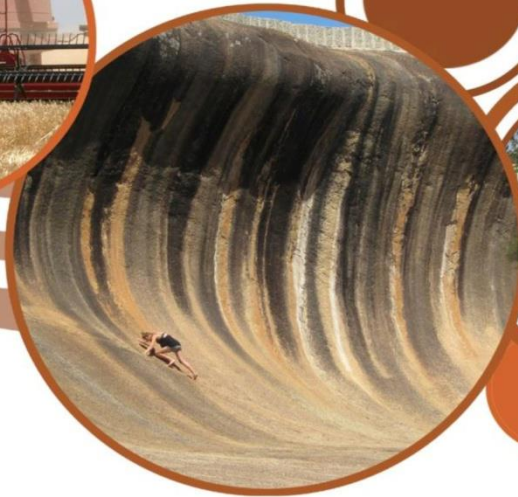




Shire of
Kondinin

Workforce Development Plan
2022/23 – 2026/27



○ Kondinin

○ Karlgarin

○ Hyden

Shire of Kondinin
Gordon Street (PO Box 7)
KONDININ WA 6367
Phone 9889 1006
Fax 9889 1197
www.kondinin.wa.gov.au

Document Adopted	
Reviewed	
Reference	

Table of Contents

Executive Summary.....	4
Integrated Workforce Planning in Context.....	5
Internal and External Environments.....	6
General Western Australian Environment.....	6
General Wheatbelt Region Environment.....	6
Shire of Kondinin.....	6
Current Workforce.....	7
Key Roles.....	8
Current Organisational Structure.....	9
2.6 Analysis of Current Workforce.....	12
2.7 Current risks of Kondinin - Local Government.....	12
2.8 Shire of Kondinin Workforces Challenges.....	14
2.9 Shire of Kondinin Workforces Emerging Positions.....	14
Strategic and Corporate Plan Workforce Implications.....	16
1. Workforce Development Strategies 2023/24– 2027/28 (Internal).....	23

Executive Summary

The Shire of Kondinin is a significant employer within the Local Government Area, employing 33 people in full time, part time and casual positions. The Shire of Kondinin is classified as remote and with this comes a number of barriers to attracting and retaining staff, however it also brings a number of advantages such as greater freedom in career growth, development and incentives.

The Wheatbelt region continues to face a number of challenges that have an impact on the workforce including the viability of seasonal productivity, an ageing demographic, retention of youth, changes in the way education and training are delivered and lack of perceived economic growth and opportunity in the region.

The Shire of Kondinin continues to evolve and adapt its workforce strategies to ensure it remains competitive and relevant to the communities of Hyden, Karlgarin and Kondinin. This Workforce Development Plan is linked to the goals of the Shire of Kondinin Strategic Community Plan 2022 - 2032 and Corporate Business Plan 2022 - 2027 and works towards ensuring the Shire workforce delivers upon the community's aspirations.

The Shire of Kondinin Workforce Development Plan will be reviewed annually as part of the planning process.

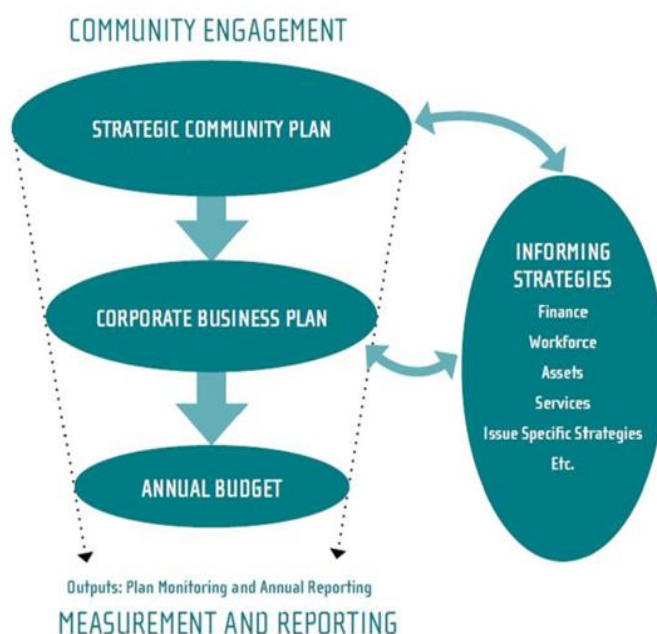
Integrated Workforce Planning in Context

The Shire of Kondinin Workforce Development Plan has been developed to address the requirements of the Local Government Act 1995 section s5.56(1) A 'a plan for the future' and regulations s5.56(2):

That Local Government develop a Strategic Community Plan that links community aspirations with the Council's long term strategy.

That the Local Government has a Corporate Business Plan linking to long term financial planning that integrates asset management, workforce planning and specific Council plans (Informing Strategies) with the strategic plan.

The Shire of Kondinin has developed its Plan's in line with the Integrated Planning Guidelines and according to the planning framework below.



The Shire of Kondinin Workforce Development Plan aims to address the workforce needs of the Shire that arise from the core functions, operations, projects, strategic initiatives and priorities. It also aims to build the skills, knowledge and experience of the Shire workforce and will aim to be adaptable to the changing Wheatbelt and legislative environment in which it operates.

Internal and External Environments

General Western Australian Environment

Western Australia (WA) has a total land mass of 2,527,013 km² which accounts for 33 percent of Australia's total land mass.¹ Western Australia's population of 2.66 million in 2021 was 10% of Australia's population.²

Population growth in WA of 1.2% in 2021 was above the annual growth of 0.98% for the country. The number of people living outside of Capital Cities increased by 1%, half of the 1.9% growth of people living in Capital Cities. Outside the Greater Perth Area the State of WA saw a decline in population by 0.1%.² The WA Tomorrow report forecasts a population of 3.39 million in the state by 2031.³

According to ABS, 57% of the people living in Western Australia work full time and 32% are working on a part time basis. Western Australia has an unemployment rate of 5.1%. (ABS Census, 2021)

¹ Geoscience Australia - www.ga.gov.au

² Australian Bureau of Statistics (ABS) – www.abs.gov.au

³ WA Tomorrow Report Department of Planning, Lands and Heritage – www.dplh.wa.gov.au

General Wheatbelt Region Environment

The Wheatbelt region is situated in the south west of Western Australia and comprises an area of 154,862 square kilometres, extending out to the north, east and south east of the Perth metropolitan area. The region is home to 137,175 people (ABS census, 2021) making it the third most populous region in the State.

The population of the Wheatbelt is dispersed over 43 Shires and approximately 160 towns and smaller settlements.

Major industry in the Wheatbelt comprises of agriculture (cereal crops, livestock, horticulture, honey and citrus), mining (gold, gypsum, nickel, Lithium, iron and salt), commerce, retail, manufacturing, government administration, fishing and tourism.

Shire of Kondinin

The Shire of Kondinin covers an area of 7,340km² in the Wheatbelt of Western Australia and has a population of approximately 847 (ABS Census, 2021). The Shire comprises of three town sites, those being Hyden, Karlgarin and Kondinin.

- The Shire includes 289km of sealed roads and 1,193km of unsealed roads
- The total number of occupied dwellings within the Shire is 310 (ABS Census, 2016) with an even split living inside the town sites and on rural properties

- Key industries include cereal, sheep, cattle and feed lots, mining, manufacturing and tourism. In 1955 a group of farmers founded what is known today as the 'Kondinin Group' which now undertakes research for the farming community Australia wide.

The culture of the Shire of Kondinin is reflected in their values of:

Respect

- Value people and places and the contribution they make to the Shire.
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself

Inclusiveness

- Be receptive, proactive and responsive as an organisation
- Exist to help a community that has the capacity for self help
- Demonstrate leadership by promoting Council and community teamwork

Fairness and equity

- Maintain a 'whole of Shire' outlook, but recognise that each community is unique and likely to have variations on their needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way depending on need

Communication

- Create opportunities for consultation with the broad community
- Demonstrate leadership by promoting Council and community teamwork

Current Workforce

Demographics within Council:

	Shire of Kondinin	Kondinin LGA
Females	10 (30%)	388 (45.9%)
Males	23 (70%)	457 (54.1%)
Indigenous	4 (12%)	63 (7.4%)
Median age	53	46yrs
Full time employment	23	65.4%
Part time employment	10	24.4%
Unemployed	Not applicable	2.6%

The Shire of Kondinin offers Award wages and some incentives including overtime, housing, vehicle access for personal use, professional development opportunities and rostered days

off. The Enterprise Bargaining Agreement (EBA) between the Shire and its outside workforce allows for above Award wages and significant regular overtime, in an effort to attract and retain employees.

Performance issues and grievances: The Shire enjoys good industrial relations with its workforce with no significant performance issues or any grievances.

Key Roles

The Executive Team is responsible for the operation and performance of staff and the following key duties:

Chief Executive Officer

- Lead the management group in implementing a Strategic Plan encompassing/involving the Community, Elected Members and staff and manage the infrastructure and assets of the Shire.
- Manage and develop Managers and staff in accordance with statutory requirements, Council Policy and corporate aims. Lead the organisation in providing a high level of service to the Community and to Elected Members.
- Administer the Legal and Statutory obligations of the Council's operation and be the chief adviser to Council on these matters.
- Provide positive and inclusive leadership to the organisation which ensures effective working relationships.
- Develop a corporate approach within the management group towards the development of a budget and ensure that effective financial controls operate within, and across, each functional area.

Manager of Works

- Administer and control all road construction and maintenance activities to a satisfactory standard.
- Supervise Council's maintenance crew and road construction workforce, as well as parks and gardens crew on a daily basis
- Prepare annual works program
- Provide advice and reports to Council and the Chief Executive Officer in relation to Council's works programs/projects.
- Liaise with the Chief Executive Officer, Deputy Chief Executive Officer, Consultants, public, public utilities and authorities and Contractors on matters required for the provision of a functional road system.
- Ensure that safe work practices are adhered to and ensure safe work standards are maintained.
- Supervise the maintenance and repair of Council's plant and equipment

Manager Corporate Services

- Assist the Chief Executive Officer in the sound financial management of the Shire in accordance with statutory requirements and Council policy.
- Maintain accurate accounting records and produce reports in conformity with statutory and Council policy requirements.

- Supervision of administration and accounting staff
 - Provide financial advice and information to Council and senior staff for the management of the Shire.
 - Administer Council's investment portfolio and trust account
 - Assist in the preparation of Council's Integrated Strategic Planning Framework
 - Ensure compliance of the Fuel Rebate Scheme
 - Maintain the Shire's insurance portfolio
- Assist the Chief Executive Officer with the overall operations of the Shire where necessary

Manager Planning and Assets

- Assist the Chief Executive Officer in project management and administration
- Maintain Council building assets including housing and public buildings
- Initiate works to ensure all assets and services are maintained to a high standard
- Assess and determine development applications in accordance with relevant legislation
- Coordinate building applications with Council's contract building officer
- Prepare and provide advice and reports to the Chief Executive Officer and to Council on matters relating to Town Planning, Community Development, Tourism and other matters as required
- Write and administer grant applications for major infrastructure for buildings and assisting with roads where applicable

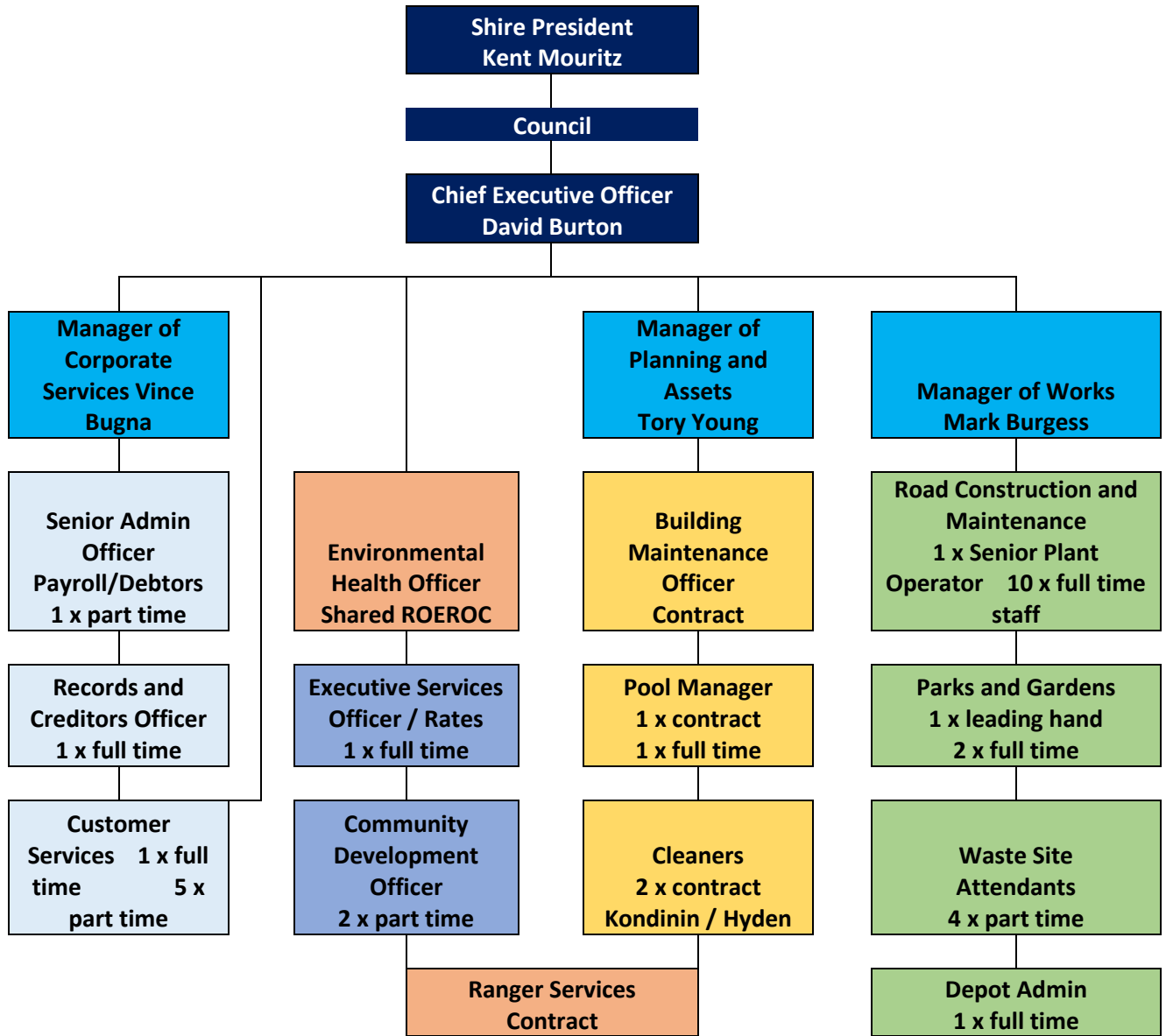
Current Organisational Structure

Council delivers services to the community through the following units:

- Corporate and Compliance Services
- Community Development and Recreation Services
- Planning and Environmental Services
- Public Works and Services

The Shire of Kondinin has 37 employees, (25 full time, 8 part time, 4 contract) based in the town sites of Kondinin and Hyden. The current Organisational Structure at the Shire of Kondinin is as follows:

**Shire of Kondinin
Organisational Chart**



Staffing Levels	2018	2021	Projected to 2026/27
Total including casual	60	60	63
Changes as a % on previous numbers of staff	0	0	0.5%
Additional positions			2
Entitlements	Past 4yrs		Projected to 2026/27
Received maternity leave	3		0
Long Service leave	7		4
Workers Compensation Claims	6		1
Number of employees accessing overtime	38 paid 19 paid O/T		All outside employees given regular O/T
	2020/21		2026/27
Shire Housing for Employees (cost)	\$180,000		\$190,000

Shire housing currently being reviewed with Housing Committee for additional/replacement housing. This will impact the cost of staff housing in the future.

Shared Services:

- RoeROC Environmental Health Officer
- Kondinin Medical Centre

Current recruitment and retention strategies for the Shire include:

- Enterprise Bargaining Agreement for outside staff
- Award rates
- Annual performance reviews
- Fair and negotiated wage increases
- Minimum overtime guarantees
- Flexible working arrangements
- Use of online and remote training and education
- Housing / Housing Incentives
- Utility payment for Shire housing where applicable
- Salary sacrifice options

The Shire has a complete set of Human Resources Policies covering:

- Occupational Safety and Health
- Smoke Free

- Equal Employment Opportunity
- Drug and Alcohol

The Shire of Kondinin participates in the LGIS Risk Insurance Policy.

2.6 Analysis of Current Workforce

The Shire of Kondinin conducted a survey with staff in 2023. Thirteen responses were received from a variety of employees including casual, part time, and full time positions. Key findings included:

- Respondents – 2 had been at the Shire for less than 1yr, 3 had been at the Shire between 1-4yrs, and 8 had been at the Shire between 5-25+yrs
- Majority of roles listed in employee job descriptions were accurate
- Some respondents did not have a specific job description, but general duties.

Personal and Professional Development Needs identified by respondents included:

- Career development with training
- Interesting work
- Financial security
- Recognition of work
- Job satisfaction
- Budgeting / finances
- Work life Balance

Staff Retention was favourable with only two staff indicating leaving in the next 4 years and other staff looking between 5 to 25 years plus remaining for the Shire. Recognition of work was seen by most as a concern of why they would leave.

Additional comments:

- Best thing about working at the Shire – flexibility, permanent work, good communication, community role, job security
- Best part of your job – Autonomy, satisfaction of the job completion, helping people, job challenges, working with the community
Improvements – communication, more hours, more professional development, staff incentives, staff meetings.

2.7 Current risks of Kondinin - Local Government

The Shire of Kondinin is considering the following risks in its workforce development plan:

Risk	High/Medium/Low	Impact	Mitigation Strategy
Shire amalgamation	Medium	Increase/decrease in workloads, community	Workforce implications to be adequately

Risk	High/Medium/Low	Impact	Mitigation Strategy
Amalgamations are not currently being considered, but may arise at any time in the future		expectations, office locations and redundancies, loss of skilled workers in the Shire	considered in any structural reform negotiations
Western Areas Limited – Forrestania Nickel Project	Medium	Earthmoving and machinery operators being attracted to the Mine	Promote the job variety, career development and lifestyle at the Shire of Kondinin and stability of position
Competing wages	Medium	Inability to compete with an open market particularly mining wages	Promote the job variety, career development and lifestyle at the Shire of Kondinin
Ageing workforce	High	Increasing regional and local workforce age	Succession planning strategies to be implemented. Possibility of traineeships to renew workforce.
Local Government Salary Review	Medium	Increasing staff and Councillor costs	Budget for these increases
Employees split in three town sites	Low	Staff feel isolated, adequate performance management and review of staff work	CEO site visits regularly through Karlgarin and Hyden, Council meetings in Hyden, annual performance reviews of all staff, works staff meetings and office staff meetings, Shire CEO and Rates Officer in Hyden office once a week possible twice.

Risk	High/Medium/Low	Impact	Mitigation Strategy
Skill shortages	Medium	Difficulty in sourcing and securing skilled staff	Detailed recruitment and retention strategies are required, recruiting costs will increase
Increasing compliance	Medium	Compliance with local government, OSH etc	Staff will need adequate training and access to relevant technology

2.8 Shire of Kondinin Workforces Challenges

The Shire of Kondinin faces the following challenges to attracting and retaining a workforce:

- Fewer Financial Resources: Council services continue to expand without increases in Federal or State funding, coupled with declining rate payer base. However, additional rates from mining activity / infrastructure in the Shire provides a positive increase in rateable income.
- Increasing compliance and strategic setting
- Country local governments and metropolitan local governments having to compete for employees (with local government experience)
- Promoting an efficient workplace - A council is a service based industry. As such, councils do not have easy access to efficiencies that may arise from economies of scale in other industries. The Council does have access to efficiencies through organisational review, pursuit of business excellence, and resource sharing with other councils (Roe ROC)
- Promoting a safe workforce – Council focuses on delivering upon its occupational safety and health policies, procedures and guidelines to ensure it is a safe and healthy workplace for all
- Embracing Technology – Council using new systems and technologies to attract and retain staff, reduce workloads and record keeping processes
- Maintaining and or increasing Roe ROC Shared Services for efficiencies and effectiveness for the member Shires
- Adequate housing for additional staff

2.9 Shire of Kondinin Workforces Emerging Positions

The Shire of Kondinin has several large projects over the next 1-5+ years that may require additional workforce or new positions to be created.

Larger scale projects that can be considered a major impact on the Shire staffing requirements include:

- Sealing a section of the Hyden Norseman Road – 2023/24 – 2024/25
- Upgrade of the Kondinin Sports Pavilion – 2024/2025
- Construction of the Hyden Discovery Centre – 2024/25 – 2025/26
- Upgrade/Rebuild of the Hyden Sports Centre – 2026/27 – 2027/28

Positions

At this current time, the Hyden Norseman Road and Kondinin Sports Pavilion will be completed using internal resources. The Hyden Norseman Road may need external contractors to complete, however this will be managed by the Works Manager and used on an 'as required' basis.

Project Manager – Contract Position – Project based.

The Discovery Centre and Hyden Sports Centre will take considerable resources to manage the project and will likely exceed the resources of the Shires current workforce if added to normal workloads. For this construction, a Project Manager is likely to be required to follow the project through the various stages while allowing Shire staff to manager the day to day operations of the Shire.

Cost for the Project Manager can be covered as part of the grant funding (Growing Regions Funding) but cannot be done if the position is already a Shire employee. To ensure compliance with the funding requirements, it is recommended that this position is not engaged before the funding agreement has been awarded to ensure that the Shire is not faced with a significant cost without the project.

As this would be a significant position, it is envisaged that the salary will be in excess of \$100,000 and may be dependent on the works required and the project cost (some Project Managers base cost on a percentage of the project cost.

While engaging this position to assist with the grant application, it may be difficult to engage an officer for the role based on funding being received or an expectation for payment whether funding is received or not.

Funding conditions are still being confirmed by the CEO for this role in relation to the Growing Regions Funding.

Tourism Officer/Manager

If funding is received for the Discovery Centre and the construction going ahead, it is recommended that the Shire employ a Tourism Officer/Manager.

This position will be engaged once construction has commenced and will be responsible for organising for display and tourism information for the Centre to ensure the centre is functions from the day of opening. Other duties will include:

- Promoting the Discovery Centre
- Promoting the Shire and attractions
- Liaising with other Shires for brochures
- Work with and maintain the Tourism Master Plan

- Promotion of the region
- Engaging tourists and assisting in promoting attractions and length of stay.
- Engaging Artists for displays
- Assisting local business to promote tourism

Strategic and Corporate Plan Workforce Implications

The Shire of Kondinin Community Strategic Plan 2022 - 2032 is based on a shared vision for the Shire of Kondinin local government area. The process for the creation of the Plan commenced in 2021 with a community survey, followed by two community meetings in Hyden and Kondinin during 2021. A major review of the plan was undertaken in 2022.

From the information gathered, Council was able to develop an understanding of what the community identified as priorities for the Shire of Kondinin. To build upon the background information, further consultations were held with the Council and specific demographic categories and community leaders to create the Plan.

Council categorised the information into four themes; Social, Economic, Environment and Civic Leadership in line with the WA Local Government Integrated Planning guidelines. The draft Strategic Community Plan was placed on public exhibition to allow the community to make written submissions on the draft strategies and goals.

The community expectations from the planning process, included:

- Safe, wide and even sealed roads
- Safe and well prepared gravel roads
- Connected to Norseman with a sealed road
- Stable or increasing population
- Making better use of our geographical position for business, tourism and environmental opportunities
- Keeping our youth in the Shire and engaged
- Quality accommodation for singles, professionals and the elderly
- Bringing new industry to the Shire
- Increased mine relationships and income generation
- Better mobile coverage
- Tidy and well managed waste sites
- Whole of Shire outlook
- A Discovery Centre to promote the Shire and region

Financial and workforce implications on the Workforce Development Plan, from the Strategic Community Plan and Corporate Business Plan include the following:

1. COMMUNITY

STRATEGY	ACTION	Dept/Officer	22/23	23/24	24/25	25/26
1.1 Community members have the opportunity to be active, engaged and connected	a. Source funding and co-ordinate delivery on initiatives that support arts, culture and learning	CDO				
	b. Jointly plan with the two Community Resource Centres to deliver community events and initiatives	CDO				
	c. Support local arts, cultural and town centre activation initiatives	CDO				
	d. Work with the schools and CRCs to develop youth based activities utilising Council infrastructure	CDO				
	e. Achieve strategies in the Public Health Plan	EHO				
1.2 Facilitate and advocate for quality health services, health facilities and programs in the Shire	a. Shire owned health facilities are retained and maintained to community standards	MPA				
	b. Work with neighbouring local governments, key stake holders to have a collaborative approach to the provision of local medical and allied health services	CEO				
	c. Determine what can be provided in the form of support networks to retain and attract new allied health care providers within the Shire of Kondinin	CEO				
	d. With the CRCs jointly deliver senior activities and attract programs to communities	CDO				
	e. Advocate for improvements in telehealth and outreach services	CEO				
	f. Achieve strategies in the Aged Friendly Community Plan	MPA/CDO				
	g. Achieve strategies in the Disability Access Inclusion Plan	MPA/EHO				
1.3 Celebrate our pioneers, community members and protect our heritage	a. With the community forward plan the aesthetics of our cemeteries	CEO/MPA/WSM				
	b. Local Heritage Survey and Conservation Plans reviewed, updated, integrated and implemented	MPA				
1.4 Recreational and social spaces encourage active and healthy lifestyles	a. Progressive achievement of the Sport and Recreation Facilities Master Plan	MPA				
	b. Meet biannually with the Hyden and Districts Sports Council and Kondinin Community Recreation Council	MPA/CDO				

	c. Upgrade Playgrounds	CDO/MPA/ WSM				
	d. Shire parks, gardens and verges are maintained to community standards	WSM				
	e. Forward plan towards a combined playground and skatepark in Kondinin	CDO/MPA/ WSM/CEO				
1.5 Support local volunteer organisations	a. Continue to offer the Community Grant Scheme	CDO				
	b. Provide community facilities to support local clubs and associations to deliver their activities and initiatives	CDO/MPA				
	c. Support local emergency service volunteer attraction and retention	CEO/CDO				
1.6 Support emergency services planning, risk mitigation, response and recovery	a. Regular LEMC meetings as well as training and scenario planning	CEO				
	b. Advocate for improved equipment and emergency service infrastructure	CEO				
	c. Advocate for the retention of the police service	CEO				
	d. Work with DWER to secure water resources for emergency use and drought resilience	MPA/WSM				

2. ECONOMY						
2.1 Support the diverse industry across the Shire	a. Develop and implement townsite improvement plans in collaboration with each community	CEO/MPA/ WSM/CDO				
	b. Complete works as per the Hyden Revitalisation Plan	CEO/MPA/ WSM/CDO				
	c. Increase light industrial land when an identified need is presented	MPA				
	d. Maintain Council interaction with large industry	CEO/WSM/MPA				
	e. Facilitate expansion of telecommunications networks across the Shire and advocate for reduced number of black spots across the Shire	CEO/CDO				
	f. Marketing of Shire and facilities	CDO				
	g. Review town planning scheme amendments	MPA				

2.2 Safe and efficient transport network enables economic growth	a. Demonstrated achievement towards of our 2030 Road Plan	WSM				
	b. Equipment replacement as per our Plant and Equipment Schedule	WSM				
	c.	WSM				
	d. Maintain Council controlled air strip	MPA/WSM				
	e. Annual footpath maintenance, upgrade and extension	WSM				
	f. Demonstrated advocacy and planning with neighbouring local governments towards the sealing of the Hyden-Norseman Rd	CEO/MPA/WSM				
2.3 Coordinated planning and promotion of the visitor and tourist experience	a. Update and improve visitor information infrastructure as well as online, face to face and print communication channels	CEO/CDO				
	b. Improve truck and RV access to central business districts	CEO/WSM				
	c. Install RV dump point in Hyden and Karlgarin	MPA				
	d. Continue to maintain the Wave Rock Precinct, Kondinin Caravan Park as well as other tourism precincts, information bays	CDO/MPA				
	e. Apply for funding to construct the Hyden Visitor Centre	CEO				
	f. Continue membership and active participation in Roe Tourism	CEO/CDO				
	g. Add value to the Great Western Woodlands and Pathways to Wave Rock trails	CDO				
2.4 Housing meets existing and future community needs for families and workers	a. Complete new Shire accommodation in Kondinin	MPA				
	b. Maintain and upgrade Shire housing stock	MPA				
	c. Support the Community Housing Committees, either in kind or financially, subject to the annual budget	MPA				

	d. Actively participate in the development and implementation of the Wheatbelt South Aged Housing Alliance	COMPLETED				
	e. Support the planned development of residential land within the Shire	MPA				
	f. Advocate for improvements in State Government housing in our communities	CEO/MPA				
2.5 We facilitate and support learning and education programs and services	a. Include apprentices and trainees in our workforce	CEO				
	b. Support the two primary schools	CEO/CDO				
	c. Identify incentives or programs that could be offered to teachers to encourage them to continue to work in the schools within the Shire	CDO/MPA				
	d. Support the provision of childcare in our communities	MPA				
	e. Provide assistance and support for families who cannot afford or support education for their children by way of the Youth Development Grant program	CDO/CEO				

3. ENVIRONMENT						
STRATEGY	ACTION	Officer	22/23	23/24	24/25	25/26
3.1 Maintain a high standard of environmental health and waste services	a. Participation in the ROE EHO Scheme	EHO/CEO				
	b. Continue to educate the community about waste minimization and recycling	CDO/EHO				
	c. Safe access to our refuse sites	WSM				
	d. Active collaboration to manage the Bendering Regional Waste Site	EHO/CEO/ WSM				

3.2 We conserve and protect our natural environment	a. Promotion and management of invasive species programs to the community	CEO				
	b. Preparation and management of nature reserves and roadside verges to reduce bushfire risk	WSM				
	c. Implement solar energy throughout Council buildings, subject to the annual budget and grant applications	MPA/CSM				
	d.					
4. CIVIC LEADERSHIP						
STRATEGY	ACTION	Officer	22/23	23/24	24/25	25/26
4.1 Skilled, capable and transparent team	a. Meet our Communications and Community Engagement Policy	CEO				
	b. Maintain and continue to improve communication amongst Council and staff to increase efficiency, provide outcomes and to enhance customer service levels	CEO				
	c. Deliver quarterly reviews of the Shire Community Strategic Plan and Corporate Business Plan.	CEO				
	d. Meet our Shire Customer Service Charter	CEO/CSM				
	e. Continue to participate in regional groups such as ROE ROC and WALGA Zone Meetings Regional Road Group and Sub-Group	CEO/WSM				
	f. Demonstrated progress towards the achievement of the Workforce Plan	CEO				
	g. Elected members attend professional development	CEO				
4.2 We are a compliant and resourced Local Government	a. Continue to meet compliance with statutory and regulatory requirements	CEO/CSM				
	b. Review financial and asset management policies and practices	CSM/MPA				
	c. Review and update our long term financial plans	CEO				

	d. Continue sub committees of Council and ensure reporting requirements and obligations are met	CEO				
--	-------------------------------------------------------------------------------------------------	-----	--	--	--	--

1. Workforce Development Strategies 2023/24– 2027/28 (Internal)

THEME: Attraction and Retention

Activity	Year	LTFP	Evaluation
Improve Council’s recruitment practices: <ul style="list-style-type: none"> • Review current advertising and successful appointments • Promote Council as a great employer on the Shire website • Review and improve Council selection skills 	Ongoing	In house costs.	Staff turnover below industry average Length of time to recruit is reasonable
Review Councils Staff Retention Polices to consider: <ul style="list-style-type: none"> • Flexible work hours • Upskilling staff for varying duties – create interest in workplace • Staff Training • Staff Wellbeing program to continue 	Ongoing	Executive Staff	Consider flexible work hours where available Regular team meetings with staff to discuss issues Diversification in duties where possible for learning opportunities
Induction processes	Ongoing	In house costs	All new staff inducted and signed off

Conduct exit interviews	Ongoing	In house costs	All staff exiting the Shire have an exit interview and are signed off
-------------------------	---------	----------------	-----------------------------------------------------------------------

THEME: Career Planning and Professional Development

Activity	Year	LTFP	Evaluation
Review Councils Staff Retention Policies to consider: <ul style="list-style-type: none"> • Discuss career path with staff during annual review • Staff Training • Professional Development for staff. 	Ongoing	In house costs	Diversification in duties where possible for learning opportunities for advancement Professional Development Plans developed for inside and outside staff Professional Development activities are documented for each member of staff
Develop and implement a reward and recognition program in line with Council values	Ongoing	In house costs	A reward and recognition program and policy is developed and implemented
Long Service Leave	Ongoing	Long Service Leave Entitlements	Ensure long service leave entitlements are recorded and used within appropriate timelines. Appropriate financial risk management.
Provide apprenticeship and traineeship opportunities in the various units	Ongoing	Additional staff	When required, attract and retain Shire apprentices and trainees

Activity	Year	LTFP	Evaluation
			Number of apprentices and trainees engaged and complete qualification in reasonable time frame

THEME: Performance Management

Activity	Year	LTFP	Evaluation
Review all job descriptions	2023/2024	In house costs	All JDF's reviewed and updated Recorded amendments are documented in line with quality control
Conduct annual performance reviews with all employees Incidents of concern raised with staff member immediately	Ongoing	In house costs	Managers conduct performance reviews with all staff and signed off
Provide opportunities for employee feedback	Ongoing	In house costs	Regular team meetings with staff CEO to have 'open door' policy for staff concerns.
Review policies and procedures annually	Ongoing	In house costs	Review all policies and procedures annually

Activity	Year	LTFP	Evaluation
			Document changes in line with quality control
Review wage structures	2023/2024	Possible increase in wages	Review all wage structures upon review of JDF's

THEME: Organisational Development

Activity	Year	LTFP	Evaluation
Shared services across Roe ROC <ul style="list-style-type: none"> - Shared services in EHO - Kondinin Medical Centre Management (transfer to private) 	Ongoing Ongoing	Wages	Continue to support shared services with RoeROC and continue to investigate other shared services opportunities
Conduct internal customer surveys	Ongoing	In house costs	Develop and conduct an internal customer survey Number of grievances Resolutions
Review the workforce development plan	Annually	In house costs	Workforce Development Plan reviewed by Council and CEO in line with integrated planning guidelines

Activity	Year	LTFP	Evaluation
Improve employee record keeping and IT systems applicable to the workforce	Ongoing	IT	Improve employee records and HR systems Online record keeping systems
Kondinin and Hyden offices / staff integrate regularly Possible staff sharing between offices	Ongoing	Administration costs	Host an annual combined staff event e.g. end of year BBQ CEO, Manager of Works and Manager of Planning and Assets make a presence in Hyden regularly