

Workforce Plan 2026 – 2030

Shire of Broomehill Tambellup
looking forward

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Chief Executive Officer's Foreword



Our workforce is our most important resource. The 34 people who work for this Shire, across two town sites, two administration offices, two depots, parks, roads and community facilities, are the reason services get delivered and our community is well served. In a small team, every person matters. When someone leaves, the impact is immediate and real.

Over the past 18 months, we have redesigned our organisational structure, separated functions that were unsustainably concentrated, created new specialist positions and begun transitioning our employment arrangements toward contemporary standalone instruments.

Our staff turnover rate of 6.7% is well below the sector median of 27.3%, and that reflects a team that chooses to stay. I am proud of that, and it carries a real responsibility: to invest in our people's development, manage workloads sustainably and build an organisation we are all proud to work for.

We also face real challenges. We compete for specialist staff with 138 other WA local governments, the mining and resources sector and metropolitan employers who can offer remuneration we cannot match. We operate in a community where the local talent pool is small, and the regulatory obligation profile continues to grow. This plan sets out a realistic, prioritised response to those challenges. I have committed to reviewing it annually, and the performance measures in Section 9 are the benchmarks I intend to report against.

Karen Callaghan

CHIEF EXECUTIVE OFFICER

1. Purpose and Legislative Context

This Workforce Plan has been prepared in accordance with the Shire's obligations under the *Local Government Act 1995* (WA) (Act) and the Integrated Planning and Reporting framework established under the *Local Government (Administration) Regulations 1996* (WA).

2. Environmental Scan

2.1 The Shire's Growing Obligation Profile

The Shire serves approximately 1,046 residents[1] across 2,609 square kilometres, maintaining two administration offices, 272 kilometres of sealed roads, 754 kilometres of unsealed roads [2] and a diverse portfolio of community infrastructure. Total rates levied in 2024-25 were $3,117,551, and total wages expenditure was $2,282,011.[1]

A fundamental tension shapes every workforce decision the Shire makes: it carries the same statutory obligations as a significantly larger local government, but with a fraction of the staff, revenue and specialist capacity to discharge them. The Act does not differentiate between a Band 4 and a Band 1 local government authority. Elections must be administered, Compliance Audit Returns completed across 29 discrete areas, monthly financial statements prepared under Regulation 17 of the *Local Government (Financial Management) Regulations 1996*, delegations reviewed, governance processes maintained and community services delivered, regardless of organisational size.

The Corporate Business Plan 2024-2028 carries substantial project pipelines:[1]

- Tambellup Youth Precinct Five-Year Plan
- Tambellup Caravan Park Five-Year Plan
- Broomehill Caravan Park Five-Year Plan
- Gordon River Walk Trail and Facilities Five-Year Plan
- Tambellup Railway Precinct Townscape Five-Year Plan
- Major road programs totalling $3.8 million in 2024-25, including Warrenup Road, Pallinup Road, Tambellup West Road, Flat Rocks Road and multiple townsite streets [1]
- Tambellup Youth Centre redevelopment
- Community engagement programs, including town forums and Disability Access and Inclusion Plan implementation

2.2 Great Southern Region

Housing Affordability and Non-Compliant Dwellings

Western Australia's housing affordability crisis is driving relocation to smaller communities in the Great Southern.[5] The Shire is experiencing an increase in compliance issues arising from people establishing residence in caravans, converted vehicles, temporary structures and dwellings not fit for habitation under the *Health (Miscellaneous Provisions) Act 1911* and local planning controls. These situations require assessment, correspondence, enforcement and monitoring, adding materially to the Development and Regulatory Services function's workload.

Worker Accommodation

The Shire's investment in caravan park cabins is driven primarily by the need for worker accommodation rather than tourism. Agricultural workers, construction contractors, road crews and project-based workers require short-term accommodation not readily available in small regional communities. As the Shire's infrastructure program continues and regional activity remains active, demand for this accommodation is expected to be sustained.

Renewable Energy Development

The Great Southern region is an active zone for renewable energy development, including wind farms, solar installations and associated transmission infrastructure. Development applications and post-commissioning in this sector are administratively complex, often requiring coordination with state referral agencies and involving extended statutory assessment timelines. This workload will grow materially over the plan period.

Regional Population Growth and Development Activity

Housing affordability is generating new planning enquiries, subdivision applications, rural residential development proposals and requests for planning guidance that the Shire has not historically managed at significant volume. This trend directly supports the case for dedicated, capable development and regulatory services coordination.

2.3 Competition for Staff

Competition with Other Local Governments

The Shire competes for staff on multiple fronts simultaneously.[3][4] All 139 WA local governments compete in the same labour market for governance professionals, finance staff, planners, environmental health officers and community development practitioners.[4] The Shire's Band 4 classification limits its rate revenue base and, consequently, its ability to match remuneration offered by larger local governments for comparable roles. This is a structural constraint that cannot be resolved solely through pay increases. The WALGA Salary and Workforce Survey 2026 reports that Band 4 regional local governments have seen their employment expense ratio increase from 29.3% to 35.3% of revenue over three years, reflecting the real and rising cost of attracting and retaining staff in this environment.[4]

Competition with the Mining and Resources Sector

For Works staff, particularly grader operators, plant operators and heavy vehicle mechanics, the Shire competes directly with the WA mining and resources sector, which offers remuneration packages a Band 4 local government cannot match.[3] The Shire must compete on non-monetary value: role variety, lifestyle, direct community impact, professional development, supportive culture and housing assistance.

2.4 Demographic Pressures

Indicator	Broomehill-Tambellup	WA	Australia
Population (2021 Census)[1]	1,046	2.66M	25.5M
Population trend 2016-2021[2]	-8.7% (decline)	+8.0%	+8.6%
Median age[2]	41 years	38 years	38 years
Aged 55-64 (workforce exit cohort)[2]	17.1%	11.8%	11.9%
Aged 20-34 (workforce entry cohort)[2]	15.1%	20.0%	20.5%

The Shire's community is ageing at a rate materially above the WA average. The workforce exit cohort (55-64 years) at 17.1% significantly outweighs the workforce entry cohort (20-34 years) at 15.1%.[2] This structural imbalance will intensify recruitment pressure throughout the plan period.

2.5 Sector Trends

Jobs and Skills Australia's 2025 Occupation Shortage List confirms that 293 of 1,022 assessed occupations (29%) remain in national shortage, with regional areas experiencing disproportionately acute pressure.[3] Persistent shortages directly relevant to the Shire include accountants and finance professionals; civil construction plant operators; heavy vehicle mechanics; governance and compliance professionals; and community development practitioners.

The WALGA Salary and Workforce Survey 2026, completed by 92 local governments across WA and the NT, confirms that recruitment has risen from eighth to third priority across the sector in a single year. Workforce planning has risen from seventh to fourth.[4] These shifts reflect the growing recognition that labour market challenges are not cyclical but structural.

The survey also identifies 2026 as a pivotal year for large-scale AI adoption across business functions in local government, which may affect corporate services staffing levels in the years ahead.[4]

2.6 The Shire's Profile Against the Sector

The Shire participated in the WALGA Salary and Workforce Survey 2025-26, providing nine key workforce metrics that can be benchmarked against the survey's percentile results as published in the WALGA Salary and Workforce Survey 2026 (February 2026)[4].

Metric	Shire Result	P10 (Lowest)	P25	P50 (Median)	P75	P90 (Highest)	Assessment
Operating budget ($M)	$5.9M	$4.9M	$10.0M	$21.4M	$75.5M	$147.5M	Very small. Below P25. Financial envelope shapes every decision.
Employee headcount	33	25	39	82	395	701	Below P25 (39). Small team carrying full statutory obligations.
Employment expense (% of revenue)	39.9%	26.9%	33.8%	39.1%	43.9%	48.5%	Slightly above median (39.1%). Within sustainable range.
Women in management (%)	66.7%	25.0%	33.3%	40.0%	50.0%	61.7%	Significantly above P90 (61.7%).

Metric	Shire Result	P10 (Lowest)	P25	P50 (Median)	P75	P90 (Highest)	Assessment
Employee turnover (%)	6.7%	14.1%	19.4%	27.3%	36.9%	50.7%	Extraordinarily low. Well below P10 (14.1%). Exceptional retention record.
New hire turnover (%)	18.2%	12.7%	18.2%	24.4%	30.2%	35.9%	At P25 (18.2%), below median (24.4%). New staff who join tend to stay.
Annual leave liability ($/FTE)	$9,018	$5,261	$6,271	$7,564	$9,094	$10,030	Approaching P75 ($9,094). Above sector median ($7,564); Leave Management Policy needed.
Long service leave liability ($/FTE)	$8,618	$4,232	$5,717	$8,658	$10,740	$13,048	At median ($8,658). Monitor as salaries increase over time.
Corporate services staffing (FTE/100 employees)	16.7	8.1	10.5	13.5	18.1	21.8	Above median (13.5), approaching P75 (18.1). Reflects deliberate investment in new specialist positions.

Employee turnover at 6.7% is arguably the most significant indicator in the table. The sector median is 27.3%, and for the Regional 4 group (SAT band 4 outside the Perth metropolitan area), the median is 34.9%.[4] The Shire's rate is not just below median; it is well below the lowest decile of the survey. This reflects a workforce that, once it joins the Shire, stays. This is a profound competitive advantage and a strong endorsement of the Shire's culture. It also means that when vacancies do occur, they are high-stakes events in a small organisation.

Women in management at 66.7% is well above the survey's 90th percentile (61.7%) and reflects genuine, structural leadership diversity. The sector median is 40%. The Shire's result reflects conscious hiring decisions and a culture that supports women in senior roles.

Annual leave liability at $9,018 per FTE is well above the sector median ($7,564) and essentially at the 75th percentile ($9,094). This is an area requiring attention through the Leave Management Policy and active leave management practices. A high annual leave liability represents both a financial risk and a potential indicator of staff not taking adequate rest.

Corporate services staffing at 16.7 FTE per 100 employees is above both the overall median (13.5) and the Band 4 group median (13.2 in the current survey). This reflects the deliberate and necessary investment in new specialist positions, including the Deputy Chief Executive Officer (DCEO), Finance Coordinator, Governance and Compliance Officer, Development and Regulatory Services Coordinator and Executive Assistant. These positions are not overhead; they are the structural foundation of an organisation that can discharge its obligations reliably.

3. Current Workforce Profile

3.1 Employment Framework and Industrial Relations

The Shire has retired from its enterprise agreements following an application to the Western Australian Industrial Relations Commission (WAIRC). The Shire is in the advanced stages of developing standalone industrial instruments that incorporate the most beneficial provisions of the former agreements, underpinned by the relevant Awards. These instruments are nearing completion.

All employees hold contractual guarantees preserving their existing entitlements during this ongoing transition period.

This transition creates both an obligation to develop the instrument and all associated Human Resource (HR) policies and procedures from a comprehensive and contemporary base, and an opportunity to build an employment framework that genuinely reflects the Shire's values and the needs of its workforce, without reliance on historic agreements designed for a different organisational context.

Senior Employment Arrangements

All senior management positions will be employed on fixed-term, performance-based contracts for a term of up to five years. Senior management positions were previously permanent appointments.

For the purpose of this Plan, senior management positions are those that report directly to the Chief Executive Officer and carry divisional leadership responsibility, being the Deputy Chief Executive Officer and the Manager of Works, together with any equivalent senior position established during the life of this Plan.

This change applies prospectively only. It takes effect for each senior management position as and when that position is identified and becomes vacant. It does not alter the employment status, contract or entitlements of any person currently occupying a senior management position, and no occupied position is affected.

The change is intended to achieve the following:

- Accountability. Senior management positions hold the Shire's most significant delegated authority, budget responsibility and accountability for service delivery. Each contract will be tied to a documented performance agreement with agreed deliverables, reviewed formally each year. Performance will be assessed against what was agreed, not assumed.
- Alignment with the Shire's needs. A fixed term creates a defined point at which the scope of a senior role can be reset against the Shire's strategic priorities, service requirements and financial position at that time. This protects the organisation from carrying a leadership structure designed for a set of circumstances that no longer exists.
- Planned renewal and succession. A defined term creates a natural and predictable point for succession planning, structured handover and structural review. This directly addresses the succession risk identified in Section 3.3 and supports the critical position on succession planning commitment in Section 7.4.
- Consistency with the Act and sector practice. The Chief Executive Officer is employed under a fixed-term, performance-based contract under the Act. Applying the same model to the senior management positions that report to the CEO creates a consistent and defensible

standard of accountability across the leadership team and is increasingly the standard model across the WA local government sector.

The term for each position will be set at the time of appointment and will not exceed five years. Any offer of a further term will follow a documented performance review, and the Shire may elect to conduct an open, merit-based recruitment process at the conclusion of a term. These arrangements will be given effect through a Senior Employment and Contracts Policy (Section 5.3), applied through the Recruitment and Appointment Policy and the Performance Agreement Framework (Section 5.1), and are subject to the Act and the Shire's obligations under applicable industrial instruments.

3.2 Workforce Snapshot, July 2026

The Shire employs 34 people as of July 2026, with a total FTE of approximately 29.15.[1] See Appendix A for the organisational structure comparison illustrating the transformation from 2022 to 2026.

Unit	Headcount	Notes
Office of the CEO (Governance and Compliance, Development and Regulatory, Executive Assistant, Ranger Services, Strategic and Project Support)	6	All reporting directly to the CEO, plus 4 contracted positions
Corporate and Community (Finance, Customer Service, Community Development)	6	DCEO, Finance Coordinator and four other staff
Works	22	Manager of Works, Depot Administrator, Works Supervisor, Building Maintenance Officer, Mechanic, two Team Leaders and remaining staff, including General Hands and Cleaners
TOTAL	34	Approximately 29.15 FTE

3.3 Workforce Risk Assessment

Characteristic	Assessment	Risk Implication
Ageing Works profile	Multiple long-tenure staff approaching natural transition	Succession cliff without proactive planning
Hours management, cleaning team	Some cleaning positions carry hours that raise WHS fatigue concerns	WHS risk; cost overruns; unsustainable model
Single-point dependency	Several functions were previously held without documented succession or cross-training	Service disruption risk on departure
DCEO onboarding	Recently appointed DCEO embedding into role	Immediate priority to embed executive capacity
Casual pool	No genuine casual cleaners pool for leave coverage	Service gaps; authorised hours dependency

Characteristic	Assessment	Risk Implication
HR policy suite	Many critical HR policies absent or out of date	Governance, compliance and management risk
Digital capability	Varying levels of digital literacy across the workforce	Productivity risk as technology demands increase

The current workforce profile highlights several immediate risks and structural gaps.

Several long-tenure staff members are approaching transition, creating succession pressure. Some cleaning roles are operating with unsustainable hours and require restructuring.

Operational resilience is limited, with single-point dependencies and no true structure to support leave coverage. At the same time, gaps in human resource policies and varying digital capabilities present governance and productivity risks.

The recent appointment of the DCEO provides an opportunity to strengthen structure, oversight and capability moving forward.

4. Organisational Transformation: Position Rationale

The Shire's organisational structure has been substantially redesigned over the past 18 months. This section provides the evidence-based rationale for each position. It documents the previous structure, why it was insufficient, and how the previous and current structures address those gaps. The full visual comparison is provided in Appendix A.

4.1 Manager of Finance and Administration to DCEO and Finance Coordinator

This is the most consequential structural change in the Shire's recent history. A single position, the Manager of Finance and Administration, previously held responsibility for the full spectrum of corporate services: financial management, rates administration, payroll, asset accounting, audit coordination, customer service, records management, information technology oversight and risk management. No single position can discharge all of these functions to the standard required. When that position was vacant, the entire corporate services function was at risk. The departure of the long-tenure incumbent exposed the depth of this structural problem.

The Shire has resolved this by separating the function into the following two senior positions.

Deputy Chief Executive Officer

The DCEO provides executive-level leadership and coordination of the Shire's corporate and community functions. Reporting directly to the CEO, the role carries oversight across finance, community services, customer experience, human resources, information and records management, and risk and audit. The DCEO provides a genuine second executive layer and manages day-to-day operations. This depth did not previously exist in a structured way. The DCEO directly supervises the Finance Coordinator, Customer Service and Records Officer, Customer Service and Library Officer, Corporate Support Officer and Community Development Officer when established.

Finance Coordinator

The Finance Coordinator is a dedicated specialist in financial management. Where the Manager of Finance and Administration managed finance as one of many competing priorities, the Finance Coordinator has an exclusive focus on the Shire's financial sustainability and compliance. The role oversees financial management, payroll, rates, asset management, grant acquittal, treasury management and audit coordination in accordance with the Act, the *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards.

The Finance Coordinator leads a small finance team, including the Rates and Finance Officer and the Finance and Administration Officer, providing support, direction and staff development capacity. Monthly financial reporting under Regulation 17, budget preparation, annual financial statements and coordination of the external audit all require the Finance Coordinator's sustained and specialist attention. A dedicated Finance Coordinator, providing timely and accurate financial reporting to the CEO, DCEO and the Shire’s Audit, Risk and Improvement Committee, is not overhead; it is a governance imperative.

4.2 Governance and Compliance Officer

The decision to establish a standalone Governance and Compliance Officer reflects the substantial and non-scalable complexity of the local government governance environment. The Act and its subordinate instruments impose obligations that apply equally to every local government regardless of size: elections, statutory registers, the annual Compliance Audit Return across 29 discrete areas, delegations' management, Council meeting administration, policy review and development, and legislative reform from the Department of Local Government, Industry Regulation and Safety (DLGIRS).

Prior to this appointment, governance functions were distributed across a combined role that simultaneously managed regulatory services, executive support and other functions. Governance, being the most legally consequential function, was predictably the most vulnerable to underservicing. A combined role cannot sustain the level of focus that the governance obligation profile demands. The consequences of governance failures, including statutory reporting breaches, invalid meeting decisions and compliance audit deficiencies, fall directly on the Shire and its elected members.

The Governance and Compliance Officer manages all statutory reporting obligations, maintains the register of delegations, administers the Council meeting cycle, including agenda and minutes preparation, coordinates the Compliance Audit Return, manages the Shire's policy register, and monitors DLGIRS legislative reform activity. This function will only grow in complexity as legislative reform activity in the local government sector continues.

4.3 Development and Regulatory Services Coordinator

This position provides the administrative backbone for the Shire's contracted specialist services in town planning, building surveying and environmental health. Without capable coordination, contracted officers cannot operate efficiently: statutory timeframes are missed, correspondence is delayed, records are incomplete, and the community receives a degraded regulatory service.

The position coordinates all planning applications from lodgement to determination, tracks statutory timeframes, maintains the development register, processes building permits, coordinates environmental health inspections and responses, liaises with various agencies, and prepares the statutory reports required under the *Planning and Development Act 2005* (WA) and the *Health (Miscellaneous Provisions) Act 1911* (WA).

The scope of this role has grown materially in recent years. In addition to the core workload, the following emerging streams now generate sustained demand:

- Housing affordability and non-compliant dwellings: increasing enquiries, complaint responses and enforcement actions arising from residents establishing habitation in caravans, temporary structures and other non-compliant premises
- Subdivision and residential development applications driven by regional relocation and the housing affordability crisis
- Renewable energy applications requiring coordination with agencies under complex statutory frameworks, often involving extended assessment timelines
- Planning compliance arising from unapproved land uses and structures as visitor numbers and community activity grow

Without this coordination capacity, the Shire's regulatory function becomes reactive, exposing the organisation to statutory timeframe breaches, ratepayer dissatisfaction and legal risk.

4.4 Executive Assistant

The Executive Assistant provides high-level support to the CEO and the senior leadership team. This position was previously bundled with governance and regulatory functions in a combined role that left all three functions inadequately served. The result was that routine CEO office functions, correspondence management, diary coordination, meeting support and stakeholder communications competed directly with statutory governance obligations and regulatory coordination for the time of a single officer.

As a standalone position, the Executive Assistant provides professional and dedicated support to the CEO's office. The role includes diary and correspondence management, stakeholder communications, research and project support, social media and website coordination, and assistance with Shire communications and publications. This dedicated capacity enables the CEO to focus on strategic leadership and external engagement without the risk that correspondence is delayed.

4.5 Strategic Support and Projects Officer (Refocused Scope)

The Strategic Support and Projects Officer (SSPO) has historically been one of the Shire's most broadly scoped roles, accumulating responsibilities across community development, strategic planning, emergency management, project delivery, human resources, corporate communication and other functions. This breadth was unmanageable and created single-point concentration risk across functions of diverse character.

The proposed refocus restructures the role to concentrate on core organisational functions that require dedicated coordination, continuity and oversight:

- Project management and coordination across the Shire's substantial project pipeline, including the active Five-Year Plans, capital works programs and funded grant projects. This requires sustained attention, stakeholder management and reporting discipline that cannot be delivered as a secondary function of any other role.
- Strategic planning and reporting, including the preparation and review of the Strategic Community Plan and Corporate Business Plan in close collaboration with the CEO. The SSPO is the primary analytical and drafting resource for these statutory documents.
- Emergency management coordination, including the relationship with the Community Emergency Services Manager, the Local Emergency Management Committee, and the Shire's obligations under the *Emergency Management Act 2005* (WA)
- Operational human resources coordination, including recruitment process coordination, position description management, induction administration, training and development scheduling, policy development and HR compliance monitoring.

Community development is proposed to transition to a dedicated Community Development Officer (see Section 4.7). This separation reduces the concentration of responsibility in the SSPO role and creates a genuine project management focus.

4.6 Corporate Support Officer (Proposed)

The Corporate Support Officer addresses a structural vulnerability: the Shire's administrative team has no internal capacity for coverage, backfill or general relief. When any administrative staff member is on leave, the gap falls to the CEO or DCEO to absorb or to other staff alongside their existing workloads.

The role is operationally flexible, capable of providing generalist administrative and customer service relief across office teams; supporting senior management with projects, correspondence, research and reporting; managing the Shire's property portfolio administration as a dedicated responsibility; assisting with grant administration and stakeholder correspondence; and providing a structured career entry point in local government.

Property portfolio management warrants specific mention. The Shire manages a portfolio of staff housing, Government Regional Officer Housing (GROH) properties, community housing stock and other sporting complex tenancies. Administration of this portfolio has been distributed informally across multiple staff. A dedicated property management function within the Corporate Support Officer role will improve lease compliance, maintenance scheduling, rental income tracking and overall asset stewardship.

4.7 Community Development Officer (Proposed)

It is also proposed to establish a Community Development Officer. The Act requires meaningful community engagement in planning processes and service delivery decisions. The Shire's Strategic Community Plan articulates goals across liveability, inclusion, youth services, support for older residents, arts and culture, and community resilience. Achieving these goals requires sustained, skilled community engagement work.

A review of comparable local governments in the Great Southern confirms that dedicated community development capacity is now standard practice. Neighbouring shires of comparable size have established dedicated community development functions.[4] The Shire's absence of this capacity is increasingly acknowledged as a gap.

The proposed role would be responsible for community engagement and consultation; community grants management and liaison with Lotterywest, the Great Southern Development Commission, Great Southern Treasures and other key agencies; youth services coordination in support of the Tambellup Youth Precinct; events and heritage activities; and Disability Access and Inclusion Plan implementation.

4.8 Customer Service Functions: Evolution and Future State

Customer Service and Records Officer

The previous Customer Service Officer, Tambellup, was a predominantly transactional role focused on counter service, receipting, mail processing, basic records filing and caravan park bookings, reporting to the Manager of Finance and Administration.

The current Customer Service and Records Officer is a materially expanded position reporting to the DCEO, now carrying full records management accountability under the *State Records Act 2000* (WA): monitoring the organisation's recordkeeping compliance across all teams, developing and delivering induction training for staff on the Electronic Document Management

System, coordinating digitisation processes, and preparing periodic service performance reports.

Customer Service and Library Officer

The Broomehill customer service and library function has evolved significantly beyond its original scope. The regional library coordination model that previously provided operational support from Albany has changed, with functions once regionally supported now sitting directly with the Broomehill officer. Cemetery records management has become a technically complex and time-significant component of the role. The position now carries operational decision-making responsibility for the Shire's library service across both townsites.

This function has grown beyond its original scope and has been identified for formal review during the planning period. An assessment will be undertaken and consideration given to whether additional administrative support, through the Corporate Support Officer or a traineeship arrangement, is warranted.

4.9 Works: Workforce Profile and Service Delivery Model

Current Profile and Challenges

The Works function is the Shire's largest operational team, responsible for maintaining over 1,026 kilometres of road network, two depots, parks and gardens, public spaces, buildings and the Shire's substantial plant and equipment fleet.[1] Grader operators, plant operators and a heavy vehicle mechanic are among the most persistently scarce occupational groups in regional WA.[3] The Shire trains and develops Works staff, many of whom subsequently transition to the mining sector. This is a structural market reality.

Independent Functional Review of Works Operations

The Shire will commission an independent functional review of its Works operations. The review will be undertaken by an external contractor with local government operational expertise and will cover parks and gardens, building maintenance, cleaning services, road construction and road maintenance.

The review will assess the current workforce structure, roles, supervisory arrangements and work programs, and whether they are effective, appropriately resourced and aligned with the Shire's service delivery requirements. It will consider how works are planned, prioritised, programmed, supervised and completed, the balance between planned and reactive maintenance, the delivery of the maintenance and capital works programs, the adequacy, utilisation and condition of plant and equipment, how asset management plans inform operational priorities, and opportunities to strengthen accountability, reporting and performance monitoring.

A central component of the review is the financial sustainability of the Works' operating model. This will include current and forecast employee costs, plant ownership and operating costs, plant replacement requirements, contractor expenditure, grant-funded works and the level of Shire funding required to sustain current service levels. The review will provide comparative costings and practical recommendations on the preferred delivery model for each service area, together with the financial and operational implications of any change.

This Plan does not presume any particular Works service delivery model. The Shire previously described a hybrid model in this Plan. That description has been removed because a delivery model should follow a properly costed and fully funded assessment of what the Shire needs, rather than precede it. The future model will be determined by Council on the evidence of the review, and any model adopted must be affordable and fully funded across the life of the Long-Term Financial Plan.

The review examines the system, not the individuals within it. Works staff will be consulted directly as part of the review, and their operational knowledge is expected to be one of its most valuable inputs. The review will report to the Chief Executive Officer with recommendations for immediate, medium-term, and longer-term improvement. Findings and any resulting proposals will be communicated to staff.

4.10 Depot Administrator

The Depot Administrator role builds on an earlier position in the Shire's structure, the Works Administration Assistant, which operated at 0.6 FTE. That role provided part-time administrative support to the Works function but had a limited work health and safety (WHS) focus and insufficient time to discharge the administrative load of a Works team of this scale.

The current Depot Administrator is a dedicated position with an expanded and clearly defined WHS mandate. The role manages the WHS register and tracks all certifications and mandatory training across the Works team, coordinates toolbox meetings and the WHS Committee, administers contractor safety documentation, manages depot procurement and inventory, coordinates plant maintenance scheduling, and serves as the depot's administrative point of contact. The WHS function in particular has grown substantially as the obligation profile under the *Work Health and Safety Act 2020* (WA) has increased and as the Shire's project pipeline has expanded.

The transition from a part-time support role to a dedicated, full-time Depot Administrator with WHS at its core represents a genuine and necessary uplift in the Shire's WHS management capability in the Works environment.

4.11 Building Maintenance Officer

The Building Maintenance Officer was previously a 0.4 FTE arrangement that operated alongside other Works duties. The transition to a dedicated full-time, permanent position is one of the most consequential operational changes in the current restructure.

The Shire is responsible for a substantial and geographically dispersed building asset portfolio across two town sites. This includes administration buildings at both Broomehill and Tambellup, two depots and waste transfer stations, two caravan parks with cabins (with additional cabins scheduled for delivery at Tambellup in 2026), two public halls, the Tambellup Pavilion, Broomehill Recreational Complex, public toilet blocks, BBQ facilities, staff housing, senior accommodation, the Tambellup Youth Centre and various other commercial premises. The condition, safety and amenity of these assets directly affect the experience of residents, ratepayers and visitors, and the Shire's exposure under the *Work Health and Safety Act 2020* (WA) extends to every one of them.

Two factors drove the elevation to a full-time position. First, the project pipeline described in Section 2.1 contains a significant volume of building-related work, including the Tambellup

Youth Precinct and Youth Centre redevelopment, both Caravan Park five-year plans, the Tambellup Railway Precinct Townscape program and ongoing minor works across the asset base. A 0.4 FTE arrangement could not absorb the inspection, scheduled maintenance, reactive repair, contractor coordination and minor project supervision load that this pipeline generates. Second, the regional contractor market does not service small jobs reliably. Trades willing to travel to Broomehill or Tambellup for ad hoc repairs are scarce, and the cost of bringing trades from Albany or Katanning for minor works is disproportionate. An in-house Building Maintenance Officer with carpentry, fabrication and general trade skills resolves both problems: substantial reactive and scheduled work is delivered in-house, and the Shire retains contractor relationships for major works only.

The operating rationale for the position is that in-house capacity is retained for work that is uneconomic or impractical to contract, while the contractor market is used for major works. The position and its scope form part of the functional review of Works operations described in Section 4.9. The Building Maintenance Officer role also assists with the development and implementation of the building maintenance program, the inspection plan, and the annual building maintenance budget, providing the Shire with structured asset stewardship for the first time.

4.12 Cleaning and Facilities Services: Restructure

Background and Current Position

The Shire's cleaning and facilities function currently employs four staff members maintaining a portfolio across Broomehill and Tambellup that includes two administration offices, two caravan parks, two recreation complexes, a works depot, public toilet facilities, BBQ facilities, two town halls and an information bay. A structured internal review of cleaning hours requirements, drawing on six months of actual data, has identified the need for a formal restructure.

The review has identified three issues requiring immediate resolution: contracted hours across the team are unbalanced, with some fortnightly hours reaching levels that raise WHS concerns in relation to fatigue; the scope of the role can sometimes span across two towns, and no genuine casual pool exists for leave coverage.

The following provides a resolution to these issues.

Position Structure

Position Title	Primary Asset Responsibilities	Action Required
Caravan Park Caretaker - Broomehill	Broomehill Caravan Park cabins, laundry, ablution block, and public liaison. The role will be supplemented in the short term by cleaning other Broomehill facilities, which will diminish as the Caravan Park expands.	Advertise an expression of interest to appoint from the internal cleaners' pool. Contracted hours to be formalised.
Caravan Park Caretaker - Tambellup	Tambellup Caravan Park cabins, laundry and public liaison (additional cabins from September 2026). The role will be supplemented in the short term by cleaning	Advertise an expression of interest to appoint from the internal cleaners' pool. Contracted hours to be formalised.

Position Title	Primary Asset Responsibilities	Action Required
	other Tambellup facilities, which will diminish as the Caravan Park is developed.	
Cleaner - Broomehill	Cleaning Broomehill facilities, which will grow in hours as the Caravan Park - Broomehill position increases.	Contracted hours to be formalised
Cleaner - Tambellup	Cleaning Tambellup facilities, which will grow in hours as the Caravan Park - Tambellup position increases.	Contracted hours to be formalised

A casual pool of Cleaners will also be established for additional coverage during leave periods and peak demand.

5. Human Resources Policy Framework

A significant finding of this workforce planning process is that the Shire operates without a comprehensive suite of HR policies and procedures.

5.1 Performance Agreements

Performance agreements are the cornerstone of a high-performing organisation and a critical tool for both staff development and organisational accountability. Every staff member should have a formal, documented performance agreement setting out their role objectives, key performance areas, development goals and behavioural expectations aligned with the Shire's values. The Shire does not currently have a consistent Performance Agreement Framework in place. Developing and implementing this framework is a critical priority.

A well-designed framework will:

- Provide every staff member with clarity about what is expected of them and how their contribution connects to the Shire's strategic direction
- Create a structured annual conversation between each staff member and their supervisor about performance, development and career aspirations, treating the whole person and not just the task list
- Provide a documented evidence base for recognising high performance and addressing underperformance consistently, fairly and in accordance with the Shire's HR policies
- Support succession planning by identifying staff with potential and interest in development into more senior or specialist roles
- Satisfy the Equal Employment Opportunity (EEO) Management Plan 2025-2027 requirement that manager performance criteria include the ability to attract, retain and develop a diverse workforce
- Demonstrate to staff that the Shire is genuinely invested in their professional growth, which is one of the most material retention factors available to a small regional employer

Performance agreements will apply to all staff and be reviewed formally at least annually.

Performance agreements are not disciplinary documents; their primary purpose is development and alignment.

5.2 Leadership Development

Building leadership capability within the organisation reduces dependence on external recruitment for senior roles and provides career development pathways that improve retention.

- High-potential identification: the performance agreement process will include a formal conversation about career aspirations and leadership potential.
- Leadership training programs: staff identified with leadership potential will be supported to access WALGA leadership programs, LGPro professional development, and, where appropriate, Graduate Certificate programs in local government or public administration
- Acting arrangements: when senior positions are vacated temporarily, structured acting arrangements will be offered to suitable internal staff as a deliberate development opportunity, not just a coverage measure
- Mentoring: formal mentoring arrangements between the CEO and senior staff, and between senior staff and emerging leaders, will be established as part of the performance agreement cycle
- Study assistance: the Shire will consider formal study assistance for staff undertaking qualifications directly relevant to their current or future role, including the Certificate IV in Local Government

5.3 HR Policy Development Program

Policy	Priority	Notes
Code of Conduct	Critical	Foundation document: review and reissue required immediately
Recruitment and Appointment Policy	Critical	Required for every recruitment process
Grievance Policy and Procedure	Critical	Required for EEO compliance; expected by WAIRC
Performance Agreement Framework	Critical	See Section 5.1; applies to all staff
Senior Employment and Contracts Policy	Critical	Gives effect to fixed-term, performance-based senior management contracts; see Section 3.1
Drug and Alcohol Testing Policy	High	Required for all staff and to meet WHS obligations
Leave Management Policy	High	Clarifies entitlements, approval processes and payroll coordination; addresses elevated annual leave liability
Performance Management Policy	High	Enables consistent outcomes; protects staff and the Shire
Discipline Policy	High	Enables consistent outcomes; protects staff and the Shire
Conflict of Interest and Disclosures Policy	High	Required under the Act; linked to the delegations framework
Secondary Employment Policy	High	Manages conflicts of interest

Policy	Priority	Notes
Working from Home Policy	Medium	Formalises flexible arrangements and reduces ambiguity
Overtime and Flexitime Policy	Medium	Addresses hours management challenges; aligns with Award provisions
Relocation Policy	Medium	Replaces and expands the existing Removal Expenses Policy
Attraction and Retention Allowance Policy	Medium	Targeted incentives for hard-to-fill positions
AI and Digital Technology Use Policy	Medium	To be considered at mid-cycle review (2028); see Section 7.6

6. Equal Employment Opportunity

The Shire's EEO Management Plan 2025-2027 has been developed in accordance with Part IX of the *Equal Opportunity Act 1984* (WA) and is aligned with the Director of Equal Opportunity in Public Employment's EEO and Diversity Outcome Standards Framework. This Workforce Plan is read in conjunction with the EEO Management Plan and EEO Implementation Plan 2025-2027, both reported to the Shire separately.

Outcome	Current Status	Key Actions Required
1: Organisation values EEO; work environment free from harassment	Existing initiatives in place; workplace culture monitoring needs formalisation	Embed EEO in manager performance agreements; implement bi-annual culture survey
2: Free from biased or discriminatory employment practices	Existing initiatives in place	Apply inclusive recruitment standards consistently; maintain exit interview analysis
3: Employment programs recognise EEO groups (women in management, culturally diverse, Aboriginal Australians, youth, people with disability)	Under review; targeted strategies to be developed	Define diversity objectives; implement mentoring, traineeships and flexible arrangements
4: Maintain a relevant and achievable EEO Management Plan	All four plan elements require strengthening	Communicate the plan to all staff; link actions to measurable outcomes; evaluate annually

EEO principles are embedded throughout this Workforce Strategy, including in inclusive recruitment practices, flexible working arrangements, accessible career pathways across all staff groups, the Performance Agreement Framework, and the use of stay interviews and pulse surveys to identify and respond to the needs of diverse staff groups. The Shire's women in

management result of 66.7% significantly exceeds the sector median of 40% and reflects genuine structural diversity in the Shire's leadership.[4]

7. Workforce Strategy

The following strategic priorities are focused on strengthening the organisation's ability to attract, retain and develop a capable workforce, while reducing operational risk and improving long-term sustainability. They reflect both the current challenges identified and the future capability required to support service delivery in a small regional local government context.

Each priority area is supported by targeted actions and will be implemented in a structured and practical way.

Priority	Theme	Focus
1	**Attraction**	Build the Shire's profile as a high-quality regional employer; deploy structured attraction incentives; develop talent pipelines locally and regionally.
2	**Retention**	Understand and act on the drivers of staff retention; provide competitive conditions and genuine wellbeing support; create visible career and development pathways.
3	**Capability Development**	Invest systematically in every staff member's capability, including leadership development; build cross-functional resilience and knowledge depth.
4	**Knowledge Management**	Protect institutional knowledge through documentation, cross-training and succession planning at every level.
5	**Culture and Safety**	Build a high-performance, safe and inclusive culture underpinned by EEO principles and strong safety governance.
6	**Digital Transformation and AI Readiness**	Prepare the Shire's workforce for the opportunities and obligations of digitisation, automation and artificial intelligence.
7	**Volunteers**	Recognise, support and manage the Shire's volunteer workforce as a strategic resource, including meeting WHS obligations, coordinating emergency services volunteers and developing pathways from volunteering into employment.

7.1 Priority 1: Attraction

Employer Value Proposition

The Shire will develop and publish a compelling Employer Value Proposition (EVP) that is specific, honest and differentiated: genuine career variety, direct community impact, Great Southern lifestyle, early access to senior leadership, professional development investment and employment security. The EVP will be available on the Shire's website and embedded in every recruitment activity.

Expanded Relocation Policy

The Shire's existing Removal Expenses Policy covers removal costs for specific appointments. This Strategy recommends replacing it with a comprehensive Relocation Policy available to all staff requiring relocation. The expanded policy will include: a contribution to removal and freight costs up to a defined maximum; proactive housing identification support through the property portfolio register; and partner employment information sharing. Making relocation support available to all incoming staff removes a material barrier that has caused suitable candidates to decline or not apply.

Property Portfolio as an Attraction and Retention Tool

The Shire manages a portfolio of staff housing and other residential tenancies, which presents a strategic opportunity to support workforce attraction and retention.

The role of housing as a workforce enabler will be considered further as part of the development of a broader Housing Strategy, including the potential expansion of the Shire's staff housing portfolio to support hard-to-fill roles.

Attraction and Retention Allowance

For positions identified as persistently difficult to fill in the regional labour market, the Shire will develop an Attraction and Retention Allowance (ARA) framework. Designated positions will be assessed against criteria including: previous time-to-fill; national shortage status; remuneration differential with competing sectors; and criticality to service delivery. The allowance may take the form of a recruitment incentive, retention payment at defined milestones (12 months, two years, five years) or an ongoing allowance.

Local and Regional Pipeline Development

The Shire will maintain a relationship with TAFE Great Southern and explore traineeship or work experience pathways where operationally feasible and where genuine mentoring and supervision capacity exists. Work experience placements from local schools will continue to be offered and promoted. Collaborative recruitment arrangements with neighbouring Great Southern shires will be considered for shared specialist roles.

7.2 Priority 2: Retention

Anonymous Staff Feedback Mechanism

The Shire will establish an accessible, anonymous staff feedback mechanism: a digital submission tool (accessible via QR code posted in both offices) and a physical anonymous suggestion box in each staffroom. Feedback will be reviewed by the CEO and DCEO monthly, with systemic themes addressed through management action and outcomes communicated to staff. Anonymity will be genuinely protected.

Stay Interviews and Annual Pulse Survey

Structured stay interviews will be conducted with all staff in the first year of this plan. A brief annual staff pulse survey will track engagement, satisfaction and culture trends. Results will be reported to the Shire in aggregate and used to drive targeted management action.

Remuneration Benchmarking

The Shire participates annually in the WALGA Salary and Workforce Survey to benchmark remuneration against comparable regional councils.[4] Where the Shire is materially below market for critical roles, the CEO will present a business case for adjustment in the relevant budget cycle.

Employee Assistance Program and Wellbeing

The Shire's existing EAP provider offers confidential support to all staff and their immediate families. Awareness of this service will be reinforced at induction and in all-staff communications. The Shire will take a proactive approach to staff wellbeing:

- Mental Health First Aid training for supervisors and managers, enabling early identification and supportive response to staff experiencing mental health challenges
- Regular workload conversations as part of the performance agreement process, treating unsustainable workloads as a WHS issue
- Flexible working arrangements are a documented entitlement where the nature of the role permits
- Social connection: regular all-staff events, celebrations of milestones and team achievements, recognising that in a small team in a small community, workplace relationships are a significant wellbeing factor

Performance Agreements and Career Pathways

The implementation of the Performance Agreement Framework described in Section 5.1 is itself a material retention measure. Staff who have clear expectations, regular meaningful feedback, documented development plans, and visible career pathways are significantly more likely to remain with the organisation.

7.3 Priority 3: Capability Development

The Shire will establish an annual professional development budget per position, tracked against a development plan forming part of each staff member's performance agreement. WALGA's training program will be the primary vehicle for professional staff.

The leadership development program described in Section 5.2 is a component of this priority. Building leadership depth within the existing team is both a capability investment and a retention measure.

All new starters will complete a structured induction covering the Shire's objectives, the Act and Shire processes, WHS obligations, records management, digital systems and key contacts. This will be a documented checklist rather than an ad hoc orientation.

Lean management principles will be applied to administrative and operational processes. Regular process reviews will identify and eliminate inefficiencies and streamline workflows. Shared service opportunities with neighbouring shires will be explored where they generate genuine efficiency without reducing service quality.

7.4 Priority 4: Knowledge Management

A process documentation program will be established across all teams, prioritising finance, governance, regulatory services, depot operations and parks management. Logical shared

drive architecture in M365 and SharePoint will ensure critical documents and procedures are accessible to more than one person.

Single-point dependencies in each functional area will be identified and addressed through cross-training plans within 12 months. Formal succession plans will be developed for every critical position and reviewed annually. Where long-tenure staff approach a natural transition point, the final six to twelve months will be structured as a deliberate handover period.

7.5 Priority 5: Culture and Safety

The Shire's values, Respect, Communication, Teamwork and Openness, will be embedded in manager performance agreements and modelled by the CEO and senior leadership in every interaction. The existing WHS Committee, with representation from Works, Administration and the Depot, will continue to meet quarterly. Near-miss reporting will be actively encouraged and treated as valuable safety intelligence, not as failures requiring blame. Regular all-staff briefings and the anonymous feedback mechanism will maintain open communication channels.

7.6 Priority 6: Digital Transformation and AI Readiness

The WA local government sector is at an inflection point with digital technology. AI-assisted drafting tools, automated financial reporting, digital customer service platforms and Geographic Information System (GIS) based asset management are reshaping what local government work looks like. For the Shire, this presents both an opportunity and an obligation. Small organisations can leverage technology to punch above their weight, automating routine tasks and freeing skilled staff for higher-value work.

WALGA's 2026 survey identifies 2026 as potentially a pivotal year for large-scale, organisation-wide AI adoption across local government business functions, with implications for corporate services staffing levels in the years ahead.[4]

Digital Literacy as a Workforce Standard

Digital literacy is a baseline requirement for all administrative and professional roles and an emerging requirement across the Works function.

- Include digital literacy expectations in position descriptions and performance agreements for all roles where digital tools are a component of the work
- Conduct a digital skills audit in Year 1 to map current capability and identify priority training gaps
- Invest in Microsoft 365 advanced features training: Power Automate for workflow automation, Power BI for data reporting, SharePoint for document and knowledge management, and Teams for internal collaboration
- Ensure all new starters receive a structured digital induction covering the Shire's key systems and information management requirements

Artificial Intelligence: Opportunity and Governance

- AI is a productivity multiplier for small organisations, not a replacement for judgment, relationships and community knowledge. The risk of not adopting AI is greater than the risk of adoption.

- The Shire may consider piloting AI-assisted tools for correspondence drafting, meeting document preparation and data analysis at the mid-cycle review in 2028, subject to demonstrated need and available supervision capacity
- An AI and Digital Technology Use Policy will be considered at the mid-cycle review in 2028. If AI tools are adopted, the policy will address appropriate use, data security, accuracy obligations and the requirement for human oversight of all AI-generated content in official records or external communications
- If AI tools are adopted, staff will be trained in responsible use: how to critically evaluate AI outputs, when AI assistance is appropriate, and the Shire's expectations around transparency and quality

Records Digitisation and GIS

A digitisation program for historical and current records will be progressed under the *State Records Act 2000* (WA), reducing reliance on paper-based processes and supporting business continuity. The Customer Service and Records Officer will coordinate this program under the direction of the DCEO. GIS capability within the Works function and maximising asset management modules in the existing finance system will be explored during the plan period.

7.7 Priority 7: Volunteer Workforce Engagement

Volunteers are an important component of the Shire's broader workforce picture. The Corporate Business Plan 2024-2028 recognises the role of volunteers in service delivery and community resilience, and this plan gives effect to that recognition. The Shire benefits from volunteer contributions across emergency management, community events, heritage, library support and other civic functions. Understanding, supporting and managing this contribution requires deliberate planning.

WHS Obligations to Volunteers

The *Work Health and Safety Act 2020* (WA) extends WHS obligations to volunteers who carry out work for the organisation. This means the Shire has a duty to ensure, so far as is reasonably practicable, that the health and safety of volunteers is not put at risk by the conduct of the Shire's work. Volunteers must receive appropriate induction to the tasks they are undertaking, be provided with any necessary personal protective equipment, and be covered by the Shire's WHS management systems. All volunteer placements will be recorded and held on file.

Emergency Services Volunteers

The Shire's contracted Community Emergency Services Manager (CESM) coordinates the Shire's bush fire brigade volunteers and supports local emergency management committee activity. Other emergency service volunteer groups, including St John and DFES-managed units, operate under their respective agencies, with coordination occurring through the Hazard Management Agency or Incident Control Group during emergency events.

The Shire supports emergency services volunteers through the CESM function and its obligations under the Local Emergency Management framework. Volunteer emergency services capacity is a critical component of the Shire's risk management, particularly given its geographic footprint and the increasing frequency of natural hazard events across the Great Southern region.

The Shire will continue to advocate for adequate state government resourcing of volunteer emergency services and will factor volunteer emergency management capacity into its hazard risk assessments.

Community and Civic Volunteer Placements

Beyond emergency services, the Shire benefits from volunteers who contribute to events, heritage and tourism activities, library programs and community group operations. When the Community Development Officer position is established, coordination and support of community volunteer programs will be a component of that role, including maintaining a register of active volunteer groups and placements, facilitating volunteer recognition activities, and ensuring the Shire's involvement with volunteer organisations is governed by a consistent framework.

The Shire will also consider structured placement opportunities for students undertaking vocational study, including Certificate III and Certificate IV programs in local government administration, business administration and library studies. These placements provide genuine development experience for participants, build community connection with the Shire and, where a placement is well-suited to both parties, provide a potential pathway to future employment. Placements will be coordinated through the DCEO and subject to the same WHS induction and management requirements as other volunteer and work experience arrangements.

Volunteers as a Workforce Pipeline

The Shire's exceptional staff retention data reflects a workforce that is deeply connected to the community it serves. Volunteer experience is one pathway through which that connection develops. The Shire will consider its volunteer and student placement programs as an early-stage talent pipeline, recognising that individuals who volunteer with or are placed at the Shire are more likely to consider it as an employer when paid opportunities arise. When vacancies are filled from within the volunteer or placement pool, this represents a direct return on the Shire's investment in community engagement.

8. Implementation Plan 2026-2030

This plan will be reviewed annually. The following action plan has been deliberately constrained to reflect the Shire's actual delivery capacity. Benchmarking against comparable small WA local governments confirms that action plans exceeding 15–20 items routinely result in low completion rates. The actions below represent realistic commitments, sorted by target date, that can be achieved alongside normal service delivery. All timelines are subject to revision at the annual review.

8.1 Immediate Priorities (0-12 Months)

Action	Priority	Owner	Target
Embed DCEO in the executive structure through structured induction, delegations and handover of portfolio responsibilities	Critical	Office of the CEO	Q2 2026
Formalise the cleaning staff restructure. Advertise an EOI and formalise contracts with updated position descriptions and set hours for all cleaning staff	Critical	Office of the CEO	Q3 2026
Develop and implement critical HR policies: Code of Conduct, Leave Management Policy, Grievance Policy and Discipline Policy	Critical	Office of the CEO	Q3 2026
Recruit a genuine casual cleaning pool to cover leave and peak periods	Critical	Office of the CEO	Q3 2026
Commission an independent functional review of Works operations covering parks and gardens, building maintenance, cleaning services, road construction and road maintenance, including financial sustainability and delivery model options	Critical	Office of the CEO	Q3 2026
Consider the findings of the Works functional review and determine the future Works service delivery model, fully costed and funded across the Long-Term Financial Plan	Critical	Office of the CEO	Q4 2026
Establish the senior employment framework: fixed-term, performance-based contracts of up to five years, applied to senior management positions as they become vacant	High	Office of the CEO	Q4 2026
Review and confirm all position descriptions; conduct stay interviews with all staff	High	Office of the CEO	Q4 2026
Develop and issue the Performance Agreement Framework; commence the first agreement cycle for all staff	High	Office of the CEO	Q4 2026
Deploy an anonymous staff feedback mechanism with both digital and physical options	High	Office of the CEO	Q4 2026
Develop Attraction and Retention Allowance framework, expand the Relocation Policy and identify initial designated positions	High	Office of the CEO/ Corporate and Community	Q2 2027
Develop employer value proposition; refresh Shire website careers section to reflect restructured organisation	High	Office of the CEO	Q2 2027

8.2 Medium-Term Priorities (Year 2–3)

Action	Priority	Owner	Target
Conduct the first annual staff pulse survey and report results to the Shire	High	Corporate and Community	Q2 2027
Commence process documentation program across all teams, prioritising finance, governance, records and depot operations	High	Corporate and Community	Q2 2027
Develop Works contractor pre-qualification panel, informed by the findings of the functional review	High	Works	Q2 2027
Conduct a digital skills audit; commence M365 advanced features and digital tools training program	High	Corporate and Community	Q3 2027
Identify and address cross-training gaps; develop succession plans for critical positions (CEO, DCEO, Finance Coordinator, Manager of Works)	High	Corporate and Community/Office of the CEO	Q3 2027
Complete full HR policy suite (all policies identified in Section 5.3)	High	Corporate and Community/Office of the CEO	Q3 2027
Implement the Works service delivery model endorsed by Council following the functional review, and report progress against the review recommendations	High	Office of the CEO/Works	Q4 2027
Develop a volunteer management framework including WHS obligations, emergency services coordination, community volunteer pathways and student placement guidelines	Medium	Corporate and Community/Office of the CEO	Q4 2027

8.3 Ongoing Commitments

Commitment	Owner	Frequency
Annual WALGA Salary Survey participation and remuneration benchmarking	Corporate and Community/Office of the CEO	Annual
Annual performance agreement review cycle for all staff	Office of the CEO	Annual
Annual staff pulse survey and anonymous feedback review	Corporate and Community/Office of the CEO	Annual
WHS Committee meetings and annual WHS review	Works	Quarterly and Annual
Annual review of position descriptions, succession plans and critical position risk	Corporate and Community/Office of the CEO	Annual
HR policy review and update	Office of the CEO	Annual or as legislation changes
Mid-cycle Workforce Plan review	Office of the CEO	2028

9. Performance Measurement Framework

The following key performance indicators will be used to assess the effectiveness of the workforce strategy. Baseline data will be established in Year 1. Progress will be reported annually to the Shire as part of the Corporate Business Plan review cycle.

KPI	Measure	Target by 2030
Staff turnover (voluntary)	Annual percentage of workforce	Below 15% per year
Time to fill vacancies	Calendar days from advertising to acceptance	Administration below 60 days; Specialist below 90 days
Position descriptions current	Percentage of positions with active documents	100%
Performance agreements in place	Percentage of staff with current, signed agreements	100% from Year 2
Performance agreements completed	Percentage of staff completing annual review	100% per year
Succession plans in place	Percentage of critical positions with documented plans	100% by the end of Year 2
Senior management contracts	Percentage of senior management positions filled after adoption of this Plan on fixed-term, performance-based contracts	100%
Process documentation	Percentage of critical processes with procedure guides	100% by the end of Year 2
Staff satisfaction	Annual pulse survey favourable response	70% or above by Year 3
Training investment	Hours per FTE per year	Minimum 2 hours
Digital literacy	Percentage of staff completing M365 training	50% by the end of Year 2
WHS, Lost Time Injuries	LTI frequency rate	Zero LTIs
Annual leave liability	$/FTE against sector median	At or below sector P50
Works functional review	Review completed, findings reported to Council and future service delivery model determined	Complete by Q2 2027
Authorised additional hours, cleaning team	Fortnightly hours against contracted hours	Reduction to within 10% of the contracted baseline
Casual formalisation	Long-term casual positions converted to permanent	90% by Q2 2026

KPI	Measure	Target by 2030
HR policies adopted	Percentage of policies in Section 5.3 in place	100% by end of Year 2
EEO outcomes	As per EEO Management Plan targets	Per EEO Management Plan

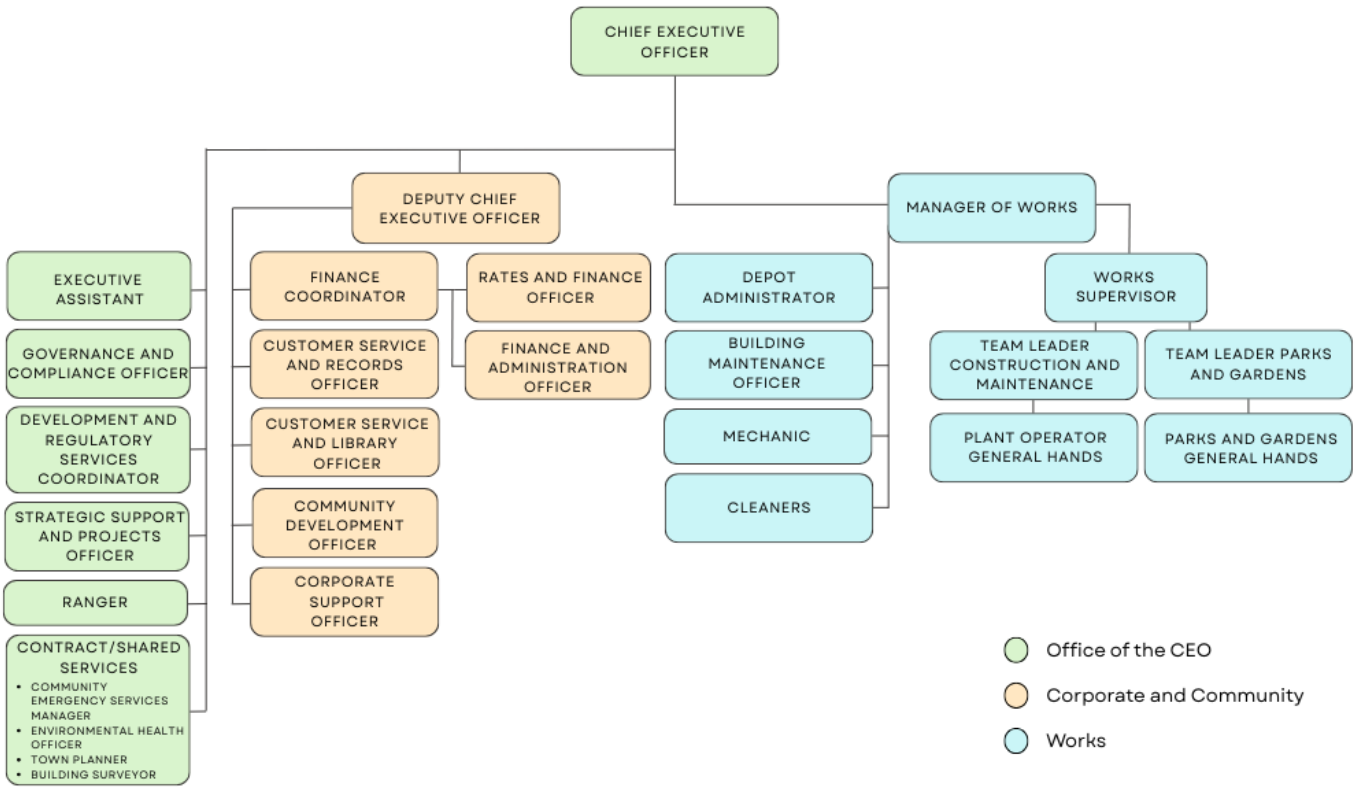
Appendix A: Organisational Structure

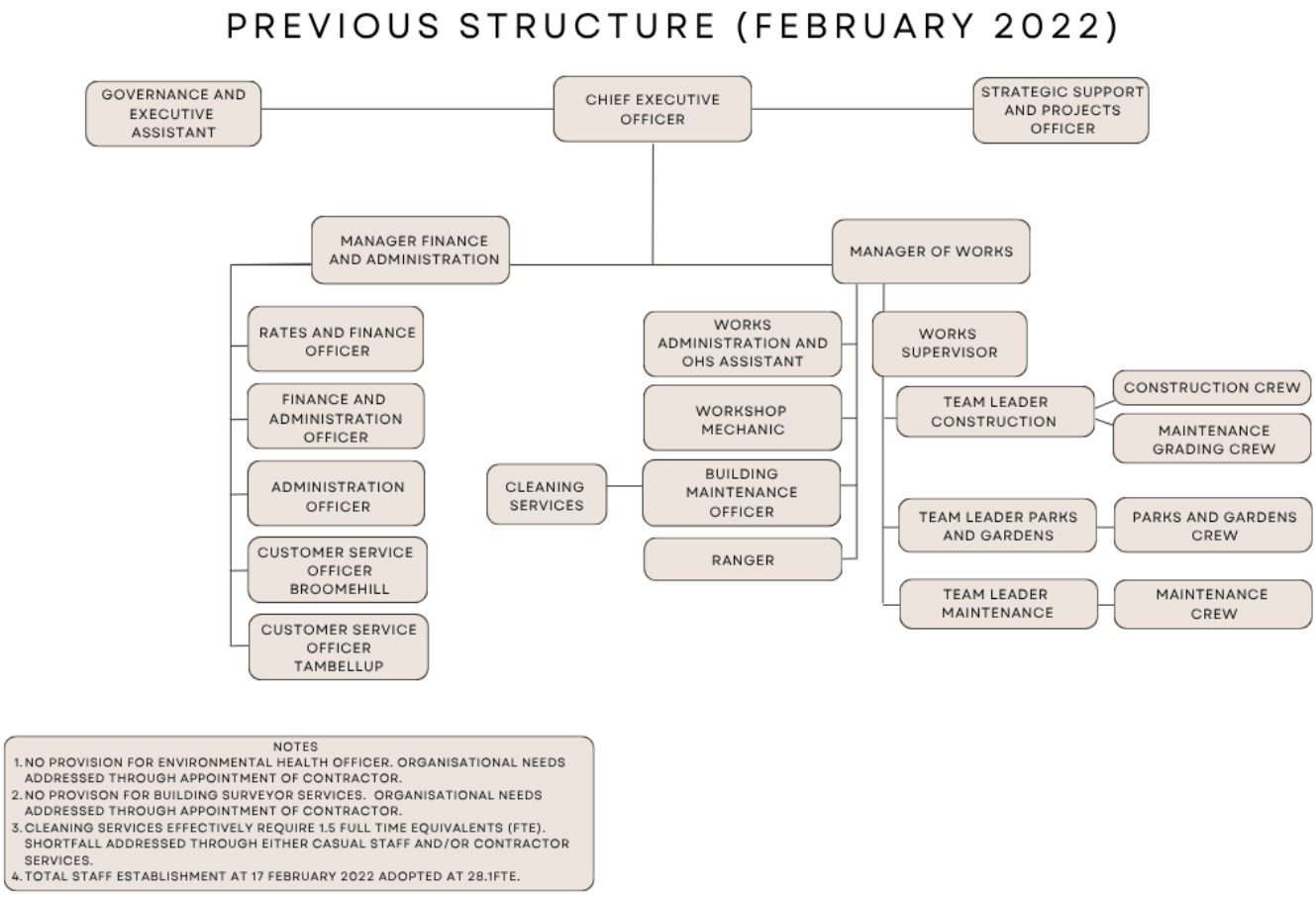
The Shire's organisational transformation from the previous structure, as at February 2022 (28.1 FTE), to the current structure, with two further positions included following the Council's adoption in April 2026 (approximately 31.15 FTE) is provided in the illustrations below.

Key features of the transformation include:

- Creation of the Deputy Chief Executive Officer role, providing genuine executive depth for the first time
- Creation of the Finance Coordinator role as a dedicated specialist position, separated from a combined corporate services function
- Separation of the previously combined Governance and EA role into three dedicated positions: Governance and Compliance Officer, Development and Regulatory Services Coordinator and Executive Assistant
- Elevation of the Building Maintenance Officer from 0.4 FTE to a dedicated full-time position
- Transition of the Works Admin and OHS Assistant (0.6 FTE) to a full-time Depot Administrator with expanded WHS mandate
- Restructure the cleaning and facilities function with appropriate position titles and set contracted hours (FTE for cleaners was not accounted for in February 2022)
- Inclusion of two new positions comprising Community Development Officer and Corporate Support Officer.

CURRENT STRUCTURE





Appendix B: Legislative and Integrated Planning Framework

The following legislation is referenced in this plan:

Local Government Act 1995 (WA)

Local Government (Administration) Regulations 1996 (WA)

Local Government (Financial Management) Regulations 1996 (WA)

Work Health and Safety Act 2020 (WA)

State Records Act 2000 (WA)

Equal Opportunity Act 1984 (WA)

Freedom of Information Act 1992 (WA)

Health (Miscellaneous Provisions) Act 1911 (WA)

Planning and Development Act 2005 (WA)

Associated Shire documents: EEO Management Plan 2025-2027; EEO Implementation Plan 2025-2027; Corporate Business Plan 2024-2028; and Strategic Community Plan 2023-2033.

Appendix C: Sources and References

[1] Shire of Broomehill-Tambellup, *Annual Report 2024-2025*, December 2025.

[2] Australian Bureau of Statistics, *2021 Census of Population and Housing, LGA51080 (Broomehill-Tambellup)*, 2022.

[3] Jobs and Skills Australia, *2025 Occupation Shortage List and Key Findings Report*, 2025.

[4] WALGA, *Salary and Workforce Survey 2026*, February 2026.

[5] ABS, *Regional Population 2023-24*, 2025.

Document Title	Version	Date Adopted	Responsible	Record Ref
Workforce Plan 2026-2030	V1	OCM 16 April 2026 Motion No: 42/2026	Office of the CEO	ADM0383
Workforce Plan 2026-2030	V2	OCM 23 July 2026 Motion No: 73/2026	Office of the CEO	ADM0383

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