SHIRE OF York

WORKFORCE PLAN

2025
2029

ACHIEVE TOGETHER
INSPIRE AND UPLIFT
TAKE OWNERSHIP
SHAPE THE FUTURE

Developed December 2025

The Shire of York acknowledges the Ballardong people of the Noongar Nation who are the Traditional Owners of this country and recognise their continuing connection to land, water, sky and culture. We pay our respects to all these people and their Elders past, present and emerging.

Contents

1. Message from the CEO

I am pleased to share the Shire of York's Workforce Plan for 2025-2029, outlining our approach to building a strong workforce that is aligned to the unique needs of our community.

The Workforce Plan is an essential component of the Integrated Planning and Reporting Framework (IPRF). It will guide us in shaping the organisation and ensuring we have the capability and capacity to deliver on our strategic priorities.

This document has been informed by extensive research, consultation, and consideration of the requirements of our workforce currently, as well as over the next four years.

In developing this Plan, we are encouraged by the strengths highlighted by our employees, and are committed to retaining these advantages into the future. These include the strong sense of satisfaction and connection in working for our local community, the opportunity for diverse and challenging work, and our culture of great friendly people.

However, the Workforce Planning process also identified a number of focus areas over the next four years. For example, how we will respond to external drivers for change, such as skills shortages, an ageing population and workforce, and an increasing focus on technology, governance, and sustainability. The Plan also outlines how we will respond to our internal drivers for change, including the need to better manage employee workloads through optimising our resourcing, improve systems support and employee engagement, foster cross-team collaboration, and continue focusing on attracting and retaining great people.

Our overall workforce priority areas outlined in this plan include ensuring that our community priorities are adequately resourced, improving our employee retention, and enhancing our culture to become an employer of choice.

For each of these priorities, we have outlined the actions we will take over the next four years.

We are confident that through the implementation of this Workforce Plan, we will continue to have a strong workforce that delivers great outcomes for our community.

Alina Behan

Temporary Chief Executive Officer*

Shire of York
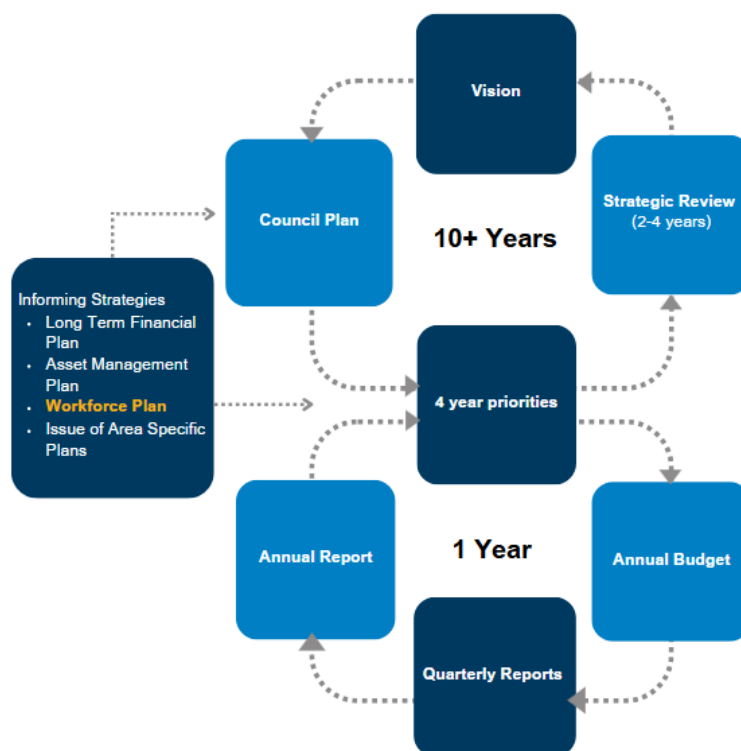
This Workforce Plan was developed during the tenure of CEO Chris Linnell (to October 2025). The Shire acknowledges his leadership during this period. At the time of publication of this Workforce Plan, the Temporary CEO is Alina Behan.

2. Development of the Workforce Plan

Local governments in Western Australia are required to effectively plan for the future under the Local Government Act 1995, using the **Integrated Planning and Reporting Framework (IPRF).** This ensures that the goals and outcomes of local government align with the community vision, are possible within the allocated resources, and can be monitored and reported on to ensure effectiveness and transparency.

The **Workforce Plan**, updated at least every four years, identifies the workforce structure, capabilities and initiatives that will enable the local government to deliver on its Council Plan

In developing this workforce plan, the Shire of York's key strategic and informing documents were analysed to inform **future workforce requirements**.

Employee data, organisational structure, engagement surveys and industry benchmarks were analysed to determine **internal drivers for change**. An environmental scan of workforce trends was also conducted to inform **external drivers for change**.

Workforce consultation included a survey distributed to all staff (online and hard copy), as well as several Executive and operational management group workshops. This was followed by **elected members engagement** and the **finalisation of the workforce plan**.

The final phase is **to monitor and evaluate** the implementation of the plan over the following years.

3. About the Shire of York

3.1 Our Vision

The Shire's first Council Plan (combined Strategic Community Plan and Corporate Business Plan) was developed in 2025. This Plan represents the community's guiding vision and strategic goals for the Shire of York for the next 10 years:

2035 Community Vision

A vibrant, family-friendly lifestyle and cultural destination where rich heritage, sense of place and connected community shape a thriving future.

Community:
Community and cultural vitality

Economy:
Future-ready economy

Environment:
Thriving natural environment

Built form:
Comfortable and connected places

Governance:
Strong governance, responsive leadership

3.2 Our Values

The Shire of York's Values guide 'how' we work in delivering the above priorities – from our overall culture to our decision-making and day-to-day behaviours.

Our values ensure that we not only deliver great outcomes for our community, but that we do so in the right way.
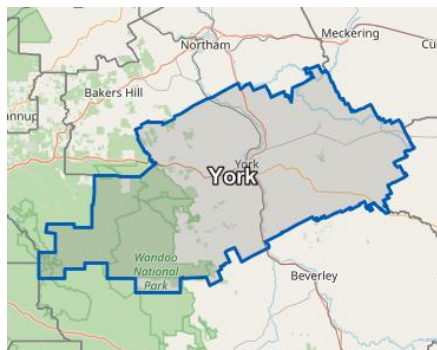
In 2025, the Shire's values were refreshed to better reflect how the team will work to deliver the Shire's priorities.

4. Community Profile

The Shire of York

The Shire of York is a Local Government area in the Wheatbelt region of Western Australia. Covering 2,131km^2, the Shire of York is situated on the Avon River 97km east of Perth. York is the oldest inland town in Western Australia, surrounded by the Shires of Northam, Cunderdin, Quairading, Beverley, Mundaring and Kalamunda. The Ballardong people of the Noongar Nation are the Traditional Owners of the land.

Our Community

3,459 People

152% total net internal migration (June 2023)

200,000 visitors p.a.

936 families Average **1.8** children

11% of people born overseas

4.2% ATSI

Population:
50% Male
50% Female

1,869 total dwellings
47.9% of people own their own home

$46.2M Agriculture industry p.a.

56 population median age

51% population aged over 55

Shire of York Population by Age

Age group	Percentage of population
0-24yrs	~20.5
25-44yrs	~16.5
45-64yrs	~29.0
65-79	~26.0
80+yrs	~7.5

Our Workforce

Full Time	**51.7%**
Part Time	**33.6%**
Away from work	**8.3%**
Unemployed	**5.9%**

Of the **50.5%** of residents who make up the labour force

Percent of Registered Businesses*

Agriculture	**38%**
Retail	**7.1%**
Manufacturing, transport & logistics	**5.2%**

Our Economy

Leading Industries of Employment

1. Grain-Sheep or Grain-Beef Cattle Farming
2. Hospitals
3. Secondary Education
4. Other Grain Growing
5. Local Government Administration

Emerging Industries

Wine Production
Olive Production
Tourism

*2009 & 2012 data

5. Current Workforce Profile

CHIEF EXECUTIVE OFFICER
1 FTE

EXECUTIVE MANAGER CORPORATE & COMMUNITY SERVICES — 1FTE

EXECUTIVE MANAGER INFRASTRUCTURE & DEVELOPMENT SERVICES — 1FTE

Office of the CEO	Corporate & Community	Infrastructure & Development Services

Manager Governance & People — 1 FTE

Manager of Finance — 1 FTE

Manager Tourism & Economic Development — 1 FTE

Manager Community & Place — 1 FTE

Manager Development Services — 1 FTE

Manager Projects & Assets — 1 FTE

Manager Operations — 1 FTE

Office of the CEO
- Council & Executive Support Officer — 1 FTE
- Media & Engagement Officer — 1 FTE
- Emergency Services (Contract)

HUMAN RESOURCES
- HR/OD Officer — 1.0 FTE

GOVERNANCE & ADMIN
- Admin Officer (IT) — 0.63 FTE
- Admin / Records Officer — 1.27 FTE
- Admin / Customer Service Officers — 1.65 FTE

LIBRARY SERVICES
- Senior Librarian — 0.63 FTE
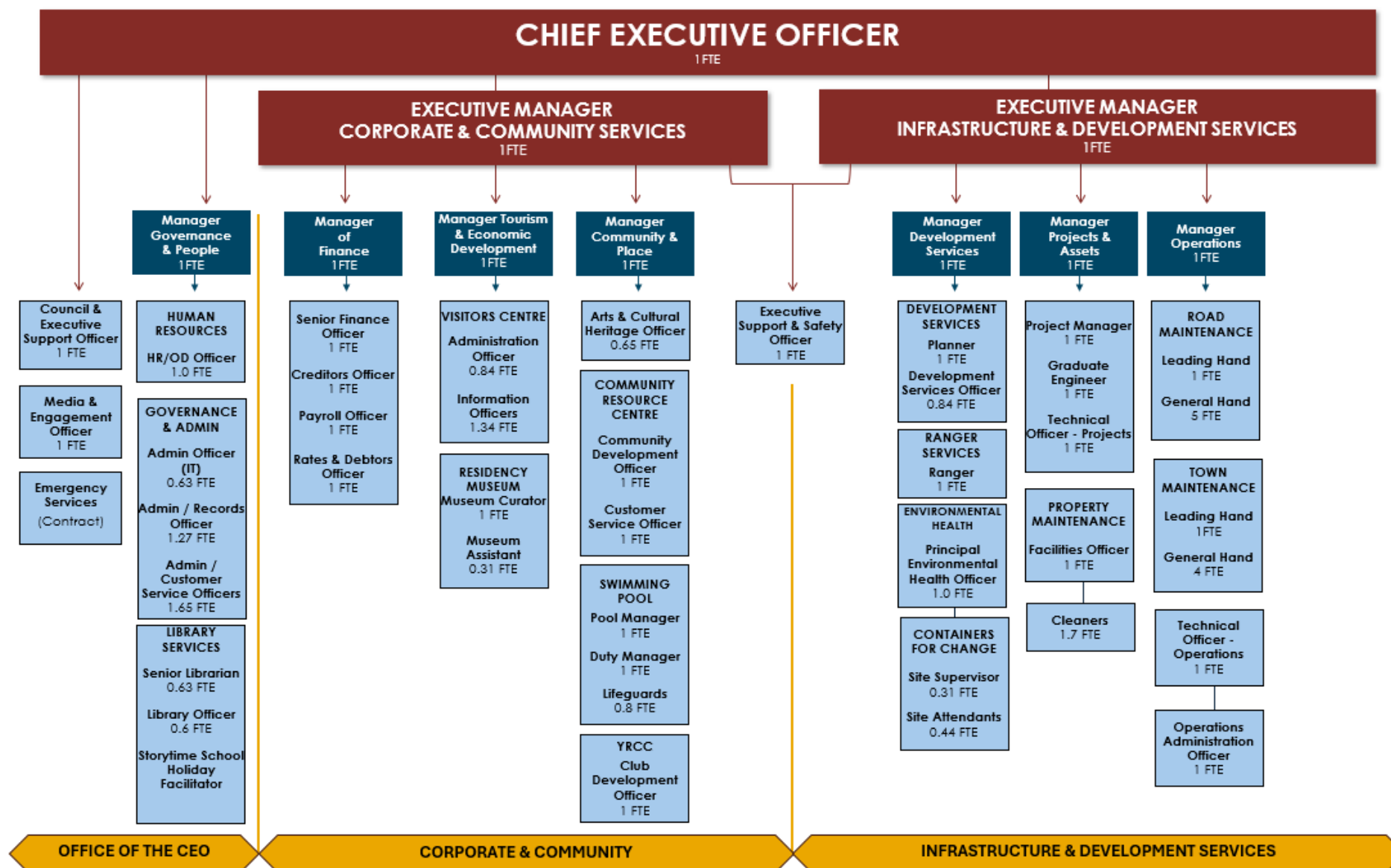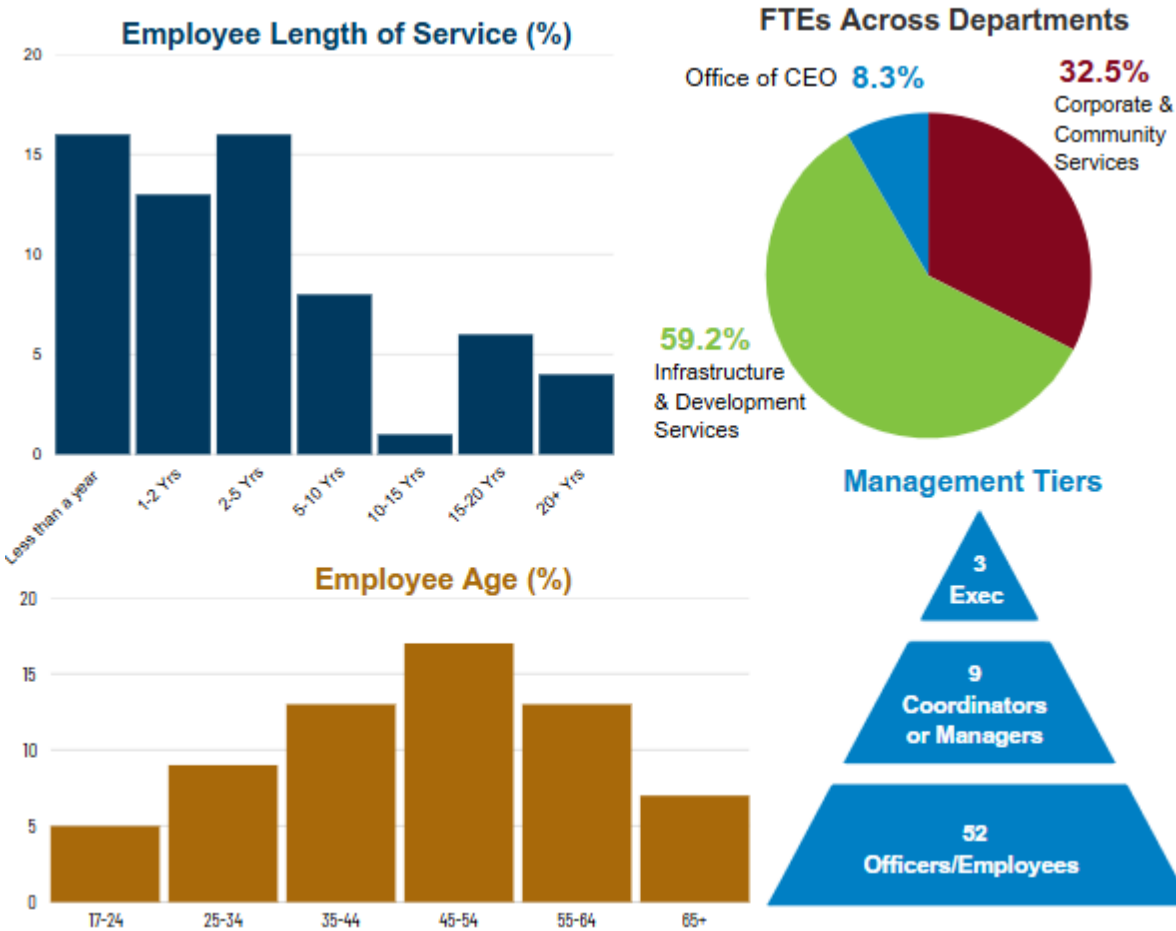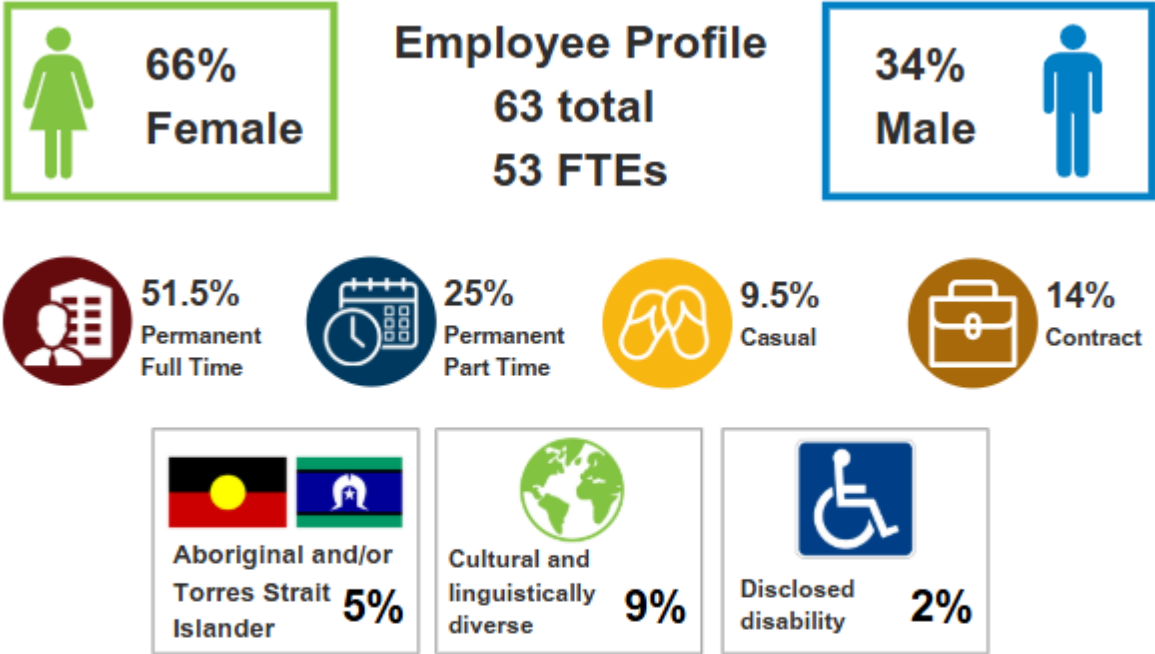- Library Officer — 0.6 FTE
- Storytime School Holiday Facilitator

Manager of Finance
- Senior Finance Officer — 1 FTE
- Creditors Officer — 1 FTE
- Payroll Officer — 1 FTE
- Rates & Debtors Officer — 1 FTE

VISITORS CENTRE
- Administration Officer — 0.84 FTE
- Information Officers — 1.34 FTE

RESIDENCY MUSEUM
- Museum Curator — 1 FTE
- Museum Assistant — 0.31 FTE

Arts & Cultural Heritage Officer — 0.65 FTE

COMMUNITY RESOURCE CENTRE
- Community Development Officer — 1 FTE
- Customer Service Officer — 1 FTE

SWIMMING POOL
- Pool Manager — 1 FTE
- Duty Manager — 1 FTE
- Lifeguards — 0.8 FTE

YRCC
- Club Development Officer — 1 FTE

Executive Support & Safety Officer — 1 FTE

DEVELOPMENT SERVICES
- Planner — 1 FTE
- Development Services Officer — 0.84 FTE

RANGER SERVICES
- Ranger — 1 FTE

ENVIRONMENTAL HEALTH
- Principal Environmental Health Officer — 1.0 FTE

CONTAINERS FOR CHANGE
- Site Supervisor — 0.31 FTE
- Site Attendants — 0.44 FTE

Project Manager — 1 FTE
Graduate Engineer — 1 FTE
Technical Officer - Projects — 1 FTE

PROPERTY MAINTENANCE
- Facilities Officer — 1 FTE
- Cleaners — 1.7 FTE

ROAD MAINTENANCE
- Leading Hand — 1 FTE
- General Hand — 5 FTE

TOWN MAINTENANCE
- Leading Hand — 1FTE
- General Hand — 4 FTE
- Technical Officer - Operations — 1 FTE
- Operations Administration Officer — 1 FTE

OFFICE OF THE CEO	CORPORATE & COMMUNITY	INFRASTRUCTURE & DEVELOPMENT SERVICES

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5.2   Workforce Snapshot

The Shire of York's current workforce includes approximately 64 people, with a higher weighting of females and over 50s. The majority of roles are permanent full time, the majority of employees have been with the Shire less than 10 years, and nearly two thirds of employees sit within the Infrastructure and Development Services division.

66% Female

Employee Profile
63 total
53 FTEs

34% Male

51.5% Permanent Full Time

25% Permanent Part Time

9.5% Casual

14% Contract

Aboriginal and/or Torres Strait Islander **5%**

Cultural and linguistically diverse **9%**

Disclosed disability **2%**

Employee Length of Service (%)

Less than a year, 1-2 Yrs, 2-5 Yrs, 5-10 Yrs, 10-15 Yrs, 15-20 Yrs, 20+ Yrs

FTEs Across Departments

Office of CEO **8.3%**

32.5% Corporate & Community Services

59.2% Infrastructure & Development Services

Employee Age (%)

17-24, 25-34, 35-44, 45-54, 55-64, 65+

Management Tiers

3 Exec

9 Coordinators or Managers

52 Officers/Employees

6. Drivers for Change

6.1 Strategic Context

The Shire of York's key informing plans and strategies were reviewed, and any potential workforce implications flagged for discussion with the Shire's Executive Management Team. The key Workforce Plan considerations identified through this process were:

Strategic Goals (2025)	Key Workforce Plan Considerations
Community and cultural vitality	• Tourism and events demands • Reduced CRC operating hours • Resourcing of community and tourism events • Housing availability • The Shire's role in the ageing population, Age Friendly Community Strategy, DAIP and Wellbeing Plan
Future-ready economy	• The opportunity to strengthen tourism and events to benefit the community • The opportunity to better leverage grants as an alternative source of revenue
Thriving natural environment	• The potential to better utilise volunteers and 'friends of' groups • The opportunity to explore partnerships with other Shires, for example for waste education • With increasing demands, there is a possible need for a dedicated role in the future
Comfortable and connected places	• The need to maintain adequate facilities management • The increasing importance of footpaths in light of the ageing population • Resourcing of roads maintenance was recently increased and will be monitored to determine whether it meets the requirements of the Asset Management Plans • Implications of the Trails Master Plan and new Trails commitments.
Strong governance, responsive leadership	• Likely increases in administrative and governance requirements. • Increasing community engagement expectations • Potential efficiencies afforded by emerging technologies and separation of operational and administrative functions • Requirement for increasing technology capabilities • Increasing HR requirements • Housing as a barrier for employee attraction

6.2 External Drivers for Change

A review of global, national, Local Government, Western Australia and York trends resulted in the below 5 factors being identified as key external drivers for change for the Shire of York. See Appendix A for a detailed Environmental Scan.

Skills and workforce shortages

Australia, particularly Western Australia is experiencing a high rate of employment, with unemployment rates as low as 3.4% (WA). This has led to an 'employee's market', with high competition for skilled workers. Industries like environmental health, urban planning, aged care, agriculture, hospitality, and retail are experiencing skills shortages compounded by lack of available housing. Employee expectations have also shifted, with employees prioritising flexibility, autonomy, wellbeing, and culture. Consequently, for the Shire of York, establishing a competitive 'employee value proposition' and strong focus on organisational development is critical.

Technology challenges and opportunities

Globally technology is rapidly evolving, key challenges of this include increased cyber security risks, widening skills gaps as employees learn new technologies and increasing community expectations for digital services. However, this also presents opportunities, such as efficiencies through automation and artificial intelligence, and the ability to make data-driven decisions. For the Shire of York, it will be important to strike a balance between digital advancements and meeting the needs of its ageing population while leveraging new technologies for efficiency.

Increasing focus on governance, transparency, and engagement

Globally and across industries, there is a growing emphasis on governance, transparency, and ethics. This is also true of Local Government, a shift which is likely to be cemented through the review of the Local Government Act. Community expectations in Australia have shifted towards greater transparency and engagement from their Council's, including access to Council meetings, rapid social media responses, regular direct access to Councillors, and full visibility of expenditure. The Shire of York can anticipate increased demand on administrative, governance, and engagement resources due to these shifts.

Ageing population

As with many areas, the Shire of York is experiencing an ageing population, with a third of the population currently over the age of 65. This is likely to impact demand for health and community services, aged care services and facilities, as well as housing, accessibility, and transport requirements. The Shire of York's role in supporting the ageing population is likely to include some direct support service provision, as well as external advocacy and funding for services and infrastructure.

Environmental sustainability

Environmental sustainability and climate change are increasing in focus both globally and locally. For the Shire of York, the impact of this is likely to include preparations and response to extreme weather events, increased environmental requirements and approvals, increasing community expectations around natural resource management, and adapting to electric vehicles.
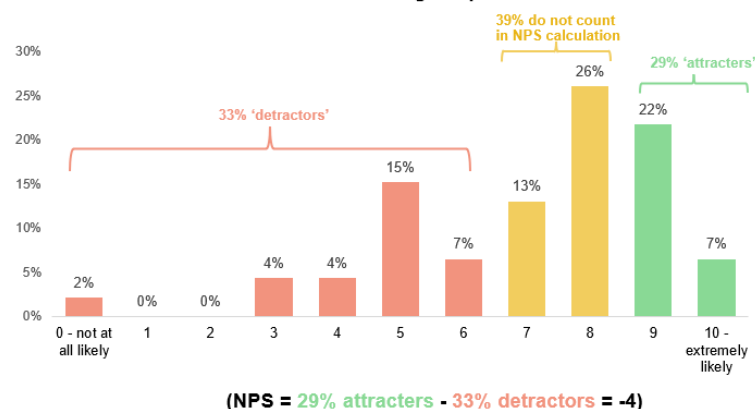
6.3 Analysis of Employee Data and Trends

In 2024, a full analysis of employee engagement and turnover data was conducted (see Appendix B for further detail). In 2025, a refreshed Staff Engagement and Feedback Survey was administered, which shed further light on staff sentiment across the Shire.
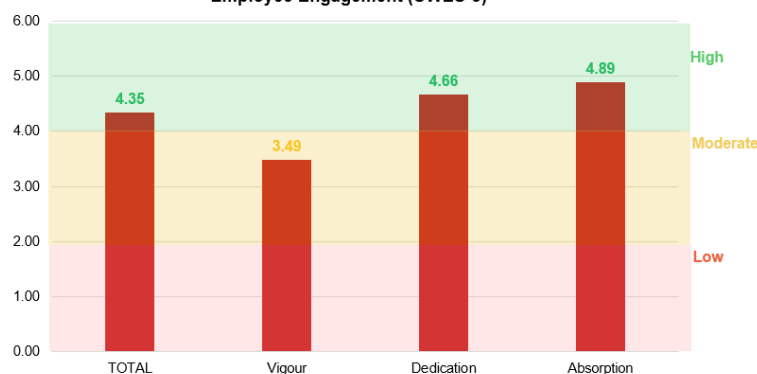
On a scale of 0 to 10, how likely are you to recommend the Shire of York to others as a great place to work?

(NPS = 29% attracters - 33% detractors = -4)

While the **Net Promoter Score (NPS)** remained negative at -4 (up from -31), this did not accurately reflect the overall sentiment, wherein 74%* of employees were positive about recommending the Shire as a great place to work.

Employee Engagement was also High overall, and High for all except one of the three types of engagement. This reinforces that employees are passionate about and absorbed in their work and have a high level of dedication, but may be experiencing mild levels of fatigue or burnout – likely associated with the reported workload challenges.

Employee Engagement (UWES-3)

In general, I'm satisfied with my job

Overall job satisfaction was strong at 85% positive. The Shire's average score of 76.63 is well above the 2025 Australian average of 65.9. **Pride in working at the Shire** also increased on previous years, from 73% in 2024 to 80%.

Key strengths highlighted were:

- Great people who genuinely care
- Manager and team support
- Meaningful work
- Connection to the community
- Work/life balance and flexibility
- Opportunities for learning and growth
- Interesting and variety of work
- Job security and pay

Key improvement opportunities identified were:

- Internal collaboration and peer accountability
- Clear communication and change management
- Workloads and resourcing
- Further development opportunities
- Process improvements and efficiencies
- Recognition and wellbeing focus

Note: NPS percentages have been rounded to the nearest whole number; however, the 74% figure is correct based on the raw figures.

6.4 Internal Drivers for Change

After reviewing all available sources of employee data and feedback, the five factors below were identified as key internal 'drivers for change'. See Appendix B and Appendix C for further detail on employee data analysis and consultation outcomes respectively.

Attracting and retaining qualified staff

New hires, younger (17-24 and 35-44) and female employees, as well as part-time and casual workers, have in the past been over-represented in employee exits. The predominant exit reason was "better opportunity" after lifestyle factors. Data suggests challenges in attracting qualified candidates, attributed to recent trends in housing availability and employment competition. Continuing to promote a strong 'employee value proposition' and enhancing retention and housing strategies is therefore critical.

Workload management and service levels

While spans of control and numbers of direct reports have improved, employee consultation reveals high workloads remain a key challenge. Unsustainable workloads for employees, stemming from high service levels or inefficiencies, contribute to employee stress, disengagement, and attrition. A culture of always being available for drop-ins has led to constant interruptions, further exacerbating workloads. There is also data to suggest some areas are being over-serviced.

Insufficient processes and systems training

Outdated manual record keeping and the use of four disparate systems were flagged as inefficient and time consuming by employees, which has improved but remains a challenge. Additionally, insufficient training compounds these issues, with inadequate resources for continual learning past initial onboarding. Procedures and process maps are not well documented, up to date or accessible for employees to reference. Exploring process automation, the use of AI and resourcing process improvement is likely to support with efficiencies and workload challenges.

Skills gaps in leadership and resilience skills

The 2025 Staff Cultural Survey painted a significantly more positive picture of employee engagement, with an improved NPS and 74% of team members recommending the Shire as a great place to work. However, the survey did identify some key skills gaps. For leaders, there is the opportunity to improve skills in communication and change management, as well as managing performance and recognition. For team members, resilience and workload management skills would further complement the organisational workload interventions.

Lack of cross-team collaboration

Lack of cross-team role clarity and collaboration was identified as a challenge. Lack of visibility and knowledge of the structure and role responsibilities across teams fosters distrust between groups. Additionally, there are significant barriers to cross team interactions resulting in limited opportunity for collaboration, such as the lack of communal spaces, limited interactions across teams and separated work areas.

7. Future Workforce Priorities and Actions

After reviewing all key internal and external data and trends as well as extensive employee and leader consultation, three key focus areas were identified for the Shire of York over the next four years. These are captured in the visual below.

7.1   2025-2029 Priority Areas and Actions

The broad priority areas remain consistent with what was identified in the 2024/25 Workforce Plan:

The specific actions to address these priorities were revisited, and updated in consultation with the Organisational Management Group (OMG) based on progress already made and changing requirements. **From 2024 to 2025, workload management continues to be a high priority area, so a number of new actions were identified to free up and optimise existing resourcing.**

The table on the following page captures the key Workforce Plan actions for the next 4 years. The specific Organisational Chart implications of these changes are then outlined on the following page.

Workforce Plan Key Actions	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Year 4 2028/29
1. Ensure community priorities are adequately resourced				
1.1 Resourcing Environment & Sustainability commitments				
1.1.1 Dedicated Environment and Sustainability resource	*(Define Shire's role)*	X *(pending Y1 outcomes)*		
1.1.2 Explore Shire partnership for waste education	X	*(Pending Y1 outcomes)*		
1.2 Improve facilities management through work programs and service level expectations.	X	X	X	X
1.3 Explore opportunities to increase community volunteering	X	X	X	X
1.4 Increased Tourism & ED support with events and volunteering *(existing role reclassification)*	X	X	X	X
1.5 Monitor the adequacy of road maintenance resourcing.	X	X	X	X
2. Improve retention through addressing key challenges (workload, induction, systems)				
2.1 Manage workloads through optimising resourcing				
2.1.1 Shift to 'by appointment' model to reduce volume of interruptions and task-switching	X	*(Maintain)*		
2.1.2 Develop Service Plans to clarify service levels	X		*(Review)*	
2.1.3 Explore identified list of efficiencies, with any changes in service levels to be subject to Council approval.	X *(Implement)*	*(Maintain)*		
2.1.4 Explore building surveying sourcing options	X	*(Re-visit as appropriate)*		
2.1.5 Support process improvement through re-focusing the existing IT/Records role.	X			
2.1.6 Revisit the feasibility of a new grants role to reduce overall resourcing pressures		X	X	X
2.1.7 Explore feasibility of additional Executive role.			X	X
2.2 Create efficiencies using technology.				
2.2.1 Apply Farmer to automate key forms.	X	*(Re-visit as appropriate)*		
2.2.2 Explore the potential of AI to reduce administrative load and aid information access and collation.	X	X	X	X
2.3 Review delegations and decision-making.	X	X	X	X
2.4 Develop a standardised 12-month induction program & survey to better support new-starters.	X	*(Re-visit as appropriate)*		
2.5 Ongoing support with key processes and systems.				
2.5.1 Record training sessions.	X	*(Re-visit as appropriate)*		
2.5.2 Periodic drop-in sessions.	X	X	X	X
2.5.3 Mapping key processes	X	X	X	X

3. Enhance our culture and become an employer of choice

3.1	**Better attract skilled staff.**				
3.1.1	Refine & embed the Shire's Employee Value Proposition	X	*(Re-visit as appropriate)*		
3.1.2	Develop an Employee Housing Strategy to ensure fairness		X	*(Re-visit as appropriate)*	
3.1.3	Review market reflectiveness of roles	X	X	X	X
3.2	**Improve team and leader engagement.**				
3.2.1	Delivery of Annual Cultural Program	X	X	X	X
3.2.2	OMG team development and capability building	X	X	X	X
3.3	**Improve cross-team role clarity and collaboration.**				
3.3.1	Develop a quick reference contact list	X	*(Re-visit as appropriate)*		
3.3.2	Develop an intranet and key team content	X	*(Re-visit as appropriate)*		
3.3.3	Cross-team socialisation (as feasible)	X	X	X	X
3.3.4	Create a physical space to enable more ad hoc collaboration (e.g. enclosed courtyard).	X *(project brief)*	X *(pending brief)*		
3.4	**Boost recognition and appreciation.**				
3.4.1	Annual budget for within-team recognition.	X	X	X	X
3.4.2	Peer/lead shout-outs included in key meetings.	X	X	X	X
3.4.3	Annual staff recognition awards.	X	X	X	X
3.5	**Develop position-level training programs**	X	*(Re-visit as appropriate)*		

CHIEF EXECUTIVE OFFICER
1FTE

EXECUTIVE MANAGER
1FTE

27/28: Explore feasibility of additional EM (Action 2.1.7)

EXECUTIVE MANAGER CORPORATE & COMMUNITY SERVICES
1FTE

EXECUTIVE MANAGER INFRASTRUCTURE & DEVELOPMENT SERVICES
1FTE

Manager Governance & People
1FTE

Manager of Finance
1FTE

Manager Tourism & Economic Development
1FTE

Manager Community & Place
1FTE

Manager Development Services
1FTE

Manager Projects & Assets
1FTE

Manager Operations
1FTE

Council & Executive Support Officer
1 FTE

HUMAN RESOURCES
HR/OD Officer
1.0 FTE

Senior Finance Officer
1 FTE

Creditors Officer
1 FTE

Payroll Officer
1 FTE

Rates & Debtors Officer
1 FTE

VISITORS CENTRE

Tourism & ED Officer
1 FTE

Information Officers
1.34 FTE

Arts & Cultural Heritage Officer
0.65 FTE

COMMUNITY RESOURCE CENTRE

Community Development Officer
1 FTE

Customer Service Officer
1 FTE

Executive Support & Safety Officer
1 FTE

DEVELOPMENT SERVICES

Planner
1 FTE

Technical Officer
0.84 FTE

Project Manager
1 FTE

Graduate Engineer
1 FTE

Technical Officer - Projects
1 FTE

ROAD MAINTENANCE

Leading Hand
1 FTE

General Hand
5 FTE

Media & Engagement Officer
1 FTE

GOVERNANCE & ADMIN

Admin Officer (IT)
0.63 FTE

Admin / Records Officer
1.27 FTE

Admin / Customer Service Officers
1.65 FTE

Emergency Services
Contract

Grants Officer
1 FTE

26/27 onwards: Revisit the feasibility of a new role to focus on grant opportunities (Action 2.1.6)

RESIDENCY MUSEUM
Museum Curator
1 FTE

Museum Assistant
0.31 FTE

25/26: Reclassify Administration Officer role to support with events & volunteering (Action 1.4)

25/26: Explore sourcing options for building surveying. (Action 2.1.4). Development Services Officer to become Technical Officer.

RANGER SERVICES

Ranger
1 FTE

ENVIRONMENTAL HEALTH

Principal Environmental Health Officer
1.0 FTE

PROPERTY MAINTENANCE

Facilities Officer
1 FTE

TOWN MAINTENANCE

Leading Hand
1 FTE

General Hand
4 FTE

25/26: Re-focusing existing IT/Records role (Action 2.1.5)

Governance & Improvement Officer
0.63 FTE

LIBRARY SERVICES

Senior Librarian
0.63 FTE

Library Officer
0.6 FTE

Storytime School Holiday Facilitator

SWIMMING POOL

Pool Manager
1 FTE

Duty Manager
0.5 FTE

Lifeguards

*Does not affect pool hours

YRCC Club Development Officer
1 FTE

25/26: Removal of Club Development Officer role (no service impacts)

25/26: Explore handing over to community group (pending Council approval) (Action 2.1.3)

CONTAINERS FOR CHANGE

Site Supervisor
0.31 FTE

Site Attendants
0.44 FTE

Cleaners
1.7 FTE

ENV & SUST Officer
1 FTE

26/27: Review req'mt for new role (level TBC) (Action 1.1.1)

Technical Officer - Operations
1 FTE

Operations Administration Officer
0.6 FTE

25/26: Change from 1 FTE to 0.6 FTE.

OFFICE OF THE CEO

CORPORATE & COMMUNITY

INFRASTRUCTURE & DEVELOPMENT SERVICES

mint
collaborative