

SHIRE OF
MERREDIN
INNOVATING THE WHEATBELT

Draft Workforce Plan 2019-2023

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Introduction

Executive Summary

The Shire is a significant employer within the Local Government Area, employing 47 people in full time, part time and casual positions. The Shire of Merredin has a strong relationship with its workforce – long term employees, a relatively small workforce number and tight knit community all supported the connected, professional and personal approach by management.

Optimising the Shire's full economic and social potential will be a challenge as the region is facing increased challenges associated with ensuring the availability and accessibility of a flexible and skilled workforce. Key issues that are affecting workforce capacity and capability include:

- Local Government Industry compliance requirement standards;
- Economic growth and seasonal productivity;
- Employment demand and required skills;
- Corporate farming;
- An ageing workforce;
- Changes in the nature of education and training; and
- Governments cost shifting.

Strategic workforce planning is a critical aspect in the long term planning for an organisation. Such a plan helps to ensure that there are sufficient people to carry out the organisation's purpose. It also helps to ensure that there are the right people are in the right place at the right time to build a resilient, cohesive and sustainable organisation.

Workforce Planning is the key to forecasting future labour markets, but is also used to:

- identify staff problems;
- monitor and contain workforce costs;
- develop and highlight existing and new workforce skills; and
- ensure that there is adequate service delivery into the future.

The Integrated Planning and Reporting Framework requires all Councils in WA to develop long term Strategic Community Plans and four year Corporate Business Plans. This Workforce Plan forms part of the Integrated Planning Reporting (IPR) and outlines how the Shire of Merredin will implement the key priorities and actions within its Corporate Business Plan, in line with Council's annual budget.

The Shire of Merredin faces a number of long term challenges relating to its workforce, and in particular in relation to the implementation of its Corporate Business Plan.

These challenges include;

- ageing labour force;
- attracting and retaining skilled and qualified staff;
- meeting community service and infrastructure expectations;
- funding required positions;

- changes in technology and machinery; and
- changing Occupational Safety and Health requirements and the potential impacts on productivity and budget.

The Workforce Plan 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, many of which are outside the organisations ability to control or influence such as resource development. What the Shire can influence though, is an united and clear community vision, strong Council leadership and effective management and a long term commitment to its greatest asset – its people, who will continue to develop, thrive and deliver.

Integrated Planning and Reporting Framework

The Workforce Plan has been developed to align with the community aspirations identified in the Strategic Community Plan. The diagram below depicts the components that make up the Shire of Merredin's Integrated Planning and Reporting Framework. It shows the interaction between the plan and the influence of the informing strategies. The intent of the Integrated Planning and Reporting Framework is to ensure the priorities and services provided by the Shire of Merredin are aligned with our community needs and aspirations. The Strategic Resource Plan takes into consideration the available resources to deliver the best possible results for the community.



Diagram: The Strategic Planning Framework

Strategic Community Plan

The Strategic Community Plan is our long term strategic direction that guides the remainder of the framework. It expresses the community's vision for the future together with the strategies that Council is intending to implement to address strategic community outcomes. This is a key document for Council to track and report on progress to the community.

Corporate Business Plan

The Strategic Community Plan drives the Corporate Business Plan, which is the detailed implementation plan for services, key projects and capital investments over the next four years. The intention is that the implementation of this Plan contributes towards the delivery of the community objectives over the longer term. It contains the same vision elements, strategic goals and priorities as the Strategic Community Plan, to ensure we deliver services in line with community aspirations.

Strategic Resource Plan

This fifteen year plan incorporates the Asset Management Plan and Long Term Financial Plan.

- **Long Term Financial Plan**
This 15 year rolling Plan assists the Council to set priorities in accordance with its financial resources, through key assumption based analysis. This allows the organisation to make decisions in a financially sustainable manner.
- **Asset Management Plan**
This Plan provides guidance on service provision and whole of life cycle asset management to support the Shire's financial sustainability and key service levels.

Workforce Plan

The Plan identifies the workforce requirements and strategies for current and future operations, ensuring the needs and limitations to support the delivery of the Corporate Business Plan are met.

Monitoring and Review

Monitoring and regular review of plans are undertaken to ensure actions are met and achievements can be measured and evaluated.

Annual Budget

Driven by the Corporate Business Plan, the Annual Budget is a detailed short term financial statement for the following financial year and reflects all aspects of the Corporate Business Plan actions and operations for the year. The Annual Budget sets out how the resources will be allocated over the twelve month period.

Annual Report

The Annual Report produced at the end of every financial year is a report of our achievements during the previous twelve month period beginning 1 July and ending 30 June. It contains an overview of the Strategic Community Plan and the Corporate

Business Plan and information about the actions, achievements and budget performance.

Our Community Vision and Key Priorities

The community and Council developed the vision and key priorities leading to innovating the Wheatbelt. Steering Merredin as a community to help build a sustainable, attractive and exciting place to live, work and play.

Council's Vision

“Merredin is a sustainable regional centre with a bright future”



Our Key Priorities

The Shire of Merredin's four year Corporate Business Plan identifies the key operational projects, operations services and key capital projects. The cost associated to deliver the commitments within this plan have been evaluated against the Shire's future financial projections and alignment with the strategic direction set through the Strategic Community Plan.

The following key priorities have been assessed in the Strategic Community Plan as best meeting the vision and key priorities over the coming decade:

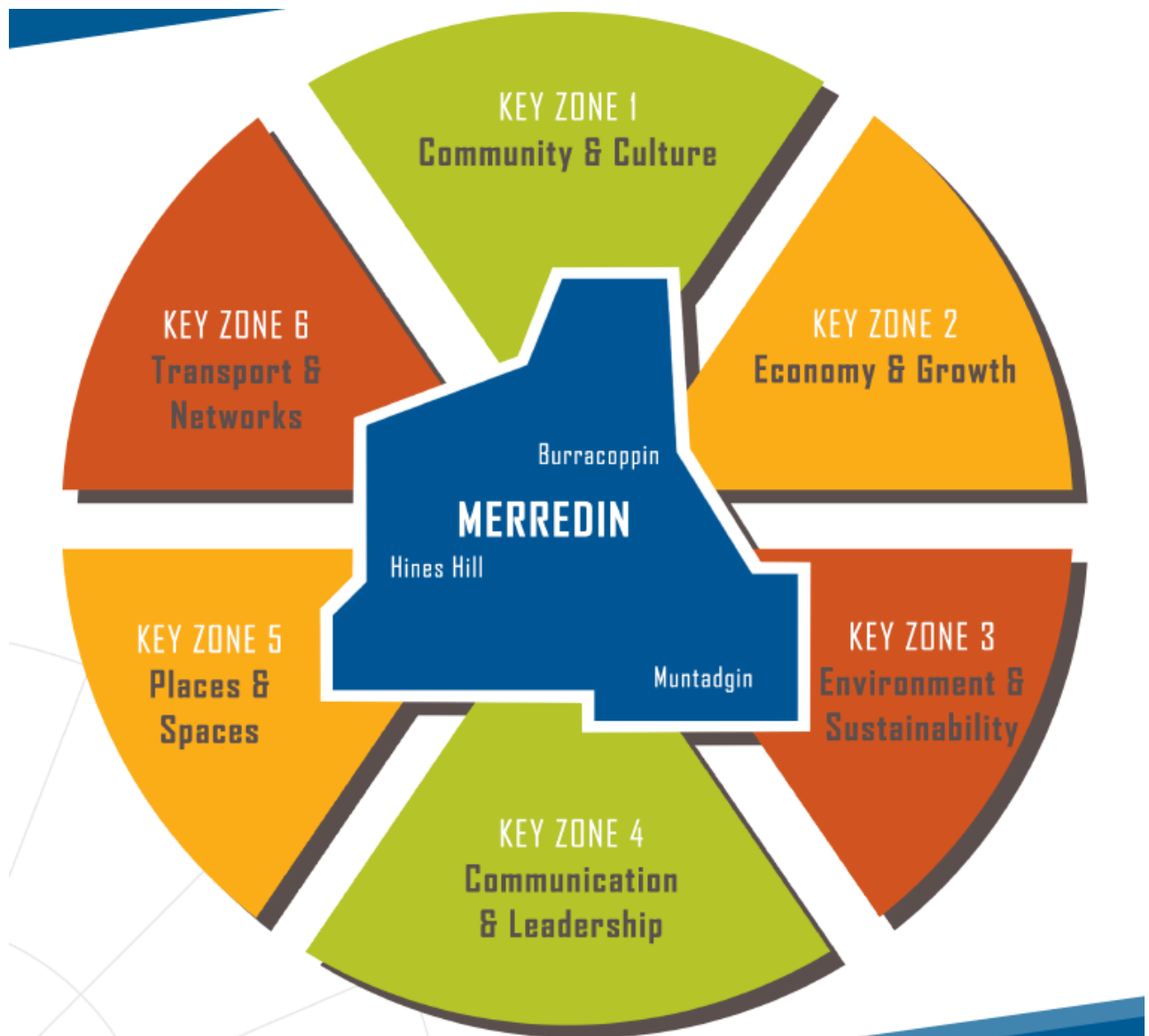


Diagram: Strategic Community Plan

What is Workforce Planning?

“A continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future” (Australian National Audit Office (ANAO) 2004)

Workforce planning is a term used to describe the planning process undertaken to ensure that an organisation has the right people, with the right skills, at the right time. It is simply a methodical process that documents the directions in which a work area is heading and provides managers with a tool for making human resource decisions now and into the future. Planning human resource requirements is one of the biggest challenges facing industry today. The needs of the local government sector is no exception, and besides human resource needs, workforce planning also needs to factor in strategic planning considerations, financial and budget requirements, environmental issues and legislative requirements. Workforce planning is a critical exercise in achieving strategic outcomes in local government.

Workforce planning can result in the following benefits:

- the identification of future staffing requirements and any possible skill shortages or over supply;
- a planned recruitment strategy including appropriate time frames and costs;
- a plan to close skill gaps can be prepared;
- specific recruitment or training initiatives can help plan for new jobs;
- staffing costs may be reduced through close analysis of staffing requirements and ensuring appropriate levels of staff;
- staff development needs can be better identified; and
- employees whose skills are unlikely to meet future needs can be retrained.

Wheatbelt Labour Market Review April 2019

The Department of Training and Workforce Development produced the Wheatbelt Labour Market Review in April 2019, presented by Gordon Duffy and Eamon O’Sullivan.

The review aim was to seek evidence on the current and future labour market trends and occupations and survey employees within the Wheatbelt Region. This included 93 employers and 18 peak bodies. Most LGA’s were interviewed.

It was identified that 65 occupations have been difficult to fill. 49 occupations were classified difficult to cover, and under the local government’s positions held the following was identified; swimming instructors, personal assistant, grader operators, loader operators, truck drivers and road traffic controllers, CEO, Corporate Services and Finance Managers.

Wheatbelt list of 65 occupations that are currently difficult to fill

ANZSCO 1 Digit	Wheatbelt Occupation List
Professionals	20
Managers	11
Technicians and Trader Workers	8

Community and Personal Service Workers	7
Machinery Operators and Drivers	7
Labourers	6
Sales Workers	3
Clerical and Administrative Workers	3
Total	65

Industry Developments

- The Wheatbelt has a strong agricultural industry, being the State's main producer of cereal crops and is a world leading producer of export commodities such as grain, livestock and resources.
- Finance and insurance services experienced the largest increases in business counts over the four years in 2017.
- Retail trade recorded the largest aggregate decrease in business counts over the four years to June 2017.
- Wheatbelt water pipe replacement and improvement project being undertaken by WA Water Corporation (\$32 Million)
- Redevelopment and upgrade of Merredin District Hospital and Narrogin District Health Campus (\$18 million)
- Great Eastern Highway upgrades – Walgoolan to Southern Cross (\$17 Million)
- Renewable energy, Merredin Collgar Wind Farm
- Renewable energy, solar farms in Merredin and Cunderdin
- Employment growth in the Health Care and social assistance sector
- Tourism potential, regional natural and cultural resources
- Farm amalgamations resulting in the increase use of high tech machinery
- Ongoing growth in digital capacity to assist the estimated 9,300 small and medium enterprises in the region

Workforce Development issues identified

- Unemployment in the Wheatbelt is low (3.5%) and significantly below the State average (6.2%) as at 30 June 2017
- Youth unemployment (12.8%) lower than the State average (15.7%)
- The Wheatbelt has an ageing population and an older working population compared to the State
- Population decline in the year to 30 June 2017
- Exodus of young people from the Wheatbelt
- Quality affordable housing and remoteness, are issues in attracting and retaining staff (has been a decline in residential approvals)
- Lack of public transport, making it harder to secure employment
- Casual/part time employment, underemployment in the region, particularly the young, making it harder to get loans
- Earnings for females are significantly lower than for males
- Agricultural machinery businesses experiencing shortages in the engineering and related trades due to competition with the resources sector
- Many LGA's have employed trainees in the recent past through a State Government initiative which has not continued
- Lack of education and training needs and training is being based back in Perth

- Training requests for areas of OHS, finance managers, plant operators, grader operators, workforce team supervisors/managers, CEO's, environmental, health and building surveyors

This data was provided by Department of Training and Workforce Development. All these factors will impact the Shire to a varying extent and will need to be considered in a more strategic way as part of workforce plan review.

Wheatbelt



Population – 73,829

Labour force – 38,862

Employed persons – 37,450

Unemployment rate – 3.6%

**We take pride in our history,
our people and the things that
make us who we are**



Total Area

3,372km²



Population (2016 Census)

3,350



Average Age (2016 Census)

38

7% of us identify as Aboriginal or Torres Strait Islander. 76.3% of us were born in Australia. 3.6% of us were born in England, 3.1% in China, 2.6% in New Zealand, 1.4% in the Philippines and 1% in South Africa (as of the 2016 Census)



Central Wheatbelt Electorate

Merredin makes up 8.53%
population of 27 Shires



Wind Turbines

111 wind turbines makes Collgar
the largest wind farm in WA

Australia | Western Australia | Local Government Areas

Merredin (S)

Code LGA55460 (LGA)

[Search for a Community Profile](#)

People

3,350

Male

52.6%

Female

47.4%

Median age

38



Families

834

Average children per family

for families with children

2

for all families

0.7



All private dwellings

1,635

Average people per household

2.4

Median weekly household income

\$1,332

Median monthly mortgage repayments

\$1,127

Median weekly rent

\$180

Average motor vehicles per dwelling

2

Age	Merredin (S)	%	Western Australia	%	Australia	%
Median age	38	--	36	--	38	--
0-4 years	213	6.4	161,727	6.5	1,464,779	6.3
5-9 years	231	6.9	164,153	6.6	1,502,646	6.4
10-14 years	212	6.3	150,806	6.1	1,397,183	6.0
15-19 years	204	6.1	149,997	6.1	1,421,595	6.1
20-24 years	302	9.0	160,332	6.5	1,566,793	6.7
25-29 years	198	5.9	184,908	7.5	1,664,602	7.1
30-34 years	201	6.0	194,267	7.9	1,703,847	7.3
35-39 years	177	5.3	173,041	7.0	1,561,679	6.7
40-44 years	198	5.9	171,996	7.0	1,583,257	6.8
45-49 years	212	6.3	172,520	7.0	1,581,455	6.8
50-54 years	232	6.9	162,438	6.6	1,523,551	6.5
55-59 years	246	7.3	149,899	6.1	1,454,332	6.2
60-64 years	200	6.0	132,145	5.3	1,299,397	5.6
65-69 years	178	5.3	116,755	4.7	1,188,999	5.1
70-74 years	133	4.0	82,911	3.4	887,716	3.8
75-79 years	83	2.5	61,509	2.5	652,657	2.8
80-84 years	60	1.8	42,590	1.7	460,549	2.0
85 years and over	67	2.0	42,420	1.7	486,842	2.1

The median age of people in Merredin (S) (Local Government Areas) was 38 years. Children aged 0 - 14 years made up 19.6% of the population and people aged 65 years and over made up 15.6% of the population.

What is a Workforce Plan?

A Workforce Plan is designed to address a number of factors influencing organisational performance, including:

- skills, expertise and knowledge requirements;
- the desired organisational culture and how to develop it;
- what organisational structure will work best;
- recruitment and retention in the context of labour market challenges and opportunities; and
- facilities and equipment needed to support a productive and inclusive workforce.

The Shire's Workforce Plan optimises the use of the Council's workforce resources to meet the objectives of the Strategic Community Plan 2018-2028. In doing so, the Workforce Plan ensures that the resources are in place and well managed to deliver on the Council's strategic objectives that have been developed for each of the six key zones of community interest in the Strategic Community Plan.

A workforce plan enables Council to plan its future workforce needs to deliver agreed goals and to focus beyond the short term to the medium and long term needs of the organisation. It also provides a framework for dealing with challenges. The benefits of having a workforce plan include:

- identifying and reducing potential skills shortages as early as possible
- improving efficiency, effectiveness and productivity
- responding to change in the market and taking appropriate steps to retain and strengthen Council's workforce for service delivery
- identification of staff development needs
- providing job satisfaction and retaining employees
- ensuring Council's processes for recruitment, development and retention of appropriate staff meet the needs of the organisation
- ensuring employees possess the relevant skills and are suitable for the responsibilities of the positions they hold



Diagram: Workforce Planning Framework

A workforce planning framework was adopted to develop the Shire's 2019-2023 Workforce Plan. The Model is shown above.

Analysis of the Shire's workforce

An analysis of the existing workforce was undertaken to identify current characteristics and capabilities. Since the development of the first workforce plan in May 2013, a continued focus on skills development and training for all staff has been maintained. There is a recognition that a number of outside staff, comprising truck drivers and general plant operators, will be approaching retirement age in the next few years, which may create employment challenges in terms of delivering on the objectives of the Strategic Community Plan into the future.

The availability of skilled labour within a regional context remains an issue, although the Shire is fortunate that it is viewed as an employer of choice within the region because of its positive workplace culture and enforced values system. The Shire has an Enterprise Bargaining Agreement in place that provide for structured career progression, recognition, and reward achievement. Demographic data and skill profiling has also proved useful in determining potential future staffing problems and resource limitations.

Succession planning remains integral to recruitment strategies and employees are employed on their ability to take on extra responsibilities should the need arise. A significant number (21.27%) of staff are under 40 years of age, which allows for talent development and future job upskilling. It is not anticipated that additional permanent staff will need to be employed over the course of the next four years to deliver on the Strategic Community Plan.

Forecast the future needs

The ability to provide those outcomes identified in the Strategic Community Plan was considered in the light of existing staff resources. It was recognised that existing capacity would be sufficient in the short to medium term, although there would be a need to commit more resources to training and development. In terms of outside staff, there will be a need to replace older staff in the next few years because of pending retirements, which will provide career development opportunities for younger staff. There is also a need to cross train a couple of internal (administration) staff to ensure skills coverage in payroll, rates and creditors during periods of extended leave.

Gap analysis

The gap between future workforce needs and the current workforce profile have been identified and analysed. In terms of delivering on the Strategic Community Plan 2018-2028, it is not anticipated that additional staff resources will be required as the plan itself focuses on social, economic and environmental outcomes rather than labour intensive infrastructure development initiatives.

Development of Strategies to address key issues

Integrated human resource strategies continue to be developed to address those gaps between current and future workforce needs. These strategies have been identified and relate mainly to workforce sustainability, diversity and safety.

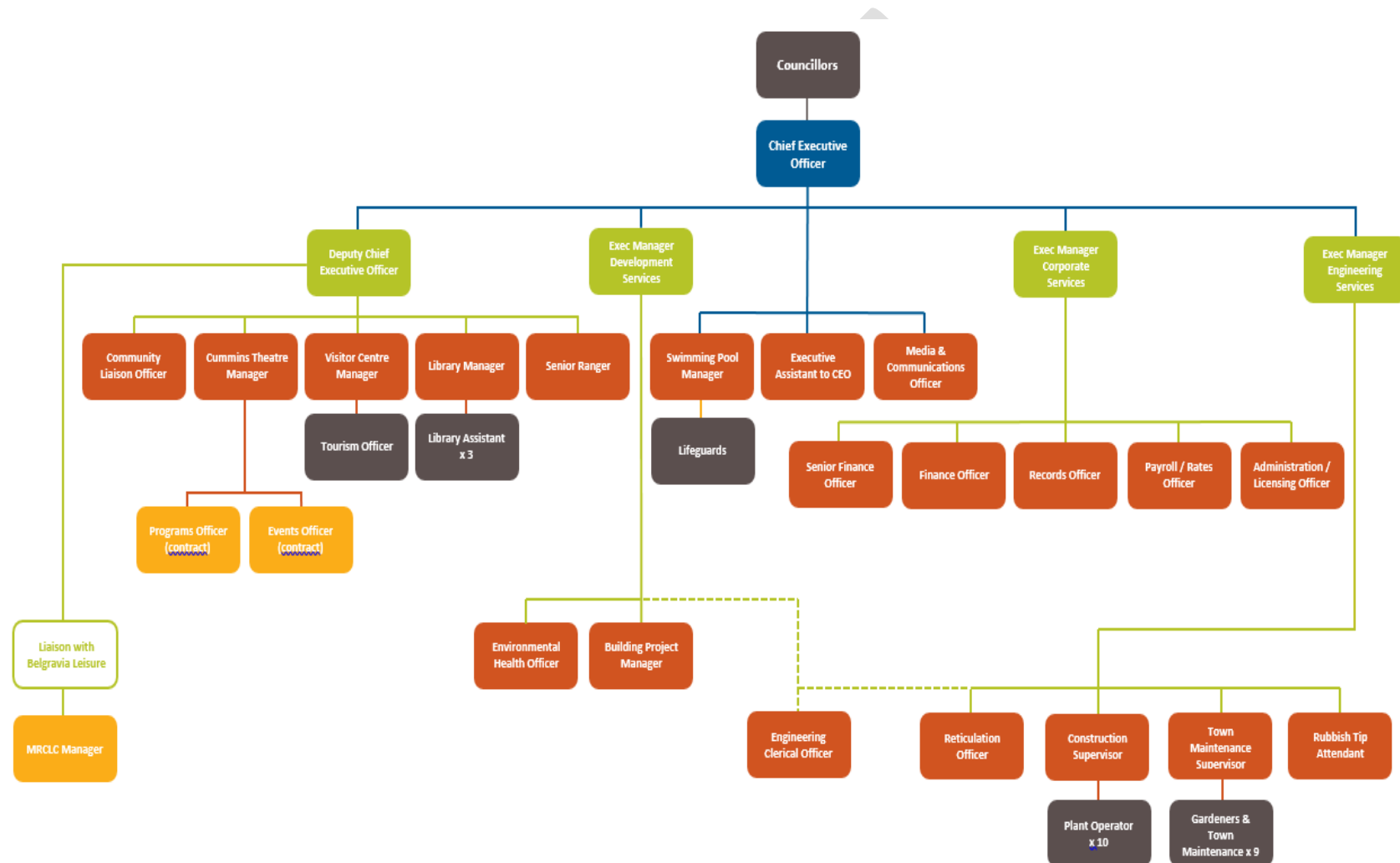
Implementation of strategies

A number of strategies and change management processes have been identified to address current and future workforce planning issues. Provision will be made in the training budget to enable these strategies to be implemented and to ensure that the objectives identified in the Strategic Community Plan are achieved.

Monitor and evaluation

An evaluation of the effectiveness of those strategies identified will be undertaken on an ongoing basis to determine the success of those planned changes and the impact on desired outcomes.

Our Organisational Structure



Our Workforce Profile

Council delivers services to the community through 5 management portfolios. These portfolios are the functional responsibility of the senior executive management.

Each portfolio works closely with each other and is fully integrated across the management structure. Each portfolio comprises different roles and responsibilities that are designed to complement each other and achieve those policy outcomes approved by Council and the key objectives, which have been identified in the Strategic Community Plan. The execution of the line of responsibilities within each functional unit is assigned to the various direct reports.

Business Unit	Activity	Current Staff	Workforce Implications
DIRECTORATE Chief Executive Officer			
Office of the CEO	Overall Strategic Management Governance Elected Member support Economic Development Marketing, Branding, advertising Public Relations Major Projects	4 Full Time	It is anticipated that the workforce will remain the same
DIRECTORATE Corporate and Finance Services			
Corporate Services Finance and IT	Customer Service Human Resources (Dual) Legal Services Organisation Development Records & Information Services Finance Management Administration Management Budget Preparation and delivery Payroll Management Insurances Traffic Licensing Information Technology Rates	6 Full Time	It is anticipated that the workforce will remain the same
DIRECTORATE Development Services			
Development Services and Policy Environmental Services Planning and Development Services Facility Management Property Management	Building Services Statutory Planning Environmental Health Environmental Planning Waste Management Strategic Planning Facilities Property Management Occupational health & Safety management	2 Full Time 1 Part Time	It is anticipated that the workforce will remain the same
DIRECTORATE Community and Economic Services			

Community Services Economic Services	Community Development Community Services Cultural Services Library Services Recreation Services Economic Development Events Tourism Services Human Resources (Dual) Leases and agreements Grant funding Property Management Ranger Services Emergency Services	7 Full Time 4 Part Time	It is anticipated that the workforce will remain the same.
DIRECTORATE Engineering and Works Services			
Engineering Services Operations Services	Asset Management Design and Survey Fleet Maintenance and Construction Parks and Gardens Road Infrastructure Management Asset Management Waste Management Tender Management Employee and performance Management Occupational health and safety management	22 Full Time	The workforce is likely to remain the same with the possibility of adjustments being made should a decision be taken for selected services, supported by a business case, to be outsourced or regional partnerships formed to deliver these services

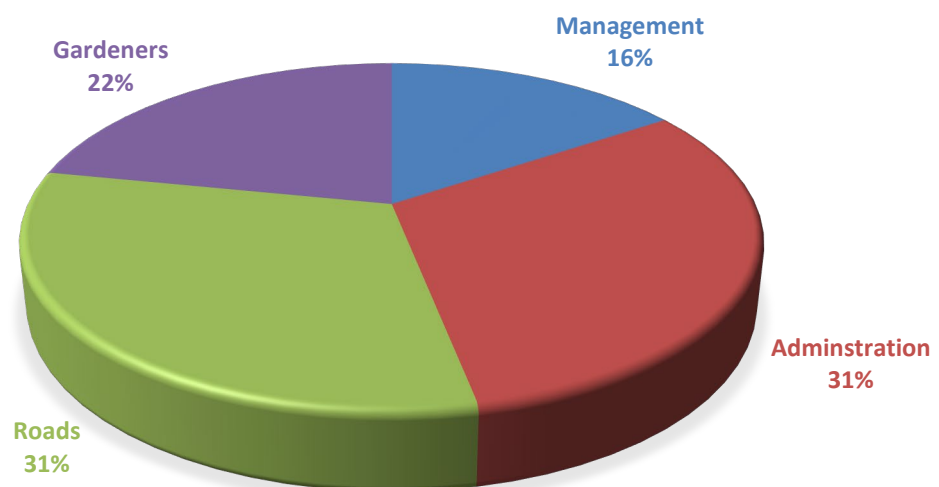
All Executive Managers are directly responsible to the Chief Executive Officer. Other employees are directly responsible to their relevant Executive Manager as shown in the organisational structure above.

The Shire has a workforce of 47 employees. A reduction in the number from the review is due to Recreation Services being now outsourced due to new contract arrangements. This equates to approximately 42 Full Time Equivalent (FTE) employees and 5 permanent part time staff. In addition, there is a minimal number of casuals employed seasonally during the operational period for the Merredin Swimming Pool. The Council workforce represents 0.14% of the total population of the Shire, which comprises 3,300 residents living in Merredin, Hines Hill, Burracoppin, Muntadgin, Goomarin, Korbel, Nangeenan, Nokanning, Norpa, Nukarni, South Burracoppin and Tandegin. The below diagram provides a breakdown of the percentage of employees across the directorates;

TOTAL WORKFORCE SUMMARY BY DIRECTORATES - APRIL 2019



COUNCIL'S FULL TIME EQUIVALENT - APRIL 2019

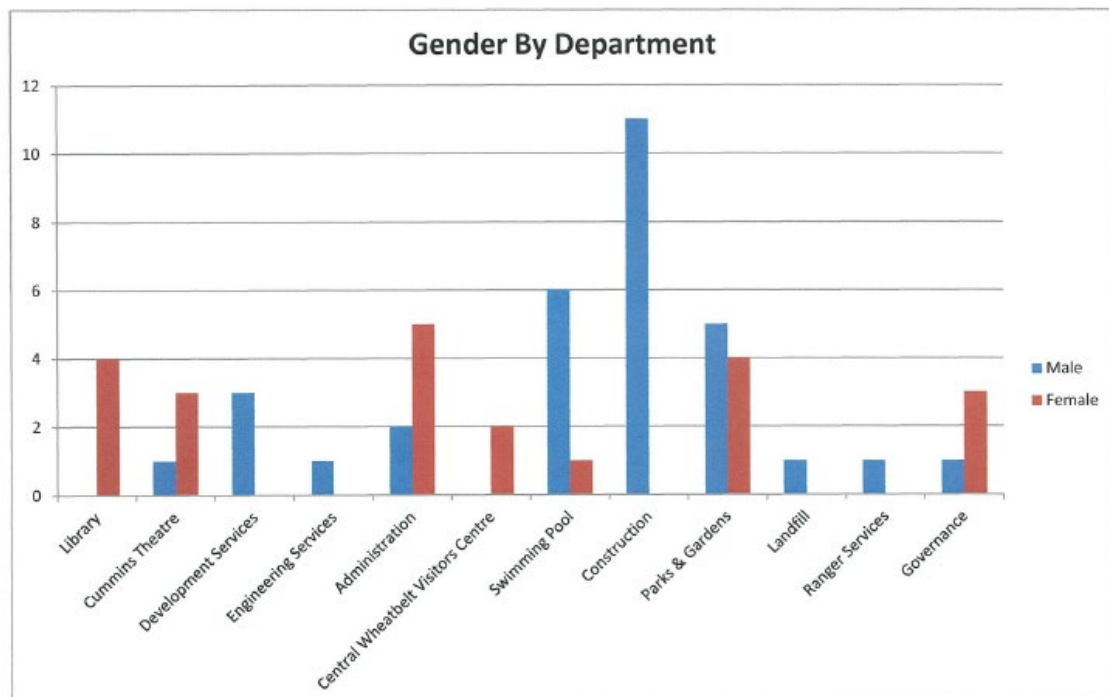


Our Workforce Patterns

The Shire offers full time, part time and casual employment and also provides opportunities for trainees. Furthermore, the Shire provides flexible working arrangements for some staff.

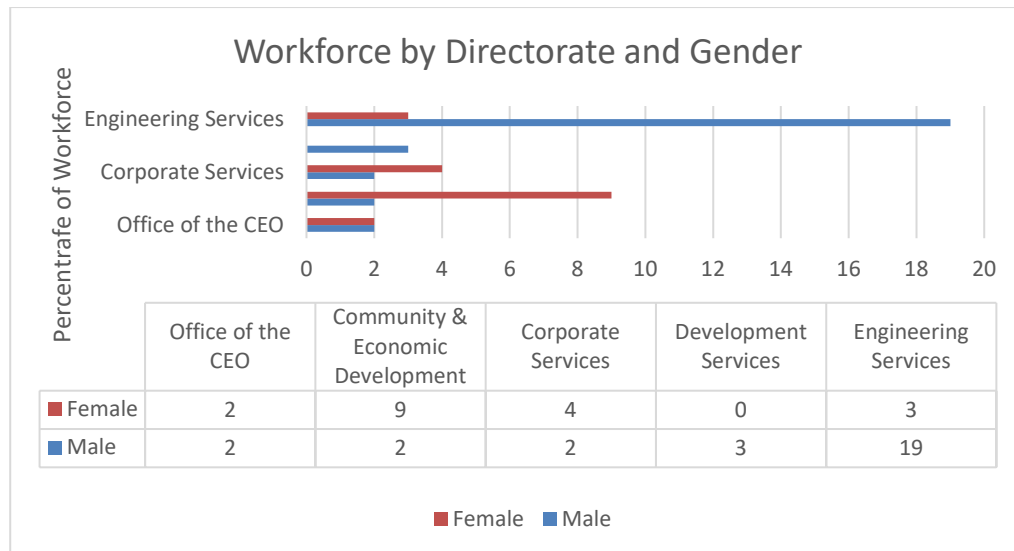
Of the 47 employees, 100% are considered to be in the permanent workforce. The percentage of the workforce is employed on a full time basis is 90% and 10% is employed part time.

The below table provides a breakdown of the workforce according to gender and workforce pattern. Males who work full time represent the largest employee group.

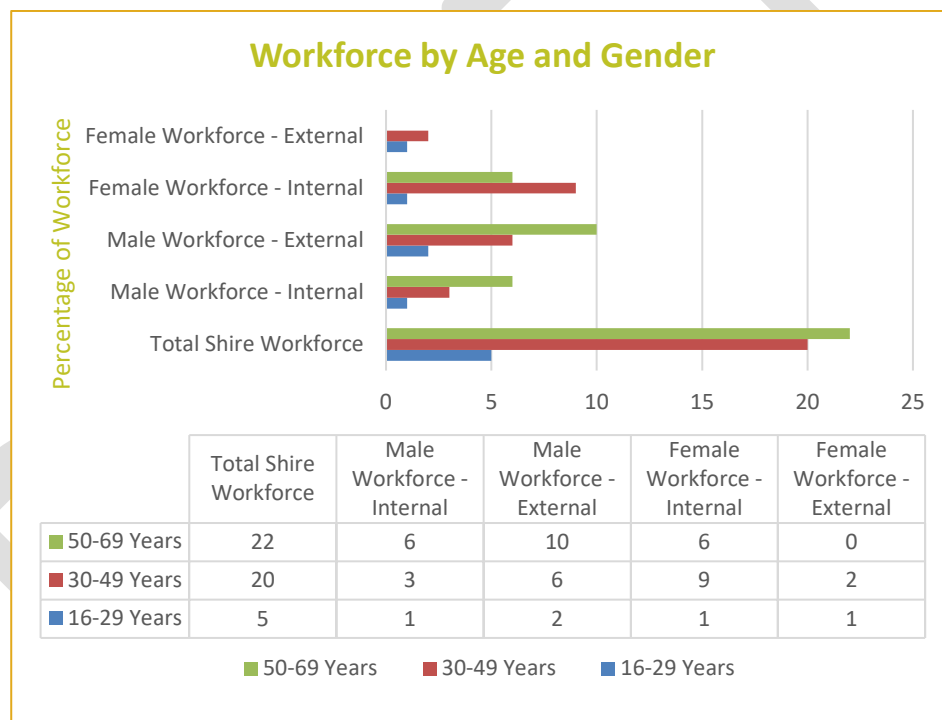


The Shire's workforce is predominately male. This is largely due to the high number of males employed in the Engineering Services. One of the five senior management positions is held by a female (Deputy Chief Executive Officer). The largest number of females are employed in Community and Economic Services (9). This breakdown of roles and positions according to gender is not uncommon.

The breakdown of the workforce according to the five directorates is displayed below. It reflects the strong representation of males in Engineering Services and the predominance of females in Community and Economic Development.



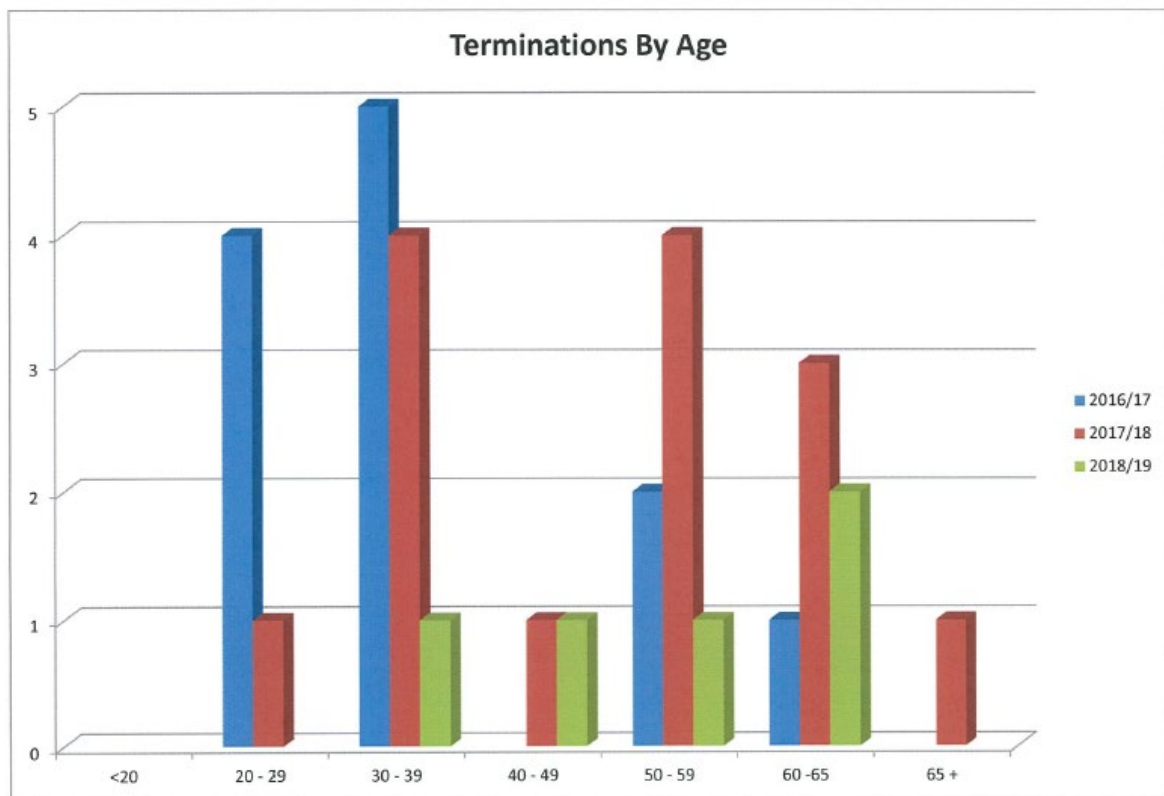
Age



The age groups represented in the Shire's workforce are fairly evenly spread across the age groups of 30-49 years & 50-69 years. The 50-69 age demographic makes up 46.8% of the workforce, with 42.55% in the mid range age bracket of 30-49 years. The 16-29 age groups each make up 10.63% of the workforce.

As a result of this analysis, the Shire's Workforce Plan has incorporated strategies that enable and focus on staff recruitment and selection, knowledge retention and capture, succession planning and training and development.

Approximately 41% of the workforce is over 50 years of age. Further analysis reveals that almost 24% of the external workforce is 50 years of age and over. It is important to note that a large percentage of this 24% are associated with the outside workforce, at the other end of the scale 21%, 15-49 years are internal staff.



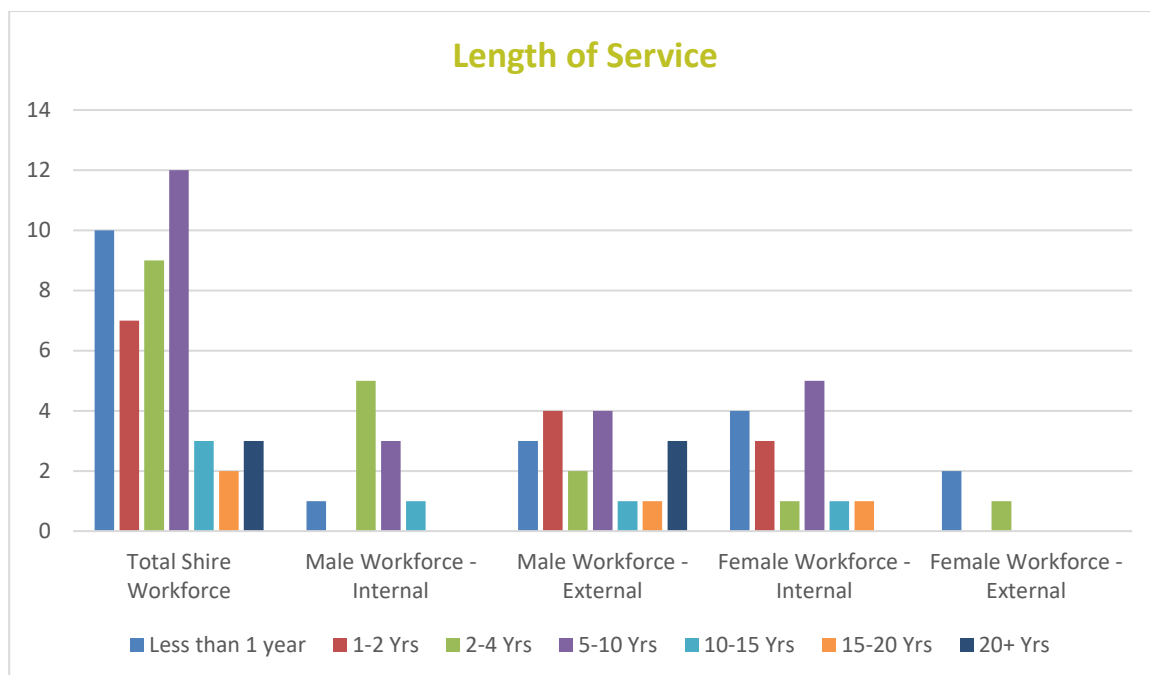
Note: Employees who have terminated their employment over a 3 year cycle

Length of Service

With regard to length of service, the workforce is relatively new with 36.9% of employees being with the Shire for less than two years. 45.6% from 2-10 years and 17% have been in the Shire's workforce for more than 10 years. The longest serving employee has been with Shire for 26 years.

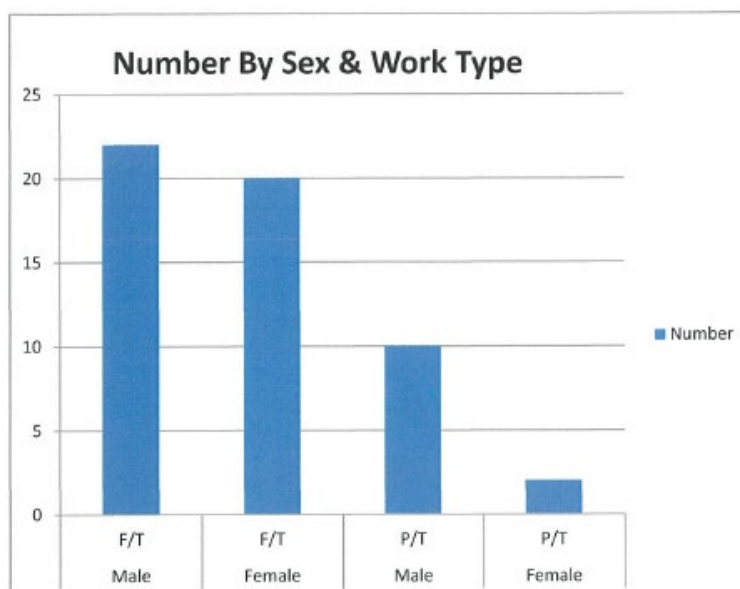
The issue of retaining staff once they have been recruited is an issue for the Shire. As a result, the number of new employees may provide the opportunity for developing a younger workforce. Conversely, it could reflect a high turnover rate and the need to address recruitment and retention policies and practices.

The internal workforce who have been with the Shire for more than five years may be due to the promotional opportunities and career prospects available in management and senior positions outside the Shire of Merredin.



Gender

The shire's workforce is made up of approximately 39% of female employees and 61% male employees. Female employees occupy the majority of internal staff positions, such as finance, administration, community development, and front office roles such as customer service and traffic licensing. Male employees predominately in engineering support functions such as road construction and maintenance and parks and gardens.



Our Workforce challenges for the Future

The challenges facing the Shire are, in the main, no different to those challenges facing the majority of other local government authorities within Western Australia, particularly in regional areas.

Limited staff resources and capacity constraints, budget pressures, political imperatives, service delivery demands and increase ratepayer expectations are amongst those challenges foremost in Council's mind. The looming prospect of retirement for that of 28% of staff older than 60 years of age presents as a short to medium term threat, particularly in light of a smaller talent pool in regional Australia. Coupled with recruitment and attraction constraints is the loss of intellectual capital as a result of pending retirements and the mentoring opportunities that will be foregone. As a consequence, the need to offer incentives to attract and retain staff, coupled with appropriate reward and recognition systems linked to collective agreements will be crucial to any workforce planning strategy.

Council has considered the 47 current and future staffing needs and determined that the existing workforce of permanent fulltime and part time employees will be sufficient to deliver those strategies and key priorities identified as part of the Strategic Community Plan 2018-2028.

The IPR Suite of planning documents indicates that the Shire is facing a challenging financial situation. In particular, large rates increases would be required to meet the cost of maintaining, renewing and, in some cases, extending assets to the desired levels. New facilities have significantly enhanced liveability, but they have also increased ongoing operational costs and the need to provide for renewal.

The strategic priority areas have been taken into consideration in developing the strategies contained within the Workforce Plan. In considering the strategic goals it was concluded that the best balance of service delivery and affordability lay with a general focus on a consolidation approach with enhanced progress on roads, footpaths and the CBD upgrade.

Workforce Gaps, Issues and Risks

The following sub-section identifies our gaps, issues and risks.

Internal Risks

Cost of Employment

The cost of employee wages is a significant cost in any Shire's budget. This cost increases every year due to award changes and Enterprise Bargaining Agreement increases. Higher wages are sometimes required in order to retain and attract skilled employees.

Retention

Local Governments need to develop comprehensive strategies for the retention of employees. A high staff turn-over has financial implications due to termination payments and also the cost of recruitment and retraining, but it can also create a negative image for the Local Government as an employer.

Ageing Workforce

Baby boomers are beginning to reach retirement age and are at an age where they are no longer willing or possibly unable to work in labour intensive roles. Without younger skilled employees Local Governments will be unable to fill these positions and the reliance on contractors will increase.

Provision of Training

The need for on the job training is increasing as roles within Local Governments are becoming more varied. Employees are also recognising the attractiveness of being tertiary qualified and some are undertaking external studies in order to attain these qualifications.

Job Variation

Due to the skill shortages, employees often need to undertake the functions of two or more positions in the Local Government pending successful recruitment to any vacancy. Without adequate support from senior management and an attractive remuneration package these employees may opt to move away from Local Government and into a more specialised area in business.

Changing Workplace Expectations from Employees

Employees are now beginning to expect more from their employers, including Local Government. This includes more flexible work hours, longer holiday breaks, increase in personal and sick leave and ability to bring children into the workplace. The opportunities to be able to work for home under approval by Senior Management is also considered.

External Risks

Changing Community Expectations

Communities are now expecting more from the Local Government in which they live, especially if they are rate payers. Individuals in rural areas still want high quality facilities, similar to those in metropolitan areas, as well as the support of the Local Government for businesses in the region. Local Governments are now being held more accountable within the community and individuals expect to see a higher standard of development.

Possible Amalgamations of Shire Functions and Activities

The pursuit of regional partnerships for the provision of some services allows for workforce efficiencies to be achieved ahead of any amalgamations that may occur in the future.

Strategies to Meet Our Future Workforce Needs

There remains a number of gaps and a need to reshape the future workforce to deliver the core business and associated services expected by the Shire. The following subsections highlight the issues that need to be addressed and include strategies that need to be focussed on in the period 2019 – 2023.

After analysing the data available and examining those workforce issues impacting on productivity and service delivery. Council's key areas of focus for the future include attraction and retention, succession planning, training and development and workplace safety.

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