



Shire of
Koorda

Drive in, stay awhile



Workforce Plan

2026 - 2030

The Shire of Koorda 2026-2030 Workforce Plan was endorsed by Council at the September 2026 Ordinary Council Meeting as per resolution xx0826.



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SHIRE VISION

To build a connected, resilient and sustainable community where people feel they belong, opportunities thrive, and future generations can live, work and prosper while preserving Koorda's unique character and environment.



INTRODUCTION



The Workforce Plan 2026-2030 outlines how the Shire of Koorda will attract, develop, retain and support a workforce capable of delivering the priorities contained within the Strategic Community Plan 2026-2036 and the Corporate Business Plan 2026-2030. The plan identifies current and future workforce requirements, capability needs, workforce risks and strategies to ensure the organisation remains sustainable, resilient and responsive to community expectations.

Workforce planning is about ensuring the Shire has the right number of people, with the right skills, in the right jobs, at the right time to meet current and future service delivery requirements. As one of the four core informing strategies within the Western Australian Local Government Integrated Planning and Reporting Framework, the Workforce Plan aligns with and supports the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan and Asset Management Plans. It provides a structured approach to identifying current and future workforce requirements and implementing strategies that enable the organisation to effectively meet community expectations, legislative obligations and organisational priorities over the next four years and beyond.

The Workforce Plan assists Council and management to plan for the future, anticipate change and proactively manage workforce challenges and opportunities. At a strategic level, it considers the community's aspirations, priorities and objectives identified within the Strategic Community Plan and translates these into workforce capacity and capability requirements, ensuring the organisation is equipped to deliver services, infrastructure and outcomes that support the long-term wellbeing of the Koorda community.

The Plan focuses on four key workforce objectives:

1. Attracting and selecting the right people.
2. Developing a flexible, innovative and capable workforce.
3. Retaining and engaging valued employees.
4. Developing a strategic workforce for improved organisational performance.

The Workforce Plan is designed to support the attraction, retention and development of a capable workforce while remaining flexible and responsive to the changing needs of the organisation and the community. It identifies workforce strategies that will strengthen organisational capability, improve service delivery and support the successful implementation of the Corporate Business Plan.

In developing this Plan, a number of current and emerging workforce challenges have been identified, including:

- Recruitment and retention of suitably qualified staff in a regional location.
- An ageing workforce and associated succession planning risks.
- Increasing legislative, governance and compliance obligations.
- Rising community expectations for service delivery and engagement.
- Regional and sector-wide skills shortages.
- Reliance on volunteers and community partnerships to support local outcomes.
- Increasing cost pressures and ongoing cost shifting from State and Federal Governments.
- Maintaining organisational capacity, capability and resilience within a small local government environment.

- Competition for skilled employees from larger local governments, government agencies and private industry.
- The need to continue developing leadership capability and organisational knowledge to support future succession requirements.

These challenges also present opportunities for the Shire to strengthen workforce resilience through innovation, workforce development, regional collaboration, succession planning and the continued enhancement of workplace culture.

The Workforce Plan is guided by the Shire's values:

- Community First
- Honesty and Integrity
- Openness and Accountability
- Respect and Inclusion
- Environmental Stewardship
- Innovation and Future Focus

These values underpin workforce decisions, leadership practices, organisational culture and the delivery of services to the community.

This Plan covers the period 2026-2030 and will be reviewed annually in conjunction with the Corporate Business Plan, annual budget process and other informing strategies to ensure it remains aligned with organisational priorities, workforce needs and community expectations.

By addressing workforce challenges through targeted strategies and ongoing workforce planning, the Shire aims to build a skilled, adaptable and engaged workforce capable of delivering quality services, supporting community aspirations and ensuring the long-term sustainability of the organisation.



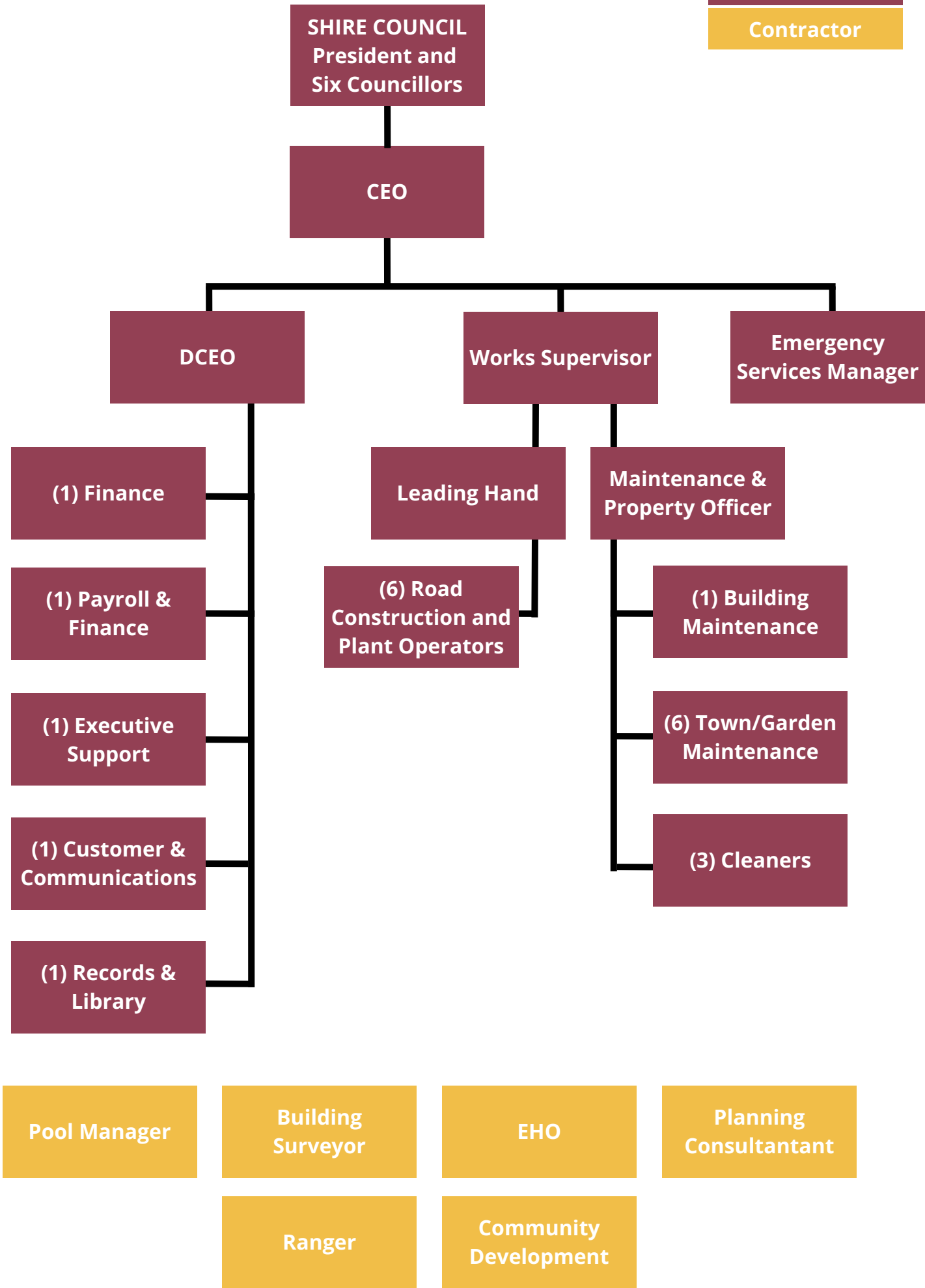
ORGANISATIONAL CHART



KEY

Shire Employee

Contractor



ORGANISATIONAL STRUCTURE



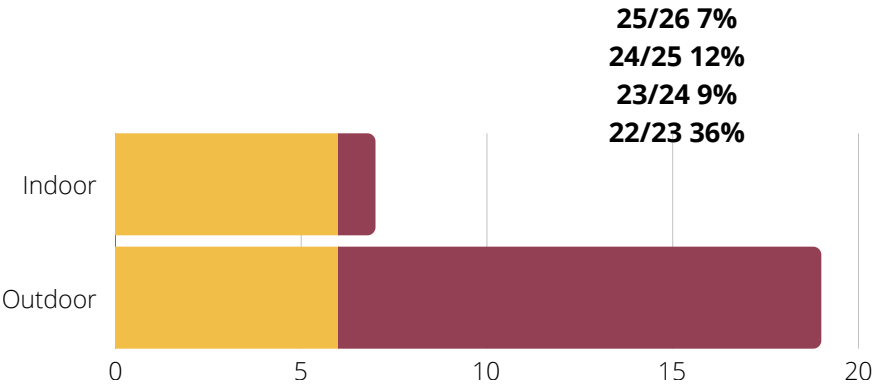
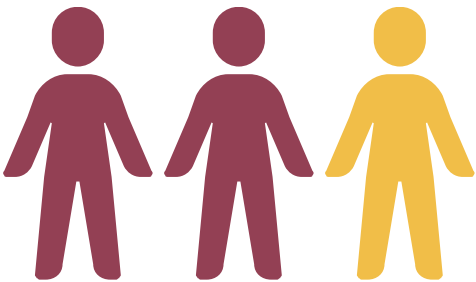
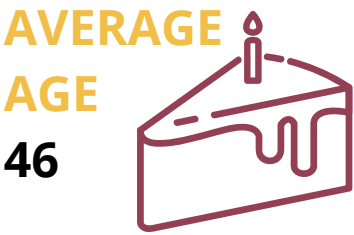
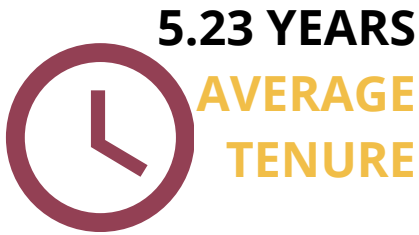
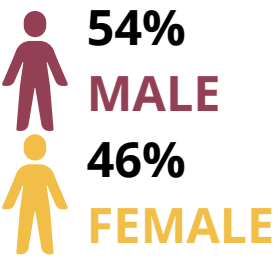
Business Unit	Responsibilities	Positions	Key Partnerships
CEO	- Responsible for the organisation and has powers delegated by Council - Governance and Corporate Planning - Risk Management - Emergency management - Economic Development - Human Resources - Engagement and Communications	- Chief Executive Officer - Executive Support Officer Total Staff: 1.75 FTE	- NEWROC - Department of Primary Industries and Regional Development - Department of Local Government, Sport and Cultural Industries - WA Local Government Association (WALGA) - Great Eastern Country Zone (GECZ) - Regional Development Australia (RDA) Wheatbelt - Wheatbelt Development Commission - Department of Fire and Emergency Services (DFES)
Corporate & Community	- Administration - Customer service - Compliance - Property management - Licensing - Library - Cemetery - Recreation - Tourism - Community and economic development	- Deputy CEO - Executive Support Officer - Customer & Communication Officer - Records & Library Officer - Finance Officer Total Staff: 2.60 FTE	- WA Country Health Service - Department of Transport - Department of Sport and Recreation - Lotterywest - State Library - St John Ambulance - WA Police - Department of Commerce - Department of Biosecurity, Conservation and Attractions - NEWTravel - Tourism WA - Local community groups - Royal Life Saving - LG Professionals

ORGANISATIONAL STRUCTURE

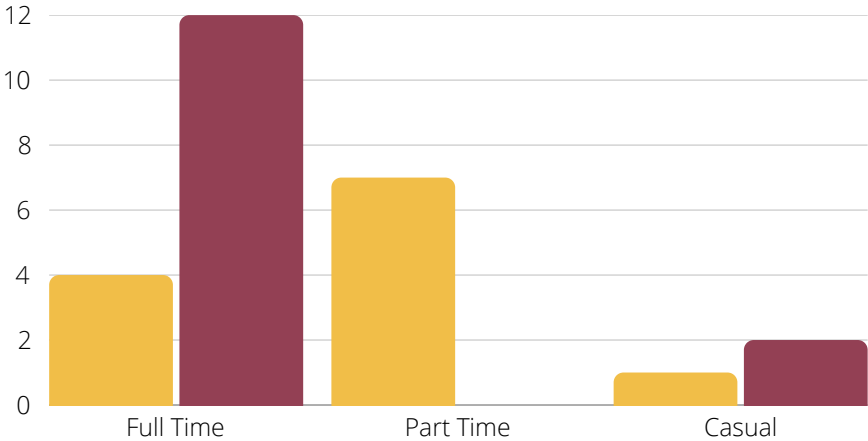
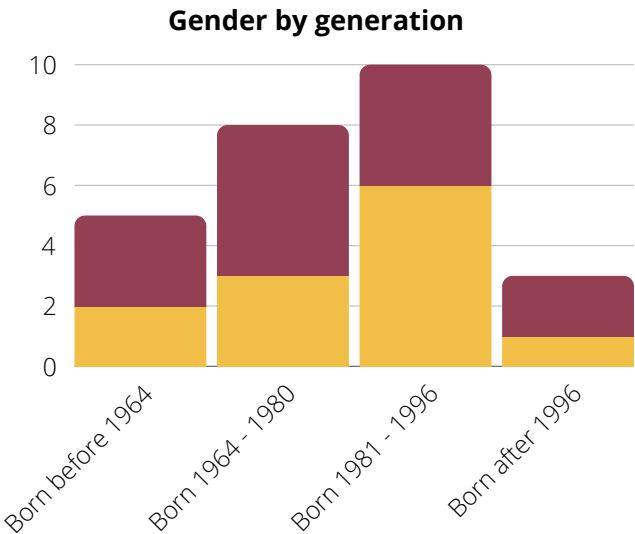


Business Unit	Responsibilities	Positions	Key Partnerships
Finance	- Financial management - Budgets - Payroll - Monthly and annual reports - Compliance - Asset management - Long term financial planning	- Deputy CEO - Finance Officer - Payroll & Finance Officer Total Staff: 1.85 FTE	- Department of Local Government, Industry Regulation & Safety - Office of the Auditor General
Regulatory Services	- Building approvals - Planning approvals - Refuse site - Environmental health - Waste water - Ranger services	- Environmental Health Officer - Consultant - Ranger - Contractor - Building Surveyor - Consultant - Planning - Consultant Total Staff: 0 FTE	- Building Commission - Waste Authority - Department of Water and Environmental Regulation - Department of Health - Department of Planning, Heritage and Lands - NEWROC
Works & Services	- Road works and maintenance - Building maintenance - Plant and equipment maintenance - Parks and gardens - Recreation grounds maintenance	- Works Supervisor - Leading Hand - Maintenance & Property Officer - Road Construction and Plant Operators - Town Maintenance - Cleaners Total Staff: 16.5 FTE	- Main Roads WA - Water Corporation - WA Return, Recycle, Renew (WARRR)

WORKFORCE PROFILE

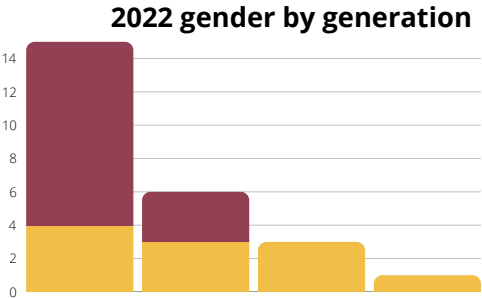


Gender balance by workplace
Indoor 86% Female, 14% Male | Outdoor 32% Female, 68% Male



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

Comparison of gender by generation between 2022 and 2026



Gender by generation (%) 2022 & 2026

	before 1964	1964-1980	1981-1996	after 1996
2022	60%	24%	12%	4%
2026	19%	31%	38%	12%

Key observations from 2022 to 2026.

- Relatively mature workforce. However, since 2022 the average age has reduced from 57 to 46.
- Generational movement from 2022 to 2026 (as per above graph and table)
- Stable gender balance. (2022: 54% Male/46% Female - 2026: 52% Male/48% Female)
- Turnover has reduced significantly since 2022/23

LOCAL GOVERNMENT SECTOR ANALYSIS



The Australian Local Government Association (ALGA) 2026 Local Government Workforce Skills and Capability Survey was released in June 2026 and gathers contemporary insights into the national workforce profile of Australia's local government sector and to determine current and future workforce needs and priorities.

Local government is a major national employer with 218,000 people employed across 538 councils – a sector that experienced an average of 2.2 percent annual growth between 2018 and 2025. It plays an important role as an anchor organisation and in increasing productivity through utilising endogenous talent and innovation. The Western Australia Local Government industry-sector employed 26,500 people as of June 2025. This represents an average annual growth rate of 2.4 per cent per year (2018 to 2025). Western Australia has a relatively high proportion of local councils with fewer than 100 employees.

Key findings taken from Western Australian local councils are summarised below:

- **Service Delivery Context:** Shifting service delivery requirements driven by changing community needs and expectations are having an impact on delivering essential and community services. Local councils across Western Australia are increasingly adapting their service delivery models, including utilisation of shared resources to meet an expanding remit.
- **Skills Audit and Assessment:** Occupational shortages are not isolated issues but represent systemic workforce challenges. Local councils identified persistent skill gaps with a significant focus on interpersonal skills which are becoming more important as occupations evolve and require greater interaction with stakeholders and community members to align to expectations.
- **Training Needs and Challenges:** While VET more generally remains the most relevant training pathway, access coupled with relevancy, means the importance of alternative training pathways is growing. A quarter of local councils cannot source relevant training locally. There is also concern that some VET courses do not sufficiently cover critical skills including relationship building, community engagement, and effective communication, leading to unmet training needs.
- **Future Workforce Outlook:** The factors impacting future skilling needs are the same as those driving increased complexity in service provision today including new occupations expected to emerge in digital transformation, regulation, community services and the environment.
- **Gender Profile:** The gender balance in full-time roles has improved slightly since 2017 while the part-time split has remained essentially unchanged with women accounting for around four in five part-time workers. Men's share of casual employment has increased, suggesting shift in how flexible work is distributed across genders.
- **Turnover:** Average unplanned turnover in responding local councils rose to 13.3 per cent from 7.8 per cent in 2018.
- **Length of Service:** The workforce is heavily concentrated in shorter-tenure cohorts, with 46 per cent of employees having tenure of 1-5 years and a further 21 per cent with less than 1 year of service. The dominance of the 1-5-year tenure group suggests that retention challenges are not limited to early-career employees but persist through the first five years of employment.
- **Age Profile:** Since 2018, the Western Australia workforce age profile has shifted toward both the youngest and oldest cohorts. Growth in the 15-19 cohort reflects increased entry-level recruitment consistent with the sector's growing focus on workforce pipelines. However, the expanding 65+ cohort indicates an increasing reliance on older employees, which may heighten risks around succession and workforce sustainability.

Source: 2026 Western Australia Report 2025-2026 Local Government Skills

INTERNAL ENVIRONMENT ANALYSIS

Key organisational strengths include:

- Stable and committed workforce.
- Strong community connection.
- Positive organisational culture.
- Broad employee skill sets.
- Established regional partnerships.
- Supportive Council and leadership team.

Challenges include:

- Small workforce limits internal succession opportunities.
- Difficulty attracting specialist skills to regional areas.
- Competition from larger local governments and industry employers.
- Housing availability impacting workforce attraction.
- Increasing compliance and governance obligations.
- Reliance on key personnel for specialist knowledge.

These challenges are consistent with community concerns regarding population retention, housing availability and workforce attraction identified during Strategic Community Plan consultation.

EXTERNAL LABOUR MARKET

The Wheatbelt labour market continues to experience challenges associated with:

- Skilled labour shortages.
- Competition from mining, agriculture and construction sectors.
- Rising salary expectations.
- Limited availability of rental accommodation.
- Ageing regional population.
- Reduced availability of specialist technical expertise in rural locations.

Housing availability remains a significant workforce attraction constraint and is recognised as both a community and organisational priority.

LABOUR MARKET TRENDS AND PROJECTIONS

The following trends are expected to influence workforce planning over the next four years:

- Increased competition for skilled staff.
- Greater demand for flexible work arrangements.
- Increased need for digital skills and technology capability.
- Growing compliance obligations across local government.
- Increasing pressure on small regional organisations to share services and partner regionally.
- Continued need for workforce housing solutions.
- Stronger focus on leadership development and succession planning.

Regional collaboration and shared service arrangements are likely to become increasingly important in maintaining service delivery capacity.

EMPLOYEE COSTS



Financial Year	Actual Wage Declaration
2022/2023	\$ 1,350,670
2023/2024	\$ 1,119,380
2024/2025	\$ 1,290,890
2025/2026	\$ 1,470,038

TRAINING AND DEVELOPMENT

	Administration		Works	
Financial Year	Budget	Actual	Budget	Actual
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
2025/2026	\$ 30,000	\$ 17,800	\$ 34,000	\$ 64,690

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)
2025/2026	2	Retired (1), Terminated (1)

WORKFORCE IMPLICATIONS FROM THE STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN

Broad implications of the Strategic Community Plan

The Strategic Community Plan identifies five strategic themes that will influence workforce requirements over the next 10 years.

1. Our Community

Strategic Focus

- Increase participation across all age groups.
- Improve safety, accessibility and recreation infrastructure.
- Support youth, volunteers and community groups.

Workforce Implications

- Increased community development and stakeholder engagement capability.
- Strong volunteer management and coordination skills.
- Project management capacity to deliver accessibility and recreation improvements.
- Enhanced grant administration, event management and community partnership skills.
- Greater focus on customer service and community engagement training.

2. Our Economy

Strategic Focus

- Support local business and investment attraction.
- Encourage economic diversification, tourism and innovation.
- Advocate for infrastructure and services that support growth.
- Develop and implement a housing strategy.

Workforce Implications

- Increased economic development capability.
- Skills in investment attraction, business engagement and advocacy.
- Tourism development and destination marketing expertise.
- Project management skills for housing and economic development initiatives.
- Enhanced grant funding and partnership development capability.

Potential Capacity Challenge: The Shire may not have sufficient internal resources to deliver all economic development outcomes without shared services, contractors or regional partnerships.

3. Our Environment

Strategic Focus

- Protect biodiversity and natural resources.
- Improve sustainability practices.
- Deliver town beautification and maintain resilient public spaces.

Workforce Implications

- Greater environmental planning and sustainability capability.
- Skills in natural resource management and environmental compliance.
- Increased operational workforce capacity to undertake beautification projects.
- Training in climate resilience and environmental risk management.
- Asset maintenance and parks and gardens expertise.

4. Our Organisation

Strategic Focus

- Strengthen community engagement and transparency.
- Deliver infrastructure and services efficiently.
- Maintain strong financial sustainability and governance.

Workforce Implications

- Strong governance, compliance and risk management capability.
- Ongoing development of leadership and management skills.
- Financial management and long-term planning expertise.
- Asset management and capital project delivery skills.
- Increased demand for digital systems, reporting and data analysis capability.
- Enhanced communication and community consultation skills.

This objective aligns strongly with the Workforce Plan priorities of developing a capable workforce, improving organisational performance and succession planning.

5. Our Future

Strategic Focus

- Support population growth and housing diversity.
- Build workforce capacity and skills.
- Strengthen partnerships and innovation.

Workforce Implications

- Development of traineeship and graduate pathways.
- Succession planning for critical roles.
- Increased investment in learning and development.
- Strong partnership-building and stakeholder engagement capability.
- Attraction and retention initiatives to support population growth.
- Innovation, technology and continuous improvement skills.

The Workforce Plan objective to build a flexible, innovative and capable workforce directly supports this strategic area.

Corporate Business Plan Workforce implications

The Corporate Business Plan identifies the following workforce priorities:

- Retention of skilled staff.
- Succession planning.
- Building technical capability in asset management.
- Supporting economic and community development functions.
- Strengthening leadership capability across the organisation.

Planned initiatives creating workforce implications include:

- Housing Strategy implementation.
- Workforce Housing Program.
- Asset Management Improvement Program.
- Organisational Capacity Development.
- Workforce Skills Partnership.
- Shire Traineeship Program.
- Regional Collaboration Program

Alternative Service Delivery Considerations

To address rural workforce constraints, the Shire will continue to consider:

- Shared service arrangements with neighbouring and larger local governments.
- Regional workforce collaboration through NEWROC.
- Contract specialist services where appropriate.
- Consultant support for technical asset management functions.
- Partnerships with Koorda CRC and regional organisations.
- External providers for specialised training programs.

Workforce Gaps, Issues and Risks

Risk	Impact
Difficulty attracting skilled staff	Reduced service delivery capability
Housing shortages	Reduced recruitment success
Loss of key employees	Loss of corporate knowledge
Small workforce structure	Limited succession opportunities
Increasing compliance requirements	Capability and workload pressures
Limited specialist expertise	Greater reliance on contractors
Ageing workforce	Future succession risks

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. The next survey is due to be undertaken in 2027.

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.

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
- 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

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	2026 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

Recruit employees with the capability, values and commitment required to support the Shire's strategic priorities.

Action	Measure
1.1 - Promote Koorda lifestyle, community and employment opportunities	Recruitment campaign developed annually
1.2 - Advocate for workforce housing initiatives	Housing initiatives incorporated into Housing Strategy
1.3 - Maintain contemporary recruitment practices	Recruitment timeframes monitored
1.4 - Establish traineeship pathways	Business case completed and traineeship positions established
1.5 - Partner with schools, TAFEs and regional providers	Minimum two partnership activities annually

2 - Developing a flexible, innovative and capable workforce

Build workforce capability to deliver increasingly complex services and projects.

Action	Measure
2.1 - Annual training and development plans	100% staff participation
2.2 - Asset management capability development	Relevant training completed
2.3 - Digital capability and systems training	Annual training provided
2.4 - Cross-skilling and workforce flexibility initiatives	Critical positions cross-trained
2.5 - Leadership development opportunities	Leadership training completed

3 - Retaining and engaging our valued workforce

Create an engaged, supportive and resilient workplace.

Action	Measure
3.1 - Flexible work arrangements maintained	Employee satisfaction monitored
3.2 - Staff wellbeing initiatives implemented	Annual wellbeing activities
3.3 - Recognition program implemented	Annual recognition activities
3.4 - Career development discussions completed	Annual review process completed
3.5 - Improve internal communication and collaboration	Staff survey results improve

4 - Developing a strategic workforce for improved performance

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

Action	Measure
4.1 - Succession plans developed for critical roles	Critical role plans completed
4.2 - Workforce planning integrated with budgeting and business planning	Annual review completed
4.3 - Maintain contemporary HR policies and procedures	Annual policy review conducted
4.4 - Expand regional workforce partnerships	Minimum one regional initiative annually
4.5 - Review organisational structure periodically	Structure reviewed by 2027

SUPPORTING POLICIES AND PROCESSES

The Workforce Plan will be supported by:

- Recruitment and Selection Policy
- Employee Code of Conduct
- Performance Development Framework
- Workplace Health and Safety Framework
- Learning and Development Procedures
- Workforce Planning Processes
- Equal Opportunity and Diversity Principles

RISK MANAGEMENT

The major workforce risks are:

- Recruitment and retention challenges.
- Housing availability constraints.
- Loss of organisational knowledge.
- Skills shortages.
- Workforce fatigue and wellbeing.
- Increasing compliance obligations.

Mitigation strategies include succession planning, cross-skilling, workforce housing advocacy, professional development and regional collaboration.

MONITORING AND REVIEW

The Workforce Plan will be reviewed annually as part of the Integrated Planning and Reporting Framework and will align with annual Corporate Business Plan and Budget reviews. Performance will be measured against the workforce indicators identified within this plan.

Annual reporting should include:

- Workforce profile updates.
- Turnover analysis.
- Recruitment outcomes.
- Training and development outcomes.
- Succession planning progress.
- Workforce risks.
- Achievement of Workforce Plan actions.