



Workforce Management Plan 2025/26 - 2028/29

Adopted by Council
on 16 July 2025

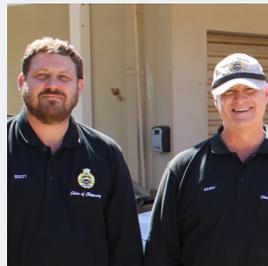




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1. Acknowledgement of Country

The Shire of Chittering wish to acknowledge the traditional custodians of the land within the Shire of Chittering, the Yued and Whadjuk peoples. We would like to pay respect to the Elders of the Nyoongar nation, past and present, who have walked and cared for the land. We acknowledge and respect their continuing culture, and the contributions made to this region.



2. Executive Summary

The Shire of Chittering's Workforce Management Plan 2025/26 - 2028/29 reflects our commitment to building a skilled, engaged and resilient workforce to support our community now and into the future.

This four-year plan forms a key component of our Integrated Planning and Reporting Framework. It directly supports the delivery of our Strategic Community Plan, and Corporate Business Plan by ensuring that our workforce is structured, equipped, and empowered to respond to community expectations, legislative responsibilities, and future growth.

As a small rural local government, we face unique workforce challenges, including attraction and retention of qualified staff, competition with metropolitan salaries, and an ageing workforce. Despite this, we continue to build a strong team culture, support local trainees and apprentices, and develop regional partnerships such as shared service models with neighbouring Shires.

The Workforce Management Plan:

- Identifies future staffing requirements aligned with major projects
- Supports leadership development and succession planning
- Embeds digital capability and flexible working practices
- Priorities mental health, wellbeing, and diversity
- Provides a roadmap for workforce investment that is financially sustainable

Together, we are building a workforce that is not only operationally effective but reflective of our community's values, aspirations, and expectations.



3. Integrated Planning and Reporting Framework

The Shire’s Workforce Management Plan is a strategic document development to ensure our organisation has the people, skills, and structures in place to meet current and future service demands.

This Plan aligns with the Integrated Planning and Reporting Framework (IPR), governed by the *Local Government Act 1995 (WA)* and the *Local Government (Administration) Regulations 1996, r19DA*.

This Plan supports the alignment of human resources with:

- The Strategic Community Plan (SPC) – outlining the community’s 10-year vision.
- The Corporate Business Plan (CBP) – detailing Council’s 4-year service commitments.
- The Annual Budget and Operational Plans – allocating resources to specific activities.
- Supporting Plans – including the Long-Term Financial Plan and Asset Management Plans.

Level 1: COMMUNITY-LED STRATEGIC DIRECTION			
Key Outputs	Strategic Community Plan (10 years) <i>Community aspirations, long-term vision, broad outcomes</i>	Asset Management Plan (10 years) <i>Prioritise renewal, maintenance and investment</i>	Long-Term Financial Plan (10 years) <i>Forecast financial capacity and constraints</i>
Key Inputs	<ul style="list-style-type: none"> • Regional & State Government strategies • Local Planning Strategy <i>(Land use, zoning, environmental & economic development)</i> 		<ul style="list-style-type: none"> • Community engagement & feedback • Demographic & economic trends • Climate, environmental, and social drivers • Risk assessments
Level 2: CORPORATE DIRECTION AND RESOURCING			
Key Outputs	Corporate Business Plan (4 years) <i>Translate vision into medium-term strategic priorities, services, & projects.</i>	Annual Implementation Plan (1 year) <i>Translate strategic priorities into actionable annual deliverables.</i>	Annual Budget (1 year) <i>Allocate financial resources to deliver the AIP.</i>
Key Inputs	<ul style="list-style-type: none"> • Workforce Management Plan • Service Specific Strategies <i>(Disability Access & Inclusion, Waste, Economic Development, Bushfire Mitigation, Recreation, Biodiversity, Public Health)</i> • Legislative requirements and CEO KPIs <i>(Council Expectations)</i> 		
Level 3: SERVICE DELIVERY, WORKFORCE ACCOUNTABILITY & REPORTING			
Key Outputs	Annual Report <i>Annual results from Annual Implementation Plan</i>	Performance Reports <i>Corporate & Financial</i>	Annual Performance Reviews <i>CEO, Executive Team, All Staff</i>
Key Inputs	<ul style="list-style-type: none"> • Directorate Plans <i>(BAU, project delivery, compliance activities, continuous improvement initiatives)</i> • Annual Audited Financial Statements 		

It directly supports the delivery of the Strategic Community Plan (SCP) by identifying the workforce capabilities required to achieve the Shire’s long-term goals. The strategies outlined in this Plan ensure the organisation remains proactive, compliant, and community-focused, while maintaining a financially sustainable workforce.

Key elements of this Workforce Management Plan include:

- A detailed assessment of the current workforce profile, identifying key strengths, gaps, and succession risks.
- Forecasting of staffing needs linked to projected growth, regulatory responsibilities, and planned capital projects.
- Strategic priorities focused on attracting and retaining skilled staff, building leadership capability, modernising workforce systems, supporting inclusive workplace culture, and planning for future sustainability.

Alignment with the Strategic Community Plan (SCP)

This Plan directly supports several SCP themes, including:

COMMUNITY	1	Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.
NATURAL ENVIRONMENT	2	Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.
BUILT ENVIRONMENT	3	Achieve a balance between development and conservation while enhancing infrastructure and town aesthetics.
ECONOMY	4	Promote economic growth that is sustainable, inclusive, and supportive of local businesses and employment opportunities.
ADMINISTRATION AND GOVERNANCE	5	Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

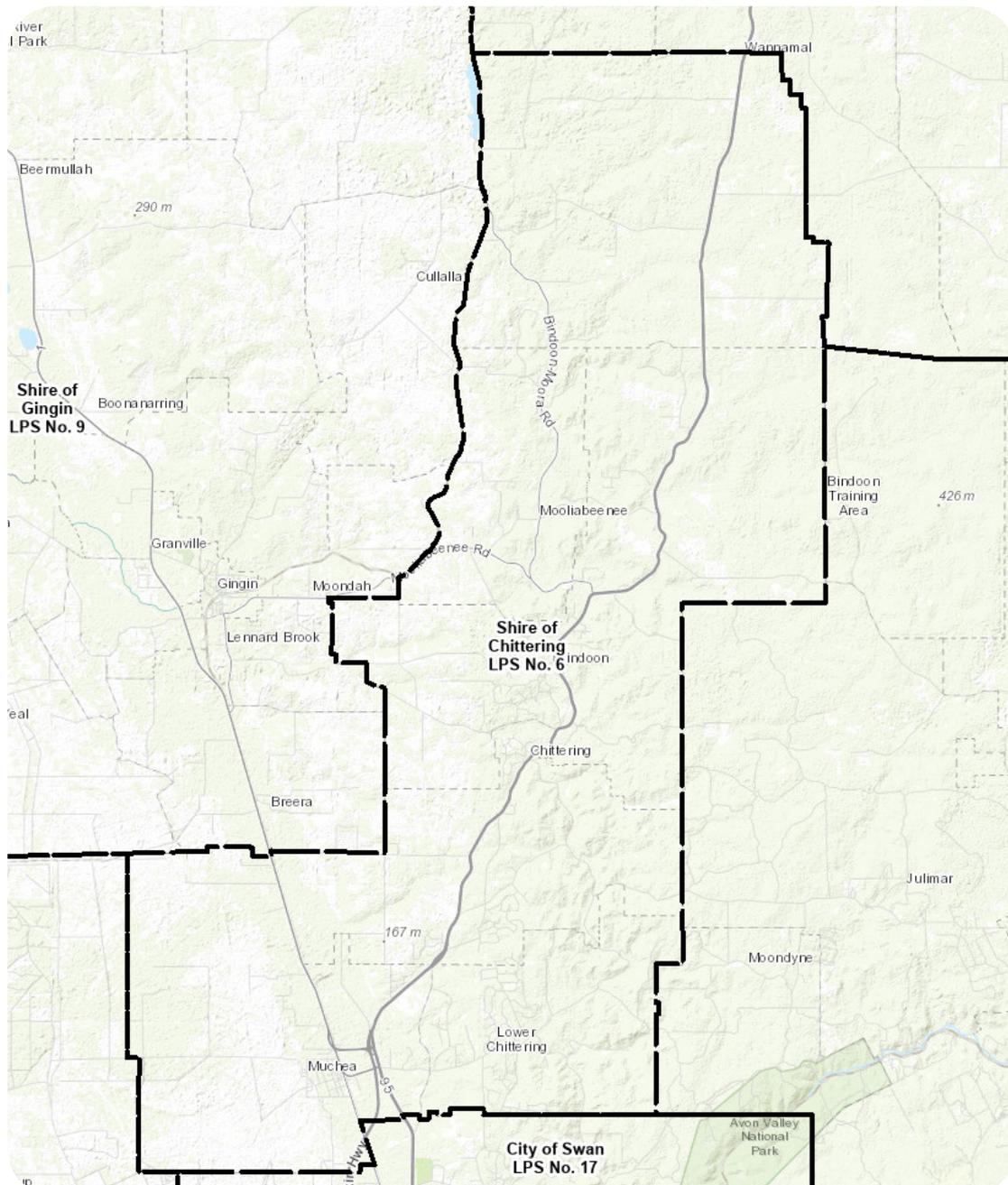
This document will be reviewed at least every four years and updated annually to reflect workforce changes, budget impacts, and progress against KPIs. It positions the Shire to build a capable, engaged, and future-ready workforce.

4. Our Shire, Community, and Workforce Context

The Shire of Chittering covers a rural local government located in the northern Perth metropolitan area, comprising of the communities of Muchea, Lower Chittering, Chittering, Bindoon, Mooliabeenee, and Wannamal.

We operate in a unique environment characterised by:

- A dispersed population and broad service area
- Agricultural, environmental, and residential land uses
- Regional infrastructure pressures and capital investment
- Increasing community expectations for service quality and responsiveness



4.1. Organisational Structure

The Shire delivers services through four directorates:

- Chief Executive Officer's Office
- Deputy CEO – Corporate and Community Services
- Technical Service
- Development Services

As of June 2025, the Shire employs approximately 68 staff, equivalent to 55 FTE, with workforce functions from strategic planning, compliance, and administration to civil maintenance, environmental services, and community engagement.

4.2. Workforce Culture

Our Vision

To be a Shire that creates pride and enjoyment for the community, our colleagues and ourselves.

We do this by:

Always looking for improvements
Acting with Integrity and upholding our values; and
Asking the Question, "Is this in the best interests of Chittering?"

Our Values

Positive Attitude

Respect

Accountability

Teamwork

4.3. Key Workforce Challenges

- Ageing workforce: Over 28% of staff aged 60+
- Skill shortages: Planners, surveyors, rangers, EHOs
- Regional competition for talent and cost of housing
- Changes to OSH laws, public health requirements, and fire mitigation compliance
- Ongoing growth in subdivisions, development activity, and compliance workloads
- Limited office space and organisational capacity

The Shire remains committed to:

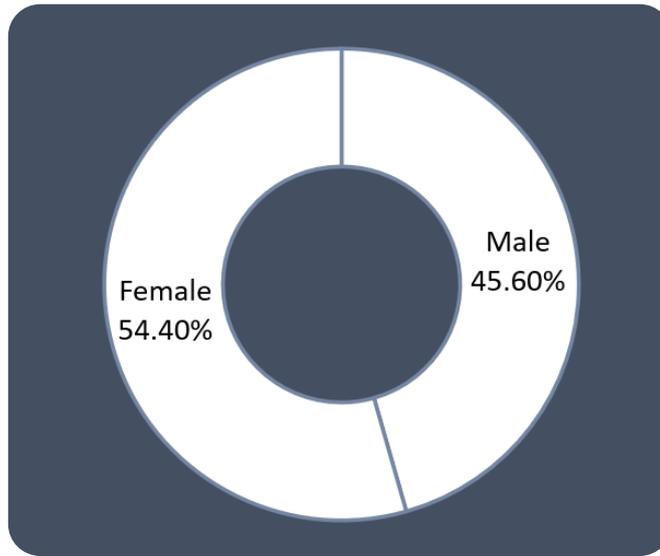
- Recruiting and retaining staff who align with our values
- Strengthening shared service opportunities
- Investing in young people through traineeships and apprenticeships
- Supporting workplace flexibility and wellbeing

5. Current Workforce Profile

As of June 2025, the Shire employs approximately 68 staff, representing 55 Full-Time Equivalent (FTE) positions across four service directorates. This section provides an overview of workforce composition, diversity, service tenure, and emerging workforce characteristics.

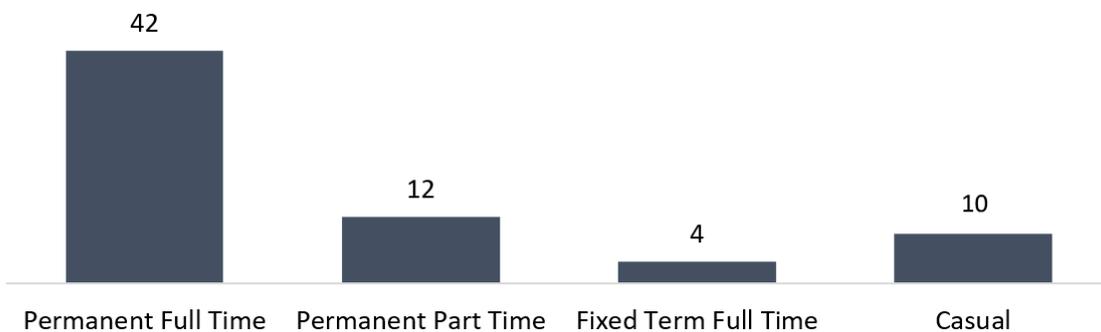
5.1. Gender Distribution

The Shire maintains a gender-balanced workforce, with a slight majority of female employees (54.4%). However, men are more highly represented in permanent, full-time operational and technical roles, while women commonly occupy administrative and part-time positions.



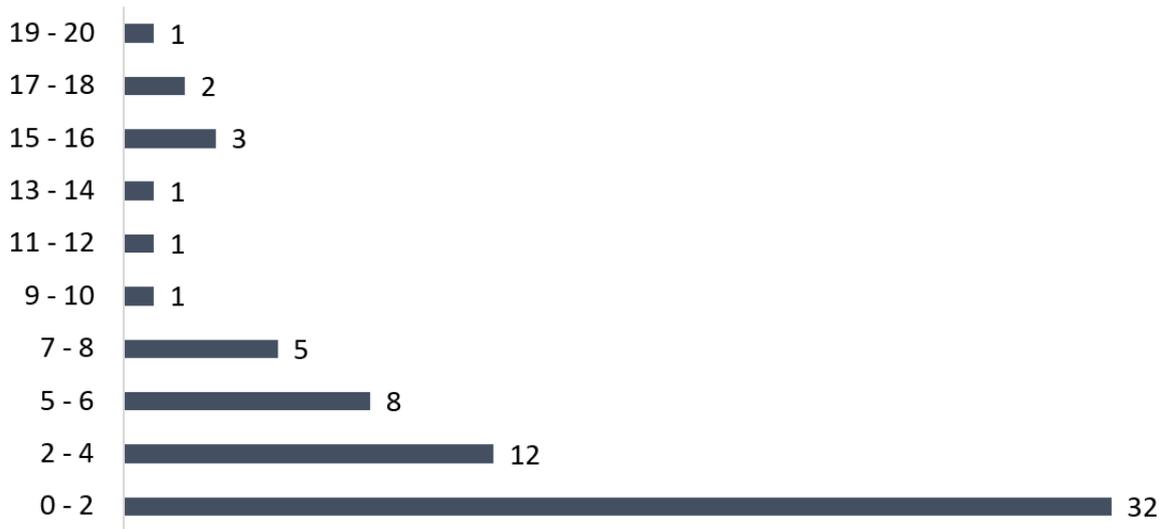
5.2. Full-Time Equivalent (FTE) Profile

The average FTE is 0.84, indicating a mix of part-time and full-time arrangements. This flexible workforce model supports operational agility but also requires close co-ordination to manage job-sharing and part-time workloads effectively.



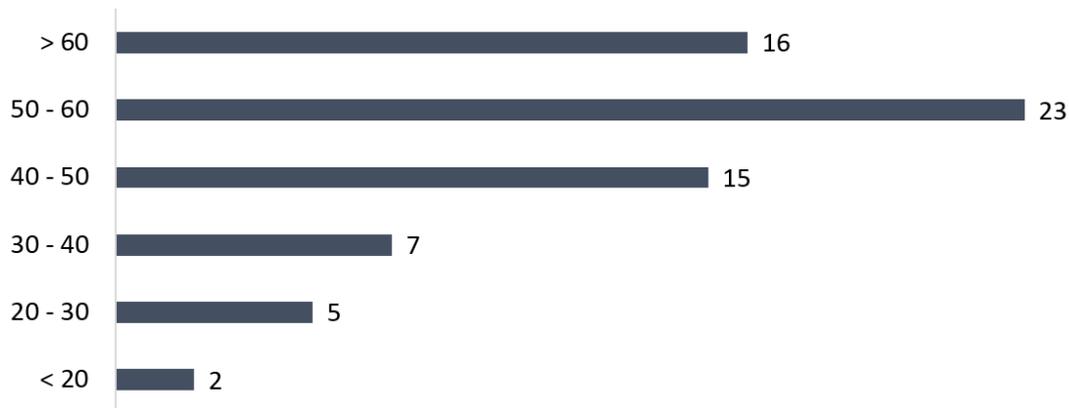
5.3. Tenure and Years of Service

The average length of service is approximately 4.2 years, with a significant cohort of newer employees following recent recruitment drives in planning, technical services, and ranger operations. However, a number of long-serving staff (10+ years) continue to provide strong institutional knowledge



5.4. Age Profile and Succession Risk

As at June 2025 estimates indicate that 23% of the workforce is aged 60 and over, posing a medium-to-high-risk of retirement over the life of this Plan. This necessitates structured succession planning, knowledge transfer, and targeted trainee appointments in key functions.



5.5. Workforce Diversity

- Female participation: 54.4%
- Culturally and Linguistically Diverse (CALD): 2.9% (estimated)
- Aboriginal or Torres Strait Islander representation: 0%
- People with disability: 1.5% (estimated)
- Improving diversity, especially among First Nations peoples and in leadership roles, remains a strategic priority.

5.6. Key Observations

- FTE mix remains weighted toward 1.0 FTE full-time staff, but job-sharing and part-time flexibility are increasing
- Gender parity is strong overall, though certain functions (e.g. technical services) remain male-dominated
- Long-serving staff provide stability but amplify succession risks in areas like finance, planning, and compliance

6. Environmental Scan

This section presents an environmental analysis of the internal and external factors shaping workforce development at the Shire of Chittering. These drivers influence the demand and supply of labour, service delivery capability, and the Shire's ability to attract, retain, and develop the workforce over the next decade.

6.1. Internal Environment

Organisational Structure: Functional teams remain lean, with some capacity constraints in technical, regulatory, and administrative services

Workforce Culture: Positive team culture continues to improve, supported by leadership commitment to wellbeing, training, and engagement.

Staffing Flexibility: Increasing uptake of part-time and flexible arrangements to meet operational needs and lifestyle preferences.

Infrastructure Limitations: Existing office and operational space is nearing capacity, affecting onboarding, collaboration, and staff expansion.

Digital Capability: Transition to cloud-based platforms and remote work readiness remains underway but uneven across directorates.

6.2. External Environment

Regional Competition: The Shire competes with Perth metro councils for key professional roles (e.g. Planners, Engineers, EHOs) but cannot match salary packaging or amenities.

Demographic Shifts: Migration to the Shire is increasing service expectations, particularly from metro based residents now living in rural areas.

Legislative Change: Compliance burdens continue to increase, especially in planning, OSH, bushfire mitigation, and public health enforcement.

Housing Supply: Limited local housing options constrain staff relocation and retention, particularly for new and specialist employees.

Technology Trends: Opportunities exist to automate administrative functions, enable hybrid work, and digitise compliance and asset management tasks.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong team culture and commitment to community values • Positive staff sentiment and improved engagement survey results (2021-2024) • Successful trainee, graduate, and mentoring programs • Strong internal leadership and executive commitment to wellbeing 	<ul style="list-style-type: none"> • Limited local labour pool and housing availability for staff • Key person dependency in small teams • Underrepresentation of Aboriginal and culturally diverse staff • Inconsistent digital system use and reliance on manual processes
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Shared service models with neighbouring LGs (e.g. Gingin) • Digital capability uplift and hybrid work policies • Career progression via internal pathways and upskilling • Regional growth and infrastructure development (e.g. Muchea Industrial Park) 	<ul style="list-style-type: none"> • Competition with metropolitan councils for skilled professionals • Rising regulatory compliance costs and workloads • Ageing workforce and projected retirements by 2030 • Cost of living pressures and lack of staff housing

6.3. Strategic Implications

The Shire’s workforce planning must respond to a rapidly evolving service environment. Strategic priorities must focus on:

- Addressing succession risks through mentoring, transition planning, and talent pipelines.
- Building resilience and mental health supports into daily operations.
- Strengthening digital systems and staff digital literacy.
- Exploring shared service models to achieve scale in procurement, finance and compliance.
- Increasing diversity and cultural representation, especially in senior and public facing roles.

7. Workforce Forecast & Staffing Needs

This section projects future workforce needs aligned with the Shire's strategic, financial, and service delivery priorities. These projections are informed by current workforce capacity, anticipated retirements, new regulatory obligations, infrastructure development, and growth in resident and visitor expectations.

7.1. Forecasting Assumptions

Based on strategic documents, department-level feedback, and draft notes, the following assumptions shape our four-year outlook:

- Service growth linked to the expansion of Muchea Industrial Park, tourism activity, and residential subdivisions
- Ongoing implementation of bushfire mitigation, environmental health, and public health planning obligations
- Continued support for flexible working arrangements, shared services, and digital transformation
- Increasing need for staff in frontline and regulatory role, particularly Planning, Ranger Services, Waste & Civil Works, and Procurement

7.2. Current FTE by Function

The largest allocation of FTE resources remains in:

- Infrastructure and Civil Maintenance roles (e.g. Plant Operators)
- Finance and Rates
- Environmental Health and Planning



7.3. Anticipated Staffing Changes

Area	Position	Year	Status / Justification
Environmental Health	Technical Officer (EHO)	2026 / 27	Transition from 0.6 – 0.8 FTE as capacity increases
Environmental Health	Technical Officer (EHO)	2027 / 28	Transition from 0.8 – 1.0 FTE as capacity increases
Technical Services	Plant Operator	2026 / 27	Required to maintain roads, verges, and parklands
Development Services	Third Ranger	2028 / 29	Enables 7-day roster, hazard inspection coverage
Building	Building Surveyor Trainee	2026 – 2028	Planned succession for anticipated 2028 retirement

7.4. Succession Planning

Approximately 16 – 20% of the workforce is expected to reach retirement eligibility by 2028/29, especially in technical and compliance roles. Strategic responses will include:

- Expanding traineeships and apprenticeships in high-risk areas
- Transitioning retiring staff into mentoring or part-time support roles
- Documenting critical role knowledge through SOPs and digital systems
- Strategic Workforce Scenarios
- Scenario modelling will be considered during annual reviews to adapt to:
- Funding fluctuations (grants vs general revenue)
- Legislative amendments affecting compliance staffing
- Delays or acceleration of major capital works projects
- Performance of shared service partnerships (if activated)

7.5. Strategic Workforce Scenarios

Scenario modelling will be considered during annual reviews to adapt to:

- Funding fluctuations (grants vs general revenue)
- Legislative amendments affecting compliance staffing
- Delays or acceleration of major capital works projects
- Performance of shared service partnerships (if activated)

8. Strategic Workforce Priorities

Over the next four year planning horizon, the Shire will focus on five interconnected strategic priorities to ensure a sustainable, capable, and responsive workforce. These priorities directly support the implementation of the Strategic Community Plan, Corporate Business Plan, and Long-Term Financial Plan.

Each priority responds to key findings from the environmental scan, forecast modelling, and internal consultation.



8.1. Priority 1: Attract and Retain Skilled and Diverse Talent

Objective: Ensure the Shire remains a competitive employer by offering meaningful employment pathways, regional attraction strategies, and a strong Employee Value Proposition (EVP).

Key Actions:

- Enhance local recruitment with regional advertising and partnerships
- Review salary packaging, flexibility, and benefits for competitiveness
- Continue trainee, apprentice, and graduate programs
- Explore regional employee housing solutions
- Success Indicators:
 - Reduce time-to-fill for critical roles
 - Year-on-year increase in local trainee participation
 - Improved retention in high-turnover roles

8.2. Priority 2: Build Capability and Leadership at All Levels

Objective: Strengthen organisational resilience by upskilling staff, supporting career progression, and cultivating future leaders.

Key Actions:

- Expand the Shire's online Learning Management System (LMS)
- Introduce cross-functional training and role shadowing
- Develop internal leadership program for team leaders and coordinators
- Establish documented succession plans for all critical roles
- Success Indicators:
 - Increase in staff promotion from within
 - Reduced dependency on external consultants in specialist areas
 - Increased completion of PDP-linked training goals

8.3. Priority 3: Embed Digital and Flexible Work Practices

Objective: Adapt to new workforce expectations and service models through digital capability, remote access, and hybrid working options.

Key Actions:

- Invest in cloud-based HRIS, timesheets, and compliance systems
- Ensure all employees have access to secure remote work platforms
- Review job design for remote-eligible roles (e.g. Planning, Admin, Finance)
- Train managers to support virtual and hybrid team performance
- Success Indicators:
 - All eligible staff offered flexible work arrangements
 - IT Help Desk resolution rates for remote services
 - Improved digital literacy scores from staff surveys

8.4. Priority 4: Foster a Safe, Inclusive, and Engaged Culture

Objective: Support physical and mental wellbeing, inclusive employment practices, and a high-trust environment where people want to work.

Key Actions:

- Strengthen Employee Assistance Program (EAP) access and promotion
- Deliver annual wellbeing campaigns, workshops, and activities
- Update Diversity and Inclusion Action Plan
- Implement periodic staff satisfaction and culture surveys
- Success Indicators:
 - Declining lost-time injury (LTI) trends
 - Increased employee satisfaction on culture metrics
 - Improvement in Aboriginal and female participation rates

8.5. Priority 5: Enable Sustainable Workforce Planning

Objective: Ensure long-term workforce decisions are integrated with financial, service, and infrastructure planning.

Key Actions:

- Align workforce forecasting with LTFP and CBP updates
- Develop FTE planning tools by business unit
- Annual review of Shared Service potential (e.g. procurement, audit, IT)
- Include workforce KPIs in Executive and Council reports
- Success Indicators:
 - Annual workforce planning updates submitted to EMT / Council
 - Workforce Plan compliance with DLGSC Advisory Standards
 - Shared Service pilot outcomes evaluated and reported

9. Implementation Plan

To ensure the Shire of Chittering has the right people, in the right roles, at the right time, a clear set of strategies and actions has been developed. These are aligned with the five strategic workforce priorities and within this four-year plan. Each action is linked to a responsible officer and intended timeframe.

9.1. Overview of Implementation Framework

Field	Description
Strategic Priority	One of the five themes (Attract, Develop, Modernise, Engage, Plan)
Key Action	A targeted initiative design to support the priority
Timeframe	Expected implementation period (2025/26 – 2028/29)
Responsibility	Lead role / team accountable for delivery
Resourcing	LTFP – aligned, external grant potential, or internal



9.2. Workforce Strategy Action Plan



ATTRACT - Attract and Retain Skilled and Diverse Talent

Action	Year	Responsible	Notes
Launch regional recruitment campaign for planning and ranger roles	2025 / 26	HR / Exec Manager Dev Services	Aligns with workforce gaps and community growth
Review and benchmark remuneration & EVP for high-risk roles	2025 / 26	CEO / HR	Targets Planner, Ranger, and EHO retention
Continue annual graduate & trainee intake	Ongoing	HR / All Departments	1 – 2 placements per year (finance, admin, tech)

DEVELOP - Build Capability and Leadership at All Levels

Action	Year	Responsible	Notes
Launch internal leadership & mentoring program	2026 / 27	HR / Exec Team	Focus on succession planning and middle management
Create cross-functional training modules	2026 / 27	HR / Managers	Enables backup for small teams

MODERNISE - Embed Digital and Flexible Work Practices

Action	Year	Responsible	Notes
Roll our cloud-based HRIS, leave, and timesheet systems	2026 / 27	HR / Payroll / ICT	Improves productivity and compliance
Review WFH eligibility and hybrid policy	2026 / 27	HR / EMT	Supports recruitment flexibility

ENGAGE - Foster a Safe, Inclusive, and Engaged Culture

Action	Year	Responsible	Notes
Update Diversity & Inclusion Plan	2027 / 28	HR / CEO	Address ATSI, CALD and gender gaps
Deliver annual wellbeing & EAP awareness campaigns	Ongoing	HR	Includes R U OK, mental health first aid

PLAN - Enable Sustainable Workforce Planning

Action	Year	Responsible	Notes
Develop and maintain annual FTE forecasting tool	2025 / 26	HR / Finance	Links with LTFP and CBP updates
Pilot shared procurement or audit services with Gingin	2027 / 28	CEO / DCEO	Scalable shared service model

9.3. Implementation Considerations

Progress Tracking: Each action will be reviewed as part of the annual budget process and reported via the internal workforce dashboard.

Resourcing: All strategies are scoped to fit within the Shire's Long-Term Financial Plan or identify potential external funding (e.g. LG grants, DFES programs).

Consultation: Department managers are responsible for embedding relevant workforce actions into their operational plans and performance development plans (PDPs).



10. Financial Resources

The delivery of the Workforce Management Plan must be financially sustainable and aligned with the Shire's Long-Term Financial Plan (LTFP), Corporate Business Plan (CBP), and annual budgeting processes. Given that employee costs are among the largest categories of operational expenditure, careful workforce forecasting is essential to managing both service continuity and fiscal responsibility.

10.1. Current Workforce Expenditure Snapshot

As of the 2024/25 financial year:

- Employee costs total approximately \$5.4 million (est. 55% of operating expenditure).
- The average cost per FTE is approximately \$98,000 inclusive of salary, superannuation, training, insurance, and overheads
- Approximately 68 employees deliver services across four directorates, equating to 55 FTE

10.2. Projected Workforce Investment

Over the next four years, the Shire is expected to:

- Maintain a stable core FTE count (55 – 60 FTE), with gradual growth in targeted areas (e.g. Planning, EHOs, Rangers)
- Introduce up to 6.5 new roles over five years (combination of part-time and full-time), primarily grant or growth-driven
- Invest in technology and HR systems to enable efficient service delivery and compliance with WHS and record-keeping reforms
- Continue supporting the graduate, trainee, and apprentice program with minor annual investment (e.g. \$30,000 - \$50,000 per FTE trainee)
- Estimated annual increase in workforce operating costs: 2.2 – 3.0% (excluding enterprise agreement or CPI adjustments)

10.3. Cost Management Strategies

To ensure long-term sustainability, the following measures will be used:

- Shared Services with neighbouring Shires (e.g. procurement, audit, ICT) to reduce duplication and administrative overhead
- Role redesign to consolidate part-time duties and maximise position utilisation
- Digital transformation of HR, payroll, and compliance systems to reduce manual processing time
- Traineeships and internal upskilling to fill hard-to-recruit roles more cost-effectively

10.4. Resourcing Alignment and Assumptions

All workforce-related financial assumptions are linked to:

- Asset and infrastructure plans (to project O&M needs)
- Legislative changes (e.g. Public Health Plans, OSH harmonisation)
- Community demand via SCP and CBP targets
- External grant funding availability (e.g. DFES, Planning Reford, Jobs & Skills WA)
- The Workforce Plan has been designed in collaboration with Finance and Executive Services, ensuring consistency with the LTFP review cycle and Annual Budget forecasts.

11. Monitoring, Evaluation & Reporting

To ensure the Workforce Management Plan remains relevant, effective, and responsive to changing needs, the Shire of Chittering has established a structured process for ongoing monitoring, evaluation, and reporting. This framework supports compliance with the *Local Government (Administration) Regulations 1996* and enables integration with the Shire's broader Integrated Planning and Reporting (IPR) processes.

11.1. Review and Update Schedule

Frequency	Review Type	Purpose
Annual	Internal Review	Check alignment with budget and CBP; update staffing changes, KPIS, and planned actions
Biennial	Staff Consultation	Collect staff feedback, culture and wellbeing data, and training effectiveness
Quadrennial	Formal Plan Review	Full review aligned with SCP review; forecast workforce needs, priorities, and FTE assumptions
Ad hoc	Triggered Review	In response to significant events (e.g. legislation changes, restructure, major funding shift)

11.2. Workforce Key Performance Indicators (KPIs)

Category	KPI	Frequency Target / Benchmark
Workforce Stability	Staff turnover rate	Annually < 10% voluntary turnover
Workforce Capacity	FTE count vs planned	Annually within 5% of forecast
Leadership	% of positions with succession plan	Biennially 100% of critical roles
Training & Development	Completion of annual PDPs	Annually > 90% completion
Wellbeing	Staff satisfaction score (culture)	Biennially > 75% positive rating
Diversity & Inclusion	Representation of priority groups (e.g. ATSI, youth)	Annually Reflect regional demographics

11.3. Reporting Mechanisms

Annual Workforce Snapshot	Embedded in Annual Report and shared with Council
Internal HR Dashboard	Monitored monthly by EMT and HR team
CBP Progress Report	Workforce KPIs tied to CBP outcomes
Audit & Risk Committee Reporting	Updates on workforce risk exposure and compliance

11.4. Responsibility and Governance

- The Chief Executive Officer holds overall responsibility for workforce strategy
- The Deputy Chief Executive and HR Coordinator manage implementation, internal reporting, and continuous improvement actions
- Managers and Supervisors are responsible for contributing to workforce planning through performance development reviews, identifying skill gaps, and supporting leadership development

11.5. Continuous Improvement Focus

Workforce planning is not static. The Shire remains committed to:

- Embedding feedback loops through surveys and consultations
- Benchmarking with similar rural local governments
- Maintaining agility in response to emerging labour, economic, or policy trends

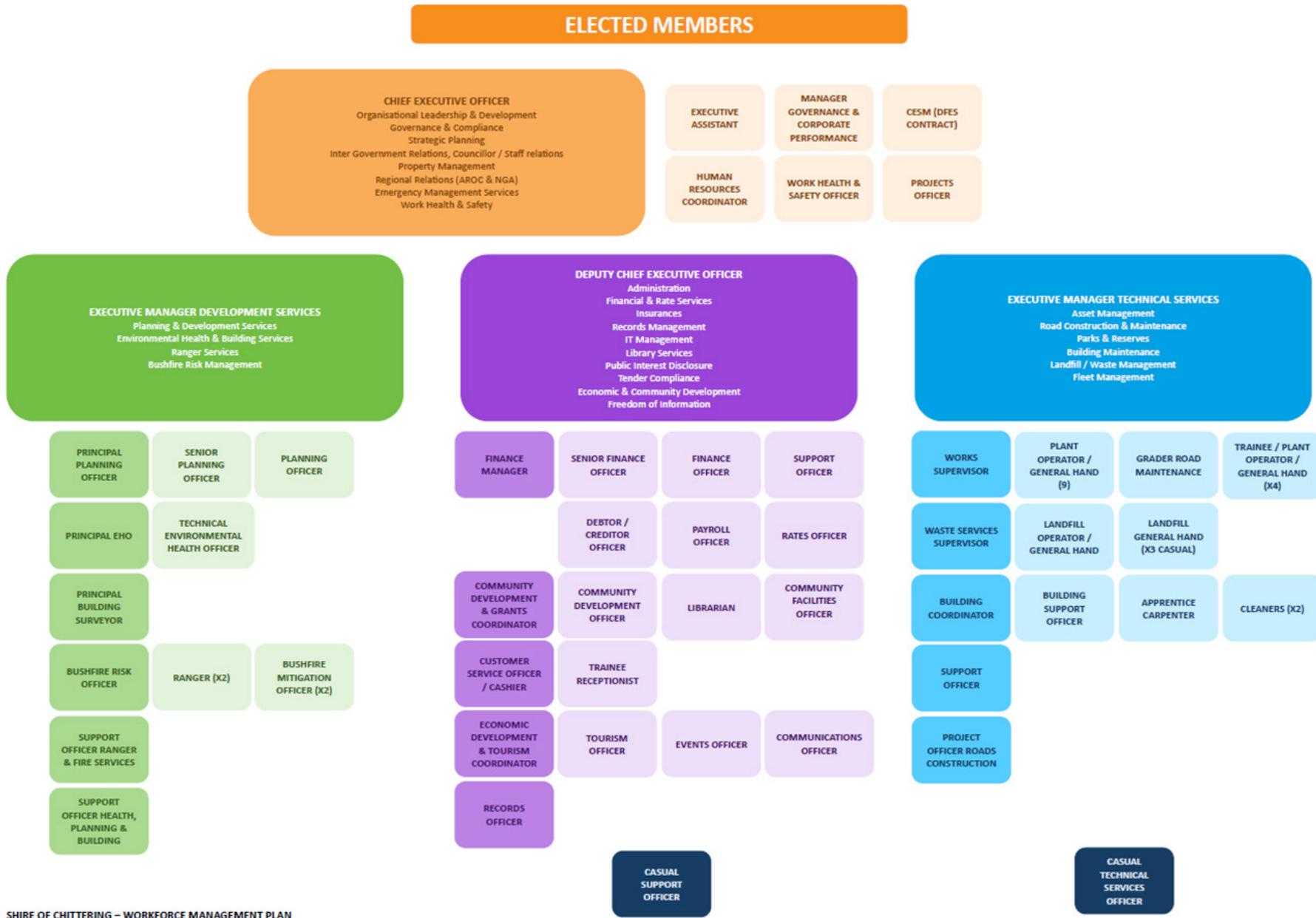
This ensures that workforce investment remains fit-for-purpose, strategic, and aligned with the Shire's community vision.



12. Appendices



Appendix A – Organisational Structure Chart



SHIRE OF CHITTERING – WORKFORCE MANAGEMENT PLAN

Appendix B – Workforce Forecasting Table

#	Role	2025/26	2026 / 27	2027 / 28	2028 / 29
1	Trainee Building Surveyor		1		
2	Technical Officer (EHO)		0.8	1	
3	Third Ranger				1
4	Plant Operator			1	

Appendix C – KPI Definitions and Benchmarks

	KPI Category	KPI Name	Definition	Reporting Frequency	Target / Benchmark	Data Source
1	Workforce Stability	Voluntary Staff Turnover Rate	The percentage of permanent staff voluntarily leaving the organisation in a financial year	Annually	< 10% voluntary turnover	Payroll
2	Workforce Capacity	FTE Variance from Plan	The variance between actual FTE and planned FTE as per the Workforce Plan	Annually	+ / - 5% of forecasted FTE	Workforce forecast vs. payroll headcount
3	Leadership Development	Succession Plan Coverage	Percentage of critical roles with documented succession or transition plans	Biennially	100% of Tier 1 – 2 roles	HR Succession Plan
4	Training & Development	Performance Development Plan Completion	Percentage of staff who complete annual PDP reviews with learning and development goals	Annually	> 90% PDP completion	Performance development system records
5	Wellbeing & Culture	Staff Satisfaction Score	Percentage of employees who report positively on engagement and wellbeing surveys	Biennially	> 75% positive rating	Staff culture survey or pulse checks
6	Diversity & Inclusion	Representation of Priority Groups	Percentage of staff identifying as Aboriginal / Torres Strait Islander, youth, CALD or with a disability	Annually	Reflects regional demographics or improves annually	HR records and diversity self-identification forms