



Town of
Port Hedland

Strategic Workforce Plan 2020-2024



Acknowledgement of Country

The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla and Nyamal people as the Traditional Custodians of the Port Hedland lands. We recognise their strength and pay our respects to their Elders past and present.

We extend that respect to all Aboriginal & Torres Strait Islander people of the local community and recognise their rich cultures and their continuing connection to land and waters.





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CEO Message



The Town of Port Hedland's Strategic Workforce Plan is an essential component of the Integrated Planning and Reporting Framework and has been developed to ensure that as an organisation we have the right people with the right skills to effectively deliver on the Town's Strategic Community and Corporate Business Plans.

This Plan sets in place the framework that will help shape our organisation to ensure that we have the capability and capacity to deliver on our strategic priorities. The plan identifies the risks, challenges and corresponding actions needed to build a capable, agile, engaged and productive workforce to sustainably meet the challenges and opportunities that lie ahead.

This Plan is a living document that will be developed, updated and amended to reflect the Town's workforce requirements as the external and internal context evolves. The Plan will be reviewed annually and updated as required.

The type and nature of resources to address the critical workforce issues raised in this plan will continue to be explored and further defined to ensure alignment with the Town's plans. It is understood that depending on context and progress of the initiatives outlined herein, the composition of our workforce may vary over time and many options will need to be considered to resource our commitments.

Key achievements within the first 12 months of this Plans implementation include a significant increase in the WorkSafe Audit Score, from 43% to 89%, and the launch of the Traineeship (full time and school based) and Apprenticeship Program for 2022.

In a service-led organisation, it is critical that the appropriate people resources are effectively and efficiently sourced, engaged and utilised to deliver organisational requirements. Developing the capability of our people, providing effective leadership and embedding fit for purpose systems and processes will enable an agile customer responsive workforce that makes a difference to the quality of life enjoyed by our residents ratepayers and visitors.

Carl Askew
Chief Executive Officer



Executive Summary

The Town of Port Hedland's vision is to become Australia's leading Port town, embracing community, culture and environment. Located 1,765 kilometres north of Perth in the Pilbara, the Town is home to around 15,000 people; a residential population supplemented by a fly in/fly out workforce. The Town's Gross Regional Product as of 30 June 2019 was nearly \$4.8 million.¹

Following a decade of significant growth within the region, the Town has invested heavily in maintaining expanding and enhancing its infrastructure. The Town has forecast to commit approximately \$450 million over the next 15 years, commencing in 2020/21 with an additional \$76 million capital works program to ensure the Town can deliver on the commitments within the Strategic Community Plan 2018-2028 (SCP).

As a local government, the Town has a workforce of approximately 250 full time equivalent (FTE) employees to provide a broad range of facilities and services to the community. As outlined in the Corporate Business Plan 2018-2022 (CBP), the Town's mission is to be a cohesive team working together to provide efficient, sustainable and quality services to a diverse community who are proud to call Port Hedland home.

A robust approach to strategic workforce planning is essential to ensure safe, effective and sustainable delivery of new infrastructure programs, as well as to ensure established facilities and services are maintained and remain fit for purpose over time.

This Strategic Workforce Plan 2020-2024 (Plan) ensures the Town meets its obligations in accordance with the *WA Local Government Act 1995* to plan and be accountable to the community.

The Plan outlines the internal and external context, which informs our workforce requirements and explores risks, challenges and opportunities relating to the organisational design, capability and culture that will enable us to deliver on our strategic priorities as detailed in our Strategic Community Plan and Corporate Business Plan.

The Plan identifies a range of initiatives to mitigate these risks and challenges and leverage opportunities through the various stages of the employee lifecycle to attract and source; engage, align and retain; enable and develop our workforce.

The Town will engage in ongoing reviews of our progress in implementing the initiatives detailed in this plan. An annual strategic workforce planning review process will also be embedded into the Town's Integrated Planning Framework to ensure the Plan remains contemporary.

The effective implementation of this plan will position the Town well to have the right people with the right skills at the right time. The Town aspires to be an employer of choice in the region and is committed to enabling our people to perform with agility and innovation as we approach the challenges and opportunities ahead.

1) <https://economy.id.com.au/port-hedland/gross-product> (August 2020)



Planning Purpose, Framework & Approach

Purpose

The Plan is integral to the sustainable delivery of the Town's Strategic Community Plan and Corporate Business Plan.

The Plan assists the Town to ensure it has the requisite organisational design, capacity, capability and culture to effectively deliver on its priorities and commitments. This is particularly important in the context of ongoing changes to the nature of local government and the need for flexibility and resilience to adapt to changes within the local economy, particularly the resources sector and in the context of the global pandemic (COVID-19).

The purpose of the Plan is to identify:-

- The current workforce structure, capability and culture
- Workforce implications arising from the Town's strategic plan commitments including critical issues, risks, challenges and opportunities
- Strategic workforce initiatives to address risks and gaps and leverage opportunities
- A framework for periodic reporting and review of progress against the plan and updates as context changes

Framework

This plan has been developed in accordance with the Western Australian Local Government Integrated Planning and Reporting Framework.

The Integrated Planning and Reporting system ensures that there is a clear process by which local governments can:-

- Understand and incorporate their community's vision, outcomes and priorities
- Adequately allocate resources to achieve their goals and outcomes within the constraints
- Monitor and report on progress.
The Framework is a cyclical process which integrates an ongoing process of engagement, review and planning to ensure local governments have the information they need to deliver the best possible outcomes for the communities.

Approach

To develop this Plan, the Town has taken its Strategic Community Plan, Corporate Business Plan and Long Term Financial Plan as the foundational guidance for future workforce requirements.

An extensive process has also been undertaken to assess the current workforce in the context of future workforce requirements to position the Town to deliver on its commitments. This included:

- Consultation with local government and industry representatives in the Town of Port Hedland and wider Pilbara region, as well as the Western Australian Local Government Association (WALGA)
- Benchmarking other WA local government plans
- Interviews with Directorate leadership teams and key internal stakeholders
- Analysis of workforce data and trends



Strategic Direction & Commitments

Context and Demographics

Located 1,765 kilometres north of Perth in the Pilbara, the Town is home to around 15,000 people; a residential population supplemented by a fly in/fly out workforce. The Town's Gross Regional Product as of 30 June 2019 was nearly \$4.8 million.

The Town has a rich and diverse community encompassing two residential and business centres, Port Hedland and South Hedland, the light industrial areas of Wedgefield and Kingsford Smith Business Park and the Aboriginal communities of Jinparinya, Strelley, Marta Marta, Punju Njamal, Tkalka Boorda, Tjalka Wara and Yandeyarra.

Mining, construction, transport and logistics are the most significant contributors to the total income of Port Hedland, with a third of all jobs in the region being in mining. The port of Port Hedland is the largest bulk export port in the world. The port serves as the 'maritime gateway' for the Pilbara Region, supporting internationally prominent resource companies and driving national economic growth.



Strategic Priorities & Commitments

As outlined in the Town's Corporate Business Plan, our mission is to be a cohesive team working together to provide efficient, sustainable and quality services to our diverse community who are proud to call Port Hedland home.

The Town's Strategic Community Plan identifies four overall themes, which describe our long-term objectives. These themes inform the context for this Plan:

Our Community

We honour our people and our cultural heritage – ensuring wellbeing, diversity, creativity and a strong civic dialogue.

Our Economy

We build prosperity for all – enabling sustained economic growth.

Our Built and Natural Environment

We treasure and protect our natural environment and provide sustainable and resilient infrastructure and built form.

Our Leadership

We are united in our actions to connect, listen, support and advocate thereby leveraging the potential of our people, places and resources.

The Strategic Community Plan and Corporate Business Plan detail outcomes for each theme – the benefits to the community that will result from all of the activities, programs and developments committed to in these plans.

Outcomes identified by theme are;

Our Community

- A hardy, healthy and safe people
- An inclusive and involved community
- A unique, vibrant and diverse community lifestyle
- Well utilised and valued community facilities and services

Our Economy

- Enhanced participation in the workforce
- An enabling, attractive business environment
- A thriving, resilient, sustainable and diverse economy
- The development and expansion of key industries

Our Built and Natural Environment

- A healthy natural environment
- A safe and fit-for-purpose built environment
- An accessible and sustainable urban environment

Our Leadership

- A global, national, state and local presence and voice
- Transparent and accountable governance and financial sustainability
- Effective delivery of services and infrastructure to meet community needs

The Town's Strategic Resource Plan 2018/19 – 2033/34 outlines the following key assumptions, which provide important context for these themes and outcomes.

- Population forecast to increase steadily
- Increase in current service levels by Town over time
- Level of grants and contributions for capital projects and operations have been impacted by an increase in COVID-19 recovery related grants
- District and State economies will remain stable [albeit this did not account for the economic impacts of the unforeseen global pandemic (COVID-19)]
- Assets expected to be adequately maintained and continue to provide existing levels of service

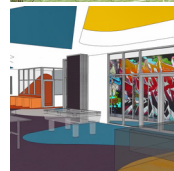
In addition to the Corporate Business Plan, Strategic Community and Resource Plans, the Town has recently engaged in an extensive community and stakeholder engagement process to inform the preparation of the draft Local Planning Strategy and the Local Planning Scheme No. 7.

The purpose of these documents is to guide the development of the Town towards its vision to be Australia's leading port town. This is premised on current population growth projections and implications for residential growth, industrial and economic opportunities, environment and community. Subject to relevant endorsement and support by the Council, these documents will collectively inform the long-term plans for growth and development in the Town, which will in turn have implications for the Town's workforce after the next 5 to 10 years.

The Town has plans for approx. \$300 million of capital works projects to support continued growth and benefits to the community are detailed. These projects include:-



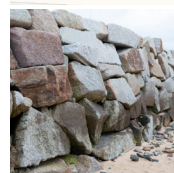
South Hedland Integrated Sports Hub
\$230 million



JD Hardie Youth and Community Hub
\$20 million



Port Hedland Sports and Community Hub
\$260 million



Port Hedland Sea Walls
\$17 million



South Hedland Skate Park Shade Structure
\$7 million



Implications for the workforce

As a local government, the Town provides a broad range of facilities and services to the Port Hedland community. A strategic workforce planning approach is required to ensure safe, effective and sustainable delivery of these facilities and services.

In setting the direction for the next few years, in 2020 our CEO outlined the following areas of focus to provide overarching support to the Town's strategic priorities:-

- Business Performance and Improvement incorporating new or improved systems
- Risk Management
- Project Management
- Waste Services
- Emergency Management
- Economic Development and Tourism
- Investment, Grants and Funding Strategy

A number of challenges are posed in securing and maintaining an appropriately skilled and engaged workforce with the capacity to deliver on our organisational objectives. This is particularly the case given the remote location of the Town and contrasts in opportunities on offer by local industry employers. Further consideration will be given to any additional workforce resources required to ensure the effective delivery of our strategic plans.

The Town must remain vigilant to changing industry and economic conditions which impact our workforce requirements and ensure the organisation proactively addresses risks associated with sourcing, attracting, retaining, engaging and developing its people. Regular and ongoing review of the strategic workforce priorities and progress in implementing initiatives is critical to ensure the Town is able to respond with agility when there is a shift in external strategic direction.





Current Workforce Profile

Context

The Executive Leadership Team comprises a valuable combination of leaders; all have had significant local government experience with the majority having joined the town within the past 12 months. Under the leadership of the Chief Executive Officer, the organisation is well equipped to support its dedicated workforce with renewed energy and commitment and looks forward to working with our new Council following the election process in October 2020.

The Chief Executive Officer

(CEO) leads the Town of Port Hedland and is responsible for the overall management of the administration. This includes providing timely advice to Council, ensuring Council decisions are implemented, overseeing the daily management of operations and ensuring resources are effectively and efficiently managed.

The Town's Corporate Business Plan provides a framework for what our organisation needs to achieve over the next five years.

Organisational Structure



Executive Leadership Team

The organisation's decision making body, the Executive Leadership Team comprises of the CEO, Director of Corporate Services, Director of Community Services, Director of Regulatory Services, Director of Infrastructure Services. It is responsible for high level decision making and the strategic direction of the organisation; implementing decisions made by Council.

Corporate Affairs

The Corporate Affairs team is responsible for enhancing and protecting the Town's reputation by building collaborative partnerships with media, business, industry and government. The team provides advice and support to the Executive Leadership Team and business units across the areas of media management, including social media and public relations, external and internal communications, marketing and branding, stakeholder and investment partnerships for Town projects, programs and services, economic development, tourism and visitor servicing.

Executive Assistant to the CEO and Mayor

Is the first contact of external individuals and organisations for the CEO and Mayor; responsible for coordinating appointments, facilitating meetings and providing assistance.

Human Resources

The Human Resources and Workplace Health and Safety team provides customer focused, strategic and operational HR business partnering advice, coaching and support across all areas of HR, recruitment, employee relations, learning and development, organisational development and workplace health and safety. This includes providing the people, capability and culture frameworks, systems and processes to enable the Town to attract, source, develop, engage and retain the talent and skills required to deliver on its strategy positively impact workplace culture.

"People are our most important priority and their health and safety is our greatest responsibility" - This guiding principle clearly aligns the HR team to provide support and advice within the uncertain times of the Covid-19 pandemic and through the upcoming changes with respect to legislation; both with the Work Health Safety Act 2020 and the intended change to move local governments to the WA State Industrial Relations system. During such uncertainty the HR team guides and supports the culture, leadership and daily requirements to enable to Town to continue delivery of great services to the community.



Corporate Services Directorate

Finance

The Finance team ensures the Town is operating a high standard of financial activity across accounts, rates, revenue, treasury, payroll, strategic financial planning, asset accountancy and more.

Information Communication Technology (ICT) & Program Delivery

The team is responsible for the operation and support of the Town's ICT infrastructure. This includes end user devices, networks, on-premise infrastructure and cloud services. The team is also responsible for cyber security and strategic ICT planning. A major focus of the ICT team for the next 3 years is the delivery of the Town's new Enterprise Resource Planning (ERP) system.

Governance

This team is responsible for the Town's compliance with relevant laws local, state and national laws, providing governance management and advice, procurement management and advice, contracts advisory, legal advice and records management. The team also delivers advice and support to the Mayor and Elected Members.

Community Services Directorate

Leisure Facilities

This team oversees the delivery of Port Hedland Leisure services, including Wanangkura Stadium, South Hedland Aquatic Centre, Gratwick Aquatic Centre, Splash and Play Marquee Park, and town wide fitness programming.

Community Development

This team is responsible for Port and South Hedland Libraries, The JD Hardie Youth and Community Hub, community programming for all ages, community engagement (with a particular focus on Aboriginal & Torres Strait Islander, disability access and inclusion, seniors, culturally and linguistically diverse sections of the population), sports club engagement and development, community grants portfolio administration, bookings of the Town facilities and running Town wide events. Delivery of arts and culture initiatives and the Matt Dann Theatre & Cinema.



Community Safety

Encompasses the areas of Emergency Management, Community Safety and Ranger Services to facilitate positive change in the community.

Planning and Building Services

Provides for statutory and strategic planning, lands matters and building compliance within the Town.

Customer Service

Is the organisation's frontline team, acting as the initial point of call for all incoming phone enquiries regarding Council matters. Responsibilities include phone line and in person customer service, administering payments, providing advice and triaging incoming calls to relevant departments.

Environmental Health

Focuses on the protection of human health and the environment, through the reduction of negative health or environmental impacts, limiting exposure pathways that may adversely affect the community or the ecosystem.

Waste Operations

Manages kerbside waste and recycling infrastructure and collection services for residential and commercial customers as well as public spaces, including street and footpath sweeping. Operates the South Hedland Landfill to manage various waste streams with the goal of maximising resource recovery and minimising the impact of landfilling on the environment.



Infrastructure Projects and Assets

Is responsible for delivering the Town's Capital Works programs and the administration of the Town's Infrastructure Assets. The team provides engineering advice to the Planning and Building Services department to assess development applications. Asset management, contract management and contract administration is also undertaken.

The team are also overseeing the development of a Sustainability Strategy for the Town.

Infrastructure Operations

Oversees all of the Town's day to day operational infrastructure requirements. Fleet and Workshop, Parks and Reserves, Stores, Irrigation and Landscaping, Asset Maintenance, Sealed and Unsealed Roads, Drainage, Restricted Access, Cemeteries, Horticulture, Property Management and Maintenance.

Since the appointment of the Town's current CEO in February 2020, a number of organisational changes have been implemented to create greater efficiencies in the deployment of certain community services by bringing relevant teams closer together from a leadership and management perspective. Furthermore, the Corporate Affairs and Human Resources and Workplace Health & Safety departments have been centralised under the Office of the CEO to ensure they can operate independently and effectively across all Directorates and uphold their respective roles in political and public positioning.

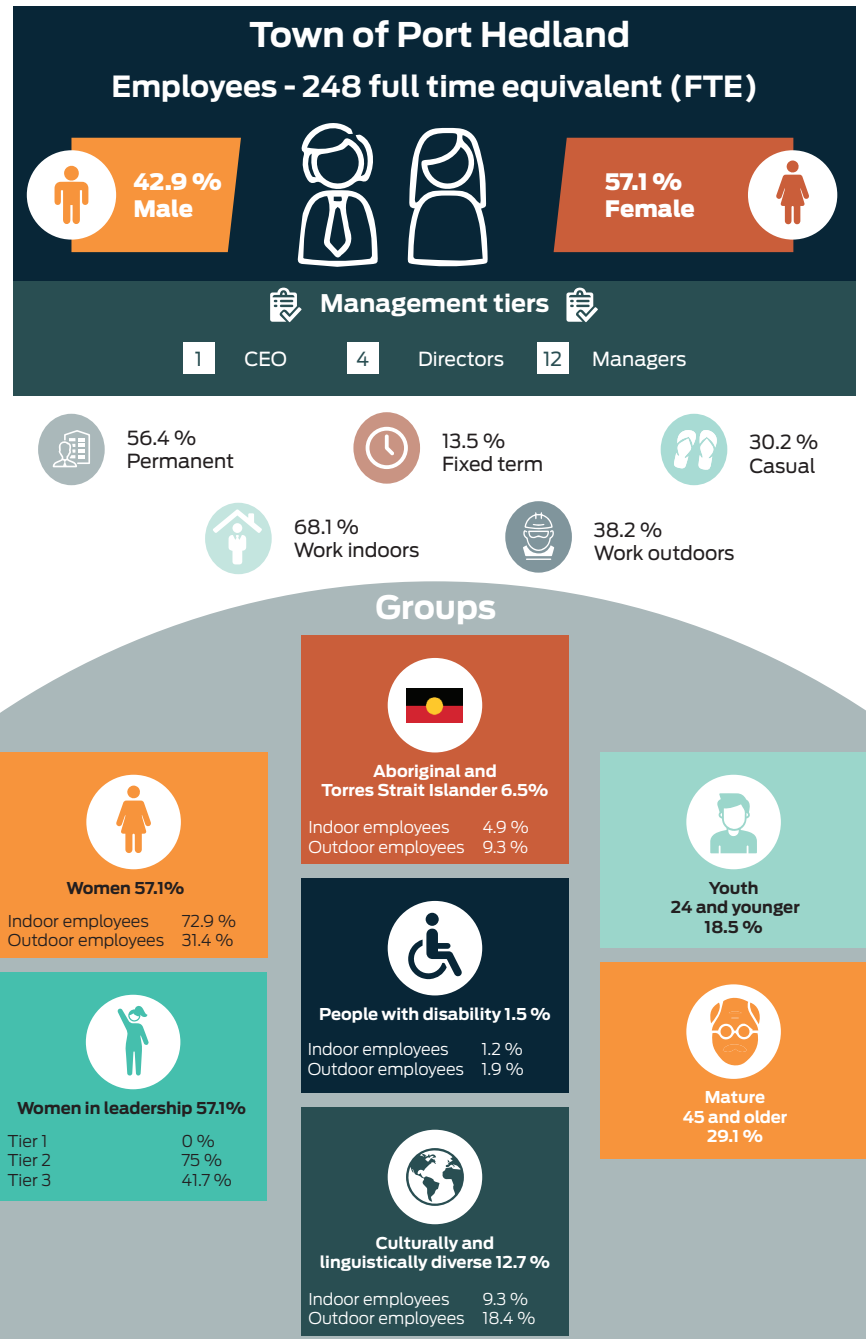
With a view to continuous improvement, it has been identified that a further organisational design review would be beneficial, specifically to review and align team and role naming conventions to create consistency and simplify interactions between directorate teams and internal and external stakeholders.

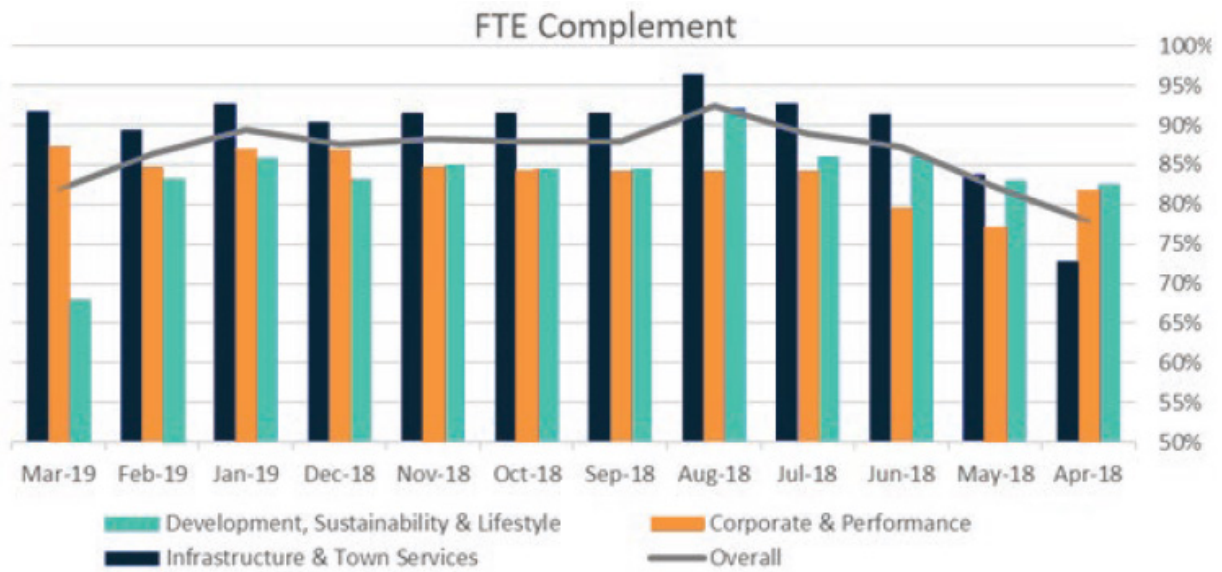




Workforce Profile

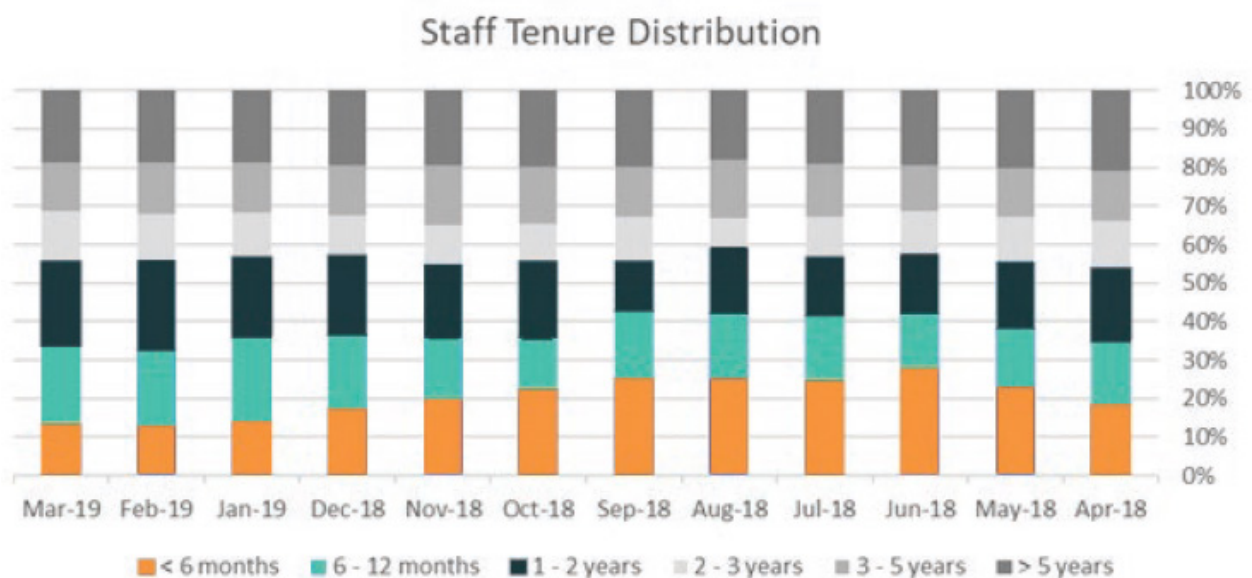
As at the end of financial year 2020, the Town employed 270 people, made up of 248 full-time equivalent (FTE). Of these 270 employees, 56.4% (155) are employed on a permanent basis while 13.5% (37) are employed on fixed term arrangements and 30.2% (83) of employees make up an extensive pool of casual employees who are employed to meet the variable infrastructure, community service, recreation and events operational demands.





*Note this graph represents the names of the Departments in 2018/19, which have since been renamed.

Based on a range of workforce attraction and retention challenges outlined herein, a large portion of the workforce has less than three years of service. Over half of the workforce has been employed with the Town between one and three years, whilst another 30% have been employed for less than 12 months. The remaining 16% have service ranging from four to over ten years.



Diversity Profile

The Town supports a diverse workplace where staff are valued and recognised for their unique attributes, ideas and perspectives and are encouraged to reach their potential. The Town is committed to continuously improving its diversity and inclusive culture to support it.

Age: The Town's workforce currently includes a spread of age groups, with over 50% being 25-44 years of age, 29% being 45 years or over and the smallest cohort aged 24 years old and under making up 19% of the workforce.

The Town is committed to creating a community and workforce that welcomes and includes people of all abilities and from all backgrounds.

Disability: Of its current workforce, 1.5% of current employees live with a disability, which restricts them in the type of work they can perform or which requires modifications to their workplace or other forms of support to carry out their duties.

Aboriginal and Torres Strait Islander employment and Cultural and Linguistic Diversity: Amongst its current workforce, 6.5% of employees identify as Aboriginal and Torres Strait Islander, and a further 12.7% are classified as culturally and linguistically diverse. This means individuals who were born in countries other than those categorised by the Australian Bureau of Statistics as mainly English-speaking countries.

A diverse workforce is an important component of workforce planning. The Town remains committed to increasing the profile of diversity groups within its workforce. As such, a key strategy is the integration of Equal Employment Opportunity (EEO) management plans within the broader strategic plans.

Outlined below are the plans currently in place to support the Town in meeting its objectives for workforce diversity. There is an opportunity to integrate these plans into a holistic Culture, Inclusion & Diversity Strategy. The Town will develop this Strategy and supporting plans in accordance with feedback received from the Director of EEO in Public Employment following submission of the Town's EEO report in June 2020.



Reconciliation Action Plan 2016-2019

The Town established its inaugural Reconciliation Action Plan (RAP) in 2016, to shape a way forward for the Town to strengthen acknowledgement and engagement of the Aboriginal and Torres Strait Islander community. The RAP is founded upon key pillars of Relationships, Respect and Opportunities.

The RAP demonstrates the Town's commitment to reconciliation by the Town. The organisation endeavours to build strong relationships through respectful engagement and understanding between the Town and the Aboriginal and Torres Strait Islander community.

The RAP was developed in collaboration with key stakeholders including community, organisations and agencies, Town, and Reconciliation Australia.

In its 2020 Equal Employment Opportunity annual statutory reporting, the Town has committed to ongoing compliance with the RAP and to revisit it. The Town has created a new position entitled Aboriginal and Torres Strait Islander Community Engagement Officer who will lead the development of an Aboriginal Partnership Plan throughout 2021/22.

Meanwhile, the Town will continue to create employment opportunities for members of the Aboriginal and Torres Strait Islander community through its employment pathway programs and identification of suitable positions as part of the workforce planning process.

Disability Action and Inclusion Plan 2017 - 2022

The Town is dedicated to creating a unified community across the townships. All public authorities in Western Australia are required under the Disability Services Act (WA) 1993 (amended 2004) to develop, implement review and report on a Disability Action and Inclusion Plan (DAIP).

The Town's DAIP sets out its commitments to creating a community that welcomes and includes people of all abilities. It outlines the strategies the Town will use to address barriers to access and promote inclusion for people with disability over the next five years.

The Plan outlines intended outcomes in the following areas:-

- Services and Events
- Buildings and Facilities
- Information
- Quality of Service
- Complaints
- Consultation Process
- Employment

In the context of this Plan, the DAIP outlines the following specific commitments in the sphere of Employment:-

- Offer adaptive technology as required for employees
- Increase opportunities for volunteerism,
- Promote, update and review employment strategies of the Town to ensure they improve the attraction and retention of employees with disability, provide training to increase the knowledge and skills of Town employees on access and inclusion.

Employee Education and training

Consistent with our commitments in our RAP and DAIP, and in keeping with the organisational Values and Code of Conduct, the Town requires all employees to undertake Discrimination and Equal Employment Opportunity (EEO) training. This training is included in our online onboarding and induction program and is completed upon commencement of employment with the Town.

- Training Overview: Legislation and Responsibilities, EEO Scenarios, Raising and Managing Grievances
- Learning Outcomes
 - Define EEO
 - Explain the nature and scope of EEO rights and responsibilities of organisations and staff
 - Explain how such behaviours are contrary to the relevant State and Federal laws, workplace policies and the consequences of breaches
 - List the groups of individuals that are more likely to experience discrimination
 - Understand what to do if you experience or witness an incident of discrimination

The Town intends to appoint EEO Contact Officers to be trained in accordance with the WA Equal Opportunity Commission requirements in FY20/21.



The Town's dominant model of engaging the workforce is through residential employment arrangements. However, the organisation uses a range of models to attract and retain people to work with the Town and to deliver on our strategic priorities and commitments. This range of models is detailed below.



Residential

(permanent, fixed term or casual)

A number of roles are filled on a casual basis to provide flexibility, which may be filled by casual employees or casual staff obtained through labour hire agencies. Working across multiple businesses, a labour hire agency is likely to offer candidates better work continuity than the Town.



Consultants

(resources engaged to provide specialist expertise)

The utilisation of contractors for certain tasks should be periodically reviewed. Some contracted tasks may be more economically performed internally but are contracted as a legacy of resolving or circumventing a particular issue. In such cases, the delivery model should be revisited after the reasonable passage of time.



Remotely based employees

(permanent or fixed term)

In recent years, following unsuccessful recruitment efforts and a backlog of critical work requiring attention, remotely based employment arrangements have been piloted on a fixed term contract.

- Outsourced (third party vendor engaged to run an entire process)
- Contractors (resources engaged to perform a specific task or project)

Contractors are widely used throughout the Town. A significant proportion of work is project work that requires a concentration of specialist skills and resources to complete a specific task. For some fields of work the Town is a minor customer causing it to have no leverage with contractors, for example, road surfacing. The Town is unable to replicate the productivity and supply chain of a contractor that specialises in this field.



Volunteers

The Town uses volunteers on an ad hoc basis to supplement Town staff. There may be opportunities to utilise volunteers on a regular and structured basis for service delivery to the community or care of community assets, this would need to be explored further.

Comparison table

Model	Advantages	Disadvantages
Residential employees Permanent, fixed-term or casual	<ul style="list-style-type: none"> • Full time member of the Port Hedland community • Readily available for face-to-face contact • Employee identifies with the Town's mission which encourages passion 	<ul style="list-style-type: none"> • Difficulty recruiting • Difficulty retaining • Growing expectation for housing provided by the Town
Remotely-based employees Permanent or fixed-term	<ul style="list-style-type: none"> • Increases candidate pool for recruiting • No involvement in housing • Suitable where daily face-to-face contact is not required • Employee identifies with the Town's mission which encourages passion 	<ul style="list-style-type: none"> • Separation from town and colleagues • Additional office accommodation • Gaining wider acceptance of which roles can and cannot be performed remotely • Currently in pilot phase with no formal guidelines
Outsourcing Entire process handed to third party to run	<ul style="list-style-type: none"> • Suitable for non-core routine processes • No involvement in workforce • Very minimal supervision • Access capabilities not available or difficult to maintain internally • Provider able to provide continuity of service, e.g. no leave interruptions • May be more economical 	<ul style="list-style-type: none"> • Knowledge asymmetry – the provider knows more about the outsourced task and may exploit that difference • Difficult to change vendors once process has been running with a provider for a while • Cost may increase disproportionately over time • Desired service levels may not be met • Provider is representing the Town but does not identify with the Town's mission
Contractors Contractor engaged to perform a specific task	<ul style="list-style-type: none"> • Access a specific skill set not available internally, or • Flexible resource to fill a temporary resource gap • Can be used to circumvent an internal issue 	<ul style="list-style-type: none"> • Knowledge asymmetry – the provider knows more about the out-sourced task and may exploit that difference • Requires a degree of supervision • Expect to pay a premium for flexibility • May be some lag in resource availability • Vendor may represent that they offer intellectual knowhow but realistically are a labour hire business. • Delivery may not meet expectation • Provider is representing the Town but may not identify with the Town's mission
Consultants Consultant engage to provide specific expertise	<ul style="list-style-type: none"> • Access specific knowledge not viable to retain internally 	<ul style="list-style-type: none"> • Pay a premium for knowledge • Pay a premium for flexibility • Delivery may not meet expectation
Volunteers	<ul style="list-style-type: none"> • Very low cost • Intrinsically motivated • Provides significant benefit to the individual and community 	<ul style="list-style-type: none"> • Require sensitive management • Requires additional risk management • Hard to attract given propensity for shift work to be sought by workers in Port Hedland

Values and Code of Conduct

The Town’s stated vision is to be Australia’s leading Port Town, embracing community, culture and environment.

In support of this vision, the Town has established a set of core Values and a Code of Conduct. These not only provide a level of governance around standards of behaviour expected from Elected Members, committee members and the Town’s workforce, but also are intended to positively shape the organisational culture.



Three core Values have been identified that people employed by the Town are expected to adopt in pursuit of the vision:-

- **Quality:** We strive for excellence and take pride in everything we do. We challenge our thinking and look beyond the obvious.
- **Unity:** We work as one team and actively share our ideas and information across the organisation.
- **Integrity:** We are honest and ethical in everything we do, fostering transparency and promoting public trust and continued confidence.

ABOVE AND BELOW THE LINE BEHAVIOURS



	INTEGRITY	UNITY	QUALITY
Behaviours ABOVE the line	<ul style="list-style-type: none"> ✓ I show respect for the ideas of others ✓ I take ownership and responsibility for my actions and performance ✓ I maintain professionalism at all times ✓ I behave ethically and honestly at all times ✓ I encourage and openly accept feedback from others ✓ I treat people with respect 	<ul style="list-style-type: none"> ✓ I contribute to creating a positive and fun work environment ✓ I welcome new team members ✓ I work collaboratively with all business units ✓ I communicate openly and honestly ✓ I do not judge and treat everyone equally ✓ I am committed to working towards a common goal ✓ I actively work towards creating a strong safety culture 	<ul style="list-style-type: none"> ✓ I approach difficulties as challenges and new opportunities ✓ I actively initiate, share and develop new ideas and opportunities ✓ I positively engage in change management processes ✓ When a problem is identified, I am part of the solution ✓ I celebrate success ✓ I take pride in what I do and produce high quality work ✓ I actively seek opportunities to further develop my skills ✓ I provide constructive feedback on new processes and ideas
Behaviours BELOW the line	<ul style="list-style-type: none"> ✗ I manipulate others to get what I want ✗ I don't take ownership of decisions ✗ I am not reliable ✗ I look to blame others or make excuses ✗ I have poor professional boundaries ✗ I am disrespectful in my dealings with others 	<ul style="list-style-type: none"> ✗ I only care about my own job tasks ✗ I discriminate and treat others unfairly ✗ I don't care about workplace safety and the wellbeing of others ✗ I am negative and moody 	<ul style="list-style-type: none"> ✗ I deliberately resist change and new ideas ✗ I am negative and cynical about new ideas or processes ✗ I don't try and find answers to solutions ✗ I do the bare minimum required

Values and Code of Conduct (continued)

The Values and Code of Conduct are provided to employees during the onboarding and induction process. The following also help to reinforce and embed expectations:-

- Values are stated in position descriptions and new employees confirm understanding of their position description with their supervisor
- Performance development reviews include an assessment of adherence to the Values
- A corporate uniform and name badges are provided which contribute to employees identifying with the Town and its standards
- Regular communication occurs with employees, electronically and personally at different locations, ensuring reach to those who do not regularly use email
- Conducting workforce climate check surveys to test the mood of the organisation
- Recognition and reward for outstanding effort
- Asking for employees' opinions as they are leaving the organisation through exit surveys.

To further support the adoption of the Values, the Town has introduced the concept of Above the Line and Below the Line Behaviours.

A further opportunity to reinforce these standards of behaviour will be for the Town to require all employees to refresh their understanding of and commit to the Values and Code of Conduct through an annual reaffirmation sign-off process.

Climate Checks

The Town has provided its employees the opportunity to provide feedback on their experience and level of engagement working for the Town. This Climate Check process has been carried out through an online survey and produced themes and insights, which would be valuable in informing the employee engagement and culture strategy to lift performance across the organisation.

The most recent Climate Check was undertaken in 2019 and a report was provided to the previous Executive Leadership Team outlining results to inform actions in response to feedback given. To improve the process by which employee feedback is used to improve engagement, culture and performance, the Town intends to invest in formalising a new annual climate survey approach; this will be underpinned by robust benchmarking data and the ability to identify trends over time by engaging a specialist in employee engagement.

Enterprise Agreement

The majority of Town employees are engaged in accordance with the terms and conditions outlined in the Enterprise Agreement 2019 (EA).

The Enterprise Agreement is due to start renegotiations in 2021/22, which will require a significant effort on the part of the Human Resources function. An opportunity exists to simplify and modernise terms and conditions through this process.

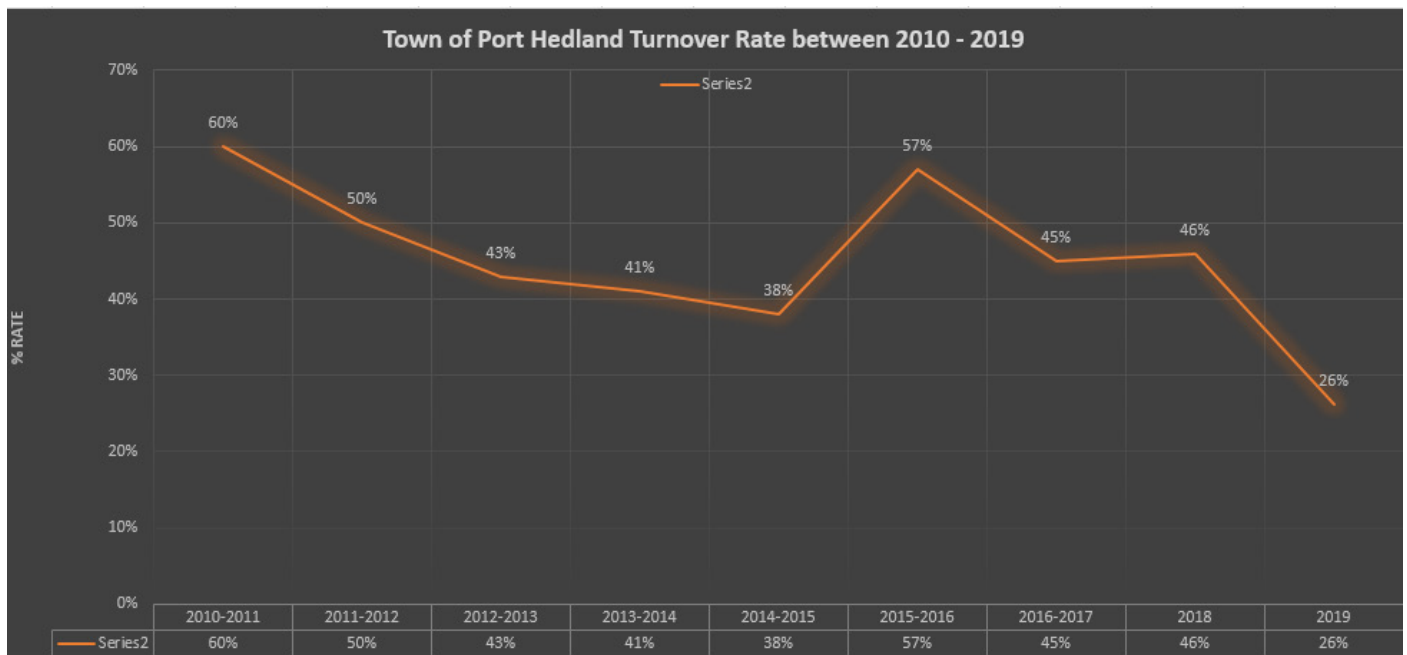
As part of this, consideration will be given to any implications for local government workforce terms and conditions of employment as a result of the State Government's review of the *Local Government Act 1995*.

Workforce Challenges

The Town's workforce operates against an inherently challenging backdrop characterised by significant regulatory obligations, dynamic industry and economic environments and a transient workforce. Specific challenges include-

- Consistently high employee turnover leading to capability and capacity constraints
- Difficulty attracting people to the location and local government employment
- Outdated information technology systems
- Ageing assets requiring significant maintenance

Employee turnover has historically hovered around 45% over the past decade. The level of turnover appears to have reduced somewhat in the past twelve months; however, it remains a significant concern given ongoing challenges in attraction and retention and the demand on the Town's workforce as it supports the ongoing growth of Port Hedland in the next five years and beyond.



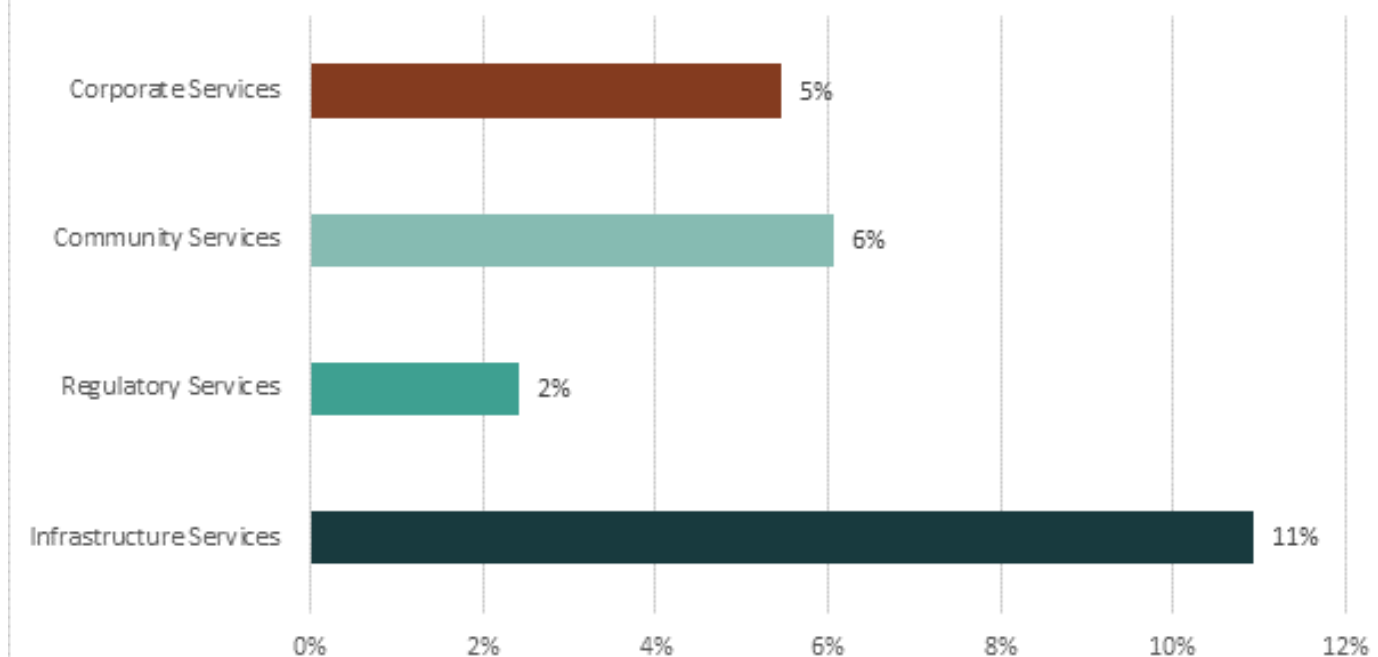
Employee turnover is the rate in which employees leave the organisation. The calculation is based on the number of departing employees, against the total number of employees.

12-Month Rolling Average Staff Turnover

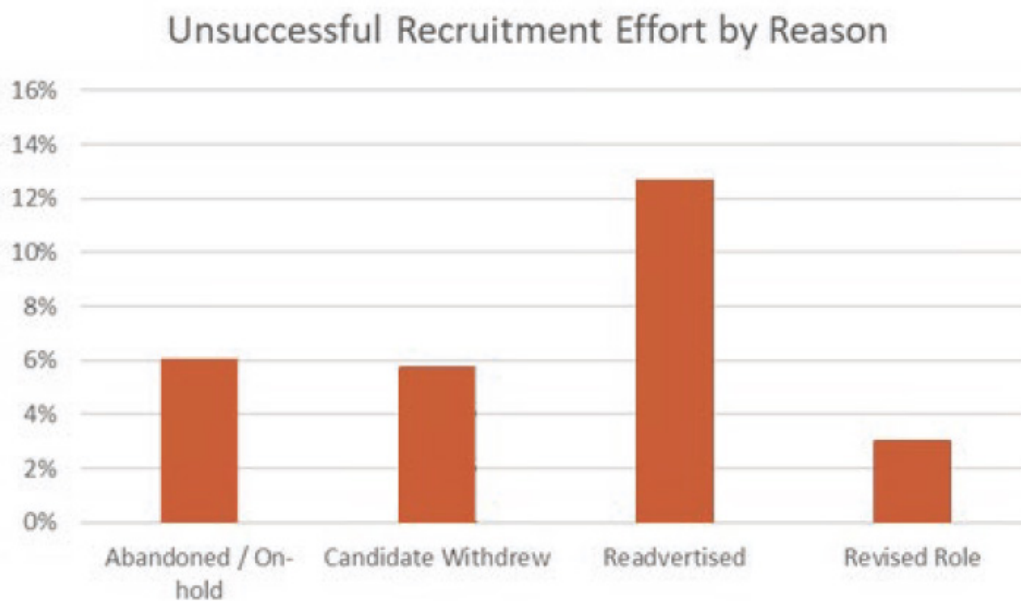
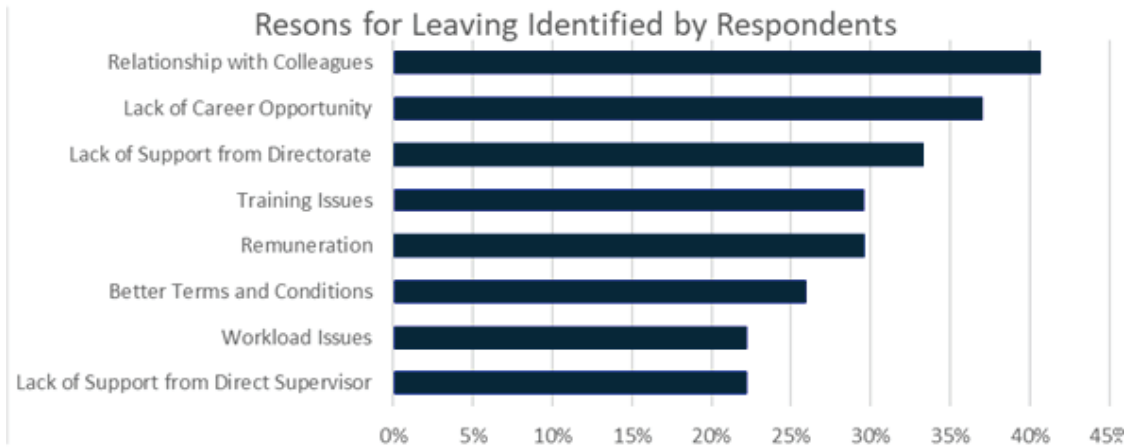


*Note this graph represents the names of the Departments in 2018/19, which have since been renamed.

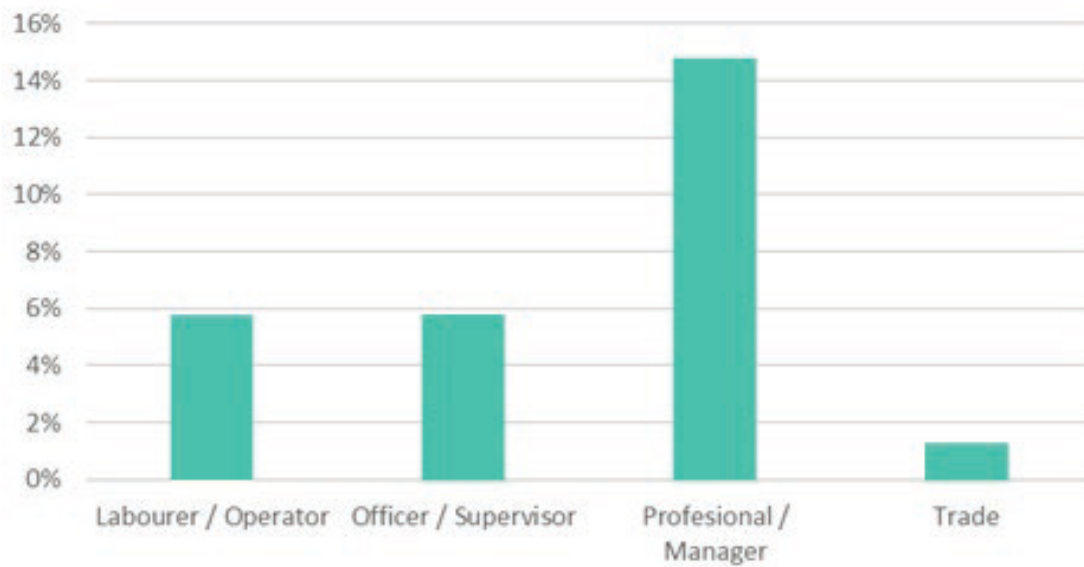
Turnover Rates against overall workforce 2019 (excl. Casuals)



The Town needs to continue to be innovative and creative in relation to where roles are advertised. Some roles (particularly professional level or specialised positions) can be hard to fill and are re-advertised regularly. It is important to continue to advertise interstate and use various modern online recruitment channels and specialised recruitment websites to share the benefits of living and working in Port Hedland to attract talent to the Town.



Unsuccessful Recruitment Effort by Work Type



The Town encounters significant hurdles as it endeavours to build and sustain the organisational capability needed to meet regulatory obligations and community expectations. The combined effects of turnover and difficulty in attracting people to work for the Town typically results in adverse impacts on engagement and productivity due to;

- Consistently operating below full complement
- Increased utilisation of casual labour hire and fixed term contract staff
- Appointing people to roles in advance of attaining requisite capability
- Loss of knowledge and/or inhibited knowledge transfer

The current standard of information technology capability is hindering workforce productivity across a range of disciplines within the Town. Investment is required to deploy the Town's Information and Communications Technology Strategy 2020-2025 (Technology strategy) to better enable employees to carry out their roles in a safe and effective manner.

Economically sustainable approaches need to be found to circumvent these various constraints.



Workforce of the Future

A high-level workforce plan has been considered in consultation with leaders in terms of meeting the future workforce requirements and position the Town to deliver on its commitments. Where positions are subject to project funding and deliverables, fixed term contracts will be offered for the life of the project. Leaders will carry out a detailed review of the plan each year in line with the Town’s annual budget review process, to meet operational and organisational growth requirements.

It is critical to ensure we have a workforce fit for purpose. During 2019, the Town resumed operational management of a number of community facilities including our aquatic centres and leisure facilities. As a consequence, the workforce increased significantly between 2018/19 and 2019/20.

By projecting our four-year workforce requirements we will ensure we that we are resourced effectively to deliver on our strategic priorities and commitments to the community.

The Town is forecasting the requirement to increase the workforce in the coming years due to the ongoing management of both new and improved facilities including after major capital works projects are completed. Further, the Town has an ambitious capital works program including current master plans, to be delivered over the next 15 years. The impact of this ambitious capital works program will see the need for an increased workforce to program, manage and maintain those assets, and a need for the Town to resource its corporate and support services to meet ongoing requirements.

Current FTW 1 (FY20/21)		*FTE Growth Plan (4 years)			
		FY21/22	FY22/23	FY23/24	FY24/25
Office of the CEO	19				
Corporate Services	32	FTE* will be subject to change and dependent on yearly budget approvals to meet forecasted growth linked to significant capital works projects and ongoing maintenance of facilities.			
Community Services	68				
Regulatory Services	38				
Infrastructure Services	91				
Min. rate of FTE growth based on CPI increase of 2%	248	253 (5)	258 (5)	263 (5)	268 (5)

The annual consumer price index ('CPI') for Perth in December 2019 was 1.8% (Source: Australian Bureau of Statistics). CPI for the Pilbara is usually higher than experienced in capital cities. The assumed inflation rate in the Strategic Resource Plan of 2% with known increases (e.g. State Government charges and utilities). The Town will continue to manage expected increases to be offset by containing other expenditure and make continued productivity gains.

Employee Costs

As stated in the Town's annual budget 2020-2021 there will be increases to total employee costs, including as a result of delivering the 2020/21 budget's record capital works program, securing the liveability of the Town for future generations to enjoy. The capital works program is the largest segment of expenditure in the budget. There have also been increases in line with the 2019 Enterprise Agreement. Staffing decisions are made in line with the Town's Strategic Community Plan 2018-2028 and are considered year on year in line with budgeting process and CPI increases.

- 2020/21 Budget – (\$26,208,708)
- 2019/20 Budget – (\$23,464,698)

Note - Employee Costs – all costs associated with employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

The following information published via WALGA's website shows a comparison between the Town and the other Pilbara Local Government organisations in terms of population versus number of employees. This ratio shows that the Town of Port Hedland is currently operating at or below its neighbouring councils in terms of workforce numbers.

Local Government	Population (2018/19)	No. of Employees (2018/19)	Ratio %
Town of Port Hedland	14,000	206	1.47%
City of Karratha	22,195	489	2.20%
Shire of Ashburton	13,026	190	1.46%
Shire of East Pilbara	11,005	188	1.71%

*data source – WALGA website – Online Local Government Director accurate as at (2018/19)

Anticipated Future Workforce Requirements linked to Major Projects

The Town's workforce operates against an inherently challenging backdrop characterised by significant regulatory obligations, dynamic industry and economic environments and a transient workforce. Specific challenges include-

- Consistently high employee turnover leading to capability and capacity constraints
- Difficulty attracting people to the location and local government employment
- Outdated information technology systems
- Ageing assets requiring significant maintenance

Team	FTE Increase Considerations Linked to Major Projects
Infrastructure Services	<ul style="list-style-type: none"> • South Hedland Entry Statement Landscaping on both sides of Hamilton Road • Marina Landside Development which the Town will maintain • Community Recycling Centre • West End Upgrade funded by BHP which the Town will be required to maintain • Leaf Environmental Air Filtration • Wilson and Anderson Street Road Reserve Works • Landscaping Cemetery Beach to Koombana Lookout • Cemetery Masterplan Upgrades \$900k per annum (5yrs) • Annual \$1.2 million Footpath Renewal • Annual \$1 million for Kerb Renewal • Annual \$1.3 million for Drainage Renewals • Annual Playground Upgrades • New build of 17 Staff Houses <p><i>Please note that the Town plans for approx. \$300 million of capital works projects to support continued growth and benefits to the community in addition to the above.</i></p>
Office of the CEO	<ul style="list-style-type: none"> • Establish an Economic Development and Tourism Strategy incorporating Investment, Grants and Funding Strategy
Community Services	<ul style="list-style-type: none"> • South Hedland Integrated Sports Hub • Port Hedland Sports and Community Hub • JD Hardie Youth and Community Hub • Increased Community Events • South Hedland Library Arts and Culture Precinct
Corporate Services	<ul style="list-style-type: none"> • Business Improvement - Systems Transformation Project <p><i>The core business system and MS Office are overdue for generational change that will affect the way people work including ICT delivery to the organisation. For successful implementation, a dedicated project team with appropriate technical qualifications is necessary for an expected period of three years.</i></p>
Regulatory Services	<ul style="list-style-type: none"> • Projected population and Town planning demand • Delivery of the Community Safety Plan and an increase in proactive community actions and initiatives beyond compliance • Customer Service Strategy • Increased Waste and Environmental Initiatives and Strategies, including operation of the Community Recycling Centre once constructed

Conservative Population Growth

Town of Port Hedland



The conservative forecast developed by the Town, identified a population forecast of **18,500 people by 2041**. This population forecast is based on the historical long-term average population growth rate of 0.9% per annum. While it is a conservative growth rate, this Strategy acknowledges the non-linear 'boom and bust' nature of growth and decline in Port Hedland and therefore this scenario has its limitations, as growth does not follow a linear trajectory.

Aspirational Population Growth Forecast

Town of Port Hedland



The aspirational forecast is based on Forecast id modelling which identifies a population of 27,085 people for the Town by 2041. The Forecast id population forecast takes into account a range of factors such as demographic changes (births, deaths, migration) and accounts or urban development opportunities, land availability, diversity of housing stock, regional competition and vacancy rates).

We anticipate steady population growth somewhere between the conservative and aspirational population growth forecast. The Australian Local Government Association (ALGA) 2018 Workforce and Future Skills Report aptly stated:-

'The way we do business, connect, socialise, travel and live is changing. The world of work in the next two decades will be shaped by technological advances, digital connectivity, globalisation, an ageing population and changing economic structures. These five mega trends are driving the speed of change and are expected to lead to the restructuring of labour markets throughout Australia, including local government'.



Attract and source

The Town is developing a number of emerging strategies (including youth, library and public art) which are shaping an exciting pipeline of projects to deliver to the community. A \$76 million capital works program has recently been approved to support this.

We recognise that technological advances will gradually impact the nature of work globally, and that attracting suitably skilled people to our roles is often a challenge given our remote location, perceptions of the Town as a place to reside and of local government as an employer of choice. We also face the challenge of sharing somewhat limited potential talent pools with the private sector and a less favourable position when offering remuneration compared with employers in the mining industry. As such, there are a number of challenges we need to overcome to ensure we can secure our workforce of the future.



Strategic workforce planning

There is an imperative to implement a formalised process by which we periodically review our strategic priorities and the workforce capacity and capability required to deliver them in a structured, integrated way across the directorates. It also enables a robust approach to planning to deliver on our goals for increasing diversity in our workforce.

Capability and competency framework

All people in local government need to have a core set of capabilities – knowledge, skills, abilities and other attributes – to do their jobs and deliver for the community.

There is a need to underpin our strategic workforce planning process with a framework through which capabilities and competencies required to perform certain roles and work can be determined and then assessed in individuals whom we recruit and develop.

As outlined in the NSW Local Government Capability Framework, if local government effectively utilises capability / competency frameworks, it is expected there will be measurable improvements in local government performance, community perceptions of local government and attractiveness as employers.

Employment models

Directorates report various challenges in recruiting suitable people, particularly leadership positions and some professional technical roles. Furthermore, in the context of the COVID-19 pandemic, the mobility of potential candidates has been significantly impacted and therefore, it is prudent for the Town to take a flexible and pragmatic approach to sourcing required capabilities so that strategic initiatives delivery are not adversely impacted.

Accordingly, with the benefit of a forecast on capacity and capability requirements to deliver on our strategic priorities, it will be opportunistic to undertake a formal review of our employment models based on individual role types and requirements in consideration of the advantages and disadvantages relevant to each type of available model.



Employee value proposition (EVP)

Given the Town's high turnover levels and understanding that barriers exist for us to attract candidates to its location and local government employment, it is vital that we construct an attractive employee value proposition. Based on feedback sourced through community and employee surveys, engagement with candidates during recruitment processes, and industry benchmarking the following have been identified as critical elements of our EVP.

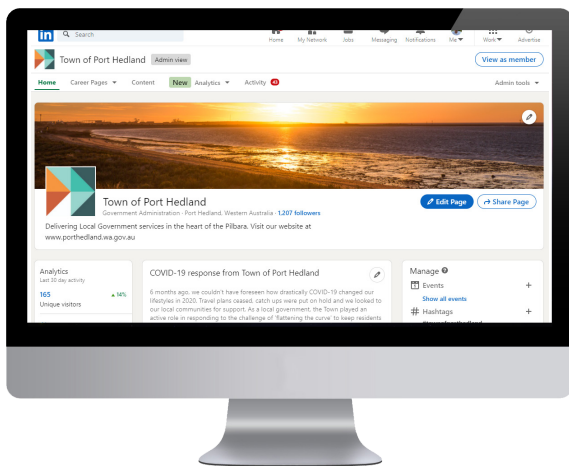


EVP Element	Status and Details
Housing entitlements	The creation of a housing strategy seeks to address challenges consistently faced with attracting and retaining highly skilled professional and leadership staff in the context of the local industry and economic context whereby quality housing and housing allowances are a valuable commodity to all employers.
Remuneration and reward	<ul style="list-style-type: none"> • Local market competitive salaries • Enterprise Agreement with above Award conditions • Motor vehicle/allowance provided to certain positions • Relocation benefits for new employees whom are also eligible for subsidised housing • Annual gender pay gap audit for non-Enterprise Agreement contracted employees (ongoing monitoring to mitigate risk of emerging gap in future)
Flexibility	<ul style="list-style-type: none"> • Flexible work arrangements programs • Paid parental leave scheme
Career development	<ul style="list-style-type: none"> • Generous study leave options • Development planning • Talent and succession planning
Local facilities and support for families	<ul style="list-style-type: none"> • Access to health and education facilities and family support is paramount to attracting and retaining residents and in turn, Town employees. • Employees of the Town are provided with access to a confidential Employee Assistance Program (EAP) offering counselling free of charge to employees and their immediate family members. • Quality education for school-aged children as well as a high standard of childcare services are in need of greater investment within the Town. • The Town currently collaborates with One Tree Community Services to provide a not for profit childcare and early education service at the Len Taplin Centre in Port Hedland. Town of Port Hedland employees are given priority placements based on set criteria. There is still a long waitlist due to childcare centres being unable to hire enough childcare workers as well as sufficient centres to address needs. • A BHP and Child Australia Partnership was announced in August 2020 – a local initiative designed to increase the number of qualified educators in the Pilbara region and provide more opportunities for local children to be engaged in high quality early learning Quality education

Employer brand and recruitment process

With local government often lacking a reputation as an employer of choice, along with other challenges outlined herein, it can be difficult to generate prospective employee appeal. In conjunction with other workforce initiatives to support attraction and sourcing of suitably experienced candidates, it will be beneficial for the Town to:-

- Develop the Town's brand as an employer of choice
- Broaden channels for advertising vacant roles – be more innovative
- Undertaken an end to end recruitment process review including system optimisation and strategic talent acquisition approach



Creating future employment pathways

In addition to investing in strategic sourcing programs for skilled candidates, the Town is committed to supporting employment within the local community and developing future generations to join the workforce.

The Town has a number of programs in place to create a workforce pipeline, including:-

- Work Ready Program: run in conjunction with local organisation, Bloodwood Tree, this program targets Aboriginal and post-parental leave candidates
- Apprenticeships and Traineeships
- Town of Port Hedland Recruitment Open Days onsite
- Graduate employment
- Vacation student placements

To ensure these programs are effective, the Town will benefit from aligning on standards for supervision and development of pathway program participants and to proactively mitigate the risk of the incumbents of these positions being absorbed into 'business as usual' work with insufficient guidance and support.

The Town also plans to engage with local industry partners to identify opportunities to improve sustainable return on investment and deliver mutually beneficial employment and productivity outcomes within the region.

In addition, the Town will explore its eligibility to participate in government-funded traineeship programs, such as the Western Australian State Government Regional Traineeship Program announced in August 2020. This program is intended to support training, skills and employment opportunities across regional areas with funding of up to \$30,000 on offer to Community Resource Centres and local government authorities .

Local and Industry Partnerships

Employers across Port Hedland and the wider Pilbara region share aspirations to develop Port Hedland into a community destination of choice. However, we face largely consistent workforce challenges, so it makes sense to join forces with local industry groups and businesses to strengthen our position as a place for people to live and work.

The Town currently engages in partnerships and information sharing. For example, with the Port Hedland Industries Council (PHIC) where the Town is represented on the Community Industry Forum. The purpose of this Forum is to;⁶

- Develop greater engagement with local industry, government representatives, Aboriginal representatives, local business and the general community,
- To share information and promote open, constructive communication between all stakeholders,
- To build trust and openness between industry, government and the broader community.



Engage, align and retain

On boarding and induction

All employees participate in an on boarding and induction process; a combination of conversation with their supervisor and completion of online training modules. It has been recognised that with the passage of time, there is a need to refresh employees' awareness and reaffirm their understanding of what they learn in the on boarding and induction process.

The Town will review which components i.e. Vision, Values, Code of Conduct, Above and Below the Line Behaviours warrant a re-induction and at what frequency, for example annually.

Leadership and culture

The Town experiences challenges in both attracting and retaining experienced people to leadership positions. As at August 2020, the tenure of our Executive and Senior Leadership Teams is largely weighted towards employment having commenced within the past twelve months. Going forward, employees in Leadership Team roles are engaged on contracts of employment with a five-year term.

Given the significant programs of work requiring delivery in accordance with our Corporate Business Plan and the safety critical nature of some work undertaken by our people, it is particularly important that we develop our leadership capability in a sustainable way. This is so we can establish cohesion within our leadership team, consistent engagement with our workforce and retain that capability and experience. Leadership development initiatives will be outlined herein in regard to our workforce of the future.

Workforce communication and engagement

The Town's 2019 workforce Climate Check identified employee communication and engagement as a key opportunity.

There are a number of mechanisms via which employees are kept informed of organisational context as it relates to their work; the Town's intranet, 'Friday Facts' email communications from the Chief Executive Officer and Directorate specific communications and engagement forums.

A more proactive approach to responding to and acting upon feedback provided by employees during the Climate Check will ensure employees feel their feedback is valued and are encouraged to contribute to the continuous improvement of the Town.

It is opportune for the Town to explore mechanisms to encourage, receive and act upon employee suggestions for improvement in a formal way enabling responsiveness by the Town's leadership.



▶ Performance management & discipline

It is important to align individual employee contribution to strategic objectives of the Town, ensure regular feedback, and recognition and reward and processes to address performance deficiencies in a timely manner.

The Town's Performance Management and Discipline procedure is underpinned by our Values, Code of Conduct and concept of Above and Below the Line Behaviours. However, it is largely focussed on addressing behaviours that are not aligned with these requirements. There is an opportunity to fine-tune the expectations and processes in this regard, but also to expand upon this procedure to ensure a proactive and engaging approach to the management of employee performance and development. Furthermore, the Town will benefit from reviewing and modernising its Reward and Recognition procedure to enable more deliberate alignment with the Town's values and cultural vision.

▶ Retaining ageing employees

As at June 2020, approximately 14% of The Town's workforce is aged 55 or over. With a broad range of challenges in retaining staff within the Town, it is opportune to explore options for extending the employment of those approaching retirement age, where there is a desire by the individual to continue working but transition into retirement gradually.

The benefits of introducing phased retirement options are many, starting with the health and wellbeing of the ageing employee and extending value to the Town through knowledge retention and transfer, improved capacity for succession and workforce planning and continuity of service delivery.

The Town has commenced local government benchmarking, with the intent of developing our own guidelines to support phased retirement arrangements. This includes the City of Bunbury, Shire of Busselton and Shire of Esperance.



Employee wellbeing

A number of challenges present for people living in a remote location; often away from family, friends and support networks.

The Town provides a confidential Employee Assistance Program (EAP) offering counselling free of charge to employees and their immediate family members. During financial year 2020, the service saw a sharp increase in utilisation rates in the wake of the COVID-19 pandemic, in response to workplace incidents and in the context of greater awareness of mental health concerns in the community generally. This is an important offering to continue providing for employees.

In benchmarking activity undertaken by the Regional Capitals Alliance Western Australia (RCA WA) in 2020, it was observed that the rate of unplanned absences amongst the Town's workforce was five to six times higher than that recorded in comparable local government workforces (Kalgoorlie and Karratha) over the same period. This warrants further analysis to identify any trends, plus the potential to further promote the services of the EAP, which may help to address or mitigate some factors contributing to absenteeism.



► Systems

The Town is developing a Technology Strategy, which will see us implement generational change to key business systems and applications over the next five years. To successfully achieve the initiatives within the Technology Strategy, the Town needs to adequately resource them and sustain the appetite to pursue continuous process improvement. Further scoping is required during the financial year 2021 to determine workforce resource requirements to support implementation.

Currently, the absence of a Human Resources Information System (HRIS) within the Town presents a number of challenges and risks, including:-

- Manual reporting is time consuming and prone to error
- Inability for leaders to self-serve for basic people processes and transactions
- Suboptimal employee experience from the time of on boarding
- Inefficiencies in incident and hazard reporting
- Deficiencies in monitoring compliance with mandatory training completions

Pending implementation of the organisation wide operating system, budget allocation has been made to implement an HRIS in the financial year 2021 to address these and other constraints which adversely impact safety and productivity.

► Development planning

The Town's performance management procedure does not currently provide guidance on the process or capabilities to support employee development. To ensure our people are equipped to perform the expectations of their role and to support career development, there is an opportunity to formalise development planning and develop the capability of the Town's leader to support this with team members. Once developed, the Town's competency framework will underpin effective development planning.

► Training and learning

Identifying and meeting the Town's people development and training needs must be prioritised if we wish to remain contemporary, innovative and future thinking. This is particularly the case when competing with other potential employers locally.

In the RCA (WA) 2020 benchmarking exercise, the average investment on training per full time equivalent employee within the Town was approximately three quarters the investment made by comparable local governments on their workforce training. Based on the various challenges outlined herein concerning attracting, retaining and developing our workforce, it is essential that our strategic workforce plans are used to inform fit for purpose training and learning activities and those operational budgets allow for the relevant expenditure.

Talent and succession planning

Identifying current and potential employee capability is a critical enabler to fulfilling the objectives of this Plan. The Town does not currently have a formal or structured process in place to assess capability, develop, and implement talent and succession plans.

There is a risk posed currently with the Town being unclear on the gap between required and possessed capabilities, which is further exacerbated by high turnover and delays in sourcing suitable candidates for some roles.

To ensure the Town is equipped to plan for and strategically source talent and develop our existing employees' career paths into the future, we will review and formalise new Talent and Succession Planning processes to support strategic workforce planning, sourcing and development activities. This will include:-

- Process, system and supporting documents to identify critical roles, rate talent potential and inform individual development planning.
- Educate leaders to implement half yearly talent and succession review process and manager once removed career conversations with employees identified as part of the Town's talent and succession planning process.
- Revising the Town's Recruitment and Selection procedure to provide the ability to make direct role appointments for identified talent without the need to advertise, subject to CEO approval (currently the procedure provides that such exceptions are only possible to appoint candidates following completion of the interview process and CEO approval where a candidate does not meet all selection criteria but is considered the most suitable for appointment to the role).



Leadership Development

The Town recognises the need to invest in a deliberate approach to identifying required leadership capabilities and competencies and then formalising the process by which existing, incoming and emerging leaders are assessed and provided support to develop their capability. Leadership capability is a critical lever for shaping the Town's culture and performance.

A program of work is required to plan for, design and implement an integrated leadership development framework.



Initiatives Underway

The Town's *Corporate Business Plan 2018-2022* details how the intended Outcomes and Strategic Responses in the *Strategic Community Plan 2018-2028* will be actioned by the Town.

A number of the actions detailed in the Corporate Business Plan intersect with the critical issues, risks, challenges and opportunities identified in this Plan. Progress against all actions is reported quarterly by the accountable Directorates and is tied to the Executive Leadership Team's individual Key Performance Indicators (KPIs).

The most pertinent Corporate Business Plan actions in the context of this Plan were all reported to be on track as at the end of the final quarter of financial year 2020, as per below. However, it was noted that continued progress has been somewhat impacted by State Government restrictions imposed in response to the COVID-19 pandemic. This context is somewhat unpredictable and as such will continue to be monitored to determine any remedial actions to be taken where workforce related actions are put at risk.

Corporate Business Plan Action Reference	Action
1.b.3.1	Provide meaningful opportunities for Aboriginal and Torres Strait Islander people to engage with the Town
2.a.1.1	Advocate for skills and career pathways within our community
3.b.2.3	Undertake regular reviews of Town facilities to ensure that they are safe for public and staff

New strategic initiatives

Engage, align and retain

Initiative	Timeframe
Review HR actions in line with the Town's Disability Action and Inclusion Plan (DAIP)	31 Dec 2021
Explore eligibility for the WA State Government Regional Traineeship Program – grants of up to \$30,000 are available to eligible local government authorities to subsidise the cost of employing a trainee.	31 Dec 2021
Formalise annual remuneration and reward strategy with an emphasis on Executive and Manager level roles. This will include; <ul style="list-style-type: none"> • Documenting the Town's remuneration positioning with regard to market relativity • Annual salary benchmarking (leveraging the WALGA salary survey) • Annual review of Manager and Executive remuneration 	31 Dec 2021
Formalise and implement Annual Strategic Workforce Planning process incorporating; <ul style="list-style-type: none"> • Top down review of Strategic objectives and initiatives (Strategic Community Plan and Corporate Business Plan) • Bottom up baseline review of workforce capacity and capability requirements • Two-year operating budgets to support, including identification of positions for diverse candidates and targets for diverse employment (i.e. Aboriginal and Torres Strait Islander, disability) • Half yearly workforce data cleanse and forecasting activity with line leaders • Monthly workforce data review and reporting by Directorate 	31 Mar 2022
Undertake an end to end review of recruitment (and on boarding) systems and processes to determine required improvements including; <ul style="list-style-type: none"> • Strategic talent pooling • Untapped marketing and advertising opportunities <i>*ERP will be a major project to support this review</i>	31 Mar 2022
Review Performance Management and Discipline procedure to; <ul style="list-style-type: none"> • Provide clarity on roles and expectations for leaders and all employees • Document a detailed framework, guideline, process and relevant templates to ensure a consistent approach to performance management, development planning and disciplinary investigation processes 	31 Mar 2022
Undertake a formal review of employment models by role type to inform sourcing strategy, housing strategy and related labour and operating budgeting	30 Jun 2022
Formalise Flexible Working Arrangements principles and/or guidelines to encourage- age uptake	30 Jun 2022

<p>Develop a Culture, Inclusion & Diversity Strategy. This can provide a foundation for the development of culture planning frameworks and tools informed by;</p> <ul style="list-style-type: none"> • Values and Code of Conduct (requiring annual re-affirmation) • Existing Disability Action and Inclusion Plan (DAIP) • Existing Reconciliation Action Plan (RAP) and any supporting partnership and engagement plans that are developed Local government and other external benchmarking 	30 Jun 2022
<p>Enterprise Agreement Negotiation – EA 2022 in line with intended transition to the State Industrial Relations system. <i>Industrial Relations Legislation Amendment Bill 2021</i> (IR Bill)</p>	30 Jun 2022
<p>Engage third party vendor to implement a confidential annual employee Climate Check engagement survey approach including;</p> <ul style="list-style-type: none"> • Customised survey questions • Reporting • Benchmarking • Engagement and communication tools 	30 Sep 2022
<p>Develop and implement Phased Retirement Guidelines</p>	30 Jun 2023
<p>Engage third party vendor to facilitate development of a capability and competency framework</p>	30 Jun 2023
<p>Develop a Workforce Communications Plan in consultation with Internal Communications to support the delivery of the Culture, Inclusion & Diversity Strategy. This should be informed by constructive feedback provided through the 2019 Climate Check employee commentary and detail communication channels, roles and accountabilities including;</p> <ul style="list-style-type: none"> • All staff communications from CEO/leadership • Directorate specific communications • Use of the intranet to share key messages • Forums for communication and engagement with employees 	30 Jun 2023
<p>Explore mechanisms to encourage, receive and act upon employee suggestions for improvement in a formal way i.e. intranet 'suggestion box'.</p>	30 Jun 2023
<p>Review and align team and role naming conventions to create consistency and simplify interactions between Directorate teams and internal and external stakeholders (consider development and application of standardised organisational design principles to govern future organisational design changes).</p>	30 Jun 2023

Initiative	Timeframe
Undertake an end to end review of on boarding (and recruitment) systems and processes to determine required improvements including; <ul style="list-style-type: none"> • Leveraging insights from Climate Checks and other employee feedback mechanisms • Enhancing and standardising on boarding processes and accountabilities 	Ongoing
Review Reward and Recognition procedure to ensure it adequately aligns with and enables deliberate reinforcement of the Town's values and cultural vision.	Ongoing
Undertake periodic reporting and analysis of workforce data to inform leadership, culture and engagement priorities and/or remedial activities e.g. turn- over, unplanned absenteeism.	Ongoing
Review Housing strategy in light of Strategic workforce planning insights	Annually



Enable and Develop

Initiative	Timeframe
Implement Human Resources Information System	30 Jun 2022
Formalise a Development planning process for employees and educate leaders and employees in the context of performance and strategy delivery. This will be addressed as part of the review of the existing Performance management and discipline internal operating procedure.	30 Jun 2022
Appoint EEO Contact Officers and provide training in accordance with the WA Equal Opportunity Commission requirements	30 Jun 2022
Develop a leadership competency framework	30 Jun 2023
Document leadership capability assessment and development pathways and activities including; <ul style="list-style-type: none"> • Preferred leadership assessment methodologies (and training required for HR team members) • Emerging leadership development program • Certificate IV Frontline Management training tailored to the Town context • Targeted induction for people commencing in roles with supervisor responsibilities (Leadership 101) • Modularised learning activities to improve leadership confidence and effectiveness • Consolidating frameworks and tools for Executive leadership individual and team development 	30 Jun 2023





Workplace Health and Safety

Workplace Health and Safety will be at the core of our entire plan and initiatives to ensure our safety culture is our priority.

“People are our most important priority and their health and safety is our greatest responsibility”.

The Town of Port Hedland (Town) will provide, so far as reasonably practicable, a safe work environment for all its employees, Elected Members, contactors, volunteers, customers and visitors, in accordance with its legislative requirements.

This commitment further extends to all employees, managers and contractors, who have responsibility to work safely, along with customers to take all reasonable care for their own health and safety, and to consider the health and safety of other people who may be affected by their actions.

The Town has built on its commitment to Workplace Health and Safety and achieved a phenomenal shift in WHS culture via the following actions in 2020/21:

- Achieved a WorkSafe Plan Audit Score of 89% in July 2021 (an increase from the previous score of 43% in 2018) making the Town eligible to receive the Silver Diligence in Safety WorkSafe Award.
- Introduced the Drug and Alcohol Management Plan and randomised employee drug and alcohol testing.
- Re-established the Safety and Health Representatives Committee Meetings.
- Introduced new ChemAlert Software to measure and mitigate risk, which will be incorporate into the Town’s ERP Project over the next 3 years.





Annual Review and Reporting

Annual planning and review process

This Plan will be reviewed on an annual basis and updated as required in conjunction with the Town's Strategic Workforce Planning process to be implemented in financial year 2021.

The Town's Manager Human Resources will be responsible for leading this process in partnership with the Chief Executive Officer and Executive Leadership Team in accordance with agreed timeframes.

The purpose of this process will be to:-

- Assess progress made against planned initiatives
- Identify any shift in external or internal context which warrants changes or additions to planned initiatives; including any revisions to the Corporate Business Plan and Strategic Community Plan
- Monitor actual costs and benefits against plan and projections made through the budgeting process.

A comprehensive review of the plan in the context of emerging external factors will be undertaken in the financial year 2022/23. With significant progress planned to have been made in the execution of planned capital works programs between 2020 and that time, it is anticipated that our workforce requirements will change, with a need to increase our capacity and ensure requisite capability to support the ongoing operation and maintenance of new facilities and services.

Reporting

The Manager Human Resources will be responsible for coordinating quarterly updates on implementation of the initiatives identified within this Plan. The recipients of these updates will be the Chief Executive Officer and Executive Leadership Team.





References

- TOPH Vision, Values and Code of Conduct
- TOPH Disability and Inclusion Plan 2017-2022
- TOPH Strategic Resource Plan 2018/19 – 2033/34
- TOPH Strategic Community Plan 2018-2028
- TOPH Corporate Business Plan 2018-2022
- TOPH Annual Budget 2020-2021
- TOPH Annual Report 2018/19
- TOPH WHS Policy 1/016
- TOPH Drug and Alcohol Management Plan (DAMP) 2021 V03
- LGIS WorkSafe Plan Assessment Report July 2021
- TOPH Workforce Plan 2018 – 2028 (Never published)
- TOPH Annual EAP Vendor Usage Report 2019/20
- TOPH EEO Annual Collection Report for the Director of Equal Opportunity in Public Employment 2020
- TOPH Housing Strategy 2020
- TOPH Lotteries House Incident Investigation Independent Report 2020 recommendations
- TOPH Directorate leadership interviews – strategic workforce planning, July-August 2020
- TOPH 2020 Investment Prospectus (Invest in Hedland)
- Current Annual Reports, Corporate Business Plans and/or Strategic Workforce Plans for various WA local governments;
- City of Bayswater
- City of Joondalup
- City of Karratha
- City of Perth
- City of Stirling
- City of Wanneroo
- Shire of Ashburton
- Shire of East Pilbara
- Australian Public Sector Commission Corporate Plan 2019
- BHP and Child Australia Partnership Media Release 10 August 2020
- Australian Local Government Association (ALGA) Workforce and Future Skills Report Australia 2018
- Phased Retirement Guidelines - City of Busselton, City of Bunbury and Shire of Esperance
- Pilbara Development Commission Annual Report 2018-2019
- Port Hedland Chamber of Commerce and Industry Business Plan 2020-2021
- Port Hedland Industries Council (PICA) Community Industry Forum Terms of Reference 2019
- WA Local Government Association (WALGA) Salary Survey 2020
- WA Regional Capitals Alliance (WARCA) Benchmarking 2020
- WA Local Government Act 1995
- Disability Services Act (WA) 1993 (amended 2004)



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