

# Shire of Narembeen Workforce Plan 2014-2023



## Contents

INTRODUCTION .....	2
Workforce Strategic Planning in context .....	3
Integrated Planning and Reporting Framework .....	3
What is Workforce Planning .....	3
Goals of the Workforce Plan .....	5
BACKGROUND .....	5
Challenges .....	6
Regional context .....	7
Age Profile .....	7
Labour Force .....	8
THE DIRECTION OF THE SHIRE OF NAREMBEEN .....	9
Our Mission .....	9
Our Values .....	9
Our Goals .....	9
CURRENT STRUCTURE .....	10
Employee numbers .....	10
Employment status .....	10
Gender profile .....	11
Age profile .....	11
IDENTIFICATION OF WORKPLACE ISSUES .....	13
Internal factors .....	14
External factors .....	14
FUTURE WORKFORCE PROFILE .....	16
PROPOSED STRATEGIES AND FOCUS AREAS .....	16
LINK TO STRATEGIC COMMUNITY PLAN .....	17
STRATEGIES .....	18
WORKFORCE COSTS AND BUDGET IMPLICATIONS .....	18
MONITORING AND EVALUATION .....	20
Review .....	20
Evaluation .....	21
STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) .....	22
BEST PRACTICE .....	23

## INTRODUCTION

The Workforce Development Plan is a document developed by the Shire of Narembeen that captures the current level of human resources used to complete the various day to day functions within the community and will be used to map out future workforce trends and requirements to meet the needs of the Shire.

Workforce planning is a significant human resource management challenge for the Shire of Narembeen. The environment which we operate has a number of challenges that are characterised by demands for flexibility, responsiveness and performance improvement, and emphasis on service delivery, competitive labour markets, skills shortages and an ageing workforce

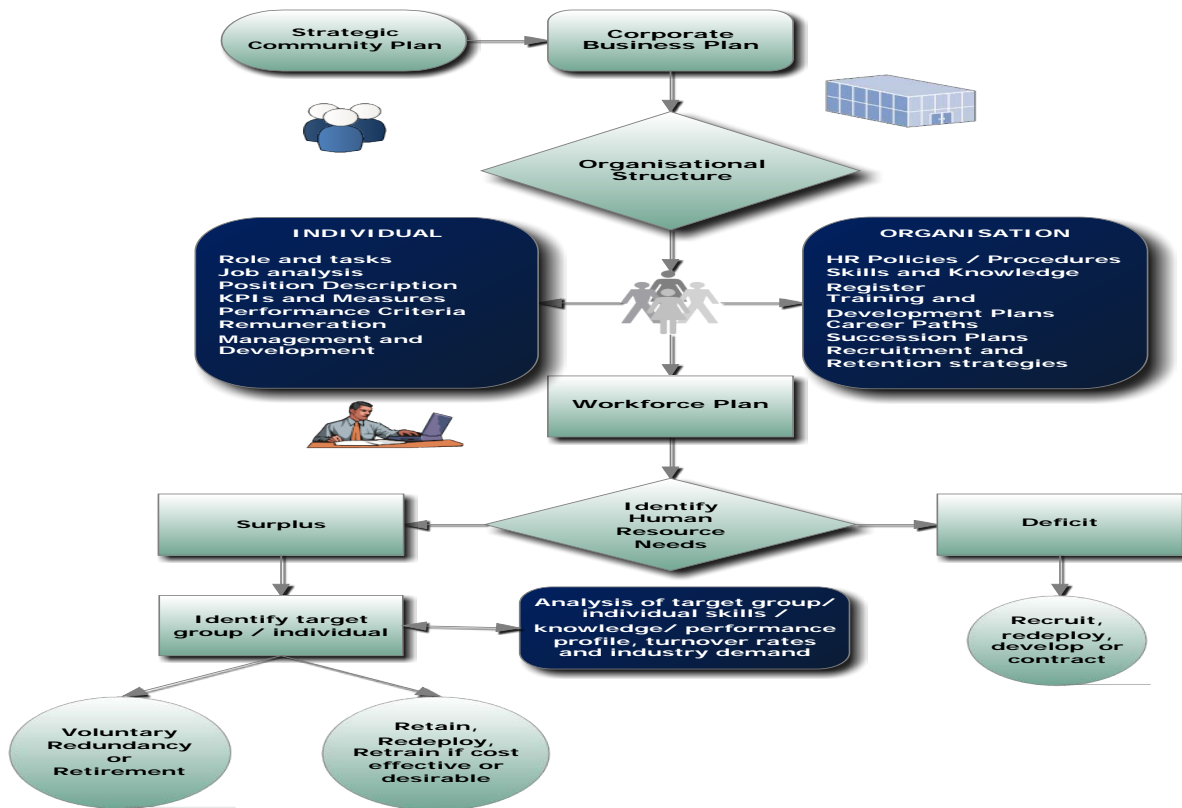
Workforce planning is a key component of Integrated Planning and Reporting Framework that was introduced into Western Australian local governments in 2011. The Workforce Development Plan is a resource the Shire will use to review and plan for a workforce that can deliver the strategies and goals outlined in the Strategic Community Plan. It will also be an important informing plan used to shape and create the Corporate Business Plan. A workforce that works with integrity is also important to make sure it is trusted and accountable for its actions.

In a nut shell, the Plan is about securing the right people, with the right skills, in the right job, at the right time. Flexibility is critical. The Workforce Plan will ensure the Shire of Narembeen does plan and prepare for growth, rather than just react to business and environmental changes.

## 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 STRATEGIC COMMUNITY PLAN 2013-2023. 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 Narembeen 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 Narembeen will include:

- Ensuring current and future employee numbers and skills are aligned with delivering on Strategic Community Plan 2013-2023 and Corporate Plan objectives;
- Ensuring an appropriately skilled workforce to meet organizational needs
- Recruitment and retention strategies in a hard market
- Supports succession planning in critical areas
- Better data for better decision making
- Promote organizational safety and well being



## Goals of the Workforce Plan

The goals of the Workforce Plan are to:

- Establish the Shire of Narembeen's future workforce requirements by having regard to aspirations and strategies in the Strategic Community Plan 2013-2023 and strategies and actions in the Corporate Plan;
- Identify likely workforce challenges and implement appropriate strategies to minimise those challenges;
- Maintain a community focused workforce that is capable of delivering a high level of service to the Shire of Narembeen community in the future.

## BACKGROUND

The Shire of Narembeen covers an area of 3,821km<sup>2</sup> in the Wheatbelt of Western Australia and has a Shire population of approximately 812 (ABS, Census, 2011). The Shire comprises of four localities, those being Mt Arrowsmith, Mt Walker, Narembeen and South Kumminin. (ABS, Census, 2011)

- The Shire includes 293 km of sealed roads and 1,147 km of unsealed roads
- The total number of dwellings within the Shire is 435
- Within the Shire there are households with 36.75% being family households with children, 55.3% couples with no children and 8% one parent families
- Median weekly income \$961
- Median age in the Shire is 44 years
- Key industries include cereal, sheep, transport, engineering, medical services, government services and organisations as well as retail.

### Narembeen

Located 286 kms east of Perth, Narembeen is the main town site in the Shire. It has a variety of industries and is surrounded by grains, sheep and cattle farming.

The town itself has a supermarket, post office, café, gift and pharmacy store, hardware, Community Resource Centre, hotel, hairdressers, bank, newsagency, police station, Volunteer Emergency Services, caravan park, transport, engineering and agriculture related businesses, furniture manufacturer, mechanic, beauty salon, carpenter, panel beater and roadhouse. The well recognized International Rural Exchange is also located in the Shire. There is mobile phone coverage with ADSL internet available, so too an airstrip.

Narembeen boasts great recreation facilities including the Recreation Centre which hosts football, hockey, cricket, squash and tennis. Nearby netball and basketball courts are adjacent to the Narembeen Aquatic Centre, which hosts swimming lessons, an Amateur Swim Club and family recreation space. An 18 hole golf course is located near Wadderin and a ski lake east of the town site.

The Shire has a range of community organisations, including but not limited to the Go Narembeen Progress Association, Lions Club, Community Shed (Men's Shed and Arts and Craft), religious organisations, Narembeen Club and Historical Society.

The Narembeen Community Resource Centre incorporates visitor servicing, meeting rooms, training facilities and business services. It is located opposite the Medical Centre with has hosted a permanent GP for the past 11yrs. It also hosts a visiting female GP, primary health services including a Child Health Nurse, dietician and diabetic educator. The Medical Centre is supported by a resident dentist and a District Hospital which provides services in ante/post natal care, emergency, geriatric, medical – acute, medical – general, paediatrics and palliative care. It also hosts visiting primary health services including an occupational therapist, physiotherapist, counsellors and podiatrist. A Gym and Health Centre is located opposite the Hospital.

There are a variety of tourism experiences in the Shire, including but not limited to the Narembeen Grain Discovery Centre, town centre historical walk trail, Wadderin Wildlife Sanctuary and Reserve and Roe Lookout. The Shire is well supported with accommodation at the Caravan Park, Motel, and Hotel, Bed and Breakfast as well as a Farm stay.

Narembeen has an occasional Child Care Centre, a Kids Club, Library and Toy Library. The Narembeen District High School is an independent public school and offers classes up to Yr. 10. It plays a key role in educating youth in the Shire and surrounding shires.

Narembeen has 10 retirement units for seniors, Koolberrin Lodge, Home and Community Care so too a Seniors Group and Autumn Club.

## **Mt Arrowsmith**

Located 18 kms south east the Narembeen town site. Mt Arrowsmith has a tennis club and hosts beautiful wildflowers during the season.

## **Mt Walker**

Located 42 kms east of the Narembeen town site, Mt Walker has a wheat bin and sports club with tennis courts and 18 hole golf course. Mt Walker also has tourist attractions including Roe Dam and Hidden Hollow.

## **South Kumminin**

South Kumminin is located 6 kms south of the Narembeen town site. It is located along the Merredin – Kondinin railway line and it has a wheat bin and former general store.

## **Challenges**

The Shire of Narembeen faces a variety of challenges as it develops over the next 10 years. The critical challenges affecting the Shire have been identified through community engagement and Council workshop. The Strategic Community Plan will need to consider these and includes:

- Uncertainty around structural reform
- Uncertainty with Royalties for Regions programs as well as other grants
- Apparent declining population in the central and eastern Wheatbelt
- Attracting and retaining young people and families that can contribute to the economic, social and economic activities of the Shire
- Attracting new industry from other regions, whilst remaining competitive
- Meeting the expectations of the community in regards to infrastructure, whilst remaining financially responsible
- Advocating for state government and federal government services to be consistent without having these services ‘pushed’ onto local government

- Attracting funding for local projects from national, state and regional organisations who prioritise regional projects
- Increasing governance and accountability on Council and staff
- Remaining independent whilst still demonstrating active regional collaboration

## Regional context

The Shire of Narembeen is part of the Wheatbelt Region. Agriculture is the primary industry within the region. The region also has a strong forestry industry, as well as a focus on retail trade.

The Wheatbelt Region faces a variety of challenges with those most relevant to the Shire being:

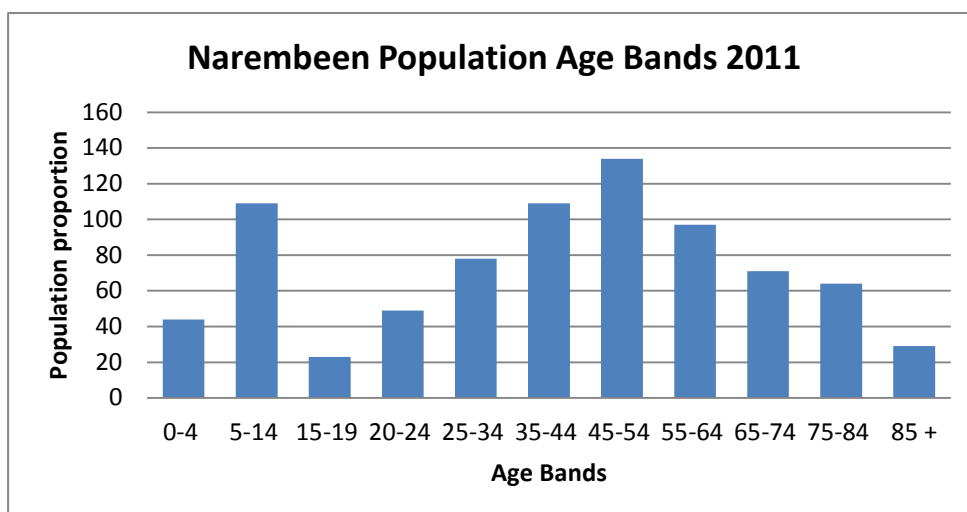
- **Retaining a skilled workforce with requisite skills** The labour force of the Wheatbelt Region has remained steady and the Agricultural industry is the largest employer in the Wheatbelt Region
- Providing **infrastructure** to a relatively small and geographically diverse population with limited capacity for economies of scale

The Shire of Narembeen 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 820

## Age Profile

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

- a similar proportion of people in the younger (15 to 34) age groups i.e. 19% compared to 21% regionally
- a similar proportion of people in the older (55+) age groups i.e. 32% compared to 29.6% regionally.
- A similar proportion in the middle (35 to 55) age groups i.e. 30% compared to 28.5% regionally

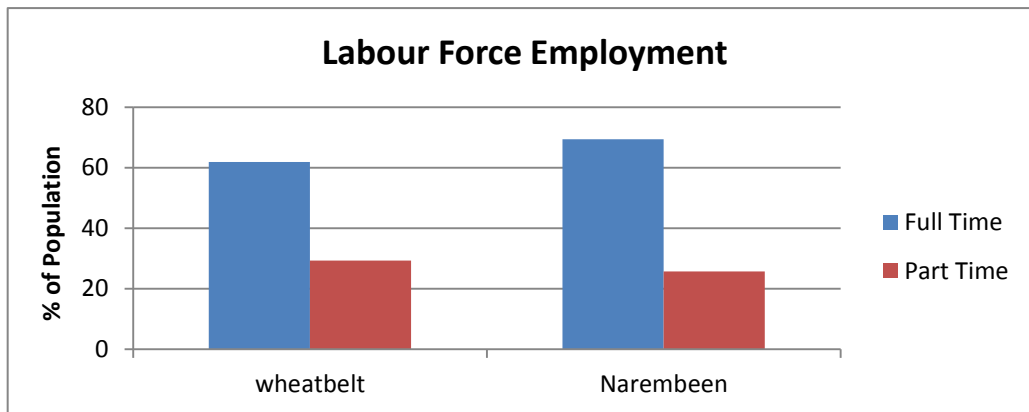




## Labour Force

The key employer industries in Narembeen include agriculture (47.7%), education (7.6%) and health care and social assistance (7.6%). However, in the Wheatbelt Region agriculture, forestry and fishing (19.8%), retail trade (9.3%) and health care and social assistance (9.0%) are the key employers

In the Wheatbelt Region 17,988 people were employed part-time (29.3%) compared to 111 people or (25.7%) in Narembeen and 36,248 were full time workers (61.9%) in the region compared to 293 people or (69.4%) in Narembeen. Analysis of the Shire's employment status in comparison to Wheatbelt Region of Western Australia in 2011 shows that there was 97.7% employed in Narembeen compared to 95.4% employed regionally and unemployed 2.3% 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 65.5% compared to 61% regionally.

2011 Census	Shire of Narembeen	Wheatbelt Region
Total Population	807	128,007
Male	413	65,487
Female	394	62,520
Indigenous	19	5464
Median Age	44	41
Unemployment	2.7%	4.6%
Employment	97.3%	95.4%
Agriculture	47.7%	19.9%
Education	8.1%	8.4%
Health Care and Social Assistance	7.1%	9.1%
Public Administration and Safety	6.7%	6.5%

## THE DIRECTION OF THE SHIRE OF NAREMBEEN

### Our Mission

*A rural community working together to create a great place to live, attain a safe, healthy, and creative environment, which achieves sustainable and innovative development and economic opportunities.*

### Our Values

We will conduct our business with;

#### **RESPECT**

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself
- Caring for each other, encouraging growth and recognising accomplishments

#### **INCLUSIVENESS**

- Be receptive, proactive, 'can do' attitude and responsive as an organisation
- Exist to help a community that has the capacity for self help
- Demonstrate leadership by promoting Council and community teamwork

#### **FAIRNESS AND EQUITY**

- Maintain a 'whole of Shire' outlook, but recognise that each community is unique and likely to have variations on their needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way depending on need

#### **COMMUNICATION**

- Create opportunities for consultation with the broad community
- Demonstrate leadership by promoting Council and community teamwork

### Our Goals

**Social: Proud Place. Great Lifestyle**

**Economic: We are the Business Choice**

**Environment: Protected Spaces**

**Civic Leadership: Connected and Collaborative Leaders**

## CURRENT STRUCTURE

### Employee numbers

The Shire of Narembeen is a major employer in the community with a total headcount of X employees including full-time, part-time or casual workers as at November 2014. Of total staff employed, 6 were employed part-time and casual (19%) and 26 were full time workers (81%).

TYPE	NUMBER
Headcount	32
Permanent Full Time	26
Permanent Part time	5
Casual	1

Table 1: Employee numbers

### 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 November 2014 are shown in Table 2 below.

STATUS	NUMBER OF EMPLOYEES FEMALES	NUMBER OF EMPLOYEES MALES	% OF EMPLOYEES
Full time	6	20	
Part Time	4	1	
Casual		1	
Apprentice			
Trainee			

Table 2: Distribution of staff

## Gender profile

The Shire of Narembeen's workforce comprises 31 per cent female employees and 69 per cent male employees. A large number of the full time employees (65%) 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. Of part time employees 80% are female who are employed predominately in areas such as administration.

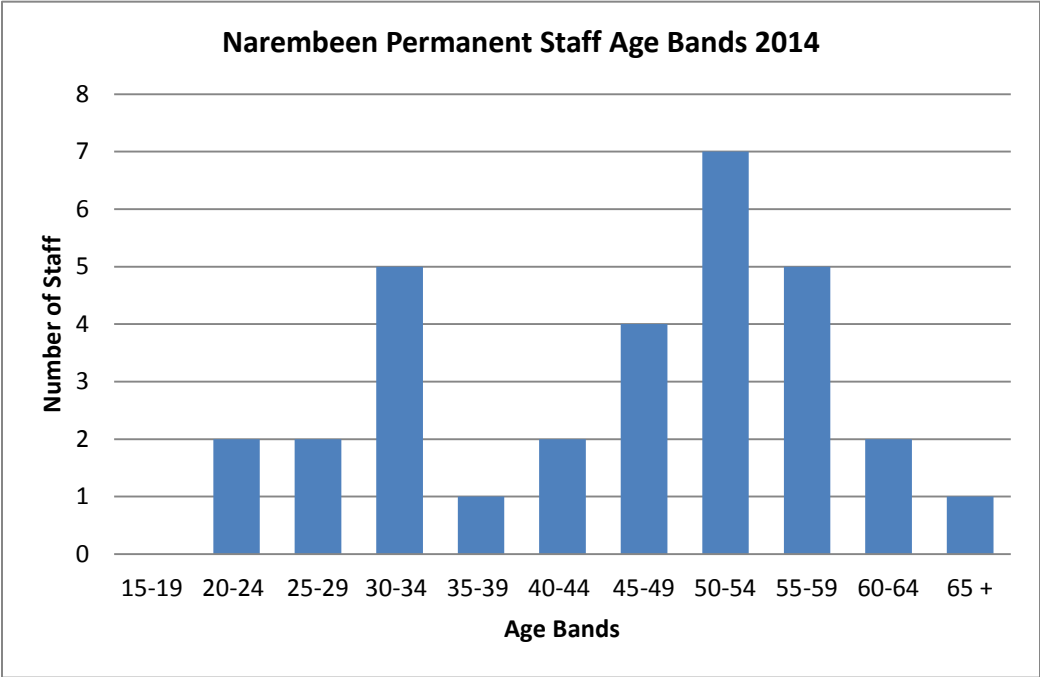
## Age profile

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

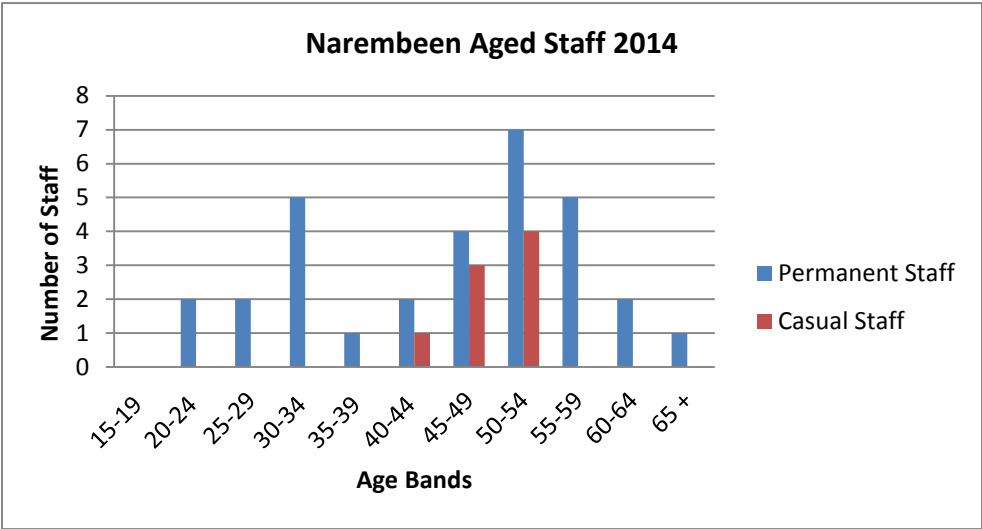
AGE BRACKET	NUMBER OF PERMANENT STAFF	NUMBER OF CASUAL STAFF
15-19 years		
20-24 years	2	
25-29 years	2	
30-34 years	5	
35-39 years	1	
40-44 years	2	
45-49 years	4	
50-54 years	7	
55-59 years	5	
60-64 years	2	1
65+ years		

Table 3 above indicates 48% of Council's permanent workforce is 50 years and over. Accordingly, Shire of Narembeen 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 permanent employees.

### Narembeen Staff Age Bands



### Narembeen Aged Staff



## TURNOVER

### GRAPH TO BE INCULDED

Council turnover rates for the last six years show a volatile pattern. The average turnover rate over the period of time is 35%

### IDENTIFICATION OF WORKPLACE ISSUES

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

From the staff survey conducted **18** assessments/responses were received. These assessments highlighted the following:

- Working together as a team
- Sharing the workload
- Better communication
- Work ethic
- Friendly working environment
- Improve tools of trade for working
- Best thing job security
- Best thing is flexibility of hours worked
- Best thing job close to home
- Like most trusted to work independently
- Need for better defined roles and outcomes to achieve

The following factors outline challenging areas for Shire of Narembeen 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 (48%). These figures indicate Council may face challenges with future staff retirements. Narembeen 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.

## External factors

### Skills shortages

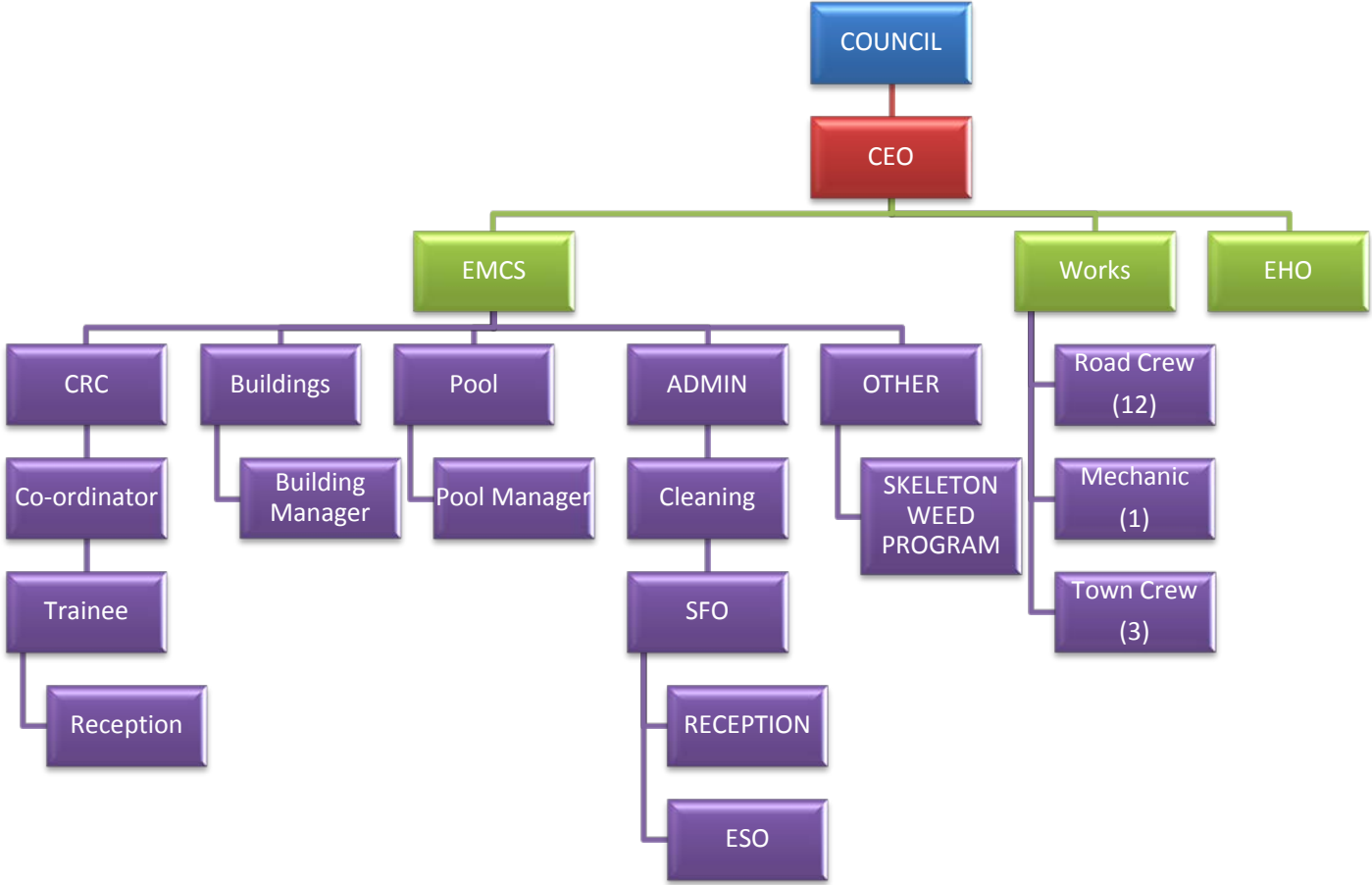
Skills shortage is a major issue confronting Western Australia, not just Narembeen Council. Western Australia's workforce is not growing fast enough to keep pace with the labour and skill needs of a range of industries, particularly mining although there has been reduction in the mining workforce in past 12/18 months. 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

Narembeen 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 awards and enterprise bargaining agreements.

### Community perceptions of Council's workforce

The local community view Narembeen Council as a service provider, however the ongoing challenge is to ensure that prospective job applicants view Narembeen Council as an employer of choice albeit that community sees local government as a source of employment rather than just a service.





## FUTURE WORKFORCE PROFILE

The analysis of the current workforce indicates that most employees at the Shire of Narembeen will remain for a reasonable period of time. Notably, Shire of Narembeen has 11 employees who have been employed for more than 4 years and 18 employees who have been employed for less than 3 years. With the change in employment trends over time, Shire of Narembeen may eventually experience fewer long-term employees and see a reduction in the average age of employees.

To attract and retain skilled workers, Shire of Narembeen will 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 Narembeen 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 Narembeen will increasingly compete with other labour markets and industries for skilled workers. To fill this void, Shire of Narembeen 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 and contract services.

Whilst there might be refinement of the current organisational structure over time, wholesale changes in the number or roles of staff in each work area are not anticipated.

## PROPOSED STRATEGIES AND FOCUS AREAS

Apart from the desire to increase the engagement of volunteers and increased community engagement, there is no new significant workforce competencies required in the immediate future.

The Shire acknowledges several ongoing challenges of workforce resourcing that include dealing with an ageing staff and assessing career or advancement opportunities in order to retain existing staff. To address these issues a number of strategies have been made within the Strategic Community Plan.

Asset Management Plans (AMP) have been created for Buildings, Public Open Space, and Transport Infrastructure. Each AMP is prepared using historical data of the past 5 years to create a picture on what the Shire has been investing in maintenance and renewal of infrastructure. Utilising this data with the current replacement costs of assets and the level of service assets are to be maintained at, the Shire will determine what future annual expenditure is necessary. The creation of the new AMPs may highlight the need for an increase in an allocation of funding to address maintenance provisions to sustain the level of service deemed acceptable to the community. To manage any potential increase in human resources necessary to address the gap between historical spending and future maintenance, the Shire may need to consider the use of contractors on an as needs basis.

However increased statutory compliance requirements in recent times will require a change in organizational structures and these are being addressed at this time.

## LINK TO STRATEGIC COMMUNITY PLAN

In developing the Shire’s Strategic Community Plan, 4 goals have been formulated and adopted on 2011. These goals set the frame work for future growth and development. All the goals are interlinked with the Workforce Plan.

The goal Civic Leadership - Connected and collaborative leaders sets the broader parameters of the expectations of the workforce and terms of engagement with the broader community. Based on this goal the Strategic Community Plan includes 3 strategies created as a guide to maintain, invest and build upon this.

**Table 1**

GOAL	STRATEGY
Civic Leadership – Connected and Collaborative leaders	Develop leadership skills and behaviours that enhance the knowledge, skills and experience of the Shire staff and Council  Manage the organization in a responsible, accountable and consultative manner  Deliver services that meet the current and future needs and expectations of the community whilst maintaining statutory compliance

## STRATEGIES

The Strategic Community Plan has identified the following strategies that will have a direct impact on the Workforce Plan. The focus of these strategies is investing in training, development and multi-skilling of staff.

Table 2: Strategies and outcomes

CODE	STRATEGIES	TIME FRAME	HOW OBJECTIVES AND OUTCOMES ARE SUPPORTED BY WORKFORCE PLAN
9.1	Develop leadership skills and behaviours that enhance the knowledge, skills and experience of the Shire staff and Council	Short – Medium	Funding allocation made in Long Term Financial Plan and annual budget for training and professional development
9.2	Manage the organization in a responsible, accountable and consultative manner	Short – Medium	The workforce plan assists in advising on the levels of investment required to develop staff. Includes incentives program and performance
9.2.1	Demonstrate best practice workforce development	Short – Medium	The creation of the Workforce Plan fulfils this objective. Annual reviews to be conducted internally.

## WORKFORCE COSTS AND BUDGET IMPLICATIONS

The Longer Term Financial Plans have been created to provide a guide to the necessary funding requirement over the next 10 year period. The Workforce Plan is interlinked with the Long Term Financial Plan as key assumptions have been made regarding various increases in employee costs, probable savings and forward planning estimates for future human resources requirements.

Several key assumptions to the Plan include the increase to employer Superannuation contributions required under Federal legislation, an allowance for the rise to the Consumer Price Index, and associated road network and public open space.

**Table 3: Summary of funding required to implement Workforce Plan.**

CODE	2013/2014	2014/2015	2015/2016	2017/2018
9.1	\$12,000	\$12,000	\$12,000	\$12,000
9.2	\$5,000	\$7,500	\$7,500	\$7,500
9.2.1	\$2,500	\$2,500	\$2,500	\$2,500

It is anticipated that the funding required will be sourced from the operational budget. External sources of funding will be accessed where possible.

The above table outlines estimates of direct costs for development of strategies in this Workforce Plan, it is anticipated that the implementation of these Strategies may result in short or long term additional costs to Council dependent on the timing of delivery in relation to market costs of professional delivery, the immediate availability of relevant candidates in recruitment strategies, and costs that may be incurred in succession planning or transitions to retirement where there may be some short term overlap of roles to enable knowledge transfer.

Any potential re-structure in the future is likely to cause upward pressure on costs. These will be factored into the LTFP

Annual budget implications and forward planning models for the Workforce Plan are laid out in the Long Term Financial Plans. A summary of the relevant expenses related to staff costs are as follows:

<b>Current Workforce Budget 2014/2015</b>	<b>\$2,293,008</b>
<b>Additional Funds Required from Council Budget</b>	<b>\$0</b>
<b>Funds required from external sources</b>	<b>\$0</b>

## MONITORING AND EVALUATION

### Review

It is important to recognise the Workforce Plan will need constant review and modification so that it continues to deliver outcomes in line with the community's needs and expectations, as set out in the Strategic Community Plan and documented in the Corporate Business Plan.

New government policy and strategies may need to be tied in with this Plan and appropriate actions put in place. For example, the role out of mandatory licensing of domestic cats will have an impact on the collection of data and monitoring and compliance activities.

Local governments have embraced emerging demands for new services as community expectations develop and change. Across a wide spectrum of services, the Shire will need to access a multi-disciplined workforce. There will be a need to source a combination of service providers, and part time and full time employees.

Retirement from the workforce is inevitable and discussions need to be held with staff holding key positions to determine their retirement intentions. The Shire recognises that retirement should be an orderly transition and therefore, financial planning visits for older staff, who may be contemplating retirement but not proceeding due to lack of appreciation of their financial position, could be supported.

## Evaluation

As part of an annual review process of the Workforce Development Plan, the Shire will look at including a variety of different approaches to take on elements of the SWOT chart. The following Table sets out strategies and proposals to address the identified risks common throughout the Local Government industry.

STRATEGY	ACTION	TIME FRAME	KEY PERFORMANCE MEASUREMENT
1 Attracting and Retaining Staff	Promote Shire of Narembeen Council as an employer of choice and great place to work	Short	Reduction in staff turnover ratio
	Development of an Incentive Plan/Formalise pay structure to encourage staff retention and loyalty	Medium	
2 Staff Development and Training	Provide opportunities and budget for professional development, career development and training for staff	On Going	Annual Budget Expenditure fully allocated
	A skills audit will be conducted to identify skill gaps to assist in targeting relevant training	Medium	Funding for targeted training included in Long Term Financial Plan
3 Create a work environment that promotes an emphasis on performance and safety	Develop a structured performance management framework	Short	Performance KPI's met
	Develop occupational health and safety procedures	Medium	OHS Manual adopted by Council and include relevant KPI's in performance management framework

## STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

As part of the process of reviewing the human resources requirements and current dynamics of the work environment a SWOT analysis has been carried out (Strength, Weaknesses, Opportunities and Threats). The following Table was created in consultation with senior management and illustrates the results of this process to date. Periodic reviews of this data will be undertaken as strategies are revisited and progress evaluated.

**Table 4: Current Gap Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Positive work culture</li> <li>• Dedicated staff</li> <li>• Flexibility in working arrangement</li> <li>• A working environment that values and supports employees and encourages working together</li> </ul>	<ul style="list-style-type: none"> <li>• Attracting skilled staff</li> <li>• Employee recognition</li> <li>• Diversity of duties required</li> <li>• Distance from Perth</li> <li>• Potential Financial limitation of remuneration packages for staff</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• To expand flexible staff employment options</li> <li>• To introduce recognition strategies for best practice &amp; outstanding achievements</li> <li>• Workforce Plan developed to assist with future growth</li> </ul>	<ul style="list-style-type: none"> <li>• Age of workforce</li> <li>• Potential loss of corporate knowledge and leadership</li> <li>• Potential financial limitation of remuneration packages for staff</li> <li>• Country /Regional Amalgamations</li> </ul>

\* Scope Creep - Local government has been responding to requests from the local community and assisting with programs typically the responsibility of other levels of government. There is an understanding and general recognition the Shire is not planning to stop assisting to support these areas of need identified by the public. It will be necessary to find a source of income to address these roles the Shire has absorbed. Examples: a) Medical - support for physician, b) Environment - support for natural resource group, c) Education - contributions to Child Care, d) Regional Development - assistance to Community Resource Centre's, e) Youth Affairs - support to youth groups.

## BEST PRACTICE

Areas that have been identified for future consideration as part of ongoing development of this informing strategy include:

- Age Profile Workforce
- Recruiting and Retaining Qualified Staff
- Flexible Work Arrangements