



Workforce Plan 2024 - 2028



Acknowledgement to Country

We wish to acknowledge the traditional custodians of the land, 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

Message from the CEO	4
The Shire	5
Vision and Values	6
Purpose	7
Developing the Plan	9
The Shire Community	10
Current Organisational Structure	
• Identified Risks	16
• Priority Gaps	20
• Identified Opportunities	22
Leadership, Culture & Wellbeing	
Further Opportunities	28
Performance Measures	35
Important Partners	36
Closing Summary	37



CEO's Message



The Shire's Workforce Plan (Plan) seeks to ensure that the organisation is best positioned, resourced and structured to deliver quality outcomes for our community into the future.

We are continuing to grow beyond a medium sized local government with a diverse population. The demands placed on the organisation to service the community's needs continue to grow in scale and complexity.

This Workforce Plan is critical in achieving the strategic objectives detailed in the Shire's 'Plan for the Future' as part of the guidance provided by a suite of informing strategies, to ensure we best service our community.

The Workforce Plan seeks to ensure the organisation have a properly resourced, highly capable workforce, who are well led and have processes and systems to support the efficient delivery of outcomes.

The organisation must continue to adapt and thrive in an ever changing and increasingly challenging employment market and workforce environment. Our recruitment, retention and workplace practices must capably accommodate increased employee transiency, remote working arrangements, increased flexibility, work-life balance and a highly competitive market for quality staff.

Development of the Workforce Plan has for the first time, been accompanied by an independent organisational best practice review of core business service requirements, systems, processes and delivery capability.

The findings of the report highlight:

- Significant under-resourcing across all areas of the organisation.
- Improvements in service planning, resource allocation and scheduled delivery of core business functions.
- The need for organisation-wide improvements in processes and practices.
- Outdated business systems, a lack of mobility and upgrades required with data capture and utilisation.

The review reflects the organisation's lack of growth and maturing over the past decade, at the same time that the size of the community has doubled, as well as increasing in diversity and service delivery complexity. These factors are felt everyday by the organisation in endeavouring to provide core services to the community and complete strategic initiatives.

The findings from the review have informed the development of this Workforce Plan and will continue to guide the organisation's leadership in best practice and continuous improvement. Delivery of this Plan will work in parallel with the implementation of improvements from the organisational best practice review.

An appropriately resourced and structured workforce is critical to effectively and efficiently deliver on identified aspirations and objectives.

An important component of this plan will be an annual review and assessment of identified actions and contributions to the achievement of the Shire's Strategic Community Plan Directions and Corporate Business Plan objectives.

Gordon MacMile
Chief Executive Officer

The Shire

The Shire of Capel region spans 558km², is home to nearly 18,500 people and includes vast stretches of pristine coastland, high quality urban and leafy rural areas, historic country towns and natural forests.

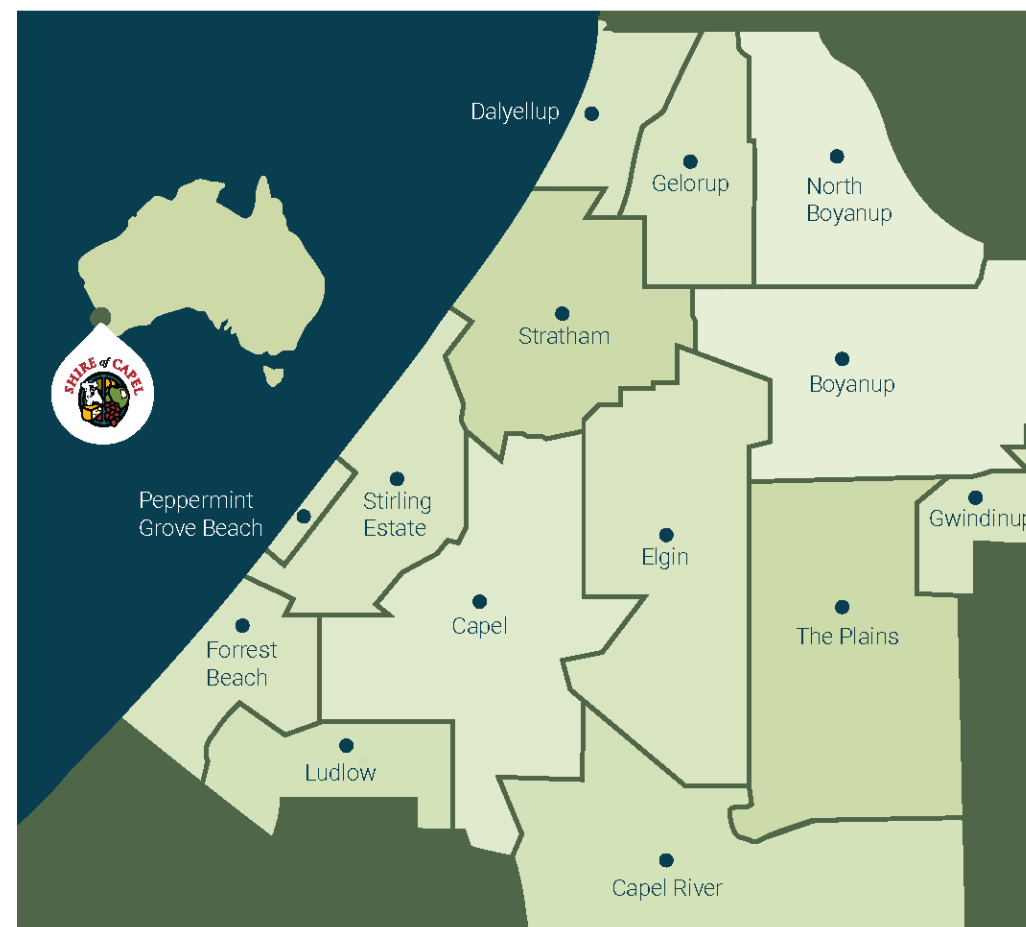
The Capel region is one of the most bio-diverse areas globally - home to the world's last remaining Tuart Forest. The Shire has an enviable diversity of wildlife habitats from the long stretch of beach frontage onto Geographe Bay through low-lying wetlands and ancient Tuart forests to the flat pastureland at the foothills of the Whicher Scarp with its winding rivers, bushland and seasonal waterfalls.

Lifestyle choice is equally diverse, with a range of housing typologies from urban suburbs to large rural homesteads.

Whilst inherently low density, the Shire is experiencing significant population growth within the Bunbury Geographe sub-region. Population is concentrated around five urban centres each recognised for their unique characteristics.

As the towns continue to experience residential growth alongside an ageing population, the Shire will be required to address the challenges related to managing controlled development, demographic change and the increasing demand for community infrastructure, facilities and services whilst maintaining the unique qualities that define each locality and make them desirable places to live.

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



Our Vision and Values

A Lifestyle of Choice: Connecting Community, Culture, and Country.

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



H

Honesty

We are truthful, trustworthy and genuine in all that we say and do.



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 covers a 10-year period and sets the strategic direction for the Shire that reflects the aspirations, goals, and priorities of the community.

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

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 is reviewed annually.

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.

Graphic 1. Department of Local Government Integrated Planning Framework



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 2024 update of the previous 2023 – 2027 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."



Developing the Plan

What do 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 is this achieved

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.

Graphic 2. Workfore Planning



The Shire Community

What we know

The Capel region has experienced significant growth over the past decade. The population has grown by 36.80% since 2009, with slowing growth over the past five years.

The Shire of Capel's population according to information gleaned from the '2021 Census – All Persons QuickStats' is:

Population 18,175

- Male 48.90%
- Female 51.10%
- Median Age 38

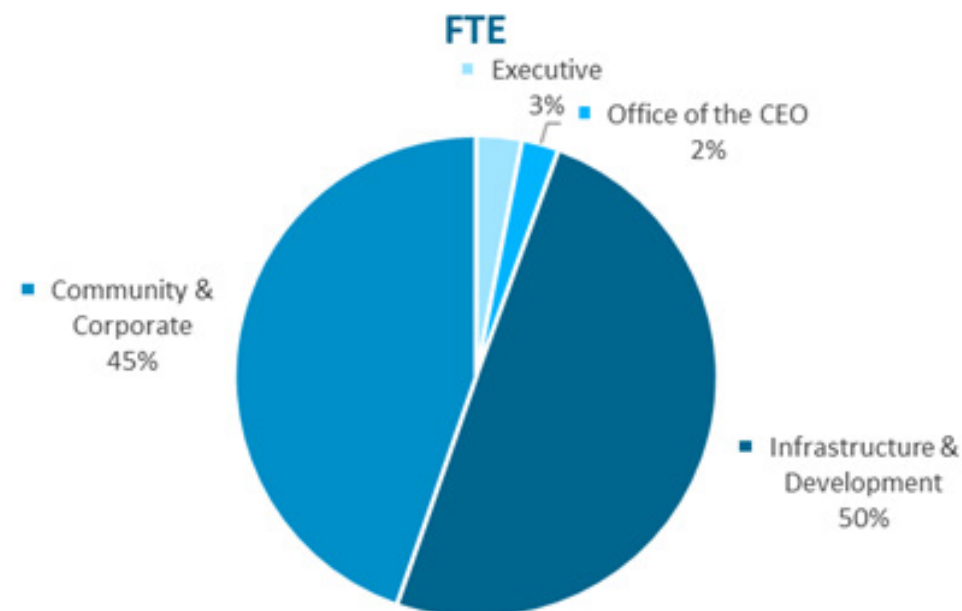
The highest represented age groups across all persons within the estimated resident population are the 10 – 14 years, 15 – 19 years and 45 – 49 years categories.

During the term of this Workforce Plan, the Capel population is projected to increase by approximately 3,000 residents.

Data sourced from Regional Development Australia South West indicates ABS 2023 estimated residential population is 19,335. This increase of 1,160 residents over a two-year period evidences continuous growth across the Shire equating to 9.78% population of the South West region.

Current workforce profile

Graph 3. Current FTE



At publishing, 121 people are employed at the Shire, equivalent to 97.8 FTE (Full Time Equivalent). Current staff vacancies are not included in the above graph.

Current organisational structure

The Shire of Capel Executive Team (supported by externally facilitated workshops) conducted and commenced implementing a mid-year review of the management level organisational structure and associated team reporting relationships within the Infrastructure and Development Directorate in late 2023.

Analysis of data which informed the review included, but was not limited to:

- Community Perceptions Survey (CPS October 2023).
- Infrastructure and Development Directorate recruitment and retention experiences.
- Direct interviews with current staff and exit interviews from departing staff.
- Preliminary (draft) data from the FieldForce4 external service review, and
- Current status / progress of expected 2023/24 Capital Works completion.

This allowed managerial-level organisational structure / workforce / reporting adjustments to be considered and actioned expediently following consultation, where resource inadequacies and service delivery capability were identified as not fulfilling the needs and aspirations of the local community.

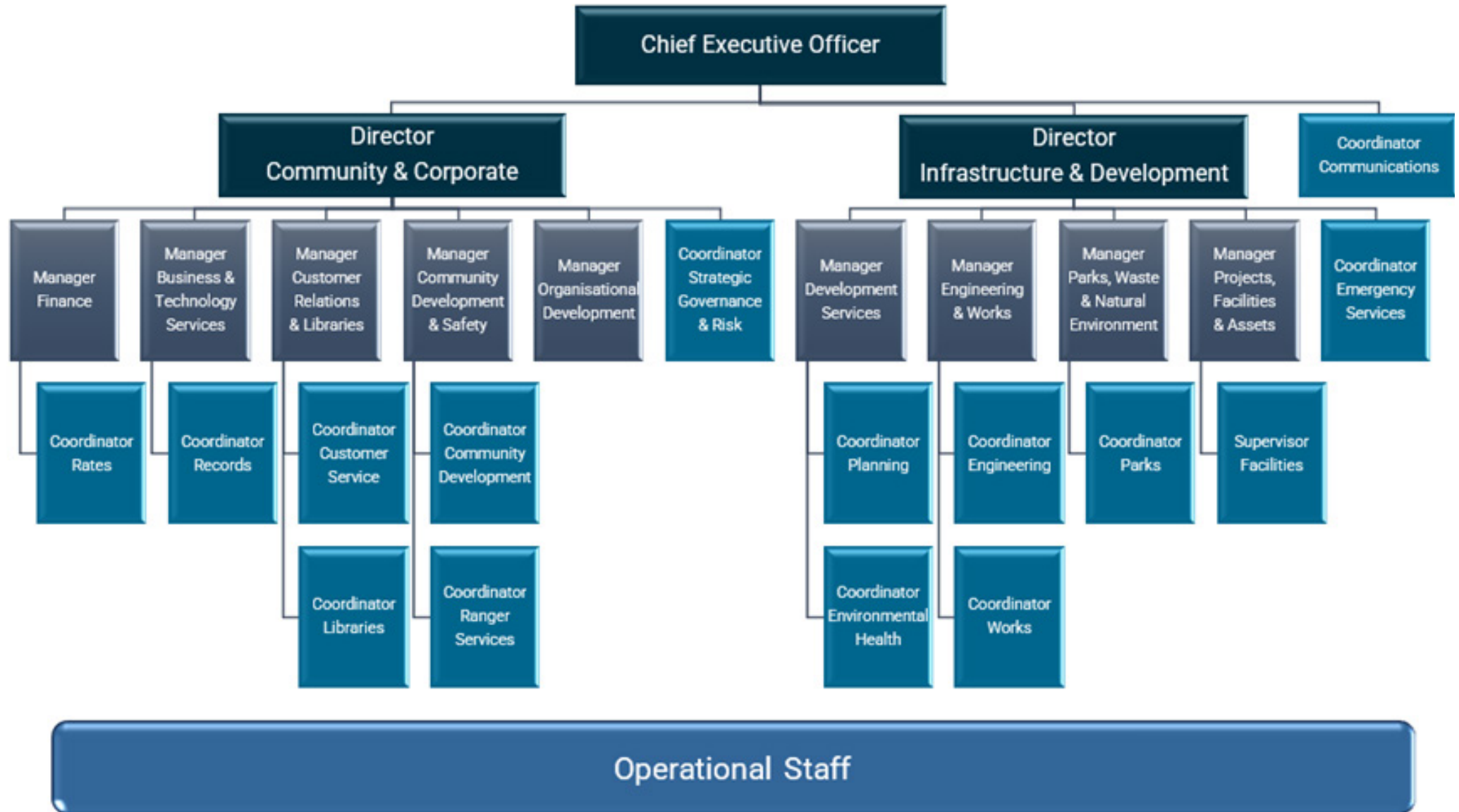
Management-level adjustments also establishes the foundation for any necessary operational actions to be implemented successfully in a timely manner.

This organisational review and structural change will allow for the subsequent successful implementation of the Workforce Plan, as an integral strategy to ensure the sustainable delivery of the Strategic

Community Plan directions and Corporate Business Plan objectives, by ensuring that the Shire has the appropriate resourcing, financial and workforce capacity and capability.

The organisational structure on the next page represents the Shire's directorate's composition and functional areas post the internal restructure. This organisational structure primarily details leadership and management levels, noting that operational staff report to these positions.





Age Profile

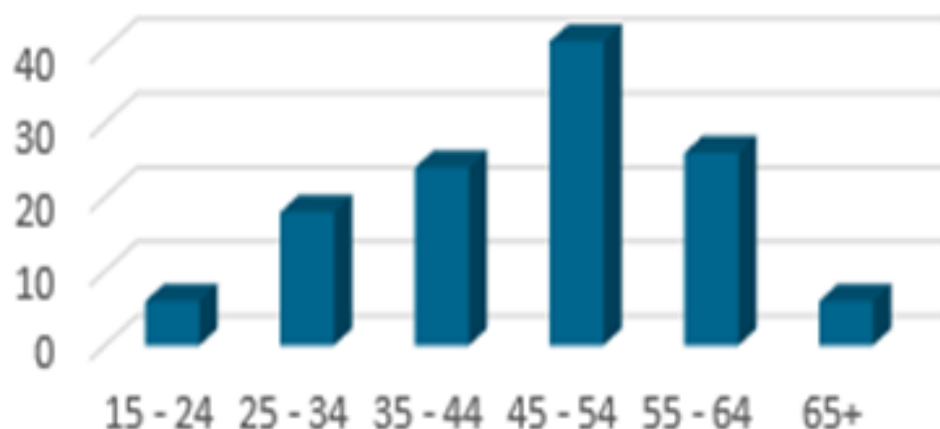
The table below compares the percentage in each age group with the Australia-wide local government workforce (industry average from Salary and Workforce Survey 2023, WALGA).

This shows that the Shire's workforce is a slightly older demographic with a sizable cohort in the pre-retirement decade.

Table 1. Age Profile

Age Group	Capel	% of Workforce	Industry Average	Difference
15 - 24	6	5%	13%	-8%
25 - 34	18	15%	17%	-3%
35 - 44	24	20%	22%	-2%
45 - 54	41	34%	23%	11%
55 - 64	26	21%	19%	2%
65+	6	5%	6%	-1%

Graph 5. Age Profile

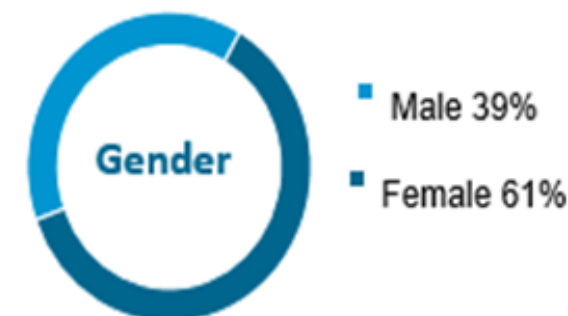


Gender Profile

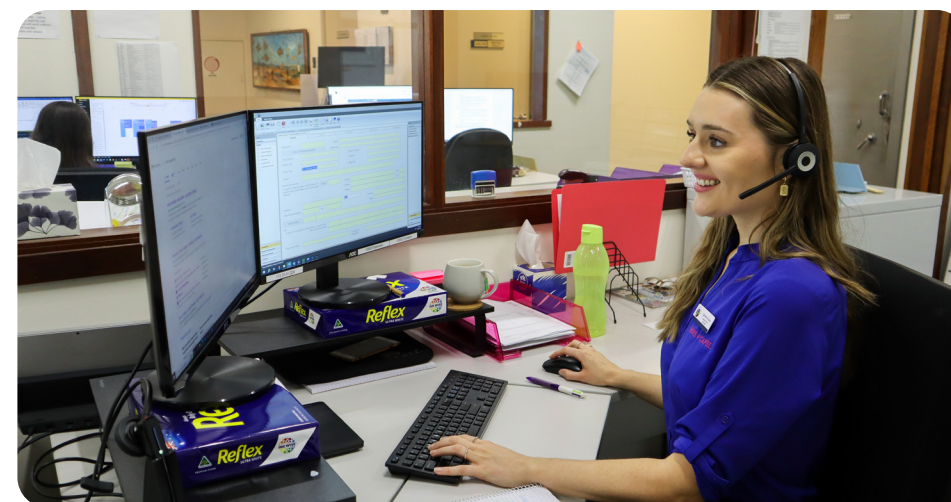
The Shire's gender profile is represented with a split of 61% female and 39% male with female representation across all directorates.

This speaks to the increases in flexible working provisions afforded to staff including part-time and remote working arrangements.

Graph 6. Gender Profile



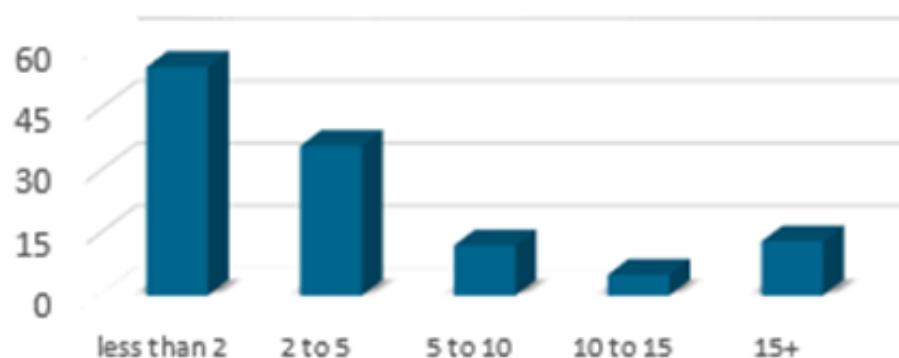
Sources: Census 2021, ERP 2020, ABS Labour Force 202, ABS June 2020, ABS Tourism Satellite Account 2019/2020



Length of Service

The majority of employees at the Shire have been employed for less than four years, of which 45% 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.

Graph 7. Years of Service



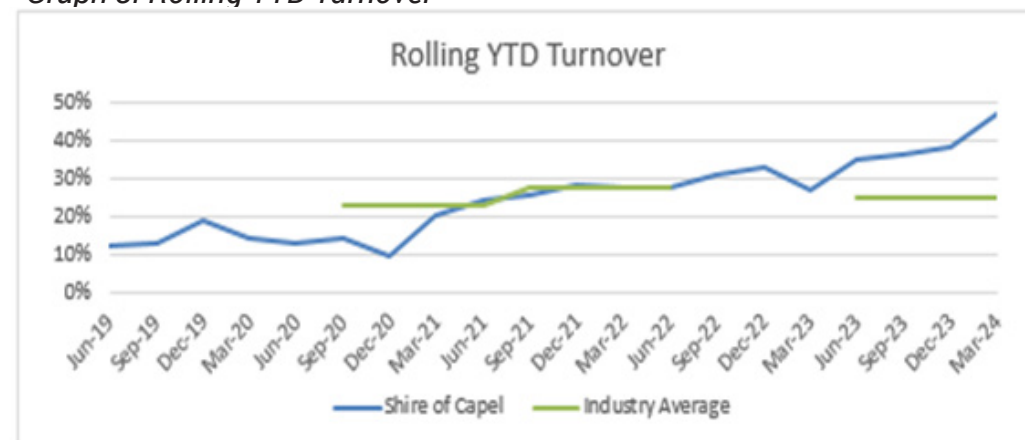
Turnover

The Shire's turnover exceeds industry averages. Higher turnover is more difficult to absorb within limited resources as a medium size local government and has significant impacts on team capacity and productivity, as well as a significant financial cost.

As can be seen below, March 2024 is tracking at 47% with one quarter left in the financial year. The majority of the Shire's turnover has been within the Infrastructure and Development directorate.

The top three reasons cited by employees for leaving the Shire who completed an exit interview, were to pursue an opportunity for career development, followed by pay and benefits and job dissatisfaction (specifically under-resourcing).

Graph 8. Rolling YTD Turnover



Diversity

The Shire of Capel is committed to providing accessible and inclusive services, facilities and events, and to promoting social inclusion. We actively encourage the employment of people from a wide range of backgrounds to enhance our business through different perspectives, experiences, and knowledge.

Graph 9. Diversity Profile



Labour Market Profile

The WA labour market continues to be tight with the unemployment in

February 2024 was 3.6%. Job vacancies are exceeding the number of people unemployed, with participation rates at 69.3%.

High levels of turnover continue, in what is referred to as an 'employee's market'.

We are still seeing increases in labour market competition by resources, building and construction sectors which have broadly impacted local governments state-wide, as well as the Bunbury Outer Ring Road (BORR) which has seen large numbers of skilled labourers employed locally. This places pressure on the Shire to regularly consider and review competitive remuneration and benefits packages that can be offered to attract talent, whilst balancing internal parity and financial constraints.

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.



Identified Risks

Considerations in achieving our goals

Corporate Risk

The Shire's Risk Framework requires quarterly reporting to occur on the corporate risks across the organisation. One of the identified risks, Risk 2 - Failure to recruit and retain the organisational workforce has consistently been categorised as an extreme risk.

The Local Government industry is unable to provide a competitive market, based on the Local Government Award and Salary restrictions. The Shire of Capel being a band 3 Local Government, inhibits the Shire's opportunity to compete with larger surrounding LGs in relation to remuneration and attraction packages.

Staff recruitment and retention remains an issue for the organisation, seeing staff attraction and retention not stabilise for some time. Some factors driving this instability remains out of the Shire's control but does put an increased and continual pressure on the Organisational Development Team and Leadership Team to provide ongoing recruitment and retention support across the organisation, in a bid to develop new strategies to attract new talent to the organisation.

The industry average for turnover is 25%, the Shire of Capel has experienced an above average turnover peaking at 47% throughout the last financial year. This is due to industry challenges and external employee markets within recruitment (specifically technical based positions). Failure to recruit these roles has increased pressure on existing staff, partially resulting in a higher turnover rate.

For the Shire to identify the turnover as a low risk rating, the expectation would be for the percentage to align with the industry average.

There have also been challenges with positions remaining unfilled for substantial periods of time due to systemic statewide skilled labour and housing shortages.

Salaries and Wages

The Shire consistently struggles to maintain competitiveness and parity compared to salaries offered in neighbouring local governments leading to significant challenges around the attraction and retention of staff, particularly in technical roles.

Reduced talent availability in the market due to continuing low unemployment rates and salary, may result in the Shire carrying vacant positions, or recruitment of inexperienced staff who require additional support around onboarding, training, and mentoring which in turn, whilst benefiting the business long term, results in additional workload to existing staff.

Information and Communication Technology

As an organisation, the Shire has key legacy issues in the ICT area. The Shire is currently conducting a rigorous ERP (Enterprise Resource Planning) project to identify and integrate platforms to achieve optimal connectivity of systems and reconcile process inefficiencies across the business.

This will reduce labour intensive manual processing time and therefore allow employees the time to focus on other business improvement initiatives to benefit the community. Improved business systems will also support the customer experience and how the community can engage with the Shire, while providing staff with the opportunity for remote and flexible work options.

Ageing Workforce

With a significant number of employees approaching retirement age, there is a risk of loss of knowledge to the business if a plan is not formed to support the transition to the retirement of key staff. There is also potential for a decline in fitness for work across this cohort which may include physical and/or a reduced ability or appetite to adapt to contemporary working. This issue requires a sympathetic approach to ensure staff are confident in their value to the Shire and the contributions they have made to the business over their working life.

Five Generations in the Workplace

We are now seeing for the first time in modern history, five generations in the workforce. This adds complexity and a moving landscape to how we manage and nurture the collaboration of multigeneration beliefs, expectations, and goals to retain key staff.

Table 2. Generation Profile

Generation	Capel	% of Workforce
Traditionalists (Pre 1945)	0	0%
Boomers (1946 - 1965)	24	20%
Gen X (1966-1980)	54	45%
Millennial (1981 - 1995)	33	27%
Gen Z (1996 - 2010)	10	8%

While stereotypical generalisations around personality traits and values according to age can be problematic, it is reasonable to presume that with increasingly diverse age ranges will bring with it variety in communication styles, technology capability and work styles.

At the Shire, we are progressive in our approach to bring all cohorts together with the help of our Psychological Safety program by understanding that while every person may not agree to all approaches, the business places high importance on all staff having a voice and feeling comfortable to discuss problems and differences.

Capacity for Growth – Occupancy Strategy

The findings from the Organisational Best Practice Service Review have identified a desired growth pathway for the organisation which will require significant consideration around current office capacity to absorb the additional growth.

The development of an Occupancy Strategy to support a Growth Strategy is critical in analysing how the office space is being used and adjusted to maximise current and future utilisation. It's an effective strategy to improve any space, from a single administrative location to multi-site and flexible working opportunities.

- Specific occupancy planning tactics will vary depending on the Shire's unique needs. However, it often includes:
- Reconfiguring office floor plans for improved efficiency.
- Updating the ratio of workspaces to employees to account for hybrid work.
- Monitoring of ongoing maintenance needs, and
- Projecting future space requirements.

Timely occupancy planning encourages productivity, engagement, and retention among employees while reducing costs and staying adaptable to future needs.

It also affords a deeper understanding of Shire assets, utilisation data, employee sentiment, and expenses.

The 2024 – 2028 Corporate Business Plan identifies projects related to the implementation of an Occupancy Strategy, which will see:

- The development of a new desk configuration plan for the Shire's main Administration building.
- A Master Planning process for the renovation of the Shire's Depot, seeing the introduction of office facilities and upgraded amenities at this site.
- The consideration of the types of positions that can operate from the Dalyellup Multipurpose Community and Youth Centre (DMCYC) on a regular basis.
- Future Administrative growth options e.g., an extension of core LG services provided in a Community Hub Facilities through a commercial lease arrangement.
- Considerations for contemporary flexible work solutions such as hot desking, working from home arrangements, desk share and the like.

Ideally, the Occupancy Strategy will be mapped to the Growth Strategy for the organisation, so timely execution of the required resourcing, furniture, IT equipment/infrastructure and WHS requirements are considered and included in the Shire's strategic planning documents.

Once completed, the Occupancy Strategy will be presented to Council for review and endorsement.

Leave Liability

Significant turnover over the last three years, has impacted existing staff to feel confident in their ability to take leave while maintaining adequate service delivery to their individual business areas. This has been a recent focus of the Executive Management Team to ensure leave is managed to ensure staff are supported to take breaks for their own wellbeing, as well as mitigation of risk for financial and service delivery functions.

Industrial Agreement (Operations) Negotiations

All local governments ceased working in the Federal system and transitioned to the State Industrial system on 31 December 2022.

This transition coincided with a decision by workers covered by the Shire of Capel (Operations) Enterprise Agreement 2019 requesting to revisit voting of the newly negotiated Enterprise Agreement. Through consultation with WALGA and communication to impacted staff, it was determined that registration of the new agreement was not possible under the Federal system and that rewrites with the support of WALGA would commence and present to staff (and union) compliant under the State Industrial system.

Following the transition to the State Industrial Relations System from 1 January 2023, there were several challenges to standard clauses

in some of the existing federal agreements that had transitioned. Negotiations on the Shire of Capel (Operations) Industrial Agreement were temporarily suspended pending the outcome of Commission Hearings to ensure we understood the impacts for our staff. We are now at a point that we are ready to lodge our proposed agreement and are in communication with the relevant unions to progress this in the Commission.

Economy Movements

Interest rates have increased regularly since May 2022. Prior to this, the cash rate had been less than 1% since July 2019.

As at March 2024, the Reserve Bank of Australia has the interest rate sitting at 4.35%, an increase of .75% from this time last year.

These consistent increases have contributed to an increase in the cost of living and have subsequently resulted in increased requests from employees for a review of remuneration and/or re-assessment of where they work in proximity to their homes.

Many Shire employees live in other towns and local governments and commute to Capel for work.

In addition to this, the Shire faces challenges associated with external costs and availability in the engagement of contract services adding pressure for the Shire over the next four years to assess the workforce's capacity to deliver services in house versus contracting out.



Priority Gaps

What we need

The Shire is committed to delivering the outcomes as documented in our Plan for the Future. Analysis of resourcing requirements continues and will be regularly revised over the term of the Workforce Plan.

Gaps in physical resourcing are subject to rigorous scrutiny and assessed according to cultural and strategic fit, benefits, risks, and costs. Increases in functional capacity will be addressed through FTE growth, system support and reviewed alignment of service delivery areas.

Comparative analysis completed for the 2023-2027 Workforce Plan identified the Shire's FTE being approximately 4.50 FTE per 1,000 people, which on average was 3.50 FTE less per 1,000 than our neighbouring local governments.

This finding, in addition to other key informing factors led to actioning an Organisational Best Practice Service Review, commencing in December 2023 to March 2024.

In essence, the review calculated the resourcing requirements (work hours per day, week and month) to deliver core business services to the Capel community, then compared these requirements with existing organisational resourcing and capability.

The review identified the organisation is very lean in physical resourcing compared to 'like' local governments of similar population and demographics, and the impact of this is felt daily across the organisation, and impacts the Shire's recruitment and retention issues, influencing the overall staff turnover rate, which is currently at 47%, as well as service delivery capability and consistency.

The former adopted Workforce Plans (from 2021 onwards) do address this issue to a degree, identifying the historical lack of organisational growth, as well as rudimentary benchmarking of resource shortages compared to neighbouring local government (of between 30 and 40 FTEs), whilst proposing a tentative growth strategy of 5% FTE increase each year for the term of the (then) plan (4 years).

However, with the independent researched data received through the review process, the Shire now has granular, individual team level data that validates the challenges the Shire is currently experiencing, and forecasts in FTE what a Local Government of this size and demographic needs (in FTE) to function effectively and efficiently to competently service the community.

Overall, the data identifies staffing deficiencies across all departments with the top 5 highest to lowest staff level variances in the following departments:

- Projects, Engineering and Assets.
- Operations Parks & Works.
- Sustainability & Environment.
- Development Services.
- Community Development & Safety.

The total staffing deficiency across the organisation equated to 40.40 FTE. This total was based on the effectiveness of the Shire's current processes, practices, data, and systems, and reflected current service delivery levels, not accounting for population growth projections and additional resourcing requirements for capital projects such as the proposed Dalyellup Multipurpose Community and Youth Centre (DMCYC), or the procurement and implementation of the Enterprise Resource Planning.

However, there is an understanding that the successful delivery of Shire services is not just reliant on pure staffing increases alone. A combined blend of sufficient people, contemporary processes, reliable systems, and data will improve outcomes across the organisation to better serve the community and the needs of the organisation.

A main recommendation from the review identifies the need to embed a Growth Strategy within the Workforce Plan, prioritising the introduction of new positions to the organisation to service the blend of additional FTE required to manage current levels of service where deficiencies in staffing exist, and other new positions required to support growth in Shire operations as the Capel Shire population increases.

The table below summarises the Shire's Growth Strategy for the term of this plan. It forecasts resourcing requirements to maintain current service levels during the immediate years, seeing the outer years build capacity to account for population and capital infrastructure growth:

Table 3. Shire's Growth Strategy

Year	Directorate				Total FTE	Cost
	CC	ID	O/CEO	DMCYC		
2024/25	3	9	1		13	\$906,000
2025/26	3	3	1	5	12	\$930,000
2026/27	4	7		2	13	\$934,000
2027/28	4		1		5	\$375,000
Total Projection	14	19	3	7	43	\$3,145,000

These new positions are a blend of additional FTE required to manage current levels of service where deficiencies in staffing exist (as per the figure of 31.18FTE extracted from the Organisation Best Practice Service Review Report) and future positions required to support growth as the Capel Shire population increases.

As detailed earlier in the plan, the need for an Occupancy Strategy is critical to support the onboarding of new positions into the organisation and both strategies will be reviewed in conjunction on an annual basis once finalised.

Reviews of the Shire's Workforce Plan will continue annually, which may influence variances to the above table prior to the plan being presented to Council for review and endorsement.

The forecast financial commitment to fund new positions over the term of the plan will be incorporated into the Long-Term Financial Plan (LTFP) which will be annually reviewed to reflect the recruitment needs of the organisation.

Identified Opportunities

Recruitment and Attraction Strategies

During the life of this plan, the Shire will continue to explore additional benefits that can be offered to assist in the attraction, development, and retention of suitably qualified employees. As there are limitations on the ability to compete based on salary alone, the Shire continues to explore other attractive benefits that enhance the Shire as an employer of choice.

As part of this review, the Shire will leverage opportunities identified within this plan including development opportunities for local school based and graduate exposure, succession planning, leadership, flexibility, and given the organisation's size, the ability for employees to be directly involved in a variety of local government training and activities which may otherwise not be available to them.

In 2021 the Shire joined a joint use arrangement - Designated Area Migration Agreement (DAMA). Under the terms of this agreement, the Shire can apply to access a broader range of overseas workers that are not available through the standard skilled visa programs for hard to fill roles.

Where relevant, the Shire actively investigates options available under this agreement, particularly in relation to our technically qualified roles such as Planning, Engineering, Environmental Health and Building as well as civil operators which have been historically difficult to fill.

Role Diversity

Due to the size of the Shire and available resources, Officers can be involved in meaningful challenging work, depending on their interests, skills, and ability. Larger organisations have higher levels of resources

and a more siloed approach to managing specific tasks particular to their technical area of expertise.

These opportunities develop the skills and experience of Shire Officers which positions them as more competitive local government Officers to achieve quality outcomes for the Shire and business continuity.

Location

The Capel Shire is a diverse and vibrant community where residents have forests, beaches, farmland, and wineries on their doorstep, the perfect environment to achieve the much-desired work life balance.

Although cited as a challenge when competing for local government talent against our larger neighbouring local governments based on remuneration, the benefit of the Shire's location attracts talent from both the north being greater Bunbury as well as the south being greater Busselton. However, limited housing stock for new employees wanting to relocate continues to be challenging, but the organisation does offer flexible work arrangements in the interim, allowing new employees to transition into the area when a house has been secured.

Remuneration Framework

The Shire continues to develop and socialise an internal remuneration and classification framework to better inform employees what bands they can be remunerated within, dependant on the classification of their position and the skills and experience they bring to the role. This framework has the added benefit of providing employees and their managers a tool to further identify and plan development and avenues for opportunity going forward. This provides a baseline commitment to employees for a set period, annual salary and wage increases as provided for within the Shire's Long Term Financial Plan.

Traineeships

With budgetary constraints informing the permanent FTE of the business, the Shire continues to investigate funding opportunities to support Traineeships.

Traineeships offer an entry level pathway for community members to gain meaningful work and experience with the Shire, promoting local governments as an employer of choice. This also provides support to one of the largest portions of the Shire's community aged 15 – 19 years, affording youth in our community local opportunities for development and potential ongoing employment.

The Shire is continuing to explore business areas with capacity to accommodate trainees to address succession planning concerns, particularly for technical roles in the Infrastructure and Development Directorate.

The current four-year staffing projection considers the provision of Traineeship opportunities, seeing applications made to relevant agencies to fund three Traineeship positions in 2024/25 in the areas of Work, Health & Safety (WHS), Horticulture and Youth Development. Future Traineeship opportunities will be revisited annually based on available external funding streams.

Volunteer Programs

Building on the Shire's existing volunteer base will increase the Shire's links with the community and promote continual engagement. This will also aid in developing the Shire's reputation as an employer of choice for future prospective employees.

Over the life of this plan, the Shire will continue to participate in work placement programs for students from high schools and tertiary institutions. This provides future graduates exposure to the Shire as a potential employer, aiding in recruitment for hard to fill technical professional roles.

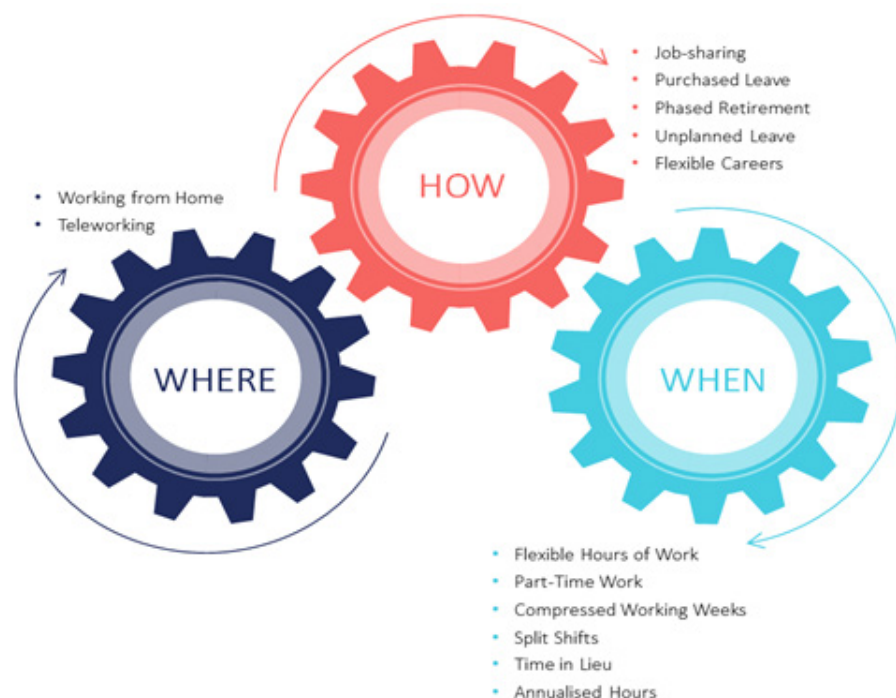
The Shire will also continue to work on improving accessibility and inclusion for potential employees from diverse backgrounds. This will include partnering with various providers to provide work placement opportunities.

Recruitment Options

The Shire continues to interrogate and test recruitment processes to explore flexibility in recruitment practices while maintaining compliance, integrity, and transparency.

The Organisational Development Team regularly meet with recruiting Managers to implement new strategies specific to the needs of individual teams to improve reach and timing of our advertising, including a less structured approach to ascertain candidate expectations as well as skills rather than relying on a rigid minimum requirement mechanism.

We are starting to see great success with this approach in the placement of several outstanding employees into some of our key positions!



In late 2023, the Organisational Development Team conducted a survey for all staff to voice their ideas of what flexible working may look like for them, including how this would benefit their personal work life balance, how it would affect their team, and any value it would add to overall employee performance at the Shire.

This piece of work is being completed with a view to producing a policy to support all employees with a suite of flexible options with the understanding that arrangements are varied and appropriate to roles ensuring we are providing the best possible service to the community. Some ad hoc individual arrangements have commenced being trialled across various teams and we continue to explore additional flexible work options that could be incorporated to further support existing staff and attract skilled labour in the future.

Flexible Work Options

Flexible work options add value as a key attraction strategy when recruiting for talent, providing employment opportunities for cohorts who may otherwise be unable to enter the employment market. The Shire has recognised an appetite for staff to enter a remote working arrangement where practicable, provision of other flexibility opportunities potentially allowing employees to better manage their work and home lives resulting in increased productivity, retention, and overall wellbeing.

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

The Organisational Development Team regularly review how we deliver onboarding and inductions to new employees. A successful onboarding process is critical in setting an employee up for success.

A comprehensive onboarding process will assist an employee to become effective in their role as quickly as possible. The benefit to the Shire is an employee's ability to produce quality outcomes in a shorter period. Given the Shire's current turnover, this is a key focus.



Key information garnered from Exit Interviews informs how we can better support our staff and we value the information collected from these processes for continuous improvement.

A recent initiative which enhances our Performance Review function, is the addition of a buddy/mentor, and additional check-ins with new staff members conducted by a HR representative to gauge how they have settled in, if they have everything they need, and how they are fitting into their new team as well as the broader business.

By doing this, we are able to provide constructive feedback and support to Managers and are seeing great success in strengthening retention and net promotion.

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.

Leadership Program

The Shire implemented a tailored leadership development program for the Executive Management Group, Managers and Coordinators in 2022. The development and delivery of this program, including 360 degree reviews, was centred around not only the growth of key talent but also the Shire's values of Honesty, Empathy, Accountability, Respect and Teamwork and associated behaviours.

The intent of the program was to instil confidence in our leadership team with regards to setting direction that aligns with our strategic objectives as well as decision making to progress Shire opportunities and improvements within approval levels.

The leadership program includes elements surrounding coaching and developing staff which provides increased support, confidence, and improved culture to be embedded across the broader workforce in the Shire.

Following the initial success of this pilot, the Executive Team have extended this program, working closely with facilitators tailoring the package to the specific needs of the business at any one time while maintaining focus on the Shire's Values and deliverables.

Psychological Safety

The Shire commenced implementation of the Psychological Safety and Inclusivity (PSI) Indicator Program in November 2022, a market-leading diagnostic that provides real-time insights to foster a more inclusive and diverse workforce by identifying gaps and opportunities within the psychological safety profile of the organisation.

Initial testing across the staff cohort allowed us to set a baseline and understand overall culture gaps. This opened conversations which were specific, targeted and direct to really understand conditions our staff were experiencing in the workplace.

Initially, there was a degree of caution and nervousness which was indicative of the (lack of) psychological safety at that time.

Following some significant work driven by Executive and Managers with their respective teams, retesting was conducted in May 2023 which resulted in significant improvements.

Key drivers for this process included improved teamwork, engagement, and feeling support to voice opinions and make mistakes. As a result of this positive work, the Shire was thrilled to receive the Psychological Safety Award for medium sized organisations at the Data Drives Insight Awards held in February 2024.



Culture Optimisation Group (COG)

In 2023, the Shire created a cross-functional team comprising of 14 members who nominated and were selected from various teams and levels throughout the organisation. COG's purpose is to create initiatives, activities and events that transform the culture from the current culture to the preferred culture. The primary goal is to lead and implement culture optimisation.

Our COG team's activities include:

- Creating meaningful values and preferred behaviours that guide everyone in the organisation.
- Building relationships across the organisation that enable high performance, and
- Designing activities or projects to address some of the feedback collected from across the organisation including the Staff Engagement Survey.

This group were enthusiastic about not only achieving their activities, but also successful in pushing out this positive message to the entire employee cohort.

Demonstrated achievements by this group included working together to assist in creating the Shire's new Vision Statement, and organising a bus tour for staff to get out and recognise some of the amazing landmarks and history that enables our staff to connect with the community and the country we serve.

COG1 has now handed the reins over to a new (COG2) group who will be, in addition to the above, working hard on a strategy to embed the new Vision Statement in the Shire.

Tailored Performance Reviews

With the annual review and development of the Corporate Business Plan (CBP), the Shire continues to improve employees understanding of how they individually contribute to the Shire's overall strategic objectives. The Shire trialled cascading CBP actions into employee performance plans as part of the performance planning framework for employees in 2021 with the intent of informing employee development opportunities for the coming year.

This practice continues, with additional developments to include values centric behavioural measurement scales and capacity to capture individual goals with associated support mechanisms to ensure the Shire is capturing any skills required to deliver key objectives and providing appropriate support such as training and succession planning.

The current framework was rolled out across the business by Organisational Development, a process which included informative group, individual, and role clarity workshops. This ensures transparency and understanding of expectations of roles within teams. Feedback continues to be reviewed and used to build enhanced performance plans to ensure relevant skills, knowledge and training are maintained specific to individual work area and team requirements.

Over the life of the plan, a Training and Development Management Procedure will be developed and implemented to improve employees' understanding of how training at the Shire is supported in addition to the performance planning process. As part of this review, the Shire will also consider how it supports employees in undertaking further complimentary tertiary studies aligned with the Shire's Study Assistance Program.

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

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.

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 masterplanning and order of magnitude costing on an

identified and preferred site location will be completed by mid-2024. Detailed planning, approvals, governance, funding prospects and design will be undertaken throughout 2024/25 with the aim of development and operation by 2032.

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

[Dalyellup Multipurpose Community and Youth Centre \(DMCYC\)](#)

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 Multipurpose Community and Youth Centre would enhance our core service delivery and diversify our current workforce by:

- Providing a contemporary home for our Dalyellup Library Services, 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 Operational and Management Plan which is near complete and due to be presented to the Council in May. Post Council's approval of this document, we will commence the Request for Tender phase as we transition through final design and into construction of the new facility, in the hope that open the doors to the community in early 2026.

Through 2025 and in conjunction with the construction phase, Officers will design an activation schedule, seeing the start of recruiting critical positions prior to the opening of the facility. Activating key positions early will allow for all main operations / programs / functions to be

scheduled and tested prior to the doors opening, and this will be complimented by a unique marketing campaign showcasing the facility's capabilities and opportunities for the community.

The DMCYC Operational and Management Plan will provide a finer level of detail to the commentary above, including staffing requirements, revenue / recoup opportunities and operating / capital funding commitments.

Enterprise Resourcing Planning (ERP) Project

The Shire recognised in 2021 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 Administration'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 months, the project team 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. In the next twelve months, the project will progress through various phases, including releasing the tender to the market for solutions and pricing, scoring, and evaluating proposals, and selecting a vendor for implementation. Testing and implementation of the ERP solution will place additional demands on existing staff, requiring backfilling in certain areas to maintain operational commitments.

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.

Band 2 Council Review Project

The Shire of Capel as a local government, is subject to the Salaries and Allowances Act 1975 which requires the Salaries and Allowances Tribunal (the Tribunal) to inquire into and determine the amount of remuneration, or the minimum and maximum amounts of remuneration, to be paid or provided to Chief Executive Officers of Local Governments.

Local Government	Band
Capel	3
Dardanup	3
Busselton	1
Bunbury	1
Donnybrook-Balingup	3
Harvey	2
Augusta-Margaret River	2

There are four bands allocated within the Tribunal’s current model based on Local Government functions, roles, and scope of the

organisation.
The Shire of Capel and neighbouring Local Government bandings are in table to the left.:

Bandings set the maximum remuneration a CEO can be paid, this provides a top-down parameter for how Shire employees should be remunerated, as well as an indicator of comparable local governments for the purposes of benchmarking.

The difficulty for the Shire is that it is positioned between two band one local governments, which offer a higher level of remuneration and benefits for similar roles. This will continue to provide challenges in attracting and retaining talent to the Shire, creating delays in recruitment and impacting service levels.

An opportunity exists in commencing a review of the current banding classification over the next year due to the continued growth by investigating increases in functions, roles, and scope. Fairness and equity in pay and conditions will be the main driver for this review and will complement the current work we are doing with all teams across the organisation in role clarity and the reviewing of position descriptions.

Land, Housing and Accommodation Study and Business Case

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 South West, 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 is 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

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 (South West 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, 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 and Plan) will address five key objectives:

1. Establish a framework that will encourage expedite development approvals and streamline planning activities, removing the barriers and delays to investment and occupancy.
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. Increase the capacity and capability of the Shire's Planning and Development Services teams to expedite development.
4. 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.
5. 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 inform and enable 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



Performance Measures

How do we know

Continued investment and recognition of our staff is critical in building the right workforce and positive culture in providing a happy and productive workplace, where the community's needs and expectations are met now and into the future.

A happy and content workforce equals high engagement and increased output in activity.

We believe it is important staff have a voice and a mechanism to provide honest and valuable feedback about their place of work.

Previous surveys have been completed in 2019 and 2022. In April 2024, the Shire is in the process of undertaking an abbreviated employee satisfaction survey, with a view to ascertaining our staff's view on three significant areas:

- Workplace rating
- Employee commitment
- Net Promoter Score

Significant changes had occurred since the 2019 survey, which was timely to re-evaluate employee satisfaction to gain a baseline to inform the planned culture and leadership development programs.

The 2022 survey provided insights into how employees felt about the Shire as an employer, their commitment to continue with the Shire, what works well and what the Shire should focus on to improve as an employer.

Key findings from the 2022 survey were significant in highlighting areas of concern around Network Recruiter Scores, top-down communication and access to equipment and resources.

These key matters were addressed and are reflected in current and ongoing projects such as the Cultural Optimisation Group (COG) program, recent adoption of the Shire's Vision and Values statements, considered through the design and implementation of the Enterprise Resourcing Planning process and a visual need for Managers and the Executive to be more present at Shire locations and worksites external to the main Administration building.

Data collected from the current 2024 survey will assist in informing the success of these initiatives and identify key focus areas for improvement.



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 a continuous process of shaping the workforce to ensure that it can deliver organisational objectives now and in the future.

The Workforce Plan highlights several challenges the Shire is facing in the immediate and long term. Some of which can be addressed through conventional and contemporary HR practices as detailed in the plan. The recent findings from the Organisational Best Practice Service Review have given the Executive a clearer understanding of what the Shire's Growth Strategy needs to deliver over the next four years.

The reporting of an additional 43.00FTE in new positions is significant in the Shire's history as an employer and is an honest reflection of what needs to occur to ensure the organisation performs to the standard that is expected by the community, whilst coping with a growing population base.

The work Organisational Development has undertaken in recent years to remain a competitive employer in the Local Government sector, has given us a greater understanding of the needs of the organisation and forced us to think differently about how we recruit and retain our staff.

Being a medium sized organisation on the precipice of steep growth is an exciting time for the Shire. The past two years have seen an introduction of new projects and initiatives that will drive Shire processes and practices into a modern era, ultimately improving the performance of the organisation and driving quality into service level delivery.

The Enterprise Resourcing Planning project is just one of these initiatives that will drive this improvement and was heavily referenced as a driver for change in the Organisational Best Practice Service Review report findings, seeing advancement to Shire systems and processes a key component of increased quality work output.

The information detailed in this Workforce Plan is extensive in scope and does identify challenges the Shire is currently facing, where several obstacles relate to issues which are legacy or historic in nature and have not been addressed previously in the organisation.

The Executive are confident that the desired way forward will result in sufficiently resourcing the organisation to a standard that will create an environment for employees to thrive and be successful in, with a desire to foster better service outcomes for the community.





Shire of Capel
31 Forrest Road, CAPEL, WA, 6271
T: (08) 9727 0222 F: (08) 9727 0223
E: info@capel.wa.gov.au

PO Box 369, Capel WA 6271
www.capel.wa.gov.au

