

# Shire of Trayning



## Workforce Plan 2020

*The Shire of Trayning is committed to workforce planning to provide quality services to the community and to attract, recruit, retain manage and develop our staff. The Council and Executive of the Shire take a unified approach and we are proud of our staff and their contribution to achieving the goals and objectives set for them by our planning and community consultation processes.*

*Our Community values and aspirations will underpin our workforce planning and decision making processes.*

*We are committed to continuous improvement and integration of workforce requirements and needs is pivotal in ensuring we have the right people in the right place and at the right time to be able to continue to meet the changing requirements and challenges posed by government, community, employment and economic environments.*

*We aim at all times to be flexible to accommodate the wellbeing of our staff and their families and to reflect the lifestyle of our community. This also helps us to attract and retain the level of skills and expertise to fulfil our legislative requirements and to provide quality and affordable services for our community.*

***This workforce plan has been developed to address the requirements of the Local Government Act 1995 section S5.56 (1) A local government is to “plan for the future of the district”.***

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# INTRODUCTION

## Background

Strategic Workforce Planning is an important aspect in the long term planning for an organisation. It is critical to ensuring that there are sufficient people to carry out the organisation's purpose and that the right people are in the right place at the right time to build a strong, interconnected and sustainable organisation.

The Integrated Planning and Reporting Framework requires all Council's in WA to develop long term Community Strategic Plans and (at least) four year Corporate Business Plans. This Workforce Plan forms part of the Integrated Planning Strategy and outlines how the Shire of Trayning will implement the priorities and strategies within its Corporate Business Plan and in line with Council's budget.

The Shire of Trayning 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:

- Aging labour force
- Attracting and retaining skilled and qualified staff
- Meeting community service and infrastructures expectations
- Funding required positions
- Changes in technology and machinery
- Changing nature of work to drive-in drive-out and using contractors.

This strategy focuses on the context of workforce planning, explores the regional and local challenges, and outlines the responses that the Shire of Trayning will take to support the implementation of the Corporate Business Plan.

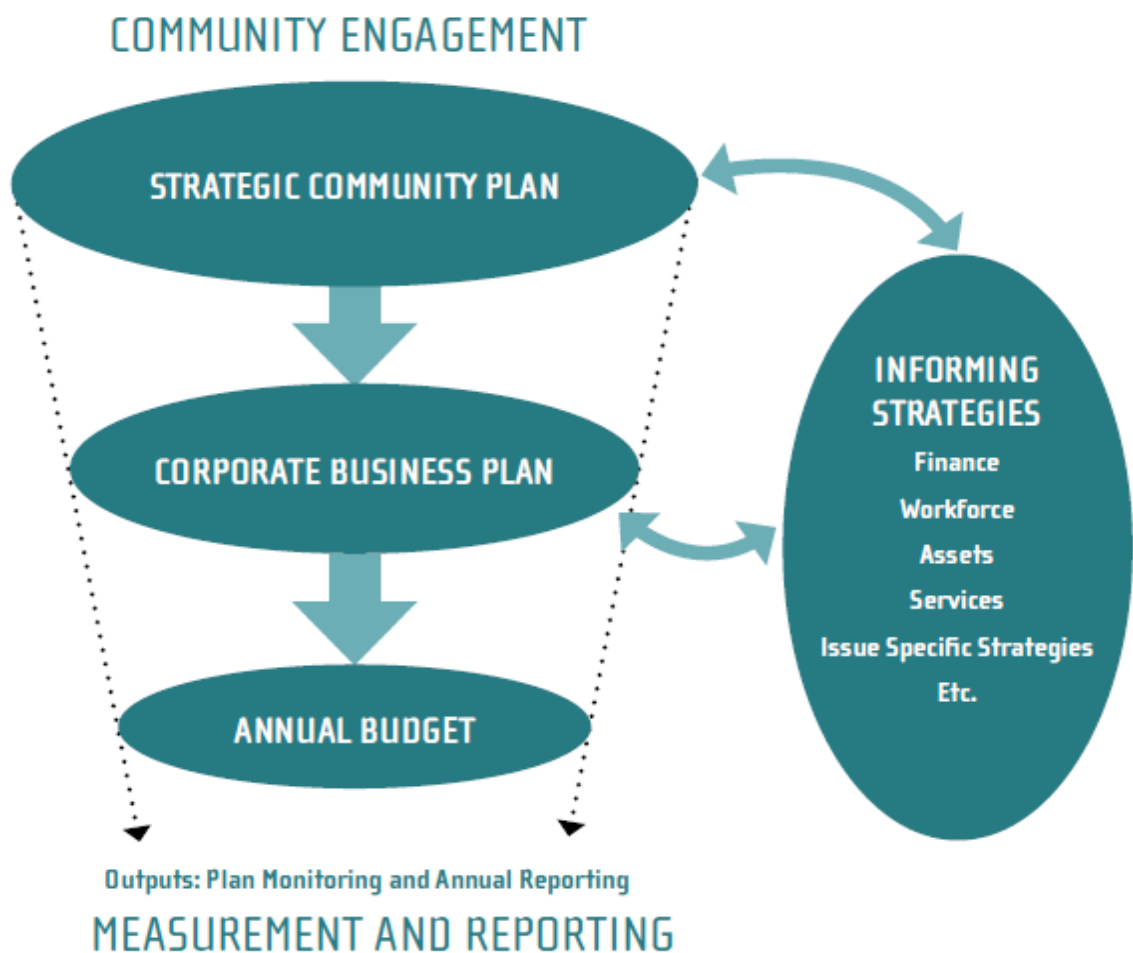


## Integrated Planning Framework

The development of a Workforce Plan is a requirement of the Western Australian Department of Local Government's 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 Corporate Business Plan.

At the strategic level, the Shire's Workforce Plan takes into account the community aspirations, priorities and objectives identified in the Strategic Community Plan. The Strategic Community Plan sets out the longer-term vision for the Shire and highlights workforce needs.

The Workforce Plan is an essential component of the Corporate Business Plan of the Shire, as it identifies workforce requirements and strategies for current and future operations over the next four years. The linkages of the Workforce Plan with both the Strategic Community Plan and Corporate Business Plan are shown in the diagram below.



## FOUR STEPS OF WORKFORCE PLANNING

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

There are four distinct stages as outlined in the diagram and the process was carried out in a consultative and capacity building manner to ensure ownership and sustainability. This plan will be used to guide recruitment, retention and workforce growth, development or changes over the term of its life.



This document addresses these steps.

## INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE

An analysis of the demographic profile of the Shire has been undertaken as part of the Strategic Community planning process.

In the 2016 Census there were 344 people in the Shire (55.5% were male and 44.5% were female). The median age was 50 years with children aged 0 - 14 years making up 16.3% and people aged 65 years and over making up 21.5% of the population.

There were 3 children attending pre-primary school, 25 children attending primary school and 9 children attending a secondary school.

There were 141 people who reported being in the labour force in the week before Census night and of these 71.6% were employed full time, 25.5% were employed part-time and 2.9% were unemployed.

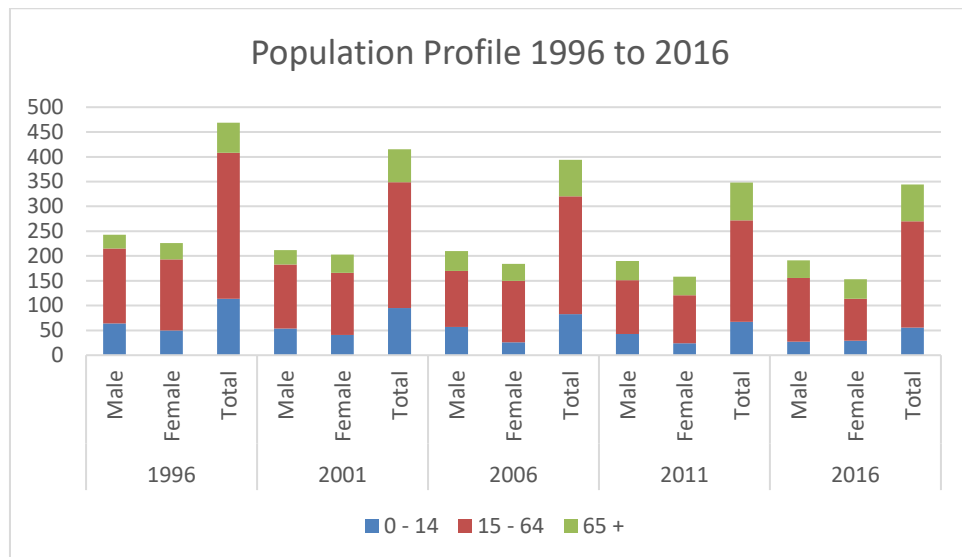
Of the employed people in the Shire, 39.4% worked in agriculture. Other major industries of employment included health care and social assistance (9.5%), public administration and safety (8.0%), Transport, Postal and Warehousing (8.0%) and school education (7.3%).

There were no ethnic minority, culturally and linguistically diverse or indigenous groups within the community of significant size.

The overall population trends show a decline in total population from 469 in 1996 to 344 in 2016, a decline of 26.6% in 20 years. Of particular interest is the decline in the 0 – 14 age group from 114 in 1996 to only 56 in 2016, a decline of 50.8%.

**Source** - Australian Bureau of Statistics 2011 Census (Released at 11:30 AM (AEST) 28/03/2013)





The demographic data confirms that our major economic activity is agriculture and this will not change in the foreseeable future.

The main operational activities of the Shire are:

- Maintenance of a transport (road) network;
- Provision of recreation facilities; and
- Administration of regulatory services

Council acknowledges that our population will continue to decline slowly due to automation, technology and other changes in the nature of work. Closure by the State of the rail network in the district has increased use of local roads by heavy vehicles and may require an increase in the capacity of the Shire's transport network maintenance capacity.

The Shire essentially provides services within its means – the level of funding available tends to drive activities and services.

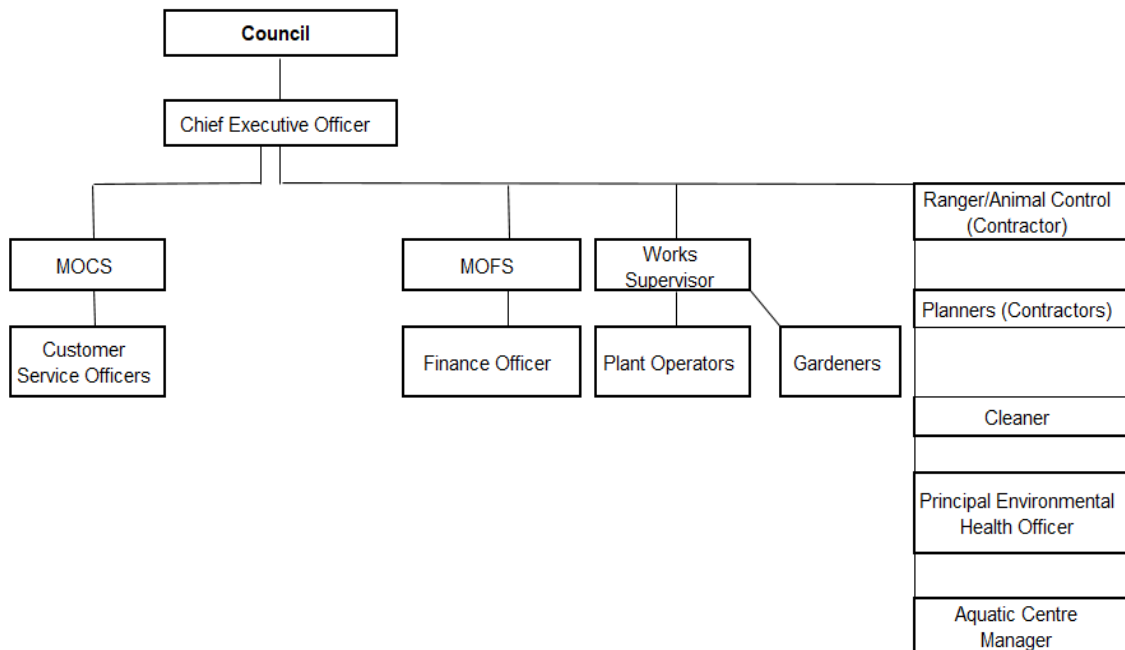
## External environment

When planning for the workforce there are a number of external pressures to take into account that are beyond the Shire's ability to control, however, strategies to address them must be taken into account in the overall planning process. These include, but are not limited to:

- The rural economy - threats that underline the rural economy include climate change, changing rainfall patterns, transport network, support services and continuing changes in farm management. .
- Competition from other Local Governments and regional industries for current and potential workforce skills and knowledge.
- Downward trend in working population for smaller towns making it difficult to employ local people putting pressure on accommodation and family needs for those employed from other places.
- Increase in legislative changes related to governance, financial reporting, compliance, audit and other associated activities.

## CURRENT ORGANISATIONAL STRUCTURE

### Shire of Trayning Organisation Structure 2019



The Shire utilises contractors to undertake work that is beyond its capacity or normal scope of operations. This includes road construction involving seal and some aspects of financial management. The Shire also resource shares an Environmental Health Officer.

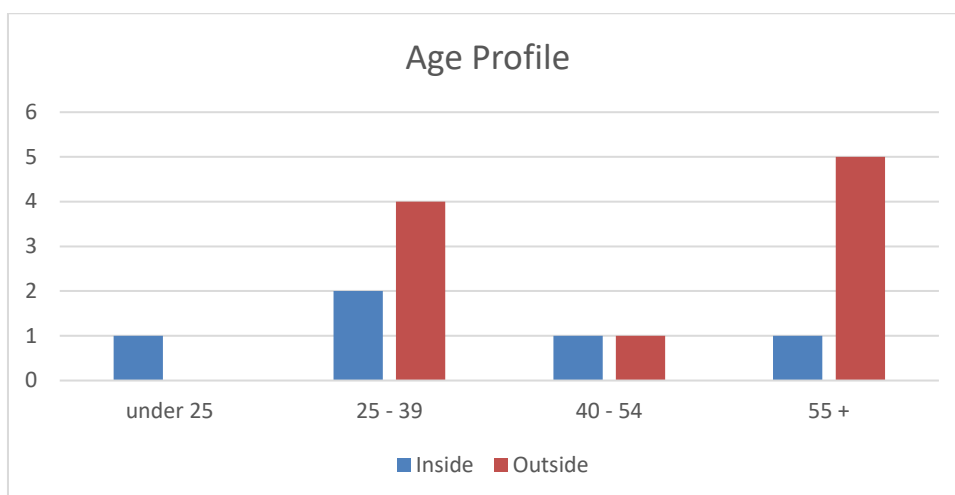
#### Analysis of current workforce data

Due to the unique complexities of local government and Trayning being a very small local government with little services and facilities to offer residents, it is very difficult to recruit and retain specialised staff positions. A single change in senior management, particularly in the position of Chief Executive Officer, has the potential to destabilise service delivery

The Shire seeks to employ locally wherever possible. This has a number of benefits including:

- ✓ A reduced need for Shire provided housing and relocation costs.
- ✓ Local economic development (keeping jobs local)
- ✓ Flexibility in having staff available for call outs
- ✓ Opportunity to train and develop a local workforce





Council acknowledges that managerial and specialised positions will be recruited from outside the Shire. Due to the difficulties in recruiting quality people to these positions, Council understands the need to offer flexible working arrangements.

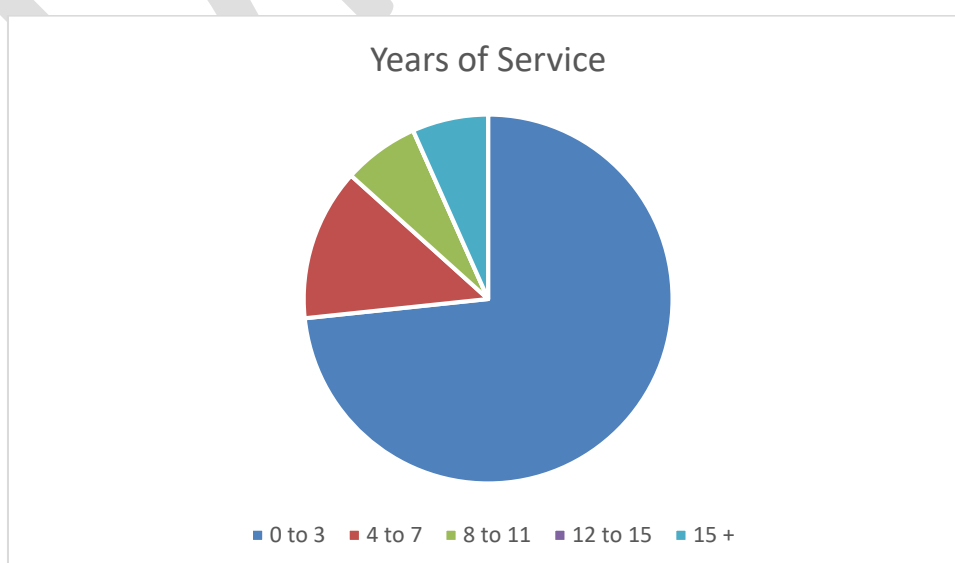
### Current organisational and Workforce Risk Profile

- ✓ Capacity and capability in certain areas,
- ✓ Knowledge management and succession planning,
- ✓ Aging workforce issues,
- ✓ Developing and implementing IT infrastructure and management systems
- ✓ Outsourcing and resource sharing risks

### Tenure of Employment

Employee turnover is relative to the position. The current staff turnover rates are high as can be seen on the chart following.

Due to the small numbers involved, the Shire does not formally collect data in relation to matters such as turnover or retention rates, employee perception surveys or exit interviews.



## Organisational Structure Implications

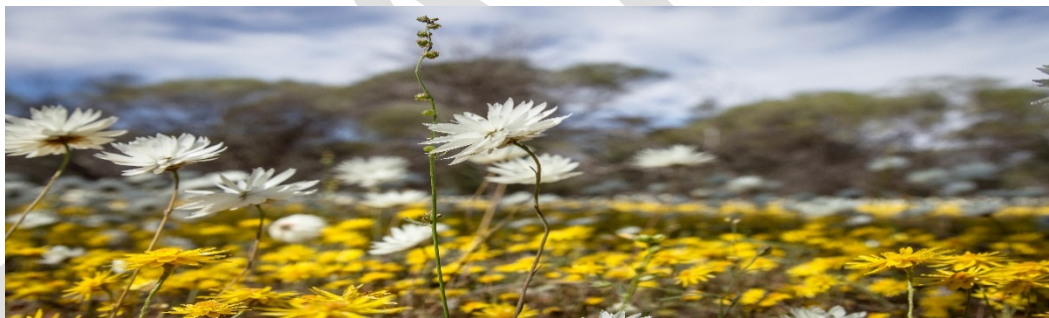
The pool of applicants for employment opportunities with the Shire of Trayning is very small due to our size, location and services/facilities available. Technology advances also continue to change the nature of work.

Council is satisfied with the current organisational structure however acknowledges that the organisational structure is flexible and will be reviewed by the Chief Executive Officer prior to advertising any employment opportunities for the Shire. This is to ensure that administration continues to review the needs of the Shire and how services can best be delivered.

## Strategic Community Plan priorities

The Strategic Community Plan states vision, purpose, values and goals of the community to help the Shire plan for the future. The priorities for achieving the plan's objectives are defined as short, medium or long term. Strategies of an ongoing nature will also set priorities for the short and medium term. The Corporate Business Plan activates these strategies to achieve the realisation of our community's vision and aspirations.

It is proposed that the implementation of the strategies outlined in the Strategic Community Plan will be pursued within the existing workforce resources of the Shire.



## STRATEGIES TO MEET FUTURE WORKFORCE NEEDS

### Strategies to meet future requirements

As noted above, it is expected to be 'business as usual' for the Shire and little changes are expected for the period covered by this plan.

There were no gaps identified by the community in terms of services provision by the Shire in relation to matters under its direct control.

The measures undertaken by the Shire in terms of succession planning and the like are considered commensurate with its size and scale of operations.

When staff leave the Shire, the Shire will continue to review our staffing structure and recruit to replace to ensure the best outcome for service delivery to the community.



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