Shire of Morawa Workforce Plan

2022-2032

MORAWA
BREAKING NEW GROUND

Acknowledgment of Country

The Shire of Morawa acknowledges the traditional custodians, the Yamatji people, and recognises the contribution of Yamatji elders past, present and future, in working together for the future of Morawa.

Contents

A Message from the CEO

The Shire of Morawa (the Shire) and its workforce is and will always be committed to delivering positive outcomes for the benefit of the community.

The Shire's Strategic Workforce Plan (the Plan) is an essential component of the Department of Local Government's Integrated Planning and Reporting Framework developed to ensure that the Shire has the right people with the right skills to deliver on the Strategic Community and Corporate Business Plans, as well as deliver upon general operational objectives.

This Plan sets in place the framework that will help shape the organisation to ensure that it has the sustainable capability and capacity into the future to deliver on legislative, operational, and aspirational requirements. The risks and challenges highlighted are evident in daily business and are not unique to the Shire. Country WA provides a difficult backdrop against which to recruit, retain, and develop good people but the Shire remains committed to supporting its employees to deliver the best possible outcomes for the community. The actions and focus areas in this Plan are aimed at building a capable, agile, inclusive, engaged, and productive workforce utilizing cost effective and achievable changes.

As CEO I am committed to working towards achieving the initiatives identified in this plan. The key focus areas identified in this plan for the development of the Shire's workforce are:

- Grow Good Leaders
- Communicate Proactively and Positively
- Provide Structure and Systemisation
- Invest in Efficiency and Improvement
- Strengthen Culture and Trust

Addressing critical workforce issues is an ongoing process that needs to be continually explored and defined in line with the Shire's plans and community aspirations. The composition of the Shire's workforce may vary over time and many options will need to be considered to resource continuous improvement and strategic focus areas.

The Morawa community is clear in their desire for a liveable and inclusive community, and the Shire and its employees have an important role to play in achieving this.

Scott Wildgoose
Chief Executive Officer

Introduction

The Shire of Morawa is in the Mid-West region in Western Australia, 150kms east of Geraldton and 350kms northeast of Perth. It is home to approximately 758 people, employed predominantly in agriculture, government services, including health education and local government, and the resource sector. The Midwest Regions Gross Regional Product (GRP) is estimated at $7 billion supporting an estimated 23,939 jobs. Of those totals Morawa contributes around $74 million to the GRP (1.1%) and supports 291 jobs (1.2%).

Morawa shares Shire borders with several other Local Governments including Mullewa (part of Geraldton) to the north, Yalgoo to the east, Perenjori, and Three Springs to the south and Mingenew to the west. The town continues to provide services and support to its neighbours as a sub-regional centre with district hospital, high school, and agricultural college.

The Shire of Morawa expends approximately $6m each year maintaining and renewing over $74m of assets such as roads, sewerage, community buildings, and a certified aerodrome, as well as delivering critical community services such as a youth centre, swimming pool, caravan park, library, transport services, and community events.

As one of the only government service providers with an active community focussed presence in the town, outside of the school and hospital, the Shire of Morawa plays an intrinsic role in delivering core services, facilities, and opportunities for the community. The Shire's workforce is a key part of its service delivery with the Shire delivering most of its projects and services in-house to save contractor costs and provide a source of local employment.

This Strategic Workforce Plan 2022-2032 (the Plan) ensures the Shire meets its obligations in accordance with the WA Local Government Act 1995 by planning for the future and analysing its workforce against business-as-usual deliverables and strategic focus areas.

The Shire's current workforce plan 2018-2022 is coming to the end of its useful life and as such the Shire is looking to the future and aligning this Plan with the development of the new Strategic Community Plan 2022 – 2032.

An independent consultant was engaged to review the Shire's strategic documents, human resource processes, position descriptions, conduct a deep dive into the workforce given current labour market challenges, and run employee engagement surveys and workshops to gain a full understanding of the organisations capability and needs.

The Workforce Plan
(2022 – 2032) is broken down
into 5 key areas

1 **External Analysis:**
Workforce Impactors

2 **Internal Analysis:**
Organizational Overview
and Corporate Culture

3 **Strategic Drivers**

4 **Moving Forward:**
Focus Areas and Initiatives

5 **Measures of Success**

Kalbarri

Yalgoo

Mullewa

Geraldton

● **Morawa**

Port Denison

Mingenew

Perenjori

Wubin

Jurien Bay

Perth ●

Fremantle

Margaret River

1.

External Analysis:
Workforce Impactors

To adequately inform the Shire's workforce plan development an external impactors analysis was undertaken to identify impactors outside of the Shire's general sphere of control that impact on its ability to attract, retain, and utilize the right workforce mix. The key external impactors are highlighted to the right, with commentary around their impact on the Shire's workforce planning.

1 WALGA, The West Australian Local Government Directory 2012.

2 Australian Bureau of Statistics, 2011 Census Quick stats –Morawa (S) Code LGA55530 (LGA)

3 Australian Bureau of Statistics, 2011 Census Quick stats

Declining rural populations
Changes in farm management and the general difficulties encountered living rural as opposed to in metropolitan suburbs has created an Australia wide trend of declining rural populations. This is evident in Morawa, and state government predictions suggest the Morawa population may fall further, this has the flow on effect of reducing the local labour pool available to the Shire.

Resource Sector
Mining and other resource industries throughout the mid-west and WA have been increasing their operations over the last couple of years and new resource finds have been identified in the mid-west region. Growth in the resource sector always puts pressure on the labour market and wages, as the resource companies offer higher pay rates and benefits to attract employees. The growth in this sector in the mid-west poses a threat to the Shire retaining and attracting skilled employees.

Covid-19
The Covid-19 pandemic has had substantial labour market implications. The reduction in international and interstate migration has reduced the potential employee pool available to the Shire. Other significant economic impacts of Covid-19 are still playing out but are likely to have wage and labour market implications in the coming years.

Cost of Living
The pandemic, government stimulus, and other global factors are pushing up inflation and the cost of living across Australia but in country areas the impacts are being felt even more severely as freight and fuel costs exacerbate the inflationary impacts. This has the flow on effect of making remote employment and living less attractive.

Labour Market Trends
Holistically the Australian unemployment rate fell below 4% in March 2022 with WA's unemployment rate falling below 3% in April 2022, a 13-year low, the falling levels of unemployment suggest a general tightening of the labour market across the country. This puts increased pressure on remote areas like Morawa where staff attraction was already difficult during normal circumstances.

Youth Migration
Youth migration away from Morawa remains high with the existence of the District High School and Agricultural College seemingly only retaining young people whilst studying. As young people move away for higher education or to obtain jobs in other areas it drains the local talent pool and importantly reduces the level of casual or temporary labour available.

Housing Market
The Morawa housing market is tight with limited availability of affordable, liveable rentals. This increases the pressure on the Shire to accommodate workers in Shire housing and reduces the turnover of local talent.

2.

Internal Analysis:
Organisational Overview

The Shire's workforce operates against an inherently challenging backdrop characterised by significant regulatory obligations, poor contractor availability, extreme weather conditions, long travel distances, high community expectations, and ageing infrastructure and assets.

Like many local governments, the Shire of Morawa has been affected by significant reductions in government grants and subsidies, alongside increases in operational costs such as asset maintenance, renewals, insurance and power costs.

In general, as a sector, local government faces many challenges as it has limited influence over State and National decisions, depends largely on external grant funding and is governed by external regulations and legislation. The Local Government sector in WA has seen an increase in regulatory and compliance demands over the last decade leading to an increased administrative burden upon the Shire and its employees.

For the Shire of Morawa, Asset management is predicted to remain a key organizational and workforce consideration in the coming years. The Shire maintains **195km of sealed roads and 850 km of unsealed road, more than 50 building assets valued at over $20m**, over 1,800 hectares or reserves, a 50m pool and a variety of other community assets and services. The town's sewerage system is owned and operated by Shire of Morawa, assisting in the maintenance of green parks and reserves, through effective reuse and recovery systems.

The Shire's current organizational structure focusses on lean operations with a business-as-usual operational focus. **Annual employee costs are close to $3m per annum** made up of salaries and wages, superannuation, training, PPE staff housing costs, and other direct costs associated the workforce. The significant budget amount is to be expected given the Shire relies heavily on its own workforce to complete business as usual tasks and a significant proportion of the Shire's workforce occupy Shire housing. Outsourcing work is generally not an option and whilst some tasks can utilize technology or specialized equipment, most of the Shire's outputs require a physical input. Each employee often undertakes multiple roles and functions to keep the organisation functioning.

195km of sealed roads

More than **50** building assets valued at over **$20m**

Almost **$3m** in annual employee costs per annum.

As at March 2022, the **Shire's workforce consists of 32 people:**

15 are female   **17** are male

23 are full-time   **9** are under casual employment arrangements

The average years of service is **4.6** years

9 started their employment in the financial year 2019/2020

The longest serving employees have been with the Shire for over **20** years
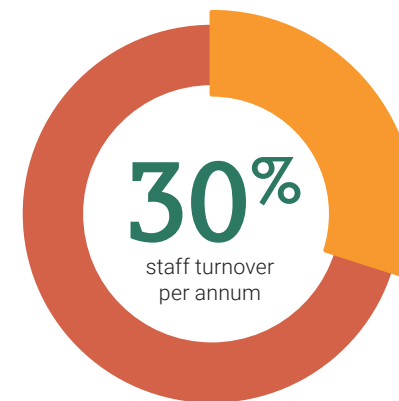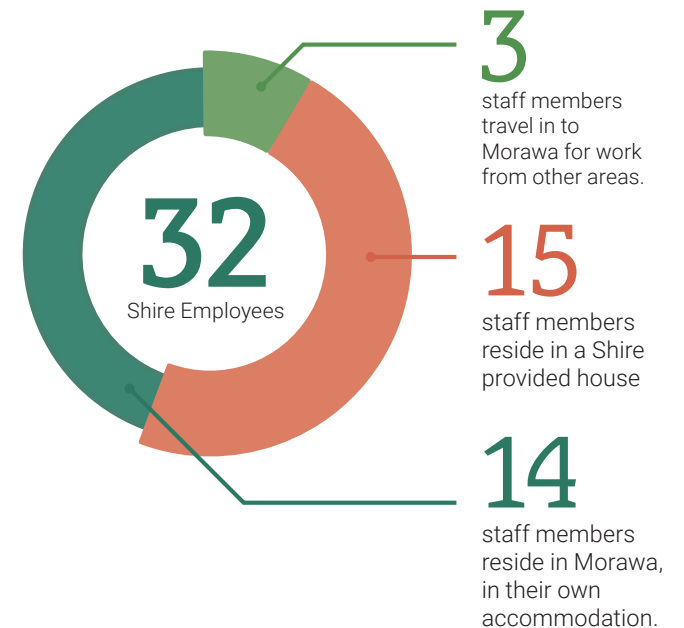
Approx. **6** employees hold a degree level qualification; about the same as the number of employees who hold no formal qualifications.

On average employee turnover sits around 30% per annum. The high turnover primarily occurs in the administrative areas. Around 47% of staff (15) reside in a Shire provided house based on their employment arrangement with the Shire. Three employees travel in to Morawa for work from other areas.

One of the key challenges facing the Shire is that on average most positions advertised only attract a limited number of applicants (Av. 2-4). This makes recruiting the right organizational fit, establishing an appropriate workforce culture, and driving performance improvement difficult. The flow-on effect of this is that the Shire spends time training employees into roles that they aren't necessarily experienced, qualified, or skilled to perform.

The Shire encounters significant hurdles as it endeavours to build and sustain the organisational capability needed to meet regulatory obligations and community expectations. The combined effects of turnover and difficulty in attracting people to work for the Shire typically results in adverse impacts on engagement, productivity, and culture due to consistently operating below a full complement, appointing people to roles in advance of them attaining requisite capability, and loss of knowledge and/or inhibited knowledge transfer.

32 Shire Employees

3 staff members travel in to Morawa for work from other areas.

15 staff members reside in a Shire provided house

14 staff members reside in Morawa, in their own accommodation.

30% staff turnover per annum

2.

Internal Analysis:

Corporate Culture

In 2018 the Shire established a set of organisational values to govern how it would operate, these were:

- Innovative and creative;
- Collaborative through partnerships;
- Open and accountable
- Strong leadership, governed by informed decisions; and
- Listen, communicate and respond.

Whilst these values resonate well with the senior management team and Council they were not readily known or implementable throughout the organisation. As such in 2021 the CEO introduced foundational workforce values to govern how all employees at the Shire would operate.

The foundational values were that "We will demonstrate C.A.R.E (Commitment, Attitude, Respect, Excellence) in all we do".

With a set of clear corporate values and underlying foundational workforce values the Shire has the fundamentals of a strong organisational culture.

A recent employee satisfaction survey was performed in January 2022, followed by an employee workshop in March 2022, to identify issues, challenges, opportunities and highlights within the Shire as seen by the workforce. The consistency and frankness of the replies, gives confidence that this is a reasonably accurate reflection of the sentiments of the Shire's workforce.

Most Shire of Morawa employees enjoy their individual jobs, enjoy working for the Shire and enjoy living in Morawa.

The main themes for improvement generated through internal engagement were:

Inconsistent Leadership
Whilst the Shire Council has remained relatively stable over the last decade, the role of CEO and EMCCS has seen regular turnover. Whilst a common occurance across many smaller country local governments, this has led to inconsistencies in management approach and priority setting, and a general sense of uncertainty and skepticism across the workforce.

Communication Breakdowns
With a displaced workforce working across the townsite, rural road network, Shire office, and community facilities, it is relatively easy for communication to be lost or become diluted. All of staff activities are difficult to implement due to workload and task locations but employees want to be kept informed of key issues affecting the Shire. It was also noted that employees had a strong desire to be part of the development process and contribute ideas and suggestions, and fundamentally feel as though they are being heard.

Perceived Inequity
In general Shire employees are competitively remunerated with almost 50% occupying a Shire house, which is a significant non-cash benefit, however over time employees have become unclear as to which roles attract what level of remuneration and why. This in turn leads to a perceived level of inequity with new employees employed under different conditions to legacy employees, or those not occupying Shire housing questioning the benefit to them.

Suitability of Systems, Equipment, and Machinery
The investment in fit for purpose and modern systems, equipment, and machinery is paramount to employees being able to efficiently complete their work and meet new standards and requirements. Various employees questioned the age and suitability of their tools of trade, with training also being a key factor restricting improvements over time.

Onboarding and holistic understanding
Given the Shire has no formalized Human Resources department it is easy for the finer details of employee onboarding and development to be missed. The level of understanding across employees with regards to the role of Council and the Shire, established policies and procedures, the functions and regulations of local government affecting their role, information sources, record keeping, and other fundamental aspects of working for any local government or organization varies significantly. This is a concern and will likely lead to knowledge loss or errors especially in a high turnover environment.

Imbalanced Workloads
Given the difficulty with recruiting and retaining quality skilled staff, the Shire and employees notice that certain roles and employees appear to be over-utilised or relied upon whilst others operate at a much more basic level. Inherently this issue is generated by the Shire having to fit roles around people over time instead of having the luxury of dictating to the labour market the exact skills and position required.

Unfortunately, an over-reliance on key staff leads to burn out and morale/motivation impacts which can quickly derail a whole organization. Key person dependency is a significant organizational risk and will often lead to backsliding as key people change over time.

Overall, the Shire's corporate culture and employee sentiment suggests a generally satisfied workforce with a "room for improvement" attitude to their work and organization. It will be important over the coming years to focus this attitude towards positive outcomes to avoid a decline in productivity and standards.

3.

Strategic Drivers

Through the development of the strategic community plan 2022-2032 the Shire has been able to identify several strategic drivers that impact on how the Shire's workforce may be deployed in future years.

Visitor Servicing

The Shire has historically appointed a caravan park caretaker for 3 months of the year to service wildflower tourists, however with the increase in park usage and an over reliance on casual employees it has become evident that a full-time park caretaker is needed to ensure visitors are looked after and amenities are maintained to a high standard.

Morawa has a well-run volunteer managed tourist information centre. Over the years Shire support for the service has varied but as volunteer numbers decline there may be an increased expectation on the Shire to support tourist services.

The Shire needs to ensure it is delivering excellent customer service to both residents and visitors. This will require the right people with the right level of training to be occupying service positions.

Economic Development

The community is looking for growth in jobs, population, and liveability. Whilst the Shire is too small to directly impact market conditions or fund business initiatives, it will have a key role in facilitating and supporting ideas and developments as they transpire. The Shire has a key advocacy role to ensure systems, infrastructure, and services are enhanced in areas such as telecommunications and utilities to ensure Morawa can offer a viable location for organisations.

Given the unique nature of economic development, network building, and strategic initiatives the Shire has moved away from employing a separate economic development position and the key objectives instead sit with the office of the CEO. The CEO holds the right status and decision-making authority to work with parties to create opportunities. For this model to function successfully the CEO must have appropriate administrative systems and support in place to allocate time away from business as usual, to focus on strategic planning and networking.

Asset Maintenance Improvements

Over the years the expenditure renewing and maintaining Shire assets has not been able to keep up with depreciation and wear and tear to assets. With assets ranging from recreational centres and housing to roads and sewerage, the Shire has a vast quantity of assets to maintain to ensure they are fit for purpose when needed. Given the shortage of supply of contractors and the time cost involved with them mobilising to perform works in Morawa, it is likely that over the next decade the Shire will need to increase its employee numbers in the Works and Assets division to increase the annual maintenance capabilities.

Community Integration and Development

The Morawa community is unique and diverse with a strong desire to have positive outlets to create a variety of wellbeing outcomes. The community sees great benefit in events, arts, cultural activities, sport, recreation, youth opportunities, and general opportunities for socialisation and belonging.

At the grass roots community groups, sporting associations, the community resource centre, and other not for profits will be key in driving community initiatives, however the Shire will need to expend time and resources in community capacity building and facilitation to foster positive outcomes.

A well-resourced community services department will be key to this and over time the Shire needs to look to enhance community roles into specific portfolios instead of having one role try and catch all.

It must be noted that at this stage, 95% of the Shire's resources are deployed managing and responding to operationalised business as usual issues, so the response to these and other strategic drivers will likely require new workforce resources or a reduction in service delivery in other areas.

4.

Moving Forward:
Key Focus Areas

Over the 10-year life of the workforce plan various factors will change and develop and it is important that the plan receive bi-annual analysis and evaluation to keep the document alive and relevant.

The key focus areas and initiatives highlighted in this version of the plan will be most relevant to the next five years (2022-2027), but the benefits will likely flow into later years.

Five key focus areas have been identified to drive workforce improvements and strategic outcome achievement at the Shire.

Grow Good Leaders
The Shire has several committed and diligent employees who exhibit strong leadership qualities outside of their formal job title. To combat executive level turnover, misinformation, and inconsistencies it is important to create a strong network of lower-level leaders. For these leaders to prosper and take the Shire forward the Shire will need to invest in their understanding of leadership outside of their technical functions and empower them to promote continuous improvement and growth across the organisation.

As well as lower-level leaders it is paramount to ensure the executive level leaders are well trained and confident in their leadership functions. Employee management, performance improvement, and development planning all take time and knowledge and if done incorrectly can have significant flow on effects on the future of the organisation. The Shire needs to pivot its workforce to allow the executive level leadership to focus more on employee management, strategic initiatives, and business development than business as usual activities.

Crucially extending the breadth of knowledge and capability of the Shire's leadership team will help overcome key person dependencies and provide consistency in the face of turnover.

Communicate Proactively and Positively
Communication is key to the successful operations of any business and the Shire needs to invest time into ensuring its communication with employees is fit for purpose and resonates with the workforce to ensure the best possible outcomes. Missed or mixed messages lead to inefficiencies and a breakdown in relationships.

Management needs to allocate time to communicating effectively with employees and proactively encouraging them to participate in the Shire's organisational development. Actions need to be proactive to prevent a lack of knowledge or issues as opposed to responsive to manage events as they arrive.

The Shire's workforce needs to be proud of their work environment and positively promote the Shire as an employer of choice and Morawa as a great place to live. This will then feed into positive community outcomes aligned to the Strategic Community Plan 2022-2032.

Provide Structure and Systemisation

To circumvent changes in leadership or ideology it is important to provide structure and systemisation to workforce related areas to ensure continuity. Employees generally desire strong support structures and systems to underpin their roles and ensure they are working towards a common goal with recognised processes and procedures.

Systemising human resource, onboarding, and remuneration practices will ensure all employees are on an equal playing field and receive fair treatment from the organisation.

Invest in efficiency and improvement

The Shire's goal is to develop a high performing organisation that is highly productive and engages core staffing costs to the best outcome for the community. This goal cannot be achieved overnight and requires ongoing investment in not only the people undertaking tasks but the equipment, practices, and management that support them. Strong systems that monitor work output and measure performance of all staff are key as well as having all senior staff display values that show productivity and continuous improvement.

Excellence and improvement do not happen without a conscious effort from the entire workforce and a commitment to maintaining outcomes even during periods of uncertainty. Investment in areas that focus on efficiency, employee skill development, and improvement send a clear signal to the workforce that this is a focus area for the Shire.

Strengthen culture and trust

The Shire has strong organisational and foundational values, the difficulty comes in ensuring the values are modelled appropriately and supported by the workforce to change or enhance behaviour. A strong corporate culture requires trust between employees at all levels and to some extent a trust between the organisation and Council that everyone is working towards a shared community goal.

The Shire code of conduct provides the foundation for shared employee principles and ethics and it is important that this document is regularly reviewed and bought into to underpin the culture. Positive reinforcement of the Shire's outcomes and the workforce will work to strengthen both trust and culture.

Year 1 Initiatives

Action	Goal	Focus Area	Timeframe for Implementation	Resource Requirement	Budget Impact est.
Provide a health living reimbursement – aligned to gym, pool, or sporting club membership	To encourage employees to participate in healthy living and engage with community groups or facilities	Strengthen culture and trust	2022/2023	Budget allocation	$10K p/a
Create an annual pledge/ charter/reaffirmation process linked to culture and Code of Conduct	To ensure all employees formally commit to a shared set of standards and behaviours and it is reaffirmed not forgotten	Strengthen culture and trust	2022/2023	Time to develop and sign	Nil
Implement an employee "suggestion box" mechanism to formally identify, review, evaluate and if relevant implement ideas	To actively engage all employees in the Shire's continuous improvement journey	Invest in efficiency and improvement	2022/2023	Time to develop formal review and evaluation mechanism.	Nil
Systemise and streamline onboarding and induction processes	Ensure all employees have base level understanding and documentation	Provide Structure and Systemisation	2022/2023	Investigate online solutions and automation.	$2-10K
Implement a remuneration framework	Manage cash and non-cash benefits such as housing, allowances, utilities etc. against levels of responsibility and output	Provide Structure and Systemisation	2022/2023	CEO time and broad sector analysis.	Nil

Year 1 Initiatives *(continued)*

Action	Goal	Focus Area	Timeframe for Implementation	Resource Requirement	Budget Impact est.
Create an all of staff email group – include personal emails for employees without Shire emails	To allow management to direct messages to employees and reduce the chances of miscommunication	Communicate Proactively and Positively	2022/2023	ICT support to set up an appropriate group and management protocols	Nil
Implement a formal all of staff training and development day	To ensure everyone receives some training each year and the team can network and grow as a unit	Communicate Proactively and Positively	2022/2023	A training day was successfully held in 2021/2022 with minimal cost or resource impacts. The impact of having to send people away for training may be greater than one day of downed tools.	$5K for catering, trainers, etc.
Implement a secondary leadership team with regular meetings and deliverables	Provide accountability and opportunity	Grow Good Leaders	2022/2023	Time for employees to attend meetings and implement actions	Nil
Continue with monthly all of staff meetings	Ensure a mechanism exists for sharing key messages	Communicate Proactively and Positively	2022/2023	Already in place but needs to be en-grained and have its importance further emphasised	Nil
Estimated Year 1 budget and resource impact				**approx.**	**$30k**

Year 2 Initiatives

Action	Goal	Focus Area	Timeframe for Implementation	Resource Requirement	Budget Impact est.
Develop a leadership development/competency framework	Lays down a foundation that aspiring leaders can work towards and ensures common knowledge of core areas	Grow Good Leaders	2023/2024	Understanding of core goals and framework development. May need consultant support	<$5K
Request opportunity to join Vic Park (South Metro Council) Mentorship Program or form our own targetted program.	Provides opportunity for Shire staff to learn from peers outside Morawa	Grow Good Leaders	2023/2024	Time to participate and support of other metro councils. Shire CEO already offering mentoring support to Vic Park.	Nil
Embed a clear timeframe and template for annual performance reviews	Create consistency with this key employee management tool	Provide Structure and Systemisation	2023/2024	Systemisation of existing templates. Investigate automation in Year 1	$10K
Celebrate wins more regularly	To acknowledge teams and projects that are delivered to a high standard	Strengthen culture and trust	2023/2024	Annual Team wellbeing and recognition budget	$5K (ongoing)
Ensure all outside employees have a variety of tickets and licences to increase multi-tasking capabilities	To ensure the organisation can respond to staff absenteeism and turnover by multi-skilled more people	Invest in efficiency and improvement	2023/2024	Investment in training	Nil as historically underspend on training.
Implement a bi-annual independent workforce survey with core cultural and satisfaction questions	To benchmark employee alignment with culture and satisfaction	Strengthen culture and trust	2023/2024	Independent system to implement and manage the inputs and outputs	$5K
Estimated Year 2 budget and resource impact				**approx.**	**$25 - $30k**

Year 3 Initiatives

Action	Goal	Focus Area	Timeframe for Implementation	Resource Requirement	Budget Impact est.
Incorporate a review of HR processes and practices as per Reg 17 and Financial Management	To align HR with finance and other risk areas given employees are the most utilised asset of the Shire and represent a significant risk if things go wrong.	Strengthen culture and trust	2024/2025	Either a HR consultant or potential a larger local government such as Victoria Park	$10K
Undertake a full review of positions and position descriptions to ensure all functional areas are covered	Ensure advertised jobs accurately reflect the on ground role	Provide Structure and Systemisation	2024/2025	Consultant interviews and review	$8K
Investigate further options to utilise Town of Victoria Park or other resource sharing initiatives to reduce the reliance on onsite staff	Provide the Shire with more employment options to increase choice and probability of finding the best fit	Provide Structure and Systemisation	2024/2025	Time to review roles and functions against opportunities – part of executive business development role	$20K (will depend on system or service utilised)
Establish project teams that involve more than one employee on goal delivery	Provides ownership and buy in across the organisation and gives an opportunity for operational teams to have inputs into the success of a project.	Communicate Proactively and Positively	2024/2025	Projects can be capital or operational or strategic in nature. Time commitment will be needed but will likely less to less time spent fixing problems later.	$5K (ongoing)
Develop a buddy system where all new employees can interact with and utilise a buddy's knowledge to embed themselves into the organisation	To streamline the transition of new employees and reduce knowledge loss	Provide Structure and Systemisation	2024/2025	Need to engrain within employees and implement a 6 -12 month new employee plan	Nil
Estimated Year 3 budget and resource impact				**approx.**	**$20 - $50k**

Year 4 Initiatives

Action	Goal	Focus Area	Timeframe for Implementation	Resource Requirement	Budget Impact est.
Implement bi-annual or quarterly performance review or employee feedback meetings	Aims to identify issues, challenges, or opportunities early. Aim to reduce turnover by being more deliberate in employee engagement.	Communicate Proactively and Positively	Change to 2024/2025 and move this action to Year 3	Time allocation from managers will increase.	Nil
Incentivise and invest in more formal leadership training	Encourage employees to step away from workload demands and focus on professional development	Grow Good Leaders	2025/2026	Increase in training and accommodation budgets as well as factoring in training time when allocating resources.	$5-10K
Actively identify and utilise technological solutions to streamline processes	To reduce the reliance on employees and improve productivity	Invest in efficiency and improvement	2025/2026	Consultant to review processes and technological requirements and prioritise implementation strategy. Annual budget to upgrade and invest in technology.	$20-100K (dependant on system and solutions)
Implement a talent pooling system whereby skills and characteristics are advertised to allow talent to nominate themselves year-round	To increase the base level employee numbers available to the Shire to provide more options and variety when recruiting.	Provide Structure and Systemisation	2025/2026	Website modification or third party system.	$2-5K
Estimated budget and resource impact of year 4 initiatives				**approx.**	**$30 - $120k**

Year 5 Initiatives

Action	Goal	Focus Area	Timeframe for Implementation	Resource Requirement	Budget Impact est.
Invest in new Shire housing and look to sell off stock to employees as part of continued employment program	To replenish ageing stock and increase employee home ownership and commitment to community.	Provide Structure and Systemisation	2026/2027	Will need a plan around housing divestment and investment. Also, a clear commitment to being able to accommodate around 60% of staff if needed.	Will need significant funds spread over multiple years to revitalise housing stock.

Estimated budget and resource cost associated with Year 5 initiatives - Unknown

5.

Measures of Success

To measure the success of this Plan the Shire will review several areas from a qualitative and quantitative perspective.

Over the 10-year life of the plan the Shire will be looking to average its employee turnover rate at around 15% per annum.

1

To assess improvements in onboarding and retention the Shire will also be tracking the percentage of employees who leave within 12 months of commencing with the Shire with a goal of an 90% retention rate.

2

The Shire will look to implement survey processes with a focus on seeing an improvement in relation to the number of employees recommending working at the Shire to others.

3

As each action is delivered the Senior Management Team will assess its effectiveness against the focus areas for this plan, with the view that not all actions will be permanent if they don't yield improvements.

4

The Shire will be looking for all employees to be well versed in the Foundational Values, Code of Conduct, and Strategic Community Plan for the Shire to ensure all aspects of the workforce are working towards a common goal with a shared culture.

5