



WORKFORCE PLAN

2025 - 2029



Document Control

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1 Introduction

As with all local governments, the Shire of Mukinbudin requires a diverse workforce that encompasses a wide range of occupations, requiring a broad range of skills to ensure that the Shire can deliver on its primary functions including:

- **Infrastructure services** (e.g., local roads, bridges, footpaths, drainage, waste collection and management)
- **Provision and administration of community, cultural and recreation facilities**
- **Community services**
- **Building services**
- **Planning and development approvals**

The Shire of Mukinbudin Workforce Plan is intended to enhance the capacity of its workforce to meet community needs by ensuring the organisation has the required staff, capabilities and resources to ensure sustainable service delivery now and into the future.

The Workforce Plan considers corporate and business objectives such as financial targets, service delivery objectives and community benefits. It also examines potential external influences over workforce supply and demand.

The Workforce Plan is integrated into the Corporate Business Plan and all staff costs are reflected in the budget. This includes wages, workers compensation, superannuation and training costs and is a recognition of the workforce required to achieve the objectives set out in Council's Integrated Strategic Plan.

Workforce planning will assist Council to:

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

2 Integrated Planning

Workforce planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines now in place across the local government sector in Western Australia. The Workforce Plan is an essential component of the integrated planning process as it identifies workforce requirements and strategies for current and future operations.

Our Vision

To assist our community towards a prosperous future by providing a positive environment in which to work and live

Strategic Community Priorities

At a strategic level, this Workforce Plan considers the community's aspirations and priorities as identified in the Shire of Mukinbudin's Integrated Strategic Plan 2025-35:

Strategic Pillar	1. Economy	2. Community	3. Environment	4. Civic Leadership
Statement of Strategic Outcome	Reliable transport network, enhanced visitor experiences and accessible essential services drive economic growth.	Our community enjoys a healthy, safe and inclusive environment for all ages.	Protect and enhance the natural environment while using natural resources sustainably and efficiently.	Accountable, responsible and strong leadership
Goals	<ol style="list-style-type: none"> Transport network is safe and efficient Enhance the local visitor experience Essential services and infrastructure drive local economic growth 	<ol style="list-style-type: none"> Access to quality recreation and leisure facilities A safe and inclusive community for all ages Local access to health and aged care services Retain young people and families in our community 	<ol style="list-style-type: none"> Protect and enhance the natural environment Use natural resources efficiently 	<ol style="list-style-type: none"> Regularly engage with our community Compliant governance and responsible financial management Build the capacity of our current and future leaders and staff

To ensure that the Shire can deliver on these priorities for the community, it will need staff that have:

- Strong project management
- Communication skills
- Ability to learn and develop
- Specialised skills
- Ability to be proactive and engaged with community

3 Shire Of Mukinbudin Community

Statistics from 2021 Census



Population: 579
(up from 555 in 2016 Census)



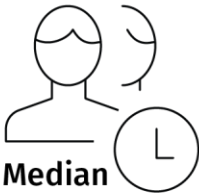
Male: 54.2%



Female: 45.8%



Aboriginal and Torres Strait Islanders: 4.1%



Median Age: 44yrs



Families: 153



Dwellings: 329



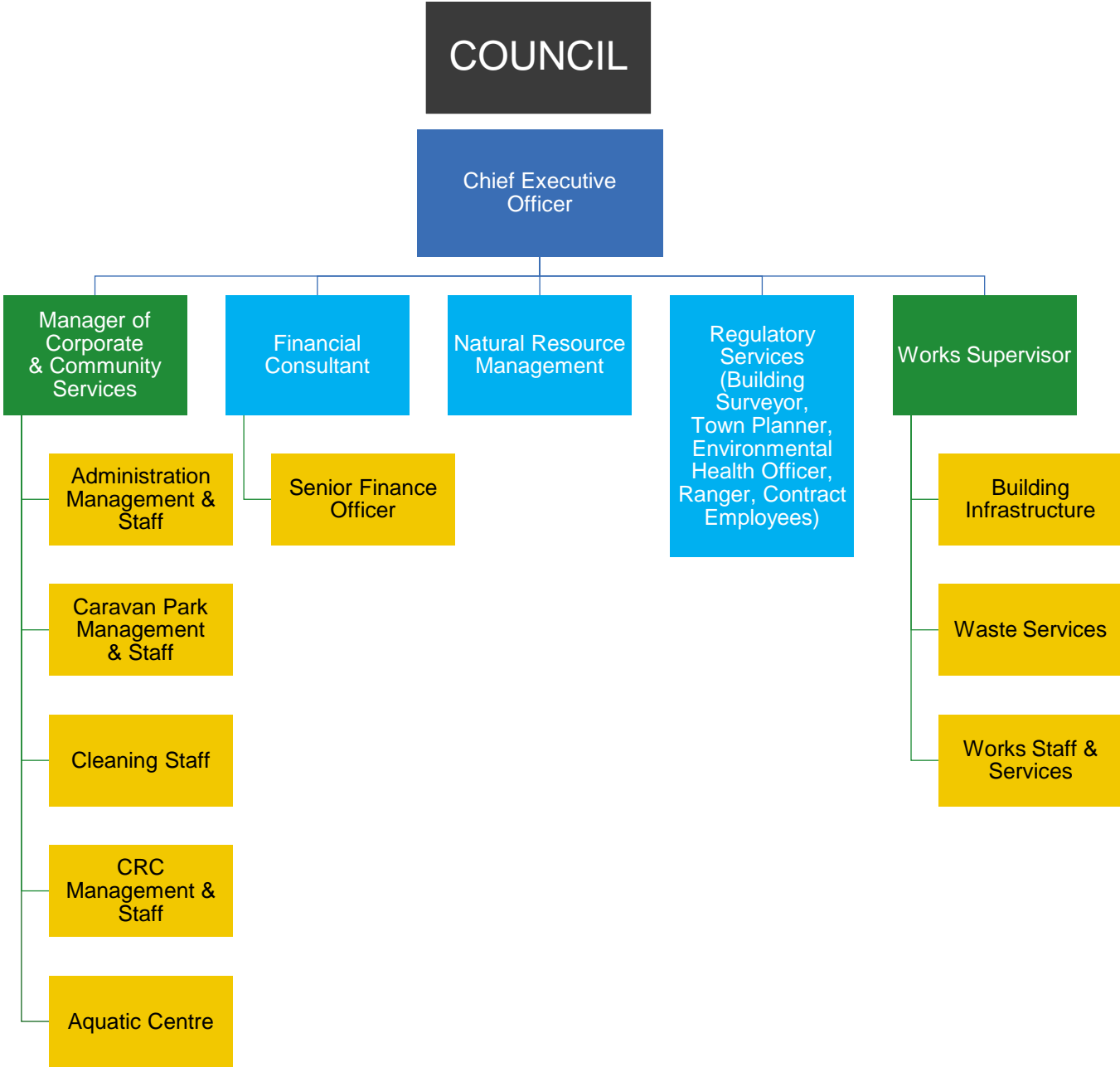
Unemployment: 2.2%
(October 2024)



Median Weekly Household Income: \$1,547
(up from \$1,222/wk in 2016 Census)

4 Shire Of Mukinbudin Structure

Organisational Structure



 Contracted Positions

Business Units Overview






Business Unit	Responsibilities	Positions	Key Partnerships
CEO	Responsible for the organisation and has powers delegated by Council. Responsible for the delivery of the strategic goals of Council, integrated planning, risk and compliance.	Chief Executive Officer and Manager of Corporate & Community Services Total staff in 2024: 2	<ul style="list-style-type: none"> ▪ Department of Primary Industries and Regional Development ▪ Department of Local Government, Sport and Cultural Industries ▪ WA Local Government Association (WALGA) ▪ Great Eastern Country Zone (Zone) ▪ North Eastern Wheatbelt Regional Organisation of Councils (NEWROC) ▪ CEACA ▪ LG Professionals ▪ Department of Fire Emergency Services (DFES) ▪ St John Ambulance ▪ WA Police ▪ Department of Communities ▪ WA Country Health Service ▪ Doctor Working Group
Corporate and Community	Responsible for a range of areas, including: administration, compliance, emergency management, Medical Centre, licensing, library, cemetery, recreation, customer service, tourism, community and economic development, ranger services, housing, hospitality, insurance.	Manager of Corporate & Community Services, Communications & Engagement Officer, Administration Officer, Customer Liaison Officer, CRC Coordinator, CRC Trainees, Caravan Park Manager, cleaners, Aquatic Centre Manager Total staff in 2024: 14	<ul style="list-style-type: none"> ▪ Department of Transport ▪ Department of Sport and Recreation ▪ State Library ▪ Tourism WA ▪ Local community groups ▪ LG Professionals ▪ Department of Local Government, Sport and Cultural Industries ▪ New Travel ▪ Wheatbelt Way ▪ DPIRD ▪ St John Ambulance ▪ WA Police ▪ Department of Communities ▪ Department of Fire and Emergency Services (DFES) ▪ DIMRS

Finance	Responsible for Council finances, budgets, monthly and annual statements, asset management, compliance, long term financial planning, insurance.	Senior Finance Officer, Administration Officer Total staff in 2024: 2 Financial Consultant - Contractor	<ul style="list-style-type: none"> ▪ DL Consulting ▪ Local Government Insurance Services (LGIS) ▪ Office of the Auditor General ▪ Moore Stephens ▪ Bob Waddell & Associates ▪ DryKirkness ▪ Main Roads WA ▪ Department of Transport
Regulatory Services	Responsible for planning, building approvals, Food and Health Act requirements, property maintenance, refuse site, environmental health and ranger services.	Environmental Health Officer - Contract Town Planner - Contract Ranger Services – Contract OHS Consultant – Contract Building Services Consultant - Contract	<ul style="list-style-type: none"> ▪ Building Commission ▪ Waste Authority ▪ Department of Water and Environmental Regulation ▪ Department of Health ▪ Department of Planning, Heritage and Lands ▪ Department of Primary Industries and Regional Development ▪ Steve Taylor (Prompt Safety Solutions) ▪ City of Kalamunda ▪ Tony Turner ▪ Planwest
Works and Services	Mainly external staff, responsible for roads works and maintenance, building maintenance and plant and equipment gardens and recreation grounds.	Works Supervisor, Construction Crew, Town Crew, Maintenance Officer, Technical Officer Total staff in 2024 = 8	<ul style="list-style-type: none"> ▪ Main Roads WA (inc RRG & SRRG) ▪ Wheatbelt Secondary Freight Network ▪ Water Corporation ▪ Western Power ▪ Department of Water and Environmental Regulation ▪ LGIS Regional Risk Coordinator

5 CURRENT WORKFORCE PROFILE

The Shire of Mukinbudin currently (August 2024) has 35 employees including 15 full time employees, 4 part time employees, 16 casuals and 6 contractors. The Shire also utilises external resources such as consultants and contractors to complement its internal capacity. This ensures that the Shire can fulfil all statutory obligations and deliver projects that require specialist or expert knowledge and skills.

Workforce Profile

Profile	2024
	Total Staff 35 15 FT 4 PT 16 Casual
	Average Age 45yrs 15 - 25yrs: 5 26 - 45yrs: 9 46 - 60yrs: 8 61yrs plus: 7
	Females: 21 Males: 14
	15yrs plus service: 1 10-15yrs: 1 5-10yrs: 5 1-5yrs: 12 Less than 12 months: 14
	\$1,512,104

6 EQUAL EMPLOYMENT OPPORTUNITY

Equal Employment Opportunity is the operation of non-discriminatory personnel policies and practices. It involves giving all individuals in the workplace the opportunity to compete equally for jobs and have equal access to training and promotion at all levels, limited only by their skills, knowledge, experience and qualifications.

The Shire of Mukinbudin recognises its legal obligations under the Equal Opportunity Act 1984 and actively promotes equal employment opportunity based solely on merit to ensure that discrimination does not occur on the grounds of gender, marital status, pregnancy, race, disability, and religious or political convictions. All employment training with Council is directed towards providing equal opportunity to all employees provided their relevant experience, skills and ability meet the requirements for such training.

All promotional policies and opportunities with the Council is directed towards providing equal opportunity to all employees provided their relevant experience, skills and ability meet the minimum requirements for such promotion.

All offers of employment within the Shire is directed toward providing equal opportunity to prospective employees provided their relevant experience, skills and ability meet the minimum requirements for engagement.

The Shire of Mukinbudin does not tolerate harassment within its workplace. Harassment is defined as any unwelcome, offensive action or remark concerning a person's race, colour, language, ethnicity, political or religious convictions, gender, marital status or disability.

The equal employment opportunity goals of the Shire are designed to provide an enjoyable, challenging, involving, harmonious work environment for all employees where each has the opportunity to progress to the extent of their ability.

Equal Opportunity Workforce Profile

Representation as at March 31, 2024. 35 Employees (22 full-time equivalent)

Distribution (Equity Index) as at March 31 2024:

Equity group	2023 Actual
Women	24
- Women Indoor	12
- Women Outdoor	12
People from culturally diverse backgrounds	2
- Culturally diverse backgrounds Indoor	2
- Culturally diverse backgrounds Outdoor	1
Aboriginal Australians	1
People with disability	0
Youth (aged 24 and under)	8
Mature (aged 45 and over)	22

7 STAFF FEEDBACK

Survey Results

All staff were provided an opportunity to participate in a Workforce Survey in 2024 to ascertain areas that need to be developed in workforce planning and staff development. 18 staff completed the survey with the below information providing an overview of feedback received.

Hours of work

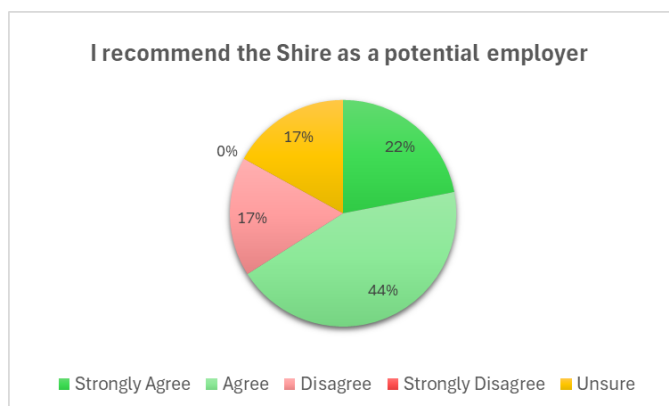
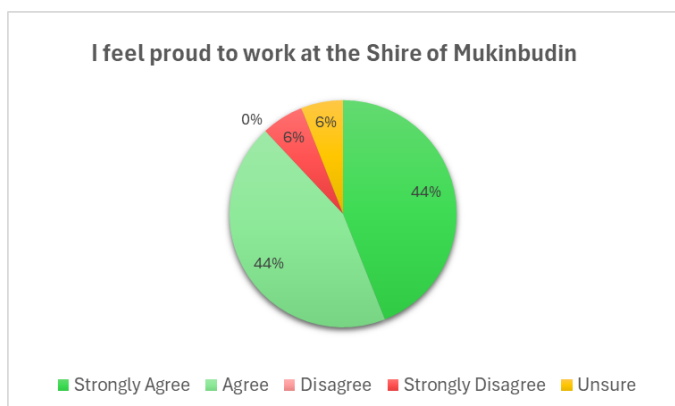
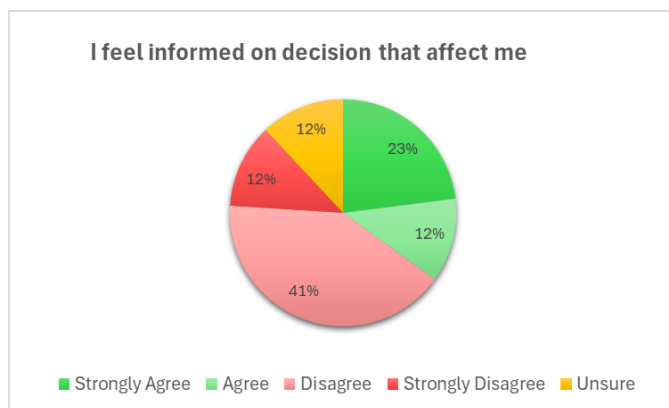
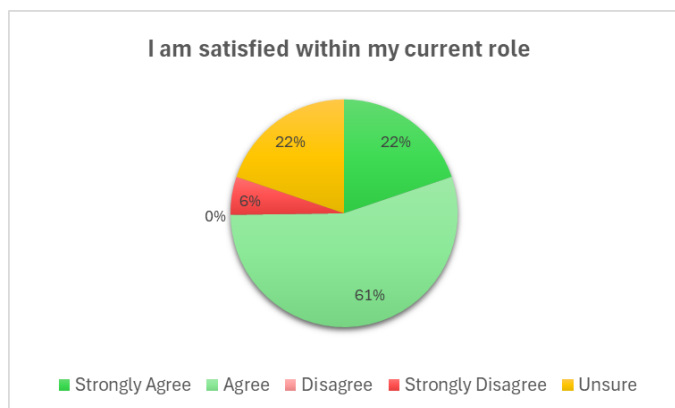
Of those that completed the survey indicated that the main reason for working overtime was due to regular and agreed overtime arrangements, these staff were predominately within the outside works crew. Several staff indicated that they worked overtime due to other positions being vacant or not enough support.

Years of Service

There is a reasonable portion of staff that have been with the organisation less than three years, whilst only a few had more than ten years' experience. This is not uncommon for a Local Government in the current workforce environment, however it is an area where planning and being proactive can assist in retaining, developing and building a sound workforce. Consideration should be given to:

- Ensuring a thorough employee induction process
- Having regular sound performance management and staff development processes
- That staff training and development is fostered
- Identifying opportunities for advancement, fostering staff to remain

Staff Satisfaction



Staff Feedback – In-Person Workshops

What are the things that are positive in the workplace, working well and should continue doing?

ADMINISTRATION	WORKS
Team collaboration and support	Great team work
Flexible and Supportive	Diversity and variety in work
Pride in our roles	Opportunity to learn different roles
Professionalism	Rotation of work / duties
Nothing is too much trouble for anyone	
Internal communication is good	

What aspect of your workplace is not working well, what is something that needs to change or consider no longer doing?

ADMINISTRATION	WORKS
Better ergonomics for workstations	Not having the right tools for the job
Reintroduce staff meetings following Council meetings	Planning of work schedules
	Own plant and equipment instead of hiring, where deemed appropriate

How can we Improve the workplace or add something new to make it better for everyone?

ADMINISTRATION	WORKS
Better communication	Improved communication from leadership
Staff meetings	More toolbox meetings
Improved Employee Inductions and familiarisation	Discuss with staff before implementing changes
Improved and regular Annual Performance Reviews	Understanding what is expected
Social club with yearly/quarterly activities. We rarely see the outside crew. Good opportunity to know each other since we work for the same organisation.	

How can management better support you in achieving your work goals?

ADMINISTRATION	WORKS
Better communication	Improved communication from Management
Improved and regular Annual Performance Reviews	Regular morning toolbox meetings
Improved handover process	Better training and professional development opportunities
Improved succession planning	Annual Performance Reviews
Upskill and improved training opportunities	Forward planning - timing of machine hire and contractors

Do you have any ideas to improve workplace culture for the whole organisation?

ADMINISTRATION	WORKS
BBQ or similar a few times per year	More interaction with office staff
Social club with yearly/quarterly activities to connect with the outside crew as we rarely see the outside crew.	BBQs with Councillors and staff to be held regularly, every few months
More resources, potentially an additional part time staff member to share the workload during busy periods.	

General Feedback - is there any other feedback you would like make?

ADMINISTRATION	WORKS
Review staff numbers/resources to prevent excessive workloads	Provide opportunities for staff feedback

Exit Rates

Year	Number	Reasons
2021/2022	12	Resigned (5) Casual, no more work (7)
2022 / 2023	27	Resigned (13) Casual, no more work (8) Terminated (2) End of contract (4)
2023 / 2024	14	Resigned (6) Casual, no more work (6) Terminated (1) Redundancy (1)

As of July 2024, the majority of staff that responded to the workforce survey intended to remain at the Shire for the next 12 months (61%) with 33% not sure and one indicating they intended to retire.

Employee Costs

Financial Year	Total Salary and Wages
2020/2021	\$1,372,621
2021/2022	\$1,385,693
2022/2023	\$1,434,465
2023/2024	\$1,684,103

Training and Development

Period	Administration		Works	
	Budget	Actual	Budget	Actual
2020/2021	\$10,000	\$9,197	\$7,000	\$5,818
2021/2022	\$9,000	\$11,279	\$7,000	\$2,640
2022/2023	\$12,000	\$9,995	\$5,000	\$1,537
2023/2024	\$4,000	\$6,545	\$3,670	\$79

Employee Incentives

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

- Special Leave for Volunteers
- Housing Incentive – Owner Occupied Housing
- Staff Housing – Rental Subsidy
- Subsidised water consumption for Council Houses
- Provision of Uniforms
- Rostered Days Off
- Free access to Mukinbudin Aquatic Centre for permanent staff
- MBL Wages Allowance
- Attendance at Conferences
- Professional Development opportunities
- Health and Wellbeing Programs through LGIS

8 FUTURE WORKFORCE PROFILE

Future Roles and Gaps

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

Business Unit	2024/25	2025/26	2026/27
Governance and Community Services	1	0	0
Finance	0.6	0	0
Regulatory Services	-	0.2	-
Works and Services	1	1	0

Outside of these positions, additional contractors required in the future may include:

- Aquatic Centre management and relief staff
- Road construction and maintenance
- Environmental Health
- Financial Management
- Human Resource Management
- Work Health and Safety

Shared Arrangements (NEWROC)

NEWTravel/ Wheatbelt Way – Provision of shared Executive Services Officer

Future Financial and Long-Term Projections.

The Shire of Mukinbudin Long-Term Financial Plan 2018/19 – 2033/34 employee costs forecasts were based on a 2% per annum increase and had fallen significantly behind. These figures have been adjusted from the 2023/24 actuals with a 3% increase per annum increase.

Expense	2024/25	2025/26	2026/27	2027/28
Employee Costs	\$1,684,103	\$1,734,626	\$1,786,664	\$1,840,263

Workforce Risks

Challenge	Risk Assessment				
	Catastrophic	Major	Moderate	Minor	Insignificant
Number of senior staff with less than 12 months tenure			x		
Retaining employees who have completed less than three years of employment at the Shire				x	
High turnover of the Manager of Works position		x			
High turnover of staff in senior management		x			
Technology can improve operational efficiencies however requires time for research, training and application				x	
Specialist skill sets required in the organisation (finance)		x			
Increasing governance and compliance across majority of roles		x			
Human resources are becoming a specialist skill set and requires time. Internal capacity is limited		x			
Continuing to maintain a high standard of workplace safety		x			
Perceived vs actual opportunities for internal promotion				x	
Lack of whole of staff social activities that are well attended and add value to work and culture				x	

9 WORKFORCE PLAN ACTIONS

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

1) Future proofing our workforce through well planned and executed employee attraction, retention, and succession strategies

Given the turnover rate at the Shire and with many employees having less than two years of service, it is crucial to implement a strategy for attracting, retaining, and planning for succession. This strategy should ensure the effective transfer and retention of corporate knowledge, while also encouraging employees to remain with the Shire, ideally within the local community, for more than four years.

2) Investing in our workforce by providing them with the right training and development, performance management and progression opportunities

Investing in our workforce through targeted training and development is essential for building a high-performing organisation. Amid ongoing labour market shortages, enhancing the skills of our current employees is a key strategy to ensure the Shire maintains core competencies and meets legislative requirements. By fostering and developing internal talent and offering clear progression pathways, we can improve employee retention and address future skills gaps. Regular performance management, conducted at least annually, will help ensure these initiatives are effectively implemented.

3) Ensure the right systems, processes, and policies are in place to support our workforce

Organisational policies and procedures document the expected standard of behaviour, conduct and performance of employees. It is important to have clear, documented, and transparent policies and management practices, which are easily accessible by all staff, regularly reviewed and consistently followed.

4) Enhancing our organisational culture through strong leadership, improved communication, and employee engagement

Workplace culture significantly impacts employee morale and performance. A supportive and encouraging environment motivates individuals to excel and look forward to their work. The Shire aims to foster a culture that promotes high performance and engagement, ensuring staff are dedicated to achieving community goals. Through strong leadership, improved communication, and active employee engagement, we will create a workplace where everyone thrives.

1. Skills attraction, retention, and succession

Action	Responsible Officer/s	24/25	25/26	26/27	27/28
a) Attraction: Continue to develop attraction strategies that identify specific approaches to attract people to the Shire workforce and to live in the community	Management Team	X	X	X	X
b) Attraction: Analyse positions when there is a vacancy to ensure that suitable working days / times are available to attract staff	Management Team	X	X	X	X
c) Attraction: Continue to investigate apprenticeship and traineeship opportunities	Management Team	X	X	X	X
d) Retention: Update induction information and processes, WHS and maintain register of completion	Works Supervisor	X			
e) Retention: Undertake structural review of administration team, including business units' purpose and resourcing	External Consultant / Management	X			
f) Retention: Clear roles and responsibilities, including delegations shared amongst teams	CEO / Management Team		X		
g) Retention: Review employee wages, rewards and incentives to ensure that they remain competitive, attractive and fair, in the context of the Local Government sector	Management Team	X	X	X	X
h) Retention: Continued investment in maintenance and expansion of Shire housing stock	CEO	X	X	X	X
i) Succession: Internal promotion opportunities are advertised and invited - positive opportunity for existing staff to be retained	Management Team	X	X	X	X

2. Training and Development

Action	Responsible Officer	24/25	25/26	26/27	27/28
a) Training and Development: Ensure all employees have a training and development plan, including career goal setting, which is completed as part of annual performance review.	Senior Finance Officer			ONGOING	
b) Training: Relevant staff and Councillors are trained / informed in changes with Local Government Reform	CEO			ONGOING	
c) Training: Compliance in financial management requirements	CEO			ONGOING	
d) Training: Training and compliance in records management policies and processes	CEO			ONGOING	
e) Development: Provide opportunities for staff to act in other roles to facilitate knowledge transfer as part of a broader plan for succession and to reduce downtime when staff are away	Management Team			ONGOING	
f) Development: Offer staff, personal development opportunities e.g. people management, leadership, time management	Management Team			ONGOING	

3. Systems, Processes and Policies

Action	Responsible Officer	24/25	25/26	26/27	27/28
a) Annual review of operations and infrastructure at the aquatic centre	MCCS			ONGOING	
b) <i>Policies and Procedures</i> : Review and update the Shire's human resources policies and procedures	MCCS			ONGOING	
c) <i>Policies and Procedures</i> : Ensure that the Shire's core values are reflected in all Shire policies and procedures	Management Team			ONGOING	

4. Organisational Culture

Action	Responsible Officer	24/25	25/26	26/27	27/28
a) Meet Equal Opportunity compliance as an employer	CEO			ONGOING	
b) Improve accountability across the leadership group for effective people management by developing appropriate key performance indicators that are consistently reported and monitored	CEO	X	X		
c) Regular communication to foster a greater understanding of Council's goals and what it is trying to achieve, (across all levels of the organisation)	CEO			ONGOING	
d) Managers to ensure regular team meetings) e.g. administration, works, CRC) to foster good communication and connection with staff	All Management			ONGOING	
e) Encourage participation in whole of organisation social activities for inclusion and integration across teams and individuals	CEO			ONGOING	

10 External Environment

The Western Australian Economy

The Department of Jobs, Tourism, Science and Innovation publishes a monthly the Economic Profile for September 2024 relevant to this Workforce Plan ¹

- Perth's **consumer price index (CPI) increased 2.1%** in the June quarter 2024, higher than the increase in Australia's CPI of 1.0%.
- Perth's **consumer price index (CPI), was 4.6%** in the June quarter 2024, higher than the year-on-year growth in Australia's CPI (3.8%)
- WA Government State Budget 2024-25 forecast Perth's annual average CPI would **rise 3.0% in 2024-25**.
- WA Government State Budget 2024-25 forecast Perth's annual average consumer price index (excluding electricity) would rise 3.0% in 2024-25.
- Western Australia's **annual average employment rose 3.9%** to 1.59 million in August 2024, down from the high of 6.5% growth in March 2022.
- Western Australia's annual **average monthly hours worked in all jobs rose 1.7%** to 222.6 million hours in August 2024, down from the high of 7.8% growth in February 2022.
- The **unemployment rate** across Western Australia's regions was **at or below 4%** in the March quarter 2024, with the exceptions of the Gascoyne and Kimberley regions.

The Western Australian Government's, Department of Treasury, Economic Forecast 2022 - 2023², provides the following employment and wage projections for Western Australia:

Percentage Annual Growth %				
	2023-24 Estimated Actual	2024-25 Budget Year	2025-26 Forward Estimate	2026-27 Forward Estimate
Unemployment	3.75	4.0	4.25	4.5
Employment	3.75	1.75	1.5	1.5
Wage Price Index	4.25	3.75	3.5	3

* Based on 2022-23 annual State Accounts data, updated with the latest State Final Demand and Balance of Payments data for the December 2023 quarter.

Impact on the Shire of Mukinbudin:

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

¹ [WA Economic Profile - September 2024](#)

² [2024-2025 Budget Economic Forecast](#)

The Local Government Environment

According to the 2022 Local Government Workforce Skills and Capability Survey³ local government is a major national employer with over 190,800 workers in almost 400 occupations. 210 local governments responded to the survey. The report identified that:

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

When referring to the 2022 Local Government Workforce Skills and Capability Survey⁴ it outlines that 192 of the 210 (91.4%) respondent local governments reported that they were experiencing skills shortages in 2021-22, compared to the 68.9% of local governments in 2018. Similar to the 2018 survey results, engineers have been identified as the top occupation with a professional skill shortage, followed by urban and town planners, building surveyors, environmental health inspectors and human resources professionals.

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

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

³ 2022 [Local Government Workforce Skills and Capability Survey](#)

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

According to the Australian Local Government Association - Submission to the inquiry into local government sustainability⁴, there were nearly 200,000 employees in Local Government in Australia as of May 2024. The report identified the key takeaways in relation to local government jobs and skills:

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

Impact on the Shire of Mukinbudin:

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

⁴ <https://alga.com.au/submission-to-inquiry-into-local-government-sustainability>