



SHIRE OF MENZIES

WORKFORCE PLAN

July 2013 – June 2017

Finalised – November 2012



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Department of **Local Government**
 Department of **Regional Development and Lands**



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Introduction

The Local Government Act was recently amended to require local governments to prepare two different plans to help guide and shape the future of the community –

1. Strategic Community Plan

The Strategic Community Plan will help shape the services that the Shire of Menzies will deliver over the next ten years, as not every objective can be met immediately.

2. Corporate Business Plan

The Corporate Business Plan identifies what we will achieve in the shorter term, and the steps we will take to reach our long term vision, and will enable us and the community to review and monitor our progress towards achieving our aspirations.

This Workforce Plan has been developed to provide foundational information for the Corporate Business Plan, for the purpose of achieving the aspirations identified in the Strategic Community Plan.

There is no legal requirement to prepare a Workforce Plan, however, Local Government (Administration) Regulation 19DA states –

(3) A corporate business plan for a district is to –

- (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
- (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
- (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*

The Integrated Planning Advisory Standard published by the Dept of Local Government considers the Standard to have been met if –¹

- (i) Council has a current Workforce Plan.*
- (ii) The Workforce Plan identifies the current workforce profile and organisational structure;*
- (iii) The Workforce Plan identifies gaps between the current profile and the organisational requirements;*
- (iv) and the Workforce Plan identifies organisational activities to foster and develop workforce*
- (v) The Workforce Plan is budgeted for in the Corporate Business Plan and Long Term Financial Plan.*

Workforce planning (WFP) is therefore a component of the Integrated Planning and Reporting Framework and is used to inform the Shire of how capable it is to deliver the services to the community.

¹ Retrieved 22 October 2012 from <http://integratedplanning.dlg.wa.gov.au/Page.aspx?PID=6>

1 The Shire in Profile

1.1 Our Area

The Town of Menzies is a mining and pastoral town in the Eastern Goldfields, 730 kilometres East of Perth, about an 8 hour drive via Kalgoorlie. The Shire covers approximately 125,000 km² with an estimated population of about 235 people in the western part of the Shire. Approximately 150 people live in the Tjuntjuntjara Community near the South Australian border.

1.2 Our Economy

From Census data, the most common responses for persons usually in residing in Menzies were –

Employment	2006 ² %	Australian snapshot	2011 ³ %	Australian snapshot
Worked full time			49.6	59.7
Worked part time			32.8	28.7
Worked away from home			13.0	5.9
Unemployed	3.0		10.5	5.6
Total in labour force			131	

Occupation	2006 ² %	Australian snapshot	2011 ³ %	Australian snapshot
Labourers	33.0		30.0	9.4
Machinery Operators and drivers			16.7	6.6
Professionals	9.6		15.0	21.3
Managers	18.1		10.0	12.9
Community and Personal Service Workers	9.6		10.0	9.7
Clerical and Administrative Workers	7.4		9.2	14.7
Technicians and Trades	7.3		5.8	14.2

Industry	2006 %	Australian snapshot	2011 %	Australian snapshot
Local government	24.2		18.5	14
Civic, professional & other interest group services			15.1	0.4
Sheep, beef, cattle and grain farming	13.2			
School education	11.0		11.8	4.6
Exploration			10.1	0.1
Hospitals	8.8			
Retail (Supermarket & grocery sales)	5.5		5.9	1.3

Two highly significant circumstances are apparent –

- the absolutely critical value of local government to the community for employment, and
- despite the extremely active mining sector, comparatively, the dearth of mining opportunities for residents at this time. There may be opportunities for Menzies to develop partnerships with the mining industry to increase local employment and develop local skills.

² As quoted in KPMG draft Workforce Plan of October 2012

³ http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/LGA55390?opendocument&navpos=220 on 19 November 2012

1.3 Our People

	2006	Australian snapshot	2011	Australian snapshot
Population	238 ⁴		384	
Private dwellings	159		158	
Tenure –				
- Owned – with/without mortgage			27.2%	67.0%
- Rented			65.4%	29.6%
People per household	2.6		3.1	
Median weekly rent	\$25	\$190	\$86	\$285
Median weekly income –				
- Individual	\$245	\$466	\$292	\$577
- Household	\$480	\$1,027		
Median weekly household income – Equivalised				
- Without children			\$900	\$2,081
- With children			\$542	\$2,310
Indigenous			43.9%	0.5%
Indigenous language spoken home (Pitjantjatjara, Ngaanyatjarra, Wangkatha)			47.5%	Too small to calculate
Two or more languages spoken at home			27.5%	20.4%
English only	52.8%	78.8%	46.7%	76.8%
Households with no registered motor vehicles			30.4%	8.6%

The median rent compared with the national average suggests that the accommodation is more affordable in Menzies than other local government areas, however the cost of living is countered by high freight costs impacting goods and services.

While the population distribution generally follows that for the whole of Australia, three key factors emerge –

1. The percentage of those in Menzies who speak only English at home is much lower than the national average due to the fact that a significant proportion of the Shire population is indigenous and speaks a variety of Aboriginal dialects. As the Shire has a significant Aboriginal population, the local government must consider and keep updated on the changing legislation regarding the provision of services to Aboriginal communities.
2. The numbers for full time employment are lower in Menzies than nationally, suggesting that there is a significant proportion of residents only employed part time, with potential capacity to work full time, and that there is a shortage of full time employment. This is a consideration for the local government which may be able to further support new business activity in the Shire.
3. The median income of Menzies residents, both individual and household, is far below the national average.

1.4 Our Environment

The natural environment needs to be valued and sustained to ensure viability of pastoral industry and protection of an often fragile ecosphere during development. This includes control of pest plants and feral animals.

In addition to the natural environment there is the built environment of our surroundings and the heritage value these represent to the community.

⁴ Likely that statistics for Tjuntjuntjara were not included – unable to be verified.

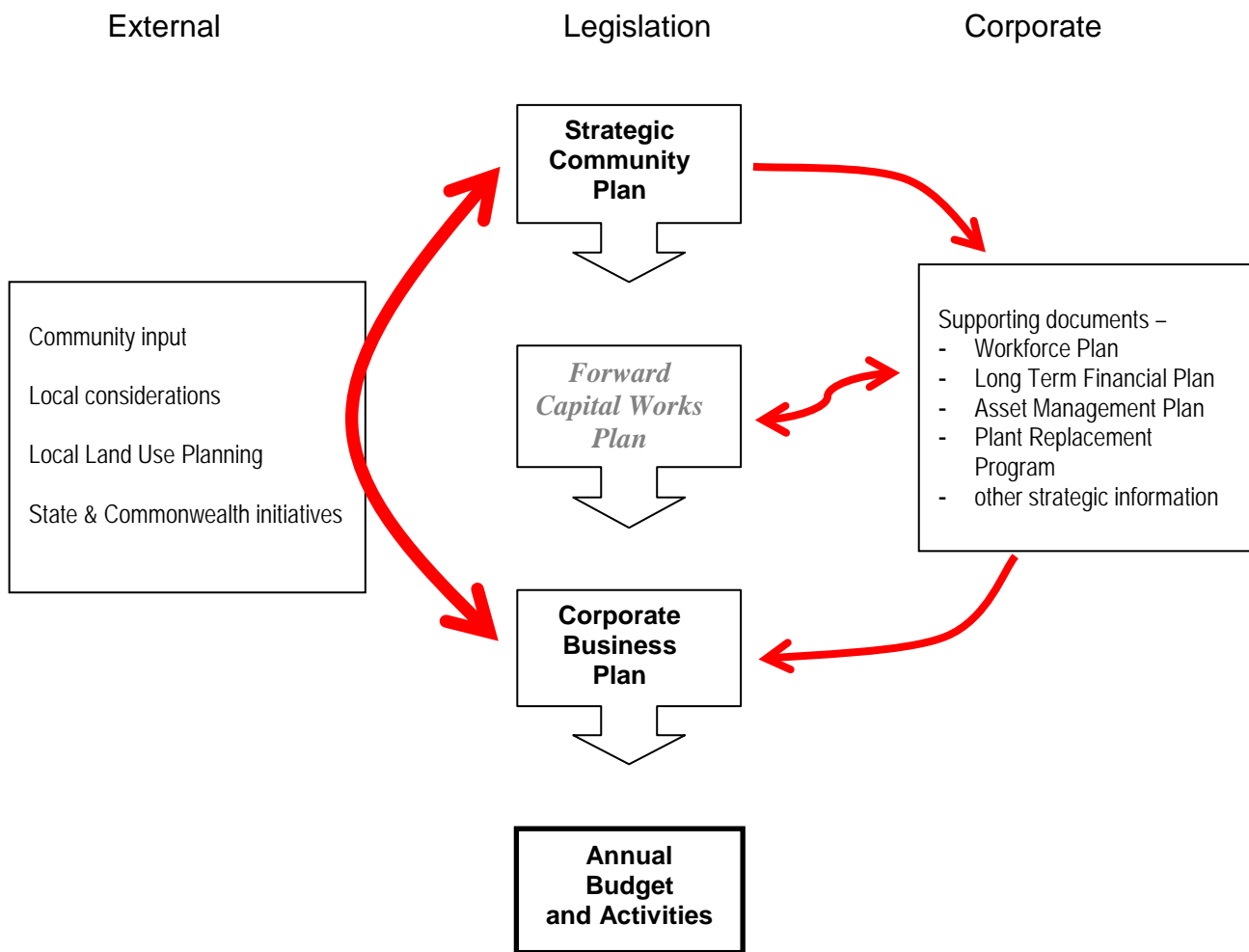
1.5 Our Key Challenges and Risks

Our Plan needs to manage our identified risks and local issues, which have been identified and considered within our Plan.

Issues identified and addressed –

- Rapid growth of mining.
- Affordable housing demand.
- Population retention.
- Loss of pastoral opportunities.
- Development of partnerships with mining industry for business and employment.
- Infrastructure and service capacity.
- Heritage sustainability.

2 Planning Framework



The Forward Capital Works Plan is required in order to qualify for Country Local Government Fund grants, administered by the Department of Regional Development and Lands.

The other required plans are mandated by the Local Government Act s.5.56 and Administration Regulations 19BA, 19CA, 19C, 19DA and 19D.

3 Current Workforce Analysis

3.1 Current Activities / Business as Usual

The current activities of the Shire are –

Function	Frequency	Business As Usual FTE		Projects / Once Off	
	Daily \ Weekly Fortnightly Monthly Yearly As needed	Internal – permanent or casual	External	Internal – to extent of own resources	External
Asset and building maintenance	M	.1	1	✓	
Asset management	A	✓			✓
Building control and licenses	F	.1			
Bush fire control	A	✓	✓		
Caravan park operation	D	.3			
Cemetery	W	✓			
Citizenship ceremonies	A		✓		
Community and cultural development	A	✓			✓
Community information services	D	.2	✓		
Complaint handling	D	✓			
Crossovers	A	✓			
Demolition permits	A	✓			
Dept. of Transport licensing	D		✓		
Dog control	A	✓	✓		
Drum Muster collection	Y		✓		
Elected Member support	D	.3			
Environmental health services	M	.1	.1		
Finance – debtors, creditors etc	D	.4	.1		
Finance – management functions etc.	D	.3	.2		
Footpaths / kerbing – Construction	A			✓	✓
Footpaths/ kerbing – Maintenance	A	.2	✓		
General administration	D	1.2			
Governance	D	1			
Health and food inspections	A	✓			
Human resource management	D	.1			✓
Infringements / Fines Registry	A	✓			✓
Insurance portfolio and renewal	Y	✓	✓		
IT systems	D	.1	✓		✓
Leases	A	✓			✓
Library	D		.2		
Media releases	A	✓			
Natural resource management	A	✓			
Noise and pollution control	A	✓			
Parks, gardens and reserves	D	1			
Payroll	D	.3	.1		

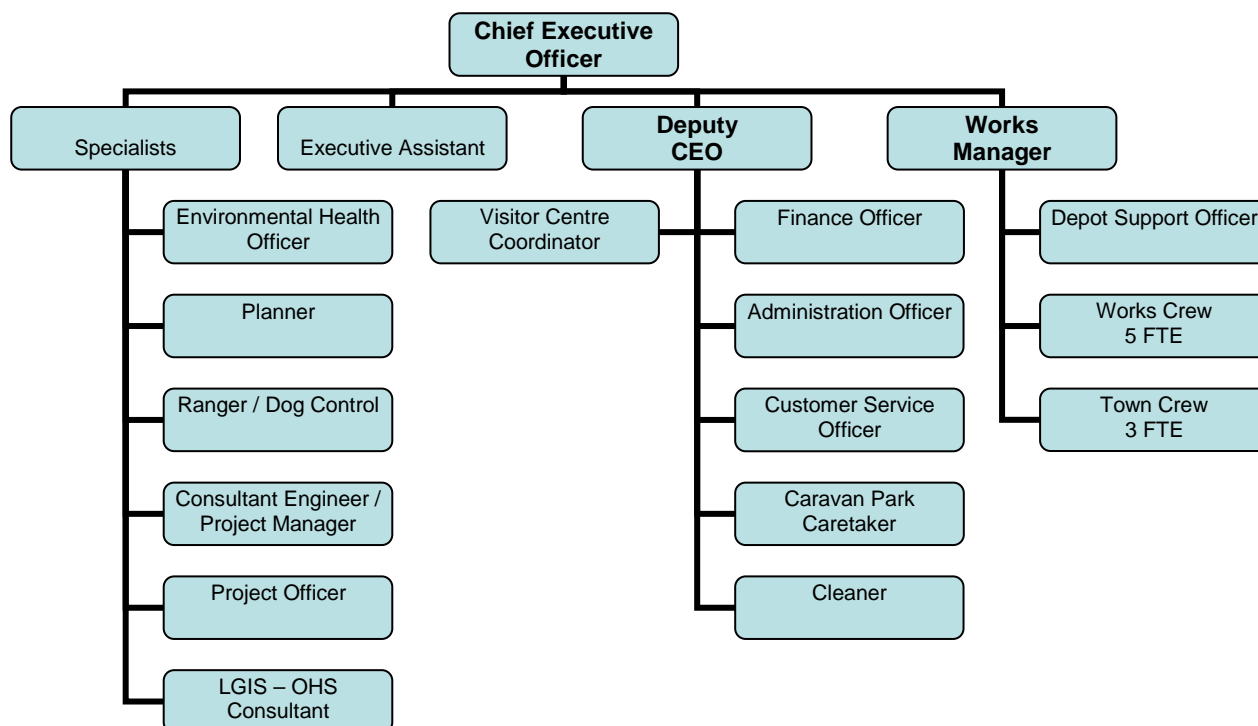
Function	Frequency – Daily Weekly Fortnightly Monthly Yearly As needed	Business As Usual FTE		Projects / Once Off	
		Internal – permanent or casual	External	Internal – to extent of own resources	External
Private works	A	✓			
Public buildings for hire – management	W	✓			
Rates	D	.4	.1		
Records management	D	.2			
Recreation facilities	D	✓			
Refuse collection – household, business, street	W	.2			
Refuse disposal site – maintenance	W	✓			
Remote site ranger services	D	.5			
Road construction	D	3	✓	✓	✓
Road maintenance	D	3	✓		✓
School trophies and prizes	Y			✓	
Statutory planning control	F	✓	✓		✓
Stormwater and drainage	A	✓			✓
Street lighting	D		✓		
Street tree planting	A	✓			
Street tree pruning	A	✓	✓		
Tourism	D		✓		
Townsite gardens	D	3			
Traffic control devices	D	Daily			
Verge maintenance	D	.2			
Vermin and weed control	A	✓	✓		
Visitors Centre operation	D	✓	.7		
Minimum FTE required –		16.3	2.5		

Other Services –

	Not available	Not useable	Undertaken by others
Aged care	✓		
Airport		✓	
Disability services	✓		
LPG distribution / depot			✓
Liquid waste pumping / disposal			✓
Off-road vehicles	✓		
Recreational and sporting services	✓		
Swimming pool	✓		

3.2 Current Organisational Structure

As at November 2012 –



In mid-2012, a number of decisions were made that involved –

- recruitment of a permanent CEO following an extended period of Acting CEOs
- realignment and reallocation of some administrative functions and duties
- recruitment of an additional senior administrative position
- recruitment of additional staff to fill the vacancies, both within the office and depot based

These actions had the effect of –

- where able, bringing back in-house multiple administrative, financial and works functions,
- eliminating a great deal of uncertainty from the workforce and the community,
- confirmation of direct and local employment were possible, in preference to contractors.

3.3 Workforce data

Staff numbers had been allowed to run down due to uncertainties of direction, and inability to recruit a permanent CEO. As noted in section 3.2, a new permanent CEO was appointed in late June 2012, so that clear directions could be pursued for the first time after 3 Acting CEOs over the previous 12 months.

Positions were not difficult to fill, as substantial packages were offered.

Generally, there is difficulty in recruiting appropriately qualified, capable and experienced staff to –

- CEO
- Deputy CEO
- Works Manager

While it is advantageous for the rates/finance/payroll functions to have had a reasonable experience, these roles and all others can be taught on the job with relative ease to at least a basic level.

Specialist technical staff will always be obtained external to the Shire –

- Statutory Planner
- Consultant Engineer
- Environmental Health
- Building Surveyor

	Diversity Q'aire April 2012	Net Recruited	Total November 2012	
Number of employees	13	9	22	
Since left	2			
Vacancies at date	11	-10	2	
Responses	8			
Male	9	5	14	
Female	4	4	8	
Indigenous	2		2	
Non-Indigenous	11	9	20	
Full time	6	9	17	Incl 2 vacancies
Part time	7		7	
Permanent	9	10	21	
Contract / Non-payroll / Regional	3	3	3	
Temporary / Casual	1	1	2	Incl 2 vacancies
Age group	15-24	1	1	
	25-54	5	4	9
	55-64	5	4	9
	65+	2	1	3
Years of Service	< 1	1	9	10
	1-3	8		8
	4-5	1		1
	5-10	2		2
	> 10	1		1

3.4 Recruitment

Generally recruitment is through –

- a) Newspaper advertising – either State wide or regional papers
- b) Recruitment agents – in the case of CEO
- c) Direct approach/request to apply

Options exist for –

- More extensive use of employment agencies such as Skilled or Mission Australia, based in Kalgoorlie, but having Statewide connections
- On-line advertising – such as Seek or LGNet
- Radio – job-link programs

Recruitment can be difficult and can take months, determined by –

- Current job market – in mining boom times, plant operators are very scarce
- Package offered – needs to be competitive with other Shires, who can often afford better salary packages. Can't compete with the extravagances of the mining industry.
- Skills sought – particularly with senior management, skills are in short supply industry wide, and competitiveness is generally only possible through salary packages well above comparable positions in more sought after areas (metro, large regional, coastal)
- Suitability of applicants

3.5 Retention

The likelihood of retention commonly falls into two categories –

- Those who are local, and are not intending to move – they see their advantage as being social or familial, wishing to stay in the area, and therefore tend to be long term employees
- Those who come in for economic or experience reasons – often are employed for a more limited period, and who have accepted the position for what it offers towards personal advancement

Several challenges arise out of these –

1. Ensuring that locals employed are paid competitively as compared to the industry standards, and not necessarily simply according to the Award. Industry standard is almost always well above the Award in remote areas. There can be a temptation to rely on a person's local ties keeping them in place, thereby reducing costs.
2. Employees from outside the area need to be offered something in order to come, that makes Menzies preferable to other areas. Usually this is monetary, but does not have to be, and some ingenuity to develop attractive packages could pay off.
3. Once employees do come, how can they be converted to locals? This is largely a social rather than employment issue, but one that Council should be addressing for the community as a whole, not just for staff.

4 The Employment Marketplace

4.1 The Emerging Labour Market

We need to ensure that we can attract the best staff possible, and that our workforce is adaptable and prepared to meet the challenges of delivering on community expectations. Although remote, global conditions do affect us, and can place pressures on us through the trickle-down effect.

It is clear that the Shire will continue to face a range of issues that challenge our capabilities. These include –

- an ageing workforce, and local community from which many are drawn
- increased community expectations with reduced financial resources
- increasing efficiency in already tight circumstances
- increasing costs
- an energetic mining industry, absorbing highly skilled people on exceptional salaries, creating unreasonable expectations that are incapable of being met.

4.2 Access to Young and Skilled Employees

A key driver to our workforce composition is the group of local people willing and skilled to take up positions with the Shire, and generally these will be positions on the works crew or general office staff. Although there is no barrier to them applying for more senior positions, the skills and training required for senior positions invariably requires previous experience, and familiarity with industry wide standards. One of the Shire's challenges is to open these opportunities to local people.

Generational attitudes also play a large role in shaping the workforce profile. Many now are not driven by the prospect of a long-term career, but only by the income that can be generated, particularly in the mining sector which also offers significant time off work. Other studies have shown that younger people may have 20 or more employers in their working life.

For those born since 1980, expectations are high, often unrealistically so, and are unable to be met. One survey showed that employee desires were for –⁵

- more flexible work schedules (57 percent);
- more recognition programs (33 percent);
- more access to state-of-the-art technology (26 percent);
- increased salaries and bonuses (26 percent);
- more ongoing education programs (24 percent);
- paying for cell phones, blackberries, etc. (20 percent);
- more telecommuting options (18 percent);
- more vacation time (11 percent).

4.3 Fewer Financial Resources

Despite the enormous expansion of mining activity, pressures on finances are also on the increase. Community expectations increase, as do staff costs, infrastructure costs for roads and buildings.

Government grants are increasingly made on a competitive basis, therefore favouring high population areas, those with significant tourism numbers, or large infrastructure development projects. Small Councils cannot compete, and are essentially robbed of the opportunity to develop and grow.

Although rates from mining companies have increased enormously, and will continue at high levels, the standard of roads required has lifted very significantly as well. The additional income is largely directed towards improving the road network, and maintaining at a higher level.

4.4 Promoting an Efficient Workplace

New tools of trade, whether plant and equipment or technology, can result in large productivity increases, so that additional staff are not required. Particularly with administrative and financial tasks, technology can allow telecommuting so that work is done off-site. While this practice can avoid substantial expenditures in

⁵ Retrieved 24 October 2012 <http://www.careerbuilder.com/jobposter/small-business/article.aspx?articleid=PRGENYWORKPLACE>

providing accommodation, relocation costs etc, it does little to build the town, and nothing to help retain resident population.

Accordingly, telecommuting is an option that the Shire will avoid where able, although it remains an option for specialist or technical tasks.

4.5 Ensuring a Safe Workplace

The Shire has no argument with maintaining as safe a workplace as possible. However, this does mean changing the way things are done, and often reducing or limiting what has been done until now, often for many years. The change is brought not only due to expectations by staff of a safe working environment, but is enforced by legislation.

These changes result in a greater compliance load, the need to be more familiar, changes to work methods, sometimes changes to plant and equipment, no longer deemed safe. Not all the changes are welcomed, and require effort to overcome inertia.

As a broad generalisation, older employees are more willing to put up with what has always been, while younger employees are more aware of legislative requirements and more willing to challenge the status quo.

5 Forecast of Future Needs

5.1 Future Activities and Projects

Future Business As Usual activities are not expected to vary substantially or increase significantly over current activities and obligations. Accordingly, very little movement in workforce numbers and roles is expected.

The assessment of minimal future need for organisational change is based on the following factors –

- i) road lengths and obligations are unlikely to change substantially,
- ii) administrative requirements continue to grow, mainly for compliance such as integrated planning and financial functions etc imposed by government, requiring specialist assistance,
- iii) staff growth is limited by –
 - the cost of additional plant if road crew increases
 - the cost of additional office accommodation if administrative staff increase
 - the cost of constructing housing in addition to the replacement program necessary.

Should additional work be required in excess of current staff levels, contracts will be entered into for the projects (works or consultancy) as required.

Areas where growth may be possible are –

1. Children / youth development / services – employment of a staff member to provide child/youth activities, after school, parent support etc, and will rely on funding from the State or Commonwealth to be viable
2. Building maintenance – with most recreation facilities being passive, the buildings are tourist infrastructure, water playground etc. Combined with significant effort to be invested in the restoration of many old and heritage buildings, there would be opportunity to employ a full time builder / building maintenance person. Opportunity then to also contract with Government agencies for building maintenance.

Due to their nature, projects are one off activities, although they may stretch over an extended period. Invariably, projects–

- utilise specialist equipment, tools or plant
- require specialist knowledge or skills
- are inconsistencies, as there are insufficient number or size to create continuity of similar activity

Therefore, projects do not impact significantly on workforce requirements, since the Shire cannot afford to be endlessly expanding and contracting. The standing workforce is considered to be essentially fully committed to usual operations with limited capacity to be involved with projects.

The exceptions to this are –

- i) where the project is planned to take the place of usual operations, and therefore incorporated into annual planning for the workforce,
- ii) in unusual circumstances, casual or short term staff may be engaged to assist with either the project directly, or to free existing staff for the project.
- iii) on the rare occasion that the Shire does undertake a project directly, the works are within existing skills and capacities

Substantial projects, particularly infrastructure, require skills, technical capabilities, plant or equipment not held by the Shire.

To gear up for projects means additional staff, plant, equipment, office space etc. Since there is no certainty of continuing levels of projects utilising the expanded capabilities, it would be irresponsible to gear up without confidence of continuing benefit from the investment.

In particular, State and Commonwealth trend for grants is towards competitive funding rounds. In effect, this ideological stance is robbing small communities of the opportunity to develop and grow, since rarely is it possible to compete on the basis of numbers, financial viability, value per capita etc. It also means it is impossible for the Shire to plan for the future with any certainty of grant funding. This uncertainty means that due to the peaks and troughs, the Shire cannot invest in plant and equipment that would lie unused after a project in the hope of attracting another project where it would be utilised.

Similarly, staff generally expect certainty of their employment, and a continual expansion and contraction of the workforce does the town no good. The flow on effects are potentially large if a project is completed without a replacement ready to go.

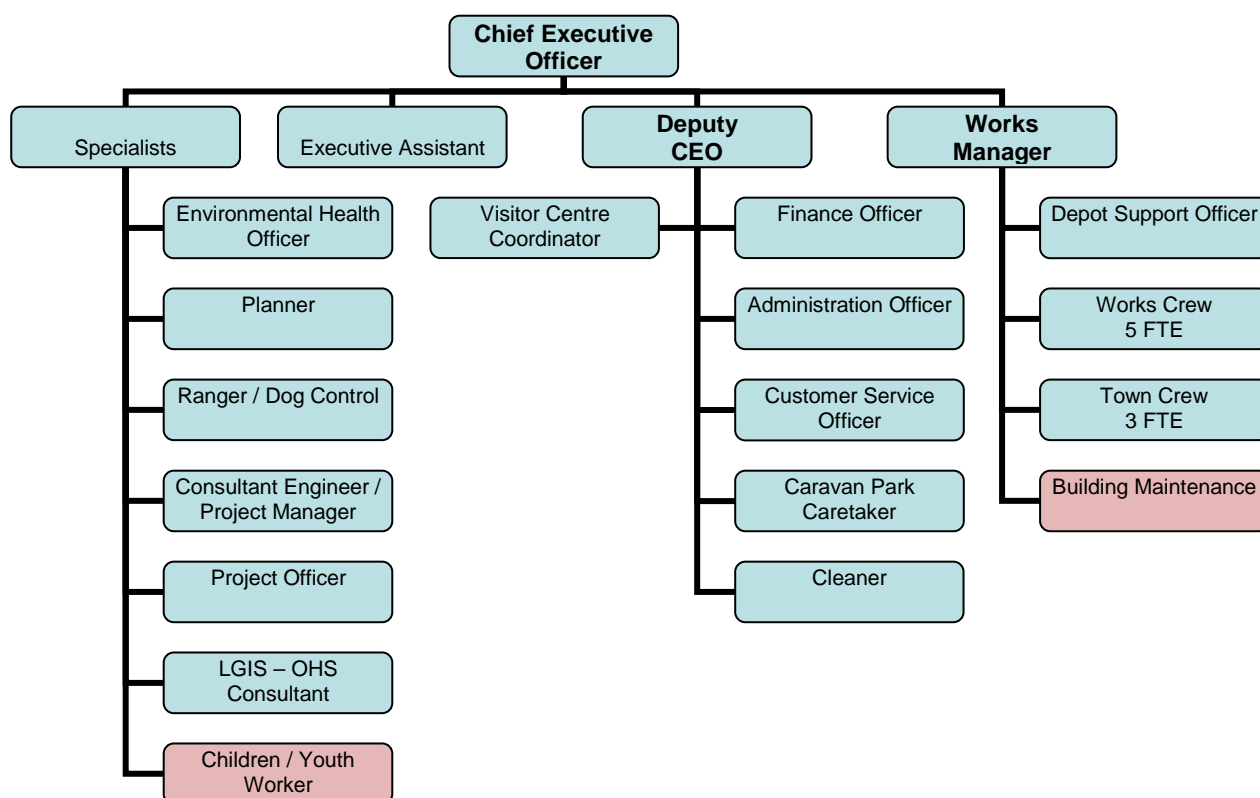
Accordingly, planning for projects is almost always done on the basis of external contractors, and therefore projects have negligible effect on the workforce.

5.2 Future Organisational Structure

The current organisational design and staff numbers detailed in Sections 3.1 and 3.2 are considered to be adequate for the future, although titles may change, as well as some functions or allocation of activities.

Two possible additional staff are noted –

1. Children / Youth Worker – subject to funding
2. Building Maintenance – subject to sufficient on-going work or projects to justify employment



5.3 Future Demographics

The estimated resident population of the Goldfields-Esperance Region in 2009 was 58,727. In the decade to June 2009, the region’s population increased at an average annual growth rate of 0.4 per cent. Both increases and decreases experienced across the region are directly linked to the mining industry.⁶ The population trend for the region is expected to increase in line with the WA Planning Commission’s estimate to 65,400 by the year 2031. The increase translates to the equivalent of just 1 person per year for Menzies.

Although mining is the largest employer in the Region, there are very few in the Menzies area that are resident. Mining will have negligible effect on the community or population while the near total reliance on fly in fly out is maintained. Accordingly, there is no foreseeable significant change in either population numbers or demographic distribution.

Given the expectation that staff numbers will not change substantially, the unusually high proportion of residents employed by the Shire will continue, and the Shire will remain the most important, largest and permanent local employer.

⁶ Goldfields-Esperance: A region in profile 2011, Department of Regional Development and Lands WA 2011

6 Gap Analysis / Staffing Challenges

	Challenge	Issue	Concern / Perception
1 and 2	Attracting staff and Retaining staff	1. Remoteness – Menzies, Kookynie	a) Too far from desirable areas (Perth, Kalgoorlie, coast) b) Lack of services, facilities, shopping, education, options, sport, community groups c) Distances between towns and to get anywhere
		2. Employment conditions	a) Salary and wages – uncompetitive with other sectors or areas b) Conditions of employment not attractive – allowances, personal leave, annual leave c) Housing quality – low d) Flexibility – days off, early finish, time after work e) Industry uncertainty f) Packages inadequate for remoteness and lack of options
		3. Facilities	a) Extremely limited b) Have to travel for anything more than basic necessities c) Lack of recreation options
		4. Community services	a) Access to health services a major deterrent b) Lack of Police Station a deterrent c) Lack of children / youth services and activities
		5. Isolated – Tjuntjuntjara	a) Isolated and accessibility difficult b) No Shire presence c) Future of the community doubtful, as Government will not give permanency due to a severe lack of water, transiency, remoteness
		6. Organisational	a) Governance and supervision – quality, certainty and continuity b) Support systems – current challenges with – - computer hardware systems - accounting software - rate records – reconversion - record keeping – hardcopy and electronic - projects – completion and grant acquittals
		7. Government	a) Bureaucracy – need for compliance with irrelevancies, particularly from State government agencies b) Inconsistent funding – inconsistent, irregular funding and the trend to competitive grants, enormously disadvantages small and remote Shires, resulting in FIFO project staff
3	Training	1. Accessibility	a) Access to professional development b) Travel distance to courses c) Course and travel costs (mileage, accommodation, meals etc) d) Not everything is or is able to be made available on-line
		2. Frequency	a) Often not available when needed, or else when too committed
		3. On-site	a) Cost of getting trainer to site b) Cost per capita of trainer due to limited numbers
		4. Retained benefits	a) Turnover of staff b) Prompt loss of trained staff to more desirable areas c) Loss of trained staff to more highly paid positions or industries
4	Personal support	1. Peer to peer	a) Particularly for senior staff, peer support mechanisms need identification, more than the informal circle of contacts b) Face to face options generally only possible with meetings
		2. External / Unassociated	a) Reduced options for contacts outside of work b) Limited options for contacts not associated with either work or the community

7 Strategies Development

7.1 Strategic Themes

The Shire of Menzies wishes to be a prosperous, sustainable and dedicated community in which all residents are welcome to participate in decision making and benefit from the Shire's many opportunities and resources.

The Shire also has an aim to be a well-known tourist destination in the Goldfields-Esperance region and supporting sustainable, regional economic development.

Key strategic themes are detailed in the Strategic Community Plan that will shape the path of the Shire going forward and assist in the attainment of the vision –

1. Local economy
2. Community
3. Civic Leadership
4. Heritage

7.2 Overarching Priority

The critical priority for the Shire is to actively recruit locally.

While acknowledging the requirements for fairness, equity and non-discrimination embodied in both the Equal Opportunity Act and the Local Government Act, given the skills and expertise required the Shire will actively promote and recruit from the local community where possible.

Employing local people –

- a) increases opportunities for employment in the area,
- b) ensures staff are familiar with local conditions and limitations,
- c) local people are less likely to move regularly to other employment,
- d) retains people in the towns who have ties and commitments to the area,
- e) reduces recruitment and relocation costs,
- f) creates a pool of capable people for potential employers coming to the district,
- g) creates a sense of certainty for the future among residents,
- h) gives local people the opportunity to take pride in their community,
- i) lifts the skills levels of residents.

This priority is consistent with the four strategic themes –

1. strengthening the local economy
2. improving the capabilities and opportunities for the local community
3. providing strong leadership to the community both as a group of people but as a corporate body, signalling confidence in our residents and our future,
4. particularly for Indigenous residents, assists to preserve continuity of cultural heritage and connection to family and country.

7.3 Strategies

	Obstacle	Issue	Strategies
1 and 2	Attracting staff and Retaining staff	1. Recruitment activities	<ul style="list-style-type: none"> a) Specifically target local community where possible b) Utilise various media – newspapers, radio, on-line (Seek) c) Utilise recruitment agents for senior staff d) Consider job agencies such as Skilled, Mission Australia
		2. Employment conditions	<ul style="list-style-type: none"> a) Salary and wages – ensure competitive with other sectors or areas b) Conditions of employment – allowances, personal leave, annual leave c) Housing quality – improve d) Flexibility – days off, early finish, time after work, purchase extra leave e) Industry uncertainty f) Packages inadequate for remoteness and lack of options
		3. Facilities	As budgeted annually, develop facilities for whole community
		4. Community services	<ul style="list-style-type: none"> a) Lobby for improved health services t b) Pursue program of regular/daily Police patrols from both Leonora and Kalgoorlie c) Pursue funding for community children / youth services and activities
		5. Isolated – Tjuntjuntjara	No Shire presence
		6. Organisational	<ul style="list-style-type: none"> a) Governance and supervision – quality, certainty and continuity b) Support systems – pursue improvements to – <ul style="list-style-type: none"> - computer hardware systems - accounting software - rate records - record keeping – hardcopy and electronic - projects – completion and grant acquittals
		7. Government	Shire ability to influence negligible
3	Training	1. Accessibility	<ul style="list-style-type: none"> a) Encourage participation in professional association activities b) Ensure adequate Budget provision for training courses and materials, mileage, accommodation and incidentals c) Consider bonus scheme for completion of relevant training, particularly if completed in the employee's own time d) Utilise on-line training regularly, setting aside "class" hours during work hours for relevant staff e) Assist staff to obtain licences, certifications
		2. Frequency	Enrol staff in training as appropriate given work commitments
		3. On-site	<ul style="list-style-type: none"> a) Coordinate training in Menzies with Leonora, Laverton, Wiluna and Sandstone, and Ngaanyatjarraku b) Coordinate local course delivery with trainer's visits to region c) Set aside a 2 bedroom unit for visiting trainers, contractors, consultants, specialists to use
		4. Retained benefits	<ul style="list-style-type: none"> a) Multi-skilling of staff b) Make training available to community participants when appropriate
4	Personal support	1. Peer to peer	<ul style="list-style-type: none"> a) Encourage participation in professional association activities b) Staff exchange/training program c) Regular / annual external workforce assessment/interview by Local Government Insurance Services HR Risk Management team d) Involvement in regional activities
		2. External / Unassociated	

	Resource		Strategies
5	Specialists	1. Constant	a) Pursue regional solutions for – <ul style="list-style-type: none"> - Records management specialist - Records management processes - Archival storage - Training staff - IT support and platforms - Software support and platforms - Occupational Safety and Health b) When feasible and economical to do so, bring consultants and specialists to the Shire to highlight local circumstances
		2. Regular but infrequent	
		3. Occasional	
6	Regional activities	1. Senior staff	a) Regional mentor scheme b) Staff exchange training program c) Administrative traineeships
		2. Admin staff	
		3. Works staff	a) Regional training – local or adjoining Shires b) Works traineeships

