



Workforce Plan 2026-2030





Acknowledgement to Country

We wish to acknowledge the traditional custodians of the land we are meeting on, the Wadandi people. We wish to acknowledge and respect their continuing connection to the land, waters and community.

We pay our respects to all members of the Aboriginal communities and their culture; and to Elders past and present, their descendants who are with us today, and those who will follow in their footsteps.

Contents

Contents Page	2
1 Executive Summary.....	3
2 Capel at a Glance	4
3 Vision and Values.....	5
4 Purpose	6
5 Developing the Plan	8
6 The Shire Community.....	9
7 Current Workforce Profile.....	9
8 Identified Risks.....	14
9 Priority Gaps	16
10 Identified Opportunities	17
11 Leadership, Culture and Wellbeing.....	21
12 Further Opportunities	24
13 Performance Measures.....	30
14 Important Partners.....	30
15 Closing Summary	31

Executive Summary

The Shire of Capel's Workforce Plan 2026–2030 sets out a contemporary and evidence-based roadmap to align workforce capability with the Shire's evolving service demands, population growth, and strategic priorities. As a key component of the integrated planning framework, the Plan ensures the organisation has the right people, skills, and structures in place to deliver sustainable, high-quality outcomes for the community.

Key Drivers and Challenges

The Shire is operating in a dynamic environment shaped by continued population growth, increasing service complexity, and a constrained regional labour market. Historical under-resourcing, identified through the Organisational Best Practice Service Review, alongside infrastructure and system limitations, has placed pressure on workforce capacity and service delivery. While recruitment and retention remain ongoing challenges, significant progress has been made in stabilising turnover and improving workforce attraction outcomes through targeted People and Culture initiatives.

Workforce Profile and Trends

The Shire's workforce reflects a balanced and evolving profile, with a more even distribution across age groups and strong female representation. A refreshed workforce—supported by recent recruitment activity—has introduced new skills and capability, while reinforcing the need for structured knowledge transfer and succession planning. Continued focus on diversity and inclusion will further strengthen workforce representation and organisational capability.

Strategic Workforce Growth and Capability

The Plan outlines a staged Growth Strategy to address identified resourcing gaps and support future service delivery needs. This approach balances immediate operational requirements with longer-term planning for key projects and population growth. Importantly, workforce expansion is complemented by investment in contemporary systems, processes, and infrastructure—including the Occupancy Strategy and ERP implementation—to enable sustainable and efficient growth.

Culture, Leadership and Employee Experience

A strong emphasis on leadership, culture, and wellbeing underpins the Plan. Initiatives such as the Team EXCEL program, Cultural Optimisation Group, and enhanced onboarding experience are driving improved engagement, psychological safety, and organisational cohesion. Flexible work practices, leadership development, and structured career pathways further support attraction, retention, and employee satisfaction.

Workforce Sustainability and Opportunity

The Shire continues to strengthen its employment value proposition through innovative recruitment practices, traineeship pathways, and the development of a contemporary remuneration framework to enhance equity and competitiveness. These initiatives, alongside a collaborative and inclusive workplace culture, position the organisation as an adaptive and forward-looking employer in a competitive market.

Forward Focus

This Workforce Plan reflects a deliberate shift toward a more strategic, data-informed, and integrated approach to workforce planning. Through ongoing review and adaptive implementation, the Shire is well positioned to build a capable, resilient, and future-ready workforce—one that can respond to growth, support organisational performance, and deliver meaningful outcomes for the community.

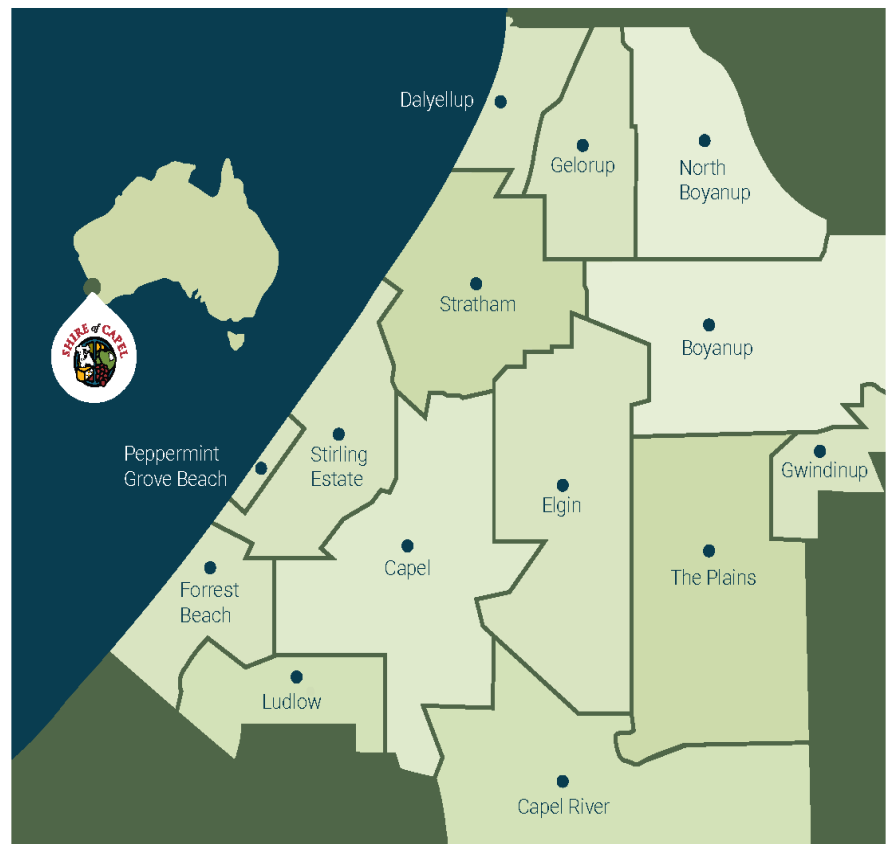
Capel at a Glance

Our Shire is comprised of a range of communities, each having a distinctive

character and spirit; from rural villages to more urbanised neighbourhoods.

The Shire of Capel region spans 558km², is home to over 19,000 people and includes vast stretches of pristine coastland, high quality urban and leafy rural areas, historic country towns and natural forests.

The Capel region is part of the Southwest and is recognised as one of the most bio-diverse areas globally, and home to one of the world's last remaining Tuart Forest. One thing that connects us all is the appreciation of the lifestyle that our environment and cohesive community provides.



Just over 2% (around 400) of the Shire's population identify as Indigenous, and our strong Aboriginal culture and heritage is reflected in the Wadandi place names throughout our Shire such as Boyanup, Gelorup, Dalyellup and Gwindinup. We also have a strong colonial heritage, which is demonstrated by our historic agricultural and settlement links.

Our communities continue to change, diversify and become more complex as many new residents and businesses seek a unique coastal or rural lifestyle, close to the amenities and employment opportunities of a growing shire and nearby cities.

This change brings challenges in maintaining quality service delivery for residents; preserving what makes us unique, embracing the opportunities the future holds and growing the local economy and regional connections to enable a sustainable and prosperous community that lives here.

Vision and Values

The Shire values Honesty, Empathy, Accountability, Respect and Teamwork which underpins the way we work with our elected members, the community and each other.

Our Vision

A lifestyle of choice; connecting community, culture and country.

Our Values



H Honesty

We are respectful in all that we do, and all interactions we have, whilst being inclusive and mindful of differences.



E Empathy

We are kind and show understanding of peoples circumstances, perspectives and differences.



A Accountability

We are transparent in all that we do, and stay true to our word by taking responsibility for our actions.



R Respect

We are respectful in all that we do, and all interactions we have, whilst being inclusive and mindful of differences.



T Teamwork

We are cooperative, collaborative and united while working towards common goals of our Shire.

Purpose

Why is workforce planning important.

The purpose of this Plan is to shape, develop and contribute to organisational synergies framing the needs, expectations, and aspirations of the current and future Shire of Capel community.

The *Local Government Act 1995* requires all local governments to plan for the future by adopting an integrated framework for corporate planning and reporting. This framework provides local governments with the mechanism for capturing the aspirations and priorities of the community and translating them into operational objectives and actions, and for tracking progress on delivery.

The principal foundation documents are the Plan for the Future, incorporating the Strategic Community Plan and Corporate Business Plan.

The Strategic Community Plan (SCP) spans a 10-year period and sets the strategic direction for the Shire that reflects the aspirations, goals, and priorities of the community. The Shire undertakes a minor review of the Strategic Community Plan every two years and a major review every four years.

The Corporate Business Plan (CBP) is a four-year operational document, reviewed annually, that outlines the strategic initiatives, major projects, and the resources (financial, assets and workforce) required to deliver the SCP and meet the community's aspirations. The CBP also guides, and is guided by, the development of various informing strategies and strategic enablers.

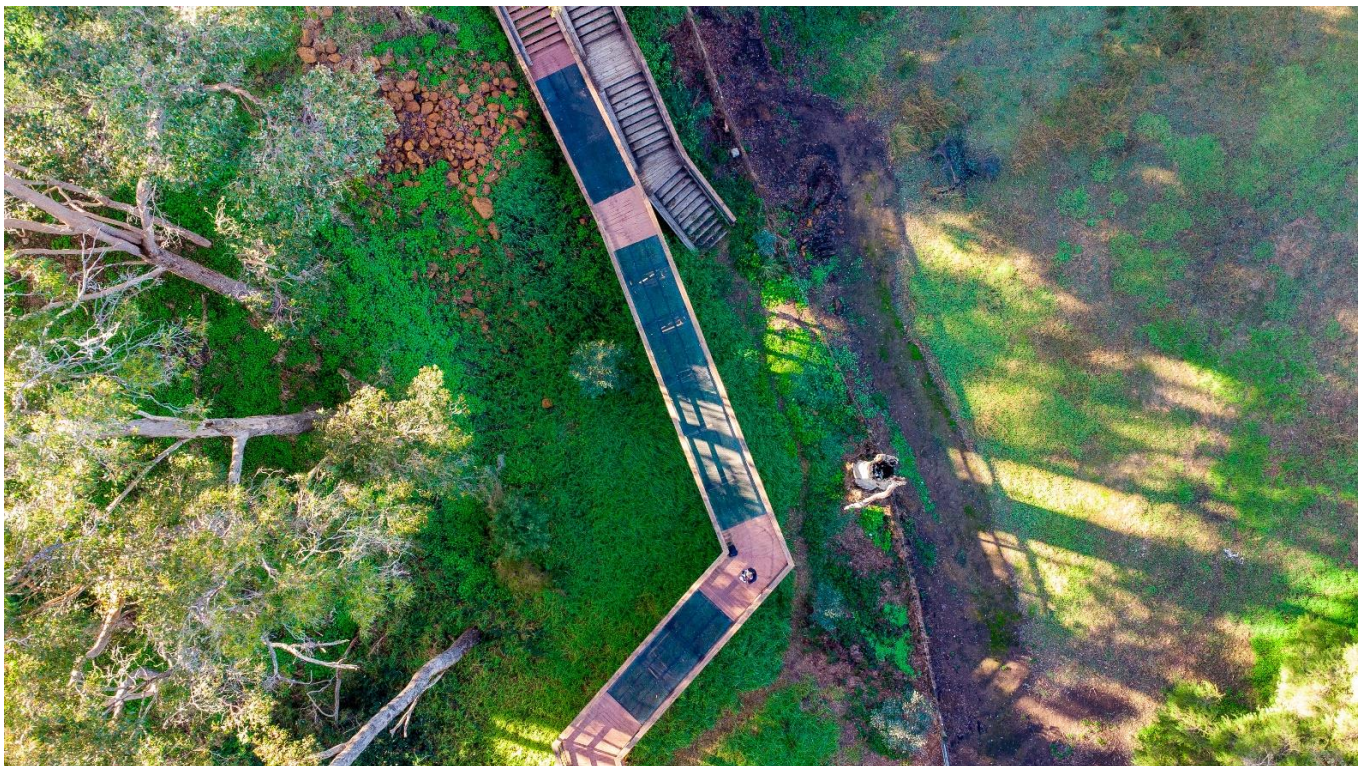
Informing plans and strategic enablers cover asset management, workforce planning and long-term financial planning, as well as specific areas of need that the local community is focused on. Combined, these inform Annual Operational Service Area Plans, Core Business Activities and Budgets.

Measurement, assessment, and reporting are also logically part of the planning process and are critical components of the continuous improvement cycle. Progress towards the Shire's strategic goals and objectives is reported quarterly to Council and in the published Annual Report. This 2026 update of the previous 2025 – 2029 Workforce Plan is an essential informing tool, reviewed annually to complement the Strategic Community Plan and assist in the development of the Corporate Business Plan by identifying current and future resourcing and structuring requirements to achieve key objectives.

The Workforce Plan addresses diversity, gender composition, risks and workforce-related opportunities focusing on areas such as enhancing culture, development of our people, inspired leadership, resilience, retention of talent, and service to the community.

"A continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future."
(Australian National Audit Office (ANAO) 2004)

Graph 1. Integrated Planning Framework



Developing the Plan

What we need to consider.

To best realise the Workforce Plan objectives, the Shire is committed to providing strategic, innovative, and flexible policies, practices, programs, and services that will allow us to:

- Attract, develop, reward, and retain a diverse and talented workforce.
- Foster a productive work environment where people feel valued.
- Respond to the changing nature of work and the workplace environment and embrace a culture of continuous improvement.
- Ensure that our services are delivered in a timely, responsive, flexible and solution focused way.
- Ensure that equity, fairness, and transparency shape and inform our policies, practises, and processes.
- Create an environment that fosters creativity and innovation in our ideas, initiatives, and the solutions we offer, and
- Act in a way that is responsible, accountable, transparent, and ethical.

How this is achieved.

Graph 2. Workforce Planning

1. Reviewing the Strategic Community and Corporate Business Plans.
2. Engaging with our workforce to determine operational and development motivations and needs.
3. Reviewing and analysing our environment and our team.
4. Review and analysis of challenges and opportunities.
5. Developing an action plan.
6. Measuring success and reflecting on past performance.



The Shire Community

What we know.

The graphic below, shows a snapshot of population and additional relevant data about our region with information sourced from the Australian Bureau of Statistics 2021.

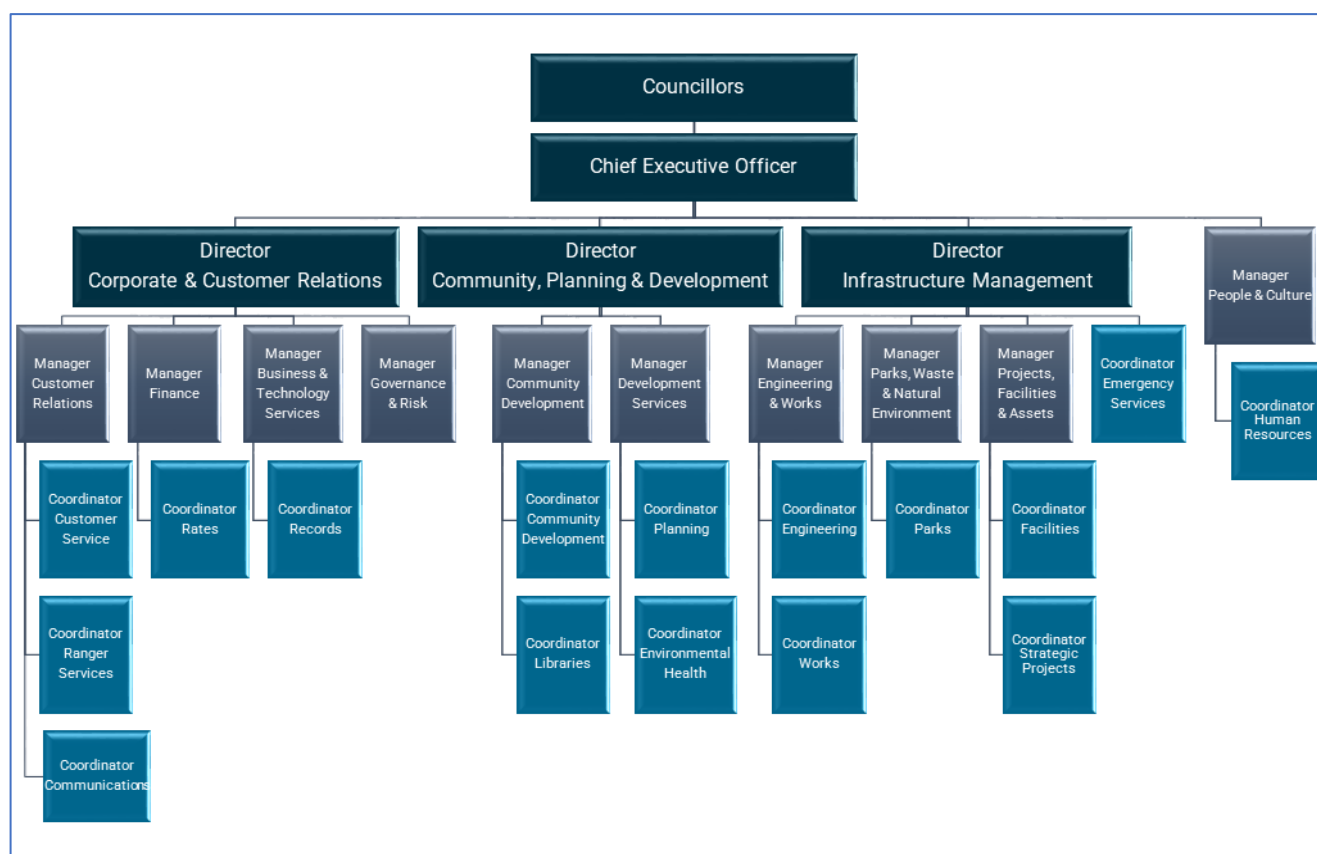


Current workforce profile

Current organisational structure

Following a series of externally facilitated workshops and comprehensive organisational review processes, the Shire of Capel Executive Team has completed a structured program of analysis and consultation to inform and implement organisational change. This work has culminated in the successful rollout of a new three-directorate structure, which commenced on 1 May 2026. The new structure reflects insights drawn from multiple data sources, including community feedback, workforce trends, service reviews and capital works performance. It is designed to strengthen service delivery capability, improve workforce sustainability, and align organisational capacity with the Strategic Community Plan and Corporate Business Plan objectives. The implementation of this model represents a key milestone in ensuring the Shire is appropriately resourced, agile, and positioned to meet current and future community needs. Ongoing review mechanisms remain in place to support continuous improvement and organisational effectiveness.

Graph 3. – Current Leadership Structure



Age and Gender Profile

The table below compares the distribution of employees across age groups with the Australia-wide local government workforce (industry averages from the WALGA Salary and Workforce Survey 2026).

While there remains an opportunity to strengthen representation within the 15–24 age cohort, the overall comparison demonstrates that the Shire’s workforce profile is broadly aligned with industry trends and reflects a relatively even distribution across most age groups. This balanced profile supports a healthy blend of emerging, mid-career, and experienced employees, enhancing organisational capability, knowledge transfer, and long-term workforce sustainability.

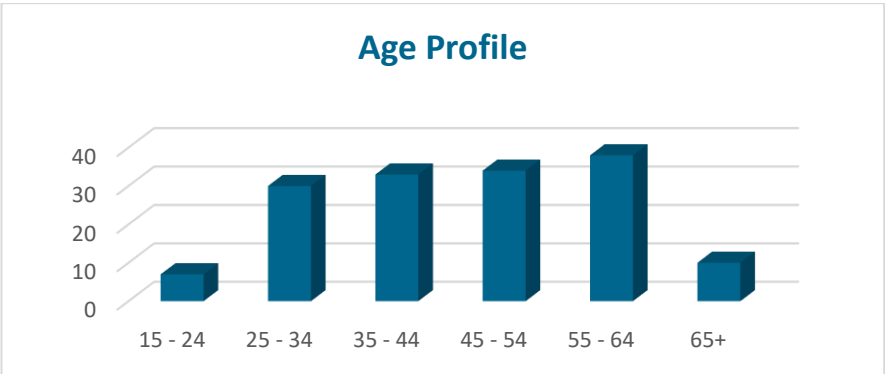
*These figures are based on total headcount across all forms of employment at the Shire, including casual and temporary staff, at the time of publishing.

Table 1. Age Profile

Age Group	Capel	% of Workforce	Industry Average	Difference
15 - 24	7	5%	14.8%	-10%
25 - 34	30	20%	17.4%	2%
35 - 44	33	22%	22.2%	0%
45 - 54	34	22%	21.5%	1%
55 - 64	38	25%	18.9%	6%
65+	10	7%	5.3%	1%

Industry Average from Salary and Workforce Survey 2026, WALGA

Graph 4. Age Profile

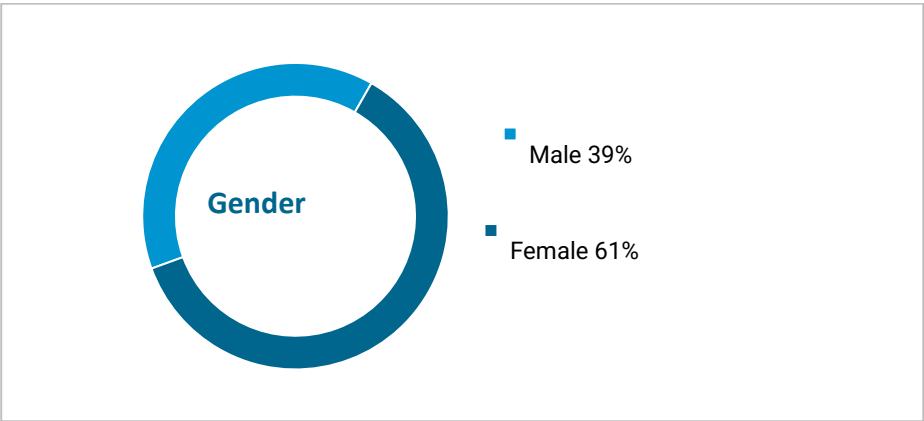


The Shire’s workforce is predominantly female, with women representing 61% of employees and men 39%. This profile reflects strong female participation, consistent with trends observed across the local government sector, particularly in areas such as community services, administration, and library services. Encouragingly, female representation is also continuing to grow across a broader range of business areas.

This distribution aligns with broader regional employment patterns, where local government plays a key role as an employer of women. The current profile contributes positively to organisational capability through diverse perspectives and inclusive workforce participation.

While the overall gender composition is weighted toward female representation, the Shire remains committed to fostering gender diversity across all levels and functions. This includes supporting increased representation in leadership roles and encouraging participation in traditionally male-dominated areas, ensuring a balanced, inclusive, and future-ready workforce.

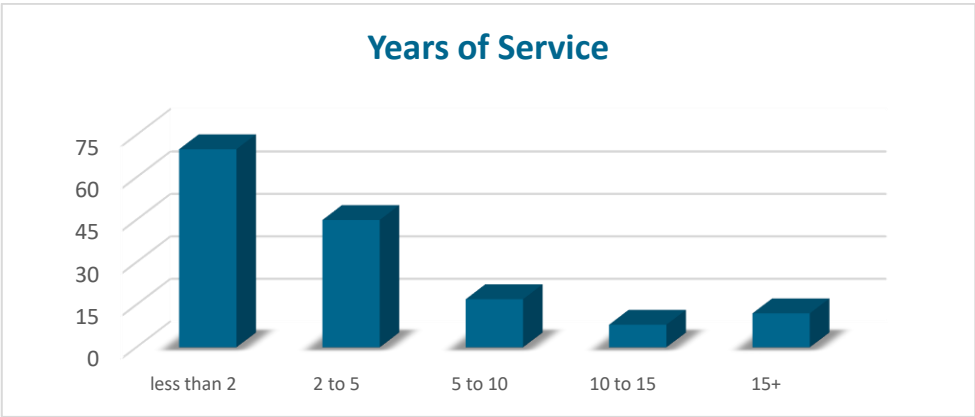
Graph 5. Gender Profile



Length of Service

The majority of employees at the Shire have been employed for less than four years, of which 50% have commenced with the Shire in the last two years. This represents a significant refreshment of the workforce who bring innovative ideas, diverse skills and experience in addition to increased FTE in response to identified service delivery constraints.

Graph 6. Years of Service



Workforce Turnover: Stabilising Trends and Key Insights

Over the past 12–18 months, the Shire has achieved a significant reduction in annual employee turnover, improving from 47% in 2024 to 25% in 2025, with a slight rise to 30% in the most recent reporting period. This positive trajectory reflects targeted efforts to strengthen employee retention and brings the organisation more closely in line with industry benchmarks.

Historically, elevated turnover posed challenges to service delivery, particularly within a resource-constrained local government environment. Higher attrition levels impacted productivity, increased recruitment and onboarding costs, and placed additional pressure on existing staff—most notably within the Infrastructure and Development Directorate, which experienced the highest rates of turnover.

Analysis of exit interview data continues to identify the primary reasons for employee departures as:

- **Remuneration** – with higher salaries available in other sectors or regions
- **Career progression and development opportunities** – particularly for employees seeking advancement and clearer pathways
- **Family and health-related reasons** – reflecting personal circumstances and work-life considerations

While the reduction and stabilisation of turnover is a positive outcome, these insights will continue to inform workforce planning and organisational strategy. Priority areas include targeted retention initiatives, sustainable resourcing models, and the development of clear career pathways to support a resilient, capable, and engaged workforce.

Building a Diverse and Equitable Shire Workforce

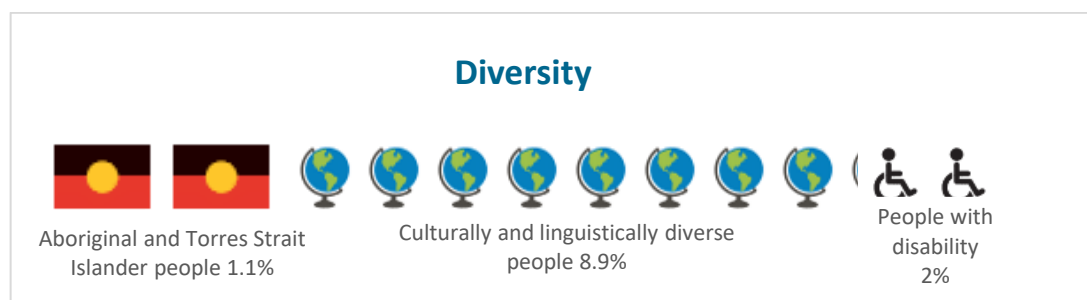
The Shire of Capel is committed to providing accessible and inclusive services, facilities and events, and to promoting social inclusion.

The Shire currently demonstrates modest representation across key diversity groups in its workforce. Aboriginal and Torres Strait Islander people comprise 1.1% of total employees, reflecting some alignment with efforts to support Indigenous employment, particularly in regional

areas. Culturally and Linguistically Diverse (CALD) employees make up 8.9%, indicating limited multicultural representation, which may correspond with lower population diversity in rural settings. People with a disability represent 2% of the workforce, highlighting an area where greater inclusion and support initiatives continue to be implemented across the business.

While we demonstrate an ongoing commitment to inclusive employment, opportunity exists to strengthen strategies and programs that promote equitable representation, especially for underrepresented groups.

Graph 7. Diversity Profile



Labour Market Profile

As of March 2026, the Shire of Capel exhibits a labour market that mirrors broader Western Australian trends, characterised by low unemployment and high workforce participation. The unemployment rate remains consistent at 3.6%, and a participation rate of 68.9% indicates robust engagement of the working-age population.

Despite the positive indicators, the Shire faces several labour market challenges:

- **Youth Employment:** Attracting and retaining younger workers remains a challenge, particularly in rural areas where job opportunities may be perceived as limited.
- **Skill Mismatch:** There may be a gap between the skills possessed by the local workforce and those required by the Shire, potentially leading to underemployment or unfilled vacancies.
- **Geographic Location:** The Shire's location, while offering a tranquil lifestyle, may limit access to broader employment markets, competitive remuneration, and specialised services, posing challenges for both employers and job seekers.
- **Housing Availability:** The Shire of Capel, whilst located ideally between two large regional cities has also been impacted by the housing rental crisis which has impeded efforts to attract skilled staff who are unable to relocate. Whilst the Shire is responding to this in development of the Integrated Growth Framework and Plan, this concern is reflective of broader trends across Western Australia.



Identified Risks

Considerations in achieving our goals.

Corporate Risk

The Shire continues to make progress in addressing workforce recruitment and retention risks, with our corporate risk rating improving from extreme to medium over the past two years. This reflects sustained organisational focus and targeted, strategic interventions.

Improvements have been driven by increased interest in employment opportunities, alongside strengthened capability within the People and Culture Team, enabling a more proactive and structured approach to retention.

While this positive momentum is encouraging, recruitment and retention remain key priorities. External market pressures continue to present challenges, requiring ongoing focus on workforce strategies to sustain progress and support long-term organisational capability.

Strategic Workforce Transition and Knowledge Retention

The Shire continues to proactively manage workforce demographic risks associated with an experienced employee cohort approaching retirement age. While this remains an area requiring ongoing focus, the past year has seen a positive shift toward a more balanced distribution of employees across age groups, supporting improved workforce sustainability and resilience.

This evolving profile reduces reliance on any single age cohort and strengthens the organisation's capacity for knowledge sharing, adaptability, and continuity. At the same time, the Shire remains committed to supporting long-serving employees through respectful and well-planned transition pathways.

Key strategies include succession planning, mentoring, and structured knowledge transfer, ensuring that critical expertise is retained while enabling the next generation of employees to develop and grow. This balanced and forward-looking approach positions the Shire to maintain capability, honour the contribution of experienced staff, and effectively meet future service delivery needs.

From Experience to Innovation: Embracing Generational Strengths

Generational diversity introduces both opportunities and complexities in how organisations manage, engage, and retain staff. Each generation brings unique perspectives, work styles, values, and expectations shaped by differing life experiences and social contexts.

While broad generalisations based on age can be misleading, it is reasonable to anticipate variation in communication preferences, comfort with technology, and approaches to work. These differences can either create friction or drive innovation, depending on how they are managed.

At the Shire, a proactive and inclusive approach underpins our workforce strategy. Through initiatives such as the Psychological Safety Framework including Cultural Optimisation Group (COG) activities, we foster an environment where all employees—regardless of age or background—are encouraged to contribute, voice concerns, and navigate differences constructively. This commitment helps bridge generational gaps, supports knowledge sharing, and cultivates mutual respect, ultimately enhancing team cohesion and organisational resilience.

Capacity for Growth – Occupancy Strategy

In response to organisational growth and evolving service delivery needs identified through the Organisational Best Practice Service Review, the Shire engaged specialist consultants to develop a comprehensive Occupancy Strategy. This strategy establishes a structured roadmap to better align the Shire's physical work environments with its current and future workforce requirements. The strategy identified a range of opportunities to optimise existing facilities, improve space utilisation, and support more flexible and contemporary ways of working. Key focus areas include reconfiguring office layouts to improve efficiency, integrating flexible work practices, addressing workplace health and safety considerations, and planning for future expansion.

Implementation has been deliberately phased. Phase One has now been completed, enabling the accommodation of new positions introduced in the 2025/26 financial year and delivering immediate improvements to workspace functionality and capacity.

Future phases will continue to respond to workforce growth and operational demands, with a coordinated approach across administration and operational sites. In particular, the proposed Depot Masterplan is expected to play a key role in supporting longer-term accommodation needs by enabling the redistribution of functions and relieving pressure on the Administration Building. Complementary initiatives, including the utilisation of alternative work locations and ongoing space reconfiguration, will further support a flexible and efficient workplace. This staged and integrated approach ensures the Shire is well positioned to meet future workforce demands while enhancing employee experience and service delivery outcomes.

Child Safeguarding – Requirements, initiatives, and Local Implementation

Western Australian local governments have an emerging responsibility to contribute to child safeguarding as part of their role in creating safe, inclusive, and supportive communities. This includes compliance with the National Principles for Child Safe Organisations, and alignment with state frameworks and recommendations, such as those arising from the Royal Commission into Institutional Responses to Child Sexual Abuse.

Implementing child safeguarding involves both policy development and cultural change. Key requirements include:

- Establishing clear child-safe policies and codes of conduct
- Implementing risk assessment procedures for child-related programs and facilities
- Providing staff and volunteer training on child safety and reporting obligations
- Appointing or identifying Child Safety Champions or Officers within the organisation
- Ensuring mechanisms for child-friendly complaints and feedback

The Shire has commenced integration of child safeguarding principles through policy review, awareness training, and aligning event and facility planning with child-safe standards. These steps mark a commitment to fostering safe environments for children and young people across the community.

Priority Gaps

What we need

The Shire remains committed to delivering the outcomes outlined in its Plan for the Future, supported by ongoing analysis and refinement of workforce resourcing requirements across the planning horizon. A disciplined and evidence-based approach continues to guide decisions regarding workforce growth, ensuring alignment with organisational priorities, service delivery needs, and cultural fit.

Insights from the Organisational Best Practice Service Review have confirmed that the Shire is operating with a comparatively lean workforce relative to similar local governments. This has reinforced the need for a more structured and informed approach to workforce planning, supported by detailed, team-level data that clearly defines current resourcing gaps and future requirements.

The review has provided a robust foundation for understanding the scale and nature of workforce needs, identifying both existing service delivery pressures and the additional capacity required to support population growth and emerging strategic initiatives. Importantly, it highlighted that sustainable organisational performance is not reliant on workforce growth alone, but on a balanced integration of people, contemporary processes, effective systems, and quality data.

In response, the Shire has embedded a targeted Growth Strategy within the Workforce Plan. This approach prioritises the staged introduction of new roles to address immediate service delivery gaps, while progressively building workforce capacity to meet future demand. This ensures a

deliberate and sustainable pathway for strengthening organisational capability, enhancing service consistency, and supporting the evolving needs of the community.

Table 2. Shire's Growth Strategy (forecasting 2 -3% growth factor from 2026/27)

Year	Directorate				New FTE	Total FTE	Profiled Cost	Total Cost
	C&CR	IM	CP&D	O/CEO				
2026/27	1		2		3	138	\$432,603	\$13,318,559
2027/28	1	3			4	142	\$359,328	\$14,210,629
2028/29	1	1	1	1	4	146	\$376,355	\$15,155,409
2029/30	3			1	4	150	\$412,906	\$16,174,532
Total Projection	6	4	3	2	15		\$1,581,192	\$58,859,129

The Workforce Plan identifies a structured approach to addressing both current service delivery gaps and future organisational growth. The proposed new roles reflect a balance between strengthening existing capacity where resourcing constraints have been identified and positioning the organisation to meet increasing service demands driven by population growth.

To enable sustainable implementation, the Shire has also progressed an Occupancy Strategy and Depot Masterplan Concept, recognising the critical link between workforce expansion and the availability of suitable workspace. These strategies will be considered and reviewed in parallel on an annual basis to ensure alignment between workforce growth and infrastructure capacity. Since commencing in February 2025, this coordinated approach has provided a strong foundation to support ongoing organisational development.

The Workforce Plan will continue to be reviewed annually, ensuring it remains responsive to emerging priorities and organisational needs. As part of this next phase, recruitment for four identified roles in the 2026/27 financial year is intended to commence following formal endorsement of the plan, supporting a staged and sustainable approach to building organisational capability.

Identified Opportunities

Where to from here.

Workforce Attraction, Development and Recruitment

The Shire continues to take a contemporary and proactive approach to building a skilled, sustainable, and resilient workforce, recognising the challenges of attracting and retaining talent in a competitive and regional labour market.

A strengthened employment value proposition underpins this approach, with a clear focus on non-financial benefits including flexible working arrangements, leadership development, succession planning, and broad role exposure. The Shire's organisational size and structure

provide unique opportunities for employees to gain diverse, hands-on experience, supporting strong career development outcomes.

Recruitment practices have evolved to be more agile and candidate-focused, with tailored strategies that emphasise cultural alignment, transferable skills, and expanded talent sourcing. This approach has supported successful outcomes in filling key roles across the organisation.

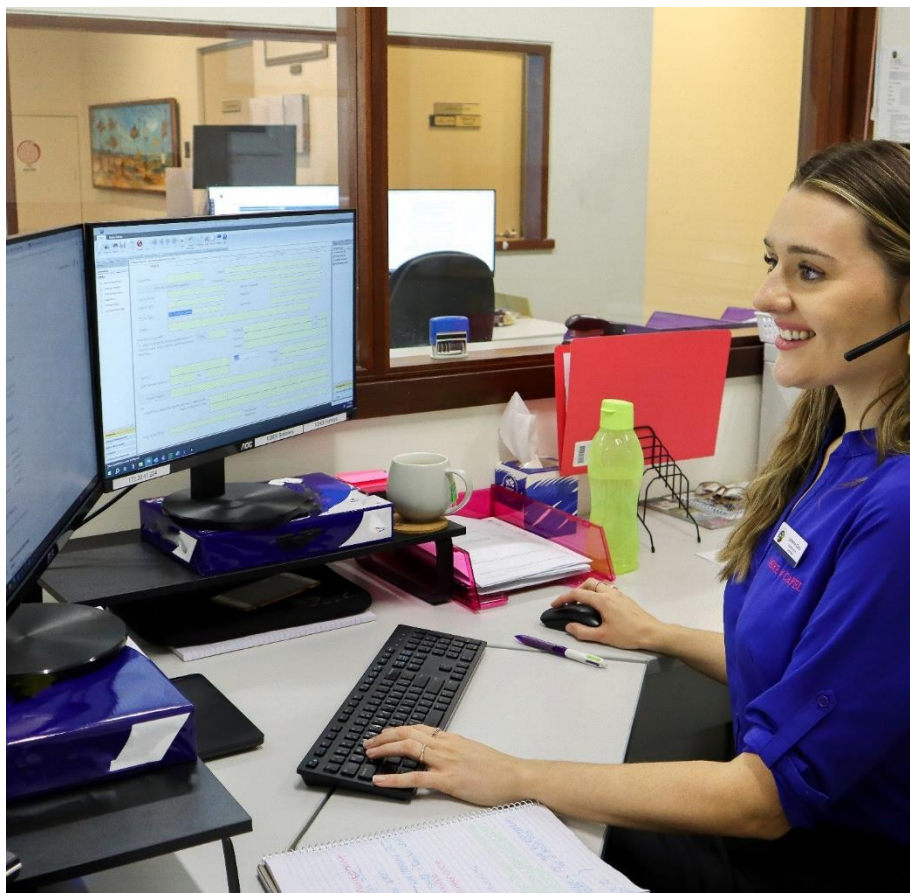
In addition, the Shire continues to leverage targeted initiatives such as the Designated Area Migration Agreement to access global talent in specialist areas.

Collectively, these strategies position the Shire as an adaptive and forward-looking employer, capable of navigating workforce challenges while strengthening organisational capability.

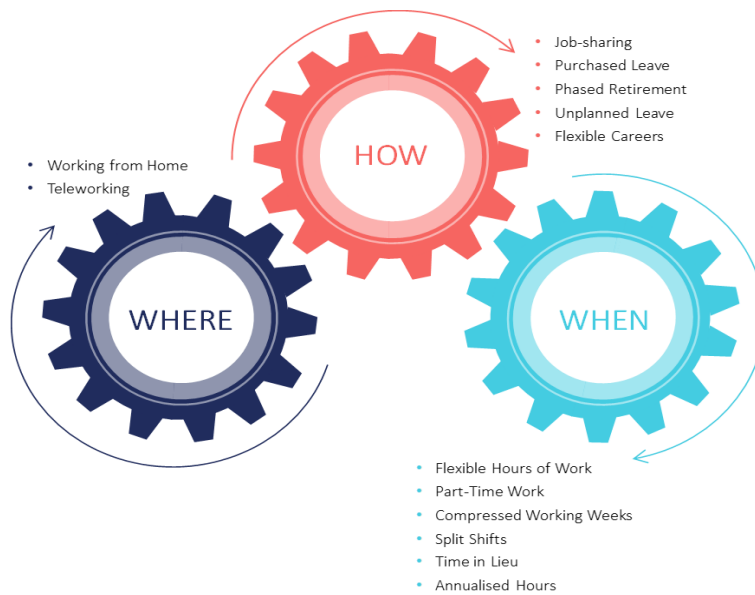
Role Diversity and Workforce Capability

The Shire's scale and resource structure provides employees with unique opportunities to engage in diverse, meaningful, and often cross-functional work. Unlike larger, more siloed organisations where roles are typically confined to narrow areas of expertise, the Shire's operating environment encourages a broader scope of responsibilities aligned with individual skills, interests, and capabilities.

This diversity of experience enhances professional development and builds well-rounded, adaptable officers who are equipped to contribute to quality service delivery and strengthen business continuity. As a result, Shire staff are positioned as competitive and capable professionals within the local government sector.



Graph 8. Flexible Work Options



Remuneration Framework: Transparency, Equity and Development

The Shire is progressing the development and implementation of a contemporary Remuneration and Classification Framework as a key strategic response to workforce attraction and retention challenges in a highly competitive labour market.

This framework is designed to enhance transparency, equity, and consistency in remuneration practices by aligning salary structures with clearly defined role classifications, responsibilities, and capability requirements. It also supports improved role clarity and provides a structured foundation for career development, succession planning, and performance conversations across the organisation.

In an environment of increasing salary expectations and limited capacity to compete on remuneration alone, the framework forms part of a broader approach to strengthening the Shire's employment value proposition. This includes leveraging non-financial benefits such as flexible work arrangements, development opportunities, and a supportive organisational culture.

Together, these initiatives position the Shire to improve competitiveness, strengthen employee engagement, and build a sustainable, capable workforce aligned with current and future service delivery needs.

Traineeship Programs: Supporting Local Talent and Building Workforce Resilience

The Shire continues to deliver a targeted and successful Traineeship program that supports workforce development, community engagement, and long-term organisational sustainability. By leveraging external funding opportunities, these programs create accessible entry pathways into local government for both young people and mature-aged candidates, while strengthening the Shire's position as an employer of choice.

Traineeships play a key role in building future workforce capability, particularly in areas aligned to operational and strategic needs. The successful completion of the 2025/26 Work Health and

Safety Traineeship highlights the strength of the program, which has consistently achieved high completion rates and strong transitions into ongoing employment.

Looking ahead, the Shire has identified further opportunities to expand the program, including a proposed Library Traineeship for 2026/27. This initiative reflects a continued commitment to developing local talent, supporting succession planning, and aligning skills development with evolving service delivery requirements.

Through a balanced and inclusive approach, the Traineeship program continues to contribute to workforce resilience, local employment outcomes, and the Shire's long-term capability.

Volunteer and Placement Programs: Strengthening Community Engagement and Workforce Development

The Shire continues to recognise the strategic value of volunteerism and student placements in fostering deeper community connections and supporting long-term workforce sustainability. Expanding the Shire's volunteer base not only strengthens civic engagement but also enhances its profile as an employer of choice—particularly among emerging professionals and local youth.

Ongoing participation in structured work placement programs with high schools and tertiary institutions offers students hands-on exposure to local government operations. These programs serve as a vital recruitment pipeline for hard-to-fill technical and professional roles by building early awareness of career pathways within the Shire.

As part of a broader commitment to diversity and inclusion, the Shire also partners with local and regional service providers to improve access to placement opportunities for individuals from varied backgrounds and abilities. This inclusive approach supports a more representative and dynamic workforce, while aligning with the Shire's values of equity and community responsiveness.

Although operational capacity to host volunteers and placements remains a challenge, particularly across smaller teams, the Shire manages this proactively by offering rotational placements across multiple departments. This model ensures participants receive a rich, multi-disciplinary experience while minimising the impact on day-to-day service delivery. Through these initiatives, the Shire is not only investing in its future workforce, but also reinforcing its role as a trusted and community-oriented organisation.



Leadership, Culture and Wellbeing

The Shire of Capel is committed to creating a workplace culture that supports its vision of a future-focused and resilient community that benefits from good governance, responsive services, and appropriate facilities to deliver positive social, environmental, and economic outcomes for everyone.

Onboarding and Offboarding: Strengthening Workforce Integration and Retention

The Shire of Capel continues to strengthen its onboarding and offboarding practices as a key enabler of workforce capability, employee engagement, and organisational performance. Through ongoing review and refinement led by the People and Culture team, these processes are aligned to support a high-performing, resilient, and future-focused workforce.

A newly reviewed corporate induction program enhances the onboarding experience by providing employees with a holistic understanding of the organisation. The revised format includes exposure to multiple business areas, demonstrating how individual functions contribute to the delivery of the Shire's Strategic Community Plan. The program culminates in an open panel discussion with the Executive Team, fostering transparency, connection to leadership, and a shared understanding of organisational priorities.

This contemporary approach is complemented by structured support mechanisms such as buddy programs, mentoring, and regular check-ins, ensuring new employees are effectively integrated and positioned for early success.

Equally, the Shire continues to value offboarding processes, with insights from exit interviews informing continuous improvement in employee experience and organisational culture.

Together, these initiatives contribute to a positive and connected workplace, supporting retention, capability development, and the delivery of sustainable outcomes for the community.

Leadership Development: Building Capability Through Values-Aligned Programs

The Shire continues to invest in leadership capability and team cohesiveness through a tailored, values-driven development program designed for its Executive Management Group, Managers, and Coordinators. Initially launched in 2022, the Leadership Program remains a core initiative to strengthen strategic alignment, decision-making capability, and people leadership across the organisation.

Anchored in the Shire's core values—Honesty, Empathy, Accountability, Respect, and Teamwork—the program incorporates 360-degree reviews and a structured focus on behavioural growth. It aims to empower leaders with the confidence and tools needed to guide their teams effectively while supporting organisational goals and navigating local government responsibilities.

In addition to strategic alignment, the program equips leaders with practical skills in coaching, staff development, and cultural leadership—creating a flow-on effect that enhances engagement and performance across the wider workforce.

The program's success has led to its continuation and evolution, with the Executive Team collaborating with professional facilitators to ensure it remains responsive to emerging organisational needs while preserving its focus on values and leadership excellence.

This investment reflects the Shire's long-term commitment to building strong internal leadership and a culture of continuous growth, accountability, and staff empowerment.

2026/27 - Leadership, Culture and Development Program

The Shire is progressing a contemporary and collaborative approach to leadership and culture development, with a strong emphasis on team-based capability and whole-of-organisation alignment. This program is grounded in early engagement through facilitated workshops, enabling meaningful staff consultation and feedback to shape initiatives and foster shared ownership of outcomes.

Ongoing insights into organisational health are captured through periodic Team Excel Pulse checks, which provide valuable data on team dynamics, cultural alignment, and organisational cohesion. These insights inform targeted actions, supported by structured coaching, mentoring, and development opportunities that build resilience, accountability, and professional capability across all levels of the workforce.

A strong focus on psychological safety and wellbeing is embedded within this approach, recognising its critical role in supporting employee engagement, retention, and performance. Through the continued application of Team Excel as a diagnostic and improvement tool, the Shire has strengthened team collaboration, trust, and confidence—creating an environment where employees feel supported to contribute, innovate, and learn.

The program also reinforces horizontal alignment across leadership groups—including the Executive, management, and coordinator cohorts—ensuring consistent leadership practices and strong professional relationships across the organisation.

This integrated and data-informed approach has supported broader organisational reform, including the successful transition to a three-directorate structure in May 2026. Collectively, these initiatives position the Shire to sustain a positive, high-performing workplace culture and build a cohesive, capable, and resilient workforce into the future.

Culture Optimisation Group (COG): Strengthening Organisational Culture Through Connection and Collaboration

The Shire's Culture Optimisation Group (COG) initiative continues to evolve as a central driver of positive cultural change across the organisation. Formed in 2023, the cross-functional COG team was established to lead efforts in shifting the organisational culture from its current state toward a more connected, inclusive, and values-driven environment. This grassroots initiative empowers employees from diverse teams and levels to co-design activities that reflect staff feedback and align with the Shire's Vision – A lifestyle of Choice: Connecting Community, Culture, and Country.

COG1 played a foundational role in launching this program, contributing significantly to the creation of the Shire's new Vision Statement and leading initiatives such as a staff bus tour to iconic community sites. These activities deepened employees' connection to the places and people they serve and laid the groundwork for embedding cultural transformation.

COG2 built on this momentum with a project that reflected the Shire's vision in action—designing and constructing garden beds that were donated to the local community garden. This initiative

not only strengthened community relationships but also reinforced the organisation's commitment to culture, sustainability, and giving back to the country.

COG3 turned its focus inward, hosting a creative and engaging employee event that invited staff to share and brainstorm ways to reconcile small, everyday workplace gripes. This light-hearted but meaningful session opened channels of communication and collaboration, helping to foster a culture of transparency, empathy, and continuous improvement.

COG4 collaboratively reflected on insights and learnings from the COG3 activity, identifying practical ways to embed these across the organisation. As a result, they designed and delivered an inclusive, organisation-wide scavenger hunt that incorporated key information, cultural touchpoints, and landmarks unique to the Shire. This initiative successfully engaged employees from across all business areas, bringing together a diverse cohort in a shared experience of fun and discovery. The day not only reinforced organisational knowledge in an interactive way, but also strengthened cross-team connections, contributing to improved cohesion and a more positive workplace culture.

Looking ahead, the newly formed **COG5** is energised to take the reins and continue this legacy of innovation and cultural stewardship. With each iteration, the COG initiative has grown in maturity and impact—embedding the Shire's values across teams, creating shared experiences, and enhancing the employee experience through bottom-up leadership.

The Shire remains committed to supporting this program as a key enabler of workforce engagement, retention, and alignment with its strategic vision.



Tailored Performance Reviews

The Shire continues to enhance employee understanding of how individual roles contribute to strategic objectives. Since piloting the integration of CBP actions into performance plans in 2021, this approach has become central to aligning individual development with organisational goals.

The performance framework includes values-based behavioural measures, KPI driven individual goal setting, and structured support mechanisms such as training, succession planning, and development pathways. Managed by the People and Culture team, the framework is supported by training including role clarity, diversity and inclusion which strengthens transparency and team cohesion.

Employee feedback is used to continuously refine plans and address training needs which drives management of our Training and Development programs and identification of tertiary study under the Study Assistance Program to further invest in staff capability and growth.

Further Opportunities

Linked to Corporate Business Plan Initiatives

Separate from the delivery of core business services, activities and facilities, the Shire is currently progressing a diverse range of strategic projects. These strategic projects are crucial to the sustainable development of the future communities across the district, while maintaining the unique character that exists. They align with the strategic outcomes detailed in the 'Plan for the Future' (Strategic Community Plan and Corporate Business Plan).

Progression of these strategic projects summarised, and others not detailed, also call on the Shire's resources and funding. Achievement will require effective planning and resourcing, while ensuring the delivery of core business outcomes to the community.

Place Plan 2023 to 2027 – linked to the Integrated Growth Framework Project (IGFP).

Community consultation processes conducted throughout 2021 and 2022, as well as the Shire of Capel's completed Community Perception Survey (October 2022) highlighted that while the lifestyle that our environment provides connects us all, the people that live in the district and in each of the localities are unique, with quite different priorities, needs and future aspirations.

Additionally, each locality and area within the Shire has evolved with different origins, histories and events that has shaped their present-day character, look, and feel.

With these circumstances in mind, the Shire sought to better understand:

- What is good and valued about the place (the district overall and each within).
- The local community's common values, needs and future aspirations.
- The unique differences between the localities and community areas; and
- How the shared and unique elements can be best nurtured to recognise our potential.

Using the above information gathered, the Shire will better understand the issues, interconnections and relationships throughout our place and be able to take a place-based approach to coordinate action and investment to improve the quality of life over time for our community.

The Place Plan and associated Place Strategy Matrix will be used to expand and detail future Place Development and Management initiatives and support the Shire's future decision making, costing and programming process; clearly identifying where investment and actions can have the most impact across the district and departments, supporting a collaborative, place-based approach to planning for the Shire of Capel.

Importantly, place planning / development / making is not doing something extra to what the Shire currently does. The Place process means that we do what we do: better informed, with a greater understanding and more deliberately, designed to enhance the unique character of Capel and its unique localities.

The Shire will use this information in the future to inform future residential / commercial development, development design guidelines, community events, public open space designs and fit outs, street tree planting etc.

The Integrated Growth Framework Project, which is currently underway, is a continuation of work required in further developing the outcomes from The Place Plan project.

Local Planning Strategy

The Shire of Capel's Local Planning Strategy (LPS) provides the vision and a framework for long-term planning and development in the shire of the next 15 years. The LPS is directly based on community needs and aspirations as expressed in the Shire's Strategic Community Plan and was advertised for public comment between March 2021 and June 2021.

The LPS comprises two parts:

1. The Strategy sets out the Shire's vision and future directions for land use and developments, with details of 42 individual strategies and actions that are required to achieve the vision over the next 15 years. The Strategic Plan depicts land use, development, environmental assets and other key issues in a visual form.
2. Local Profile includes the detailed information and maps, along with the identification of key issues which help to support high-level strategies, action and plans.

The Strategy forms the interface between regional and local planning and provides a strategic basis and rationale for the land use and development controls in Local Planning Scheme No. 8 (Scheme 8).

The LPS will be used as a guide to assist the Council and the Western Australian Planning Commission (WAPC) in planning decision making in relation to Scheme 8 and any proposed amendments, structure plans, subdivision application and development proposals in the Shire in a sustainable manner that considers economic, environmental, and social benefits of growth and development.

Agribusiness Precinct

The Shire of Capel is preparing and implementing a plan to realise the development of an Agribusiness Precinct (precinct) within the Capel district. The precinct will act as a drawcard for investment in the South West's agricultural industry, as well as house a replacement of the existing cattle sale yards in Boyanup. The Shire has identified current and future demands and opportunities that exist in the agriculture, logistics and transport sectors in the region, with this information used to inform site selection and focus industries of the agribusiness precinct.

Hosting a new agribusiness precinct would create significant benefits to Capel. As well as new opportunities for economic diversification, job creation, value-add and export products, there is potential to attract new workforce, promote best practice, utilise circular economies and develop new industries such as waste-to-energy businesses. An agribusiness precinct has the potential to create a range of significant economic benefits for the Capel and the State including gains in productivity, competitiveness, and food security.

Key findings to date are:

1. Capel is strategically located to host an agribusiness precinct of State significance.
2. Clear demand exists for new best practice sale yards.
3. A variety of agricultural business types could anchor an agribusiness precinct in Capel.
4. The agribusiness precinct can host a wide variety of supporting businesses and facilities.
5. The agribusiness precinct can showcase leading technology and circular economy approaches.

High level master planning and order of magnitude costing on an identified and preferred site location was completed by mid-2024. Detailed planning, approvals, governance, funding prospects and design will be undertaken throughout 2025/26 with the aim of development and operation by 2032.

This strategically significant project for the Shire and the Southwest region will continue to be a focus of funding and resourcing.

Enterprise Resourcing Planning (ERP) Project

In 2021, the Shire recognised a critical need to upgrade the outdated operating system (Enterprise Resource Planning – ERP) through the Corporate Business Plan. The ERP is the base system the Shire's Administration operates on and undertakes most main-core business functions (naming and address registers, rating, property, finance, customer relationships and the like). The objective of the replacement ERP project is to modernise operations, enhancing efficiency to align with evolving business demands.

The Shire's current ERP solution (SynergySoft) originated on a base system installed in the late-1980s, and while some functionality and integration has been upgraded since, the core capability is now over 30 years old and is no longer able to meet the organisation or community's needs, let alone accommodating the future development of the Shire.

The forthcoming ERP system will facilitate flexible work arrangements by enabling remote access and mobile applications. This advancement aims to bolster work-life balance and elevate job satisfaction, thereby fostering increased employee retention.

Over the past twelve to eighteen months, the project team have mapped out scenarios and conducted comprehensive process mapping throughout the organisation. This process aimed to identify system gaps, potential efficiencies, and insights into record-keeping practices and data sharing.

Most recent developments in this project include releasing the tender to the market for solutions and pricing, scoring, and evaluating proposals, and have now selected a vendor for implementation.

Testing and implementation of the new ERP solution will place additional demands on existing staff, requiring backfilling in certain areas to maintain operational commitments.

The 2026 – 2030 Workforce Plan includes an FTE allowance to support this additional demand on staff.

Overall, the adoption of a modern ERP system is anticipated to alleviate administrative burdens, enhance user experience, and foster greater employee engagement, benefiting both the organisation and the community.

Dalyellup Library & Youth Hub (DLYH)

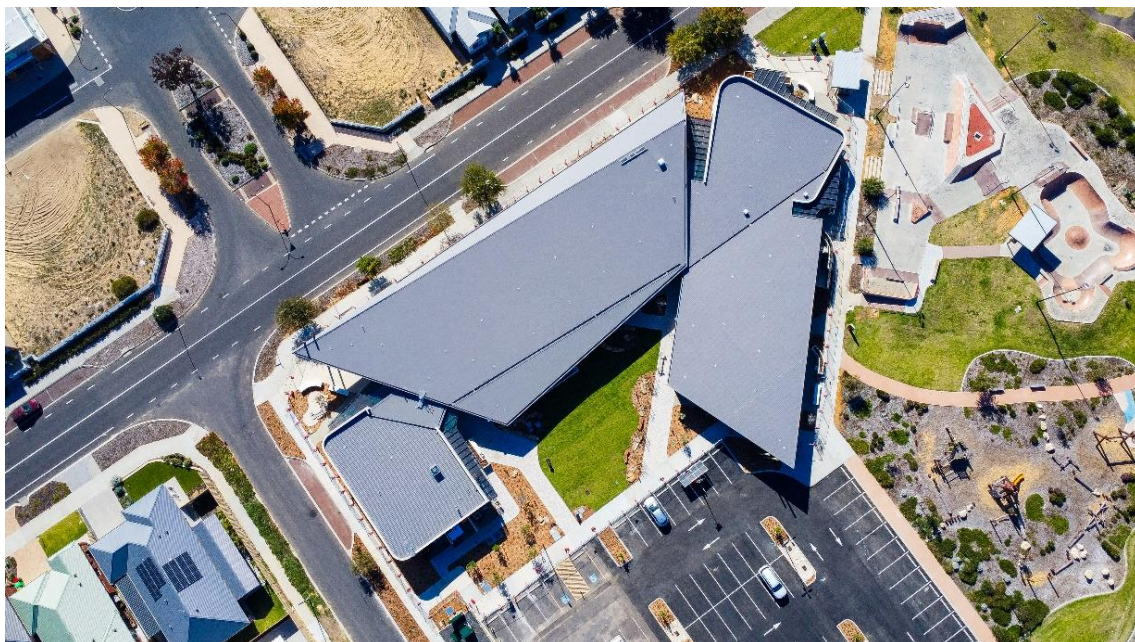
The proposed multi-purpose community and youth centre in Dalyellup provides an opportunity for the Shire to decentralise our forward-facing services and increase touch points and engagement with the community.

The Dalyellup Library & Youth Hub would enhance our core service delivery and diversify our current workforce by:

- Providing a contemporary home for our Dalyellup Library Service, with a flexible learning space to offer creative community activities and programs.
- Creation of a community hub focussed on youth incorporating state-of-the-art technological and digital hub and learning centre.
- Collaborating with community youth and health providers to utilise the centre's flexible service areas.
- Serving as a community events venue.
- Providing employment opportunities through staffing for improved current and new services, start-ups and innovative creative ventures, and
- Developing an accessible heritage, culture, art, and recreation space, including a commercial catering space.

The broadening of these central services will require and offer employment opportunities for our current and projected workforce, through the need to upskill or diversify to meet the needs of the surrounding community.

Future workforce resourcing requirements are detailed in the Integrated Community Services Plan which is complete and was presented to Council in March 2026. The Request for Tender process commenced in October 2024, with a contractor appointed in November 2024, with the now completed new facility handed over with the Shire in May 2026 with open days scheduled on the 2 & 4 July 2026.



Land, Housing and Accommodation Study and Plan

The Shire of Capel and the broader region are experiencing a significant and growing need for housing. This need is occurring against a backdrop of major investment underway and planned.

The existing land supply is constrained to accommodate housing, with active land supply in the Bunbury Significant Urban Area expected to decline 43% between 2021 and 2028.

The demand for housing is a flow on impact from economic growth in the region and strong population growth. There is a substantial investment pipeline of more than \$3.5 billion across industries in the Southwest creating close to 10,000 new jobs and land and housing development is critical to support these major investments and facilitate bringing new or expanded workforces to the region.

While the need for new land and housing are strongly linked to the opportunities for economic growth and prosperity in the region, current markets are constrained to meet the need in the broader region.

This will increase pressure on planned urban areas that are currently constrained, such as land in Capel (North) and Boyanup East. These localities are home to existing communities and within close proximity to the Bunbury and Busselton city centres, other employment nodes and within serviceability distance to future major infrastructure projects and job growth centres.

The high cost of infrastructure and the current land prices limit the feasibility of land development despite the high demand.

Across thirteen sites in Capel (North) and Boyanup, there is identified potential for over 3,400 residential lots. The sites are, however, subject to significant constraints; particularly, power and sewer infrastructure that would need to be resolved for urban development to occur.

The Shire is seeking infrastructure deconstraining funding from both the State and Federal Governments to realise this growth potential and accommodate future communities and employment workforces.

While stand-alone project team resources are being sought within proposed funding, the successful deconstraining residential land will accelerate population growth and the need for Shire facilities, services and activities.

Shire of Capel Growth Plan - Integrated Growth Framework Project

In addition to historic country towns, high-quality urban areas and rural areas, the Shire is also a place of pristine natural environments and is internationally recognised for its high degree of endemism that is also under threat (Southwest Biodiversity Hotspot). There is an important need to accommodate future growth in a coordinated way that delivers good outcomes with sustainable development benefits. The development of a place-based plan (or precinct of places) is an important shift to ensure that opportunities are realised in a sustainable way.

Past growth in the Shire over decades has resulted in disconnected developments with varying infrastructure and assets and missed opportunities for a cohesive approach to community

infrastructure, public open space, signage, dwelling types, affordable housing and sustainability. Growth to date has also been uneven across the Shire, with the high growth in Dalyellup not evident in townsites such as Boyanup and Capel, due to barriers including infrastructure servicing constraints and regional building cost constraints where economies of scale cannot be achieved.

With active land supply in the Bunbury Significant Urban Area expected to decline 43% between 2021 and 2028 (see Figure 2 and Land and Housing Study), Capel's proximity will increase pressure on planned urban areas that are currently constrained, such as land in Capel (North) and Boyanup East.

This project (the Capel Integrated Growth Framework Project) seeks to address three key objectives:

1. Identify, describe and manage the social and environmental values that make each 'place' in the Shire unique, including areas where no further growth is anticipated.
2. Develop and implement a framework for areas of identified growth and outline the actions required to realise this growth in a sustainable and cohesive way.
3. Develop a cohesive framework that considers, protects and enhances how each 'place' functions as a whole precinct, integrating land use planning and regional development.

Intended outcomes of this project are:

- The social and environmental values that make each 'place' in the Shire unique are protected, enhanced, with a high level of community ownership.
- The Shire is 'growth ready' in Dalyellup, Boyanup and Capel, with a sustainable approach that protects the natural environment and ensures sustainable future communities, while attracting and guiding investment.
- Detailed identity defined for each 'place' or settlement with facilities that meet the needs of the community, now and into the future.
- Townsite strategies that informs and enables the Shire's future planning, development and infrastructure expenditure and investments.
- Details a holistic approach to development in growth areas of the Shire, while demonstrating a planned delivery framework that increase the likelihood of securing funding and investment from external sources.
- Cohesive approach to how each 'place' works together as a whole precinct.

This project was finalised by June 2025, following an extensive community, agency and Officer consultation process.

The Council has been briefed on the findings with a subsequent report being presented at a Council meeting in the near future, to detail the implementation of the strategies identified.

Performance Measures

How do we know

Staff Engagement Survey

The Shire continues to prioritise staff engagement and recognition as a critical driver of organisational performance, workforce resilience, and the delivery of high-quality community services. A strong focus on employee voice and feedback mechanisms ensures ongoing insights into workplace experience and supports a culture of continuous improvement.

Employee engagement surveys conducted in 2019, 2022, and 2024 have provided valuable data to inform strategic cultural and leadership initiatives. Key focus areas have included improving communication, access to resources, and overall employee advocacy. In response, the Shire has implemented targeted programs such as the Cultural Optimisation Group, a structured approach to psychological safety, and the integration of Vision and Values across organisational initiatives.

Increased visibility and engagement from the Executive Team has further strengthened connections across all business areas, reinforcing a cohesive and inclusive workplace culture.

Looking ahead, the upcoming 2026 engagement survey will provide an important benchmark to assess the effectiveness of these initiatives and guide future actions, ensuring the Shire continues to build an engaged, high-performing workforce aligned with its long-term strategic objectives.

Important Partners

Work with us

Shire Councillors

Staff and the Executive see the importance of forging a healthy and productive relationship with Councillors.

The Shire's vision, values and desire for a positive culture requires support from all stakeholders with the Council being at the forefront in leading this partnership.

Shire staff are committed to supporting our Council carry out their duties and recognise the valuable role our Councillors play in supporting the strategic direction of the Shire.

Forging a positive and productive relationship with Council will nurture the trust and respect that is required to support Officers and Councillors perform their duties successfully.

Officers welcome and embrace the opportunity to work closely with the Council on various projects and are always looking for new ways to collaborate where staff and Council can continue fostering a positive working relationship and team culture.



Capel Community

The Shire encourages constructive collaboration, and partnership with our Community to work successfully to achieve positive outcomes for residents.

Working collaboratively in this manner, we consistently strive for holistic big picture initiatives and solutions to support the growth and expectations of our Community.

Together we work towards a better future!

Closing Summary

We're on the right track

Workforce planning is an ongoing and dynamic process, ensuring the Shire is well positioned to meet both current and future organisational objectives. This Workforce Plan outlines a clear and evidence-based pathway to strengthening capability, addressing legacy challenges, and supporting sustainable growth.

Insights from the Organisational Best Practice Service Review have provided the Executive with a detailed understanding of the Shire's resourcing needs, informing a targeted Growth Strategy over the next four years. The scale of proposed workforce expansion reflects a realistic and necessary response to increasing service demands and a growing population, ensuring the organisation can meet community expectations with consistency and quality.

In parallel, the Shire has continued to evolve its approach to workforce management. The work undertaken by the People and Culture team has strengthened the organisation's ability to attract, retain, and develop talent, while encouraging more innovative and contemporary practices in response to an increasingly competitive labour market.

This period represents a significant and positive transition for the Shire. Investment in key initiatives, including system and process improvements such as the Enterprise Resource Planning project, will modernise operations and enhance service delivery outcomes. At the same time, this plan acknowledges and addresses long-standing challenges, providing a structured and forward-looking approach to organisational development and culture.

The Executive remains confident that the actions outlined in this plan will enable the Shire to build a well-resourced, capable, and supportive work environment—one where employees can thrive, and where the organisation is well equipped to deliver sustainable, high-quality outcomes for the community into the future.



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