

The background of the entire page is a photograph of a sunset or sunrise over a field. The sky is filled with vibrant orange, red, and yellow clouds, transitioning into a darker blue at the top. In the foreground, several wheat stalks are silhouetted against the bright sky, their long awns clearly visible. The horizon line is dark, with a small, indistinct shape that could be a building or a vehicle.

Strategic Resource Plan – Workforce Plan

2026-2031

Workforce Planning Overview

The Shire faces a range of workforce opportunities and challenges with a diverse mix of demographics in the workplace.

The Shire continues striving to meet the changing service demands of its community. This requires a skilled, flexible and productive workforce across the organisation to deliver the Shire's Council Plan objectives.

1.1 Workforce Profile

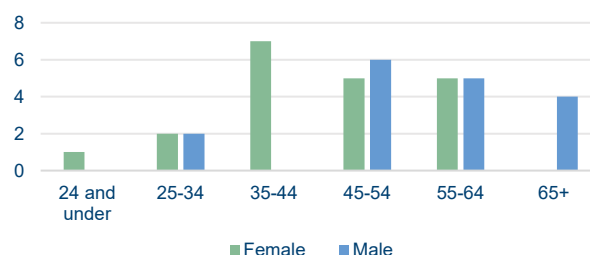
Information	Shire of Gnowangerup - as at March 2025
Number of employees	37 Headcount 33 FTE
Status of employment	15 Full Time 10 Part Time 12 Casual
Gender	54.05% (20) female 45.95% (17) male
Total employee costs ¹	\$3,597,723
Employment type	The Shire employs a mix of full time, part time, fixed term contract and casual staff
Annual/LSL liability ²	Current \$373,759 Non-Current \$23,545
Awards and Agreements	Local Government Officers (Western Australia) Award 2021 Municipal Employees (Western Australia) Award 2021
Age profile	The average age of current employees is 51 years
Years of Service	The average length of service is 4.7 years

1.2 Workforce Demographics

The current age distribution is mostly within the 35-64 age range with four employees under 34 years, as shown in the chart below. This includes full time, part time and casual staff.

1.2.1 Workforce by Age and Gender

Age Distribution March 2025



1.2.2 Turnover Rate

Over the period 2020/21 to 2024/25 the average annual turnover rate is 21%. This includes full time and part time staff. Including casual staff for the same period the turnover rate is 48%.

In light of the regional location and size of the workforce, this rate is not considered to be of significant concern. Ongoing monitoring of this rate will assist the organisation with future planning.

1.3 Workforce Supply Demand Analysis

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing and collaborations. This is further discussed in Appendix D.

¹ Shire of Gnowangerup 2025/26 Adopted Annual Budget

² Shire of Gnowangerup 2023/24 Annual Financial Report

Workforce Planning Overview (Continued)

1.4 Organisation Structure

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire, the current structure is not expected to change significantly during the term of this Plan.

1.6 Planning for the Future

Workforce planning is further detailed in Appendix D, including risk mitigation strategies and future planning. The Shire has a key focus on maintaining and where possible increasing service levels. Due to the significant service provision and major projects planned for the duration of this Plan, and beyond, this planning is key to delivery.

Shire of Gnowangerup

Chief Executive Officer

- Co-ordination of Council activities
- Co-ordination of management functions
- Statutory compliance
- Government and ministerial functions
- Corporate planning, community and economic development
- Oversight of land use planning, environmental health and capital works

Deputy Chief Executive Officer

- Human resources
- Information Technology
- Finance and all corporate functions
- Emergency and risk management
- Contract & leases
- Freedom of Information enquiries

Executive Manager Infrastructure & Assets

- Managing road programs
- Management of Works Crew
- Culverts and drainage
- Management of parks, gardens and reserves
- Footpaths
- Private Works (including Septic Tanks & Grease Traps)
- Road signage
- Standpipes
- All road maintenance issues
- Ranger
- Cemetery works/maintenance
- Bores & Tanks
- Shire water supply dams

1.5 Workforce Risk Assessment

Risk Issues	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequences	Risk Category ³
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High
Physical and financial constraints limit staff numbers	Likely	Minor	Major	Major	High
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	High
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	High
High staff turnover due to organisational cultural issues	Possible	Major	Major	Major	High
Selection, recruitment and training costs increase	Possible	Insignificant	Minor	Minor	Moderate
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate
Long leave absences of key staff due to large accrued leave entitlement	Unlikely	Minor	Minor	Minor	Low

³ Appendix A – Risk Assessment Methodology

Shire of Gnowangerup Analysis

2.1 THE EXTERNAL ENVIRONMENT

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

2.1.1 SOCIO DEMOGRAPHIC TRENDS

- A multi-generational workforce, each with their own needs, aspirations, and expectations.
- High percentage of 0-14 years olds within the district⁴ (21.5%).
- 55% of the resident population are between 25 and 64 years old.
- Greater work/life balance expectations.
- Regional location; and
- Accommodation shortage.

2.1.2 COMPETITION

- Projected talent and skill shortage.
- Neighbouring local governments.
- Demand for mining workforce competing for talent.

2.1.3 ECONOMIC

- Cost of living and inflationary pressures within WA.
- Global and national economic uncertainty resulting in a reducing availability of external grants and contributions.

2.1.4 POLITICAL

- The implementation of initiatives in relation to the Integrated and Reporting Framework may require additional local resources as well as new capabilities.
- Increasing expectation in relation to corporate governance standards and transparency of decision making, bringing with it a range of workforce considerations.
- Ongoing increasing statutory requirements for local government.

2.1.5 TECHNOLOGY

- The pace of change and emerging technology trends present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making.
- Technology provides a range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations.
- Areas such as social media, cloud-based applications, artificial intelligence (AI), robotic automation will be of particular importance and application in the future.

2.1.6 INDUSTRY

- The sustainability of financing asset renewals is increasingly challenging, with ageing community infrastructure being a major factor. There is a heavy reliance on state or federal funding; and
- Significant cost shifting from other levels of government to the local level without the associated resources.

2.1.7 CUSTOMERS

- Many customers are becoming better informed and assertive about their rights.

⁴ Australian Bureau of Statistics Gnowangerup (S) (LGA53640) 2021 Census of Population and Housing, viewed 11 March 2025

Shire of Gnowangerup Analysis (Continued)

2.2 THE EXTERNAL LABOUR MARKET

The external labour market demand indicates difficulties in attracting and retaining skilled staff in key occupations across the State, due mainly to continuing labour demand in the mining, construction and professional services, scientific and technical service, public service, community and health sectors. This is based on the occupations in high and medium demand in the WA State Priorities Occupation List⁵ produced by the Department of Training and Workforce Development. There is also the additional challenge of the regional location that further impact recruitment and retention to the district.

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

- Chief Executive Officer.
- Environmental Health Officer.
- Accountant / Finance Manager.
- Human Resource Manager.
- Plant Operators.
- Engineers.

It is noted, the external market is somewhat volatile due to changing economic conditions in the mining, manufacturing and construction industries.

The Shire identified the following skills as challenging to source:

- Accounting /Finance.
- Plant Operators / Labourers.
- Grader Operators.
- Multi-skilled local government experienced staff.
- Governance / compliance officers.

Due to the competitive employment environment, it can be challenging to attract and retain skilled staff in all areas. As needs arise, identifying alternative opportunities include potential for shared services, virtual or remote options.

2.3 SHIRE OF GNOWANGERUP INTERNAL OPERATING ENVIRONMENT

2.3.1 SERVICE DELIVERY

The Shire provides a number of services to the community as listed below:

- Co-ordination of Shire activities and functions.
- Co-ordination of management functions.
- Liaison with Government and Ministerial offices.
- Corporate | strategic planning.
- Business | economic development.
- Statutory compliance.
- Executive support to Council.
- Special projects.
- Financial administration.
- Human resources | work, health and safety.
- Information | communication.
- Community development.
- Library | information services.
- DOT licensing services.
- Community resource centre.
- Procurement.
- Asset management.
- Sport | recreation facilities and services.
- Caravan Park.
- Support for volunteers.
- Information | tourism services.
- Event support
- Roads | streets.
- Shire buildings maintenance | heritage assets.
- Parks | gardens | reserves.
- Waste services.
- Cleaning.
- Ranger services.
- Emergency services.
- Cemetery.
- Health administration | inspection services.
- Building | planning services.

⁵Department of Training & Workforce Development: SPOL year: 2023

Shire of Gnowangerup Analysis (Continued)

2.4 ORGANISATION STRUCTURE

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire, however the current structure is not expected to change significantly during the term of this Plan. It is expected that there will be a number of vacancies at any given time due to staff turnover.

Shire of Gnowangerup

Chief Executive Officer

- Co-ordination of Council activities
- Co-ordination of management functions
- Statutory compliance
- Government and ministerial functions
- Corporate planning, community and economic development
- Oversight of land use planning, environmental health and capital works

Deputy Chief Executive Officer

- Human resources
- Information Technology
- Finance and all corporate functions
- Emergency and risk management
- Contract & leases
- Freedom of Information enquiries

Executive Manager Infrastructure & Assets

- Managing road programs
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- Culverts and drainage
- Management of parks, gardens and reserves
- Footpaths
- Private Works (including Septic Tanks & Grease Traps)
- Road signage
- Standpipes
- All road maintenance issues
- Ranger

Shire of Gnowangerup Analysis (Continued)

2.5 WORKFORCE PROFILE

Information	Shire of Gnowangerup - as at March 2025
Number of employees	37 Headcount 33 FTE
Status of employment	15 Full Time 10 Part Time 12 Casual
Gender	54.05% (20) female 45.95% (17) male
Total employee costs ⁶	\$3,286,793
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed
Annual/LSL liability ⁷	Current \$373,759 Non-Current \$23,545
Awards and Agreements	Local Government Officers (Western Australia) Award 2021 Municipal Employees (Western Australia) Award 2021
Age profile	The average age of current employees is 51 years
Years of Service	The average length of service is 4.7 years

2.6 WORKFORCE DEMOGRAPHICS

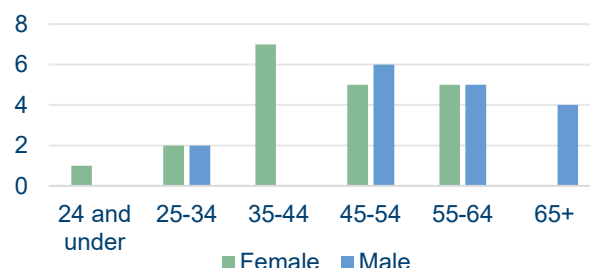
This section contains an analysis of some key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave, including long service and maternity leave.

The workforce gender balance composition at March 2025 was 54% female and 46% male. As indicated above, this composition includes full time, part time and casual staff.

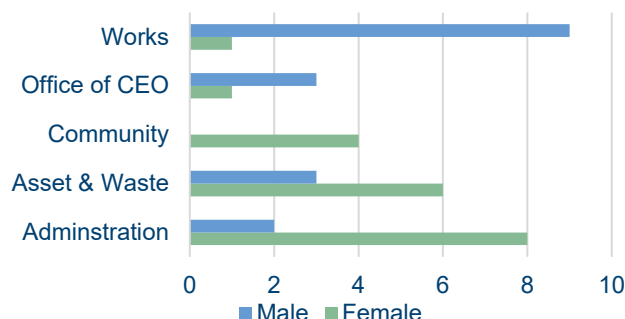
There are currently 25 (of 37) employees aged 45+ and with 38% of employees aged over 55, there are potential issues relating to knowledge retention and business continuity should these staff, often with years of experience, exit the organisation at short notice. Strategies to address this issue include identifying and

training potential successors for business critical jobs. There is also potential to develop a range of strategies to continue to retain mature workers within the Shire (e.g. flexible work arrangements, transition to retirement, etc.).

2.6.1 WORKFORCE BY AGE AND GENDER



The following chart shows employees by gender.



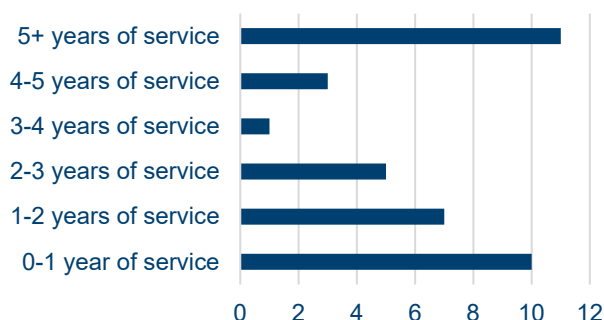
2.6.2 AVERAGE AGE

A considerable proportion (86%) of employees are over 34 years of age. Attracting and retaining younger employees is an important challenge as this cohort are often a source of innovation as well as representing the talent pool for the future.

The Shire's overall average age of employees is 51 years.

2.6.3 LENGTH OF SERVICE

The chart below reflects the length of service of current employees at March 2025.



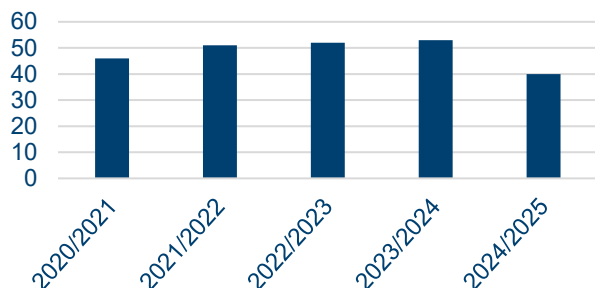
⁶Shire of Gnowangerup 2024/25 Annual Budget

⁷Shire of Gnowangerup 2023/24 Annual Financial Report

Shire of Gnowangerup Analysis (Continued)

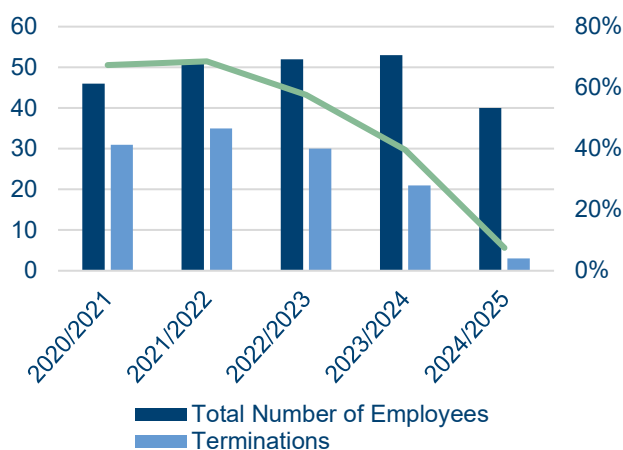
2.7 HISTORICAL EMPLOYEE INFORMATION

Employee levels fluctuate during the year as staff are terminated and recruited, with the total number of employees each financial year decreasing from 46 in 2020/21 to 40 at March 2025, as show in the chart below. Note 2024/25 year data is from July 2024 to March 2025.



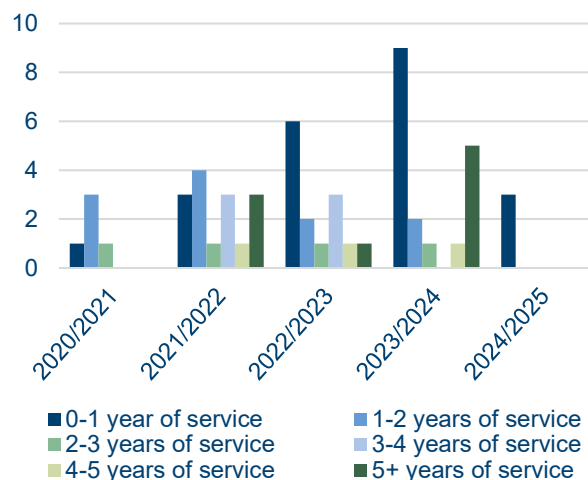
2.7.1 TURNOVER RATE

Below are graphs showing the exit rates for the Shire of Gnowangerup by age and length of service for the period 2020/21 to March 2025. These need to be considered in the context of the size of the workforce and overall length of service. Over this period the average annual turnover rate is 48%.



Whilst noting the regional location and size of the workforce, this rate is significant and ongoing monitoring of this rate is important and will assist the organisation with future planning.

2.7.2 TERMINATION BY YEARS OF SERVICE



Note 2024/25 year data is from July 2024 to March 2025.



Strategic Community Plan Workforce Implications

3.1 Overview

This section addresses:

- The Strategic Community Plan and Corporate Business Plan.
- Key risk areas.
- Future workforce demand and requirements; and
- Workforce Supply Demand Analysis.

3.2 Strategic Community Plan and Corporate Business Plan

During 2025, the Shire reviewed and updated its ten-year Strategic Community Plan. As an integral part of this review process, the community were consulted, and their feedback used to clarify community expectations and guide the strategies detailed in the updated Strategic Community Plan.

The Workforce Plan is part of a broader integrated planning framework aimed at achieving the Shire of Gnowangerup's vision as identified in the Strategic Community Plan. This Plan identifies four core performance areas (key pillars):

- **Our Community:** vibrant, connected community, promoting well-being and inclusion
- **Our Environment:** Healthy natural environment and well maintained infrastructure for current and future generations' enjoyment
- **Local Economy:** An innovative and diverse local economy with a strong agricultural industry
- **Leadership and Governance:** Providing strategic leadership and effective advocacy for the advancement of our district

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

3.3 Core Business and Service Delivery

The Shire has experienced a significant increase in the delivery of core and non-core services over the years. This increase has occurred through a variety of means including natural growth, higher ratepayer expectations and significant cost shifting to local government. Not only has this placed pressure on current resources to deliver existing services, it further limits the opportunity to focus resources on emerging areas of strategic importance such as community

development, economic development and increasing an advocacy and strategic leadership and facilitation role.

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

- Outsourced to an external provider.
- Sourced from other Shires.
- Open to collaborative opportunities with other local governments to provide services on one another's behalf.

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

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

3.4 Key Risk Areas

An analysis of the current workforce identified the following risks areas. These risks have been assessed using the risk based approach as set out in the following section 3.5. A scoring system was used to determine a risk category of extreme, high, moderate, low or very low.

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

The result of the assessment is presented in the table below, with the last column being cross referenced to the primary mitigation strategies set out in Appendix D4 of this Plan.

Strategic Community Plan Workforce Implications (Continued)

3.5 Workforce Risk Assessment

Risk Issues	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequences	Risk Category ⁸	Cross Ref: Appendix D4 – 4.8 Workforce Strategies Objectives
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High	3.2.2
Physical and financial constraints limit staff numbers	Likely	Minor	Major	Major	High	3.1.1 3.1.2
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	High	3.2.2
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	High	1.1.1 3.1.1
High staff turnover due to organisational cultural issues	Possible	Major	Major	Major	High	1.3.1 1.5.1 2.2.2 2.3.1
Selection, recruitment and training costs increase	Possible	Insignificant	Minor	Minor	Moderate	1.1.1 1.5.1
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate	1.3.1 2.2.1 3.2.2
Long leave absences of key staff due to large accrued leave entitlement	Unlikely	Minor	Minor	Minor	Low	3.2.1 3.2.2

⁸ Appendix A – Risk Assessment Methodology



Strategies to Meet Future Workforce Needs

4.1 Workforce Supply Demand Analysis

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

4.1.1 Employee Survey

An organisation survey was undertaken in July 2025, a total of 23 team members participated and provided a response.

Overall, the results from the 2025 survey indicate team members displayed moderate overall satisfaction across all factors, with affect toward managers, safe work environment and work itself emerging as the areas of highest current satisfaction. Satisfaction regarding organisational communications, process and role clarity, recognition of employee efforts and internal growth opportunities emerged with the lowest average scoring.

The results identified a range of challenges that, if addressed, can contribute significantly to staff satisfaction, retention and productivity as outlined in the objectives above. Some of the key areas identified for improving the workplace included:

- Improved communication both internally and with community, supporting health and wellbeing
- Valuing staff, recognising and celebrating and providing opportunity for input
- Training and upskilling

Whilst the results of this survey provided initial matters for discussion, they were invaluable as a starting point to address and measure fundamental employee engagement, health and safety.

Best practice organisations will as a matter of course regularly survey employees and measure progress on a range of measures such as those identified in the survey. They will also use them to inform a range of workforce strategies.

The feedback received is greatly appreciated and has been considered in the development of the actions included within this Plan.

4.1.2 Directorate Responsibilities

Chief Executive Officer

The Chief Executive whilst overall responsible for the organisation, specifically cares for the following areas of the organisation: governance, community relations, council member relations, economic development, planning and health, consultants and project management, and work health and safety. This area is currently

adequately resourced and works collaboratively with other directorates as required.

Due to the operating environment, of note is the breadth of services and facilities the Shire is currently providing, including significant medical service operations that are not standard local government service provisions. Overseeing these operations increases the responsibility of the CEO significantly and support services need to be adequately maintained to continue operating these services

Deputy Chief Executive Officer

The Deputy Chief Executive Officer is responsible for the finance and administration team, community development, economic services, youth and recreation and events.

A desired increase in community events and activation of public spaces will require an increase in resourcing in this area to deliver these projects.

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

- Maintain internal processes and procedures with the goal of gaining greater transactional efficiencies and strengthening governance practices; and
- Providing strong integrated planning and reporting outcomes and operational advice to the Council Members and the executive.

Infrastructure and Assets Services

The Executive Manager of Infrastructure and Assets is responsible for the works depot, works projects, road works, ranger services, airstrips, bushfire and emergency management services, facilities maintenance and asset management.

These services are stable, with required resource capacity forecast to be adequately maintained, however competition with the mining industry for skilled plant operators creates challenges in recruitment and retention.

Waste operations are undertaken by the Shire, no significant anticipated increase or decrease in staffing levels is envisaged to support services delivery.



Strategies to Meet Future Workforce Needs (Continued)

The lack of residential housing provides challenges in attracting and retaining employees across all areas of the organisation, however this is partly mitigated due to the relatively close proximity to other residential locations including Katanning, Denmark and Albany.

4.2 Strategic Shifts

There has been a significant shift over the last few years in the delivery of core and non-core business of Local Government, due to federal and state government cost shifting and this is being evidenced within the Shire.

As part of the workforce planning process, the Shire has assessed its core and non-core services, this is an ongoing process, with constant review and development required.

Whilst the core businesses of the Shire still take precedence as a fundamental service delivery priority, there has been growth in what has been considered non-core services such as community development, economic development and tourism.

These changes bring with them a significant shift in the role of the Shire - a more facilitative, advocacy, project manager role than a “doer” or direct deliverer of services. This will have significant implications for the Shire in the mid-term. It may result in new or changing job roles, skills and additional allocation of resources to meet some of the changing requirements. Some of the emerging capability requirements will be in areas such as project management, economic development, community development, asset managers and specialised planning.

4.3 Service Delivery Models

Along with the business shifts and growth opportunities identified in the Strategic Community Plan, there is a significant need and opportunity for the Shire to analyse how it delivers services to add to efficiency and effectiveness. This may include the review and updating of processes for greater efficiency, automating, considering alternative delivery models and collaborative approaches. This will have significant implications for the corporate and community services area as they will be required to drive these processes. It will also impact on infrastructure services that have a significant number of projects to deliver.

Some of the strategies to be considered include systematically reviewing job roles and functions to gain greater efficiencies and effectiveness, realigning resources and redesigning jobs and delivery structures.

4.4 Equal Opportunities

As an Equal Opportunity Employer, the Shire is dedicated to eliminating discrimination in employment and promoting equal employment opportunities, supporting diversity in the workplace, providing merit-based employment opportunities on the basis of qualifications, values and business needs.

The Shire maintains an Equal Employment Opportunity (EEO) management plan, outlining the organisation's strategies and actions to ensure equal opportunities in all aspects of employment, including recruitment, training, promotion, and workplace environment. It's designed to eliminate discrimination and promote fairness for all employees. This workforce plan supports the maintenance and delivery of the EEO management plan.

4.5 Succession Management

Currently, succession planning is managed by developing multi-skilled employees to ensure in the event of sudden loss of staff, key positions are covered to limit service delivery impact. Some succession gaps are evident, and a formal succession management process is not currently active. Permanent on the job training and skills development of young staff is required to cover the succession of senior operational staff.

4.5.1 Developing Young Local Talent

The Shire, where possible, identifies and is open to developing local talent. Traineeship opportunities are made available when a suitable opportunity arises.

The Shire has a history of sourcing local talent, representing not only a valuable workforce pool but it also contributes to the economic development of the district. Workforce strategies available to promote this aim include providing student work experience opportunities and offering apprenticeships and traineeships where opportunities arise.

Strategies to Meet Future Workforce Needs (Continued)

4.6 Additional Incentives

The Shire currently offers additional leave over the Christmas period, up to 5% additional superannuation (salary matched), fuel allowance if living greater than 30kms from work, or use of work vehicles for commuting, rostered days off and, opportunity to work from home/flexible working arrangements.

A relocation allowance is available for certain positions and is negotiated through the recruitment process. The Shire provides access to skin cancer screenings and annual vaccinations. Whilst the Shire is committed to providing these incentives, the challenges in maintaining them should be considered.

4.7 Performance Outcomes and Measures

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

4.7.1 Diagram: Workforce Plan Performance Measurement



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

The prioritisation of the actions is identified in the following tables for the term of Plan:

- existing initiatives in place and ongoing (E)
- initiatives in place that need to be reviewed (R)
- proposed initiatives that are yet to be developed. (P)

Workforce Objectives and Strategies

Objective 1. Attracting and selecting the right people

Attracting and retaining people with the capability and commitment to contribute to the Shire of Gnowangerup

Strategy	Action	Planned Delivery
1.1 Customised recruitment strategies that meet the needs and expectations of the organisation	1.1.1 As vacancies arise consider opportunities within organisation structure and bespoke recruitment to the new role requirements	R
	1.1.2 Review recruitment and selection practices, ensuring provision for equal opportunity and flexibility for all employees and potential employees	R
	1.1.3 Review the selection process to ensure people with the right skillsets and most suitable candidate are selected for the future needs and growth of the Shire, ensuring EEO principles are observed	R
1.2 Identify and market the benefits of working for the Shire of Gnowangerup	1.2.1 Maintain list of financial and non-financial rewards and benefits offered to employees. Compare these rewards and benefits with other Shires' offerings to remain competitive in the employment market.	E
1.3 Ensure an appropriate induction and orientation process	1.3.1 Review the induction and orientation process on an annual basis.	R
	1.3.2 Maintain EEO Management Plan and communicate to all employees	E
1.4 Continue to focus on local employment where opportunities exist	1.4.1 Promote the Shire as an employer to the local community by promoting culture within the organisation.	E



Objective 2. Retaining and engaging our valued workforce

Building and retaining a highly engaged workforce, committed and connected to our Shire and community

Strategy	Action	Planned Delivery
2.1 Support development and upskilling	2.1.1 Identify relevant training needs and opportunities. Training that is applicable to a whole business area (e.g. Depot staff, customer service officers, administration staff) to be prioritised over individual training, to reduce knowledge loss. Training opportunities to be identified in annual reviews, and training undertaken by staff member to align with the goals and development identified in staff members' review.	R
	2.1.2 Collect and monitor workforce demographics, supporting implementation of EEO principles	R
2.2 Provide sufficient job role clarity, work direction, workload management, feedback on performance and support in role	2.2.1 Ensure current job descriptions are in place and provided at commencement in roles	R
	2.2.2 Undertake performance reviews as per policy and employment agreements, providing an opportunity for employees to clarify their role and duties, and identify areas for growth and development	R
	2.2.3 Monitor and assess workplace culture (employee culture survey), ensuring it is inclusive and free from harassment and unlawful discrimination	P
2.3 Regular communication with the workforce	2.3.1 Continue regular meetings between executive, supervisors and staff	E
	2.3.2 Support and promote a positive, inclusive and harassment-free workplace culture	E
	2.3.3 Hold regular "town hall" meetings across different locations to promote the Shire's values, share important updates and foster staff investment in shared goals	E
	2.3.4 Undertake regular employee satisfaction surveys, either informally or administered by an external provider.	R
2.4 Promotion of positive work culture	2.4.1 Encourage administration and works social clubs to hold events for staff members to get to know one another and promote teamwork.	P
	2.4.2 Reward valuable contributions by employees	P
	2.4.3 Regular training for management-level staff on how to manage employees in a way that promotes teamwork, caring for staff welfare, and responds to feedback.	P



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

Building a flexible, innovative, and capable workforce

Strategy	Action	Planned Delivery
3.1 Appropriate organisational structure	3.1.1 Regular assessment of organisation structure, seeking to meet the needs of the organisation whilst recognising the funding restrictions	R
	3.1.2 Continue to seek external funding where possible and look for opportunities for resource sharing where appropriate	E
3.2 Recognised critical positions and critical position management	3.2.1 Recruit skilled personnel as required, recognising opportunities for alternative work arrangements and/or contractors to meet essential skills if appropriate	E
	3.2.2 Ensure appropriate policies and procedures documented to assist in mitigating knowledge loss risk due to staff turnover	E
3.3 Ensure appropriate job descriptions	3.3.1 Job descriptions reviews conducted as part of the induction and performance review process	R