



# WORKFORCE PLAN

## 2021/22 – 2024/25

Adopted by Council 16 September 2021  
Council Res 141/2021

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## 1 FOREWARD

The Shire of Corrigin is pleased to present the Workforce Plan 2021. The plan is one of a suite of documents that assists the shire to identify the important issues driving workforce activity, anticipate changes and implement strategies to support positive workforce development and strategic outcomes.

Workforce planning ensures that the shire has the right people, in the right place, at the right time to meet the objectives of the Strategic Community Plan. The Shire of Corrigin faces a range of workforce opportunities and challenges over the next four years as it endeavours to meet the community expectations and deliver high quality services.

Corrigin has a relatively stable population which is slightly higher than the neighbouring shires and the shire delivers a wide range of services with a relatively small team. The total number of staff has grown from 33 to 38 employees over the past three years although the number of full time equivalent staff has only risen slightly from 28 to 31 during that time. The salaries and wages budget increased from \$2 million to \$2.2million over the past three years with an additional Container Deposit Scheme service being added in 2020.

The percentage of male and female employees has remained relatively stable with a slight increase in the percentage of female employees since the previous Workforce Plan was endorsed in 2018.

The average age of the workforce has remained the same at 46 years of age and approximately 80 percent of our employees are over 35 years of age. There is an opportunity to increase the number of young people and Aboriginal people working at the Shire of Corrigin over the next few years by offering traineeships and professional development incentives to enhance the diversity of the shire workforce.

The average length of service has reduced from eight years to six years following the recent retirement of some long serving employees. There is still a significant group of employees whose knowledge, experience and expertise is essential to our capacity to deliver high quality services to the community. Over the coming years we will focus on retaining these valuable employees and ensure that their skills, knowledge and experience is passed on to future generations.

To achieve its vision of strengthening our community now to grow and prosper into the future and meet the changing service demands of its community, the Shire of Corrigin requires a skilled, flexible and productive workforce.

The Shire plans to maximise employment opportunities for local residents by providing competitive salaries and incentives such health and wellbeing programs, training, professional development and skills enhancement programs. These incentives combined with flexible work arrangements aim to meet the needs of employees at the various stages of their careers and life and ensure that the Shire of Corrigin is seen as an employer of choice.



Natalie Manton  
Chief Executive Officer

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## 2 INTRODUCTION

The Shire of Corrigin Workforce Plan 2021 is intended to enhance the capacity of the workforce to meet community needs by ensuring the organisation has the required staff, capabilities and resources to meet current and future service demands. The workforce plan will help Council to achieve this by:

- Ensuring appropriate numbers of staff are being recruited or developed to meet future needs;
- Identifying potential problems, managing risk and minimising crisis management cycles;
- Containing human resources costs, including the cost of turnover, absenteeism, structural changes and staff movement;
- Developing workforce skills that take time to grow;
- Identifying staff development needs;
- Optimising the use of human, financial and other resources;
- Integrating human resource management issues into business planning;
- Improving employee productivity through better job design;
- Improving employee relations;
- Increasing job satisfaction.

The Workforce Plan takes into account corporate and business objectives such as financial targets, service delivery objectives and community benefits. It also examines potential external influences over workforce supply and demand. The Workforce Plan is integrated into the Corporate Business Plan and all staff costs are reflected in the budget. This includes wages, workers compensation, superannuation and training costs and is a recognition of the workforce required to achieve the objectives set out in the Corporate Business Plan.

Our guiding principles for this workforce plan include:

- Attract, reward and retain the best talent;
- Develop people and build capability;
- Foster a culture of teamwork, safety, health and wellbeing;
- Connect with local people and local business;
- Network and resource share within the region and the local government sector.

### 3 INTEGRATED PLANNING

Workforce planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines now in place across the local government sector in Western Australia.

At the strategic level, this Workforce Plan considers the community's aspirations, priorities and objectives identified in the Shire of Corrigin's Strategic Community Plan 2021-2031. The Strategic Community Plan sets out the longer-term vision for our Shire.

The Workforce Plan is an essential component of the Corporate Business Plan, where it will identify workforce requirements and strategies for current and future operations over the next four years or more.

#### **Vision**

A welcoming, growing and healthy community to live and work

#### **Mission**

We provide leadership to our local community and the delivery of services and facilities to make Corrigin a healthy, happy, growing and inclusive community.

#### **Our Commitments**

The following commitments were developed by the Shire of Corrigin staff at a whole of staff meeting in September 2021.

*We will be professional and have a strong work ethic*

*We will work together as a team to achieve our goals*

*We will take pride in our work and strive to continually improve the way we do things*

*We will communicate with each other and to our community in a positive and respectful manner*

*We will provide a safe, healthy and inclusive work environment*

*We will support local businesses when possible*

*We will try to be a leader in local government governance and operations*

To achieve our vision we must work together to ensure our organisation is financially stable, is well resourced and has excellent planning. It is also essential that our workplaces are safe for employees, contractors, visitors, Councillors and our residents.

Our employees are our greatest asset in working toward our vision. The success of our daily operations and delivery of major capital projects depends upon having quality employees who share our values. The contribution they make to our organisation is essential for the Shire to continually strive to achieve our objectives

### 3.1 Strategic Community Priorities

The following priorities were identified in the recent review of the Shire of Corrigin Strategic Community Plan consultation:

**Social:** An effectively serviced, inclusive and resilient community

**Economic:** A strong, diverse economy supporting agriculture, local business and attracting new industry

**Environment:** An attractive natural and built environment for the benefit of current and future generations

**Governance and Leadership:** Strong governance and leadership

### 3.2 Corporate Business Plan 2021- 2022 – 2024-2025

The Shire of Corrigin Corporate Business Plan 2021- 2022 – 2024-2025 identified the following strategic risks and challenges that are of relevance to workforce planning:

- 1) Councillor and staff succession and renewal;
- 2) Staff attraction and retention; and
- 3) Aging workforce.

### 3.3 Workforce Plan

Workforce planning is a continuous process designed to shape our workforce and to ensure that it has the capacity to deliver our objectives into the future. The strategy includes consideration of the following national and local employment trends and issues:

- Shrinking future workforce
- Ageing workforce
- Generational diversity
- Skills shortage
- Workforce recruitment
- Workforce retention
- Succession planning
- Knowledge transfer

## 4 SHIRE OF CORRIGIN BACKGROUND

The Shire of Corrigin covers an area of 3,095 square kilometres in the wheatbelt of Western Australia and has an estimated resident population of 1,132 as of 30 June 2020. The Shire comprises the main town site of Corrigin and three smaller localities at Bilbarin, Bullaring and Bulyee.

The major industry in the district is agriculture, producing mainly cereal crops and sheep, with a variety of smaller industries including retail, steel fabrication, machinery sales and service located in the townsite. The town hosts a modern day care facility as well as a district high school catering for students from kindergarten through to secondary schooling. Health care services and facilities including a hospital, doctor and pharmacy. A range of recreational and leisure activities are available to the community.

People<sup>1</sup>:

- Number of Electors: 835
- Population: 1,132
- Number of dwellings: 558

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<sup>1</sup> Data sourced from ABS Region Summary Shire of Corrigin and WALGA online Local Government Directory

- Median age: 47 years up from 44 years in 2016
- Median weekly total household income: \$866
- Major age demographic brackets as of 2019: 65-69 (7.9%), 60-64 (9.4%), 55-59 (7.5%), 45-49 (7.5%), 10-14 (7.7%),
- Aboriginal and Torres Strait Islander People: 3.8% in 2016

## 5 EXTERNAL ENVIRONMENT

### 5.1 The Western Australian Economy

The Western Australian Government, Department of Treasury, Economic and Revenue Forecasting May 2021, provides the following employment and wage projections for Western Australia:

- Employment is expected to grow at a solid pace in 2020-21 and through the out-years;
- Wages growth is expected to lift as overall economic and labour market conditions improve;
- The unemployment rate is forecast to be slightly higher in 2020-21 and then remain stable at around 6%.

The 2020/21 Western Australian State Budget provides the following economic forecasts:

Percentage Annual Growth %			
	2021-22 Forward Estimate	2022-23 Forward Estimate	2023-24 Forward Estimate
<b>Unemployment</b>	7.0%	6.25%	6.0%
<b>Employment</b>	2.25%	2.0%	1.75%
<b>Wage Price Index</b>	1.75%	2.0%	2.25%

### 5.2 Local Government Environment

The Local Government Workforce Development Group (LGWDG) comprises representatives from each state and territory Local Government Association and provides advice on workforce matters to the Australian Local Government Association. The LGWDG undertook a study in 2018 to identify the current and emerging skill needs of Local Government to better position the sector for the future.

This report illustrates that nationally the local government sector has a workforce that:

- Is considerably older than the Australian all-industry workforce with 53.7% of employees above 45 years of age in local government compared to an average of 40.6% across all-industries;
- Is predominately employed on a full-time basis (68% of employees are full-time, 16% are part-time and 16% are casual);
- Has a low average unplanned turnover of 8.3%;
- Is increasingly qualified, with 44.7% of employees holding a diploma or higher-level qualification;
- Has a declining participation level of workers under 30 years of age;
- Does not have enough apprentices to meet future needs;
- Is facing major skills shortages in key professional and technical occupations; and
- Is not well positioned in regard to new and emerging soft skills.

This report provides the following snapshot of the Western Australian local government workforce:

- Around 17% of rural and remote councils experience turnover rates of greater than 20%, which is much higher than the national average of 8.3%. Reasons suggested for this high rate of turnover include:
  - The lack of career progression available in smaller councils;

- The inability of councils to compete with the remuneration levels offered by the private sector; and
- The lack of stability and leadership in senior management.
- Low rates of participation amongst Aboriginal and Torres Strait Island people (0.76% of the local government workforce in Western Australia at the time of the 2016 ABS Census);
- A declining participation level of workers under 30 years of age - only 14.2% of the workforce are aged under 30 years compared to 25.5% for all-industries;
- Half of all local governments in Western Australia do not have enough apprentices/trainees to meet their future skill needs;
- Over 60% of the outdoor workforce and around 45% of the indoor workforce is aged over 45 years.

The top five skills shortages reported by local governments nationally include:

Professional Occupations	Technical and Trade Occupations
Engineers Urban and Town Planners Building Surveyors Environmental Health Officer Project Managers	Supervisor/Team Leader Waste Water/Sewerage Operators Care Persons Accounts/Pay Roll Clerk Information and Communication Technology (ICT) Technicians

The key drivers behind skills shortages in Western Australian local governments include:

- Remuneration - inability to compete with the private sector;
- Competition with the mining sector;
- Lack of suitably qualified/experienced candidates;
- Location – in regional/remote locations locals go away for training then stay away;
- Lack of facilities;
- No tertiary education in town;
- Housing shortage;
- Legislation changes.

A summary of the internal or external factors that will impact on their future skill needs identified by local governments in Western Australia is provided in the table below:

Internal/External Factors	Impact
Community and Customer Expectations	<ul style="list-style-type: none"> <li>• Increasing community and customer expectations to provide additional services or greater levels of service.</li> </ul>
Ageing Workforce	<ul style="list-style-type: none"> <li>• Loss of corporate knowledge</li> <li>• Alter methods so as to source/attract new staff from further afield</li> <li>• Need for succession planning to share knowledge</li> <li>• No young staff to refresh ageing staff</li> <li>• People staying in positions longer – no capacity to bring on young trainees</li> <li>• Skills gap in civil teams</li> <li>• Difficulty in filling gaps as older staff leave</li> </ul>
Technological Change and Digitisation -	<ul style="list-style-type: none"> <li>• Need a cultural shift in some areas</li> <li>• Need to upskill current employees</li> <li>• New data analysis and interpretation skills required</li> <li>• Change in the way we work</li> <li>• More automation</li> </ul>

	<ul style="list-style-type: none"> <li>• Upgrade of equipment and software programs</li> <li>• Change service delivery</li> <li>• Communications remain challenging with limited internet speed and reliable telecommunication service. This restricts the range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations; and</li> </ul>
Increase in Governance and Compliance Levels	<ul style="list-style-type: none"> <li>• Requires more time for reporting and audits</li> <li>• Increase in knowledge base essential</li> <li>• Change in operating processes</li> <li>• Change in management practices</li> </ul>
Change in Community Expectations	<ul style="list-style-type: none"> <li>• Change what roles are needed and at what level</li> <li>• Continuous review of council resources to meet changing needs of community</li> <li>• Increasing need for community engagement</li> <li>• Expectation of a high-level work/life balance relevant to other regional locations.</li> </ul>
New Legislation/Regulation	<ul style="list-style-type: none"> <li>• Changes to Community Care System</li> <li>• Children Services</li> <li>• Increased qualification requirements</li> <li>• Duty of Care – potential increase in litigation</li> <li>• Takes time and ability to learn and implement changes</li> <li>• Results in increased governance and management related roles</li> <li>• Asset Management – statutory requirements</li> <li>• Workplace health and safety chain of responsibility – increased training need</li> </ul>
Growth within local government area	<ul style="list-style-type: none"> <li>• Increased workloads – burn out of staff</li> <li>• Taking over new properties/facilities – increase in staff and cost of training</li> <li>• New building construction – increases in project/admin/parks/maintenance staff needed</li> <li>• New infrastructure - need project management skills'</li> <li>• Demand for mining workforce competing for talent.</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>• New recycling centre – increase in staff in sustainability area</li> <li>• New site will require increased staff</li> </ul>
Change in Funding Level	<ul style="list-style-type: none"> <li>• Global and national economic uncertainty resulting in a reducing availability of external grants and contributions</li> <li>• Reliance on Federal Assistance Grants (FAG) and road funding</li> <li>• Cost shifting by government – increasing staffing required</li> <li>• Increasing budget for training</li> </ul>
Government Funding Changes	<ul style="list-style-type: none"> <li>• Availability of traineeships</li> </ul>
Population Decrease	<ul style="list-style-type: none"> <li>• Taking skilled young people out of the district</li> </ul>

**6 INTERNAL ENVIRONMENT - CURRENT WORKFORCE PROFILE**

**6.1 Demographics**

The following table summarises the key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave but excludes contractors

Description	2018	2021
Number of Employees	33	38
Full Time Equivalent	28	31
Gender	Female 45% Male 55%	Female 47% Male 53%
Total Annual Salaries and Wages	\$2,037,457	\$2,204,015

**6.2 Age, Gender and Diversity**

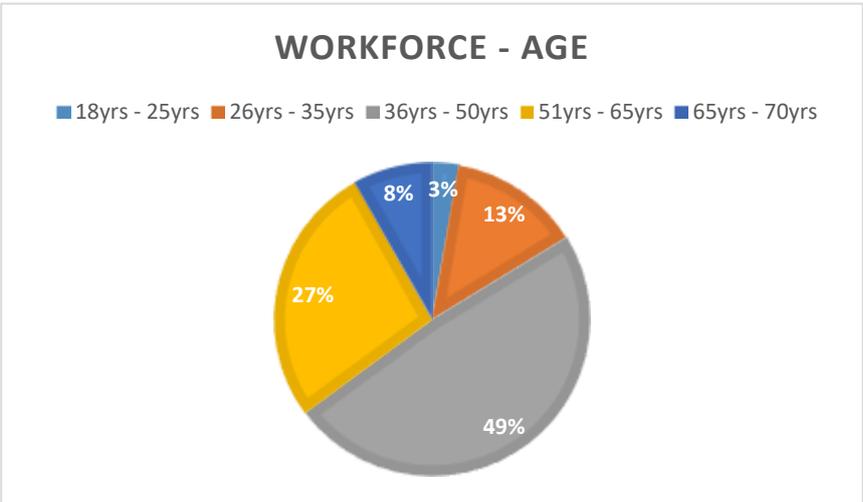
Consistent with observed trends nationally and at a State level, the Shire of Corrigin workforce is ageing with 37% of the current workforce are aged over 50. The average age of employees remained unchanged at 46 years of age over the past three years.

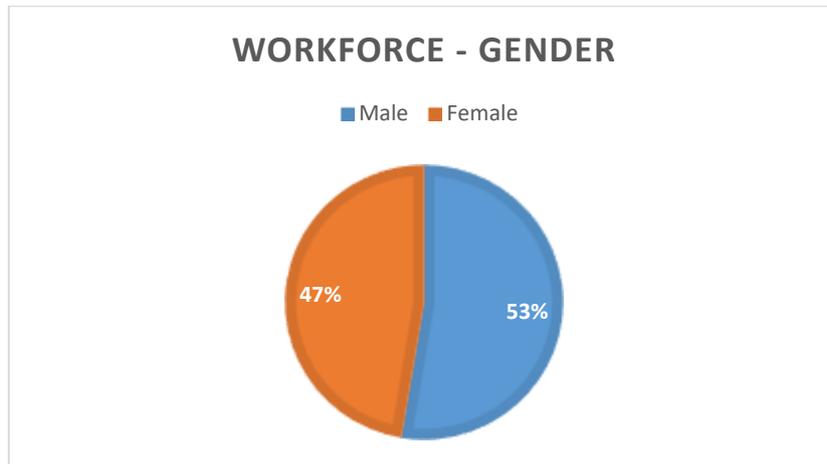
Knowledge retention and business continuity will be important consideration in future as staff with years of experience retire or move on from the organisation. To address this issue management will need to identify and provide training for potential successors for critical jobs.

Young people are underrepresented in the Shire of Corrigin workforce, with just 18% of employees aged under 35. Attracting and retaining younger employees will be important to provide a pool of future talent and innovation.

The proportion of male employees decreased from 57% to 53% over the past year and the number of female employees rose to 47% from the previous 45%. Providing family friendly, flexible work arrangements, training and professional development opportunities as well as mentoring will be important strategies to attract and retain female employees.

The workforce gender and age profile for the administration and works areas is summarised in the charts below:

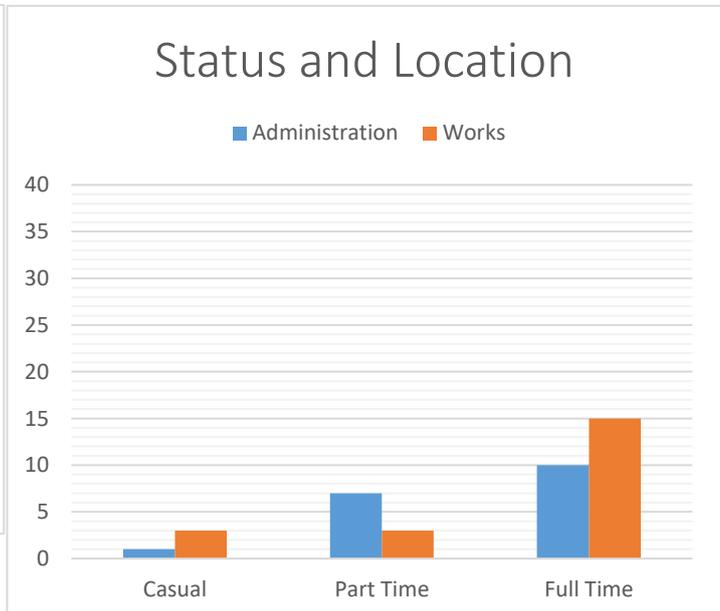
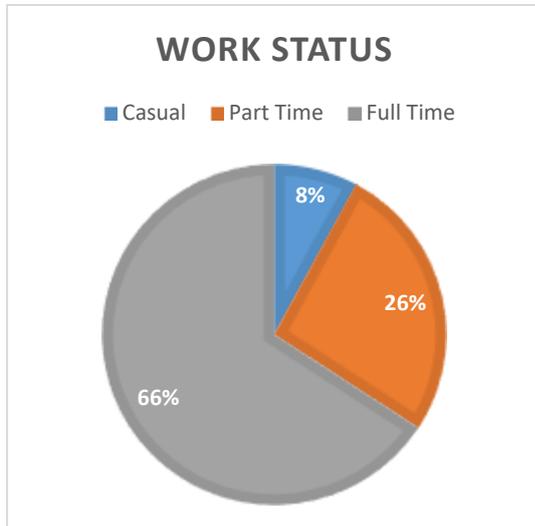




The majority of employees at the Shire of Corrigin are employed on a full time basis (66%) with the majority of part time employees working in administration.

There is a higher rate of part-time employment within the Shire of Corrigin workforce (26%) compared to the national average (16%). The percentage of casual employees is low at only 8% indicating that the Shire of Corrigin employees have security of tenure.

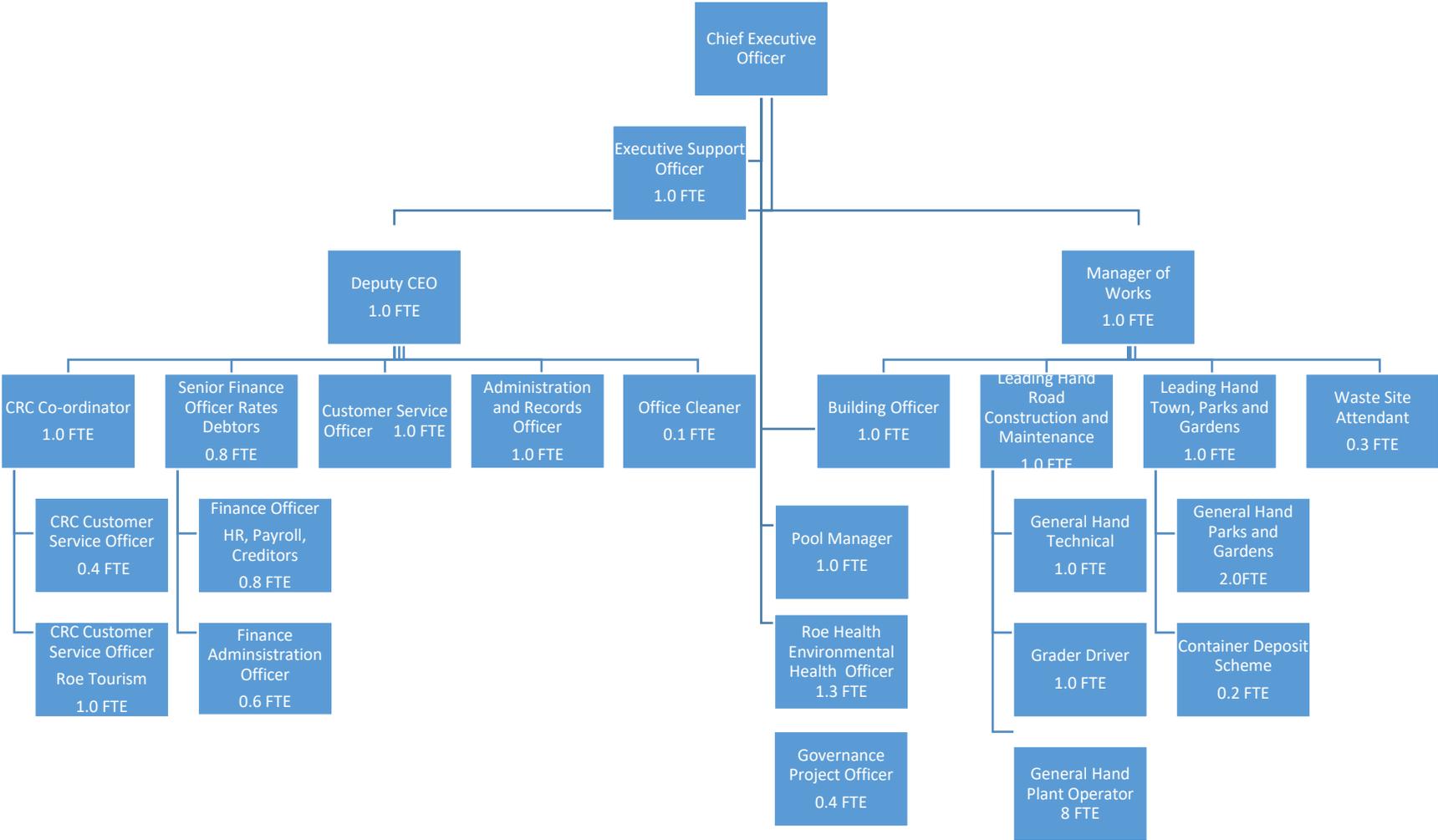
Since the last workforce plan (2018) the casual, part time and full time work status has remained stable. There has been an increase in Works part time staff (conversion from casual and/or additional work roles) as well as an 'evening' of full time Administration and Works staff (previous 2018 plan there was more than twice the number of full time Works staff to full time Administration staff)



There are no employees identifying as Aboriginal or Torres Strait Islander currently working at the Shire of Corrigin. There are opportunities to increase the number of Aboriginal employees in future through targeted advertising of positions, assistance with preparation of resumes and mentoring.

The number of employees holding a diploma or high-level qualification is lower than the national average (29% compared to the national average of 44.7%). The Shire of Corrigin supports employees to gain qualifications by providing additional study leave and financial assistance.

### 6.3 Organisational Structure

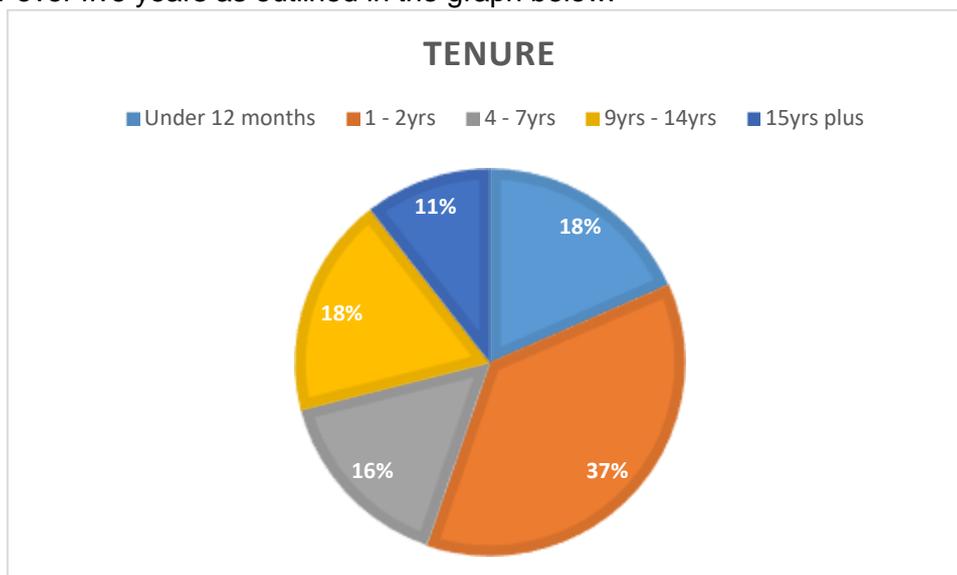


<b>Business Unit</b>	<b>Responsibilities</b>	<b>Positions</b>	<b>Key Partnerships</b>
<b>CEO</b>	Responsible for the organisation and has powers delegated by Council, responsible for the delivery of the strategic goals of Council, integrated planning, risk, governance and compliance, Emergency management	Chief Executive Officer  Executive Support Officer Governance Project Officer  Total staff: 2.4FTE	ROE Regional Organisation of Councils Department of Primary Industries and Regional Development Department of Local Government, Sport and Cultural Industries WA Local Government Association (WALGA) Central Country Zone (CCZ) Regional Development Australia (RDA) Wheatbelt Wheatbelt Development Commission Centre Department of Fire and Emergency Services (DFES)
<b>Corporate and Community</b>	Responsible for a range of areas including: administration and customer service, compliance, property management, licensing, library, cemetery, recreation, tourism, community and economic development.	Deputy CEO, Administration Officer, Customer Service Officers, Corrigin Community Resource Centre Pool Manager  Total staff: 6.4FTE	WA Country Health Service Department of Transport Department of Sport and Recreation Lotterywest State Library St John Ambulance WA Police Department of Commerce Department of Biosecurity, Conservation and Attractions Roe Tourism Tourism WA Local community groups Royal Life Saving LG Professionals
<b>Finance</b>	Responsible for financial management, budgets, monthly and annual reports, compliance, asset management, long term financial planning	Deputy CEO, Senior Finance Officer, Finance/HR Officer, Finance Administration Officer  Total staff: 2.2FTE	Department of Local Government and Communities Office of the Auditor General

<b>Regulatory Services</b>	Responsible for building approvals, planning approvals, refuse site, environmental health and ranger services	Environmental Health Officer, Ranger - Contract, Building Surveyor – City of Kalamunda Planning Contract Consultant  Total Staff: 1.3FTE	Building Commission Waste Authority Department of Water and Environmental Regulation Roe Regional Organisation of Councils (Roe ROC) Department of Health Department of Planning, Heritage and Lands
<b>Works and Services</b>	Responsible for: road works and maintenance, building, plant and equipment maintenance, parks, gardens and recreation grounds maintenance	Manager Works and Services, Leading Hands Building Officer General Hands, Plant Operators, Town Maintenance Waste Site Attendant Container Deposit Scheme Co-ordinator and Operator  Total staff: 16.5FTE	Main Roads WA Water Corporation WA Return, Recycle, Renew (WARRRL)

## 6.4 Tenure and Exit Rates

The Shire of Corrigin has a relatively stable workforce with the majority of employees currently working for over five years as outlined in the graph below:



Of the employees with over ten years of service, four work in administrative roles with the remaining five employees on the outside team. The longest serving employee has been employed by the Shire of Corrigin for over 35 years.

Since 2018 a number of long and loyal employees retired from the Shire of Corrigin including employees with 35, 37 and 39 years of service.

Over this period the average annual turnover rate was 20% compared to 21% reported in 2018. The rates need to be considered in the context of the size of the workforce and overall length of service.

Average turnover of the Shire of Corrigin staff is currently 20%, it is higher than the national average of 8.3% and consistent with the turnover rates observed in rural/remote Councils in Western Australia. In the 2018/19 financial year there was 4 out of 30 positions turned over, 2019/20 there was 7 out of 37 positions and in 2020/21 9 out of 31 positions. It should be noted that the number of total staff has increased by a third since 2018, hence the increase turnover and some restructuring has taken place, completion of traineeships, so too work status conversion.

With unemployment rates expected to decline and wages to increase in the State over the coming years, there will be increased competition for labour across all industries which will exacerbate identified challenges for Western Australian local governments in attracting and retaining skilled workers, particularly with the impact of the health pandemic and closed borders.

Year	Number	Reasons
2016/17	Works: 2 Administration: 2	Relocation, performance management, personal, end of traineeship
2017/18	Works: 1 Administration: 7	Relocation, career progression, personal/family, end of traineeship
2018/19	Works: 1 Administration: 3	Career progression, personal, retirement end of traineeship
2019/20	Works: 6 Administration: 1	Career progression, personal/family, retirement
2020/21	Works: 7 Administration: 2	Relocation, job opportunity, business venture, retirement

## 6.5 Employee Costs

Expense	2018/19	2019/20	2020/21
Wages	\$1,649,361	\$1,807,012	\$1,852,029
Professional development	\$21,577	\$39,735	\$42,066
On-costs	\$366,518	\$348,360	\$346,030
<b>TOTAL</b>	<b>\$2,037,457</b>	<b>\$2,169,366</b>	<b>\$2,204,015</b>

## 6.6 Employee Incentives

The Shire of Corrigin currently offers a variety of workplace rewards and incentives including:

- Payment above award wages
- Additional superannuation contribution options
- Flexible work arrangements
- Housing at reduced rental rates for selected positions
- Uniform allowance
- Contemporary plant and equipment
- Training and professional development opportunities
- Paid parental leave
- Salary packaging
- Employee Health and Wellbeing subsidy
- First Aid training
- Study leave and contribution to qualifications, licences and skill development
- Employee Assistance Program and free counselling

## 6.7 Workforce Survey

A workforce survey was undertaken in April to May 2021 to better understand staff satisfaction, training and development needs and issues and barriers to performing their roles. The following table summarises the positive findings and areas for improvement:

Positives	Areas for Improvement
<ul style="list-style-type: none"> <li>• The majority of employees are satisfied in their current role, understand what is expected of them and feel that they are given sufficient information and resources to perform their role;</li> <li>• Most employees feel that they have the right skills and abilities to do their job and are satisfied with the training and development they are offered.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of crossover between part and full-time employees;</li> <li>• Potential large workloads;</li> <li>• Communication on Shire projects and activities</li> </ul>
<b>Training and Development</b>	
<ul style="list-style-type: none"> <li>• Large majority of staff believed they had the right skills for their job and were satisfied with the training and development they received</li> <li>• Areas of training to be offered: technology (computers), building ticket, horticulture, chemical spraying, leadership and management, regulations and legislation, project management, grant writing, financial procedures</li> </ul>	

## 7 FUTURE WORKFORCE PROFILE

### 7.1 Future Roles and Gaps

Council has considered current and future staffing needs and determined that the existing workforce of 31 full time equivalent staff, made up of full time, part time and casual employees, will be sufficient to deliver those strategies and outcomes identified as part of the Strategic Community Plan.

Additional casual staff will be required to deliver a larger than normal capital works program as a result of additional COVID and drought stimulus funding as well as strategic freight network and flood grant funding for roads.

The Shire of Corrigin has previously offered traineeships in administration and customer service roles. During 2021/2022 a traineeship will be offered in the town maintenance/ horticulture area with the aim of attracting a young person to the role.

The Corrigin Community Resource Centre staff hours were increased in 2020 to assist in delivering the following areas of the Strategic Community Plan:

- 1.1 Joint planning with local and external key stakeholders to help improve the sense of place and access to opportunities for young people.
- 1.3 Support and help facilitate community events and inclusive initiatives.
- 1.4 Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience.
- 2.1 Support the diverse industry across the Shire.
- 2.2 Coordinated planning and promotion of the visitor and tourist experience.
- 2.4 Local businesses and the Shire have access to diverse skills and experiences.

### 7.2 Future Financial and Long Term Projections.

The following growth is planned for the Shire of Corrigin workforce (FTE) over the next

Department	2021/22	2022/23	2023/24	2024/25
Office of CEO				
Corporate and Community				
Finance				
Regulatory Services				
Works	1			
<b>TOTAL</b>				

The Shire of Corrigin Strategic Resource Plan, incorporating the Long Term Financial Plan and Asset Management Plan forecasts the following employee costs.

Expense	2021/22	2022/23	2023/24	2024/25
Wages	\$1,889,070	\$1,926,851	\$1,965,388	\$2,004,696
Professional development	\$42,907	\$43,765	\$44,641	\$45,534
On-costs	\$352,951	\$360,010	\$367,210	\$374,554
<b>TOTAL</b>	<b>\$2,248,095</b>	<b>\$2,293,057</b>	<b>\$2,338,918</b>	<b>\$2,385,697</b>

## **8 WORKFORCE DELIVERY PLAN**

The Corporate Business Plan identifies the following community priorities and actions of relevance to workforce planning:

### **Local businesses and the Shire have access to diverse skills and experiences**

*Actions:*

- 1) Shire workforce to include trainees and apprentices
- 2) Flexible employment models offered to Shire workforce to achieve positive community, social, environment and governance outcomes;
- 3) Develop a Shire of Corrigin Marketing Action Plan to promote our lifestyle, work opportunities and family focused community;
- 4) Allocate resources and work towards achieving the Marketing Action Plan;
- 5) Renewal and maintenance of Shire owned housing;
- 6) In collaboration with neighbouring local governments, advocate for improvements to State housing policy and availability of housing for business and government employees.

### **Succession planning for key leadership roles (Council and workforce)**

*Actions:*

- 1) Review, update and work towards the achievement of the Workforce Plan

### **Communication to the workforce and community is consistent**

*Actions:*

- 1) Shire communication is aligned to policy and best practice engagement standards;
- 2) Review and implementation of the Shire of Corrigin Customer Service Charter;
- 3) Employ professional customer service workforce who have the required knowledge and training including the provision of adequate resources (policy / information on services etc.) to ensure a good standard of customer service

#### **8.1 Our Focus for the Future**

Accordingly, the Workforce Delivery Plan has a strong focus on:

- Selection and recruitment
- Training and development of staff
- Job sharing / cross training and succession planning
- Internal communication

<b>Attract, Reward and Retain the Best Talent</b>					
<b>Action</b>	<b>Responsible Officer</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
a) Develop a recruitment strategy that articulates: - The Shires value proposition to prospective employees; - The Corrigin community (lifestyle); - Workforce diversity targets and strategies to increase representation of young people, Aboriginal and Torres Strait Island people and people with disabilities. - A process for internal succession and appointments.	CEO, Human Resources Finance Officer	X	X		
b) Continue to offer flexible working arrangements for staff where practical and beneficial to both the employee and the organisation	CEO, Human Resource Finance Officer	X	X	X	X
c) Review and update the Shire's key human resources policies and procedures including performance and talent management and staff induction processes.	CEO, Human Resource Finance Officer	X		X	
d) Undertake an employee engagement survey to identify and address any employee concerns.	Human Resource Finance Officer	X		X	
e) Review employee wages and incentives to ensure that they remain competitive, attractive and fair, in the context of the Local Government sector.	CEO, Senior Finance Officer	X	X	X	X
f) Undertake staff exit interviews to better understand reasons for turnover and opportunities to improve employee satisfaction.	Human Resource Finance Officer	X	X	X	X
g) Provide an induction to all new employees that is both welcoming and informative and ensures that they have all of the knowledge they require to start their job safely and feel part of the team. The induction is to include a welcome to both administration and works crews.	CEO, Human Resource Finance Officer	X	X	X	X
h) Rewards and incentives	CEO	X	X	X	X

<b>Develop People and Build Capability</b>					
<b>Action</b>	<b>Responsible Officer</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
a) Ensure all employees have a training and development plan, which is completed as part of their annual performance review.	CEO, Deputy CEO, CRC Coordinator Manager of Works and Services r	X	X	X	X
b) Provide opportunities for staff to act in other roles to facilitate knowledge transfer as part of a broader plan for succession and to reduce downtime when staff are away.	CEO, Deputy CEO, CRC Coordinator Manager of Works and Services	X	X	X	X
c) Adopt a multi-faceted approach to employee training and development that includes informal on-the-job training, coaching, and mentoring, and targeted training courses.	CEO, Deputy CEO, CRC Coordinator Manager Works and Services	X	X	X	X
d) Continue to offer apprenticeship and traineeship opportunities and work with the school to identify suitable candidates and promote opportunities to students.	CEO, Deputy CEO, CRC Coordinator Manager Works and Services	X	X	X	X
e) Provide staff with opportunities to collaborate and contribute to special projects	CEO, Deputy CEO	X	X	X	X
f) Develop a plan to ensure back-up provision for each key role, and identify cross-training opportunities to ensure skills development	CEO, Deputy CEO, CRC Coordinator Manager of Works and Services	X			
g) Develop succession plans for senior roles in the Shire	CEO, Deputy CEO, CRC Coordinator Manager Works and Services	X	X	X	X
h) Hold regular administration and depot staff meetings so that staff can share job knowledge and identify cross-training	CEO, Deputy CEO	X	X	X	X

opportunities as above, notes of meetings to be provided via email to share with all team members					
<b>Foster a Culture of Teamwork, Safety, Health, and Wellbeing</b>					
<b>Action</b>	<b>Responsible Officer</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
a) Develop an internal communications framework that incorporates both written communication and staff meetings to: <ul style="list-style-type: none"> <li>- Improve communication between Management and employees and across departments;</li> <li>- Ensure that all employees receive consistent and regular updates on Shire activities and decisions.</li> </ul>	CEO, Deputy CEO, Manager Works and Services	X			
b) Encourage participation in whole of organisation social activities	All staff	X	X	X	X
c) All staff to contribute to the improvement and maintenance of a workplace culture that values working safely and eliminates workplace injuries	CEO, Deputy CEO, Manager Works and Services	X	X	X	X
d) Continue regular toolbox meetings for WSH compliance and improvements (administration team and works crew)	CEO, Deputy CEO, Manager Works and Services	X	X	X	X
e) Staff to complete WSH checklists and risk assessment for work duties and business services	CEO, Deputy CEO, Manager Works and Services	X	X	X	X
f) Tailor WSH requirements in individual position descriptions	Human Resources Finance Officer	X	X	X	X

<b>Connect with Local People and Local Business;</b>					
<b>Action</b>	<b>Responsible Officer</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
a) Work with community representatives to identify ways to attract more local applicants for vacant positions	CEO, Deputy CEO	X	X	X	X
b) When appropriate, include independent local business or community representatives on selection panels	CEO, Deputy CEO	X	X	X	X
c) When vacancies arise share this information locally to inform and encourage suitably skilled and qualified applicants to apply	CEO, Deputy CEO	X	X	X	X
d) Encourage and facilitate staff to provide information and presentations on the work they do to other staff and to community groups	CEO, Deputy CEO	X	X	X	X
e) Prioritise local employment by ensuring that applicants with local address are given preference, providing that they meet the requirements of the position.	CEO, Deputy CEO, Manager Works and Services	X	X	X	X
<b>Network and Resource Share within the Region and the Local Government Sector.</b>					
<b>Action</b>	<b>Responsible Officer</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
a) Where appropriate, partner with surrounding local governments for resource sharing	CEO, Manager Works and Services	X	X	X	X
b) Explore opportunities for secondments or exchanges with other Local Governments	CEO	X	X	X	X
a) Outsource expertise to help prepare and meet compliance and legislative requirements	CEO	X	X	X	X

## 9 EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Workforce planning and diversity planning are complementary in achieving an ideal workforce.

An Equal Employment Opportunity (EEO) Management Plan has been developed in accordance with Part IX of the *Equal Opportunity Act 1984* and is aligned with the Director of Equal Opportunity in Public Employment's EEO and Diversity Outcome Standards Framework.

Workforce diversity is a business imperative and is part of good human resource management practice. An inclusive and accepting workplace has benefits for all employees. A diverse workforce will attract and retain quality employees, which translates into effective business decisions and effective service delivery.

The Shire of Corrigin EEO Management Plan is the foundation for a working environment free from harassment and discrimination. Through the implementation of this plan the Shire will strive to build a workforce and supporting organisational culture that reflects the diversity of the greater community. The plan is a live document that will be continually developed and built on for the Shire's future success.

All staff are encouraged to embrace equity and diversity within the organisation. The Shire of Corrigin values Equal Employment Opportunity/diversity and aims to ensure that the work environment is free from racial and sexual harassment and that employment practices are not biased or discriminate unlawfully against employees or potential employees. The Shire's employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

### 9.1 Equal Opportunity Workforce Profile

The following table shows the percentage representation of various diversity groups.

#### Percentage Representation

Diversity group	2019 Actual (%)	2020 Actual (%)	2021 Actual (%)
Women in management – Tier 1	100		100
Women in management – Tier 2	100	100	100
Women in management – Tier 2 Outdoor	0	0	0
Women in management – Tier 3 Indoor	100	100	0
Women in management – Tier 3 Outdoor	33	25	20
People from culturally diverse backgrounds	3		
Culturally diverse backgrounds - Indoor		7	0
Culturally diverse backgrounds – Outdoor		0	8
Aboriginal Australians	0		0
People with disability	3		
People with disability - Indoor		0	0
People with disability - Outdoor		5	4
Youth	3	8	7

The following table shows the calculated equity index.

**Distribution (Equity Index)**

Equity group	2019 Actual	2020 Actual	2021 Actual
Women	183		
Women Indoor		94	95
Women Outdoor		168	72
People from culturally diverse backgrounds	0		
Culturally diverse backgrounds Indoor		128	0
Culturally diverse backgrounds Outdoor		0	10
Aboriginal Australians	0	0	0
People with disability	12		
People with disability Indoor		0	0
People with disability Outdoor		17	1

**NOTE:** The equity index is not calculated for youth as salary range corresponds closely with experience and age.

## 9.2 Management Plan Outcomes

Shire of Corrigin Equal Employment Opportunity Management Plan			
Creating a workplace that is equitable and diverse			
EEO outcomes to be achieved during the period of the Plan			
Existing	To be reviewed	Proposed	Tick box indicates my authority has: <ul style="list-style-type: none"> <li>• <u>existing</u> initiatives in place</li> <li>• initiatives in place that need <u>to be reviewed</u></li> <li>• <u>proposed</u> initiatives that are yet to be developed.</li> </ul>
<b>Outcome 1:</b>		The organisation values EEO and diversity and the work environment is free from sexual and racial harassment	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Equal employment opportunity (EEO) and diversity principles are incorporated into corporate values, business planning processes and human resource workforce plans.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A positive, inclusive and harassment-free workplace culture is communicated and promoted within the organisation.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Managers and leaders are aware of their EEO responsibilities.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Performance management criteria for managers and leaders include the ability to attract and retain a diverse workforce and promote an inclusive work culture.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implementation of strategies within this Plan occurs throughout the organisation.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is an effective grievance resolution process where staff are able to raise concerns and issues.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Workplace culture is monitored and assessed to determine that it is inclusive and free from harassment and unlawful discrimination.
<b>Outcome 2:</b>		Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Organisational structure and job design provide career paths for all diversity groups.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Mechanisms are in place to identify the needs of diversity groups to operate effectively in the workplace. (e.g. diversity surveys, review of exit interview feedback).
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Retention practices are in place to identify, develop and retain staff from all diversity groups (e.g. induction processes, training and development opportunities, working hours and conditions, flexible work options and performance management).
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The organisation monitors and assesses employment practices to ensure they contribute positively to attracting and retaining a diverse workforce.

Outcome 3:			Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Demographic data is systematically collected to monitor and report on progress of all diversity groups.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Diversity objectives are identified to define the workforce profile suited to the agency's business needs.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Strategies are developed and implemented to attract, retain and provide career development opportunities for the diversity groups:</p> <p><input checked="" type="checkbox"/> Women in management                      <input type="checkbox"/> People from culturally diverse backgrounds</p> <p><input type="checkbox"/> Aboriginal Australians              <input checked="" type="checkbox"/> Youth</p> <p><input checked="" type="checkbox"/> People with disability              <input type="checkbox"/> Other (please specify):</p> <p>(Different organisations have different priorities according to their existing diversity profile and service delivery. The priorities for the organisation may not necessarily cover all diversity groups).</p>
Outcome 4:			Maintain a relevant and achievable EEO Management Plan through communication, review/amendment, and evaluation.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Plan and its policies and programs are communicated to all staff.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Each initiative/strategy/task is linked to a measure of success and a timeframe for completion.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Plan is monitored, reviewed and amended to ensure strategies remain relevant to the operations of the organisation.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Plan and its policies and programs are evaluated to determine the effectiveness of the Plan.