

**SHIRE OF YORK  
INTEGRATED WORKFORCE PLAN  
2013-2017**



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# 1. EXECUTIVE SUMMARY

The Shire of York is one of four Shires in the Avon Region working within a Regional Transition Group towards amalgamation under the Department of Local Government's (DLG) reform agenda. The proposed amalgamation includes the four shires of York, Tammin, Quairading, and Cunderdin. A governance structure has been developed to oversee the amalgamation process and implementation and consists of a South East Avon Regional Transition Group (SEARTG). In 2012 the Regional Business Plan: the Current State and the Future State Report was developed to provide an in depth analysis of proposed reform outcomes of the four Shires and included:

1. Service Delivery Plan
2. Rating Study
3. Information Technology
4. Human Resource

As the reform process continues, so does the ongoing demand for local services and programs. The Shire is therefore required to continue service delivery and future planning requirements with the knowledge that the amalgamation may proceed which, if does, will change the status quo significantly.

The Integrated Workforce Plan (IWP) 2013 – 2017 acknowledges the reform work undertaken to date and has adopted a realistic and pragmatic approach to the development of the IWP. Regardless of the reform agenda, the SEARTG is committed to identifying and piloting collaborative initiatives which is demonstrated through the SEARTG members Strategic Community Plans. This regional collegiality will facilitate a continuous improvement approach to service delivery and sustainability across the region and will be captured within the Integrated Planning and Reporting Frameworks across the Shires.

The Shire of York's Strategic Community Plan identifies key issues and risks that will need to be managed throughout the coming decade. In addition to this, fostering and leveraging the Shire's full economic and social potential will be a challenge as the region is facing ever increasing risks associated with the availability and accessibility of a flexible and skilled workforce. Key regional issues that are affecting workforce capacity and capability include:

- Economic growth and seasonal productivity
- Employment demand and required skills
- Inter-regional migration
- An ageing workforce; and
- Changes in the nature of education and training

For the Shire to remain sustainable and competitive in a shrinking and vulnerable labour market it must continue to identify, understand and improve upon its organisational workplace attributes and the contribution that it makes to the local government area, the region and equally as importantly, to the staff that deliver the services, programs and projects in their community.

The IWP has highlighted key risk areas and challenges and the need to ensure that regular and continuous analysis and action occurs to mitigate workforce risk and interruption to service delivery. Workplace culture plays a big part in this challenge and through a structured and well managed strategy, the Shire will ensure that a confident, skilled, professional and accountable workforce will be sustained into the future.

The IWP is one of continuous improvement and long term commitment. The Shire does not have the discretionary funds or capacity to resolve and address all challenges immediately. What the Shire does have is strong leadership, community vision, effective management and a long term commitment to its greatest asset – its people.

## 2. PURPOSE

The purpose of this document is to develop and implement a structure, systems and processes for workforce planning that will be implemented across all aspects of the Shire’s planning, operations and services. This integrated approach to workforce planning will ensure that the Shire of York recruits, retains and manages the human resource requirements needed to meet the strategic and operational objectives of the Shire, its community and the organisation.

## 3. INTEGRATED WORKFORCE PLANNING

The workforce plan has been developed to address the requirements of the Local Government Act 1995 section S5.56 (1) A “plan for the future” and S5.56(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.*

### 3.1 Integrated Planning and Reporting Framework

The Shire’s planning framework aligns with the DLG’s framework as outlined below and comprises of the following plans and activities (refer Diagram 1).

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 that will be undertaken over the next four years to achieve the agreed short and long term goals and outcomes.

Divisional Operational Plans (DOP) – outlines the details of the specific projects and activities that will achieve the commitments documented in the Corporate Business Plan.

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

Asset Management Plan (AMP) – This plan identifies and records the asset register, service levels, activities and strategies to ensure the physical assets and infrastructure are appropriately managed and maintained over their lifecycle, and disposed of or replaced at the end of that lifecycle.

Integrated Workforce Plan (IWP) – This plan identifies and reports on the internal capacity to meet current and future needs of the goals and objectives of the Shire / Community, both in capacity and



Diagram 1: DLG Planning Framework

capability. It identifies the gaps in human resources, assets or financial resources and strategies to mitigate them.

### 3.2 Aims and Objectives of the Integrated Workforce Plan

As outlined above, the IWP aims to address the workforce needs of the Shire that arise from core function operations, projects, strategic initiatives and priorities. It also aims to build capacity and resilience to allow the Shire to respond to the changing environment and issues arising from external pressures and legislative compliance issues.

The IWP aims to ensure the Shire’s workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery in the future. It will address gaps between current and future workforce capability, identify areas of skills or capacity shortage, and outline strategies to address them. This information will inform the LTFP and the AMP to ensure that the financial and physical resources of the workforce plan are included in the documents.

Methodology:

The methodology used follows the principles of the WA Department of Local Government’s Workforce Planning Guidelines.

## 4. AVON – LOCAL TO GLOBAL

The Avon sub-region of WA is a one billion dollar, export orientated economy. Home to over 27,000 people in 2011 (ABS 2012 Estimated Residential Population), or 4.5% of WA non-metropolitan population, the Avon is a diversified and dynamic region.

The Shire has a total area holding for livestock, broadacre, fruit, orchard and vegetable production of 136,134.6 ha with cereal for grain being the main crop (36,878.6 ha) and non-cereal broadacre crop covering 6,480.7 ha. Sheep and lamb, meat cattle and pigs are the main livestock grown with total value of agricultural production totalling over \$46m.

Key economic drivers impacting upon the region include its ability as a region to meet food demands globally, transport and logistical requirements and manage an ageing population.

The Avon region has a strong population growth, and is positioned as a regional manufacturing and logistics hub and boasts affordable and quality housing. Key economic opportunities for the region include broad acre agriculture, transport and industry, health and aged care, retail, lifestyle and tourism.

With a strong agricultural foundation and within good proximity to mining areas and WA’s capital city Perth, the Avon Region has a strong economic foundation.

Diagram 2. Avon Sub-region.





## 5. THE SHIRE'S EXTERNAL ENVIRONMENT

### General Employment Environment:

2013 Economic Profile<sup>1</sup> states that Western Australia has 33% of Australia's land area and 10.7% of its population. The State's share of the national population is projected by the ABS to grow to 11% (3.0 million) by 2026 and 12% (4.3 million) by 2056. There were 1.31 million people employed in Western Australia in December 2012. The Department of Training and Workforce Development estimates a potential shortfall of 76,000 workers by 2014-15.

Western Australia's population rose 3.3% (78,037) to 2,430,252 in 2011-12. Net overseas migration contributed 60% (47,147) of the population growth in 2011-12. Net interstate migration rose 80% to 11,085 in 2011-12. Population growth has accelerated from 2.2% in 2009-10 and 2.4% in 2010-11 to 3.3% in 2011-12.

Western Australia's employment rose 4.7% (59,400) over the twelve months to December 2012, with 9% of the growth occurring in the past three months. Australia's employment rose 1.3% (148,400) over the year to December 2012. The State's unemployment rate was 4.3% in December 2012; higher than the 4.1% in the previous month and 4.2% a year earlier. Australia's unemployment rate was 5.4% Western Australia's mining industry employed 108,900 workers directly in the December quarter 2012, 3% (3,600) more than a year earlier.

### Regional Profile:

Regional Labour Markets <sup>1</sup> and Population <sup>2</sup>					
Region	Employed	Unemployed	Unemployment rate %	Population	Annual Growth
Perth	997,444	39,637	4.0	1,726,055	2.5
South West	85,742	4,137	4.6	158,615	1.6
Peel	46,673	2,670	5.4	112,677	4.4
Wheatbelt	44,601	1,100	2.4	72,856	0.0
Goldfields- Esperance	35,594	788	2.2	59,489	1.1
Great Southern	32,354	1,656	4.9	56,884	0.2
Mid-West	30,407	817	2.6	55,609	1.2
Pilbara	27,477	607	2.2	62,736	6.5
Kimberley	17,532	931	5.0	37,673	2.9
Gascoyne	5,912	192	3.1	9,621	1.1

<sup>1</sup>September quarter 2012. <sup>2</sup>2010 – 11: Source Department of Education, Employment, and Workforce Relations Small Area Labour Markets and ABS Regional Population Growth.

### 5.1 Regional Environment Relative to Workforce Planning

Regional communities are constantly facing the challenge of attracting and retaining a skilled and flexible workforce specific to their own community and regional needs. The WA Wheatbelt region is no different with regional factors affecting workforce capability and capacity such as:

- An ageing workforce
- Inter-regional migration and a transient workforce
- Lack of wage parity across industries
- Employment demand and changing skills requirements

- Consistent economic growth

In 2012, the Department of Training and Workforce Development released a report entitled *Wheatbelt Workforce Development Plan 2013 – 2016* which targets current and future demand for workforce skills, workforce gaps and proposed future strategies to develop the Wheatbelt workforce. This report was developed in the context of the Department's *Skilling WA – A Workforce Development Plan for WA*.

The State Government agency of Regional Development Australia has also commissioned the *Regional Development Australia Strategic Regional Plan 2010-2015 (2012 Revision)*, which outlines the three key areas of focus for the region and the associated issues and challenges. These areas are outlined below and include the need to address workforce skills, shortfalls and the transient nature of workers.

1. Vibrant Economy
  - 1.1. Attracting and retaining skilled workers of all ages to meet state and regional needs.
  - 1.2. Continuing to build upon the regions diversified economic base to ensure resilience.
  - 1.3. Building capacity and capability within existing residents' skill base – growing your own.
  - 1.4. Strategic focus on identifying and maintaining key assets and opportunities for new infrastructure.
2. Liveable Communities
  - 2.1. Communities are innovative, connected and value diversity.
  - 2.2. Professional services and agencies and other relevant stakeholders are collaborative, integrated and strategic.
  - 2.3. Cultural, recreational and sporting activities are aligned to community well-being outcomes.
  - 2.4. Community safety, lifestyle and employment opportunities are enhanced by the community amenity.
3. Valued Natural Amenity
  - 3.1. Climate change opportunities are pursued and risk minimised.
  - 3.2. Protect biodiversity and natural assets.
  - 3.3. Water management is improved.

## 5.2 WA Local Government Environment

Local Government Reform Agenda:

The Local Government (LG) Department is in the process of managing significant structural reform across the sector that includes seeking amalgamation and collaborative resource sharing where possible and practical to ensure sustainability and governance to address past issues and build for the future.

Research, planning and analysis has been undertaken over the past twelve months focusing on the current and future state of LG reform in the Avon Region with the 2012 Regional Business Plan – Future State Report developed (Domenic Carbone and Associates and DL Consulting 2012) which summarises the current and future state (post amalgamation). The data and recommendations outlined in the report have been utilised as reference material for this report.

With the reform agenda for amalgamation including stakeholder consultation and planning continuing throughout 2013, members of SEARTG will need to maintain their focus on business as usual whilst being mindful of the environment. The community polling process commences late 2013 and as yet there is no indication as to the preference of the community vote. With this in mind, the approach adopted for the IWP 2013-2017 will be to focus on the key challenges for Year 1, the 2013/14 period with secondary issues flagged for years 2 to 4. This will provide adequate time for the reform process (voting) to be undertaken. The review of the IWP is scheduled to commence early 2014 which provides the Shire(s) time to review and plan for 2014/15 and beyond – whatever the outcome.



If the community vote supports amalgamation, strategic planning will commence under the leadership of the new executive team. The 2012 Regional Business Plan – Future State Report has highlighted that although a strategic plan is not yet available for post amalgamation, community consultation has taken place for the member local governments of the SEARTG, in addition, data has also been collected. The following key characteristics and themes have been identified in the Future State Report as follows:

	KEY CHARACTERISTICS
<b>Share Community Values</b> ✓ Needs to be maintained	<ul style="list-style-type: none"> <li>▪ Sense of place, strong sense of identity and sense of history</li> <li>▪ Lifestyle choices</li> <li>▪ Community is important and local community matters</li> <li>▪ Rural tranquil environment must be preserved, open and safe</li> <li>▪ High level of care and concern for neighbours</li> <li>▪ Equity is important</li> <li>▪ Desire for inclusivity and support</li> </ul>
<b>Shared risks and challenges</b>	<ul style="list-style-type: none"> <li>▪ Reliance of farming – need for sustainable farming</li> <li>▪ Need to grow economic base and employment opportunities</li> <li>▪ Need to grow population</li> <li>▪ Need to manage ageing population</li> <li>▪ Sustainability is an issue, along with reliance on narrow economy</li> <li>▪ Need for service adaptation to meet changing needs</li> <li>▪ Increased legislation and regulation</li> <li>▪ Need to improve local business viability</li> <li>▪ High cost of development and infrastructure</li> <li>▪ Decreasing workforce available for local government</li> </ul>
<b>Shared Opportunities</b>	<ul style="list-style-type: none"> <li>▪ Economic development – need to synergise rather than compete; build on related industries and diversify; increase tourism</li> <li>▪ Transport – interdependent transport routes; strategic location needs to be optimised through transport routes.</li> <li>▪ Environment – natural environment; resources management and waste management</li> <li>▪ Education and health advocacy – centres of excellence</li> <li>▪ Aged in place – aged care services and accommodation</li> <li>▪ Adaptable service delivery – community development; assets</li> <li>▪ Workforce attractions – expertise and career paths</li> <li>▪ Governance – shared plans and legislative requirements; synergise lobbying, advocacy, roles and partnerships, increase strategic focus</li> </ul>

It has also been stated in the Future State Report that the population of the proposed new local government would be approximately 6,500 persons and projected to increase to an estimate 7,530 persons by 2021. The main economy of the new LG would be agriculture based representing 28.5%, the labour force consisting of approximately 2,800 workers with 53.8% employment full time, 28.7% part time and 4.4.% unemployed.

As demand escalates for internal government reform and the need to grow professional services and meet global food and resource sector demand, developing flexible, skilled and stable workforces across the region is a significant challenge.

## External Pressures:

Labour force projections however indicate that many sub-regions in the Wheatbelt are likely to experience an increase in labour demand in the short to medium term with an annual average growth rate to the year 2026 projected at 0.8% compared to the average of 2.0% for Western Australia. Projected growth within the Central East sub-region is likely to be in the resource sector, particularly Yilgarn, while growth in the remaining areas will be very slow<sup>1</sup>.

With significant major projects continuing across the region ranging from highway to health and education services redevelopment, impact to the current workforce and regional skill base will be felt and will escalate the need to address supply and demand requirements. The out-migration of youth to other areas and the transient nature of the workforce will also exacerbate the situation.

Ever increasing service expectations and the constant threat of devolution of services or cost shifting from State Government in some areas can also have an impact on the ability to recruit, retain and remunerate the appropriate workforce.

<sup>1</sup>Tonts, M, Davies, A and Haslam-McKenzie, F 2008. Regional Workforce Futures: An analysis of the Great Southern, SW and Wheatbelt Regions, Geowest No. 35, Institute for Regional Development, UWA.

## 6. SHIRE DEMOGRAPHICS

### 6.1 Demographics

Following is a summary of the York profile as per the ABS National Regional Profile York (S) LGA Classification Code: LGA59730 4/11/2011:

- Estimated residential population 3,396 (1,696 Male 49.9%, 1,700 female 50.1%, 47 Aboriginal and Torres Strait Islanders 3.5%) representing an increase of 242 (7%) from the Estimated Resident Population as at 30 June 2010 National Regional Profile York LGA Classification Code LGA59730)
- Age and Population:

Age Group	Population Number	% of Shire	% of Population (WA)
0 – 14 years	614	18.1%	19.3%
15 – 39 years	738	21.7%	34.2%
40 – 64 years	1385	40.8%	32.5%
65 and over	658	19.4%	14%

- Unemployment rate 4.0%.
- Workforce employment status – Full time employed people 56.2%, Part time 31.2%.
- The most common occupations include Managers 320 (21.9%), Technicians and Trades Workers 209 (14.3%) Professionals 187 (12.8%) and Labourers 178 (12.2%).
- Of employed people in the Local Government Area, 196 (13.4%) work in Sheep, Beef Cattle and Grain Farming. Other major industries of employment include School Education 88 (6.0%), Supermarket and Grocery Stores 48 (3.3%), Metal Ore Mining 44 (3.0%) and Hospitals 41 (2.8%).
- The median weekly personal income for people aged 15 years and over is \$477 (WA Median personal income \$662).
- Of occupied private dwellings, 43.8% are owned outright, 33.0% owned with a mortgage and 19.6% rented.
- Within the Avon Region, medium house price grew by 15.9% to \$237,500 in 2011 which is on par with state growth of 15.2%. Housing remains relatively affordable with a lower income ratio of 6.41.

## **6.2 The Shire's Internal Operating Environment**

Identifying and understanding the external issues and risks that impact upon the Shire is a critical step in planning for the future. To further support the current and future context of workforce planning, the need to identify and consider the internal or organisational environment that will also influence the way in which the Shire responds to workforce planning also needs to be defined.

### **6.2.1 Governance and Management**

The Shire operates effectively in what is an environment that is affected significantly by climatic conditions, regional economy, government policy and community demand. Major construction and planning projects have consumed the Shire resources over recent periods.

Of the six currently elected Councillors, three elected member terms including the President and Vice President, will expire in 2013 which could result in a significant loss of community knowledge and experience. Although there maybe changes in Council, senior staff are stable with the current Chief Executive Officer completing nine years employment with the Shire.

Councillors have been actively involved in the development of the Strategic Community Plan 2012-2022 with expectations of the community clearly defined in the plan. Skills and expertise of the Council as a whole should be documented and assessed with individual Councillor Development Plans reviewed and developed to ensure that Council collectively, has the support, skills and knowledge demanded of them for the future.

The Shire continues to focus on corporate planning and sound fiscal management with the Department of Local Government's Integrated Planning and Reporting Framework requirements nearing completion.

The new Strategic Community Plan provides a clear and concise pathway forward for the next ten years and highlights the key actions and tasks required to achieve community goals and aspirations.

### **6.2.2 Service Delivery Model**

The Shire of York has a workforce of fifty two (52) employees. The Shire delivers a broad range of services and programs and is split into five divisions – three providing front services and two providing back office support and enabling external delivery.

The Shire delivers external services (front line or direct service delivery) such as programs, projects, civil works and day to day operations through a workforce of 36 employees (69%). To support the delivery of front line services, internal support, which is also referred to as back office functions, are delivered by a workforce of 16 (31%). This ratio of approximately 1:2.25 is acceptable with back : front office ratios ranging from 1:2 to 1:4 across Australian operations with the latter primarily relating to sales environments.

The Shire utilises external consultants to undertake annual or one off projects such as asset management, strategic and business planning and procures contractors to assist with the delivery of civil works and construction/infrastructure projects on an as-needs basis.

Shared Services:

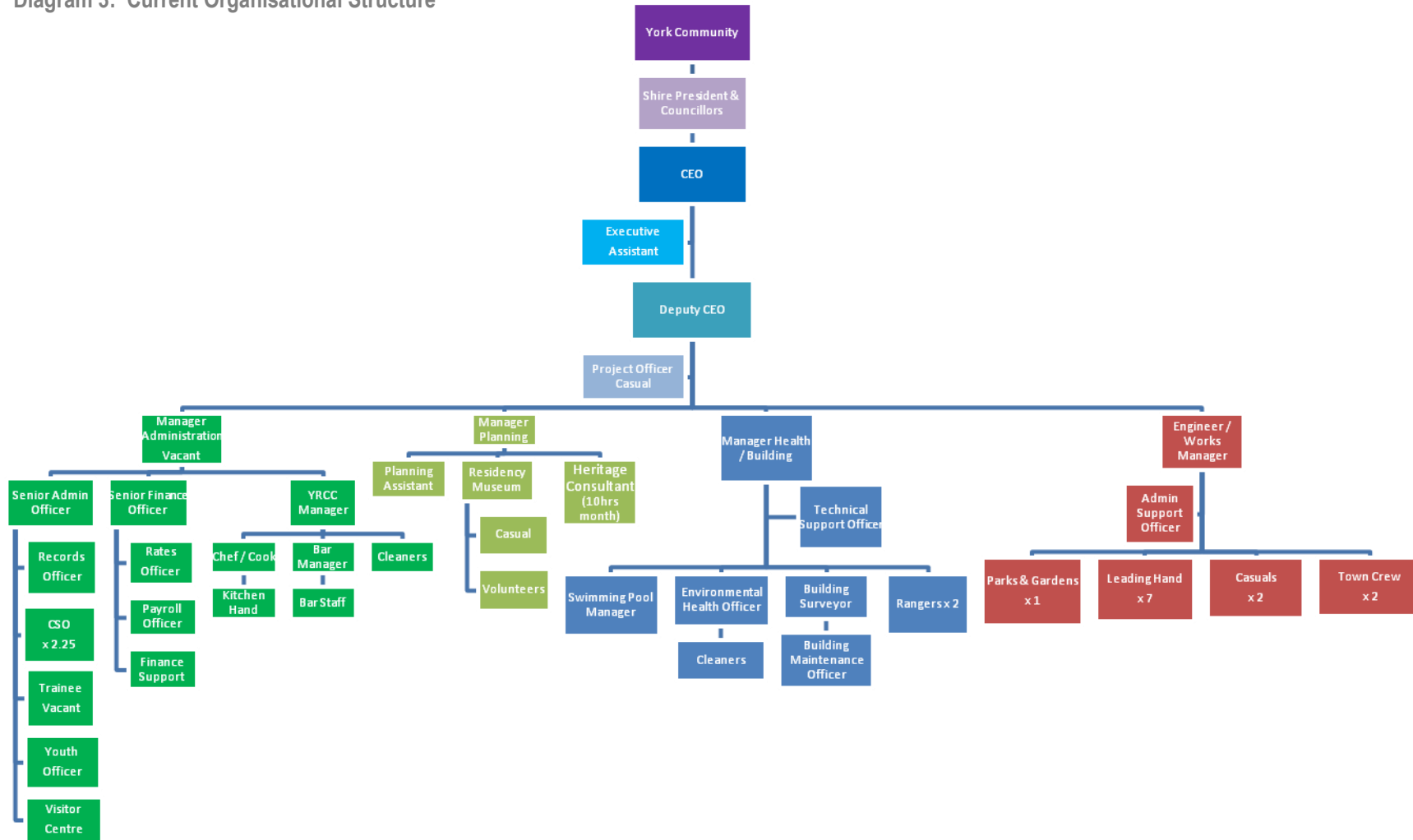
The following services are delivered across the region to other Shires by the Shire of York:

<b>PLANNING</b>	<b>HEALTH AND BUILDING</b>	<b>RANGER</b>
Quairading Shire	Quairading Shire	Quairading Shire
Cunderdin Shire	Cunderdin Shire	Cunderdin Shire
Tammin Shire	Tammin Shire	Tammin Shire
	Beverley Shire	Beverley Shire
	Kellerberrin Shire	Kellerberrin Shire

Local Governments operate within considerable financial constraints and are required to deliver diverse services that at times provide no or limited opportunities for achieving economies of scope or scale. Products and services are often disparate with no commonality so efficiencies and productivity need to be sourced from the 'back office' or internal operations, systems and processes or through regional partnerships.

Diagram 3 below outlines the current organisation structure.

Diagram 3: Current Organisational Structure

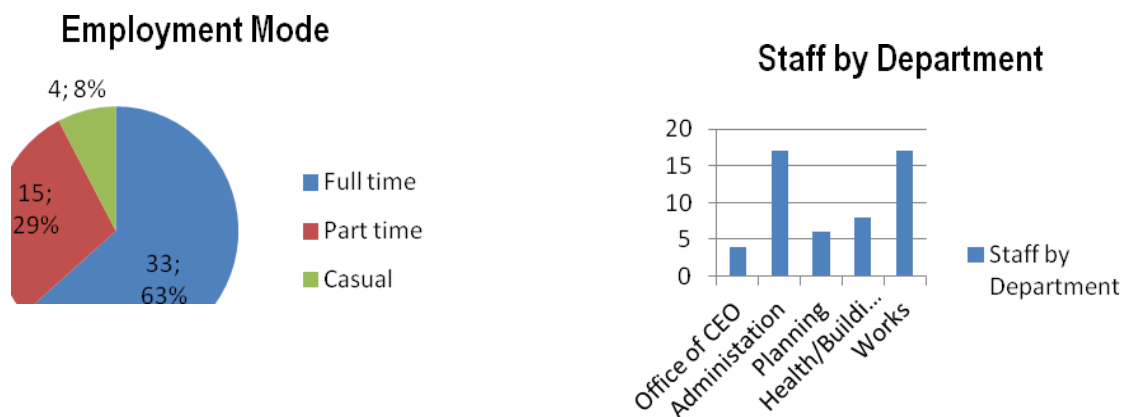


### 6.2.3 Workforce Profile as at May 2013

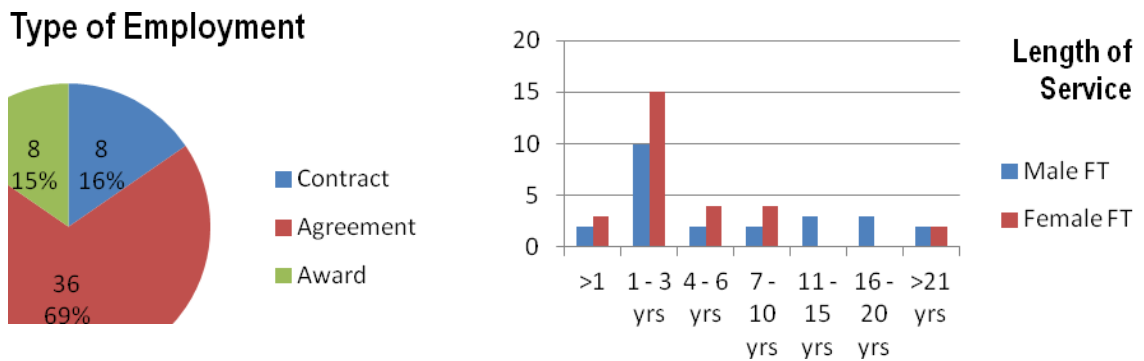
The Shire of York has a total of 52 employees (43 full time equivalents) comprising of 33 full time, 15 part time and 4 casual employees. Gender percentages are 28 (54%) female and 24 (46%) male. The senior management team comprises of 6 staff.

The average age of employees is 45 years. Ages of employees range from 21 years to 70 years. The age profile of the organisation is indicative of the industry with 38% of Public Administration employees in WA aged over 44 years / 45% nationally (DEEWR 2012). In 10 years 56% of the workforce will be aged over 55 with 19 of those employees expected to have retired.

The Shire has 1 (2%) employee who identifies as Aboriginal. The estimated local residential Indigenous population (2010) is approximately 3.5%.



Tenure of employment ranges from 34 years to 2 month with an average length of service being 6.5 years.



As part of the data gathering associated with the development of the IWP, 42 staff (81% of the workforce) completed a survey that covered position responsibilities, capacity, training, development and staff satisfaction.

Survey results suggest that approximately 81% of employees have over 3 years experience in local government (with up to 34 years experience). This demonstrates a core understanding of the sector from employees and an appreciation for the unique nuances of local government.



## 6.2.4 Overtime and Resource Allocation

Approximately 49% of the workforce are working agreed extra hours to meet scheduled works objectives and are operating effectively and at full capacity. The current Workplace Agreement states a minimum 76 ordinary hours per fortnight which is structured as 8.5 hours a day, 8 hours on pay day and 1 Rostered Day Off (RDO) a fortnight.

Additional hours of works are completed periodically by almost half of the survey respondents, with 10% of the respondents identifying that they work regular agreed overtime, whilst 90% state the main reasons for working extra hours as being that they have too much work to undertake in the set hours, unfilled positions creating additional workload, lack of information and/or support from others. The Shire ensures that employees have the ability to work flexible hours which allows employees to manage their time and workloads accordingly.

Three survey respondents stated that they work up to an additional 10 hours a week with a further 3 from senior management working in excess of 80 hours per fortnight.

Employees working excessive hours will need to undertake a task 'n' time activity (time and motion) to ensure all activities are in line with the position description and desired outputs and outcomes of the Corporate Business Plan, scheduled and resourced accordingly, delegation is effective, training is current and plant/equipment is adequate.

## 6.2.5 Recruitment and Retention

During the period 2010/11 to YTD June 2013, the Shire experienced a growth rate of approximately 36.5%. The staff turnover rate has reduced significantly from 12.5% (5 staff) in 2010/11, 10% (4 staff) 2011/12 to current year of 6.25% (3 staff). The percentages do not include casuals. The current average rate of staff attrition across the Western Australian Local Government Sector is 18.4% (WALGA 2013). The Shire does not keep information in relation to reasons why employees leave. Employee exit interviews should be implemented immediately so that reasons can be identified and referred to when developing a staff attraction and retention policy and plan.

Staff are encouraged to progress professionally within the Shire which is evident with the appointment of the DCEO being a successful internal candidate.

Following is a summary of employee appointments from 2010/11 to 2012/13:

### 2010/2011

- Information Officers – Visitor Centre x 2  
The Visitor Centre closed with responsibility for the service moving to the Shire.
- Building Surveyor – x 1  
Previously one officer was responsible for all three functions: Health / Building, Environmental Health and Building Surveyor. When the officer left the Shire, this position was reviewed resulting in a new Building Surveyor position.
- Environmental Health Officer – x 1  
As per the above explanation.
- Finance Support Officer – x 1  
This position replaced a trainee position.
- Senior Administration Officer (previously project officer) – x 1

### 2011/2012

- Recreation & Convention Centre Manager  
This position was created due to the completion of the new building.

- Casual Staff – Recreation & Convention Centre x 2  
Casuals required to assist with service delivery. Duties included bar work, cleaning & kitchen / catering support
- Ranger x 1  
A new second Ranger position was created due to work demand and shared services model with other Shires.
- Cleaners x 2  
To assist with the new Recreation Centre.
- Administration Support Officer (Depot) x 1  
This position was created to support Works administration, record keeping, customer service etc.

### 2012/2013

- Bar Manager (Convention Centre) x 1 full time
- Service Staff – x 1 full time  
As per the above.
- Chef Cook (Convention Centre) – permanent part time  
As per the above.

### **6.2.6. Current Retention Strategies**

The Shire has a suite of retention strategies (listed below) which demonstrates Councils commitment to attracting and retaining staff within a financially constrained and remote environment.

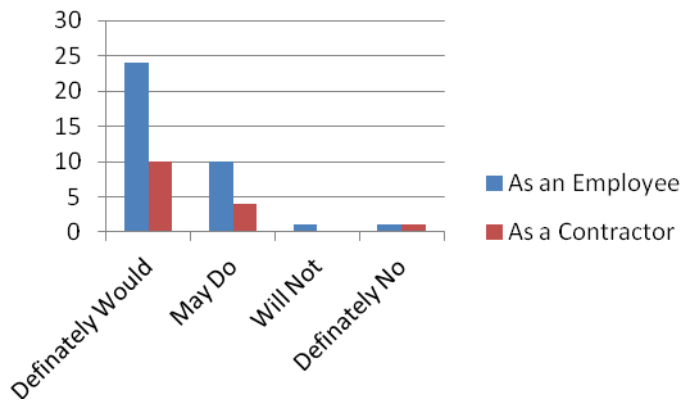
These strategies should form the basis of a review for the development of a Staff Retention Plan (included in the Integrated Workforce Plan Action Plan).

- Bullying in the workplace
- Injury Management and Rehabilitation
- Payments to Employees in addition to contract or Award
- Staff Development
- Volunteer Management
- Defence Reservist Leave
- OSH, EEO
- Staff Superannuation

#### Staff Satisfaction:

Levels of staff satisfaction can be reflected through an employee's propensity to refer to their employer (the Shire) as an employer/contractor of choice. This question was included in the recent survey with 93% of staff responding to the question.

Of the respondents, 85% indicated that they *will/may* recommend the Shire as an employer / contractor of choice and 6% stated that they *will not/definitely not* recommend the Shire as an employer / contractor of choice. Results indicate a positive response from employees and their level of workplace/job satisfaction.



**Would you recommend the Shire to friends and colleagues as a good place to work?**

The Tables below outlines the least liked and best aspects of working at the Shire of York. This information was sourced from the recent Staff Survey and has been amended to ensure anonymity for staff.

What do you least like about working for the Shire?		If you could change one thing about where you work...	What do you like the most about working for the Shire?
Less hand-balling and finger pointing. Poor communication. Lack of organisation. More recognition for job well done. Laying blame without facts. Poor communication from senior to general staff. Lack of involvement in decision making. Lack of team spirit. Lack of senior management support. Less LG mentality. Monotonous work. Improved pay rates. Community negativity. Electronic booking systems.	High public expectations with community not knowing what we actually do. Often spoken to about work after hours by community. Need adequate staff to cover leave and absence. Improve the computer system. Excessive workload. Impossible deadlines. Quantity over quality. More dedication from some staff. Better planning. Improved staff facilities. Some people in the community do not see the big picture.	More organisation. Better communication. Better planning of outdoor staff tasks. Positive attitude during possible amalgamation. Less time standing around. Better office layout (hard to concentrate). Better staff facilities (heating/cooling). More varied activities and opportunities. More hours dedicated to Library. Clearer PD's and procedures. More internal opportunities. Less manual handling. To have more responsibility. Relocate closer to team.	Permanent position. Flexibility. Job security & conditions. Degree of autonomy. Carers leave. Job independence. Being part of a supportive team. Progressive vision. Supportive managers/mentors. Teamwork & professionalism. Challenges of the job. Team environment. Variety of work. End result satisfaction. Working together as a team. Competent team members. Trust in the team. Delivering good outcomes for the community. To numerous to mention. Different tasks. Able to keep busy. Meeting tourists. Working for local government. Knowing we are helping the community. Small cohesive team allows better communication. Pride in team/town. People who are willing to help you out with any issues you have even if it doesn't relate to them. Productive, fun workplace.

## 6.2.7 Workforce Costs

Employee costs have increased over the previous two financial years as demonstrated in the Table below.

<b>Salaries and Wages</b> <b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>
Budget \$2.6M	Budget \$2.9M	Budget \$3.2M
Actual \$2.3M	Actual \$2.7M	Estimate EOY \$2.8M

The increase in salary and wages is due to the appointment of new positions (refer section 6.2.5).

Housing Costs:

The Shire owns six properties for the purpose of staff housing and to support service delivery. Current tenants include two doctors, ranger, CEO, planner and engineer. Maintenance costs for the properties over the period 2010/11 to current total approximately \$83K.

## 6.2.8. Organisational Development

The Shire does not have a structured or strategically aligned organisational development plan that drives the growth in organisational capability and skills however the Shire does recognise the need for investment in staff training and development and allocates an annual budget for staff training and development.

The Chief Executive Officer is responsible for the management of funds allocated for staff training and development and any expenditure may, subject to provision being made in the budget, be endorsed by the Chief Executive Officer without reference to Council.

Current allocation for training and development is approximately 2.5% (\$81.5K) of salaries and wages budget which is below the recommended Human Resource Management wages : training and development budget ratio benchmark of between 5 – 6%. The Shire is however, demonstrating a significant investment with the ABS reporting the average Australian employers spend on employee development as approximately 1.5%.

<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>
Annual Training Budget \$91.2K	Annual Training Budget \$84.5K	Annual Training \$81.5K
Actual \$80K (3% of S&W Budget)	Actual \$50.2K (1.7% of S&W Budget)	Estimated June 30 2013 \$66.7K (2.0% of S&W Budget)

Feedback from the Staff Survey has revealed the following regarding staff training and development:

- 72% of staff have degrees, diplomas or certificates which is significantly higher than the state average of 22% (nationally 40%).
- 72% of staff believe they require further training and development to be able to carry out their jobs effectively.
- 31% of respondents identified as having to manage or oversee staff. One employee identified as seeking more managerial training to assist in performance management of staff.
- 83% staff responded to this question. Key barriers that prevent staff from doing a good job and achieving objectives include: Lack of staff, lack of communication and procedures, lack of appropriately trained personnel, lack of direction, conflicting deadlines, disruptive work environment, suitable duties to assist with health issues.
- 74% staff suggested the following possible improvement strategies: Improve communications and more direction, more suitable machinery, suitable IT for depot staff, fix existing machinery, additional outdoor staff and leadership, ability to complete task at hand before moving on, additional Library resources, relief staff, clearer position descriptions, less double handling.

In line with staff requests for additional training and development, increased investment would be highly beneficial from a staff motivation and morale perspective, staff retention strategy and to grow organisational capacity / capability.

### **6.2.9 Performance Appraisal and Development**

Of the staff survey respondents, five employees identified as not having a position description (PD) form, 24% of employees stated that their PD's were reviewed regularly and 52% stated that the PD was a good reflection of what is actually undertaken in the role.

Ensuring management understand the value of the performance management framework and that the processes are implemented consistently is an effective way to engage staff, recognise performance, address issues and ensure training and development plans are developed and implemented.

### **6.2.10 Human Resource Management**

Council has a suite of policies that address the strategic and day to day operations of the organisation and aim to ensure a safe, harmonious workplace environment is supported by a fair and equitable approach to remuneration and benefits. Current policies as follows:

- Bullying in the workplace
- Complaints
- Defence Reservist Leave
- Injury Management and Rehabilitation
- Payment to employees in addition to contract or award
- Staff development
- Staff – equal opportunity policy statement
- Staff Superannuation
- Occupational Health and Safety

At present there is no dedicated human resource (HR) support with HR tasks being split between the CEO and DCEO. There is an identified need for increasing HR strategy, skills and capability across the organisation.

HR policies exist however implementation and continuous improvement strategies are limited. There is no evidence of a HR plan, Organisational Development plan, succession planning or an organisational wide training and development schedule (including Councillor Development plans). Although day to day basic (operational) HR activities are undertaken, management are aware of the HR deficiency and are currently planning to address the issue.

As there is no dedicated HR resource at present, determining the ratio of service delivery to HR resources is challenging. An estimate of 0.4 FTE dedicated to HR tasks has been used as a ballpark figure therefore the current ratio is 0.76. HR Industry benchmark hovers around a ratio of 2.0. which equates to 1 HR FTE : 50 Staff. This flags the issue that current HR capacity is operating below organisational requirements. The Shire also has a diverse range of services and programs, regulatory and community focused, which introduces a need to create a fully customised HR approach which increases the complexity of HR planning within the current limited resources.

Staff currently responsible for HR duties are committed and enthusiastic however strategy, clarity, technical HR training and processes are required to ensure a consistent, standardised and more effective system is achieved.

Feedback via the survey reflects the workforces desire to undertake further training to assist them in their effectiveness with 72% of staff recommending training for their current position. Training is a high employee motivator with professional development forming part of a staff retention strategy.

## 7. CURRENT WORKFORCE RISK PROFILE

The Table below outlines the current workforce risks faced by the Shire and the impact of that risk to the organisation, its productivity and service delivery. A comprehensive risk assessment would need to be undertaken in conjunction with the development of Human Resources Plan however in the interim, the following actions are recommended to mitigate and/or eliminate the risk.

### Current workforce risks and mitigating actions:

KEY RISK	IMPACT TO THE SHIRE	ACTION
Diversity of skills and experience	Broad range of services, functions and programs are delivered / facilitated by the Shire therefore ongoing focus on specific skills and experiences is required and cannot be developed in-house to match the rate of demand.	Through the new HR Plan, identify supply and demand needs and develop pathways to mitigate impact and minimise service delivery interruption and vacancy period.
Wage parity	Inability to compete on the open market with other industry salaries and benefits.	Acknowledge the wage parity issue and promote what LG has to offer ie lifestyle, flexibility, family friendly and professional development.
Ageing workforce and ageing population	In 10 years 56% of the Shire workforce will be aged over 55 with 19% of group aged 70 or over. Computer literacy and other job requirements may not be met. Potential physical capacity constraints in manual tasks may increase in addition to a possible increase in OSH risks.	Through robust OSH, EEO, HR planning, compliance and capability assessment and monitoring in the workplace, the Shire will need to ensure it meets both employee and organisational needs and expectations.
Key Position Succession Planning	Position vacancies result in additional responsibilities placed upon other staff to cover absenteeism / vacancies, resulting in a drop in productivity and morale.	Through the new HR Plan, identify supply and demand needs and develop pathways to mitigate impact and minimise service delivery interruption and vacancy period proactively - example: implement an accelerated or targeted skills and training schedule.
Training and Development	Training and development (T&D) is key to maintaining acceptable levels of service delivery, staff satisfaction and morale. Cost, resourcing and distance are factors affecting the Shires ability to deliver T&D programs effectively.	Develop a structured and flexible learning strategy that meets employee and organisational needs and focuses on local delivery (regional training).
Shared Services	Challenge exists for the Shire to ensure that vacant positions servicing other Shire's will place the region under pressure in addition to the Shire of York.	Ensure that succession plans are in place for shared services positions and that the recruitment process is initiated immediately.



Lack of strategic human resource management (HRM)	As previously mentioned, the need to implement strategic HRM is necessary to develop and drive policy, ensure industrial, EEO and OSH compliance and address workplace risks.	Develop a basic HR Plan.
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## 8. WORKFORCE IMPLICATIONS FROM THE COMMUNITY STRATEGIC PLAN

Recent community consultation and visioning workshops with Council have resulted in the revised Strategic Community Plan. This key document is supported by the Corporate Business Plan, revised Long Term Financial Plan, Asset Management Plan and the 2013/14 Annual Budget. The community consultation process identified challenges and obstacles faced by the Shire and community as outlined below:

Rapid growth	Loss of broad acre farming
Affordable Housing	Increasing number of people of 65
Infrastructure and service capacity	Climate Change
Impact of natural disasters	Heritage sustainability

These challenges form the basis for the Strategic Community Plan's key areas of focus. As highlighted above, an ageing local population will become an issue for Council and its ability to recruit locally. Affordable housing is also a risk to the community as younger people will leave the area to pursue more affordable options and career development/progression.

The strategic planning process has captured the community's aspirations and identified opportunities which are now clearly articulated in the Strategic Community Plan (page 7 to 12). In recognition of the community's aspirations, five key areas were developed with a number of objectives and goals driving the Shire over the coming years.

Summary of the Strategic Community Plan Key Areas:

<b>Social</b>	<b>Building a Sense of Community</b>
<b>Build Environment</b>	<b>Enhanced Lifestyle Choices</b>
<b>Environment</b>	<b>Preserving and Sustaining our Natural Environment</b>
<b>Economic Development</b>	<b>Maximise Development</b>
<b>Governance</b>	<b>Strengthen Shire Leadership</b>

The IWP is linked to the Key Area of Governance as follows:

<b>Outcome</b>	<b>Objective</b>	<b>Priorities</b>
Sustainable Resource Management	Develop Workforce Capacity Retain and Attract the Right People to do the Work	Develop a workforce plan and contribute to regional capacity Develop a human resource strategic plan, identify future skills and development, retention and attraction strategies.

## 8.1 Organisational Capacity and Capability

To achieve the objectives of the Strategic Community Plan and the Corporate Business Plan, organisational capacity and capability need to be at optimum levels to sustain a long term commitment. Organisational capacity refers to the level of appropriate governance, management, administrative and financial structures within the workplace that can support the implementation and monitoring of the organisation's vision, mission, goals and objectives.

Organisational capacity also includes the effectiveness of the human resource planning, tools, systems and processes and how they support the regulatory and internal compliance and health of the organisation and its workforce. To support the development of the IWP, an assessment was conducted to ascertain the level of capacity and capability of the organisation to deliver the Strategic Community Plan. The method used to assess the organisation comprises an assessment tool (matrix), internal meetings, staff survey, observations, system search and performance results.

- Leadership:

Council and senior management have played an active role in the development of the new Strategic Community Plan and are committed to the development and implementation of the Integrated Planning and Reporting Framework. Although the uncertainty of local government reform remains, senior management is keen to progress with all facets of planning.

- Management:

Data and observations suggest that staff responsible for supervising or managing staff endeavour to engage and seek input from employees where possible. Team work is encouraged and feed back is evident. Twelve positions (23%) within the organisation have management or supervisor responsibilities highlighting the need to maintain a training focus on the subject of managing and leading people.

- Communications:

The workplace is social and friendly however more structured strategic communication would assist in driving the implementation of the new Strategic Community Plan and supporting planning documents. Ensuring face to face communication continues across the organisation from management is essential as is the need to continue to drive cross-departmental communications. With the current whirlwind of planning activity and the reform agenda still uncertain, employees can easily be overwhelmed with the amount of information if a context and structured plan is not put into place. Communication was identified by employees (25%) in the Staff Survey as an area for improvement.

- Financial Resources:

Budgets are regularly reviewed with projects managed effectively however an opportunity exists to involve managers and staff more in the budget planning cycles. Audit and compliance results are satisfactory. The current integrated planning and reporting requirements should be utilised to support the ongoing improvement and development of internal procedures, staff involvement, reporting and integration across the organisation.

- Project Management:

Projects are managed within budget and capacity. Infrastructure projects are completed in line with the Forward Capital Works Plan. An opportunity exists for formal project management (PM) training and the development of a standardised PM procedure based tool kit that would assist in the overall capabilities and up-skilling of employees across the organisation. The Shire operates in a project environment and expertise in project management would benefit all facets of planning and implementation, enhance operations and assist in implementing the corporate business plan.

- IT and Knowledge Management:

Day to day operational support is provided remotely with IT infrastructure managed adequately through the asset inventory. Research undertaken by Focus Networks (current state analysis for the reform process) reveals that the Shire has outgrown its existing IT support mechanism and that infrastructure implementation is required to achieve a desired level of reliability and security. There is no IT Strategic Plan (including records management). If amalgamation does not proceed, IT services need to be reviewed in line with the DLG ICT Framework.

- Staff Facilities - The Administration Building:

Administration building is adequate with maintenance and renewal requirements addressed through the AM Plan.

## **8.2 Operational Functions and Services - Changes / Growth**

Analysis has been undertaken to determine the impact to the workforce, workforce risks and the capacity and capability of the organisation to respond to the Strategic Community Plan and its operational requirements.

This section addresses both the operational and non-operational or back office issues and gaps that will need to be addressed to support service delivery, legislative requirements and community expectations. Although these issues and gaps can be intangible to community and other stakeholders, they are implicit to the success of the Strategic Community Plan as they enable front line activities, service provision and underpin the overall performance of the organisation.

The Table below covers the period 2013/14 to 2014/15 primarily due to the uncertainty of the reform agenda outcomes and pending community poll. As previously stated, if the reform agenda was to proceed, planning will commence in line with the Department of Local Government's reform process. Comprehensive analysis has already been undertaken by consultants DCA et al and is available on [www.securingourfuture.com.au](http://www.securingourfuture.com.au).

In several cases, strategies highlighted below require further planning and the development of a business case therefore potential costs have been flagged or highlighted and will need to be determined at a later date.

Smaller projects have also been flagged during this project (Town Centre Streetscape Beautification) however projects like these can be delivered through a community capacity building model whereby local resources are utilised resulting in maximising local skills and experience and community ownership. The role of the Shire in these situations is project manager and allows the Shire to direct its resources into areas/projects that cannot be outsourced.

**WORKFORCE IMPACT 2013/2014 TO 2016/2017**

Community Plan Ref.	Project & Responsible Off	Description	Workforce Requirements	Approval Status	Cost	Time Frame	Respon. Officer
<b>New Services</b>							
Social: Develop quality, capable services to manage community demand.	1.Early Childhood	One service provider currently exists in the Shire of York (SoY). Support for early childhood care – occasional care, is in high demand however there is no capacity within the open market to service the need. This service could accommodate before and after hours care, indigenous etc. The Shire would be the licensee and operate the facility.	The Shire is to undertake a Feasibility Study to ascertain supply and demand needs for the area. Feasibility study to outline base line costs and revenue, human resource requirements, regulatory requirements and possible funding sources.	Business case to be developed.  Part Time Co-ordinator to be considered in 2014/15 budget	\$30K	2014/15	PO
Built Environment: Increased capacity and diversity of housing choices.	2.Youth Strategy	The population and workforce across the Wheatbelt Region is ageing with a projected increase in the population aged over 65 years. This, in addition to the unaffordable housing and limited availability of the housing stock will inevitably result in the exodus of young people from the area.	Develop a Youth Economic Development Strategy to address: Employment, Accommodation, Recreation and Education risks with the aim to retain and develop young people within the Shire. Plan can be outsourced or developed in-house.	Business case to be developed.	\$20K (out-sourced).	2014/15	CEO
Social: Develop quality, capable services to manage community demand.	3.Town Planning Services	With an increase in planning, regulatory requirements and demand for services, SoY is aiming to provide a comprehensive suite of town planning services to Quairading, Cunderdin and Tammin via the appointment of a town planner (x1 FTE). This will be done so on a fee for service model and will replace the casual planning officer.  SoY is also re-aligning the planning unit and will need assistance in general administration, records, enquiries, advertising etc. During July to August 2013, the business unit will engage a university student to undertake the admin functions of the department (Development Service Admin Officer – DSA Officer). A decision will be made August 2013 to determine future staffing requirements. The trial period of the DSA	New full time planner will be funded by the RTG Agreement. Delivered on a proportion-based basis between the four Shires as follows (approx only): Cunderdin - \$30K Quairading - \$30K Tammin - \$10K York - \$12K  No vehicle is included in the package or IT requirements ie iPad, mobile phone.  The Development Services Admin Officer position will be trialled and assessed during July and August to determine future resource requirements.	Funding structure to be confirmed.  Assessment of DSA Officer position to commence July for 2 months.	Included in 2013/14 budget.  TBD.	July 2013 ongoing	MP

**WORKFORCE IMPACT 2013/2014 TO 2016/2017**

Community Plan Ref.	Project & Responsible Off	Description	Workforce Requirements	Approval Status	Cost	Time Frame	Respon. Officer
		Officer role will be funded by the recent resignation of an admin officer.					
<b>Changes to Existing Services</b>							
Social: Develop Quality, capable services to manage community demand	4.York Recreation and Community Centre	<p>The new Recreation &amp; Convention Centre is part of the Forrest Oval Sports Complex and all facilities are managed by the Shire of York. Current operating loss of \$297,178 annually includes operations of the Recreation Centre, and maintenance of all surfaces and facilities.</p> <p>The Shire will need to develop an Operational Plan including a programming and marketing plan to ensure the Centre is optimised and community needs are being met.</p> <p>With the Centre now fully functional, it is recommended that a Feasibility Study be undertaken to consider the option of outsourcing the service to a provider who specialises in the management and operations of a multi-purpose recreational facility. Alternatively, Expressions of Interest could be sought.</p>	An external consultant is procured to undertake the Feasibility Study (FS) and to develop an Operational and Marketing Plan.	Business case to be developed.	\$15K (FS) \$15K Ops and Marketing Plan	2014/15	MA
<b>Social:</b> Develop quality, capable services to manage community demand	5.Environmental Health (EH)	The Shire will be providing EH services under the new Cat Act (implementation date Nov 2013) through Ranger Services to Tammin, Cunderdin and Quairading. A Cat Processing Facility is proposed for the Shire of York. A grant for \$134K is pending.	Manager Health and Building is to monitor the agreement to ensure adequate resources, legislative requirements are being met and existing Ranger services and outcomes are achieved. In-house review to be undertaken March 2014.	Review scheduled for 2014.	Nil.	2013/14	MHB
<b>Internal (back office) changes</b>							
<b>Governance:</b> Sustainable resource	6.Integrated Planning and Reporting	The increase in statutory, compliance, planning and reporting requirements has resulted in an increase in corporate planning activities. The	Develop a dedicated and resourced strategy to facilitate, drive and oversee new planning and reporting requirements of the new Integrated	Review scheduled for 2014.	Nil. In-house resources	2013/14	DCEO

**WORKFORCE IMPACT 2013/2014 TO 2016/2017**

Community Plan Ref.	Project & Responsible Off	Description	Workforce Requirements	Approval Status	Cost	Time Frame	Respon. Officer
management. Develop workforce capability.	Framework	Integrated Planning and Reporting Framework will continue to evolve over the coming year and will need to be resourced and monitored accordingly.	Planning and Reporting Framework, governance requirements and supporting activities. Review resourcing requirements and address early 2014.		utilised.		
<b>Governance:</b> Sustainable resource management	7.Systems and Processes	Need identified for standardisation of procedures and processes. Undertake individual department audits and establish a prioritised schedule of required processes and procedures for the next two years.  The Shire operates in a project based environment. As there are no standard business case/feasibility templates or processes for integrating project based initiatives, the risk profile increases in relation to financial, asset, and Strategic Community Plan objectives.	Individual department audits completed by October 2013. Prioritised Action Plan developed and implemented by December 2013.  Develop a cost effective and localised training program with standardised templates and procedures for relevant employees. Include refresher and new employee training in future schedule.	Division Mgrs to co-ordinate.  Templates prepared.	Nil. In-house resources utilised.  Nil. In-house as part of financial mgmt review.	2013/2014 2016/2017	DCEO
<b>Built Environment:</b> Upgrade and maintain our infrastructure. <b>Governance:</b> Sustainable resource management.	8.Asset Management (AM)	Improvements to the Shire's AM practices are a 3-5 year strategy. Employing a dedicated AM Co-ordinator to develop / drive an overarching Asset Mgmt Improvement Strategy and supporting plans would be a viable option, however due to the pending reform decision, this is not an option at this stage.	Allocate a consultancy budget to ensure core AM functions occur during 2013/14 and are integrated into the IP&R Framework, LTFP, FCWP and annual renewal and maintenance budgets.  Programmed Asset Management Review in 2016/17 and each 4 years after.  Roman II Data Review annually.	On-going Reviews.	\$10K	2013/2014 ongoing	SFO
<b>Governance:</b> Sustainable resource management -develop	9.Additional Work Hours	Address the area of additional work hours and ensure adequate staff training, resources, processes, rostering and support is provided.  Staff Survey: 70% of staff who worked extra	Undertake a time 'n' task activity and implement mitigating strategies. Where required, review Position Descriptions and align to Strategic Community Plan / Corporate Business Plan objectives.	TBC.	In-house activity. No cost.	ASAP	ASAP



**WORKFORCE IMPACT 2013/2014 TO 2016/2017**

Community Plan Ref.	Project & Responsible Off	Description	Workforce Requirements	Approval Status	Cost	Time Frame	Respon. Officer
workforce capability, retain and attract the right people to do the work.		hours stated that it was due to having too much work to do in the contracted hours.					
<b>Governance:</b> Sustainable resource management -develop workforce capability, retain and attract the right people to do the work.	10.Human Resource Management (HRM).	<p>Although numerous HR activities are implemented, it is done so in the absence of an overarching HR / Organisational Development Plan that provides the strategic direction for all HR activities.</p> <p>Tasks and accountability need to be clarified for staff so that resources and time are optimised and effective. HR system and process gaps need to be addressed.</p> <p>Staff survey results reveal a need for further training and development.</p> <p>Lack of succession planning is an operational risk especially as the Shire services other Shires. Key risk areas include EH, engineering with supervisor and plant operators high risk positions that if not replaced in a timely fashion can have a significant impact upon services and projects. Traineeships should continue to be considered as the Shire currently employees 3 staff who commenced as trainees.</p> <p>Dedicated HR resources are required.</p>	<p>Develop and implement a HR Plan that addresses the four key areas:</p> <ol style="list-style-type: none"> <li>1. Workforce Planning</li> <li>2. Compliance and Policy</li> <li>3. Performance Management</li> <li>4. Organisational Development</li> </ol> <p>The HR Plan will also address succession planning, talent management, staff attraction and retention.</p> <p>Create a new part time HR position reporting to the DCEO. This role will be responsible for overseeing the development of the HR Plan and its implementation, monitoring and reporting and future reviews. Opportunity to promote an internal employee with mentoring support and an accelerated HR training program.</p> <p>Review the agreement with LGIS Regional Risk Co-ordinator to leverage support opportunities through LGIS.</p>	<p>HR Plan could be outsourced or developed in-house.</p> <p>Subject to amalgamation enquiry to be reviewed when outcome is known.</p>	<p>\$15K HR consultant</p> <p>Nil.</p>	<p>2014/15</p> <p>October 2013</p>	<p>DCEO</p> <p>DCEO</p> <p>CEO</p>

## 9. WORKFORCE COSTS AND BUDGET IMPLICATIONS

A summary of the funding required to implement the IWP recommendations are outlined below. This information is aligned with the Annual Budget 2013/14 and the Long Term Financial Plan. It will be reviewed annually in line with the legislative requirements and considered in the six monthly budget reviews.

STRATEGY	2013 to 2014	Source of Funds and %	2014 to 2015	Source of Funds and %	2015 to 2016	Source of Funds and %	2016 to 2017	Source of Funds and %
Early Childhood	In-house	Nil.	Nil.	Nil.	Nil.	Nil.	Nil.	Nil.
Youth Strategy	In-house	100% Shire OPEX Consultant	\$20K	TBD.	TBD.	TBD.	TBD.	TBD.
York Recreation and Community Centre	Nil.	Nil.	\$15K \$15K	100% Shire OPEX Consultant	TBD.	TBD.	TBD.	TBD.
Town Planning Services	\$35K	100% Shire OPEX		100% Shire OPEX		100% Shire OPEX		100% Shire OPEX
Environmental Health	Nil.	100% Shire OPEX Consultant	TBD.	TBD.	TBD.	TBD.	TBD.	TBD.
Integrated Planning and Reporting Framework	Nil.	Nil.	TBD.	TBD.	TBD.	TBD.	TBD.	TBD.
Systems and Processes <small>*Note \$10K included in 10 Year Financial Plan for 2017/18</small>	Part in-house	100% Shire OPEX Consultant	Nil.	100% Shire OPEX Consultant	Nil	100% Shire OPEX Consultant	\$10K	100% Shire OPEX Consultant
Asset Management	\$10K	100% Shire OPEX Consultant	\$35K	100% Shire OPEX Consultant	\$10K	100% Shire OPEX Consultant	\$10K Shire \$10K OPEX Consultant	100% Shire OPEX Consultant
Additional Work Hours	TBD.	Nil.	TBD.	Nil.	TBD.	Nil.	TBD.	Nil.
Human Resource Management (HRM).		100% Shire OPEX	TBD. \$15K	TBD.	TBD.	TBD.	TBD.	TBD.
<b>WORKFORCE COSTS</b>	<b>\$165K</b>		<b>\$105K</b>		<b>\$78K</b>		<b>\$89K</b>	

## 10. IMPLEMENTING THE WORKFORCE PLAN

### Sustaining workforce planning skills, activities and initiatives:

Workforce planning, similar to the annual budget cycle, is an ongoing process that requires resourcing, training and experience. To ensure that workforce planning skills and capacity are created and built upon over time, the senior management team will be responsible for the performance, maintenance and review of the IWP and will utilise an implementation plan.

INTEGRATED WORKFORCE PLAN 2013 - 2017 Implementation Plan (2013/2014)	RESPONSIBILITY (Key Driver)	TIMELINE
Council and Executive commitment endorsed through an Integrated Planning and Reporting Policy.	CEO	30 September, 2013
Where applicable, align IWP actions with the Annual Budget and Long Term Financial Plan.	CEO Executive Team	30 September, 2013
Workforce planning data management systems developed / revised and implemented.	DCEO	31 December, 2013
Workforce planning review and reporting procedures established.	DCEO	30 September, 2013
Workforce Plan, KPI's and reporting requirements communicated to all staff to ensure ownership and accountability across the organisation. Demonstration of benefits at every opportunity. Communicated and implemented using a change management approach.	CEO & DCEO	31 August, 2013
Orientation and training for managers and relevant key stakeholders.	DCEO	30 September, 2013
Workforce planning integrated into all planning (including the corporate business plan), business cases and decision making processes, including Council Agenda.	CEO	31 December, 2013
Organisational and individual performance requirements and KPI's set, documented and monitored through the performance appraisal process.	DCEO	30 September, 2013
Relevant workforce planning activities and actions integrated into relevant PD's.	Executive team	30 September, 2013
Embed workforce planning into all relevant frameworks, systems, policies and processes.	DCEO	September, 2013
Workforce planning training requirements identified and reviewed annually.	DCEO	Ongoing
Timelines and legislative requirements clearly scheduled and followed up.	DCEO	30 September, 2013
Commence review of Integrated Workforce Plan in preparation for IP & R Framework requirements for 2014/15.	DCEO	1 March, 2014
Commence capacity review of HR resources and HR outputs and outcomes required for the coming financial year. Explore possible increase in part time hours.	CEO	1 March, 2014

## **11. CHANGE MANAGEMENT**

Integrating workforce planning is a new initiative. As a new initiative, it will need to be communicated and implemented within a change management context of clear and concise information sharing, outlining actions and requirements and importantly, the benefits to staff and the organisation as whole.

Integration of workforce planning will need to be consistent and thorough. Staff concerns will need to be addressed and the IWP will need to be adequately resourced to ensure its effectiveness, timeliness and integrity.

## **12. MONITORING AND EVALUATION OF OUTCOMES**

The IWP will be reviewed annually as part of the planning cycle, amended and reported on accordingly to ensure ongoing integration with the Annual Budget, Long Term Financial Plan and Asset Management Plan. Updates will be communicated to relevant stakeholders.

An overall organisational-wide reporting framework will be developed as part of the Integrated Planning and Reporting Framework however in the interim, the following activities will be utilised to monitor and manage the ongoing progress of the IWP to ensure that it remains relevant and appropriate in guiding planning and decision making across the organisation.

- Review of HR data and trends once HR data banks are established.
- Review of staff and customer service survey results relevant to service delivery and human resources.
- Review of workforce planning processes, principles and practices with inclusion in the annual planning cycle.
- Review of workforce planning implications and included in Council decision making and project planning.
- Annual review of Human Resource Plan, key result areas and KPI's.
- Annual review of HR risks and the effectiveness of their treatments and controls.
- Inclusion of workforce planning outcomes in the Annual Report.



Department of **Local Government**  
Department of **Regional Development and Lands**



The Shire of York thank and acknowledge that the WA Departments of Local Government and Regional Development and Lands for providing skills development and funding to support the research and development for this Integrated Workforce Plan 2013 – 2017.

**Prepared for the Shire of York by LG People and Alchemy Corporate Consulting Services June 2013**