and knowledge base in Assets and Project Planning
- Reviewing, monitoring and containing workforce costs through robust management systems and appropriate remuneration strategies
- Enhancing existing workforce skills and addressing risks, gaps and omissions
- Reviewing services, facilities and works programs to determine the most cost effective way to provide services to residents, visitors and the community at large.
- Identifying and resourcing the workforce requirements for economic development, events and community development programs and services
- Ensuring that there is appropriate and adequate service delivery into the future to meet the goals and objectives of the Community Strategic and Corporate Business Plans.

The Shire faces long term challenges relating to its workforce, and in relation to the implementation of its Corporate Business Plan. These challenges include:

- Attracting and retaining skilled and qualified staff
- Ageing labour force in some areas
- Meeting community service and infrastructures expectations
- Funding required positions
- Changes in technology and equipment; and
- Changing legislative requirements and the potential impacts on productivity and budget.

The strategies developed focus on the context of workforce planning, explore the regional and local challenges, and outline the responses of the Shire to support the implementation of the Corporate Business Plan.

This Workforce Plan will be monitored and reviewed to ensure strategies progress as appropriate, and will be adapted and adjusted as required to maintain relevance and currency.

The Plan will guide the Council and Officers in responding and applying resources to initiatives, opportunities and challenges in the foreseeable future.

**Paul Martin**  
**Chief Executive Officer**  
**2017**

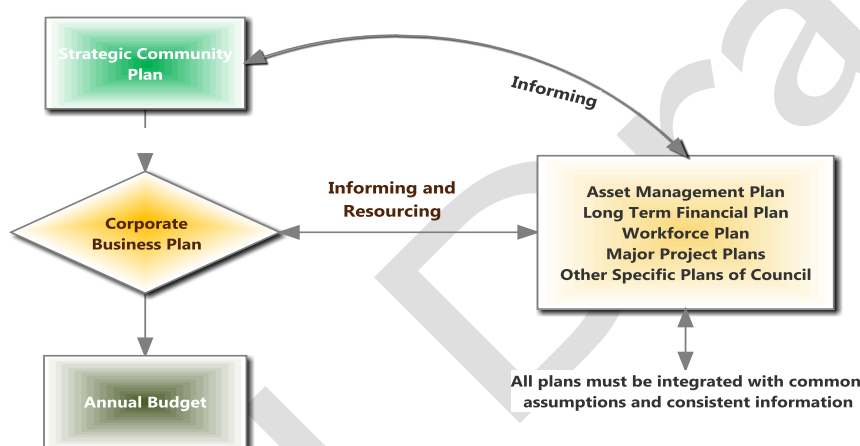
## 1.1 INTEGRATED WORKFORCE PLANNING IN CONTEXT

Integrated Planning is required by all Local Government to meet requirements of the *Local Government Act 1995* Section 5.56 (1) A “plan for the future” and Regulations on how to achieve this have been made under Section 5.56 (2):

- That Local Governments develop a *Strategic Community Plan* that links community aspirations with the Council’s long term strategy.
- That the Local Government has a corporate business plan linking to long term financial planning that integrates asset management, workforce planning and specific Council plans (*Informing Strategies*) with the strategic plan. (Regulation changes were Gazetted in August 2011 with full compliance required by 30 June 2013).

## 1.2 OVERVIEW OF THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated planning framework that supports compliance comprises the following plans/programs



## 1.3 CONTRIBUTING PLANS

**Strategic Community Plan (SCP)** – identifies the community’s main aspirations and priorities for the future and outlines strategies for achieving these goals.

**Corporate Business Plan (CBP)** – describes the activities to be undertaken over the next four years to achieve the agreed short and long term goals and outcomes.

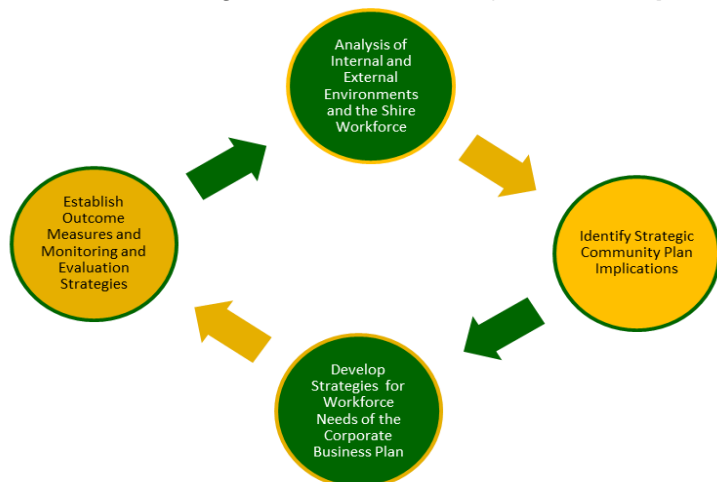
**Long Term Financial Plan (LTFP)** – outlines the financial resources needed to enact the CBP in the first four years and the potential revenues and expenses for at least the next six years of the plan. This plan serves to inform and resource all aspects of the associated integrated planning activities.

**Asset Management Plan (AMP)** identifies and records the asset register, service level, activities and strategies to ensure the physical assets and infrastructure of the Shire are appropriately managed and maintained over their lifecycle, and how they will be appropriately disposed of or replaced at the end of that lifecycle.

**Workforce Plan (WFP)** identifies and reports on the internal capacity to meet current and future needs of the goals and objectives of the Shire and the community, both in capacity and capability. It identifies gaps or surpluses in the current and future workforce and outlines strategies to ensure the right people are in the right place at the right time to deliver on community expectations or legislative requirements. It also aims to build capacity and resilience in the workforce to allow the Shire to respond to the changing environment or issues arising from external pressures. and outline strategies to address them. This information will inform the LTFP and the AMP, to ensure the financial and physical resources of the workforce plan are included in those plans and planning activities.

## 1.4 METHODOLOGY

The methodology used followed the practices and principles of the WA Department of Local Government's Workforce Planning Guidelines Toolkit (website: <http://integratedplanning.dlg.wa.gov.au>)



The stages in the diagram at left were carried out in a consultative and capacity building manner to ensure ownership and sustainability.

The workforce plan that has resulted from this process will be used to guide recruitment, retention and workforce growth, development or changes over the term of its life.

## 2. ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENTS

### 2.1. EXTERNAL ENVIRONMENT

#### NATIONAL AND WA EMPLOYMENT ENVIRONMENT AUGUST 2016

Headline employment fell 3.9k in seasonally adjusted terms in August, following an unrevised 26.2k increase in July. Our forecast was for a 10k increase, while the consensus market forecast was for a 15k rise. Full-time employment rose 11.5k, while part time employment fell 15.4k. By gender, male employment rose 1.7k (f/t +6.5k, p/t -4.8k) and female employment fell 5.5k (f/t +5.0k, p/t -10.5k).

The economy has added 180k net jobs over the past 12 months, with the annual growth rate falling to 1.5% from 1.9%, to be well below the long term average of 1.8%. Monthly hours worked (which can be a bit dodgy on a monthly basis) fell 0.2% in the month, to be up a soft 0.7% YoY. The seasonally adjusted unemployment rate fell 0.1 percentage point (ppt) to a three-year low of 5.6% of the labour force, with the seasonally adjusted participation rate falling 0.2 percentage points to 64.7%, its lowest level since January 2015. The trend unemployment rate, which looks through the month-to-month volatility, remained at 5.7% for the fourth month in a row. The number of unemployed fell 10.5k to a seasonally adjusted 713.3k, down 6.8% on a year ago. The quarterly labour utilisation data saw the underutilisation rate, which combines the unemployed with those who are working but want to work more hours, was up 0.1ppt to 14.3%, the highest level since November 2015. Of the states, almost all of the gains were concentrated in Victoria where seasonally adjusted employment rose 20.8k and to a (much) lesser extent Tasmania, which saw a 1.1k increase. Employment declined in seasonally adjusted terms in New South Wales (-9.2k), Queensland (-7.6k), Western Australia (-6.6k) and South Australia (-1.7k). New South Wales remained the state with the lowest seasonally adjusted unemployment rate at 5.0%, down from 5.2% in July, thanks to a fall in labour force participation. Tasmania has the highest headline unemployment rate at 7.2%, while the Western Australian seasonally adjusted unemployment rate was steady at 6.3%. Western Australia maintains the highest seasonally adjusted participation rate at 67.4%, with Victoria next best at 65.5%. Tasmania has the

UNEMPLOYMENT RATE (%)		
	Aug	Jul
Total	5.6	5.7
Male	5.5	5.6
Female	5.7	5.8
WA	6.3	6.3
Qld	6.2	6.1
NSW	5.0	5.2
Vic	5.5	5.8
SA	6.8	6.3
Tas	7.2	6.3

## EMPLOYMENT GROWTH

	Aug '000	Jul '000	Year on year % chg.
Total	-3.9	+26.2	+1.5%
Full-time	+11.5	-43.4	+0.4%
Part-time	-15.4	+69.6	+4.1%

lowest participation rate at 60.1%.

\*Figures may not sum due to rounding

## COMMENT

This employment report has turned out to be a mixed bag with employment falling slightly while on the other hand, the headline unemployment rate slipped to a three-year low. The broader labour market trend continues to look rather soft however, with the decline in the unemployment rate since the beginning of the year being driven by a drop in labour force participation. In seasonally adjusted terms, the economy has added just 67k jobs in the first eight months of 2016, driven entirely by part-time employment, with full-time jobs down 51k since December 2015.

Even New South Wales has seen a drop in full-time employment so far in 2016, so the weak employment growth is not just confined to the mining states in Western Australia and Queensland. That labour market conditions are so soft even while the east coast is experiencing a huge residential construction boom is a concern. While employment growth may pick up again toward the end of the year as it did in 2015, we continue to expect the inevitable slowdown in construction and its negative impact on employment to be the major catalyst behind further RBA rate cuts in 2017.

Source: WA Treasury Corporation Economic Analysis/ Labour Force August 2016

**Relevance to Workforce Planning in the Shire of York.**

This employment market in 2016 is vastly different from the one that was in place when the previous workforce plan was written and the generous Enterprise Bargaining Agreements (EBAs) and workplace conditions offered in the 2013/14 environment reflected the difficulties in recruiting and retaining staff. This was especially difficult in the technical and professional skills areas where the Shire was competing for staff against the mining, resources and construction industries which were offering with the generous salary packages and career development opportunities. This also offers the opportunity to review and adjust recruitment and retention strategies to align with the current economic climate.

**2.1.1 REGIONAL PROFILE**

The Shire of York, located in the Avon Sub-Region of the Wheatbelt, is a key stakeholder in the Sub-Regional Economic Strategy of the Wheatbelt Development Commission. The Strategy development has applied the principles of “collaborative consulting” including data collection, strategic overview and stakeholder consultation. The Avon Sub-Region of Western Australia is a one billion dollar (\$1b), export-oriented economy. Home to 27,384 people in 2011, or some 4.5% of Western Australia’s nonmetropolitan population, the Avon is a dynamic region with an increasingly diversified economy.

Agricultural production in the Avon facilitated the establishment of a robust transport and logistics sector in the sub-region. Over the past 5 years, the transport, postal and warehousing industry accounted for 11.7% of industry value add. Adding manufacturing to this base, takes the total industrial activity’s share of value add to 18% or almost one fifth of the local economy.



In recent years, industrial activity in the Avon has diversified as a result of the sub-region's strategic location in Western Australia. The sub-region is directly adjacent to the metropolitan Perth region and on major east-west rail and road and north-south road freight routes.

This position provides the Avon with affordable and strategic access to both a critical mass of urban population and major mining regions of the Pilbara, Mid-West Goldfields and South West. The Avon's position as a transport, logistics and manufacturing hub is unique in that it has the capacity to service multiple mining and urban regions. This diversity of access, coupled with local agricultural production is critical to the Avon's long-term sustainability as it provides the sub-region with the ability to minimise its exposure to individual commodity cycles.

### **Relevance to Workforce Planning**

In considering the workforce of the Shire of York, positive aspects of the regional collaboration afford opportunities to potentially reduce costs, improve the quality of skills and knowledge attracted to individual and resource sharing local governments, and increased finding opportunities. The responsibilities for planning, asset management and infrastructure construction and maintenance in these transport corridors will require a higher level of skills and knowledge which may impact on workforce costs. There will also be a greater need to upskill the existing workforce, particularly in the assets and infrastructure area to meet the challenges of maintaining and improving the roads and drainage infrastructure to address increased freight traffic through the Shire. This may be offset over time by improved efficiency and effectiveness in the quality of work, and increased capacity and capability in the planning and development activities of the Shire.

### **2.1.2 WA LOCAL GOVERNMENT ENVIRONMENT IN 2016**

At the time of the last workforce plan development in 2012/13, the Local Government Industry was immersed in Structural Reform strategies and reviews, with a view to amalgamation and regional cooperation models. This influenced the development of local government strategies and workforce planning, and was also a time of uncertainty for Elected Members, Officers and the community. In 2016 the reform process has moved towards improved governance, transparency, accountability and risk management.

The Integrated Planning and Reporting framework enters its second four year iteration, with requirements to further improve strategic and operational planning processes, risk and financial management and asset identification management. There is also a greater emphasis on governance and potential misconduct management as interlinked areas that require transparency, robust systems, processes, training and development for both Elected Members and Officers.

### **Relevance to Workforce Planning**

The governance and planning reform processes require more 'backroom' resources with higher skills and knowledge to be able to provide more efficiency and effectiveness which will ultimately have the potential to reduce costs, outsourcing and rework. It will also improve transparency, increase the level of quality in services and infrastructure and reduce strategic and operational risks.

### **2.1.3 SHIRE OF YORK PROFILE**

*This profile summary is taken from the Shire of York Community Strategic Plan 2016 – 2026 to ensure integration of the planning presumptions and data sources.*

The Shire of York covers an area of 2,131km and is bounded by the Shires of Northam and Cunderdin to the north and northeast respectively, Quairading to the east, Beverley to the south, and Mundaring and Kalamunda to the west. The climate is Mediterranean with warm to hot, dry summers and mild wet winters.

### **Population**

The Shire, with the key town sites of York (the Shire's seat of local government), Gwambygine, Mount Hardey, Greenhills and Kauring had a total resident population of 3,396 in 2011, at which time the male / female ratio

was approximately 50:50. Aboriginal and Torres Strait Islander people made up 3.5% of the total population (ABS, 2011).

The Shire's estimated resident population as at 30 June 2015 is 3,460, reflecting only a modest overall increase of 64 residents (1.9%) in the four years since the 2011 Census (and a decline from the estimate of 3,529 for 2013).

At the current, confirmed rate of growth (and assuming the lowest, most conservative growth scenario) the Shire's population is forecast to be 4,600 in 2026, as depicted in the Western Australia Tomorrow population forecasts. Much of this potential growth is likely to occur within the York town centre. (Higher forecast scenarios set the 2026 population of the Shire at 5,100, 5,400, 5800 and 6,300 respectively.)

The Avon Arc Sub-Regional Economic Strategy 2013 estimated growth by that time to 7,000 but this is at the highest end of estimates given recent trends.

ABS projections indicate that the 2026 age profile for the Shire will largely reflect the current profile with one significant change - the 65 years and over age group will almost double by 2026 (with a forecast increase of 96.2%). By implication, 56% of the Shire's population in 2026 will be 45 years and over and 25% will be 65 years and over. The 0-14 age group is forecast to experience the second largest increase (38.7%)

### Shire Economy

	2006 Census		2011 Census		2015 ABS <sup>2*</sup>	
	York	WA	York	WA	York	WA
Total Population	3,116	1,959,088	3,396	2,239,170	3,460	2,590,259
Males	50.9%	49.8%	49.9%	50.3%	-	-
Females	49.1%	50.2%	50.1%	49.7%	-	-

Source: ABS Census 2006 and 2011

\*ABS estimated population (see footnote)

Agriculture (cropping and grazing) has historically been the cornerstone of the Shire's economy and remains the dominant Industry - with 136,100 ha of agricultural land holdings generating approximately \$46.2M in production value per annum. Cereal crops (particularly wheat) are the most prevalent and valuable to the economy, followed by wool production. While there is potential to diversify the agricultural industry within the Shire, the availability of water is a key challenge. Other local industries include wine and olive production. Tourism also plays an important economic role. A number of significant Aboriginal and built heritage features throughout the Shire contribute to its unique identity and history. An average of 172,505 tourists visit the Shire per year, with the daytrip market (79% of visitors) dominating local tourism activity and reflecting York's proximity to Perth. In addition to heritage, other key assets of York's tourism market potential comprise entrepreneurship, natural amenity and festivals.

### Home Ownership and Household Income

There is a relatively high level of home ownership within the Shire. 43.8% of homes are owned outright, compared to the WA state average of 29.5%. Conversely, the Shire has lower percentages of homeowners with a mortgage (33%) and people renting (19.6%) when compared to WA averages (37.8% and 29.2% respectively) (ABS, 2011). However, this 'asset rich' advantage can hide real issues in terms of the day-to-day cost of living in relation to disposable household income. The median weekly household income, as at the 2011 Census, was much lower in the Shire (\$908) than the WA average (\$1,415) thus demonstrating that the Shire is a low-income community and reflecting, in part, the age profile of the Shire (ABS, 2011)

### Employment by Industry Sector

At the 2011 Census, the Shire had a total labour force of 1,536 and the labour force participation rate was 55.3%. The unemployment rate for the Shire was 4.9% in 2011/12 and is noted to have declined steadily in the 10 year period from 2001 (when it was 7.2%) to 2011. The Shire's 2011 unemployment rate, while slightly higher than the average annual unemployment rate of 3.6% for the Avon Region, corresponded closely to the



statewide average of 4.7% (ABS, 2011). The top three industry sectors for employment in 2011 were agriculture, forestry and fishing (17.7%), retail trade (11.1%), and health care and social assistance (10.5%), as shown in table 2 below. Together, these three industries employed 39.4% of the total number employed (1,463). In comparison, WA employed 2.4% of workers in agriculture, forestry and fishing, 10.1% in retail trade, and 10.4% in health care and social assistance. Less than 5% were employed in professional, scientific & technical services, mining, and the transport, postal & warehousing industry within the Shire. When compared to the 2006 census, agriculture experienced an employment decline (from 20.1% in 2006 to 17.7% in 2011) (ABS, 2011). The two largest areas of employment growth between 2006 and 2011 were mining and health care and social assistance (ABS, 2011). This is reflective of an increase in mining support services and the increased provision of health services to cater for an ageing population (with the latter expected to increase further in future).

### Relevance to Workforce Planning

This profile assists with the planning and development of the services and workforce of the town, and will be further validated by the results of the 2016 ABS Census.

## 2.2 INTERNAL OPERATING ENVIRONMENT

### GOVERNANCE AND MANAGEMENT SYSTEMS AND PROCESSES

An organisational capacity survey was carried out by LG People in consultation with the Executive Management team to determine the environment in which the workforce carry out their tasks and functions. The results reflect the situation prior to the appointment of the full executive team and implementation of the CEO's business improvement plan and current change management processes.

The management, resource and capability scores from the LG People evaluation tool were 71.5 out of a potential 144 points, which was a result of 49.65%. The overall rating and risk factors are indicated in the table below

CATEGORY	SHIRE SCORE	MAXIMUM POSSIBLE	YOUR RATING	%
Workplace Culture	6	12	50%	
Leadership	4.5	8	56%	
Management	8	16	50%	
Planning	7.5	12	62.5%	
Human Resources	11.5	32	36%	
Communications	4	8	50%	
Financial Resource Management	13	24	54%	
Project management	5	12	42%	
Information technology	7.5	12	62.5%	
Facility management	4.5	8	56%	
<b>Total</b>	<b>71.5</b>	<b>144</b>	<b>49.65%</b>	

### General Feedback from Workforce Planning Consultant (LG People Principal)

In general, these scores reflect several areas where systems and processes are ad hoc, or at basic level, which then leads to low scores in other areas that rely information, skills and capacity to be able to do effective operation planning, records management and reporting.

Communication is mainly ad hoc in the main which further reduces the effectiveness of planning, managing and implementing the strategies and objectives of the Strategic and Corporate Plans. The human resources management area is one that falls significantly behind the other areas, and needs the most improvement in the short term. This will allow for improvement for other issues identified with growth in skills and capacity, clearer direction for staff and improved recruitment and performance management processes.

Project development and management also needs a key focus to improve project outcomes and reduce risks.

Long term financial, asset management and operational planning are areas that need improvement to be able to increase asset performance, financial robustness, and operational performance and reduce risks and challenges for the Shire.

Leadership and management are also areas for improvement and the current restructure, workforce planning and change management project and increased focus on governance and risk management will address this.

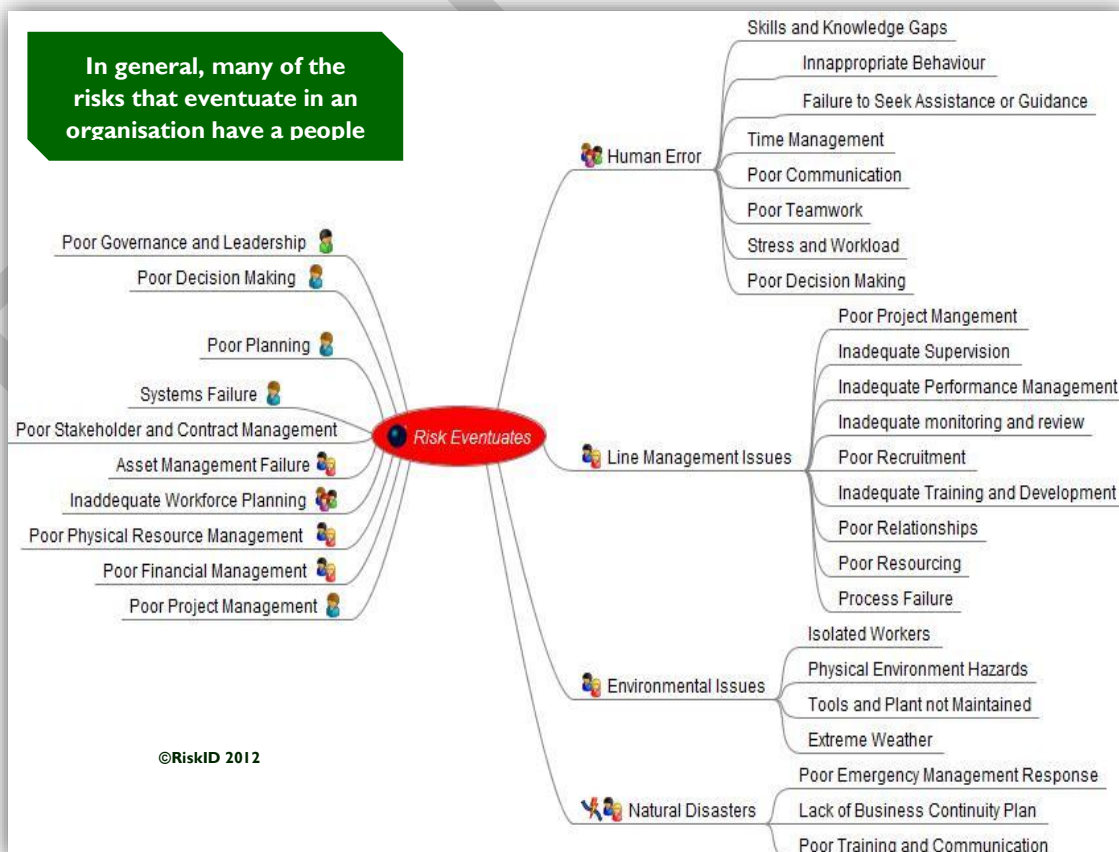
A review of all business management systems and processes relevant to the quality of data and information management should be included in a change management strategy to ensure timeliness and accuracy of information needed for strategic and operational planning.

The observations and conclusions outlined have been discussed within the Executive Team and will be addressed where practicable in Section Four (Capacity and Capability Strategies) of this plan.

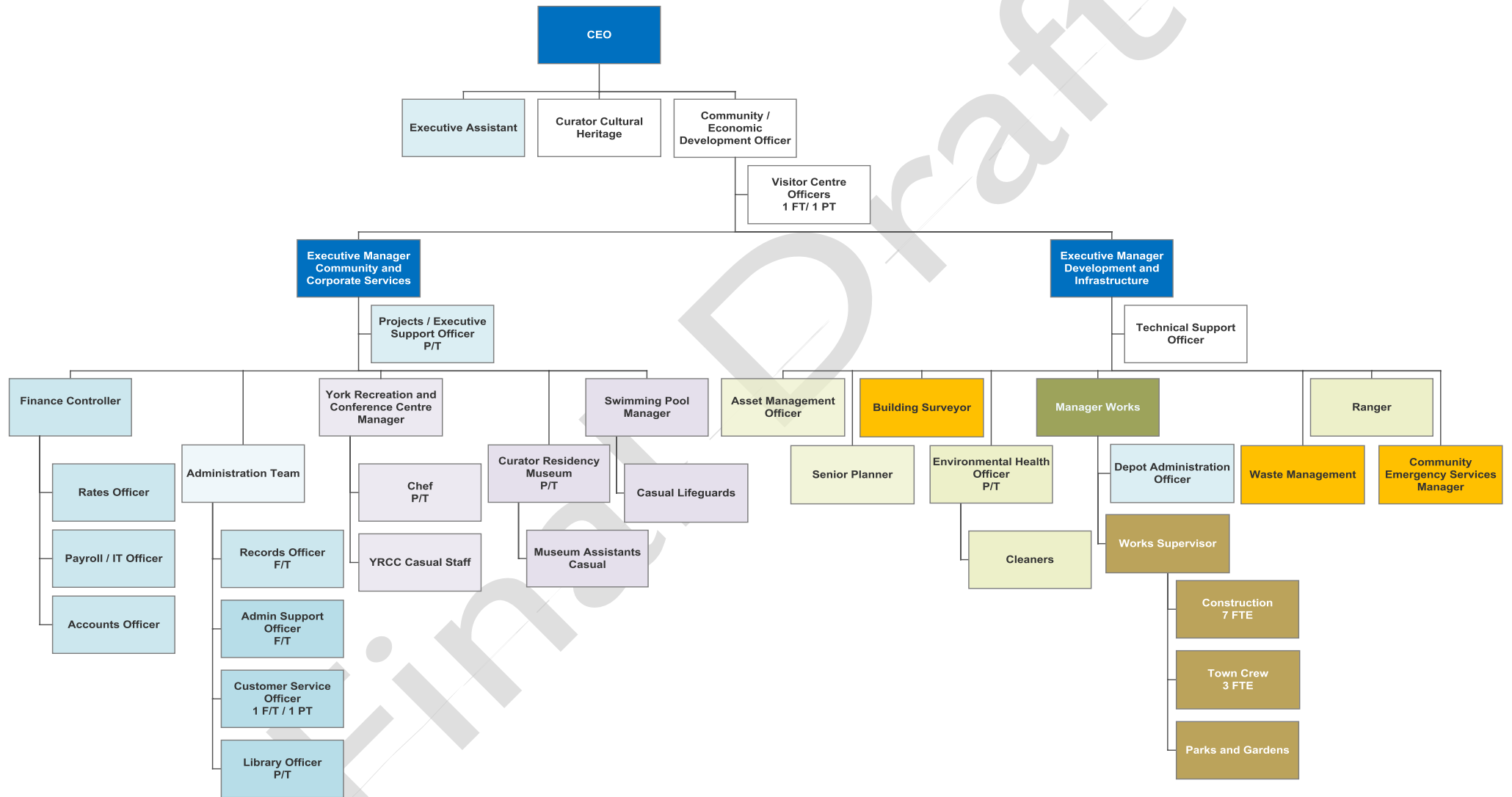
**2.3 ORGANISATIONAL WORKFORCE RISK FACTORS**

The capacity and capability to deliver safe, effective and efficient services and functions rests with the quality of the staff and their managers, and their induction and ongoing training and development. If not addressed, this can have an impact on all facets of planning, service delivery and governance as demonstrated in the diagram below. Having formal risk management systems mandated by policy, and underpinned by formal risk appetite and tolerance levels are required. This will build a risk management culture that will provide a consistent approach to all risk assessments and treatments. This will also increase legislative compliance and organisational confidence in decision making. There are also requirements to comply with the Finance Regulations that require internal control and risk management systems to be embedded to support the Audit and Risk Committee activities as outlined in *Section 7 of the WA Local Government Accounting Manual*. This has been addressed initially, but needs to be included in the workforce planning strategies to be continually improved. This will also require an ongoing internal audit system and processes to be in place.

Additional risks are added when an organisation goes through a stage of great challenge, where the skills and capacity needed for recovery is not financially sustainable in the long term. This is where the strategies of the workforce planning process and regular review are vital to the ongoing shaping of an efficient and effective workforce. Identified Shire risk factors are outlined in section 2.10 of this workforce plan.



2.4 ORGANISATIONAL STRUCTURE DECEMBER 2016



## 2.5 SERVICES PROVIDED

The services provided by Local Governments to their communities vary according to the identified needs of their communities, location, population profiles and affordability. As Local Governments operate under a legislative environment, there is also a mandate to address compliance and governance issues and ensure that all staff are trained in legal and reporting requirements. The Shire provides the following functions, services and information to its community, its staff and to the relevant regulatory bodies.

Service	Theme 1 The Place to Live	Theme 2 A Leader in Heritage and the Environment	Theme 3 Driving the Economy Forward	Theme 4 Built for Resilience	Theme 5 Strong and Effective Governance
Governance support					X
Strategic and corporate planning	X	X	X	X	X
Advocacy and collaboration	X	X	X	X	X
Community engagement and consultation	X	X	X	X	X
Aboriginal relationships		X			X
Asset planning and risk management			X	X	X
Economic development, tourism, marketing	X		X		
Visitor Information services		X	X		
Cultural heritage services		X	X		
Libraries	X	X			X
Community housing	X				
Community leases	X				
Recreation services	X				
Community development	X	X			X
Youth support	X				X
Community funding	X	X	X		
Civic and community events	X				
Disability access and inclusion planning	X		X		
Older persons support	X			X	
Roads and bridges	X		X	X	
Footpaths and trails	X	X	X	X	
Drainage and catchment management		X	X	X	
Parks and open space (passive)	X	X		X	
Parks - active recreation	X		X		
Cemetery	X	X		X	
Environment services		X			
Building and property asset services		X	X	X	
Council heritage buildings		X	X		
Recreation facilities	X		X		
Swimming pool	X		X		
Community halls	X			X	
Strategic land-use planning	X	X	X	X	
Planning administration	X	X	X	X	
Planning (heritage protection)		X	X		

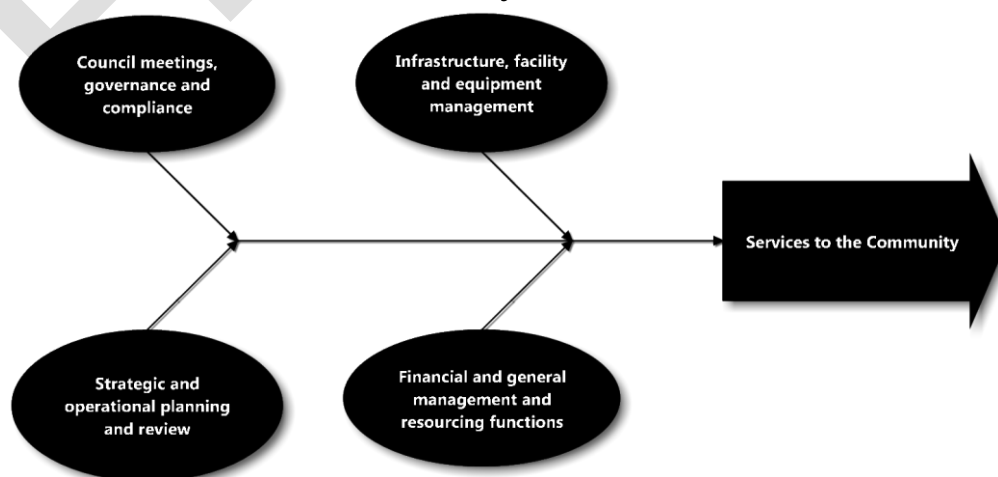
Service	Theme 1 The Place to Live	Theme 2 A Leader in Heritage and the Environment	Theme 3 Driving the Economy Forward	Theme 4 Built for Resilience	Theme 5 Strong and Effective Governance
Building control	X	X		X	
Fire and emergency services	X				
Environmental Health	X				
Ranger services	X		X		
Waste management	X	X			
Septic ponds management	X	X			
Organisation development					X
Asset planning and risk management			X	X	X
Finance services					X
Monitoring and reporting					X
Community access to information	X				X
Human resources					X
External grants funding					X
Administration and customer services					X
Licensing	X				

### Administration and Management

There are many other components to managing and sustainably developing a Shire to meet both community needs and legislative requirements that need to be adequately resourced. They often suffer from low resourcing even though they play a pivotal role in Shire performance efficiency and effectiveness. Examples are outlined in the table below.

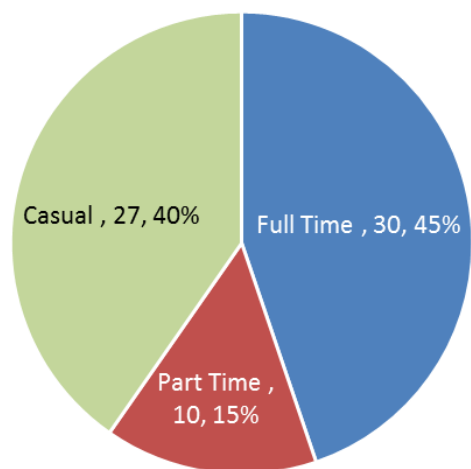
<b>Strategic and operational planning</b>	Regional cooperation forums and meetings
<b>Council and management meetings</b>	Staff training & development and performance management
<b>Community consultation, advocacy and lobbying</b>	Asset and infrastructure planning and development
<b>Funding applications and acquittal.</b>	Administration and financial management

#### 2.5.1 Local Government SERVICE Delivery Model



## 2.6 SHIRE WORKFORCE PROFILE 2016

Staff Employment Types at January 2017

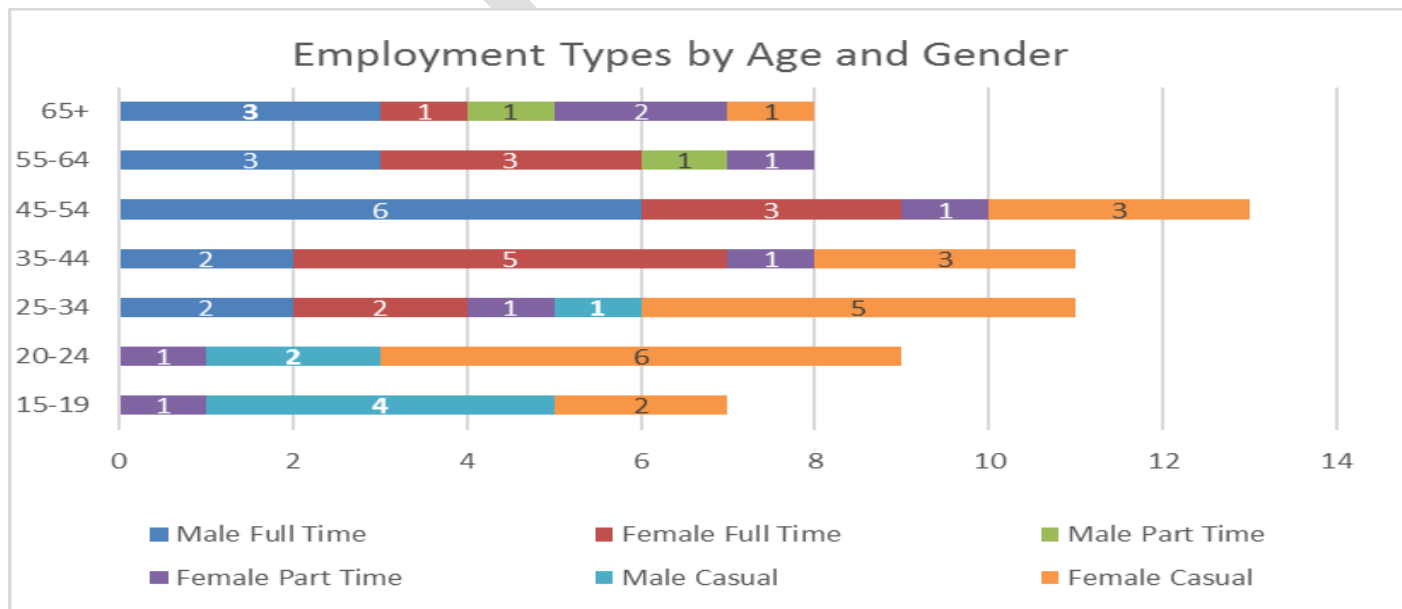


At the time of analysis (January 2017) the Shire has 67 employees employed in a full-time, part time and casual positions. (Approximately 44 full time equivalents). This includes 18 recreation and community services casual staff working intermittent hours. Additionally, there are contractors and consultants engaged as required to fill skills or capacity gaps.

As observed by the LG People Consultant with 17 years of experience with all WA Local Governments, the level of staff resources and employment types is typical of a local government of this size and regional location. The higher numbers of casual staff in the community area reflects the nature of the work and the hours of service delivery.

### 2.6.1 GENDER AND AGE PROFILE

There are 39 female and 28 male employees in total, across the Shire. The higher female employment rate is influenced by the level of administration and community services undertaken by the Shire, areas which generally tend to attract female employees due to the casual/part time employment types and the nature of the work.

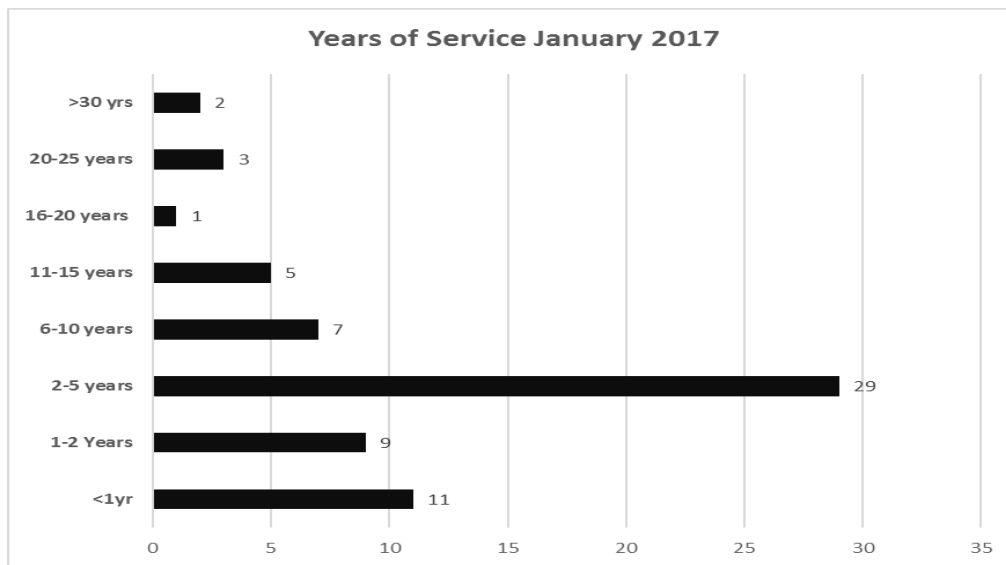


Employment types across the age groups show a greater tendency for casual work in the younger age brackets, and female staff have a higher representation in casual and part time employment in general.

The Shire has a good of diversity of age groups. The age profile indicates succession planning or transition to retirement strategies may be indicated in some areas, but in general the workforce is well balanced across the age groups.

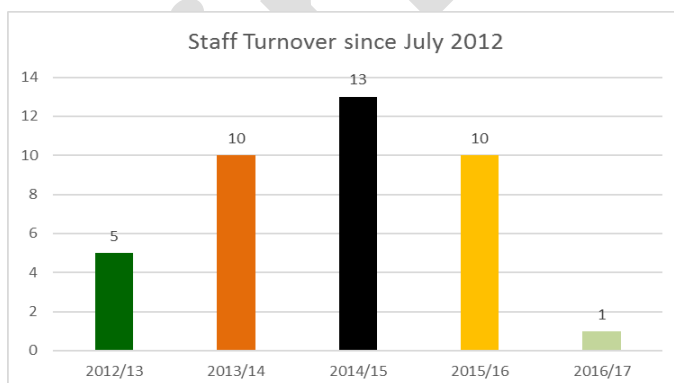
## 2.6.2 RECRUITMENT AND RETENTION

### Tenure of employment



### Staff Numbers and Turnover

REPORTING YEAR	STAFF MEMBERS INCLUDING TERMINATIONS AS LISTED IN ANNUAL REPORT	TERMINATIONS THROUGHOUT YEAR	PLUS York Recreation and Community Centre (YRCC) CASUALS	YRCC CASUALS - TOTAL HRS FOR YEAR	FTE REPORTED ANNUALS EQUIV IN
2012/13	52	5	10	3499.25	43
2013/14	58	10	27	4231.05	50
2014/15	57	13	35	5236.5	48
2015/16	52	10	27	4840	42
2016/17 (YTD)	51	1	18		APPROX. 44



Fin. Year	Turnover Rate (%)
2012/13	9.62
2013/14	17.24
2014/15	22.81
2015/16	19.23
2016/17	1.5

The rate of turnover over since 2013/14 is close to the average level for Local Governments in WA, based on the WALGA annual survey data, with 2014/15 being a little higher. Given the level of uncertainty and difficulty that has been experienced in the Shire over the last few years, it is a testament to the loyalty and resilience of many of the staff, that the level of turnover in the operational staff has been relatively low.

In 2016, a strategic organisational review was approved by Council and the following changes were implemented.

#### New Positions

- Executive Manager Corporate and Community Services
- Executive Manager Development and Infrastructure Services
- Community & Economic Development Officer
- Asset Management Officer

#### Positions Discontinued:

- Deputy CEO
- Manager Development Services
- HR/Compliance Officer

**Positions Deferred:** YRCC Bar Supervisor, YRCC and Trainee Positions

### 2.7 WORKFORCE COSTS AND BUDGET PERFORMANCE REVIEW

The table below include wages, salaries and on costs over the past four and a half years. This must be read in the context that it does not include outsourced services and support roles that provide essential services that may otherwise be on the payroll in larger or differently structured local governments.

These currently include: Waste Services, Landfill; Building Surveyor, HR Services.

#### Payroll Costs

Shire of York _ Gross Salaries and Wages History			
	Budget	Actual	% of Budget
2012/13	3,266,618	2,815,833	86.20%
2013/14	3,221,709	3,027,726	93.98%
2014/15	3,438,832	3,153,220	91.69%
2015/16	3,536,300	2,933,090	82.94%
2016/17 (6 Months)	3,762,959	1,816,836	48.28%

#### Comments

In reviewing the salary and wages of the Shire, managed under generous Inside and Outside Enterprise Bargain Agreements, there are many areas that are above the average level of local governments of similar size. The history of this is unclear at this time as HR records are incomplete and the records system is not robust or easy to navigate to find relevant information.

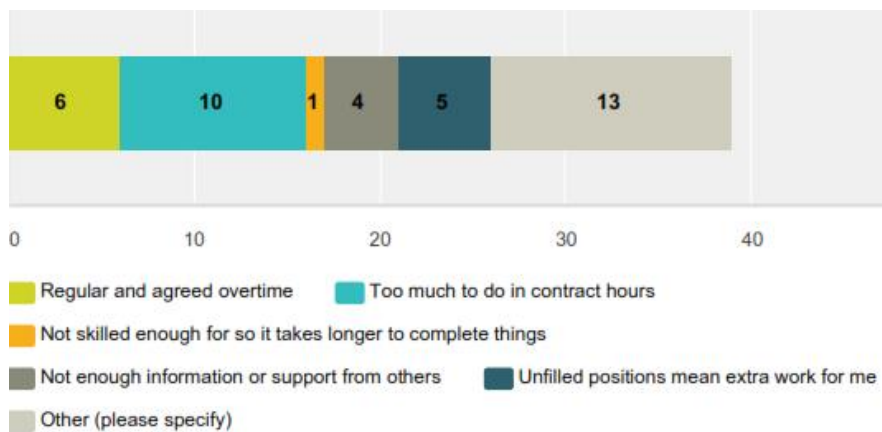
#### Annual Leave

The Shire uses a reserve account to fund annual leave provision and demonstrates adequate cover with a balance of \$338,904 at 30<sup>th</sup> June 2016

#### Long Service Leave

The Shire uses a reserve account to fund long service leave and demonstrates adequate cover of the current long service liability with a budget for the 2016/17 financial year of \$ 278,528 and \$38,117 for the non-current long service liability.





In some areas, some staff have accrued excessive annual leave balances and these issues need to be addressed, predominantly through the performance appraisal processes. Long service leave accrual records are being further reviewed as there was a change of payroll system in the past and records need to be collated to ensure all information is captured.

### Residential Profile of the Workforce

The residential profile of the workforce at the Shire demonstrates that at the time of reporting, 89.5% of the staff live in the Shire. 9% of those reside in Shire owned properties, (two in lease arrangements) as they have been recruited from outside the region. The remaining staff reside in Gidgegannup (2), Beverley, Northam (2) and Glen Forrest. This demonstrates that the Shire is a major employer in the Region and majority of staff are also members of their community.

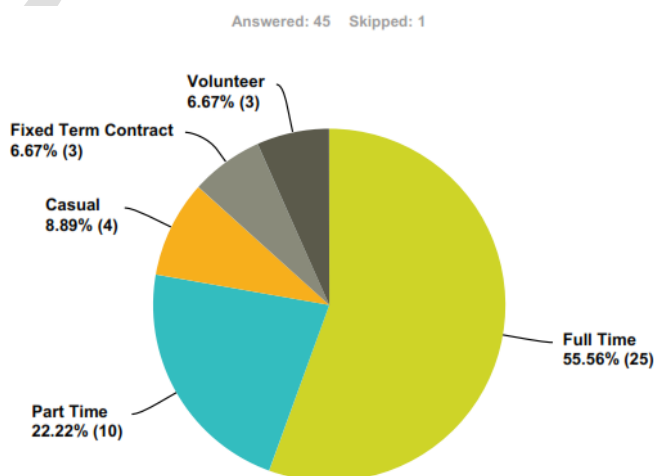
### 2.8 WORKFORCE CAPACITY AND CAPABILITY.

A staff survey was carried out from December 2016 to January 2017 to determine the capacity and capability of the current workforce, as well as to review workforce issues and satisfaction levels. A summary of results is outlined below.

#### Quantitative data

43 staff and three volunteers completed surveys. There are 67 people on the payroll, and 18 casual staff of the recreation centre did not access the survey, giving an 87.5% response from regular staff. The employment types of the responders are indicated at right.

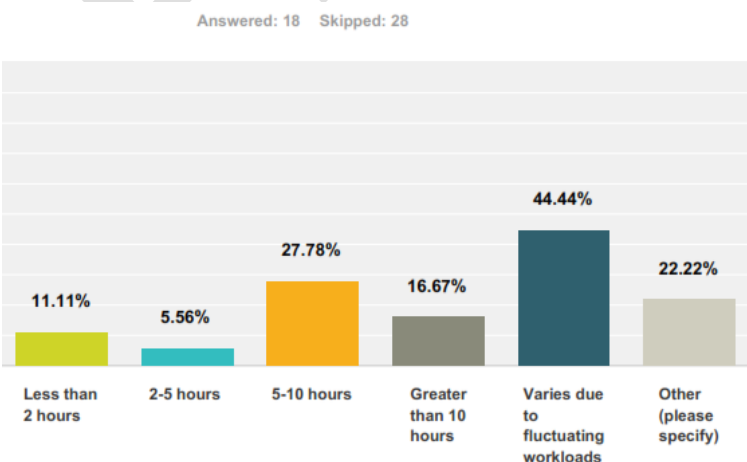
57% of staff work more than their contracted hours, the amount of time and the reasons it happens are outlined in the graphs and tables below. It should be noted that in senior and professional roles there is an expectation for reasonable / seasonal additional hours.



These results indicate there are capacity and capability issues in the workforce, which may contribute to inefficiencies in service delivery to internal and external customers, and impacts on the quality and quantity of work.

Some reasons for the additional hours are:

- Unpaid hours but only those spent at Shire premises listed
- Additional hours worked during busy periods eg audits -time in lieu taken later.
- Council meetings two times per month

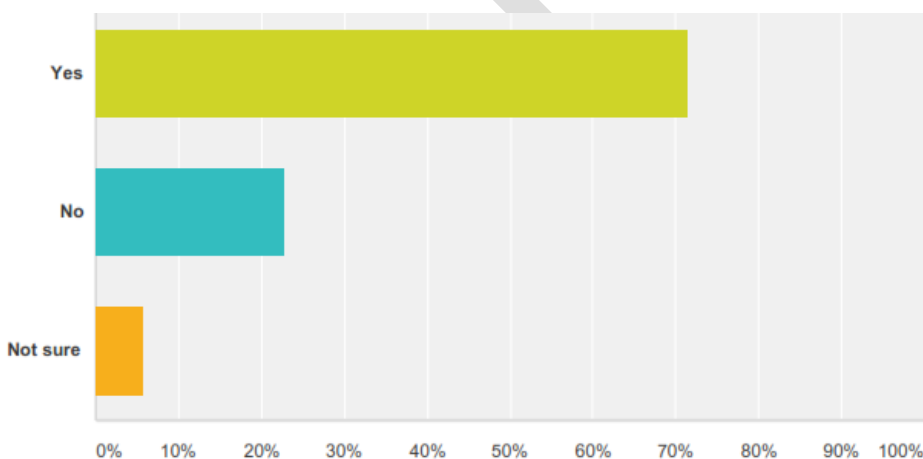


Other reasons

#	Other (please specify)
1	Research is a key element of my work
2	additional day at Shire office as 'Marketing Officer'
3	Out of hours meetings, training and operational incidents
4	as above
5	Council Meetings - employment contract states no overtime payable, but time in lieu can be accrued for after hour meetings, ect.
6	Council Meetings once per month
7	The nature of the position
8	due to not having a Curator/Curator leave, I have been filling in as needed since my contract began
9	RDO relief
10	casual relief
11	Avon Park Working Group meetings run after work hours
12	N/A
13	NEW ROLE, NEW TO ORGANISATION, STILL DEVELOPING EFFICIENCIES

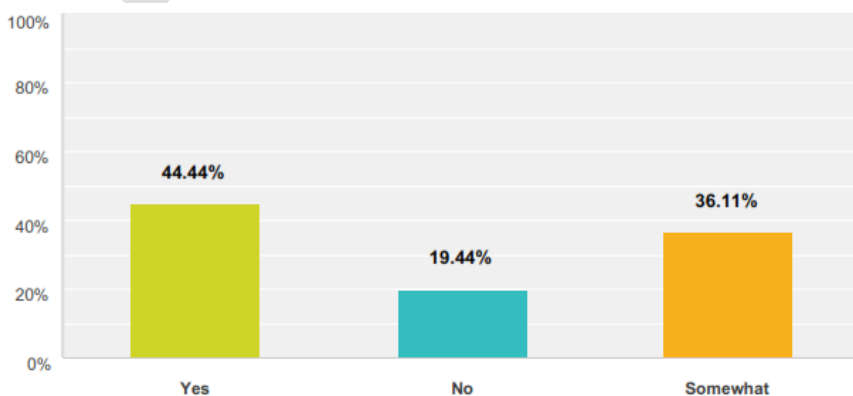
To ensure that the workforce has clear roles and direction it is essential that they are given a position description that reflects the purpose of the position, what they are expected to do, their reporting lines and levels of authority. While most of the respondents have a position description (PD), results below indicate they are not overly reflecting what staff do and are not reviewed as part of a structures annual performance review. This makes performance management, outcomes and accountabilities hard to manage.

Number of People with a PD



74% of respondents to the survey have a job description with a further 5% not sure.

Only 13% believed that their PD is reviewed annually and a further 8% indicated it was sometimes reviewed.

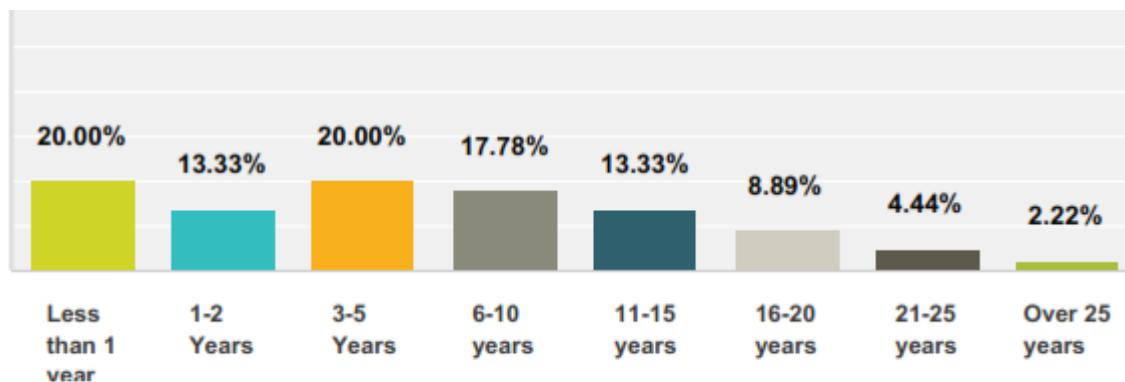


At left are the results of the question of whether the PD's reflect what they do on the job. This indicates that required roles and tasks are not clearly communicated to staff, and performance indicators and measurements are not a routine part of the staff management processes.

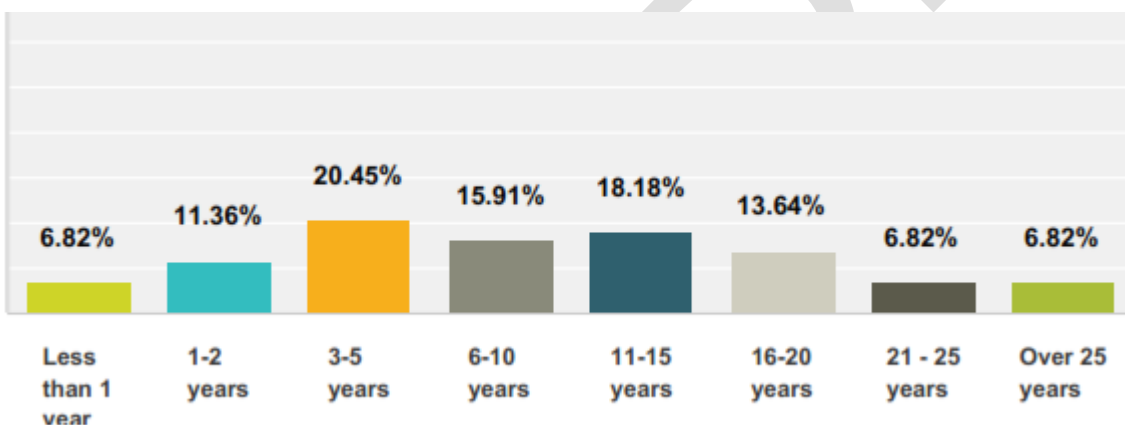
### Years of Local Government Experience in the Shire/Total Experience in Local Governments

The level of Local Government experience in the Shire can have an impact on productivity, efficiency, training costs, work load and stress levels due to the need to understand and work within the statutory environment of a of Local Government. The levels indicated below, either in the Shire of York or the wider industry, show a sound range of local government experience that is a result of low turnover in the operational workforce and effective experience based recruitment.

#### Years of experience in the Shire of York

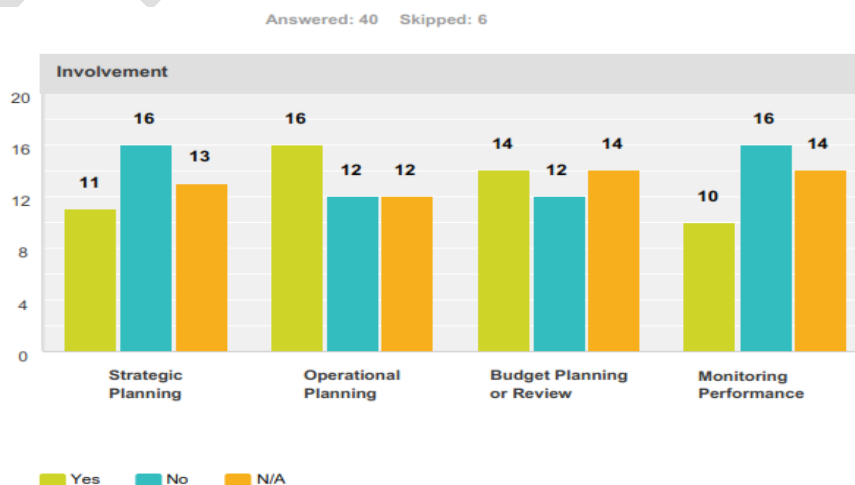


#### Years of experience in the Local Government Industry



### Involvement in planning and review

The graph below indicates that staff are involved / consulted as appropriate in planning and review which is a positive sign of an engaged workforce and management using a consultative approach in the workplace.



## People Management Skills

37% of respondents supervise or manage staff regularly, with a further 10% having that role sometimes. 24% of them experience some issues and challenges in managing people and their performance. 32% of that group would like more training and support.

## Staff Personal Skills and Knowledge

In the survey, staff were asked about their qualifications, skills and knowledge relevant to their role to form the basis of a skills register to underpin the training and development strategies of the Shire. The table below summarises the preliminary results that have not been validated at present, but will form a benchmark for future reviews.

% with Tertiary Qualifications	# with Certificates or Diplomas	% with Role specific Training	% with Other Training
16%	30%	74%	60.5%

These results indicate a high level of engagement in training and skills development when available, and potentially untapped skills that are not being effectively applied to roles and tasks needed in the Shire. These results will be recorded in HR files and on a skills register once the HR data management systems are upgraded.

## Skills and Knowledge Gaps

% Need more skills or knowledge	% May need more skills or knowledge	% do not need more skills or knowledge
58%	17%	25%

These are role specific needs, and range from licences or peer learning to certificates or more formal training or learning opportunities. Many people have acquired various levels of skills and knowledge for their role over time, and for many reasons have not had the opportunity to access or achieve formal qualifications. People management in the Shire has some identified issues, but the lack of a robust line management system has led to authority or accountability issues also impacting on the ability to better manage people and performance.

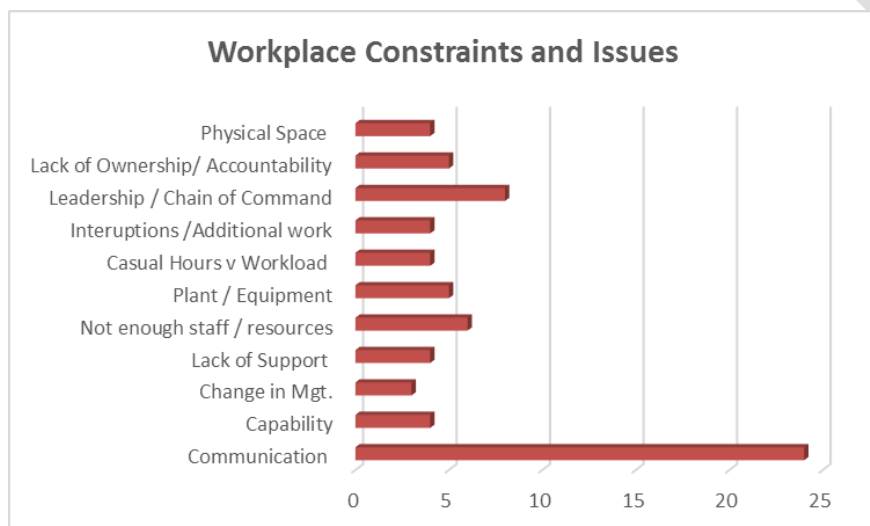
## 2.9 STAFF SATISFACTION

As part of the staff survey, employees were given the opportunity to answer five key questions relating to their experience of working for the Shire these included the barriers, constraints and issues that may prevent them from doing a good job and achieving their goals and objectives; what they liked best and least about working at the Shire; what they would change if they could and would they recommend the Shire to their families and friends as a good place to work as an employee or a contractor.

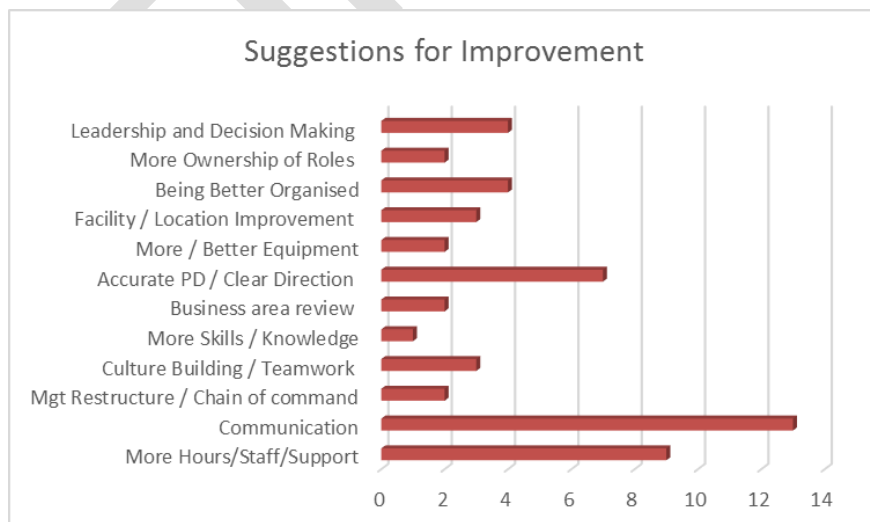
Non-identifying and summarised information below is published to guide strategy development and to provide a baseline for the measurement of continuous improvement over time. The responses below need to be considered in the light of it being their perceptions and experiences at a given point in time. They may be influenced by workload at the time, topical issues or length of time in the organisation that sometimes reflects a lack of knowledge or correct information. The issues raised need to be considered as areas for further review or improvement. The best things identified by staff offer opportunities to enhance employer of choice marketing, and the least liked and change suggestions are things to consider in developing the workforce planning strategies.

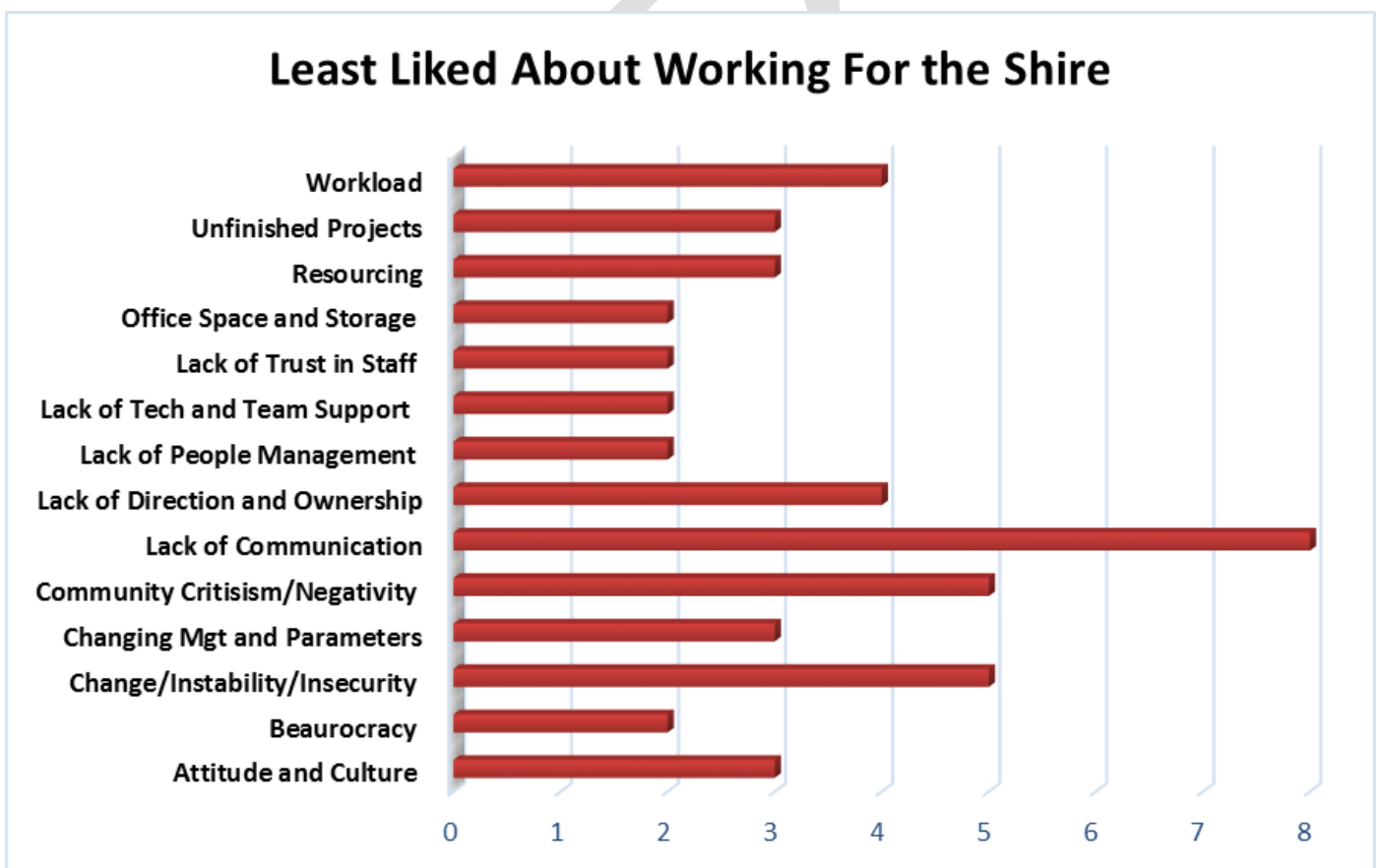
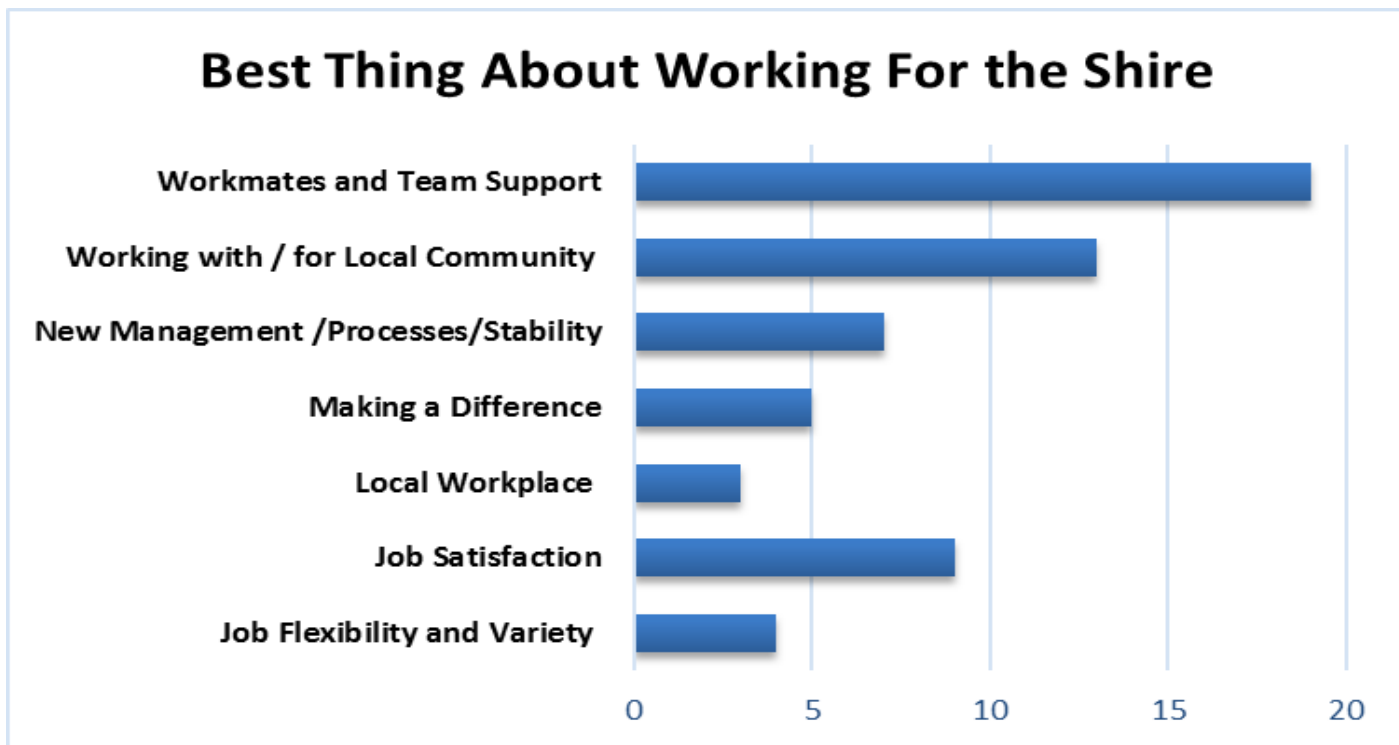
### Barriers, constraints and issues identified or perceived by staff responding to the survey.

The graph below is collated from the number of times each category was mentioned in the responses to the question of what prevents you achieving your role's goals and objectives.



### Suggestions for improvement



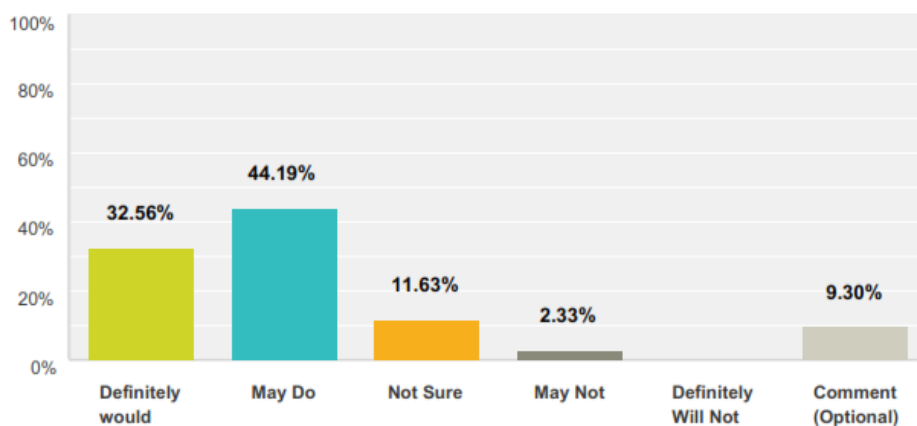


#### Suggestions for Change

Staff also offered suggestions for change which will be further explored in consultation with relevant staff and in staff feedback workshops and team meetings.

## Would respondents recommend the Shire as a good place to work?

100% of employees participating in the survey respondents answered this question and despite the challenges that have been experienced by staff over the past few years, over 76% would or may recommend the Shire as a good place to work. The comments indicated it would depend on the work area and culture. These results coupled with the high level of retention over time indicates that the staff have a high resilience to change as well as dedication to providing services to the Shire and to the Community at large.



In summary, the overall results indicate that while there is room for improvement, the staff have high levels of job satisfaction in the main. They are willing to embrace and participate in the change process, but would like to see improvement in communication, management, direction, role clarity, skills and knowledge development. Workload and resourcing are identified issues for the Management team to work on.

### 2.10 CURRENT WORKFORCE RISK PROFILE

The Shire of York has had a challenging few years. A new Council was elected in October 2015 which is providing new direction to the Shire and meeting needs and rebuild relationships with the community. The organisation has been through a major strategic review which has seen new integrated planning and reporting documents prepared (some for the first time). This has involved extensive input from the community and stakeholders. Risks have been identified and prioritised through the review process and through the Corporate Plan development.

#### Governance, Leadership and Management:

The organisation has had 3 CEO's in two years. As a result a number of staffing issues which would normally be addressed in due course were not addressed. This resulted in the need for a review of the organisation and a new organisational structure. A new and permanent CEO was appointed and commenced in April 2016. This CEO took a high level review of the organisation to ensure the organisation could deliver upon the priorities of Council and the community articulated in the new Integrated Planning and Reporting documents as a first step in the process of developing a workforce plan. The review has identified priority areas which will need to be addressed over the coming years. It also made a recommendation to Council on a new organisational structure. The review proposed as part of this new structure that a number of positions which had been vacant be recruited to deliver the Council's priorities and organisational needs.

To date (January 2017) there have been 2 new Executive Managers recruited to complete the new leadership team of the Shire. In addition, roles have been re-deployed recruited in Coordination of Cultural Heritage and Community/ Economic Development to address gaps in those respective areas that will address community aspirations and strategic skills and knowledge gaps in Shire. An additional role of Asset Management Officer has been recruited to address a critical skills gap in a key focus area for the Shire and the Community. He will commence duties early in 2017.

There are also identified gaps in chain of command and communication areas that affect efficiency and effectiveness in planning and service delivery, along with an absence of formal training and development plans for staff in all areas. This impacts on the capability of people to deliver the goals and objectives of the Shire in a cost-effective manner.

Underpinning Management and HR systems, processes and policies are not overly robust and have gaps and omissions that make managing information and people somewhat ad hoc, difficult and costly in time and resources.

### **Workforce Costs**

Due to the lack of a mature record keeping system and consistent operational processes, along with the apparent absence of standardised HR and recruitment processes, it is difficult to track remuneration history and employment terms and conditions over the last few years. In addition, HR records are incomplete in many cases. What is evident is that there are generous Enterprise Bargain Agreements in place that seem to be out of step with the average remuneration of similar size and located Local Governments. Given the level of identified training needs relating to skills and knowledge of the workforce in some areas, there is also likely to be a degree of inefficiency that is adding to workforce costs and the perceived or required additional resources.

Some areas of the workforce what would be considered within the realms of core services for a Local Government are currently outsourced, including waste management and building surveying. It would be worth considering the efficiencies of potentially bringing these in-house.

The way the library services are running at present with the role split between many frontline staff indicate there could be efficiencies and service improvements ion looking at this model as over 50% of the population participate in this service.



## 2.11 SUMMARY OF WORKFORCE REVIEW

In summarising the findings from all areas of review, there are many areas that have been identified to address, monitor, or seek further information about. The summary of workforce issues and risk factors is outlined in the points below which have been categorised into Strengths, Weaknesses, Opportunities and Threats. (SWOT)

### SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Staff resilience</li> <li>• Mainly employing operational workforce locally (89.5%)</li> <li>• Flexibility in employment</li> <li>• Variety of work</li> <li>• Remuneration rates</li> <li>• Well maintained plant and equipment in general</li> <li>• New Council and Executive management structure</li> <li>• Proximity to Perth Metropolitan area, facilities and Heritage of the Town to allow for business development, economic development and tourism opportunities</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of leadership and unclear direction for staff over recent times</li> <li>• Flat structure with inadequate or unclear chain of command</li> <li>• Communication channels and practices</li> <li>• Unclear roles, tasks and accountabilities for staff</li> <li>• Capacity and capability gaps in many areas</li> <li>• No formal training and development systems, processes or plans</li> <li>• HR systems, policies and processes are outdated and incomplete.</li> <li>• Ad hoc approach to HR management</li> <li>• Records management systems inadequate and processes cumbersome and ad hoc.</li> <li>• Inability to easily access records or corporate history</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Review and reframe critical processes and activities to improve efficiency and effectiveness</li> <li>• To 'draw a line in the sand' and move forward with improved focus on governance and process management</li> <li>• Implement robust business plans and a project management framework to ensure early identification of risks and exposures</li> <li>• Rebuild community and staff trust through improved communication and transparency</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Ongoing Council and senior staff turnover if the objectives of the SCP in Strong Leadership and Compliance aren't achieved</li> <li>• Ongoing increase in rates and workforce costs unless efficiencies are found and improvements are made in services delivery.</li> <li>• Reductions in Grant funding in economic downturn preventing capital works or projects being completed.</li> <li>• Ongoing reputation damage if transparency and communication are not improved in a consistent manner for both staff and the Community.</li> <li>• Non-alignment of Community expectations and achievable outcomes within budget constraints.</li> </ul>

These points will guide the development of strategies to sustain strengths, address weaknesses, maximise opportunities and to minimise the impact of threats that the Shire may not generally have control over. Some strategies may immediately be able to be instigated, with others taking time to plan and develop.

### 3. FUTURE WORKFORCE IMPLICATIONS FROM THE STRATEGIC COMMUNITY PLAN

#### 3.1 STRATEGIC COMMUNITY PLAN OVERVIEW

**Vision** "A vibrant and inviting agricultural, heritage and tourist town and Shire, and a community that is focused on and works collaboratively to improve and promote the town and the Shire of York as a destination and wonderful place to live"

**Core Values:** *Empathy, Respect and Courage*

**Community Aspirations:** *The Five Themes:*

- **The Place to Live:** To be a place which is attractive and accessible for the young and elderly and attracts people in the middle age groups to work and settle in the Shire. The York community aspires to a balanced population structure in the long term.
- **A Leader in Cultural Heritage and Environment:** To be a place which is renowned for its cultural heritage and the quality of its natural environment, and for the care taken by the community of both.
- **Driving the York Economy Forward:** To have a vibrant, diverse and prosperous local economy which is sustainable in the long term, makes sustainable use of its natural and built heritage and community assets and delivers benefit in the form of local jobs, business opportunities and a positive image for the Shire.
- **Built for Resilience:** To have secured an infrastructure base (e.g. buildings, roads, footpaths, parks, communications, water and energy) which is affordable, is managed at a level of risk accepted by the community, supports a sustainable environment, increases rural and town resilience, and is responsive to community needs.
- **Strong Leadership and Governance:** To be a community where there is effective and responsive leadership and governance, a sense of collective purpose and shared direction and a willingness and desire to work together for that future.

**The Plan sets out the following:**

- a summary of the community aspirations developed into themes and objectives which can be used to shape and drive the Council's development, investment and policy decisions.
- a summary of the approach to resource allocation to advance these aspirations taken over the four year period of the Corporate Business Plan and a broader approach for the full ten-year period.
- a co-operative Council /Community model for advancing projects and initiatives.
- the focus on strengthening capacity for effective leadership and governance.

A key theme of the document is to make progress across a range of the community's aspirations through small, incremental but positive steps while positioning the community to address key risks around infrastructure management and funding gaps.

#### 3.2 CORPORATE PLAN REQUIREMENTS

In addition to increasing efficiency and effectiveness in service delivery, key drivers for the 2016 – 20 Corporate Plan are review and development in the following areas:

- Asset Management
- Road Standards Review
- Community/ Economic Development, Heritage and Library Services
- Project Management
- Human Resources

## Challenges facing the Shire

The economic downturn in WA and the Australian general economy is impacting on Local Governments in reductions of grant funding, and being asked to do more with less. Instability and turnover in Council and senior management over the past few years along with the uncertainty of the Local Government Reform processes has had a significant impact on the Shire in financial terms and in the level of Community trust and support. It has also disrupted efficient service delivery; led to lost corporate knowledge in staff turnover; required additional governance and administration work; and has needed significant support from consultants and advisors.

The greatest challenge to the new Council and Executive is to effect closure to this turbulent period and work toward a positive future while delivering improved levels of service in core services and rebuilding the workforce morale, culture, confidence and capability.

The Draft 2016 Corporate Business Plan provides detailed budgets for the four year period. Key sections of the Corporate Business Plan are the “Four Year Budgeted Priorities” and the “Summary of Service Plans” which focuses on changes in levels of service.

## Delivering on Strategic Community Plan Objectives

The draft Plan gives effect to the first four years of the Strategic Community Plan and delivers the following over that period in addition to ‘status quo’ services:

- **Improvement of asset management planning:** new AMPs for roads, bridges and footpaths, development of maintenance and renewals schedules for buildings in preparation for the development of a building asset management plan, and development of a maintenance and renewals schedule as a precursor to development of a parks asset plan.
- **Risk Management:** provides some increased funding of building renewals where known, external painting and re-stumping of the Town Hall, a small increase to drainage/ stormwater planned maintenance and a gradual increase over time of funding for stormwater works, improved maintenance and drainage management at the York cemetery. It also includes bringing the Old Convent School up to code prior to making a decision about its retention or disposal. The plan also commences the building up of infrastructure reserves to fund future renewals.
- **Repair/upgrade of failed or failing assets:** replacement of the tennis courts and replacement and upgrade of the swimming pool pump room, balance tanks, pipe work and wet deck.
- **Being development ready:** Includes the overdue review of the Local Planning Strategy and the Town Planning Scheme. Improved framework for charging development contributions from new development and specification of standards for new infrastructure to be included in subdivision developments.
- **Increased levels of service:**
  - a small increase in funding for parks, community projects (river restoration, parks development), footpaths and street tree planting or relocation of RVs
  - investment over three years in Christmas lights and banners
  - progressing design and construction of the Avon Trail
  - installing street trees in Avon Terrace
  - funding support for a new centrally located skate park from 2019/20
  - increased funding to economic development initiatives. This may include festivals and events or other such activities designed to strengthen and grow the economy of York.

- **Reviewing and improving use of Shire facilities and assets including:**
  - Preparing a concept plan for the redevelopment of Avon Park including the foreshore and playground areas. This plan will guide the long-term use of the area and make provision for improvements to occur including upgrades to playground equipment, potential skate park location, relocation of RV's and any improvements to the foreshore including Jetty's and boardwalks. It is proposed to partner with community organisations to prepare this plan.
  - Reviewing the operations and management arrangements of the York Recreation and Convention Centre. This review would examine the management structure, liquor licence, operating subsidy, involvement of clubs and other relevant matters to guide the centre operations into the future.
  - Preparing a discussion/options paper for the future use of the "Old Convent Building". This would be prepared and community feedback sought on the future use of this building prior to Council making a final decision on future use.
  - Undertaking a property portfolio review. This would include examining all Shire land holdings and developing a plan to maximise the use of these assets into the future to meet community needs. This review would involve community consultation. It is also proposed as part of this plan to dispose of an unused staff house over the coming 4 years with proceeds from the disposal being directed into community facilities and services.
- **Developing and promoting a state/ region/ shire funding partnership around a major heritage tourism development project.**
  - This Plan also places priority on the following projects and programs already funded from existing budgets:
    - economic development including tourism, marketing and events
    - community development and working with community networks
    - developing positive working partnerships between the Shire and the Community built around particular projects
    - improving delivery standards for the Shire's roads as part of the reseal and gravel re-sheeting programs
    - strengthening the capacity of the Shire administration to undertake and deliver projects, work collaboratively with the community and understand and meet strategic issues and challenges.

### **3.3 WORKFORCE IMPLICATIONS**

To be able to achieve these objectives for the community and the Shire, it is essential to have the right people with the right skills in the right place at the right time. This workforce plan endeavours to facilitate this, ensuring cost effective workforce management, succession planning to retain appropriate knowledge and training and development to meet evolving and changing needs. Objectives and performance levels will be linked to all PDs and reviewed and monitored regularly and as part of the annual performance appraisal process. The community aspiration that will predominantly drive the strategies of this workforce plan is Theme Five – Strong Leadership and Governance.

#### **FUTURE WORKFORCE GAPS, ISSUES AND RISKS**

The key themes of the Community Strategic Plan (SCP) are specific in mandating improvements to Governance and Leadership, Service Delivery, Asset and Infrastructure Management, Community and Economic Development, Heritage and Environment.

In each of these areas there are currently identified issues with skills, capacity and resources, as well as chain of command. This poses risks to achieving objectives in core services as well as in the key results areas of the SCP.

Workshops and staff surveys, along with the Executive Management review, have all confirmed that improved communication, structured change management, redefining of roles and reporting lines, training and development planning, improved recruitment processes and more focus on operational planning and performance measures will be required to reduce risks and achieve the goals and objectives of the SCP.

Governance/ Compliance and administrative support services for Council, and Executive Management requires more focus as it is ad hoc across many positions at present. The revised / proposed organisational structure 2017/18 on Page 29 addresses the issues outlined above, as well as the rationale and strategies Workforce Plan strategies on the following pages.

### **Future Operating Environments**

While the IT infrastructure of the Shire is well managed, the business management and reporting systems need upgrading and staff trained in the optimal use of them to increase effectiveness, efficiency and quality of data and reporting. This will allow for improved monitoring, early intervention in issues arise, more transparency and informed decision making.

### **Systems, Policy and Processes**

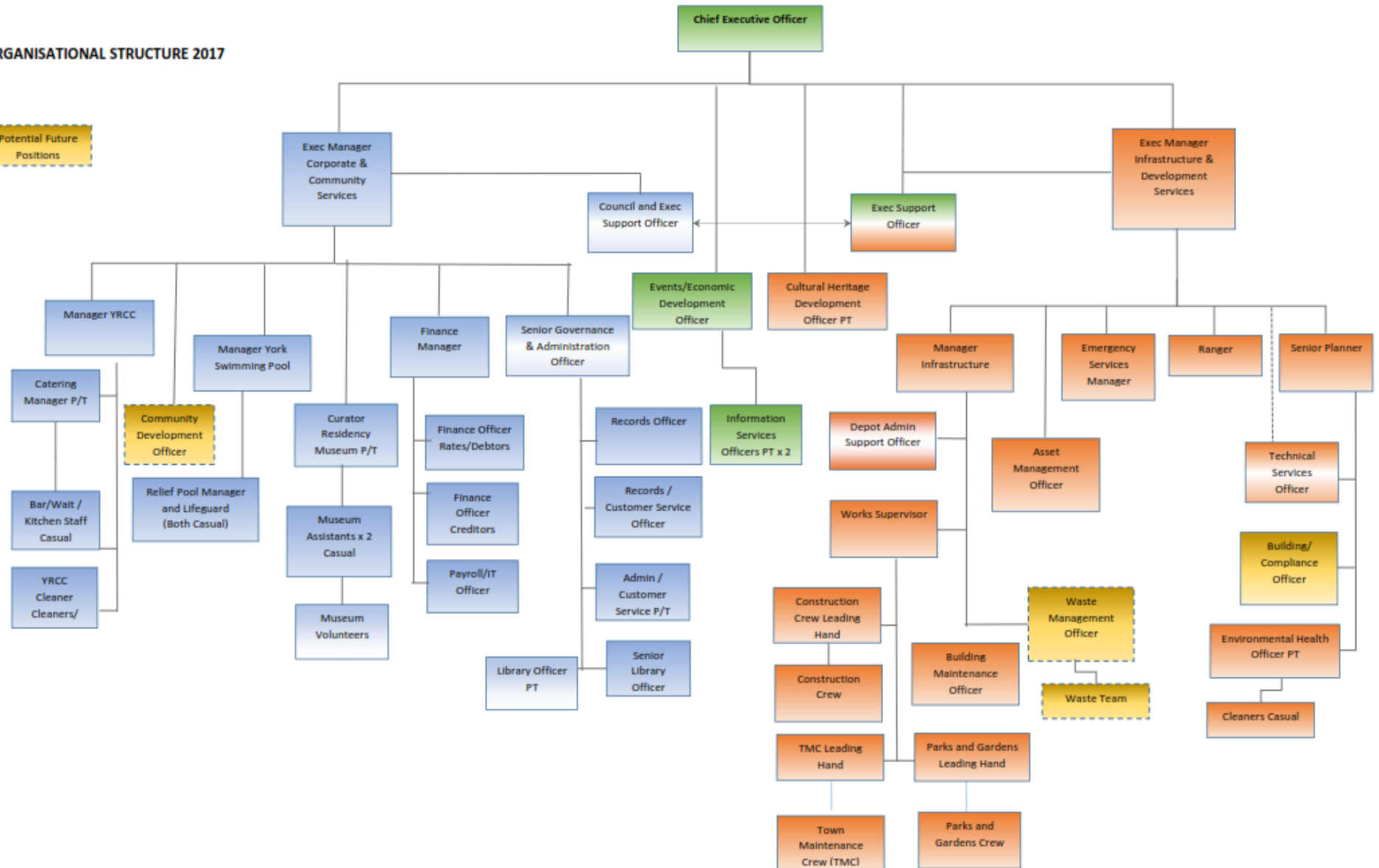
- Organisational Payroll and HR systems and policies needed to be reviewed, updated or rescinded, with gaps and omissions addressed.
- Communication systems need to be reviewed and amended as needs are identified. This will include building the knowledge of and embedding the Shires Mission, Vision and Values to build the desired Shire culture.
- Customer service systems should be reviewed and a customer services charter developed.
- The records management system requires review and upgrading to better manage Shire records and corporate history. Policies and processes need to be refined and staff trained to ensure consistency of process for recording and retrieving information and records.

### 3.4 PROPOSED ORGANISATIONAL RESTRUCTURE 2017/18



ORGANISATIONAL STRUCTURE 2017

Potential Future Positions



## 3.4.1 RESTRUCTURE RATIONALE

<b>2016 Structure</b>	<b>Proposed New Structure 2017/18</b>	<b>Rationale</b>	<b>Cost implications</b>
<b>OFFICE OF CEO</b>			
<b>Executive Assistant CEO</b>	<b>Council and Executive Support Officer (CESO)</b>	Provides high level support to CEO and the Executive Manager Infrastructure and Development. Executive Support Officer (EMCCS) and Senior Administration & Governance Officer provide back-up and support.	No change
<b>Community and Economic Development Officer</b>	<b>Events and Economic Development Officer (EEDO)</b>	Still manages Visitor Centre, Community Development will move to Corporate and Community Services to align and better manage service development and delivery	No change
<b>CORPORATE AND COMMUNITY SERVICES</b>			
<b>Financial Controller</b>	<b>Finance Manager (FM)</b>	Title change only to reflect more contemporary industry practice. Finance staff supervision	Little or no change
<b>Projects/ Executive Support Officer</b>	<b>Senior Administration and Governance Officer (SAGO)</b>	Responsibility for governance, FOI, procurement, compliance, leasing, administration, special projects, administration staff supervision, rostering and Customer Service Charter. Works with ESO (EMCCS) and CESO to provide back-up and support.	Increase from Level 3 to Level 5 to recognise staff supervision and other additional responsibilities. Approx. \$6,000 per annum
<b>New Position</b>	<b>Community Development Officer (CDO)</b>	Sport and recreation, club development, youth, seniors, access and inclusion, community sponsorship, arts culture and library services, grant writing. These residents' services are currently not resourced	\$67,898 plus superannuation per annum (Level 6 Inside EBA). Timing TBD by Council.
<b>Library Services</b>	<b>Senior Library Officer (SLO)</b>	The library is used by over 50% of local residents. There is a need to increase librarian hours. Currently Librarian services are provided for one day per week only, with rostered support from CSO/admin officers. (one day fortnight) Casual part time admin position will become a dedicated library role ensuring full coverage each week for Library.	Additional 6 hours per fortnight in 2016/17 Mid-Year Budget Review for Senior Library Role. Approx. \$8,000 per annum.
<b>INFRASTRUCTURE AND DEVELOPMENT SERVICES</b>			
<b>Manager Works</b>	<b>Manager Infrastructure (MI)</b>	Name change only. Duties are to oversee operations and participate in Strategic Planning and Asset Management	No change
<b>Building Maintenance Officer</b>	<b>No change (BMO)</b>	Reports to Works Supervisor and works closely with Asset Management Officer and Town Maintenance Crew	No change
<b>Waste Services</b>	<b>Waste Management Officer (WMO)</b>	Currently outsourced. Potential for in-house management subject to positive business case submitted to Council when renewal of contract due	To be determined as part of Business Case.
<b>Building Surveyor</b>	<b>Building and Compliance Officer (BCO)</b>	Currently budgeted position but outsourced one day per week. Proposed to bring in-house and add compliance role	Little or no change.

### **3.5 COMMUNICATION AND CHANGE MANAGEMENT PLAN**

An organisation wide Change Management and Communication Plan has been implemented to address both internal and external communication. The principles for change are outlined in the Value York Theme.

#### **Value York**

##### *Principles*

*We are a customer service focused organisation for internal and external customers, as individuals and an organisation we:*

- *are nimble and dynamic*
- *demonstrate initiative, are accountable for our actions and responsibilities*
- *are open to partnerships*
- *demonstrate our pride in our work and community*
- *model mutual respect and are inclusive, welcoming all people*
- *are transparent in how we do things*
- *work hard on building our resilience*

*These principles are supported by the Shire values of Empathy, Courage and Respect*

Workshops will be held with staff in 2017 to inform them of the outcomes of the workforce planning process, any changes in structure, workforce, services or functions that may ensue from the implementation of this workforce plan. Elected Members will be briefed on the Workforce Plan, strategies and any other issues that arise.

## **4. STRATEGIES TO MEET FUTURE WORKFORCE CAPACITY AND CAPABILITY REQUIREMENTS**

### **4.1 STRATEGIC COMMUNITY AND CORPORATE BUSINESS PLAN ACTIONS**

The Strategic Corporate Plan has indicated the need for strong leadership and governance, improved asset and infrastructure, more focus on community and economic development as well as attracting people in the middle age brackets to work and settle in York. There is also an identified need to ensure that capital project planning and delivery are more robust and require an HR plan attached to any services or maintenance that eventuate from these projects. The workforce review and planning activities have identified some risks, gaps and omissions, and the strategies to address them are outlined below.

### **4.2 WORKFORCE PLAN GOALS AND STRATEGIES**

#### **4.2.1 WORKFORCE PLANNING GOALS**

These goals for 2017 – 21 aim to address the gaps, risks and omissions identified in the workforce planning process as well as to better resource the needs of the goals and strategies of the SCP and CBP are to:

- improve human resources systems, policies and processes
- implement effective leadership and management structures and chain of command across the Shire with clear direction, accountability, roles, and responsibilities
- improve skills and capacity in key speciality areas of Community / Economic Development and Asset Management
- increase skills and focus in record management, procurement, project management and library services.
- restructure and upskill the Infrastructure Team and increase the focus on outcome based operational planning
- improve efficiency and effectiveness in service delivery to internal and external customers



## 4.2.2 WORKFORCE PLANNING STRATEGIES

No.	Focus Area	Actions	Strategic Theme	Who Manages	Stakeholders	When	Outcome Measures	Potential Costs:
1	Organisational structure	<ul style="list-style-type: none"> <li>Annually review structure and line management and update as part of the budget process to ensure capacity and capability to meet organisational and WFP needs.</li> <li>Update Position Descriptions</li> <li>Undertake change management process to implement new team structures.</li> <li>Develop and implement staff training plan.</li> </ul>	Four, Five	CEO	EMIDS, EMCCS, Council	2017-20	<ul style="list-style-type: none"> <li>Ongoing currency of the Organisational structure to reflect organisational needs/capacity/capability</li> <li>Improved quality of work and increased efficiency and effectiveness in service delivery.</li> </ul>	Training costs or cost of outsourcing
2	Community/Economic Development	<ul style="list-style-type: none"> <li>Employ a dedicated Community Development Officer as determined by Council.</li> <li>Develop a Position Description and seek funding for increased club development, sport and recreation activities, youth (including development plan) and seniors services</li> <li>Update CEDO position description to refocus on Events and Economic Development</li> </ul>	One, Three	EMCCS	CEDO/EEDO; Manager YRCC	TBD	<ul style="list-style-type: none"> <li>Increased grant funding for sport, recreation, wellness and lifestyle activities / programs for the residents of York.</li> </ul>	Will require additional Community Dev. Resources (approx. \$80,000)
3	Risk management and compliance	<ul style="list-style-type: none"> <li>Review and continuously improve risk management, OSH and compliance in the Shire (Audit Reg 17).</li> <li>Implement executive support officer team strategy to increase oversight and processes</li> <li>Add compliance responsibility to Building Surveyor role and bring in-house</li> <li>Investigate opportunities for resource sharing</li> </ul>	Five	CEO	Council, EMCCS, EMIDS	2017-20	<ul style="list-style-type: none"> <li>Improvement of risk monitoring, reporting &amp; mitigation</li> <li>Reduced risk of misconduct</li> <li>Improvement in compliance</li> <li>Increased level of service</li> </ul>	Absorbed in support officer roles.
4	Customer Service/Licensing	<ul style="list-style-type: none"> <li>Restructure front counter staffing to ensure increased library coverage</li> </ul>	One, Five	EMCCS	SAGO, SLO, CSO's	2017/18	<ul style="list-style-type: none"> <li>Increased level of service</li> <li>Improved quality of work and increased efficiency and</li> </ul>	Approx. \$14,000 per annum.

Empathy

Respect

Courage

		<ul style="list-style-type: none"> <li>Provide line management for customer service/admin/library staff</li> </ul>					effectiveness in service delivery.	
5	Records Management	<ul style="list-style-type: none"> <li>Develop an improvement plan for the Shire's records management</li> <li>Implement in accordance with the annual budget process</li> <li>Provide appropriate training to staff</li> </ul>	Five	CEO	EMCCS	2017-19	<ul style="list-style-type: none"> <li>Information readily available for better reporting and more informed decision making.</li> <li>Improved compliance</li> <li>Increased efficiency and effectiveness</li> </ul>	To be determined
6	HR Management, Recruitment and Remuneration	<ul style="list-style-type: none"> <li>Review and continuously improve HR systems, processes and data management.</li> <li>Upgrade Payroll / HR management system</li> </ul>	Five	EMCCS	Council, Officers, Unions, Payroll Officer	2017/18	<ul style="list-style-type: none"> <li>Improved recruitment outcomes and contract management</li> </ul>	HR system \$4,967 setup and 6 months license then \$500/mth.
7	Volunteers	<ul style="list-style-type: none"> <li>Implement a Volunteer Management Program in accordance with annual budget process</li> </ul>	One, Two, Five	EMCCS	CEO, Museum Curator, CEDO		<ul style="list-style-type: none"> <li>Increased engagement with and by the community and improved service capacity</li> </ul>	To be determined
8	Asset Management	<ul style="list-style-type: none"> <li>Review current systems and processes</li> <li>Capture data and develop AMP for each asset class</li> <li>Implement plan in accordance with the annual budget process and LTFP</li> </ul>	Four	EMIDS	AMO, MI, SP, BCO, FM	2017-20	<ul style="list-style-type: none"> <li>Systems and Processes developed/updated over time to inform planning and budgeting.</li> </ul>	In the current LTFP
9	Building and Compliance	<ul style="list-style-type: none"> <li>Seek Council direction regarding the Shire's approach to compliance in this area.</li> </ul>	One, Three, Four, Five	EMID	Development Services Team	2017	<ul style="list-style-type: none"> <li>Improvement in service efficiency and effectiveness</li> </ul>	Using current budget provision
10	Project Management	<ul style="list-style-type: none"> <li>Development of a framework, policy and processes for the management of major and capital works projects.</li> </ul>	Five	CEO	EMIDS, EMCCS	2017/18	<ul style="list-style-type: none"> <li>Consistent project approval planning, management implementation and review.</li> </ul>	Absorbed
11	Waste Management	<ul style="list-style-type: none"> <li>Review and analyse delivery of waste services and make a recommendation to Council</li> </ul>	Five	EMIDS	CEO, MI	2017	<ul style="list-style-type: none"> <li>Improvement in service efficiency and effectiveness</li> </ul>	To be determined

<i>Empathy</i>		<i>Respect</i>				<i>Courage</i>		
		<ul style="list-style-type: none"> <li>Implement in accordance with annual budget process and LTFP</li> </ul>						
12	Physical Resources	<ul style="list-style-type: none"> <li>Develop an office layout plan to meet organisational needs</li> <li>Develop an upgrade plan for facilities at the Depot</li> <li>Develop ICT Plan for all Shire facilities</li> <li>Implement plans in accordance with the annual Budget Process and in accordance with the LTFP</li> </ul>	Five	EMIDS, EMCCS	CEO, Officers	2017-20	<ul style="list-style-type: none"> <li>Improvement in service efficiency and effectiveness</li> </ul>	Costs of upgrades to be determined
13	YRCC	<ul style="list-style-type: none"> <li>Implement the approved option for the future management of the YRCC</li> <li>Develop a change management plan</li> <li>Implement in accordance with the annual budget process and LTFP</li> </ul>	One, Five	EMCCS	CEO, YRCC Manager	2017-20	<ul style="list-style-type: none"> <li>Improved community perceptions and use of facility</li> </ul>	To be determined

#### **4.2.3 COST MANAGEMENT**

While the above table outlines the strategies to be implemented or further developed, it is anticipated that the implementation of these strategies may result in short or long term additional costs to Council. This is dependent on the business decisions, timing of delivery in relation to market costs of professional delivery, the availability of cost effective business solutions and/or relevant candidates in recruitment strategies. Additional costs may also be incurred in succession planning or transitions to retirement where there may be some short term overlap of roles to enable knowledge transfer. Final costs and the associated information will be included in the Shire's LTFP. (Currently the LTFP makes the assumption of a 1.5% increase in the payroll annually over the next four years).

It is also acknowledged that the outcomes of the Community Survey and their impacts on the WFP are yet to be considered.

All costs are subject to approval through the normal budget or business case approval processes of the Shire. When costs and timelines are finalised, they will be brought to Council in due process for notification or approval as appropriate.

## 5. WORKFORCE PLAN IMPLEMENTATION STRATEGY

Key process management issues are to be identified and addressed in a timely fashion using the following implementation processes

Process	Responsibility	Timeline
<b>Council and Executive commitment endorsed through Workforce Planning Policy</b>	EMCCS	March 2017
<b>Management and implementation resources assigned</b>	EMG	April 2017
<b>Communicated and Implemented using a change management approach</b>	Consultants	April 2017
<b>Orientation and training for managers and relevant key stakeholders</b>	Consultants	April 2017
<b>Organisational and Individual performance expectations set, documented and monitored through the performance appraisal process</b>	EMG/Supervisors	May 2017
<b>KPIs and reporting requirements communicated to all staff and contractors</b>	EMG/Supervisors	May 2017
<b>Incorporated in all planning decision making processes, including Council Agenda</b>	CEO	July 2017
<b>Workforce Planning data management systems developed and implemented</b>	EMCCS	December 2017
<b>Workforce planning review and reporting procedures established</b>	EMCCS	December 2017
<b>Timelines and review requirements clearly scheduled and followed up.</b>	EMG	On-going

## 5.1 SUSTAINABILITY IN WORKFORCE PLANNING

- Inclusion of responsibility for workforce planning in the position description of a key role in the organisation.
- Ownership and accountability across the whole organisation.
- Embedding workforce planning in all relevant frameworks, systems, policies and processes.
- Ongoing orientation and training.
- Demonstration of benefits at every opportunity.

### 5.2 MONITORING AND EVALUATION OF OUTCOMES

Strategies outlined in table 4.2 will have outcome measures to be operationally monitored and regularly reported. They will contribute to the achievement of the relevant Strategic Goals and organisational objectives.

#### 5.2.1 KEY OUTCOMES TO BE MONITORED AND REPORTED IN THE ANNUAL REPORT

- Staff Turnover levels
- Improvements to HR systems and processes to ensure legislative compliance relating to Human Resources and Industrial Relations and safe work practices
- Improvements to communication and information sharing
- Integration of the Workforce plan into other relevant plans.
- Training and Development participation rates

#### 5.2.2 OUTCOMES TO BE CONSIDERED IN INTERNAL AUDIT

In addition to these there are other areas to be monitored to ensure workforce planning and sound HR management and planning practices are in place including:

- Review of HR data and trends annually.
- Review of staff and customer service survey results relevant to Human Resources annually.
- Workforce planning processes, principles and practices are included in the annual planning cycle.
- Review of workforce implications being considered in Council decision making and project planning.
- Annual review of Human Resource Key performance indicators as an organisation and for individuals.
- Review of the HR risks and the effectiveness of their treatments annually.
- Inclusion of key workforce plan strategy outcomes in the Annual Report.
- HR policies and procedures existence and relevance.

## 6. APPENDIX ONE: OPERATIONAL WORKFORCE PLANNING CHECKLIST

<b><i>This checklist will give direction to the workforce planning process and what information needs to be documented and shared with other stakeholders of the integrated planning processes. This information will form the basis of a business case that will support the decision making, recruitment and budget processes. Quantification of financial and physical resources will need to be provided in a position justification form once there is agreement in principle to go ahead with the role or position</i></b>	NA	Yes	No
<b>Planning</b>			
<i>Does the initiative / service/ facility / strategy link to a key results area of the strategic plan?</i>			
<i>Have you determined the goals and objectives for the changes, service expansion or new initiatives, and; what roles will be required to meet them?</i>			
<i>Have key stakeholders of the integrated planning process been identified for this venture?</i>			
<i>Have you determined the appropriate human resources needs identified over the life of the initiative / service/facility /strategy?</i>			
<b>Long term financial plan / asset management</b>			
<i>Have you determined ongoing financial implications of the human resource component if it involves a service or asset that is initially grant funded?</i>			
<i>Have you determined the level of staffing required for the next four years?</i>			
<i>Have you identified potential Salary or EBA levels?</i>			
<i>Are there any ongoing licenses, memberships, registrations, or mandated professional development costs?</i>			
<i>Are special tools of trade required?</i>			
<i>Have you identified the physical space / assets to accommodate the people / person</i>			
<i>Are their housing, vehicle or plant requirements?</i>			
<i>Are there any ongoing training or development needs for compliance or skills maintenance?</i>			
<i>Are there training or development needs for existing staff to meet new requirements?</i>			
<i>Do you have an approval or implementation timeline?</i>			
<b>Organisational Structure</b>			
<i>Has the reporting line been established?</i>			
<i>Are there any organisational structure issues?</i>			
<b>Human Resource Recruitment and Risk Management</b>			
<i>Are the appropriate skills / knowledge requirements identified for each required position?</i>			
<i>Are role purpose and duties identified for the human resources required?</i>			
<i>Are position descriptions available with responsibility and selection criteria included?</i>			
<i>Is there potential for changes that may impact on the initiative / service / facility /strategy that may affect the tenure of the human resource?</i>			
<i>Have you identified any other human resource risks that will require assessment or treatment?</i>			
<i>Have you a contingency plan for possibility of not finding suitable human resource initially</i>			
<i>Are there other employment or options you can consider?</i>			
<b>Monitoring Performance</b>			
<i>Are the KPIs and performance measures identified for any proposed human resource</i>			
<i>Are they linked to the Divisional or Organisational objectives?</i>			
<i>Have you planned for the performance monitoring progress?</i>			
<i>Have you determined review requirements once established?</i>			

Final Draft



*This Workforce Plan was developed in full consultation with the Shire of York in 2017 by Margaret Hemsley, Principal Consultant of LG People*