



SHIRE OF
Kent
NYABING • PINGRUP
worth the journey

Strategic Workforce Plan



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Message from the CEO

The Shire of Kent's greatest asset is its people. Our employees are responsible for delivering the services, infrastructure and community outcomes that support our residents, businesses and visitors every day. As a small rural local government, we face many of the same workforce challenges being experienced across regional Western Australia, including skills shortages, an ageing workforce, housing pressures and increasing legislative and compliance requirements. This Strategic Workforce Plan provides a clear framework to ensure we continue to attract, develop and retain the people needed to meet these challenges and deliver for our community.

The Shire is fortunate to have a committed and capable workforce, supported by a unique housing portfolio that provides us with a significant advantage when recruiting and retaining staff. However, workforce planning is about more than simply filling positions. It is about creating an organisation where people feel valued, supported and equipped to succeed. This Plan identifies practical actions to strengthen organisational development, improve recruitment and retention, invest in training and leadership development, and foster a positive workplace culture that encourages employees to build long-term careers with the Shire.

As we look to the future, the Shire must continue to adapt to changing community expectations, economic conditions and workforce trends. This Plan recognises the importance of succession planning, knowledge transfer, employee wellbeing and strategic investment in our workforce and housing assets. By implementing the actions outlined in this document, we will be well positioned to maintain high-quality services, support our employees and ensure the Shire of Kent remains a resilient and sustainable organisation for years to come.

Introduction

The Shire of Kent (Shire) has developed a Workforce Plan that takes into account the requirements of Workforce Planning under the Integrated Planning Framework, which is a legislative¹ requirement, for local governments in Western Australia. The Integrated Planning Framework includes the development of a number of Plans, which is shown in the diagram below. The Workforce Plan is one of the informing strategies for both the Strategic Community Plan and the Corporate Business Plan.

The Workforce Plan is a continuous improvement process and not 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 is fundamental for forecasting future labour requirements to deliver operational and project-based works. It is also used for:

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

¹ S. 5.56 (1) of the *Local Government Act 1995* (WA)

This Shire of Kent Workforce Plan sets out a range of strategies and key actions that will be required to be undertaken over the next four years. The key areas are:

- 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.

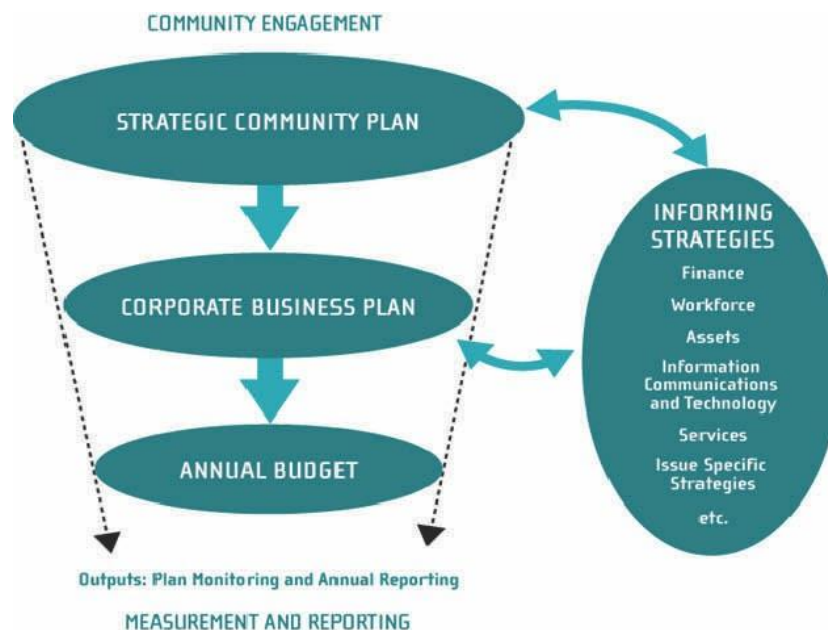


Diagram 1: Integrated Planning Framework

The External Environment

The Shire of Kent is a local government area in the Great Southern region of Western Australia, about 320 kilometres southeast of Perth, the state capital. The Shire covers an area of 5,634 square kilometres and its administration centre is located in the town of Nyabing.

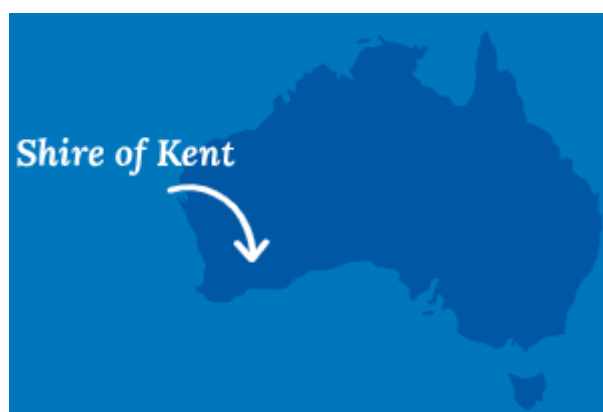


Figure 1: Location of Kent town and shire, Western Australia

The Shire's Economy

The Kent economy is almost entirely based on primary production, dominated by broadacre farming of mostly grain and livestock. Evidence already suggests that livestock farming is in decline in the Shire due to the Australian Government legislating a ban on live sheep exports by sea, to take effect from 1 May 2028, and a shift to more intensive broadacre cropping operations to replace sheep farming is well underway.

Shire Demographics

The Shire of Kent is a small, rural local government area in the Great Southern region of Western Australia, characterised by a strong agricultural economic base, and a predominantly Australian-born community. The Shire of Kent is experiencing similar difficulties to other rural communities around Australia with declining populations which results in a reduction of the local labour pool available to the Shire.

The below outlines further approximate key demographic statistics² of residents of the Shire:

Key statistics

- Total population: 526 residents
- Median age: 40.8 years
- Gender split: ~56% male / 44% female
- Australian-born residents: ~79%
- Aboriginal and Torres Strait Islander residents: ~0.6%
- Median weekly household income: ~\$1,780
- Unemployment rate: ~1.5%
- Labour force participation: ~70%
- Average household size: ~2.6 persons
- Dominant industry: Agriculture (grain and livestock)
- Home ownership: High, with many homes owned outright

Skills Shortages

The Shire of Kent is aware that regional and wider concerns and other external factors affect the retention and recruitment of employees. Some of the major challenges affecting all WA local governments include:

- Skill shortages with specific classifications
- Ageing population and workforce
- Housing and accommodation
- Working in the regions (not everyone wants to work outside of Perth or major regional areas)
- Very low local unemployment (generally throughout regional WA)

Skills shortage is a major issue confronting Australia's workforce, as the Australian workforce is not growing fast enough to keep up with the demand for labour and the particular skills required by many industries. It should be understood that skills shortages do not equate directly to labour shortages, it is

² [Shire of Kent Summary: Australian Bureau of Statistics](#)

simply that the required skill sets may not be available even though there are people available for the workforce.

The labour market in Australia is ageing, whilst at the same time, there is a fall in the number of young people of working age, leading to a drastic decline in the growth of the Australian workforce. The local government workforce in WA is substantially made up of workers over 45 years of age and faces a significant challenge in filling the employment gaps as older employees retire and leave the workforce. Kent is somewhat different and bucking this trend though, with 40% of the Shire Workforce over 45 years of age and 40% under the age of 35 years, although there are no employees under the age of 24 years. Anecdotal evidence suggests the Shire's envious housing position with 31 houses owned by the Shire is the main reason for this as accommodation is offered to employees and community members. Should the Shire need to, it can house its entire workforce, an envious position and one which will continue to ensure workforce shortages can be filled with a greater chance of success.

In particular, WA local governments will feel the impact of the reduction in Australia's workforce as a substantive proportion of its workforce sits within four key employment types with the highest projected workforce reductions:

- clerical/service officers;
- professionals;
- operational employees; and
- senior employees.

Typical areas of staff shortage in local governments in WA are the professions associated with building surveyors, accountants, environmental health, planners, tradespeople, human resource specialists and engineers. Rural and remote local governments consistently struggle to recruit officers in these areas and struggle to recruit (and retain) Chief Executive Officers, other Executive positions including Managers of Finance and Finance staff in general.

In planning for the workforce of the Shire of Kent, there are a number of external issues. Most are beyond the Local Government's ability to control, however where possible, strategies to address them must be taken into account.

These include but are not limited to:

- The changing rural economy – changes in farm management, a reduction of local suppliers and the use of more technology and less local labour causes a flow on reduction in the local population. The Shire's role is to see that public infrastructure is well maintained and facilitate economic development in the district.
- Competition from other, including neighbouring, local governments and regional industries for current and potential workforce skills and knowledge. The continued growth and high salaries in the mining and resources sector within WA is having an impact on the availability and affordability of a workforce for Local Governments, particularly in the works and technical services areas.
- Downward trend in the working population of smaller towns making it difficult to employ local people and putting pressure on accommodation and family needs for those employed from other places.

- Legislative changes related to governance and integrated planning requires more focus and specific skills and knowledge to ensure communication and compliance.
- Increasing cost of living in areas such as utilities and fuel prices puts further pressure on wages and benefits.
- Availability of suitable staff development opportunities and training in the region and the costs involved in sending staff to regional centres or Perth for training.

Workplace Profile

Organisational Structure – 2026

The Shire of Kent consists of 29 employees including equating to 25.2 FTE (Full-time Equivalents).

The Shire is also supported by a variety of external resources, including consultants, where it is not cost effective, feasible or possible to be employed by the Shire. These roles include rangers and environmental health professionals.

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. The CEO has an Executive Leadership Team consisting of the Deputy Chief Executive Officer and Manager Infrastructure. The Shire's structure is split into the following business units which are led by a member of the Executive Leadership Team:

Office of the CEO

The Office of the CEO, led by the Chief Executive Officer, is responsible for the overall strategic direction of the Shire, liaison with Council, providing strong advocacy and leadership for the organisation as well as emergency management and information technology functions.

Office of the Deputy CEO

The Office of the Deputy CEO, led by the Deputy Chief Executive Officer, is responsible for the corporate functions of the Shire of Kent. There are three teams under the direction of the Deputy Chief Executive Officer:

- **Finance** – led by the Finance Coordinator, the Finance team is responsible for the overall management of the financial affairs of the Shire. This includes payroll, creditors and debtors, rates, insurance and financial reporting. The Shire's Human Resources function sits within the Finance team, but the HR function is led by the Deputy CEO and not the Finance Coordinator.
- **Governance** – consisting of the Senior Governance Officer, which is currently vacant, this role manages legislative compliance and the Work Health and Safety functions of the organisation.
- **Administration** – led by the Senior Administration and Property Officer, the Administration team is responsible for the remainder of the core corporate services of the Shire of Kent. This includes:
 - Front of house services and record keeping.
 - The Shire's cleaners.
 - Caravan Park and other facility bookings.
 - Property management of Shire housing and public buildings, not including building maintenance which is covered under Infrastructure Services.

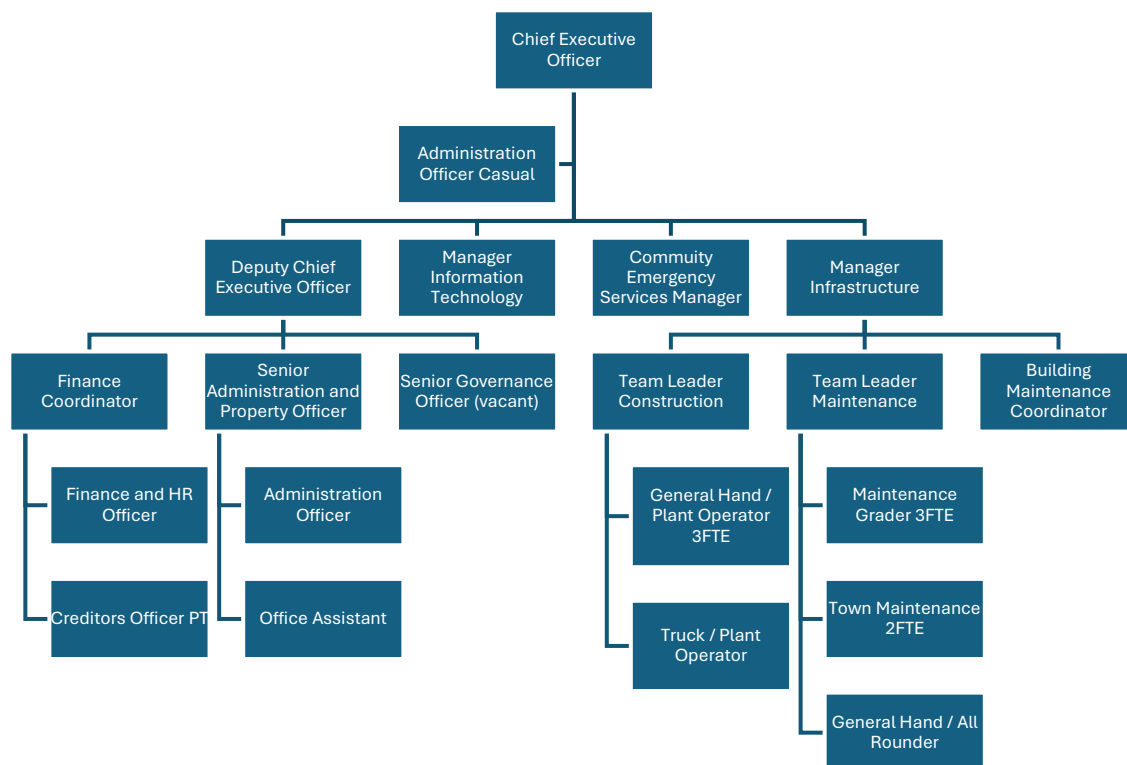
- Planning, Building and Ranger enquiries, including liaising with external contracted service providers in these areas.

Infrastructure Services

The Infrastructure Services Business Unit, led by the Manager Infrastructure, is responsible for the works and services that the Shire undertakes to achieve its objectives and budgeted projects. There are three teams under the direction of the Manager Infrastructure:

- **Construction** – led by the Team Leader Construction, the construction team is responsible for major roadworks and supporting works as well as plant maintenance and other operations.
- **Maintenance** – led by the Team Leader Maintenance, the maintenance team is responsible for maintenance grading of the Shire’s unsealed roads, parks and gardens maintenance including the Shire’s two sports ovals, and other general maintenance of Shire facilities.
- **Building Maintenance** – consisting of the Building Maintenance Coordinator, this team is responsible for maintaining the Shire’s land and building assets, including all public buildings and Shire housing as well as coordinating contractors and external parties where qualified contractors are required (e.g. plumbing and electrical works).

The Shire's current organisational structure as at February 2026 is provided below:



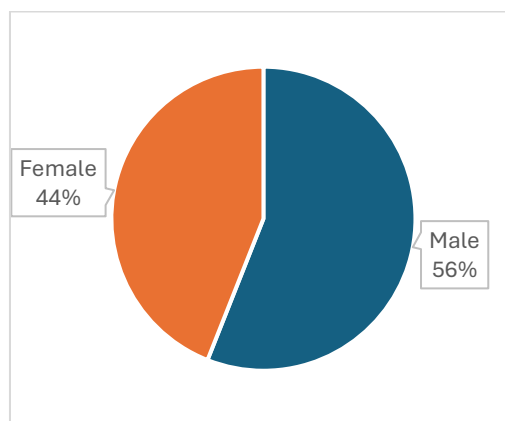
Gender balance, employee background and current residence

The gender balance 56% males and 44% females reflects the types of services and functions that the Shire performs, with the Shire's indoor (or administrative/officer type) functions being more predominantly carried out by women whilst the more traditionally male orientated roles of construction and maintenance (outdoor) are carried out mainly by males. However, the Shire has two female workers in operational roles based out of the Depot/s with both being in the Works Maintenance crew. Two of the three members of the Executive team are male, with the CEO being female.

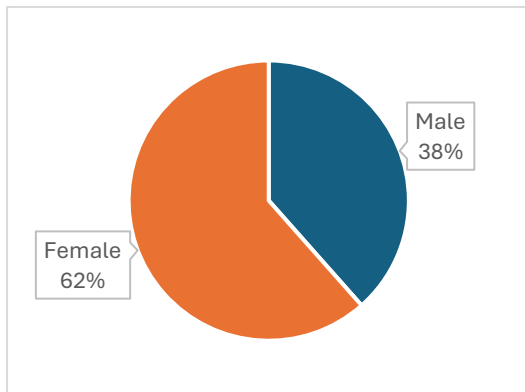
The below graph represents the gender profile, across the whole of the Shire and across inside/outside roles:

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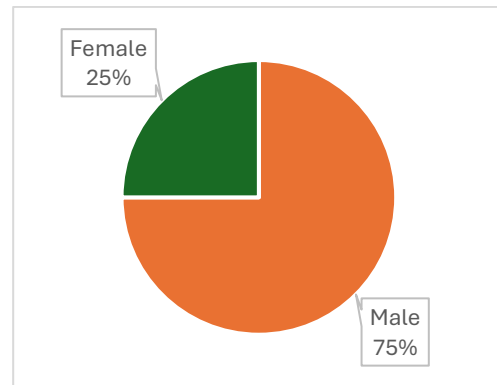
Gender Balance: Whole of Organisation



Gender Balance – Inside Workforce

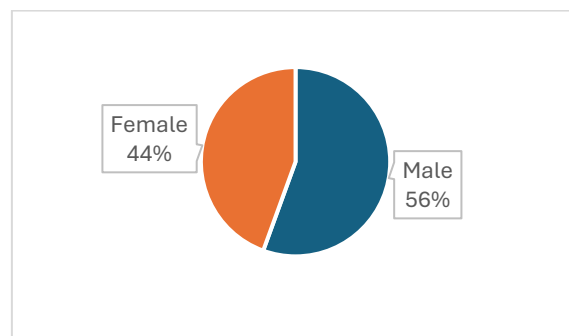


Gender Balance – Outside Workforce



The below graph represents those employees that have supervisory or management responsibilities. The demographics show a fair degree of gender diversity which carries through to management and supervisory staff.

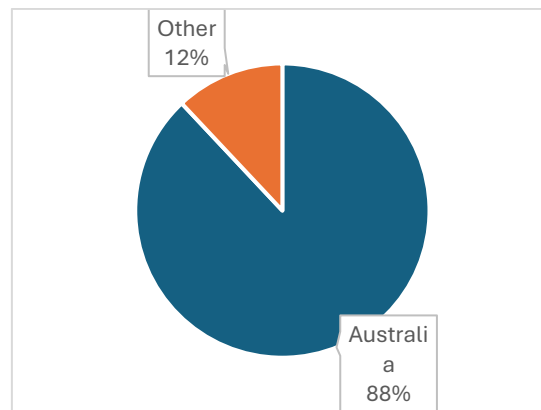
Gender Balance: Management and Supervision



As of February 2026, the Shire has one employee who identifies as Aboriginal and/or Torres Strait Islander. In addition, one employee is employed under an Australian work visa.

The below graph also shows that the majority of employees of the Shire are born in Australia with only three employees (12%) that are not. These employee's country of origin are Fiji, Great Britain and the United States of America.

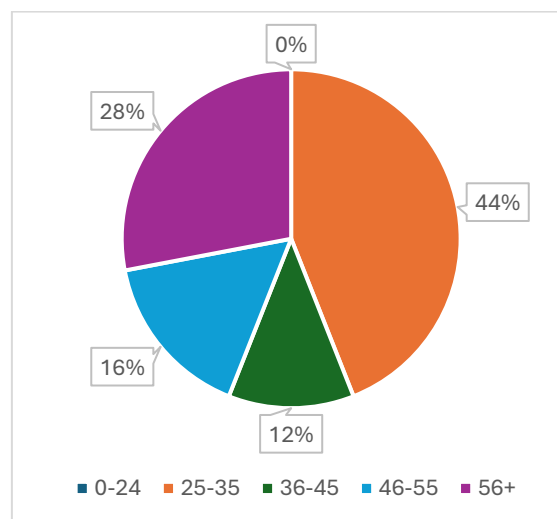
Country of Origin



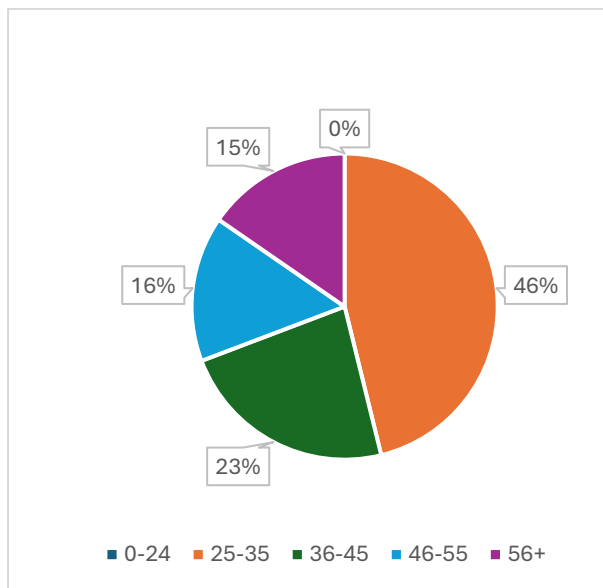
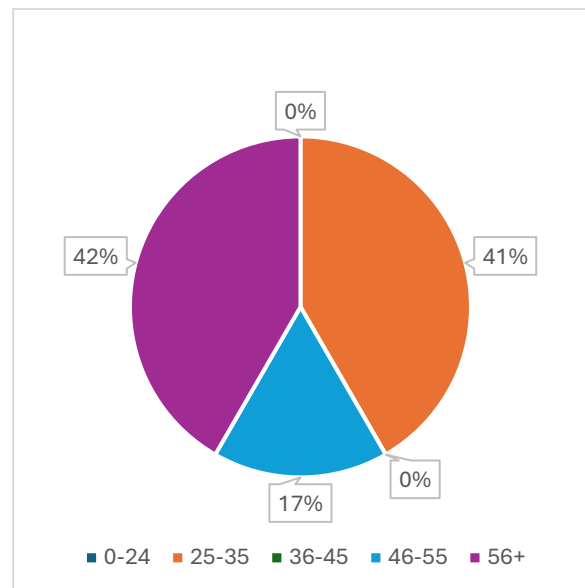
Generation Profile

The Australian Bureau of Statistics (ABS) reported in 2024/25 that, on average, Australians intend to retire between 65 and 66 years of age³. Employees over the age of 55 years make up 28% of the Shire Workforce. In contrast, there is 44% that are under the age of 35 years and no employees are under the age of 24 years. Although having an aging workforce does not present immediate problems, and the number of employees that are employed in the 25 to 35 years category is promising, the lack of younger people that are under 24 years of age could become problematic and the Shire may face future challenges in filling employment gaps as older employees retire.

Age Comparison: Whole of Organisation



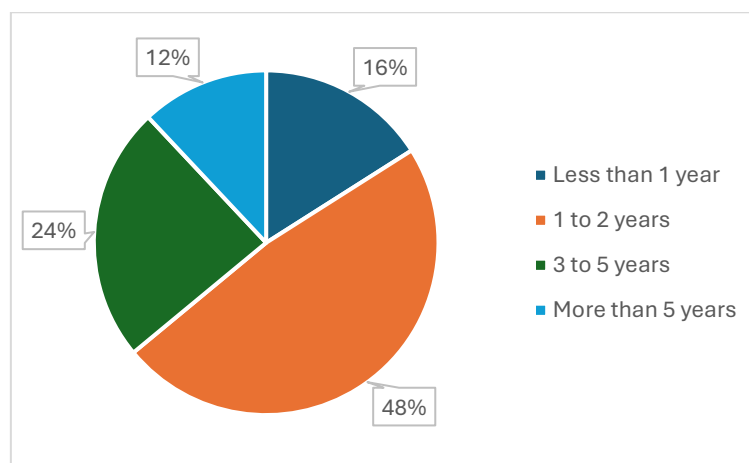
³ [ABS: Media Release](#)

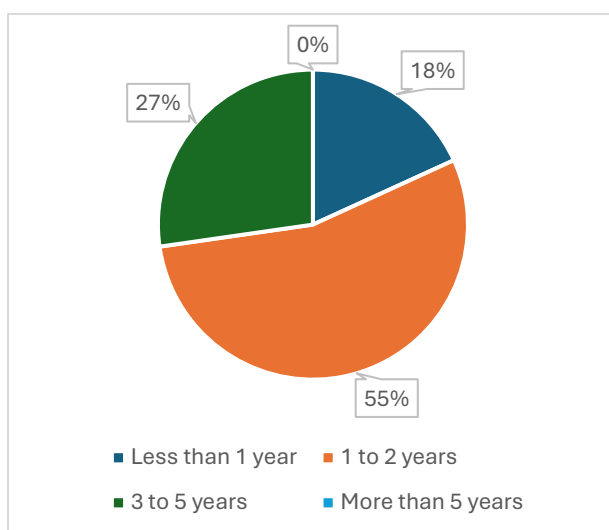
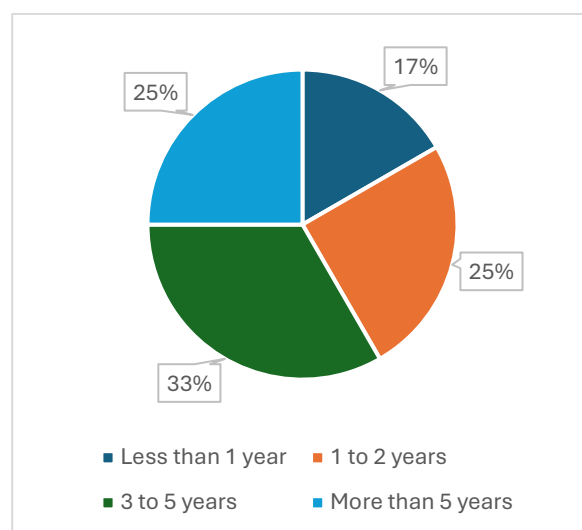
Age Comparison – Inside Workforce**Age Comparison – Outside Workforce**

As aforementioned, both areas of the workforce have no employees under the age of 24 years. Whilst the inside workforce is well balanced in terms of age, nearly half of the outside workforce is made up of staff that are over 56 years of age with two employees over the age of 60 years. This obviously generates a risk of knowledge loss in the outside workforce should these elder employees retire prior to the transfer of this corporate knowledge occurs. However, this is lessened somewhat as the tenure of these employees is not extensive (more discussed on tenure below) and they are employed in operational roles where duties are more action-based and knowledge of internal systems and processes that is built up over years of service are not as essential.

Retention, Recruitment and Remuneration

Analysis was performed on employee's tenure and the results showed the Shire has a workforce that does not have extensive longevity in their roles with 88% having been employed for less than five years and 64% being employed for less than two years. The longest serving employee is in an operational role where longevity is not vital.



Tenure: Inside Workforce**Tenure: Outside Workforce**

Current turnover levels and the volume of employees with less than one year of tenure present clear risks to the operational effectiveness and continuity of service along with knowledge loss, particularly in the inside workforce where longevity and accumulated knowledge can create great efficiencies. These are issues which need to be aggressively addressed to stabilise turnover and target a rate of sub 20% per annum.

Employee Housing

Current Employee Housing

The shortage of rental accommodation across Western Australia—particularly in the Perth metropolitan area—has significantly increased competition for housing. In this context, providing employee accommodation is a key strategy for the Shire to attract and retain staff.

The Shire of Kent currently owns 31 residential properties, 28 of which are available for discretionary use. These properties are leased to employees on periodic agreements at subsidised rates to reduce barriers to employment and make positions within the Shire more accessible. These rates are reviewed by the Council each year as part of the Annual Budget process.

Properties that are surplus to operational requirements are leased to community members on fixed-term agreements at market rates. This approach ensures properties remain occupied and maintained, while also contributing to housing availability within the broader community.

Additionally, three houses constructed under the Government Regional Officer Housing (GROH) Program are leased long-term to the Department of Communities. These properties primarily support accommodation for teachers at Nyabing Primary School and Pingrup Primary School.

In addition to subsidised housing, the Shire also offers a housing allowance to staff who live within the Shire of Kent boundaries via private means (i.e. they own or rent a property not owned by the Shire) to encourage private ownership of housing in the Shire of Kent.

A summary of current housing stock (as at April 2026) is outlined in the below sections of the Plan.

Housing Distribution

There is a clear concentration of housing in Nyabing, which reflects its role as the Shire's administrative centre and the location of the primary works depot. Consequently, a greater proportion of staff are based in Nyabing, reinforcing the need for housing availability in Nyabing.

Housing and Workforce Trends

Recent workforce trends indicate a shift toward smaller household sizes, with more single-person employees joining the organisation.

There is also a growing trend—particularly among executive staff—of “drive-in, drive-out” arrangements. In these cases, employees reside in Shire-provided accommodation during the workweek and return to homes in larger regional centres or Perth on weekends.

While this trend broadens the potential recruitment pool, it can reduce community engagement among senior staff and lower occupancy rates in staff housing, as family members are less likely to relocate.

To respond to these changes, it is important that the Shire maintains a diverse mix of housing types. Increasing the number of smaller dwellings can reduce construction costs while allowing more efficient use of land. At the same time, family-sized housing must remain available for employees who choose to relocate permanently.

Future Employee Housing Requirements

At current staffing levels, the Shire has a nominal shortfall of one house. However, this is partially offset by employees who live locally and receive a housing allowance instead of occupying Shire-owned properties.

A more significant issue is the imbalance of housing between Nyabing and Pingrup. Although there is technically sufficient housing across both towns, relocating staff to Pingrup is not practical due to the location of the administration office and most operational roles in Nyabing. Requiring staff to commute from Pingrup would result in inefficiencies and lost productivity.

As a result, additional housing is required in Nyabing.

Currently:

- Nyabing has 19 houses supporting 23 positions
- Pingrup has 9 houses supporting only 3 positions.

This highlights a clear surplus of housing in Pingrup and a relative shortage in Nyabing.

Strategic Approach

The Shire is actively managing its housing portfolio by selling older, high-maintenance properties and replacing them with newer, more efficient homes. This approach:

- Reduces long-term maintenance costs
- Improves land-use efficiency
- Supports more sustainable, waterwise landscaping
- Helps fund new housing developments

There is also a key risk in Nyabing: seven employees currently live in private housing. If these employees leave and require replacement, incoming staff may need Shire accommodation, creating an immediate shortfall.

To mitigate this risk, the Shire has three primary options:

- Transition community tenants out of staff housing in Nyabing when required
- Construct additional housing in Nyabing
- Consider external positions, where staff work fully remotely.
- Consider the need to extend the long term leases to the Department of Communities for the GROH houses, when those long term leases expire.

To fully address the current and potential shortfall, it is estimated that **four additional houses** are required in Nyabing to cover existing positions. With the growth of the organisation planned, **an additional three houses will also be required**. This is based on the assumption that the GROH houses will continue to be leased to the Department of Communities and no positions are converted to working remotely full time.

With a surplus of approximately six houses in Pingrup—many currently leased to community members—the Shire has an opportunity to sell some properties in Pingrup. Proceeds from these sales could be used to partially fund the construction of new housing in Nyabing, helping to better align housing supply with workforce demand.

Growth

Inside Workforce

It is estimated that a Governance Officer will be needed in the immediate term, whose duties will be mainly around financial and governance compliance and implementing onerous reforms handed down by the State Government.

In approximately 3-5 years, a Community and Projects Officer will be needed, whose duties will include seeking grant funding opportunities, managing community projects, continuing the work with the Town Teams Movement in place based planning in towns as well as other community development tasks. It is becoming increasingly difficult to source grant funding as State and Federal Government budgets tighten, so a dedicated resource to this endeavour may better place the Shire to be successful in these endeavours. It is likely that this role will be full time and based in Nyabing, adding to housing required in Nyabing.

Outside Workforce

There is potential that another full-time Plant Operator (that works primarily on road graders) may be needed in approximately 3-5 years time due to the heightened requirement to upkeep roads due to the recent increase in truck movements within the Shire. The approximate salary for this full-time role would again be currently \$90,000 to \$100,000 per annum in line with other outside employees and their regular overtime.

To attract younger employees within the outside workforce, it is also envisaged that a traineeship/junior employee programme will be developed where a local youth can be provided a career pathway and be provided experience working within the Shire. This full-time role would be created within the 2028-29 financial year and would be remunerated at a Level 1 classification under the relevant industrial agreement or award for the position.

Effect on Housing

The positions added above will be based in Nyabing, meaning that Nyabing will need an additional three houses to support 26 total positions.

Staff Satisfaction Survey

In the development of the Strategic Workforce Plan, the Shire of Kent conducted a Staff Satisfaction Survey across all work areas. This section summarises the results for the Admin and Depot teams and identifies workforce planning actions arising from the survey findings. Results are presented on a five-point Likert scale, with 5 representing 'Strongly agree'.

Administration Team

The Administration team returned consistently strong results across all domains. Role clarity and overall engagement were the highest-rated areas, both at 4.67/5, reflecting a well-oriented and motivated team. Qualitative feedback was constructive and positive in tone.

Strengths identified by the Administration team:

- Monthly admin meetings are highly valued as short, sharp information updates and brainstorming forums.
- Clear communication across the team — repeatedly cited in open-ended responses.
- Cool Classes initiative received broad positive recognition. Cool Classes are an initiative introduced by the Chief Executive Officer to provide learning, development and cross-departmental collaboration to all staff. This is achieved through structured sessions on various topics.

Areas for improvement identified by the Administration team:

- Tools and resources (4.00/5) and access to learning and development (lowest individual item at 3.83/5) were the two lowest-rated domains
- IT systems and Synergy Records were cited as a recurring operational frustration
- Staff raised workload pressure when covering absent or vacant colleagues
- Multiple respondents independently requested more social connection — lunches, morning teas, milestone celebrations
- Interest in using Microsoft Teams as a central whole-of-Shire information hub

Depot Team

The Depot team returned moderate scores across most domains, with wellbeing and flexibility (4.12/5) and role clarity (4.33/5) as relative strengths. Growth and development (3.58/5) and overall engagement (3.88/5) were the areas of greatest concern and represent the most significant workforce planning opportunities.

Strengths identified by the Depot team:

- Strong appreciation for the culture of respect and the small community workplace dynamic
- Supervisors were specifically commended for the level of autonomy and trust extended to staff
- Cool Classes was positively received
- Overall sentiment about work hours and team atmosphere was positive despite moderate scores

Areas for improvement identified by the Depot team:

- Growth and development was the lowest-rated domain (3.58/5) — career pathways, classification change, and access to training were recurring themes
- Accountability for underperforming staff was raised as a concern, with perception that some conduct goes unaddressed
- Team is understaffed following a staff departure; replacement was identified as the top operational priority
- Tools and plant servicing processes were noted as in need of improvement

Workforce Plan Actions – 2026 to 2031

Focus Area 1 – Organisational Development

<i>Improve Human Resource (HR) management by developing and implementing procedures and processes, to ensure good governance and practices.</i>						
	Actions	2026/27	2027/28	2028/29	2029/30	2030/31
OD1	Review and endorse all HR policies and procedures	✓			✓	
OD2	Implement a retention programme to increase employee tenure		✓			
OD3	On an ongoing basis develop and review a manual of simple procedures for business critical positions to ensure that if an employee was to leave suddenly or go on leave that it continues to be business as usual.	✓			✓	
OD4	Manage staff resignations, retirements by implementing an exit strategy and exit survey so as to ensure that all necessary corporate knowledge is retained in the workforce	✓				
OD5	Ensure alignment of Workforce Planning with the Corporate Business Planning requirements for the Shire.		✓		✓	
OD6	Ensure all employees participate in the annual performance review and the performance review model is reviewed annually to ensure it remains relevant.	✓	✓	✓	✓	✓
OD7	All position descriptions will be reviewed during the annual performance review and updated if necessary, or earlier, should an employee leave.	✓	✓	✓	✓	✓
OD8	Review and improve business practices for the management of Annual Leave and Long Service Leave liabilities.		✓			
OD9	Implement and maintain a Shire of Kent Intranet as a central whole-of-Shire information hub to improve internal communication and decision transparency.	✓	✓	✓	✓	✓

Focus Area 2 – Attraction, Recruitment and Retention

Create a sustainable workforce through the development of strategies that increase the pool of suitably qualified candidates seeking employment and retention of existing staff.						
	Actions	2026/27	2027/28	2028/29	2029/30	2030/31
AT1	Recruitment of a junior worker by establishing a traineeship/junior employee programme within the Depot workforce			✓		
AT2	Review Shire employee housing strategy to ensure best utilisation	✓			✓	
AT3	Benchmark salaries and make necessary adjustments to ensure Council remains competitive and is able to attract candidates in short supply or of high calibre. This needs to take into account the specific circumstances of Kent including the available housing. Council’s conditions of employment should be maintained to meet market expectations in rural areas		✓			✓
AT4	Have the employment contracts reviewed to ensure they are contemporary best practice. Issue new employment contracts and employee handbooks if changes are required		✓			
AT5	Carry out bi-annual staff surveys to measure employee satisfaction and identify issues relating to the workplace environment		✓		✓	
AT6	Develop a succession plan and workforce capability plan to address Depot team understaffing and manage future workforce risk.	✓	✓			

Focus Area 3 – Training and Development

Create and maintain a competent workforce through the development of the Shire’s workforce by providing relevant training, education and experience.						
	Actions	2026/27	2027/28	2028/29	2029/30	2030/31
TD1	Implement a training program across all work areas so that all employees of the Shire can continually maintain and/or upgrade skills and along with this develop an annual training calendar for training needs that’s based on training needs identified at the time of annual performance review, the Skills Register and management nominated training.	✓			✓	
TD2	Develop and maintain 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 and implement a mentoring program for employees who have demonstrated great potential for future leadership positions.		✓			
TD5	Expand opportunities for employees to act in different positions to promote upskilling	✓				
TD6	Ensure that funds are budgeted on an annual basis to cover professional development for all staff, where required	✓	✓	✓	✓	✓

Focus Area 4 – Organisational Culture

Provide a work environment where all employees know that they are valued, respected and treated equally.						
	Actions	2026/27	2027/28	2028/29	2029/30	2030/31
CU1	Undertake regular staff meetings to not only discuss work 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 team building activities which contribute to morale and team building as approved by the Chief Executive Officer	✓	✓	✓	✓	✓
CU3	The Executive Leadership Team will meet with staff quarterly to discuss Council and local government issues generally	✓	✓	✓	✓	✓
CU4	Review the employment and industrial relations arrangements of employees and ensure they are fit for purpose and assess whether changes need to be made.		✓		✓	



For further details on the Workforce Plan, please contact:

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