



SHIRE OF
WILLIAMS

WORKFORCE PLAN

2025-2030



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Introduction & Purpose

The Shire of Williams Workforce Plan (Plan) takes into account the requirements of Workforce Planning under the Integrated Planning process for Local Governments in Western Australia. The Integrated Planning process includes the development of a number of Plans shown in the diagram below. The Plan is one of the informing strategies for both the Strategic Community Plan and the Corporate Business Plan.

The Plan is a continuous improvement process rather than a one-off activity. It is also about shaping the workforce with a clearly identified purpose and to bring about particular changes to meet organisational objectives. The plan forecasts future labour requirements to deliver operations, services and project based works. It is also used for:

- Identifying staffing challenges;
- Monitoring and containing workforce costs;
- Developing and highlighting existing and new workforce skills; and
- Ensuring that there is adequate service delivery into the future.

The Plan sets out a range of strategies and key actions that will be required to be undertaken over the next four years. This is broken down into five key areas:

- Organisational Development – improving Human Resource Management Systems
- Attraction, Recruitment and Retention – creating and maintaining a sustainable workforce
- Training and Development – maintaining a competent workforce
- Culture – ensuring all employees are valued, respected and treated equally
- Occupational Health and Safety – providing a safe and caring workplace

A summary of the financial implications that underpins the support provided to the Shire's staff through these strategies is included in this plan along with the framework for key performance measures to assess the success of the respective action plans.

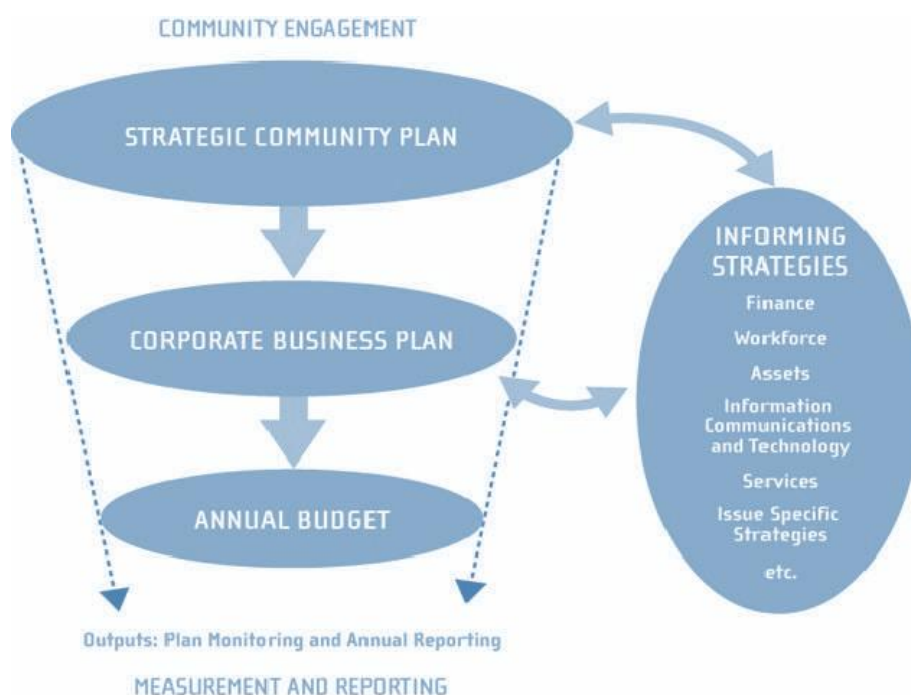


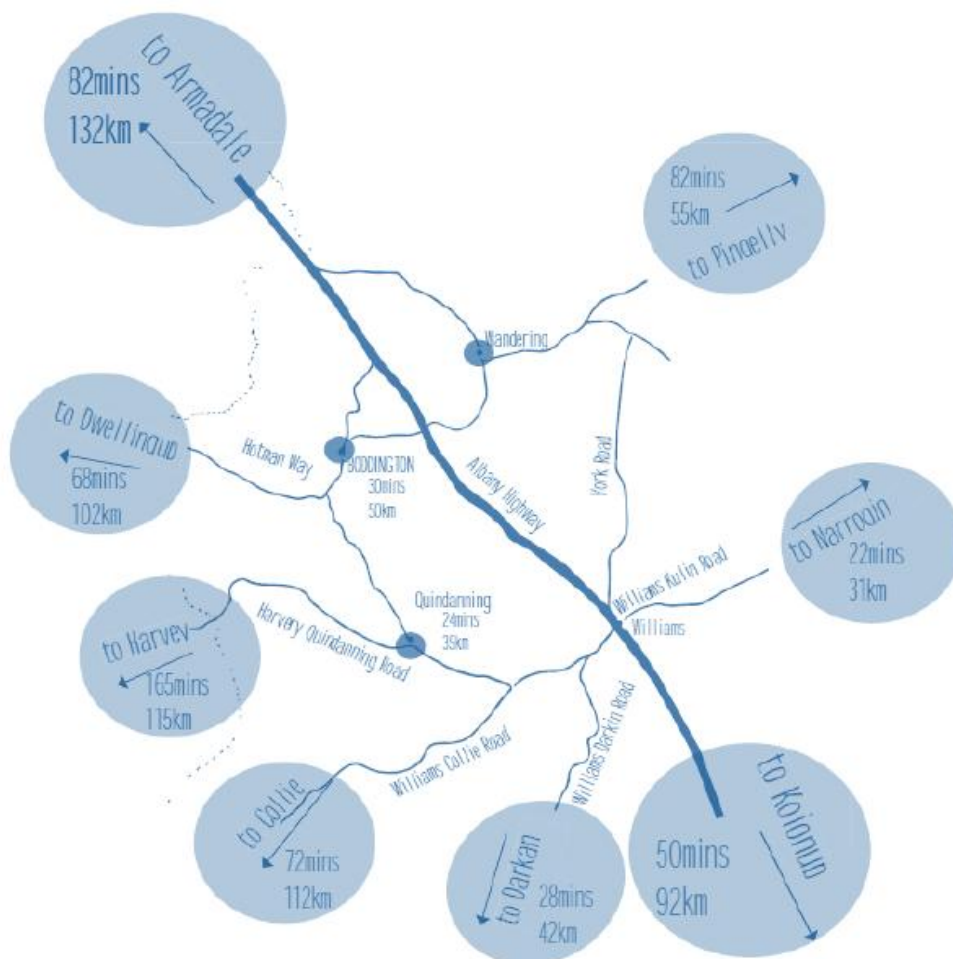
Diagram 1: Integrated Planning Framework

About Our Shire

Williams is a vibrant rural community located within the Wheatbelt region of Western Australia and is located 160 kilometres from Perth.

The Shire of Williams covers a land area of approximately 2,295 square kilometres and is home to a population of 1,040 (source: ABS ERP 2021). The Shire includes the localities of Boraning, Congelin, Culbin, Dardadine, Narrakine, Quindanning and Tarwonga. The economy is largely driven by the agricultural industry, tourism and agri-business related developments. Recent years have seen a greater diversification of the economy into increasing tourism related businesses and service industries, as well as the more traditional agri-support businesses that support the agricultural endeavours of the region that includes cropping, livestock, hay processing, and grain pellet production. Over the next 5 years renewable energy projects are expected to further diversify land use and the economy.

Williams is located on the Albany Highway, a strategic road transport link between the Perth metropolitan area and the Great Southern region of WA. The section of highway through Williams has an estimated traffic volume of between 4,450 vehicles per day (source: MRWA 2020/21 Statewide Traffic Digest).



Economy

The Williams economy is largely driven by primary production, dominated by broadacre farming of grain and livestock. Grain production has increased over the past decade and the Narrakine CBH receival point receives around 660,000 tonnes of grain- double what it did a decade ago. This industry is well supported by other economic activities in the town, including manufacturing, servicing, trade and transport. Tourism is a growing economic driver for the Shire, as many businesses service the travelling public of the Albany Highway. The mining industry in the adjacent Shire of Boddington (Newmont Boddington Gold and Worsley/South 32 Bauxite mine) provides employment opportunities being only 50km from the Williams townsite. The Shire maintains approximately 350km of unsealed roads and 250km of sealed roads (2024/25).

Summary Statistics

Population (2021)	1,040
Employed persons (2021)	536
Working age % (2021)	54%
Unemployment rate % (2021)	0.7%
Labour force participation rate % (2021)	67.4%
Top employing industry (2021)	Grain-sheep or grain-beef, cattle farming

Data source: ABS 2021, Population by Age and Sex, Regions of Australia, 2021 (cat. No. 3235.0)

External Environment

Challenges in the Shire workforce are similar to these for many businesses and local governments. Some of the major challenges include:

- Skill shortages with specific classifications.
- Ageing population and workforce.
- Very low local unemployment levels.
- Maintaining competitive salaries and working conditions.

Local Governments like many businesses and industry sectors continue to experience staff shortages. Rural and remote Local Governments consistently struggle to source the staff and skill sets they need to deliver the services the community seek.

The labour market in Australia continues to age with 15% of Australian's over the age of 65 years.

Internal Environment

The Shire of Williams has enjoyed a relatively stable workforce for several decades, with lower-than-average staff turnover rates.

Although local governments as a whole are experiencing retention and recruitment issues, the Shire of Williams continues to maintain a low turnover rate and retention remains high. The Shire recruits local people wherever possible.

The age demographics of the Shire remain consistent with the Australian labour market, with 54% of employees aged over 50 years and 11% of employees under the age of 30 years.

The Shire has had 30% of employees over 60 years of age and some of these have moved on in recent times. Between 2023 and July 2025 the Shire of Williams lost 97 years of Williams Local Government experience, through the departure of five long serving staff. That highlights that on average those staff had close to 20 years' experience. In the next five years the Shire will lose more than 72 years of Williams Local Government experience through retirements alone. This number shows that the Shire is in transition, and needs to continue to recruit, train, and develop its workforce.

The Shire operates with about 27 Full Time Equivalent (FTE). Over 50% of the Shire staff in the period 2023-2025 chose to work less than a standard 38-hour week for a range of reasons, often linked to the work-life balance they seek. Flexibility for staff while maintaining service levels is a key challenge. Local Government cannot always compete on salaries, and this makes workplace flexibility more relevant and important. There is no reason this trend will not continue.

Staff vacancies are filled as quickly as possible so that workloads, community service and standards are maintained. Allowing vacancies to remain unfilled reduces the ability to do this and puts added pressure on remaining staff and can manifest itself in fatigue, burn out and less than desirable service to the public.

Since Covid in 2020 the ability to work remotely or from home has become real and functional. This too is an important feature in the modern working strategy that needs to be appreciated and used where appropriate. Using it wisely can maintain work throughput and help keep staff in employment longer.

The outside workforce works a 9-day fortnight, and this can bring about efficiency and productivity gains versus a 10-day fortnight through reduce travel costs, downtime and mobilisations. Some employers and local governments are examining 4 day working weeks (38 hrs per week) for this reason.

Employee Incentives

- Be as flexible as possible with supporting staff in their work life balance, family and other needs.
- Communicate regularly with staff, network, and know their views and issues.
- Pay well:
 1. the Shire offers complete salaries & wages.
 2. pays above Award wages.
 3. offers up 3% additional superannuation if the employees match that.
- Provide subsidised childcare to staff who need childcare to help keep them at work.

- Provide housing subsidises to staff who provide their own home or accommodation so that there is equity for the staff who receive subsidised Council housing.
- Invest in staff development and training.
- Keep a safe working environment.
- Modernise systems, use technology to make jobs easier, and more efficient.
- Undertake regular performance planning and assessment.
- Celebrate successes and progress.
- Provision of uniforms.
- Rostered days off

Recruitment and Exits

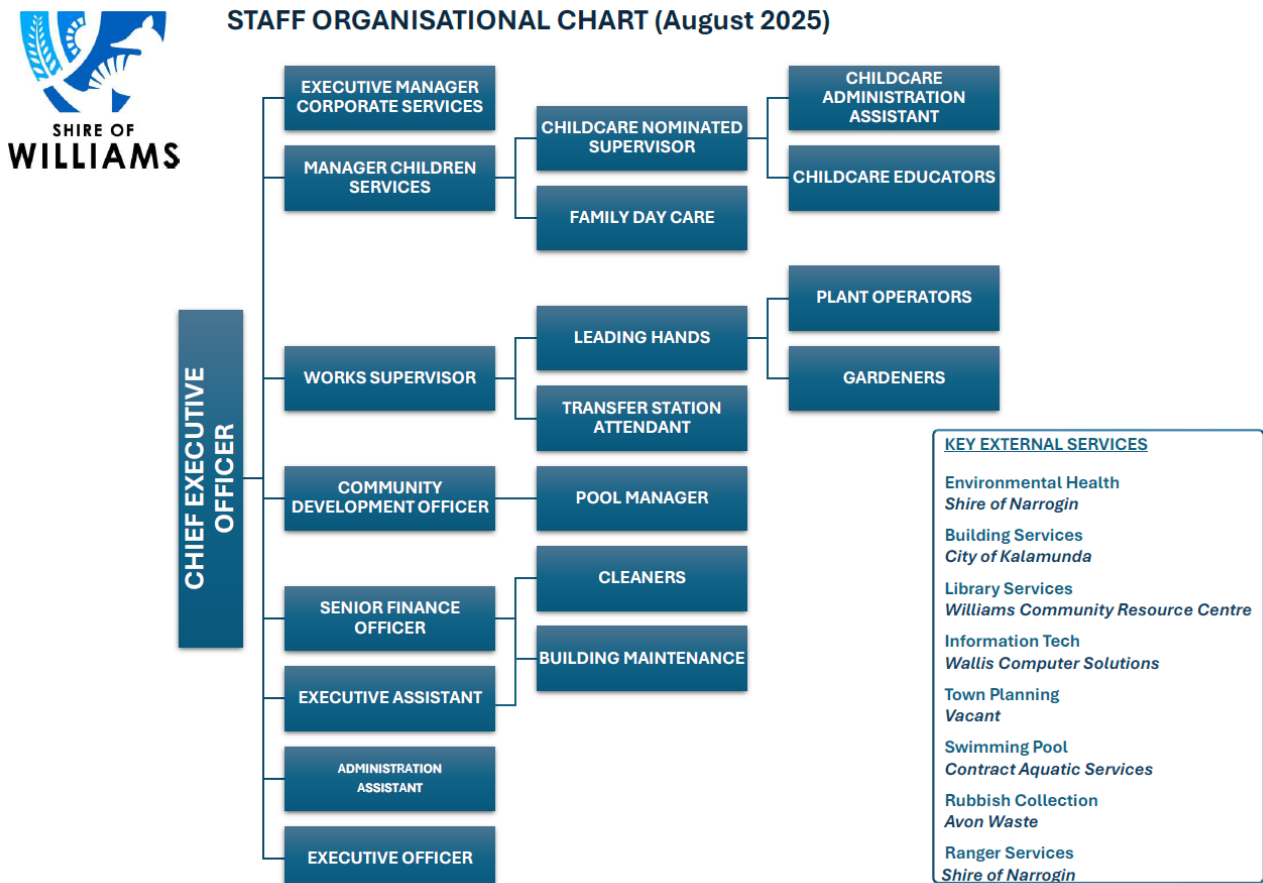
- Vacancies are advertised, and the Shire reserves the right to fill vacancies before the advertised closing time.
- Referee checks are completed for preferred candidates.
- Medical and Police checks are completed for candidates.
- Exit interviews are conducted to ensure staff feedback is recorded and appropriate action taken to resolve any issues that may arise.

Workplace Profile

Organisational Structure

The current workforce structure comprises of a Chief Executive Officer (CEO) who is responsible for employing all staff and other resources required to provide Shire services.

Structure as of August 2025:

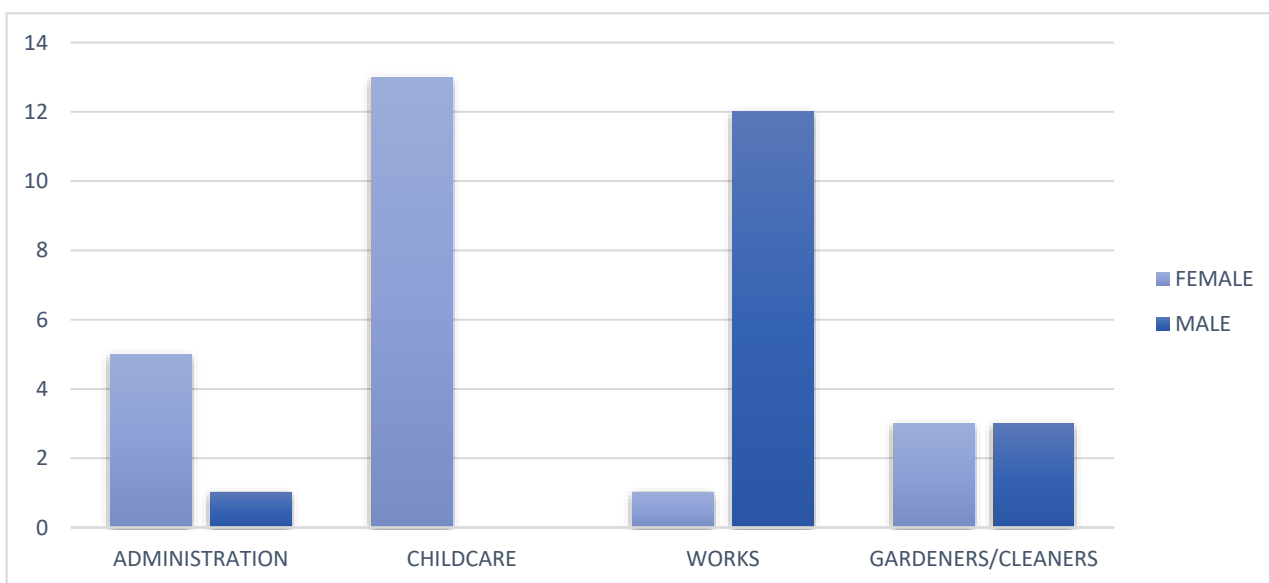


Family Day Care was added as a new business unit to compliment the Willi Wag Tails Childcare service. This was established in July 2020, and the Shire now provides professional support to sixteen (17) Family Day Care services. Along with implementation of this service a full-time Manager of Childcare Services was appointed.

Gender Balance

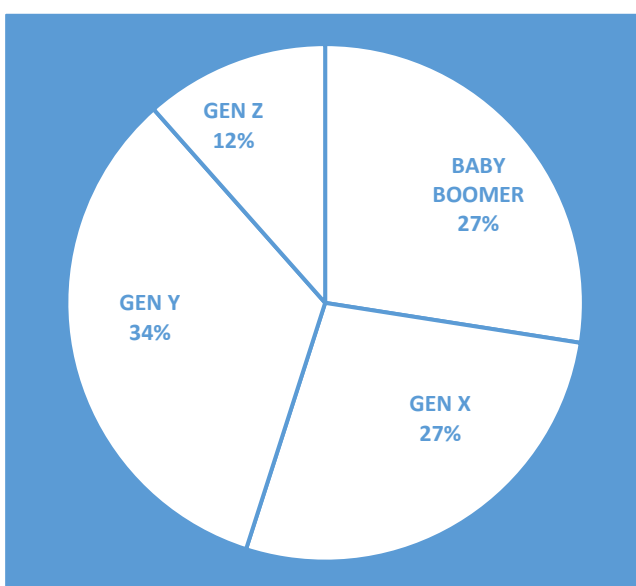
The gender balance in August 2025 was 15 (41%) males and 22 (59%) females noting several work less than full time and in some cases only a few hours per week (e.g. some part time or casual cleaners).

The below graph represents the gender balance across the departments:

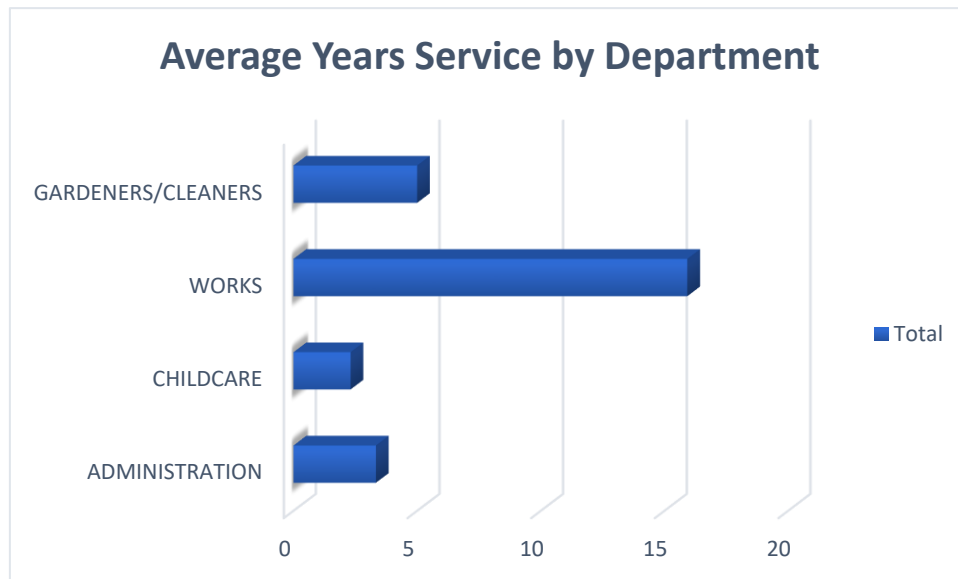


Generation Profile at August 2025

The Baby Boomers (Ages 57-75) make up 27% of the Shire workforce which has come down from 45% in the past 2 years as staff have retired. Eight staff are at 60 or more years of age or more. The age structure of the workforce does not present immediate problems, but there is a potential issue relating to knowledge retention and business continuity. Strategies and succession planning help manage this risk.



Years of Service



Annual Leave and Long Service Leave Liability

Staff generally have 4 weeks annual leave per year and qualify for Long Service Leave after 10 years of service or pro rata long service leave after 7 years of service.

A leave roster is maintained to ensure staff leave is managed in a structured organised way.

Leave balances came down over the period 2022-2025 has long term staff either retired or took their leave before retiring.

The Shire needs to consider its capacity to fill gaps while employees are on leave or negotiate with employees to take their leave by utilising a staggered leave plan.

Leave balances for both Long Service Leave and Annual Leave are monitored and audited closely. The Shire maintains Reserves funds to meet liabilities associated with leave entitlements

All employees Annual Leave and Long Service Leave Accruals are recognised as provisions in the Statement of Financial Position in the Annual Budget and Annual Financial Report.

Workforce Planning for the Future

Throughout the long-term financial planning process there has been no projects identified that require an immediate need to increase the current workforce.

A realistic look at the next 5 years ahead to 2030 would suggest the Shire needs to plan to the succession and replacement so some key roles for example the CEO, Works Manager, Manager of Children's Services, and cleaners.

The Shires first approach is to support development of its staff through formal training and exposing them to relief opportunities when their managers are absent or on leave. This process can help retain and build trust and corporate knowledge.

There will be a need from time to time to recruit more broadly and bring skills that cannot be gained locally. For senior roles the Shire can use the assistance or contract employment and recruit agencies to assist them to find and engage new employees. Attracting new employees often brings with it other challenges such as housing and or childcare needs, so it is important the Shire maintains its assets in these areas to position itself to get the best people it can.

The following workforce action plan and key performance measures outlines the activities for the next four years.

Workforce Plan Action – 2025 to 2030

Organisational Development

Improve Human Resource (HR) management by developing and implementing, procedures and processes, to ensure good governance and practices.

	Strategies	2025/26	2026/27	2027/28	2028/29
HR1	Monitor, update and adopt all HR policies ensuring that they contemporary, competitive, are relevant and meet legislative requirements and standards.				
HR2	Monitor HR procedures and identify gaps/omissions, including recruitment, induction, training and development, and exit strategies.				
HR3	Document procedures to ensure that if an employee was to leave suddenly or go on leave that it continues to be business as usual.				
HR4	Update and maintain the roles and tasks matrix to identify gaps and critical positions which will promote succession planning for the future and build resilience.				
HR5	Manage staff resignations, retirements to ensure that all necessary corporate knowledge is retained in the workforce.				
HR6	Ensure all employees participate in the annual performance review and the performance review model is reviewed annually to ensure it remains relevant.				
HR7	All position descriptions will be reviewed annually during the annual performance review and updated if necessary, or earlier, should an employee leave.				
HR9	Apply business practices for the management of Annual Leave and Long Service Leave liabilities.				
HR10	Review the Information Technology (IT) capability on an ongoing basis and upgrade when possible within the constraints of the budget.				

Attraction, recruitment and retention

Create sustainable workforce strategies					
	Strategies	2025/26	2026/27	2027/28	2028/29
AR1	Recruitment trainee positions available either within the childcare or administration area.				
AR2	Seek the person for the role while recognising the value of Council's Equal Employment Opportunity Management Plan (EEO) including consideration of whether positions, as they become vacant are suitable for redesign for part-time employment or other flexible work arrangements for mature workers or people with a disability.				
AR3	advertising vacancies in a variety of media, including local papers, such as The Williams and neighbouring towns, and on popular internet job advertising sites, with the ability to appoint as soon a suitable candidates are identified.				
AR4	Maintain an open door return policy so that talented staff in the organisation are aware that they are welcome to apply for Council vacancies in the future.				
AR5	Benchmark external salaries and make necessary adjustments to ensure Council remains competitive and is able to attract candidates in short supply or of high calibre. Council's conditions of employment should be maintained to meet market expectations in rural areas.				
AR6	Ensure a good induction program to ensure new staff are progressing, expectations are being met and support is being provided.				
AR7	Collaborate with other Shire to leverage skills not available locally.				

Training and Development

Create and maintain a competent workforce by providing relevant training, education and experience.					
	Strategies	2025/26	2026/27	2027/28	2028/29
TD1	Support training across all work areas so that all employees of the Shire can continually maintain and/or upgrade skills.				
TD2	Review, update and improve the current Skills/Training register, which shows details of all certificates, licences and expiry of required licences.				
TD3	Encourage study opportunities and offer course cost subsidies to those employees that show talent and are keen to advance their career.				
TD4	Develop an annual training calendar for training needs based on training needs identified at the time of annual performance review, the Skills register and management nominated training.				
TD5	Implement succession for all key positions within the organisation, including those where there is a risk of the loss of corporate knowledge through people leaving the organisation.				
TD6	Ensure childcare workers to complete their qualifications to meet the industry standard.				
TD7	Expand opportunities for employees to act in different positions to promote upskilling, whilst creating a greater crossover of employee positions to mitigate against the risk of knowledge being lost when experienced people are on leave or leave the organisation.				
TD8	That funds are budgeted on an annual basis to cover professional development for all staff, where required.				

Culture

<i>Provide a work environment where all employees know that they are valued, respected and treated equally.</i>					
	Strategies	2025/26	2026/27	2027/28	2028/29
CU1	Undertake regular toolbox meetings to not only discuss occupational health and safety topics, but to inform staff of Council business, as well as providing the opportunity to be involved in meaningful decision making processes.				
CU2	The Shire will continue to support and encourage activities which contribute to moral and team building as approved by the Chief Executive Officer.				
CU3	The Chief Executive Officer will meet with staff during the year to discuss Council and local government issues generally.				
CU4	Any change to working arrangements of individual team members or work groups will be done in accordance with the Industrial Award that covers their employment.				
CU5	Celebrate milestones, achievements and those who more than expected.				

Occupational Health and Safety

<i>Provide a safe and harmonious workplace that protects and cares for the physical and mental health of all employees.</i>					
	Strategies	2025/26	2026/27	2027/28	2028/29
OH1	Review and test the Business Continuity Plan.				
OH2	Induction processes to ensure all workers are aware of safe working practices.				
OH3	Hold bi-monthly Occupational Health and Safety Committee meetings ensuring a member from each work group sits on the committee.				
OH4	Continue to update and implement Occupational Health and Safety policies.				
OH5	Implement a Contractor induction program.				
OH6	Ensure ongoing management of health, safety and welfare of staff and contractors through tool box meetings, annual performance reviews and other informal meetings.				
OH7	Remain part of the Health and Wellbeing program supported by LGIS for annual health checks.				
OH8	Make certain sufficient funding in budget is provided for occupational health and safety training requirements.				

Key Performance Measures

Key performance measures seek to provide an indication of whether we are meeting our objectives and will be monitored and reported. A combination of measures will be developed along with a base line level and target for each measure.

An example of measures that may be used for the outcomes are as follows:

Strategies	Key Performance Measures
<p><i>Improve Human Resource (HR) management by developing and implementing, procedures and processes, to ensure good governance and practices.</i></p>	<p>Policies reviewed by April 2026.</p> <p>Procedures manual for administration tasks implemented by June 2027.</p> <p>Roles and Tasks matrix updated by June 2026.</p> <p>Review employee handbook and re-issue to employees by December 2026.</p>
<p><i>Create a sustainable workforce through the development of strategies that increase the pool of suitably qualified candidates seeking employment and retention of existing staff.</i></p>	<p>Percentage of Staff turnover remains under 5%.</p> <p>Performance Review completed for all employee's by May/June each year.</p>
<p><i>Create and maintain a competent workforce through the development of the Shire's workforce by providing relevant training, education and experience.</i></p>	<p>Skills/Training register to be reviewed and improved by June 2027.</p> <p>Budget reflects the required Professional Development and annual training requirements.</p>
<p><i>Provide a work environment where all employees know that they are valued, respected and treated equally.</i></p>	<p>Ten (10) toolbox meetings held annual in each workgroup.</p> <p>Chief Executive Officer to meet with staff in each workgroup at least once a year.</p>
<p><i>Provide a safe and harmonious workplace that protects and cares for the physical and mental health of all employees.</i></p>	<p>Hold bi-monthly OHS Committee maintaining one member from each workgroup on the committee.</p> <p>Maintain annual health check for all employees.</p>

References and Acknowledgements

Much of the information contained in this plan has been derived from documents in the public domain and liaison with key stakeholders. We have also made particular reference to the following documents and websites during the preparation of the plan.

- Shire of Williams - Workforce Plan 2025-2030
- Shire of Williams Strategic Community Plan 2022-2032
- Shire of Williams Strategic Resource Plan 2021-2033
- Shire of Williams website www.williams.wa.gov.au
- Australian Bureau of Statistics www.abs.gov.au
- Department of Local Government and Communities - Integrated Planning Reporting Framework and Guidelines September 16

Document Control

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Resolution 159/25

Reviewed:



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