



# SHIRE OF WILLIAMS

## Workforce Plan

2021-2025



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## Introduction

The Shire of Williams Workforce Plan takes into account the requirements of Workforce Planning under the Integrated Planning process for local governments in Western Australia. The Integrated Planning process includes the development of a number of Plans, which is shown in the diagram below. The Workforce Plan is one of the informing strategies for both the Strategic Community Plan and the Corporate Business Plan.

The Workforce Plan is a continuous improvement process and not a one-off activity. It is also about shaping the workforce with a clearly identified purpose and to bring about particular changes to meet organisational objectives. The plan is fundamental for forecasting future labour requirements to deliver operational and project based works. It is also used for:

- Identifying staffing problems;
- Monitoring and containing workforce costs;
- Developing and highlighting existing and new workforce skills; and
- Ensuring that there is adequate service delivery into the future.

The Shire of Williams Workforce Plan sets out a range of strategies and key actions that will be required to be undertaken over the next four years. This is broken down into five key areas:

- Organisational Development – improving Human Resource Management Systems
- Attraction, Recruitment and Retention – creating and maintaining a sustainable workforce
- Training and Development – maintaining a competent workforce
- Culture – ensuring all employees are valued, respected and treated equally
- Occupational Health and Safety – providing a safe and caring workplace

A summary of the financial implications that underpins the support provided to the Shire’s staff through these strategies is included in this plan along with the framework for key performance measures to assess the success of the respective action plans.



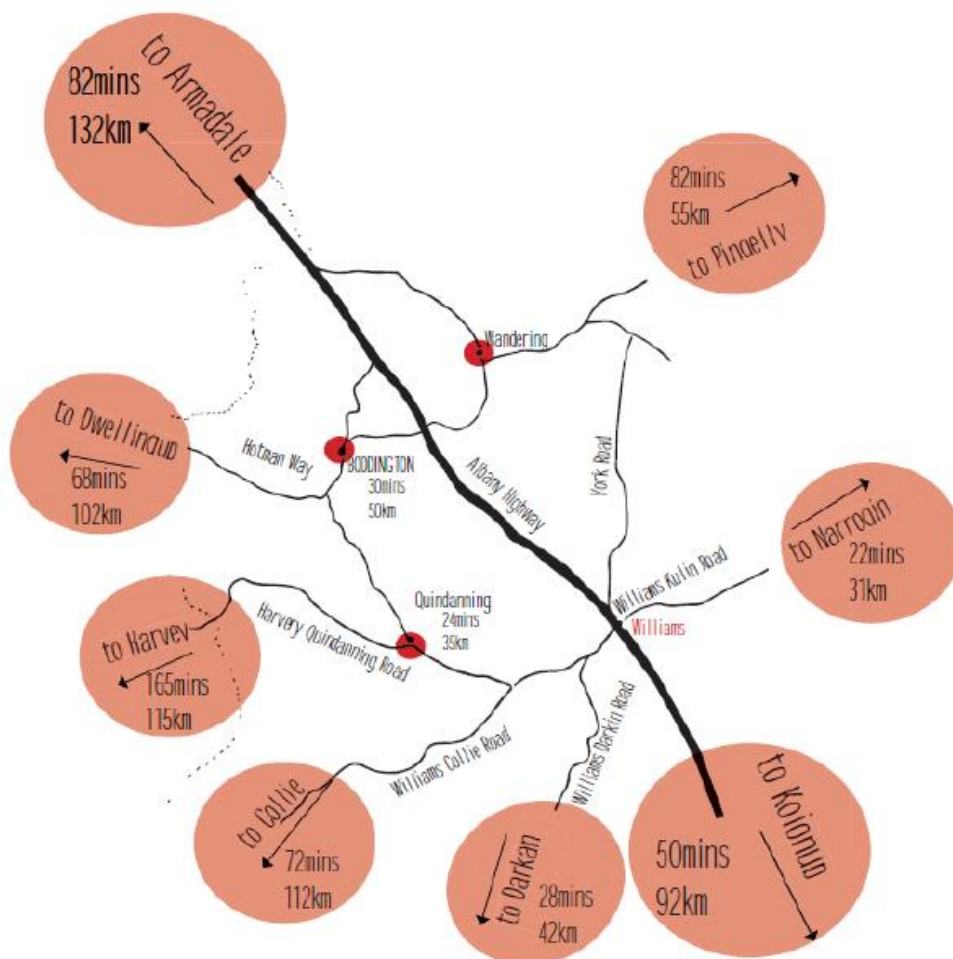
Diagram 1: Integrated Planning Framework

## About Our Shire

Williams is a small rural community located within the Wheatbelt region of Western Australia and is located approximately 160 kilometres from the capital city of Perth.

The Shire of Williams covers a land area of approximately 2,295 square kilometres and is home to a population of 1,010 (source: ABS ERP 2019). The Shire includes the localities of Boraning, Congelin, Culbin, Dardadine, Narrakine, Quindanning and Tarwonga. The economy is largely driven by the agricultural industry, tourism and agri-business related developments. Recent years has seen a greater diversification of the economy into increasing tourism related businesses and service industries, as well as the more traditional agri-support businesses that support the agricultural endeavours of the region that includes cropping, livestock hay processing and grain pellet production.

Williams is located on the Albany Highway, a strategic road transport link between the Perth metropolitan area and the Great Southern region of WA. The section of highway through Williams has an estimated traffic volume of between 4,450 vehicles per day (source: MRWA 2020/21 Statewide Traffic Digest).



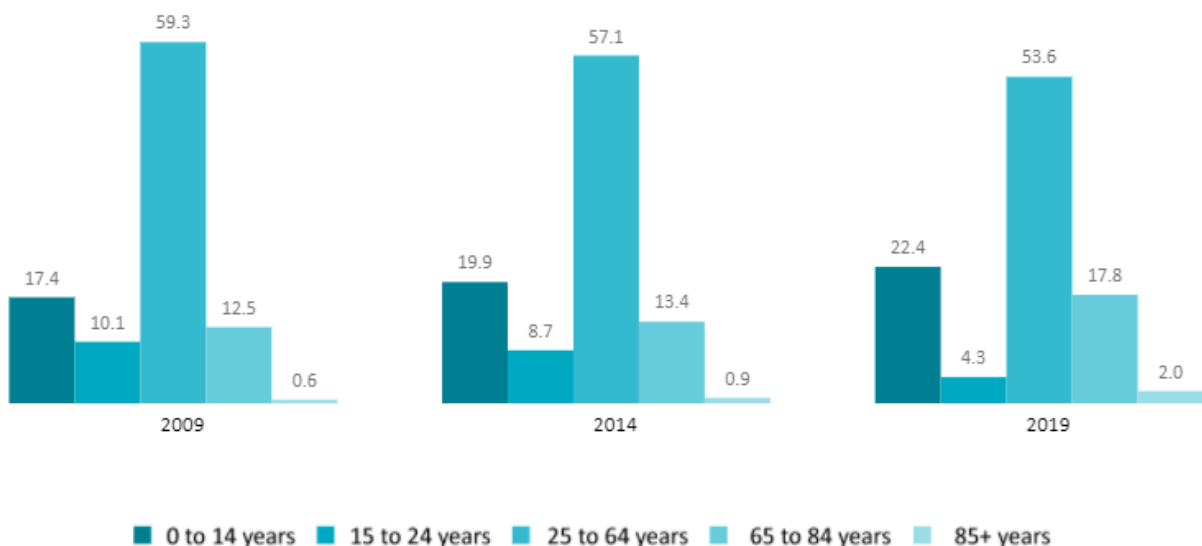
## Economy

The Williams economy is largely driven by primary production, dominated by broadacre farming of grain and livestock. This industry is well supported by other economic activity in the town, including manufacturing, servicing, trade and transport. Tourism is a growing economic driver for the Shire, as many businesses service the travelling public of the Albany Highway. The mining industry in the adjacent Shire of Boddington (Newmont Boddington Gold and Worsley/South 32 Bauxite mine) provides employment opportunities being only 50km from the Williams townsite. The Shire maintains approximately 340km of unsealed roads and 255km of sealed roads.

## Summary Statistics

Population (2019)	1,010
Employed persons (2016)	519
Working age % (2019)	57.8
Unemployment rate % (2016)	2.3
Youth unemployment rate % (2016)	0
Labour force participation rate % (2016)	75.3
Top employing industry (2016)	Agriculture, Forestry and Fishing

Shire of Williams – Data as per cent of population



Data source: ABS 2020, Population by Age and Sex, Regions of Australia, 2019 (cat. No. 3235.0)



## External Environment

As was reported in the Workforce Plan 2017 not much has changed with regards to the challenges facing all Local Governments, especially in the regions, affecting the retention and recruitment of staff. Some of the major challenges that remain include:

- Skill shortages with specific classifications
- Ageing population and workforce
- Working in the regions (not everyone wants to work 150kms from the City)
- Very low local unemployment

In particular, Local Governments within the regions continue to experience staff shortages with professions associated with building, environmental health, planners and tradespeople. Rural and remote local governments consistently struggle to recruit officers in these areas and struggle to recruit suitably qualified Chief Executive Officers, and finance professionals.

The labour market in Australia continues to age, which is consistent with the age demographics of Australia with 1 in 7 Australian's over the age of 65 years in 2017. Australians aged 65 and over had a workforce participation rate of 13% compared with 8% in 2006. The rate is likely to continue to increase as the retirement intentions of Australians change.

The COVID-19 pandemic has had a varying impact on the workforce of Australia. With the exception of a dramatic fall in the employment rate during the middle of 2020 the overall annual employment rate has remained steady. According to the *ABS Labour Force, Australia statistics for February 2021* the employed rate remained pretty much the same compared to the same time last year. On the other hand the number of unemployed people within Australia did increase by 105,500, being 0.8 percentage points higher than a year ago. The unemployment rate based on the latest figures is highest in Western Australia and Queensland, with a concerning rate of 14.5% in Western Australian. The unemployment rate for the Great Southern/Wheatbelt remains much lower at 3.4% for February 2021. *ABS Labour Force Survey, 12 month moving average of original data.*

## Internal Environment

Although local governments as a whole are experiencing retention and recruitment issues, the Shire of Williams continue to maintain a very low termination rate and retention remains high. The Shire has rarely needed to test the market and as such has not experienced the struggles to recruit either Chief Executive Officers or finance professionals.

The age demographics of the Shire remain consistent with the Australian labour market, with 55% of employees aged over 50 years and 13% employees under the age of 30 years. Although the occupation of the older generation remains the same as 2017 there has been a shift in the younger generation with an increase of 6% (7% to 13%) under the age of 30 years. Further, there are now 2 employees under the age of 25 years old, opposed to none in 2017. These are employees within the Childcare department.

Unlike the impacts of COVID-19 on the overall workforce of Australia, little to no impact was placed on the employees of the Shire. All employees remained employed and worked throughout the period of lockdowns. Albeit that working arrangements did change slightly during the lockdown where some staff worked from home to limit people numbers within the office environment and the works crew were to ensure they remained socially distant and were not to share machinery.

Further analysis of the internal workforce is found on the following pages within the Workforce Profile.



## Workplace Profile

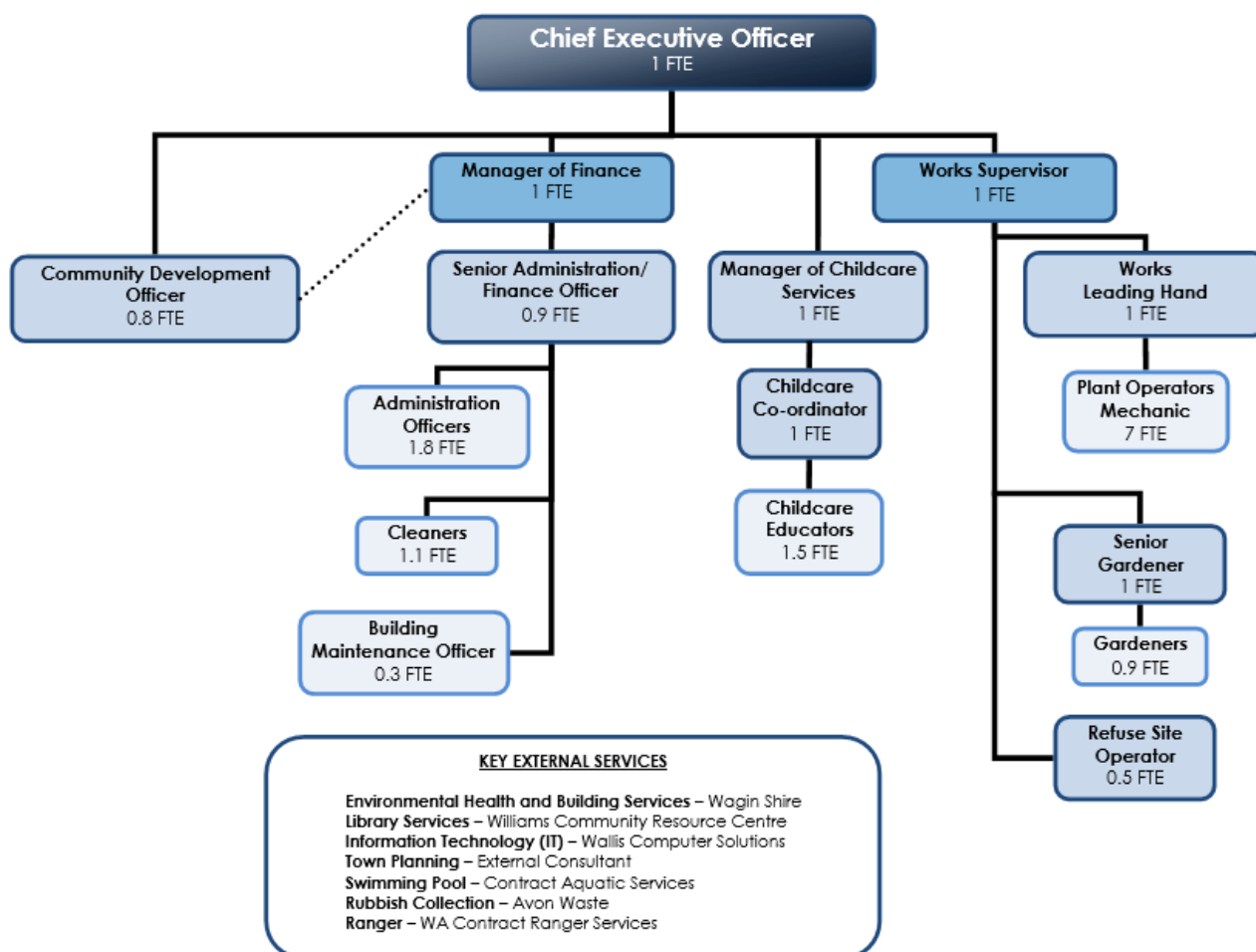
### Organisational Structure March 2021

The Shire of Williams from March 2021 consists of thirty on (31) employees including, 14 (45%) full-time employees, 8 (26%) part-time employees and 9 (29%) casual employees, equating to 22 FTE (Full-time Equivalents). This is an increase in employee numbers from previous years, by three (3), due to increase numbers at the Childcare Centre and the addition of a Family Day Care Service.

The Shire is also supported by a variety of external resources, including consultants, where it is not cost effective, feasible or possible to be employed by the Shire. The Environmental Health and Building Officer, who is employed with the Shire of Wagin, is contracted to Williams on a 3 day fortnight. The management of the swimming pool, library services, ranger services and any major town planning matters are contracted out.

The current workforce structure comprises of a Chief Executive Officer (CEO) who is responsible for employing all staff and other resources required to provide Shire services. The CEO has a management team consisting of a Manager of Finance and Works Supervisor. The Shire can be split in to four key work areas, these being Administration, Childcare & Family Day Care, Road Construction and Maintenance, and Recreation/Building Maintenance.

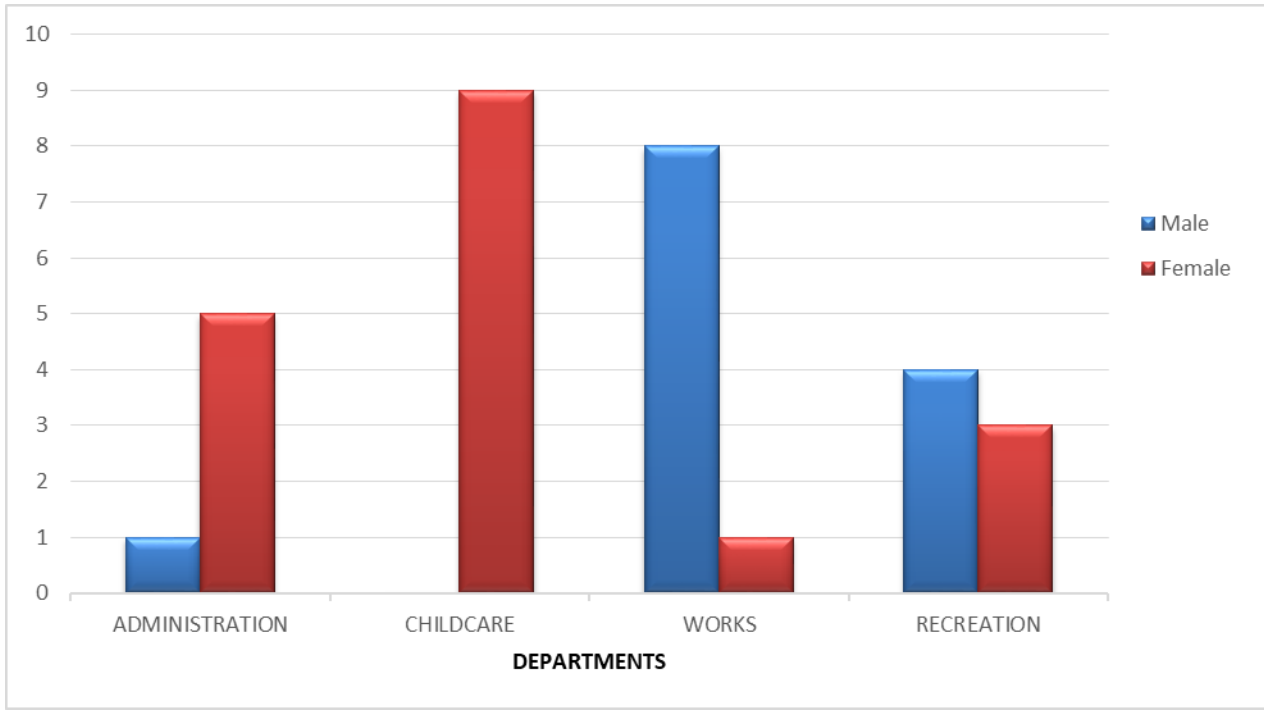
Structure from March 21:



## Gender Balance

The gender balance of 13 (42%) males and 18 (58%) females reflects the types of services and functions that the Shire performs, with the community services, childcare and administration predominantly carried out by women and the more traditional roles of construction and maintenance carried out by men.

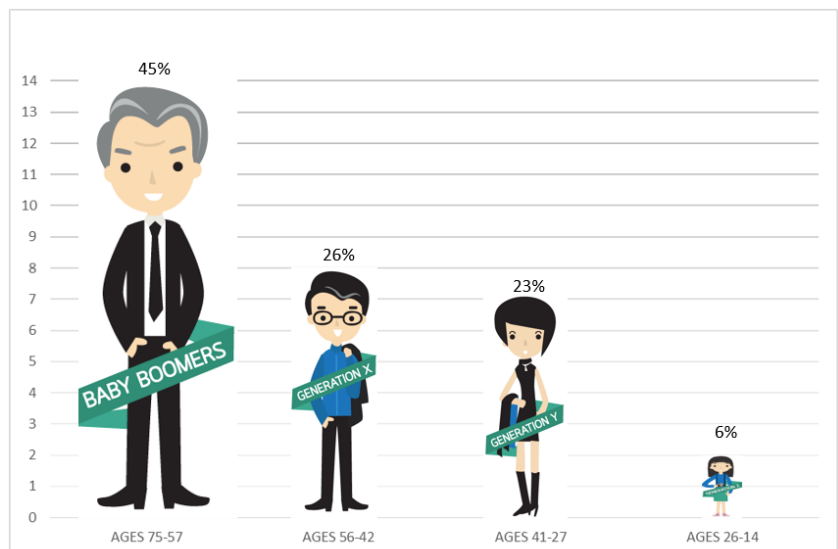
The below graph represents the gender profile, across the departments:



## Generation Profile

The Baby Boomers (Ages 57-75) make up a significant portion of the Shire’s workforce at 45%. This has increased from the last plan in 2017 from 36%. Generation Z have also increased from last plan with 6% of employees under the age of 27, opposed to last plan with no employees within this group. It should also be noted that 29% are over 60 years of age, with 3 of these employees completing 20 years of service.

Although having an aging workforce does not present immediate problems, there is a potential issue relating to knowledge retention and business continuity should these staff suddenly leave for retirement. Strategies and succession planning should be undertaken to identify the positions that are most at risk. The Shire could also look at developing strategies to retain mature workers with the possibility of arranging flexible work arrangements whilst they transition to retirement.

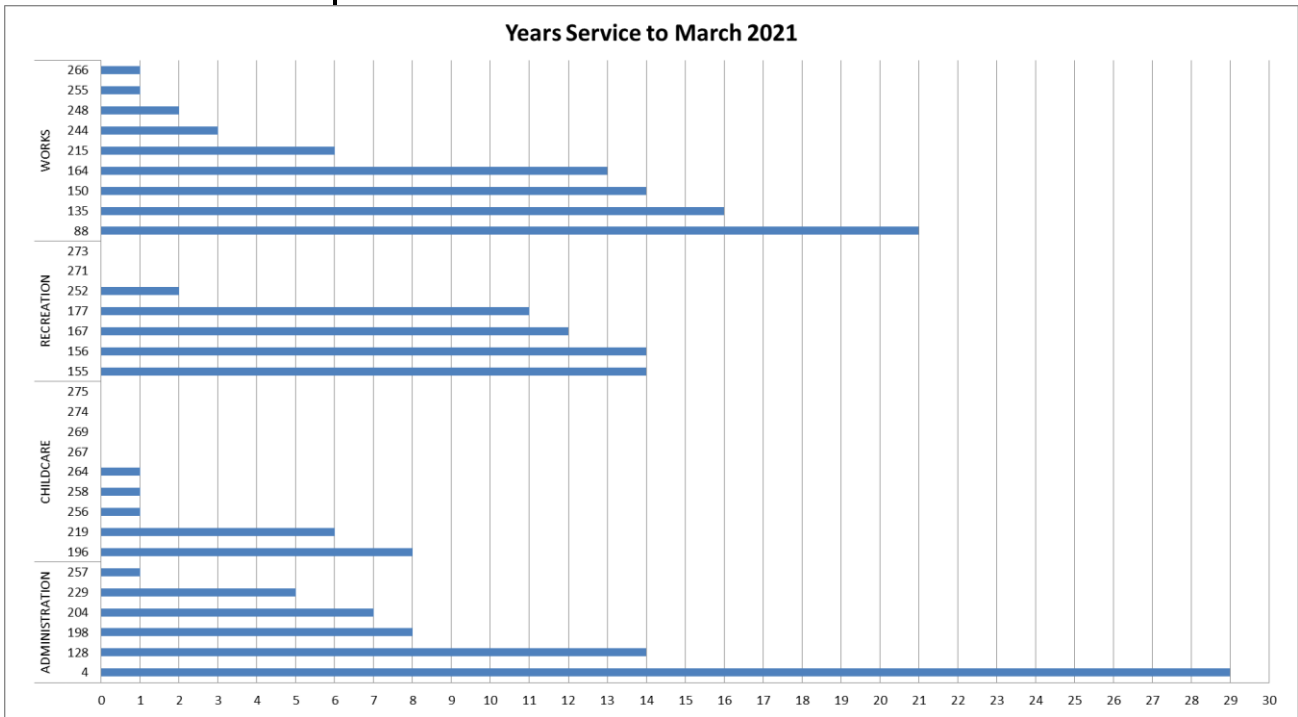




## Retention and Recruitment

The Shire of Williams has a relatively stable workforce with 50% of the workforce completing six (6) years of service and a further 35% of the workforce completing ten (10) years of service. Although having a stable workforce may indicate that staff are content with working for the Shire, there has been little staff progression, with most employees remaining in the same roles that they were originally employed to do. With this in mind, there are a significant number of people who have extensive knowledge that will need to be captured through succession planning and the development of workplace procedures/manuals in the specific roles and tasks.

## Years of Service

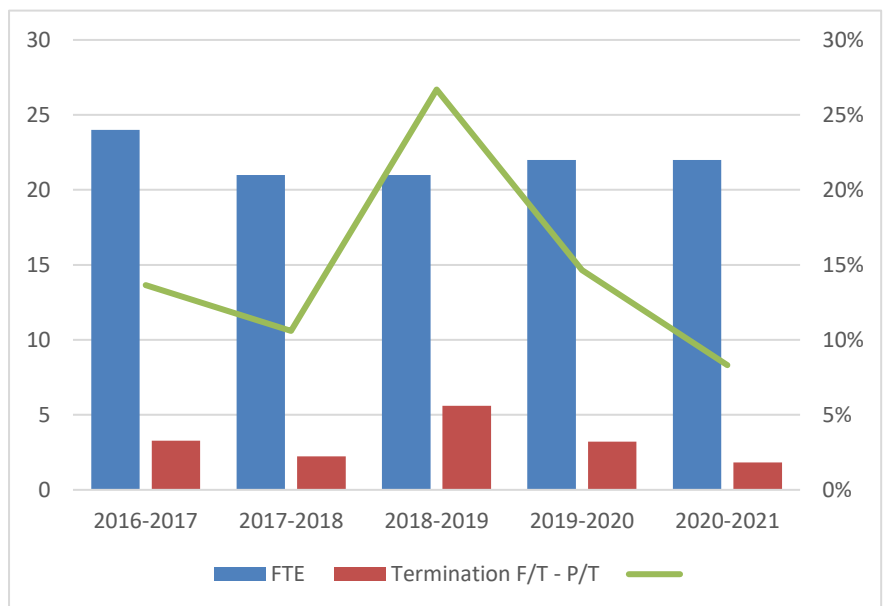


## Termination Rates

With the exception of 2018-2019, the Shire maintains a relatively low turnover rate of 3%.

The year 2018-2019 had its challenges with most of the movement happening within the Works Crew. One long serving employee and two other employees resigned. Since this year there has been little movement within this department.

In order to retain staff the Shire of Williams has adopted an over award rate of pay for a number of employees.



### Annual Leave and Long Service Leave Liability

Leave balances for both Long Service Leave and Annual Leave continue to increase with an overall increase from June 2016 to June 2020 of 35%. This comprises of a 40% increase in annual leave entitlements and 31% in long service leave entitlements. There are 5 (15%) employees eligible to take long service leave now. Three of these employees will be 4 years past due at June 2021. Further there are 4 employees that have over 10 weeks annual leave due. All of the aforementioned leave accrued for staff are in the Works/Recreation Area.

The Shire needs to consider their capacity to fill these gaps while employees are on leave, or negotiate with employees to take their leave by utilising a staggered leave plan.

All employees Annual Leave and Long Service Leave Accruals are recognised as provisions in the Statement of Financial Position in the Annual Budget and Annual Financial Report. The leave provisions held at the 30<sup>th</sup> June 2020 are as follows:

- Annual Leave	\$ 151,218
- Long Service Leave	<u>\$ 216,407</u>
TOTAL	<u>\$ 367,625</u>



## Staff Satisfaction Survey

A staff survey was carried out in April 2021, with 22 respondents being just over 70% of the workforce. Eight people indicated they were working more than their contracted hours. Five of those indicated they were doing regular and agreed overtime, with the remaining three doing extra hours due to too much work to do in contracted hours or it was because of unfilled positions.

Generally, working overtime in the past has not been a major issue within the Shire, as the staff on the works crew relied on guaranteed overtime. This was as a result of negotiations with staff back in 2011 where they requested that they were guaranteed overtime each year. There were a couple of comments made by members of the works crew that they felt they were understaffed and could do with at least one more plant operator. One member of this team also mentioned that the works program is expanding each year but a core group of workers refuse to do any overtime. There appears to be a shift within the team where staff are valuing time off rather than extra pay. No respondent disagreed with the statement *“the amount of work they were expected to do is reasonable”*.

The morale at the Childcare Centre in particular rated highly with comments such as; everyone is treated with respect, welcoming team, team is supportive and inclusive, strong sense of belonging and generally a pleasant place to work. There were no negative responses with any of the questions contained within the survey, with everyone feeling that their supervisor is approachable, supportive, encouraging and inclusive. As a team all felt that all people are treated with respect and treat others with respect. The workload is shared fairly between them and they all pull together to complete a task. The only recommendation was to secure one or two new educators, preferably local's. Overall great positive results with all recommending the centre as a great place to work.

The Administration team also rated highly, with no negative responses. All participants were satisfied with the work/life balance, overall salary and wage, and felt their work is valued by the organisation. Everyone also agreed that they have good quality tools, equipment and resources needed to do their job. The team morale was also high with every person agreeing that they are all treated with respect, there is open communication and all pull together to complete tasks. They also considered that their supervisor was very approachable and always readily available to answer any questions. A suggestion to help boost the morale throughout the organisation was to have some *“get together's”* with other departments and there was a request to include personal development courses within the training budget. Overall they too agreed that the shire cares about its employees, and would recommend the shire as a great place to work.

Works, Gardening and Recreation team were generally satisfied within their jobs with 92% happy with the schedule and flexibility of work/life balance. Some were not satisfied with the overall salary and wage, with suggestions that additional skills should be rewarded and appropriately remunerated based on those expertise. Mostly everyone agreed that they had good quality tools, equipment and resources to do their work. No-one disagreed that the work they were expected to do is un-reasonable, with the majority feeling their work is valued by the organisation. There is some division within the works crew regarding views on the morale within the team. Some suggestions on how to improve morale included; more communication, acknowledgement of a job well done, consider opinions and ideas, some training for personal growth and team-building. Some also felt that they would like to be included in some decision making, with their opinions being sought with issues that particularly affect them.

Overall there was a positive response to the drug and alcohol testing, with encouragement to continue with the testing in the future.

Mostly employees are satisfied within their jobs, with only one person unhappy with the flexibility of work/life balance and just three people dissatisfied with their overall salary or wage. The majority of employees, being



91%, agreed they have sufficient training materials and felt their work was valued by the organisation. There were some employees that felt the Shire should provide more opportunities for training and development. As expected there was a division of responses relating to opportunities for advancement within the Shire. Being a small organisation and having a high retention rate the prospect of progression within is scarce.

There were no negative responses to the questions relating to whether the Shire cares about its employees, with 91% agreeing that the Shire is a great place to work and the remaining 9% neutral.

## Workforce Planning Developments since June 2017

The Shire is continually reviewing its workforce practices and procedures. A new policy was developed to address a standard approach to employee recruitment and selection in 2019. A policy for the management of long service leave was also established at the same time. The management of long service leave has been an ongoing concern, and as reported there are still employees with excess long service leave entitlements. That being said there have been three employees over the last year that have started to or have taken their leave. The remaining employees who have long service leave due will be addressed at the next performance review scheduled for May 2021.

The Employee Handbook at last review was under development. This was implemented shortly afterwards in August 2017 and is now issued to all new employees on commencement. This is due for a review and is scheduled to be completed before December 2021. The roles and task matrix is continually updated with the last full review undertaken May 2020, which involved consultation with all staff. Careful consideration is carried out when reviewing job roles to ensure that all work is evenly distributed between the administration staff.

Family Day Care was added as a new business unit to compliment the Willi Wag Tails Childcare service. This was established in July 2020 and the Shire now provides professional support to sixteen (16) services. Along with implementation of this service a full-time Manager of Childcare Services was appointed. The expertise and experience this current incumbent has brought to this area of the organisation has been very beneficial to the Childcare Centre. The Centre itself is thriving, and as is evident on the staff satisfaction survey results within this area the staff morale has never been higher. This is a complete turnaround from the update provided in 2017, where employee contracts were being re-negotiated resulting in reduction in guaranteed hours for staff.

## Workforce Planning for the Future

Throughout the long term financial planning process there has been no projects identified that require an immediate need to increase the current workforce. However, there has been a call out from some of the works staff via the staff satisfaction survey for an additional operator. This may not necessarily significantly impact the Shire financially. The current budget allows for additional overtime hours of \$30,000 and for two casuals during part of the year of \$15,000. These funds could be diverted to help fund employing a fulltime employee with an additional cost to the Shire of \$20,000. Further investigation and feasibility work will need to be undertaken and is scheduled to be undertaken within the next two years before any action is taken.

The staff survey showed that there is a need to improve the morale of the works team, therefore team building and personal development programs costs have been included within the professional development and training budget. The remaining amount allocated to this budget includes any additional training required to perform tasks within the current job roles.

The following workforce costs, action plan and key performance measures outlines the activities and budgeted costs for the next four years.



## Workforce Costs

### Budgeted Costs

The below table shows the financial implications relating to employment costs now and for future workforce requirements.

COSTS BY DEPARTMENT	BUDGET	FORECAST			
	2020/21	2021/22	2022/23	2023/24	2024/25
<b>ADMINISTRATION</b>					
Salaries & Wages Costs	432,029	440,670	449,483	458,473	467,642
Allowances	23,745	24,220	24,704	25,198	25,702
Superannuation	55,012	56,112	57,234	58,379	59,547
	510,786	521,002	531,422	542,050	552,891
<b>RECREATION &amp; FACILITIES</b>					
Salaries & Wages Costs	273,392	278,860	284,437	290,126	295,928
Allowances	19,749	20,144	20,547	20,958	21,377
Superannuation	32,268	32,913	33,572	34,243	34,928
	325,409	331,917	338,556	345,327	352,233
<b>WORKS</b>					
Salaries & Wages Costs	597,062	609,003	621,183	633,607	646,279
Allowances	32,743	33,398	34,066	34,747	35,442
Superannuation	64,895	66,193	67,517	68,867	70,244
	694,700	708,594	722,766	737,221	751,966
<b>CHILDCARE</b>					
Salaries & Wages Costs	184,201	187,885	191,643	195,476	199,385
Allowances	5,268	5,373	5,481	5,590	5,702
Superannuation	18,000	18,360	18,727	19,102	19,484
	207,469	211,618	215,851	220,168	224,571
<b>TOTAL SALARY/WAGES COSTS</b>	<b>1,738,364</b>	<b>1,773,131</b>	<b>1,808,594</b>	<b>1,844,766</b>	<b>1,881,661</b>
<b>TOTAL SALARY COSTS BREAKDOWN</b>					
Salaries & Wages Costs	1,486,684	1,516,418	1,546,746	1,577,681	1,609,235
Allowances	81,505	83,135	84,798	86,494	88,224
Superannuation	170,175	173,579	177,050	180,591	184,203
	1,738,364	1,773,131	1,808,594	1,844,766	1,881,661
<b>EXTRA EMPLOYMENT COSTS</b>					
Training/Professional Development	24,000	24,480	24,970	25,469	25,978
Uniforms & Protective Clothing	9,000	9,180	9,364	9,551	9,742
Fringe Benefits Tax	28,700	29,274	29,859	30,457	31,066
Workers Comp Insurance	62,150	63,393	64,661	65,954	67,273
Housing Costs	24,780	25,276	25,781	26,297	26,823
	148,630	151,603	154,635	157,727	160,882
<b>TOTAL EMPLOYMENT COSTS</b>	<b>1,886,994</b>	<b>1,924,734</b>	<b>1,963,229</b>	<b>2,002,493</b>	<b>2,042,543</b>

## Workforce Plan Action – 2021 to 2025

### Organisational Development

<i>Improve Human Resource (HR) management by developing and implementing, procedures and processes, to ensure good governance and practices.</i>					
	<b>Strategies</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
HR1	Review, update and adopt all HR policies ensuring that they are relevant and meet legislative requirements and standards.	✓		✓	
HR2	Review HR procedures and identify gaps/omissions, including recruitment, induction, training and development, and exit strategies.		✓		
HR3	Develop a governance manual of procedures to ensure that if an employee was to leave suddenly or go on leave that it continues to be business as usual.	✓	✓		
HR4	Update and maintain the roles and tasks matrix for the whole organisations to identify gaps and critical positions which will promote succession planning for the future.	✓	✓	✓	✓
HR5	Manage staff resignations, retirements by implementing an exit strategy so as to ensure that all necessary corporate knowledge is retained in the workforce.	✓	✓	✓	✓
HR6	Bi-annually align the Workforce Planning with the Corporate Business Planning requirements for the Shire.		✓		✓
HR7	Ensure all employees participate in the annual performance review and the performance review model is reviewed annually to ensure it remains relevant.	✓	✓	✓	✓
HR8	All position descriptions will be reviewed annually during the annual performance review and updated if necessary, or earlier, should an employee leave.	✓	✓	✓	✓
HR9	The Shire establishes a set of criteria to be met for the engagement of consultants or contractors.		✓		
HR10	Apply business practices for the management of Annual Leave and Long Service Leave liabilities.	✓	✓	✓	✓
HR11	Review the Information Technology (IT) capability on an ongoing basis and upgrade when possible within the constraints of the budget.	✓	✓	✓	✓



## Attraction, recruitment and retention

*Create a sustainable workforce through the development of strategies that increase the pool of suitably qualified candidates seeking employment and retention of existing staff.*

	Strategies	2021/22	2022/23	2023/24	2024/25
AR1	Recruitment of younger workers by making a trainee position available either within the childcare or administration area.	✓	✓	✓	✓
AR2	Recruitment of a diverse workforce by continued implementation of Council's Equal Employment Opportunity Management Plan (EEO) including consideration of whether positions, as they become vacant are suitable for redesign for part-time employment or other flexible work arrangements – to suit women, mature workforce or people with a disability.	✓	✓	✓	✓
AR3	Attract adequate number of new recruits by advertising in a variety of media, including local papers, such as The Williams and neighbouring towns, and on popular internet job advertising sites.	✓	✓	✓	✓
AR4	Maintain an open door return policy so that talented staff in the organisation are aware that they are welcome to apply for Council vacancies in the future.	✓	✓	✓	✓
AR5	Benchmark external salaries and make necessary adjustments to ensure Council remains competitive and is able to attract candidates in short supply or of high calibre. Council's conditions of employment should be maintained to meet market expectations in rural areas.	✓	✓	✓	✓
AR6	Review the employment handbook to ensure it meets current legislation and reissue to all employees.	✓		✓	
AR7	Improve the current induction program to ensure new staff are progressing, expectations are being met and support is being provided.	✓			
AR8	Continue to carry out staff surveys to measure employee satisfaction and identify issues relating to the workplace environment.		✓		✓
AR9	Work with neighbouring local councils and the 4WDL VROC to establish a list of skilled staff available to be resourced shared.	✓	✓	✓	✓



## Training and Development

*Create and maintain a competent workforce through the development of the Shire's workforce by providing relevant training, education and experience.*

	<b>Strategies</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
<b>TD1</b>	Implement a training program across all work areas so that all employees of the Shire can continually maintain and/or upgrade skills.	✓	✓	✓	✓
<b>TD2</b>	Review, update and improve the current Skills/Training register, which shows details of all certificates, licences and expiry of required licences.	✓			
<b>TD3</b>	Encourage study opportunities and offer course cost subsidies to those employees that show talent and are keen to advance their career.	✓	✓	✓	✓
<b>TD4</b>	Develop an annual training calendar for training needs based on training needs identified at the time of annual performance review, the Skills register and management nominated training.		✓		
<b>TD5</b>	Implement formal succession plans for all key positions within the organisation, including those where there is a risk of the loss of corporate knowledge through people leaving the organisation.	✓	✓		
<b>TD6</b>	Encourage childcare workers to complete their qualifications to meet the industry standard.	✓	✓	✓	✓
<b>TD7</b>	Expand opportunities for employees to act in different positions to promote upskilling, whilst creating a greater crossover of employee positions to mitigate against the risk of knowledge being lost when experienced people are on leave or leave the organisation.	✓	✓	✓	✓
<b>TD8</b>	That funds are budgeted on an annual basis to cover professional development for all staff, where required.	✓	✓	✓	✓





## Culture

<i>Provide a work environment where all employees know that they are valued, respected and treated equally.</i>					
	<b>Strategies</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
<b>CU1</b>	Undertake regular toolbox meetings to not only discuss occupational health and safety topics, but to inform staff of Council business, as well as providing the opportunity to be involved in meaningful decision making processes.	✓	✓	✓	✓
<b>CU2</b>	Utilise the staff surveys to measure employee satisfaction and to remedy areas requiring attention.		✓		✓
<b>CU3</b>	The Shire will continue to support and encourage activities which contribute to moral and team building as approved by the Chief Executive Officer.	✓	✓	✓	✓
<b>CU4</b>	The Chief Executive Officer will meet with staff during the year to discuss Council and local government issues generally.	✓	✓	✓	✓
<b>TD5</b>	Any change to working arrangements of individual team members or work groups will be done in accordance with the Industrial Award that covers their employment.	✓	✓	✓	✓



## Occupational Health and Safety

<i>Provide a safe and harmonious workplace that protects and cares for the physical and mental health of all employees.</i>					
	<b>Strategies</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
<b>OH1</b>	Review and test the Business Continuity Plan.	✓		✓	
<b>OH2</b>	Review and update induction processes ensuring all workers are aware of safe working practices.	✓	✓	✓	✓
<b>OH3</b>	Hold bi-monthly Occupational Health and Safety Committee meetings ensuring a member from each work group sits on the committee.	✓	✓	✓	✓
<b>OH4</b>	Continue to update and implement Occupational Health and Safety policies.	✓	✓	✓	✓
<b>OH5</b>	Develop and implement a Contractor induction program.	✓	✓		
<b>OH6</b>	Ensure ongoing management of health, safety and welfare of staff and contractors through tool box meetings, annual performance reviews and other informal meetings.	✓	✓	✓	✓
<b>OH7</b>	Remain part of the Health and Wellbeing program supported by LGIS for annual health checks.	✓	✓	✓	✓
<b>OH8</b>	Make certain sufficient funding in budget is provided for occupational health and safety training requirements.	✓	✓	✓	✓



## Key Performance Measures

Key performance measures seek to provide an indication of whether we are meeting our objectives and will be monitored and reported. A combination of measures will be developed along with a base line level and target for each measure.

An example of measures that may be used for the outcomes are as follows:

Strategies	Key Performance Measures
<p><b><i>Improve Human Resource (HR) management by developing and implementing, procedures and processes, to ensure good governance and practices.</i></b></p>	Policies reviewed by April 2022.
	Procedures manual for administration tasks implemented by June 2022.
	Roles and Tasks matrix updated by June 2021.
	Review employee handbook and re-issue to employees by December 2021.
<p><b><i>Create a sustainable workforce through the development of strategies that increase the pool of suitably qualified candidates seeking employment and retention of existing staff.</i></b></p>	A trainee for the Childcare employed by August 2021.
	Percentage of Staff turnover remains under 5%.
	Performance Review completed for all employee's by May/June each year.
<p><b><i>Create and maintain a competent workforce through the development of the Shire's workforce by providing relevant training, education and experience.</i></b></p>	Skills/Training register to be reviewed and improved by June 2022.
	Succession Plan developed by June 2022.
	Budget reflects the required Professional Development and annual training requirements.
<p><b><i>Provide a work environment where all employees know that they are valued, respected and treated equally.</i></b></p>	Staff Survey completed by March 2023, with a 75% respondent rate
	Ten (10) toolbox meetings held annual in each workgroup.
	Chief Executive Officer to meet with staff in each workgroup at least once a year.
<p><b><i>Provide a safe and harmonious workplace that protects and cares for the physical and mental health of all employees.</i></b></p>	Hold bi-monthly OHS Committee maintaining one member from each workgroup on the committee.
	Contractor Induction program implemented by June 2022.
	Maintain annual health check for all employees.

## References and Acknowledgements

Much of the information contained in this plan has been derived from documents in the public domain and liaison with key stakeholders. We have also made particular reference to the following documents and websites during the preparation of the plan.

- ❖ Shire of Williams - Workforce Plan 2017-2021
- ❖ Shire of Williams Strategic Community Plan 2017-2032
- ❖ Shire of Williams Strategic Resource Plan 2021-2033
- ❖ Shire of Williams website [www.williams.wa.gov.au](http://www.williams.wa.gov.au)
- ❖ Australian Bureau of Statistics [www.abs.gov.au](http://www.abs.gov.au)
- ❖ Department of Local Government and Communities - Integrated Planning Reporting Framework and Guidelines September 16



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