



Shire of Northam
Heritage, Commerce and Lifestyle

WORKFORCE STRATEGY 2025/26 – 2028/29



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EXECUTIVE SUMMARY

The Shire of Northam Workforce Strategy 2025/26 to 2028/29 provides information on how capable the Shire is to deliver the services and infrastructure required by the community. This aligns with the Local Government Integrated Planning and Reporting Framework (IPRF) as an Informing Strategy.

As defined in the Local Government Integrated Planning and Reporting Framework, the following information has been gathered to develop the Workforce Strategy:

- The Shire of Northam Council Plan “*Our Plan for the Future*” 2022-2032 provides the enduring aspirations of the community. This has been considered in assessing how the workforce will need to change over the long term.
- The Corporate Business Plan component of the Council Plan outlines the short term operations of the Shire, identifying what it will deliver and who is responsible.
- Information about the external factors that impact the workforce including current and projected economic factors, market factors, competitor factors and the level of supply.

In developing this Workforce Strategy, the following processes have been used:

- Workforce analysis to determine how capable the workforce currently is in terms of achieving the Corporate Business Plan objectives outlined in the Shire's Council Plan.
- Analysis to identify and assess the strengths, weaknesses, opportunities and threats that are currently facing the workforce.
- Forecasting to analyse how the workforce will need to change over time to deliver the objectives in the Corporate Business Plan component of the Shire's Council Plan.
- Strategy development to identify how the Shire will build workforce capability to deliver the Corporate Business Plan components of the Shire's Council Plan, with the view to achieving long term community priorities.

The Shire had a previous Integrated Workforce Plan for the period 2019 to 2021, which included 10 strategies. The new Workforce Strategy 2025/26 to 2028/29 builds on the previous Plan and focuses on the anticipated workforce planning and development requirements for the next 4 financial years.

The Workforce Strategy 2025/26 to 2028/29 will be informed by and inform future reviews of the Shire's Council Plan (including the Corporate Business Plan component), the Long Term Financial Plan and the Asset Management Plan. Throughout the life of the Workforce Strategy, the Shire will undertake annual reviews to ensure the actions are implemented and monitored.

1. WORKFORCE STRATEGY OVERVIEW & OBJECTIVES

While workforce planning is not about predicting the future, it should be future-focused and based on identifying and exploring a range of alternative future scenarios. Working through the process enables the Shire of Northam to analyse the potential impact of these scenarios, including:

- What is the workforce we will need? (demand)
- How does the future demand compare with the workforce we have? (supply)
- How well do these align with the strategic direction of the Council Plan? (community priorities)

Workforce planning enables the identification of current, transitional and future workforce supply and demand, and clarifies the human resource requirements for the Shire.

While workforce planning and workforce development are commonly linked, they are not the same:

Workforce **planning** is the driver of workforce development.

Workforce **development** can be one outcome of workforce planning.

Workforce development refers to the various activities undertaken to address any gaps and mitigate risks identified through workforce planning e.g. succession planning/career development, knowledge management and/or job redesign.

Workforce planning and workforce development are interdependent. Planning is pointless without execution and execution is less effective without planning.

1.1. Context of Workforce Strategy

Workforce planning is part of Shire of Northam's business and financial planning processes and is informed by business plans and strategies. This Workforce Strategy also aligns with the Local Government Integrated Planning and Reporting Framework.

People and Culture, Organisational Development (OD) and Human Resources (HR) strategies are informed by workforce planning to ensure the organisation responds effectively to challenge and change.

As indicated in Figure 1 and 2 below, the Workforce Strategy is informed by the Council Plan and other Informing Strategies. In turn, the Workforce Strategy links to budget and business planning, as well as providing the road map for actions relating to the workforce across the entire employee lifecycle.

This program of activity is largely focused on developing our people and our organisation with a remit across the complete end-to-end employee experience.

Data gathered through employee surveys together with other sources, is fed back into the workforce planning process which informs and supports the next program of work relating to people and organisational development.

Figure 1 Broader Context Shire of Northam's Workforce Strategy

Drivers	Workforce Planning	Action Areas
Internal Context Council Plan Other Informing Strategies, plans & programs Budget Business Planning External Context Public sector context Political, social & economic factors Global, national & local employment market trends	Process 1. Supply analysis 2. Demand analysis 3. Equity, Diversity & Inclusion 4. Gap analysis 5. Solution formulation 6. Monitoring progress Informed by Workforce Metrics: - Employment statistics - Employee Survey	People & Culture Program of Work: - Recruitment - Learning & development - Engagement & retention - Succession planning /talent pipeline - Organisational Development - Diversity & Inclusion - Wellbeing & Safety - Employee experience

Figure 2 Local Government Planning Context

Local Government Planning and Reporting Framework



The role of Local Government is to oversee the delivery of a diverse range of programs, services, facilities and projects for their community. Effective workforce planning is fundamental in meeting the community's needs now and into the future. Achieving the optimum combination of staffing, volunteers and contractors is vital.

2. ORGANISATIONAL STRUCTURE

2.1 The Service Delivery Model

The Shire recognises that it has a range of service delivery models across the organisation, including:

- "Own Right" Service Provision – the Shire exclusively uses its internal resources to provide services.
- Contestability - assessing and comparing the efficiency and effectiveness of a current means of service provision by comparison with other providers (private and/or public).
- Competitive Tendering - exposing the provision of services to competition through a formal tendering process irrespective of whether the service has been traditionally provided by Shire employees or an external provider. The tendering process may involve "in house" staff teams tendering with external providers for specific projects, services and activities.
- Contracting Out - contracting with an external organisation to provide a service.
- Collaborative Ventures - undertakings or projects which have been developed as a result of two or more parties (Local Governments, State or Federal Governments, private sector, community groups) working together to achieve common objectives. This is the model relied upon by the various Local Governments engaged in resource sharing activities (i.e. shared service delivery).

Historically, for important services, Council has adopted an 'own right' service provision model, whereby it is delivering its services utilising its own internal resources exclusively. This is becoming increasingly challenging as the complexity and competitiveness in the private market has grown significantly in recent times. As a consequence, the Shire will continue to explore opportunities to provide its services and facilities in the most efficient and cost effective manner possible, applying the most appropriate service delivery model available.

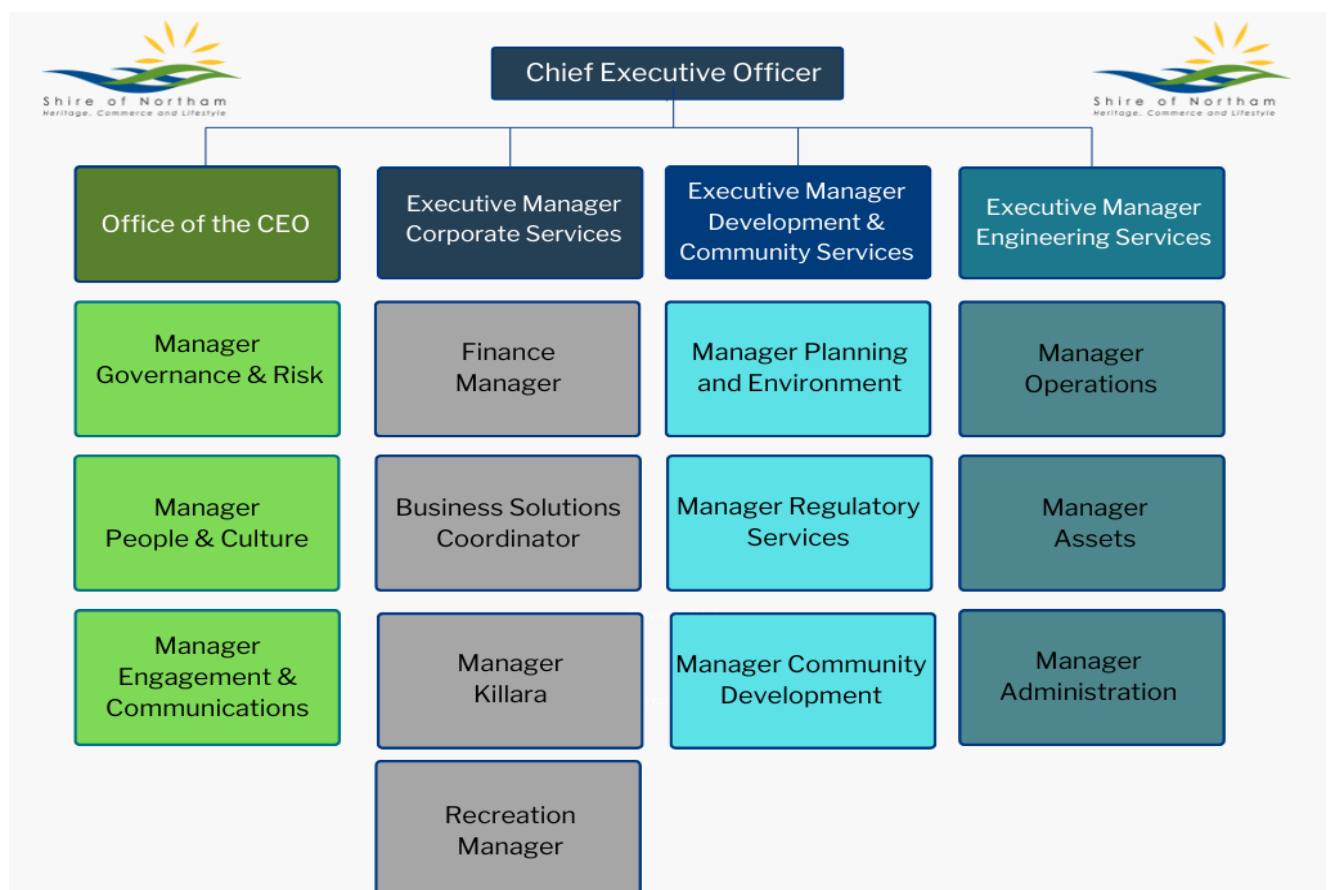
In order to deliver the required services, the following organisational structure was implemented in October 2024. This resulted from a realignment of the organisation's structure undertaken between April and October 2024, with the following objectives:

- Stronger alignment to the Council Plan and the community's priorities for the Shire.

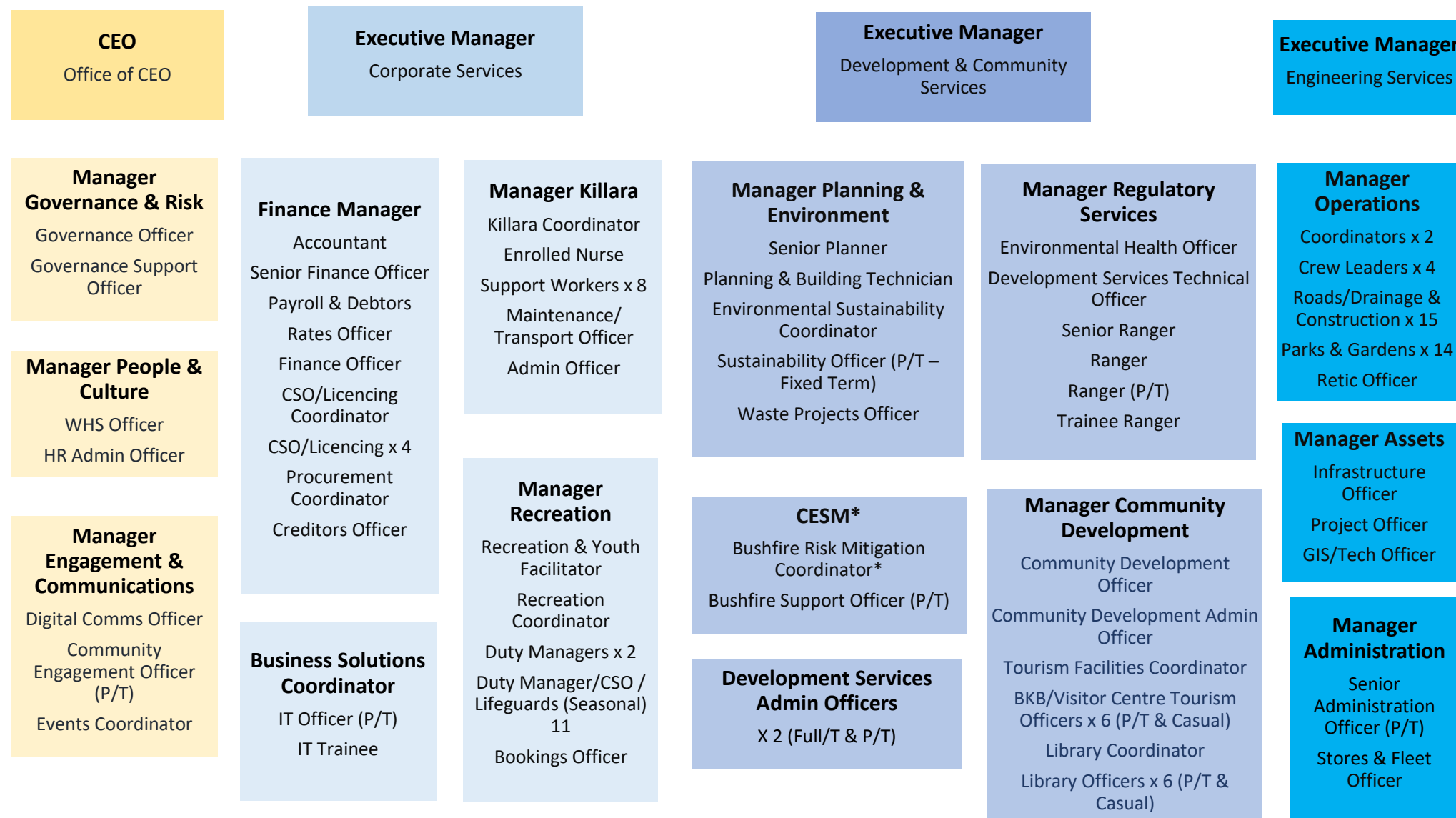
- Enhanced capability to deliver on changing environment i.e. Local Government Act reform, traffic management arrangements, environmental sustainability, communications.
- Stronger, more resilient teams.
- Creating of more “boots on the ground” roles.
- Strengthening capacity to minimise single point of reliance.
- Improved efficiency.

The realignment resulted in the creation of 4 Executive areas, rather than the previous 5. The organisational structure at the Executive/Management level is detailed in Figure 3 below and the broader organisational structure is detailed in Section 2.2. A further breakdown of the Shire's workforce in 2025/26 and anticipated future requirements for the following 3 years is outlined in Appendix 1.

Figure 3 Organisational Structure at Executive/Management Level



2.2 Current Organisational Structure/Areas of Responsibility



3 SHIRE OF NORTHAM – WHO WE ARE AND WHAT WE DO

The Shire of Northam (the Shire) is a diverse regional local government situated in the Avon Valley within WA's Wheatbelt Region, and is bounded by the Local Governments of Mundaring, York, Toodyay, Goomalling and Cunderdin.

The total area of the Shire is 1,443 km² and is a mix of residential, rural residential and rural lifestyles. Northam is the largest townsite, 96 kilometres from Perth, and is the main urban and commercial hub of the Shire. Other localities within the Shire of Northam include Bakers Hill, Buckland, Burlong, Clackline, Copley, Grass Valley, Irishtown, Jennapullin, Katrine, Malabaine, Meenaar, Mokine, Muluckine, Muresk, Southern Brook, Spencers Brook, Throssell, Woottating and Wundowie.

With an estimated population of 12,416 people (ABS 2024), the Shire supports a diverse population in terms of age, ethnicity, socio-economic status and lifestyle. The Shire of Northam is known for its Aboriginal culture, and this is reflected in an Aboriginal population of approximately 6.3% of the population (ABS 2021).

Northam has been clearly established by the State Government as a Regional Centre, resulting in many Government Departments having a strong 'regional' presence in the townsite, including the Wheatbelt Development Commission, Department of Primary Industry & Regional Development, Main Roads WA, WA Country Health Services and WA Police. The presence of Government agencies in Northam provides the opportunity for the Shire to work closely with these agencies on a range of strategies, initiatives and projects.

Northam acts as the regional centre for the Avon area, which includes servicing communities including, Toodyay, York, Beverly, Goomalling, Quairading, Cunderdin, Tammin, Dowerin, Wyalkatchem and Koorda. Consequently, the population catchment area for Northam is approximately 30,000.

3.1 Our Vision

The Shire of Northam recognises the importance of planning for the future and has developed a Council Plan "Our Plan for the Future" 2022 to 2032 which sets the strategic direction for the Shire. Our vision:

'The Shire of Northam is a vibrant growing community that is safe, caring and inclusive. We are recognised as a community that values heritage, preserves our environment and promotes our commerce'.



3.2 Our Purpose

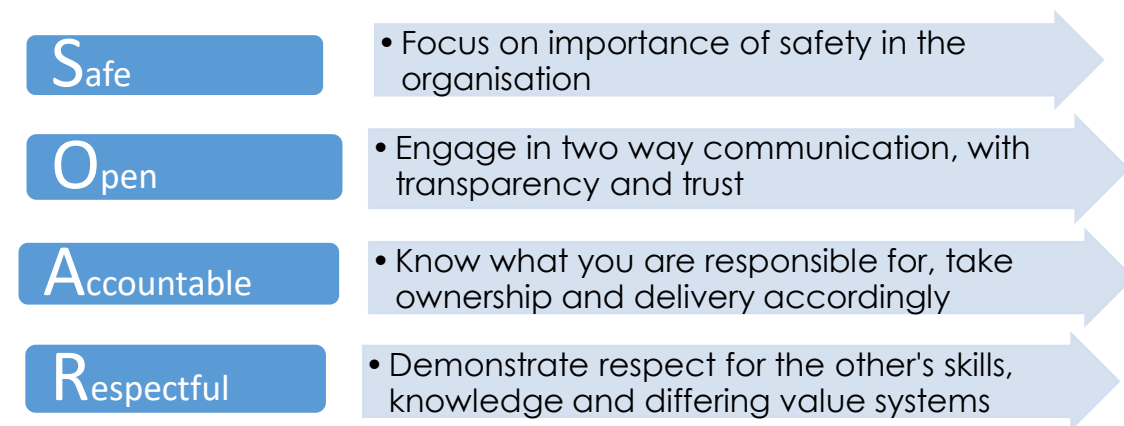
In relation to our purpose, the Shire exists to deliver responsive, sustainable services in a manner that preserves and enhances our environment and lifestyle while respecting our heritage and facilitating economic growth. To fulfill our purpose, and work towards achievement of the community's vision and aspirations, the Shire takes on six key roles:

- Advocate – we are a voice for the local community on key issues.
- Partner – we form strategic alliances in the interests of the community.
- Fund – we help fund organisations to deliver essential community services.
- Facilitate – we help to make it possible or easier to meet community needs.
- Provide – we directly provide a range of services to meet community needs.
- Regulate – we regulate compliance with legislation, regulations and local laws.

3.3 Our Values

The values that underpin the delivery of the Council Plan and the management of the organisation are outlined below:

Figure 4 Organisational Values



4 INTERNAL AND EXTERNAL ENVIRONMENTAL SCAN

4.1 External

State & Regional Factors

Western Australia has a population of around 2.9 million people, of which more than half make up the State's workforce of some 1.6 million people. WA has the fourth largest workforce in Australia, and the highest rate of workforce participation of all the states (excluding ACT and NT).

- Aboriginal Australians make up 3.2% of the State's workforce, while those born overseas make up 34.1%.
- Youth aged 15–24 comprise about 18.8%, while those over 60 comprise 15.5%
- WA's male to female workforce ratio is 71% to 63%.
- In Western Australia, 23.8% of the population aged 15 and over held a Bachelor or Higher degree in 2021. This percentage is slightly lower than the national average of 26.3%. Overall, 54.3% of the population in WA had some form of educational qualification, while 36.5% had no qualifications. 39.1% have no post school qualifications.

The vast majority (around 83%) of the State's population and workers reside in Greater Perth (including Mandurah). However, the regions are quite diverse in nature and incorporate a variable mix of employment in areas such as services, resource projects, agribusiness and tourism.

The labour market in the next two decades will be shaped by technological advances, digital connectivity, globalisation, an ageing population and changing economic structures. These five trends are driving change and are expected to lead to the restructuring of labour markets throughout Australia, including local government.

The 2024/25 State Budget indicates:

- a. estimated wages growth in the order of:

2024/25	3.75%
2025/26	3.5%
- b. estimated unemployment remaining stable at approximately 4%
- c. estimated employment growth in the order of:

2024/25	2.5%
2025/26	1.75%

In a regional context, Northam is the regional centre for the Avon Valley. The Avon Valley is made up of the communities of Toodyay, York, Beverley and Goomalling, providing a population catchment of approximately 22,000. While the labour force in each of the other communities is significantly smaller than in Northam, the unemployment rate in Northam is sitting at 4% and is in line with the national average.

Impact on Future Skill Needs & Staffing Requirements in Local Government

Internal/External Factors	Impact
Ageing Workforce	<ul style="list-style-type: none"> - Loss of corporate knowledge - Alter methods to source/attract new staff from further afield, where practical - Need for succession planning to share knowledge - No young staff to refresh ageing staff - People staying in positions longer – no capacity to bring on trainees - Skills gaps - Difficulty in filling gaps as older staff leave
Technological Change and Digitisation	<ul style="list-style-type: none"> - Need a cultural shift in some areas - Need to upskill current employees - New data analysis and interpretation skills required - Change in the way we work – more automation and artificial intelligence - Upgrade of equipment and software programs - Change in service delivery - Cyber security challenges
Increase in Governance and Compliance levels	<ul style="list-style-type: none"> - Requires more time for reporting, monitoring and audits - Increase in knowledge base essential - Change in operating processes - Change in management practices
Change in Community Expectations	<ul style="list-style-type: none"> - Change what roles are needed and at what level - Continuous review of resources to meet changing needs of community - Increasing need for community engagement and consultation
New Legislation /Regulation	<ul style="list-style-type: none"> - Changes to Aged and Disability care systems - Duty of Care – potential increase in litigation - Takes time and ability to learn and implement changes - Results in increased governance and management related roles - Asset Management – statutory requirements - Work Health and Safety “chain of responsibility” – increased training needs

Growth within Local Government area	<ul style="list-style-type: none"> - Increased workloads – burn out of staff - Taking over new properties/facilities – increase in staff and cost of training - New facilities – increase costs - New infrastructure - need for enhanced project management skills and systems
Waste Management	<ul style="list-style-type: none"> - Need to educate the community and workforce – increased time and resource
Change in Funding level	<ul style="list-style-type: none"> - Reduced funding sources - Cost shifting by State and Federal Governments – increasing staffing required
Government Funding changes	<ul style="list-style-type: none"> - Change to Government Apprenticeship policy and funding changes will result in a lack of tradespeople for future outdoor roles
Population decrease	<ul style="list-style-type: none"> - Taking skilled young people out of the district

Source: ALGA Local Government Workforce & Future Skills Report

Key Issues for Shire of Northam's Workforce

As noted, Local Government as well as a range of other sectors are experiencing key issues such as an ageing workforce, staff turnover, challenges with attracting appropriately skilled and qualified staff, and physical work demands. This will need to be monitored carefully for the health and wellbeing of employees.

It is likely that Shire of Northam will continue to face skill gaps in the following areas:

- Managers/ Supervisors – Leadership, change management, people management
- Information Technology – Database management, software and product knowledge, cyber security, managing use of artificial intelligence
- Engineering – Civil engineering and project management skills
- Project Managers – Contract management and experience in major project development and planning
- Professions such as town planners, environmental health officers, building surveyors, accountants.

On current trends, the Shire will face worsening shortages in the following areas:

Key shortages: Civil Engineers, Town Planners, Building Surveyors, Environmental Health Officers, ICT technicians, Project Managers, Accountants, Community Development Officers.

Minor shortages: Aged Care Support workers, Environmental/Sustainability officers, Accounts/Payroll officers, Customer Service officers, Rangers, Supervisor/Team Leader functions, Governance officers, GIS officers, and Plant Operators.

4.2 Internal

The following is a SWOT analysis of internal factors relating to the Shire's workforce:

<p>Strengths</p> <ul style="list-style-type: none"> • Positive organisational and team culture • Competent, adaptable and stable leadership • Good governance • Relevant policies in place • Relevant processes in place and documented • Flexibility/work-life balance • Study assistance offered • Access to training and professional development • Focus on safety and well-being • Role diversity • Workforce diversity • Regularly seek and act on feedback (customers and employees) • Know the community – active involvement • Industry networking and collaboration • Reward & Recognition Program • Proximity to home for locally-based staff • Drive in-Drive out option 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Community trust • Low rates base and limited revenue growth • Higher salaries and benefits offered by competitors including Local Government sector • Location/distance from Perth/key services • Lack of private rental accommodation and Shire housing • Limited public transport • Limited employment opportunities in the region • Performance management – not always timely/consistent • Innovation – limited/insufficient emphasis/support • Knowledge capture and deployment
<p>Opportunities</p> <ul style="list-style-type: none"> • Build resilience (individual and organisation) • Harnessing technology including artificial intelligence (process improvement, e-business) • Partnerships and resource sharing (community, business, other local governments) • Improved communications (internal and external) • Greater employee engagement • Succession planning 	<p>Threats</p> <ul style="list-style-type: none"> • Community expectations (service level demands; infrastructure demands; influence on Council decision-making) • Climate change/natural disaster risk • Economic conditions – slowed economic growth or excessive wages growth • Change readiness • Lack of strategic approach to innovation • Ageing workforce • Staff turnover • Loss of corporate knowledge

<ul style="list-style-type: none"> • Development of a remuneration strategy • Improved induction/onboarding processes • Improved performance management systems • Coaching/Mentoring Programs • New Industrial Agreement • Remote working options • Flexible job roles • Aim for best practice in key areas e.g. leadership, culture • Improved systems • Economic growth in the region • Population growth • Diverse workforce • Upgraded Administration offices 	<ul style="list-style-type: none"> • Changing work environment • Service level demands • Social Media toxicity, speed and reach • Artificial Intelligence • Stress and burnout • New Industrial Agreement resulting in negative culture or not meeting expectations • Funding reductions • Skills shortages and gaps
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In a local government context, competition for talent in Western Australia is high. Many professionals are attracted to City local governments or local governments located along the coastal strip. While the size and scale of Northam puts it in the larger quartile of local governments in Western Australia, it is significantly smaller in scale than the local governments it may be competing with for talent such as other regional centres including Bunbury, Busselton, Albany, Kalgoorlie, Esperance, Geraldton and Broome. Compounding this challenge is Northam's proximity to Perth, which results in direct competition with the metropolitan market for talent.

Whilst proximity to Perth, can be a perceived disadvantage, it also provides some potential short term opportunities in attracting talent, particularly those younger professionals willing to drive in/drive out to gain experience and/or for career advancement. Historically this has resulted in higher turnover rates as young professionals have in the past viewed Northam as an opportunity to develop their career or get into the industry and as soon as the opportunity arises to work back in the metropolitan area, they leave.

As a larger regional centre with a larger labour force (compared with other regional local governments), significant number of Government Agencies, and a range of other professional opportunities, competition for talent within Northam is improving.

While the Shire is one of the larger employers in the community, competition with other agencies such as Main Roads WA, Department of Primary Industry & Regional Development, a significant number of banks and agri-businesses and a range of contractors servicing the region, represents a challenge to attract and retain quality local staff.

It is difficult to analyse the competitiveness of rewards offered by the Shire of Northam in comparison to other major employers within the local community, however anecdotally the Shire is competitive. This assertion is made as over the past five years very few, if any employees, have left the Shire for positions with other local employers. The challenge however is that the Shire is not overly competitive in terms of rewards in comparison to other Local Governments, the mining and private sector, and State and Federal Government agencies.

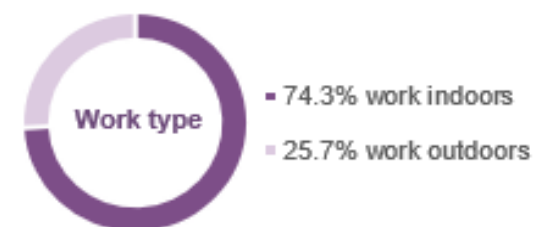
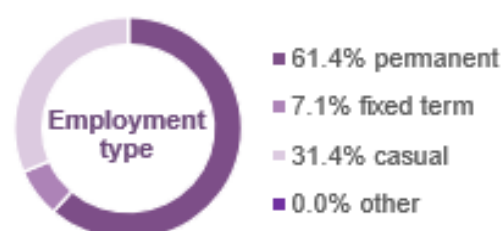
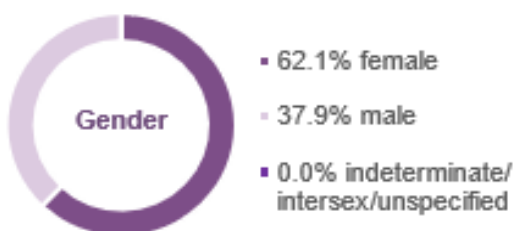
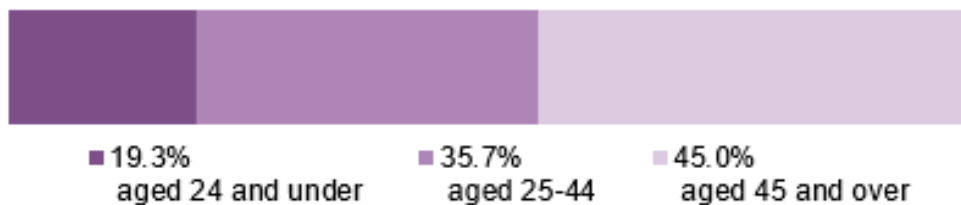
5 WORKFORCE DEMOGRAPHICS

The below provides an overview of the demographics of the Shire of Northam's current workforce.

Diversity



Age profile



(as at 31 March 2025)

6 STRATEGIES

Analysing the information available for our workforce, the Shire has established a range of strategies to guide the organisation into the future, from both a workforce planning and workforce development perspective.

The section below outlines the outcomes to be achieved and the priority focus areas. Specific actions and timeframes related to each focus area are detailed in the Action Plan contained in Section 8.

The current and future workforce requirements for 2025/26 to 2027/28 are contained in Appendix 1. It is anticipated that the Strategy will be in review stage in 2028/29 and the workforce requirements from that year onwards will be considered as part of the updated Strategy.

6.1 Outcomes & Priority Focus Areas

This Workforce Strategy aims for the following outcomes:

Safe and Well at Work - Prioritising physical and mental health and wellbeing

Flexible, Adaptive People - Building a robust, future-ready workforce

Attracting & Retaining Talent - Attracting talented people in a competitive market

Inclusive and Diverse - Promoting inclusion, valuing difference and building belonging

Right People, Right Place, Right Time - Positioning people to evolve with change and challenge. Ensuring Council Plan and business as usual service delivery requirements can be achieved by our workforce.

ACTION AREA 1 - Safe & Well at Work

A focus on physical and mental health and wellbeing is necessary and it is important that people feel supported, connected and engaged at work. Support good mental and physical health is central to the sustainability of our people and the success of our planned strategies. It is important that the Shire maximises staff wellbeing by encouraging healthy behaviours and preventing, assessing and treating potential risks. Empowering staff by involving them in decision-making and providing autonomy is also an important contributor to being well at work.

ACTION AREA 2 - Flexible, Adaptive People

It is important given the changing nature of Local Government and the influence of external factors that the Shire has a focus on building a flexible, adaptive workforce that can respond to ongoing, continuous change and challenge. The development of a robust and future-ready organisation is essential to the delivery of the community's priorities as outlined in the Council Plan.

ACTION AREA 3 - Attracting & Retaining Talent

Attraction and retention of appropriately qualified and skilled staff has been a focus of the Shire for a number of years. This is proving challenging in the current environment, particularly with the strength of sectors such as mining and the lack of locally available housing and childcare. Retention strategies will focus on developing and upskilling of the people we already have in order to retain and engage them and delivering development opportunities and career pathways.

ACTION AREA 4 - Inclusive & Diverse

The Shire is committed to being a flexible and accessible workplace. We draw pride and strength from our diversity, remain open to new approaches and actively foster an inclusive workplace that celebrates the contribution made by all, including Aboriginal and Torres Strait Islander people, culturally, religiously and linguistically diverse people, young people, older people, women, and people living with disability.

The Shire's Employee Diversity and Inclusion Plan points to the need to:

- Embark on a range of strategies that remove structural barriers to increase equality and access for women and gender diverse people.
- Increase participation in our workforce by people living with a disability (including invisible disability).
- Place a greater focus on older workers to actively engage in new ways.
- Provide more consistent and equal access to flexible work across all areas.

ACTION AREA 5 - Right People, Right Place, Right Time

Change is no longer an occasional event. It is recognised that the success of our staff and organisation relies on being able to work with and through change. It is essential that our workforce be equipped with change-readiness tools, an understanding of change models and the support to effectively evolve, respond and adapt to change in ways that build greater flexibility and resilience. This also requires alignment between our workforce capability and capacity, and the requirements of our Council Plan and business as usual service delivery (refer Appendix 1 for identified Workforce Requirements).

Throughout the life of the Strategy, the Shire will undertake annual reviews to ensure the actions are implemented and monitored to achieve the defined outcomes.

7 KEY STAKEHOLDERS AND ROLES

The Workforce Strategy is focussed on the Shire's staff and once adopted by Council, the responsibility for leading, overseeing, shaping and delivering on the actions of the Strategy rest with the Executive Team, Managers and the People and Culture area. Key stakeholders and the respective roles are as follows:

Strategic Direction: Executive Team & Managers

- align organisational activities with the needs of our community
- align the vision and direction of the organisation with the adopted Council Plan
- oversee the development and delivery of plans and strategies
- ensure good governance and sound business management.

Supply Analysis: People and Culture & Managers

- ensure recruitment and talent pipelines are effective
- maintain systems that provide the people we need across the organisation
- facilitate the human resources required for all program delivery.

Demand Analysis: People and Culture & Executive Team

- map and plan current and future workforce needs
- anticipate where and when additional people will be required.

Gap Analysis: Executive Team & People and Culture

- assess where current supply and demand are not aligned
- identify skills match and professional experience shortfalls
- anticipate and address gaps in a timely manner to maintain business continuity and high-quality service delivery.

Solution Formulation: Executive Managers, Managers & People and Culture

- consider how current employees can be upskilled or new people recruited
- assess roles and responsibilities to ensure work is right-sized and well-defined
- apply agility and creativity to continuously evolve our workforce
- partner with leaders to design or redesign roles and recruit for both aptitude and behaviours.

Evaluation: People and Culture

- review and refine continuously to adjust solutions
- report regularly to Executive on results and recommendations for future actions.

8. ACTION PLAN

Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
ACTION AREA 1 – Safe & Well at Work				
Implement initiatives focused on psychosocial safety in the workplace	Ensure policies and procedures are developed, reviewed and implemented that support psychological safety in our workplace such as codes of conduct, and deal with matters such as bullying, harassment, and sexual harassment.	Executives Managers WHS Officer	Ongoing	Increase employee satisfaction, motivation and productivity. Minimise workers compensation claims. Reduce absence levels.
Implement recommendations from Three Steps to Safety Program	Complete actions from the Local Government Insurance Services "Three Steps to Safety Program" from 2023. Participate in next program scheduled for 2026.	Executives Managers WHS Officer	2025/26 2026/27	Improved work health and safety outcomes.
Implement a Mental Health Training and Professional Development Program	Identify and facilitate delivery of a program of training for the Executive, leaders and	Manager People & Culture	2026/27	Equip staff to respond to



Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
	employees that supports a psychologically safe workplace. Equip leaders to notice and respond to mental health concerns through the provision of training and professional development.	WHS Officer		mental health concerns. Demonstrate a caring inclusive environment.



Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
ACTION AREA 2 – Flexible, Adaptive People				
Business Improvement Team	Support regular meetings of the Business Improvement team. Facilitate employee participation in regular meetings of the Business Improvement team.	Executives Managers BI Team	Ongoing	Creating an agile workforce that can adapt to the changing needs of the organisation. Identify business improvements that contribute to employee engagement and increased productivity.
Implement Lean Continuous Improvement Training	Identify and facilitate delivery of a program of training for the Business Improvement team members that focuses on skills development in lean continuous improvement tools and techniques.	Executives BI Team	2025/26	Implement a process improvement approach that uses collaborative team effort to improve performance.



Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
Implement a Leadership Capability Framework	Develop and implement a Leadership Capability Framework.	Executives Managers Manager People & Culture	2026/27	Brings focus to the behaviours and attitudes that together make up our desired culture.
Training Needs Analysis and Corporate Training Program	Undertake a training needs analysis of the organisation that informs development of a corporate training program that equips staff to deliver on the current and future needs of the organisation.	Managers Manager People & Culture	2026/27	Understand current and future capability. Implement a targeted program of skill development.
Study Assistance Program	Review Study Assistance Policy to ensure relevancy and effectiveness to support employees to gain suitable qualifications, skills and expertise.	Manager People & Culture	2026/27	Support workforce to upskill and gain qualifications to enhance service delivery.



Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
ACTION AREA 3 – Attracting & Retaining Talent				
Remuneration Strategy	Develop and implement a remuneration strategy informed by negotiation of a Shire of Northam Industrial Agreement.	Executives Manager People & Culture	2025/26	Clearly defined entitlements that are competitive and aligned to realistic employee expectations.
Undertake Biennial Staff Perception Survey	Undertake the staff perception survey every two years.	Executives Manager People & Culture	2025/26 2027/28	Gauge the satisfaction of employees and identify areas for improvement to ensure improved results.
Improved Induction and Onboarding Process	Implement initiatives to support improved induction and onboarding of employees including a defined induction process; access to in-person and online presentations and resources; and implementation of the Pulse HR system.	Executives Managers People & Culture	2026/27	Clearly define the induction and onboarding processes for new employees.



Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
				Ensure new employees feel supported in their workplace. Reduce staff turnover for employees in the first year of service.



Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
ACTION AREA 4 – Inclusive & Diverse				
Implement the Access and Inclusion Plan	Communicate and implement the Shire's Access and Inclusion Plan through recruitment, induction, training and other relevant workforce programs.	Manager People & Culture Executives Managers	Ongoing	Provide an inclusive, diverse workforce that will support the needs of a diverse community.
Traineeships	Identify and develop a program of traineeships that provide increased employment opportunities for young people, Aboriginal and Torres Strait Islander people, people with disability.	Manager People & Culture Executives Managers	2026/27	Increase number of traineeships or equivalent available.



Strategy/Focus	Action	Responsible Officer(s)	Timeframe	Performance Objectives
ACTION AREA 5 – Right People, Right Place, Right Time				
Develop a Change Management Framework	Develop and implement a Change Management Framework that assists the workforce to understand and adapt to change.	Manager People & Culture Executives	2025/26	Ensure the workforce is equipped to understand and adapt to a changing environment.
Review Recruitment Approaches	Undertake a comprehensive review of the Shire's recruitment approaches and processes to ensure relevancy and effectiveness, and implement changes as needed to meet the organisation's contemporary workforce requirements.	Manager People & Culture	2026/27	Effectively recruit staff to ensure the workforce is able to meet the needs of the community as identified in the Council Plan.
Review Workforce Strategy	Undertake a comprehensive review of the Shire of Northam's Workforce Strategy 2025/26 to 2028/29 and consider if additional actions are required for implementation in 2027/28 and 2028/29.	Executives Manager People & Culture	2027/28	Ensure the Strategy remains relevant and contemporary to the workforce and organisation's needs.



APPENDIX 1 – Workforce Requirements

	Current FTE	Future Requirements		
Job Family	2025	2025/26	2026/27	2027/28
Office of the CEO				
CEO	1.0	1.0	1.0	1.0
Manager Governance & Risk	1.0	1.0	1.0	1.0
Governance Officer	1.0	1.0	1.0	1.5
Governance Support Officer	1.0	1.0	1.0	1.0
Manager People and Culture	1.0	1.0	1.0	1.0
HR Assistant	1.0	1.0	1.0	1.0
Work Health and Safety Officer	1.0	1.0	1.0	1.0
Manager Engagement and Communications	1.0	1.0	1.0	1.0
Digital Communications Officer	1.0	1.0	1.0	1.0
Community Engagement Officer	0.5	1.0	1.0	1.0
Events Coordinator	1.0	1.0	1.0	1.0
Total FTE	10.5	11	11	11.5
Corporate Services				
Executive Manager	1.0	1.0	1.0	1.0
Finance				
Manager Finance	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Senior Finance Officer	1.0	1.0	1.0	1.0
Rates Officer	1.0	1.0	1.0	1.0
Payroll and Debtors Officer	1.0	1.0	1.0	1.0
Finance Officer	1.0	1.0	1.0	1.0
ERP Support Officer	0	0.5	0.5	0
Procurement				
Procurement Coordinator	1.0	1.0	1.0	1.0
Creditors Officer	1.0	1.0	1.0	1.0
Front Counter				
Coordinator CSO/Licensing	1.0	1.0	1.0	1.0
Customer Service/Licensing	3.8	3.8	3.8	3.8

	Current FTE	Future Requirements		
Job Family	2025	2025/26	2026/27	2027/28
Information Technology				
Business Solutions Coordinator	1.0	1.0	1.0	1.0
ICT Officer	0.8	0.8	0.8	0.8
ICT Trainee	1.0	1.0	1.0	1.0
Killara				
Manager Killara	1.0	1.0	1.0	1.0
Coordinator Killara	1.0	1.0	1.0	1.0
Enrolled Nurse	0.4	0.4	0.4	0.4
Support Workers	6.0	6.0	6.0	6.0
Maintenance/Transport Officer	0.8	0.8	0.8	0.8
Admin Officer	0.8	0.8	0.8	0.8
Recreation				
Recreation Manager	1.0	1.0	1.0	1.0
Recreation and Youth Facilitator	0.8	0.8	0.8	1.3
Recreation Coordinator	1.0	1.0	1.0	1.0
Duty Managers	1.92	1.92	1.92	1.92
Booking Officer	0.84	0.84	0.84	0.84
Duty Managers/ CSO/Lifeguards (Seasonal)	10.9	10.9	10.9	10.9
Total FTE	43.06	43.56	43.56	43.56
Engineering Services				
Executive Manager	1.0	1.0	1.0	1.0
Operations Manager	1.0	1.0	1.0	1.0
Coordinator Roads and Drainage	1.0	1.0	1.0	1.0
General Hand (Maintenance)	7.0	7.0	8.0	8.0
Crew Leader Drainage	1.0	1.0	1.0	1.0
General Hand (Drainage)	2.0	2.0	2.0	2.0
Crew Leader (Construction)	1.0	1.0	1.0	1.0

	Current FTE	Future Requirements		
Job Family	2025	2025/26	2026/27	2027/28
Plant Operators (Construction)	6.0	6.0	6.0	6.0
Coordinator Parks and Gardens	1.0	1.0	1.0	1.0
Crew Leader (Parks & Gardens)	2.0	2.0	2.0	2.0
Retic Officer	1.0	1.0	1.0	1.0
Parks General Hands	14.0	14.0	14.0	15.0
Manager Assets	1.0	1.0	1.0	1.0
Infrastructure Officer	1.0	1.0	1.0	1.0
Project Officer	1.0	1.0	1.0	1.0
GIS/Tech Officer	1.0	1.0	1.0	1.0
Manager Administration	1.0	1.0	1.0	1.0
Senior Admin Officer	0.8	0.8	0.8	0.8
Stores and Fleet Officer	1.0	1.0	1.0	1.0
Total FTE	44.8	44.8	45.8	46.8
Development Services				
Executive Manager	1.0	1.0	1.0	1.0
Development Services Support Officer	1.7	1.7	1.7	1.7
Manager Planning & Environment	1.0	1.0	1.0	1.0
Planning				
Senior Planner	1.0	1.0	1.0	1.0
Planning & Building Technician	1.0	1.0	1.0	1.0
Environment				
Environmental Sustainability Coordinator	0.6	0.6	0.6	0.6
Sustainability Officer	0.6	0.6	1.0	1.0
Waste Projects Officer	0.8	0.8	0.8	0.8
Emergency Services				
CESM*	1.0	1.0	1.0	1.0
Bushfire Risk Mitigation Coordinator*	1.0	1.0	1.0	1.0
Bushfire Support Officer	0.6	0.6	0.6	0.6
Regulatory Services				
Manager Regulatory Services	1.0	1.0	1.0	1.0

	Current FTE	Future Requirements		
Job Family	2025	2025/26	2026/27	2027/28
Environmental Health				
Environmental Health Officer	1.0	1.0	1.0	1.0
Development Services Technical Officer	1.0	1.0	1.0	1.0
Rangers				
Senior Ranger	1.0	1.0	1.0	1.0
Rangers	1.3	1.3	1.3	1.3
Trainee Ranger	1.0	1.0	1.0	1.0
Community Development				
Manager Community Development	1.0	1.0	1.0	1.0
Community Development Officer	1.0	1.0	1.0	1.0
Community Development Administration Officer	0.8	0.8	0.8	0.8
Tourism Facilities Coordinator	1.0	1.0	1.0	1.0
BKB Aboriginal Cultural Officer	1.0	1.0	1.0	1.0
BKB/Visitor Centre Tourism Officers	3.5	3.5	3.5	3.5
Libraries				
Library Coordinator	0.95	0.95	0.95	0.95
Library Officers	3.43	3.43	3.43	3.43
Total FTE	29.28	29.28	29.68	29.68
Total	127.64	128.64	130.04	131.54

Positions marked * are 50% funded by DFES.