Workforce Plan

2022 - 2026

Contents

Shire of Ngaanyatjarraku
Great Central Road
Warburton Aboriginal Community
Western Australia

Postal address:
PMB 87
Kalgoorlie WA 6430

Phone: 08 8956 7966
Facsimile: 08 8956 7959
Email: mail@ngaanyatjarraku.wa.gov.au

1.0 Introduction

We are pleased to present the Shire of Ngaanyatjarraku Workforce Plan 2022 - 2026. The Plan assists the Shire to respond to its workforce challenges in a strategic way as we work with the community to build a sustainable future and a capable workforce.

The Shire's Strategic Community Plan and Corporate Business Plan outline the community's hopes and aspirations and the Workforce Plan plays an important part as we seek to ensure the Shire has the right people, in the right place, at the right time, to meet the needs of our community.

It is important to recognise the unique and significant challenges the Shire of Ngaanyatjarraku face due to the extreme remoteness, access to the district and level of community amenities, in attracting and retaining employees.

The Shire continues its journey to meet the changing service demands of its community. The Shire must attract and retain the personnel to meet the increasing demands of risk management, accountability, and increased service provision being devolved from the state and federal governments. A skilled, flexible, and productive workforce across the organisation is required to deliver the Shire's Strategic Community Plan objectives. It also requires us to build a culture of innovation and continual improvement to make it happen.

Kevin Hannagan
Chief Executive Officer

Our vision:

The Shire of Ngaanyatjarraku - on a journey

2.0 Integrated Planning Framework

2.1 What is workforce planning?

Workforce planning is a process of analysis to ensure the Shire has the right people, in the right place, at the right time to achieve the objectives set out in the Shire's Strategic Community Plan.

Workforce planning assists management to anticipate change, identify the important issues driving workforce activity and implement the strategies to support positive workforce development and strategic outcomes.

2.2 Key principles of workforce planning

- Building workforce strategies aligned to and supporting the Shire's strategic direction and values;
- Ensuring the workforce planning process is part of the Shire's Integrated Planning Process;
- Actively involve managers and employees in developing, communicating and implementing the workforce strategies;
- Utilising a risk management approach to workforce planning and identifying 'mission critical' areas of operations;
- Establishing effective implementation processes to ensure the successful execution of core strategies; and
- Continually monitoring and evaluating the progress towards implementing the workforce strategies and measuring its contribution towards meeting the Shire's strategic goals.

2.3 Integration with the Integrated Planning and Reporting Framework

Workforce planning responds to the requirements under the State Integrated Planning and Reporting Framework which is a planning obligation on all local governments in Western Australia. The key elements of the framework are[1]:

- Strategic Community Planning;
- Corporate Business Planning;
- Budgeting; and
- Reporting.
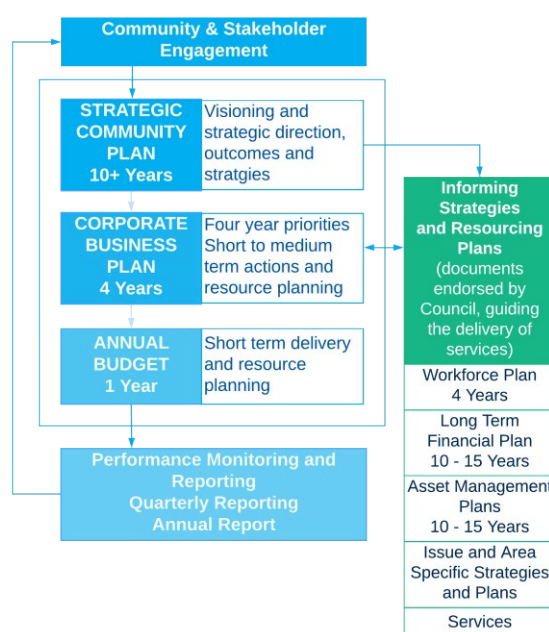
The Shire has developed a Strategic Community Plan and Corporate Business Plan, with these plans informed and supported by a Strategic Resource Plan (incorporating long term financial and asset management planning) along with this Workforce Plan.

---

[1] Department of Local Government Integrated Planning and Reporting Framework and Guidelines p. 17

3.0 Shire of Ngaanyatjarraku Analysis

3.1 Shire of Ngaanyatjarraku Demographics

The Shire of Ngaanyatjarraku is situated within the Central Desert of Western Australia, covering an area of 159,821 km^2, with the town of Warburton located 1,542 km northeast of Perth and 320 km west of the Northern Territory border.


3.2 Population distribution

In 2016, the Shire of Ngaanyatjarraku's population on the night of the census was 1,606[2], this is an increase from the 1,437 estimated population at the time of the 2011 census.

The chart below reflects the percentage of the estimated resident population within each age grouping for the district of the Shire of Ngaanyatjarraku (represented by the blue (2011) and gold (2016) lines) and Western Australia (represented by the grey (2011) and green (2016) dotted lines).

In comparison to the Western Australia demographic (reflected by the dotted grey and green lines), the district has a higher proportion of younger residents in the 0-44 year age ranges with a lower proportion in all age groups over 45 years than the State average.

Percentage Population by Age
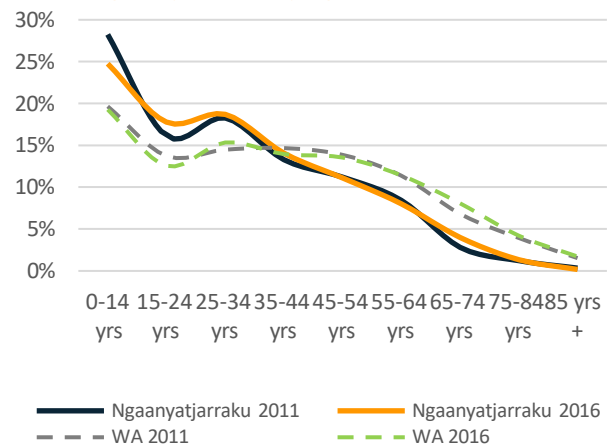
3.0 Shire of Ngaanyatjarraku Analysis (continued)

3.3   The External Environment

There are a range of external trends and challenges that influence and determine the key strategies developed in this Workforce Plan. These key trends include:

3.3.1   Socio Demographic Trends

- A multi-generational workforce, each with their own needs, aspirations, and expectations;
- High percentage, 75% or 1,220, of the population within the Shire is under 45 year's old;
- Unemployment rate of 27.1% at the time of the 2016 census;
- Lack of support services; and
- Greater work/life balance expectations.

3.3.2   Competition

- Projected talent and skill shortage; and
- State Government agencies.

3.3.3   Economic

- Cost of living and inflationary pressures within WA, intensified due to remote location;
- Grant funding levels not keeping pace with inflation;
- Global and national economic uncertainty resulting in a reducing availability of external grants and contributions; and
- The extremely low rate base of the Shire of Ngaanyatjarraku, results in high reliance on Financial Assistance Grants.

3.3.4   Political

- The implementation of initiatives in relation to the Integrated and Reporting Framework may require additional local resources as well as new capabilities;
- Increasing expectation in relation to corporate governance standards and transparency of decision making, bringing with it a range of workforce considerations; and
- Disparate service provision levels from state and federal government in comparison to other regions (Pilbara and Kimberley).

3.3.5   Technology

- The pace of change and emerging technology trends present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making;
- Technology provides a range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations;
- Telecommunications network coverage, reliability and service provision (landline, mobile and internet) has immense impact due to remote location; and
- Trends such as social media, cloud based applications, robotic automation will be of particular importance and application in the future, provided reliable internet connections are available.

3.3.6   Industry

- There is an increasing lack of sustainability in financing renewal of assets, with ageing community infrastructure playing a major role. There is a heavy reliance on state or federal funding; and
- Significant cost shifting from other levels of government to the local level without the associated resources.

3.3.7   Customers

- Many customers are becoming better informed and assertive about their rights; and
- Lack of community engagement is of concern.

3.0 Shire of Ngaanyatjarraku Analysis (continued)

3.4   The External Labour Market

The external labour market demand indicates difficulties in attracting and retaining skilled staff in key occupations across the State, due mainly to continuing labour demand in the mining, construction and professional services, scientific and technical service, public service, community and health sectors. This is based on the occupations in high and medium demand in the WA State Priorities Occupation List 2019[3] produced by the Department of Training and Workforce Development. However, there is the additional challenges of location remoteness and undesirability that further impact recruitment and retention to the district. Also, retaining key staff has proven challenging due to other agencies located in the Lands recruiting these employees.

Some of the specific positions that are regarded as being in high demand in Western Australia, which may impact the Shire in regards recruitment and retention include:

- Chief executive;
- Environmental health officer;
- Building inspector
- Accountant / finance manager; and
- Engineers.

It is noted that the external market is somewhat volatile due to changing economic conditions in the mining, manufacturing and construction industries. There have been significant impacts from the COVID-19 Pandemic, still to be recognised through the data collection process.

All employment positions within the Shire are difficult to fill largely due to the remote location and in particular positions requiring skills and qualifications are difficult to source.

3.5   Shire of Ngaanyatjarraku Internal Operating Environment

3.5.1   Service Delivery

The Shire provides a number of services to the community as listed below, including collaborative services with the Shire's of Laverton, Leonora, Wiluna and Menzies, for the mutual benefit of our communities:

- Co-ordination of Council activities and functions;
- Co-ordination of management functions;
- Liaison with Government and Ministerial offices;
- Corporate Governance | strategic planning;
- Business | economic development;
- Statutory compliance;
- Executive support to Council;
- Special projects;
- Financial administration;
- Human resources | workplace health and safety;
- Information Technology | communication;
- Sport and Recreation services (Warburton);
- Information services;
- Procurement;
- Asset management
- Information | tourism services;
- Roads | streets;
- Shire buildings maintenance;
- Emergency services;
- Health administration | statutory services;
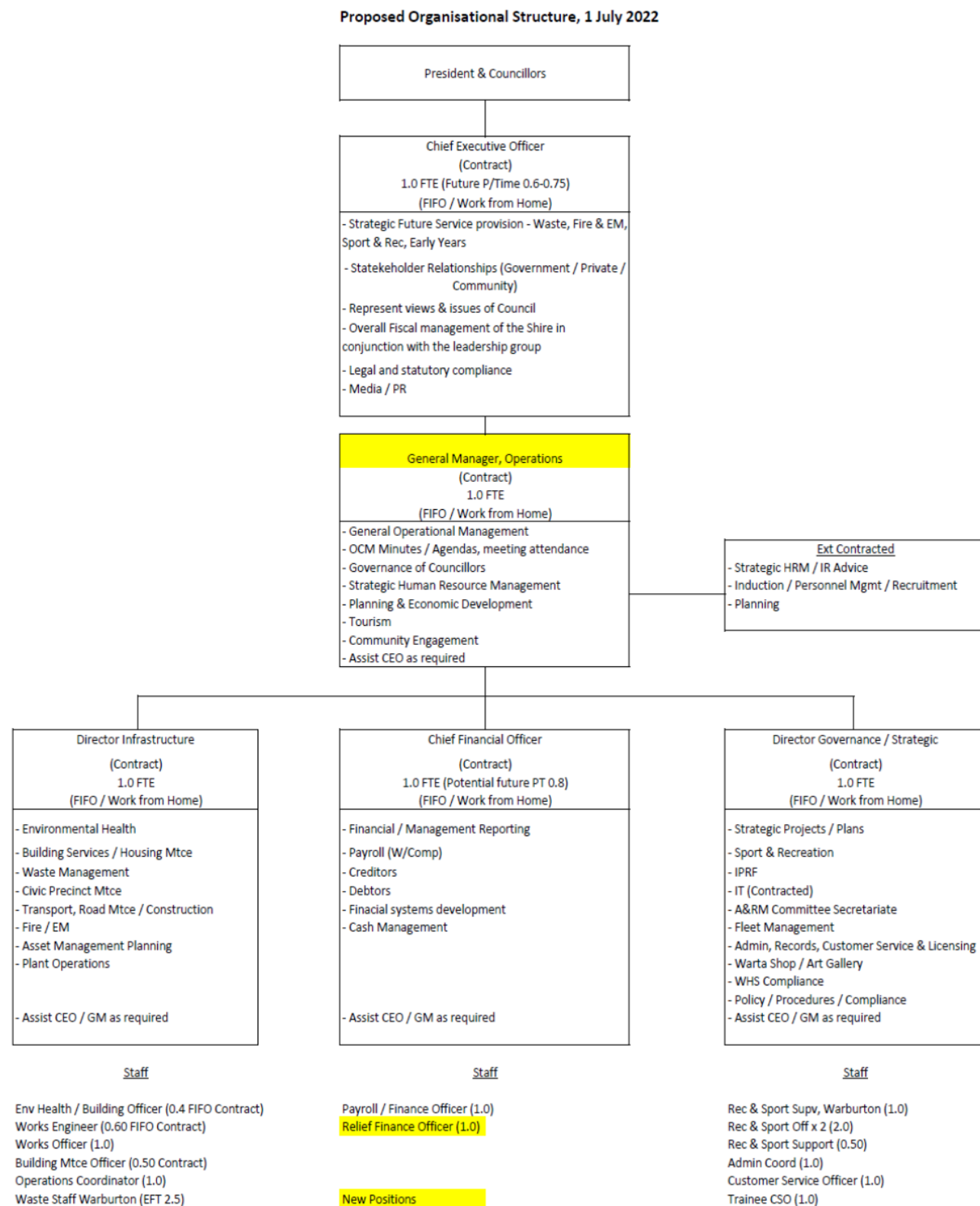- Building | planning services.

---

[3] Department of Training & Workforce Development: SPOL year: 2019
https://www.dtwd.wa.gov.au/workforce-development#whats-on-the-spol

3.0 Shire of Ngaanyatjarraku Analysis (continued)

3.6 Organisation Structure

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire.

3.6.1 Organisation Structure – as at 1 July 2022

Proposed Organisational Structure, 1 July 2022

President & Councillors

Chief Executive Officer
(Contract)
1.0 FTE (Future P/Time 0.6-0.75)
(FIFO / Work from Home)
- Strategic Future Service provision - Waste, Fire & EM, Sport & Rec, Early Years
- Statekeholder Relationships (Government / Private / Community)
- Represent views & issues of Council
- Overall Fiscal management of the Shire in conjunction with the leadership group
- Legal and statutory compliance
- Media / PR

General Manager, Operations
(Contract)
1.0 FTE
(FIFO / Work from Home)
- General Operational Management
- OCM Minutes / Agendas, meeting attendance
- Governance of Councillors
- Strategic Human Resource Management
- Planning & Economic Development
- Tourism
- Community Engagement
- Assist CEO as required

Ext Contracted
- Strategic HRM / IR Advice
- Induction / Personnel Mgmt / Recruitment
- Planning

Director Infrastructure
(Contract)
1.0 FTE
(FIFO / Work from Home)

- Environmental Health
- Building Services / Housing Mtce
- Waste Management
- Civic Precinct Mtce
- Transport, Road Mtce / Construction
- Fire / EM
- Asset Management Planning
- Plant Operations

- Assist CEO / GM as required

Chief Financial Officer
(Contract)
1.0 FTE (Potential future PT 0.8)
(FIFO / Work from Home)

- Financial / Management Reporting
- Payroll (W/Comp)
- Creditors
- Debtors
- Finacial systems development
- Cash Management

- Assist CEO / GM as required

Director Governance / Strategic
(Contract)
1.0 FTE
(FIFO / Work from Home)

- Strategic Projects / Plans
- Sport & Recreation
- IPRF
- IT (Contracted)
- A&RM Committee Secretariate
- Fleet Management
- Admin, Records, Customer Service & Licensing
- Warta Shop / Art Gallery
- WHS Compliance
- Policy / Procedures / Compliance
- Assist CEO / GM as required

Staff

Env Health / Building Officer (0.4 FIFO Contract)
Works Engineer (0.60 FIFO Contract)
Works Officer (1.0)
Building Mtce Officer (0.50 Contract)
Operations Coordinator (1.0)
Waste Staff Warburton (EFT 2.5)

Staff

Payroll / Finance Officer (1.0)
Relief Finance Officer (1.0)

New Positions

Staff

Rec & Sport Supv, Warburton (1.0)
Rec & Sport Off x 2 (2.0)
Rec & Sport Support (0.50)
Admin Coord (1.0)
Customer Service Officer (1.0)
Trainee CSO (1.0)

3.7 Workforce Profile

Information	Shire of Ngaanyatjarraku - as at 20 January 2021[4]		
Number of employees	25	Full time equivalent employees	17.5
Gender	32% (8) female	68% (17) male	
Total annual salaries and wages	$2.676m		
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed		
Annual/LSL liability (20/21)	Current $203,536	Non-Current $13,791	
Awards and Agreements	LGIA and Contracts		
Age profile	The average age of current employees is 42.4 years		
Years of Service	The average length of service is 2.3 years		

[4] Shire of Ngaanyatjarraku Employee Records at 20 January 2021.

3.0 Shire of Ngaanyatjarraku Analysis (continued)

3.8 Workforce Demographics and Profile

This section contains an analysis of some key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave, including long service and maternity leave, however contractors, agency staff and group apprentices are excluded.

With a small workforce, there are potential issues relating to knowledge retention and business continuity should key staff, often with years of experience, exit the organisation at short notice. Strategies to address this issue include cross functional training for business critical tasks, ensuring policy and procedures are documented, current and appropriate.
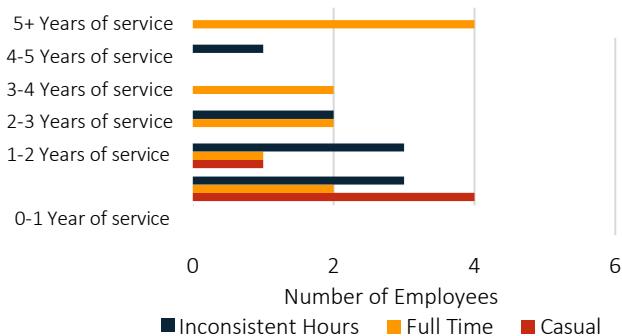
Workforce by Age and Gender
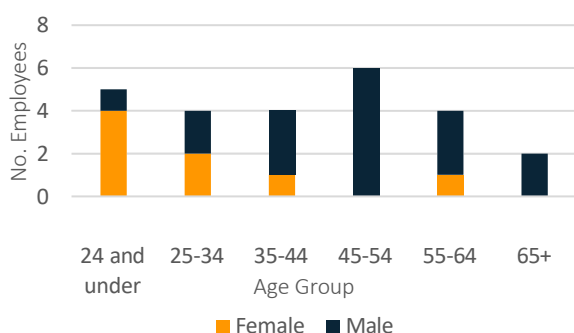
Length of Service

Of the current 25 employees, 12 are identified as full time with most of these (8) employed with the Shire more than 2 years. Retaining these key staff is important to the efficient governance and function of the Shire.
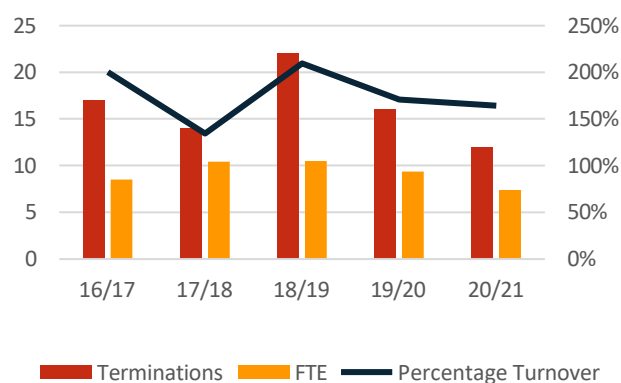

3.8.1 Termination Rates

Below are graphs showing the exit rates for the Shire of Ngaanyatjarraku by age and length of service for the period 2016/17 to 2020/21. These need to be considered in the context of the size of the workforce and overall length of service. Over this period the average annual turnover rate is 176%, this needs to be considered in light of the high level of contract and casual employees.
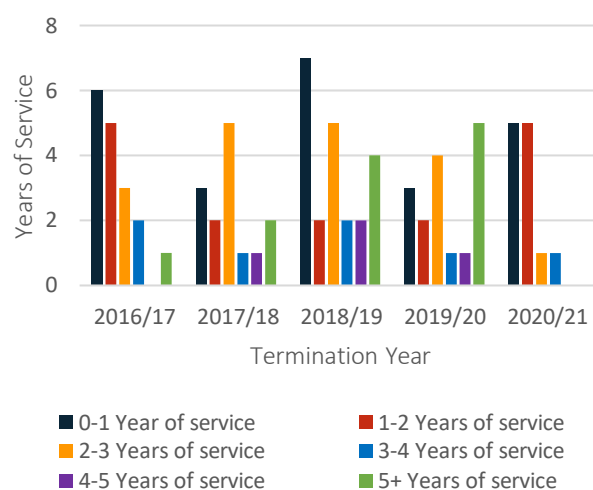
In light of the remoteness of the Shire, the harsh environment and size of the workforce, this rate whilst high, is considered reflective of the significant challenges the Shire faces.

Turnover Rate

Termination Rates by Years of Service 2016/17 to 2020/21

4.0 Strategic Community Plan Workforce Implications

4.1 Strategic Community Plan and Corporate Business Plan

The Shire planned a detailed engagement project, seeking the community's input in developing the new Strategic Community Plan. Due to the current COVID-19 situation and the restrictions on entering remote communities, this engagement was adjusted, with a survey made available to all residents seeking input along with opportunity for key stakeholders to provide input via email and phone conversations. Following this engagement process, the Strategic Community Plan is undergoing major review to ensure it continues to align with the community's aspirations. A summary of priorities over the next four years are incorporated into the Shire's Corporate Business Plan.

The Workforce Plan is part of a broader integrated planning framework, aimed at achieving the Shire's vision as identified in the Strategic Community Plan. The Strategic Community Plan identifies three key themes: **Our People, Our Land and Our Leadership**.

There are a range of challenges impacting on the Shire and potential strategic shifts in business operations may occur, directly impacting the way services are delivered and resourced.

4.2 Core Business and Service Delivery

Over a number of years, the Shire has been subject to a considerable increase in the number of core and non-core services it is required to deliver. This increase has occurred through a variety of means including higher resident expectations and significant cost shifting to local government. Of note, there is also a large disparity between aboriginal services supported by the State and Federal Governments, compared to the Kimberley and Pilbara Regions, including swimming pools, waste services, aboriginal environmental health, early years child development, Sport and Recreation Services and youth services. This places significant pressure on current resources to deliver existing and basic community services. And it further limits the opportunity to focus resources on emerging areas of strategic importance such as community development and increasing advocacy and strategic leadership and facilitation roles.

As part of the overall planning process, elected members and executive have redefined the range of core and non-core areas that form the basis of its delivery of its services to the community. They have also identified core and non-core services that potentially could be:

- Outsourced to an external provider;
- Insourced from other Shires; and
- Open to collaborative opportunities with other Shires to provide services on one another's behalf.

The above strategic issues have significant implications for workforce planning including:

- Reallocation of resources as collaborative, insourcing and outsourcing arrangements are identified and acted upon;
- New or enhanced skill requirements to operate in a more collaborative manner, manage projects and contracts in future insourced or outsourced delivery models; and
- Management of staff during associated change processes.

4.3 Key Risk Areas

An analysis of the current workforce identified the following risks areas. These risks have been assessed using the risk based approach as set out in Appendix A. A scoring system was used to determine a risk category of extreme, high, moderate, low or very low.

The risk events are scored according to their likelihood, and consequence and risk mitigation strategic actions have been developed.

The result of the assessment is presented in the table below, with the last column being cross referenced to the primary mitigation strategies set out in Section 5.9 of this plan.

4. Strategic Community Plan Workforce Implications (continued)

4.4 Workforce Risk Assessment

Risk Issues	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequences	Risk Category[5]	Risk Treatments (Reference S5.9)
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High	3.1 | 3.2
Physical and financial constraints limit staff numbers (high employment costs due to remote location)	Likely	Minor	Major	Major	High	3.1
High staff turnover due to remote location	Likely	Major	Major	Major	High	3.2
Competition with government agencies based in area for resources	Likely	Minor	Major	Major	High	3.1
Sudden unplanned loss of key staff	Possible	Major	Major	Major	High	3.2
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	High	3.1
Selection, recruitment and training costs increase	Possible	Minor	Minor	Minor	Moderate	1.1
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Low	1.3 | 2.1 | 3.1
Long leave absences of key staff due to large accrued leave entitlement	Unlikely	Minor	Minor	Minor	Low	3.2

Appendix A Risk Assessment Methodology

5.0 Strategies to Meet Future Workforce Needs

5.1 Workforce Supply Demand Analysis

5.1.1 Corporate Services

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing and collaborations.

The initiatives identified below will have an impact upon the corporate services section, in terms of:

- Reviewing internal processes and procedures with the goal of gaining greater transactional efficiencies; and
- Providing strong reporting outcomes and operational advice to the Elected Members and the executive.

The staffing resource for corporate services remains relatively unchanged over the term of the Plan, with no forecast increases or decreases. However, the Shire is in consultation with State and Federal Government agencies for service delivery in community services - early years child development.

5.1.2 Governance and Strategic Services

To address the high level of elected member, governance support and compliance requirements current and forecast, the development of a governance and strategic directorate has been identified as necessary. The initiatives identified below will be of key focus for this area:

- Reviewing internal processes and procedures with the goal of strengthening governance practices; and
- Providing strong integrated planning and reporting outcomes and operational advice to the Elected Members and the executive.
- Maintaining strong insurance and fleet management practices.

The Shire currently participates in a regional collaborative group with the Shire's of Laverton, Leonora, Menzies and Wiluna for the provision of a range of outsourced statutory compliance services to assist with the increasing levels of compliance requirements being placed on local governments. The Shire is consulting with the State for improved service delivery provision in the areas of sport and recreation and youth services and programs that may impact future staffing levels.

5.1.3 Infrastructure Services

Infrastructure services are stable, although of note due to the remote location, attracting and retaining employees in this area is an ongoing challenge. The Shire outsources its road maintenance and construction services. Required resource capacity is forecast to be adequately maintained at current levels, with the exception of increase in waste, fire and emergency services staffing levels required. The Shire is consulting with the State for waste management services that may impact future staffing levels.

5.2 Strategic Shifts

There has been a significant shift over the last few years in the delivery of core and non-core business of local government, due to federal and state government cost shifting and this is seen within the Shire. The transfer of responsibility for remote aboriginal communities from the Federal to State government has resulted in major reductions in funding to the Shire and severely impacting its long term financial sustainability. The Shire has had to reduce community service provision significantly to avoid trading insolvent.

The Shire faces ongoing challenges in providing basic key services to the community. The area does not have the same level of support and service provision by the state and federal governments as remote communities in the Pilbara and Kimberley.

The role of the Shire continues to progress to a more facilitative, advocacy, project manager role rather than a "doer" or direct deliverer of services. This has significant implications for the Shire in the short, mid and long term. It may result in new or changing job roles, skills and additional allocation of resources to meet some of the changing requirements. However, due the Shire's reliance of grant funding, resources to fund these requirements is severely limited.

5.3 Service Delivery Models

There is a significant need and opportunity for the Shire to analyse how it delivers services to add to efficiency and effectiveness. This may include the review and updating of processes for greater efficiency, automating, considering alternative delivery models and collaborative approaches. This will have significant implications for the corporate and governance services area as they will be required to drive these processes.

5. Strategies to Meet Future Workforce Needs (Continued)

5.4 Succession Management

Currently, succession planning is managed by developing multi-skilled employees to ensure in the event of sudden loss of staff, key positions are covered to limit service delivery impact. As noted, the employee turnover rate is high, resulting in high risk to adequate service provision and governance. The executive are progressing development of process and strategy documentation, to assist mitigating this risk. As there are currently only three executive management staff, they are required to cover a very large range of disciplines, thereby increasing the difficulty in replacing key staff.

5.5 Developing Young Local Talent

It is difficult to source and retain local talent as there are no support services for training and development, like TAFE for developing skilled local talent. There is also strong competition from other government agencies servicing the region. Programs need to be developed to encourage and support young school leavers to want to participate in the workforce. However, with the lack of Federal and State government support services, e.g. Centrelink and TAFE, this is very difficult.

5.6 Additional Incentives

The Shire currently offers subsidised accommodation for most employees. Location allowance as per the award and loyalty allowance as per Council's strategy, food, phone, travel allowances, utilities and additional annual leave are also provided. A relocation allowance is available for certain positions and is negotiated through the recruitment process.

Remote service provision, including drive-in-drive-out and fly-in-fly-out opportunities, are available for positions that are not essential to be located in Warburton. This is important to note, in particular for specialist skills that are hard to source.

5.7 Projected Organisation Structure

As detailed above, future service delivery levels and requirements have been considered and the organisation structure was adopted 24 May 2022. with forecast developed during the term of this Plan. This structure reflects the identified needs, including positions subject to funding.

5. Strategies to Meet Future Workforce Needs (Continued)

5.8 Performance Outcomes and Measures

The following diagram identifies the Shire's strategic objectives and how the Shire intends to assess the effectiveness of the actions.

5.8.1 Diagram: Workforce Plan Performance Measurement

The four key strategic objectives identified above drive the core strategies of the Workforce Plan, these are in the tables following.

5.   Strategies to Meet Future Workforce Needs (Continued)

5.9   Workforce Objectives and Strategies

Objective: 1. Attracting and selecting a capable and committed workforce

Strategy	Action	2022-23	2023-24	2024-25	2025-26	➡
1.1 Customised recruitment strategies that meet the needs and expectations of the organisation	1.1.1 As vacancies arise consider opportunities within organisation structure and bespoke recruitment to the new role requirements	■	■	■	■	➡
1.2 Identify and market the benefits of working for the Shire of Ngaanyatjarraku	1.2.1 Maintain list of financial and non-financial rewards and benefits offered to employees	■	■	■	■	➡
1.3 Ensure an appropriate induction and orientation process	1.3.1 Ensure appropriate induction and orientation processes are in place	■	■	■	■	➡

Objective: 2. Retaining and engaging our valued workforce

Strategy	Action	2022-23	2023-24	2024-25	2025-26	➡
2.1 Provide sufficient job role clarity, work direction, workload management, feedback on performance and support in doing their work	2.1.1 Ensure current job descriptions are in place and provided at commencement in roles	■	■	■	■	➡
	2.1.2 Undertake performance reviews as per policy and employment agreements	■	■	■	■	➡
2.2 Regular communication with the workforce	2.2.1 Continue regular meetings (phone, video conferencing) between executive and supervisors	■	■	■	■	➡

Objective: 3. A strategic workforce, with the capability and capacity to meet strategic objectives

Strategy	Action	2022-23	2023-24	2024-25	2025-26	➡
3.1 Appropriate organisational structure	3.1.1 Regular assessment of organisation structure, seeking to meet the needs of the organisation whilst recognising the funding restrictions	■	■	■	■	➡
	3.1.2 Continue to seek external funding where possible and look for opportunities for resource sharing where appropriate	■	■	■	■	➡
3.2 Recognised critical positions and critical position management	3.2.1 Recruit skilled personnel as required, recognising opportunities for FIFO and off-site employees or contractors to meet essential skills if appropriate	■	■	■	■	➡
	3.2.2 Ensure appropriate policies and procedures documented to assist in mitigating knowledge loss risk due to staff turnover	■	■	■	■	➡
3.3 Ensure appropriate job descriptions	3.3.1 Job descriptions reviews conducted as part of the induction and performance review process	■	■	■	■	➡

5. Strategies to Meet Future Workforce Needs (Continued)

5.10 Key Performance Indicators

Key performance indicators are listed below.

STRATEGIC WORKFORCE OBJECTIVE	WORKFORCE OUTCOMES	ASSESSMENT	RATIO OR MEASURE
Attracting and selecting a capable and committed workforce	Adequate staff levels with appropriate skills	Effectiveness of recruitment processes	Average number of vacancies annually
Retaining and engaging our valued workforce	Staff turnover	The percentage of employee initiated separation rate	Gross number of staff resignations divided by total staff
	Sick leave	The number of workplace absences due to health related reasons	Number of sick day absences divided by number of available working days
A strategic workforce, with the capability and capacity to meet strategic objectives	Appropriate policies and procedures in plan	Review of policies and procedures (Audit Regulation 17 Review)	Non-compliance noted
	Occupational Health and Safety	Frequency and cost of lost time injuries	Total hours lost due to injury divided by number of work hours available

6.0 Monitoring and Evaluation of Outcomes

6.1 Evaluation

The ongoing evaluation of the Workforce Plan is required to address the following:

- The progress towards meeting the performance indicator targets; and
- The progress towards meeting strategic actions of the Workforce Plan.

6.2 Implementation

Implementation of the Workforce Plan may be impacted by competitive priorities and the need for the application of dedicated resources. For a return to be achieved on the current planning investment, these matters will need to continue to be a focus in the future.

6.3 Review

Regular review of the Workforce Plan, particularly the strategies and actions contained in the tables, is required to ensure they are being achieved. The preferred timing is a review at least annually. The Long Term Financial Plan will need to be reviewed annually and its financial impact included in the Corporate Business Plan and Annual Budget.

6.4 References

Reference to the following documents or sources was made during the preparation of the Plan:

- Shire of Ngaanyatjarraku Integrated Strategic Plan 2018-2028 (reviewed 24 June 2020);
- Shire website ngaanyatjarraku.wa.gov.au; and
- Shire of Ngaanyatjarraku Human Resources data as at January 2021.

6.5 Document Management

Version: 2022 - 2026
Status: Final
Date: 8 June 2022

Prepared with the assistance of:

Moore Australia (WA) Pty Ltd
Telephone: (08) 9225 5355
Email: perth@moore-australia.com.au

Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Ngaanyatjarraku.

Liability limited by a scheme approved under Professional Standards Legislation.

The services provided by Moore Australia in preparing this document comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standard Board and, consequently no opinions or conclusions are intended to convey assurance either expressed or implied.

Throughout this document, a reference to Moore Australia refers to Moore Australia (WA) Pty Ltd trading as agent ABN 99 433 544 961, an independent member of Moore Global Network Limited – member in principal cities throughout the world. Moore Australia (WA) is not a partner or agent of any other Moore Australia or Moore Global member firm.

Appendix A   Risk Assessment Methodology

PROBABILITY OF OCCURRENCE OR LIKELIHOOD

LIKELIHOOD	DEFINITION	FREQUENCY OF NOTED OCCURRENCES	SCORE
Almost Certain	Expected to occur in most circumstances or occurs regularly. A clear opportunity already apparent, which can easily be achieved.	More than once per year.	5
Likely	Occurrence is noticeable or is likely to occur, an opportunity that has been explored and may be achievable.	At least once per year.	4
Possible	Occurs occasionally or may occur, possible opportunity identified.	At least once in 5 years.	3
Unlikely	Occurs infrequently or is not likely to occur, opportunity that is unlikely to happen.	At least once in 10 years.	2
Rare	Only occurs in exceptional circumstances, opportunity that is very unlikely to happen.	Less than once in 20 years.	1

LIKELIHOOD		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
	Score	1	2	3	4	5
Almost Certain	5	Moderate	High	High	Extreme/Exceptional	Extreme/Exceptional
Likely	4	Moderate	Moderate	High	High	Extreme/Exceptional
Possible	3	Low	Moderate	Moderate	High	High
Unlikely	2	Low	Low	Moderate	Moderate	High
Rare	1	Very Low	Low	Low	Moderate	Moderate

	ACTION REQUIRED
Extreme/Exceptional	Immediate corrective action required
High	Prioritised action required
Moderate	Planned action required
Low	Planned action required
Very Low	Manage by routine procedures

Area Impacted	Impact	CONSEQUENCE				
		Catastrophic	Major	Moderate	Minor	Insignificant
Service Delivery/ Business Disruption	Loss of service.	Major including several important areas of service and/or a protracted period.	Complete loss of an important service area for a short period.	Major effect to an important service area for a short period, brief impact on multiple areas.	Brief disruption of important service area, Noticeable effect to non-crucial service area,	Negligible impact on the effectiveness of the organisation's processes.
	Improvement to service(s).	Exceptional.	Major.	Moderate.	Minor.	Negligible.
	Disruption in business processes.	Ongoing loss of business systems.	Major.	Moderate.	Minor.	Negligible.
Financial	Loss of assets.	>15% of asset value.	5%-15% of asset value.	2%-5% of asset value.	< 2 of asset value.	Insignificant.
	Impact on annual revenues or costs (Adverse or positive).	> 15% deviation from budget.	5%→15% deviation from budget.	2%→5% deviation from budget.	<2% deviation from budget.	Negligible income and/or savings.
	External Audit issues.	Audit unable to be completed.	Audit qualification on the report and accounts.	Management letter contains significant issues.	Management letter contains minor issues.	Matters discussed with management not reported.
Physical	Level of Incident.	Extreme affecting organisation's survival.	Significant affecting multiple locations.	Localised significant effect on operations.	Localised no effect on operations.	Not notifiable or reportable.
Legislative/ Regulatory/ Policy/ OSH	Regulatory non-compliance.	Criminal.	Major Revenue or cost implications. Individuals at risk of harm.	Minor Revenue or cost implications.		
	Code of Conduct.	Extreme.	Significant.	Breach.	Minor breach.	Little or no impact.
	Personal details compromised/ revealed.	All.	Many.	Some.	Isolated.	An individual's.
	Level of Injury.	Death.	Multiple serious injuries.	Serious injury and /or illness.	First aid or minor lost time injury.	Incident with or without minor injury.
Performance	Ability to achieve key objectives.	Unable to achieve.	Major impact.	Moderate impact.	Minor impact.	Negligible impact.
	Improvement on the delivery of key strategic objectives.	Exceptional improvement.	Major improvement.	Moderate improvement.	Minor improvement.	Negligible improvement.
	Ability to be managed with the current resources.	External resources required.	Impact cannot be managed.	Significant adjustment to resource allocation.	Additional internal management efforts required.	Impact can be managed through routine activities.
	Loss of Infrastructure.	Ongoing loss of critical infrastructure.	Long-term loss of critical infrastructure.	Loss of support infrastructure.	Interruption to support infrastructure.	Negligible interruption to support infrastructure.
Environmental	Environmental harm	Catastrophic long term environmental harm.	Significant long-term environmental harm.	Significant short-term environmental harm.	Minor transient environmental harm.	Negligible transient environmental harm
	Improvement to environment	Exceptional improvement and/or national environment.	Major improvement.	Moderate improvement.	Minor improvement.	Negligible improvement.