

**Shire of Kellerberrin**

**Workforce Plan  
2025 — 2029**





## Acknowledgment of Country

The Shire of Kellerberrin acknowledge the Ballardong Noongar people as traditional custodians of the land and skies on which we gather, and we pay our respects to their elders, past, present and emerging.



## Council's Vision

To welcome diversity, culture and industry; promote a safe and prosperous community with a rich, vibrant and sustainable lifestyle for all to enjoy.

## Core Drivers

Core Drivers identify what the Council will be concentrating on as it works towards achieving Council's vision. The core drivers developed by Council are:

1. *Relationships that bring us tangible benefits (to the Shire and our Community)*
2. *Our lifestyle and strong sense of community*
3. *We are prepared for opportunities and we are innovative to ensure our relevancy and destiny*



## Revision History

Original adoption		Resolution #	
Last Reviewed		Resolution #	
Amended		Resolution #	



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## 1. Integrated Planning & Informing Strategies

Integrated planning and reporting provide Local Government with a framework for establishing local priorities and links this information to operation functions.

Integrated planning and reporting is a process designed to:

- Articulate the community's visions, outcomes and priorities.
- Allocate resources to achieve the vision, striking a balance between aspiration and affordability; and
- Monitor and report progress.

Three major parties are involved in the development of an integrated plan: the Council, the local government administration, and the community.

The Shire's integrated planning framework comprises of the following plans/programs

**Strategic Community Plan (SCP)** – The Strategic Community Plan is the Council's principal 10-year strategy and planning document. The plan identifies the community's main aspirations and priorities for the future and outlines strategies for achieving these goals

**Corporate Business Plan (CBP)** – The Corporate Business Plan is the Council's 4-year planning document. It gives effect to the first four years of the Strategic Community Plan and is pivotal in ensuring that the commitments are both strategically aligned and affordable.



Informing Strategies include the following plans:

**Long Term Financial Plan (LTFP)** – The LTFP is a ten-year rolling plan that incorporates the four-year financial projections accompanying the CBP. It is a key tool for prioritisation and ensuring the financial stability of the local government. Annual budgets are directly aligned to the CBP and the LTFP.

**Asset Management Plan (AMP)** – This plan identifies and records the asset register, service level, activities and strategies to ensure the physical assets and infrastructure of the Shire are appropriately managed and maintained over their lifecycle and appropriately disposed of or replaced at the end of that lifecycle.





**Workforce Plan (WP)** – This plan identifies and reports on the internal capacity to meet current and future needs of the goals and objectives of the Shire and the Community, both in capacity and capability. The workforce plan addresses the:

- Skills, expertise, and knowledge requirements.
- The desired organisational culture and how to develop it.
- What organisational structure will work best.
- Recruitment and retention in the context of labour market challenges and opportunities; and
- The facilities and equipment needed to support a productive and inclusive workforce.

## 2. About this Plan – Workforce Plan

The Workforce Plan 2025 – 2029 is an informing strategy within the Integrated Planning Framework and has been developed to address the requirements of the *Local Government Act 1995 section S5.56 (1) A plan for the future and Regulations S5.56 (2)*. The purpose of this plan is to identify and determine the workforce needs for the Shire in regards to capacity and capability needs to deliver the outcomes of the Corporate Business Plan 2025-2029.

The Workforce Plan 2025-2029 is based on a review of the past workforce initiatives, current workforce requirements and future workforce initiatives that will ensure projected workforce needs are met as service and projected workforce needs are met as service and project requirements change.

The Workforce Plan will enable the Shire of Kellerberrin to achieve/meet its objectives through its most important resource being our people.

To meet and/or achieve these objectives the workforce plan intends to:

- Strengthen our workplace culture;
- Invest in our people to grow and excel;
- Ensure that are workforce is prepared for the future.

To do this successfully, the Shire must:

- Develop an understanding of the current workforce and also future needs.
- Identify the emerging skills gaps in the capability of the workforce.
- Capture the emerging challenges facing the business that may affect the workforce.





### 3. Workforce Planning

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.

The methodology used will follow the practices and principles of the WA Department of Local Government's Workforce planning guidelines toolkit. There are four distinct stages as per below diagram.

#### Customer Service Charter

The Shires customer service charter plays an important role in guiding the Workforce Plan by setting clear expectations and standards for customer service. The Customer Service Charter outlines the organisation commitment to delivering high quality service, defines the level of service customers can expect, and establishes the responsibilities of the workforce in achieving those service standards.

#### Annual Budget

All staff costs are reflected in the Shires budget, including wages, workers compensation, superannuation and training costs. The budget reflects the workforce expenses required to achieve the objectives set out in the Shires Corporate Business Plan.





## 4. Shire of Kellerberrin Community

The Shire of Kellerberrin is centrally located in the Wheatbelt, just 204km east of Perth. Kellerberrin is a warm, charming community, steeped in a vibrant history dating back from its Indigenous people to European pioneers. Kellerberrin celebrated its centenary in 2008, Kellerberrin's longevity is attributed to the passion and commitment of its community, the beauty of its natural attractions and the fostering of new forms of artistic expression. Kellerberrin is a town where life is as rich as the landscape.

The characteristics of the Shires community are an important factor in determining the Shires workforce capacity and capability requirements. Key features of the Kellerberrin Community are as follows:

- **Population:** 1,138
- **Median age:** 52 years
- **Number of families:** 283
- **Median weekly household income:** \$1,078
- **Primary Industry:** Agriculture
- **Education:** Limited local schooling (Kellerberrin District High School to Year 10), with senior students travelling or boarding elsewhere
- **Health:** Access to Kellerberrin Memorial Hospital; however, reliance on regional centres for specialist services
- **Housing:** Predominantly separate houses; older housing stock with limited new builds
- **Internet & Connectivity:** Gradual improvements via NBN; however, regional digital disadvantage persists in speed and affordability
- **Transport:** Heavy reliance on private vehicles; public transport connectivity to Perth via Trans WA (train service)
- **Climate:** Wheatbelt Mediterranean climate – hot dry summers, cool winters
- **Natural Hazards:** Vulnerability to drought, bushfire, and flood (in isolated heavy rainfall events)

## 5. Analysis of External Environment

An analysis of Local Government and the West Australian economy has been undertaken using current data from the Australian Bureau of Statistics, Local Government Workforce Skills and Capability Survey and Local Government Workforce Shortage data.

### Local Government Environment

As of June 2024, the Australian Bureau of Statistics (ABS) reported that there were approximately **213,500 local government employees** across **537 Local Governments**, with a diverse, multi-disciplinary and multiskilled workforce in almost **400 occupations** across Australia.

This figure represents about **8% of total public sector employment**, which stood at 2,517,900 employees.



Local Government in a snapshot, as per the 2022 Local Government Workforce Skills and Capability Survey indicate

- Local Government in Western Australia feature **139 Local Government**, **104 of these being regional Shires**.
- The workforce is **52.3% females** and **47.7% male**.



- Local Government **turnover rate** is 15.6% nationally, almost double the rate compared to 8.3% in 2018. The highest average rate is in rural local governments with an average turnover rate of about 20%.
- **Length of service:** 38% of the workforce was employed for 1-5 years, 18% for 6-10 years and 15% for less than a year. 10% of the workforce nationally has 20 years or more of service.
- **Age profile:** Across all Australian Classification of Local Government (ACLG) categories, the highest proportion of the local government workforce is in the 30-44 year age group, followed by the 45-54 and the 55-64 year age groups. Contrary to popular opinion, the local government workforce is younger when compared to the broader Australian workforce.
- **Aboriginal and Torres Strait Islander workforce:** Almost 63% of respondent local governments have Aboriginal and Torres Strait Islander employees in their workforce. The highest concentrations of positive responses are in the NT (100%), NSW (84%) and WA (almost 62%) and QLD (almost 60%).
- 47% of Western Australian Local Government are experiencing skill shortages and skill gaps, the top areas being Building Surveyors, Environmental Health Officers, Town Planners & Plant Operators.

The Local Government industry has faced and will continue to face reform across the sector to ensure sustainability and governance to build a future. Local Government across the board are experiencing change and uncertainty that has the potential to impact the workforce being an industry of choice for employment. It is envisaged over the next two decades that the industry will experience and be shaped by:

- Technological advances,
- Digitisation of services,
- Globalisation,
- Aging population,
- Emerging economic structures,
- Skills shortages & inability to compete with the private sector,
- Impacts of climate change,
- Challenges with recruitment and retention of skilled staff including loss of corporate knowledge,
- Access to training opportunities, unmet training needs to enhance workforce skills,
- Shortage of resources; and,
- Remoteness.

With Local Governments already feeling the impacts of these trends it is therefore essential to forecast the changing future roles and skills required. The 2022 Local Government Workforce Skills and Capability Survey suggest that effort to retain the ageing workforce will be important to balance the lack of new entrants in the sector, and to establish valuable mentoring and training opportunities for new employees from experienced workers.

Local Government Professionals Australia suggested that the key challenges facing Local Government, particularly in the face of prolonged skills shortages, include that the workforce is

- Considerably older than the Australian industry workforce,
- Struggling to attract and retain workers under 30 years of age,
- Experience challenges in recruiting and retaining apprentices,





- Facing major skills shortages in key progression technical occupations, including Town Planning, Environmental Health Officers, Building Surveyors, Engineers and Plant Operators; and,
- Not well positioned regarding new and emerging soft skills.

### The Western Australia Economy

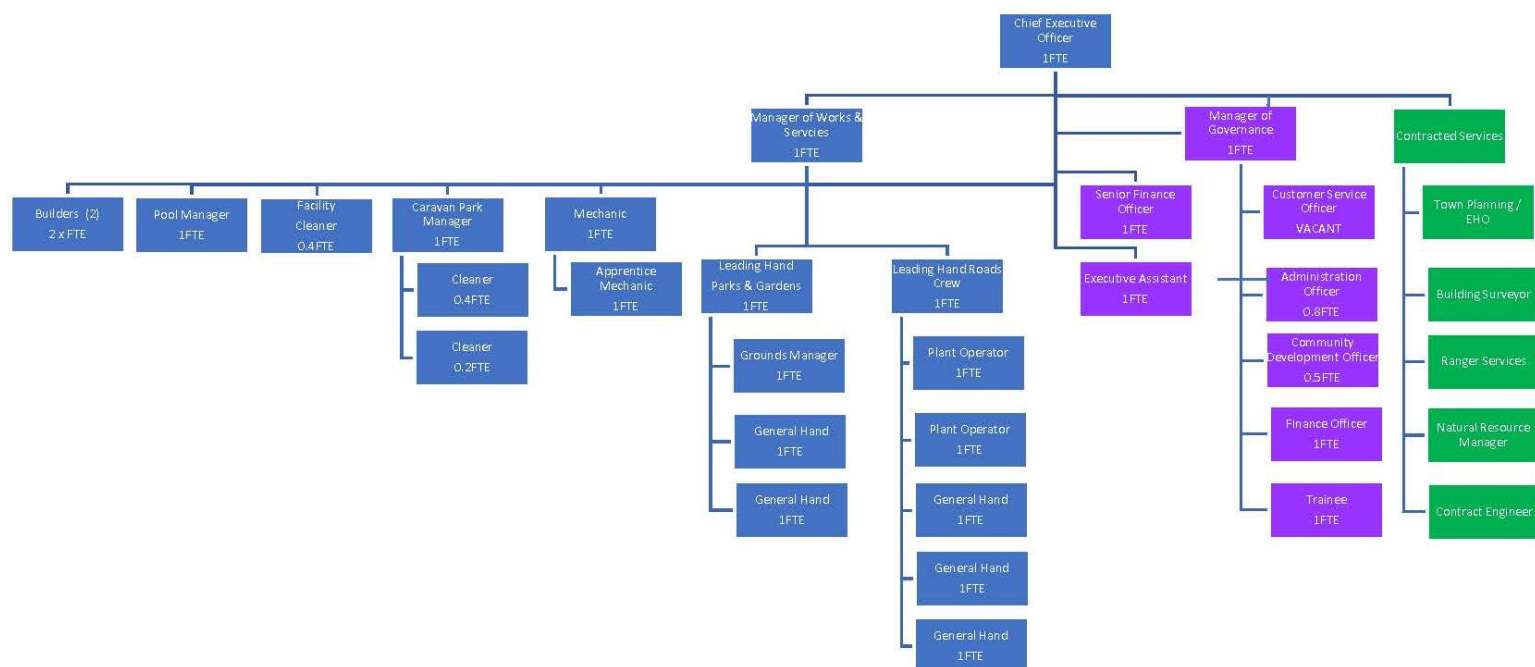
The Department of Jobs, Tourism, Science and Innovation publishes a monthly economic profile for Western Australia. The following is an overview of data from the economic profile for July 2025 that is relevant to the workforce plan.

- **Consumer Price Index:** Inflation rose in 2025, taking the annual rate to 3.2%.
- **Unemployment Rate:** Unemployment rate stood at 4.2% in July 2025, rising from 3.7% in 2023.
- **Employment/Hours worked:** 22.6% worked 45 hours or more, 19.6% 40-44 hours, 11.7% worked 20-29 hours.

## 6. Our Workforce

The Shires Chief Executive Officer (CEO) is responsible for the overall operation of the organisation and the delivery of Councils strategic goals. The CEO has several powers delegated by Council.

The current organisation structure is shown below.





## 7. Workforce Profile & Analysis of Workforce Survey

The following table provides a snapshot of key aspects of the Shires workforce profile as at June 2025.

Profile Aspect	2025 Workforce Survey
Engagement	29 full-time 5 part-time 5 casual
Age Distribution	25 & under – 6 45 & under – 10 60 & under – 14 61 & over - 9
Gender Distribution	Male – 24 Female - 15
Years of Service	Less than 12 months – 3 1-5 years – 22 5 – 10 years – 5 10 – 20 years – 4 20yrs plus - 5
Budget	\$2,695,363

The trends observed in the Local Government sector are consistent with the analysis of the workforce profile as presented above.

The Shires Salary & Wages budget has seen an increase of 21% since 21/22. The most significant increase being 14% between 21/22 to 22/23. The following financial years saw a 1.5% and 4% increase, falling within the percentage increase as portrayed in the Long-Term Financial Plan.

Financial Year	21/22	22/23	23/24	24/25
Employee Costs	\$2,227,398	\$2,551,579	\$2,591,127	\$2,695,363

### Currently the Shire offers the below attraction and retention strategies

- Above award wages.
- Superannuation co contributions.
- Housing at reduced rates, where available.
- Provision of uniforms.
- Professional development and training opportunities.
- Access to Employee Assistance Program (EAP).
- Free facility access for pool and gym.

### Equal Employment Opportunity

The Shire recognises its legal obligation under the *Equal Opportunity Act 1984* and actively promotes equal opportunity through the advertising of vacancies. Staff selection is based on merit and not influenced by gender, marital status, pregnancy, race, disability or religious views.



The following table shows the distribution of equity groups as at 30 June 2025.

Equity Group	Number of Staff
Women – Administration	5
Women - Works	5
Women in Management (Tier 2)	1
People from culturally diverse back grounds – Administration	0
People from culturally diverse back grounds – Works	0
Aboriginal Australians	0
People with Disability – Administration	0
People with Disability – Works	0

## 8. Improvement Areas

As part of the June 2025 survey, staff feedback was sought on the perceived challenges the Shire will face in terms of workforce planning over the next five years. Feedback listed below;

- Wages,
- Resourcing & staff shortages,
- Attracting new staff; and,
- Loss of knowledge through staff turnover e.g. retirement

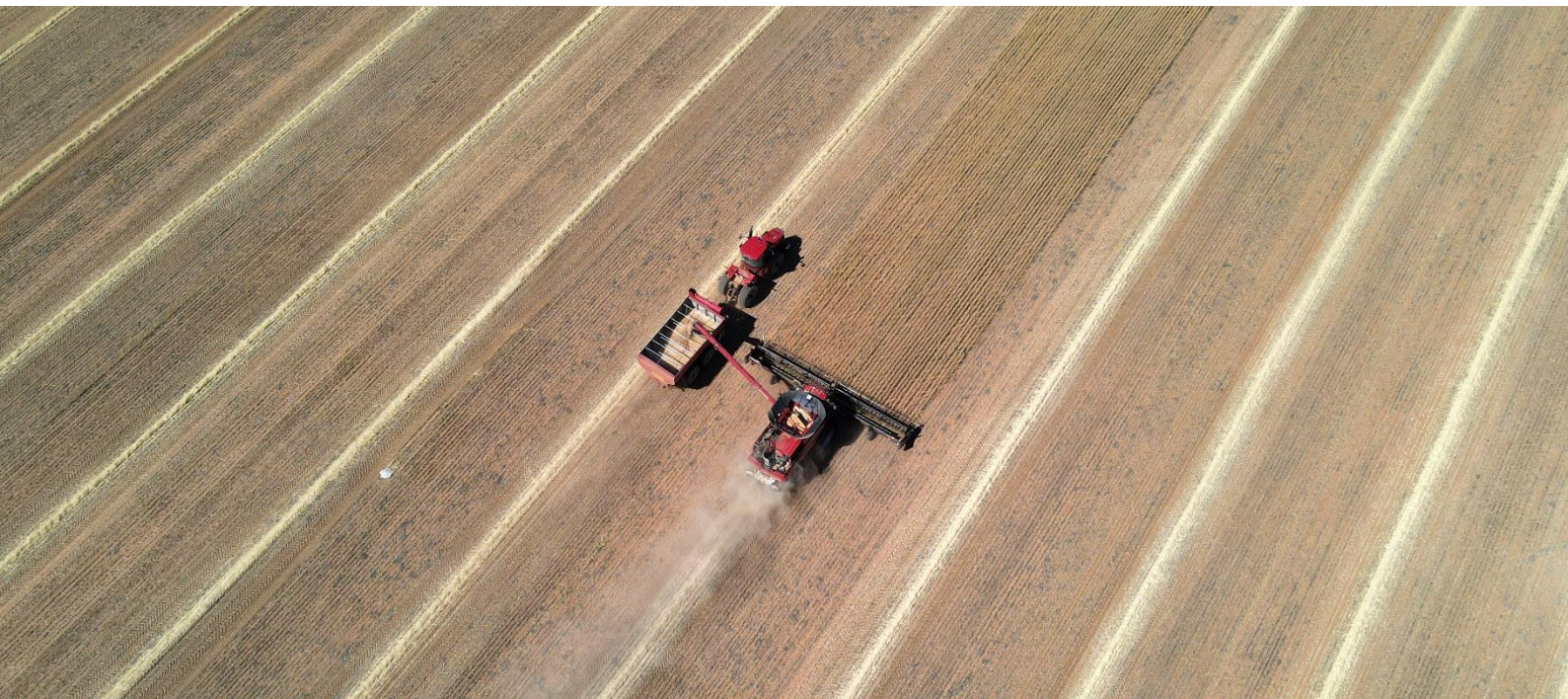
## 9. Workforce Risks

Following the workforce survey and analysis of the internal and external environment a risk assessment was undertaken to inform the actions to be implemented as part of the workforce plan. The challenges facing the Shire of Kellerberrin are broadly consistent with those experiences by many regional local governments across Western Australia.

Operating in an increasingly competitive labour market, the Shire competes for specialist skills and expertise that are essential to delivering local government services.

Strengths	Weaknesses
Current workforce capacity	Recruitment and retentions challenges
Organisational culture	Skill gaps in specialist areas
Community and local knowledge	Reliance on ageing workforce
Ongoing training and development	Remuneration competition
Established practices and procedures	
Job Security	
Close community and business relationships	
Strategic location (being on GEH) with supporting logistics	
Key infrastructure	
Opportunities	Threats
Internal workforce development	Competitive labour market
Succession planning	Rising community expectations
Technology and process efficiencies	Decreased volunteer base
Innovation	Regulatory, governance & compliance demands
Employee attraction and retention strategies	Loss of corporate knowledge
Opportunity for internal promotion	Rising economic costs
	Limited staffing capacity and reliance on multi-skilled roles
	Increasing workload







## 10. Forecast of Future Needs – Link to Strategic Direction

To inform future workforce requirements, a review was undertaken of the 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.

Predicted workforce costs and their links to strategic priorities as outlined in the Strategic Community Plan are detailed in the table below:

### LIFESTYLE

<i>To create a comfortable, inviting and welcoming lifestyle that is in keeping with the natural environment and cultural and historical heritage of the Shire.</i>				
10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS	CAPACITY
1.1 We are a vibrant and viable, culturally diverse and engaging and unified community with strong links to history, culture and the creative arts.	To promote Doodlakine and Kellerberrin's history and encourage sharing of cultures and knowledge. To foster an environment that celebrates the diversity of the community.	SERVICE DELIVERY	Installation of Information Bay at Doodlakine. Installation of bins with graphics representing Doodlakine. Completion of artwork on Kellerberrin Street bins.	Within existing resources
	To foster an environment that celebrates the diversity of the community.	SERVICE DELIVERY	Council will collaborate with external parties to identify opportunities to promote local culture and history across the region.	Within existing resources
		PARTNER	Council provides appropriate support to community events that enrich the community.	Within existing resources

	Work with the local, regional, state and federal government bodies to encourage the growth of local, regional and indigenous arts, culture and history.	SERVICE DELIVERY	Council will form partnerships, identify, advocate and lobby for recognition of key areas of significance within the community, and for grant funding.	Within existing resources
1.2 Present the Shire with high visual and aesthetics, appealing to neighbouring Shire Councils and visitors.	To create visually appealing and inviting public and recreational places that complies with good planning and design principles.	SERVICE DELIVERY	Implement the Shire of Kellerberrin Townscape, Road Verge and Public Open Space Management Plan. Facilitate and work with the Kellerberrin Town Teams	Increased workload of Town Crew
			Implement Asset Management Plans.	Within existing resources
	To actively participate in local and regional tourism groups as well as ensuring we push our Shire as a destination point.	SERVICE DELIVERY	Participate in WEROC tourism projects. Collaborate with Kellerberrin CRC to deliver a high standard of visitor servicing and tourism opportunities. Maintain membership with the Wheatbelt Visitors Centre and surrounding tourism publications.	Within existing resources and current alliances with CRC & Visitors Centre
		PARTNER	Support promotion of the Live at the Hay Shed Partner to bring additional external events to town.	Within existing resources
	To advocate for state and federal funding to enhance community facilities and services for the residents and visitors.	ADVOCACY	Continue membership with WEROC, Great Eastern Country Zone (GECZ), and CEACA.	Within existing resources
		SERVICE DELIVERY / PARTNER	Increase usage and activation of Council owned assets and facilities.	Within existing resources
			Notre Dame University Wheatbelt Medical Student Immersion program.	Within existing resources
	1.3 Establishing/maintain ing and enhancing	Compilation of Townscape Beautification plan and public space strategy that will activate	SERVICE DELIVERY	Implement the Shire of Kellerberrin Townscape, Road Verge and Public Open Space Management Plan.
SERVICE			Deliver the footpath plan.	Road, Town & Contracted

the aesthetics and the natural environment within our Shire	streetscapes and provide an environment for all to enjoy in the town sites of Kellerberrin and Doodlakine.	DELIVERY		Services
		SERVICE DELIVERY	Landscaping to include native flora and artificial grass where possible in alignment with Townscape Plan.	Increased workload of Town Crew
		SERVICE DELIVERY	Town ovals and gardens reticulated by storm water runoff. Continue to maintain stormwater infrastructure and identify new catchment flows.	Existing resources & Contracted Services
	Research the environmental risks and factors that could potentially affect the local environment and develop strategies and programs to mitigate.	SERVICE DELIVERY	Incorporate low energy alternatives in Shire buildings. Seek grant opportunities to enable projects.	Increased workload of Administration
		SERVICE DELIVERY	Develop a Council Waste Management Strategy.	Within Consulting budget resources
		SERVICE DELIVERY	Promote community pest management initiatives.	Within Contractor budget resources
		SERVICE DELIVERY	Review Emergency Management Plans (LEMC).	Within existing resources
		SERVICE DELIVERY	Implement identified actions from the Shire's Bushfire Risk Management Program.	Require consultation services & increased workload of Town Crew
	Lobbying and working with State, Federal and external parties to maintain/enhance the natural environment to ensure the sustainability of the natural environment.	SERVICE DELIVERY	Continue to contract WA Ranger Service.  Continue to contract NRM consultant to assist with environmental sustainability practices.	Within existing contractor resources  Within existing contractor resources
		PARTNER	Partner with CBH to undertake Corella Management.	Within existing resources

## SUSTAINABILITY

To live in a region that promotes sustainable economic, social and environmental development and growth.				
10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS	CAPACITY
2.1 Strengthen the economy through business development therefore increasing the opportunity of employment	Support local businesses to drive business development in partnership with the Shire and other stakeholders.	SERVICE DELIVERY PARTNER	Key infrastructure supports the agricultural industry. Support local business development initiatives where possible, via our policy position.	Within existing resources
	Be a business-friendly Shire that aligns itself with businesses that have the potential to locate in Doodlakine and/or Kellerberrin.	FACILITATE	Promote the availability of industrial land in the Shire. Retain membership with Wheatbelt Business Network (WBN).	Within existing resources & partnership with Development WA
	The Shire to advocate for business development through promoting 'shop local', attracting tourism and giving local business a presence.	PARTNER	Continue to collaborate with the Kellerberrin CRC with initiatives that support and promote local business.	Within existing resources
		SERVICE DELIVERY	Promote and implement the use of the Shire of Kellerberrin's Preferred Supplier Policy and Local Price Preference Policy, where possible.	Within existing resources
2.2 We are a Shire that respects and aims to preserve the quality of the natural environment and rural landscape and promote environmentally	To raise awareness and interest of the natural environment and key factors affecting the environment.	SERVICE DELIVERY	Continue to contract NRM services.  Utilise Rodd Munns consulting to assist to ensure compliance with environmental factors during delivery of works programs.	Within existing resources  Within existing resources and contractor budget
	To work with organisations to promote actions to enhance the environment.	PARTNER	Work with Wheatbelt NRM to engage the Rangers Program to assist in maintenance of identified reserves and bushland.	Require consultation services



sustainable practices.	To promote opportunities to encourage sustainable environmental practices across the Shire.	SERVICE DELIVERY PARTNER	Implement the Shire of Kellerberrin's Waste Management Strategy.  Continue to promote recycling practices, including Containers for Change.	Within existing resources  Within existing resources
2.3 Maintain transport services and foster relationships for infrastructure improvements with key stakeholders.	Fostering a relationship with Main Roads WA for the continued upkeep/maintenance of the highway through the township.	ADVOCATE	Continue to advocate for upkeep and maintenance of the Great Eastern Highway through - Wheatbelt North SRRG, Main Roads WA and Politicians.	Within existing resources
	Continue to maintain and improve current transport service provisions within the Shire.	ADVOCATE	Continue to advocate to retain access to the Prospector train.	Within existing resources
		SERVICE DELIVERY	Implement 10-year Road Management Plan. Ensure Gravel policy is reviewed to remain relevant.	Within existing resources
		FACILITATE	Work towards delivering a sustainable RAV Heavy Vehicle freight Network.	Within existing resources and consultant services
	Maintaining good working communications with Wheatbelt Secondary Freight Network (WSFN) for maintenance/upgrade of approved freight routes.	PARTNER	Work with WSFN to plan, design and deliver WSFN approved routes within the Shire of Kellerberrin.	Within existing resources and consultant services

## LEADERSHIP

<i>To be led by an open, honest and transparent government</i>				
10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS	CAPACITY
3.1 Effective mechanisms for community representation in key decision-making	Design and establish engagement mechanisms for residents, businesses, groups (as applicable) in major decisions over the period of each Corporate Business Plan.	SERVICE DELIVERY	Review Community Engagement Framework. Review Community Engagement Policy.	Within existing resources Within existing resources
		FACILITATE / SERVICE DELIVERY	Provide improved connection with community through enabling positions within specific Committees, being <ul style="list-style-type: none"> <li>• 2 x Independent - Audit, Risk &amp; Improvement Committee Members with one being Chairperson</li> <li>• 2 x independent members - Roadworks Advisory Committee</li> <li>• Sport and Recreation Committee</li> <li>• Other Sporting and Community Groups.</li> </ul>	Within existing resources
	To collaborate with community members, groups, and external parties to create an inviting space for the enjoyment of all community members.	PARTNER	Support Kellerberrin Town Teams initiatives when they align with Council's plans, strategic direction and policies.	Within existing resources
	The promotion of Councils Corporate Documents for community input and feedback through proactive advertising	SERVICE DELIVERY	Advertise Council Public documents seeking community feedback, including strategic planning and informing strategies.	Within existing resources
3.2 Our Elected	To lead and govern in a fair,	SERVICE	Councillor training is provided and timely completion by	Within existing resources

Representatives and Council employees to provide effective, respected and progressive leadership.	transparent, ethical and responsive manner.	DELIVERY	all Councillors. Continue representation on relevant boards, committee and working groups to influence positive local and regional outcomes.	Within existing resources
	To actively engage and consult with the community to ensure they have the opportunity to have a say and be heard.	SERVICE DELIVERY	Implement Council Customer Service Charter.	Within existing resources
			Ensure professional development and training of staff is completed.  Actively promote opportunities for the public to raise questions to Council through the Annual Electors Meeting and at each Council Meeting during Public Question Time.	Within existing resources  Within existing resources
	To actively pursue a positive community spirit and support.	PARTNER	Partner and support initiatives that are in line with Council plans, policies and strategic direction.	Within existing resources
3.3 Provide informed and transparent decision making that, meets our legal obligations, and the needs of our community	Mark the performance against our targets in the Strategic Community Plan and Corporate Business Plan.	SERVICE DELIVERY	Regular reporting against the Strategic Community Plan and Corporate Business Plan presented to Council quarterly.	Within existing resources
	To inform community members and external parties on how we are meeting our targets.	SERVICE DELIVERY	Quarterly reports to Council, staff and the community on achievement of the SCP and CBP outcomes.  Publish updates in the Council Matters and Pipeline.	Within existing resources  Within existing resources

	To actively promote Council decisions to ensure transparency is provided to the community.	SERVICE DELIVERY	<p>Quarterly reports to Council, staff and the community on achievement of the SCP and CBP outcomes.</p> <p>Publish outcomes and updates on Council activities and decisions to the community in the Shire Council Matters and the local newsletter (pipeline).</p> <p>Utilise social media, website and community noticeboard where relevant to assist in ensuring public awareness of important changes or information.</p>	<p>Within existing resources</p> <p>Within existing resources</p> <p>Within existing resources</p>
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## PROSPERITY

*To develop a community that fosters and encourages long term prosperity and growth and presents a diverse range of opportunities*

10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS	CAPACITY
4.1 Encouragement of establishing Housing within the Shire	To identify economic trends and create employment and business opportunities for the local community.	PARTNER	Retain membership with the Wheatbelt Business Network. Active membership of WEROC.	Within existing resources  Within existing resources
	Build partnerships with State, Federal and external agencies to secure funding for housing, land and services.	PARTNER	Retain membership and actively participate with CEACA, including opportunities to deliver additional housing or ILUs to Kellerberrin and the region.	Within existing resources
		PARTNER	Undertake workforce housing needs and business case in partnership with WEROC and Wheatbelt Development Commission.	Within existing resources and consultant services
		SERVICE DELIVERY	Construction of short-term accommodation units at the Kellerberrin Caravan Park.	Within existing resources
	Maintain and renew Council Housing for attracting/ retaining staff.	SERVICE DELIVERY	Maintain Council housing stock and management of assets for staff housing.	Within existing resources & external contractors
		PARTNER	Undertake workforce housing needs and business case in partnership with WEROC and Wheatbelt Development Commission.	Within existing resources and consultant services
4.2 Encouragement of additional services for	To foster a positive relationship between the Shire and health	FACILITATE	Provision of building and lease for Moore Street Medical Practice.	Contractor engagement and contributing funds

the community	providers including public, private and community based.	ADVOCATE	Advocate for continued presence and investment into the Kellerberrin Hospital and other allied health services.	Within existing resources and consultant services
	Construction of a new allied health facility.	PARTNER	Partner with Dryandra for the development of a multipurpose facility that provides value adding capacity to the Kellerberrin Hospital.	Contractor engagement and contributing funds
	Research additional services for the provision of early childhood operations.	ADVOCATE	Continue to advocate and support childcare service opportunities within the Shire.	Within existing resources
4.3 Foster relationships with community/business and external agencies for increase growth.	Assist the business community for business growth and enhancement for the provision of new/additional employees.	FACILITATE / ADVOCATE	Undertake workforce housing needs and business case in partnership with WEROC and Wheatbelt Development Commission.  Advocate for reliable and improved telecommunications and Internet access.	Within existing resources and consultant services  Contractor engagement
	Facilitate discussions with community members to identify priority community infrastructure upgrades.	PARTNER	Constant communication with the Sport and Recreation Community. With the result in sporting groups contributing to replacement reserves.	Within existing resources
	Foster relationships with external parties for funding of community infrastructure upgrades.	PARTNER	Support the Doodlakine Bowling Club for new lighting on their bowling green, through CSRFF grant opportunity.  Work towards upgrading/replacing lighting at the football oval to LED.  Continue Grant Guru subscription to ensure Council is up to date and informed on all funding opportunities.	Within existing resources  Within existing resources  Within existing resources

## 11. Workforce Implementation Plan & Strategies

As the Local Government industry, and as the Shire continues to evolve, future workforce needs will reflect both emerging community priorities and operational realities. Based on the analysis undertaken when reviewing the Workforce Plan, the following actions have been identified to ensure the organisation can continue to meet service delivery expectations, legislative requirements and strategic outcomes. These actions consider the Shires Strategic Community Plan, Corporate Business Plan and other key informing strategies.

- Attract and retain employees,
- Ensure succession planning,
- Provide training and development to current workforce, aiming to decrease reliance on specialist/consultant services,
- Improve efficiency and effectiveness of Shire operations; and,
- Maintain and further develop organisational culture.

Attract and Retain employees, and Succession Planning						
Actions	Responsible Manager/s	24/25	25/26	26/27	27/28	28/29
Develop an attraction & retention strategy identifying specific approaches to attract people to Local Government, the Shire and to live in regional communities	Management Team		X			
Apprenticeship, Traineeship and Student work placement opportunities.	Management Team	X	X	X	X	X
Internal promotion opportunities are advertised and invited.	CEO	X	X	X	X	X
Identify critical roles and responsibilities across the organisation and develop succession plans and pathway programs.	Management Team		X		X	
Review employee wages, rewards and incentives to ensure that they remain competitive, attractive and fair, in the context of the Local Government sector.	CEO	X	X	X	X	X
Continued investment in maintenance and expansion of Shire housing stock.	CEO	In accordance with Long Term Financial Plan.				



Provide training and development & improve efficiency and effectiveness of Shire operations						
Actions	Responsible Manager/s	24/25	25/26	26/27	27/28	28/29
Ensure all employees have a training and development plan, including career goals setting as part of review process	Management Team		X	X	X	X
Implement internal mentoring program.	Management Team		X		X	
Relevant staff and Councillors are trained in the Local Government Act.	CEO	X		X		X
Understand and manage work resources across the organisation, to ensure forward planning for sufficient employees in key areas.	Management Team	X	X	X	X	X
Ensuring that workloads and communications are transferred to relieving officer during period of leave/absence.	Management Team	X	X	X	X	X
Develop programs to transfer knowledge and skills from mature employees to new employees.	Management Team		X		X	
Encourage and support formal management qualifications.	CEO		X		X	
Where appropriate, explore opportunities such as shared services and consultant opportunities.	CEO	X	X	X	X	X
Policy and procedures are reviewed and updated regularly to assist with training of existing and new employees and retaining corporate knowledge	Management Team	X	X	X	X	X



Maintain and further develop organisational culture						
Actions	Responsible Manager/s	24/25	25/26	26/27	27/28	28/29
Meet Equal Opportunity Compliance as an employer.	CEO	X	X	X	X	X
Facilitate flexible working arrangements when operational requirements and productivity can be demonstrated.	CEO	X	X	X	X	X
Regular team meetings, updates and feedback.	Management Team		X	X	X	X
Develop organisational values to shape culture, foster a positive workplace, direction, and guide decision making.	Management Team		X			
Develop proactive approach to wellbeing focusing on prevention, early intervention and support.	Management Team	X	X	X	X	X
Conduct biennial Employee Surveys through external company	Management Team		X		X	

A review of the forecast and implementation strategies shows that many identified workforce needs have been achieved or addressed while some require further development or action.





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