SHIRE OF HARVEY

Workforce Plan 2026 — 2030

A four-year plan to retain experienced people, lift productivity through better systems and clearer processes, and design sustainable work so the Shire can keep delivering the services that matter most to its community.

ALIGNS TO

Council Plan 2025 – 2035

REVIEW CYCLE

Annual desktop review

ACKNOWLEDGEMENT OF COUNTRY

The Shire of Harvey acknowledges the traditional custodians of the land and their continuing connection to land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders and Emerging Elders both past and present.

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SECTION 01

Message from the CEO

Welcome to the Shire of Harvey Workforce Plan 2026–2030.

This Workforce Plan outlines how we will continue to attract, develop and retain the talented people who help make the Shire of Harvey a great place to live, work and visit over the next four years.

As an organisation, we are operating in an environment that continues to evolve. Rising costs, a competitive regional employment market, an ageing workforce, the rollout of new enterprise systems and increasing community expectations all present challenges that require us to think differently about how we support our people and deliver services.

This Plan provides a clear direction for meeting those challenges. It focuses on retaining our experienced workforce, attracting new talent, investing in learning and development, improving the way we work through better systems and processes, and creating a workplace where our people can continue to thrive. Just as importantly, it ensures we remain focused on delivering the services and outcomes our community values most.

The feedback we received through our staff culture survey has been invaluable in shaping this Plan. It confirmed many of the things we do well, including our strong teams, our connection to the community, our flexible workplace, and the quality of leadership across many areas of the organisation. It also highlighted opportunities for improvement, particularly around communication across teams, workload management and ensuring we remain competitive in attracting and retaining the skills and experience needed to support a growing and diverse community.

I would like to sincerely thank every member of the Shire of Harvey team for the important work you do each day and for the honest feedback you provided throughout the development of this Plan. Your commitment, professionalism and passion for serving our community are what make this organisation strong, and together we will continue to build a workforce that is capable, resilient, and ready for the future.

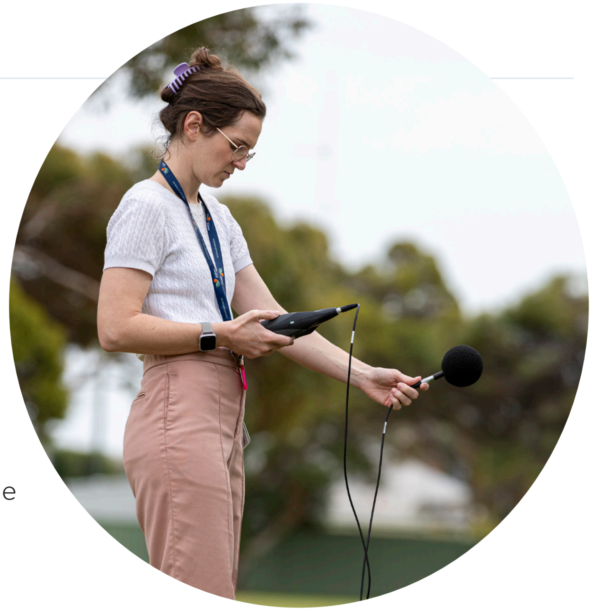
Annie Riordan

CHIEF EXECUTIVE OFFICER

SECTION 02

Introduction

Purpose · Council Plan link · Statutory context · Process · Scope



Purpose of the Workforce Plan

The Workforce Plan 2026-2030 sets out how the Shire of Harvey will align workforce capacity, capability and sustainability with current and future service-delivery requirements. The Plan exists to ensure a capable organisation, resourced to deliver on the Council Plan 2025-2035 and the community vision through to 2030.

Council Plan link

The Workforce Plan operationalises the Shire's Council Plan 2025-2035, in particular:

Performance pillar - "A representative leadership that is future thinking, transparent and accountable".

Objective 21 - "Continue to deliver proactive and responsible leadership and governance".

The Human Resources service identified under Objective 21 commits the Shire to attracting, supporting and retaining a skilled and engaged workforce through effective human resource management practices, including recruitment, employee relations, performance management and organisational development. This Workforce Plan is how the Shire delivers on that commitment.

The Plan also reinforces the Council Plan's Values and Commitments, in particular effective stewardship, strong leadership and fair decision making, effective communication and cooperation, and a workplace that acts with honesty, integrity and fairness.

Statutory context

All local governments in Western Australia undertake Integrated Planning and Reporting (IPR). The Shire's Council Plan 2025-2035 combines its previous Strategic Community Plan and Corporate Business Plan into a single integrated document, articulating the community vision, outcomes, strategic priorities and four-year delivery commitments. The Workforce Plan is a core informing strategy, sitting alongside the Long Term Financial Plan, the Asset Management Plan and Service Plans. The Workforce Plan is a living document and will be subject to an annual desktop review, with a major review aligned to the Council Plan review cycle.

Process to develop the Plan

Development of this Plan followed a five-phase approach:

- Project initiation and scoping.
- Data collection - internal workforce data, WALGA Salary and Workforce Survey 2025/26, WALGA Skills Shortage Survey, CATALYSE (CULTYR) Employee Scorecard, exit interview themes and service-level requirements from the concurrent Service Plan review.
- Strategic alignment - Executive, Senior Leadership and Council workshops on prioritisation, risk and capability against the Council Plan pillars and objectives.
- Drafting of the Workforce Plan.
- Collation, review, endorsement and adoption by Council.

SECTION 02 · Introduction (cont.)

Scope and intent

The Plan responds to current workforce data, operational pressures, financial constraints, service planning requirements and external labour-market conditions. Its focus is on retaining capability, improving productivity, managing workload pressure, strengthening workforce resilience and supporting the organisation to deliver community outcomes within available resources, rather than growing the workforce.

Council Plan 2025–2035 — five pillars

People

Planet

Place

Prosperity

Performance

Future thinking, transparent and accountable.

How the Workforce Plan aligns to the Council Plan 2025–2035

Council Plan 2025–2035

Community vision, outcomes, priorities

Performance Pillar

"A representative leadership that is future thinking, transparent and accountable."

Objective 21 — proactive & responsible leadership and governance

Governance · Human Resources · ICT · Council Planning & Performance · Risk Management · Work Health & Safety

Workforce Plan 2026–2030

Operationalises the HR service to attract, support and retain a skilled and engaged workforce

SECTION 03

Our Vision and Values

Vision · Values · Commitments · What it means for our workforce

Our Vision

"Together, towards an even better lifestyle." The vision is set by the Council Plan 2025-2035 and informs every aspect of how the Shire delivers services to the community. The Workforce Plan exists to ensure the Shire has the people, capability and culture needed to deliver on this vision over the life of the Plan.

Our Council Plan Values

- Effective stewardship of our environment and heritage
- Strong leaders and fair decisions
- Effective communication and cooperation
- A safe community that has a strong community spirit and sense of belonging
- Our heritage — acknowledging our history in creating our future

Our Workforce Values

The Shire's five workforce values are each expressed through the everyday behaviours expected of employees, and together they are the lens for every workforce decision in this Plan:

Our Commitments

The Shire of Harvey is committed to being an inclusive, enterprising and engaging workplace that:

- Actively works together and respects each other
- Acts with honesty, integrity and fairness
- Is open-minded, approachable, tolerant and responsive

What this means for our workforce

These values are the lens through which workforce decisions are made. Recruitment, induction, performance, recognition, capability development and the way we resolve issues are all expected to reflect them. The Workforce Plan operationalises this through the strategies set out in Objectives and Strategies, in particular the manager-capability development, the recognition system, the wellbeing program and the cross-departmental communication agenda - each of which exists to make the Shire's stated values experienced consistently by every member of the workforce.

SECTION 04

Our Current Workforce

Overview · Headline indicators · Tenure · Gender · Age

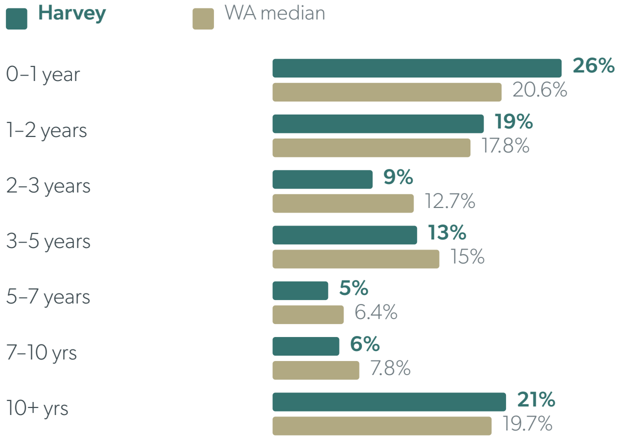
290 Total headcount	212 FTE	27.4% Employee turnover	4.9 yrs Average tenure

The Shire's workforce is operating under sustained pressure. As at the most recent full reporting period, the Shire employed a total headcount of 290 staff (Full-time, Part-time and Casual), with 212 FTE budgeted for the 2026–2027 financial year.

Headline workforce indicators

METRIC	HARVEY	WA MEDIAN*
Employee turnover	**27.4%**	27.3%
New-hire turnover	**26.9%**	32.2%
Average tenure	**4.9 yrs**	—
Personal/carer's leave (days/FTE)	**6.9**	8.4
Overtime recorded (hrs)	**1,682.35**	—
Women in management	**47.8%**	40.0%

Tenure profile — Harvey vs WA local-government industry



*Shire figures are internal HR data current to June 2026; WA medians are from the WALGA Salary and Workforce Survey 2025/26, as at 30 June 2025.

SECTION 04 · Our Current Workforce (cont.)

Gender profile by employment type

Gender mix across full-time, part-time and casual employment shows the Shire's part-time and casual employees with a gender ratio — typical of the local-government industry.

Full-time

Male	58.4%
Female	41.6%

Part-time

Male	17.7%
Female	82.2%

Casual

Male	32.7%
Female	67.3%

Age profile — Shire of Harvey

** current to 3 Jun 2026.*

Share of workforce by age band (%)

15–24	17.6%
25–34	14.7%
35–44	19%
45–54	20.1%
55–64	21.9%
65+	6.8%

Summary of findings

Turnover is broadly in line with the local-government industry but remains operationally significant given the size of the organisation. The leading indicators - early-tenure share, overtime and leave liability - indicate a workforce operating under sustained capacity pressure, in which the loss of any single experienced employee carries a high operational and corporate-knowledge cost.

**Shire figures are internal HR data current to June 2026; WA medians are from the WALGA Salary and Workforce Survey 2025/26, as at 30 June 2025.*

SECTION 05

Labour Market Profile

Regional context · Skills shortages · Salary positioning

External labour-market context

The Shire is operating in a competitive regional labour market. Remuneration, cost of living, commuting pressures and the availability of skilled labour are continuing to affect both attraction and retention.

Local economic profile

The Shire of Harvey is one of Western Australia's faster-growing regional local-government areas.

Key indicators:

- Estimated Resident Population: 31,495 (ERP 2024), up from 28,567 at the 2021 Census - around a 10% population increase in three years
- Population density: 18.2 persons per km2 over 1,728 km2
- Annual population growth: approximately 1.7%, above the regional Western Australia average; the Shire crossed the 30,000-population milestone in 2022
- Largest settlements (2021): Australind 15,988, Harvey 3,462, Binningup 1,296, Brunswick Junction 1,195, Roelands 938, Yarloop 541
- Gross Regional Product: $3.87 billion (year ending June 2024), up 11.2% on the previous year, representing approximately 0.87% of Western Australia's Gross State Product
- Median age (2021 Census): 40 years
- Median weekly personal income (2021 Census): $773
- Working full-time: 57.6% of employed persons
- Working part-time: 31.4%
- Unemployed: 4.3% of the labour force

The Shire of Harvey is one of the most industrialised local-government areas in regional WA, reflecting the concentration of heavy industry, mining processing, agriculture and food manufacturing across the LGA. The largest industry sectors for Harvey residents are:

- Manufacturing: 13.2% (Regional WA 5.2%)
- Construction: 10.6% (Regional WA 8.5%)
- Mining: 9.1% (Regional WA 11.3%)
- Retail Trade, Education and Training, Public Administration and Safety, Accommodation and Food Services, and Agriculture, Forestry and Fishing each contribute approximately 5-8%
- Agriculture, Forestry and Fishing: 5.0% (Regional WA 9.0%).

Major regional employers shaping the labour market include Alcoa Wagerup alumina refinery, Albemarle Kemerton lithium plant, Tronox titanium plant, Harvey Beef, Harvey Fresh, Brownes Dairy, Harvey Cheese, and the Binningup Desalination Plant, with growing tourism, lithium and education sectors. Iron Ore Mining, Alumina Production and Meat Processing are individually among the largest industries for Harvey residents.

Competitive position

Competitive salaries remain a key constraint, particularly for hard-to-fill roles requiring specialist capability (engineering, building, planning, ICT and environmental health). The Shire's combined employment expense as a share of operating revenue is 42.5% - above the WA local-government median of around 39% (WALGA Salary and Workforce Survey 2025/26), but comparative or below other band 2 and South West Local Governments. This reflects both the relatively high cost of the existing workforce and the limited financial resources of the Shire available for material growth.

SECTION 05 · Labour Market Profile (cont.)

Regional labour market

The Shire's labour market extends beyond its boundaries and includes Bunbury, Dardanup, Waroona and the wider South West region. Bunbury is the largest regional centre and operates as the South West's primary commuter destination and competing employer. Major resource-sector employers in the broader region (Alcoa, Albemarle, Tronox, South32) compete directly with the Shire for engineering, trades, ICT and environmental-management talent.

Community demographics

- 2.9% of the local population identifies as Aboriginal and/or Torres Strait Islander (ABS Census 2021, LGA-wide)
- 10.3% of households use a language other than English at home (ABS Census 2021)

The Shire's location - close to major urban centres yet retaining a regional lifestyle - is a genuine attraction advantage. Staff survey data confirms that 'close to home', 'location' and 'work-life balance' are among the most frequently cited reasons people stay, while at the same time housing availability is an identified hurdle for staff wishing to move to the area.

Pressures shaping the labour market

- **Economic**: rising cost of living, CPI/wage increases; sustained local population growth and tight demand for housing, services and skilled labour.
- **Regulatory**: ongoing local government reform; positive-duty obligations under workplace safety, discrimination, equal opportunity and Public Sector legislation.
- **Reputational**: increasing community expectations, heightened media and social-media scrutiny
- **Psychosocial**: rising risk of psychosocial hazards including community-conflict exposure

These pressures collectively increase the need for clear prioritisation, role clarity, wellbeing controls and more efficient systems of work, all of which feed into the strategies set out later in this Plan.

Harvey vs WA local-government industry — key workforce metrics *2024-2025 comparison data

METRIC	HARVEY	WA MEDIAN
Operating budget	**$48.4M**	—
Headcount	**279**	141
Employment expense / revenue	**42.5%**	~39%
Casual employees	**33%**	21.2%
Women in management	**47.8%**	40%
Employee turnover	**27.4%**	27.3%
New-hire turnover	**32%**	32.2%
Annual leave liability / FTE	**$9,339**	$7,564
Long service leave / FTE	**$9,060**	$8,658
Personal/carer's leave / FTE	**7.5 days**	8.4 days
Corporate services / 100 staff	**11.3**	13.5

SECTION 06

Organisational Structure

Functions · Reporting lines · Spans of control

The Shire is organised around five Directorates: four are each led by a Director who carries operational responsibility for the services in that portfolio and contributes to the Executive Leadership Team, and Executive Services is led by the Chief Executive Officer directly.

Executive Services

Provides organisational leadership, governance and strategic direction. Key functions include Governance, Special Projects, Council Planning and Performance, Risk Management, Communications, Human Resources, and Work Health and Safety.

Corporate Services

Provides finance, information and communication technology, customer experience and records management functions that enable the rest of the organisation. Corporate Services also owns the in-flight Enterprise Resource Planning (ERP) implementation.

Community and Lifestyle

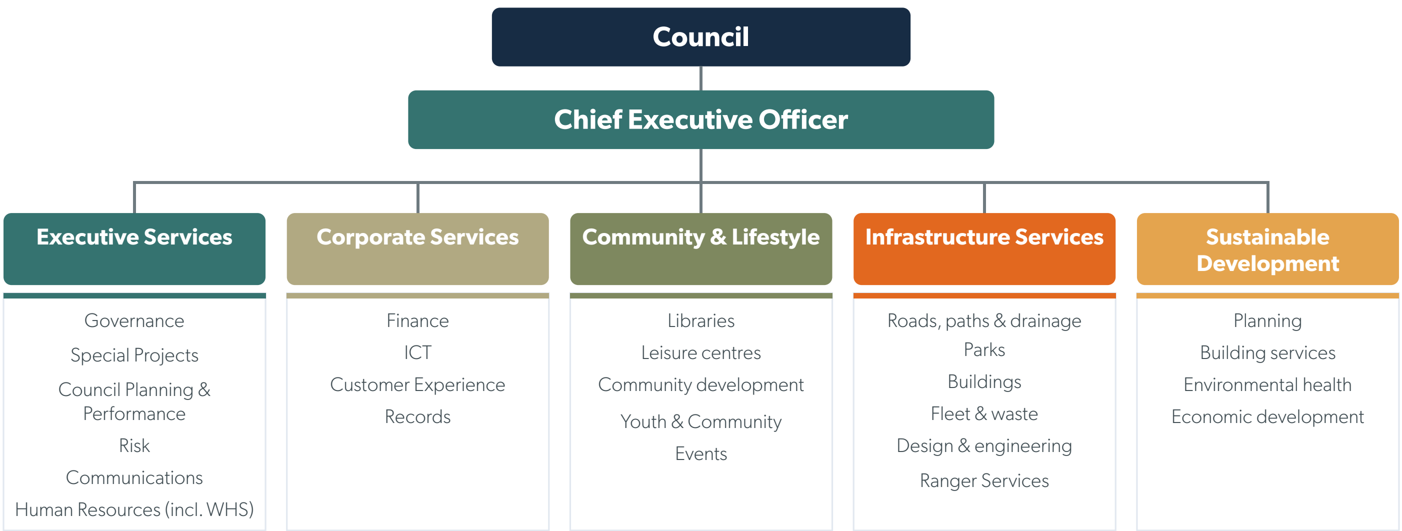
Delivers community-facing services including libraries, recreation centres (Leschenault Leisure Centre, Harvey Recreation and Cultural Centre), community development, youth programs and community events.

Infrastructure Services

Plans, builds and maintains the Shire's roads, paths, drainage, parks, buildings, fleet and waste infrastructure. Includes design and development, engineering services, parks, asset management, ranger services and waste management.

Sustainable Development

Manages statutory and strategic planning, building services, environmental health, environmental protection and economic development functions that shape how the Shire grows and how its natural and built environment is protected.



SECTION 07

Priority Gaps and Issues

Capability gaps · Operational pressures · Risks to delivery

The priority workforce issues for the Shire fall into four interrelated themes.

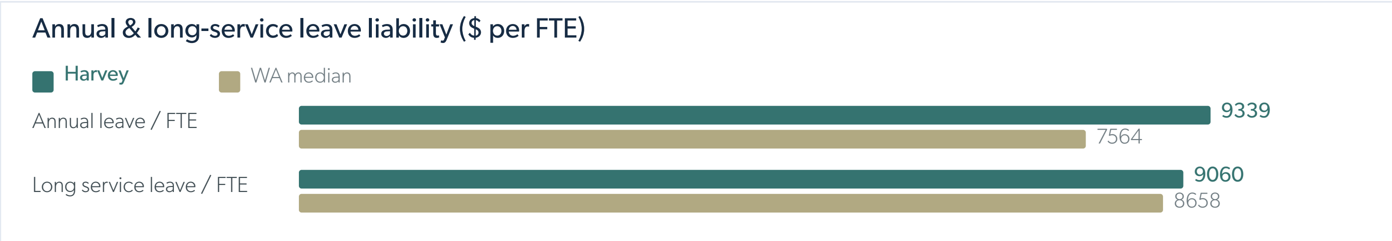
Key Challenge 1 - Workforce stability and retention

- Internal turnover 27.4% (July 2025 to June 2026) is marginally above the most current comparative data for WA local-government median of 27.3% (WALGA Salary and Workforce Survey 2025/26). It is not materially elevated relative to the sector, but it remains operationally significant at the Shire's scale.
- A high proportion of early-tenure employees (~45% under two years, ~26% under one) increases onboarding, training and supervision demand.
- The departure of experienced staff creates corporate-knowledge risk and reduces resilience.

Key Challenge 2 - Workforce costs and industrial pressures

Leave liability — Harvey vs WA median ($/FTE)

Source: WALGA Salary & Workforce Survey 2025/26 (Survey Metrics, from 30 Jun 2025).



Personal / carer's leave — Harvey vs WA median (days/FTE)

Source: WALGA Salary & Workforce Survey 2025/26 (SurveyMetrics, from 30 Jun 2025).

- Remuneration competitiveness remains a key challenge for attraction and retention.
- Cost of living and commuting pressures are affecting employee satisfaction and retention; staff feedback shows pay, commute and cost-of-living as recurring constructive-criticism themes.
- Annual leave liability per FTE is in the upper quartile of WA local governments - Harvey's $9,339 per FTE sits between the sector's upper-quartile ($9,094) and top-decile ($10,030) marks. Long service leave liability is signifigantly above the WA local-government median. Combined leave liability is in the upper half of the sector and creates both financial and future service-capacity risk.
- Personal/carer's leave days for 2026 is approximately 6.9 days per FTE down from 7.5 days in 2025, this is below the WA local-government median of 8.4 days; there is nonetheless limited capacity to absorb any increase. (*June 2026 data)
- Employment expense as a share of operating revenue during 2024-2025 FY was above the WA local-government median of ~39%, with a value of 42.5%.
- Enterprise Agreement renegotiation is due; expected wage movement adds additional financial pressure upon the Shire.

Key Challenge 3 - Organisational change and capability

- ERP / system implementation, and broader local-government reform are placing concurrent change demand on existing staff.
- Staff feedback identifies IT systems, manual processes and inconsistent procedures as recurring constraints on productivity.
- Manager-capability development is amongst the highest-ranked topics from recent survey results.
- Cross-departmental communication and role-clarity gaps are reported as retraints on cross-team efficiency.

SECTION 07 · Priority Gaps and Issues (cont.)

Key Challenge 4 - External pressure and workplace risk

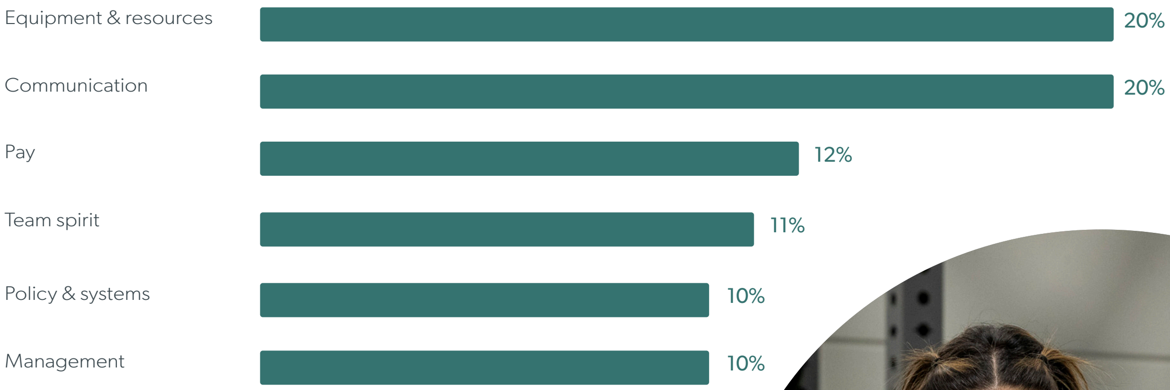
- Increasing community expectations, media coverage and social-media interaction are increasing pressure on staff and negative interactions are contributing to psychosocial risk.
- Frontline and customer-facing roles carry higher exposure to community-conflict incidents.
- Broader economic uncertainty is reducing the organisation's risk tolerance and challenges the Shire's historic approach to workforce investment.

Implication: workforce planning must support sustainable workloads, clearer escalation pathways, deliberate prioritisation, manager-capability development and pay-benchmarking discipline. These themes drive the strategies in the next section.

Where staff asked us to focus (CULTYR voice)

Source: CULTYR Employee Scorecard, April 2026.

Top focus areas (% of respondents)



SECTION 08

Objectives and Strategies

Strategic objectives · Actions · Owners · Timeframes

Strategic intent

The Workforce Plan focuses on practical strategies that improve service delivery, productivity and workforce sustainability without relying on material workforce growth. The Plan is organised around eighteen key actions that aim to address the priority workforce challenges. Each action has a clear objective and defined activities.

01 Service prioritisation and resource alignment

Objective: improve service delivery through efficiency.

- Further embed clear service standards to guide delivery and expectations.
- Align workforce capability and resourcing with agreed service priorities, ensuring staffing structures, skills, and capacity support sustainable service delivery and the Shire's long-term strategic objectives.
- Strengthen performance monitoring through continued KPI tracking and enhanced reporting utilising new systems where possible

02 Organisation-wide process mapping program

Objective: identify inefficiencies and standardise work, while increasing visibility across departments.

- Undertake end-to-end process mapping and review.
- Identify duplicate steps, automation opportunities and process bottlenecks.
- Review standard operating procedures (SOPs) for all core processes.
- Assign and define process owners responsible for continuous improvement.

03 Critical task capture and workforce-risk management

Objective: reduce reliance on individuals and improve resilience.

- Derive critical functions for every role from the process register.
- Develop cross-training plans and task-continuity mapping (minimum trained persons per critical function).

04 Vacancy-triggered efficiency reviews

Objective: use vacancies as opportunities to redesign work.

- Conduct a mandatory role review before recruiting, seeking to eliminate, automate or redistribute workloads.
- Implement a mandatory review of positions triggered once a position becomes vacant, adjusting as needed to increase alignment with process requirements and reduce operational gaps.

05 Role adaptation and multi-skilling

Objective: increase flexibility without increasing workforce.

- Identify roles where complementary functions can be combined and update position descriptions to broaden them, reducing single-person dependencies.
- Build multi-skilling, strengthen business continuity and succession depth in critical teams — map a minimum number of trained backups per critical function and use secondments, internal mobility and acting arrangements to cover peak demand, planned leave and departures.

06 Targeted use of fixed-term positions

Objective: address critical gaps without long-term workforce growth.

- Approve fixed-term roles where there is a clear critical service risk and a defined end date or deliverable.
- Use fixed-term roles for backlog reduction, transformation projects and temporary skill shortages.

07 Systems and automation

Objective: continue to replace manual effort with smarter systems.

- Prioritise workflow automation, digital forms and self-service, and integration between systems.
- Develop plain-language training manuals and guides for core systems to support adoption.
- Utilise best practice, process and change management metrics to measure outcomes against time saved and error reduction.

08 Onboarding and time-to-productivity improvement

Objective: reduce burden on existing staff and accelerate new starters.

- Review structured onboarding programs including role-specific training plans and standard induction packs.
- Introduce position-based induction for all hires.

SECTION 08 · Objectives and Strategies (cont.)

09 Workforce productivity and performance metrics

Objective: shift focus from activity to outcomes.

- Expand and refine service-level KPIs.
- Use newly derived metrics to refine services and KPIs as data becomes available, to assist in informed decision making.

10 Workforce wellbeing and sustainability

Objective: manage workload pressure and burnout risk.

- Identify high-risk teams using overtime, TOIL, unplanned leave and backlog data.
- Introduce workload-balancing mechanisms and clear escalation pathways when capacity is exceeded.
- Develop a clear, prioritisation framework for peak-demand periods that sets out which work is deferred or reallocated when capacity is exceeded, so expectations on staff are explicit, realistic and consistently applied.

11 Continuous improvement and governance

Objective: ensure the Plan is actively driven, not just documented.

- Quarterly reporting to leadership on vacancies and redesign outcomes, efficiency gains and service-level impacts.
- Embed a continuous-improvement culture that encourages staff to identify inefficiencies and rewards practical improvements.

12 Manager capability and accountability

Objective: lift people-management capability.

- Deliver targeted training and performance development for managers - induction for new and promoted managers, a people-management standard, and difficult-conversations training.
- Redefine management position descriptions where necessary to strengthen people-management responsibilities and include clear, measurable KPIs.

13 Cross-departmental communication and collaboration

Objective: break down silos and improve coordination between teams.

- Use the process-mapping program (Key Action 2) to map cross-team handoffs, starting with Customer Service, so no single point of contact is also a single point of failure. Support this with the roll-out of the shared customer-request/CRM system so enquiries are logged and actioned across teams rather than held by individuals.
- Develop an internal communications charter setting clear expectations for cross-team and manager-to-staff communication.

14 Resourcing, pay and entitlements

Objective: align resourcing with workload and keep remuneration competitive and equitable.

- Undertake team-level capacity and workload reviews in teams with evidence of burnout risk.
- Continue to review pay against comparable local governments and review entitlements, including options such as salary packaging and service-based progression.

15 Flexible work

Objective: formalise and equalise access to flexible work across the Shire.

- Implement a consistent, Shire-wide flexible-work framework available to all eligible roles.

16 Recognition and career pathways

Objective: improve retention through recognition and clearer progression.

- Strengthen recognition practices for individuals and teams.
- Establish succession planning and internal career pathways - secondments, lateral moves and transparent development plans.

17 Workplace facilities and environment

Objective: provide safe, fit-for-purpose workplaces.

- Develop a facilities improvement plan addressing accessibility, overcrowding and building condition.

18 Accountability and complaints resolution

Objective: provide fair, transparent resolution of workplace issues.

- Review the internal mediation and complaints pathway with clear timelines and appropriate psychosocial protections.

SECTION 08 · Objectives and Strategies (cont.)

Implementation timeline — 18 Key Actions, 2026-27 to 2029-30

Workforce Plan implementation schedule.

SECTION 09

Costs

Salary · Recruitment · Development · Total cost

Workforce cost pressure

Workforce cost pressure is expected to remain a key constraint across the life of this Plan.

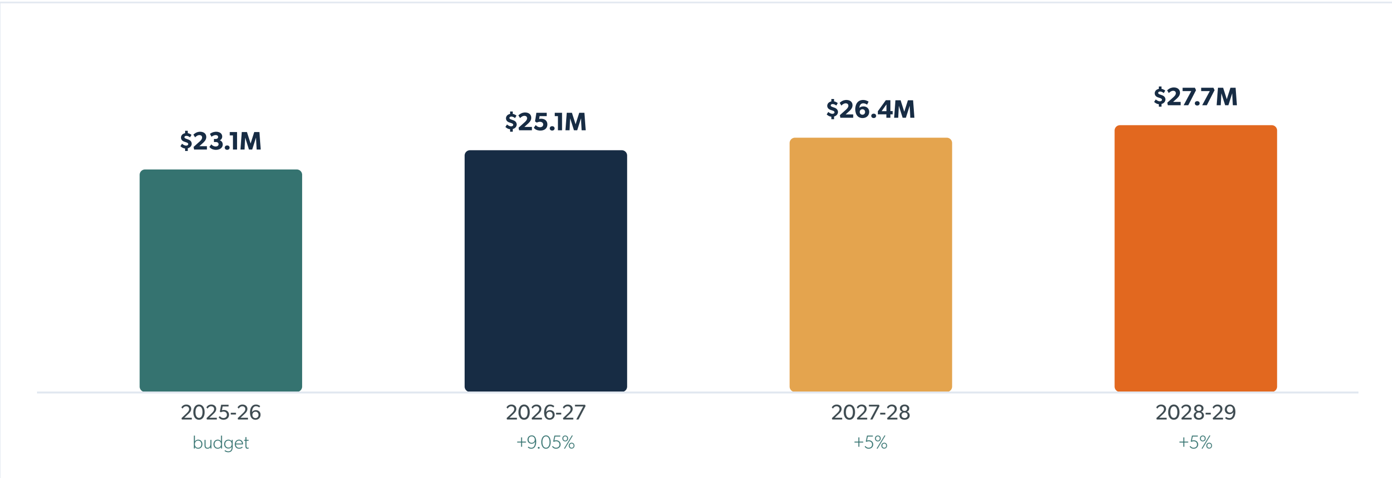
Wage-movement modelling

The budgeted employee cost was $23.05 million in 2025-26, rising to $25.14 million in 2026-27 — a +9.05% (+$2.09 million) increase on the prior year, driven by wage movement, Enterprise Agreement requirements and workforce changes.

From there, employee costs are forecast to escalate by approximately 5% per year — a conservative planning allowance for CPI plus award/EBA wage growth for existing staff (comprising around 3.5% from the WALGA Cost Index plus an estimated 1.5% Enterprise Agreement / progression step). On this basis, employee costs are forecast to reach approximately $26.4 million in 2027-28 and $27.7 million in 2028-29, before any additional positions are considered.

Forecast employee costs, 2025-26 to 2028-29

Forecast based on ≈3.5% WALGA index + 1.5% EBA step.



$23.1M 2025-26 employee cost	$25.1M 2026-27 (+9.05%)	+5% Forecast p.a. to 2028-29	42.5% Of operating revenue 2024–2025

Strategic Implications

This indicates that maintaining current service levels already carries a significant financial impact. The organisation therefore cannot rely on workforce growth as the primary response to workload pressure without incurring additional expenses. The financial focus of the Workforce Plan must be:

- retention - reducing the cost and disruption of avoidable turnover
- productivity - getting more done with the same workforce through better systems and process
- prioritisation - explicit service-level decisions on what gets delivered and what doesn't
- efficiency - automation, workflow improvement and removal of duplication

Three non-negotiables underpin the Plan:

- No initial material workforce growth.
- Cost pressures will continue to increase (CPI /wage /EBA outcomes).
- Service expectations from the community are unlikely to reduce, and will most likely increase over time.

SECTION 10

Risk Management

Risks · Treatments

01

Risk 1 - Loss of corporate knowledge from turnover in key roles

Treatment: critical task capture (Key Action 3); cross-training and multi-skilling (Key Action 5); succession planning (Key Action 16); structured offboarding, knowledge handover and documented procedures (Key Action 8).

02

Risk 2 - Productivity loss from onboarding load and early tenure

Treatment: onboarding and time-to-productivity improvement (Key Action 8); role-specific training plans; manager capability and accountability (Key Action 12).

03

Risk 3 - Difficulty attracting and retaining skilled staff

Treatment: resourcing, pay and entitlements review (Key Action 14); Shire-wide flexible-work framework (Key Action 15); recognition and career pathways (Key Action 16); targeted use of fixed-term positions for hard-to-fill specialisms (Key Action 6).

04

Risk 4 - Leave-liability exposure

Treatment: planned leave reduction across high-balance teams; leave-management protocols; monitoring and ELT visibility through reporting (Key Action 11).

05

Risk 5 - Psychosocial hazard exposure

Treatment: psychosocial-hazard controls for community-conflict and media/social-media exposure; workforce wellbeing and workload-balancing (Key Action 10); manager capability and difficult-conversations training (Key Action 12); internal mediation and complaints pathway (Key Action 18); Employee Assistance Program promotion and clear speak-up channels.

06

Risk 6 - Service-delivery shortfall from capacity gaps

Treatment: explicit service standards and prioritisation (Key Action 1); vacancy-triggered reviews (Key Action 4); workload-balancing mechanisms (Key Action 10).

07

Risk 7 - Process inefficiency and double-handling

Treatment: organisation-wide process mapping (Key Action 2); cross-departmental communication and collaboration (Key Action 13); systems and automation (Key Action 7); clear process owners.

08

Risk 8 - Workforce-cost pressure beyond modelled CPI/wage movement

Treatment: no material workforce growth; productivity and performance focus (Key Action 9); EBA review and remuneration strategy (Key Action 14); integration with the Long Term Financial Plan.

09

Risk 9 - Capability gap as new systems come online

Treatment: change-management resourcing; training plans and system manuals for ERP (Key Action 7); phased implementation; system champions in each Directorate.

10

Risk 10 - Ageing workforce and retirement transition

Treatment: succession planning and internal career pathways (Key Action 16); retirement-transition and phased-retirement options where appropriate; deliberate knowledge-capture before exit (Key Action 3).

SECTION 10 · Risk Management (cont.)

11

Risk 11 - Compliance and positive-duty exposure

Treatment: positive-duty obligations review across workplace health and safety, discrimination, and obligations under the Local Government Act 1995 and public-sector legislation; accountability and complaints framework (Key Action 18); compliance program, reporting cadence and legal review.

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Risk 12 - Workplace facilities and amenity not fit for purpose

Treatment: facilities improvement plan addressing accessibility, overcrowding and building condition (Key Action 17); safety and health controls.

SECTION 11

Success Measures

Measures · Outcomes

The success measures track whether the Workforce Plan is improving workforce stability, productivity, service resilience and sustainability. They are organised by theme.

CATEGORY	KPI INDICATOR	DIRECTION
Stability and retention	Employee turnover	▼ Reduce
	Early-tenure turnover under 12 months and 12–24 months	▼ Reduce
	Average tenure trend	▲ Increase
	Exit-interview top drivers, including commute, pay, supervisor and location	▼ Reduce
Productivity and time-to-value	Time to fill vacancies, from requisition to acceptance	▼ Reduce
	Time to productivity for new starters	▼ Reduce
	Vacancy reviews completed before recruitment	▲ Increase
	Roles redesigned at vacancy	▲ Increase
Capability and resilience	Critical tasks mapped	▲ Increase
	Trained backup employees per critical function	▲ Increase
	Processes mapped, reviewed or standardised	▲ Increase
	Cross-trained employee ratio per team	▲ Increase
Systems and efficiency	Automation / system improvements delivered	▲ Increase
	Measurable efficiency gains, including hours saved and error reduction	▲ Increase
	Adoption rates of new systems	▲ Increase
Wellbeing and workload	Personal / carer's leave per FTE	↔ Monitor
	Overtime and TOIL trend	▼ Reduce
	Annual leave liability per FTE	▼ Reduce
	Long service leave liability per FTE	▼ Reduce
	Employee Assistance Program utilisation	↔ Monitor
	Psychosocial incident reports	↔ Monitor
Engagement, CULTYR baselines 2026	Engagement / response rate	▲ Increase
	Overall workplace rating	▲ Increase
	Workplace Index Score	▲ Increase
	Employee Commitment / Net Promoter Score	▲ Increase
	Psychosocial Safety Score	▲ Increase
Service delivery	Service-level KPIs, turnaround times and backlog indicators	▲ Improve
	Council reporting cadence on workforce risk and redesign outcomes	↔ Maintain

SECTION 12

Appendix — Survey Results

Engagement · Detailed scores

Sources

This appendix presents the data sources used to develop the Workforce Plan:

- CATALYSE / CULTYR Employee Scorecard (Shire of Harvey, April 2026)
- CULTYR Employee VoiceBank - free-text responses to Q3 and Q6
- WALGA Salary and Workforce Survey 2025/26 - Shire of Harvey metrics
- WALGA Skills Shortage Survey
- Internal HR reporting

Section A - Employee Scorecard

Engagement/response rate: 63.4% of staff completed the survey.

Headline results (out of 100 unless stated; WA local-government average shown in brackets):

- Overall workplace rating - positive: 95% rate the Shire positively as a place to work
- Workplace Index Score: 74 (76) - improved from 66 in 2024
- Employee Commitment Score: 72 (71) - up from 71 in 2024
- Employee Net Promoter Score (eNPS): -9 (-9) - on par with the sector; improved from -26 in 2024
- Psychosocial Safety Score: 69

CULTYR Model of Organisational Performance — the five domains that shape the employee experience (each scored out of 100; these roll up to the Workplace Index of 74):

- Leadership: 63 — vision, direction, decisions and the integrity of our leaders (the lowest-scoring domain)
- Workplace: 69 — systems, resources, safety, fairness and wellbeing
- Colleagues: 65 — team spirit, cooperation and cross-team communication
- Role: 71 — meaningful work, clarity, autonomy and feedback
- Benefits: 76 — pay, flexibility, recognition, development and security (the highest-scoring domain)

Detailed scorecard results, segmented by directorate, role family and tenure band, are presented in the supporting CULTYR Employee Scorecard Report (April 2026).

Engagement scorecard — headline KPIs

Source: CULTYR Employee Scorecard, April 2026

63.4%	95%	74	-9
Survey response rate	Rate Shire positively	Workplace Index /100	Net promoter score (2024: -26)

CULTYR engagement momentum, 2024 ⇢ 2026

Source: CULTYR Employee Scorecard, April 2026.

SECTION 12 · Appendix — Survey Results (cont.)

Section B - What staff value, and where they want the Shire to focus

What staff value most about working at the Shire (free-text, n=152; top mentions as a share of respondents):

- Flexibility and work-life balance (22%)
- The people I work with (21%)
- My team / our teamwork (17%)
- Supportive, caring leadership and staff (14%)
- Location (13%)
- Positive, friendly workplace and culture (10%)
- Making a difference for the community (9%)
- My role (6%); pay and benefits (5%); job security (5%)

Where staff want the Shire to focus over the next two years (free-text, n=133; top areas):

- Access to equipment and resources (20%)
- Communication across the organisation (20%)
- Fair pay (12%)
- Team spirit (11%)
- Management of the organisation (10%)
- Policies, systems and processes (10%)
- Access to training and development; workload completed in allocated hours

Stand-out improvements since 2024: freedom from discrimination, harassment and bullying; top-down communication; and support for an 'open door' policy.

CULTYR Model of Organisational Performance — five domains (/100)

Source: CULTYR Employee Scorecard, April 2026.

Domain scores, rolling up to the Workplace Index of 74

SECTION 12 · Appendix — Survey Results (cont.)

Section C - WALGA Salary and Workforce Data

How the Shire compares against other WA local governments. The 'WA median' is the middle value when WA local governments are ranked from lowest to highest on each measure. (2024–2025 FY data)

- Operating budget: $48.4M (internal/Council reporting)
- Headcount: 279 (WA median 141)
- Employment expense as a share of operating revenue: 42.5% (internal/Council reporting; WA median ~39%)
- Casual employees: 33% of workforce (WA median 21.2%)
- Women in management: 47.8% (WA median 40%; upper quartile 50%)
- Employee turnover: 27.3% (2024-25; WA median 27.3%), turnover 2025-26 27.4%
- New-hire turnover: 32% (WA median 32.2%)
- Annual leave liability: $9,339 per FTE (WA median $7,564)
- Long service leave liability: $9,060 per FTE (WA median $8,658)
- Personal/carer's leave: 7.5 days per FTE (WA median 8.4) - below the WA median
- Corporate services staffing: 11.3 FTE per 100 employees (WA median 13.5)

Salary data: WA medians: WALGA Salary & Workforce Survey 2025/26

How could the lifestyle be even better in the Shire of Harvey?

Please reach out to the Shire of Harvey to share your thoughts and ideas.

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