



Shire of
Koorda

Drive in, stay awhile



Workforce Plan

2022 - 2025

The Shire of Koorda 2022-2025 Workforce Plan was adopted by Council at the April 2022 Ordinary Council Meeting as per resolution 070422.



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SHIRE VISION

To build a vibrant and sustainable community with shared social values, in which we can live and work in harmony with our environment.



PURPOSE

The Shire's Workforce Planning process is about "getting the right number of people, with the right skills, in the right jobs, at the right time". Our Workforce Plan will be a tool to assist Council and Managers plan for the future, anticipate change, and manage its' workforce. It should contribute to the attraction, retention and development of a capable workforce and be flexible and responsive to meet the needs of current and future Council Corporate Business Plans.

Our objectives for this workforce plan are:

- Attracting and selecting the right people,
- Retaining and engaging our valued workforce,
- Developing a flexible, innovative, and capable workforce, and
- Developing a strategic workforce for improved performance.

Workforce planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines now in place across the local government sector in Western Australia.

At the strategic level, this Workforce Plan considers the community's aspirations, priorities and objectives identified in the Shire's Integrated Strategic Plan and supporting long-term financial and asset management plans.

The Workforce Plan is an essential component of corporate planning as it identifies workforce requirements and strategies for current and future operations over the next four years or more.

WORKFORCE CHALLENGES FACED BY THE SHIRE OF KOORDA

- Increasing community expectations requires us to become more strategic and efficient with our current resources.
- An increasingly diverse range of services, requiring an extensive skill base within the workforce.
- The many roles and tasks that senior staff undertake leaving little time to think strategically and work on the business.
- Attraction, development, and retention of suitably qualified staff.
- Pace of change within the Local Government sector.
- The ever-growing list of compliance requirements against the limited resources available.
- An aging workforce and the resulting work health and safety as well as succession planning challenges this brings.
- Cost shifting from the State and Federal Governments.
- Reliance on volunteers.

OUR COMMITMENT TO EACH OTHER AND OUR COMMUNITY

We will conduct business and gain a reputation for being:

Honest: This means we are up front, transparent, and tell the truth and ensure that we address concerns and mistakes rather than hiding or ignoring them.

Reliable: This means we turn up on time, do what we say we will do and help each other when someone needs a hand.

Respectful: This means we encourage different views and perspectives, allow people to be themselves and treat each other as we would like to be treated.

Fair: This means we share the load, treat everyone fairly and work by a single set of rules and values that ensure consistency.

Positive: This means we acknowledge and celebrate our successes, encourage good natured humour, and own our mistakes rather than looking to blame others.

Friendly: This means we are approachable, greet each other and are open and willing to listen to the views of others even when we don't agree with them.

Accountable: This means we do what we are employed to do to the best of our ability and ensure we focus on positive community outcomes.

EMPLOYEE INCENTIVES

The Shire of Koorda currently offers a variety of workplace rewards and incentives including:

- Payment above award wages
- Additional superannuation contribution options
- Flexible work arrangements
- Housing at reduced rental rates for selected positions
- Accommodation allowance
- Uniform allowance
- Contemporary plant and equipment
- Training and professional development opportunities
- Paid parental leave
- Salary packaging
- Employee Health and Wellbeing subsidy
- First Aid training
- Study leave and contribution to qualifications, licences and skill development
- Employee Assistance Program and free counselling
- Ambulance Cover
- Complimentary gym membership

HOW OUR PEOPLE FEEL ABOUT THE ORGANISATION

A workforce survey was undertaken in October 2020 to better understand staff satisfaction, training and development needs and issues and barriers to performing their roles.

What staff told us they most value about working for the Shire:



The following table summarised the positive findings and areas for improvement:

Positives	Areas for Improvement
<p>The majority of employees are satisfied in their current role, understand what is expected of them and feel that they are given sufficient information and resources to perform their role.</p>	<p>Communication across the administration and works crew.</p>
<p>All employees were happy working (agree, strongly agree) at the Shire of Koorda and all would probably or definitely recommend the Shire of Koorda as a place to work.</p>	<p>Attracting a younger workforce.</p>
<p>Ability to provide direct feedback to managers.</p>	<p>Employee recognition.</p>

ORGANISATIONAL STRUCTURE

Business Unit	Responsibilities	Positions	Key Partnerships
<p>CEO</p>	<ul style="list-style-type: none"> • Responsible for the organisation and has powers delegated by Council • Governance and Corporate Planning • Risk Management • Emergency management • Economic Development • Human Resources • Engagement and Communications 	<ul style="list-style-type: none"> • Chief Executive Officer • Executive Assistant • Records Officer <p>Total Staff: 1.75 FTE</p>	<ul style="list-style-type: none"> • NEWROC • Department of Primary Industries and Regional Development • Department of Local Government, Sport and Cultural Industries • WA Local Government Association (WALGA) • Great Eastern Country Zone (GECZ) • Regional Development Australia (RDA) Wheatbelt • Wheatbelt Development Commission • Department of Fire and Emergency Services (DFES)
<p>Corporate and Community</p>	<ul style="list-style-type: none"> • Administration • Customer service • Compliance • Property management • Licensing • Library • Cemetery • Recreation • Tourism • Community and economic development 	<ul style="list-style-type: none"> • Deputy CEO • Executive Assistant • Records Officer • Finance Officer • Payroll Officer • Cleaners <p>Total Staff: 2.75 FTE</p>	<ul style="list-style-type: none"> • WA Country Health Service • Department of Transport • Department of Sport and Recreation • Lotterywest • State Library • St John Ambulance • WA Police • Department of Commerce • Department of Biosecurity, Conservation and Attractions • NEWTravel • Tourism WA • Local community groups • Royal Life Saving • LG Professionals

ORGANISATIONAL STRUCTURE

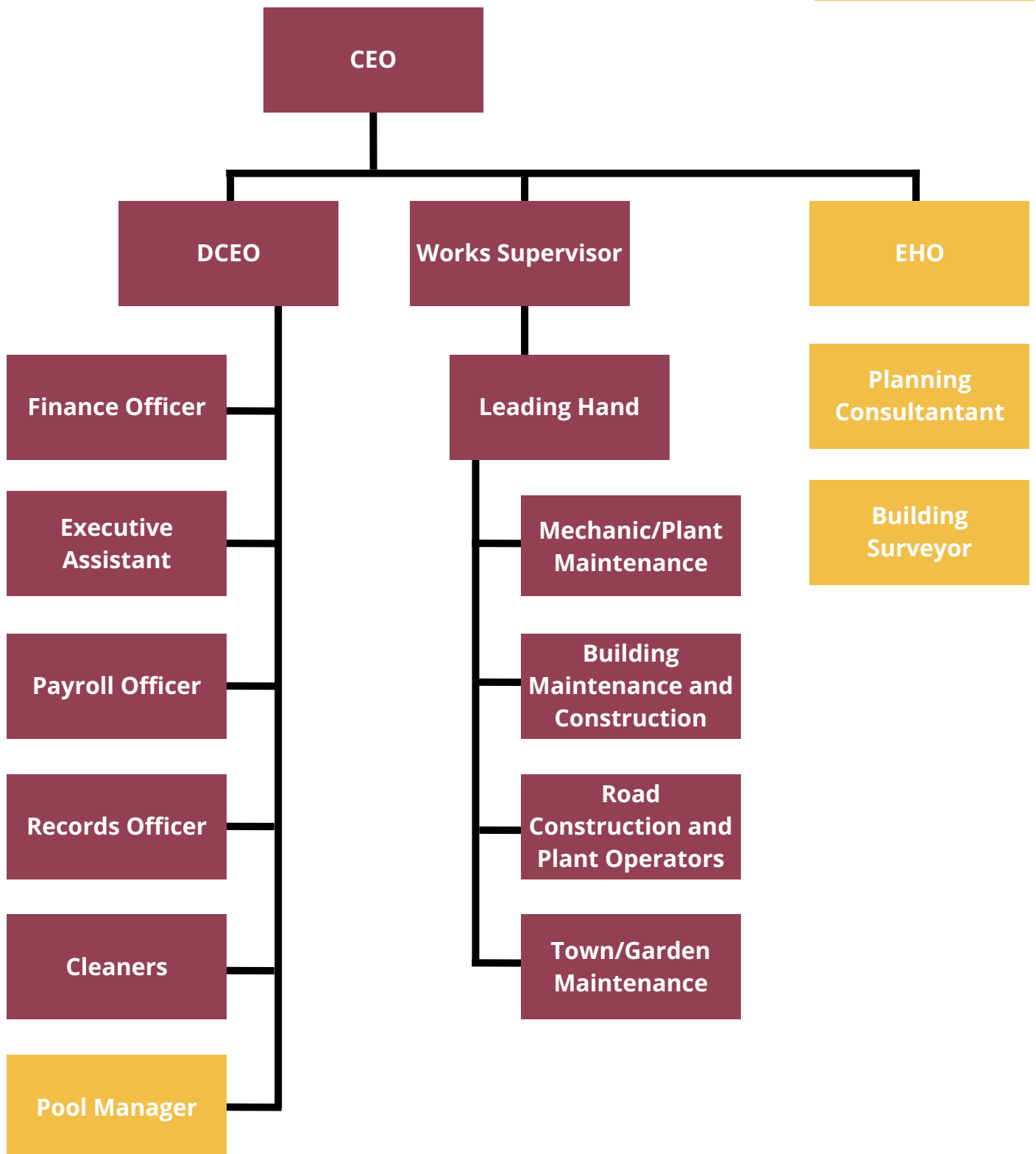
Business Unit	Responsibilities	Positions	Key Partnerships
Finance	<ul style="list-style-type: none"> Financial management Budgets Monthly and annual reports Compliance Asset management Long term financial planning 	<ul style="list-style-type: none"> Deputy CEO Finance Officer Payroll Officer <p>Total Staff: 1.25 FTE</p>	<ul style="list-style-type: none"> Department of Local Government and Communities Office of the Auditor General
Regulatory Services	<ul style="list-style-type: none"> Building approvals Planning approvals Refuse site Environmental health Waste water Ranger services 	<ul style="list-style-type: none"> Environmental Health Officer - Contractor Ranger - Contractor Building Surveyor - Contractor <p>Total Staff: 0 FTE</p>	<ul style="list-style-type: none"> Building Commission Waste Authority Department of Water and Environmental Regulation Department of Health Department of Planning, Heritage and Lands NEWROC
Works and Services	<ul style="list-style-type: none"> Road works and maintenance Building maintenance Plant and equipment maintenance Parks and gardens Recreation grounds maintenance 	<ul style="list-style-type: none"> Works Supervisor Leading Hand Mechanic/Plant Maintenance Road Construction and Plant Operators Town Maintenance Cleaners <p>Total Staff: 12.55 FTE</p>	<ul style="list-style-type: none"> Main Roads WA Water Corporation WA Return, Recycle, Renew (WARRR)

LINES OF REPORTING

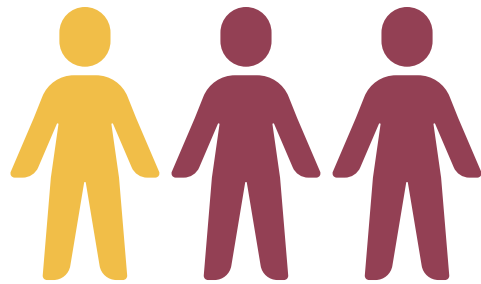
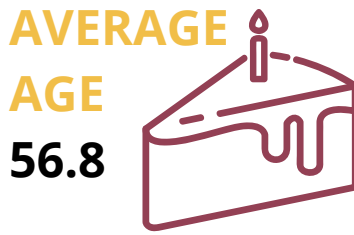
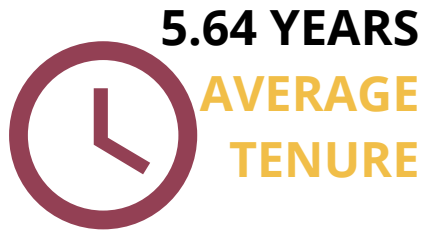
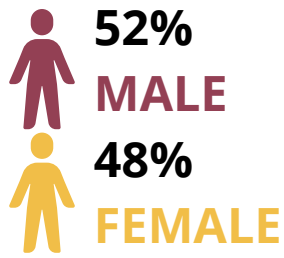
KEY

Shire Employee

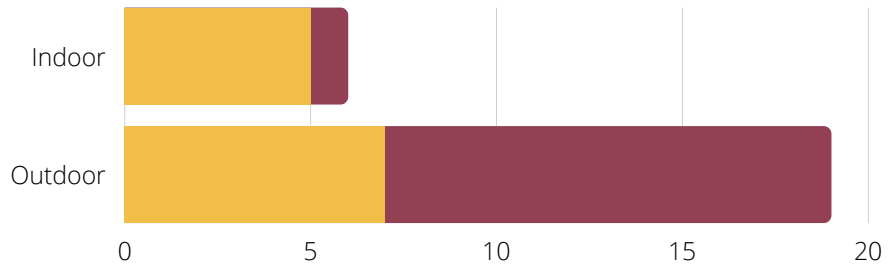
Contractor



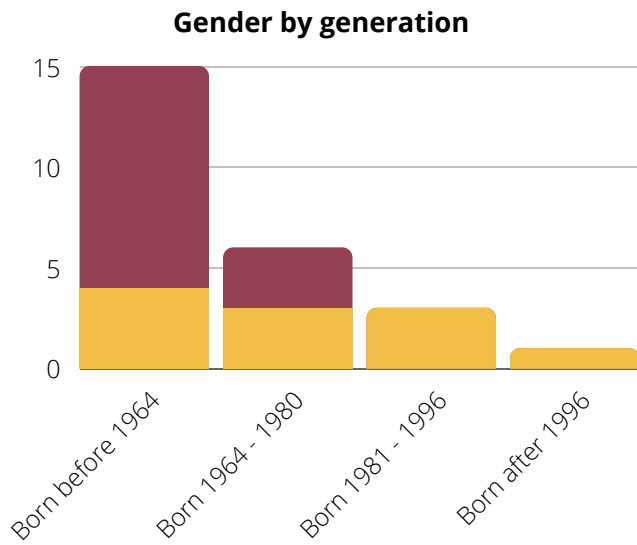
ABOUT OUR WORKFORCE



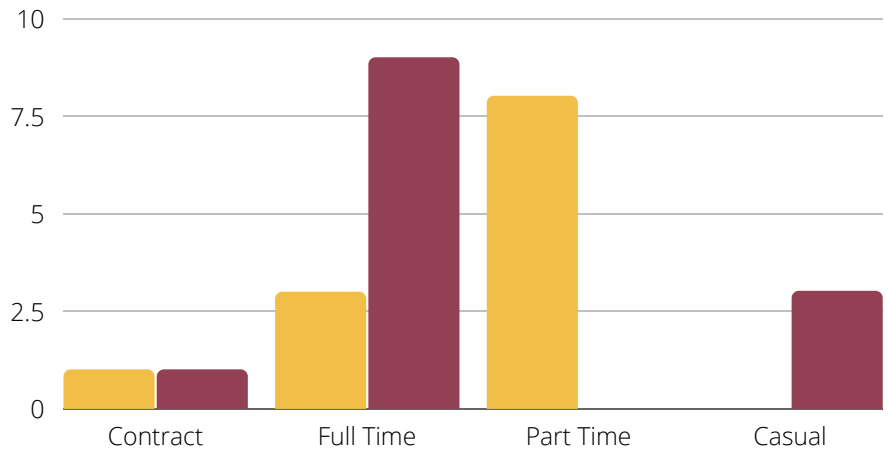
Leadership gender balance
1 Female | 2 Males



Gender balance by workplace
Indoor 83% Female, 17% Male | Outdoor 37% Female, 63% Male



Gender by generation



Gender by employment status
8% Contract | 48% Full Time | 32% Part Time | 12% Casual



EQUAL OPPORTUNITY IN THE WORKPLACE

Workforce planning and diversity planning are complementary in achieving an ideal workforce. Workforce diversity is a business imperative and is part of good human resource management practice. An inclusive and accepting workplace has benefits for all employees. A diverse and respectful workforce will attract and retain quality employees, which translates into sound business decisions and effective service delivery.

All staff are encouraged to embrace equity and diversity within the organisation. The Shire of Koorda values Equal Employment Opportunity (EEO) and diversity and aims to ensure that the work environment is free from racial and sexual harassment and that employment practices are not biased or discriminate unlawfully against employees or potential employees. The Shire's employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

The following are the principles that will be followed to ensure diversity, respect, and equal opportunity within the Shire of Koorda:

- A positive, inclusive, and harassment-free workplace culture is communicated and promoted within the organisation.
- Managers and leaders are aware of their EEO responsibilities.
- Performance management criteria for managers and leaders include the ability to attract and retain a diverse workforce and promote an inclusive work culture.
- There is an effective grievance resolution process where staff are able to raise concerns and issues.
- Workplace culture is monitored and assessed to determine that it is inclusive and free from harassment and unlawful discrimination.
- Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees.
- Retention practices are in place to identify, develop and retain staff from all diversity groups (e.g. induction processes, training and development opportunities, working hours and conditions, flexible work options and performance management).
- The organisation monitors and assesses employment practices to ensure they contribute positively to attracting and retaining a diverse workforce.
- Demographic data is systematically collected to monitor and report on diversity.

The table on the following page shows the calculated equity index.

DISTRIBUTION (EQUITY INDEX)

Equity Group	2020 Actual	2021 Actual
Women	11	11
Women - Indoor	5	5
Women - Outdoor	6	6
People from culturally diverse backgrounds	0	0
Culturally diverse backgrounds - Indoor	0	0
Culturally diverse backgrounds - Outdoor	0	0
Aboriginal Australians	0	0
People with disability	1	1
People with disability - Indoor	0	0
People with disability - Outdoor	1	1



WORKFORCE OBJECTIVES AND ACTIONS

1 - Attracting and selecting the right people

Attracting and retaining people with the capacity and commitment to effectively contribute to the Shire of Koorda.

Actions/Deliverables	Who	21 22	22 23	23 24	24 25
1.1 - Develop an employment brand for the Shire of Koorda.	DCEO	✗			
1.2 - Provide flexible work arrangements and promote the positive workplace.	EMT*	✗	✗	✗	✗
1.3 - Develop an appropriate induction and orientation process.	Payroll & EMT		✗		

*EMT = Executive Management Team

2 - Developing a flexible, innovative and capable workforce

A workforce that is committed to continual improvement and able to respond to the evolving needs and growth of our community.

Actions/Deliverables	Who	21 22	22 23	23 24	24 25
2.1 - Encourage employees to identify professional development and training opportunities.	EMT & all employees	✗	✗	✗	✗
2.2 - Continually review and upgrade finance and administration systems to improve performance.	DCEO & Finance	✗	✗	✗	✗
2.3 - Encourage all staff to contribute to a workplace culture that values safety and eliminates workplace injuries.	EMT & all employees	✗	✗	✗	✗

3 - Retaining and engaging our valued workforce

Building and retaining a highly engaged workforce that is committed and connected to our shire and community.

Actions/Deliverables	Who	21 22	22 23	23 24	24 25
3.1 - Provide opportunities for staff to act in other roles that will support their development.	EMT	✗	✗	✗	✗
3.2 - Foster and value openness by encouraging effective communication throughout the shire.	EMT & all employees	✗	✗	✗	✗
3.3 - Review current meeting structure and introduce meetings that improve performance.	EMT		✗		
3.4 - Encourage participation in whole of organisation social activities.	EMT & all employees	✗	✗	✗	✗
3.5 - Review our performance management framework and create a simplified performance review process that aligns to our strategic objectives.	EMT & payroll		✗		

4 - Developing a strategic workforce for improved performance

Building the Shire's capability to meet its strategic objectives through sound workforce analysis, planning, and leadership.

Actions/Deliverables	Who	21 22	22 23	23 24	24 25
4.1 - Develop an Employee Code of Conduct.	EMT	✗	✗		
4.2 - Develop position-based information that includes job task instructions, key contacts, and a calendar.	EMT		✗	✗	
4.3 - Develop succession plans for key roles.	EMT		✗	✗	
4.4 - Develop a contemporary suite of human resource policies and procedures.	EMT & payroll	✗	✗		