



Shire of  
**Katanning**

# WORKFORCE PLAN

2025 - 2029



# ACKNOWLEDGEMENT

We respectfully acknowledge the Goreng Noongar people, who are the traditional custodians of this land. We pay our respect to Elders past, present and emerging and acknowledge their continuing culture and the contribution they make to our region.

## HARMONY

We have a friendly, compassionate and inclusive organisation; where everyone feels accepted, valued and respected. We embrace diversity and encourage everyone to participate and contribute.

## COMMUNITY FIRST

We are respectful, attentive and responsive. Through informed decision making and committed leadership, we listen and welcome suggestions to better serve our community.

## OUR VISION

“A safe, sustainable, and prosperous community. We celebrate and celebrate our diverse Culture.”

## INTEGRITY

We uphold high standards in our work, we are dedicated, and we do what is right, even when it's challenging. We build trust through honesty and transparency in all actions and decisions.

## INNOVATIVE

We embrace new ideas; we are adaptive, creative, efficient and achieve excellence together.

## SAFETY FIRST

We prioritise safety and take accountability for the safety of our team mates as well as ourselves. Through cooperation, a positive attitude, and genuine care, we ensure a safe and enjoyable workplace.



# CONTENTS

Message from the Chief Executive Officer	3
Legislative Context	4
Overview of the Integrated Planning and Reporting (IPR) Framework	4
The External Environment	5
Council Services, Compliance and Support	10
Organisational Structure	12
Workforce Demographics	13
General Attributes and profile	13
Current Workforce Challenges and Strategies	20
Future Direction	20
Key Result Areas	22
Implementation Plan	24

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The Shire of Katanning’s workforce is central to delivering quality services, to maintaining community assets and delivering new projects that meet the needs and expectations of our community. This Workforce Plan outlines how we will support our staff including through an organisational structure and resourcing plan that aligns with the timely delivery of these community expectations.

The services delivered by the Shire of Katanning are diverse and require a very wide range of skills. Attracting and maintaining this skill set is continually challenged by external forces and this plan highlights the strategies we will employ to mitigate this challenge and include our commitment to staff training, to providing higher opportunities to existing staff through objective performance review and succession planning and through contemporary recognition and reward structures.

The development of this plan is underpinned by our commitment to respect and value the contribution made by our ratepayers to the Council’s operation and the importance of efficiency in everything we do and every service we provide.

This Workforce Plan also embeds the values recently adopted by our staff and councillors— Safety, Harmony, Integrity, Innovation, and Community First. These values are at the core of everything we do, guiding our decision-making, shaping our workplace culture and ensuring our focus remains firmly on serving the best interests of Katanning’s community.

Peter Klein  
**CHIEF EXECUTIVE OFFICER**

## Legislative Context

In 2011, in response to the increasing and diverse challenges facing Local Government, Integrated Planning and Reporting requirements were added to the regulatory requirements of the WA Local Government Act.

## Overview of the Integrated Planning and Reporting (IPR) Framework

**Strategic Community Plan (SCP):** identifies the community's main aspirations and priorities for the future and outlines objectives and performance measures.

**Corporate Business Plan (CBP):** articulates the activities to be undertaken over the next four years to achieve the agreed short and long-term goals and outcomes of the SCP. This plan is where strategy meets execution.

**Long Term Financial Plan (LTFP):** outlines the finances needed to resource the CBP in the first four years and potential revenues and expenses required or predicted for at least the next six years. This plan serves to inform and resource the IPR activities.

**Asset Management Plan (AMP):** Records the Shire assets, service levels, activities and strategies to

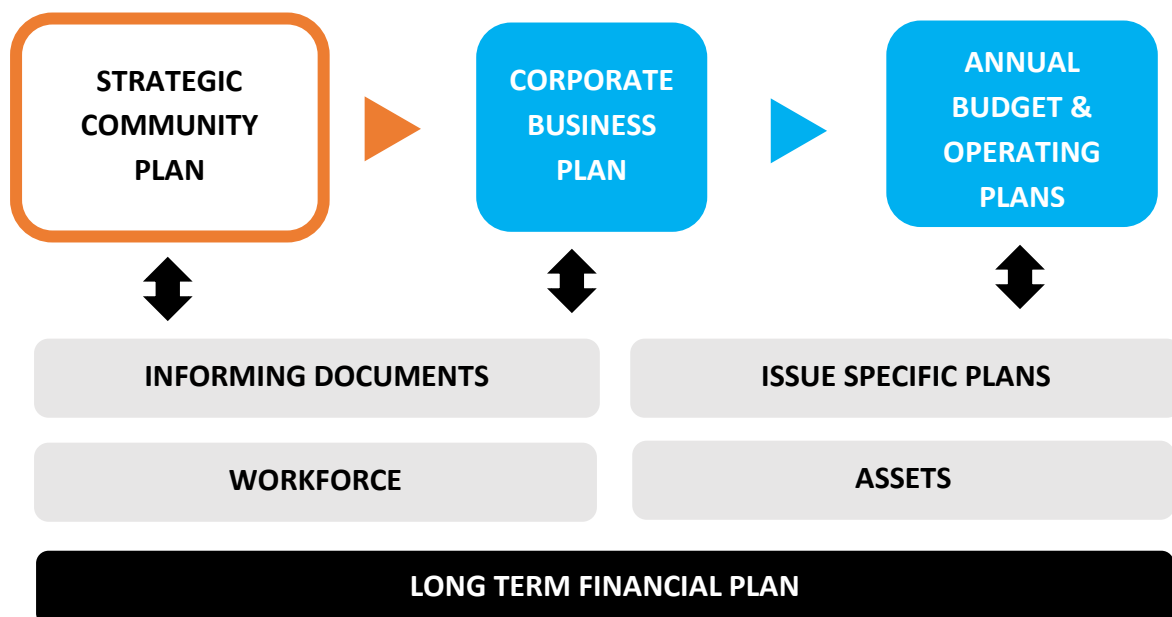
ensure physical assets and infrastructure are appropriately managed and maintained, and how they will be disposed of or replaced at the end of their lifecycle.

**Workforce Plan (WFP):** identifies and reports on workforce capacity and capability to meet current and future needs of the of the Shire and its Community. It identifies gaps or risks in the current and future workforce and outlines strategies to address them.

This ensures the right people are in the right place at the right time to deliver the required functions, services, facilities and legislative requirements. It also aims to build resilience to allow the Shire to respond to the changing environment or issues arising from external pressures. This information will inform the LTFP and the AMP, to ensure the financial and physical resources of the workforce plan are included in those plans and planning activities.

The methodology used to develop this plan has followed the principles and practices of the Department of Local Government's Workforce Planning Toolkit. (As outlined in the lower diagram) <http://integratedplanning.dlg.wa.gov.au>.

The workforce plan will be used to guide recruitment, retention and workforce growth, development or changes over the term of its life.



# THE EXTERNAL ENVIRONMENT

## Shire of Katanning

Katanning is centrally located in the 'heart' of the Great Southern and offers the advantage of a rural lifestyle, with the convenience of easy access to the cities of Perth, Albany and Bunbury. The Katanning Shire covers an area of 1,523km<sup>2</sup>.

While the area is essentially agricultural, the town is a regional centre and offers a range of recreation and leisure facilities, government, health and education services, and a diverse retail and business district. Katanning has approximately 400 registered businesses including retail, health, and service businesses which provide for Katanning residents and the surrounding shires of Woodanilling, Broomehill-Tambellup, Wagin, Kojonup, Dumbleyung, Gnowangerup and Kent.

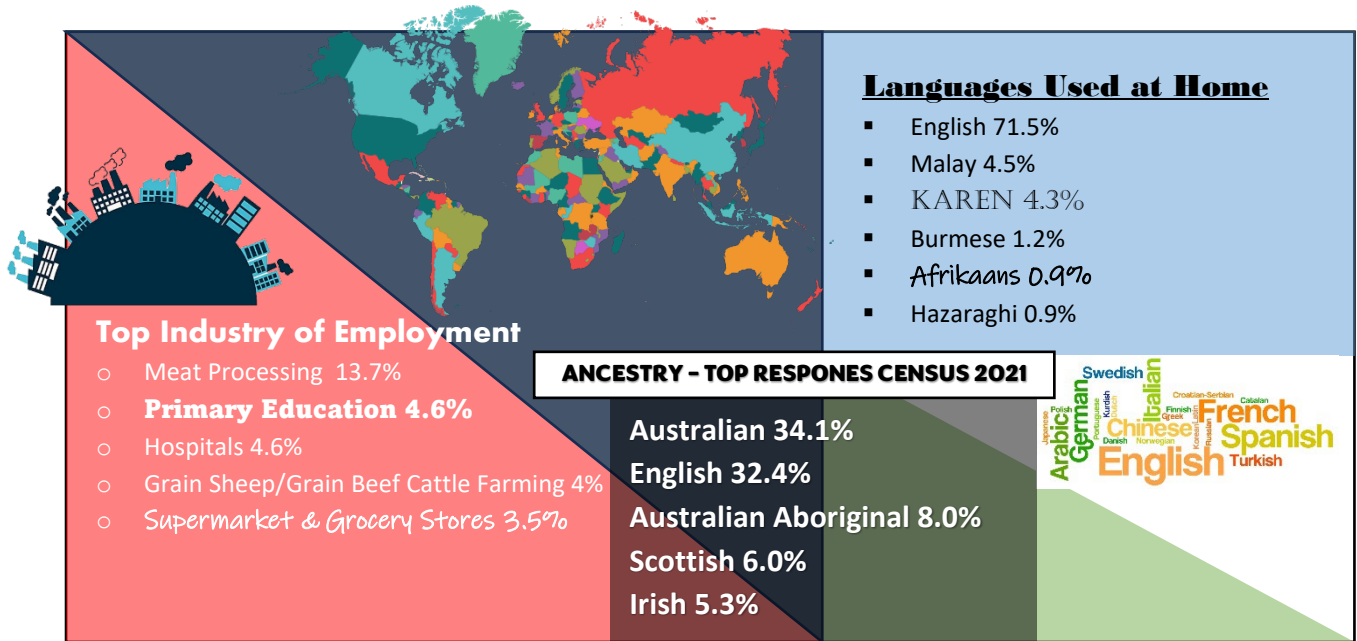
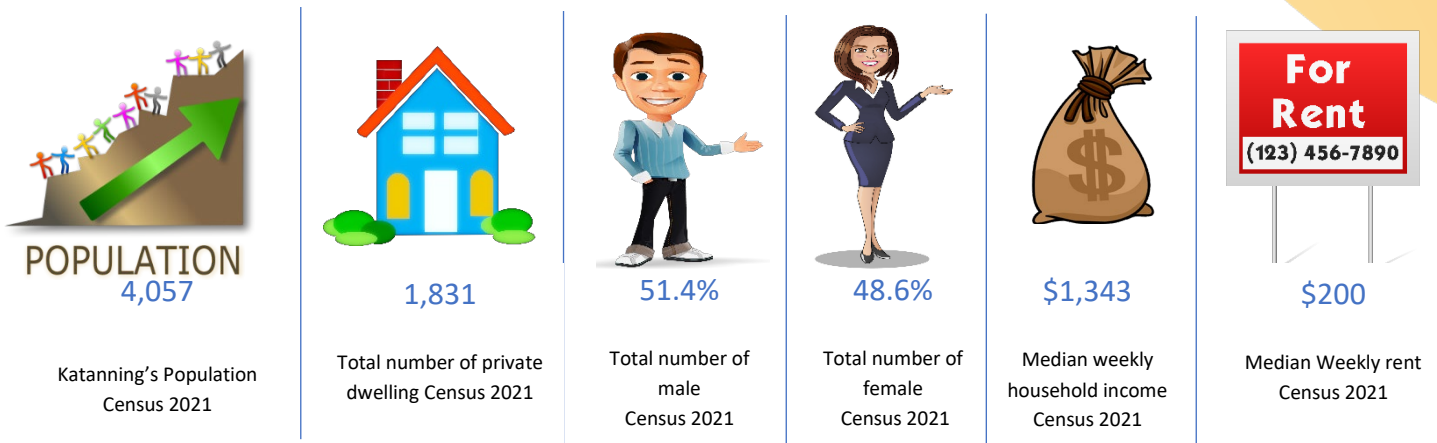
The agricultural industry is the largest generator of employment in Katanning, producing cereal and grain crops, wool, sheep and cattle as well as secondary agricultural industries. The local abattoir, The Western Australian Meat Marketing Co-operative (WAMMCO), operates an internationally acclaimed halal abattoir and is the largest single employer in the community. Other major employers include Government services such as the Regional Hospital, three Primary schools, a Senior High school and other State Government Agencies. The saleyard in Katanning is the largest covered sheep selling saleyard in the Southern Hemisphere. The sheep saleyard has the ability to yard 26,000 sheep per sale.



***“Katanning is centrally located in the heart of the Great Southern”***

# General Snapshot – People and Population

Ref ABS Census 2021

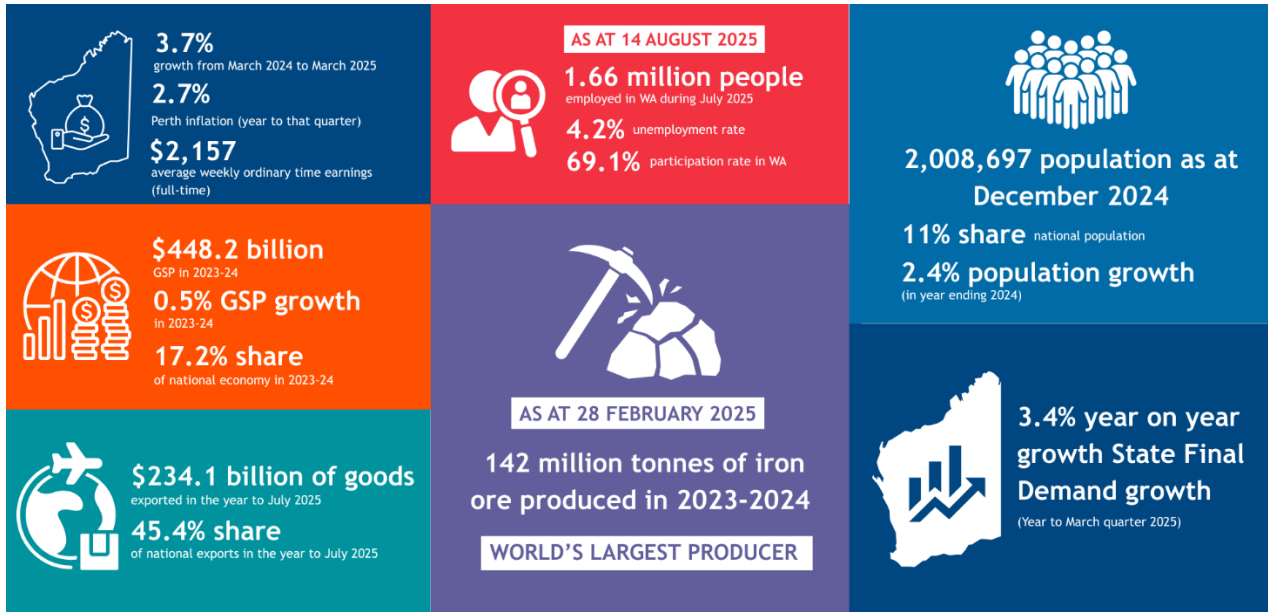


The Katanning community is diverse in all aspects and particularly prides itself on its multicultural diversity. It is recognised as one of the most culturally diverse communities in Western Australia and became a refugee welcome zone in 2014. As well as having a large Indigenous community, Katanning is home to Malay, Indonesian, Afghan, Chinese, Karen and many other cultures, all coming together to creating a culturally diverse community. To celebrate this, the Shire of Katanning hosts the Katanning Harmony Festival each March as part of WA Harmony Week



# HIGHLIGHTS OF WA ECONOMY AND EMPLOYMENT ENVIRONMENT

As at July 2025, there were 1.66 million people employed compared to 1.51 million last year, 4.2% unemployment which is the lowest rate in the country. The population growth was 2.4% in 2024. Over the last 10 years, WA has experienced average annual population growth of 1.3% .



## Highlights of WA economy as at September 2025

Data as at 20 November 2024 (2024-2025 release date November 2025)

Source: Department of Treasury – Highlights of WA Economy



# KATANNING EMPLOYMENT ENVIRONMENT

## Count of Employed Persons Aged 15 Years and Over Residing in Katanning

	2011			2016			2021		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Managers	270	132	393	231	121	357	217	110	326
Professionals	88	157	248	87	148	235	71	155	225
Technicians and Trades Workers	256	52	306	231	44	273	235	53	291
Community and Personal Service Workers	34	126	156	28	125	150	40	150	195
Clerical and Administrative Workers	24	164	195	21	156	172	35	162	201
Sales Workers	65	92	160	65	91	154	68	85	155
Machinery Operators and Drivers	103	12	109	112	17	132	118	12	133
Labourers	232	152	386	296	152	445	325	151	470
Inadequately described/Not stated	26	15	46	28	9	39	27	13	40
<b>Total</b>	<b>1,096</b>	<b>897</b>	<b>1,989</b>	<b>1096</b>	<b>866</b>	<b>1962</b>	<b>1123</b>	<b>899</b>	<b>2026</b>

## Industry of Employment for Persons Aged 15 Years and Over Residing in Katanning

\*BS 2021 Census

	2011			2016			2021		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Agriculture, Forestry and Fishing	247	88	332	262	104	363	270	98	365
Mining	31	5	36	19	0	21	25	0	22
Manufacturing	153	51	205	85	30	110	219	63	282
Electricity, Gas, Water and Waste Services	25	0	30	27	4	23	24	0	26
Construction	83	14	98	60	8	72	79	10	91
Wholesale Trade	109	56	170	200	69	261	66	30	93
Retail Trade	89	122	210	70	117	188	76	99	175
Accommodation and Food Services	14	49	66	19	49	65	30	67	99
Transport, Postal and Warehousing	60	17	81	60	20	83	47	25	69
Information Media and Telecommunications	5	3	7	4	3	6	0	0	6
Financial and Insurance Services	9	31	40	9	20	27	8	14	21
Rental, Hiring and Real Estate Services	5	12	17	12	9	23	5	5	12
Professional, Scientific and Technical Services	28	22	45	25	19	44	16	16	37
Administrative and Support Services	18	25	36	17	15	32	26	26	49
Public Administration and Safety	70	63	131	63	56	118	59	58	109
Education and Training	30	136	164	32	120	152	26	149	177
Health Care and Social Assistance	38	140	174	31	162	197	40	171	210
Arts and Recreation Services	4	0	5	0	5	4	6	3	7
Other Services	57	28	82	54	36	85	56	29	82
Inadequately described/Not stated	28	37	62	50	28	79	61	33	95
<b>Total</b>	<b>1,096</b>	<b>897</b>	<b>1,989</b>	<b>1,096</b>	<b>866</b>	<b>1,962</b>	<b>1,123</b>	<b>899</b>	<b>2,026</b>

# FUTURE OF WORK

The landscape of work is changing due to hangover from all thing COVID-19. Unpredictable disruptors are transforming how, where and when we work, which in turn affect how we interact with businesses and employees.



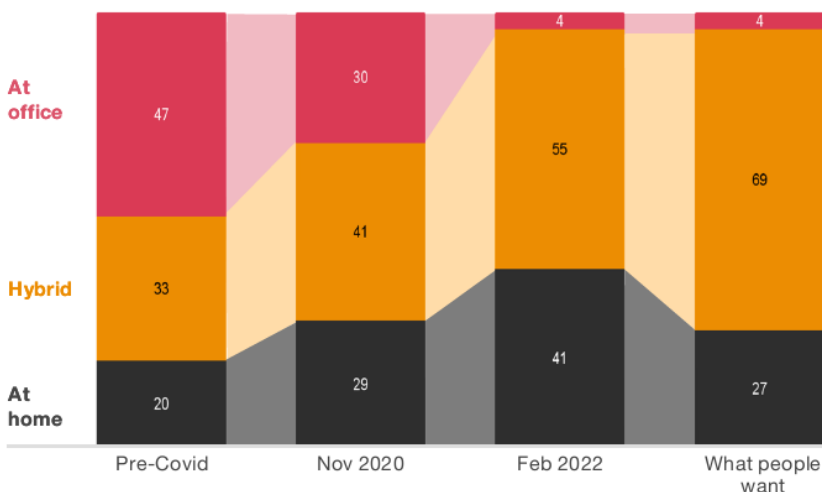
According to a study conducted by Price Waterhouse Cooper (PWC), the areas of focus are different for every organisation, but the Employee Value Proposition (EVP) levers remain the same.

*"....Remuneration and reward, snuck in as the number one EVP lever valued by workers"*

Ref PWC



## Ways of working preferences



**3.4**

days is the average that Australian office workers **want to work from home**

**74%**

look to work a minimum of three days a week from home



## THE INTERNAL ENVIRONMENT

The Shire of Katanning is a well-established Local Government organisation responsible for planning, development and service delivery at a local level. It plays an important regulatory role as well as advocating for its residents in the bigger picture of State and Federal Government planning and legislative activities. The Shire's recurrent revenue sources are predominately from property rates, fees and charges, making it essential to manage its assets and deliver services in an efficient and costs effective manner.

## COUNCIL SERVICES, COMPLIANCE AND SUPPORT

### Governance

- Democratic governance and participation
- Lobbying, advocacy and establishment of partnerships.
- Promotion of Shire and Great Southern Region.
- Business and population growth.
- Statutory Compliance, Insurance & Risk.
- Occupational Safety and Health
- Human Resources

### Corporate and Community

- Corporate Governance, Integrated Planning, Rating, General Purpose Funding, Financial Management
- Customer Service.
- Administration, Records Management.
- Information Technology Systems, Transport Licensing.
- Katanning Leisure Centre and Katanning Aquatic Centre.
- Katanning Library and Katanning Art Gallery.
- Public Halls and Events Management
- Community Development, Youth Services and Seniors Services.
- Cultural Services, Harmony & Inclusion.
- Crime Prevention.



### Infrastructure and Assets

- Transport, drainage, aerodrome.
- Plant and Machinery Management.
- Asset Management.
- Fire Prevention.
- Infrastructure Construction, Engineering & Technical Services.
- Site operations - Parks and Reserves, Cemetery and Waste Disposal Facility.
- Town Planning and Building Control.
- Health Administration and Protection of the Environment.
- Waste Management.
- Animal and Pest Control.
- Property and asset management
- Infrastructure and maintenance
- Building and planning
- Project management
- Building maintenance
- Saleyard services
- Cleaning management



As well as the functions and services that are listed above, there are many other components to managing and sustainably developing a Shire to meet both community needs, and legislative requirements. These functions and tasks need to be resourced as they also require significant time, and knowledge. These vital activities traditionally suffer from low resources in skill sets and capacity, as they are not readily recognised as having a pivotal role in

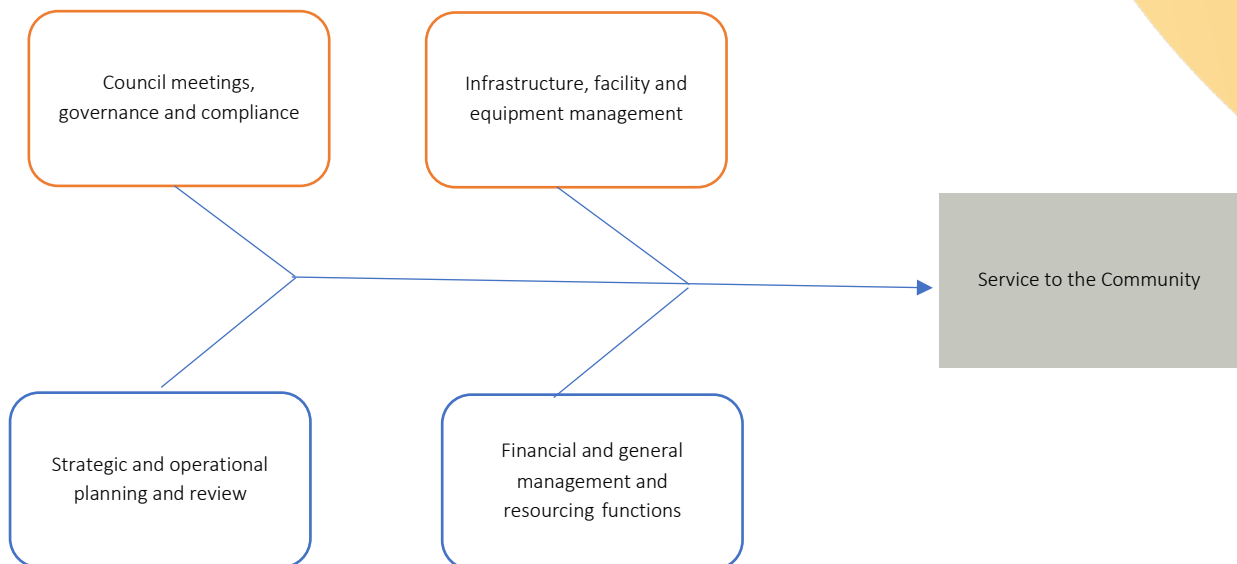
providing cost effective and sustainable services, programs and facilities for the community.

**These functions and services include but are not limited to:**

- Administration and financial management
- Legislative compliance and reporting
- Council and management meetings
- Community consultation, engagement, advocacy and lobbying
- Strategic and operational planning
- Staff training, development, performance management and mentoring
- Funding applications and acquittal.
- Asset and infrastructure planning and development
- Governance and Management
- Development and Management of organisational systems and processes
- Regional cooperation forums and meetings
- Infrastructure and Community Projects

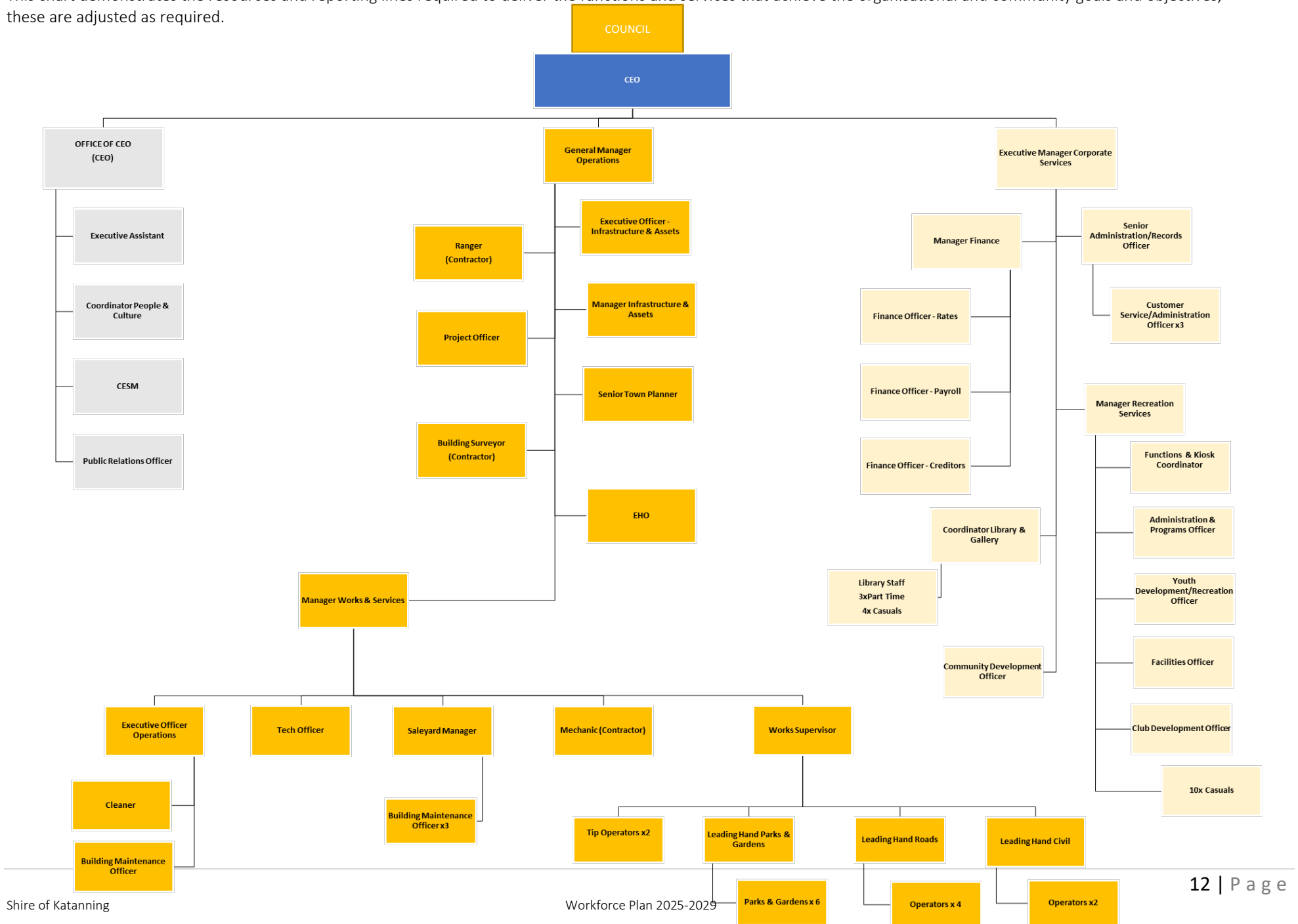


## LOCAL GOVERNMENT SERVICE DELIVERY MODEL



# ORGANISATIONAL STRUCTURE 2025

This chart demonstrates the resources and reporting lines required to deliver the functions and services that achieve the organisational and community goals and objectives, these are adjusted as required.



## ORGANISATIONAL WORKFORCE DEMOGRAPHICS

The Shire is required to deliver services and support as outlined above in a cost-effective manner, ensuring there are the right skills and the right number of people in place to meet organisational goals and objectives. From the payroll data extracted in July 2025, analysis shows there are 80 employees, with a 48%/52% male to female ratio. There are 47 full time staff and 22 part-time / casual staff employed to work set or ad hoc hours to meet needs. Of those 14 are employed at the Katanning Leisure Centre and the Public Library. The workforce has an average age of 43 years with a good spread across all age groups. The Shire is required to deliver services and support as outlined above in a cost-effective manner, ensuring there are the right skills and the right number of people in place to meet organisational goals and objectives.



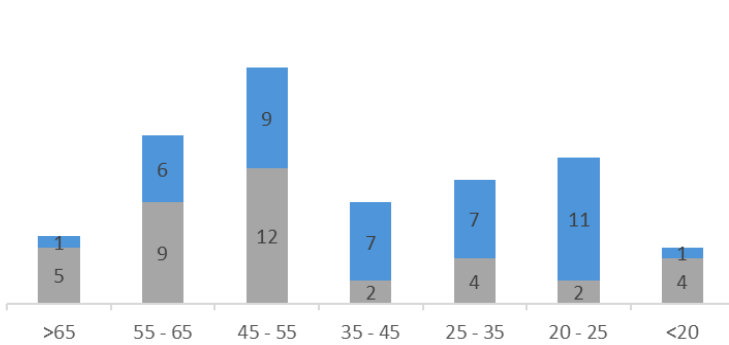
## GENERATIONAL ATTRIBUTES AND PROFILE

Today's employers are facing a workplace where in theory, there could be employees ranging from 16 to 80 in the workplace. This has huge implications for management at all levels in terms of managing the needs and expectations of Millennials, Generation X, Y and the Baby Boomers. To manage this trend and potential issues, it is important to analyse the workforce and implement strategies to address identified needs. Attributes of each generation and how to manage them can be found in the following link: <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf>.

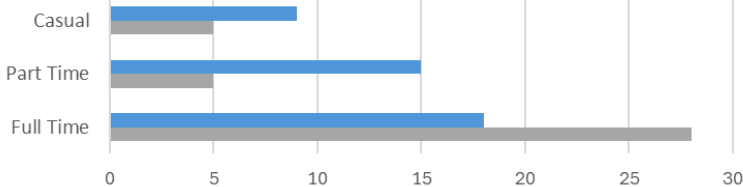
This includes information on the impact on workplace management and interpersonal relationships. The generational profile for Katanning is outlined in the graphs.

Age and Gender of Employees 2025

■ Male ■ Female



Employment Categories 2025

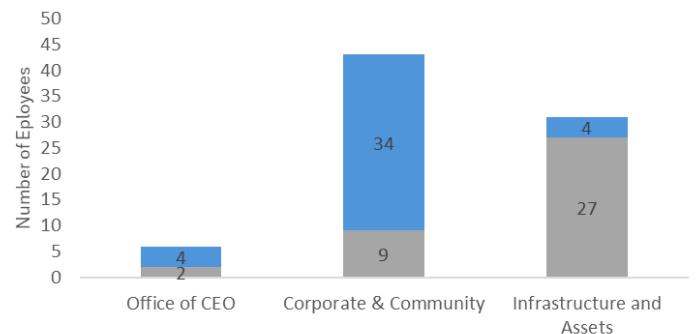


	Full Time	Part Time	Casual
Female	18	15	9
Male	28	5	5

■ Female ■ Male

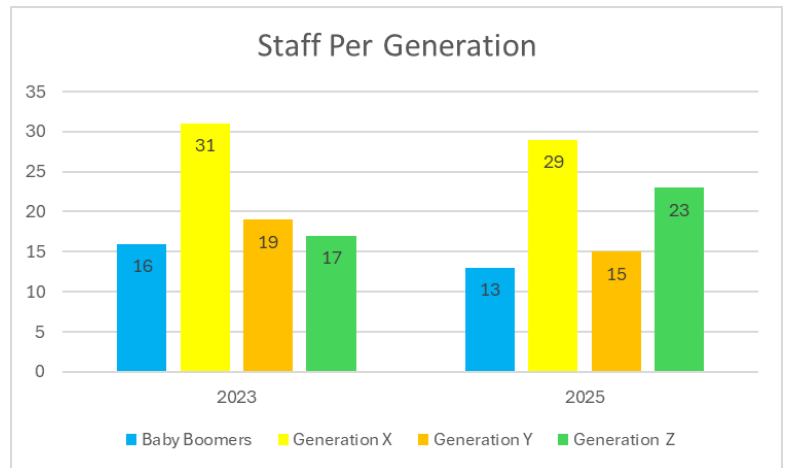
Divisional Profiles 2025

■ Male ■ Female



## YOUTH PROFILE

Review of the employment types and career path opportunities for people under 25 has shown there are 5 people under 20 years as casuals in Leisure Services. This does not generally offer a longer-term career development opportunity. There are 13 employees aged from 20 – 25 years, of whom 3 are casuals and 9 are full time in Corporate and Community and Infrastructure Assets department. While there is an appetite for young people under 18 to seek casual employment, there is the opportunity the Shire to further develop strategies for on the job training, cadetships, traineeships and apprenticeships to offer them career development.



Working Generation Group	Birth Year		Age	
Traditionalists (Silent Generation)	1925	1945	78	98
Baby Boomer Generation	1946	1964	59	77
Generation X (Baby Bust)	1965	1979	44	58
Generation Y - The Millennial - Gen Next	1980	1995	28	43
Generation Z	1996	2010	13	27

*“ .... Today’s employers are facing a workplace where in theory, there could be employees ranging from 16 to 80 in the workplace ...”*



# WORKFORCE DIVERSITY AND EQUAL OPPORTUNITY SURVEY RESULTS

The Shire is committed to being an equal employment opportunity organisation and aims to have an appropriately diverse workforce. The amount of employees from cultural and linguistic diverse backgrounds has increased and it is

predicted that the trend will continue. Our diversity profile is annually audited through the Public Sector Commission Equal Employment Opportunity Annual collection. The March 2025 results are outlined below.



11.4%  
People with disability  
Compared to 2.8% in 2023



6.7%  
Aboriginal and Torres Strait Islander  
Compared to 5.3% in 2023



23.8%  
Culturally and linguistically diverse  
Compared to 14.7% in 2023



52.4% female  
47.6% male  
0.0% indeterminate/  
intersex/unspecified



1 Management Tier 1  
4 Management Tier 2  
6 Management Tier 3

## Disability Access and Inclusion Plan

The Western Australian Disability Services Act 1993 requires all State and Local Government Authorities to implement a Disability Access and Inclusion Plan (DAIP). The Shire's DAIP 2023 has 7 outcome areas. Each outcome area has a number of strategies to be implemented. Outcome 7 relates specifically to employment of people with

disability and needs to be taken into consideration when planning for the Shire's future workforce. People with disability have the same opportunities as other people to obtain and retain employment with the Shire of Katanning. It is a requirement of the Disability Services Act 1993 that the Shire must take all practical measures to ensure that the DAIP is implemented by its officers, employees, agents and contractors.

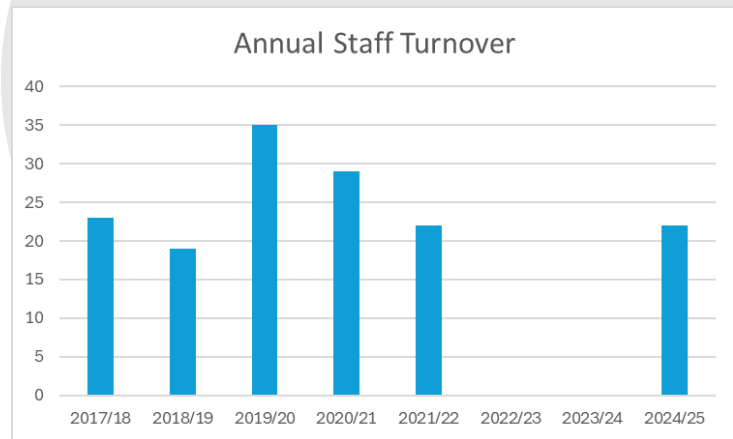
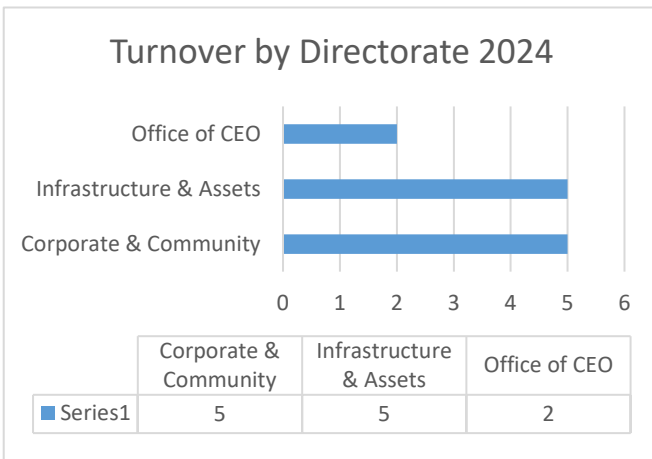


*"... The number of employees from cultural and linguistic diverse backgrounds has increased and it is predicted that the trend will*

## RECRUITMENT AND RETENTION

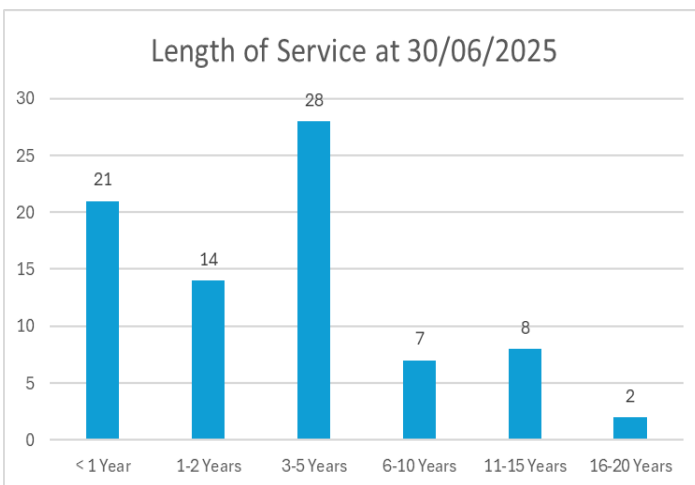
Current employees mainly reside in Katanning, making the Shire a significant employer in the region.

There are existing difficulties attracting talent and organisations including the Shire are struggling to fill key roles.



Future recruitment processes may offer the opportunity to maximise the employer of choice reputation and increase the opportunities for employing local and regional residents. Advertising with local media businesses for general positions will also support the local economy.

## TOTAL YEARS OF CONTINUOUS SERVICE OF EMPLOYMENT



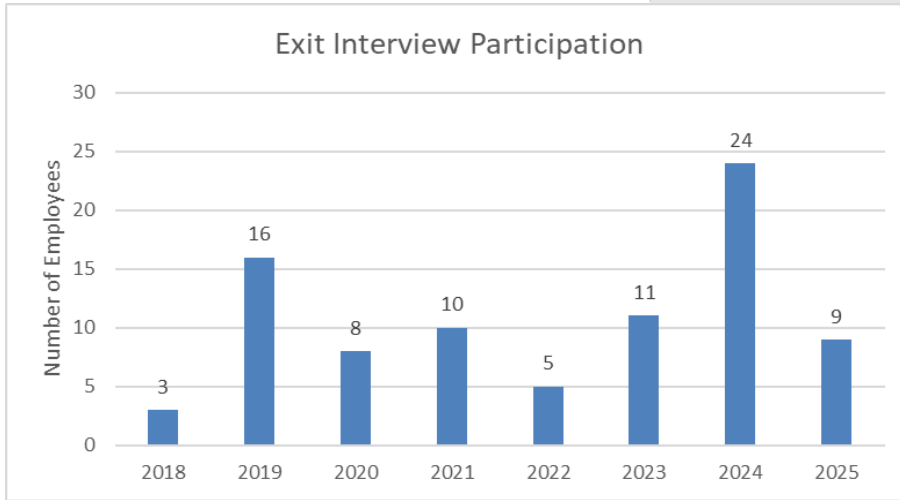
The significance of measuring employee tenure is it identifies key areas where there may need to look at succession planning, addressing potential for ageing workforce issues, skills and corporate knowledge retention, transfer or development of skills and planning for communication in times of change. The Katanning profile demonstrates most of the workforce have been employed for less than three years, so there is more likelihood of a need for training, development and support than succession planning except in a couple of roles.



## Exit Interviews

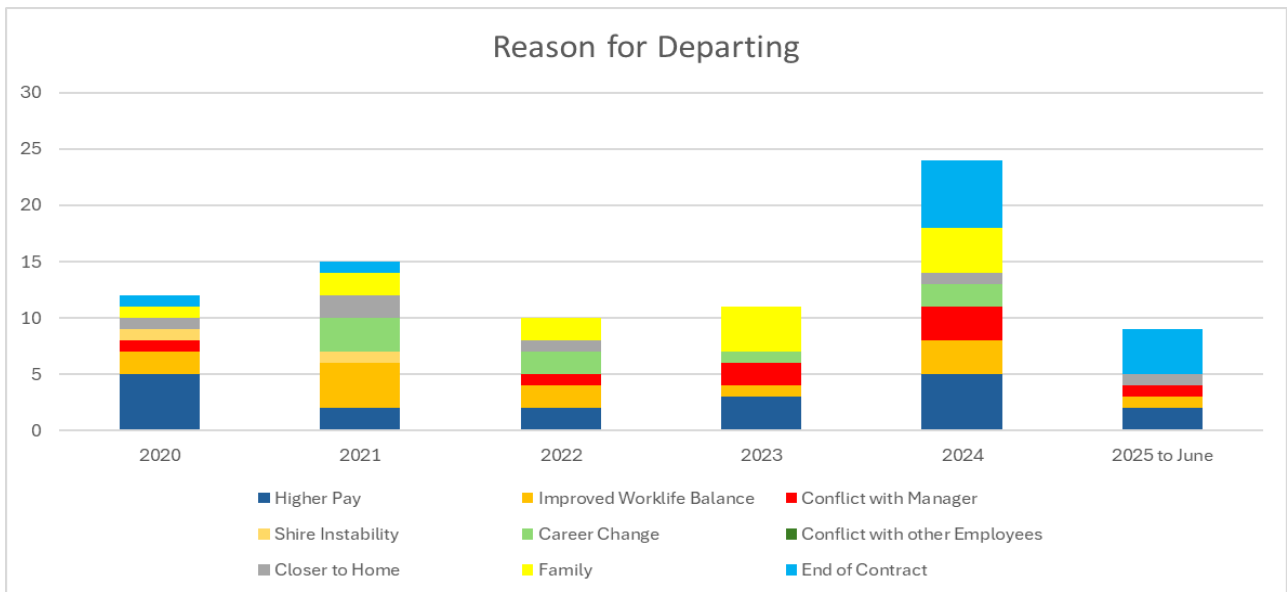
The Shire gathers data through the exit interview process.

Departing employees are encouraged to participate as this is a voluntary process.



## Trends in the Exit Interview Feedback

Over the past few years there have been consistent trends in the messages conveyed by exiting employees.



2021	The majority of respondents were seeking an improved work life balance as the most significant reason for leaving. Better career opportunities ranked second for employees departing this year. The pandemic has led employees to rethink purpose in their work and life more broadly.
2022	The common themes 2022 was higher pay, improved work life balance and family reasons. There seems to be a consistent message being portrayed that employees here are great to work with again with employee relationships at work being positive.
2023	The common themes for this year were staff leaving to be with family followed by getting other jobs with higher pay.
2024	Almost half of respondents left the organisation due to end of contract of to seek higher pay. With another large portion stating family reasons or improved work life balance were the key factors for leaving.
2025 (at June)	Half of the respondents left due to end of employment contract, with other staff giving mixed responses.

## WORKFORCE FINANCIAL PROFILE

The table below reflects workforce costs across the term of the previous workforce plan and is included to determine employment trends and costs / savings of workforce planning strategies over time, and to support projection of costs in the LTFP. Where there are variances between budgeted costs and actual costs, there may be

positions that are vacant for a length of time through recruitment processes over the financial year or in succession planning where roles may overlap for a period to effect knowledge transfer.

Employee Costs	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Actual	\$4,578,759	\$4,305,220	\$4,154,392	\$4,014,134	\$4,027,557	\$4,607,368	\$4,689,198
Adopted Budget	\$4,860,350	\$4,252,067	\$4,139,040	\$4,448,913	\$4,544,829	\$4,776,332	\$5,380,736
<b>Total Operating Costs</b>							
Actual	\$13,166,596	\$13,221,552	\$13,147,952	\$15,416,929	\$13,905,887	\$18,602,327	\$19,184,125
Adopted Budget	\$13,436,596	\$14,469,614	\$14,250,703	\$15,149,545	\$15,149,545	\$16,104,347	\$18,359,143
<b>% Employee Costs   Operating Costs</b>							
Actual	34.77%	32.56%	31.59%	26.04%	28.96%	24.77%	24.4%
Adopted Budget	36.17%	29.39%	29.04%	29.36%	29.99%	29.66%	29.31%

## TEMPORARY WORKFORCE

Temporary labour employment costs are not necessarily included in the budgeted employment costs above. A review in relation to any spending in this area of temporary staff is recommended, to

ensure legislative requirements in tendering and procurement practices are met. Policies and procedures should also be reviewed and updated as part of the workforce management strategy.



# STAFF SATISFACTION SURVEY

The capacity, capability and staff satisfaction survey was carried out in October / November 2015 and there were 28 completed responses. 39 staff participated in the survey conducted in 2016/17, 29 in 2017/18, 38 in 2019/2020 and 27 in 2021. In July 2023 the survey was repeated to

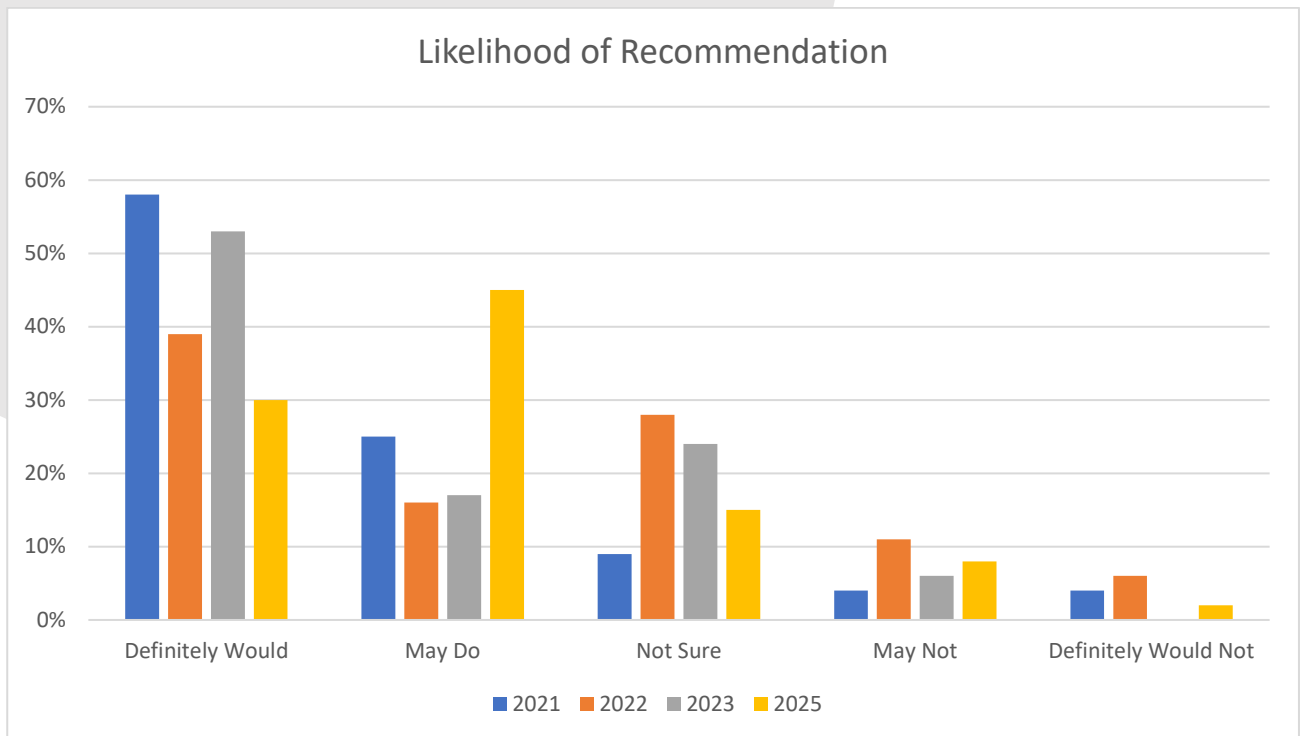
The staff survey conducted in 2025, received a high participation rate of 41 of 52 FTE. Key strengths from responses were strong teamwork, collaboration, meaningful and supportive safety culture. With recognition, leadership development, high workloads in areas and communication as areas for improvement.

The staff performance appraisals are conducted on an annual basis to identify skills and knowledge gaps. Further training needs have been recorded in a training register and will be prioritised and addressed in line with budget, availability of training providers and workload of staff.

determine the impact of the workforce strategies and increased staff engagement, role clarification, training and issue resolution. All staff were invited to participate and there were 22 completed responses.

All work areas participate in monthly staff meetings with risk and safety issues reported through to the safety committee. Governance risk and safety issues are considered at monthly senior staff meetings and a feedback provided to staff. All staff are able to participate in a whole of staff meeting following each Council meeting.

There was a significant improvement in the responses to the survey question from 2021 – 2025 as outlined below – *How likely are staff to recommend this Local Government to others as an employer?*



## CURRENT WORKFORCE CHALLENGES AND STRATEGIES

While the Shire has made progress through clearer role definitions, and adjustments to organisational structures and practices there are some opportunities for improvement. The

following key issues highlight areas requiring further attention to ensure a sustainable, safe, and high-performing organisation.

Identified Issue	Proposed Mitigation Strategies	Potential Outcomes
Workforce Retention & Heavy Workload in Key Roles	Update the organisational structure to rebalance workloads and clarify reporting lines. Evaluate governance and support functions to ensure adequate resourcing.	Improved staff retention, reduced risk of burnout, clearer responsibilities, and better service delivery through more sustainable workloads.
Leadership & Management Capability	Provide structured professional development and training to strengthen leadership and management capacity across the organisation.	Stronger leadership capacity, improved staff morale and performance, and a more capable and resilient management team.
Workplace Health and Safety (WHS) Performance	Review and strengthen workplace health and safety systems.	Safer work environment, reduction in lost time injuries, reduced insurance premiums, and stronger compliance with WHS obligations.

## FUTURE DIRECTION

The Strategic Community Plan 2022 – 2032 has been updated after extensive community engagement to set the vision for the next 10 years. Its relevance to the workforce plan is to ensure there is integration between community goals and

aspirations and the core business of the Shire to ensure capacity and capability to deliver on expectations. It is broken into six key result areas – **Economic, Leadership, Social, Natural Environment, Culture and Built Environment.**





*“Katanning is a safe, sustainable, and prosperous community. We respect and celebrate our diverse culture.”*

## KEY RESULT AREAS

The Council and community of Katanning will achieve this vision through the delivery of services and projects that meet our aspirations.

These aspirations are sorted into the following six key results are:

### ECONOMIC

Katanning is an economic hub of the Great Southern region, offering a range of employment and business opportunities.

We will strive to facilitate the sustainable growth and development of our population and economy.

### LEADERSHIP

Katanning is inclusive and respectful community.

We will support and advocate for our community to make Katanning a prosperous, safe and welcoming community.

### BUILT ENVIRONMENT

Katanning is a beautiful, well serviced place that invites people to stay.

We will work to provide our community with the services, infrastructure and facilities that meets its needs.

### SOCIAL

Katanning is a vibrant, active place that encourages its community to thrive.

We will aim to provide access to services and support to all members of the community to create safe, connected and cherished place to live, learn, work and play.

### NATURAL ENVIRONMENT

Katanning is a sustainable community with a healthy natural environment.

We will work to preserve and enhance our natural environment for current and future generations.

### CULTURAL

Katanning is a place for everyone from all walks of life

We will acknowledge, celebrate and respect all cultures of or diverse community.



## Integrating SCP Vision Goals and Community Aspirations into the Workforce Plan

Innovation, initiatives or changes to organisational structure, roles, reporting lines and services or service levels that arise from the outcomes of the community engagement and planning process need to be fully resourced and managed through the strategies outlined in this workforce plan. These will be activated through the CBP with appropriate planning and cost analysis. The financial implications will be captured in the LTFP.

## Future Workforce Challenges or Issues.

In activating the SCP through the CBP there will be implications on skills and resources through new initiatives, increased/reduced services or service levels and in planning and development functions. The table below outlines the Key Results Areas of the SCP that will require a review of capacity and capability to ensure delivery on objectives. Specific actions and timelines will need to be identified to ensure the right people with the right skills and resources will be available to meet these community expectations in a timely manner. It would be

# IMPLEMENTATION PLAN

1. Skills attraction, retention, and succession					
Action	Responsible Officer/s	25/26	26/27	27/28	28/29
<b>HIGH PRIORITY</b>					
a) <i>Attraction / Retention:</i> Review workplace policies, wages and incentives to ensure that they remain competitive, attractive and fair, in the context of the Local Government sector, with identified changes to be implemented progressively.		X	X		
b) <i>Retention:</i> Review the outside crew work cycles and rosters to maximise productivity and employee satisfaction.		X	X		
c) <i>Succession:</i> Conduct a cost benefit analysis on internal resourcing vs external resourcing for specialised skill sets and respond accordingly.		X	X		
d) <i>Attraction / Retention:</i> Investigate resource sharing across local governments where appropriate.		X	X	X	X
<b>ONGOING</b>					
e) <i>Attraction:</i> Continually review attraction strategies that identifies specific approaches to attract people to the Shire and to live in the community (employer of choice in Katanning and the Great Southern)		X		X	
f) <i>Retention:</i> Ensure at least one Health and Wellbeing program (through LGIS) is provided per year		X	X	X	X
g) <i>Attraction / Retention:</i> Continued investment in maintenance and expansion of Shire housing stock		X	X	X	X
h) <i>Retention:</i> Ensure all new staff complete onboarding and induction, including introductions to team members and business units		X	X	X	X

## 2. Training and Development

Action	Responsible Officer	25/26	26/27	27/28	28/29
<b>HIGH PRIORITY</b>					
a) <i>Development:</i> Review business unit KPIs to align with the CEO KPIs.	CEO	X	X	X	X
b) <i>Training:</i> Continue to provide training opportunities for the finance team to build internal capabilities.					
c) <i>Development:</i> Provide opportunity for middle managers and aspiring managers to undertake leadership training.		X	X	X	X
<b>ONGOING</b>					
d) <i>Development:</i> Implement targeted training, mentorship, and career development activities to retain and upskill staff with less than three years of service.		X	X	X	X
e) <i>Development:</i> Continue cross-training within administration team and building a casual pool for customer service.		X	X	X	X
f) <i>Training and Development:</i> Ensure all employees have a training and development plan, including career goal setting, which is completed as part of annual performance review		X	X	X	X
g) <i>Training and Development:</i> Review training and development budget to align with priorities and have a planned annual delivery approach.		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) <i>Systems:</i> Continue to implement the revised organisational structure.		X	X		
b) <i>Systems:</i> Implement a dedicated governance / compliance resource within the organisational structure.			X		
c) <i>Systems:</i> Review resourcing for the public relations role to continue to enhance internal and external communications.			X		
d) <i>Systems:</i> Implement a cost-effective asset management system			X	X	X
<b>ONGOING</b>					
e) <i>Processes:</i> Continue to implement automated processes to streamline work verification and administration processes.		X	X	X	X
f) <i>Systems:</i> Continue to document procedures to retain corporate knowledge.		X	X	X	X
g) <i>Systems:</i> Determine which ERP system is suitable for the organisation and prepare a change management process.		X	X	X	X

## 4. Organisational Culture

Action	Responsible Officer	25/26	26/27	27/28	28/29
<b>HIGH PRIORITY</b>					
a) <i>Culture:</i> Continue to build a safety-first culture through work processes, staff training and monitoring.		X	X	X	X
b) <i>Culture:</i> Implement the organisational values into the performance review process		X			
c) <i>Culture:</i> Continue to implement ways where the organisation values can be seen by staff and translated into everyday systems, processes and work plans.		X	X	X	X
d) <i>Culture:</i> Commit to and provide consistent whole of staff activities		X	X	X	X
<b>ONGOING</b>					
e) Managers to ensure that regular team meetings within business unit to foster good communication and organisational awareness	Management Team	X	X	X	X



## Sustainability in Workforce Planning

- Inclusion of responsibility for workforce planning in position description of a key role
- Ownership and accountability across the whole organisation.
- Embedding workforce planning in all relevant frameworks, systems, policies and processes.
- Ongoing orientation and training.
- Demonstration of benefits at every opportunity.

## Monitoring and Evaluation of Outcomes

- Strategies outlined in the current and future workforce planning process will have outcome measures to be operationally monitored and regularly reported. These will contribute to reporting the progress of the relevant strategic goals. Those responsible for each strategy will also carry the responsibility for regular reporting on progress and outcomes.

## Key Outcomes to be Monitored and Reported Annually

- Staff exit, growth and retention levels
- Number of people under 25 or from diverse backgrounds employed in the Shire in part time and fulltime roles
- Increased satisfaction levels of communication and information sharing
- Improvements to efficiency and effectiveness in service delivery
- Improvements in HR data management and reporting

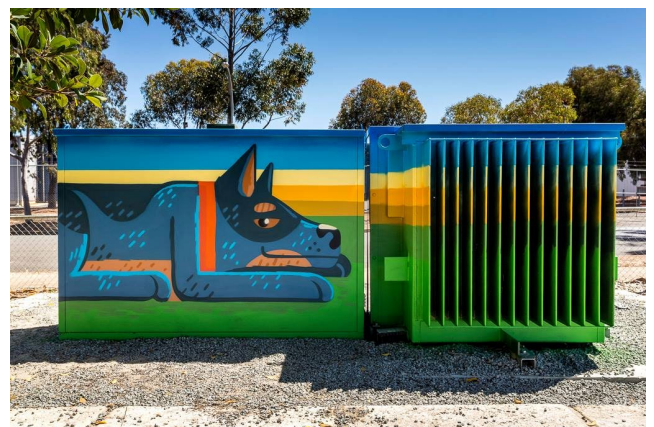
## Workforce Plan Integration and Scope of Monitoring and Review

In addition to above, other areas need monitoring to ensure workforce planning, HR management and resource planning practices are in place such as:

- Review of HR data and trends bi - annually.
- Review of the number and cost of temporary staff being procured from

agencies, and the annual profile of casual staff hours and length of engagement.

- Regular review of Shire of Katanning Employee Opinion Surveys.
- Workforce planning strategies, processes, principles and practices are considered in the annual planning cycle.
- Evidence of workforce implications being considered in Council decision making and project planning.
- Evidence that HR related key performance indicators are measured, reviewed, reported on, and people are held responsible for them,
- Review of key HR risks and the effectiveness of their treatments annually.
- Inclusion of key workforce plan strategy outcomes in the Annual Report.
- Evidence that HR policies and procedures are in place, robust, relevant and communicated.





Shire of  
**Katanning**  
Heart of the Great Southern

52 Austral Terrace, Katanning WA 6317  
PO Box 130, Katanning WA 6317

T (08) 9821 999

[Katanning.wa.gov.au](http://Katanning.wa.gov.au)  
[admin@katanning.wa.gov.au](mailto:admin@katanning.wa.gov.au)  
[facebook.com/ShireofKatanning](https://www.facebook.com/ShireofKatanning)  
[instagram.com/visitkatanning](https://www.instagram.com/visitkatanning)

meet me in...  
**Katanning**