



Shire of
Koorda

Drive in, stay awhile



Workforce Plan

2025 - 2029

The Shire of Koorda 2025-2029 Workforce Plan was endorsed by Council at the September 2025 Ordinary Council Meeting as per resolution 150925.



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SHIRE VISION

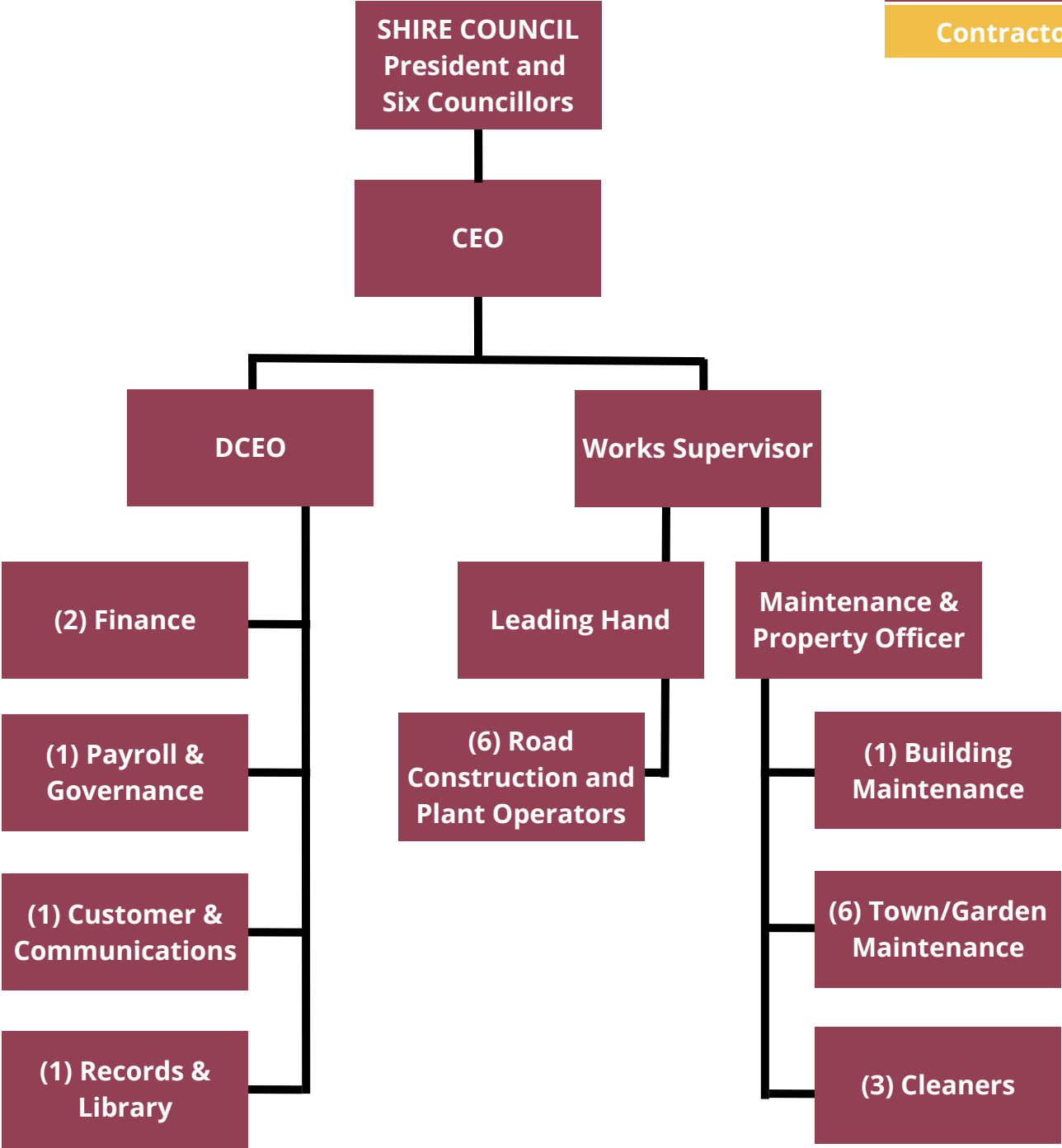
To build a vibrant and sustainable community with shared social values, in which we can live and work in harmony with our environment.



ORGANISATIONAL STRUCTURE

KEY

- Shire Employee
- Contractor



NATIONAL LOCAL GOVERNMENT SECTOR

The Australian Local Government Association (ALGA) commissioned SGS Economics and Planning to undertake the 2022 Local Government Workforce Skills and Capability Survey to gather contemporary insights into the national workforce profile of Australia's local government sector and to determine current and future workforce needs and priorities.

The key findings of this research show that:

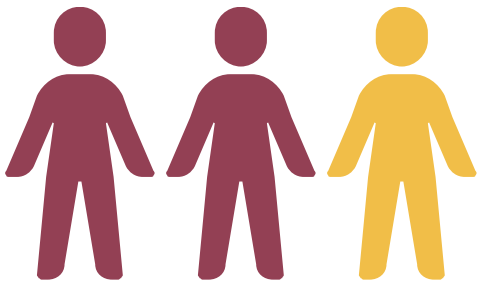
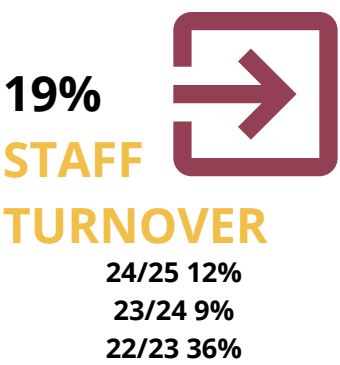
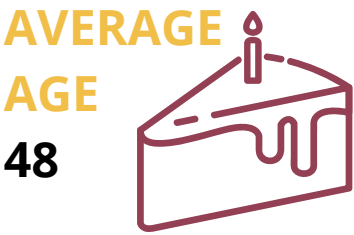
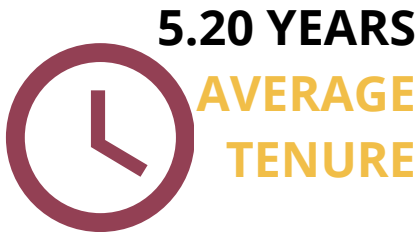
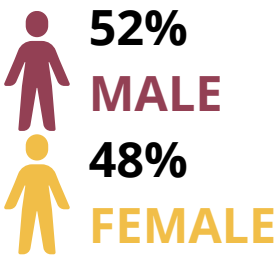
- Local government is a major national employer with over 190,800 workers in almost 400 occupations. It plays an important role as an anchor organisation and in increasing productivity through utilising endogenous talent and innovation.
- Local governments continue to experience skills shortages in multiple occupations, exacerbated by the impacts of the COVID-19 pandemic, the impacts of climate change and the accelerated take-up of technology and digitisation of services.
- Local governments are grappling with significant challenges in relation to recruitment and retention of skilled staff and accessing training opportunities to enhance workforce skills and capability. Employee attrition and an ageing workforce are ongoing and an escalating difficulty.
- Local governments are having difficulties in securing the right quantum and mix of skills to support local service provision which is affecting not only local government's productivity, but also the productivity of host localities and regions.
- Barriers to effective workforce planning and management include a shortage of resources within local government, a lack of skilled workers and the loss of corporate knowledge as employees retire or resign.

Some of these findings are not unique to the local government sector. They are also affecting other sectors of the economy, especially in regional areas away from our major capital cities.

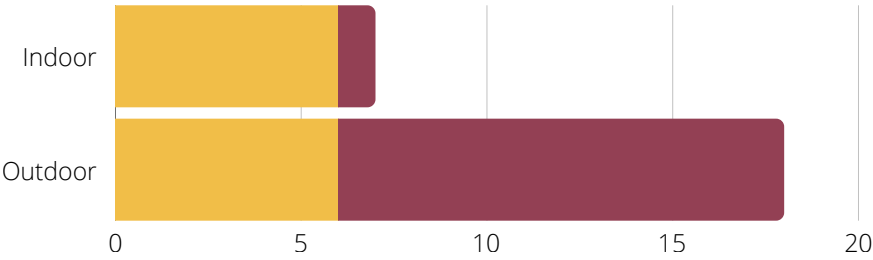
National Local Government Sector: Headline Statistics

- Gender equity: The workforce is 52.3% female and 47.7% male.
- Turnover: Unplanned turnover rate of 15.6% nationally; almost double the rate compared to 8.3% in 2018. The highest average rate of unplanned employee turnover is in rural local governments with an average turnover rate of about 20%.
- Length of service: 38% of the workforce was employed for 1-5 years, 18% for 6-10 years and 15% for less than a year. 10% of the workforce nationally has 20 years or more of service.
- Age profile: Across all Australian Classification of Local Government (ACLG) categories, the highest proportion of the local government workforce is in the 30-44 year age group, followed by the 45-54 and the 55-64 year age groups. Contrary to popular opinion, the local government workforce is younger when compared to the broader Australian workforce.

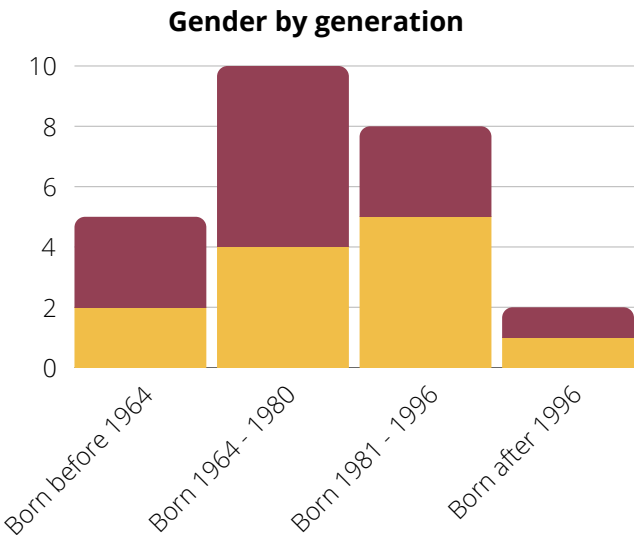
ABOUT OUR WORKFORCE



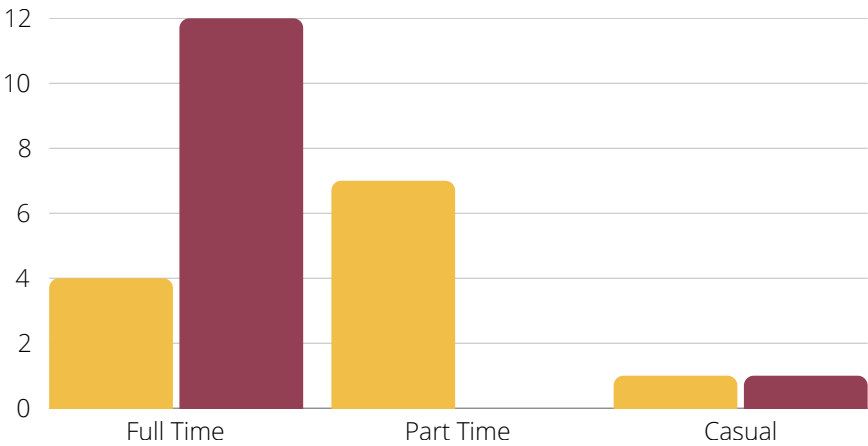
Leadership gender balance
2 Males | 1 Female



Gender balance by workplace
Indoor 86% Female, 14% Male | Outdoor 33% Female, 67% Male



Gender by generation



Gender by employment status
64% Full Time | 28% Part Time | 8% Casual



PURPOSE

The Shire's Workforce Planning process is about "getting the right number of people, with the right skills, in the right jobs, at the right time". Our Workforce Plan will be a tool to assist Council and Managers plan for the future, anticipate change, and manage its' workforce. It should contribute to the attraction, retention and development of a capable workforce and be flexible and responsive to meet the needs of current and future Council Corporate Business Plans.

Our objectives for this workforce plan are:

- Attracting and selecting the right people,
- Developing a flexible, innovative, and capable workforce,
- Retaining and engaging our valued workforce, and
- Developing a strategic workforce for improved performance.

Workforce planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines now in place across the local government sector in Western Australia.

At the strategic level, this Workforce Plan considers the community's aspirations, priorities and objectives identified in the Shire's Integrated Strategic Plan and supporting long-term financial and asset management plans.

The Workforce Plan is an essential component of corporate planning as it identifies workforce requirements and strategies for current and future operations over the next four years or more.

WORKFORCE CHALLENGES FACED BY THE SHIRE

- Increasing community expectations requires us to become more strategic and efficient with our current resources.
- An increasingly diverse range of services, requiring an extensive skill base within the workforce.
- The many roles and tasks that senior staff undertake leaving little time to think strategically and work on the business.
- Attraction, development, and retention of suitably qualified staff.
- Pace of change within the Local Government sector.
- The ever-growing list of compliance requirements against the limited resources available.
- An aging workforce and the resulting work health and safety as well as succession planning challenges this brings.
- Cost shifting from the State and Federal Governments.
- Reliance on volunteers.

OUR COMMITMENT TO EACH OTHER AND OUR COMMUNITY

We will conduct business and gain a reputation for being:

Honest: This means we are up front, transparent, and tell the truth and ensure that we address concerns and mistakes rather than hiding or ignoring them.

Reliable: This means we turn up on time, do what we say we will do and help each other when someone needs a hand.

Respectful: This means we encourage different views and perspectives, allow people to be themselves and treat each other as we would like to be treated.

Fair: This means we share the load, treat everyone fairly and work by a single set of rules and values that ensure consistency.

Positive: This means we acknowledge and celebrate our successes, encourage good natured humour, and own our mistakes rather than looking to blame others.

Friendly: This means we are approachable, greet each other and are open and willing to listen to the views of others even when we don't agree with them.

Accountable: This means we do what we are employed to do to the best of our ability and ensure we focus on positive community outcomes.

EMPLOYEE INCENTIVES

The Shire of Koorda currently offers a variety of workplace rewards and incentives including:

- Payment above award wages
- Additional superannuation contribution options
- Flexible work arrangements
- Housing at reduced rental rates for selected positions
- Accommodation allowance
- Uniform allowance
- Contemporary plant and equipment
- Training and professional development opportunities
- Paid parental leave
- Salary packaging
- Employee Health and Wellbeing subsidy
- First Aid training
- Study leave and contribution to qualifications, licences and skill development
- Employee Assistance Program and free counselling
- Ambulance Cover
- Complimentary gym membership

HOW OUR PEOPLE FEEL ABOUT THE ORGANISATION

A workforce survey was undertaken in May 2025 to better understand staff satisfaction, training and development needs and issues and barriers to performing their roles.

What staff told us makes the Shire an attractive work place:



The following table summarised the positive findings and areas for improvement:

Positives	Areas for Improvement
Team culture and camaraderie Friendly, supportive colleagues and a strong sense of teamwork.	Communication Improve information flow and understanding of roles across all staff.
Community impact Contributing to beautifying the town and supporting the local community.	Training and development More opportunities for skills development and role clarity.
Job satisfaction Variety of work, operating equipment, and the sense of accomplishment in visible results.	Resourcing Ensure fully functioning plant and equipment, with adequate funding.
Flexibility and support Workplace flexibility around leave and appointments.	Team connection More activities or opportunities to bring inside and outside crews together.

EMPLOYEE COSTS

Financial Year	Actual Wage Declaration
2021/2022	\$ 1,419,690
2022/2023	\$ 1,350,670
2023/2024	\$ 1,119,380
2024/2025	\$ 1,290,890

TRAINING AND DEVELOPMENT

	Administration		Works	
Financial Year	Budget	Actual	Budget	Actual
2021/2022	\$ 17,500	\$ 12,713	\$ 10,000	\$ 56
2022/2023	\$ 5,000	\$ 13,947	\$ 10,000	\$ 28,218
2023/2024	\$ 15,000	\$ 18,022	\$ 25,000	\$ 21,600
2024/2025	\$ 30,000	\$ 23,950	\$ 33,650	\$ 31,770

EXIT RATES

Financial Year	Number	Reasons
2022/2023	8	Retired (4), Resigned (1), Terminated (1), Casuals (2)
2023/2024	2	Retired (1), Resigned (1)
2024/2025	3	Retired (1), Resigned (2)

EQUAL OPPORTUNITY IN THE WORKPLACE

Workforce planning and diversity planning are complementary in achieving an ideal workforce. Workforce diversity is a business imperative and is part of good human resource management practice. An inclusive and accepting workplace has benefits for all employees. A diverse and respectful workforce will attract and retain quality employees, which translates into sound business decisions and effective service delivery.

All staff are encouraged to embrace equity and diversity within the organisation. The Shire of Koorda values Equal Employment Opportunity (EEO) and diversity and aims to ensure that the work environment is free from racial and sexual harassment and that employment practices are not biased or discriminate unlawfully against employees or potential employees. The Shire's employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

The following are the principles that will be followed to ensure diversity, respect, and equal opportunity within the Shire of Koorda:

- A positive, inclusive, and harassment-free workplace culture is communicated and promoted within the organisation.
- Managers and leaders are aware of their EEO responsibilities.
- Performance management criteria for managers and leaders include the ability to attract and retain a diverse workforce and promote an inclusive work culture.
- There is an effective grievance resolution process where staff are able to raise concerns and issues.
- Workplace culture is monitored and assessed to determine that it is inclusive and free from harassment and unlawful discrimination.
- Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees.
- Retention practices are in place to identify, develop and retain staff from all diversity groups (e.g. induction processes, training and development opportunities, working hours and conditions, flexible work options and performance management).
- The organisation monitors and assesses employment practices to ensure they contribute positively to attracting and retaining a diverse workforce.
- Demographic data is systematically collected to monitor and report on diversity.

The table on the following page shows the calculated equity index.

DISTRIBUTION (EQUITY INDEX)

Equity Group	2021 Actual	2025 Actual
Women	11	12
Women - Indoor	5	6
Women - Outdoor	6	6
People from culturally diverse backgrounds	0	0
Culturally diverse backgrounds - Indoor	0	0
Culturally diverse backgrounds - Outdoor	0	0
Aboriginal Australians	0	0
People with disability	1	1
People with disability - Indoor	0	0
People with disability - Outdoor	1	1



WORKFORCE OBJECTIVES AND ACTIONS

1 - Attracting and selecting the right people

Attract and retain people with the right skills, values, and commitment to contribute to the Shire's strategic and community priorities.

1.1 - Strengthen the Shire's employment brand, promoting lifestyle, housing, and community benefits that support recruitment to rural areas.

1.2 - Provide flexible work arrangements and promote the Shire as an inclusive and family-friendly workplace.

1.3 - Develop a contemporary induction and orientation program that links employee roles to the Shire's strategic objectives and values.

1.4 - Explore innovative attraction strategies (e.g. regional talent sharing, graduate programs, partnerships with local schools and TAFEs).

2 - Developing a flexible, innovative and capable workforce

Build a workforce that is skilled, adaptable, and committed to continuous improvement in serving the community.

2.1 - Provide structured professional development pathways aligned to both organisational needs and individual aspirations.

2.2 - Review and upgrade financial, administrative, and digital systems to improve efficiency, data quality, and service delivery.

2.3 - Embed a strong workplace health, safety, and wellbeing culture that supports compliance with WHS and DFES training standards.

2.4 - Develop cross-skilling and digital capability programs to increase flexibility and service continuity.

3 - Retaining and engaging our valued workforce

Create a connected, supportive, and engaged workforce that reflects the values of our community.

3.1 - Provide acting opportunities and career pathways that build capability and support succession planning.

3.2 - Foster a culture of open communication and collaboration across all levels of the organisation.

3.3 - Review meeting structures to ensure they are purposeful, productive, and aligned with strategic outcomes.

3.4 - Encourage participation in whole-of-organisation and community activities that strengthen belonging and wellbeing.

3.5 - Review and simplify the performance management framework to focus on growth, recognition, and alignment with strategic objectives.

3.6 - Recognise and celebrate workforce contributions in line with how the Shire recognises volunteers and community efforts.

4 - Developing a strategic workforce for improved performance

Build organisational capacity and leadership to ensure the Shire can deliver its Integrated Strategic Plan.

4.1 - Develop clear role documentation (job task instructions, key contacts, and annual calendars) that align staff duties with ISP priorities.

4.2 - Develop succession and workforce continuity plans for critical and specialist roles.

4.3 - Maintain contemporary human resource policies and procedures that support compliance, transparency, and equity.

4.4 - Align workforce planning with forward service and infrastructure planning, ensuring the Shire has the right skills for delivery.

4.5 - Partner with neighbouring Shires and regional bodies to share training and workforce development opportunities.