

# SHIRE OF CORRIGIN

## *Workforce Plan*

2025/26 – 2028/29



9 Lynch Street, PO Box 221, Corrigin WA 6375

(08) 9063 2203

[shire@corrigin.wa.gov.au](mailto:shire@corrigin.wa.gov.au)

[www.corrigin.wa.gov.au](http://www.corrigin.wa.gov.au)

**Corrigin – strengthening our community now  
to grow and prosper into the future**

## Foreword

The Shire of Corrigin is pleased to present the Workforce Plan 2025. The plan is one of a suite of documents that assists the shire to identify the important issues driving workforce activity, anticipate changes and implement strategies to support positive workforce development and strategic outcomes.

Workforce planning ensures that we have the right people, in the right place, at the right time to meet the objectives of the Strategic Community Plan. The Shire of Corrigin faces a range of workforce opportunities and challenges over the next four years as it endeavours to meet the community expectations and deliver high quality services.

Corrigin has a relatively stable population which is slightly higher than the neighbouring shires and the shire delivers a wide range of services with a relatively small team. The total number of staff has remained at 37 employees over the past three years although the number of full time equivalent staff has decreased slightly from 31 to 23 during that time.

The salaries and wages budget increased from \$2.2 million to \$2.8million over the past three years. The percentage of male and female employees has remained relatively stable with 50% male and 50% female.

The average age of the workforce has come down from 46 to 41 years of age with an even distribution across the age ranges. Since the last Workforce Plan was adopted there has been an increase the number of young people working at the Shire of Corrigin.

The average length of service has remained stable following the recent retirement of some long serving employees. It has been pleasing to see our younger employees benefiting from the knowledge, experience and expertise of senior staff which is essential to delivering high quality services to the community. Over the coming years we will continue to focus on retaining these valuable employees and ensure that their skills, knowledge and experience is passed on to future generations.

To achieve its vision of strengthening our community now to grow and prosper into the future and meet the changing service demands of its community, the Shire of Corrigin requires a skilled, flexible and productive workforce.

The Shire plans to maximise employment opportunities for local residents by providing competitive salaries and incentives such health and wellbeing programs, training, professional development and skills enhancement programs. These incentives combined with flexible work arrangements aim to meet the needs of employees at the various stages of their careers and life and ensure that the Shire of Corrigin is seen as an employer of choice.

Natalie Manton  
Chief Executive Officer



# Contents

<b>1</b>	<b>Introduction</b>	4
<b>2</b>	<b>Integrated Planning</b>	5
	Our Vision	5
	Our Mission	5
	Our Commitments	5
	Strategic Community Priorities	6
	Workforce Planning	6
<b>3</b>	<b>Shire Of Corrigin Background</b>	7
<b>4</b>	<b>Organisational Structure</b>	8
<b>5</b>	<b>Business Units Overview</b>	9
<b>6</b>	<b>Current Workforce Profile</b>	11
<b>7</b>	<b>Equal Employment Opportunity</b>	13
<b>8</b>	<b>Staff Feedback</b>	14
<b>9</b>	<b>Future Workforce Profile</b>	17
<b>10</b>	<b>Workforce Risks</b>	18
<b>11</b>	<b>Workforce Plan Actions</b>	19
<b>12</b>	<b>Appendices</b>	25
	The Western Australian Economy	25
	The Local Government Environment	26

# 1 Introduction

The Shire of Corrigin Workforce Plan 2025 aims to strengthen the organisation's capacity to meet the evolving needs of the community. It ensures that the Shire has the right people, skills, and resources in place to deliver services effectively now and into the future. This workforce plan will support Council in achieving this by:

- a) Ensure appropriate numbers of staff are being recruited or developed to meet future needs;
- b) Identify potential problems, manage risk and minimise crisis management cycles;
- c) Contain human resources costs, including the cost of turnover, absenteeism, structural changes and staff movement;
- d) Develop workforce skills that take time to grow;
- e) Identify staff development needs;
- f) Make staffing decisions to provide services in regional and rural areas;
- g) Optimise the use of human, financial and other resources;
- h) Integrate human resource management issues into business planning;
- i) Improve employee productivity through better job design;
- j) Improve employee relations; and
- k) Increase job satisfaction.

The Workforce Plan considers the Shire's corporate and business objectives, including financial targets, service delivery objectives, and community benefits. It also assesses potential external factors that may influence workforce supply and demand. The plan is fully integrated with the Integrated Strategic Plan, with all staffing costs - such as wages, workers compensation, superannuation, and training - incorporated into the budget. This reflects a clear recognition of the workforce needed to deliver on the objectives outlined in the Integrated Strategic Plan.

Our guiding principles for this workforce plan include:

- a) Attract, reward and retain the best talent;
- b) Develop people and build capability;
- c) Foster a culture of teamwork, safety, health and wellbeing;
- d) Connect with local people and local business;
- e) Network and resource share within the region and the local government sector.

## 2 Integrated Planning

Workforce planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines in place across the local government sector in Western Australia.

The Workforce Plan is an essential component of the integrated planning process as it identifies workforce requirements and strategies for current and future operations.

### Our Vision

Corrigin - Strengthening our community now  
to grow and prosper into the future

### Our Mission

We provide leadership to our local community and the delivery of services and facilities  
to make Corrigin a healthy, happy, growing and inclusive community.

### Our Commitments

The following commitments were developed by the Shire of Corrigin staff:

- **We will be professional and have a strong work ethic**
- **We will work together as a team to achieve our goals**
- **We will take pride in our work and strive to continually improve the way we do things**
- **We will communicate with each other and to our community in a positive and respectful manner**
- **We will provide a safe, healthy and inclusive work environment**
- **We will support local businesses when possible**
- **We will try to be a leader in local government governance and operations**

To achieve our vision we must work together to ensure our organisation is financially stable, is well resourced and has excellent planning. It is also essential that our workplaces are safe for employees, contractors, visitors, Councillors and our residents.

Our employees are our greatest asset in working toward our vision. The success of our daily operations and delivery of major capital projects depends upon having quality employees who share our values. The contribution they make to our organisation is essential for the Shire to continually strive to achieve our objectives.



## Strategic Community Priorities

The following priorities were identified in the recent development of the Shire of Corrigin Council Plan consultation.

Strategic Pillar	Community	Economy	Environment	Civic Leadership
Statement of Strategic Outcome	<b>Inclusive, healthy and resilient community</b>	<b>A strong, diverse local economy</b>	<b>Preservation of the natural environment for the benefit of current and future generations</b>	<b>Strong governance and leadership</b>
Community Priorities	<ol style="list-style-type: none"> <li>1. Access to critical and enabling community infrastructure and services</li> <li>2. Safe, accessible and inviting public places and facilities</li> <li>3. High standard of community and recreation activities and facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Road network is safe, well maintained and capable of the freight task</li> <li>2. Improve the town central business district and housing options</li> <li>3. Promote the visitor experience, particularly nature based tourism</li> </ol>	<ol style="list-style-type: none"> <li>1. Waste management within the Shire</li> <li>2. Protect and use natural resources sustainably</li> </ol>	<ol style="list-style-type: none"> <li>1. Deliver a high standard of governance and administration</li> <li>2. Keep the community informed and seek their feedback</li> </ol>

## Workforce Planning

Workforce planning is an ongoing process aimed at shaping a capable and adaptable workforce that can effectively deliver on our objectives into the future. This strategy takes into account a range of national and local employment trends and considerations, including:

- Shrinking future workforce
- Ageing workforce
- Generational diversity
- Skills shortage
- Workforce recruitment
- Workforce retention
- Succession planning
- Knowledge transfer

### 3 Shire Of Corrigin Background

The Shire of Corrigin is an outer regional Local Government area, located 225 kilometres east-southeast of Perth. The Shire covers an area of 3,095 square kilometres and comprises the main town site of Corrigin and three smaller localities at Bilbarin, Bullaring and Bulyee.

The major industry in the district is agriculture, producing mainly cereal crops and sheep, with a variety of smaller industries including retail, steel fabrication, machinery sales and service located in the townsite. The town hosts a modern day care facility as well as a district high school catering for students from kindergarten through to secondary schooling. Health care services and facilities including a hospital, doctor and pharmacy. A range of recreational and leisure activities are available to the community.



#### We Are A Community Of Families:

32.5% were couple families with children, and 11.9% were one parent families.



#### We Have Varied Levels Of Affluence In The Community:

Family (\$1,672) and household income (\$1332) is below WA and Australian averages, but personal weekly (\$748) income is above.



#### 1176 People

call Corrigin and the LGA home. Population is steady.



#### We Also Have A Lot Of Couples With No Children:

54.5% were couple families who do not have children.



#### We Have Low Unemployment:

3.31% compared to the state average of 7.8%.



#### We Have An Ageing Population:

The percentage of the resident population from 45 to 84 years is noticeably higher than the State average with the percentage over 55 increasing.



#### Our Workforce Works More Hours A Week:

than other Western Australians and Australians.



#### We Have High Car Ownership Rates:

because we have no public transport access. We like to walk to work and social activities but also our geographical isolation requires us to travel longer distances.

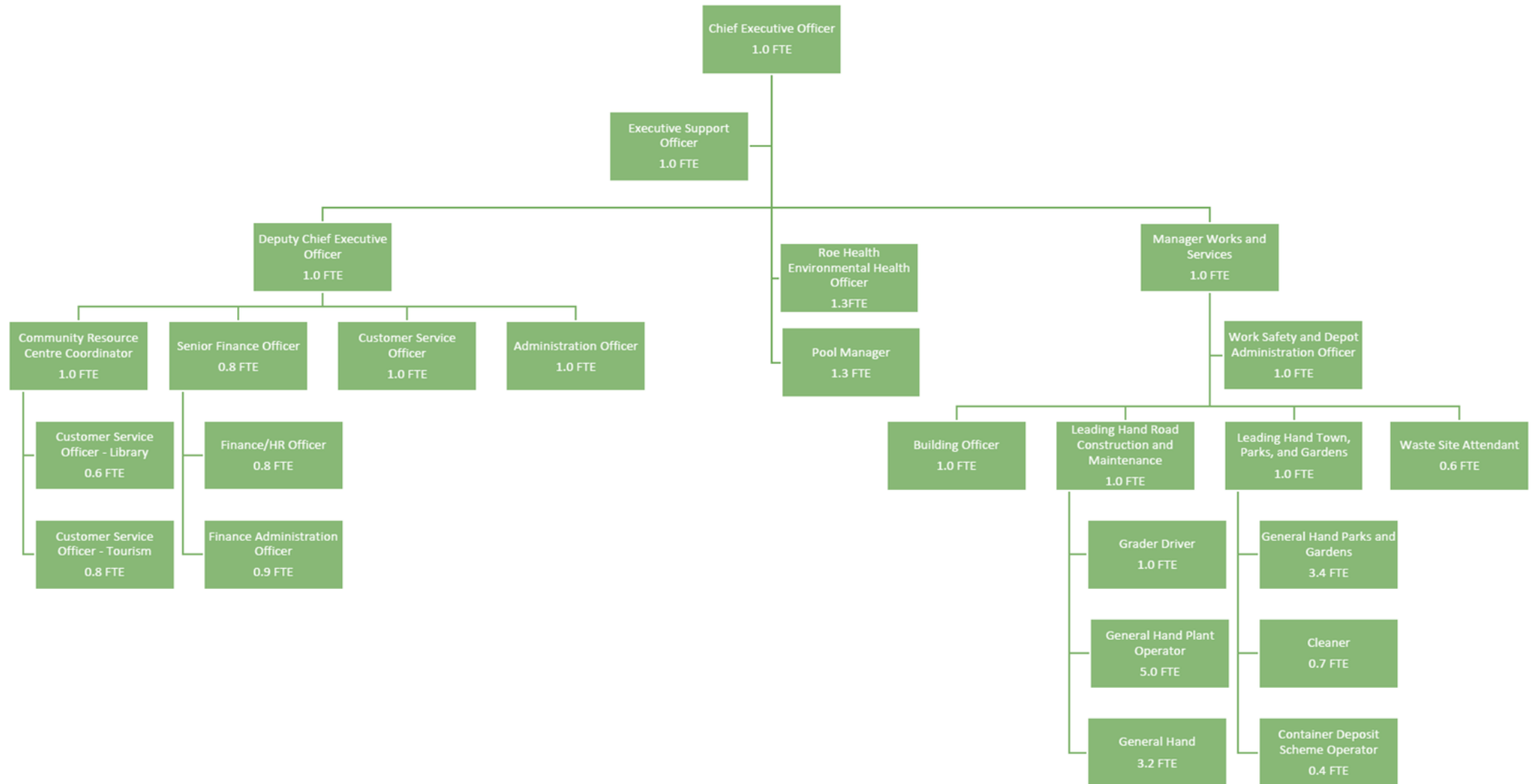


#### We Have High Volunteerism:

40.8% of Corrigin residents undertake voluntary work, well above the state (19%) and national average (19%).

Statistics from the last Census in 2021

# 4 Organisational Structure



## 5 Business Units Overview





Business Unit	Responsibilities	Positions	Key Partnerships
<b>Office of the CEO</b>	Responsible for the organisation and has powers delegated by Council, responsible for the delivery of the strategic goals of Council, integrated planning, risk, governance and compliance, emergency management	Chief Executive Officer Executive Support Officer Governance Project Officer  Total staff: 2.4FTE	ROE Regional Organisation of Councils Department of Primary Industries and Regional Development Department of Local Government, Industry Regulation and Safety WA Local Government Association (WALGA) Central Country Zone (CCZ) Regional Development Australia (RDA) Wheatbelt Wheatbelt Development Commission Centre Department of Fire and Emergency Services (DFES)
<b>Corporate and Community</b>	Responsible for a range of areas including: administration and customer service, compliance, property management, licensing, library, cemetery, recreation, tourism, community and economic development.	Deputy CEO, Administration Officer, Customer Service Officers, Corrigin Community Resource Centre Pool Manager  Total staff: 6.4FTE	WA Country Health Service Department of Transport Department of Cultural Industries, Tourism and Sport Lotterywest State Library St John Ambulance WA Police Department of Commerce Department of Biosecurity, Conservation and Attractions Roe Tourism Tourism WA Local community groups Royal Life Saving LG Professionals
<b>Finance</b>	Responsible for financial management, budgets, monthly and annual reports, compliance, asset management, long term financial planning	Deputy CEO, Senior Finance Officer, Finance/HR Officer, Finance Administration Officer  Total staff: 2.2FTE	Department of Local Government, Industry Regulation and Safety  Office of the Auditor General

<b>Regulatory Services</b>	Responsible for building approvals planning approvals, refuse site, environmental health and ranger services	Environmental Health Officer, Ranger - Contract, Building Surveyor – City of Kalamunda Planning Contract Consultant  Total Staff: 1.3FTE	Building Commission Waste Authority Department of Water and Environmental Regulation Roe Regional Organisation of Councils (Roe ROC) Department of Health Department of Planning, Heritage and Lands City of Kalamunda
<b>Works and Services</b>	Responsible for: road works and maintenance, building, plant and equipment maintenance, parks, gardens and recreation grounds maintenance	Manager Works and Services, Leading Hands Building Officer General Hands, Plant Operators, Town Maintenance Waste Site Attendant Container Deposit Scheme Co-ordinator and Operator  Total staff: 16.5FTE	Main Roads WA Water Corporation WA Return, Recycle, Renew (WARRRL)

## 6 Current Workforce Profile

The Shire of Corrigin currently (April 2025) has 37 employees including 23 full time employees, 10 part time employees and 4 casuals. The Shire also utilises external resources such as consultants and contractors to complement its internal capacity. This ensures that the Shire can fulfil all statutory obligations and deliver projects that require specialist or expert knowledge and skills.

### Workforce Profile

Profile	2025
	<p><b>Total Staff 37</b></p> <p><b>23 FT</b></p> <p><b>10 PT</b></p> <p><b>4 Casual</b></p>
	<p><b>Average Age 41yrs</b></p> <p>16 - 25yrs: <b>5</b></p> <p>26 - 35yrs: <b>8</b></p> <p>36 – 45yrs: <b>11</b></p> <p>46 - 60yrs: <b>11</b></p> <p>61yrs plus: <b>2</b></p>
	<p>Females: <b>18</b></p> <p>Males: <b>19</b></p>
	<p>15yrs plus service: <b>4</b></p> <p>10-15yrs: <b>4</b></p> <p>5-10yrs: <b>7</b></p> <p>1-5yrs: <b>18</b></p> <p>Less than 12 months: <b>4</b></p>

## Exit Rates

Year	Number	Reasons
2020/21	Works: 7	Relocation, job opportunity, business venture, retirement
	Administration: 7	
2021/22	Works: 8	Relocation, job opportunity, injury, casuals no longer required
	Administration: 2	
2022/23	Works: 8	Relocation, job opportunity, illness, not fit for work, casual no longer required
	Administration: 3	
2023/24	Works: 2	Relocation, mental health, casual no longer required
	Administration: 1	
2024/25	Works: 3	Relocation, job opportunity, family business, illness, not returning from parental leave, short-term contract, injury
	Administration: 7	

## Training and Development

Expense	2022/23	2023/24	2024/25
<b>Wages</b>	\$2,440,729	\$2,378,585	\$2,450,142
<b>Professional development</b>	\$44,330	\$49,137	\$48,064
<b>On-costs</b>	\$419,163	\$294,704	\$409,434
<b>TOTAL</b>	<b>\$2,904,222</b>	<b>\$2,722,426</b>	<b>\$2,907,640</b>

## Employee Incentives

To assist in attracting and retaining staff, the Shire of Corrigin offers a variety of workplace rewards and incentives including:

a) Payment above award wages	b) Paid parental leave
c) Additional superannuation contribution options	d) Housing at reduced rental rates for selected positions
e) Flexible work arrangements	f) Employee Health and Wellbeing subsidy
g) Salary packaging	h) First Aid training
i) Uniform allowance	j) Employee Assistance Program and free counselling
k) Training and professional development opportunities	l) Study leave and contribution to qualifications, licences and skill development

## 7 Equal Employment Opportunity

The Shire of Corrigin recognises its legal obligations under the Equal Opportunity Act 1984 and will promote equal employment opportunity based solely on merit to ensure that discrimination does not occur on the grounds of gender, marital status, pregnancy, race, disability, religious or political convictions.

All offers of employment, employment training and promotional practices with this Council will be directed towards providing equal opportunity to all employees provided their relevant experience, skills and ability to meet the minimum requirements.

This Council will not tolerate harassment within its workplace. Harassment is defined as any unwelcome, offensive action or remark concerning a person's race, language, ethnicity, political or religious convictions, gender, marital status or disability.

### Equal Opportunity Workforce Profile

Representation as at March 31, 2025. 37 Employees (30 full-time equivalent)

Distribution (Equity Index) as at March 31 2025:

Equity group	2025 Actual	Equity
<b>Women</b>	18	48.6%
- Women Indoor	12	75.0%
- Women Outdoor	6	28.6%
<b>Women in Leadership</b>		
- Tier 1 Indoor	1	100%
- Tier 2 Indoor	1	50%
- Tier 2 Outdoor	1	100%
- Tier 3 Indoor	2	100%
<b>People from culturally diverse backgrounds</b>	0	
<b>Aboriginal Australians</b>	1	2.9%
<b>People with disability (Outdoor)</b>	2	5.9
<b>Youth (aged 24 and under)</b>	4	10.8%
<b>Mature (aged 45 and over)</b>	17	45.9%

## 8 Staff Feedback

### Survey and Workshop Results

As part of the development of the Shire of Corrigin's new Workforce Plan, all staff were invited to participate in a Workforce Survey during March / April 2025. The survey aimed to identify key areas for improvement in workforce planning and staff development, with 18 responses received - including 8 from administration staff, 10 from works staff, and 4 without a specified unit. To build on the survey feedback, two dedicated staff workshops were held in April at both the Depot and Administration Office, ensuring all staff had the opportunity to contribute their insights and ideas.

### What are the things that are **POSITIVE** in the workplace, working well and should continue?

Administration	Works
Supportive and approachable colleagues and managers	Strong teamwork and positive working relationships
Positive team culture with friendly, helpful staff	Flexible working conditions
Strong encouragement for professional development beyond position descriptions	Open communication and willingness to support one another
Management is responsive and accessible	Access to training and development opportunities
Diverse and interesting range of tasks	Opportunities for overtime when available
Commitment to delivering timely, community-focused services and programs	Competitive superannuation contributions

### What are the challenges in the workplace, where can we improve?

Administration	Works
Improve communication across all teams, especially between office and depot staff	Improve internal communication across all levels and between depot and office
Improved clarity of roles, responsibilities, and reporting structures for all staff	Provide more training and upskilling opportunities, including competency checks
Strengthen the induction process to ensure new staff are properly introduced and supported	Ensure the maintenance and availability of tools, equipment, and machinery is timely
Enhance the performance review and management process, including timely feedback	Improve the performance review process, with timely feedback
Provide clearer explanations behind decisions	Ensure equipment and maintenance
Effectiveness of meetings, with better information sharing across teams	Increase workforce capacity where needed to manage workloads
Improve internal systems for handling and tracking community complaints	Encourage better planning and job follow-through
Strengthen workplace culture by encouraging casual social interaction and team connection activities	Continue with whole-of-organisation connection through regular all-staff gatherings and inclusive social events
	Strengthen support from management

## Business Unit Analysis

External consultants engaged in comprehensive discussions with management to gain insights into their respective business units. This collaborative effort included conducting a detailed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. An overview from the SWOT of each business unit is provided below;

The **Management Team Business Unit** benefits from a reliable and experienced group with diverse skill sets and broad knowledge drawn from various local governments, supported by good communication and a strong commitment to quality work and wellbeing. Despite these strengths, challenges remain with staff still gaining experience and a high workload that limits the time available for some tasks. Opportunities exist to strengthen team cohesion through regular social and training events, enhance staff development and succession planning, and improve operational efficiencies. However, the team must also navigate risks such as managing change during the Enterprise Resource Planning (ERP) software system replacement, ongoing compliance demands, and the impact of staff absences on critical work, highlighting the need for effective planning.

The **Office of the CEO** performs strongly in governance and compliance, achieving results despite limited staffing and financial resources. The team is dedicated, experienced, and benefits from clear role definitions, and strong working relationships both internally and across the local government network. There are opportunities to build governance skills of support staff through ongoing training and mentoring. Increasing demands from local government reforms and compliance requirements continue to place pressure on the team.

The **Works and Services Business Unit** is a committed and experienced team that works well together, with flexibility, and a positive, supportive culture. A good balance of younger and long-serving staff, along with training opportunities and traineeships, strengthens the unit's capability. Challenges exist around communication with other business units and limited understanding of roles across the organisation. There is also a need for clearer performance feedback, better induction processes, and clarity around licensing versus competency. Opportunities include building internal leadership skills, improving cross-team connections. Key risks involve growing compliance demands, Work Health and Safety (WHS) requirements, and difficulties in attracting and retaining skilled staff.

The **Finance Business Unit** is a detail-focused team, with long-serving staff who bring strong commitment and a deep understanding of statutory reporting and financial compliance. The team consistently delivers accurate work, demonstrates a strong willingness to adapt, and maintains positive relationships across departments to support budgeting and financial tracking. Challenges such as limited cross-training, reliance on key personnel, and the persistence of manual processes present operational risks - particularly during peak periods or unexpected absences. There are significant opportunities to improve efficiency and resilience through process automation, role clarity, internal upskilling, and stronger succession planning. Strengthening collaboration within the team and across the organisation, while managing the increasing pressure from compliance, audits, and external demands, will be key to sustaining performance and building future capability.

The **Administration Business Unit** is a flexible and community-focused team, it has strong customer service and growing knowledge of local government procedures. Staff provide effective support across the organisation, with strengths in records management and a positive team culture. However, limited staffing, reliance on key individuals, and some manual processes create challenges, particularly during absences or busy periods. Opportunities include cross-training, digital workflow improvements, and structured professional development. Strengthening communication, onboarding, and succession planning will help ensure continued high-quality service.

The **Community Development and CRC Business Unit** is a community-oriented team, has strong relationships with local residents, a history of successful events, and a positive, collaborative working culture. Staff bring a valuable mix of experience, adaptability, and a proactive approach to learning and service delivery. However, the unit faces challenges related to reliance on external funding, limited business engagement, and difficulties in reaching some parts of the community. There is also a need to strengthen integration with the broader Shire team and improve internal documentation. Opportunities exist to expand partnerships, improve procedures, explore new funding streams, and enhance service offerings. Key risks include staffing pressures due to leave, recruitment challenges, potential changes to CRC funding post-2027, and broader demographic and economic pressures that may affect participation and service viability.



## 9 Future Workforce Profile

### Future Roles and Gaps

The Shire has considered current and future staffing needs to deliver the strategies and outcomes identified in the Strategic Integrated Plan. Additional employee resources are indicated as follows:

Business Unit	2025/26	2026/27	2027/28	2028/29
Office of CEO	0	0	0	0
Finance and Administration	0	0	0	0
Community / CRC	0	0	0	0
Works and Services	0	0	0	0
Health, Building, Planning and Development	0	0	0	0

### Shared Arrangements

- Community Emergency Services Manager (CESM)
- RoeROC Environmental Health Officer

### Future Financial and Long-Term Projections.

Employee cost projections will be updated following the conclusion of current Enterprise Agreement negotiations. Future costs may vary annually based on LGIA Award increases and negotiated wage outcomes.

Expense	2025/26	2026/27	2027/28	2028/29
Employee Costs	\$	\$	\$	\$

# 10 Workforce Risks

Challenge	Risk Assessment				
	Catastrophic	Major	Moderate	Minor	Insignificant
Number of senior staff with less than 12 months tenure				X	
Retaining employees who have completed less than three years of employment at the Shire			X		
Retaining or changeover of managers				X	
Technology integration and adoption - requires time for research, training and application		X			
Specialist skill sets required in the organisation (Grader Operators / Final Trim)		X			
Increasing governance and compliance across majority of roles			X		
Human resources are becoming a specialist skill set and requires time. Internal capacity is limited			X		
Continuing to maintain a high standard of workplace safety		X			
Perceived vs actual opportunities for internal promotion			X		
Lack of whole of staff social activities that are well attended and add value to work and culture			X		
Performance appraisals / feedback mechanisms in administration are currently limited		X			
Cross unit communication		X			
Access to housing for employees			X		

# 11 Workforce Plan Actions

Based on an analysis of the internal and external workforce environment, survey results, staff workshops, employee data and an assessment of the future workforce requirements, the Shire of Corrigin have identified the following priorities for the four-year term of this workforce plan:

## **1) Ensuring workforce sustainability through strong attraction, retention, and succession planning**

The Shire of Corrigin faces challenges related to workforce turnover and reliance on long-serving employees with significant corporate knowledge. To ensure continuity, the Shire will develop succession planning strategies, enhance knowledge transfer mechanisms, and create a targeted attraction and retention strategy that prioritizes long-term employment within the Shire. This approach will help sustain the workforce and preserve valuable expertise within the organization.

## **2) Enhancing employee growth through training, development and resource sharing**

Providing employees with opportunities for growth and development is essential to building a strong and capable workforce. The Shire will provide a coordinated approach to training programs, support employees in gaining technical skills and compliance-based certifications, and ensure that annual performance reviews are conducted to help staff achieve their goals. By fostering leadership development and career progression pathways, the Shire aims to empower employees, enhance job satisfaction, and strengthen workforce capability for the future. Where appropriate, regional partnerships will be explored to support development and resource sharing.

## **3) Optimising organisational efficiency through improved systems, procedures and policies**

To improve workforce management and create a more structured and supportive environment, the Shire will focus on refining HR processes, enhancing communication channels, and strengthening performance management practices. The Shire will leverage current staffing to ensure compliance with workplace regulations, drive staff development, and foster a safe and structured work environment. Regular staff meetings and structured communication channels will be held to support these initiatives.

## **4) Fostering positive workplace culture through leadership, communication and staff engagement**

A positive and supportive workplace culture is essential for employee satisfaction and organisational success. The Shire will focus on developing leadership skills at all levels, fostering open and creating more opportunities for staff engagement and collaboration. By enhancing teamwork, recognition initiatives, and regular staff interactions, the Shire aims to build a workplace where employees feel valued, supported, and motivated to contribute to the community. This will strengthen overall workplace culture and drive organizational success.

1. Skills Attraction, Retention, and Succession					
Action	Responsible Officer/s	25/26	26/27	27/28	28/29
High Priority					
a) Attraction: Analyse positions when there is a vacancy to ensure duties are aligned with needs and that suitable working days / times are available to attract staff	CEO Deputy CEO Manager Works	X	X	X	X
b) Retention: Review position descriptions to ensure clear roles and responsibilities, including delegations and line of reporting	CEO Deputy CEO Manager Works	X			
c) Retention: Review staff induction processes to ensure clear and compliant approach	HR	X		X	
d) Succession: Develop and review succession plans for key positions within the organisation	DCEO Manager Works	X			
Ongoing					
a) Attraction: Continue to develop attraction strategies that identifies specific approaches to attract people to the Shire and to live in the community	CEO	X	X	X	X
b) Retention: Continue to grow our own staff across the organisation	CEO Deputy CEO CRC Coordinator Manager Works	X	X	X	X
c) Attraction: Continue to offer apprenticeships / traineeships opportunities and work with the school to identify suitable candidates and promote opportunities to students	Deputy CEO CRC Coordinator Manager Works	X	X	X	X
d) Attraction / Retention: Continue to offer flexible working arrangements for staff where practical and beneficial to both the employee and organisation	CEO Deputy CEO Manager Works	X	X	X	X
e) Attraction / Retention: Review wages and incentives to ensure that they remain competitive, attractive and fair, in the context of the Local Government sector	CEO DCEO	X	X	X	X
f) Attraction / Retention: Undertake staff exit interviews to better understanding reasons for staff	CEO Deputy CEO Manager Works	X	X	X	X

turnover and opportunities to improve staff satisfaction.					
g) Retention: Ensure all new staff complete onboarding and induction, including introductions to team members and business units	HR	X	X	X	X
h) Succession: Provide acting opportunities to support knowledge transfer, succession planning, and continuity during staff absences.	CEO Deputy CEO Manager Works	X	X	X	X

## 2. Training, Development and Partnerships

Action	Responsible Officer	25/26	26/27	27/28	28/29
<b>High Priority</b>					
a) Development: Review the performance review process to ensure it aligns with the organisations values and organisational goals and projects	CEO	X			
<b>Ongoing</b>					
a) Development: Conduct regular performance reviews that include goal-setting, feedback, and identification of training or career development opportunities	CEO Deputy CEO Manager Works CRC Coordinator Leading Hands	X	X	X	X
b) Development: Create Leadership Development Pathways - Identify emerging leaders and offer access to leadership programs, mentoring, and acting-up opportunities	CEO	X	X	X	X
c) Development: Incorporate staff management and leadership development goals into individual performance reviews	CEO	X	X	X	X
d) Development: Hold regular administration and depot staff meetings to foster sharing of job knowledge and identify cross - training opportunities, with notes to be distributed to all team members	Admin and Works teams	X	X	X	X
e) Training and Development: Ensure adequate training budget that aligns with priorities from annual reviews and have a planned annual delivery approach	CEO DCEO	X	X	X	X
f) Training: Support employees in obtaining job-relevant qualifications, licences, and compliance-based certifications	CEO Deputy CEO Manager Works	X	X	X	X
g) Sharing: Where appropriate, partner with surrounding local governments for resource sharing	CEO	X	X	X	X
h) Sharing: Explore secondment and exchange opportunities with other local governments to broaden development, enhance collaboration, and share best practices.	CEO	X	X	X	X

### 3. Systems, Processes and Policies

Action	Responsible Officer	25/26	26/27	27/28	28/29
<b>High Priority</b>					
a) Review of manual administration processes to determine technology integrations for efficiency improvements	All staff	X			
b) Data collection and forward planning for future ERP improvements	DCEO	X	X		
<b>Ongoing</b>					
a) Policy: Review and update HR policies to ensure all policies reflect current legislation, best practice, and organisational values.	HR	X		X	
b) Processes: Review overall management of Workplace Health and Safety to ensure systems are meeting requirements including regular committee meetings, incident reporting, risk assessments, and safety audits.	WHS and Depot Admin	X			
c) Policy and Process: Introduce a Performance Management Policy: To be used for underperforming staff and clarify expectations around goal setting, feedback, underperformance, and development for all staff	CEO	X			
d) Processes: Review and refine complaints and work request processes to ensure consistency and streamline response and resolution.	Management Team	X	X	X	X
e) Systems: Maintain up-to-date compliance registers and tracking to monitor training, licences and certifications	Executive Support Officer	X	X	X	X
f) Systems: Determine which ERP system that will be suitable for the organisation	DCEO	X	X		
g) Systems: Acquire and implement new ERP system, ensuring adequate planning for effective change management	DCEO		X	X	
h) Continued investment in maintenance and expansion of Shire housing stock	CEO	X	X	X	X

4. Organisational Culture					
Action	Responsible Officer	25/26	26/27	27/28	28/29
High Priority					
a) Develop / Review internal communications framework that incorporates both written and staff meetings to improve communication between management and employees and across business units	CEO	X			
b) Provide whole of staff events / activities (appoint two staff members to lead this, 1 admin and 1 depot)	Administration and Depot teams	X	X	X	X
c) Managers to ensure that regular team meetings within business unit to foster good communication and organisational awareness, including changes, upcoming events, strategic updates and celebrate achievements	CEO Deputy CEO CRC Coordinator Manager Works	X	X	X	X
d) Encourage open communication by providing formal and informal opportunities for staff to provide feedback and raise ideas or concerns	CEO Deputy CEO CRC Coordinator Manager Works	X	X	X	X
Ongoing					
a) Share CRC activities and events with the whole organisation to encourage staff attendance at social, education and professional engagement	CRC Coordinator	X	X	X	X
b) Ensure regular toolbox meetings, including WHS as a standard item	WHS Depot Admin	X	X	X	X
c) Meet equal opportunity compliance as an employer	CEO	X	X	X	X

# 12 Appendices

## The Western Australian Economy

Western Australia Economic Profile for June 2025 relevant to this Workforce Plan

- Perth’s annual inflation rate, as measured by year-on-year growth in the **consumer price index (CPI), was 2.8%** in the March quarter 2025, down 2.9% in the previous quarter.
- However, Perth’s annual CPI inflation has been **above Australia’s annual CPI inflation over the past four quarters.**
- In the March quarter 2025, Australia’s annual inflation rate was 2.4%, unchanged from the previous quarter.
- The WA Government State Budget 2025-26 forecasts Perth’s annual average CPI (excluding electricity) **will rise 2.75% in both 2024-25 and 2025-26.**
- Western Australia’s **annual average employment rose 3.4%** to 1.64 million in May 2025.
- The WA Government State Budget 2025-26 forecasts Western Australia’s annual average employment will increase by 3.0% in 2024-25 and 1.75% in 2025-26.
- Western Australia’s annual average monthly hours worked in all jobs rose 3.8% to 231.1 million hours in May 2025.
- The **unemployment rate was 3.9%** in May 2025, down from 4.1% in April 2025
- The **underemployment rate was 5.5%** in March 2025, up from 5.2% in April 2025.
- **Wage growth in Western Australia**, as measured by the year-on-year change in the wage price index, increased from 3.3% in the December quarter 2024 to **3.7% in the March quarter 2025.**
- The WA Government State Budget 2025-26 forecasts Western Australia’s annual **average wages will rise 3.75% in 2024-25** and 3.5% in 2025-26.
- Wage growth has also increased at a national level, with the year-on-year change in Australia’s WPI increasing from 3.2% in the December quarter 2024 to 3.4% in the March quarter 2025.

The Western Australian Government’s, Department of Treasury, Economic Forecast 2025 - 2026<sup>2</sup>, provides the following employment and wage projections for Western Australia:

WA, Annual Growth %	2023-24 Actual	2024-25 Estimated Actual	2025-26 Budget Year	2026-27 Outyear	2027-28 Outyear
<b>Unemployment</b>	3.7	3.75	3.75	4	4.25
<b>Employment</b>	3.8	3	1.75	1.5	1.5
<b>Wage Price Index</b>	4.2	3.75	3.5	3	3

### Impact on the Shire of Corrigin:

- Anticipate wage increases to stay in line or above the average CPI
- Levels of productivity falling due labour and trade shortages
- Increase in request for flexible work arrangements
- Increase competition for labour

## The Local Government Environment

According to the 2022 Local Government Workforce Skills and Capability Survey<sup>1</sup> local government is a major national employer with over 190,800 workers in almost 400 occupations. 210 local governments responded to the survey. The report identified that:

- a) Recent data on Australia's labour force by industry show that national employment in Public Sector Administration and Safety, which includes Local Government as well as other Government services, employment grew by 4.6% in the year to the May 2022 quarter.
- b) 65.8% of the national local government workforce were full-time, 18.4% were part-time employees and 15.8% were casual employees.
- c) Urban Regional local governments employ the highest proportion of full-time workers (67.7%), while Urban and Urban Fringe local governments employ the highest proportion of part-time (21.6%) and casual workers (20.9%).
- d) The gender breakdown of their workforce was 52.3% female and 47.7% male.
- e) A total of 1,025 employees retired and 8,702 employees ceased employment. This represents average unplanned turnover rate of 15.6% nationally.
- f) In the 12 months to 30 June 2021, the total number of new entrants to the local government workforce nationally was 15,214, which exceeded the total number of those whose employment ceased.
- g) 38% of their combined workforce had been employed for 1-5 years, followed by 18% for 6-10 years and 15% for less than a year. 10% of the combined workforce nationally had been at their council for 20 or more years.
- h) The highest proportion of workers aged 30-44, followed by the 45-54 and the 55-64 year age groups. ABS data of the broader Australian labour workforce reveals that in Australia, most of the workforce is aged 65 years and above (21.1% of the total workforce), followed by the 25-34 (17.6%), 35-44 (17.0%) and 45-54 (15.5%) year age groups. Compared to the broader Australian workforce, the local government workforce is younger.
- i) 121 local governments (57.6%) do not believe they are taking on enough trainees and apprentices to meet future skilling needs, compared to 87 local governments (41.4%) who believe they are.
- j) As a result of these skills shortages, local governments said that they resorted to recruiting less skilled applicants for engineering, urban and town planning, building surveying, and supervisors and team leader roles.

When referring to the 2022 Local Government Workforce Skills and Capability Survey<sup>4</sup> it outlines that 192 of the 210 (91.4%) respondent local governments reported that they were experiencing skills shortages in 2021-22, compared to the 68.9% of local governments in 2018. Similar to the 2018 survey results, engineers have been identified as the top occupation with a professional skill shortage, followed by urban and town planners, building surveyors, environmental health inspectors and human resources professionals.

Based on the survey data, other strategies used by local governments nationally to address skills gaps and shortages include:

- a) Sharing training opportunities with other local governments in the region.
- b) Engaging recruitment agencies and using contractors.
- c) Understanding the need for professionalising the workforce and encouraging regular feedback from employees in supervisor positions.

---

<sup>1</sup> 2022 [Local Government Workforce Skills and Capability Survey](#)

- d) Recruiting graduates, cadets, apprenticeships, and traineeships, while also upskilling existing employees; and
- e) Sourcing funding to be able to deliver appropriate training.

According to the Australian Local Government Association - Submission to the inquiry into local government sustainability<sup>2</sup>, there were nearly 200,000 employees in Local Government in Australia as of May 2024. The report identified the key takeaways in relation to local government jobs and skills:

- a) Local governments face significant skills shortages across a range of professions. This makes recruiting and retaining qualified staff and delivering services to communities difficult.
- b) Skills shortages lead to reduced productivity, service delivery and increased costs for local governments. It also hinders progress on critical issues like housing and infrastructure development.
- c) Local governments struggle to compete with the private sector in terms of salaries. Rural and remote areas face additional challenges in attracting workers. Declines in apprenticeships and traineeships reduce the pipeline of skilled workers.
- d) Increased funding is needed to support local governments to invest in skills development and training programs, implement programs that better attract workers to regional areas, and support programs to address broader skills shortages in the national economy.
- e) A skilled local government workforce is critical for strong communities and a healthy national economy.
- f) Considering these implications, the LGIRC forecast suggests that efforts to retain the ageing workforce will be important to balance the lack of new entrants to the sector and establish valuable mentoring and training opportunities for new employees from older and experienced workers.

### **Impact on the Shire of Corrigin:**

- a) Difficulty in competing with the private sector on remuneration
- b) High turnover and new entrants impact productivity
- c) Lack of career progression or opportunity in small local governments
- d) Lack of quality and affordable housing availability
- e) Skill shortages in technical and specialised occupations

---

<sup>2</sup> <https://alga.com.au/submission-to-inquiry-into-local-government-sustainability>