Shire of EAST
Pilbara
THE HEART OF THE PILBARA

**Strategic Workforce
Plan 2022 – 2026
Building Capability
& Capacity**

SHIRE OF EAST PILBARA

Content

Acknowledgement of Country

The Shire of East Pilbara acknowledges the Traditional Owners throughout this vast region and their continuing connection to the land, waters, and community.

We pay our respects to the members of these Aboriginal communities, their cultures, and to their Elders past, present, and emerging.

Message from the Chief Executive Officer

The framework for the Shire's Strategic Workforce Plan "Building Capability & Capacity" 2022-2026, was determined by the time, dedication and passion that went into developing our Strategic Community Plan 2022-2032 and Corporate Business Plan 2022-2026, which itself resulted in the making of "*Creating Our Future*".

This Plan ensures the Shire also meets its obligations in accordance with the WA Local Government Act 1995 to plan and be accountable to the Community.

Local Government is a service-lead industry; therefore, it is critical the appropriate workforce is effectively and efficiently sourced, engaged and empowered to deliver organisational requirements. Developing the capability of our workforce, providing effective leadership, and embedding fit-for-purpose systems and processes will enable an agile, collaborative, and responsive workforce that will have influence on the quality of life enjoyed by our diverse community, business partners and visitors.

This plan is a living document that will be reviewed, updated, and amended to reflect the Shire's workforce requirements as the external and internal context evolves. This will require innovative and flexible options be considered to resource our workforce needs for the future to enable us to reach our commitments to community.

We are committed to our values of leadership with HEART, our vision and principles that are the building blocks to creating cohesive highly effective teams working together, creating opportunities for all, be recognised as a dynamic innovative employer in the region and a great fun place to be, grow and call home.

Steven Harding

Chief Executive Officer, Shire of East Pilbara

1. Pilbara Region Profile

Information from the Department of Primary Industries and Regional Development 2021.

The Pilbara Region is in the north of Western Australia, bordered by the Indian Ocean to the west and extending across the Great Sandy and Gibson Deserts to the Northern Territory border in the east. One of the largest regions in Western Australia, the Pilbara covers 507,896 square kilometres of unique and breathtaking natural landscapes.

The Pilbara Region consists of four local government authorities and the economy supports an estimated 63,850 jobs, representing 5.5% of the people working in Western Australia. (Map highlighted green is the Pilbara Region.

The Shire of East Pilbara snapshot of key characteristics are:
- **15,353 jobs (24% of 63,850 estimated jobs)**
- **Population – 10,591**
- **Unemployment rate – 1.5%**

Major industry employer jobs:
- **Mining 29,151 jobs**
- **Construction 11,212 jobs**

Mining, construction, and exports dominate the region's economy. The Pilbara is the State's mining powerhouse and makes a significant contribution to the national wealth with an economic output of $100 billion, representing more than 70% of mineral and energy production in Western Australia. In addition to attracting tourists through its unique and recognized natural features, the high number of visitors to the region are largely linked to mining, construction, and travel for business.

The Pilbara Region profile with mining and construction as major employers, combined with the low unemployment rate, the regions remoteness and transient nature of the workforce highlights why workforce planning for the Local Government industry in this region is a major challenge. As a result, it is vital that the Shire creates an employee value proposition (EVP) with short- and long-term initiatives that will support the attraction and retention of a workforce that will deliver our vision of *"Building Capability and Capacity"* across the organisation.

2. Our Vision, Values & Principles

Community Vision

- Proud, connected, and resourceful
- Caring for our vast and ancient naturescapes from desert to sea, under the endless sky
- Building on our strengths to grow and create opportunities for all

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Executive Vision – the organisation

Community first
- Service to the community and our customers will be at the forefront of everything we do.

One Organisation
- We are united in our vision, principles, and accountability to the Shire, regardless of what team we are in, where our work is based, how funding is sourced, or the ways we relate to key stakeholders.

Resourceful
- We will maximise the value we provide with the resources we have through efficient, modern, and innovative ways of working, communicating, and delivering services.

Collaborative
- We recognise our community and industry as partners in achieving the vision and will collaborate internally and externally with a focus on outcomes.

Leadership

- Being ethical and acting with integrity
- Leading by example, being decisive, setting direction and providing good governance
- Maintaining open and transparent communication across the whole organisation

with HEART

Honesty

- Being truthful and acting with personal integrity
- Admitting mistakes, taking responsibility for them and being able to move on within a non-blame culture
- Build trust through reliability and consistency

Excellence

- Striving to achieve our best outcome
- Encouraging and committing to innovation, creativity, learning and development
- Planning to deliver quality programs, projects, and services
- Recognising excellence, encouraging people to aspire to be their best and taking pride in our work

Accountability

- Being accountable to each other, to the community, and to get things right the first time
- Being accountable to the environment and Aboriginal culture
- Being accountable to achieve the best outcome and best value for money for our community

Respect

- Being respectful of people, their cultures, ideas, circumstances, and environment
- Being respectful of ourselves and our wellbeing, safety, appearance, and reputation

Teamwork

- Working as a team within and beyond our organisation to achieve a common goal and vision
- Welcoming and providing feedback respectfully
- Supporting and talking to each other and sharing information
- Encouraging creatively, flexibility and resilience

Our Principles

Place-based
- Taking into account the unique characteristics, circumstances, and aspirations of the different towns and communities that make up the Shire.

Lifecycle based
- Taking into account the needs and priorities at different ages and stages of life.

Culturally appropriate
- Ensuring that all cultures are treated with respect and understanding, with regard and sensitivity to past experience, cultural norms and practices, and an openness to enquiry and learning.

Positive and proud
- Sustaining a positive narrative, cultivating pride, building on what is strong, and empowering community-led solutions.

Fair
- Committed to opportunities for all and a community that works for everyone, recognising that 'one size doesn't fit all'.

Collaborative
- Working in partnership and collaboration across the public, private and community sectors, with shared vision and outcomes at the centre.

3. Strategic Community & Corporate Plan Framework

The strategic and corporate direction is broad, long term and driven by the community. It covers things the Shire is solely responsible for, as well as things that others (such as Federal or State Government, industry, or other stakeholders) are responsible for. It also covers areas where wider social and economic forces, including global trends are at play.
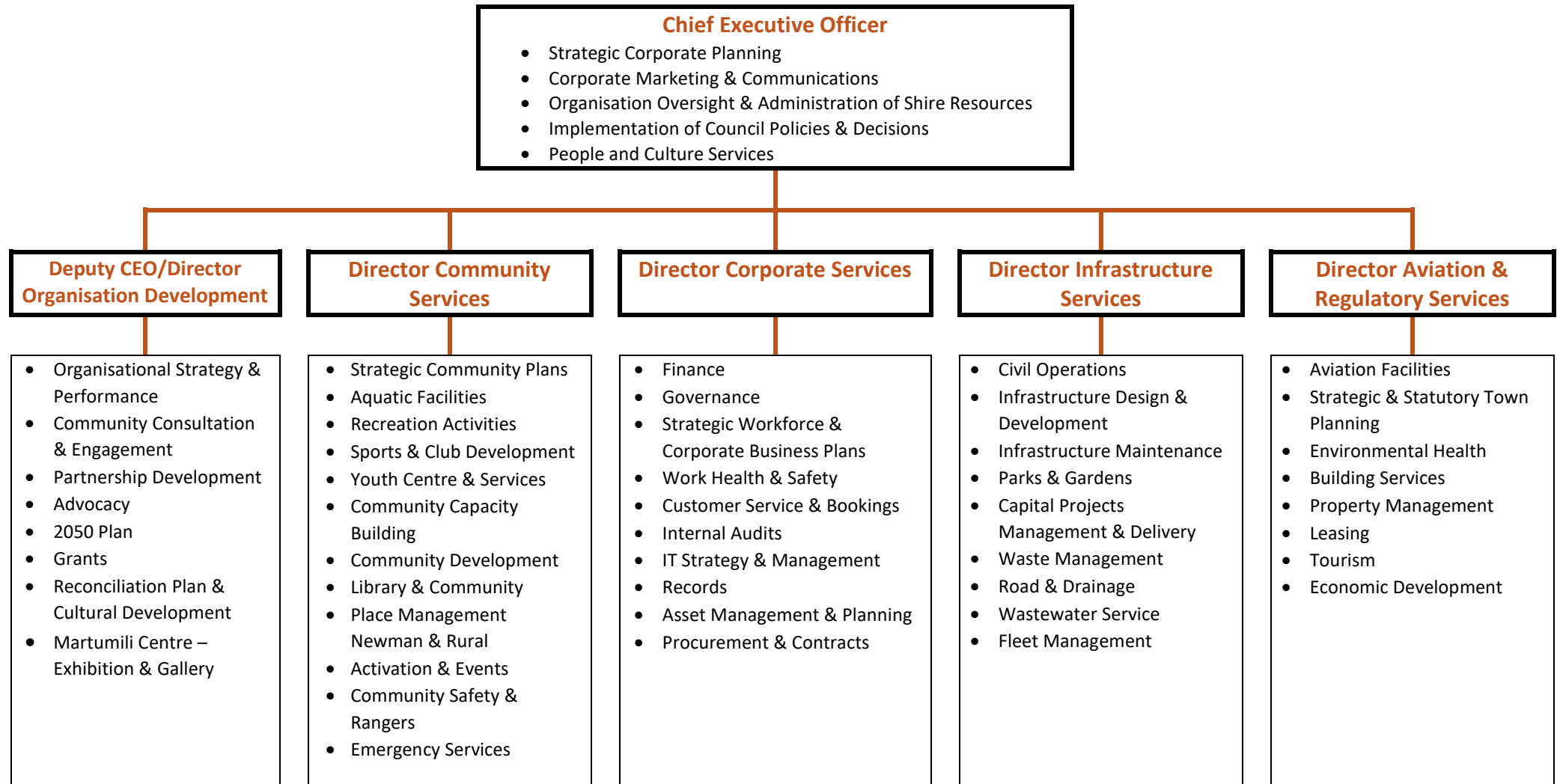
Collaboration, partnerships, and mutually reinforcing efforts towards the vision are therefore critical to the success of the Strategic Community and Corporate Business Plans. That is why one of the strategies is for the Shire to play a bigger role in civic leadership, bringing together the key players to align and coordinate activity, and stay on track to achieve the desired outcomes.

Key Result Areas and Outcomes Strategic Community & Corporate Business Plans

Key Result Areas	Outcomes
Economic	A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources.
Social	Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life.
Built Environment	Distinctive places, with safe, easy, and affordable travel, reliable communications, housing choice, and capacity for residential, industrial, and commercial expansion.
Natural Environment	Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations.
Governance	Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.

6. Organisational Structure – Services by Directorate

Chief Executive Officer
- Strategic Corporate Planning
- Corporate Marketing & Communications
- Organisation Oversight & Administration of Shire Resources
- Implementation of Council Policies & Decisions
- People and Culture Services

Deputy CEO/Director Organisation Development
- Organisational Strategy & Performance
- Community Consultation & Engagement
- Partnership Development
- Advocacy
- 2050 Plan
- Grants
- Reconciliation Plan & Cultural Development
- Martumili Centre – Exhibition & Gallery

Director Community Services
- Strategic Community Plans
- Aquatic Facilities
- Recreation Activities
- Sports & Club Development
- Youth Centre & Services
- Community Capacity Building
- Community Development
- Library & Community
- Place Management Newman & Rural
- Activation & Events
- Community Safety & Rangers
- Emergency Services

Director Corporate Services
- Finance
- Governance
- Strategic Workforce & Corporate Business Plans
- Work Health & Safety
- Customer Service & Bookings
- Internal Audits
- IT Strategy & Management
- Records
- Asset Management & Planning
- Procurement & Contracts

Director Infrastructure Services
- Civil Operations
- Infrastructure Design & Development
- Infrastructure Maintenance
- Parks & Gardens
- Capital Projects Management & Delivery
- Waste Management
- Road & Drainage
- Wastewater Service
- Fleet Management

Director Aviation & Regulatory Services
- Aviation Facilities
- Strategic & Statutory Town Planning
- Environmental Health
- Building Services
- Property Management
- Leasing
- Tourism
- Economic Development

5. Integrated Planning and Reporting (IPR) Framework

The Western Australian Integrated Planning and Reporting (IPR) Framework indicated in the diagram below. Its purpose is to ensure that Council's decisions take the community's views into account and deliver the best results possible within available resources. All local governments in Western Australia follow the IPR Framework.

The Planning Cycle

The Strategic Community Plan sets the scene, showing the long-term vision, priorities, objectives, and strategies for change. It is a ten-year plan. However, it is not fixed for ten years as it would be long out of date, and it needs to be a living document that reflects the communities changing needs. To maintain it currency, it is a "rolling" plan which is reviewed every two years, as shown in the figure below. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The IPR Plan is continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. The Long-Term Financial Plan, Asset Management Plans and **Workforce Plan** show how the Plan will be managed and resourced.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Cycle
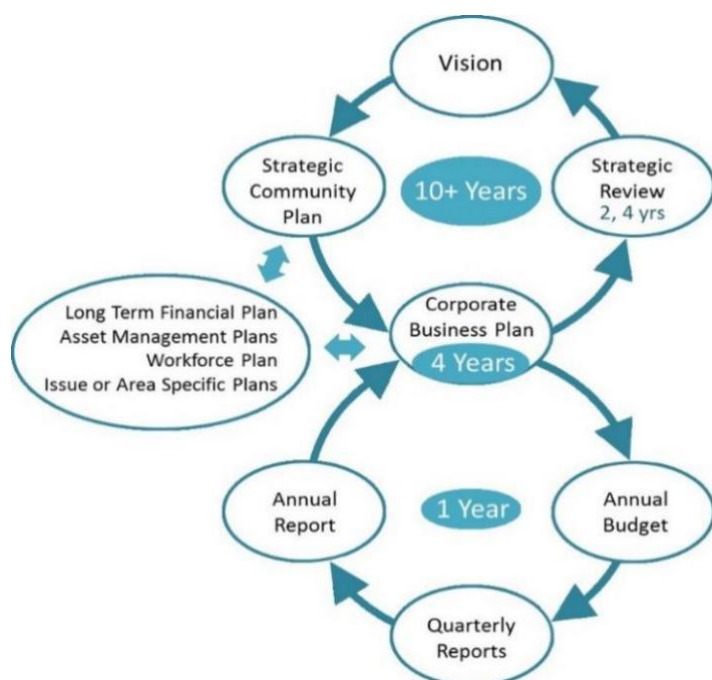
More details refer to the Department of Local Government, Sport, and Cultural Industries website:

https://www.dlgsc.wa.gov.au/local-government/strengthening-local-government/integrated-planning-and-reporting

6. Introduction – Workforce Planning & Development

Workforce planning is future-focused and based on identifying and exploring a range of alternative future scenarios. Working through this Plan will enable the organisation to analyse the potential impact of these scenarios, including

- What workforce we will need? **(demand)**

- How does the future demand compare with the workforce we have? **(supply)**

- How well do these align with the strategic direction of Council? **(capacity/capability)**

Workforce planning enables the identification of current, transitional, and future workforce supply and demand, clarifying the human resource requirements at the Shire.

While workforce planning and workforce development are commonly linked, they are not the same.

> Workforce **planning** is the strategic driver of workforce development

> Workforce **development** is the outcomes of workforce planning

Workforce development refers to the various activities undertaken to address any gaps and mitigate risks identified through workforce planning e.g., succession planning, knowledge management and/or job redesign, culture change, remuneration and recruitment. The process will ensure the organisation has the right people equipped with the appropriate capability and supports to enact its vision and deliver its strategic community and corporate objectives.

Workforce planning and workforce development are interdependent. Planning is pointless without execution, and execution is less effective without planning.

Workforce planning and development is part of the Shire's Integrated Planning and Reporting Framework and underpinned by organisational service plans and strategies.

As indicated in the table below, the overall Workforce Planning and Development is based on the directions set by Council Plans and Strategies. In its turn, the Workforce Plan links to budget and service planning, as well as providing the road map for actions relating to the workforce across the entire employee lifecycle.

This program of activity is led by the Executive Team, Organisational Advisor and People and Culture, focused on developing our people and our organisation with a remit across a complete end-to-end employee experience and to ensure current and future capacity and capability of our workforce.

Table 1 Broader Context of Workforce Planning & Development

DRIVERS	WORKFORCE PLANNING	DEVELOPMENT
Internal Context: • Council Plan – other strategies, plans & programs • Community Vision • Council Budgets • Integrated Business Planning	**Process:** • Supply analysis • Demand analysis • Equity, diversity & inclusion • Skills Gap analysis • Solution formulation • Monitoring progress	**Workforce Development:** • Employee engagement • Leadership development • Attraction & retention • Recruitment & selection • Onboarding all levels • Talent Management • Health, Safety & wellbeing • Performance development • Corporate knowledge capture • Building workforce capacity & capability • Remuneration & benefits • Staff accommodation housing • Policy & Procedure development & review
External Context: • Local Government – political, social, and economic environment factors • Global, National and Local Employment market trends	**Informed by Workforce Metrics:** • Digital workforce management systems • Workforce organizational profile data (digital platform) • Employee engagement survey	

7. Anticipated Impacts on Future Workforce

The Shire's workforce operates against an inherently challenging backdrop characterised by significant regulatory obligations, dynamic industry and economic environments and a transient workforce.

Specific challenges include:

- The low level of unemployment driven by the economic market has resulted in a vacancy rate leading to capability and capacity constraints for optimum service delivery.

- Difficulty attracting and retaining people to the location and considering local government as a preferred employer against a backdrop of a mining / constructions industry and transient workforce.

- Staff housing accommodation current portfolio does not provide housing options that can support employment models, from leadership, professional, technical, contractor, casual, seasonal, or transient roles while competing against the investment in housing provided by the mining/construction sector.

- Sharing limit potential talent pools with the private sector and a less favourable employee value proposition when offering remuneration and benefits compared with larger employers such as the mining/construction industry.

- Outdated information technology systems – this will gradually impact the nature of work globally and attracting suitably skilled people to our roles is often a challenge given our remote location as modern technology is a fundamental communication tool for any future workforce.

- Ageing assets requiring significant maintenance, replacement, or refurbishment to meet the needs of not only community, tourism, and service delivery but also for our workforce in providing appropriate contemporary office accommodation at all Shire locations.

- Current and future programs and projects delivery expectations by the Shire will need periodic reviewing of our strategic priorities and the workforce capacity and capability requirement to deliver outcomes in a structure and integrated way across all directorates.

The Corporate Business Plan 2022-2026 forecasts the Capital Projects, Operational Projects and Service Level enhancement planned over the next four years and below is a summary of the projects and programs. This also provides an insight into why a continuous assessment of our workforce capacity and capability is necessary to achieve the desired outcomes for the Community.

CAPITAL WORK PROJECTS	OPERATIONAL PROJECTS & SERVICE LEVEL ENHANCEMENTS
• Wastewater Treatment Plant (WTP) • Liquid Waste Ponds • Water Reuse Project • CCTV Expansion • Marble Bar Reseal Program • Rural Roads and Drainage Upgrades • Newman Airport Upgrades • Marble Bar Airstrip • Youth and Family Hub • Digital Plan Implementation • Lee Lane Upgrades • Yurlu Caravan Park Stage 2 • Newman Swimming Pool Upgrades • Nullagine Swimming Pool • Newman Landfill • Multi-purpose Sporting Complex • Other Sport and Recreation Facility Improvements • Emu Oval lighting for small ball sports • Tourism Attraction Improvements • Marble Bar Geo Heritage Centre and Heritage Discoveries Trail • Marble Bar Swimming Pool upgrade (State infrastructure currently)	• East Pilbara Planning Strategy • Housing Strategy • Waste Strategy • Public Health Plan • Community Safety Plan • Cape Keraudren Master Plan • Coastal Management Plan Cape Keraudren • Marble Bar Airport Masterplan • Economic development planning & implementation with Marble Bar, Nullagine, and remote communities • Marketing and Communication Strategy • Develop 20-year Asset Management Plan & capital works program • Land Asset Strategy • Social Strategy • Arts and Culture Strategy • Reconciliation Action Plan (Innovate and Stretch) • Place Plans • East Pilbara 2050 • Organisation Improvement Plan • Provide technical support services to remote communities • Increased focus on engaging young people in civic leadership • Shovel ready – project plans in readiness for State/Federal election promises • Increase landscaping and tree canopy • Increased swimming pool activities to meet the needs of community • Firebreak planning and maintenance • Destination major events • More accessible events to Marble Bar & Nullagine, including linking those residents to Newman events • Play a bigger role in leadership of strategic partnerships, including the facilitation of transport and mining partnership groups • Strengthen collaborative growth initiatives with a focus on agriculture, mining services, Aboriginal business, and tourism • Work with businesses and entrepreneurs to reduce leakage from the local economy

8. Workforce – Employee Value Proposition (EVP)

Our understanding of the anticipated impact on our workforce, outlined in section seven, currently exist and are likely to continue over the next four years, therefore it is critical that we develop an attractive employee value proposition (EVP).

Based on feedback sources through community and employee engagement, data from candidate recruitment and selection processes, and industry benchmarking the following initiatives identified as critical elements of our EVP:

1. Organisational Environment	7. Digital Platforms
2. Recruitment and Selection	8. Performance Management
3. Onboarding	9. Safety, Health, and Wellbeing
4. Remuneration and benefits	10. Policies and Procedures
5. Staff Housing & Office Accommodation	11. Diversity and Inclusion
6. Learning and development	

Initiatives

1: Organisational Environment

Initiative	A culture of one organisation that is accountable and aligned to our vision, values, and principles.	
Action	**Description**	**Timeline**
1.1	Undertake employee engagement via Management Executive Leadership Team (MELT) and Staff debriefs with particular emphasis on: • Measuring and improving employee engagement and people practices • Promote the Shire as a dynamic creative place to live, learn and grow • Promotes reward and recognition and celebrates successes	Ongoing
1.2	Invest in our people in building our workforce capability.	ongoing
1.3	Plan to imbed vision, values, and principles throughout the orgainisation	ongoing

2: Recruitment and Selection

Initiative	Contemporary innovative and flexible approach to recruitment and selection that ensures candidates are best fit for role and organisation.	
Action	**Description**	**Timeline**
2.1	Recruitment and selection processes are contemporary best practice, aligned to our culture, service level needs, competency framework including the use of comprehensive digital advertising platform to promote the Shire and our employee value position.	Ongoing
2.2	Provide line management with recruitment and selection training	Ongoing
2.3	Digital recruitment and selection platform implemented, maintained and reports provided to Leadership and Management	Nov 2022

3: Onboarding

Initiative	Onboarding is positive, effective, and efficient that ensures all new employees have the appropriate tools and information provided prior to commencement with the Shire.	
Action	**Description**	**Timeline**
3.1	In Implement the onboarding digital platform, procedure and training that will ensure new employees are fully onboarded with a high satisfaction rating and within the first ten days of commencement.	Dec 2022

4: Remuneration & Benefits (attraction & retention)

Initiative	Employer brand and value proposition for our employees ensures that remuneration and benefits are provided fairly and equitably, in the context of both our organisation and the broader local government industry.	
Action	**Description**	**Timeline**
4.1	Monitor remuneration and benefit levels within the region and across WA local governments to ensure our remuneration and benefits remains competitive.	Ongoing
4.2	Maintain a step system of remuneration which builds on the current award levels and provides opportunities for employees to be rewarded.	Ongoing
4.3	Ensure transition of award or industrial agreements from the Federal to the State system for the local government industry and report to executive team on the impact of this transition	July 2023
4.4	Implement Salary Sacrifice options within the taxation framework to support workforce attraction and retention strategies with alignment to budget.	Dec 2022

5: Staff Housing & Office Accommodation

Initiative	Develop a staff accommodation strategy that seeks to address challenges consistently faced with attracting and retention of highly (or suitably) skilled employees at all levels.	
Action	**Description**	**Timeline**
5.1	Develop a staff accommodation strategy that considers current level of Shire housing versus future needs, variety of housing options, fair and consistent allocation of housing based on employee position, level of allowances and utilities provided, regional/industry benchmarks and budget implications.	Jan 2023
5.2	The Shire to review current office accommodation and consider a refurbishment to a modern open plan environment that will encourage collaboration and teamwork.	July 2023

6: Learning and Development (L&D)

Initiative	Focus on enhancing and promoting learning and development opportunities that align to employee and organisational needs.	
Action	**Description**	**Timeline**
6.1	Develop and implement a contemporary L & D service delivery model provided within a digital learning platform, external and inhouse training opportunities, review policy and procedures.	Mar 2023
6.2	Develop a Corporate Training Calendar based on corporate training requirements needs that can be delivered inhouse or via digital learning modules.	June 2023
6.3	Map career paths, professional development, and further career moves and support succession planning.	Ongoing
6.4	Assess competency gaps in individuals and teams and provide effective solutions through learning and development resources.	Ongoing

7: Digital Platform

Initiative	Ensure adequate digital platforms are sourced and implemented to provide effective and efficient programs across all areas of workforce processes and will provide workforce metrics reporting capacity.	
Action	**Description**	**Timeline**
7.1	Implement current digital platform for recruitment, selection and onboarding and provide system training throughout the organisation.	Dec 2022
7.2	Maintain HRIS and better integration with payroll and other Shire systems.	Ongoing

8: Performance Management

Initiative	Performance Management provide clarity on roles and expectations for leaders and all employees to ensure an elevated level of productivity, collaboration, and teamwork.	
Action	**Description**	**Timeline**
8.1	Review current performance management documents and procedures to ensure alignment with our vision, values, principles, and performance standard that will encourage open honest discussion around performance.	June 2023
8.2	Performance management training for line managers that covers the annual review, day to day performance monitoring, discussions, and procedures for addressing performance matters as required but also encourage collaboration and teamwork.	Mar 2023
8.2	Implement a performance management digital platform that will capture performance standards, training needs, compliance, and career development with reporting capacity in developing an annual report to Executive Leadership team.	June 2023

9: Safety, Health, and Wellbeing

Initiative	Promoting a safe workplace and fully compliant with the Work Health & Safety (WHS) Act 2020.	
Action	**Description**	**Timeline**
9.1	Ensure a culture of safety, health, and wellbeing through continuous training, raising education awareness, compliance (through annual audit process).	Ongoing

10: Policies & Procedures

Initiative	All policies and procedures embrace the principles of fairness and equity, recognises diversity in the workplace, reflect contemporary practices and are compliant with relevant legislation and regulations.	
Action	**Description**	**Timeline**
10.1	Continuous review of policies and procedures to ensure they are in line with best practice people management and legislative requirements and captured within the Shires record keeping platforms and reflect contemporary practices.	Ongoing
10.2	Executive to approve all new or reviewed policies prior to implementation.	Ongoing
10.3	Ensure consistent and accurate interpretation of policy and procedures across the whole organisation supported by relevant training as required.	Ongoing

11: Diversity and Inclusion

Initiative	Encourage diversity by providing opportunities for employment across the organisation that are reflective of our community and supported by the Disability Access and Inclusion Plan (DAIP) and Reconciliation Action Plan (RAP).	
Action	**Description**	**Timeline**
11.1	Provide workforce diversity training across the organisation and include appropriate training modules in the annual corporate training plan.	Ongoing
11.2	Work with partners internally and externally in building traineeships, internships, apprenticeships across the organization.	Ongoing
11.3	Attract applicants that are reflective of our community in line with DAIP and RAP in all positions through the recruitment and selection process.	Ongoing

9. Workforce Profile 2021/22

The Shire is committed to developing an efficient and effective workforce which is reflective of the community within which we work. Given the recent organisational restructure our workforce profile is based on data for budget year 2021/22.

WORKFORCE – BY DIRECTORATES			
	DIRECTORATE	**FTE**	**Headcount (incl. casuals)**
1	Chief Executive Office	16.00	16
2	Organisation Development/Deputy CEO	10.50	11
3	Aviation & Regulatory Services	14.03	15
4	Corporate Services	22.72	24
5	Community Services	45.25	78
6	Infrastructure Services	51.10	58
	TOTAL	**159.60**	**202**

TURNOVER & VACANCY RATE		
Turnover	• Based on voluntary terminations excl. seasonal workforce & new positions not filled	29.87%
Vacancy rate	Positions not filled as of 1 July 2022 • Core positions (41 fte) • Casual/seasonal position (8.33 fte) • New positions not filled (9 fte)	24.83% 5.04% 5.45%

EMPLOYEE PROFILE		
Gender	Female	58%
	Male	42%
Diversity		
Employees - not compulsory to provide data in these categories via the Diversity questionnaire	Indigenous **(mainly Martumilli Centre)**	28.5%
	Culturally, linguistically diverse	29.3%
	People with disabilities	0%
Length of Service **(headcount)**	Under 12 months	65
	1-2 years	54
	2-4 years	35
	4-6 years	23
	6-10 years	14
	10+ year	11
Age **(headcount)**	Under 25 years	43
	25-34 years	54
	35-44 years	39
	45-54 years	24
	55-65 years	29
	Over 65 years	13

10. Conclusion

The Plan will be reviewed as required but at a minimum every two years in conjunction with the Shire's Integrated Financial Planning, budgets, capital work projects, programs and service level plans.

The Chief Executive Officer and the Executive Leadership Team will be responsible for leading the review process for the purpose of:

- Assessing progress against planned strategies and actions.

- Identifying any shift in external or internal context which warrants changes or additions to planned strategies and actions.

- Monitoring actual costs and benefits against the plan and projections made through the budgeting process.

A comprehensive review of the Plan in the context of emerging external factors will be undertaken during budget year 2023/24. With considerable progress made in the execution of Shire initiatives, capital works, and programs over the next four years, it is anticipated that our workforce requirements will change, with a need to increase our capacity and ensure sufficient capability to support the ongoing operational and service delivery models.

Reporting

The People & Culture Team will be responsible for coordinating quarterly updates on the progress of implementing the identified initiative of this Plan to the Chief Executive Officer and Executive Leadership Team.

Conclusion

The Shire's Strategic Workforce Plan provides a roadmap for building greater community stakeholder engagement and belonging, supported by streamlined processes and system and, above all priorities, our workforce and their contribution to safety, wellbeing, development, and future-readiness.

These factors must be in place and supported by all for the strategy of *"building capability and capacity"* to be successful and to deliver for our community.