



Shire of Cue

Workforce Plan 2021 to 2026

June 2021

Version No.	Date Adopted	Amendment
1	17 September 2013	Original
1.1	21 July 2015	Figure 2.2
2.1		

TABLE OF CONTENTS

1.	INTRODUCTION	1
1.1	What is a workforce plan?.....	1
1.2	Why does Council prepare a workforce plan?.....	1
1.3	What influences the development of workforce management?.....	2
1.4	How was the Shire of Cue's Workforce Plan developed?.....	4
1.5	Assumptions.....	4
2.	OUR WORK ENVIRONMENT	5
2.1	Council's service delivery.....	7
3.	LOOKING TO THE FUTURE	8
3.1	External influences.....	8
3.2	Internal influences.....	10
4.	BUILDING THE PLAN	11
4.1	The summary of outcomes.....	11
4.2	Key areas contributing to the lower scores.....	12
4.3	Other learnings from the workforce.....	13
4.4	Recommendations from here.....	16
5.	STRATEGIC RISKS	20
6.	SHIRE OF CUE STRATEGIC COMMUNITY PLAN VISION	20
6.1	Resourcing requirements.....	22
7.	KEY FOCUS AREAS	23
7.1	Recruitment and retention.....	23
7.2	Training and development.....	23
7.3	Organisational development.....	23
8.	MEASURING OUR SUCCESS	24
8.1	Achievement of the actions in the Workforce Plan.....	24

FIGURES

Figure 2-1	Council's current organisational structure.....	6
Figure 6-1	Proposed new organisational structure.....	22

TABLES

Table 4-1	Staff satisfaction with their role.....	11
Table 5-1	Risks to workforce planning.....	20
Table 6-1	Changes to council services.....	21
Table 8-1	Key performance indicators.....	24
Table 8-2	Workforce and organisational performance indicators.....	26

1. INTRODUCTION

Welcome to the Shire of Cue's Workforce Plan.

This Plan is part of the Shire's fulfilment of the Integrated Planning and Reporting Framework, implemented by the State Government's Local Government Reform Program. All local governments in Western Australia are required to implement this framework by 1 July 2013.

This section sets out the key points of the plan, the framework and the planning cycle.

1.1. What is a workforce plan?

Workforce planning identifies the human resources and skills required to deliver on the medium to long-term strategic direction of the community, as outlined in the Strategic Community Plan. Workforce plans are one of several Council-focused informing strategies, with the Workforce Plan specifically identifying and developing strategies to ensure the resources employed by Council are available in the right place, at the right time using the right skills.

The Workforce Plan partners with Council's Asset Management Plan and Long Term Financial Plan to identify the resources required to activate the community's vision and achieve the outcomes set out in the Strategic Community Plan.

1.2. Why does Council prepare a workforce plan?

Council needs to know it has the capacity and capability to deliver its strategies, plans, programs and key services. If it doesn't have the capacity or capability, then the plans are unrealistic and the Shire will fail to develop into the type of community which our residents desire.

The Workforce Plan helps Council plan its human resource requirements for the next five years and beyond, and plan what needs to occur to ensure the necessary staff resources are in place when they are needed.

In summary, this resource will assist the council to:

- 1) Review and develop their workforce to meet community aspirations identified in the Strategic Community Plan in the best possible way,
- 2) Meet the requirements of Strategic Community Plans and Corporate Business Plans.



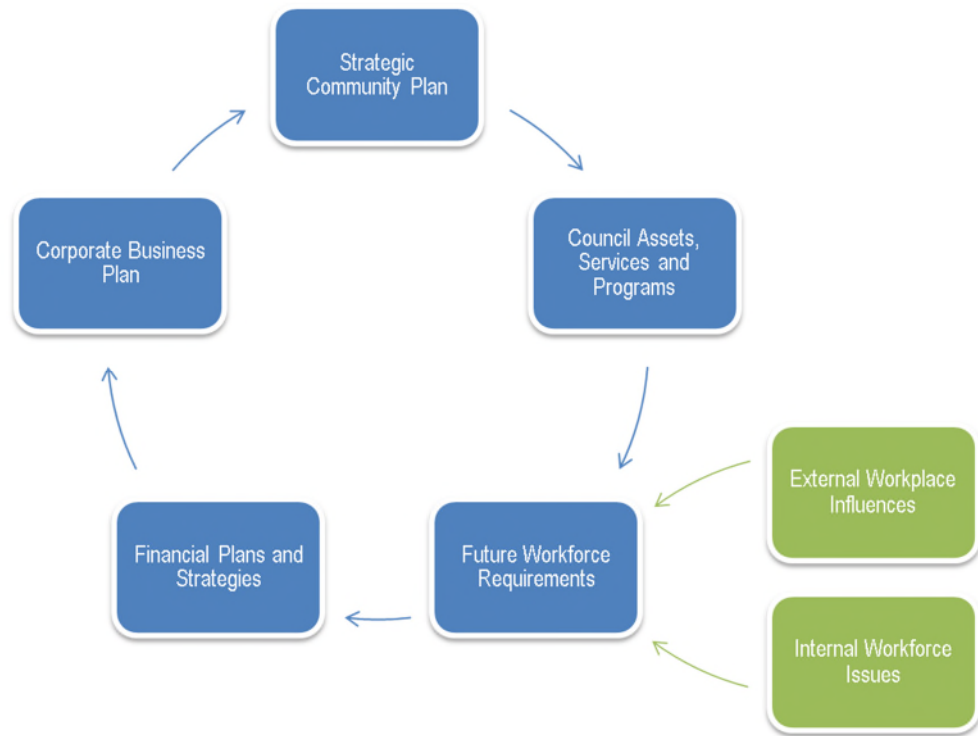
The Workforce Plan is a key informing strategy within this framework.

1.3. What influences the development of workforce management?

The Shire of Cue’s Strategic Community Plan is the driving document behind the Workforce Plan and all other Council plans. The Strategic Community Plan has been developed in partnership with the community to identify aspirations and priorities for the next 10 years and beyond.

To successfully implement the Strategic Community Plan over the long term, Council must use the best mix of resources: its people, assets and money, in an efficient and financially sustainable manner. In addition to the Workforce Plan, Council has other informing strategies, the Asset Management Plan (AMP), setting out how it will manage its assets, and the Long Term Financial Plan (LTFP), outlining the financial resources required and how these resources will be used. All these plans must work together if we are to implement the Strategic Community Plan and achieve our aspirations.

Council’s Corporate Business Plan flows from these plans and sets out what the Shire of Cue will do to progress the priorities in the Strategic Community Plan over the next four years, within the resources it has available.



The above diagram demonstrates how these plans inform and influence each other. The Workforce Plan draws on information from these plans and assesses internal and external workforce influences, such as labour supply and demand, to shape the type, size and skillset of Council's workforce. The right workforce is a critical element to delivering each of these plans.

1.4. How was the Shire of Cue's Workforce Plan developed?

In developing the Workforce Plan 2021 - 2026, Council contracted the expertise of a third party consultant to conduct private one on one interviews with employees. Survey questions were provided with all recordings and ratings being documented anonymously.

The questions provided an opportunity to rate the shire on its workplace environment, management and structure, along with open comments to back the selected rating and provide feedback for future improvement.

The summary as follows;

- **22 Employees** out of 24 conducted the program 91%.
- **30 questions**, 27 allowed for rating between 1 = Dissatisfied, 2 = Neutral, 3 = Satisfied. The remaining were open for **Yes / No** answers and all questions were open for comment.
- **71% Satisfaction** of entire workforce.
- The satisfaction ranged individually from **32% to 96%**

Further detailed content on the outcomes, please refer to section 4 – “Building the Plan” of this document.

1.5. Assumptions

With recent impacts of a Global pandemic touching all levels of commerce the major impacts to Cue are;

- Increased demand/ occupancy through visitation to the Tourist Park and Visitor Information Centre. Compared to prior years the shoulder and low season has seen very high visitation. Regional domestic travel is set to continue as holidaying alternatives to National and International.
- As a half way stopping point to Karajini National Park, surrounding towns of Laverton, Leinster, Wiluna, Mount Magnet, Meekatharra are also experiencing similar uplift.
- Labour shortage continues against the mining groups, specifically as the town grows, staffing accommodation will be vital.
- Supply chain and development cost escalation. All works and infrastructure planning through quantity surveyors has escalation values of +7% ++ compounding annually.
- Proposed Lithium Mining development with an estimated construction workforce of 1,000 and operations workforce of 500. Contributing to local business, contractors and spin-off destination recognition.

Council has had to make assumptions about what is likely to impact on the workforce over the next 10 years. These assumptions include:

- Population – the Shire's population will sustain its current position, however preparation for additional workers will always remain in the planning.
- Business as usual – services and service levels will remain at similar levels unless otherwise identified
- Finances – there will be wage price indexation of 3 per cent per annum
- External funding – external funding/ grants will continue as part of the stimulus post Covid. A focus on achieving maximum opportunities will be maintained.

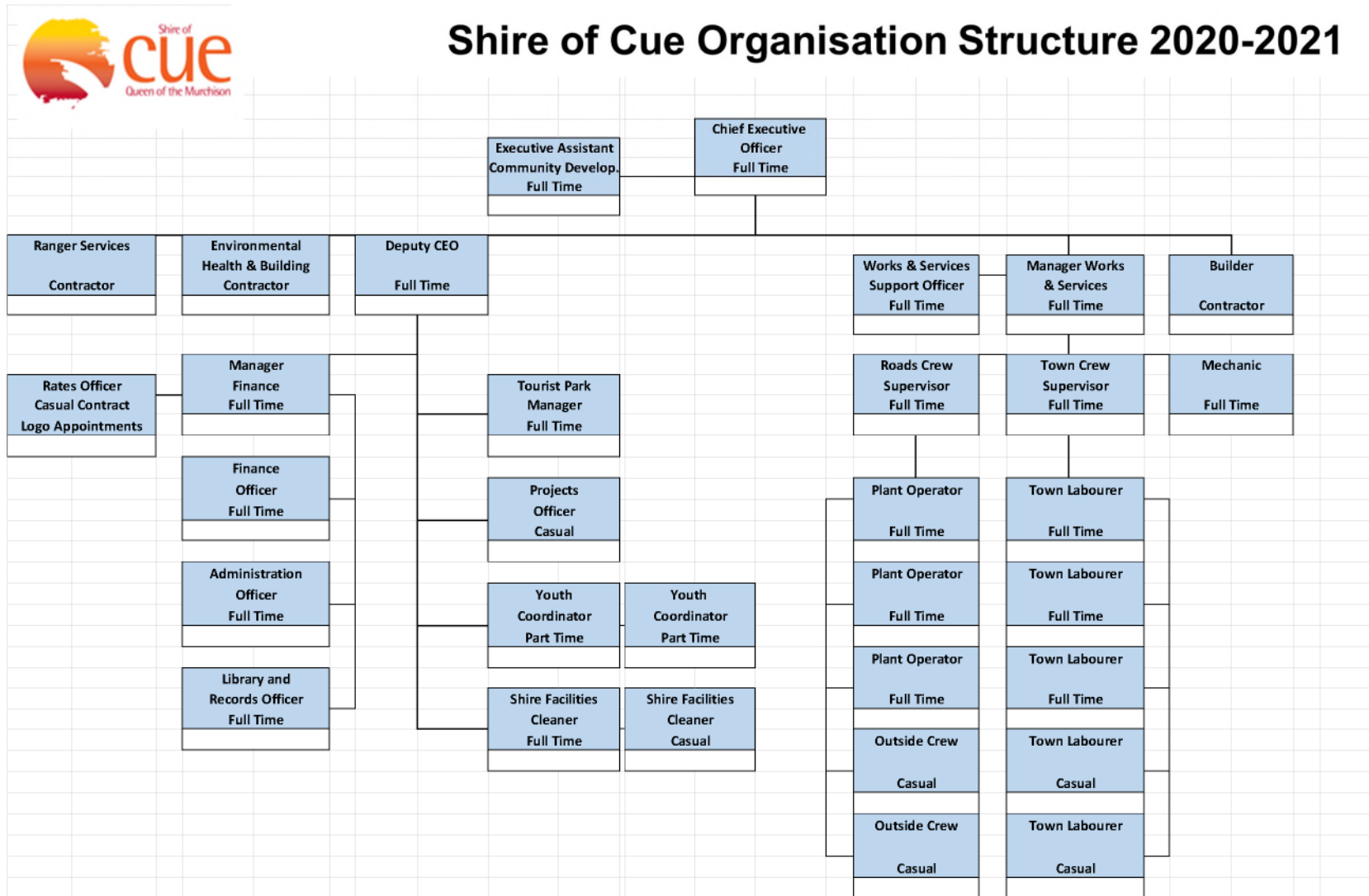
2. OUR WORK ENVIRONMENT

The Shire of Cue employs 24 staff members, including full-time, part-time, fixed-term and casual employees. This is made up of 4 Management, 5 Administration (inc. Cleaner) who maintain the day-to-day operations of the Shire and provide advice to elected members, 6 town crew, 6 road crew, 2 tourist park and 2 youth coordinators.

As at 30 June 2021, the Shire of Cue's workforce demographics show:

- Of the 24 staff, 19 are full time, 3 casual & 2 part time.
- 16 of the employees are male (64%), 9 are female (34%)
- The average age for all Shire staff is 46 years.
- 46% of the workforce is over the age of 50 years.

Figure 2-1 Council's organisational structure



2.1. Council's service delivery

The Shire of Cue has a range of roles and responsibilities that it undertakes from maintaining and improving local infrastructure, to the provision of recreational facilities, building, planning, health and administration services, and community development. The Council's decisions are carried out by the Shire's administration and outside work team, led by the Chief Executive Officer. Council currently provides the following services:

Governance

- Administration and operations, facilities and services to members of Council, compliance
- Assisting elected members and ratepayers on matters not specific to Council services

Funds

- Rates, other revenue sources, general purpose government grants and interest revenue

Law, Order, Public Safety

- Supervision of various local laws, fire prevention, emergency services, lighting and animal control

Health

- Food quality, support of community health, waste water control, noise control, and pest control, vermin control

Education and Welfare

- Support for Community Resource Centre

Housing

- Maintenance of staff and rental housing

Community Amenities

- Rubbish collection services, operation of refuse disposal sites, administration of town planning scheme, maintenance of the cemetery, maintenance of public convenience and town water drainage, community bus, street scape, noxious weed control

Recreation and Culture

- Maintenance of hall, recreation centres, various reserves and library service

Transport

- Construction and maintenance of streets, roads, bridges, depot and airstrip, cleaning and lighting of streets

Economic Services

- Provision of tourism facilities including maintaining heritage sites, regional and local area promotion, building control, caravan park, contracted services, co-ordination of economic activity

Property and Other Services

- Private works operations, plant repairs and operations

3. LOOKING TO THE FUTURE

It is widely acknowledged the national and international workforce is changing. Changes in the national and state demographic profile, a burgeoning mining sector, skills shortages, emerging technology and international economic uncertainty make workforce planning in the current environment more challenging than it has been for several decades.

3.1. EXTERNAL INFLUENCES

External influences that will have a **major** impact on Council include:

WORKFORCE SUPPLY

An aging workforce – a large number of ‘baby boomers’ are nearing retirement. *Australia to 2050* notes that the proportion of people aged 65 and over will increase from 13% to 20% of the population at the same time as those of working age will decrease from 67% to 60% of the total population.¹

The result of this is that more of the workforce (particularly executive and senior level employees) will retire, taking with them experience, corporate and technical knowledge and expertise. Older employees may elect to move increasingly to part-time employment and a phased retirement. An older workforce may lead to more health and wellbeing issues and increased use of sick leave. Aged care services may experience higher demands due to aged population growth.

Skill shortages – Skill shortages across Australia continue to be a problem in a number of fields for local government. Located in the state most heavily impacted by the resource and energy sectors, Councils have, and are likely to continue facing greater difficulties in sourcing and securing the long term service of candidates with engineering and technical fields in particular.

From 2016 onwards, it is expected that there will be a larger number of people exiting the labour market than those entering it. This future gap is not limited to Western Australia, and extends beyond the state and national levels to some parts of the international workforce, impacting the availability of skilled migrants.

- The following are professional areas of known and forecast skill shortages expected to impact on typical Council services:
- Engineering and civil construction
- Planning and building
- Environmental health
- Finance
- Surveying
- Environmental services.

The impacts on Council will include having less qualified staff filling essential roles or greater use of external consultants, which will impact the risk profile. More detailed recruitment and retention strategies will be required, which means that recruiting costs will increase. Market salaries will rise and in this context organisational relativity will need to be maintained.

¹ Commonwealth of Australia, *Australia to 2050: Future Challenges*, 2010

Strategies will be needed to cover longer term vacancies, including outsourcing. In some instances, service level reviews and demand management will be required, where practical.

RECRUITMENT, RETENTION, WORKFORCE STRUCTURE

Trend to part-time work - The 2011 Census identified a trend away from full-time to part-time employment. As the population ages, it is expected that this trend will continue as older employees seek to reduce their hours prior to retirement. The impact of this will be that flexible employment options will be needed. Systems and processes will need to allow for different employment types in the workforce and asset and technology access will need to increase for a larger workforce.

Globalisation – Society is changing and we are more connected to the rest of the world than ever before. Global issues such as climate change and environmental sustainability are changing the way we have traditionally delivered services and created new compliance requirements. Technological change has advanced to a point where we are continuously connected with our work customers and colleagues, with few if any physical boundaries.

The impacts of this are that new technologies require new skills and expectations on availability and access to staff will need to change. Technology will enable staff to work remotely which will see increased customer expectations for 24/7 service, placing pressure on traditional work hours, conditions and ‘work-life’ balance.

Smaller workforces like the shire of Cue tend to find the physical attendance in workplace far more valuable to operations.

Market competition – Growth in the resource and energy sectors is creating competition for some skills types and having a ‘knock on’ effect on others as workers change careers, attracted by higher wages and work shifts.

The impacts of this are possible increased difficulty to fill essential roles, therefore competitive recruitment and retention strategies will be increasingly required. And as above recruitment costs will increase and salary expectations will increase.

Regional and remote local government organisations have additional challenges around recruitment associated with geographic location, size of towns and limited services, which can impact the ability to recruit a high quality workforce.

Image and reform – The image of local government means it is not often seen as a first choice career path. It is often regarded as a lower paying sector with fewer career pathways and opportunities. The state government has in recent years embarked on a review of the structure and form of local government in Western Australia resulting in the Metropolitan Review and various Regional Transition Groups looking into possible amalgamation. Other states have changed the size and shape of local government through amalgamation and other reforms, changing the make-up and structure of the workforce. This reform agenda has likely impacted on and will be expected to further impact on the perceived attractiveness of local government and hinder recruitment and retention while uncertainty remains in the sector.

Legislative change – Federal and state government reform agendas have placed increased compliance requirements on local government as well as a need to deliver a broader range of services. Political change is difficult to forecast as it is dependent on the program of the government of the day. However, we know from past experience that legislative change has been a constant over the past few decades, shaping and reshaping local government and local government services and processes. The Integrated Planning and Reporting Process

is a case in point as it places emphasis on community engagement, strategic planning, monitoring and reporting processes.

The impacts of this are that new skill requirements have been introduced which means more training and investment is required to equip staff.

3.2. INTERNAL INFLUENCES

In discussions and through the staff survey, Council staff identified a number of issues or risks that may impact on staffing over the five years of the Workforce Plan, and over the following six years of the Strategic Community Plan, Asset Management Plan and Long Term Financial Plan. These included:

- **Resource constraints**
 - Limited training and development flexibility
 - Limited funding
 - Staff accommodation requirements and costs
 - Inadequate office spaces
- **Personnel**
 - Attraction and recruitment process
 - Management and retention process
 - Time, deadline and workload challenges
 - Aligning personal and Shire interests
 - Mental health support
- **Pay parity**
 - Incentives for working in a remote location
 - Risk that the Shire may increasingly become uncompetitive with the broader mining sector.
- **Service Delivery and technology**
 - Continuous improvement in tools to deliver tasks
 - Planning & scheduling of works to build even distribution of workflows.
 - New technology which would help to make service delivery more efficient, particularly in how the Shire communicates with residents
- **Increasing compliance**
 - Health and safety, including safe work ethics and providing cooling and heating
 - Need for consideration of additional training and workforce expansion

Demographics also impact a Council's services and therefore its workforce requirements.

4. BUILDING THE PLAN

In developing the Workforce Plan 2021 - 2026, Council contracted the expertise of a third party consultant to conduct private one on one interviews with every employee. The survey questions were provided with all recordings and ratings being documented anonymously.

The questions provided an opportunity to rate the shire on its workplace environment, management and structure, along with open comments to back the selected rating and provide feedback for future improvement.

4.1. THE SUMMARY OF OUTCOMES

- **22 Employees** out of 24 conducted the program 91%.
- **30 questions**, 27 allowed for rating between 1 = Dissatisfied, 2 = Neutral, 3 = Satisfied. The remaining were open for **Yes / No** answers and all questions were open for comment.
- **71% Satisfaction** of entire workforce.
- The satisfaction ranged individually from **32% to 96%**

Table 4-1 Staff satisfaction with their role

GROUP SURVEY	VOLUME	%
Management	3	91%
Administration (inc Youth)	5	67%
Road Crew	5	71%
Town Crew (inc Tourist Pk)	6	64%
MALE	13	70%
FEMALE	8	63%
Tenure up to 1 Year	6	60%
Tenure 1 – 2 Years	4	70%
Tenure 2 – 4 Years	6	74%
Tenure 4 years plus	5	78%
Aged 20-29	5	53%
Aged 30-39	2	61%
Aged 40-49	6	76%
Aged 50-59	4	81%
Aged 60+	5	63%

Interpreting this information, we can clearly identify that 76% of the workforce are 70% satisfied.

- The longer you have worked in the Shire the more likely you are to be satisfied.
- The older you are the more likely you are to be satisfied.
- Female employees are 7% less satisfied than Male.

With a healthy satisfaction survey result above 80%, this leaves a small gap of 10% on the outcome of the workforce survey just completed.

4.2. Key Areas contributing to the lower scores

1. **Training** conducted in the last year

It could be assumed that this result has an impact from of Covid restrictions.

Interestingly a majority of those who have conducted training are in the highest risk jobs of Road Crew. A number of employees not in Road Crew did identify that they would be very interested and had on occasions requested training.

2. **KPI's** (Key Performance Indicators)

A large majority of staff do not have KPI's. The Road Crew were consistent with their KPI ratios and accepting them as achievable. This result is no crucial concern and does not pose any risk. However it is a good measure of productivity and can be linked to rewarding performance.

3. **Recognition & Rewarding**

The recognition and rewarding of performance does differ between departments and for some employees the interpretation of recognition and rewarding greatly varies. In the Town & Road crews recognised regular practices from the Manager of Works. Early finishes after a hard hot day and hospitality (Cool refreshments) at the shed was recognised as a reward.

- **Comments noted;**

Monetary. Retention bonuses. Room for improvement. Need more of this. Friday Afternoon drinks occasionally are well received. Don't see it happening very often. Comes & goes. Paid well. Remuneration Package is good. Friday drinks occasionally. JC gave feedback. End of year parties. Works Manager appraises.

4. **Communications** around the Shires general or strategic plans

This was the lowest performing survey question. At the same time however, communication in the workplace around the job specifically rated a high 81%.

- **Comments noted;**

We plod along with only daily plans and some weekly plans, nothing else. Mainly find out through hearsay. Monday Meeting no outcomes, structure, minutes or agenda. Monday Meetings - very good updates on projects. Toolbox Meetings are only twice a year. Needs to be more often. Seems to miss getting from top to the workers.

5. **Structure** of the business positions

Through the eyes of employees aligning to the organisational structure from CEO through. The feedback comments were predominantly based around structure of administration through to CEO's. The need for an intermediary or senior position that staff are able to communicate openly with, sharing grievance, needs, personnel support, industrial relations and other workforce impacts. It was identified on a number of occasions that a large number of employees are suffering from Mental Health issues and have restricted support.

On reviewing the above 5-key gap areas, the predominant categories of Training, KPI's, Recognition & Rewarding, Communication & Structure, provide support for the position of a

suitably trained and experienced individual that can provide a centralised Human Resources service (Personnel Manager).

4.3. OTHER LEARNINGS FROM THE WORKFORCE SURVEY

Questions

6. Why did you select Shire of Cue as an Employer?

Whilst there are a range of reasoning behind the decisions to select Shire of Cue as your employer, the most common theme was safety and security whilst working for local government. Local residents generally looking for a job, the opportunity for full time engagement holds a high value.

A range of employers were negotiated into the Shire from local contractors and surrounding businesses.

- **Comments noted;**

Local Job, Needed a Job, Needed change, Needed experience & reputation. Initially a Contractor. Father & Family work for shire. Needed a fulltime local job. Partner got posted to Cue. Job until retirement.

7. How was your on boarding to the position once employed?

Whilst a variety of answers lead to perhaps a need for some structured on-boarding procedures, there was a common thread where most employees just continued on and learnt as they went. Noting that the support from others was always available when asked.

- **Comments noted;**

Thrown in deep end. All good I know the area. Given little direction. Paperwork training needed. Supervisor & team very good. No intro to the councillors. Hit the ground running. Interview process good. Housing issue with local town bully. Culture issue with locals has negative impact. Had half a day with someone. Induction on each machine was good. Worked alongside buddy. Induction was simply read this & away you go. A new role that no one knew what they wanted. Very casual with no Interview. Always room for improvement.

8. Training conducted?

A vast majority of the training has been completed in the Road Crew and this aligns with the level of risk to the roles in this workforce. Airport procedure training was noted for appropriate level of management. There are a number of employees that would like to participate in additional training to improve themselves and their deliverables.

- **Comments noted;**

Was my own mentor. Learn from my mistakes. Could be alot better. Need chemical handling & Machinery training. Safety. First Aid Cert. Good training in side-tipper & large-loaders. No Manuals. Have regular mentoring. I trained myself in the role and for the new employee too. Received support from others. I'm pushed for training. Never worried about asking for help, just got on and did it.

Training Completed

Conferences x 5. Airport x 3. Radio License. ARO x 2. Traffic Course. Traffic Management x 3, White Card. Traffic Control x 2. WTM. HR & HC licenses x 2. Over 10 courses. Manual Handling x 2. TAFE x 3. EWP Ticket. Chemical handling. Leadership.

9. Personal Development

This consists of activities that develop a person's capabilities and potential, build human capital, facilitate employability and enhance quality of life.

- **Comments noted;**

Would like OH&S. Safe chemical handling. Would like forklift, water truck, traffic management. Management training. Requests for First Aid training x 3. Job Description. Supervisory promotion. Leadership skills. Computational advancement. Project Management Course. My new job is a new lease of life.

10. Culture

This consists of activities that develop a person's capabilities and potential, build human capital, facilitate employability and enhance quality of life.

- **Comments noted;**

State of yard & equipment is poor and contributes to culture. Maintenance & Cleanliness lacking. Not Roadworthy & Compliance. Beacons missing from truck. Response on request for vehicle issues = "tell someone who cares". Gap between inside & outside staff is too big. Not the best, but not bad. We are only numbers. Needs not much more. Very suitable. A few good people in the team hold the place up. General Lack of morale. Delay & pause in activity/ action/ priorities. Need to bring to together. More open communication between the Admin & Outside staff. "the whitehouse". Safety & efficiency. See employees as people, but not a cog in the wheel. Like the Management to be more even, not balanced in decisions/ rules.

11. Structure - Are there any positions that we should consider having?

This follows on from the assessment of Structure reviewing "Managers, Supervisors, Staff Numbers".

- **Comments noted;**

Mines officer, Electrician, Laurence has fixed the gap. Receptionist/ cleaner @ caravan park. Procurement officer. HR. Governance. Senior Administrator. HR. Additional Finance. Procurement. WH&S Officer. First Aiders trained & identified. OH&S officer. Procurement. Middle layer of structure between CEO's & all others. Middle management. OH&S/ HR. Mental Health. HR/ IR/ OSH. Manager/ Supervisor operations of Depot. WPH&S, Committee. Purchasing. HR, WPOSH Committee.

12. GENERAL - Are there any areas in your department that are not working, need fixing, change?

This opportunity was to open the flood gates and see what comes through to review.

- **Comments noted;**

Supervisor Planning Efficiencies/ Cross training. Equipment & Machinery quality. Upgrade of equipment. Better Commercial Karcher Blower. Efficiencies effected by second grade ineffective old equipment. Purchasing methods. Equipment replacing/ fixing. Push mowers. Ramps for utes. Succession Plan. More organisation. Time Management. Tasks left too late. Machinery. General Hygiene & machinery tidiness. Some equipment is outdated. Aging fleet. Asset Management Register/ Plan. OH&S, Majority of Fleet. Smoko area designated. Job Description defined. Equipment in grounds/ gardens. Doesn't work or doesn't work efficiently. Causes extra work hours. Tail lift on 1 of the town crew vehicles or ramp.

13. **GENERAL - Any areas of opportunity in general that the Shire overlooks or should be capturing?**

This opportunity was for employees to provide any thoughts within or beyond the workforce.

- **Comments noted;**

Refuse Site (User Pays). Stock Management. 9-day Fortnight to support the location to Shopping and other services. Purchasing & stock management. 9-day fortnight. Get things fixed & working appropriately. Compliant & safety. Beth is underutilised. Tracy is perfect for Community engagement. Too many jobs at once, not timeline & planned. Toolbox meetings for entire workforce (Monthly). 9-day fortnight. Smoking Policy. Should lead the community more in arts connectivity. 9-Day fortnight. Designated wash down bay for caravans/ RV's. Licensing of vehicles should be back in the hands of shire.

4.4. RECOMMENDATIONS FROM HERE

The whole workforce has a balance of satisfaction and dissatisfaction across each department. With specific notes of interest in each.

- **TOURIST PARK**

The operators are working at capacity and looking forward to their new accommodation. The ability to maintain 5-hrs a day across 7-days a week does not seem to be manageable, either due to the higher level of domestic tourists and/ or their capacity to manage the park independently. For note, similar caravan parks of size do have a cleaner for public areas and cabins, plus back up reception for 2-days a week.

- **YOUTH COORDINATOR**

Whilst only meeting one (1) Youth Coordinator (administration), it was identified that the second coordinator (operations), requires further training and development to improve fundamentals that will therefore strengthen safety and deliverables. The opportunity to provide an elevation to seniority for one (1) coordinator to provide guidance may be an option.

- **ADMINISTRATION**

The team feel they all work well with each other, are self-guided supporting shifts with flexibility. They are keen for direction and leadership which may be available within the team. Their efficiencies are reduced due to the lack of allocation of responsibilities. This will also provide a reporting line for Library, Reception and Tourist Park support.

A senior administration employee would most likely be available within the team. Under similar structures the PA to the CEO could be considered for this role and delegate duties, responsibilities and timelines.

- **HUMAN RESOURCES (Personnel Manager)**

This role is the strategic approach to the effective and efficient management of people in the workforce that also helps gain a competitive advantage in operations whilst building the profile of an “employer of choice”. This role would also take control of the OSH (Occupational Safety & Health) workplace committee, coordination of in-house & external training, reward & recognition, mental health, industrial relations. The benefits are to the whole workforce. Whilst this may be compacted to 20-25hrs a week, the additional hours could be provided as support to Administration/ Library/ Tourist Park.

- **ROAD CREW**

Currently are the highest skill/trained employees dealing with heavy duty equipment. The majority of feedback advises there are issues with quality of equipment and potentially some safety concerns. Equipment maintenance is only delayed due to supply chain management. Advice on staffing numbers has been advised as suitable at this stage.

- **TOWN CREW**

Have identified concerns with leadership and direction from immediate reporting line. The equipment concerns relate to effecting poor operations and efficiencies. The heavy lifting of lawn mowers seems to be a risk and may require a ramp added to the vehicles.

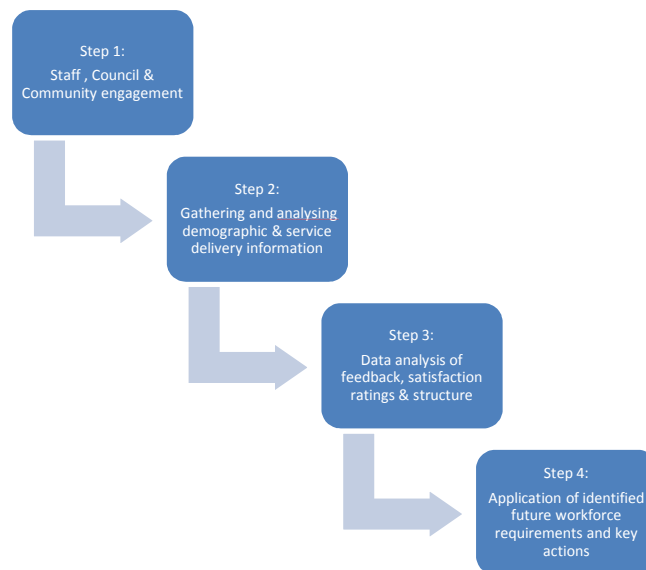
- **PROCUREMENT**

There is a common theme around the benefits of adding procurement to an existing high performer or new role for an experienced individual. The supporting relevance relates to the following;

- current delays in supply chains causing down time on equipment & vehicles
- required stock par levels and re-order points
- receipt, storage and distribution controls
- supply negotiations and quotation systems
- purchase order management through to budget alignment

Summary Statement;

The following approach was taken to develop this plan.



From the outset there was a clear ambition, to seek raw feedback from the Workforce to open up the future opportunities moving forward as seen from their lens. This would require a deep dive into the view of their workplace, efficiencies, operational challenges, fundamental human resources and satisfaction.

The observations and responses provided clear structural opportunities that would build significant improvement to the workforce through (a) personnel support, (b) workplace efficiencies & safety and (c) communications.

Whilst the community services remain predominantly as they are, there are some advancements in planning the development of commercial spaces, improved town infrastructure and appeal as a destination to support new workforce, travelers and families.

Until the roll out of any significant changes or new mining opportunities, the workforce numbers are stable and would only require mild adjustments to approximately three (3) positions, be they internal restructure or new personnel for the forthcoming year will be dependent on skills and experience.

A strategic approach to accommodating the workforce has been in the shires focus and remains there moving forward. The speed of acquisitions or new builds will continue to link to the growth of the workforce requirements.

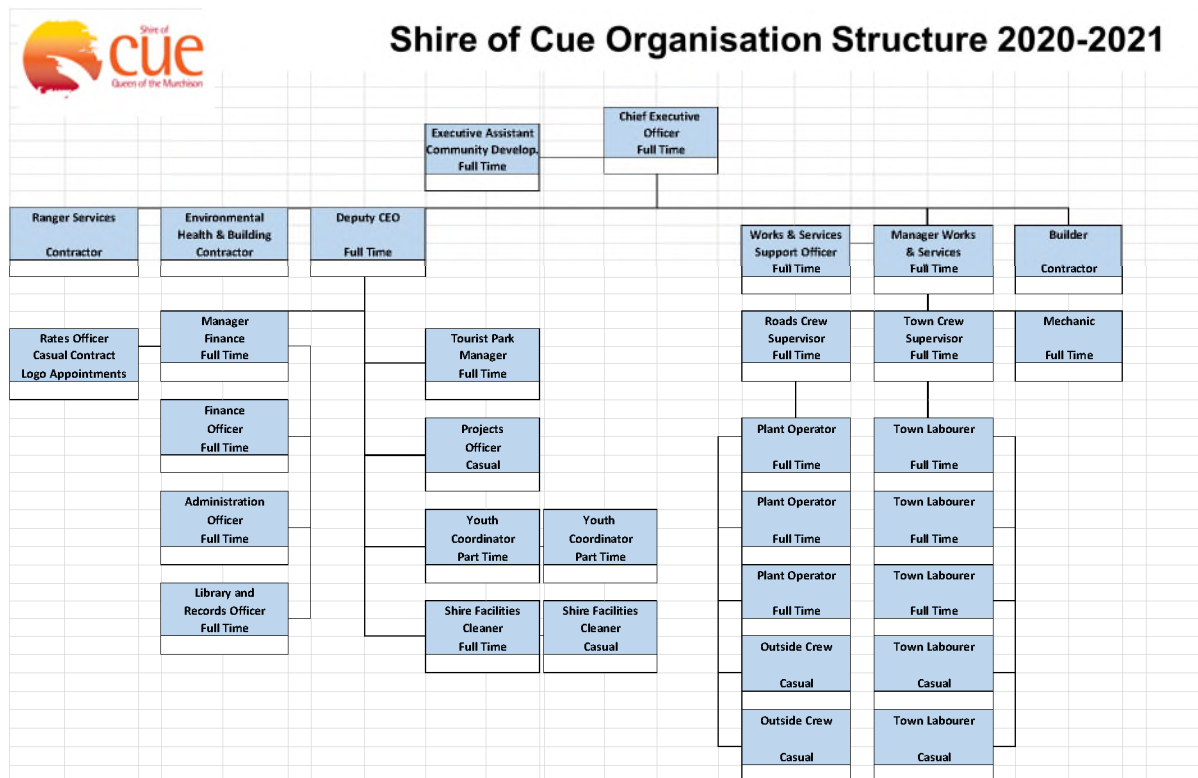
The workforce survey and feedback further strengthens the need for the strategic approach in managing personnel to build brand for the shire as an “Employer of Choice” rather than convenience.

Remaining focused on these key outcomes will shape a healthy workforce with retention by choice, careers by performance advancement and sustainability through safe, sound practices.

Key Outcomes;

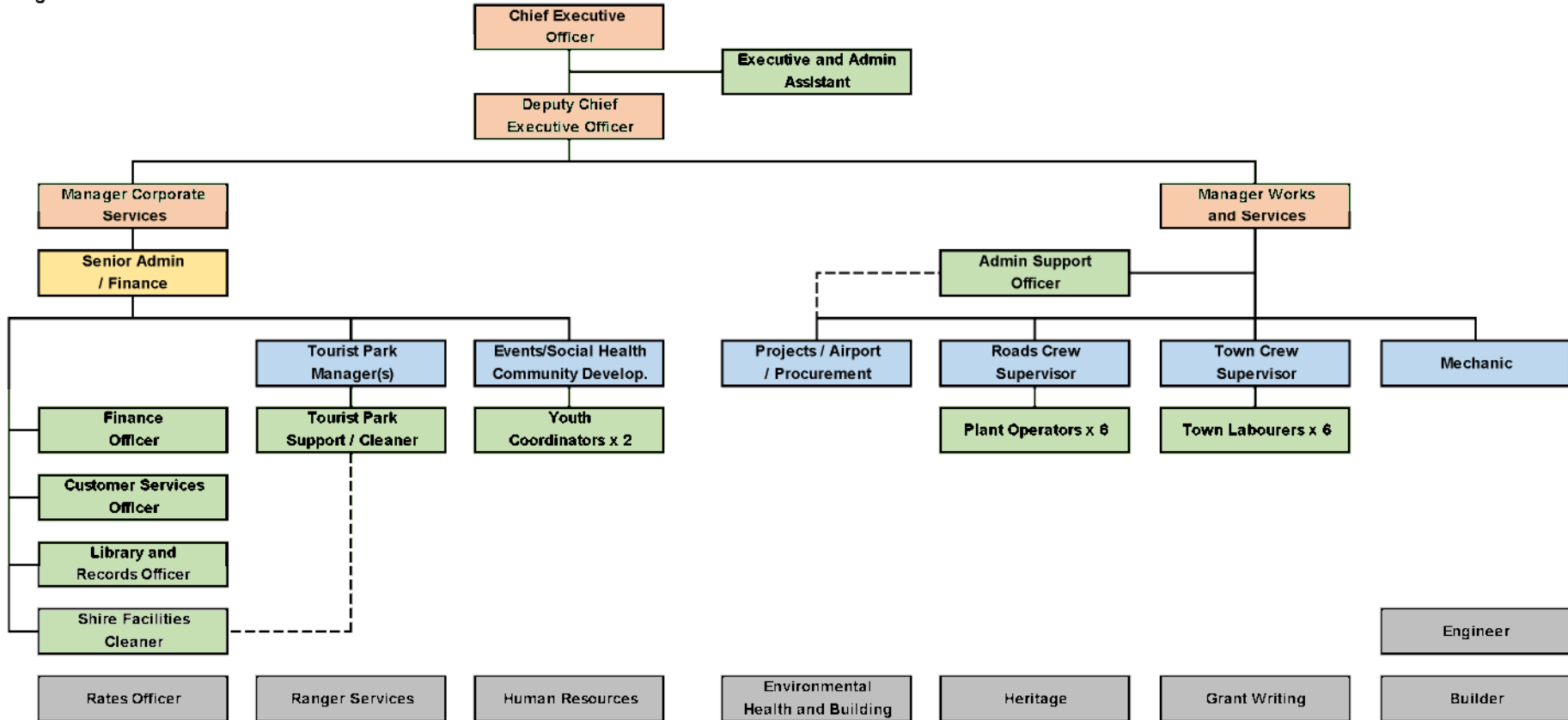
1. ADMINISTRATION – structure to reset responsibility, communication, efficiencies.
2. HUMAN RESOURCES – to drive Communications, Culture, OSH, IR, Training & Recognition, “Employer of choice”.
3. PROCUREMENT – to deliver required tools, to do the job at the appropriate time & price.
4. KPI’s – to clearly link performance & opportunities for rewarding achievements.

ORG CHART CURRENT





Organisation Structure 2022-2026



5. STRATEGIC RISKS

There are a number of strategic risks that have direct workforce implications, which the Shire of Cue will incorporate in their risk management planning.

Table 5-1 Risks to workforce planning

Risk Context	Risk
People (capacity/capability)	Failure to maintain and capitalise on Shire of Cue's existing staff capacity and capabilities
Staff attraction and retention	Failure of Shire of Cue to attract and retain staff
Use of existing systems	Failure of Shire of Cue to provide guidance and oversee consistent use of existing systems
Competitive labour market	Failure of Shire of Cue to consider and manage implications of competitive labour market, particularly relating to outside staff.

The ongoing management of these risks will be considered as part of measuring performance against the workforce plan.

6. SHIRE OF CUE STRATEGIC COMMUNITY PLAN VISION

The Strategic Community Plan Vision provides context for workforce planning.

“The Shire of Cue – Queen of the Murchison, will be a place that is liveable for residents, profitable for local enterprises and welcoming and accessible for visitors”

The Shire of Cue's Council vision that was in the adopted *Strategic Plan 2017 – 2027* is: “The Shire of Cue – Queen of the Murchison, will be a place that is liveable for residents, profitable for local enterprises and welcoming and accessible for visitors.”

The Shire's vision complements the community's vision developed for the Strategic Community Plan.

The Strategic Community Plan sets out a number of Goals which have been considered in the context of developing the workforce plan:

- We want to be able to spend our money locally and encourage others to do the same
- Utilise the land available in the area for a range of new businesses to be self-sustaining
- Transparent decision-making is important to us
- We want to strengthen our community's position for the future
- We need good services to support our development as a Shire
- We want to be an inclusive community
- Sustainability and protection of our resources is important to the future of the area
- We want to make the most of our environment

In order to respond to the issues and goals outlined above and in the Strategic Community Plan and Corporate Business Plan, it is anticipated that the Shire of Cue's workforce will need to change in the next 10 years, as follows:

Table 6-1 Changes to council services

Council Service	Community Priority
Governance	
<ul style="list-style-type: none"> Administration and operations, facilities and services to members of Council, compliance 	-
<ul style="list-style-type: none"> Assisting elected members and ratepayers on matters not specific to Council services 	-
Funds	
<ul style="list-style-type: none"> Rates, other revenue sources, general purpose government grants and interest revenue 	-
Law, Order, Public Safety	
<ul style="list-style-type: none"> Supervision of various local laws, fire prevention, emergency services, lighting and animal control 	-
Health	
<ul style="list-style-type: none"> Food quality, support of community health, waste water control, noise control, and pest control, vermin control 	-
Education and Welfare	
<ul style="list-style-type: none"> Support for Community Resource Centre Support for Community / Youth programs 	↑↑
Housing	
<ul style="list-style-type: none"> Maintenance of staff and rental housing 	-
Community Amenities	
<ul style="list-style-type: none"> Rubbish collection services, operation of refuse disposal sites, administration of town planning scheme, maintenance of the cemetery, maintenance of public convenience and town water drainage, community bus, street scape, noxious weed control 	-
Recreation and Culture	
<ul style="list-style-type: none"> Maintenance of hall, recreation centres, various reserves and library service 	-
Transport	
<ul style="list-style-type: none"> Construction and maintenance of streets, roads, bridges, depot and airstrip, cleaning and lighting of streets 	↑↑
Economic Services	
<ul style="list-style-type: none"> Provision of tourism facilities including maintaining heritage sites, regional and local 	↑↑

Council Service	Community Priority
area promotion, building control, caravan park, contracted services, co-ordination of economic activity	
Property and Other Services	
<ul style="list-style-type: none"> Private works operations, plant repairs and operations, administration 	↑↑

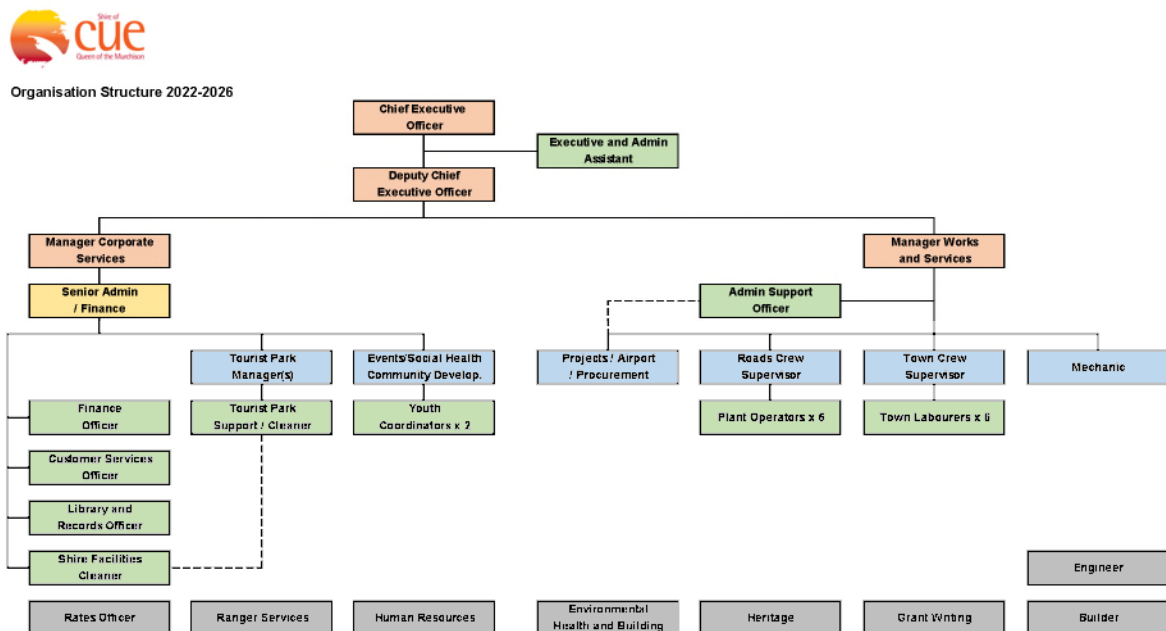
Key: ↑↑ indicates increased resourcing required

6.1 RESOURCING REQUIREMENTS

The emerging priority for the next five years which will require additional resourcing is economic development and community development. This is to respond to the goals and strategies in the strategic community plan associated with engagement with the local mining and other industry sectors, business development activity, tourism and heritage development, marketing and communications, housing, community inclusion, development of facilities and related compliance. The role of the Shire in responding to priorities will include as provider, partner, facilitator and advocate depending on the activity. Any direct service provision for economic development and community development activity will require an increase in Shire staffing. The additional activities required to be completed by the Shire indicate two additional staff members may be required.

Short-term and fixed-term contract staff may also be utilised to meet resource requirements associated with emerging priorities as required (see grey boxes in Fig 7-1).

Figure 6-1 Proposed new organisational structure



7. KEY FOCUS AREAS

In responding to expected changes in services and workforce demographics, actions to be taken under the workforce plan can be organised into three areas:

7.1. RECRUITMENT AND RETENTION

Attract and retain employees with right skills, and knowledge to achieve the goals and outcomes in the Strategic Community Plan.

Key Actions:

- Develop a targeted recruitment and retention strategy for economic development staff and outside staff
- Review remuneration for potential skill shortage positions
- On-going clarification of job design and role definition across the organisation as service requirements and priorities change

7.2. TRAINING AND DEVELOPMENT

Provide and promote learning and development opportunities for employees to enable them to meet the Shire's current and future business needs alongside their own personal development.

Key Actions:

- Use performance management systems to:
 - target training for skill gaps
 - encourage staff development, particularly associated with requirements for outside staff and computing/technology related
 - provide incentives as appropriate
 - implement management development measures

7.3. ORGANISATIONAL DEVELOPMENT

Efficient, effective and innovative Human Resource management practices ensuring the full employee journey is shown attention at each level.

Key Actions:

- Recruitment process to be detailed around, experience, personal fit and reference.
- Undertake employment reviews and process improvements from first week, first month, third month and then annually.
- Improve access to technology to improve efficiency associated with service delivery
- Ensure integration of the Workforce Plan with the AMP and LTFFP
- Improve structured staff communications and engagement, including between staff.

8. MEASURING OUR SUCCESS

Workforce planning can be measured in relation to two areas:

1. Achievement of the goals and outcomes in the Strategic Community Plan – being monitored through the Corporate Business Plan
2. Workforce and organisational performance indicators

8.1. ACHIEVEMENT OF THE ACTIONS IN THE WORKFORCE PLAN

Sections 4.2 & 4.3 above identify 13 outcomes from the workforce questionnaire. These results need to be focused with a priority of the top 5 (1 to 5) within the next 12-18 months and the remaining 8 outcomes reviewed quarterly and applied as appropriate to business.

Council is committed to monitoring progress towards achievement of the Strategic Community Plan. The Shire of Cue will regularly report back to the community through a progress report prepared every two years. If the Shire has its workforce balance right, then it will be able to deliver against those priorities in the Strategic Community Plan against which it has committed itself in the Corporate Business Plan.

Table 9-1 provides a broad framework to measure success against the outcomes in the Strategic Community Plan and Table 9-2 identifies performance targets directly associated with the Key Focus Areas.

Table 8-1 Key performance indicators

Focus Areas	Outcomes	Key Performance Indicators
Economic	<ul style="list-style-type: none"> • We can help grow the local economy • Showcasing our attractions increases the number of people visiting the area • Visitors stay longer in our community • Short-term employees can reside in the Shire • Increased customer spending and employment in the Shire 	<ul style="list-style-type: none"> • New business start ups • Business growth • Number of jobs in the Shire of cue per 100 resident workers • Increase in building approvals • Number of visitors to the shire
Leadership	<ul style="list-style-type: none"> • Community contribution to how local issues are managed • Effective communication on key decisions • A sustainable and progressive local government 	<ul style="list-style-type: none"> • Proportion of people who have trust and confidence in council • Proportion of people who felt confident that their say was taken into consideration

Focus Areas	Outcomes	Key Performance Indicators
Social	<ul style="list-style-type: none"> • Essential services help us to grow and prosper as a community • Increased growth and participation in our community • Our community can more easily access the range of services they need at the time they need them • Young people are active and contributing positively in our community • Stronger, inclusive communities across the Shire that define our identity 	<ul style="list-style-type: none"> • Growth in Shire of Cue population • Increase in building approvals • Residents satisfaction with Council services • Persons undertaking voluntary work for an organisation or group
Environment	<ul style="list-style-type: none"> • Protection of our resources to maintain and increase productivity • We recognise protect and uphold the value of our natural landscape and encourage visitors to do the same 	<ul style="list-style-type: none"> • Active management of Local Government natural areas of conservation value • Proportion of people who feel a sense of pride in their natural landscape

Table 8-2 Workforce and organisational performance indicators

Workforce Management Plan service levels and performance indicators					
Service	Nature of performance measure	Level of service	Performance measure process	Performance target	Current performance
Recruitment, retention and selection	Quantity Legislative compliance	Council's recruitment , retention and selection process are efficient, effective and comply with EEO legislation	Staff turnover Review against EEO requirements	20% 100%	
Training and development	Quantity Quality	Staff are inducted, well trained and receive appropriate professional development for their role	Induction and orientation signed off as completed Participant feedback survey In house training sessions	All Staff All Staff All Staff	
Remuneration and reward	Quantity	Annual pay and performance reviews are timely and effective	Calculation of length of time taken to complete annual review process	3 hours	
Policies and Procedures	Quality	Policies and procedures are consistent with relevant Acts	Review policies for consistency with legislation	100%	
Industrial relations Professional services	Quantity Quality	Industrial relations services minimise and manage grievances and disciplinary action	Feedback from management on service provided Number of disciplinary actions Number of grievances	Positive 0 0	
Workplace health and safety (WH&S)	Quantity Legislative compliance	Occupational health and safety systems comply with OSH Act	Review against WorkCover data Number of incidents	Nil	
Workers compensation and rehabilitation	Quantity	Injury management and rehabilitation services provided to minimise cost and impacts on the employee and the Shire	Review against WorkCover industry data	Industry benchmark	



Organisation Structure 2022-2026

