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WORKFORCE PLAN

2026 - 2030

TOWARDS
2034

Document No: HRL003



About this document

The Workforce Plan provides the framework and strategies to ensure the Shire has the right people, skills and organisational capacity to deliver the priorities of the Strategic Community Plan and Corporate Business Plan. It forms a key component of the Integrated Planning and Reporting Framework and meets the requirements of the Local Government Act 1995.

This plan has a four-year outlook, aligned to the Corporate Business Plan, and is reviewed regularly to ensure it remains responsive to changing community needs, workforce trends and organisational priorities. It considers both internal workforce requirements and external influences, such as demographic change, economic conditions and industry challenges.

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Chief Executive Officer's Message

The success of the Shire of Waroona as an organisation depends on the talent of its' people. In my time as CEO, I have been fortunate to have been handed a positive, talented and hard-working group, whom many, though not all, are locals and who are "in it" for Waroona. It has been my goal to maintain the standard of employee that we bring into the Shire's organisation and to protect the work ethos here. The actions and direction that this Workforce Plan takes the Shire in the coming four years seeks to do this. Five themes are woven into the key elements of this Plan. Many of the actions of this Plan are a result of meeting the aims of these key themes.

Local employees are to be encouraged. They bring local knowledge, people knowledge and a loyalty to the Shire. This does not mean that non-local job applicants will be discouraged or not considered, but it does mean specifically encouraging locals to apply when advertising.

Talent will remain as a key priority. Selection criteria will seek to discover the best person for the job when looking for new employees. Building talent is now part of the revised Plan, and we will look to contribute to development of young people in local government by offering traineeships where the opportunity arises.

Cultural alignment is now a key priority. Protecting the organisation means ensuring cultural values alignment in the position descriptions and selection criteria as fundamental requirements for working here. There is a gate-keeper element to this, as bringing in an employee, particularly in a leadership role, without similar values is likely to lead to organisational issues in future. A small group such as exists in the Shire of Waroona needs to have a strong culturally aligned values and this Plan reflects efforts to keep this happy and healthy state within the organisation.

Succession planning and training are an extrapolation of the Shire's aim to keep and develop staff. In addition to mandatory training, the Shire aims to support financially and with time the training and professional development of its staff in both technical and leadership arenas. Those who wish to rise through the ranks and demonstrate leadership potential will be encouraged to do so.

The Shire will always aim to ensure that the customer service experience is where it should be in terms of availability of staff. With this said we are aiming to provide a workplace that provides the flexibility for staff bring up their families while working, if this is what is needed.

Like many small local governments in Western Australia, Waroona Shire is not immune from the competition that comes with the mining and construction sectors and the scarcity of workers in rural towns in many roles across the organisation. Finding a way to navigate this means ensuring that the dollar is not the sole reason for working here, with lifestyle, a strong culture and opportunity to progress being selling points for working at the Shire.

I believe that the future is bright for the Shire as an organisation and this Plan will ensure that it stays this way and moves with the changing times.

About this plan

The Shire of Waroona Workforce Plan 2026-2030 is an integral component of the Shire of Waroona's Integrated Planning and Reporting Framework. It directly supports the Strategic Community Plan 2024 – 2034 by ensuring the Shire has the people, skills and capacity needed to deliver on the community's vision for Waroona 2034.

While the Strategic Community Plan sets the long-term direction for the Shire, the Workforce Plan translates that vision into four-year objectives and strategies for building and sustaining the workforce. It also addresses the legislative responsibilities place on local government, recognising the human resourcing requirements that underpin effective service delivery.



To achieve these outcomes, the Shire requires a workforce that is agile and equipped with the skills and knowledge to respond to changing demands. The workforce of the future will continue to evolve, influenced by advances in technology, shifts in workforce culture, increased compliance requirements, and the need for strong succession planning. This plan positions the Shire to respond proactively, with a greater focus on training, resourcing and flexible work practices.

Analysis of current workforce data and input from the Executive Leadership team, shows that while the Shire's workforce is currently meeting service needs, there are several strategic challenges ahead. In particular, the resourcing requirements needed to achieve certain outcomes identified in action plans will be demanding. Remaining sustainable and delivery core services is not a concern, rather, it is the additional strategic resourcing to meet future priorities that presents the greater challenge. With proper planning, targeting training, and ongoing internal capacity development, the Shire is confident that many of these challenges can be met to a significant degree.

The Shire is also strongly focussed on internal training and career development to sustain a workforce that is multi-faceted, recognising that the majority of positions are cross-skilled and cross-trained. In addition, employing local people has become a deliberate workforce strategy, providing positive results in terms of increased retention, stronger community connection, and improved career development pathways.

To address future workforce challenges and position the organisation to deliver on its strategic priorities, the Shire has identified the following focus areas:

- **Workforce Renewal** - Planning for an ageing workforce through succession strategies, mentoring, and knowledge transfer.
- **Attraction and Retention** – Addressing competition with the private sector, neighbouring tier 2 local governments, and strengthening the Shire’s profile as an employer of choice.
- **Career Development** – Expanding career pathways, supported by internal training and capacity development to build a multi-skilled and adaptable workforce.
- **Technical Capability** – Improving the Shires ability to attract and retain employees in specialist and technical roles.
- **Succession Planning** – Proactively identifying and preparing future leaders and critical role holders.
- **Workforce Flexibility and Equality** – Supporting flexible work practices while balancing the need for fairness across roles, recognising that some positions have operational requirements that limit flexibility.

By addressing these challenges, and building on the strengths of training, multi-skilling, and local employment, the Workforce Plan ensures the Shire is well placed to support both the strategic aspirations of the community and the operational delivery of services over the coming years.

The Workforce plan is structured into six key chapters, each addressing a critical element of strategic workforce management. Together, these chapters provide a clear and logical framework for understanding the Shire’s workforce environment, identifying current and future needs. The diagram below illustrates the structure of the plan.

Figure 1 – Workforce Plan Structure



Source: Shire of Waroona (2025)

Chapter 1 – Strategic Planning

1.1 Integrated Planning and Reporting

Integrated Planning and Reporting (IPR) provides local governments with a framework for setting community priorities and linking these to operational delivery. The process ensures that resources are allocated in a way that balances community aspirations with financial and organisational capacity, while progress is monitored and reported transparently.

The IPR Framework brings together three key stakeholders, Council, the administration, and the community, each with a unique role in shaping the Shire's future. Under the *Local Government (Administration) Regulations 1996, section 5.56(2)*, all local governments are required to adopt a Strategic Community Plan and a Corporate Business Plan.

- **Strategic Community Plan (10 years):** Sets the long-term vision and priorities for the community, based on broad engagement.
- **Corporate Business Plan (4 years):** Translates that vision into medium-term priorities, budgets, and actions.
- **Informing Strategies:** Provide the capability to deliver these plans, including the Asset Management Plan, Long-Term Financial Plan, and Workforce Plan.

The Workforce Plan is an informing strategy that ensures the Shire has the right people, skills and organisational structures in place to deliver on its commitments. It identifies workforce requirements, addresses training and development needs, supports a positive organisational culture, and considers labour market challenges. The Workforce Plan also aligns with other regulatory requirements, such as the Equal Employment Opportunity Plan and the Disability Access and Inclusion Plan.

Figure 2 – Shire of Waroona Strategic Documents



Source: Shire of Waroona (2025)

1.2 What is Workforce Planning?

Workforce Planning is a continuous, strategic process that ensures the Shire has the right people, with the right skills, in the right roles, to deliver organisational objectives now and into the future.

According to the Australian National Audit Office (ANAO, 2004), Workforce Planning is:

'A continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future'.

Workforce planning is:

- Continuous rather than a one-off activity.
- A structured process, not a static set of actions.
- Purpose-driven, focused on aligning the workforce to organisational objectives.
- Forward-looking, anticipating future skills and workforce requirements.
- Data-informed, analysing internal workforce capacity, organisation structure, and labour market trends.

1.3 Why do we need a Workforce Plan?

The Workforce Plan ensures that the Shire can deliver the Strategic Community Plan and the Corporate Business Plan by:

- Identifying current and future workforce needs in terms of skills, numbers and capabilities.
- Supporting succession planning for critical roles.
- Aligning recruitment, retention, training, and development strategies with organisational priorities.
- Preparing for changes in legislation, technology, and community expectations.
- Integrating workforce considerations into strategic decision-making, project planning, and service delivery.

1.4 Benefits of Workforce Planning

Workforce planning enables the Shire to:

- Respond strategically to emerging challenges and workforce risks.
- Ensure employees have the right skills, knowledge, and fit for their roles.
- Monitor and plan for future staffing needs, including separations and key vacancies.
- Strengthen organisational capacity to deliver on strategic priorities.
- Maximise workforce potential through internal training, career development, and succession planning.
- Adapt organisational structures, processes, and technology for efficient resource use.
- Link workforce expenditure directly to service delivery outcomes.
- Foster an inclusive and professional workforce with clear career pathways.

1.5 Who should be involved?

Effective workforce planning involves all employees, management, Council and stakeholders to ensure:

- Council policy and decisions guide workforce priorities.
- Managers embed workforce planning in operational decision-making.
- Employees can contribute ideas and feedback to workforce strategies.
- Communication keeps staff informed of opportunities, expectations, and planning outcomes.
- Partnerships with professional associations and service providers support capability development and workforce solutions.

1.6 Workforce Planning at the Shire of Waroona

The Shire of Waroona's Workforce Plan 2026-2030 is designed to align the organisation's people, skills, and capabilities with both current and future community priorities. By linking directly to the Strategic Community Plan 2024-2034 and the Corporate Business Plan, the Plan ensures the workforce remains adaptable, capable, and well-positioned to support effective service delivery and achieve organisational objectives.

1.6.1 Strategic Focus

Key elements of workforce planning at Waroona include:

- **Employment of Local People:** Recruiting locally strengthens community connections, supports retention, and provides career opportunities within the Shire. When scoring applications for interviews, local knowledge is weighted highly, recognising the value it brings in understanding community needs, building strong relationships, and contributing to continuity and engagement with the organisation.
- **Professional Development and Training:** Investing in internal training, mentoring, and leadership development to build a multi-faceted and capable workforce.
- **Professional Memberships and Networks:** Encouraging staff engagement with professional associations, including maintaining silver membership with Local Government Professionals Western Australia, to access industry best practice, mentoring, and development opportunities.
- **Workforce Flexibility and Equity:** Supporting flexible work practices where operationally feasible, balanced with fairness across roles and responsibilities.
- **Succession Planning:** Identifying critical roles and preparing future leaders to ensure continuity and retention of institutional knowledge.
- **Organisational Capability:** Analysing skills, staffing numbers, organisational structure, and labour market trends to anticipate and respond proactively to changes in service delivery, technology, and community expectations.

1.6.2 Strategies to Delivery Workforce Planning Outcomes

The Shire implements the following strategies:

- a. **Data-Driven Planning:** Analysing workforce demographics, turnover, skills gaps, and labour market trends to inform recruitment, training and retention.
- b. **Integrated Planning:** Embedding workforce planning in strategic and operational planning, including projects and service changes, aligned to the Strategic Community Plan and Corporate Business Plan.
- c. **Employee Engagement:** Actively seeking staff input through surveys, workshops, and consultation to improve organisational culture and workforce strategies.
- d. **Professional Growth and Recognition:** Supporting professional development, external training, memberships, and career pathways to enhance capability and development.
- e. **Risk Management:** Identifying critical positions and mitigating risks to service delivery from vacancies, skill shortages, or succession gaps.
- f. **Continuous Review and Improvement:** Monitoring and updating the Workforce Plan to respond to emerging challenges, maintain alignment with organisational priorities, and ensure workforce agility.

1.7 Preparing for the Workforce Plan 2026-2030

The Shire conducted a Culture and Workforce Planning Survey in 2025, building on data obtained from the 2020, 2022, and 2024 surveys to gather valuable employee feedback. These surveys provide insight into organisational culture, leadership effectiveness, communication, engagement, and workforce satisfaction, forming a key evidence base for workforce planning decisions. Survey results inform strategies for:

- Leadership development.
- Employee engagement and organisational culture improvements.
- Training and skill development priorities.
- Continuous improvement in workforce management and planning.

In addition to staff surveys, preparation for the 2026-2030 Workforce Plan involves a detailed internal review of workforce requirements arising from Council endorsed strategies, plans, and statutory responsibilities. Each Directorate analyses the staffing, skills, and resource implications of major strategic documents to ensure that workforce planning directly aligns with service delivery and strategic objectives. The review process also considers industry trends, benchmarking data, and emergency expectations within the Western Australian local government sector.



Chapter 2 – Workforce Analysis - Industry

2.1 Local Government Workforce in Western Australia

The Australian local government sector plays a pivotal role in delivering essential services, infrastructure, and community development across urban, regional and remote area. As one of the nation's largest employers, the sector is currently navigating a period of significant workforce transformation and pressure.

Local governments are facing widespread skills shortages, particularly in technical and professional disciplines such as engineering, planning, environmental health, and digital services. These shortages are driven by a combination of factors including an ageing workforce, competition with private and state sectors, and limited access to skilled candidates in regional areas.

The sector is also experiencing increased demand for future-focused capabilities, including digital literacy, sustainability expertise, and adaptive leadership to meet evolving community expectations and infrastructure needs. At the same time, Councils are grappling with training gaps, constrained resources, and challenges in attracting and retaining talent, particularly in smaller and rural areas. Data shows in recent years local governments are responding to shifting social, economic, and environmental conditions by adapting organisational structures and rethinking traditional work practices.

Despite these challenges, local governments remain anchor institutions in their communities, contributing to national priorities such as climate resilience, regional economic development, and social inclusion. The sector's strategic importance continues to grow, underscoring the need for proactive workforce planning, investment in capability development, and collaborative approaches to address systemic workforce issues.

The data sources used in the external environmental analysis for this workforce plan may differ from those used in previous plans, reflecting the availability of more current and comprehensive data from leading state and national local government bodies. Utilising the most up-to-date data is essential to ensure relevance and accuracy. This information is presented in graphical format later in the plan to enable direct comparison against Shire of Waroona specific workforce data.



2.2 Workforce Demographics

The local government sector is a major national employer, employing over 200,000 workers across 537 councils in Australia in almost 400 occupations. It represents approximately 1.6% of the national workforce, with employment spread across a diverse range of occupations including infrastructure, planning, environmental services, community development and governance.

Figure 3 – Local Government Employment Statistics

Sector	Number of Employees ('000)	Cash Salaries & Wages (\$m)
Local Government - NSW	63.4	5,052.8
Local Government - Victoria	57.4	4,028.2
Local Government - Queensland	48.1	4,114.1
Local Government – South Australia	11.6	958.8
Local Government – Western Australia	25.5	1,775.7
Local Government - Tasmania	4.6	323.4
Local Government - NT	3.0	192.6
Local Government – ACT	0	0
Local Government – Nationally	213.5	16,445.5

Source – Australian Bureau of Statistics (2024)

According to the Local Government Professionals Workforce Shortage Survey (2023), the local government sector faces a disproportionate share of workforce challenges, including an aging workforce and difficulties in attracting and retaining qualified personnel. These issues are particularly pronounced in rural and remote areas, where geographic isolation and limited housing options exacerbate recruitment efforts.

2.3 Salaries and Employment Conditions

In Western Australia, local government employment is governed under the state industrial relations system, which includes several types of legal instruments determining pay and conditions. Key awards are the Local Government Officers (WA) Award 2021 and the Municipal Employees (WA) Award 2021. These awards set the minimum rates of pay, leave entitlements, working hours, classifications and other conditions for different categories of local government employees. Local governments may also negotiate and register industrial (enterprise) agreements through the Western Australian Industrial Relations Commission. These agreements allow for tailored workplace arrangements that must not be less favourable overall than the relevant Award or state-minimum conditions. Individual employment contracts are used to formalise employment relationships with particular employees and are generally favoured for use with executive employees on fixed term contracts.

Salaries in the local government sector vary widely, based on location, role, and experience. Band 1 and 2 Councils generally have stronger financial capacity and can offer more competitive wages, whereas band 3 and 4 Councils may have more limited financial resources. When band 3 and 4 Councils are located in close proximity to higher-band Councils, this can impact staff retention, as employees may be attracted to the higher salaries and benefits offered elsewhere. While metropolitan Councils may offer competitive wages, rural and regional Councils often

struggle to match these figures, leading to challenges in attracting skilled professionals. Additionally, the rising cost of living and housing shortages in regional areas further complicate recruitment and retention strategies.

2.4 Skills shortages

All 58 WA local governments completing the Local Government Professionals Workforce Shortage Survey (2023) reported experiencing skills shortages in the past two years. More than 30% of respondents expressed difficulty in recruiting professionals in particular occupations such as environmental health officers, engineers, accountants, building surveyors, plant operators and human resource professionals.

Figure 4 - Occupations that are difficult to fill over the past two years with a response rate of higher than 10%

Occupations	% responding LGs	Number of responding LGs
Environmental Health Officers	56.1	32
Engineers	52.6	30
Accountant	40.4	23
Building Surveyors	40.4	23
Plant Operators	38.6	22
Human Resource Professionals	31.6	18
Work Health & Safety Professionals	29.8	17
Community Development & Engagement	26.3	15
Computing Professionals	26.3	15
Governance/Risk	26.3	15
Asset and Facilities Managers	22.8	13
Urban/Town Planners	22.8	13
Project Managers	22.8	13
Procurement Managers/Officers	14.0	8

Source: Local Government Professionals Workforce Shortage Survey (2023)

ALGA predicts that critical occupational skill shortages in rural local government in the future will include those detailed below in figure 5.

Key drivers of critical skills gaps are attributed to:

- **Town Planners** – complex legislative changes and/or requirements, insufficient cadets, insufficient budgets, lack of courses being offered.
- **Engineers** – Limited talent pool to draw from, high industry demand and inability to compete with private sector remuneration, lack of regional housing availability.
- **Building Surveyors** – lack of staff interest to upskill, impacts of private certification, insurance costs, inability to compete with private sector remuneration, lack of applicants with required skills, experience and accreditation.
- **Plant Operators** – ageing workforce, staff shortages that prevent monitoring, and inability to compete with private sector remuneration, limited talent pool to draw from.

- **Project Managers** – lack of experience, inability to complete with private sector remuneration.
- **Environmental Health Officers** – insufficient cadets, limited talent pool to draw from.
- **Administrative and Professional Services** – lack of qualified candidates who want to work in local government, budget and time limitations that prevent training.
- **Operational and Trade Jobs** – lack of trainees, increased requirements for qualifications in industry, lack of local applicants, succession gaps.

Figure 5 - Critical occupational skills shortages in Rural Local Governments in the Future

Category	Occupation	% responding LGs	Number of responding LGs
Professional and Technical	Engineers	44	45%
	Accountants	41	42%
	Environmental Health Officers	40	41%
	Town Planners	40	41%
	Building Surveyors	37	38%
Operation and Trade	Accounts / Payroll Officer	34	35%
	Supervisors / Team Leaders	29	30%
	Labourers	25	26%
	Truck Drivers	25	26%
	Waste Operators	25	26%

Source: Australian Local Government Association (ALGA) (2023)

2.4 Gender Balance

Gender representation within the WA local government sector demonstrates a workforce composition that differs slightly from the national average. In WA, 56.4% of the local government workforce are women, 43.4% are men, and 0.16% identify as non-binary. This contrasts with national workforce figures, where men make up 50.9% and women 49.1% of employees. The WA local government sector therefore has a comparatively higher proportion of women overall. However, despite this broader balance, WALGA reports that out of 1,103 employees in management roles, 61% were men and 39% women. This aligns with the findings of the Local Government Professionals WA Gender Balance Framework, which highlights barriers to gender equity in the sector.



2.5 Aging workforce

A substantial portion of the local government workforce is approaching retirement age, creating potential knowledge gaps and the risk of losing institutional memory. Data from the Australian Centre of Local Government (ACLG) shows that across all Council categories, the 30-44 age group has the highest proportion of workers, followed by the 45-54 and 55-64 age groups. While the broader Australian workforce has a higher proportion of workers aged 65 years and above (21.1%) compared with younger age groups, the local government workforce is relatively younger overall.

Within local government, Urban and Urban Fringe Councils have the highest proportion of workers aged 65 and over (6.4%) and the lowest proportion of employees aged 15-29, whereas Urban Regional Councils have the youngest workforce, followed by Rural and Urban and Urban Fringe Councils.

This demographic profile underscores the need for proactive succession planning and knowledge transfer strategies to ensure service continuity and retain critical organisational knowledge as older employees retire.

The 2022 ALGA survey of Australian local governments shows distinct differences between the indoor and outdoor workforce. Consistent with trends observed in 2018, the highest proportion of indoor workers is aged 30-44 years, reflecting a relatively younger, office-based workforce. In contrast, the outdoor workforce has a high proportion across the 30-44, 45-54 and 55-64 age categories, reflecting longer tenure in field-based roles and experience required for operational positions.

2.6 Recruitment and retention

Factors such as remote locations, limited career progression opportunities, competitive private sector wages contribute to challenges in attracting and retaining talent.

Figure 6 - Challenges to recruit skilled occupations in participating local governments

Challenges	No. of responding LGs
Competition from other local governments and resource sectors	26
Housing crisis	19
Remoteness	14
Salary	14
Upskill and promote existing employees	11
Benefits and flexible working arrangement	7
High demand and low supply in job market	6
Remuneration	6
Workload	4

Source - Local Government Professionals Workforce Shortage Survey (2023)

In regional areas, housing shortages and inadequate infrastructure further hinders the ability to recruit and retain staff.

Factors such as remote locations, limited career progression opportunities, competitive private sector wages contribute to challenges in attracting and retaining talent.

2.7 Unmet training needs

Nationally, local governments have reported significant unmet training needs, with leadership and management training identified as the most critical gap. This is closely followed by supervisor training, change management, mental health resilience, business improvement processes, and specific software training. Other areas such as financial management, regulatory compliance, and procurement also show notable shortfalls. These gaps are likely to stem from budget constraints, limited access to tailored training programs and competing operational priorities that deprioritise professional development. Additionally, smaller and rural councils may face logistical challenges in accessing training providers or attracting staff with existing expertise.

When asked about preferred modes of training delivery, the majority of local governments nationally indicated a preference for blended learning, combining in-person, virtual and self-paced methods. Notably, rural local governments showed a stronger preference for in-person training, likely due to limited digital infrastructure or a cultural emphasis on hands-on learning, while urban Councils leaned toward blended approaches, reflecting greater access to technology and flexible training environments.

Chapter 3 – Workforce Analysis – Shire of Waroona

3.1 Shire of Waroona – Regional Overview

The Shire of Waroona is a local government area situated in the Peel Region of Western Australia, approximately 110km south of Perth, stretching from 'sea to scarp' from the Indian Ocean in the west to the Darling Range to the east. Covering an area of about 835 square kilometres, it incorporates the townsites of Waroona, Hamel, Preston Beach, Lake Clifton, Wagerup and Nanga Brook.

According to latest statistics, the Shire has a population of approximately 4,650 people residing in roughly 2,000 dwellings. Many live in the townsite of Waroona, others are scattered on rural properties, coastal townships or small semi-rural estates.

The Shire operates in a region with a diverse economy base. Key industry sectors include mining and alumina refining (in particular, the Wagerup Alumina Refinery), agriculture (dairy, beef, horticulture, vegetable production), manufacturing, engineering and smaller but growing contributions from tourism, aged care, retail and small business services.

Waroona's population has grown by about 15% over the past decade with a median age of 45 years, which is higher than neighbouring local governments and the regional average, indicating an ageing population.

Approximately 52.7% of Waroona's residents are in the labour force, with 52.2% of those employed working full-time and 32.1% part-time. The unemployment rate is about 7.2% among those in the labour force in Waroona, with is above the WA average of 5.1%.

Waroona has lower rates of higher education (e.g. university degree level) compared to the state average. There is however more representation in vocational or certificate qualifications.

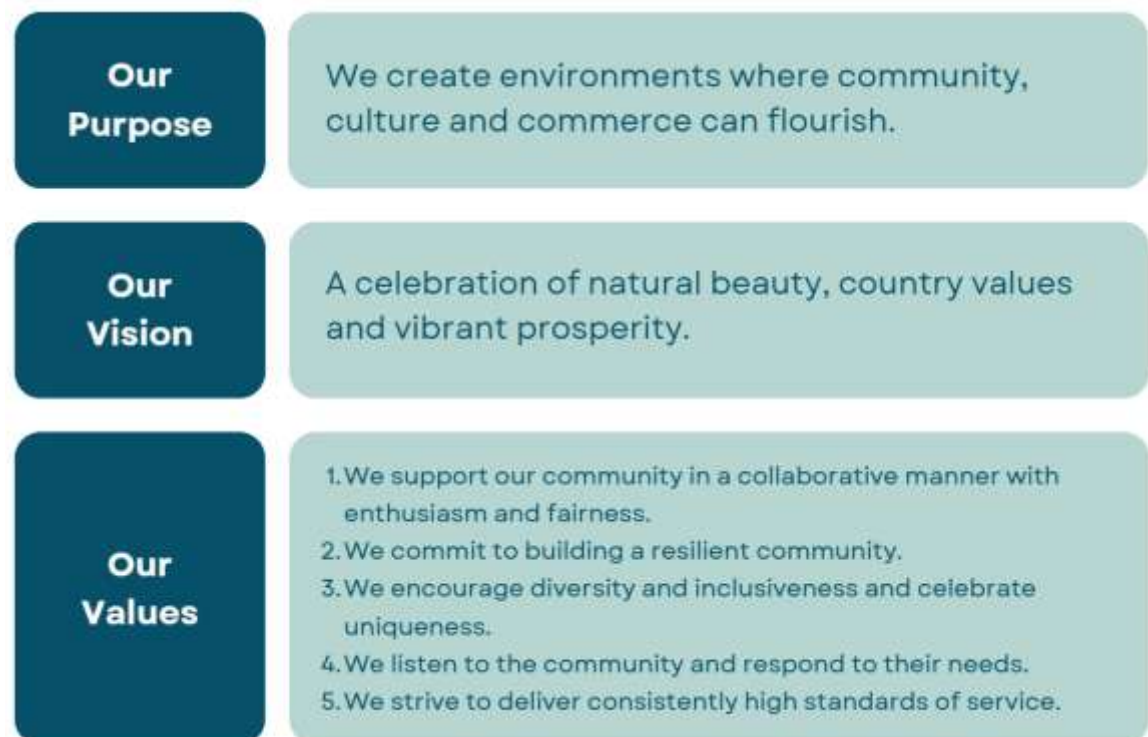
These demographic and workforce trends highlight both challenges and opportunities for the Shire. Competition from surrounding industries can make attraction and retention of skilled staff difficult, particularly in technical and professional fields. At the same time, emerging growth in health care, community services, and tourism presents opportunities to diversify the workforce. Addressing gaps in education, training pathways, and housing and amenity for both permanent and seasonal workers will be critical in building a resilient and adaptable workforce to support the Shire's future

3.2 Shire of Waroona – Organisational Overview

As a local government authority, the Shire of Waroona is responsible for delivering a wide range of services to its community. The organisation employs a multidisciplinary workforce across administrative, professional, technical and operational roles, supported by a governance framework led by the elected Council and the Chief Executive Officer. Employment arrangements are underpinned by relevant Awards, enterprise agreements and individual contracts, ensuring fair and consistent employment practices. As an employer, the Shire seeks to foster a skilled, adaptable, and engaged workforce that can meet the evolving needs of the community while upholding the Shire's values.

3.2.1 Shire of Waroona Values

The Shire of Waroona operates as a ‘values-based organisation’, with its culture and service delivery guided by a clear set of principles established by Council. These principles are expressed through our purpose, mission, and values, which provide the foundation for decision-making, leadership, and community engagement. They are not only statements of intent but are demonstrated through the everyday work of employees across all areas of the organisation, shaping how services are planned, delivered and experienced by the community. The Shire’s purpose, mission and values are set out below.



Displaying the Shire’s values is embedded in all aspects of workforce management. Employee’s demonstration of the values is integrated into performance evaluation and development processes, ensuring that day-to-day behaviours align with organisational expectations. Furthermore, an individual’s ability to embody the Shire’s values is included in the essential selection criteria for all recruitment and selection processes, reinforcing a culture where the values are consistently recognised, practiced, and reflected by the organisation.

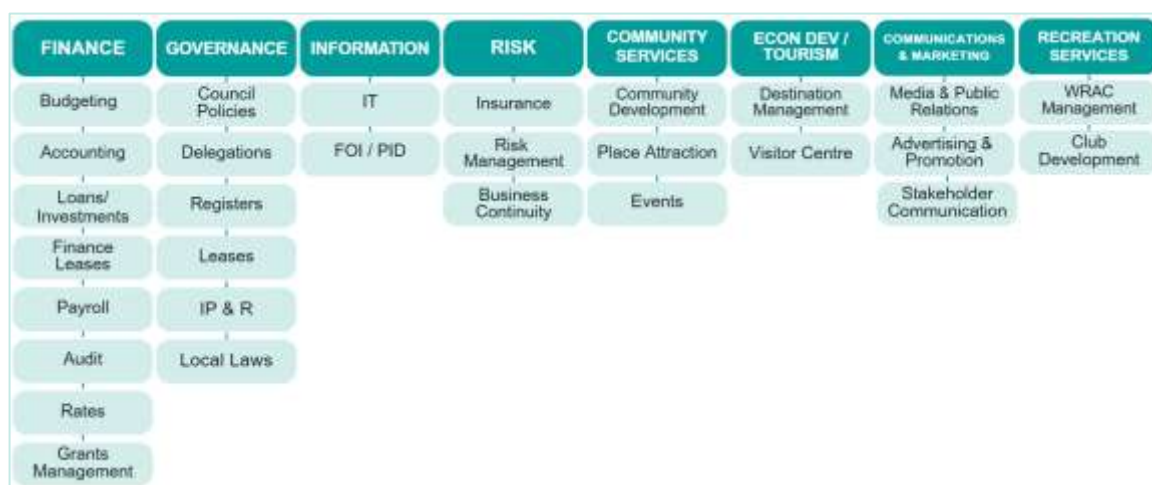
3.2.2 Service areas

The Shire of Waroona delivers its services through four directorates: Executive Services, Corporate & Community Services, Customer & Development Services, and Infrastructure Services. This directorate structure has been in place since January 2025 and provides a clear framework for the allocation of responsibilities, resources, and service delivery functions across the organisation. Recognising that community needs and organisational priorities evolve over time, the Shire is committed to ongoing monitoring and refinement of service area allocations within each directorate to ensure the structure remains effective, efficient and responsive. This approach supports continuous improvement and ensures that the directorate model provides the strongest platform for delivering high-quality services to the community.

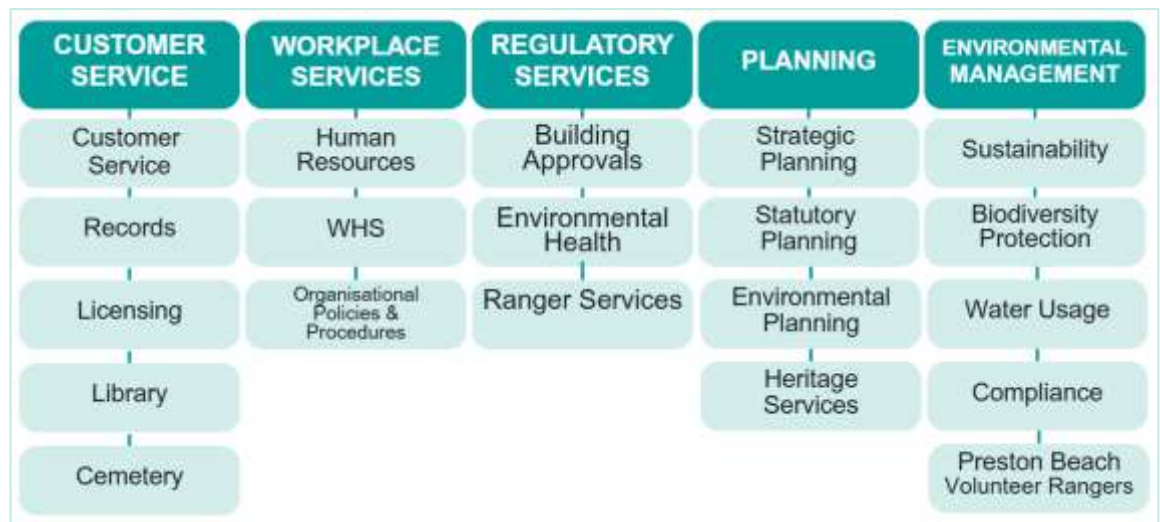
Executive Services



Corporate & Community Services



Customer & Development Services



Infrastructure Services



3.2.3 Our Council

The Shire of Waroona is led by a Council of seven (7) democratically elected members, who work collectively to represent the community needs and aspirations. Council's role is to set the vision, determine priorities, and make strategic decisions that shape the future of the district. The responsibility for implementing these decisions rests with the Chief Executive Officer, Mr Mark Goodlet, who ensures they are delivered effectively by the Shire's administration. This governance framework provides both representation and accountability, balancing community input with professional management.



Cr Mike Walmsley
Shire President



Cr Larry Scott
Deputy Shire President



Cr John Mason



Cr Karen Odorisio



Cr Bradley Vitale



Cr Julie Rowles



Cr Karlie Bartle

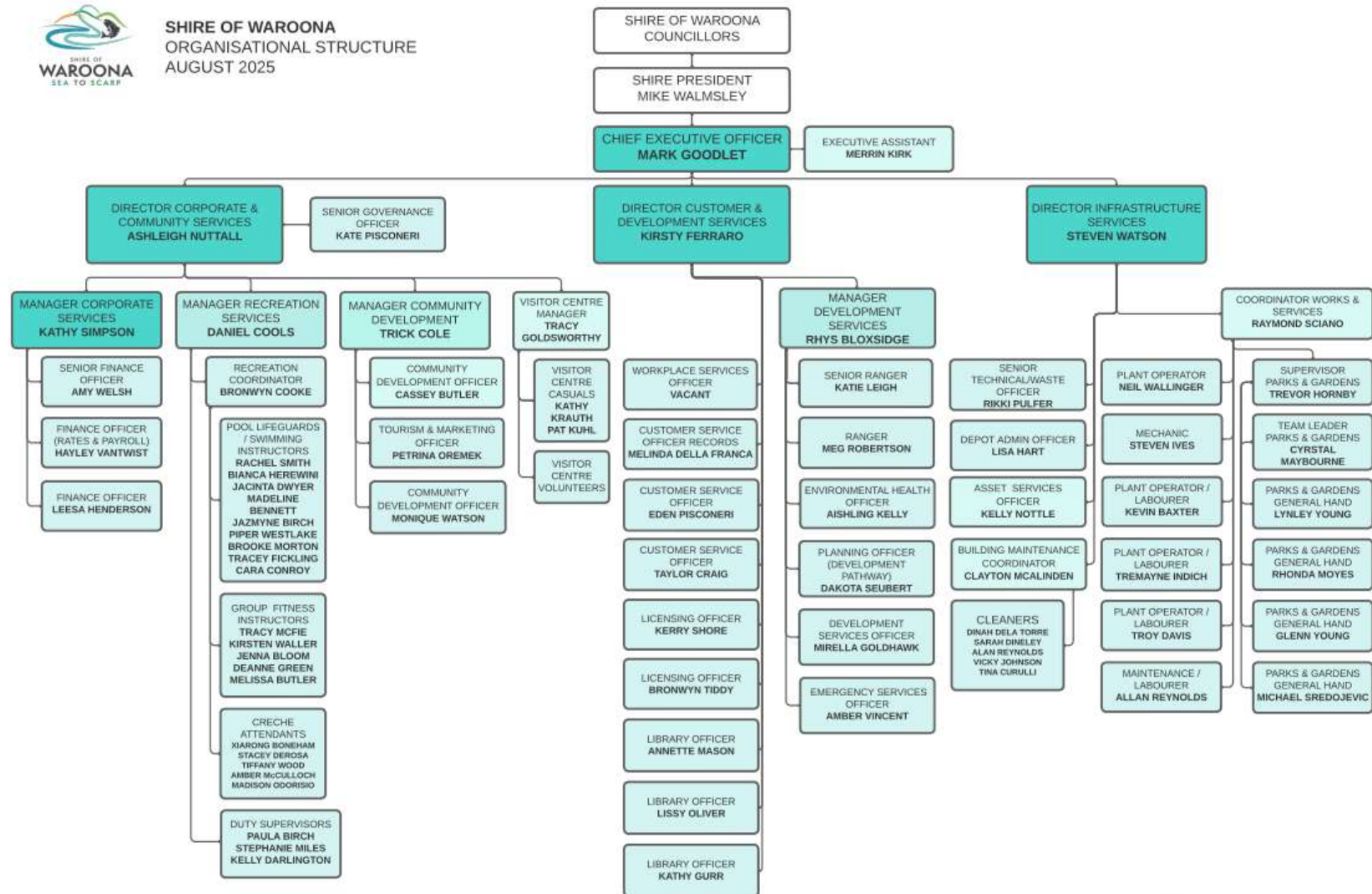
3.2.3 Executive Team

The Shire of Waroona's Executive Team comprises five senior employees who work collaboratively with the Chief Executive Officer to provide strong organisational leadership. The team plays a critical role in shaping strategic priorities, guiding service delivery, and ensuring alignment with Council's Integrated Planning and Reporting Framework. By combining professional expertise across diverse disciplines, the Executive Team supports evidence-based decision-making, fosters innovation, and ensures the Shire remains responsive to the needs and expectations of the community.



L to R: Steven Watson, Director Infrastructure Services, Kirsty Ferraro, Director Customer & Development Services, Kathy Simpson, Manager Corporate Services Ashleigh Nuttall, Director Corporate & Community Services and Mark Goodlet, Chief Executive Officer

3.2.4 Corporate Structure



 EXECUTIVE TEAM

3.2.5 Resource sharing

The Shire of Waroona has transitioned to bringing the majority of its previously resource-shared services back-in-house, strengthening organisational capacity and ensuring greater control over service delivery. This approach has delivered a range of benefits, including improved integration with internal systems, stronger staff retention, enhanced knowledge sharing, and greater continuity of service for the community. Importantly, this shift also reduces reliance on neighbouring local governments, helping to build self-sufficiency and resilience in the Shire's operations. This model reflects a deliberate strategy to balance efficiency with service quality, while also supporting workforce development and long-term sustainability.

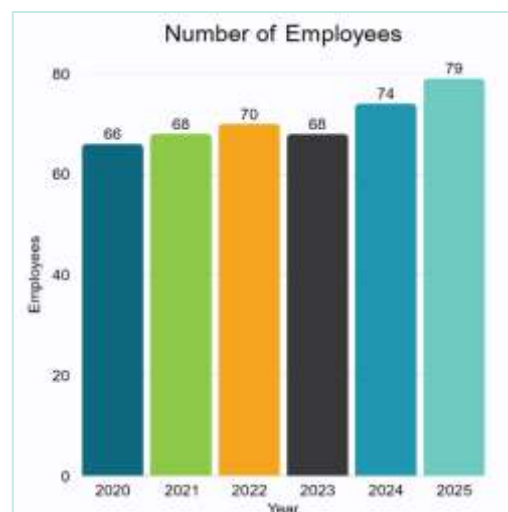
3.2.6 Contractors and consultants

The Shire of Waroona engages contractors and consultants to deliver services or expertise that are more efficiently or effectively provided externally, either on a short-term or long-term basis. These include road construction, waste management (kerbside collection), tip site attendants, and firebreak maintenance. Additionally, building approval services and information technology support remain externally contracted, while all other functions are now managed directly by the Shire. This approach allows the Shire to maintain flexibility in resourcing while ensuring high-quality service delivery. The Shire will continue to monitor these arrangements and explore alternative models for bringing services in-house where it represents the best value for ratepayers, balancing efficiency, cost-effectiveness and community expectations. Additionally, the Shire will continue to explore alternative revenue streams and opportunities for income generation through the delivery of services and programs.

3.3 Workforce Statistics

3.3.1 Employees

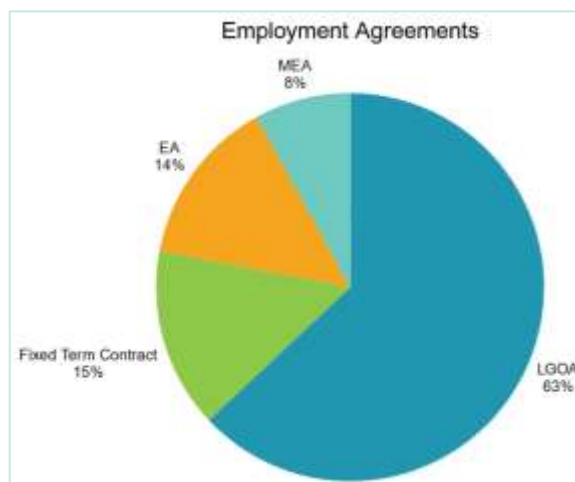
Employee numbers at the Shire have fluctuated over the past five years, largely influenced by a resource sharing arrangement with the Shire of Murray between September 2019 and September 2021. Prior to this arrangement, the Shire employed 73 employees, while during the arrangement numbers decreased to 66 employees. Although annual salaries and wages reduced over this time, overall employee costs remained largely stagnant due to the continued need for contracted services.



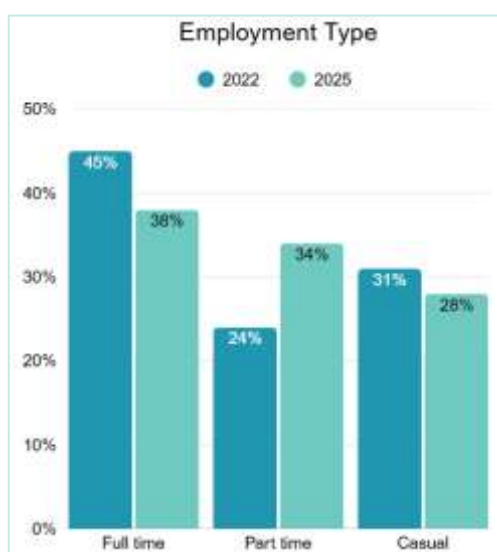
Following the direct employment of a Chief Executive Officer in November 2021, workforce numbers steadily increased as workforce needs and resource requirements were assessed. As of 2025, the Shire now directly employs 79 employees, equating to approximately 49 full-time equivalents. This reflects a deliberate focus on building in-house capacity, reducing reliance on resource sharing, and strengthening organisational resilience.

3.3.2 Employment agreements

Employment agreements are structured across a range of industrial instruments, reflecting the diversity of the workforce. Currently, 15% of employees are engaged on fixed-term contracts, 14% are employed under the Outside Workforce Enterprise Agreement, 8% are covered by the Municipal Employees (WA) Award 2021, and the majority, 63% are employed under the Local Government Officers (WA) 2021. To remain competitive in the market and align with industry standards, the Shire provides an over award payment to employees engaged under the relevant awards, ensuring remuneration is above the prescribed minimums. This approach supports attraction and retention of skilled staff while recognising the value of employees' contributions.



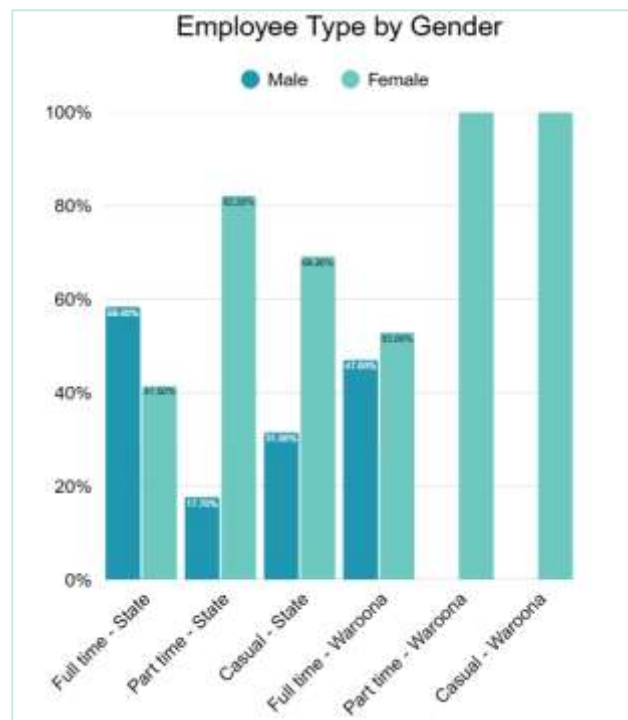
3.3.3 Employment type



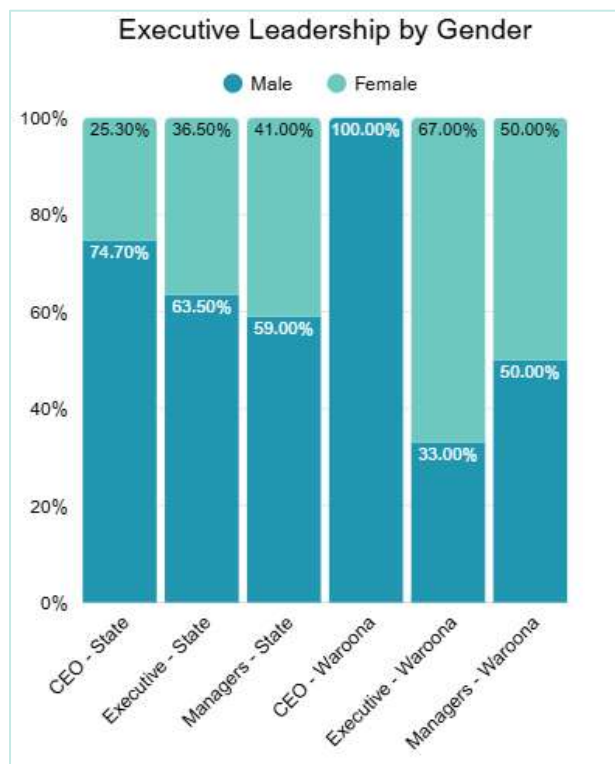
A comparison of employment type between 2022 and 2025 shows a shift in workforce composition, with full-time positions decreasing by 7%, part time roles increasing by 10%, and casual employment reducing slightly by 3%. These changes are likely attributed to a combination of factors, including a greater organisational focus on providing flexible working arrangements to support work-life balance, an increased demand for part-time opportunities, and a deliberate effort to reduce reliance on casual employment in favour of more stable and on-going part-time roles.

3.3.4 Gender balance

The Shire of Waroona workforce gender profile is distinct from broader sector trends. As of the latest data, 81% of employees are female, and 19% are male. While the overall workforce is female-dominated, the gender balance among full-time staff is nearly equal, with 53% women and 47% men. However, all part-time and casual roles are currently held by women, indicating a strong preference among female employees for more flexible working arrangements. This trend may reflect broader societal factors, such as women's greater representation in caregiving roles or a desire for improved work-life balance.

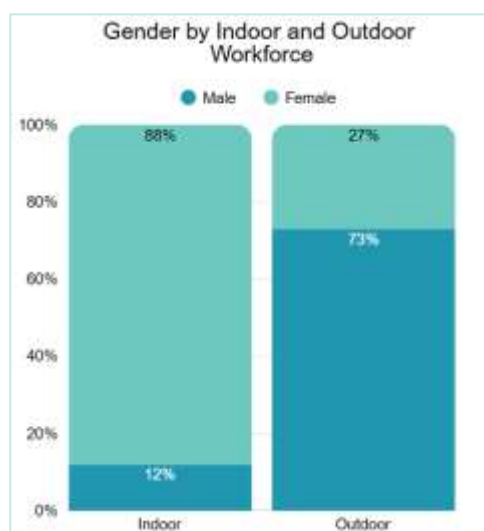


The distribution of roles has not been driven by targeted recruitment or diversity initiatives but has instead results from natural attrition and a consistent focus on appointing the best candidate for each role.



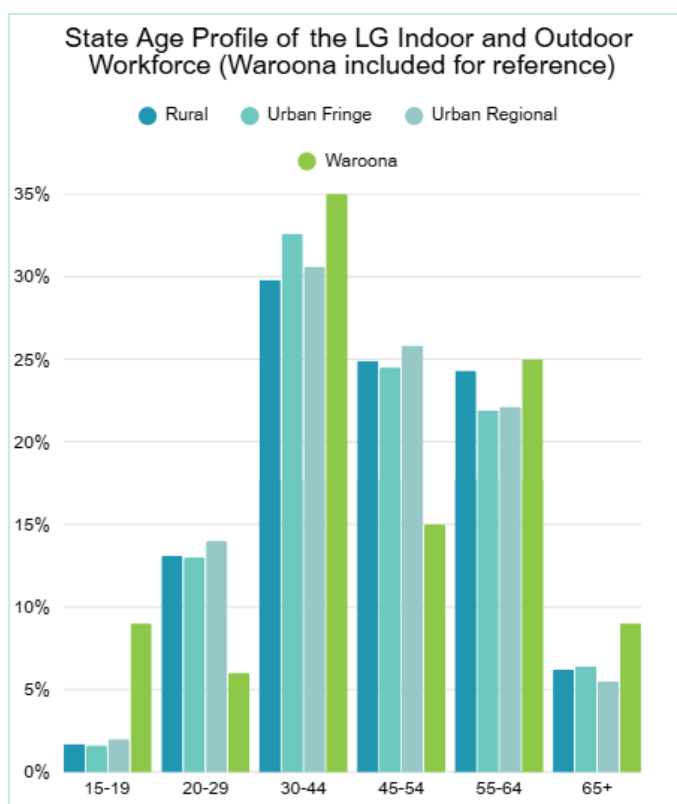
At the leadership level, the Shire of Waroona's Executive Leadership Team compares very favourably to state-wide trends. Across Western Australia, women represent only 25.3% of Chief Executive Officers, 36.5% of executive leaders, and 41% of managers, with men continuing to hold the majority of senior positions. In contrast, the Shire of Waroona has achieved a 50/50 gender balance within its Executive Team. Once again this is not a result of any targeted gender-based recruitment but remains focussed on appointing the best candidate for each role.

The Shire's workforce reflects a distinct gender distribution between indoor and outdoor roles. Among indoor employees, 88% are female and 12% are male, while in outdoor roles 73% are male and 27% are female. This pattern is consistent with broader workforce trends in local government, where women are more highly represented in administrative and office-based positions, and men remain the majority in works roles. Notably, the percentage of females in parks and gardens roles has increased over recent years, contributing to a more gender equal presence in that particular portfolio.



3.3.5 Workforce by age

When compared with national averages, the Shire of Waroona has a significantly higher proportion of outdoor workers aged 55-64, more than double the national average. This underscores the importance of succession planning, mentoring, and knowledge transfer to maintain continuity and service delivery in operational roles and highlights the need to plan for workforce renewal in physically demanding positions.

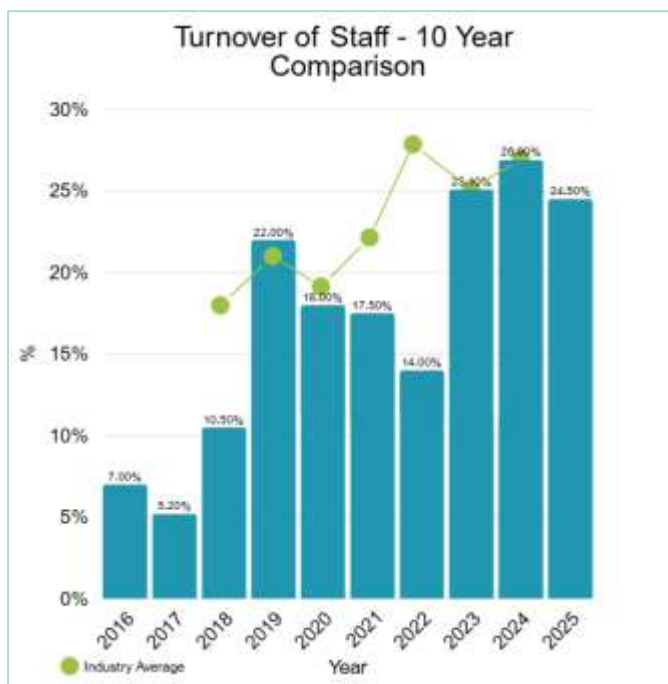


Across the industry as a whole, the Shire's workforce age profile shows some distinct differences when compared to national averages by location profile. The Shire has a significantly lower proportion of employees aged 20 to 29, indicating potential challenges in attracting younger workers into local government roles. Conversely, there is a higher representation of employees in the 30 to 44 age bracket, suggesting stability and career development within this cohort. The Shire also has fewer employees aged 45 to 54, but a notably higher proportion in the 55 to 64 and

65+ categories, reinforcing the trend of an aging workforce. This distribution highlights both the strengths of experienced staff and the pressing need to attract and retain younger employees to ensure long-term sustainability and a balanced age spread across the organisation.

3.3.6 Turnover

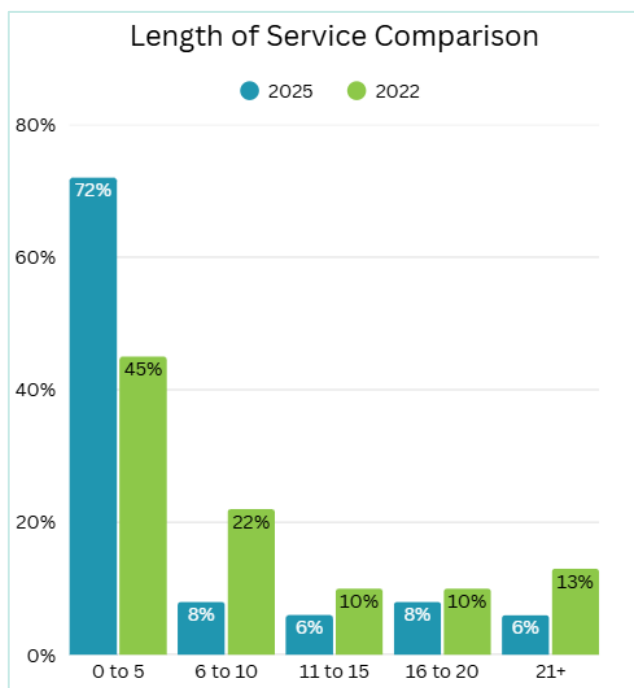
The Shire's turnover rate has fluctuated considerably over the past decade, with notable increases in recent years. From relatively low levels between 2016 and 2018, turnover spiked in 2019 before stabilising somewhat in 2022. However, the trend escalated again with rates of 25.1% in 2023 and 26.9% in 2024, before easing slightly to 24.5% in 2025. This sustained period of high turnover is consistent with the challenges identified in the previous workforce plan, including structural changes, private sector competition, and limited career progression within a smaller local government. More recently, an increase in the number of long-term employees reaching retirement age has also contributed to elevated turnover levels.



While there has been some staff transition, the 2025 Culture and Workforce Planning Staff Survey highlighted the Shire's strong organisational culture, with staff feedback indicating that the majority of staff enjoy supportive, collaborative, and respectful working relationships. These results demonstrate that despite periods of change, the Shire has maintained a strong workplace culture that supports resilience and cohesion.

3.3.7 Length of Services

The Shire's length of service profile shows that 72% of employees have been with the organisation for less than five years. This distribution reflects both the recent period of higher staff turnover and the number of employees who have retired in recent years, resulting in a workforce that is relatively new to the organisation. While this indicates a need for an ongoing focus on training and knowledge transfer, the presence of a core group of experienced staff provides stability and continuity. Overall, this mix highlights an organisation in a phase of renewal, with opportunities to embed fresh perspectives while ensuring valuable organisational knowledge is shared and retained.



3.4 Workforce Growth and Capability

3.4.1 Recruitment

Recruitment for vacant positions is managed internally, with the exception of the Chief Executive Officer role, where specialised external consultants are engaged. Vacancies are advertised through the Shire's website, online employment platforms, and local newspapers where appropriate, with executive roles also promoted via industry-specific recruitment sites. As a silver member of LG Professionals WA, the Shire also benefits from access to targeted recruitment networks, professional development opportunities, and sector specific advertising channels that enhance its ability to attract quality candidates.

As a tier 3 local government located between two tier 2 local governments, the Shire faces ongoing recruitment challenges, particularly in competing for applicants against larger neighbouring Councils that can often offer broader career pathways and higher remuneration. Over the past five years, this has been most evident in attracting people to technical roles. While the applicant pools have been limited, the Shire has nonetheless been successful in securing skilled and experienced employees, many of whom are local residents. This has not only deepened the organisations connection with the community but also fostered a strong sense of belonging, pride in customer service, and alignment with community values.

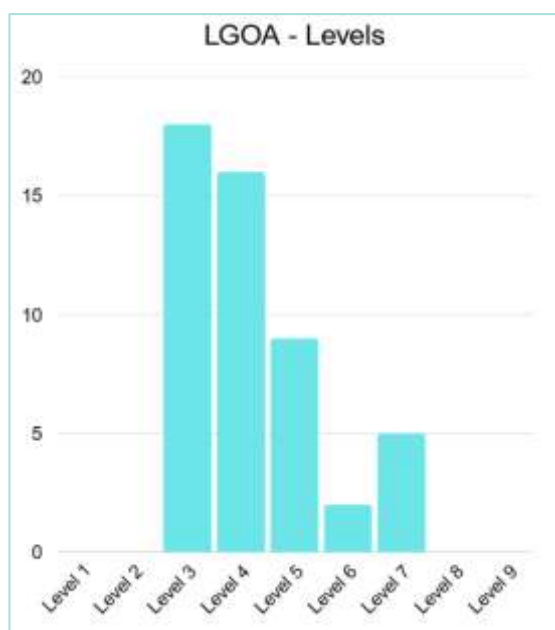
To address broader skills shortages, the Shire has adopted a proactive approach by investing in the development and upskilling of existing employees and encouraging them to progress into higher-level positions. Over the past five years, eight employees who joined the Shire in entry level customer service positions have successfully progressed into higher positions within the organisation. This strategy has proven effective in retaining corporate knowledge, rewarding employee commitment, and building internal capability. Going forward, this will remain a cornerstone of workforce management.



Despite the challenges of being a Tier 3 local government in a competitive region, the Shire's ability to attract and retain local employees remains a distinctive strength that continues to add value to its workforce, culture and service delivery.

3.4.2 Employment Classifications

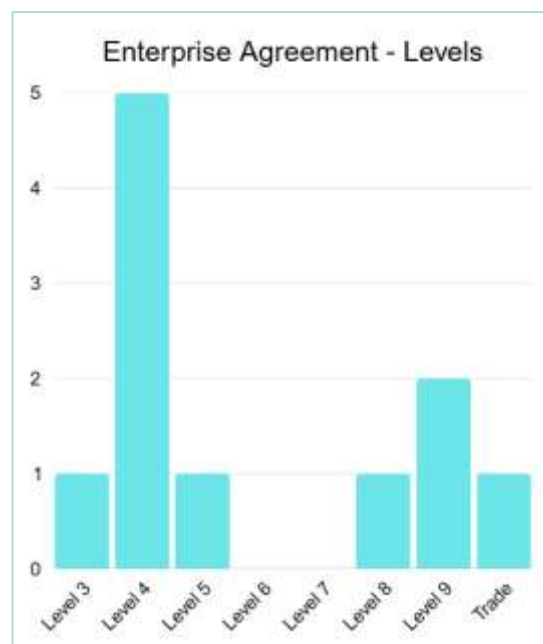
Employees employed under the Local Government (Western Australia) Officers Award 2021 are classified according to the characteristics of their position, including job requirements, responsibilities, organisational relationships, and extent of authority. In recognition that the LGOA award rates are below both the mark salary levels and the State industry average for similar sized organisations, the Shire provides an over-award payment to bridge the gap and ensure fairness and parity across the organisation.



The Outside Workforce, employed under the Shire of Waroona Enterprise Agreement 2022, are classified in accordance with the level descriptions and competencies set out in the agreement. To support progression, employees are provided with a matrix tool that allows for step-level increments based on demonstrated skills, knowledge, experience, attitude and aptitude.

To provide clarity and consistency across the organisation, the Shire has developed a uniform classification structure that applies equally across all

directorates, ensuring alignment of levels regardless of function. In addition, consistent naming conventions have been introduced for leadership and supervisory roles, with responsibilities and reporting expectations clearly defined for positions titled Director, Manager, Facility Manager, Coordinator, and Senior Officer. This approach has strengthened transparency, supported career development, and ensured a more equitable and structured employment framework across the organisation.



3.4.3 Professional Development and Training

The Shire conducts a performance review process for all employees in April each year, guided by Management Practice 'HRM008-Performance Reviews'. This process ensures that:

- there is a clear link between individual performance, the Shire's Strategic Community Plan, and the Corporate Business Plan;
- employees are measured against agreed key performance indicators;
- good performance is recognised and acknowledged, while inadequate performance is effectively managed;
- ongoing skills development and support are provided where required;
- tailored training and development programs are developed in response to individual needs; and
- any recommended amendments to salaries and wages are identified in time to inform the annual budget process.

To build workforce capability and support both organisational and individual growth, the Shire has also implemented Management Practice 'HRM011 – Employee Training and Development' which encourages employees to undertake external learning opportunities to maintain, develop, and enhance their knowledge and skills. This practice provides structured guidelines for mandatory training, external training courses, conference and seminar attendance, study assistance, and traineeships/apprenticeships.

In recent years, several employees have successfully graduated from Shire-supported training programs, with positive outcomes for both the individuals and the

organisation. These investments demonstrate the Shire's strong commitment to building a highly skilled and adaptable workforce. Importantly, staff are able to immediately apply their learnings in the workplace, enhancing service delivery, organisational capability, and succession planning.

Qualification	Level	Outcome	Progress
Master of Business Administration (MBA), Master of Project Management (MPM), Graduate Diploma of Business, Graduate Certificate of Business	Post-Graduate	Strengthened leadership and strategic decision-making.	Achieved
Graduate Certificate of Business	Post-Graduate	Enhanced business acumen and operational management.	Achieved
Certificate IV in Work, Health & Safety	Certificate	Improved compliance and workplace safety operations.	Achieved
Certificate III in Horticulture	Certificate	Broadened technical expertise in parks & gardens.	Achieved
Graduate Certificate of Urban & Regional Planning	Post-Graduate	Building specialist strategic planning knowledge.	In progress
Graduate Certificate of Business	Post-Graduate	Enhanced business acumen and operational management.	In progress
Diploma of Planning (Development Pathway)	Diploma	Supporting statutory and strategic planning capacity.	In progress
Diploma of Project Management	Diploma	Supporting delivery of complex projects.	In progress
Certificate IV in Human Resources	Certificate	Strengthening workforce management capability.	In progress
Certificate III in Horticulture	Certificate	Broadened technical expertise in parks & gardens.	In progress

The Shire of Waroona places strong importance on professional development and sector engagement, supported through its silver membership with LG Professionals WA. To provide clear guidance on professional memberships, the Shire has implemented Management Practice HRM004 – Professional Membership Subscriptions, which allows the Chief Executive Officer to approve payment or reimbursement of membership fees where the subscription is directly relevant to an employee's role and delivers clear benefits to the organisation, such as access to industry best practice, regulatory updates, training opportunities, and professional networks. This structured approach ensures fairness and alignment with organisational priorities, while also encouraging staff to broaden their industry knowledge.

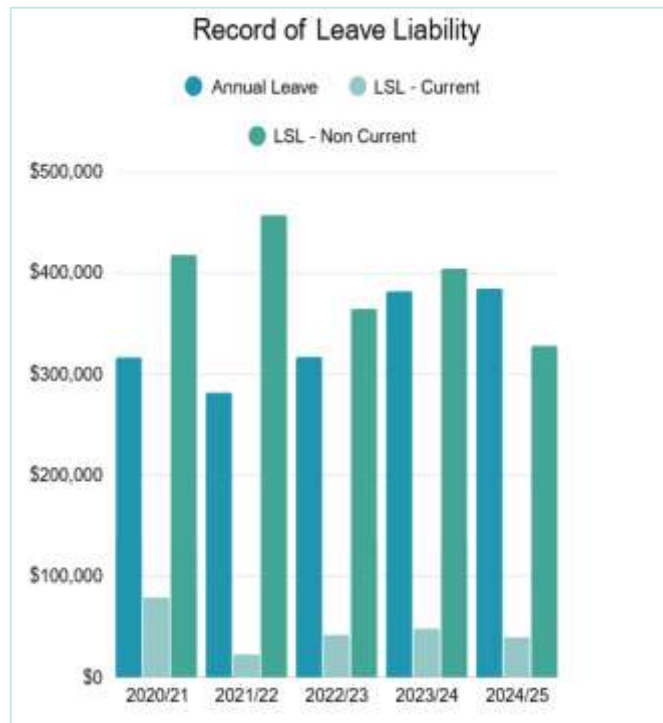
Staff participation extends beyond membership, with employees actively contributing to the sector by representing the Shire and the broader local government industry on the LG Professionals Finance Network Committee, the LG Professionals Southwest Regional Committee, LG Professional CEO Forum and through involvement in the Community Development and Governance Networks. Employees regularly attend annual conferences and seminars relevant to their portfolio's, ensuring they remain up to date with industry trends, regulatory changes, and best practice.



In addition, over the past five years, three employees have participated in the LG Professionals Lift Off Mentoring Program as mentees, each paired with highly experienced team leaders: Ashleigh Nuttall with Colin Cameron, CEO City of Subiaco, Kirsty Ferraro with Tony Nottle, CEO City of Busselton, and Kate Pisconeri with Tom Kettle, Manager Governance from the Town of Port Hedland. This program has provided staff with the opportunity to gain valuable insights, guidance, accelerate professional growth and career development support from senior executives, while also building networks that extend beyond the Shire.

3.4.4 Leave Entitlements

While the Shire has previously experienced a higher than average turnover, the stability of the workforce in earlier years contributed to the accrual of substantial leave entitlements. In the past three years, proactive steps have been taken to manage this, with a slight decrease recorded in both current and non-current long service leave and a slight increase in annual leave liability. Directors are working closely with team leaders to ensure that staff are supported and encouraged to take leave, both to maintain a healthy work-life balance and to manage organisational leave liabilities at a sustainable level.

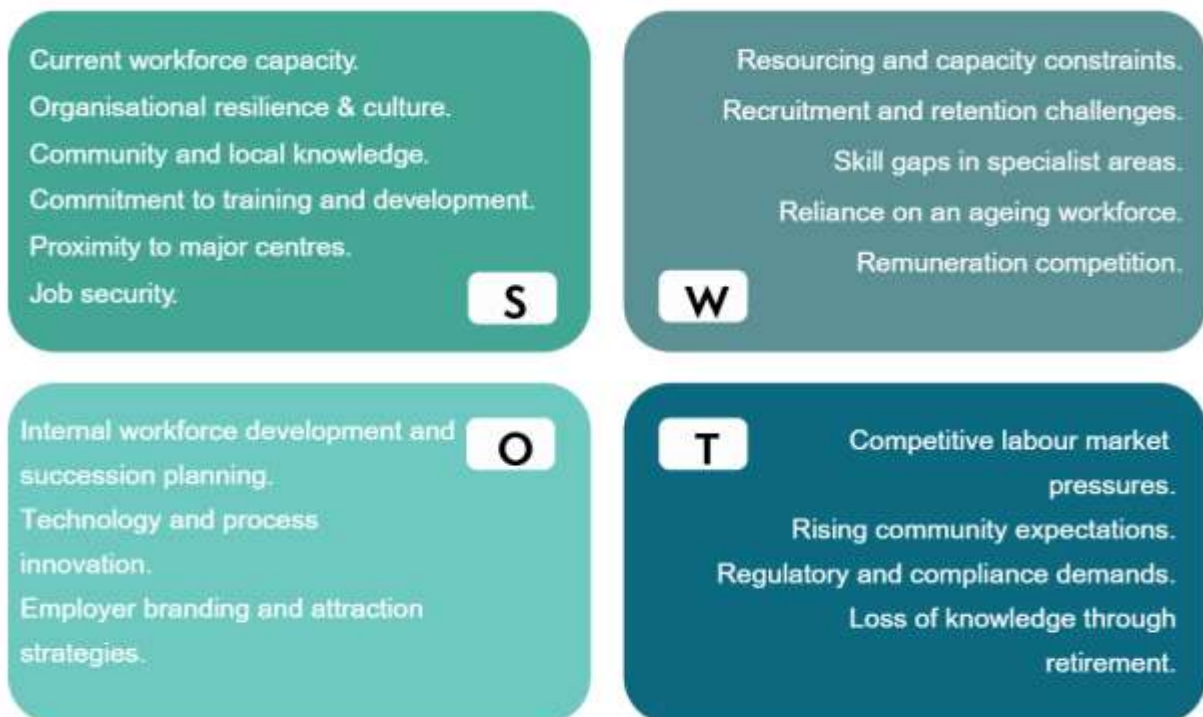


Chapter 4 – Workforce Review

4.1 SWOT Analysis

The workforce challenges facing the Shire of Waroona are broadly consistent with those experienced by many regional local governments across Western Australia. Operating in an increasingly competitive labour market, the Shire must compete for specialist skills and expertise that are essential to delivering high-quality local government services. A SWOT analysis provides a structured approach to assess the organisations strengths, weaknesses, opportunities, and threats, helping to identify both current pressures and future workforce needs.

Among the significant challenges are budget limitations, capacity constraints, increasing community expectations, and growing regulatory requirements. Recruitment difficulties also remain in key technical and professional areas, including Building Surveyors, Town Planners and Final Trim Grader Operators.



4.2 Workforce challenges

The table below outlines the workforce challenges carried forward from the previous Workforce Plan (2022) and the actions implemented to mitigate them, together with newly identified challenges arising from the current workforce planning review.

Each action in the plan is coded to indicate its progress status:

-  **Ongoing** Acting is in place and continues as part of regular operations.
-  **Achieved** Action has been fully implemented.
-  **Planned** Action is scheduled for future implementation.
-  **Not yet commenced** Action has been identified but work has not yet begun.

Existing / New	No.	Workforce Challenges		Response / Action	Action/Achievement	Status
Existing	1.	Recruiting suitably qualified staff in key areas and technical roles.	1.1	Develop an employee value proposition for the Shire of Waroona to attract talent with the desired skillset and capabilities.	- Consult and engage staff through employees' surveys. - Benchmark positions against comparable local governments in the sector. - Highlight benefits unique to the shire, culture, local connections, professional development pathways. - Develop messaging and branding in recruitment advertising.	Ongoing 
			1.2	Understand and manage work resources across the organisation, to ensure forward planning for sufficient employees in key areas.	- Regularly review workforce statistics, turnover rates, leave balance and age profiles. - Track qualifications, licences, and professional development needs. - Forecast staffing needs based on anticipated retirement. - Align workforce planning with IP&R framework. - Conduct regular reviews of workload distribution.	Ongoing 
			1.3	Where appropriate, explore opportunities such as shared services to utilise resources efficiently and effectively in conjunction with other Councils	- Bring services inhouse where this provides greater benefit to the community through stronger service delivery. - Continue to explore shared services with neighbouring Councils where appropriate.	Ongoing 

Existing / New	No.	Workforce Challenges		Response / Action	Action/Achievement	Status
				experiencing the same recruitment challenges.	Maintain a balanced approach, assessing each function to determine whether in-house delivery or shared services achieves the best outcomes.	
Existing	2.	Provide targeted and consistent training to develop our workforce.	2.1	Implement an employee talent identification strategy to build talent from within by supporting training and development of existing employees.	- Introduction of HRM011 Study Assistance and Professional Development Management Practice providing study assistance for employees completing qualifications which are complimentary to their roles. - Support staff in participation in LG Mentoring Program. - Enable employees to attend annual conferences, seminars and industry workshops, in addition to the implementation of HRM012 Staff Professional Development Reporting Management Practice. - Implementation of focused development encouraging staff to apply for higher-level roles and supporting internal promotions.	Achieved 
			2.2	Identify critical roles across the organisation and develop succession plans and pathway programs.	- Implementation of development pathway programs for critical positions. - Encourage internal career progression by supporting employees to gain qualifications and apply for higher-level roles.	Ongoing 
			2.3	Develop process maps, procedure notes and a knowledge base repository, for each role to assist with the training of existing and new employees to retain corporate knowledge.	- Implemented a control document system mapping all key documents. - Ensured alignment with Council policy framework and numbering conventions. - Develop process maps, procedure notes and knowledge resources to support training and knowledge transfer. - Improvement of onboarding for new employees.	Achieved 
Existing	3.	Provide traineeships and graduate roles where appropriate.	3.1	Develop and implement traineeships and graduate roles where appropriate for targeted roles across the organisation.	- Implementation of an internal Development Pathway role for a Planning Officer with eventual advancement to Town Planner. - Replacement of a job-shared Customer Service Officer role with a Local Government Administration Traineeship. - Investigate opportunities for other traineeships and apprentices across the workforce.	Ongoing 
Existing	4.	Address issues associated with an ageing workforce.	4.1	Develop programs to transfer knowledge and skills from mature employees to new employees.	- Monitor workforce age profiles to identify areas most affected by potential retirements and skill loss. - Implemented mentoring programs pairing experienced employees with newer staff (outside workforce). - Encourage cross-training and multi-skilling to build capacity and reduce single person dependency. - Documented key procedures, processes, and operational knowledge in the Shire's control document system.	Ongoing 

Existing / New	No.	Workforce Challenges		Response / Action	Action/Achievement	Status
			4.2	Create an environment that will attract, nurture and retain mature employees to work beyond retirement age.	• Offer phased retirement options where appropriate, allowing mature employees to reduce hours while mentoring or training others. • Encourage retention conversations during performance reviews to understand motivations and support continued participation in the workforce. • Identify opportunities for advisory or project-based roles that allow mature employees to contribute expertise without full time commitment.	Ongoing ★
Existing	5.	Continue to promote and drive inclusiveness and equality for all.	5.1	Deliver and implement an Equal Employment Opportunity Management Practice which delivers best overall value to the Shire.	• Implementation of Management Practice HRM016 Equal Employment Opportunity Plan.	Achieved ★
			5.2	Develop and implement initiatives that will support workforce diversity which reflects our community, including the promotion of fair and equitable processes.	• Uphold the ethos of employing the best person for the role regardless of background. • Ensuring fair, transparent, and equitable recruitment and selection processes.	Ongoing ★
Existing	6.	Managing work life balance	6.1	Facilitate working from home arrangements where operational requirements and productivity can be demonstrated.	• Implementation of HRM010 Working from Home Management Practice outlining eligibility, expectations and approval processes. • Assessment of operational requirements and service delivery needs to ensure remote work arrangements do not impact community outcomes. • Ensuring employees working remotely have access to appropriate technology, systems and communication skills to maintain productivity.	Achieved ★
			6.2	Provide flexible working hours including the provision of rostered days and shorter days to meet travel requirements.	• Introduction of job-share arrangements to support flexibility while maintaining service continuity. • Implemented optional nine-day fortnights for eligible employees to improve work-life balance and retention. • Enabled part-time and adjusted hour arrangements where operationally feasible.	Ongoing ★
			6.3	Opportunities for parents with caring responsibilities to work flexible or reduced hours.	• Where operationally feasible, provided part-time arrangements to enable employees to balance work and caring responsibilities. • Encourage open discussions between employees and Reporting Managers to identify flexible solutions that meet both personal and operational needs. • Promotion of a family-friendly workplace culture that recognises and supports employees with caring responsibilities.	Ongoing ★

Existing / New	No.	Workforce Challenges	Response / Action	Action/Achievement	Status
			6.4 Ensuring that workloads and communications are transferred to a relieving officer during periods of leave.	- Encourage cross-training and multi-skilling within teams to build capacity for staff to step into relieving roles. - Appointed relieving officers or acting arrangements to maintain service continuity during absences. - Adequately compensate employees who are undertaking additional duties or acting at a higher level.	Ongoing ★
			6.5 Provide the opportunity for employees to take approved short absences to attend family or school events.	- Support for short-term flexible arrangements (e.g. early finishes, extended lunch breaks, or late starts) with Reporting Manager approval. - Promotion of a family-friendly and trusting workplace culture that recognises the importance of family commitments.	Ongoing ★
Existing	7.	Emergency Management and Pandemic Response	7.1 Develop Human Resources policies, procedures, emergency management and business continuity plans to ensure that the Shire has the resources available when required to respond to emergencies.	Implementation and adoption of the Shire of Waroona Incident Management and Business Continuity Plan (CGL001) with review and mock incident event conducted 19/11/2024.	Achieved ★
Existing	8.	Maintain employee engagement	8.1 Through training, employee recognition and flexible workplace arrangements, the Shire will endeavour to continue to maintain high employee engagement and culture.	- Continuation of the Shire of Waroona Staff Recognition Program, acknowledging employees for length of service milestones. - Promotion of a positive and inclusive workplace culture through staff events, wellbeing activities, and regular communication from leadership. - Support for flexible workplace arrangements where operationally feasible. - Encourage open and transparent communication between staff and management, including through regular team meetings. - Conduct periodic staff surveys to monitor engagement and identify improvement opportunities.	Ongoing ★
Existing	9.	Provide employees with appropriate workplace facilities	9.1 Renovate the front administration office to ensure ergonomic facilities are provided for front counter and licensing employees. Current facilities are not appropriate.	Renovation complete and new administration facilities actively in use.	Achieved ★
			9.2 Existing office facilities at the Shire of Waroona Depot are at capacity, so this will be reviewed.	Assessment of office arrangements to be conducted.	Planned 📅

Existing / New	No.	Workforce Challenges	Response / Action		Action/Achievement	Status
Existing	10.	Provide operational human resources information	10.1	Develop Human Resources policies, management practices and procedures to ensure that effective Human Resource management is achieved across the organisation.	- Full suite of HR policies, management practices and procedures in place and functioning well. - Ongoing review and development of new documentation where required.	Achieved ★
			10.2	Provide a Payroll App so that employees have fingertip access to their leave and pay information.	Implementation of the Definitive Payroll system providing employees access via APP to payroll information.	Achieved ★
New	11.	Limited access to mental health and wellbeing support for employees experiencing personal challenges.	11.1	Introduce mental health and well-being initiatives that provide employees with access to professional support and resources.	Review and expand the existing Employee Assistance Program (EAP) to provide support not only for workplace-related matters but also for personal mental health and wellbeing issues, ensuring employees have confidential access to professional counselling and resources when needed.	Planned 📅
			11.2	Develop a proactive approach to wellbeing, focusing on prevention, early intervention, and continuous support rather than crisis response.	- Establish a calendar of wellbeing activities (e.g. R U Ok Day, mental health awareness sessions, physical activity challenges, team wellbeing events). - Provide Mental Health First Aid training for managers and nominated employees to enable early identification and support for staff experiencing difficulties. - Promote access to internal and external support resources, including information on managing stress, fatigue and work-life balance.	Not yet commenced 📅
			11.3	Promote mental health awareness and reduce stigma through training communication campaigns, and leadership modelling.	Deliver mental health awareness training for all employees to build understanding and reduce stigma around mental health issues.	Not yet commenced 📅
New	12.	Employees transitioning into leadership or supervisory roles without having completed formal management or leadership training.	12.1	Develop and implement a structured leadership development program to build management skills, confidence and consistency of new and emerging leaders.	Design and deliver a Leadership Development Program tailored to each position, focusing on key areas such as communication, performance management, delegation and decision-making.	Not yet commenced 📅
			12.2	Encourage and support formal management qualifications.	Partner with registered training organisations in the delivery of accredited courses.	Not yet commenced 📅

Existing / New	No.	Workforce Challenges	Response / Action	Action/Achievement	Status
			12.3 Provide targeted mentoring or coaching from experienced leaders within the organisation.	Establish a mentoring and coaching framework pairing new leaders with experienced leaders for practical guidance and knowledge sharing.	Not yet commenced 

4.2 Review of Previous Workforce Plan Forecasts

This section reviews the workforce needs and priorities identified in the Workforce Plan 2022-2026, assessing whether they have been implemented, are ongoing, or remain outstanding. It provides an opportunity to measure progress, highlight achievements, and identify areas requiring continued focus or adjustment in the 2026-2030 planning cycle.

Forecasted Workforce Need (2022-2026)	Status	Forecast Yr	Comments/Achievements
Admin/Compliance Officer New	Addressed through other means.	24/25	Following a departmental restructure and resource analysis in 2025, it was determined that existing staffing levels were sufficient, and the additional Admin/Compliance Officer position was not required.
Administration Traineeship New	Achieved.	24/25	Job shared Customer Service Officer position replaced with an Administration Traineeship to support workforce development and provide an entry-level pathway into local government administration. With the availability of a government traineeship rebate, this results in minimal additional cost to the organisation.
Asset & Works Support Officer Increase Hrs	Achieved	23/24	Actioned 24/25 financial year.
Community Development Officer 1 Increase to Senior	Pending	25/26	Progression to the higher level will be dependent on the officer gaining further experience and demonstrating the competencies required to satisfy the criteria for the senior classification.
Community Development Officer 1 Increase PT hrs	Achieved	23/24	The forecasted increase in part-time hours for the Community Development Officer position was implemented in conjunction with a restructure of the role to Tourism & Marketing Officer. This change expanded the role's scope and hours to better support the Shire's destination marketing and tourism development priorities.
Customer Service Officer – Relief New	Addressed through other means.	23/24	The forecasted need to employ a Relief Customer Service Officer to provide support across multiple Shire facilities will now be met through the establishment of a Local Government Traineeship. This approach provides greater flexibility in workforce resourcing while also supporting local training and career development opportunities within the community.
Events Officer Casual conversion	Achieved	24/25	Actioned 24/25 financial year.
Horticultural Traineeship New	Pending	25/26	A Horticultural Traineeship was identified to assist with the increased maintenance and presentation requirements of Railside Park and other public open spaces. While this need has been acknowledged, the position will be monitored and reviewed to determine the level of ongoing requirement once the full operational impact of Railside Park is assessed.
Parks & Gardens General Hand Increase to Team Leader	Achieved	23/24	Actioned 24/25 financial year.
Parks & Gardens General Hand Increase to Supervisor	Achieved	23/24	Actioned 24/25 financial year.
Parks & Gardens General Hand New	Achieved	23/24	Actioned 24/25 financial year.
Planning Traineeship New	Addressed through	26/27	The forecasted need for a Planning Traineeship has been addressed through the Development Services restructure, which provided for an existing position to be reclassified as a Planning Officer

Forecasted Workforce Need (2022-2026)	Status	Forecast Yr	Comments/Achievements
	other means.		(Development Pathway). This approach supports internal career progression and professional development while meeting the Shire's long-term planning resource requirements without the need to create an additional role.
Planning Officer New	Addressed through other means.	24/25	The forecasted need for an additional Planning Officer was reassessed following the Development Services departmental restructure, which optimised existing roles and redistributed workloads. As a result, it was determined that the additional position was not required, with current staffing levels considered sufficient to meet service and regulatory demands.
Project Manager New	Pending	25/26	The forecasted need for a Project Officer has not yet been achieved and remains a high priority for future workforce planning. The position is considered essential to support the coordination and delivery of strategic projects, grant-funded initiatives, and infrastructure programs, and will be revisited as part of ongoing workforce and budget reviews.
Senior Waste Officer Increase PT hrs	Achieved	23/24	Actioned 24/25 financial year.
WRAC Duty Manager Increase PT to FT	Addressed through other means.	23/24	The forecasted need to increase a Duty Manager position from part-time to full-time has been addressed through the appointment of multiple part-time and casual staff. This approach provides greater flexibility, supports multi-skilling across roles, and ensures adequate coverage for future resourcing and operational demands at the facility.

A review of the forecasts from the 2022-2026 Workforce Plan shows that many of the identified workforce needs have been achieved or addressed through restructures, reclassification, or internal development initiatives. Several roles were modified to better align with organisational priorities. Some forecasted positions were assessed as no longer required following departmental reviews, while others, such as the Project Officer role, remain a high priority for future workforce planning. This process demonstrates the Shire's commitment to evidence-based workforce management, ensuring staff structures evolve in response to changing operational needs, service delivery priorities, and financial sustainability.



Chapter 5 – Strategic Workforce Alignment

5.1 Strategic Direction

Key objectives and strategies shaping community aspirations, developed through extensive consultation as part of the Shire's Waroona 2034 Strategic Community Plan, are structured under five key themes (1) Our Community, (2) Our Economy, (3) Our Environment, (4) Our Built Assets, and (5) Our Leadership.



The Strategic Community Plan sets the long-term vision and priorities for the district, while the Corporate Business Plan translates these into specific services, operations, and projects to be delivered over a four-year period.

The Workforce Plan aligns with these strategic documents by identifying the workforce skills, capacity, and resources required to achieve the Shire's objectives. In addition, in recent years Council has adopted several complimentary strategic documents, including the Community Development Strategy and Community Development Action Plan, and the Destination Management Strategy and Destination Management Action Plan, which will also influence future workforce planning by guiding community development, tourism and place-based service delivery priorities.

5.2 Forecast of Future Needs - Link to Strategy

To inform future workforce requirements, Executive Officer were asked to review emerging service needs and forecast workforce capacity, skill requirements, and associated costs. This analysis provides a forward view of the staffing, capability, and resourcing levels necessary to support the successful delivery of strategic outcomes across all Shire operations. For reference, workforce requirements identified in the previous Workforce Plan and their current status are also included to demonstrate progress and continuity in workforce planning.

Predicted workforce costs and their links to strategic priorities are detailed in the table below:

Our Community

Obj.	Strategy	Action	Link to Strategy	Lead	Additional FTEs
1.1	1.1.1	1.1.1.1	Implement the Community Development Strategy 2025-28 through community development annual action plans.	Corporate/ Community Services.	Increased workload and responsibility in the delivery of community programs and events. Increase Community Development Officer role to a Senior role. Increase minimum hours of part-time Tourism Officer from * hrs per week to * hrs per week.
		1.1.1.2	Undertake a signage audit and seek funding for signage upgrades and new installs.	Customer/ Development Services.	Within existing resources.
		1.1.1.3	Undertake a review of town entrances to develop improved and localised character and entrance statements	Customer/ Development Services.	Within existing resources.
	1.1.2	1.1.2.1	Advocate for and support initiatives that are accessible and inclusive for all community members.	Corporate/ Community Services.	Within existing resources.
		1.1.2.2	Consider the needs of people of all abilities and backgrounds in the planning and implementation of Community Development initiatives.	Corporate/ Community Services.	Within existing resources.
		1.1.2.3	Review, implement and report on the Access and Inclusion Plan.	Corporate /Community Services.	Within existing resources.
	1.1.3	1.1.3.1	Support and facilitate targeted initiatives in response to the needs and aspirations of older people.	Corporate/ Community Services.	Within existing resources.
	1.1.4	1.1.4.1	Support and facilitate targeted initiatives in response to the needs and aspirations of young people.	Corporate/ Community Services.	Within existing resources.
	1.1.5	1.1.5.1	Support or facilitate events in response to the needs and aspirations of the local community.	Corporate/ Community Services.	Within existing resources.
	1.1.6	1.1.6.1	Deliver a range of activities that improve the safety of the community as outlined in the Community Development Strategy.	Corporate/ Community Services.	Within existing resources.
		1.1.6.2	Develop, implement and maintain bushfire risk management planning.	Safety & Emergency Services	Within existing resources.
		1.1.6.3	Review Local Emergency Management Arrangements.	Safety & Emergency Services	Within existing resources.
1.2	1.2.1	1.2.1.1	Develop and implement a Public Open Space Strategy	Infrastructure Services	Within existing resources.
	1.2.2	1.2.2.1	Prepare a business plan for the implementation of the Drakesbrook Weir Masterplan.	Office of the CEO	Within consulting budget resources

Obj.	Strategy	Action	Link to Strategy	Lead	Additional FTEs
1.3		1.2.2.2	Progressively implement the Drakesbrook Weir Masterplan Plan.	Office of the CEO	Within existing resources.
		1.2.2.3	Progressively implement the Drakesbrook Weir Management Plan.	Infrastructure Services	Within existing resources.
	1.3.1	1.3.1.1	Prepare a new Local Planning Strategy.	Customer/ Development Services.	Contracted services.
		1.3.1.2	Prepare a new Town Planning Scheme.	Customer/ Development Services.	Contracted services.
	1.3.2	1.3.2.1	Prepare District Structure Plans as required.	Customer/ Development Services.	
1.4	1.4.1	1.4.1.1	Develop and implement a Recreation Centre Activation Strategy outlining plans for attraction and increased usage of the Waroona Recreation & Aquatic Centre.	Corporate/ Community Services (Recreation Services).	Within existing resources.
	1.4.2	1.4.2.1	Develop and implement a Waroona Club Development Program that supports sport and recreation clubs to be sustainable.	Corporate/ Community Services (Recreation Services).	Within existing resources.
		1.4.2.2	Implement an annual Micro Grants program to support new community led initiatives.	Corporate/ Community Services.	Within existing resources.
		1.4.2.3	Develop a Waroona Sport and Recreation Precinct Masterplan.	Office of the CEO	
	1.4.3	1.4.3.1	Implement priority actions from the Public Health Plan.	Customer/ Development Services.	Within existing resources.
		1.4.3.2	Develop a Library Activation Strategy that provides library programs to reduce social isolation and promote lifelong learning.	Customer/Development Services.	With existing resources.
	1.4.4	1.4.4.1	Recognise volunteer contributions through awards and functions.	Corporate/ Community Services.	Within existing resources.
	1.4.5	1.4.5.1	Support the community to lead healthy and fulfilling lives through activities outlined in the Community Development Strategy.	Corporate/ Community Services.	Within existing resources.
1.5	1.5.1	1.5.1.1	Support the Waroona Historical Society and maintain the museum facility.	Corporate / Infrastructure Services	Within existing resources.
		1.5.1.2	Review the Local Heritage Survey.	Customer/ Development Services	Within existing resources.
	1.5.2	1.5.2.1	Support and facilitate initiatives that showcase the Shire's cultural diversity, heritage and public art.	Corporate/ Community Services.	Within existing resources.
	1.5.3	1.5.3.1	Support and facilitate targeted initiatives in response to the needs and aspirations of the Aboriginal and Torres Strait Islander community.	Corporate/ Community Services.	

Our Economy

Obj.	Strategy	Action	Link to Strategy	Lead	Additional FTEs
2.1	2.1.1	2.1.1.1	Regularly meet with and present to state and federal members and government agencies to encourage economic development opportunities and government departments to the Shire.	Office of the CEO	Within existing resources.
	2.1.2	2.1.2.1	Prepare and promote business cases for key industries to attract private investment.	Office of the CEO.	Within consulting resources.
		2.1.2.2	Support the development of permanent accommodation for seasonal agricultural workers.	Office of the CEO.	Within existing resources.
2.2	2.2.1	2.2.1.1	Collaborate with the Waroona Business Support Group and Peel Chamber of Commerce and Industry to develop initiatives.	Office of the CEO.	Within existing resources.
		2.2.1.2	Maintain status as a small business friendly local government.	Office of the CEO.	Within existing resources.
2.3	2.3.1	2.3.1.1	Progressively implement the Waroona Revitalisation Strategy and Masterplan.	Office of the CEO	New Position – FTE +1 Project Manager to aid in meeting project implementation timelines.
		2.3.1.2	Implement the Townscape Façade grant initiative.	Customer/ Development Services	Within existing resources.
		2.3.1.3	Prepare Streetscape Improvement Plans for South Western Highway within Waroona Town Centre.	Office of the CEO.	Requires grant funding
	2.3.2	2.3.2.1	Support the development of a Preston Beach Caravan Park.	Office of the CEO.	Within existing and consulting resources
		2.3.2.2	Implement the Destination Management Action Plan to support the Destination Management Strategy.	Corporate/ Community Services.	Additional +1 FTE – Tourism and Economic Officer/ Coordinator
	2.3.3	2.3.3.1	Develop and implement Shire of Waroona Trails Plan.	Office of the CEO	Within existing and consulting resources

Our Environment

Obj.	Strategy	Action	Link to Strategy	Lead	Additional FTEs
3.1	3.1.1	3.1.1.1	Support initiatives and activities implemented by Peel Harvey Catchment Council, Peel Biosecurity Group and other relevant organisations.	Customer/ Development Services	Within existing resources.
		3.1.1.2	Actively participate in the Peron Naturaliste Partnership and associated activities.	Customer/ Development Services	Within existing resources.
		3.1.1.3	Support not-for-profit organisations to implement regular litter clean-ups.	Corporate/ Community Services.	Within existing resources.
		3.1.1.4	Provide ongoing support to Waroona Landcare.	Corporate/ Community Services.	Within existing resources.
		3.1.1.5	Contribute toward the refurbishment of the Department of Agriculture building.	Building Services.	Within existing resources.
		3.1.1.6	Support local Environmental Groups through centralisation of services at the Environmental Centre.	Customer/ Development Services	Within existing resources.
	3.1.2	3.1.2.1	Support the Preston Beach Volunteer Rangers.	Safety and Emergency Services.	Within existing resources.
		3.1.2.2	Develop a Preston Beach Management Plan for tourism and environmental protection.	Customer/ Development Services	Within existing resources.
	3.1.3	3.1.3.1	Advocate for Shire's Mining Statement.	Office of the CEO.	Within existing resources.
		3.1.3.2	Develop an Environmental Strategy.	Customer/ Development Services	Within existing resources.
3.2	3.2.1	3.2.1.1	Advocate for Shire's Water Initiatives.	Office of the CEO.	Within existing resources.
	3.2.2	3.2.2.1	Progressively install solar panels on all applicable Council buildings.	Infrastructure Services. (Asset)	Within existing resources.
	3.2.3	3.2.3.1	Monitor water and energy use for Shire facilities.	Infrastructure Services. (Asset)	Within existing resources.
	3.2.4	3.2.4.1	Implement and manage the actions outlined in the endorsed Waste Plan 2020-2030.	Infrastructure Services. (Waste)	Within existing resources.

Our Built Assets

Obj.	Strategy	Action	Link to Strategy	Lead	Additional FTEs
4.1	4.1.1	4.1.1.1	Implement the concept and design plans for Waroona Community Precinct Phase 2 – Big Shed.	Office of the CEO.	Complete.
		4.1.1.2	Develop and implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	Office of the CEO.	Traineeship position – Horticultural Traineeship 2-year ongoing program to create a local skills pool and provide an opportunity for succession planning.
		4.1.1.3	Implement the Drakesbrook Cemetery Masterplan.	Infrastructure Services (Asset)	Within existing resources.
4.2	4.2.1	4.2.1.1	Renew and upgrade footpaths.	Infrastructure Services	Within existing resources.
		4.2.1.2	Implement the actions outlined in the Lake Clifton Master Plan.	Office of the CEO.	
		4.2.1.3	Develop and implement a long term and funded building renewal program.	Infrastructure Services (Asset)	Within existing resources.
		4.2.1.4	Sewer infill for Waroona town.	Office of the CEO.	Within existing resources.
4.3	4.3.1	4.3.1.1	Prepare a Land Rationalisation Strategy for Council reserves, owned land, and property.	Office of the CEO.	Complete
	4.3.2	4.3.2.1	Lobby for a road train assembly and breakdown area.	Infrastructure Services.	Requires grant funding

Our Leadership

Obj.	Strategy	Action	Link to Strategy	Lead	Additional FTEs
5.1	5.1.1	5.1.1.1	Ensure Councillors complete the required training, and encourage knowledge building through attending courses, community engagement and workshops.	Corporate/Community Services.	Within existing resources.
		5.1.1.2	Review all Local Laws.	Corporate/Community Services.	Within existing resources.
		5.1.1.3	Review the Strategic Community Plan.	Corporate/Community Services.	Within existing resources.
		5.1.1.4	Review the Corporate Business Plan.	Corporate/Community Services.	Within existing resources.
	5.1.2	5.1.2.1	Review the Long-Term Financial Plan.	Corporate/Community Services.	Within existing resources.
	5.1.3	5.1.3.1	Improve communications connectivity to the Waroona Recreation & Aquatic Centre for use as an evacuation centre.	Corporate/Community Services.	Within existing resources.
		5.1.3.2	Maintain and improve current corporate management system.	Corporate/Community Services.	Within existing resources.
5.2	5.2.1	5.2.1.1	Review and implement the Workforce Plan.	Customer/Development Services.	FTE +0.5 HR/WHS Officer
	5.2.2	5.2.2.1	Review the Business Continuity Plan and Procedures.	Corporate/Community Services.	Within existing resources.
		5.2.2.2	Review and implement the Risk Management Strategy.	Corporate/Community Services.	Within existing resources.
		5.2.2.3	Implement and maintain the Work Health and Safety (WHS) Management System.	Customer/Development Services	See 5.2.2.1
		5.2.2.4	Implement and review Council endorsed Strategies and Plans.	All Departments.	Within existing resources.
5.3	5.3.1	5.3.1.1	Develop and implement a communications and marketing strategy.	Corporate/Community Services.	Within existing resources.
	5.3.3	5.3.3.1	Review the Customer Service Charter.	Customer/Development Services	Within existing resources.

Chapter 6 – Workforce Implementation Plan

6.1 Forecast of Future Needs

As the local government industry, and the Shire continues to evolve, future workforce needs will reflect both emerging community priorities and operational realities. Based on the analysis undertaken by the Executive Leadership team, the following positions and resourcing priorities have been identified to ensure the organisation can continue to meet service delivery expectations, legislative requirements, and strategic outcomes. These forecasts consider the Shires Strategic Community Plan, Corporate Business Plan, and other key strategies such as the Community Development Strategy and Destination Management Strategy. Workforce forecasting has also considered organisational sustainability, succession planning, and the need to maintain flexibility in a changing local government environment.

The following table outlines the forecasted workforce needs for the 2026-2030 period, including proposed positions, indicative timing, and alignment to strategic priorities.

Proposed Position / Workforce Initiative	Directorate / Service Area	Rationale	Priority	Estimated Cost	Comments	26/27	27/28	28/29	29/30
Project Officer - NEW	Office of the CEO	To support delivery of capital and grant funded projects.	①	\$90,000	Carried fwd – remains a key workforce need.	●	○	○	○
Community Development Officer – Increase to Snr	Corporate/ Community Services	Proposed to recognise the increasing complexity, scope and strategic importance of the community development functions within the Shire in addition to providing a development pathway.	①	\$5,000	Increase to scope and provision of career development pathway.	●	○	○	○
Horticultural Traineeship - NEW	Infrastructure Services	Addresses increased maintenance requirements of Railside Park and town beautification initiatives.	③	\$45,000	Carried fwd – to be assessed in the future.	○	○	●	○
Tourism/Marketing Officer – Increase Hrs	Corporate/ Community Services	Supports Destination Management Action Plan and local tourism development.	②	\$25,000	Increasing resource requirements	●	○	○	○

Proposed Position / Workforce Initiative	Directorate / Service Area	Rationale	Priority	Estimated Cost	Comments	26/27	27/28	28/29	29/30
					associated with destination management.				
Economic/Tourism Officer/Coordinator - NEW	Corporate/ Community Services	Support the implementation of actions from the Destination Management Strategy/Action Plan and local tourism development.	①	\$80,000	Will determine the success of plan implementation.	○	●	○	○
Human Resources/ Work Health Safety Officer (FT) - NEW	Customer / Development Services	The creation of a WHS Officer position is proposed to provide dedicated support for two critical organisational functions that currently lack a specialised resource.	②	\$80,000	The appointment of a Workplace Services Officer in 26/27 will provide additional resourcing for HR, organisational requirements need continual assessment.	○	●	○	○
Total				\$325,000					

