

# Workforce Development Plan 2022-2025



# Acknowledgement of Country

This plan has been prepared by officers of the Shire of Denmark to guide the sustainable development of the Shire's workforce in the coming years.

We acknowledge the Minang and Bibulmun people of the Noongar nation, who are the traditional owners of the land on which we work and who have been custodians on this land for thousands of years.

We aim to ensure our workforce respects indigenous cultural, social and environmental connection to this country by building respectful relations with first nations people living, working and travelling in the Shire.

We pay our respects to Elders past, present and emerging and welcome their guidance and counsel.





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# Denmark in Profile

186,007  
land area (hectares)

4,097  
ratable properties

6,370  
population

## Community

33% Share of the population over 60 (Regional WA 20.6%)

10.1% Share of population 18 – 34 tertiary study and young workforce. (Regional WA 20.6%)

2,393 Local jobs

29.8% Community members volunteer

716 Emergency service volunteers



## Environment and Land

35% Recycling compliance

15.3% Land in agriculture

35% Curbside collection diverted from landfill

70% Land in remnant vegetation



## Economy

\$260M Gross Regional Product

742 Local businesses

Education and Training Largest industry

\$15.8M Value of development applications

750,000 Visitor nights in region

32.5% Value of Shire procurement to local business

\*Ref: [profile.id.com.au](http://profile.id.com.au)

# Introduction

## In 2017, Council adopted a new Strategic Community Plan – Denmark 2027.

The plan outlines a series of aspirations and objectives based upon extensive community consultation. To deliver the community’s goals and aspirations, the Shire must have the capacity and capability within its workforce. The Workforce Development Plan is the key strategic document that guides the building of the workforce, ensuring the right people are engaged to deliver on the aspirations of the Strategic Community Plan as laid out in the activities of the Corporate Business Plan.

Actions in the Workforce Development Plan are funded and scheduled for delivery through the annual budget and corporate business planning process.



### What is Workforce Planning?

A continuous process of shaping the workforce to ensure it is capable of delivering organisational objectives, now and in the future.

**Australian National Audit Office 2004**



Denmark 2027- Planning and Reporting Framework

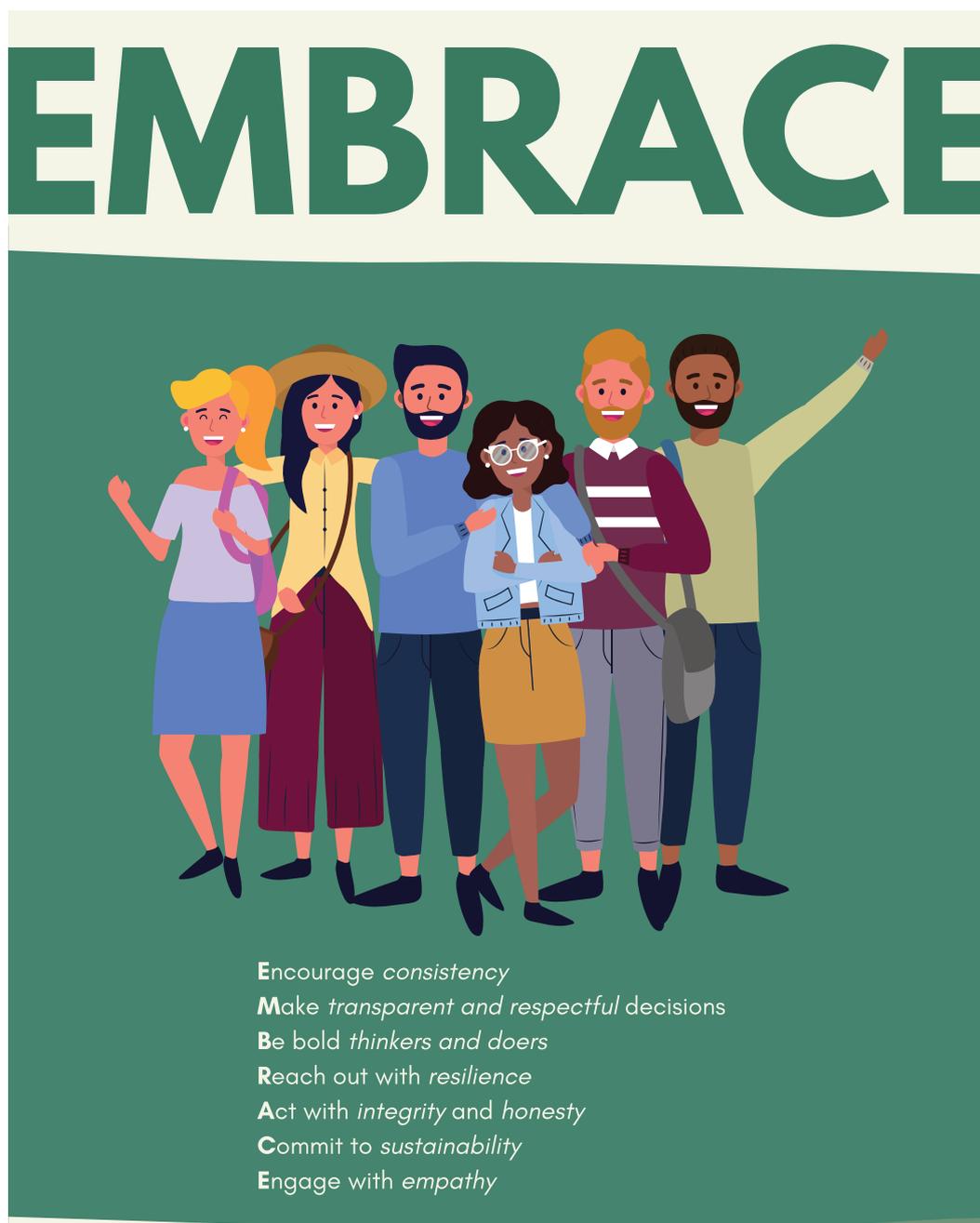
# Shire of Denmark

## Values and Culture

**The positive values and culture demonstrated by staff in the Shire generate an environment that is desirable for attracting employees and creates a traceable link to holding onto the right people.**

The leadership team aspires to create an environment where individuals thrive. It seeks to support each staff member's unique contributions, create an environment where co-workers can connect, and embrace a culture that empowers staff to speak up, resolve issues, and bring the organisation's values to life through their daily business interactions with the community. Each staff member is encouraged to support their colleagues, create a caring culture, and show courage to be thinkers and doers.

**Each member of staff embraces being part of a high performing team that delivers Denmark's vision.**



# Guiding Principles for the Workforce Development Plan

The following guiding principles underpin the Workforce Development Plan (WDP).

Guiding Principles	Our approach
Plan a workforce of the future	<ol style="list-style-type: none"> <li>1. Take a long-term view of workforce planning and development to avoid skills disruption and prepare for future jobs</li> <li>2. Recruit and develop the skills needed to deliver the services, projects and programs in the Annual Budget and Corporate Business Plan</li> <li>3. Make learning a constant</li> </ol>
Attract the right workforce	<ol style="list-style-type: none"> <li>4. Attract and engage a diverse workforce that brings new ideas, experiences and different approaches to work</li> <li>5. Recruit the best staff who are a positive cultural fit with the team</li> </ol>
Inspire and develop the workforce	<ol style="list-style-type: none"> <li>6. Invest in delivering effective and efficient professional development opportunities for staff</li> <li>7. Adopt technology that enables staff to broaden their capability and capacity</li> <li>8. Ensure ongoing and effective communication with the workforce</li> </ol>
Nurture a healthy workplace	<ol style="list-style-type: none"> <li>9. Focus on workforce wellbeing through the delivery of programs to promote physical, psychological and occupational wellbeing</li> <li>10. Reinforce workplace values of Consistency, Sustainability, Honesty and Integrity, Teamwork, Transparency, and Respect</li> <li>11. Embrace modern work practices that create a flexible work environment</li> <li>12. Develop mentoring opportunities for staff</li> <li>13. Invest in leadership development opportunities</li> <li>14. Ensure safety is a part of our daily work practice</li> </ol>
Embrace effective change to drive organisational performance	<ol style="list-style-type: none"> <li>15. Adapt and integrate business processes, technology and systems to achieve operational efficiencies</li> <li>16. Adjust and adapt the workforce within the parameters of the Long Term Financial Plan</li> <li>17. Managers and Executives operate in an integrated way to ensure effective communication across the workplace</li> <li>18. Take risks to drive performance improvement and or service innovation</li> </ol>



**If we allow it, we teach it**

**Glynn Watkins OA**

**(courtesy of Glenn Capelli, Professional Speaker)**

# Workforce Planning Cycle

**To ensure that the strategic focus is on achieving the workforce needed for the future, the executive team will facilitate an annual process, ahead of the annual performance review cycle, to:**

- Step 1 Understand our current and future business goals
- Step 2 Identify the capacity and capability of our current workforce to meet these goals
- Step 3 Forecast the capacity and capability of the workforce of the future
- Step 4 Undertake a gap analysis within the workforce
- Step 5 Review and evaluate the Workforce Development Plan.

## Current Workforce Structure

**The Shire of Denmark's leadership structure comprises 23 business units under the leadership of seven managers, two directors and the CEO. The organisational structure has officers reporting through coordinators or senior officers to team managers, directors and the CEO.**



### Directorates

The office of the CEO provides a range of organisation-wide services, including governance, employee support and culture, corporate planning, communications and community engagement.

The two directorates are Assets and Sustainable Development and Corporate and Community Services, and the following table outlines the services each directorate delivers. The two directorates are structured to ensure maximum collaboration and support resource sharing across teams. The organisational structure is flexible and adaptable to deliver projects and services in the Corporate Business Plan.

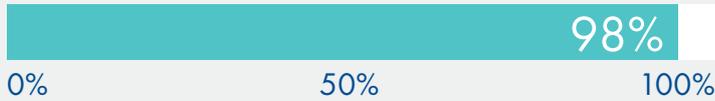
## Shire of Denmark Business Units

Directorates	Management Teams	Business Unit
CEO	Governance (CEO Manager)	Employee Support and Culture Governance Corporate Planning Community Engagement
Assets and Sustainable Development	Waste and Reserves	Parks and Reserves Waste
	Sustainable Projects	Sustainable Projects
	Civil Infrastructure	Workshop Civil Infrastructure
	Technical Services	Engineering Assets
	Planning	Health Building Planning
Corporate and Community Services	Community Services	Community Development Community Services Emergency Services Ranger Services Recreation Services Library Services
	Corporate Services	Information Technology Finance and Administration Records Customer Service



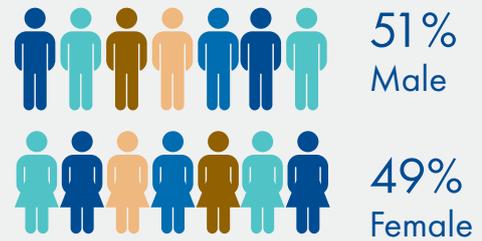
# Infographics\*

## POLLING



98% of employees rate the Shire as a positive place to work

## TOTAL HEADCOUNT



## AVERAGE TENURE

**6.1**  
years

## TURNOVER LAST YEAR

**8.3%**

## AVERAGE AGE

**47**  
years

## ELIGIBLE TO RETIRE

**2.7%**

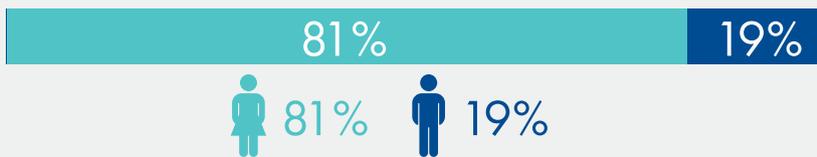
## RECEIVED AN INTERNAL PROMOTION

**8.3%**

## AVERAGE ABSENTEEISM LAST YEAR

**9.5**  
days

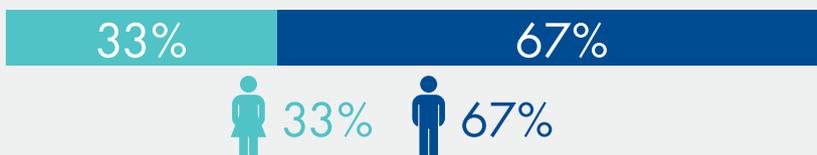
## FLEXIBLE WORKING ARRANGEMENTS (14% OF WORKFORCE ACCESSED)



## NON ENGLISH-SPEAKING BACKGROUND

**4.9%**

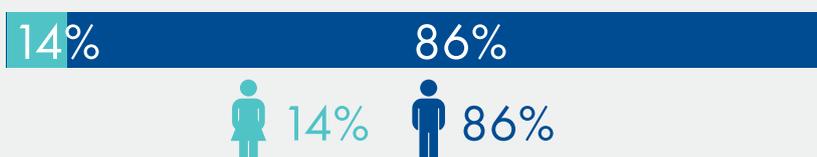
## EXECUTIVE STAFF (3)



## DISABILITY

**5.9%**

## MANAGERS (7)

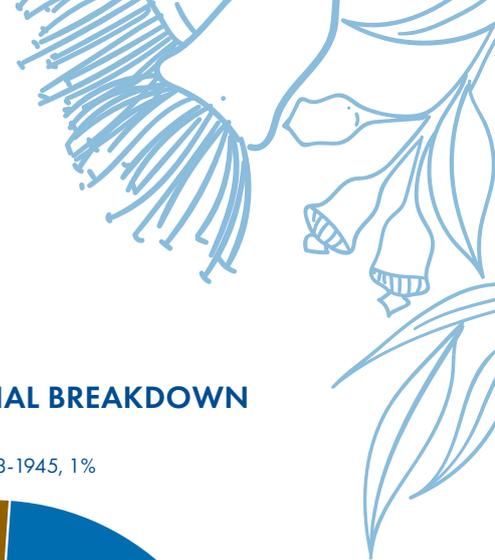


## ABORIGINAL AND TORRES STRAIT ISLANDER

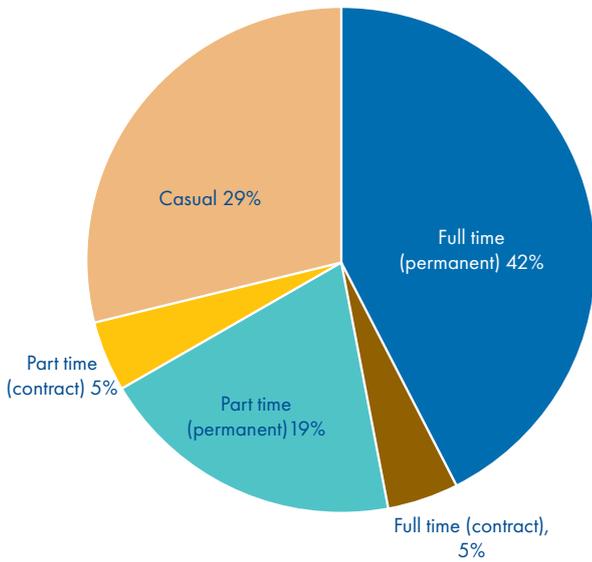
**2%**

\*Workforce statistics current as at 30 June 2021

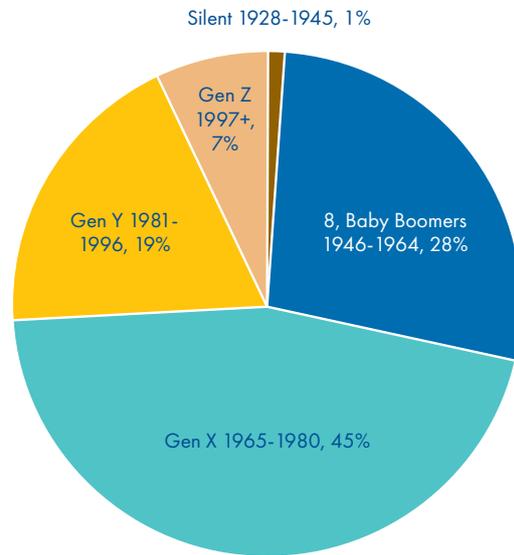
# Where are we Now



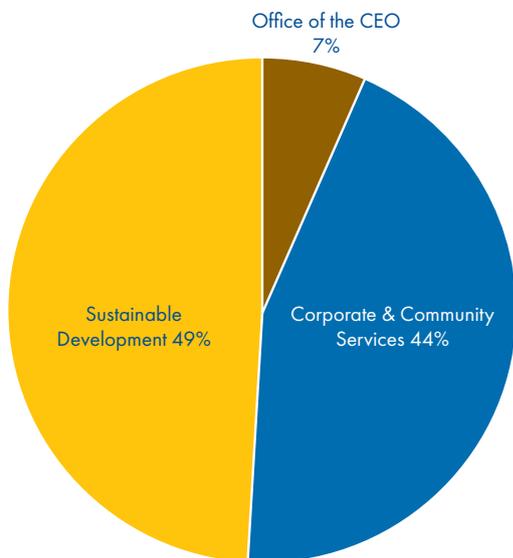
**EMPLOYMENT STATUS**



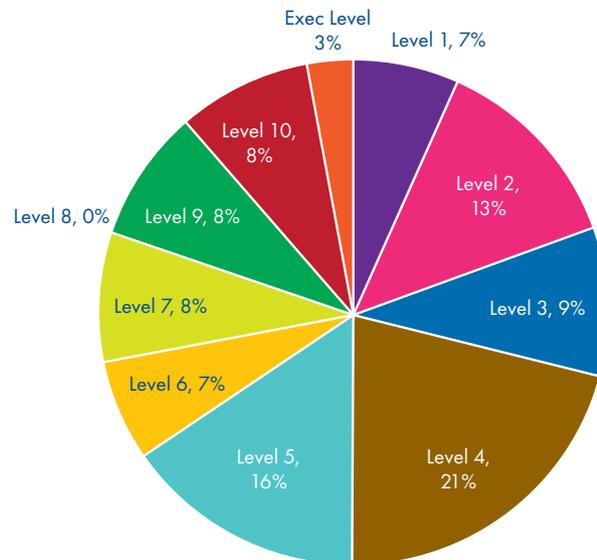
**GENERATIONAL BREAKDOWN**



**EMPLOYEES BY WORK AREA**



**EMPLOYEE CLASSIFICATIONS**



# Risks and External Influences

## Diverse offerings

Local Governments are required to provide an increasingly diverse range of services, necessitating an extensive skill base within the workforce. The lack of ability to offer the volume and depth of work that would attract specialists in many fields can limit the outcomes of small Local Governments. This constraint often results in the need for employees to be multi-skilled across broad, often different, subject matter areas, complemented by consultancy advice.

## Expectations of the community

Increasing community expectations alongside population and visitor growth within the Shire puts pressure on the organisation and workforce. Increasing expectations require Shire of Denmark to become more strategic and efficient with resource planning.

## Additional responsibilities

State and Federal Governments continue to broaden the responsibilities of Local Government through the passing down of duties previously held by various government departments or delegating newly created roles. Cost shifting stretches Local Government resources, impacting service delivery and community satisfaction.

## Economic trends

Denmark has experienced significant economic activity since the initial Covid-19 shutdown period in 2020. This activity has put pressure on Shire resources to meet the unprecedented high demand for tourism in the area. In addition to this, the State and Federal funding released for civil and construction related works has increased demand for contractors, and in 2021 the impact of contractor shortage and growing labour costs started to become evident.

## Housing

A shortage of available rental accommodation in many regional towns has become an issue of concern for Local Governments seeking to attract a workforce from outside the local area. The current housing shortage has been exacerbated in Denmark.

Denmark has a significantly low number of people in the 18-34 year age bracket. While this cohort makes up only 10% of the Denmark population, the regional average in WA is over 20%. The Shire's ability to attract a younger workforce from outside the local area is hindered by a lack of affordable housing stock.

## Technological

Advancements in technology change the nature of jobs and the current and future skills needed to participate in the workforce. As well, the rise in demand for automated and online services requires a suite of information technology skills, including:

- Analytical skills
- Systems development
- Using web-based platforms
- Installing and running applications

The onset of the global pandemic forced businesses to move rapidly towards adopting online communication tools and work-based social media platforms.

The challenges for current and emerging workforces are ensuring that these tools are used effectively and will enhance productivity rather than hinder it.

**86% of Local Governments have no analysis or forecasting of changing roles/skills requirements arising from digital disruption and technology changes. All Local Governments responding to the survey indicated the need to improve their soft skills, particularly novel and adaptive thinking, new media literacy, ability to work productively, drive engagement, and demonstrate presence as a virtual team member.**

**WALGA Sept 2018 – Local Government Workforce and Future Skills Report Western Australia**

## Environmental

Adopting the Shire of Denmark Sustainability Strategy 2021-2031 has put sustainability activity at the forefront of Shire operations. Successfully embedding sustainability through actions, policies, and procedures to make the Shire sustainable will require the entire workforce to embrace this principle. To this end, the Shire needs innovative, future thinkers who will deliver environmentally sustainable outcomes from Shire operations.

## Competition and Skills Shortage

In 2019/20, the Shire of Denmark salary levels, on average, were just below the 50th percentile of the salary market when comparing the wages of staff to those in Local Governments with similar operating budgets. The Shire of Denmark is a tier 3 Local Government, which means it is at the smaller end of Local Governments in WA. WA Local Governments are allocated to one of four bands based on several factors, including geographical size, population and rates revenue. Large Local Governments such as regional cities and large metropolitan Councils are generally Band 1, and the smallest Local Governments are Band 4.

In the current unemployment market, low wages increase the risk of not attracting experienced or qualified staff when advertising positions and retention of high performers. This is outlined in the Median Salary graph below.

### MEDIAN SALARY



This chart compares the Shire of Denmark median full-time equivalent salary (yellow) with the survey medium (Blue) and the median for other Local Governments of a similar size (SAT Band 3)

#### Local Government Workforce and Future Skills Report 2018 revealed:

- 47% of Local Governments were experiencing a skill shortage and skill gaps;
- Building Surveyors, Environmental Health Officers, Engineers, Town Planners and Plant Operators were the top five areas of skills shortage;
- The key reasons behind the skills shortage are: the inability of Councils to compete with the private sector on remuneration; lack of suitably qualified/experienced candidates; and remoteness/location making it difficult to attract and retain workers;
- 72% of Local Governments have unmet training needs, higher than any other state/territory in Australia arising from: lack of training available locally; lack of/limited number of courses on offer in Western Australia; lack of providers in Western Australia; and the courses that are available are city-based and not available online; and
- The most significant challenge faced by Local Governments in Western Australia is remoteness; which creates significant issues around access and affordability of training and Local Governments ability to recruit and retain staff.

WALGA Sept 2018 – Local Government Workforce and Future Skills Report Western Australia

## PRIORITY SKILLS: 2019 SKILLS FORECAST

### Top Priority Skills

Teamwork and communication  
Analytical thinking and innovation  
Resilience, stress tolerance and flexibility  
Emotional intelligence



### Top Generic Skills

Communication / Virtual collaboration / Social intelligence  
Learning agility / Information literacy / Intellectual autonomy and self management (adaptability)  
Managerial / Leadership  
Customer service / Marketing  
Technology



Priority skills source: Local Government IRC Skills Forecast and Proposed Schedule of Work 2019



# Internal Influences



## Corporate Business Plan – Skills Analysis

The Corporate Business Plan (CBP) outlines a schedule of work for four years. The current CBP has a focus on delivering a suite of projects that will require a workforce to be skilled in:

- procurement and contractor engagement
- project management
- online service delivery
- document management
- sustainability actions

Team planning and annual reviews identify skill gaps present within the current workforce. Skill gaps may include a range of technical and soft skills. They occur due to the ongoing evolution of position requirements, adopting of new technology and processes, changing community expectations, industry-wide skill shortages, and challenges in recruiting specialized or experienced employees in a small Local Government.

Some of the specific skill development areas identified by managers in 2021 as a priority in the next four years include:

- preparing briefs and reports
- planning and delivering community engagement sessions
- media engagement
- moving services/programs to an online formation, including e-commerce
- managing tenders and contractor engagement
- managing asset and building redevelopment projects
- preparing masterplans
- conducting service reviews
- using a suite of IT systems for project management and financial management

## Volunteers

Volunteers play an essential role within Local Government and ensure a direct link between Council and the community through a range of core services. A Local Government volunteer is registered with the Local Government and authorised to perform voluntary work. The Work, Health, and Safety Act (2020) recognises volunteers as workers. The Shire is responsible for ensuring that volunteers are inducted, trained, and equipped with PPE, ensuring work environments are without health risks and a safe-work system exists. Bushfire volunteers come under the management of

the Local Government, and as such, the Local Government must ensure volunteers are not harmed because of work carried out on their behalf. It is recognised that the work of bushfire volunteers is both valuable and high risk. The Shire will need to work closely with the Department of Fire and Emergency Services to ensure the workforce responsibilities for volunteers is managed appropriately.

## Workforce Diversity

"A diverse workplace is an important asset, since it acknowledges the individual strengths of each employee and the potential they bring. Valuing the differences of others is what ultimately brings us all together and can be the secret to a successful, thriving workplace and a fair work culture." [www.abilityoptions.org.au](http://www.abilityoptions.org.au)

Creating and valuing workforce diversity, whether that be diversity of age, gender, cultural background or disability, requires an ongoing commitment by the Shire to positively acknowledge differences, provide appropriately inclusive workplace facilities and processes, deliver implicit bias training and mentoring.

According to the Local Government Industry Reference Committee's 2019 Skills Forecast, over half of the Local Government sector workforce was aged over 45 in 2016. At the Shire of Denmark, as of 30 June 2021, 70% of the Shire workforce was aged over 45. Looking closer at the most significant subset, permanent staff, there has been an increase from 67% to 86% of the workforce in the last four years now aged over 45.

With 30% of the workforce over the age of 57 (Baby Boomers and Silent generation), the data presents several challenges for the Shire, particularly concerning knowledge loss as long-standing employees seek retirement. The Shire will need to address this challenge whilst also providing options for employees to transition to retirement, offering job redesign options where possible and maintaining a safe and healthy workforce.

Developing a younger workforce can be supported through a range of entry-level opportunities, including cadetships, traineeships, and apprenticeships. School-based traineeships can be a crucial nurturing step for entry-level employment opportunities across the Shire.

Beyond the entry-level workforce, a millennial workforce (20s and 30s) brings passion and motivation to an organisation. Attracting millennials requires an understanding of their professional development needs and aspirations and providing them with opportunities to grow professionally.

Flexible work arrangements and child-friendly workplace policies can be crucial in retaining staff who have parenting / caring responsibilities. Millennials and Gen Z are part of a generation of 'digital natives' familiar with digital devices and technology platforms. Skills in multi-tasking and agility with change mean this group seek challenges while also wanting effective communications and feedback with colleagues and supervisors.

Growing workplace wisdom is one of the many benefits of engaging older workers. It is worth noting that "for most people, raw mental horsepower declines after the age of 30, but knowledge and expertise – the main predictors of job performance – keep increasing even beyond the age of 80". Ref: Bersin, J & Chamorro-Premuzic, T. (2019) The Case for Hiring Older Workers, Harvard Business Review. Whether it is using the knowledge and expertise of older workers in supervisory or mentoring roles; or building a workplace with cognitive diversity, considering engaging older workers ensures that we have access to the broadest possible employment pool in the community.

The Shire's overall gender balance for 2020/21 sits at 49% females 51% males, with females now represented at the organisation's management and executive levels, compared with no female representation at this level in the 2019 Workforce Development Plan.

Maintaining and improving the representation of women in leadership roles ultimately is about maximising the organisation's potential. The Shire will pursue a commitment to diversity through:

- Role-modelling a commitment to diversity
- Redesigning roles and work to enable flexible work and normalise flexibility across levels of the organisation
- Actively support and develop rising women in the organisation with professional development opportunities
- Ensure that infrastructure is in place to support a more inclusive and flexible workplace
- Challenge traditional views of merit in recruitment and evaluation
- Invest in frontline leader capabilities to drive cultural change

As part of Denmark Shire's 2018-2020 Disability Access and Inclusion Plan, the Shire is committed to ensuring people with disabilities have the same opportunities as other people to obtain and maintain employment with the Shire of Denmark. The strategies to achieve this include providing employment, training and volunteering opportunities for people with disabilities within the Shire of Denmark and establishing links with disability employment services. Currently, approximately 6% of the workforce identifies as having a disability.

## Contracting Goods and Services

Procurement through contracting arrangements can not only be effective to deliver goods and services to the community but can also complement the workforce's skill set.

Contracting provides access to specialist skill sets needed for a set period or access to equipment where it is not a cost-effective investment for the Local Government. Contracting with local businesses also ensures that the Shire can support the local economy. In 2020/21, the Shire directed 31% of its procurement to local goods and services. A further 20% of procurement went to businesses within the Great Southern.

To achieve value for money, we regularly review contracting arrangements and determine if outsourcing is the appropriate strategy for service delivery.

We currently contract services in the following areas:

- Legal advice
- Community engagement
- Graphic design
- Catering
- Youth Case Management Services
- Life-Saving Services
- Gym Equipment Hire
- Website Management
- Telephone service
- After-hours answering service
- Mowing and Turf Maintenance
- Trail Maintenance
- Landscape/playground design installation
- Dieback interpretations
- Arborists
- Plumbers / Electricians
- Irrigation specialists
- Recycling collection
- Hook lift bin transport
- Tyre removal/processing
- CDS transport
- E-waste removal/recycling
- Boilermaker repairs
- Green waste processing
- Tip site operations and maintenance
- Noxious weed control
- Energy and water monitoring/data control
- Environmental consultants
- Fire mitigation activity
- Street sweeping
- Carting and processing gravel
- Line-marking
- Tree lopping
- Plant hire
- Bridge maintenance
- Concrete laying
- Kerbing, brick paving
- Crushing, screening, out-loading of lime sand
- Drainage construction
- Road construction
- Building contractors
- Engineering consultants
- Geo-tech consultants
- Building valuations & conditions
- Road & drainage conditioning
- Cleaning
- Security monitoring
- Fire Protection
- Building maintenance
- Sign manufacturing

Plan for the Future (F)	Attract Workforce (A)	Inspire and Grow (G)	Engage and Retain (E)	Improve Performance (P)	Workforce Action Plan	Team	2022/23	2023/24	2024/25	2025/26	
✓					F1	Conduct annual organisational reviews to consider workforce issues based on the workforce planning cycle.	Executive	●	●	●	●
✓					F2	Undertake an annual risk management plan for critical positions where recruitment could be difficult	Executive	●	●	●	●
✓					F3	Conduct annual performance reviews with all permanent and contract staff to deliver training and development pathways linked to the CBP	Managers	●	●	●	●
✓					F4	Introduce an online training platform to ensure access to training as new ideas, programs and services become available	Governance / HR		●		
	✓				A1	Review the induction process for new employees to ensure a solid link to the planned direction of the organisation	Governance / Corporate Planning			●	
	✓				A2	Document the arrangements for entry-level workforce opportunities available to all teams	Governance / HR		●		
	✓				A3	Conduct salary benchmarking	Governance / HR	As required			
		✓			G1	Provide staff with professional development opportunities to empower them to contribute to the reconciliation journey	Governance	●	●	●	●
		✓			G2	Provide training opportunities for staff to develop skills in communications and community engagement	Governance		●		
		✓			G3	Deliver on actions and strategies from the current Disability Access and Inclusion Plan	Community Services	●	●	●	●
			✓		E1	Build a culture of health and safety through all teams through the effective use of SkyTrust	Managers	●	●	●	●
			✓		E2	Build a culture where sustainable decision making and actions are the responsibility of every team and are committed to by teams in the CBP	Managers	●	●	●	●
			✓		E3	Undertake a diversity and inclusion review of key HR processes and practices to remove potential barriers and improve diversity	Governance / HR			●	
			✓		E4	Implement a Leadership Development Framework and training program, including an emerging leaders program	Executive	●			
			✓		E5	Provide secondment opportunities to develop our future leaders	Governance / HR	●	●	●	●

Plan for the Future (F)	Attract Workforce (A)	Inspire and Grow (G)	Engage and Retain (E)	Improve Performance (P)	Workforce Action Plan	Team	2022/23	2023/24	2024/25	2025/26
			✓	E6	Support team-based annual planning to ensure workforce participation in the development of CBP activity, including the opportunity to feed into business improvement opportunities directly	Governance / Corporate Planner	●	●	●	●
			✓	P1	Review internal communication networks and structures to foster innovative ideas, effective communication, and efficient use of staff resources	Governance / Corporate Planner	●			
			✓	P2	Introduce improvements to the payroll system	Corporate Services	●			
			✓	P3	Introduce online contractor inductions	Governance / HR		●		
			✓	P4	Deliver ongoing review of HR Standard Operating Procedures to ensure currency and best practice	Governance / HR	As required			
			✓	P5	Deliver a Flexible Working Arrangements Standard Operating Procedure, including a transition to retirement to support our ageing workforce	Governance / HR	●			
			✓	P6	Deliver a Customer Service Charter	Corporate Services	●			
			✓	P7	Deliver a range of ICT training opportunities to ensure staff have the skills to deliver services/ products through online platforms	Corporate Services	●	●	●	●
			✓	P8	Identify critical roles where position manuals that document job task instructions, key contacts and a calendar/schedule of essential position tasks are needed, and resource and schedule the work to be undertaken by officers currently in those roles	Managers	●	●	●	●
			✓	P9	Implement an integrated planning, project management and performance management software program to drive performance and improve reporting	Corporate Services	●	●		





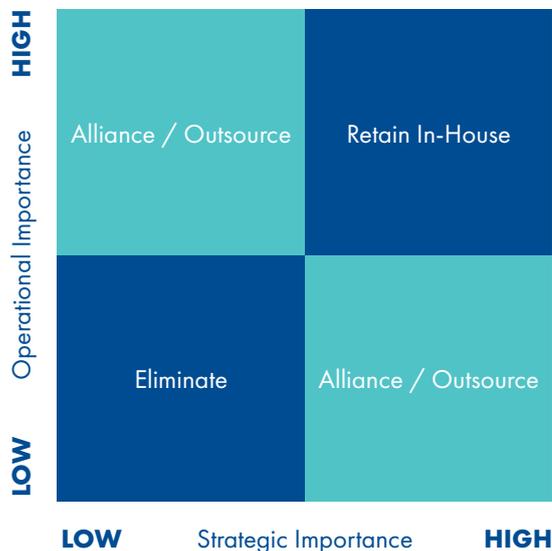
**A diverse workplace is an important asset, since it acknowledges the individual strengths of each employee and the potential they bring.**

# Monitoring and Evaluation

The following tools support monitoring and evaluation of the achievements of the Workforce Management Plan.

## Monitoring and Evaluation

<p>Corporate Business Plan Deliverables</p>	<p>All projects within the CBP are tracked monthly by team managers and executive team. This information feeds into the mid-year review budget deliberations. Managers flag and report on projects each month that are:</p>	
<p>Cultyr Scorecard</p>	<p>The workforce planning "Cultyr Scorecard" provides the Shire with the opportunity to hear from its employees on its performance and benchmark the organisation with similar Local Governments in WA. The most recent survey in September 2020 identified many areas of strength across the organisation, particularly organisational culture and team spirit. The Shire has been actively measuring employee perceptions for the past two years via an annual staff culture survey, which has helped inform and prioritise actions within this Workforce Management Plan. Over the past two years, employee satisfaction, commitment to the organisation, and the likelihood of recommending the Shire as a 'place to work' have significantly increased. The latest survey results show that ratings in these areas have surpassed the WA average and have met or are close to meeting the highest industry score.</p> <p><b>The current benchmark is that 98% of staff rated the organisation positively as a place to work.</b></p>	
<p>Assessing Workforce Engagement Matrix</p>	<p>Executive and managers evaluate and monitor workforce engagement practices and consider the strategic importance of the task and the impact on the operational performance when determining if a function needs to be undertaken in-house or outsourced. The matrix below helps assess the options for workforce engagement.</p>	



**Retain:** Some tasks are high in strategic importance and have a significant impact on the operational performance of the Shire. We retain these tasks in-house to keep the maximum level of control. Examples are the delivery of community services; significant capital works projects, management of ICT and accounting services.

**Alliance:** Some tasks are essential to the Shire commitment but do not form part of our internal operational performance and can be outsourced safely to a trusted partner. An example is the delivery of tourism services by the Denmark Chamber of Commerce and our partnership with the Denmark Community Windfarm to deliver sustainability outcomes.

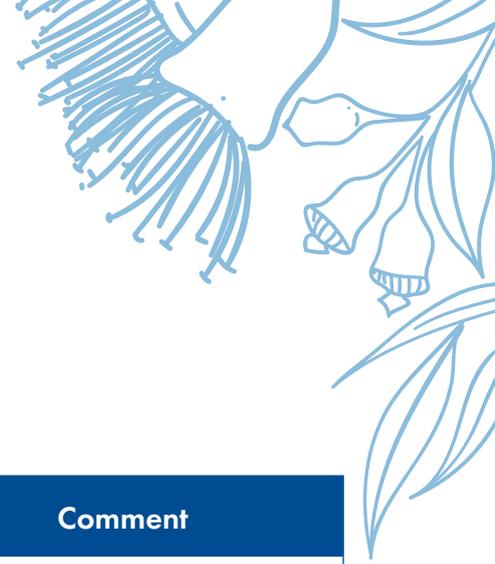
**Outsource:** Activities in this area are essential for successful operational performance and require a level of expertise or equipment not held by the Shire, with the associated risk managed through good procurement and contract management arrangements.

**Eliminate:** Over time, some activities may be deemed not crucial to our organisation's overall strategy and don't significantly contribute to its day-to-day operational performance. We should consider eliminating the workforce resources committed to these activities.



# Appendix 1:

## 2019 Action Plan and Status update



Key Focus Area	Action	Status	Comment
<b>Attract a diverse and high performing workforce</b>	Develop an employment brand for the Shire of Denmark that communicates our Vision.	<b>Completed</b>	
	Implement a performance-based hiring methodology to improve recruitment and selection outcomes.	<b>Completed</b>	The Shire implemented a recruitment matrix for the recruitment assessment process. Recruitment, Retention and Selection Standard Operating Procedures adopted in 2021.
	Review recruitment processes to improve the candidate experience.	<b>Completed</b>	Website document: Employee Benefits and Conditions developed 2021.
	Review our approach to traineeships and apprenticeships to encourage opportunities.	<b>Completed</b>	Now conducted as a whole of the organisation recruitment process on an annual basis, taking into consideration the needs and abilities of teams to support a trainee or apprentice.
	Undertake a diversity and inclusion review of key HR processes and practices to remove potential barriers and improve diversity.	<b>Scheduled</b>	
<b>Inspire and grow our people</b>	Implement Career Development Plans for all permanent employees to encourage and support career progression.	<b>Completed</b>	Completed as part of the Annual Performance Review.
	Implement an annual refresher training program of crucial business processes and activities to improve organisational outcomes.	<b>Reassessed</b>	Not deemed a priority area. Covered through the annual performance review process.
	Implement a Leadership Development Framework and training program to increase management capability.	<b>Scheduled</b>	
	Facilitate community engagement training and project management training for key personnel.	<b>Completed</b>	
	Implement an internal mentoring and peer support program to develop our future leaders.	<b>Ongoing</b>	
	Provide secondment opportunities to develop our future leaders.	<b>Scheduled</b>	
	Implement innovation meetings and review current meeting structures to encourage employee engagement, improve organisational performance and reduce the chance of silos.	<b>Scheduled</b>	
	Commit 1% of the Shire's annual salary and wages budget to professional development.	<b>Reassessed</b>	Not deemed necessary to equate to a % of employee costs.



Key Focus Area	Action	Status	Comment
<b>Engage and retain our people</b>	Review our performance management framework and create a simplified performance review process that aligns with our strategic objectives.	<b>Completed</b>	Reviewed performance review process introduced in 2021.
	Review and improve our employee benefits to improve choice and support health and wellbeing initiatives.	<b>Completed</b>	Website document: Employee Benefits and Conditions developed 2021.
	Review the induction process and training program for new employees to enable them to 'hit the ground running.'	<b>Ongoing</b>	Introduction of SkyTrust software program to assist with the induction process.
	Undertake an annual culture survey to understand employee priorities, benchmark performance and drive HR improvement.	<b>Ongoing</b>	Now undertake as a biannual survey in line with similar size Local Governments in WA.
	Undertake a salary and benchmarking review to understand employee perceptions and inform actions to address areas of pay disparity.	<b>Ongoing</b>	
	Review and improve our ability to provide flexible working arrangements.	<b>Scheduled</b>	
	Facilitate better integration between our different offices and locations.	<b>Ongoing</b>	
	Develop and implement a peer-supported reward and recognition program.	<b>Completed</b>	Employee Incentive and Recognition Award.
	Develop and implement a transition to retirement policy to support our ageing workforce.	<b>Scheduled</b>	Scheduled for 2021/22.
Develop and implement a Volunteer Strategy to support and retain our volunteer workforce.	<b>Reassess</b>	Review if a strategy is the correct approach to address this issue. New legislation due to take effect in 2022.	

Key Focus Area	Action	Status	Comment
Plan for improved performance	Appoint a Workforce Planning Working Group to drive organisational change and champion our people Vision.	Reassess	To be achieved through the leadership development framework
	Review the office blueprint to facilitate growth, improve performance and support organisational cross flow.	Ongoing	
	Develop succession plans for critical roles within the Shire to reduce potential continuity gaps and increase corporate knowledge retention.	Ongoing	
	Develop and implement backup structures for critical positions to improve continuity of performance.		
	Develop and implement position manuals that document job task instructions, key contacts and a calendar/schedule of essential position tasks and events to improve continuity of performance.	Ongoing	
	Implement an integrated strategic planning, project management and performance management software program to drive performance and improve reporting.	Ongoing	
	Develop and implement a workforce planning process and map to guide future workforce planning activities.	Scheduled	
	Develop and implement an annual software and system review.	Scheduled	
	Develop and implement an annual skill gap analysis.	Ongoing	
Review and improve processes to ensure the retention of critical corporate knowledge.	Ongoing		

# Appendix 2: 2020 Culyr Scorecard Summary



# Appendix 3:

# Related Workforce Documents

<b>STA001</b>	Recruitment Selection & Retention
<b>SOP001</b>	Recruitment and Selection Procedure
<b>STA003</b>	Paid Parental Leave Standard
<b>SOP004</b>	Secondary Employment Standard & Guidelines Covid Leave Guidelines Study Leave (DRAFTING)
<b>SOP007</b>	Flexible Workplace Arrangements (DRAFTING) SOD EEO Management Plan 2021-2023 SOD Employee Assistance Program Shire of Denmark (Outside Workers) Agreement 2021 Local Government Industry Award 2020



The positive values and culture demonstrated by staff in the Shire generate an environment that is desirable for attracting employees and creates a traceable link to holding onto the right people.

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