City of Kwinana

Workforce
Plan
2025 – 2029

This document is available in alternative formats upon request.

City of Kwinana kaditj kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kaditj baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kaditj Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.

Contents

Message from the CEO

I am pleased to share with you our Workforce Plan for 2025 – 2029, a strategic roadmap designed to align our human resources with the ambitious goals set forth in our Strategic Community Plan and Corporate Business Plan.

Our Workforce Plan is not just a document; it is a reflection of our commitment to the future of Kwinana and the wellbeing of our community. As we move forward, this plan will serve as a guide to ensure we have the right people in the right roles, fostering a culture of excellence, innovation, and sustainability.

Key Highlights of the Workforce Plan include:

Strengthening Organisational Capacity: The plan aims to enhance our ability to achieve strategic outcomes by understanding and maximizing our workforce profile, addressing skill shortages, and planning for future needs.

Data–Driven Approach: With a comprehensive analysis of our internal and external environments, we've tailored strategies to optimise service delivery and operational effectiveness.

Focus on Sustainability and Community Engagement: Aligning with our dedication to environmental stewardship and community involvement, the plan underscores the importance of sustainable practices and active community engagement in our operations.

Leadership and Development: Recognising the potential of our people, the plan emphasises leadership development, continuous learning, and succession planning, ensuring a resilient and adaptable workforce.

Embracing Technological Advancements: With an eye on the future, we are set to harness the power of technology to improve efficiency and service delivery, preparing our workforce for the demands of tomorrow.

This Workforce Plan is a living document, evolving with our needs and aspirations. It signifies our proactive stance in preparing for future challenges and opportunities, ensuring that the City of Kwinana remains a vibrant, inclusive, and progressive community.

I encourage each of you to engage with the plan, understand its implications for your role, and contribute actively to its successful implementation. Together, we can make Kwinana an even better place to live, work, and play.

Thank you for your continued dedication and hard work.

Wayne Jack
Chief Executive Officer

Introduction

This Workforce Plan forms part of the City of Kwinana's (the City) Integrated Planning Framework, which is a legislative requirement, with this plan being one of the core components of the Framework. Under these regulations, all local governments in WA are required to develop and adopt two key documents: a Strategic Community Plan and a Corporate Business Plan – both of which must be supported and informed by resourcing and delivery strategies/ plans. These plans drive the development of each local government's Annual Budget and ultimately help local governments plan for the future of their communities. The Workforce Plan sets out the workforce requirements and strategies for current and future operations and will allow the City to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations. It is a plan that is continually evolving to ensure the City has the right people in the right place at the right time.

Integrated Planning and Reporting Framework

SUSTAINABILITY FRAMEWORK

Informing Plans

Long Term Financial Plan

Workforce Plan

Infrastructure Strategies

Operational Strategies and Action Plans

Strategic Community Plan
Contains the community's vision and priorities and is for a span of 10 years

Corporate Business Plan
Details the City's activities that will achieve the community's vision in the Strategic Community Plan over the next four years

Annual Business Plan and Budget
Identifies how the City's work is resourced and paid for each year

Team Business Plans
Keeps individual service areas on track by unifying them to achieve the Community's vision

Performance Reporting

A Quarterly Performance Report to Council

The Integrated Planning Progress Report in the City's Annual Report

Regular updates via the City's media channels

Internal Business Reporting

Key Objectives

Key objectives of this Workforce Plan are to:

- Strengthen the organisation's capacity to achieve the outcomes of the Strategic Community Plan and Corporate Business Plan;

- Continue to understand the organisation's workforce profile so that the existing workforce capacity can be maximised and future requirements identified including;
  - Areas of skills shortage (current and future);
  - Gaps between current and future workforce capability;
  - Areas of workforce growth, development, and diminishment; and
  - Potential issues relating to age and/or other demographics of the workforce.

- Review, assess and update the established strategies to address the gaps and mitigate risks;

- Assess costs that directly link to the workforce expenditure; and

- Identify a succession plan for critical positions.

Workforce planning is centred on the aspirations, objectives and strategies that the community has identified in the Strategic Community Plan as well as the statutory obligations the City is responsible to administer and deliver which have been identified in the Corporate Business Plan. The Workforce Plan is required to be flexible and forward thinking, whilst acknowledging the current trends in the workforce that will affect the demands and influences of employers and employees. During this ongoing process, the projected financial constraints that the organisation may face are reviewed and assessed as this will possibly affect the continued delivery of the workforce plan and ultimately the services provided to the community.

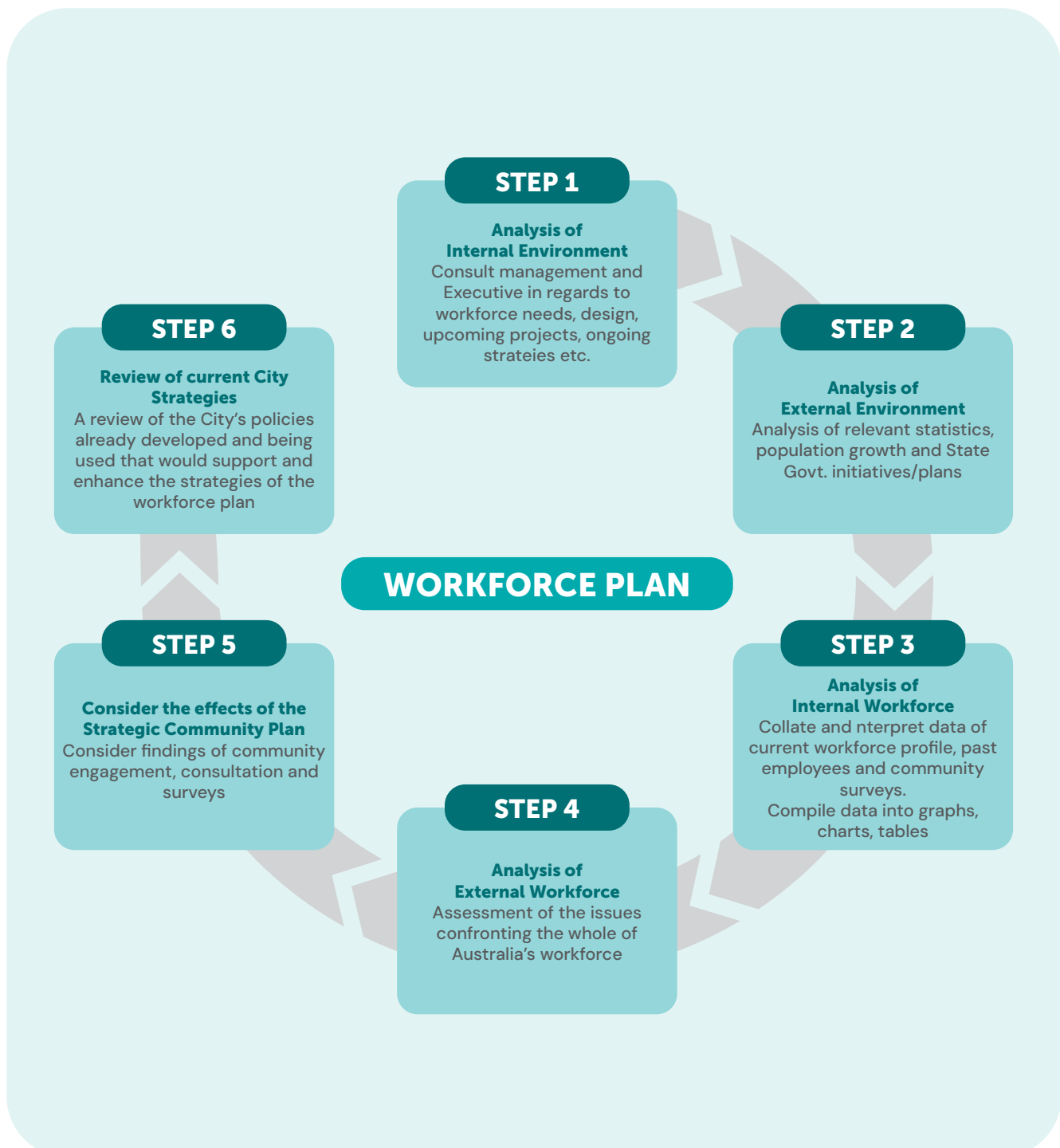This plan will be structured in three separate sections, these being:

- Data Analysis;

- Challenges Impacting Workforce; and
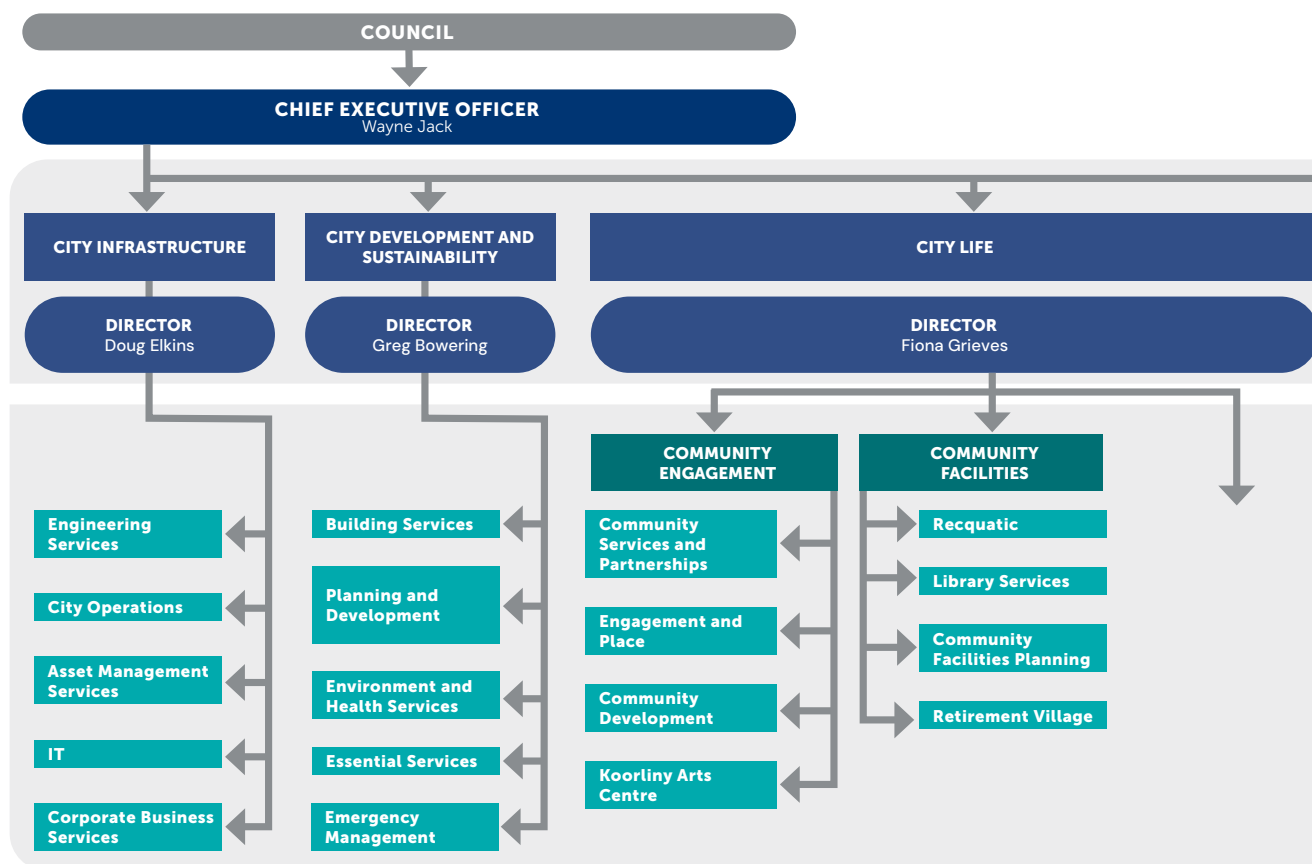
- Strategic Challenges and Priorities.

City of Kwinana

Data Analysis

Methodology

The City adopted a stepped approach in developing the City's 2025 – 2029 Workforce Plan. The following steps were used in the development and review of its workforce analysis and plan.

WORKFORCE PLAN

STEP 1

Analysis of Internal Environment
Consult management and Executive in regards to workforce needs, design, upcoming projects, ongoing strateies etc.

STEP 2

Analysis of External Environment
Analysis of relevant statistics, population growth and State Govt. initiatives/plans

STEP 3

Analysis of Internal Workforce
Collate and nterpret data of current workforce profile, past employees and community surveys.
Compile data into graphs, charts, tables

STEP 4

Analysis of External Workforce
Assessment of the issues confronting the whole of Australia's workforce

STEP 5

Consider the effects of the Strategic Community Plan
Consider findings of community engagement, consultation and surveys

STEP 6

Review of current City Strategies
A review of the City's policies already developed and being used that would support and enhance the strategies of the workforce plan

Organisation Structure

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                          COUNCIL

                CHIEF EXECUTIVE OFFICER
                       Wayne Jack

  CITY INFRASTRUCTURE    CITY DEVELOPMENT AND              CITY LIFE
                           SUSTAINABILITY

      DIRECTOR               DIRECTOR                       DIRECTOR
     Doug Elkins            Greg Bowering                  Fiona Grieves
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CITY INFRASTRUCTURE	CITY DEVELOPMENT AND SUSTAINABILITY	COMMUNITY ENGAGEMENT	COMMUNITY FACILITIES
Engineering Services	Building Services	Community Services and Partnerships	Recquatic
City Operations	Planning and Development	Engagement and Place	Library Services
Asset Management Services	Environment and Health Services	Community Development	Community Facilities Planning
IT	Essential Services	Koorliny Arts Centre	Retirement Village
Corporate Business Services	Emergency Management		

Analysis of Internal Environment (Step 1)

As one of the 137 local governments in Western Australia, the City plays a crucial role in the development and maintenance of its local community infrastructure and services. Although it largely operates as an autonomous entity, the Council is accountable to its local community and works in collaboration with other levels of government, particularly in relation to planning and development demands.

The services and support rendered by the City to its community is done through an interim modified structure of four Directorates all of which fall under the Chief Executive Officer's control. The interim modified structure and activities undertaken by the four Directorates are as shown in the Organisation Structure.
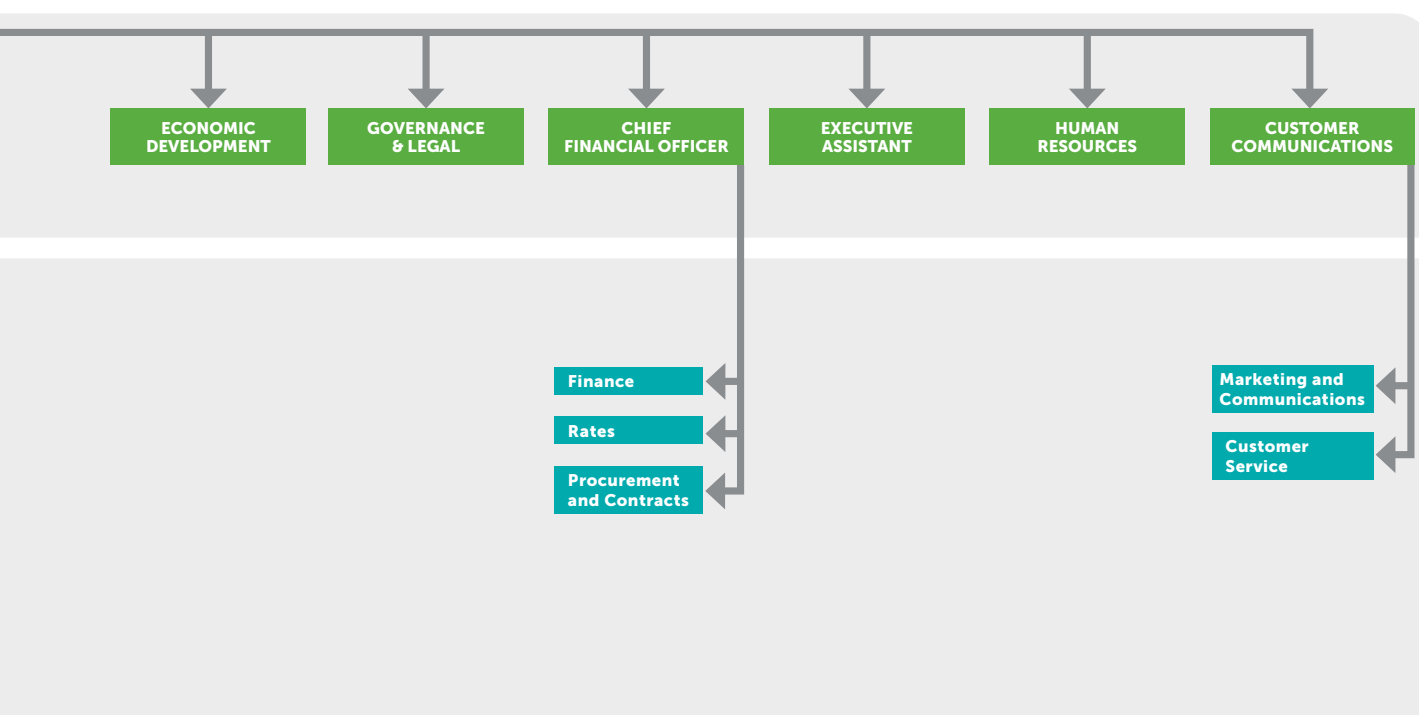
Since he last workforce plan review, and after several service delivery reviews, the City's organisational structure still reflects the current number of Directorates being three. The Office of the CEO does not have a dedicated Director, rather the CEO undertakes this function with several departments reporting directly to the CEO. The composition of the Directorates ensures that a greater focus on the key priority areas identified through community consultation is achieved and optimises operational effectiveness and organisational synergies.

In addition to the amendment to the overarching organisational structure, there has been several service delivery reviews that have been undertaken and implemented. The service delivery reviews were undertaken with the view to providing the City with options for the optimum model of service for each area. The scope of each review included the assessment of the strategic and business development of the area; a model that will deliver efficient and effective services, optimising a reduction in cost and therefore creating potential savings; a contemporary staff structure whilst initiating a customer centric culture and the provision of staff succession planning; and meeting the expectations of the identified community aspirations. The service delivery reviews were undertaken for the Community Facilities, Youth and Community Well–being, Planning and Development and Building Services teams. Other notable changes included the transition out of the Bright Futures Family Day Care services and the City taking on the management of the Koorliny Arts Centre.

The following is a summary of each Directorate's services:

City Life Directorate: The City Life Directorate enhances social wellbeing and liveability by delivering important services to residents, including library and information services; local history; early years initiatives; youth and

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│   ECONOMIC   │  GOVERNANCE  │    CHIEF     │  EXECUTIVE   │    HUMAN     │   CUSTOMER   │
│ DEVELOPMENT  │   & LEGAL    │  FINANCIAL   │  ASSISTANT   │  RESOURCES   │COMMUNICATIONS│
│              │              │   OFFICER    │              │              │              │
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Finance

Rates

Procurement and Contracts

Marketing and Communications

Customer Service

senior development; aquatic, recreation and leisure programs. The Directorate leads community engagement initiatives through cultural events, service delivery, and by empowering local clubs, community groups, and organisations. Additionally, the Directorate oversees the planning and operation of all community facilities, such as the Zone Youth Space, Kwinana Public Library, Kwinana Recquatic, Koorliny Art Centre, the Volunteer Resource Centre, hireable spaces and independent living units for seniors (Retirement Village).

City Infrastructure Directorate: Services delivered through this Directorate provide specialisation and prominence around the areas of asset planning, asset maintenance and renewal functions ensuring there is a seamless transition between the planning phase, maintenance scheduling and renewal scheduling. The alignment of departments to this Directorate is also to provide an increased focus on implementing major constructions projects using the project management methodology. It is also envisaged that development and specialisation around design functions will result in a holistic approach to design of facilities and infrastructure thereby achieving a greater integration with the key community identified priority areas. In addition, Information Technology (IT); and the Corporate Business System project are domiciled within this Directorate.

City Development and Sustainability Directorate: This Directorate is responsible for the regulatory and planning functions undertaken by the City with respect to the future direction of the City and creating liveable spaces and transforming them. The Planning and Development services have a focus on the services associated with land use and development assessments, policies, structure plans and planning schemes amendments. Working with this information, the Building Services area are responsible for the building approvals. These synergies continue across the Directorate with the Environmental and Health department implementing sustainability strategies, being responsible for the regulatory functions of the Public Health space, including food safety, water sampling and environmental pollution. A major emphasis is on the waste management for the City and developing and embedding sustainability management into the City's operational areas. The area also incorporates the Essential Services team, which is an all-encompassing, front-line set of services, responding to "public face" services, such as those provided by rangers, compliance with local laws, the local planning scheme and building regulations. In addition, the Fire and Emergency Services section forms part of the Directorate and manages the City's two volunteer bushfire brigades, the LEMC (Local Emergency Management Committee) and Bushfire Management Plans.

Office of the CEO: This is a multi–skilled governance Directorate that is responsible for the enforcement of Acts, Regulations and Local Laws. It includes legal and governance advice and administration; organisational risk; leasing and property management; and contracts and tender management. It also includes Council administration; marketing and communications; civic functions and citizenship; economic development and advocacy; Human Resources; (including payroll, training and work health and safety); integrated strategic planning; Finance and Rates (including Contracts and Procurement); Information Management and Customer Service.

Analysis of External Environment (Step 2)

The City is situated in the south west of the Perth Metropolitan Region, approximately 30km from the Perth CBD. It is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth with population, investment, further development of industry, and significant economic development opportunities. Western Australia's premier industrial area, the Kwinana Industrial Area, whilst still generating substantial income for the State's economy, has recently experienced a decrease in revenue due to the downturn in the mining sector. The City's local government area is bounded by the Indian Ocean to the west, the City of Cockburn to the north, the Shire of Serpentine–Jarrahdale to the east and the City of Rockingham to the south. The City's local government area boasts many natural features such as coastline, native bushland and wetlands, as well as its namesake heavy industry base.

The City's population is diverse, and the population forecast as at 2023 is 52,354:

- 32.0% were born overseas (NW Europe 8.8%, 8.3% in SE Asia; 4.8% in Southern and Central Asia and 4.8% born in Oceania and Antarctica (Excluding Australia);

- 21.4% speak a language other than English at home;

- 48.1% of the population have lived in Kwinana for less than 5 years (this is consistent with the City's rapid growth);

- 33.9 years is the median age;

- 6.4% unemployment (as at September Quarter 2024);

- 52.8% of residents have completed year 12 or equivalent;

- Our population is forecast to grow to 56,472 in 2026; 65,074 in 2031; and 71,283by 2036; and

- The fastest growing suburbs will be Wandi, Mandogalup, Casuarina, and Wellard.

As part of the development of the City's Strategic Community plan, there is a requirement to consider the growing community in areas such as:–

- Matching infrastructure provision with growth;

- Generating more local jobs;

- Improving public transport; and

- Increasing community facilities and opportunities.

These considerations require the managers to identify future resourcing requirements and challenges to deliver on the Strategic Community Plan outcomes and form part of the analysis of the future workforce needs.
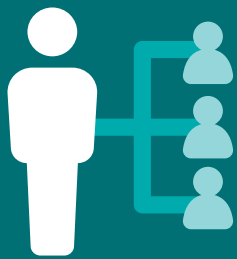

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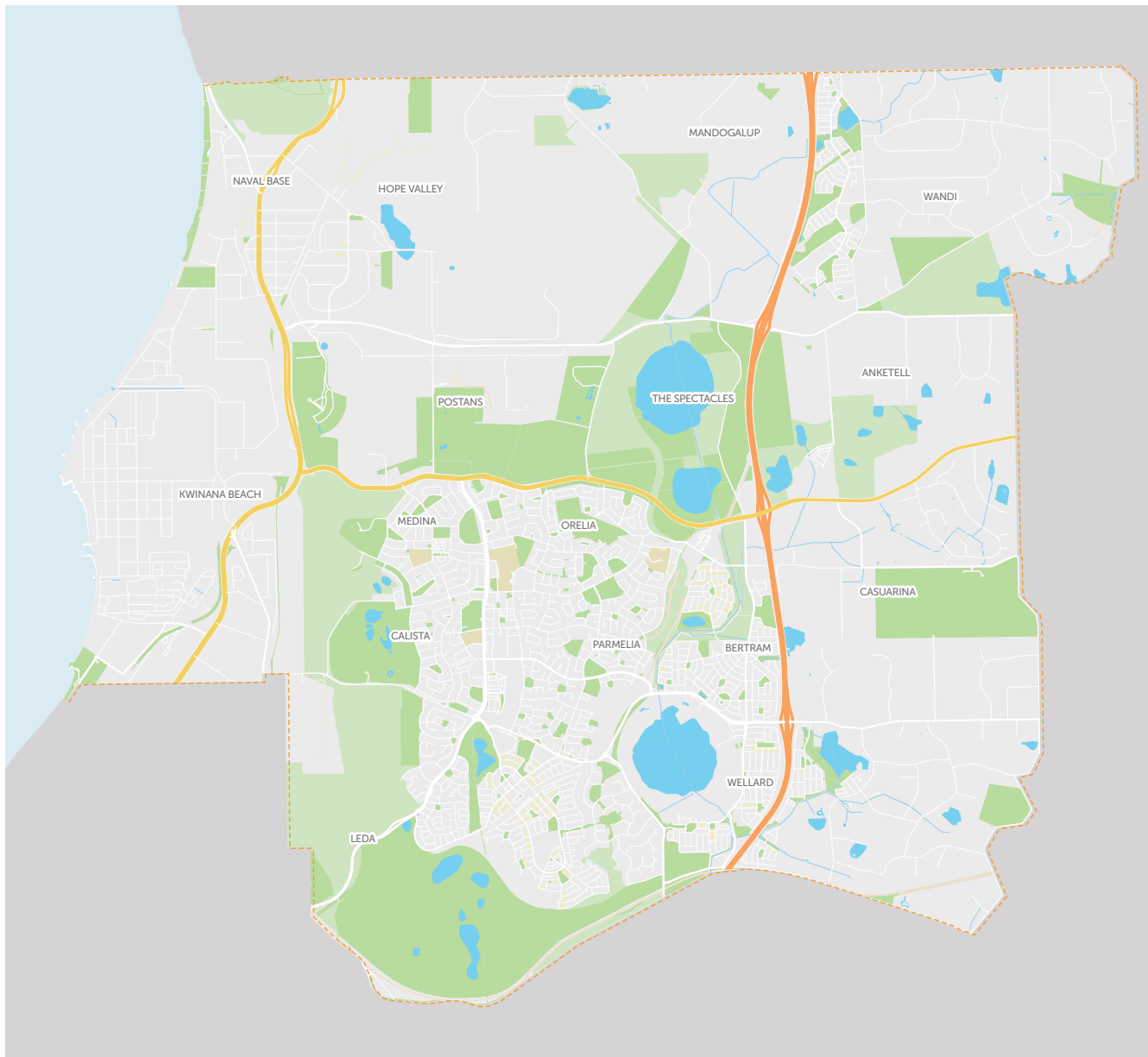
Our Workforce

430 **Workforce Headcount**

(Full-time Equivalent (FTE) — 297.02)

31.2% **Mature Employees**

(aged 48 and over)

35% **(Executive and Senior Management)**

Women in Senior Leadership Roles

72 **Youth** **(16.5% aged 24 & under)**

0% **People with Disability**

(there are staff that have indicated that they have a disability as indicated in the Diversity Questionnaire when they commence)

41 **Average Age**

Gender Diversity

1.4% **Aboriginal and Torres Strait Islander**

159 **Men**

273 **Women**

7.12% **Culturally and Linguistically Diverse**

2 **Not specified**

1 **Other**

Country of Birth

32 UK

16 Other

8 India

4 Philippines

6 Ireland

4 Singapore

7 South Africa

11 New Zealand

4 Sri Lanka

330 Australia
(including unknown origin)
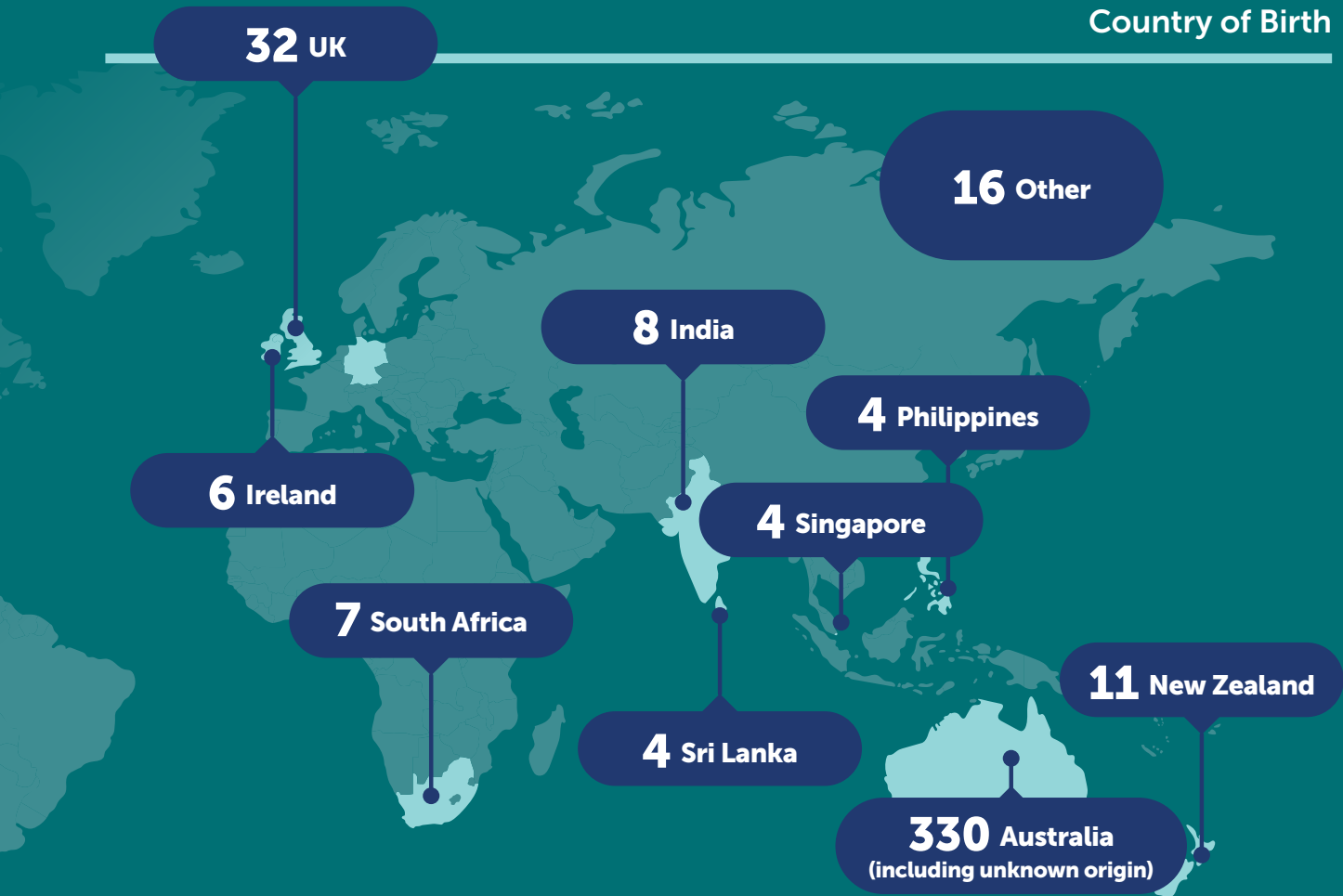
5.33 years
Average Length of Service with City

21.6%
Average Turnover Rate

(inc. Casuals) (2018 — 2024)

Turnover Rate: Kwinana v WA LG

Year	Turnover Rate	WA LG Median
2018	16.0%	15.0%
2019	21.2%	16.0%
2020	19.9%	16.0%
2021	22.9%	19.0%
2022	27.6%	21.0%
2023	25.10%	20.2%
2024	26.8%	21.6%

Legend:
- **Turnover Rate**
- **WA LG Median Annual Emmployee Turnover Rate (from WALGA survey 24/25)**
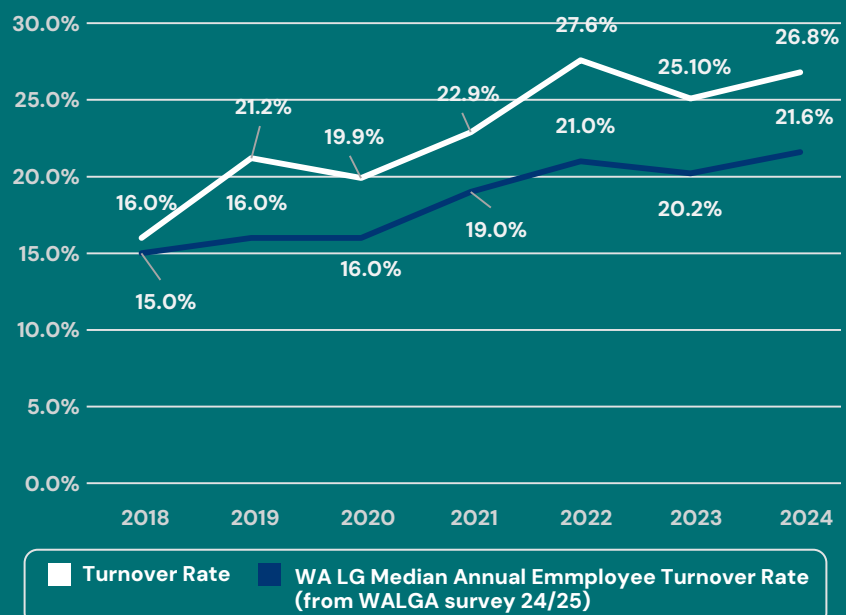
Analysis of Internal Workforce (Step 3)

Workforce Profile

The data that has been collated for the Workforce Plan is current as at 31 December 2024. At this time, the City had a head count of 430 staff. Of those 430 staff (and therefore substantive roles), an additional 43 employees have undertaken secondary roles in the City. 12 employees currently have more than two secondary roles.
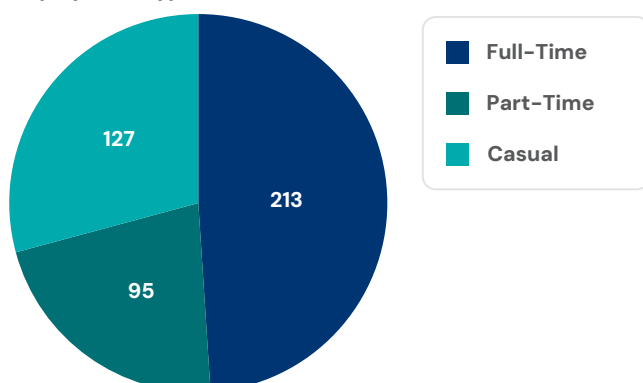
Workforce Cultural Diversity

The City's workforce is predominantly Australian born (75.8%) – it should be noted that employees who have not identified their origin of birth have been recorded in this category. Of the 24.2% of employees born overseas, they include those from the United Kingdom, South Africa, New Zealand, Ireland, and India. This aligns with the diversity of the Kwinana community.

Employee Origin of Birth

Country	Count
Netherlands	1
Japan	1
Hungary	1
Kenya	1
Hong Kong	1
Bangladesh	1
Germany	1
Pakistan	2
USA	2
Iran	3
Sri Lanka	4
Singapore	4
Phillipines	4
Ireland	6
South Africa	7
India	8
NZ	11
Other	16
UK	32
Australia (including blank)	330
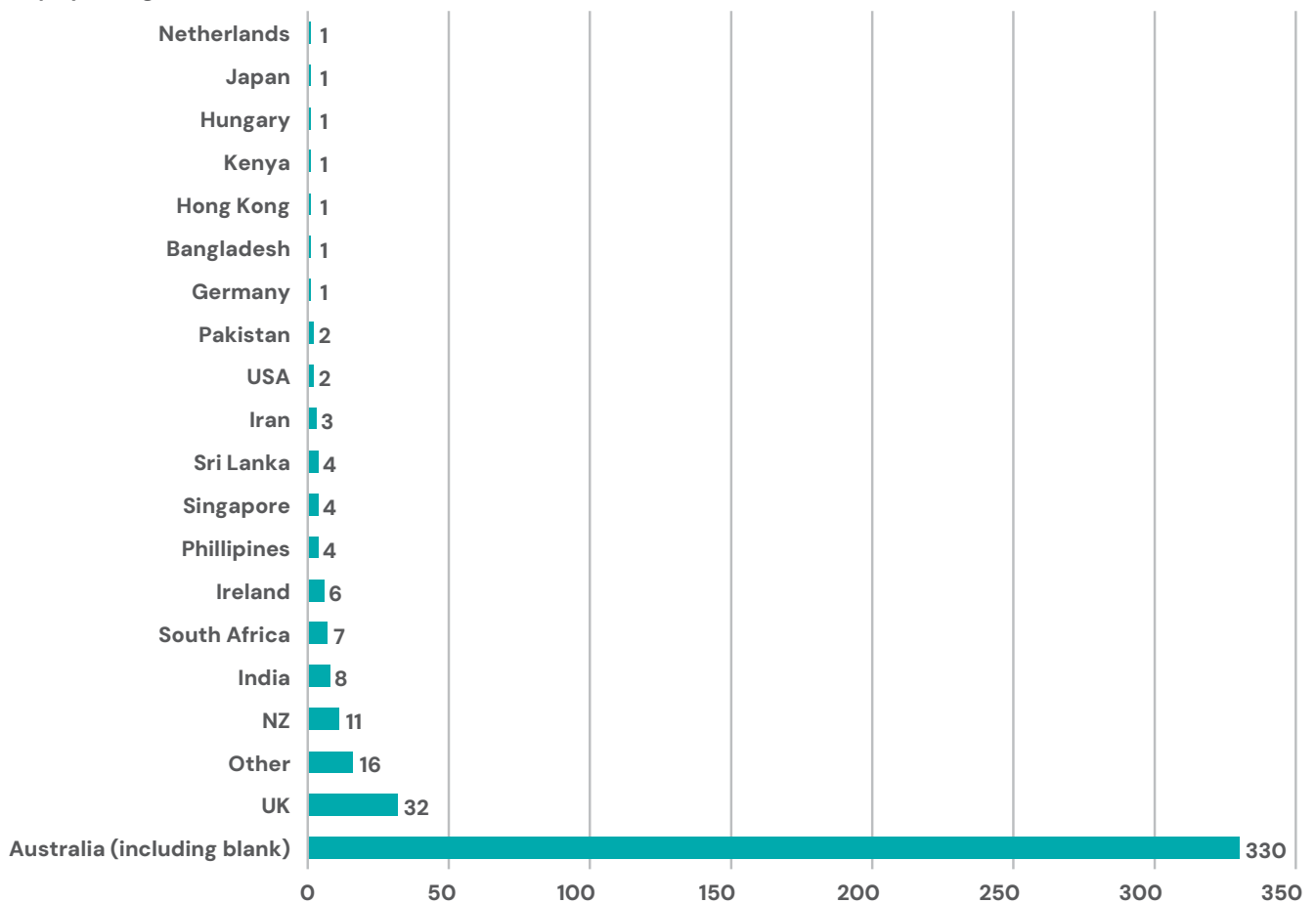
Employment Status

Employment Type

- Full-Time: 213
- Part-Time: 95
- Casual: 127

Employment Basis

- Permanent: 60%
- Fixed term: 11%
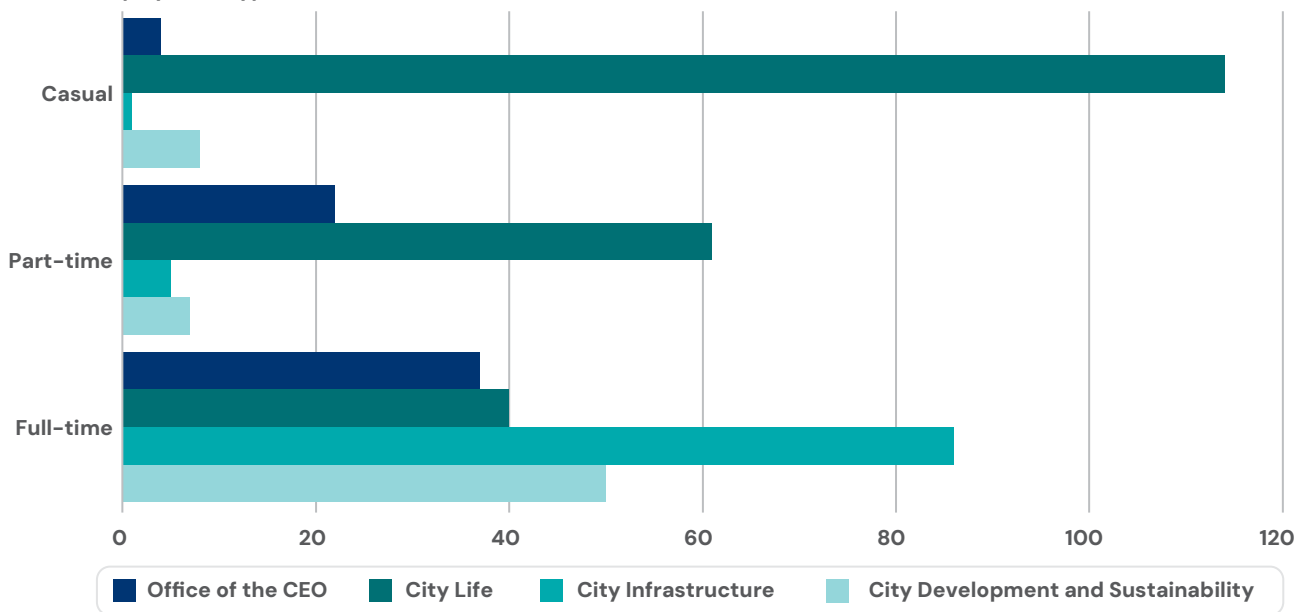- Casual: 29%

City of Kwinana
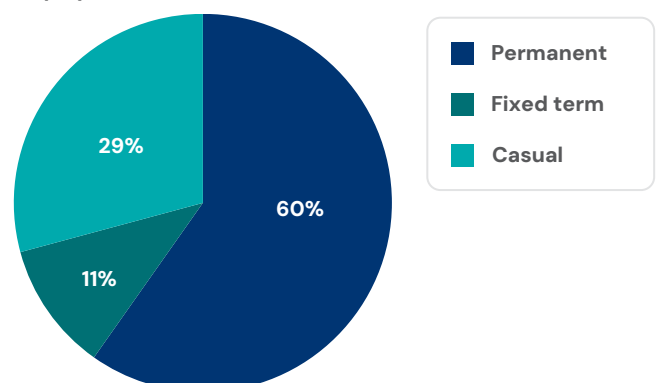
Workforce Employee Distribution – Employment Status

Of the 435 employees being employed by the City, employees are distributed between four Directorates with City Infrastructure having the highest number of full-time employees (86); City Life having the highest amount of part-time (61) and casual (114) employees. These splits can be attributed to the nature of services offered by the departments and are unlikely to change dramatically.
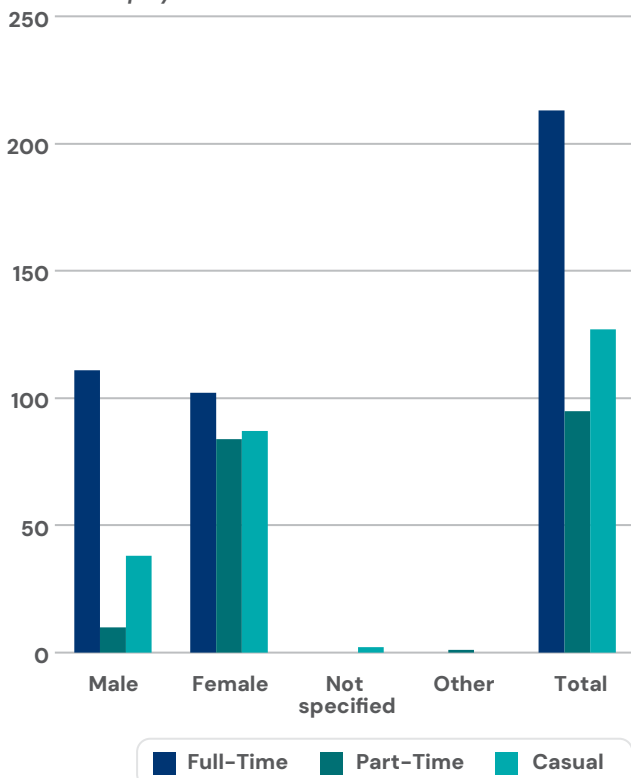
Workforce Employee Distribution (Gender)

Gender distribution is 62.76% female and 36.55% male, with 0.22% not providing this data and 0.25% identifying as 'other'. City Life has the highest number of female staff (161) whilst City Infrastructure has the highest number of male employees (64). This can be attributed to the nature of service and gender inclined work carried out by these two Directorates; City Life – Community Engagement, Community Development, Community Facilities; City Infrastructure – Operations Depot, Engineering.
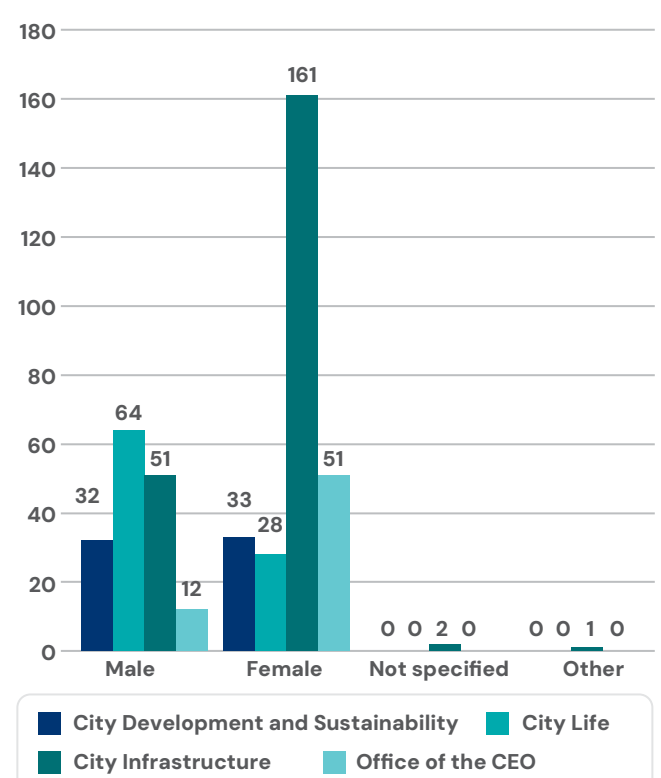
Workforce Employment Type Distribution

Legend: Office of the CEO, City Life, City Infrastructure, City Development and Sustainability

Gender v Employment Status

Legend: Full-Time, Part-Time, Casual

Gender Distribution v Directorate

Legend: City Development and Sustainability, City Life, City Infrastructure, Office of the CEO

Overall Age Distribution

From the distribution of age information there is a trend towards middle aged staff female employment peaking between 40–49 years of age while males are more prevalent in the 30–39 age bracket. This is to be noted as it demonstrates the need in the coming years for further implementation of strategies to deal with an ageing workforce and, whilst not the highest category, there are 41 employees within the 60+ age bracket. Full-time employment is highest within the 30–39 and 40 -49 age groups and declines after 60 years. The moderately large number of staff in full time employment during the age of 50–59 can be attributed to the rising costs of living and the rising retirement age. This age trend for the casual employment group indicates that there is a sharp decline after the age bracket of 30–39 Part-time employment on the other hand is highest at 30–39 and 40–49 years which decreases during 50–59 years before there being minimal staff in the <60 category (less than 10%).

Workforce Distribution - (Employment Status across Age and Gender)

The table data highlights a significant gender disparity in part-time employment within the City, with a much higher number of women (84) compared to men (10) in such roles. This trend is particularly pronounced among individuals aged 30 to 39, a group often burdened with family responsibilities. The prevalence of women in part-time positions can impact their long-term financial security, especially in retirement. Addressing this issue presents an opportunity for the City to implement strategies promoting gender diversity in senior roles, including flexible work arrangements and job-sharing initiatives.

Age Distribution v Gender
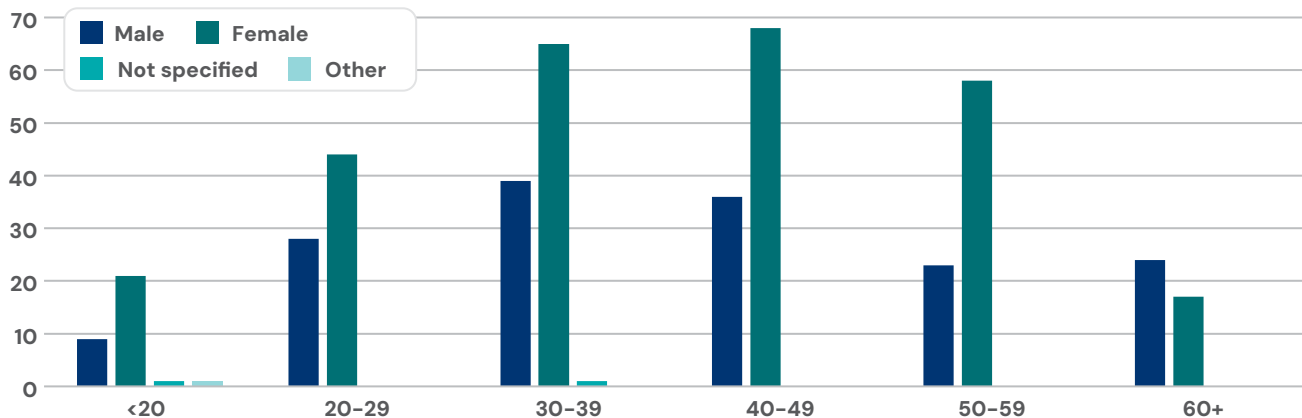
Gender and Age v Employment Type
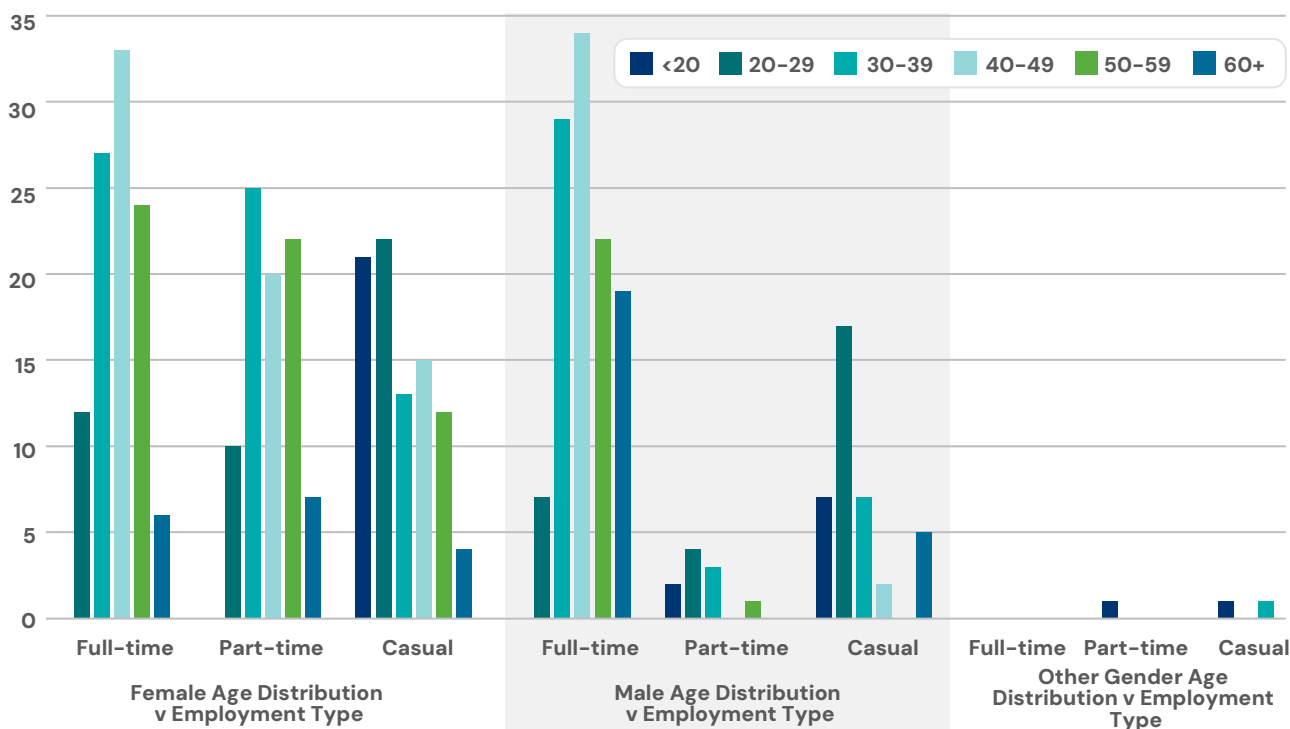
Gender distribution in Senior Management roles

The City has achieved a good balance in gender equality in senior management roles.

- CEO – 1 Male
- Directors – 2 male, 1 female
- Executive Leadership Team (Comprising CEO, Directors, and Executive Assistant (Female) – 3 males, 2 females)
- Strategic Management Team – 11 male, 5 female.
- The City of Kwinana Council currently has 4 female and 5 male Elected Members.

Tenure

The majority of employees at the City have been employed for a period of 5 years or less (67.35%). It should be noted that there has also recently been a drastic decrease in the number of employees who have performed 5–10 years of service with the City compared to the previous Workforce Plan that occurred in 2021; there being 100 employees in the bracket in 2021 which has reduced to 57 employees when the data was collected in December 2023. This can be interpreted to be a loss of internal organisational knowledge.

Using the data gained from exit interviews and surveys, it is clear that employee tenure is impacted upon by many external factors such as better career opportunities, a more convenient work location, higher salary and more interesting work. From the data collected, employees often gave more than one reason for their leaving the City. The City endeavours to obtain exit information from all permanent employees who submit a resignation. (Noting: during the 2024 calendar year 92.55% (87) of employee terminations were through submission of a formal resignation, 5.31% (5) with their contract ending and 0.90% (1) employee's position was made redundant unfortunately due to a death).

Reasons for Leaving During 2023
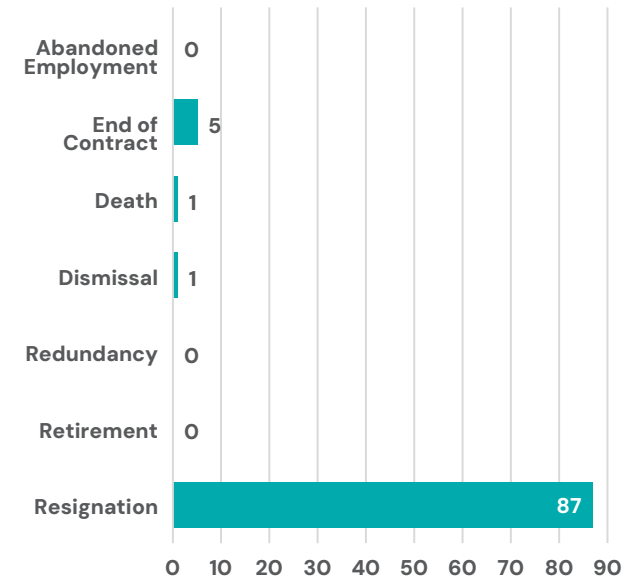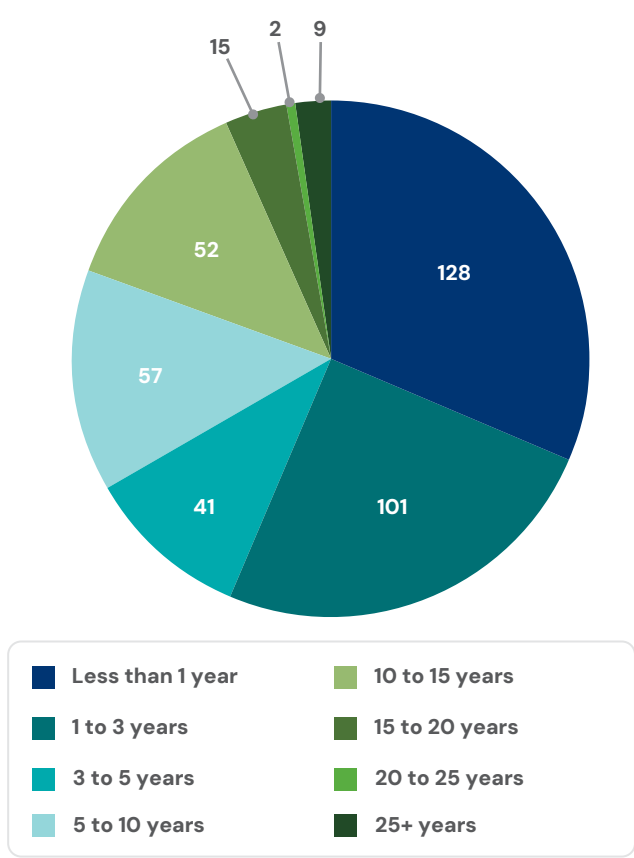

Employees' Classifications

The City's employees are either engaged via the City of Kwinana's current industrial agreement (the *City of Kwinana Enterprise Agreement 2021* "Agreement") or the employee has entered into a negotiated employment contract with the City. The Agreement negotiations resulted in the implementation of a new classification system (PACS) that was specifically tailored to the City's workforce. The PACS system aligned three different classification/remuneration scales into one with all the employees being translated to the new system.

Employees engaged via a negotiated contract are predominately in senior management roles. The total number of staff on negotiated contracts is 6.67% (29 employees) of the workforce.

14.25% (62) of employees are in the Band 1 category, noting that 61 of those employees are domiciled in the City Life Directorate and would be predominantly casual employees working at the City's Recquatic centre. Band 2 category consists of 12.87% (56 employees). Of those 56 employees, 43 are within the City Life Directorate and 11 are Operation Depot workers.

14.48% (63 employees) fall in the Band 7 category with the high proportion of the roles being either Team Leader or Senior roles. 6.44% (28 employees) are classified as Band 9 positions, 11 of these positions are Group Fitness Instructor type roles.
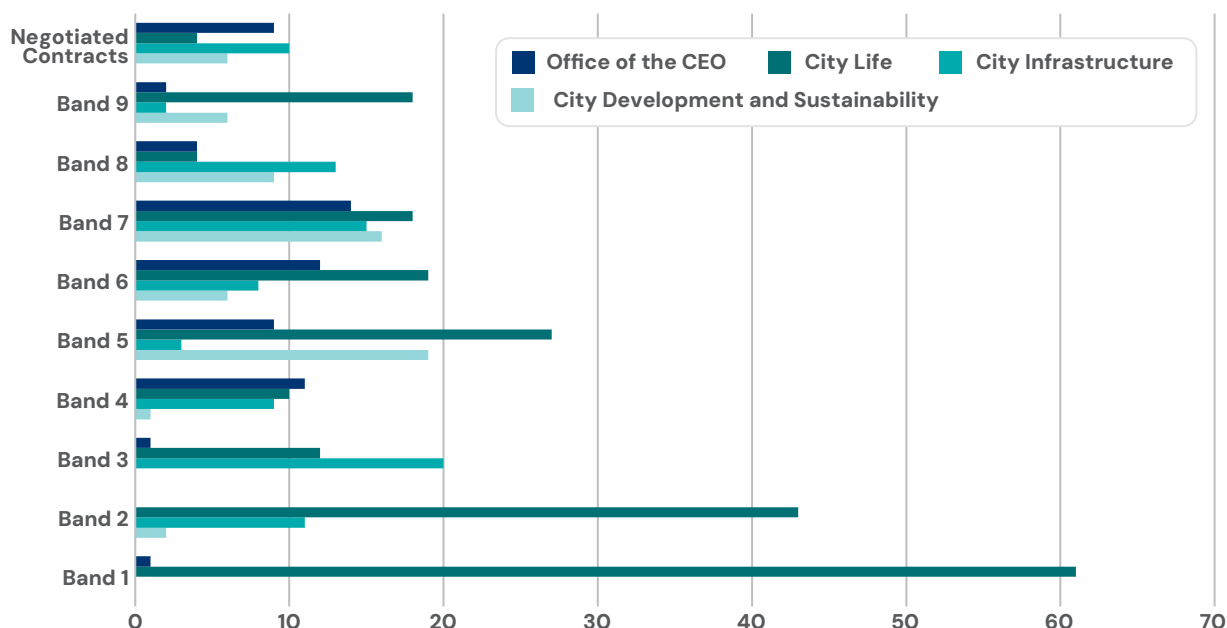
Employee Length of Service

Classification Distribution – Number of Employees
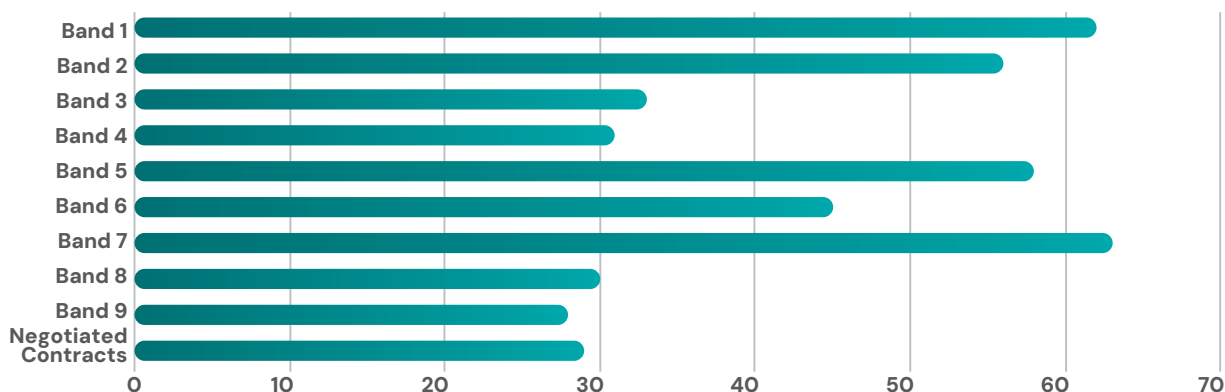
Classification Distribution – Directorate

Integrated Planning and Workforce Implications

All local governments are required by Section 5.56 of the *Local Government Act 1995* (the Act) to create a Plan for the future of their district. This requires every local government to have developed and adopted two key documents – a Strategic Community Plan and a Corporate Business Plan. Documented in the Strategic Community Plan are the priorities and aspirations that were developed in consultation with the community. Whilst the City's Corporate Business Plan provides clarity on the initiatives and services that the City is planning or implementing over the next four years, with emphasis on the delivery of the strategic priorities outlined in our Strategic Community Plan. These two key strategic documents are then underpinned by a number of informing documents including, but not limited to, the Long Term Financial Plan (LTFP), Asset Management Plans, Workforce Plan and issues or area–specific plans.

In 2025 the Strategic Community Plan undertook a major review in partnership with the community. During this process, six key priorities for the future of Kwinana were identified. These priorities are:

- Community safety and crime prevention
- Streetscapes, trees, and verges
- Verge–side bulk rubbish collections
- General waste and recycling services
- Conservation and environmental management
- Playgrounds, parks, and reserves

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision and have expanded this consideration to include the sustainability of its services and its community. To guide this strategic direction, the City has committed to align with the UN Sustainable Development Goals. These Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. With these community priorities and linking goals identified, this gives a clear direction for the workforce plan priorities and subsequent staff resourcing of the appropriate departments that will be addressing the identified community needs.

Strategic Alignment with the Strategic Community Plan (SCP)

To ensure consistent service delivery, community satisfaction, and future readiness, the workforce plan aligns initiatives with the SCP's four key outcomes:

SCP Outcome	Workforce Planning Response
Environmental Stewardship	Build internal capacity in environmental planning, conservation, waste education, and climate strategy. Add resourcing for sustainability officers and biodiversity coordinators as budget and timing permits.
Built Environment	Expand project management, design, and asset management staff to support planned infrastructure delivery including the Recquatic and Regional Open Space.
Quality of Life	Continue to invest in community safety staff, youth workers, and health & wellbeing officers. Use succession strategies for experienced service delivery teams.
Leadership	Strengthen leadership pathways through tailored programs and expand governance, strategy and digital capability within corporate support teams.

Challenges Impacting Workforce (Includes Steps 4, 5 and 6)

Future Challenges for the Workforce

In developing strategies to address the needs of the Community, it was important to recognise that the City will face a number of issues that could potentially and significantly challenge its ability to meet strategic objectives. For this cause, a Workforce Planning Activity was conducted in February 2025.

As part of the development of the LTFP (and associated budget for the financial year (2025/2026)), the Finance department required participation from all Department managers and applicable Directors. It is important to note, that in this process the City assessed the financial ability to meet the City's workforce demands to delivery on the strategic objectives. No different than other industries, Local Governments are citing the following challenges: increased economic uncertainty, a high rate of legislative change and businesses facing a lack of skilled employees or employees with future ready skills.

The above challenges will require an agile and flexible approach to minimise potential fallouts and requires effective leverage or allocation of resources and a balance for delivery on performance whilst ensuring support for employees to perform at their best from a well-being and performance perspective.

In addition, the Australian labour market has been tight with recruitment difficulties persisting. Often the recruitment activities will require going to market more than one time for a vacancy, exploring unique and non-traditional job-boards and engaging employees in entry level roles with the view to upskilling and developing the employee to be able to progress to the higher-level position. With the adoption of this approach the City's LTFP and annual budgets will continue to allocate funds to training and development. Furthermore, the City's recent and ongoing leadership program will support staff in their skills and knowledge development through coaching, mentoring, and learning activities.

Nature of Local Government Sector

Local Governments in WA encompasses a wide range of roles and services, drawing employees from diverse professional backgrounds. This diversity, while culturally enriching, necessitates senior management's attention to enhancing a cohesive organisation to deliver on the services for their community. Political shifts and legislation amendments at federal and state levels has also influenced the trajectory of Local Government employment, with additional requirements to ensure that these legislative changes are being met, this includes the mandating of a transition for the City to operate in the State industrial relations system, new Work Health and Safety (WHS) requirements, amongst other pending legislation. The City is actively implementing strategies developed to assist in the retention of employees.

Whilst traditionally Local Governments have not been strong competitors with private industries, for reasons such as higher salary offering and career progression, the City has been experiencing a new resourcing challenge, being competing against other Local Governments for the same pool resources. The City is actively investigating strategies to assist in the attraction, development and retention of staff moving into the future, these include but are not limited to resource sharing, outsourcing and redesign of roles and job tasks.

Ageing Workforce – Generation Difference

Although aging projections do not specifically nor directly infer that older employees will retire at any sooner time, there are known potential risks associated with projected departure of older employees on the organisation's service delivery.

The following chart illustrates the current distribution of employees against generational categories. It is found that 39.31% of City's employees belong to the Gen Y (1981 – 1997), 32.18% to the Gen X (1965 – 1980), 9.20% to the Baby Boomers (1946 –1964), 19.31% to the Gen Z (1998 – 2010) and with no employees who fall in the Silent Generation category (Born 1945 and earlier).Gen Z

There are 84 employees that fall within the Gen Z (i Gen) age bracket. Of the 84 employees, 72 of the employees are domiciled in the City Life Directorate.

Gen Y

There are 171 employees employed by the City of Kwinana who belong to the Gen Y category. Of these, 45.02% of Gen Y employees work within the City Life Directorate, 21.63% within the City Infrastructure Directorate, 16.95% in the Office of the CEO and 16.37% within the City Development and Sustainability Directorate.

Gen X

There are 140 employees who belong to the Gen X category. The City Life Directorate has the highest percentage of Gen X, being 38.41%.

Baby Boomers

There are 40 employees in the Baby Boomer generation period, with 40% of the employees in the City Infrastructure Directorate.

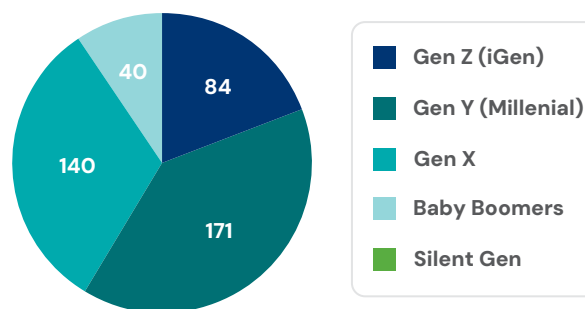## Employees 48 and over by Directorate

Currently 33.58% of the City's workforce is 48 years of age or over. The City Life Directorate (35.29%) and the City Infrastructure Directorate (29.41%) will be the most significantly impacted from an exodus of skilled employees and as such strategies to address the loss of knowledge and experience to continue to be developed and implemented.

## Identified Skills Shortage and In-Demand Industries

Topping the list for occupations which are currently hard to recruit for is a diverse mix of occupations, including health care, digital, construction and engineering professionals, as well as traditional trade workers. Whilst the unemployment rates indicate that the Australian labour market conditions are robust with a strong increase in full-time employment and strong improvements for both the long term unemployed and underemployment, many skills shortages persist.

As the workplace landscape responded to the challenges of returning from the impacts of COVID-19, and in particular the restrictions introduced by the State Government at that time, the mining sector in Western Australia sourced their workforce resources from the State labour market. The mining sector offered above market rate remuneration packages becoming extremely attractive and reduced the workforce supply in the open market for recruitment outside of this sector. The effects of this are apparent as evidenced in the drop of employees that have performed 5-10 years of service with the City. The challenge for the City has been to contemplate additional non-salary benefits to entice suitable applicants, consideration to engaging either undergraduate or cadets in entry level positions to upskill and develop into the roles, access many different job boards, use of temporary personnel and be resilient by undertaking the recruitment activities more than once.
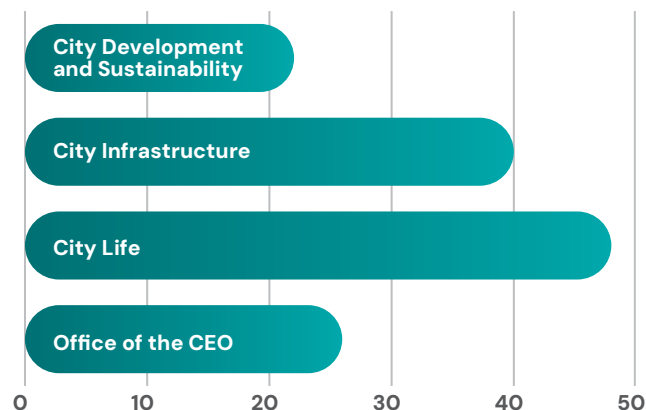
Generational Categories

Generational Categories v Directorate
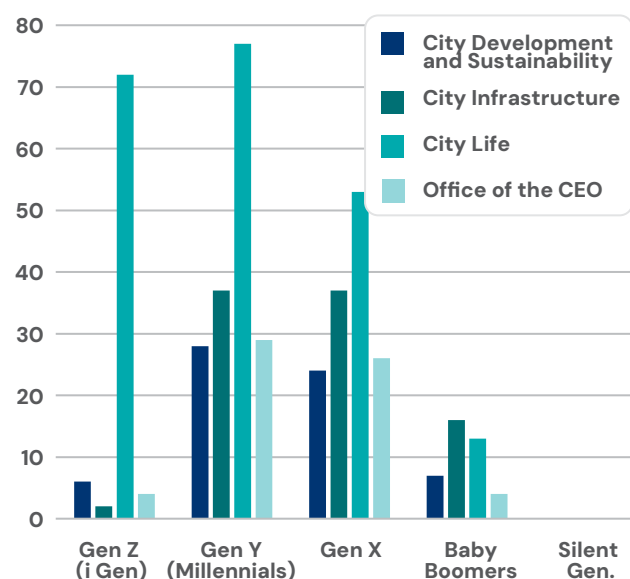
Employees 48yrs of Age & Over v Directorate

Technological Advancements

The local government sector is experiencing a profound shift driven by advancements in technology, particularly with the increased use of digital platforms including Artificial Intelligence (AI). In recent times, there has been a surge in the adoption of cutting-edge methods for service delivery, leveraging information communications and technology (ICT) such as email, internet, and AI-powered platforms. These AI-driven solutions have significantly enhanced efficiency within the work environment (however, results often require validation). Ongoing research indicates a growing reliance on AI technology in the workplace, promising to drive forward

innovative work practices and play a pivotal role in shaping the evolving workforce landscape. Further to AI technology, investment in future technology needs to be a primary focus and consideration to ensure that the City remains sustainable and competitive into the coming years.

The City has continued with the implementation of the new Corporate Business system and is progressing stage 2 of its implementation. The release of the new modules in stage 2 has a wider reaching impact across the organisation as the modules relate to different service delivery areas increasing exposure to the new system. This system is poised to revolutionize operational efficiencies and further optimize existing processes within the City and on its ability to deliver on the priorities of the Community. Moreover, the City has already deployed several AI-driven innovations, including interactive screens for dynamic presentations and streamlined meetings. As well as specialized AI programs, the City uses Promapp and Guidde for workflow development, Attain for delegation tracking, and LYNKS for facility booking management.

Cost implications for increase in staff

The City has a Long Term Financial Plan LTFP (for 10 years) as well as an annual budget cycle. Budgeting is performed throughout the organisation through to department level. The LTFP process included an analysis of expected staff increases as well as consideration to the predicted base salary increases and the national superannuation rises.

People management and development strategies as well as activities that support the policies, position statements and procedures guidelines are funded annually in the budget process. Funding is mostly centralised with the Human Resources department, especially funding for training, study, conferences, and health promotion activities. Salaries and associated costs are domiciled to the applicable department or business unit. It should be noted that the replacement of staff who exit the organisation requires a due diligence process whereby an analysis of the vacant role is undertaken, to ascertain the continued requirement and currency of this role.

Staff forecast

For each financial year, a forecast of future staffing needs is considered within the Workforce Planning Activity over the next 10 years. This information is then costed within the LTFP. Proposed positions for the year ahead are included in the annual budget for this year. At the time of inclusion in the LTFP and budget, a justification for the new position is discussed, assessed, and approved prior to the inclusion. The recently prepared 10 Year LTFP provides the following information relating to proposed

new positions over the next five years. It should be noted that several positions in the table are due to an increase to hours of existing positions.

Year	FTE / Head Count Information
2025/26	3 x FTE, 4 x increase in FTE to roles
2026/27	1 x FTE
2027/28	1 x FTE
2028/29	2 x FTE, 2 x increase in FTE to roles
2029/30	1 x increase in FTE to role

During the process of determining the future resourcing requirements, the department Managers meet with their Directors to consider additional positions for the next five years.

The above table reflects the positions approved by the Executive Leadership Team. These positions are still subject to the development and approval of a business case as well as provision of funding. Whilst the forecasting of additional staff has occurred, there is still a requirement to consider service level needs and deliverables of the City when preparing the business case and if necessary these may need to be adjusted.

Strategies to meet future Workforce needs

Analysis of the current workforce and the implications of the City's Strategic Community Plan has identified several areas that will have future workforce implications. These implications have been reinforced during information sessions with Departmental Managers and the Executive "Leadership" team.

The major challenges identified being:

- An ageing workforce;
- Staff Retention;
- Skills shortage;
- Responding and adherence to legislative compliance;
- Promotion of a work culture that supports career opportunities and provides interesting/diversity work (including job design); and
- Managing (and where practicable) meeting community expectations with regards to delivery of services and infrastructure.

All of this is to be achieved while maintaining financial sustainability whilst operating in a legislative and environmentally sustainable framework.

The most significant workforce issues currently relate to the ability to attract suitably qualified staff given that there is a requirement to creatively leverage resources from a depleted talent pool, dealing with an ageing workforce (and their replacement with suitably qualified employees) and the provision of career opportunities in order to retain staff and future proof the organisation.

Therefore, the City's key strategies to achieve the desired outcomes include:

- Attraction, selection, and recruitment of suitably qualified staff (including creative recruitment activities such as shared services with other Local Governments);
- Retention of existing staff through career/succession planning, training and development opportunities and if necessary, assessment and review of current positions to ensure validity and currency of roles (and therefore possible redesign);
- Establishment and further enhancement of a culture that supports continual improvement (through consultation and feedback from staff); and
- Continual review of the City's remuneration, recognition, and reward systems.

Council and HR policies in place

The City has a framework of values, formal policies, position statements, guidelines and procedures which cover the full range of human resource issues and support the City's strategies. The documents are widely available through the City's intranet, the document management system and via hard copy on request, along with Council policies available on the City's website.

The internal HR policies support and enhance the strategies of the Workforce plan and assist plans such as the EEO plan and Corporate Training Plan. Policies at the City are formally reviewed on a regular basis.

An ageing Workforce and staff retention

Analysis of the data revealed that 33.58% (136 employees) of the City's total workforce is the age of 48 or above and the future workforce implications will need to be addressed. However, the data that is most notable and of the highest priority is the extensive experience that could be lost within a seemingly short period. There is no longer a fixed retirement age in Australia, with the majority of people choosing to retire when they become eligible for the Federal Age Pension, or when they can gain access to their superannuation.

Whilst there is a need to appropriately address the critical loss of skills through the ageing workforce, other relevant information should be considered at the same time, which has implications for all age groups. Other influencing factors for ageing employees is a requirement for the organisation to provide flexible working arrangements for those employees who might be caring for elderly parent(s). This information, coupled with the ageing workforce projections will be addressed though the City's informing strategies being: – Ageing Workforce Strategy; Attraction, Selections and Recruitment Strategy; Retention; and Succession planning that encompass key actions and projects such as:

- Phased retirement program/policy;
- Monitor market trends in remuneration and conditions offering packages that are competitive;
- Measure employee satisfaction and incorporate results;
- Continue to improve on exit processes and ensure emerging trends are addressed;
- Continue to identify and improve the implementation of individual staff training programs identified through the Annual Training Needs Analysis; and
- Develop and implement career succession plans.

Addressing the Skills Shortage

As previously mentioned in this report, the current occupations (or employment fields) have been predicted for the next five years (within the Australian Government's Skilled Occupancy List (SOL)) as being difficult to recruit for:

- Health care;
- Digital environments;
- Construction and Engineering professionals; and
- Traditional trades.

The impact of managing the talent acquisition has required, and will continue to require into the near future, the City to consider attractive remuneration package(s) and/or additional non–salary benefits to be offered to entice suitable applicants. With regards to professional services such as engineering, consideration to engaging either undergraduate or cadets in entry level positions to upskill and develop into the roles that potentially could be difficult to recruit in the open market.

The previously mentioned informing strategies being Attraction, Selections and Recruitment; Retention; and Succession Planning may go some way to assist any skills shortage.

Options for outsourcing

Roles that are potentially difficulty to recruit suitable applicants for in certain sectors, along with the budgetary restraints of Local Governments, are potentially resolved through outsourcing options. Should these situations arise in the future, consideration could be given to assessing the City's current service delivery model (in these areas) to align more specifically to the community's needs rather than offering a traditional and long–standing service delivery model. In addition, redesigning certain roles and exploring the market for contractual suppliers may address any gaps in the current market.

Legislative Requirements

Local Government operations are influenced by political changes, which often dictate organisational direction.

Since the development of the previous Workforce Plan, there have been legislation amendments at Federal and State levels. As discussed, these changes include the mandating of a transition for the City to operate in the State industrial relations system, new Work Health and Safety WHS requirements and other pending legislation. While lead time is typically provided, workforce implications cannot always be fully anticipated. Past experiences have shown the City's ability to assess and adapt to meet these requirements. The Workforce Plan will undergo annual reviews, allowing for adjustments to accommodate additional requirements as needed.

Promotion of a work culture that supports career development and opportunities

The City has embarked on a transformative journey by implementing a comprehensive leadership program (across all levels of the organisation) aimed at cultivating a positive work culture, noting that one of the key focus areas and outcomes was to support employees in their career development. Recognising the critical role of leadership in shaping organisational dynamics, this program not only emphasises a positive work culture but aims to foster a supportive and inclusive environment where every individual can thrive professionally. Through this program, employees are empowered with the necessary skills and resources to excel in their roles while also nurturing their potential for growth and

advancement within the organisation. By prioritising career development and providing ample opportunities for skill enhancement and leadership training, the City is not only investing in the personal and professional growth of its workforce but also ensuring a vibrant and forward-thinking organisational culture that is primed for success in an ever-evolving landscape.

As part of the career development of staff, it is imperative that the City aligns with educational institutions, such as universities, to engage early and cultivate partnerships for mutual benefit.

Managing and meeting community expectations

The City is continually monitoring its workforce to adapt (where possible) to meeting the expectations of the community in the delivery of services and infrastructure whilst adhering to budgetary constraints.

The Strategic Community Plan provides direction for decision-making and use of resources for the City, provides long term focus, and a basis for accountability. As the City continues to progress and evolve the Strategic Community and Corporate Business plans, it is highly probable that changes and amendments will be required and the implications of these will impact on the workforce. Again, as the annual review of the Workforce Plan is conducted adjustments will be required and included.

Strategic Challenges and Priorities

Strategic Challenges

The City's focus is on transforming the organisation into one that puts the customer at the centre of everything that is done – a truly customer–centric organisation. The vision is an organisation that is modern, progressive, is responsive to change and ultimately contributes to a fairer society for our community.

Given the common issues of an ageing workforce, staff retention and the challenges of suitable talent acquisition across many local government areas, a key focus for Council over the next four years will be identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge. Coupled with this, issues such as economic uncertainty, a high rate of legislative change and actively balancing support to employees and delivering on organisational priorities will make for challenging times ahead.

Notably, the City has committed and will continue to foster an organisational culture in which its people are comfortable constantly reviewing the way they work and are productive and effective in the face of frequent change. Further, the City recognises that behaviours to support healthy, mature, trusting working relationships are just as important to our success as employee's technical and functional capabilities.

Strategic priorities

In the context of the challenges faced by City, we have identified five strategic priorities pertaining to its people, with these forming the basis of the Workforce Plan. These priorities were developed to align and address behaviours and capabilities to achieve the community goals of the Strategic Community Plan and the vision for the City. The priorities align to the strategies and actions identified later in this Workforce Management Strategy.

Our five strategic priorities:

1. Aligned and active leadership

2. Right people, right behaviour

3. All working together as one team

4. Empowered and effective teams

5. Systems and processes

Each of these priorities drive actions to be implemented across the organisation over the next four years. The model below reflects the links between priorities for our people, the Workforce Plan, the Corporate Business Plan and Strategic Community Plan.

Community Objectives

Strategic Priorities

Aligned and active leadership

All working together as one team

Systems and Processes

Right people, Right Behaviour

Empowered and effective teams

Strategic Challenges

Continue to transform our organisation to demonstrate a true customer–centric culture

Retaining our best employees and remaining competitive and efficient for our community

Identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge

Continue to develop leadership capability to ensure we have the right leaders mentoring and guiding the organisation

Financial and environmental sustainability

Strategic Priority	Action	Outcome	Year
Aligned and active leadership	Continue with the tailored Leadership Program to staff across all levels of the organisation.	Strengthened leadership skills across the organisation, promoting a consistent leadership approach and enhancing organisational resilience	2025–2029
	Through the Leadership Program, ensure that the skill development for all leaders focuses on building capacity within teams and enhancing change and conflict management abilities.		2025–2029
	Through both the Leadership program and the SDR process, identify coaching and mentoring opportunities to assist with career development and succession planning which are aligned to the organisational values.		2025–2029
	Development of a Mentoring/coaching framework/ program		2025–2029
All working together as one team	Continue to inform the various levels of management of workforce information through meetings and information made available via different mediums. Work with the Marketing and Communications team to prepare appropriate messaging. Implement cross-departmental project teams to encourage collaboration on key initiatives, breaking down silos and fostering a unified approach to service delivery.	Enhanced teamwork and collaboration across departments, leading to more innovative solutions and a cohesive organisational culture.	2025–2029
Systems and Processes	Continue to focus on the City's customer centric culture through the applicable training.	More efficient processes, reduced redundancy, and better decision-making capabilities, contributing to a more agile and responsive organisation.	2025–2029
	Continue the inclusion of actions relating to the provision of customer service and safety in all staff SDRs.		2025–2029
	Negotiate an industrial agreement that has equitable and consistent entitlements for all staff, informed by market trends.		2025–2026
	Ensure the City sources relevant and "value for money" training that aligns with the City's and staff requirements.		2025–2029
	Continue with actions from the City's Staff Retention Strategy.		2025–2029
	Continue with actions from the City's Ageing Strategy.		2025–2029
	Encourage staff to assess systems and processes for continuous improvements and innovation as per processes developed by COG2. Celebrate the outcomes via Staff Recognition Avenues.		2025–2029
	Continue to benchmark the City's remuneration, recognition, and reward systems.		2025–2029
	Develop, implement and market the Staff Wellbeing calendar.		2025–2026
	Further develop and enhance the TechOne system and HR modules.		2024–2028
	Ensure compliance with WHS legislation, including the new Workers' Compensation amendments, and continuously improve the City's safety performance through the delivery of the strategies contained within the Health and Safety framework and plan.		2025–2029
	Leverage AI for enhanced efficiency and customer engagement by harnessing the potential of AI within the City's framework plus development of an implementation plan.		2025–2029

Strategic Priority	Action	Outcome	Year
Right people, Right behaviour	Ensure the City's HR recruitment processes remain current and valid, exploring alternative advertising platforms as appropriate.	Improved alignment of staff skills and behaviours with organisational needs, leading to increased efficiency and a positive workplace culture.	2025–2029
	Ensure that all aspects of recruitment and the induction of new employees align with the organisational culture.		2025–2029
	Ensure the currency of the City's staff Code of Conduct, ensuring all staff are kept up to date with changes that occur.		2025–2029
	Implement the findings of the OCI/OEI benchmarking survey plus development of an action plan.		2025–2029
	Implement the outcomes of the COG3 for a peer-driven, informal reward and recognition program which acknowledges excellence between employees.		2025–2029
	Develop a competency framework that aligns with organisational values and roles, facilitating targeted recruitment and professional development.		2025–2029
Empowered and effective teams	Reviewed Staff Values to be included in the competency framework and embedded in the City's culture and business processes.	Increased visibility and appreciation of team efforts, fostering a sense of achievement and belonging among employees.

A culture of innovation and problem-solving, where employees feel valued for their contributions and are motivated to find creative solutions. | 2025–2029 |
| | Create a 'Team Achievement Recognition Program' that celebrates the successes and contributions of teams across the organisation, highlighting how they align with strategic goals. | | |
| | Implement regular 'Innovation Labs' where teams can brainstorm and pitch solutions to organisational challenges, with the best ideas receiving funding and resources for implementation | | |

Future Workforce Scenarios and Strategic Projects

With some major capital projects and service developments occurring within the City, including the Recquatic upgrade and the Regional Open Space, potential new workforce skills may potentially be required in the future. The City has identified the following implications:

Project	Workforce Implication
Kwinana Recquatic Upgrade	Additional FTEs in aquatics, customer service, maintenance, and facility operations.
Regional Open Space	Project officers, community engagement, recreational planners and future maintenance
Digital Transformation and AI Adoption	Training existing staff in digital literacy and recruiting IT/digital service experts.
Environmental Education and Biodiversity Program	Training existing staff in digital literacy and recruiting IT/digital service experts.

Monitoring and Evaluation of Outcomes

The Workforce Plan is reviewed on an annual basis. The Manager Human Resources has primary responsibility for the execution, review, and monitoring of the Workforce Plan. This will include the evaluation of the Strategies outlined in the table, with these being fed into the City's Corporate Business Plan. However, senior management, supervisors and all employees have a contributing role in maintaining a professional, well-trained, and healthy workforce that is responsive to the Community's needs and aspirations.

In addition to this, the Human Resources Team Business Plan includes various Performance Indicators and actions which are monitored and tracked. Strategically important actions will be reported to back to Council on a quarterly basis. Actions within the Team Business Plans are reported internally.