

Shire of Tammin



WORKFORCE PLAN

August 2018

The Shire of Tammin is committed to workforce planning to provide quality services to the community and to attract, recruit, retain manage and develop our staff. The Council and Executive of the Shire take a unified approach and we are proud of our staff and their contribution to achieving the goals and objectives set for them by our planning and community consultation processes. Integrated workforce planning is a relatively new discipline and we have embraced the concept and started our journey.

Our Community values and aspirations will underpin our workforce planning and decision-making processes.

We are committed to continuous improvement and integration of workforce requirements and needs is pivotal in ensuring we have the right people in the right place and at the right time to be able to continue to meet the changing requirements and challenges posed by government, community, employment and economic environments.

We aim always to be flexible to accommodate the wellbeing of our staff and their families and to reflect the lifestyle people enjoy in this town of friendship. This also helps us to attract and retain the level of skills and expertise to fulfil our legislative requirements and to provide quality and affordable services for our community.

This workforce plan has been developed to address the requirements of the Local Government Act 1995 section S5.56 (1) A “plan for the future” and the associated Regulations.

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INTRODUCTION

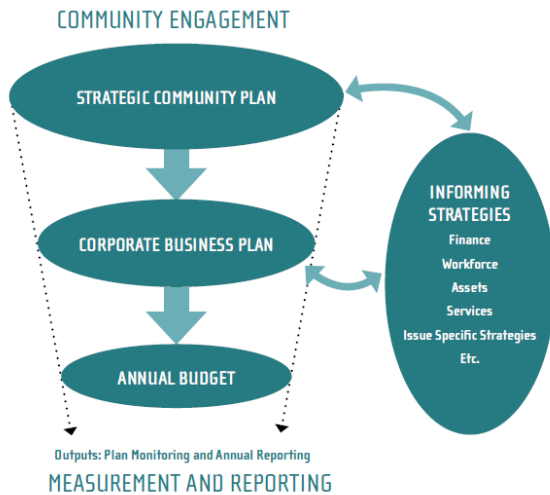
The Shire of Tammin has an obligation to its Community to provide a Strategic Community Plan and a Corporate Business Plan. These plans are required under the Integrated Planning Framework and detail the delivery of the Councils Vision to its Community. To assist in the delivery of these plans, informing strategies are developed and provide the detail of the resources required to successfully achieve the outcomes of the plans. This plan specifically relates to the Shire's Workforce.

The Shire of Tammin acknowledges that Workforce Planning enables a local government to:

- Respond quickly and more strategically to change by recognising emerging challenges within the Community ;
- Improve efficiency, effectiveness and productivity by having employees with the right knowledge and skills and who are a good fit for the job they are in;
- Facilitate strategic staffing and planning for future workforce requirements by identifying these in a timely manner, monitoring staff separations and making arrangements to fill key vacancies;
- Encourage understanding of your organisation's workforce profile so that existing workforce capacity can be maximised, and the future workforce shaped as needed;
- Assist with identifying and managing people with the knowledge critical for efficient and effective business operations, and managing corporate memory;
- Monitor costs and directly link workforce expenditure against business outputs and outcomes, and
- Strengthen the local government industry through stronger career paths and staff development.

Integrated Planning Framework

The following figure illustrates how the Work Force Plan informs the Integrated Planning and Reporting Framework.



The Strategic Community Plan sets out the vision, aspirations and objectives for the community over the next 10 years. It is the principal strategy and planning document. This means that it governs all of the work that the Shire undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of the community. The clear direction set by the Council ensures asset and service provision is focused to meet the requirements of the community, now and into the future.

This Workforce plan identifies and reports on the internal capacity to meet current and future needs of the goals and objectives of the Shire and the Community, both in capacity and capability. It identifies the gaps or surplus in human, assets or financial resources and identifies strategies to ensure there are the right people in the right place and at the right time to deliver on expectations.

Service Provision

The Shire delivers a wide range of services and facilities to the community.

It is proposed that existing service levels be maintained for all operational areas in formulating this plan. However, a key objective in the Corporate Business Plan is to improve existing service levels in the longer term whilst continuing to achieve annual operating surpluses each year to fund the provision of infrastructure.

The Shire of Tammin employs 9 full time equivalents (FTE's). Activity over the period covered by this Plan is expected to be 'business as usual' and no significant changes to its operations are envisaged that arise from the Strategic Community Plan or others.

External factors such as local government mergers or devolution of State services may have an influence but at this stage have not been considered as part of the workforce plan.

FOUR STEPS OF WORKFORCE PLANNING

The methodology used follows the practiced and principles of the WA Department of Local Government's Workforce Planning Guidelines.

There are four distinct stages as outlined in the diagram and the process was carried out in a consultative and capacity building manner to ensure ownership and sustainability. This plan will be used to guide recruitment, retention and workforce growth, development or changes over the term of its life.



This document addresses these steps.

STEP 1 - INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE

An analysis of the demographic profile of the Shire has been undertaken as part of the Strategic Community planning process using current data from the Australian Bureau of Statistics.

		Statistics	Census	
Tammin (S) (LGA) (58190)				
Western Australia				
		Year	Tammin (S)	Australia
Population & People	Persons (no.)	2017	415	24,598,933
	Median Age - Persons (years)	2016	37.5	37.2
Economy & Industry	Total number of businesses (no.)	2017	67	2,238,300
	Main employing industry: Agriculture, Forestry and Fishing (%)	2016	43.8	
Income	Median equivalised total household income (weekly) (\$)	2016	852	877
	Median total income (excl. Government pensions and allowance) (\$)	2015	55,067	46,854
Education & Employment	Completed Year 12 or equivalent (%)	2016	42.5	51.9
	Unemployment rate (%)	2016	5.1	6.9
Health & Disability	Persons who have need for assistance with core activities (%)	2016	4.7	5.1
Family & Community	Average household size (no. of persons)	2016	2.5	2.6
	Average monthly household rental payment (\$)	2016	388	1,524
	Average monthly household mortgage payment (\$)	2016	935	1,958
Land & Environment	Land area (ha)	2016	110,169.2	768,812,631.9
	Small-scale solar panel system installations 2001-2016 (no.)	2016	30	1,640,486

In the 2016 Census, there were 443 people in the Shire of Tammin, of these 54% were male and 46% were female. Aboriginal and Torres Strait Islander people made up 10.1% of the population. The median age of the population was 38 years. Children aged 0 - 14 years made up 23% of the population and people aged 60 years and over made up 14.8% of the population.

People	Tammin (S)	%	Western Australia	%	Australia	%
<i>Persons count based on place of usual residence on Census night</i>						
Male	217	54.0	1,238,419	50.0	11,546,638	49.3
Female	185	46.0	1,235,994	50.0	11,855,248	50.7
Aboriginal and/or Torres Strait Islander people	41	10.1	75,978	3.1	649,171	2.8

In the 2016 Census, there were 402 people in Tammin (S) (Local Government Areas). Of these 54.0% were male and 46.0% were female. Aboriginal and/or Torres Strait Islander people made up 10.1% of the population.

[View the data quality statement for Place of Usual Residence \(PURP\)](#)

Age	Tammin (S)	%	Western Australia	%	Australia	%
Median age	38	--	36	--	38	--
0-4 years	28	6.9	161,727	6.5	1,464,779	6.3
5-9 years	43	10.6	164,153	6.6	1,502,646	6.4
10-14 years	22	5.4	150,806	6.1	1,397,183	6.0
15-19 years	15	3.7	149,997	6.1	1,421,595	6.1
20-24 years	22	5.4	160,332	6.5	1,566,793	6.7
25-29 years	25	6.2	184,908	7.5	1,664,602	7.1
30-34 years	24	5.9	194,267	7.9	1,703,847	7.3
35-39 years	31	7.7	173,041	7.0	1,561,679	6.7
40-44 years	20	4.9	171,996	7.0	1,583,257	6.8
45-49 years	36	8.9	172,520	7.0	1,581,455	6.8
50-54 years	32	7.9	162,438	6.6	1,523,551	6.5
55-59 years	31	7.7	149,899	6.1	1,454,332	6.2
60-64 years	16	4.0	132,145	5.3	1,299,397	5.6
65-69 years	21	5.2	116,755	4.7	1,188,999	5.1
70-74 years	21	5.2	82,911	3.4	887,716	3.8
75-79 years	5	1.2	61,509	2.5	652,657	2.8
80-84 years	10	2.5	42,590	1.7	460,549	2.0
85 years and over	3	0.7	42,420	1.7	486,842	2.1

The median age of people in Tammin (S) (Local Government Areas) was 38 years. Children aged 0 - 14 years made up 23.0% of the population and people aged 65 years and over made up 14.8% of the population.

Source - Australian Bureau of Statistics 2016 Census website

Of the population, 34.9% of people were attending an educational institution; 35.4% were in primary school, 2.8% in secondary school and 13.9% in a tertiary or technical institution.

Education	Tammin (S)	%	Western Australia	%	Australia	%
Preschool	3	2.1	30,247	3.9	347,621	4.8
Primary - Government	51	35.7	144,988	18.9	1,314,787	18.2
Primary - Catholic	0	0.0	36,865	4.8	380,604	5.3
Primary - other non Government	0	0.0	28,046	3.7	231,490	3.2
Secondary - Government	4	2.8	88,176	11.5	827,505	11.5
Secondary - Catholic	0	0.0	34,065	4.4	338,384	4.7
Secondary - other non Government	0	0.0	34,773	4.5	280,618	3.9
Technical or further education institution	7	4.9	46,835	6.1	424,869	5.9
University or tertiary institution	13	9.1	106,811	13.9	1,160,626	16.1
Other	4	2.8	18,547	2.4	198,383	2.8
Not stated	61	42.7	197,644	25.8	1,707,023	23.7

In Tammin (S) (Local Government Areas), 34.9% of people were attending an educational institution. Of these, 35.4% were in primary school, 2.8% in secondary school and 13.9% in a tertiary or technical institution.

The most common ancestries in the Shire were Australian 35.1%, English 33.3%, Scottish 5.3% and Irish 4.9% . Those of Australian Aboriginal ancestry comprise 3.4% of the population. 77.5% of the population cite Australia as their place of birth.

People — cultural & language diversity

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

Ancestry, top responses	Tammin (S)		Western Australia		Australia	
		%		%		%
Australian	178	35.1	760,032	22.8	7,298,243	23.3
English	169	33.3	931,150	27.9	7,852,224	25.0
Scottish	27	5.3	214,154	6.4	2,023,470	6.4
Irish	25	4.9	224,372	6.7	2,388,058	7.6
Australian Aboriginal	17	3.4	20,718	0.6	144,173	0.5

The most common ancestries in Tammin (S) (Local Government Areas) were Australian 35.1%, English 33.3%, Scottish 5.3%, Irish 4.9% and Australian Aboriginal 3.4%.

Country of birth	Tammin (S)		Western Australia		Australia	
		%		%		%
Australia	310	77.5	1,492,842	60.3	15,614,835	66.7
<i>Other top responses</i>						
England	17	4.2	194,163	7.8	907,570	3.9
New Zealand	10	2.5	79,221	3.2	518,466	2.2
South Africa	6	1.5	41,008	1.7	162,449	0.7
Scotland	3	0.8	26,058	1.1	119,417	0.5
Netherlands	3	0.8	9,133	0.4	70,172	0.3

In Tammin (S) (Local Government Areas), 77.5% of people were born in Australia. The most common countries of birth were England 4.2%, New Zealand 2.5%, South Africa 1.5%, Scotland 0.8% and Netherlands 0.8%.

For 84.6% of the population, English is the only language spoken at home while 2% spoke Afrikaans and for 2% a non-English language is spoken.

Language, top responses (other than English)	Tammin (S)		Western Australia		Australia	
		%		%		%
Afrikaans	8	2.0	14,208	0.6	43,741	0.2
English only spoken at home	335	84.6	1,861,041	75.2	17,020,417	72.7
Households where a non English language is spoken	3	2.0	181,998	19.4	1,971,011	22.2

In Tammin (S) (Local Government Areas), 84.6% of people only spoke English at home. The only other response for language spoken at home was Afrikaans 2.0%.

[View the data quality statement for Language spoken at home \(LANP\)](#)

There were 172 people who reported being in the labour force in the week before Census night in the Shire. Of these 63.4% were employed full time, 27.3% were employed part-time and 5.2% were unemployed.

Employment	Tammin (S)		Western Australia		Australia	
<i>People who reported being in the labour force, aged 15 years and over</i>		%		%		%
Worked full-time	109	63.4	715,287	57.0	6,623,065	57.0
Worked part-time	47	27.3	376,590	30.0	3,491,503	29.9
Away from work	7	4.1	65,859	5.2	569,276	4.9
Unemployed	9	5.2	97,966	7.8	787,452	6.8

There were 172 people who reported being in the labour force in the week before Census night in Tammin (S) (Local Government Areas). Of these 63.4% were employed full time, 27.3% were employed part-time and 5.2% were unemployed.

The most common occupations within the Shire are Managers 31.8%, Labourers 21.8%, Clerical and Administrative Workers 10.1% and Machinery Operators and drivers 10.1%. Of those persons employed, 18.5% worked in Grain-Sheep or Grain-Beef Cattle Farming. Other major

industries of employment included Other grain growing 18.5%, Local Government Administration 9.2% and Primary Education 9.2%.

Occupation <i>Employed people aged 15 years and over</i>	Tammin (S)		Western Australia		Australia	
		%		%		%
Managers	57	31.8	139,350	12.0	1,390,047	13.0
Labourers	39	21.8	112,599	9.7	1,011,520	9.5
Clerical and Administrative Workers	18	10.1	150,408	13.0	1,449,681	13.6
Machinery Operators and Drivers	18	10.1	86,392	7.5	670,106	6.3
Technicians and Trades Workers	14	7.8	187,396	16.2	1,447,414	13.5
Professionals	12	6.7	237,230	20.5	2,370,966	22.2
Community and Personal Service Workers	12	6.7	122,889	10.6	1,157,003	10.8
Sales Workers	9	5.0	102,337	8.8	1,000,955	9.4

The most common occupations in Tammin (S) (Local Government Areas) included Managers 31.8%, Labourers 21.8%, Clerical and Administrative Workers 10.1%, Machinery Operators and Drivers 10.1%, and Technicians and Trades Workers 7.8%.

[View the data quality statement for Occupation \(OCCP\)](#)

Industry of employment, top responses <i>Employed people aged 15 years and over</i>	Tammin (S)		Western Australia		Australia	
		%		%		%
Grain-Sheep or Grain-Beef Cattle Farming	24	18.5	4,107	0.4	15,056	0.1
Other Grain Growing	24	18.5	4,000	0.3	19,053	0.2
Local Government Administration	12	9.2	16,526	1.4	142,724	1.3
Primary Education	12	9.2	29,683	2.6	231,198	2.2
Nursery Production (Outdoors)	5	3.8	677	0.1	7,723	0.1

Of the employed people in Tammin (S) (Local Government Areas), 18.5% worked in Grain-Sheep or Grain-Beef Cattle Farming. Other major industries of employment included Other Grain Growing 18.5%, Local Government Administration 9.2%, Primary Education 9.2% and Nursery Production (Outdoors) 3.8%.

Of those people aged 15 years and over, 64.1% did unpaid domestic work in the week before the Census. During the two weeks before the Census, 26.5% provided care for children and 10.2% assisted family members or others due to a disability, long term illness or problems related to old age. In the year before the Census, 38.7% of people did voluntary work through an organisation or a group.

Unpaid work <i>People aged 15 years and over</i>	Tammin (S)		Western Australia		Australia	
		%		%		%
Did unpaid domestic work (last week)	202	64.1	1,387,280	69.4	13,143,914	69.0
Cared for child/children (last two weeks)	83	26.5	568,406	28.5	5,259,400	27.6
Provided unpaid assistance to a person with a disability (last two weeks)	32	10.2	196,328	9.8	2,145,203	11.3
Did voluntary work through an organisation or group (last 12 months)	120	38.7	379,578	19.0	3,620,726	19.0

In Tammin (S) (Local Government Areas), of people aged 15 years and over, 64.1% did unpaid domestic work in the week before the Census. During the two weeks before the Census, 26.5% provided care for children and 10.2% assisted family members or others due to a disability, long term illness or problems related to old age. In the year before the Census, 38.7% of people did voluntary work through an organisation or a group.

Unpaid domestic work, number of hours <i>People aged 15 years and over</i>	Tammin (S)		Western Australia		Australia	
		%		%		%
Less than 5 hours per week	65	20.6	447,726	22.4	4,298,593	22.6
5 to 14 hours per week	60	19.0	521,733	26.1	4,944,578	26.0
15 to 29 hours per week	39	12.4	228,248	11.4	2,189,776	11.5
30 hours or more per week	38	12.1	189,571	9.5	1,710,970	9.0

Of people who did unpaid domestic work in the week before the Census in Tammin (S) (Local Government Areas), 19.0% worked 5 to 14 hours, 12.4% worked 15 to 29 hours and 12.1% worked 30 hours or more.

The major economic activity of the region is agriculture; this is also not expected to change although some diversification of the local economy may assist in reducing reliance on a major single sector.

The main activities of the Shire are:

- Maintenance of a transport (road) network;
- Provision of recreation facilities in the Tammin townsite; and
- Administration of regulatory services under various State Acts such as Planning and Development, Building, Health etc.

The Shire is not expecting major growth or a shift in community expectations in the immediate future that may affect the scope or level of services provided. Possible closure by the State of some or part of the rail network in the district will increase use of local roads by heavy vehicles and may require an increase in the capacity of the Shire's transport network maintenance capacity.

While the volume of work undertaken by the Shire remains relatively stable, its complexity is increasing. Regulatory requirements to be administered by the Shire grow and appear to continue to do so as does increasing State and Federal compliance reporting.

External environment

The Local Government industry has faced and will continue to face many challenges in relation to structural reform across the sector that includes amalgamations and collaborative resource sharing where practical to ensure sustainability and governance to build for the future. Both metropolitan and regional areas are experiencing change and uncertainty that has potential to impact on the workforce both positively and negatively in being an industry of choice for employment. Increasing workloads, exit of skilled staff to other employment sectors, aging workforces and the levels of staff turnover in some areas of the workforce are creating serious challenges in recruitment and retention as well as on the wellbeing of the officers. Increased service expectations and transfer of services from State Government in some areas is also having an impact on the ability to attract, recruit and afford the appropriate workforce.

A number of governance arrangements are in place to ensure the future sustainability of communities through the provision of resource sharing, diversification and a growing use of Regional Organisations of Councils. These aim for future economic, environmental and social sustainability for the region.

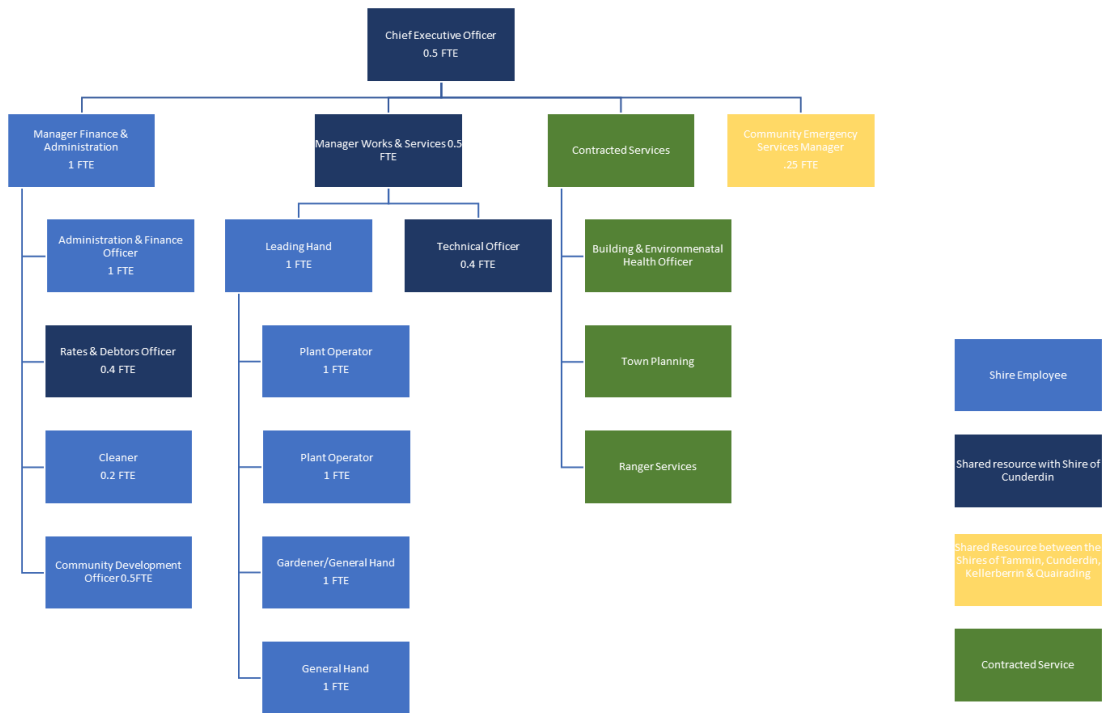
In planning for the workforce there are a number of external pressures to take into account that are beyond the Shire's ability to control, however strategies to address them must be taken into account in the overall planning process. These include, but are not limited to:

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- The rural economy - threats that underline the rural economy include climate change, changing rainfall patterns, transport network, support services and continuing changes in farm management. Rural production has seen changes to its approach to permanent labour force, introduction of "global" servicing, evolution of technology, crop diversification, hub suppliers and distribution. These changes have, over time seen the reduction of local suppliers, reduced requirement for a localised workforce and subsequently a reduction on the local population. The Shire's role is to see that public infrastructure; road and transport links are well maintained and facilitate economic development in the district.
 - Competition from other Local Governments and regional industries for current and potential workforce skills and knowledge.
 - Downward trend in working population for smaller towns making it difficult to employ local people putting pressure on accommodation and family needs for those employed from other places.
 - The growth in the mining and resources sector is having an impact on the availability and affordability of workforce for Local Governments, particularly in the works and technical services areas.
 - Increase in legislative changes related to governance and integrated planning and other associated activities of a local government will require more focus and specific skills and knowledge to ensure communication and compliance.
 - Increasing cost of living in areas such as utilities and fuel prices puts further pressure on wages and benefits.
 - Availability of suitable development training in the region and other costs involved in sending staff to regional centres or Perth.

Current organisational structure

The Shire is performing well in both governance and management for a local government of this size and location, with systems and processes evolving within the skills and resources constraints. There is a relatively new CEO and Works Manager and the staff demonstrate a positive attitude.

The current organisational structure is provided below:



The Shire shares resources with the Shire of Cunderdin and other Shires where appropriate. It uses contractors to undertake work that is beyond its capacity or normal scope of operations, such as assessment of any complex development applications planning scheme and aspects of asset management.

Organisational Environment

Workplace Culture - There is a positive and tangible workplace culture of teamwork, effective and amenable working relationships between management and staff with open communication and clear direction.

Management - Within workload constraints, management systems and processes across the Shire are generally sound although often not formally documented. While there are good staff development practices in place, the CEO has a large span of control and is the carrier of a significant level of corporate knowledge. Administration staff are multi-tasking and position descriptions may not reflect what they do.

Communications - There is an effective communication in place with all staff having direct access to management, with no communication issues identified. In relation to policy, procedure and records management, there are some areas that can be improved for the outside workforce who do not access the computer system on a regular basis. The Council use electronic media for their agendas and to access formal documents which has improved the communication process in timeliness and having a central point for knowledge management. IT systems and infrastructure are adequate and managed externally.

Project Management – limited formal skills and knowledge or formal systems in place but projects are carried out and satisfactorily completed without a dedicated resource.

Analysis of current workforce data

The Shire seeks to employ locally wherever possible. This has a number of benefits including a reduced need for Shire provided housing and relocation costs. Although difficult to measure, it believes this also contributes to relatively low turnover of staff.

The Shire is not able to match the salaries offered by the resources sector. It competes on the basis of lifestyle, values and a sense of community.

There are three (3) positions within the organisation that are considered key roles:

- Chief Executive Officer
- Manager Finance & Administration
- Manager Works and Services

Formal succession planning is not undertaken but to minimise the potential for disruption to its services in the event of any vacancies in these positions, the Shire prefers to use 'understudies' whereby other employees are given some training and guidance to allow them to take on the role for parts thereof for short periods if required. Alternatively, skilled staff and/or contractors are sought from outside the organisation for long periods of leave and/or mentoring.

Current organisational and Workforce Risk Profile

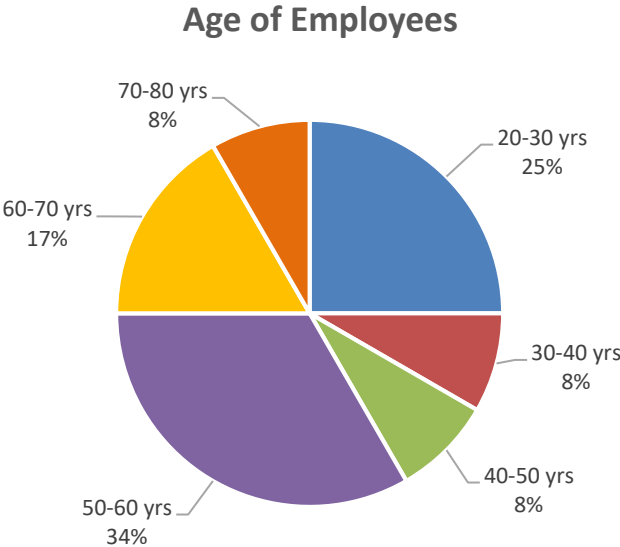
Capacity and capability in some areas reduces the ability to employ local people with advanced skill sets. These include developing and implementing:

- IT infrastructure
- Management systems
- Reporting, and;
- Specialised reviews

There is opportunity for further resource sharing and outsourcing options with adjacent Shires and/or specialised consultants. This is due to the limited skillsets or capacity of available staff, and/or potential local people to set up systems and keep up to date with constant changes in statutory compliance.

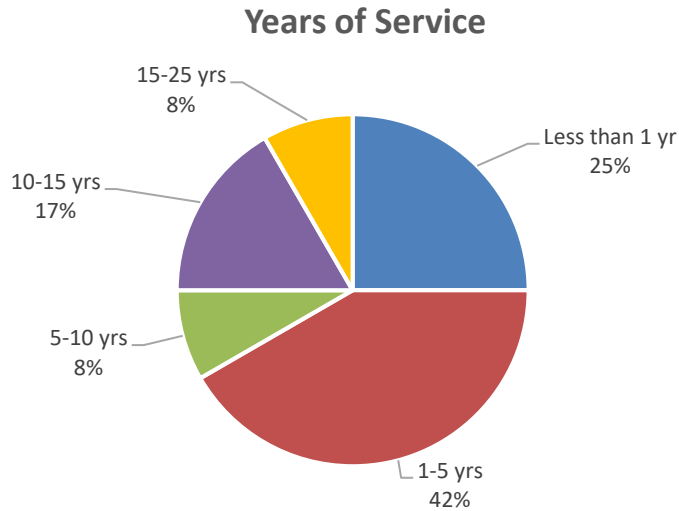
The age demographics within the Shire’s workforce is varied ranging from 20 to 76 years, with an average age of 47 years. An ageing workforce is reflected with 67% of staff over the age of 40 years. This provides an opportunity for skill development and mentoring whilst also presenting some future challenges, such as the recruitment of adequately qualified staff in sufficient numbers to replace the outgoing workforce when the time arises.

Of the Shire’s total workforce 25% fall below the age of 30 and 25% are aged 60 years and over.

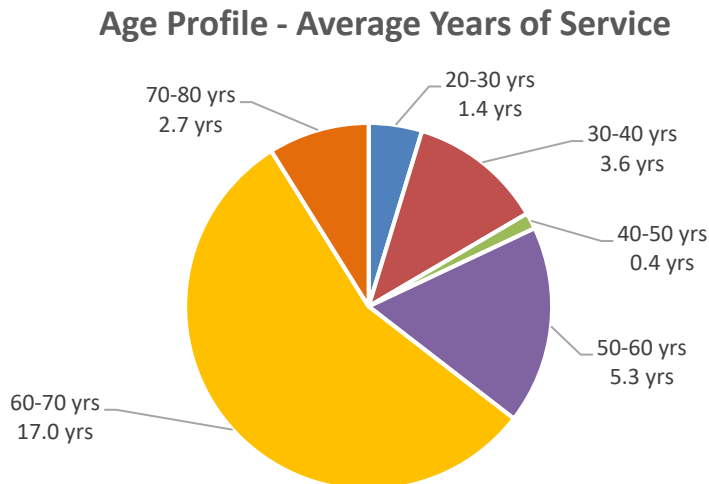


Tenure of Employment

Given the relatively small size of the workforce, a good level of “length of service” is represented across most departmental areas. There are 3 employees within the organisation who have contributed more than 10 years of service.



Analysis of the average length of service for each of the age profile groups above is provided below. This analysis highlights the significant level of service and experience held by the 67% of the workforce who are aged 40 years and over; 50% of these having been employed with the Shire for a term exceeding 5 years. This poses some risk in terms of knowledge management and succession planning at the point in time when these staff move on or retire.



Employment Tenure for Workforce over the Age of 40 Years

Less than 1 yr	1-5 yrs	5-10 yrs	10-15 yrs	15-25 yrs
25.0%	25.0%	12.5%	25.0%	12.5%

With employee turnover at the Shire relatively low, only one to two positions typically fall vacant each year. This is generally due to career opportunities outside of the Shire. The Shire does not have a retention strategy but offers benefits which can support staff in their employment with the Shire. These include:

- Superannuation Co-Contribution Scheme
- Rostered Day Off scheme
- Professional development
- Uniform allowance
- Private Use or restricted use of Vehicle (specified positions)
- Housing or housing allowance
- Relocation reimbursement

STEP 2 - STRATEGIC COMMUNITY PLAN WORKFORCE IMPLICATIONS

Organisational structure Implications

A structured and functional approach is required to address changing needs. The diversity of resourcing needs to be reflected in the organisation chart with position descriptions and contract documents clearly showing reporting lines, roles and responsibilities. Roles and job descriptions, and training identified for skills and knowledge gaps will be developed in consultation with relevant stakeholders. The structure reflects the strategies to address aspects of staff retention, staff development, succession planning and knowledge management as well as increasing capacity in the administration area which was an identified issue.

It is proposed that existing service levels will be maintained for all operational areas in formulating this plan.

Strategic Community Plan priorities

The Strategic Community Plan states the vision, purpose, values and goals of the community to help the Shire plan for the future. The priorities for achieving the plan's objectives are defined as short, medium or long term. Strategies of an ongoing nature will also set priorities for the short and medium term. The Corporate Business Plan activates these strategies to achieve the realisation of our community's vision and aspirations.

It is proposed that the implementation of the strategies outlined in the Strategic Community Plan will be pursued within the existing workforce resources of the Shire. At this stage the data collection and the additional governance responsibilities and therefore the potential costs have not been established.

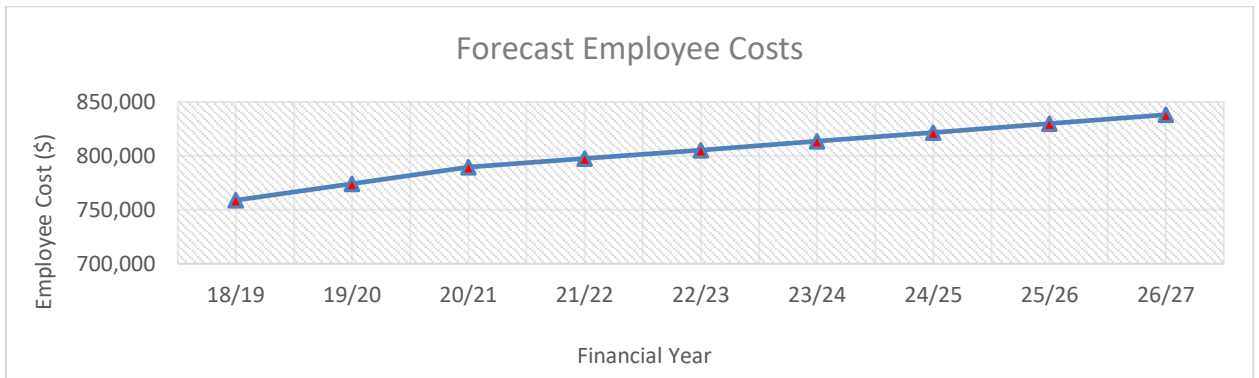
STEP 3 - STRATEGIES TO MEET FUTURE WORKFORCE NEEDS

Strategies to meet future requirements

As noted above, it is expected to be 'business as usual' for the Shire and little change expected for the period covered by this plan. There were no gaps identified by the community in terms of services provision by the Shire in relation to matters under its direct control.

The measures undertaken by the Shire in terms of succession planning and the like are considered commensurate with its size and scale of operations.

The Long-Term Financial Plan provides for a stable workforce over the period of the plan as follows, based on 2.0% inflation.



STEP 4 - MONITORING AND EVALUATION

Achieving the objectives of the Strategic Community Plan

The requirements for Integrated Planning by the Shire recognise the importance and value of planning and regular review. The Shire is to review its Strategic Community Plan at least once every four years and the Corporate Business Plan for the district each year.

This monitoring and review process will involve the following questions:

- Have we delivered Strategic Community Plan and Workforce Planning outcomes? Have we delivered what the community expected?
- Have we achieved / made progress towards planned outcomes for the workforce and organisation?
- What progress have we made against performance indicators?

Given the limited role workforce planning is expected to have on these questions, there are no performance indicators in the Plan in this version. However, over time and as matters unfold this may change.

This plan will be reviewed annually as part of the planning cycle and adjusted and reported on accordingly to ensure ongoing integration with the long term financial and asset management plans. All updates will be communicated to relevant stakeholders.

For Further Information please contact
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