



Shire of Wandering Workforce Plan 2013-2022



Contents

Introduction	2
Background	2
Workforce Strategic Planning in context	3
Integrated Planning and Reporting Framework	3
What is Workforce Planning	4
Goals of the Workforce Plan	5
Shire of Wandering – Our Community	5
Age Profile	5
Occupations	6
Environmental Analysis – Current Demographics	8
Key challenges for the Shire of Wandering	8
Future Population	8
Shire of Wandering Organisation Chart	9
Current Workforce Profile	10
Employee numbers	10
Employment status	10
Gender profile	11
Age profile	11
Turnover	13
Future Workforce Profile	14
Identification of Workplace Issues	14
Internal factors	14
Age profile of our workforce	14
Internal skills gap	15
Performance management	15
Large reliance on our part time staff	15
External factors	15
Skills shortages	15
Ease of access to nearby labour markets	15
Community perceptions of Council’s workforce	15
Workforce Planning Strategies	16
Solutions focused and customer orientated organisation	16

Introduction

The Shire of Wandering has prepared this Workforce Plan to ensure the workforce is capable of delivering strategic and organisational objectives now and into the future.

Strategies and initiatives contained in the Workforce Plan will assist the Shire of Wandering in supporting the community's strategic goals as outlined in the Community Strategic Plan 2013-2023 (*the CSP*).

The development of an effective workforce strategy will enable the Shire of Wandering to focus on the medium and long-term goals and provide a framework for dealing with future challenges in a consistent way.

Background

The Shire of Wandering is a small rural authority located in the Central South region of Western Australia. Some 120km South East of Perth it is a short yet scenic drive off the Albany Highway to picturesque fields and homes. With an area of 1,955 km² it is a cosy farming town with approximately 500 people residing in the Shire with a little over 100 people in the Township itself.

The Shire borders the local authorities of Armadale, Serpentine–Jarrahdale, Murray, Boddington, Williams, Cuballing, Pingelly, Brookton and Beverley.

Services provided include a primary school (with bus services to Boddington for junior high school education). Major sporting facilities include oval (cricket), tennis/basketball/netball courts, badminton courts (inside Community Centre) and golf course (Wandering Golf Club Inc.).

Wandering is within the State electorate of Wagin and the Federal electorate of O'Connor. The Shire has an estimated population of 450, revenue of \$6.2 million and total staff of 14 FTE's.

Council's vision is:

“A healthy, harmonious and progressive community where all people are willing to contribute and enjoy opportunities to be successful”

Council's purpose is:

“To sustain, improve and develop the Wandering region through the provision and facilitation of infrastructure, services and opportunities for businesses and quality of life for residents.”

The Direction of the Shire of Wandering

The Community Vision is supported by five future strategic focus areas that provide the foundation for strategies and actions that will ensure the social, economic and environmental sustainability of the Shire in coming years.

The Five Strategic Focus areas as identified in the Wandering Shire Council Strategic Community Plan 2013-2023 are:

1. Community
2. Economy
3. Environment and Land Use
4. Infrastructure and Services
5. Effective Governance and Organisation

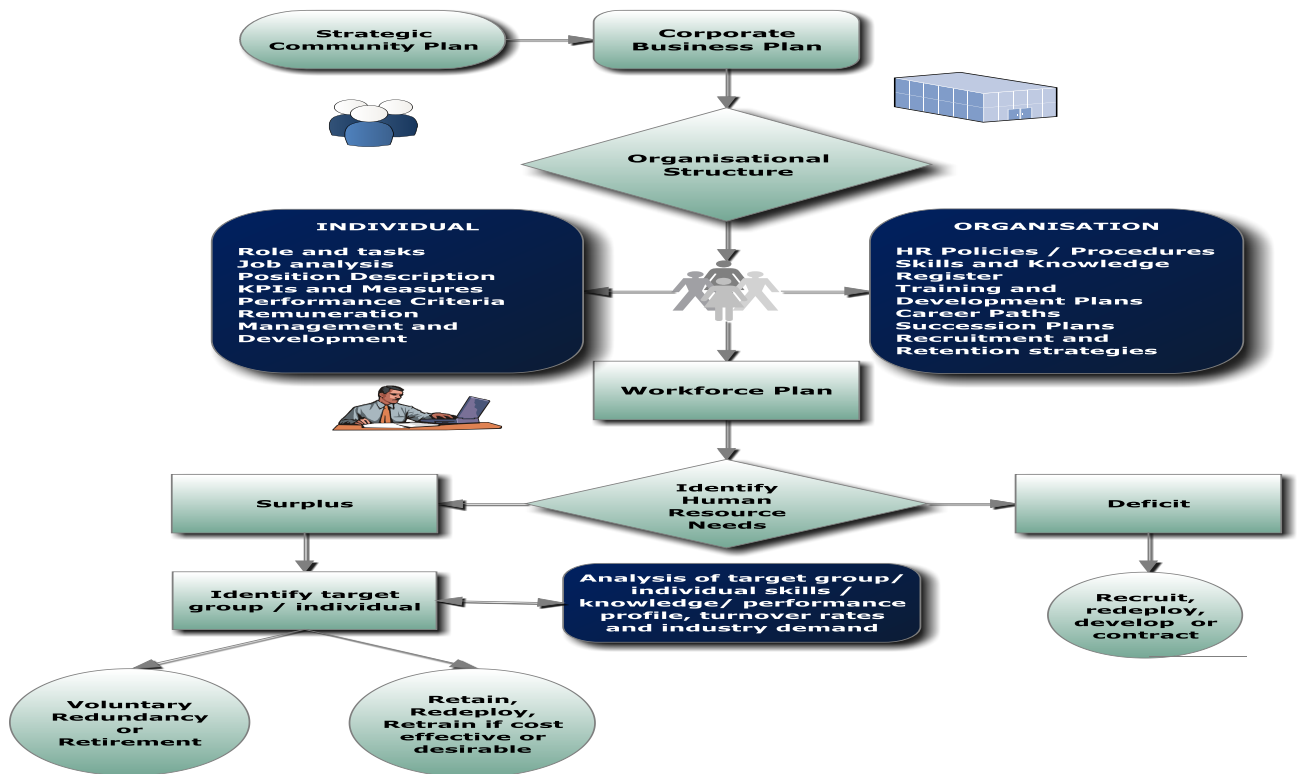
Underpinning these Five Strategic Focus Areas are the following goals:

1. A community that is involved and caring
2. A robust and diverse rural economy
3. Development that is in keeping with the rural landscape
4. Infrastructure and services that are well planned and delivered
5. A strong and effective organisation

Workforce Strategic Planning in context

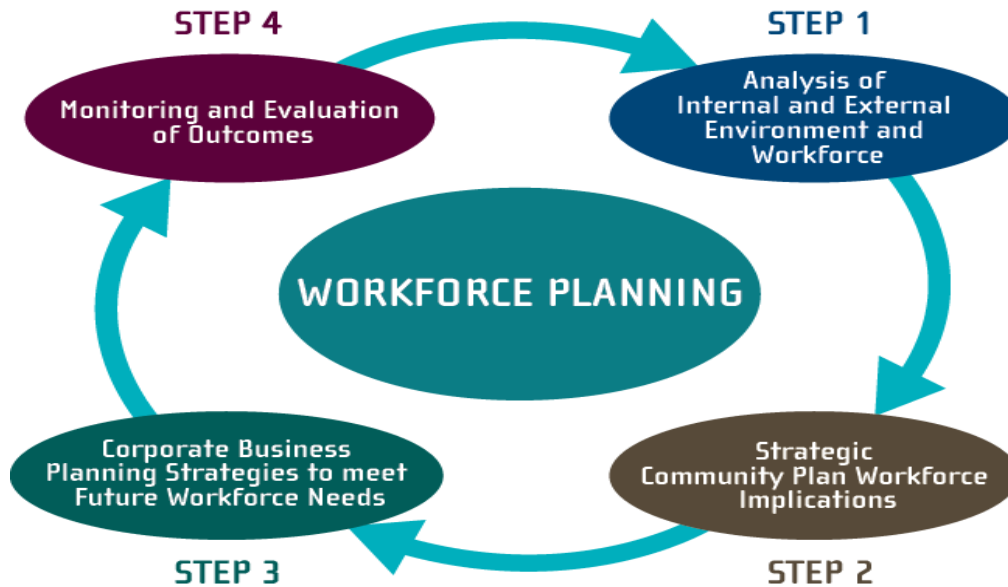
Integrated Planning and Reporting Framework

The development of a Workforce Strategic Plan is a requirement of the Department of Local Government Integrated Planning and Reporting Framework. The Workforce Plan sits alongside the Long - Term Financial Plan and the Asset Management Plan in both informing and resourcing activities determined in the Delivery Program.



What is Workforce Planning

Workforce planning is the process of analysing the characteristics of the current workforce and assessing the capability of those characteristics to deliver the outcomes in the CSP. The Workforce Plan is a crucial planning tool to get the Council from where it is now to where it needs to be in the future.



Step 1: Workforce analysis

- Analyse workforce *against* Council's direction, internal workforce characteristics and capabilities and the internal and external factors influencing current and future labour demand and supply.

Step 2: Workforce implications

- Future business needs and workforce characteristics and capabilities are identified. The gaps between future workforce needs and current workforce profile are identified and analysed.

Step 3: Develop and Implement Strategies

- Business and HR strategies are developed to address the gaps between current and future workforce needs. Implement strategies and processes to address workforce planning issues.

Step 4: Monitor and Evaluate

- Effectiveness of strategies is evaluated to determine success of planned changes and impact on business performance

Effective workforce planning aims to provide the Shire of Wandering with the staff best able to inform its strategic direction and deliver appropriate services to the community.

The benefits of workforce planning for the Shire of Wandering will include:

- Ensuring current and future employee numbers and skills are aligned with delivering on CSP and Corporate Plan objectives;
- Ensuring an appropriately skilled workforce to meet organizational needs
- Recruitment and retention strategies in a hard market
- Better data for better decision making
- Ensuring that there is efficient and effective service delivery into the future
- Monitoring and containing workforce costs
- Promote organizational safety and well being

Goals of the Workforce Plan

The goals of the Workforce Plan are to:

1. Establish the Shire of Wandering's future workforce requirements by having regard to aspirations and strategies in the CSP and strategies and actions in the Corporate Plan;
2. Identify likely workforce challenges and implement appropriate strategies to minimise those challenges;
3. Maintain a community focused workforce that is capable of delivering a high level of service to the Shire of Wandering community in the future.

Shire of Wandering – Our Community

The Workforce Plan outlines the current demographics of our workforce and identifies the likely future challenges for Shire of Wandering.

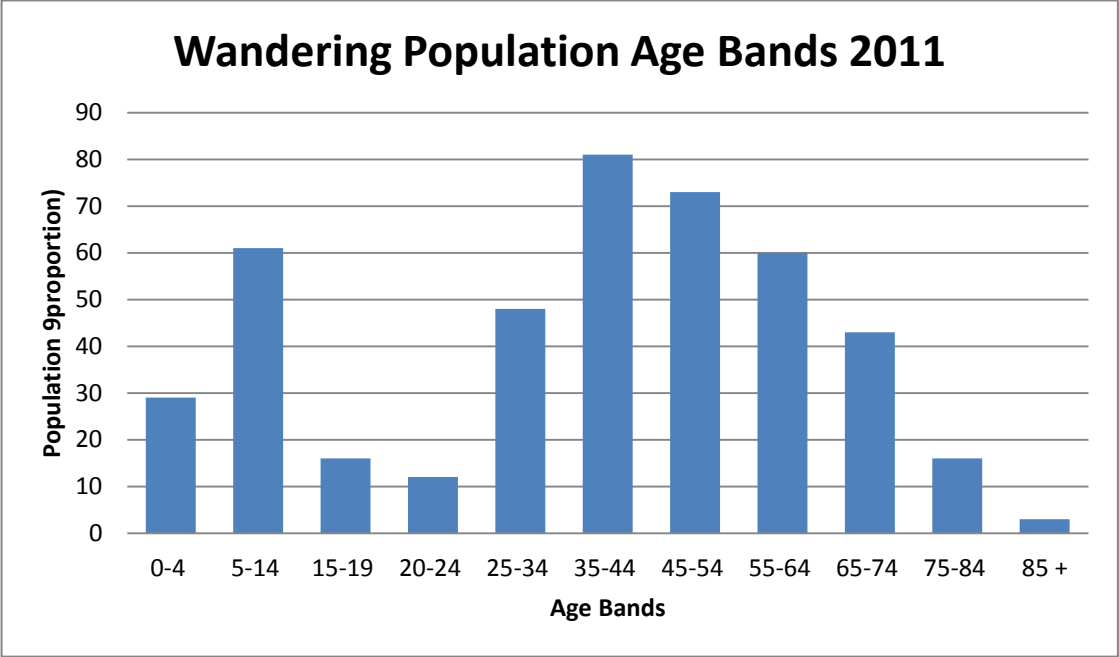
- The Shire includes 427 kilometers of roads
- Total number of dwellings is 259
- Median age in Wandering is 44 yrs
- People aged 15+ yrs not in labour force 26.3% in Wandering

The Shire of Wandering has had a stable population growth over the past 10 years. The Preliminary Census of Population and Housing data from the Australian Bureau of Statistics (ABS) 2011 estimates the resident population for the Shire at 439.

Age Profile

According to the 2011 ABS Census, in comparison to the Wheatbelt Region of Western Australia, in Wandering there was;

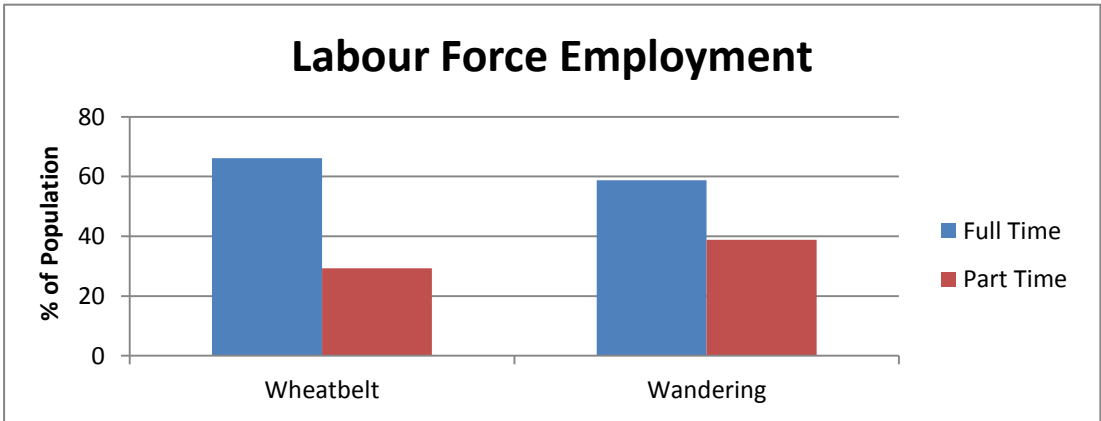
- a similar proportion of people in the younger (0 to 19) age groups i.e. 24% compared to 26% regionally
- a similar proportion of people in the older (55+) age groups i.e. 27.6% compared to 29.6% regionally.
- A similar proportion in the middle (35 to 55) age groups i.e. 35% compared to 29% regionally



Occupations

The key employer industries in the Shire of Wandering include agriculture, forestry and fishing (39%) and mining (13%). In the Wheatbelt Region agriculture, forestry and fishing (19.8%), health care and social assistance (9%), and retail trade (9.3%) are the key employers.

In the Wheatbelt Region 17,988 people were employed part-time (29%) compared to 60 people or (17%) in Wandering and 36,248 were full time workers (59%) in the region compared to 169 people or (68%) in Wandering. Analysis of the Shire’s employment status in comparison to Wheatbelt Region of Western Australia in 2011 shows that there was a similar proportion of employed, i.e. 96.8% compared to 95.4% regionally and unemployed 3.2% compared to 4.6% regionally.



The labour force participation rate refers to the proportion of the population over 15 years of age that was employed or actively looking for work. According to the 2011 ABS Census, in comparison to Wheatbelt Region of Western Australia, the labour force participation rate for the Shire was 71% compared to 61% regionally.

2011 Census	Shire of Wandering	Wheatbelt Region
Total Population	439	128,007
Male	230	65,487
Female	212	62,520
Indigenous	3	5,464
Median Age	44	41
Unemployment	8	2,852
Agriculture, forestry and fishing	93	11,619
Mining	32	2,414
Health care and social assistance	16	5,278
Manufacturing	15	3,686

Environmental Analysis – Current Demographics

Key challenges for the Shire of Wandering

The Shire of Wandering is part of the Wheatbelt Development Commission which is made up of 43 shires from across the region, with an approximate population of 69,000 residents and covering an area of 154,862 square kilometre, which is more than twice the size of Tasmania.

Agriculture is the primary industry within the region, complemented by health care and social assistance, retail trade and construction. The Wheatbelt region faces a variety of challenges with those most relevant to the Shire being:

- **Retaining a skilled workforce with requisite skills.** The labour force of the Wheatbelt Region has remained steady and the unemployment rate in the region was in decline from 2001-02 dropping from 6.7% to 4.6% in 2011/2012. The agricultural industry is the largest employer in the Wheatbelt Region
- Providing infrastructure to a relatively small and geographically diverse population with limited capacity for economies of scale
- Affordable accommodation close to work

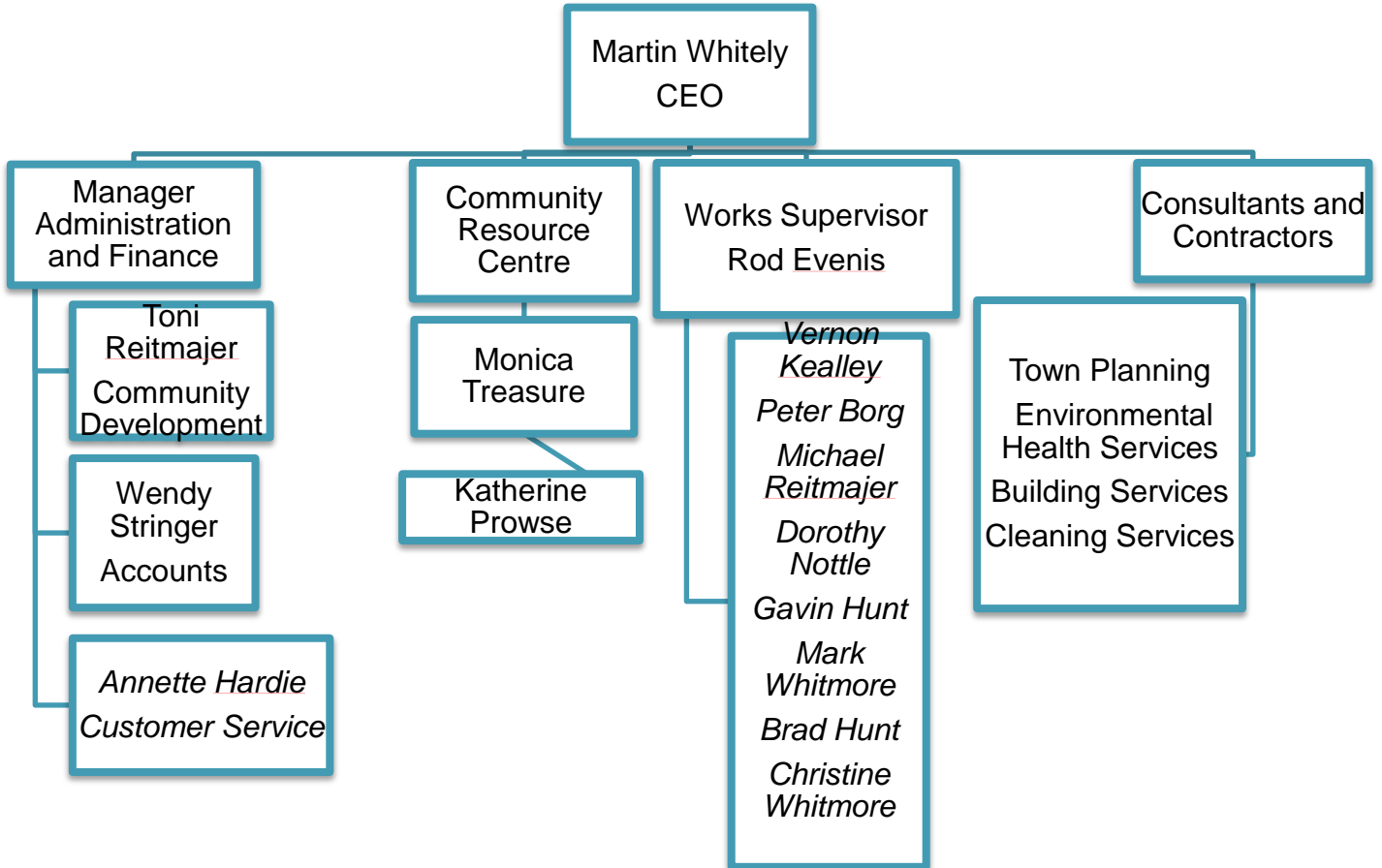
Future Population

The Shire of Wandering has a Community Strategic Plan 2013-2023 that outlines the key strategic directions that will guide the development of the Shire and to shape the longer term future.

Population growth in some parts the Wheatbelt Region including Wandering, is expected to enjoy robust growth in the coming years, principally driven by the project construction/mining boom. Continued strong international demand for resources is expected to contribute to increasing levels of activity in the resources sector. In addition, the strong linkages between this sector and other industries within Wandering are anticipated to contribute to expanding demand in sectors such as manufacturing, transport, retail trade and a range of services.

The population trend for the Wheatbelt region is expected to increase in line with the Western Australian Planning Commission's estimate to approx. 1000 by the year 2031.

Shire of Wandering Organisation Chart



Current Workforce Profile

Employee numbers

The Shire of Wandering is a major employer in the community with a total headcount of 18 employees including full-time, part-time or casual workers as at June 2013. Of total staff employed, 6 were employed part-time and casual (33%) and 10 were full time workers (67%).

Table 1 Employee Numbers

TYPE	NUMBER
Headcount	18
Permanent Full Time	12
Permanent Part time	5
Casual	1

Employment status

Shire Council's workforce is made up of full time, part time and casual employees. This combination allows flexibility to meet the changing needs of the community. Staffing levels as of June 2013 are shown in Table 2 below.

Table 2 Distribution of Staff

STATUS	NUMBER OF EMPLOYEES FEMALES	NUMBER OF EMPLOYEES MALES	% OF EMPLOYEES
Full time	4	8	67
Permanent Part Time	5		28
Casual		1	5

Gender profile

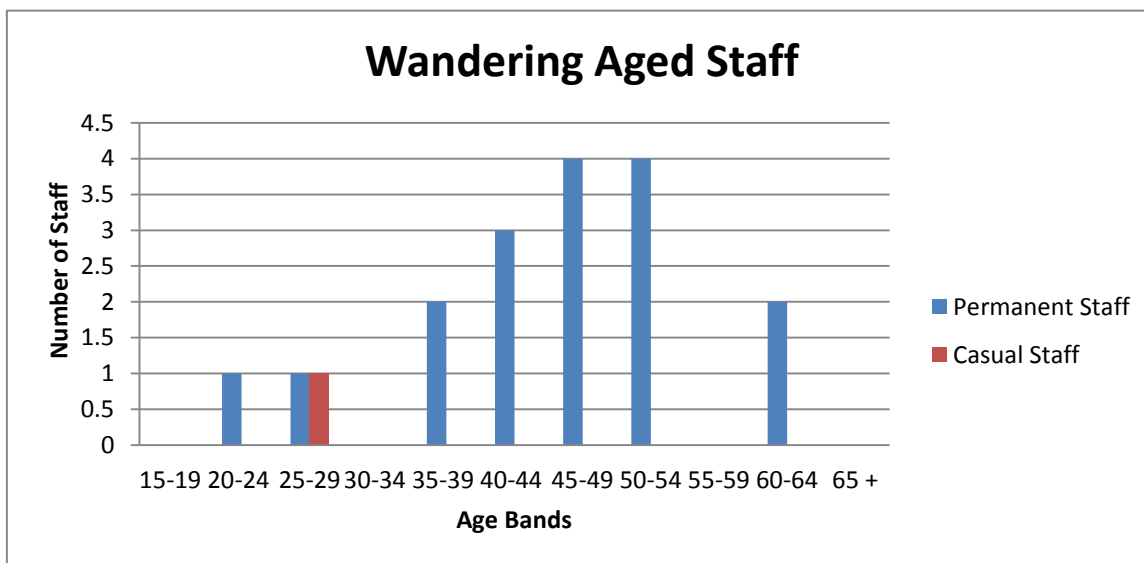
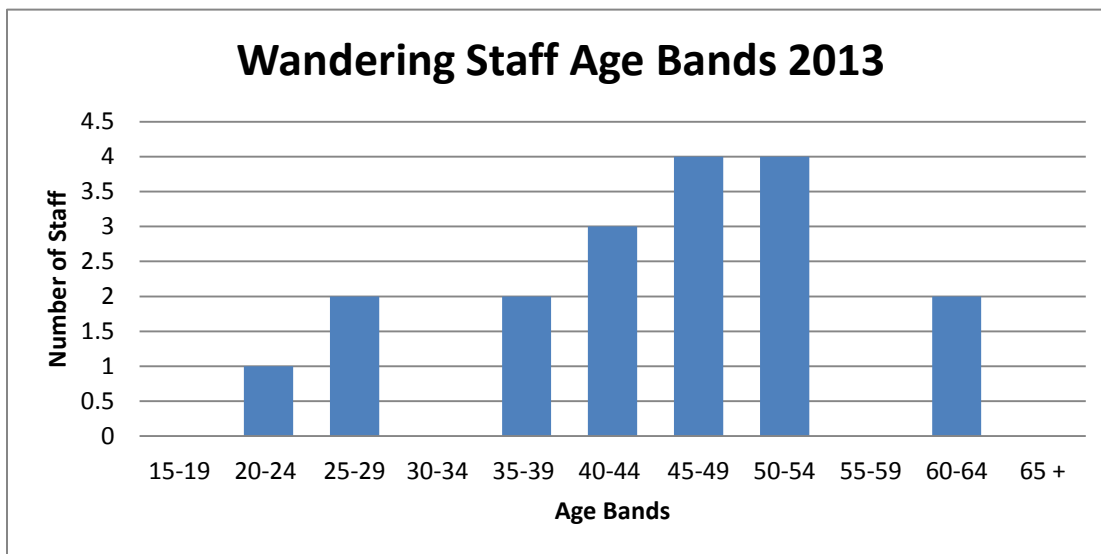
The Shire of Wandering’s workforce comprises 50 per cent female employees and 50 per cent male employees. A large number of the full time employees (44%) are males who undertake work that is operationally and physically demanding. Historically, this type of work tends to attract more males than females and this is demonstrated in the demographic figures.

Age profile

Our workforce is spread across all age ranges, as outlined below in Table 3:

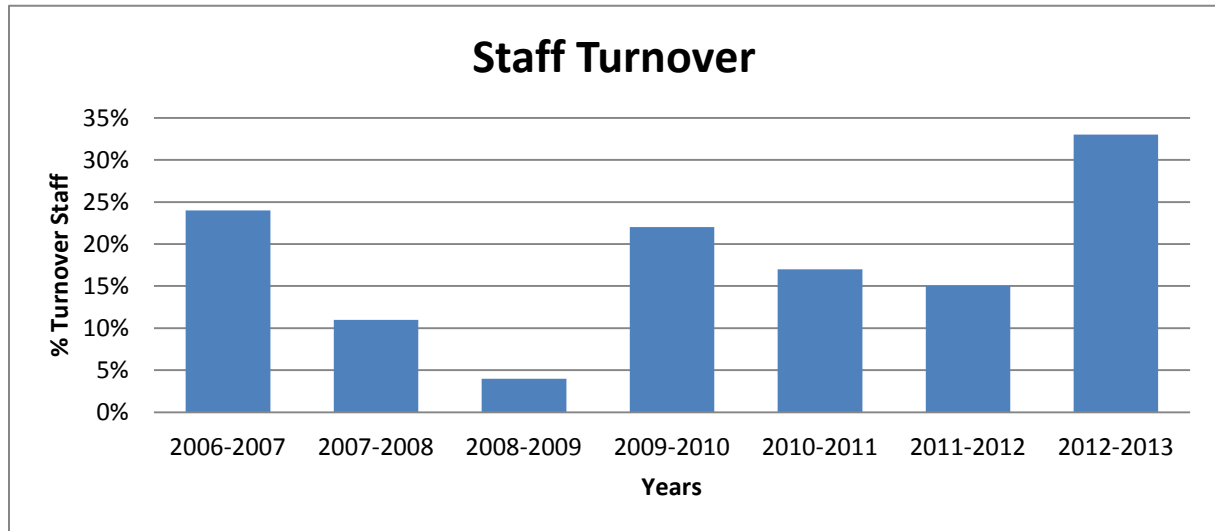
AGE BRACKET	PERCENTAGE OF PERMANENT STAFF	PERCENTAGE OF CASUAL STAFF
15-19 years	0	0
20-24 years	1	0
25-29 years	1	1
30-34 years	0	0
35-39 years	2	0
40-44 years	3	0
45-49 years	4	0
50-54 years	4	0
55-59 years	0	0
60-64 years	2	0
65+ years	0	0

Table 3 above indicates 33% of Council’s permanent workforce is 50 years and over. Accordingly, Shire of Wandering will be reliant on a large proportion of staff that are likely to retire in the next 5-10 years. Diagram 5 below shows the age spread of employees.



The age of Council's workforce differs to the workforce composition of the wider Wandering Community. Compared to the local average, there is a noticeable under-representation within Shire of Wandering of employees in the 25-34 year age band. The representation in the 35-49 year age band is very similar at the Shire of Wandering compared to the local average.

Turnover



As indicated in Diagram 6 above, Council turnover rates for the last six years show a volatile pattern. The average turnover rate over the period of time is 18%.

Future Workforce Profile

Despite the forecast of population increase in the Wandering Shire, the number of full-time equivalent staff at Shire of Wandering is unlikely to change in the next four years.

The analysis of the current workforce indicates that most employees who join Shire of Wandering who join will remain for a reasonable period of time. With the change in employment trends over the past 12 months, Shire of Wandering may well experience fewer long-term employees and see a reduction in the average age of employees.

To attract and retain skilled workers, Shire of Wandering may need to continue and maintain flexible working arrangements. To retain workers who are of retirement age, those who have family responsibilities or other types of needs, Shire of Wandering will need to increasingly offer part-time, casual and flexible working arrangements. This may result in a reduction of full-time staff, but is unlikely to reduce the overall number of full-time equivalent staff.

Shire of Wandering will increasingly compete with other labour markets and industries for skilled workers, particularly Perth and Boddington. To fill this void, Shire of Wandering will need to be prepared to put energy and resources into recruiting appropriate workers who can be trained and developed to the required skill level. Council is also likely to rely on the importation of critical skills through regional partnerships and appropriate Council networks.

Whilst there might be refinement of the current organisational structure over time, there are unlikely to be any wholesale changes in the number or roles of staff in each work area.

Identification of Workplace Issues

From the analysis of the current workforce demographics and advice from management, a number of issues and challenges have been identified with respect to Council's workforce.

These assessments highlighted the following:

- Most important thing would be access to frequent training and professional development
- Great working environment
- Like most the variety of the job
- Best thing is flexibility of working hours
- Enjoy that work is so close to home
- Staff like the fact they are trusted to work independently

The following factors outline challenging areas for Wandering Council to address in the next four years.

Internal factors

Age profile of our workforce

A reasonable percentage of our workforce is aged 50 or above. These figures indicate Council may face challenges with future staff retirements. Wandering Council must make efforts to recruit appropriate staff to fill the expected gaps and more importantly, identify ways to promote knowledge transfer between staff to minimise the impact of losing valuable experience and skills through retirement.

Internal skills gap

A proportion of our workforce are approaching retirement age and combined with possible skills shortages in particular areas, we are likely to face challenges in filling skill gaps as older workers leave the workforce.

Performance management

To ensure employees continue to perform well, effective performance management is essential. Current performance management processes need to continue to ensure that employees have a community focused work ethic as well as a focus on cost effective delivery of services.

Large reliance on our part time staff

Casual employees make up 23 per cent of our entire workforce. This situation has been necessary. With Council being a large employer in Wandering, the community will expect the use of the casual work pool to be responsibly managed.

External factors

Skills shortages

Skills shortage is a major issue confronting Western Australia, not just Wandering Council. Western Australia's workforce is not growing fast enough to keep pace with the labour and skill needs of a range of industries, particularly mining. The causes of the skill shortage relate to technological change, ageing population, training and education and life and family commitments.

Ease of access to nearby labour markets

Wandering is situated within a difficult commute to larger labour markets. With employment available in these markets, Council is forced to compete for skilled workers within the remuneration constraints of the Local Government (State) Award 2010.

Community perceptions of Council's workforce

The local community view Wandering Council as a service provider, however the ongoing challenge is to ensure that prospective job applicants view Wandering Council as a suitable employer

Workforce Planning Strategies

The Workforce Plan includes four key strategies to follow over the next four years. The four key strategies include:

1. Attracting and retaining staff;
2. Ensure the Council decision making process is effective and transparent;
3. Ensure appropriate systems in place for consultation with and feedback from the Community ;
4. Develop and implement plans required by the Integrated Planning Legislation;

Each initiative relates directly to the five directions identified in the CSP. The actions to achieve each strategy are identified below.

Solutions focused and customer orientated organisation

Strategy 1: Attracting and retaining staff

Action	Complete By	Responsible Person
1.1 Multi skill staff internally to enhance productivity.	Ongoing	CEO
1.2 Promote Shire of Wandering Council as an employer of choice and great place to work.	Ongoing	CEO
1.3 Staff participate in relevant industry and regional training that aligns with the needs of Councils workforce.	Ongoing	CEO

SHIRE OF WANDERING WORKFORCE PLAN 2013 - 2022

Strategy 2: Ensure the Council decision making process is effective and transparent

Action	Complete By	Responsible Person
2.1 Update and review Council Policies.	Ongoing	CEO
2.2 Update and Review Delegations Register.	Ongoing	CEO & MAF
2.3 Develop and implement an induction and training program for Councillors.	Ongoing	CEO
2.4 Relevant training for staff to ensure effective implementation of decisions.	Ongoing	CEO & WS

Strategy 3: Ensure appropriate systems in place for consultation with and feedback from the Community

Action	Complete By	Responsible Person
3.1 Ensure Shire Website is kept relevant and up to Date.	Ongoing	CRC
3.2 Ensure community notice boards and Wandering Echo contain relevant information.	Ongoing	CRC
3.3 Develop a Shire Customer Service Charter that is linked to the Integrated Planning Framework.	Ongoing	CEO
3.4 Conduct an annual community BBQ to receive feedback from the community.	Ongoing	CEO

Strategy 4: Develop and implement plans required by the Integrated Planning Legislation

Action	Complete By	Responsible Person
4.1 Ensure Corporate Plan, Long Term Financial Plan and Asset Management Plans are prepared	July 2013	CEO & MAF
4.2 Ensure Annual Budget is prepared in line with the Long Term Financial Plan.	Ongoing	MAF
4.3 Ensure Plans are regularly reviewed.	Annually	CEO
4.4 Ensure relevant staff are appropriately trained	Annually	CEO & WS