



Workforce Plan

2024 | 2025



Contents

Message from the CEO	4
Introduction	
Overview	5
Integrated planning framework	5-6
Our workforce goals	6-7
Approach to workforce planning	
Workforce planning framework	8
Workforce planning phases	8
Workforce forecasting model	9
About the City of Wanneroo	
Our community in numbers	10-11
Our organisation	12-13
Our workforce demographics	14
Our workforce challenges	15-17
Priority service areas	18-20
Actioning our Workforce Plan	
1. Culture	21
2. People	22-23
3. Process	24-25
4. Systems	26
5. Measuring and reporting	27

Message from the CEO



I am proud to introduce the City of Wanneroo Workforce Plan 2024-2025. A transformative approach designed to empower our greatest asset - our people.

This plan reaffirms our commitment to fostering a workplace where people can thrive, contribute and grow, to ensure the City is a dynamic and forward-thinking organisation equipped to meet the challenges and opportunities of the future.

Through the Strategic Community Plan and Corporate Business Plan, Council has articulated a clear vision for our City's future.

The Workforce Plan (the Plan) aligns with these goals, supported by investments in our people through the Long-Term Financial Plan, ensuring we have the resources needed to achieve our shared objectives.

This Plan also celebrates our people and the diversity of perspectives and lived experiences that enrich our organisation. It is designed to build a culture that goes beyond skills and qualifications and recognises the importance of personal and professional growth in creating a thriving workplace.

As we navigate evolving workplace dynamics and shifting cultural expectations, this plan will guide us toward becoming an even more agile and innovative workforce.

The Plan identifies four key focus areas to unlock our potential:

Culture

We will foster a collaborative, inclusive and innovative culture that empowers employees and aligns with community values.

People

Our focus is on attracting, developing and retaining a diverse, adaptable workforce, ensuring growth and well-being for all.

Process

We will streamline people processes, using data to enhance decision-making and improve efficiency across the organisation.

Systems

We will invest in new technology and systems to support our dynamic workforce needs, improve efficiency and drive innovation.

Our values will guide us on this journey, and together, we will embrace these changes with resilience and innovation, ensuring every individual can contribute meaningfully and confidently.

Bill Parker
Chief Executive Officer



Introduction

Overview

The City of Wanneroo Workforce Plan has been developed to drive efficiency, reduce turnover costs through retention and enhance the City's ability to achieve its goals and support community aspirations - all while prioritising the wellbeing of its most valued resource: its people.

The Plan ensures the organisation is equipped to achieve our goals and strategic priorities by assessing current and anticipating future workforce needs, identifying any gaps and addressing evolving requirements.

This robust Plan will bring significant benefits to the City, including:

- **Enhanced agility**, enabling the organisation to adapt quickly to shifts in the employment market and new technologies.
- **Improved engagement and retention**, aligning development opportunities for employees with the organisation's needs, boosting morale and commitment.
- **Strengthened succession planning**, ensuring critical roles are filled by qualified individuals.

Integrated planning framework

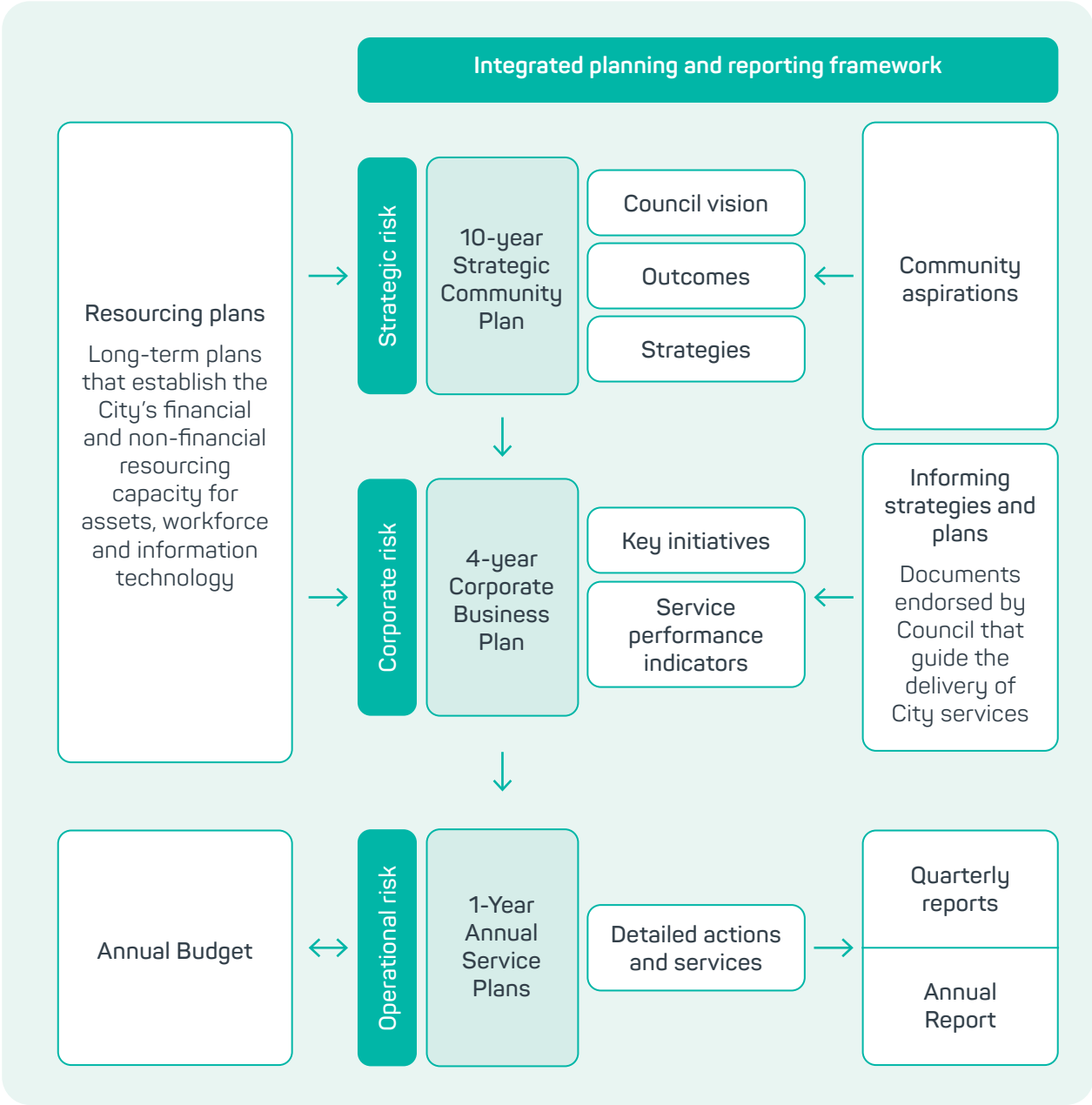
The Workforce Plan is an integral part of the City's Integrated Planning and Reporting Framework (IPRF).

Under the Local Government Act, all local governments must develop and adopt two key documents, a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). Both plans must be supported and informed by resourcing and delivery strategies.

In 2025, the City will incorporate the required elements of the SCP and the CBP into a consolidated 'Council Plan'.

These plans guide the development of our Long-Term Financial Plan (LTFP) and assist in planning for the future of our communities.

The framework displayed overleaf details where the Workforce Plan is positioned in relation to other internal documents that make up the IPRF.



Source: COW CBP 20/21-34-24 p15.

Our workforce goals

Our workforce goals define the four key areas towards which we will focus our efforts and resources. These goals serve as the foundation of our Workforce Plan, outlining the workforce we aspire to build and the steps we will take to get there.

The goals are split into four key areas where we will focus our efforts and resources over the next ten years.

Achieving these goals will shape the City's reputation with our community, businesses, investors and prospective employees.

The information below was informed by feedback from extensive consultation across the organisation, as well as insights from the 2022 Employee Engagement Survey, service planning documents and other relevant external employment platforms.

Focus goals

	Culture	People	Process	Systems
Current state	Improvement needed in areas of: <ul style="list-style-type: none">Staff training and developmentCommunicationReward and recognition	Improvement needed in areas that: <ul style="list-style-type: none">Are under-resourced or have skill gapsOffer limited opportunities for career progression or succession planningHave challenges with talent attraction	Process improvements needed to achieve efficiencies in areas of: <ul style="list-style-type: none">Project ownershipAppropriate delegation of authority balancing compliance and efficiencyKnowledge transfer	System improvements needed in workforce planning: <ul style="list-style-type: none">Clear processesData flow across the organisation
Future state	A culture where: <ul style="list-style-type: none">Employees conduct themselves according to Corporate ValuesPeople feel a sense of pride and belonging within the organisationPeople feel valued for both who they are and what they do	An organisation that: <ul style="list-style-type: none">Is appropriately resourcedInvests in staff through training and development, well-being, reward and recognition and where diversity is celebrated	<ul style="list-style-type: none">Streamlined and efficient processes that are well documented and communicatedProcesses that are integrated to ensure alignment and accuracy, while achieving requirements according to legislation and governing bodies	<ul style="list-style-type: none">A clear alignment between finance and people processesClarity for future plans via a robust Workforce Forecasting Model

Workforce plan building blocks

Culture

We will foster a collaborative, inclusive and innovative culture that empowers employees and aligns with community values.

People

Our focus is on attracting, developing and retaining a diverse, adaptable, workforce, ensuring growth and well-being for all.

Process

We will streamline people processes, using data to enhance decision-making and improve efficiency across the organisation.

Systems

We will invest in technology to strengthen people related systems to support dynamic workforce needs, improve efficiency and drive innovation.

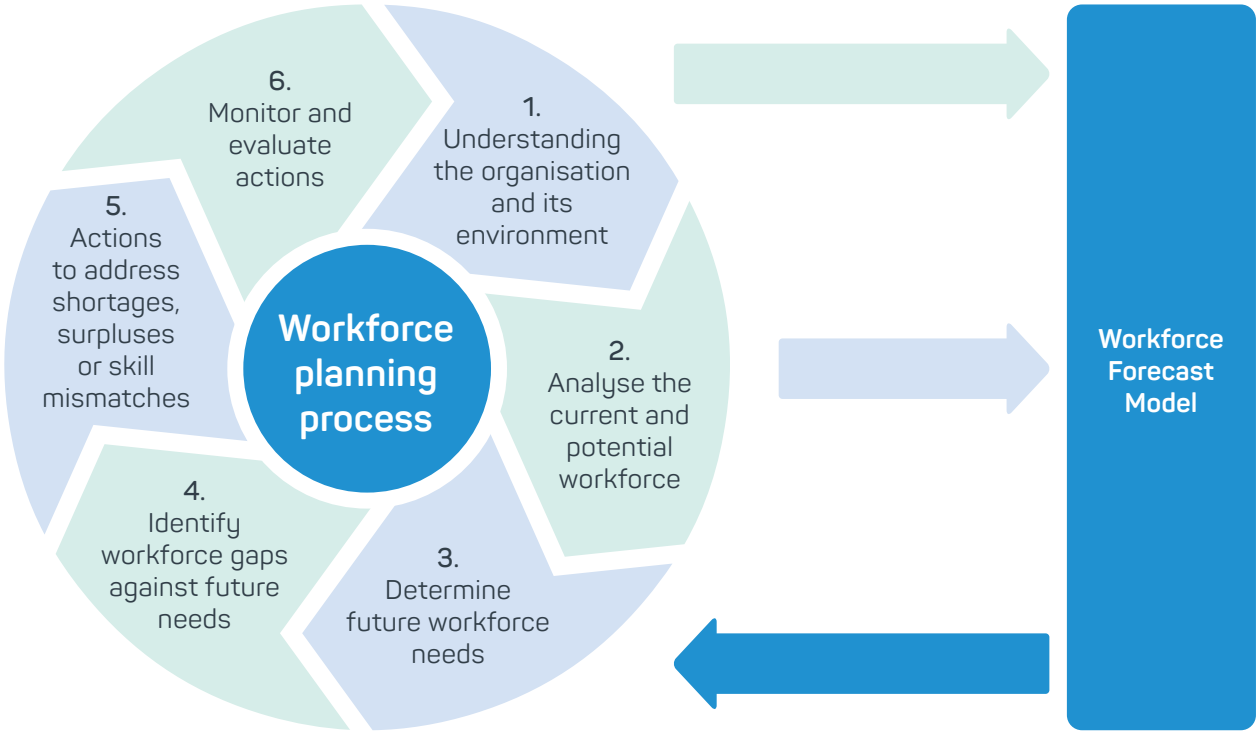
Approach to workforce planning

Workforce planning framework

We undertook a comprehensive and rigorous process to develop a Workforce Plan that meets our internal needs while also preparing the organisation for external challenges.

The insights gleaned from our workforce planning process, the core elements of which are illustrated in the model below, inform our forecasting model, supporting more effective and strategic distribution of full-time employees (FTE) across the organisation.

Workforce planning phases



**Phase 1:
Environmental analysis**

We conducted a detailed environmental analysis to assess the external factors influencing the workforce and create a picture of the future environment the organisation will operate in. This analysis considered:

- demographic trends
- technological advancements
- economic conditions
- regulatory changes.

**Phase 2:
Internal review**

We undertook a review of internal documents, including previous workforce and strategic plans to ensure the new plan builds on our strengths and addresses any areas of weakness and risk. This review helped us identify:

- financial considerations
- trends
- gaps
- alignment.

**Phase 3:
Internal consultation**

We consulted extensively with all service units and key stakeholders to gather insights, understand the unique workforce needs of each area and ensure that the strategy was informed by those directly involved in its implementation. This included:

- service plan meetings
- conversations with leaders
- digital survey to Directors, Managers and Coordinators.

Our Workforce forecasting model

The Workforce Forecasting Model (WFM) provides a clear projection of future staffing needs and associated costs to inform the development of the LTFP.

We are in the early stages of building a new, more comprehensive WFM to generate insights that will guide resource allocation and talent acquisition decisions, with a focus on enhancing our data quality and systems to increase the model's reliability. Additionally, we'll explore innovative forecasting techniques and methods, especially for services requiring complex calculations to estimate FTE needs.

Some services will require a different approach to forecasting and cannot rely on quantitative formulas. We will explore and develop other models to forecast services that rely on qualitative data and value of impact.

In the interim the City will continue using the LTFP to forecast FTE growth and standard assumptions that include population growth, approved capital works, technological advancements and industry benchmarks.



Our community in numbers

Population



41%

people born overseas



35

Median age of residents



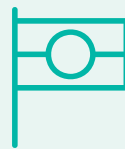
39%

% couples with children



21%

people who speak a language
other than English



1.9%

Aboriginal and Torres Strait
Islander population

Infrastructure assets



655

parks and
gardens



2,697

hectares



53

active parks*



157

conservation
reserves**



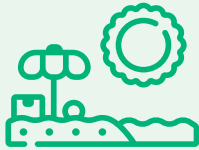
1,750

kilometres of road



1,405

kilometres of pathway



535

hectares of foreshore

Community facilities



316

playgrounds
(66 nature play)



4

libraries



2

recreation
centres



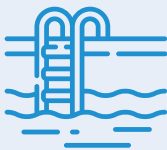
29

community centres



3

museums



1

aquatic facility

Source: COW 2023/24 Annual Report

*Golf courses, sporting complexes and sports grounds. ** Bushland and wetlands.

Our organisation

Our vision

A welcoming community, connected through local opportunities

Our purpose

To create a strong community with local opportunities to participate, be active, feel secure, contribute and belong

Our values

Customer focused

Delivering service excellence

Improvement

Finding simpler, smarter and better ways of working

Accountability

Accepting responsibility and meeting commitments, on time and to standard

Collaboration

Together we are stronger

Respect

Trusting others and being trustworthy

Guiding principles

The City also has four business principles, derived from community feedback gathered during development of SCP 2021-2031 and can be found in the CBP.

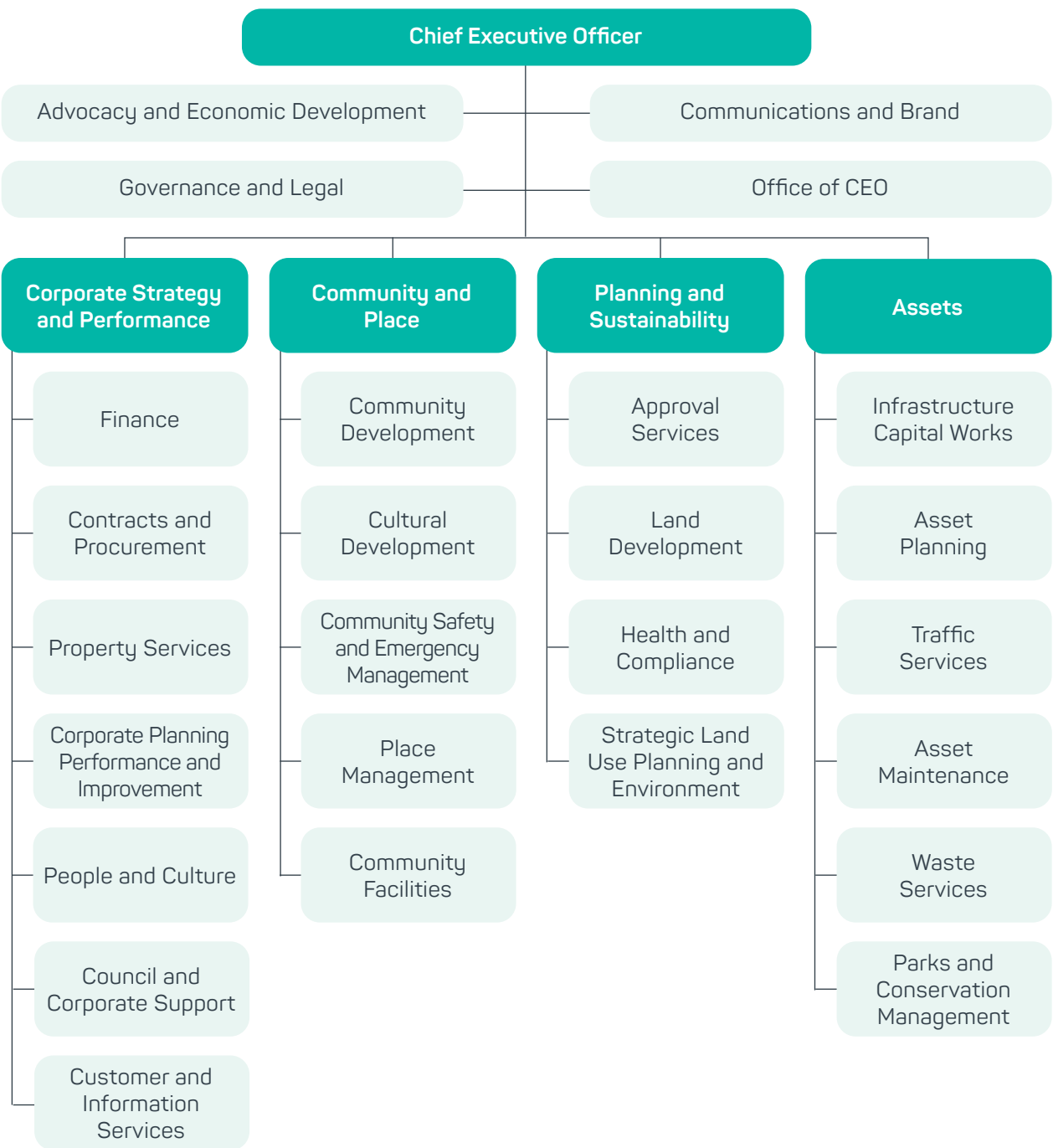
The principle most aligned to workforce planning is:

4 - Diverse, engaged, safe and capable workforce

The City will continue to effectively lead, and build, a high-performing and engaged workforce, by strengthening the diversity, capability and agility of our people, to deliver organisational objectives for improved community outcomes.



Organisational structure

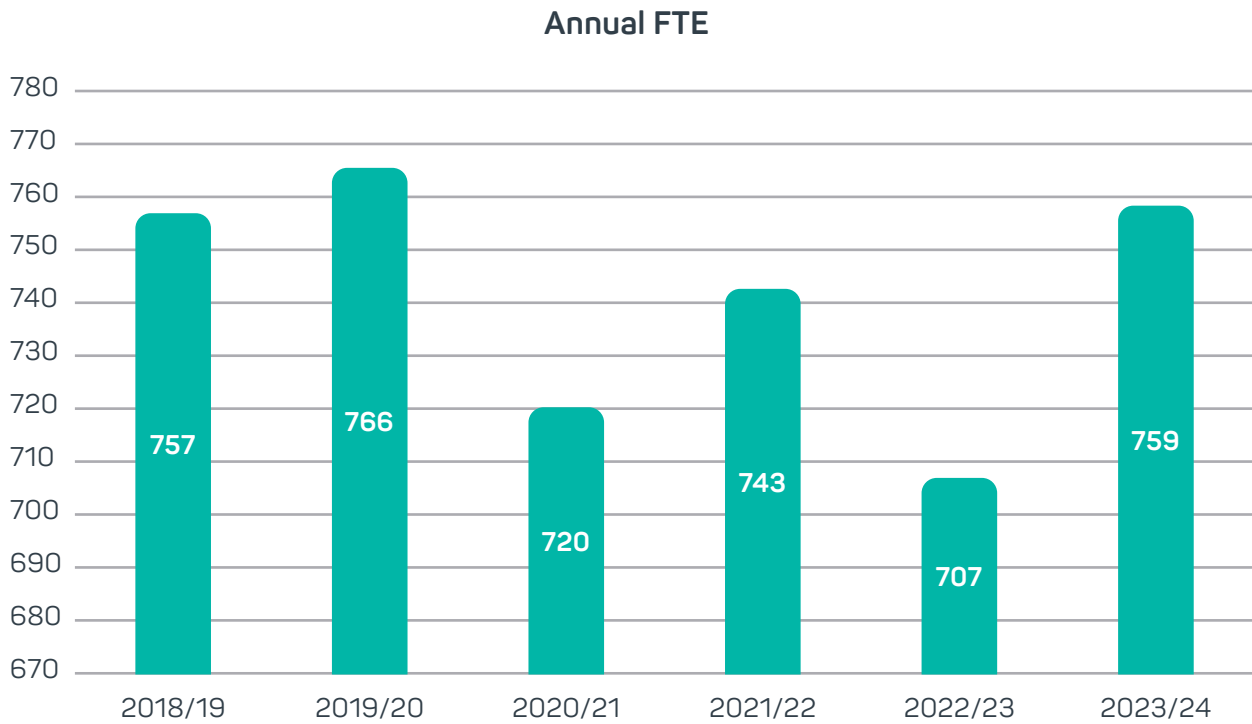


Our workforce demographics

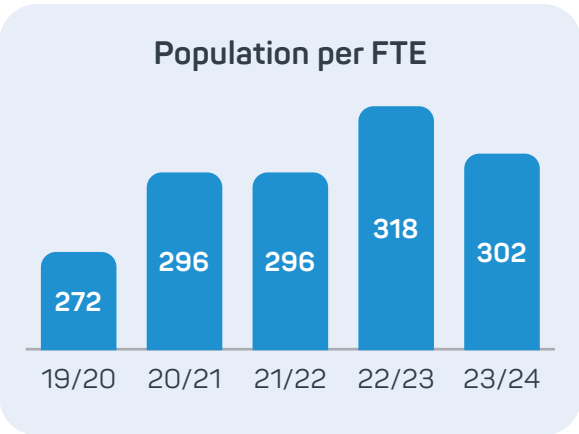
Our workforce is our most valuable resource, with each employee contributing to our service delivery and advancing the goals outlined in our SCP 2021-2031.

We monitor workforce growth carefully to ensure long-term financial sustainability. Any planned increase or decrease in FTE is managed through the City's annual integrated planning cycle and LTFP process, guided by our corporate plans and community growth projections.

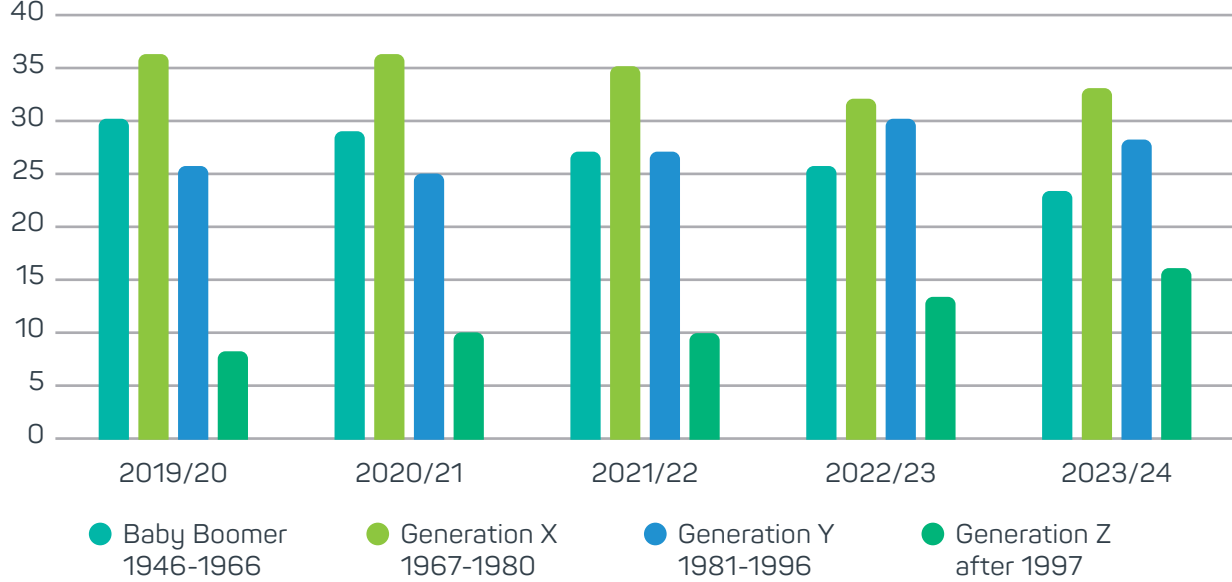
- Throughout the year, vacancies are assessed as they arise to:
- ensure the role remains essential to our core functions
 - explore opportunities to reassign responsibilities across current resources
 - explore opportunities for improvement and innovation in how the role is performed
 - assess any risks of not filling a role and completing associated work
 - explore if the FTE could be reallocated to support higher priority needs.



Taken from the Annual Business Plan 2023/2024



Employee age diversity (% of employees)



Our workforce challenges

Feedback from service planning meetings and an organisation-wide leadership survey identified eight key challenges we must address in our workforce planning.

1. Staff retention

The City aims to keep a stable workforce in a challenging job market, as high turnover can disrupt services, increase costs for hiring and training and result in lost organisational knowledge.

To improve retention, it is important to offer competitive remuneration, career growth opportunities and a strong workplace culture that keeps employees engaged and satisfied.

Currently the City's turnover is at a steady rate and not of major concern. However when turnover is localised or taking place in a service area already critically under-resourced it can pose challenges.

2. Ongoing training and development opportunities

Rapid advancements in technology and evolving community needs require our workforce to continually update their skills. To stay efficient and maintain service quality, it is crucial to invest in ongoing training to help current employees, while ensuring new hires have the skills needed for future challenges.

3. System, technology and process challenge points

While technology can enhance efficiency and service delivery, it also requires a workforce that is adaptable and skilled in leveraging these tools. We must focus on data management, change management and the adoption of emerging technologies to maintain pace in an increasingly digital world.

4. Resourcing and growth in demand

Limited resources, both in budget and staffing, can strain our ability to meet growing service demands and implement strategic initiatives.

It is essential to prioritise initiatives that maximise impact, optimise resource allocation and explore innovative approaches to stretch limited resources further.

5. Burnout

Employee burnout is a growing concern across the organisation. Discussions with leaders suggest that long periods of under-resourcing are taking its toll on workers.

This leads to decreased productivity, higher absenteeism, increased turnover and an increase in compensation claims.

We must prioritise employee well-being by first having the appropriate level of resourcing. When resourced accordingly, we can further promote work-life balance, creating a supportive work environment and providing access to mental health and other resources that help to reduce the likelihood and risk of burnout.

6. Aging workforce

An aging workforce presents both challenges and opportunities. As a significant portion of the City's workforce nears retirement, there is a risk of losing valuable institutional knowledge. Succession planning and knowledge transfer initiatives are critical to ensuring continuity of operations.

7. Succession planning

Effective succession planning is vital to ensure corporate knowledge and the seamless transfer of knowledge and skills. Without a robust succession plan, we risk operational disruptions and the loss of critical expertise and knowledge when key staff leave or retire.

Identifying and developing internal talent for future leadership roles and process knowledge is essential to maintain organisational stability and growth.

8. Talent attraction

Attracting talent is increasingly difficult in a competitive labour market, particularly in specialised roles where demand exceeds supply.

We must enhance our Employee Value Proposition and leverage targeted recruitment strategies to appeal to diverse talent pools.

Offering flexible work arrangements, highlighting the City's commitment to community impact and showcasing career growth opportunities are essential to attracting top-tier candidates.

Linking service areas to challenges

Understanding workforce needs at the service level is crucial to ensuring this Plan effectively supports workforce performance and success, noting challenges are diverse as is the level of impact across the organisation.

Workforce surveys and service planning workshops held with organisational leaders throughout 2024 identified challenges faced at a service unit level.

Key challenges are highlighted on the following page.



Directorate	Service Unit	Challenges							
		Retention	Skills shortage and change	System/tech process pain points	Resourcing and growth in demand	Burnout	Aging	Succession planning	Attraction
Corporate Strategy and Performance	Finance	X	X	X	X	X		X	X
	Contracts & Procurement	X		X	X				
	Property Services			X	X	X		X	
	Corporate Planning Performance & Improvement	X	X	X				X	X
	People & Culture	X	X	X					X
	Council & Corporate Services	X	X	X		X			X
	Customer & Information Services	X	X	X	X	X		X	X
Community and Place	Community Development		X	X	X	X			
	Cultural Development			X	X	X			
	Place Management			X	X				
	Community Safety & Emergency Management			X	X	X			
	Community Facilities		X	X	X	X			X
Planning and Sustainability	Approval Services			X	X	X			
	Land Development				X				
	Health & Compliance		X	X	X	X			X
	Strategic Land Use Planning & Environment		X	X	X	X			X
Assets	Infrastructure & Capital Works	X	X	X	X	X	X	X	X
	Asset Planning	X	X					X	X
	Traffic Services							X	X
	Asset Maintenance		X	X	X			X	X
	Waste Services	X	X	X	X	X			X
	Parks & Conservation Management			X	X	X	X	X	X
Office of CEO	Advocacy & Economic Development			X	X			X	
	Communications & Brand			X	X				
	Governance & Legal			X				X	X

Source: Workforce Planning Survey, Operational Service Plans.



Areas of high priority

Infrastructure Capital Works

The City has two large capital works projects requiring substantial resourcing throughout the construction phase and ongoing operations. These projects will have a broad impact across the business.

The Alkimos Aquatic Recreation Centre (AARC) and Dordaak Kepup Library and Youth Innovation Hub (DKL) are expected to be completed within three years.

The library does not anticipate needing additional FTE at this stage, due to staff reallocation and adjusted work practices. Construction is progressing well, and no additional FTE support is required for the duration through to completion. The AARC will require recruiting a full suite of staff to enable managing the facility, daily operations and service delivery.

The estimated staff required to run services has been calculated through a comprehensive process led by the City's Facility Specialist and reviewed by the Manager Community Facilities, Project Management Accountant, People and Culture and external accountant, to ensure accuracy.

Figures are based on a multitude of factors including but not limited to:

- Service delivery, legislated FTE requirements to run the services
- Industry standards
- Population benchmark from an initial consultation and business case
- Industry FTE knowledge outside of legislated requirements.

If the decision is made for the City to run the facility there would be an estimated need of 51 FTE to run the service.

In addition to this another 5 FTE of key internal staff who are dedicated to the operations and success of AARC. This includes maintenance, finance, HR, marketing and systems and is to be reviewed after twelve months, once the services are established as reductions in FTE support may occur.

If we face any future staffing challenges similar to our current swimming instructor shortage, we will explore innovative solutions to attract and retain specialised staff. This may be a focus in the next workforce planning review.

Approvals Services

Between October 2018 and September 2019, the City issued 3,316 building permits. In the same time frame during 2023 and 2024, the total building permits issued increased by 57%, with the City issuing 5,222 building permits. During this time there was no increase in FTE to assist with the workload.

Projected growth figures indicate that requests for building permit approvals will continue to rise, and it is essential we make the workforce changes necessary to support this rapid growth.

In the budget for FY 24/25 two new positions were created to assist with the demand for approvals, however, to date the City has been unable to attract suitable applicants to apply.

These positions remain vacant for a number of reasons:

High demand: Qualified and experienced planning professionals are in high demand across Western Australia. With an existing reputation as the Local Government with the highest workload per employee ratio, suitable candidates are choosing other local governments to work for.

Workforce shortage: Building surveyors and urban town planners are listed as difficult-to-fill occupations in the Local Government Professionals Workforce Shortage survey for 2023. This is unlikely to change as there is no local degree or equivalent training course in WA for Building Surveyors.

Competition: Competition from other Local Governments, the private sector and the mining resource sectors adds to the difficulty in attracting and retaining qualified candidates. The City's pay rates appear to be below direct competitors and we do not offer other incentives such as vehicles like other Local Governments to offset this.

Structure: The organisational structure and position levels are rigid and do not allow for salaries to sit outside of a position's classification and step.

A more mature model for salary determination is required to support consideration and assessment of salaries, based on not only industry trends and the current employment

market, but also to consider the level of complexity of projects the City delivers to ensure the City is able to offer remuneration expected within the sector to attract and retain experienced and qualified people.

While a new salary determination framework is established for Planning positions, a Level 5 assistant position has been created to alleviate pressure and provide additional support to the City's Building Surveyors.

The City will look at ways it can address these challenges as we continue to develop our workforce planning process.

Community Safety

Priority 5.5 in the Strategic Community Plan highlights the desire for the community to feel safe in public places. The perception of safety can be attributed to a strong Ranger presence, well-positioned CCTV, and well-maintained surroundings.

There has been no increase in Ranger FTE since 2018 despite the growth in demand for the service and the rise in community expectations.

Since 2018, the City has experienced a population increase of 12.8%, bringing with it a significant rise in the demand for safety services.

In 2018 the City's Community Safety Emergency Management (CSEM) service unit received 3,810 requests. This increased to 13,089 in 2023 showing a rise of almost 250% over five years.

The ratio of population to FTE is expanding which puts pressure on the CSEM team and can lead to staff burnout, absenteeism, and decreased service levels, putting the City and employee well-being at risk.

Due to increasing demands in parking spaces across various locations in the City, patrol officers are often inundated. There is a need for additional staff to assist in managing the demand or technology to create efficiency.

Legal and Governance

In 2018, an internal management review assessed the City’s in-house legal team to identify opportunities for improvement. A key finding was the absence of Standard Operating Procedures (SOPs) to support consistent service delivery and build internal capacity.

Providing SOPs and training would empower the workforce to self-assist for low-risk matters.

To respond to the 2018 report and anticipated growth of the organisation, the governance and legal team will require an expansion of around 2.5 FTE to accommodate the increased workload associated with new facilities and the development and delivery of internal documents and training.

This would see an additional staff member in Audit, 0.8 of a staff member in Risk, and another 0.8 in the Legal team to assist with changes.

Systems review

In 2024 the City conducted a systems review using a third-party consultant. Findings suggested that while the City achieved several benefits through the implementation of the Enterprise Software Renewal Program (ESRP, the Program), overall the City is not achieving the potential level of benefit and desired impact from its systems (2024, Delos Delta, pg5).

In order for the City to carry out the recommendations put forward in this report to rectify any issues and achieve optimal benefits they will require additional resources in Information Services as well as project teams to assist in system implementation and manage change across the organisation more effectively.

Service planning and service reviews

Areas of high priority for the City are regularly reviewed via the annual service planning process for service units. These areas will change throughout the life of this plan as emerging priorities are identified.

This is a more systematic approach and allows for assessment against key performance indicators.



Focus area 1: Culture

The City strives to improve culture across the organisation and foster inclusivity, collaboration and innovation. We aim to create a supportive environment where employees feel empowered to contribute their best. We aim to build a culture that reflects and demonstrates our corporate values, encourages open communication and continuous improvement and one that takes accountability.

The strategies we will commit to deploy over the coming years include:

1. Performing a culture audit across the business to establish a baseline and identify risks and opportunities for improvement
2. Revising how we approach and deliver reward and recognition
3. Strengthening our employer brand
4. Improving relations with external stakeholders

Strategies	Actions
1.1 Improve organisational culture	1.1.1 Implement City’s culture monitoring platform (Culture Amp) 1.1.2 Perform an organisation-wide culture audit and report on findings 1.1.3 Facilitate focus group sessions 1.1.4 Establish culture goals with the executive team and set a regular review period 1.1.5 Design and develop a project plan/s to achieve culture goals
1.2 Improve reward and recognition program	1.2.1 Review and revise the reward and recognition policy and program 1.2.2 Seek out innovative ways to reward and acknowledge staff using existing resources 1.2.3 Consider pursuing industry-related awards
1.3 Strengthen the City’s employer brand to attract high-quality candidates	1.3.1 Further develop the City’s Employee Value Proposition 1.3.2 Leverage digital platforms to reach a broader talent pool 1.3.3 Embrace flexible work arrangements to attract applicants and manage office and technological resourcing
1.4 Improve external stakeholder management and engagement (i.e. union bodies, contractors and council, community)	1.4.1 Identify efficiencies between the City’s current agreements to ensure equity and consistency across staff groups to improve relations between City, staff and union representatives 1.4.2 Review staffing profile for contractor management 1.4.3 Keep the Council members aware of the workforce planning process and requirements

Focus area 2: People

The City is committed to investing in the upskilling of current employees, demonstrating its dedication to employee and leadership development while addressing challenges related to succession and career progression. Additionally, the City will implement targeted strategies to attract talent in areas where skill shortages arise due to evolving service needs and a competitive job market.

Our hiring efforts will focus on candidates who are adaptable and align with our corporate values, achieved through purposeful advertising and rigorous interview screening.

To ensure a safe, resilient and engaged workforce, the City will continue enhancing its well-being offerings. This includes expanding our well-being program, increasing communication around health and wellness, and providing ongoing training for employees and leaders on relevant legislative changes.

The City's strategic initiatives over the coming years include:

1. Improving our approach to talent acquisition
2. Designing and delivering comprehensive employee and leadership development programs
3. Developing a robust safety and wellness program for staff
4. Delivering a program to promote and support diversity within our workforce
5. Improving the performance review and employee development planning process
6. Conducting regular job design analyses to address evolving needs and optimise roles



Strategies	Actions
2.1 Develop and implement a bespoke talent acquisition program for the City	<p>2.1.1 Develop a talent acquisition framework which encompasses plans and actions on entry level pipelines, attraction, management and retention</p> <p>2.1.2 Build and maintain talent pools for high-demand roles, particularly in growth or technical expertise areas</p> <p>2.1.3 Develop relationships with local universities and technical schools to create a pipeline of future talent</p> <p>2.1.4 Continue to enhance our workforce entry pipeline through apprenticeship, traineeship and work experience opportunities, partnering with Universities, TAFE, secondary schools and other related agencies</p>
2.2 Develop a bespoke Employee and Leadership Development Program	<p>2.2.1 Conduct a training needs analysis by priority needs for all service units</p> <p>2.2.2 Design and implement a Leadership Development Program</p> <p>2.2.3 Establish a mentoring and reverse mentoring program</p> <p>2.2.4 Explore opportunities to support internal progression, assist succession planning and improve retention efforts</p>
2.3 Develop and maintain staff safety and overall well-being	<p>2.3.1 Developing an ongoing health and well-being program including activities related to mental and physical health, equity and diversity</p> <p>2.3.2 Renew contract for Employer Assistance Program (EAP) and improve staff awareness of available resources</p> <p>2.3.3 Set targets for management of health and safety engagement (worksite safety conversations, inspections or observations) to promote opportunities for workers to feel supported and assured of the City's commitment to safety, and management to develop practical knowledge of risks and controls</p> <p>2.3.4 Ensure measures are taken to consider hybrid working strategies to assist in accommodation challenges</p>
2.4 Improve efforts in ensuring the City has a diverse workforce	<p>2.4.1 Completion of the Equal Employment Opportunity Plan</p> <p>2.4.2 Develop a calendar of culturally significant dates to be recognised and celebrated</p> <p>2.4.3 Completion of Aboriginal Employment Plan review</p> <p>2.4.4 Continue to develop the Reconciliation Action Plan</p>
2.5 Improve the way we plan, manage and review staff performance	<p>2.5.1 Update performance management policies to align with organisational goals and emerging workforce needs</p> <p>2.5.2 Design, develop, and deliver training on the new system</p> <p>2.5.3 Improve annual performance reviews to include consistent and continuous feedback cycles</p> <p>2.5.4 Include opportunities for 360 and 180 degree reviews for employees to provide feedback on leaders</p>
2.6 Improve how we design our roles	<p>2.6.1 Develop staff to support leaders in carrying out comprehensive job analysis</p> <p>2.6.2 Implement job redesign strategies where necessary in accordance with appropriate industrial framework</p> <p>2.6.3 Redesign recruitment processes to maintain selection based on merit and best fit</p>

Focus area 3: Process

Clear and efficient processes are key to supporting our workforce. This focus area seeks to improve how we work by streamlining tasks, reducing unnecessary steps and ensuring consistency. By refining our processes, we can help our people work more effectively and respond better to future needs.

The strategies we will commit to deploy over the coming years include:

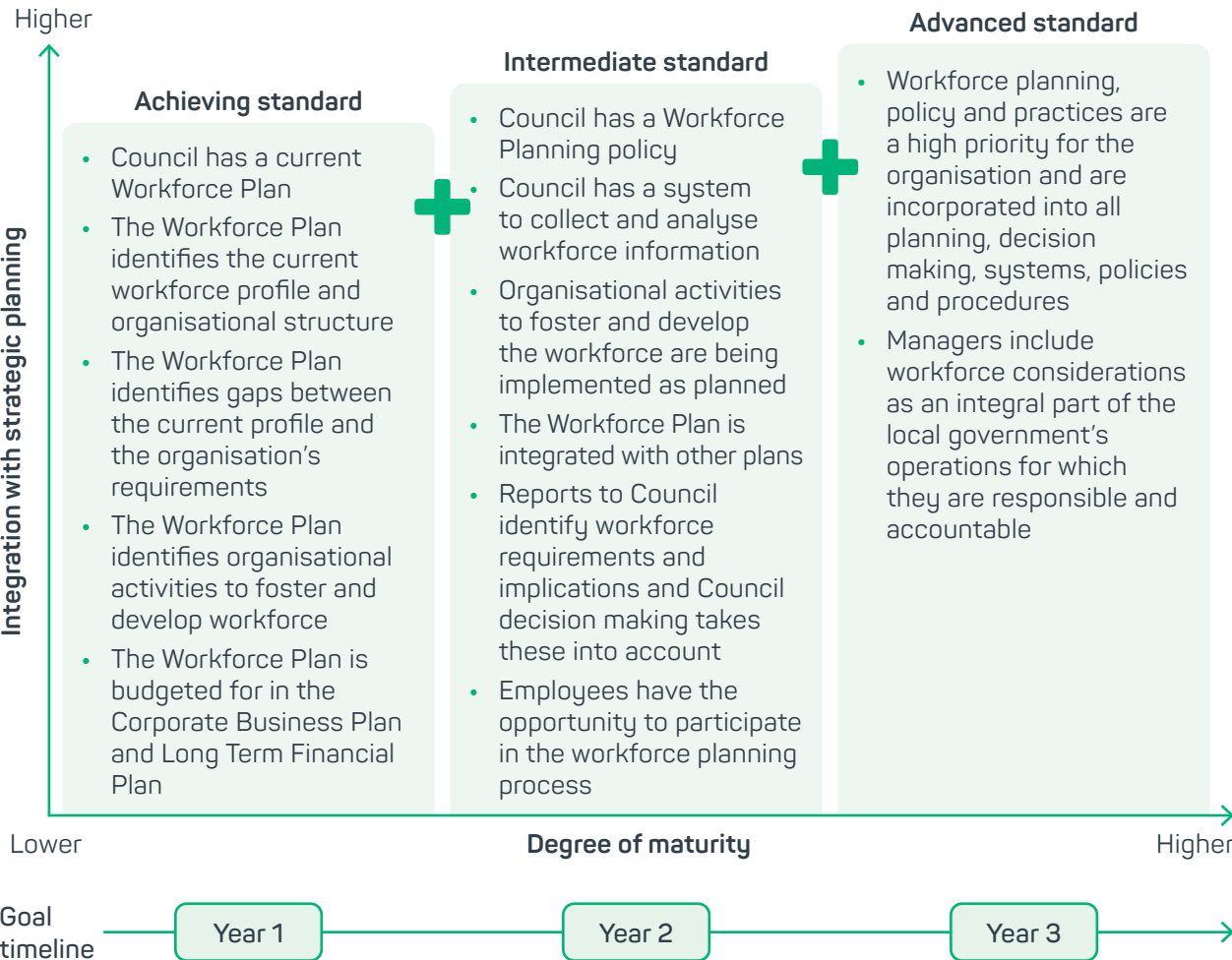
1. Improving our approach to workforce forecasting and planning
2. Improve the people related service delivery experience
3. Improve processes through streamlining and automation
4. Improve governance processes

Strategic workforce planning

Over the next three-year period, the City's approach to workforce planning will continue to mature in its strategic, operational, and tactical planning.

During this period, we will further integrate Annual Workforce Plans into Service Unit Plans, expand the use of technology, automation, and online services. We will aim to develop workforce templates and toolkits as well as offer training to leaders to assist in the process across the business.

As a result, we anticipate moving our workforce planning practices to an intermediate standard, with continued progress toward achieving an advanced standard.



Strategies	Actions
3.1 Improve the way we perform workforce planning	3.1.1 Review and revise the WFP 3.1.2 Develop a WFP policy to achieve intermediate standard 3.1.3 Develop forecasting models to predict workforce needs 3.1.4 Map WFP process to ensure it integrates with budget and service planning timeline 3.1.5 Develop a toolkit and training to assist service units in annual WFP and resourcing requests
3.2 Improve the people-related service delivery experience	3.2.1 People and Culture to collaborate with leaders and Corporate Planning and Performance team to identify service level expectations and delivery 3.2.2 People and Culture to work with leaders to determine priority needs for people related training, and incorporate this into an annual training plan
3.3 Improve people related processes through streamlining and automation	3.3.1 Improve safety management systems to include all possible Work, Health and Safety (WHS) compliance activities and workflows 3.3.2 Implement a new recruitment system 3.3.3 Utilising the recruitment system to its full potential during recruitment and onboarding 3.3.4 Provide opportunities for measuring success with any process improvements
3.4 Improve governance processes	3.4.1 Clarify a comprehensive schedule for reviewing internal policies and procedures to ensure new policies are implemented in a timely way 3.4.2 Ensure mandatory training and induction is current and being conducted 3.4.3 Ensure staff are compliant and licensed to carry out their work legally and safely 3.4.4 Review internal delegation of authority to streamline process and improve efficiency 3.4.5 Identify mandatory WHS training for leaders and set a target for compliance 3.4.6 Review contractor management practices for compliance gaps and align process across the business 3.4.7 Create and implement a health surveillance and monitoring plan for staff

Focus area 4: Systems

As our organisation grows and changes, having the right systems in place is essential to support our workforce.

This focus area highlights the need for modern technology, efficient processes and strong infrastructure to help our people work effectively. By improving our systems, we can boost productivity, encourage innovation and ensure we are ready for the future.

Over the coming years, our strategies will include:

- 1. Implementing new employee-focused systems
- 2. Enhancing the effectiveness of our people management systems
- 3. Assessing the business-wide impact of system changes
- 4. Improving data management practices to maintain high levels of integrity and reliability

Strategies	Actions
4.1 Implementation of new systems or replacement of existing systems	4.1.1 Procure and implement new people systems to assist in workforce planning and development 4.1.2 Offer training across the business to utilise all features available to leaders, to better understand and manage their team’s performance and culture.
4.2 Utilise people management systems more effectively	4.2.1 Implementation of an appropriate culture surveying tool to measure and manage staff engagement 4.2.2 Consider City requirements for managing ongoing staff compliance
4.3 Consider impact of systems changes across business	4.3.1 Identify the impact of any other systems have on the workforce 4.3.2 Improve collaboration between service units to develop change management plans to respond to changes brought on by systems. i.e. upskill staff, position reclassification 4.3.3 Continue to involve People and Culture during system review and updates
4.4 Better manage and use data effectively to maintain high level of integrity and reliability	4.4.1 Use data to assist in the alignment of people processes and finance 4.4.2 Use data to enhance the overall workforce planning process and continued maturity of our Workforce Forecasting Model

Measuring and reporting

Monitoring and evaluation are essential components of a successful workforce plan.

This provides valuable insights into the effectiveness of new initiatives and helps identify areas for improvement.

Key elements of this include:

Performance indicators: We will establish clear and measurable metrics to track progress towards our workforce planning goals. These may include employee turnover and vacancy rates, productivity, employee satisfaction scores and skill gaps.

Data collection and analysis: We will implement systems for collecting and analysing relevant data, such as employee surveys, exit interviews, and performance reviews. We will use this data to identify trends, strengths, and weaknesses in our workforce approach.

Regular reviews: we will conduct periodic reviews of our workforce plan to assess its effectiveness and identify areas for improvement. This will involve comparing actual results to planned outcomes, analysing feedback from employees and managers and conducting external benchmarks.

Continuous improvement: We will use the insights gained to make ongoing adjustments to our WFP. This may involve updating our processes, implementing new programs or revising our plan altogether.

By effectively monitoring and evaluating our workforce planning efforts, we can ensure that our organisation has the talent it needs to achieve the strategic community objectives and is resourcing this talent most economically and effectively.

Date endorsed	10 December 2024	Document owner	People and Culture
Date to be revised	July 2025	Approver	CEO
Document location	25/9559 V1		



City of Wanneroo

23 Dundobar Road, Wanneroo, WA 6065

Locked Bag 1, Wanneroo, WA 6946

T (08) 9405 5000

After Hours 1300 13 83 93

E enquiries@wanneroo.wa.gov.au

wanneroo.wa.gov.au

