

**WHAT WE  
MAKE IT**

**WORKFORCE  
PLAN  
FY2025/26 -  
FY2029/30**





## **Acknowledgement of Country**

The City of Karratha acknowledges the Traditional Owners throughout this vast land and their continuing connection to the land, waters and community. We pay our respects to Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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# MESSAGE FROM THE CEO

At the City of Karratha, we are committed to becoming Australia's most liveable regional city — a place we are proud to call home. Achieving this vision relies on the strength, capability and dedication of our people.

Over recent years, we have made significant progress in building workforce capability, strengthening career pathways and supporting the mental health and wellbeing of our employees.

The Workforce Plan builds on this work and reflects our commitment to planning deliberately for the future, ensuring we have the leadership, capability and resources required to meet the evolving needs of our community.

Through this Plan, we are well positioned to respond to growth, change and emerging opportunities across our region.

Structured around four key goals; Empowering a Thriving Culture, Empowering Service Excellence, Empowering Our Talent Story and Empowering Innovation and Agility, the Workforce Plan provides a clear roadmap for strengthening and supporting our workforce over the next five years.

It outlines the priorities and initiatives that will ensure we have the people and expertise needed to deliver on our Council Plan.

Effective workforce planning will position the City to respond to labour shortages, evolving service demands and the growing need for digital capability. By planning for both our current and future workforce needs, we can strengthen service delivery, maintain continuity through change and invest strategically in the development and recruitment of our people.

Importantly, this Plan is not simply an aspiration. It provides a clear framework that will guide workforce investment and organisational development in the years ahead.

I would like to acknowledge the dedication of our employees, whose ongoing commitment makes a meaningful difference to our community every day.

**Virginia Miltrup**  
CEO, City of Karratha





# EXECUTIVE SUMMARY

The City of Karratha ('the City') is home to more than 24,237<sup>1</sup> residents.

Our Local Government Area includes the towns of Dampier, Roebourne (Ieramugadu), Point Samson (Mulhagurla), Wickham and Karratha. These towns lie on the traditional lands of the Ngarluma people, whose connection to Country spans more than 30,000 years. The broader area now known as the City of Karratha also encompasses the traditional lands of the Yindjibarndi, Mardudhunera, Yaburara and Wong-Goo-Tt-Oo peoples.

Each day, around 355.3 full-time equivalent (FTE) employees deliver a wide range of services our community depends on. Our workforce is one of our greatest strengths. The knowledge, dedication, and experience our people bring to

their roles are key to the City's success. As our city expands and evolves, so too will the need for Council services. To meet these future demands, our workforce planning must be proactive, flexible, and ready to respond to change.

The Workforce Plan 2025–2030 sets the direction for how we will build and support the workforce we need in the future. It assesses our current capabilities, considers external influences and emerging trends, and identifies future pressures and opportunities. This plan outlines our priorities and actions for the next five years, ensuring we have the people and skills required to deliver on our Council Plan, Corporate Business Plan, and Operational Plan.

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## References:

1. REMPLAN, City of Karratha, 2025.



# 1. HOW OUR PLAN FITS TOGETHER

## What is a Workforce Plan?

The City of Karratha's Workforce Plan is a key part of the City's Integrated Planning and Reporting Framework (IPRF). Its purpose is to ensure the City has the right people, with the right skills, in the right roles, at the right time to deliver services and meet the evolving needs of the community.

This Plan focuses on:

- The City's current workforce, including strengths, gaps, and risks
- Strategic initiatives and their impact on workforce needs
- Internal and external challenges influencing workforce dynamics
- Emerging skill and capability shortages
- Workforce changes needed over the next five years to support the City's strategic direction.

**WHAT  
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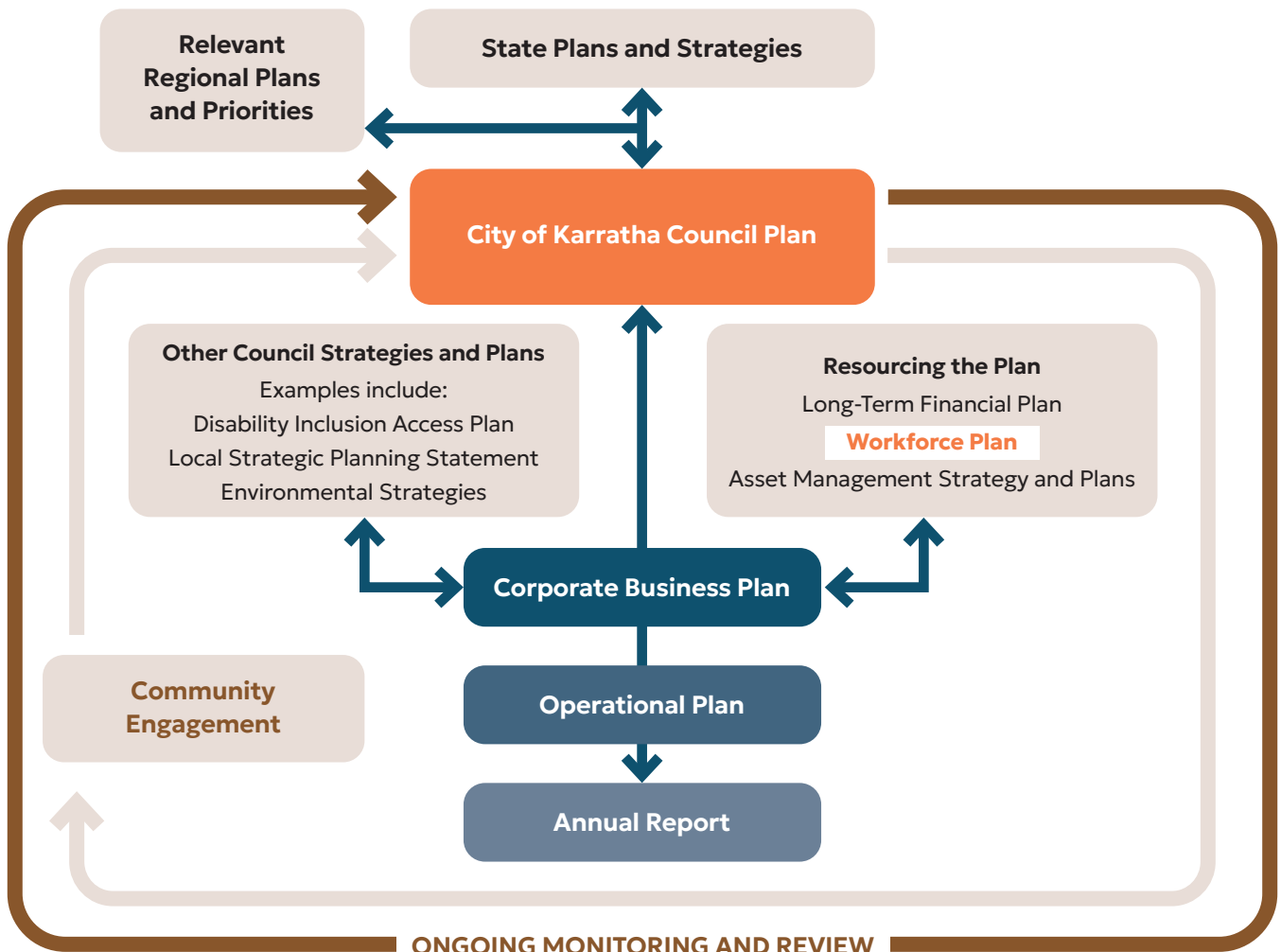
## Workforce Planning & The IPRF

The Integrated Planning and Reporting Framework (IPRF) provides the City with a holistic approach to planning, ensuring that all aspects of decision-making are aligned with community needs and strategic goals. A successful framework delivers:

- A Council Plan linking the community’s aspirations with the Council’s vision and long-term strategy.
- A Corporate Business Plan that integrates resourcing, including workforce planning, with strategic objectives.
- A clearly stated vision for the future of Karratha.

Workforce planning supports this framework by ensuring the City has the people and skills needed to deliver its plans, adapt to change, and respond to community needs. The City is committed to a regular review cycle, ensuring that plans remain relevant, workforce requirements are continually assessed, and strategies are adjusted to reflect evolving priorities and opportunities.

The diagram below summarises the components that make up the City’s IPRF and how they interact towards achieving the objectives set out in our Council Plan.



## Our Planning Process

The Workforce Plan was informed by comprehensive research, staff input and cross-department collaboration to ensure strategies meet the current and future needs of both employees and our community.

The City followed a five-step process:

- 1. Understand the business context** — We looked at the City’s strategic objectives, services provided, strengths and weaknesses, and workforce trends locally and nationally.
- 2. Compare the current and future workforce** — We reviewed our workforce profile data, critical roles, skills, and engagement to identify gaps and risks.
- 3. Identify initiatives to close the gaps** — We considered emerging skills, technology, workforce supply and demand, and changing expectations to predict future requirements.
- 4. Define and implement the plan** — We identified risks and planned actions to strengthen the workforce.
- 5. Monitor, evaluate, revise and review** — We will track progress, measure outcomes, and adjust the Plan as priorities and conditions change.

## Why Workforce Planning Matters to Our Community

In today’s rapidly changing world, shaped by economic uncertainty, technological advances, and evolving community expectations, planning ahead has never been more important.

Workforce planning enables the City to look beyond immediate needs and prepare for the future with confidence. It helps us anticipate staffing requirements, identify and address skill gaps, and ensure we are an employer of choice by attracting, retaining, and developing talented people who align with our culture and values.

A thoughtful workforce plan also strengthens our ability to respond to emerging challenges, such as labour market shortages, shifts in service demand, and the increasing need for digital capability. By understanding both the workforce we have and the workforce we will need, the City can deliver services more efficiently, improve continuity during periods of change, and make better use of resources through targeted training and recruitment.

Ultimately, effective workforce planning contributes to a resilient, adaptable City one that can keep pace with growth, support staff wellbeing and development, and continue providing high-quality services to our community.



*INVESTING IN OUR PEOPLE TODAY HELPS  
BUILD A SUSTAINABLE, THRIVING CITY  
OF KARRATHA FOR THE FUTURE.*

## 2. OUR STRATEGIC VISION

### Our Vision for the City of Karratha

Australia's  
most liveable  
regional city.

*THE PLACE WE ARE  
PROUD TO CALL HOME.*

### Our Guiding Commitments

We will uphold the following commitments as we implement this plan.

#### Place-based

Tailoring policies and services to the unique needs, characteristics, and aspirations of local communities.

#### Culturally-informed

Respecting and uniting diverse cultural identities and values, including Traditional Owners, in planning and decision-making processes.

#### Inclusive

Ensuring equitable access to resources and services, fostering participation and belonging for all community members.

#### Sustainable

Balancing economic, environmental, and social factors to support long-term community wellbeing and resilience.

#### Dynamic

Embracing innovation and adaptability to address emerging challenges and opportunities.

#### Fair

Promoting fairness, transparency, and equity while challenging inequalities and upholding individual rights.

## Our Goals and Priority Focus Areas for achieving the 2035 Vision

<p><b>1</b></p> <p><b>We respect Aboriginal peoples' Cultural Authority and connection to Ngurra (Country)</b></p>	<ul style="list-style-type: none"> <li>• Recognition of Aboriginal leadership</li> <li>• Genuine and meaningful engagement with the Aboriginal community</li> <li>• Reconciliation and truth telling</li> <li>• Support for on Ngurra (Country) activities</li> <li>• Support for Aboriginal peoples' self-determination, prosperity and wellbeing</li> <li>• Culture, art and heritage recognition and celebration, led by Traditional Owners and Ngarda-ngarli (Aboriginal people)</li> </ul>	
<p><b>2</b></p>	<p><b>3</b></p>	<p><b>4</b></p>
<p><b>Our community is welcoming, connected, vibrant, healthy, and safe</b></p> <ul style="list-style-type: none"> <li>• Community infrastructure</li> <li>• Water play and indoor leisure and recreation</li> <li>• Opportunities to make new connections, especially for newcomers</li> <li>• Access to health services</li> <li>• Family and domestic violence</li> </ul>	<p><b>Everyone is included</b></p> <ul style="list-style-type: none"> <li>• Lifestyle Village and aged care facilities</li> <li>• Improve Disability Access and Inclusion throughout the City</li> <li>• Celebration of our diverse community, and addressing discrimination</li> </ul>	<p><b>Our places and spaces are functional, attractive and reflect our unique identity</b></p> <ul style="list-style-type: none"> <li>• Planting, public art, shade, seating, water stations, signage, public toilets</li> <li>• Public transport solutions within and between towns</li> <li>• Land use planning</li> </ul>
<p><b>5</b></p>	<p><b>6</b></p>	<p><b>7</b></p>
<p><b>We respect and care for the natural environment</b></p> <ul style="list-style-type: none"> <li>• Waste management and resource recovery</li> <li>• Foreshore protection and enhancement</li> <li>• Environmental sustainability, including decarbonisation</li> </ul>	<p><b>The local economy is diverse and thriving, with opportunities for all</b></p> <ul style="list-style-type: none"> <li>• Affordable and diverse housing</li> <li>• Higher education, training and innovation</li> <li>• Tourism development</li> <li>• Small to medium business support and diversification</li> <li>• Aboriginal economic participation</li> <li>• Interstate and inter-national connections</li> </ul>	<p><b>Our civic leaders are innovative, listening and balanced in meeting community needs</b></p> <ul style="list-style-type: none"> <li>• Proactive community engagement with all segments of the community</li> <li>• Industry and government advocacy and partnerships</li> <li>• Equalise townscape standards across the towns</li> </ul>

## Our Culture

Our culture is how we work together, support one another, and show up for our community. It reflects our shared values, the pride we bring to our roles, and the way we collaborate to achieve the best outcomes. It guides our actions, fuels our energy, and shapes the positive impact we make each day.

Our recent staff survey shows that our culture is heading in a positive direction, with strong results in employee engagement (76%), wellbeing (67%), and perceptions of organisational progress (62%). We're especially encouraged by the strengths highlighted in leadership, recognition, teamwork, and values alignment. Clear signs that the work we're doing together is making a difference.

As we transition, resetting our values and realigning our focus, we have a great opportunity to build on this momentum. By staying connected and supporting one another, we can continue shaping a workplace where everyone feels respected, supported, and proud to belong.

## Our Values

Our values reflect who we are as a City and how we work together to deliver for our community. They guide how we lead, collaborate and support one another to make Karratha an exceptional place to live, work and visit.

Grounded in Leadership, Integrity, Teamwork and Innovation, our values underpin our commitment to a safe, inclusive, and positive workplace where everyone feels respected, valued, and empowered to do their best.

These values shape how we welcome, grow, and appreciate our people, ensuring that positive behaviours are not just encouraged but actively demonstrated every day.

## Service Pillars



### Leadership

We will provide clear direction and inspire people to achieve their full potential.



### Integrity

We will act in an honest, professional, accountable and transparent manner.



### Teamwork

We will encourage cooperation and teamwork within and between our employees and our community stakeholders.



### Innovation

We will encourage creativity, innovation and initiative to achieve Council's vision.

Our 2025 Staff  
Survey response

**“I feel appreciated  
for the work that  
I do.”**





# 3. CURRENT STATE ANALYSIS

## Key Trends in the External Environment

### Cost of Living

The cost of living in Karratha continues to shape the daily realities of the local workforce, with rising expenses placing sustained pressure on household budgets. Local conditions intensify these impacts, particularly in housing, where Karratha continues to record strong price growth alongside high rental costs, a median rate of \$900, and historically low vacancy rates<sup>1</sup>.

Everyday expenses are also elevated due to freight and supply constraints common to remote communities; groceries, dining, and basic services consistently exceed metropolitan price levels<sup>2</sup>. Although wages have grown modestly, around 3.7% annually to September 2025, the easing inflation has been slower and Perth Consumer Price Index continues to outpace the rest of the nation<sup>3</sup>.

These pressures significantly influence workers' assessments of affordability, lifestyle, and long-term prospects in Karratha, underscoring the need for strong retention and workforce support strategies.



#### References:

1. PDC (2025), Pilbara Half Yearly Housing & Land Summary, June 2025. Residential.
2. Numbeo (2025). *Cost of Living Comparison — Karratha*.
3. Western Australian Local Government Association (WALGA). (2025). *Economic Briefing: September 2025*. WALGA.

Our 2025 Staff  
Survey response

**“I enjoy the flexibility that my role at the City of Karratha allows me.”**



## Attracting and Retaining Talent

The 2025 Local Government Workforce Insights Report highlights ongoing challenges in attracting and retaining talent across Western Australia’s local government sector.

Local governments now manage broader and more complex responsibilities, requiring diverse technical and professional skills that are increasingly difficult to source. Recruitment is constrained by a small candidate pool and the unique qualifications and experience required for many roles<sup>1</sup>.

Recent WA workforce research shows that local governments have experienced skills shortages in the past two years. Shortages are most pronounced in specialised roles, with over 30% of the local governments surveyed reporting difficulty recruiting environmental health officers, engineers, accountants, building surveyors, plant operators and human resource professionals. Attraction challenges

are widespread: over 90% reported difficulty finding suitable candidates, and more than 60% identified geographic location and housing pressures as primary barriers. Nearly half of respondents also cited strong competition from other local governments and the resources sector.

The 2024 Federal, State/Territory and Local Government Workforce Plan identified additional workforce “megatrends”<sup>1</sup>, including the need to promote career pathways, expand core duties, address demographic shifts that impact knowledge transfer and create skills gaps, advance diversity and inclusion goals and adapt to rapid technological development<sup>2</sup>; all of which intensify these workforce pressures.

Together, these factors make workforce planning increasingly challenging for Western Australian local governments, including the City of Karratha, and reinforce the need for innovative strategies to attract, develop and retain skilled employees.

### References:

1. Public Skills Australia. *Local Government Workforce Insights Report 2025*.
2. Local Government Professionals Australia WA (2023) *2023 Local Government Workforce Shortage Survey*.
3. 2024 Federal, State/Territory and Local Government Workforce Plan



## Climate Resilience

Government agencies across Australia are increasingly required to integrate climate change adaptation and mitigation into core service delivery, reflecting a national shift toward long-term environmental resilience. This shift is shaping workforce needs at all levels of government. National strategies, such as Australia's commitment to net-zero emissions by 2050 and expanded investment in renewable energy, disaster resilience, and sustainable resource management, are setting clear expectations for capability development across the public sector<sup>1</sup>.

For local governments, these national climate priorities translate into place-based operational requirements that directly shape workforce needs. In the City of Karratha, climate adaptation is no longer a future aspiration but a current and ongoing operational expectation. The City is placing strong emphasis on enhanced waste management and resource recovery, foreshore

protection and coastal enhancement works, and broader environmental sustainability initiatives, including decarbonisation. These activities align closely with the City's Council Plan, particularly Goal 5: We respect and care for the natural environment, and require a workforce equipped with specialised skills in sustainability, environmental management, and climate resilience. These skills are in high demand across the Australian local government sector<sup>2</sup>.

As environmental expectations increase, so too does the competition for qualified professionals. Ensuring the City of Karratha can attract, develop, and retain this expertise will be critical to meeting its long-term climate and environmental objectives.

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### References:

1. Public Skills Australia. *Local Government Workforce Insights Report 2025*
2. City of Karratha. *Council Plan 2025–2035 (Council Plan)*.

## Future-Proofing Our Workforce: Enabling the Adaptive and Innovative Worker of the Future

Digital transformation is a key driver shaping the workforce of local governments across Australia. Councils are increasingly adopting digital platforms, data analytics, and smart technologies to improve service delivery, enhance community engagement, and enable evidence-based decision-making<sup>1</sup>. This shift is redefining both the skills required and the ways in which work is performed, making digital literacy, data capability, and technological adaptability core workforce competencies.

For the City of Karratha, these digital drivers underpin our commitment to develop a robust Digital Plan, which seeks to modernise service delivery, enhance operational efficiency, and support innovation across all areas of council operations. Implementing this plan requires a workforce that can:

- Confidently adopt and leverage new technologies to improve workflows and service outcomes.
- Analyse and act on data insights to inform decisions and drive continuous improvement.
- Collaborate across functions using digital platforms to enhance innovation and responsiveness.
- Adapt quickly to emerging technologies and evolving community expectations.

Investing in digital skills development, leadership in technology adoption, and flexible work practices will ensure the City of Karratha builds a workforce that is resilient, agile, and capable of delivering on strategic digital initiatives. By equipping employees with these capabilities, the City positions itself to meet current and future challenges while fostering a culture of innovation and efficiency.

Our 2025 Staff  
Survey response

**“There is a real  
appetite to  
improve the way  
we do things.”**

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### References:

1. Deloitte. *Digital Transformation in Local Government: Emerging Trends and Workforce Implications*. Deloitte Australia, 2022.

# 4. OUR WORKFORCE PROFILE

Our people are the City’s greatest strength. They are skilled, adaptable, and deeply committed to serving our community. Across every role, from trades to professional positions, they take pride in supporting the city’s growth, wellbeing, and long-term success.

## How We’re Organised — Leadership and Service Areas

With around 355.3 full-time equivalent (FTE) employees, we provide a wide range of essential services, programs and projects designed to support and enhance the lives of our community. Organisational structure is the responsibility of our Chief Executive Officer (CEO) and it is endorsed by Council.

Our services span across five Directorates, with each Directorate reporting to the Office of the CEO and is led by a Director, who is responsible for operations and deliverables.



# Leadership Team



**Virginia Miltrup**

**Chief Executive Officer  
(Office of the CEO)**

- Corporate Development
- Advocacy



**Lee Reddell**

**Director of  
Development  
Services**

- City Growth
- Planning Services
- Regulatory Services



**Simon Kot**

**Director of  
Strategic Projects  
& Business**

- Airport
- Strategic Projects
- Waste



**Emma Landers**

**Director of  
Community  
Experience**

- Community Engagement & Partnerships
- Community Facilities
- Community Planning
- Community Programs
- Marketing and Communications



**Chloe Morris**

**Director of  
Corporate  
Services**

- Business Performance
- Finance
- Governance
- Information Technology
- People and Culture
- Property Services



**Michael Bunting**

**Acting/Director  
Infrastructure  
Services**

- City Projects & Engineering
- Infrastructure Operations
- Parks & Natural Areas

Organisational Structure as at 4 March 2026.



## Our Workforce Profile

Our team of 355.3 full-time equivalent (FTE) employees, supported by external labour hire when needed to meet short-term demands.

**355.3**

Full-time Equivalent (FTE)  
Employees

## Our 2025 Workforce Snapshot



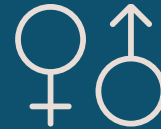
**126**

New Starters (PT/FT)



**2.84**

Years of Service  
(Average)



**34.64%**

Male

**65.36%**

Female



**88**

Farewelled (PT/FT)



**37**

Median Age



**1.6%**

City of Karratha Employees  
with a Disability



**24.03%**

Staff Turnover (FY24-25)



**13%**

Average Vacancy Rate  
(as at Nov 2025)

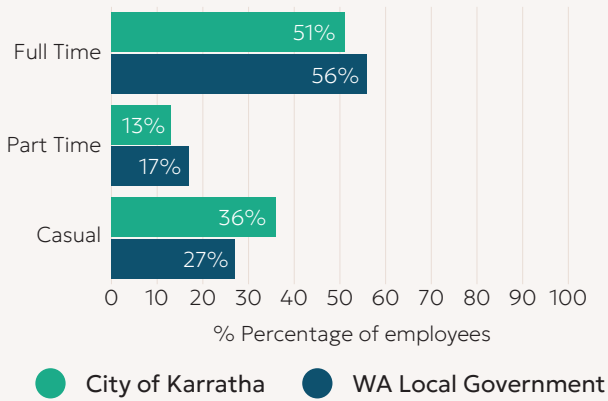


**29.15%**

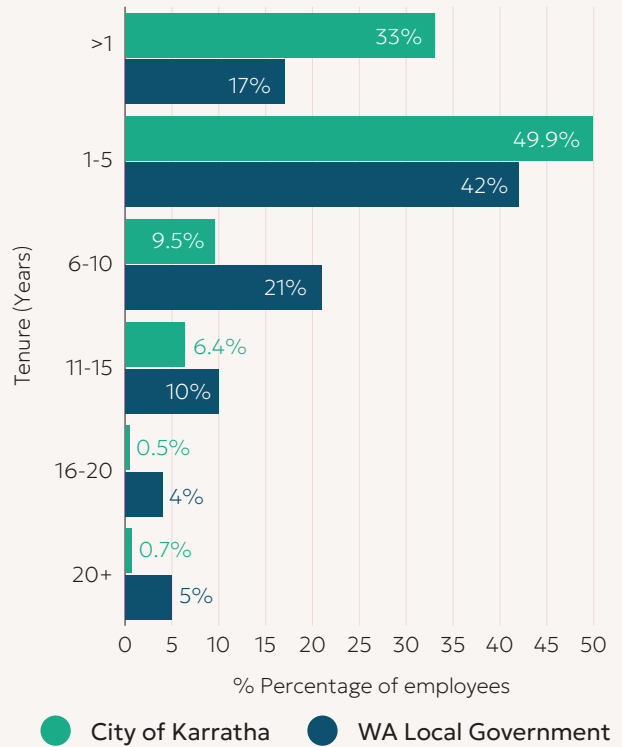
Employee Cost  
(% of Total Operating  
Expenses)

# Our Workforce's Composition and Trends

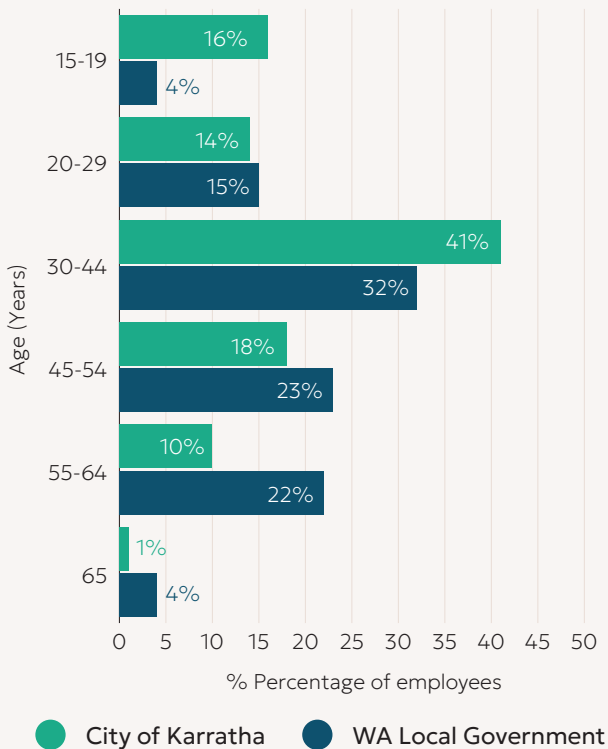
## Workforce Distribution



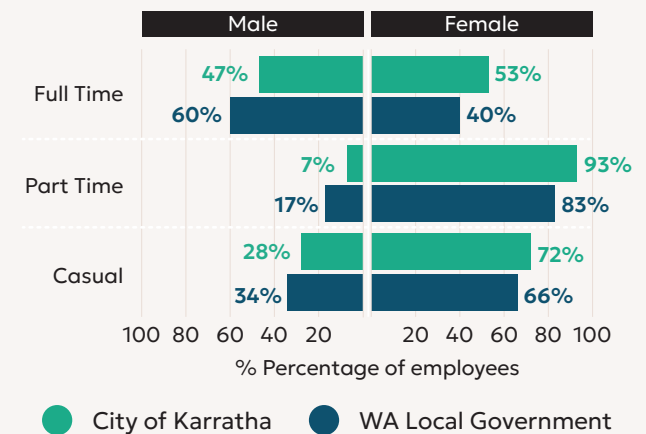
## Staff Tenure



## Employee Age Ranges



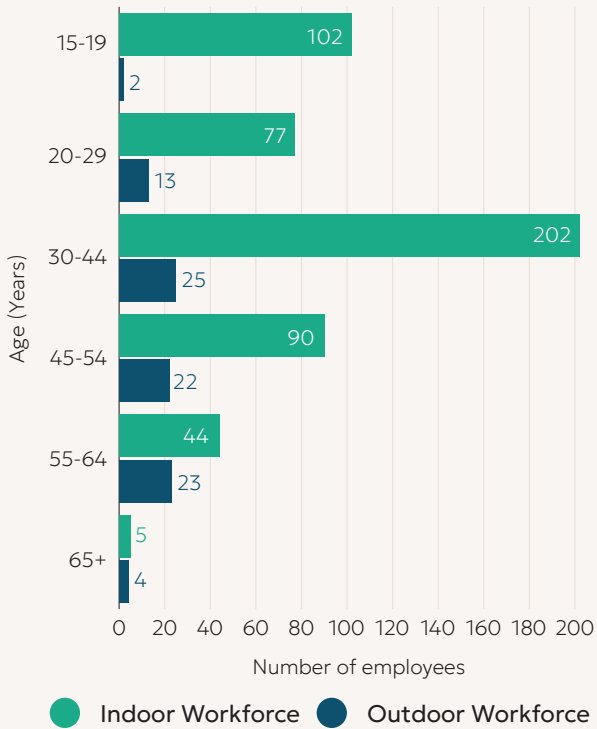
## Distribution by Gender



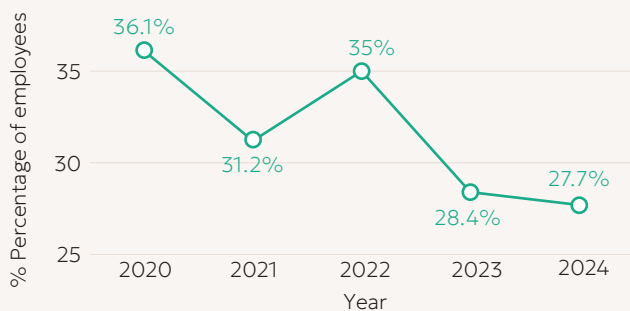
### References:

WA Local Govt Urban Regional 2022

### Indoor vs Outdoor Workforce Distribution by Age



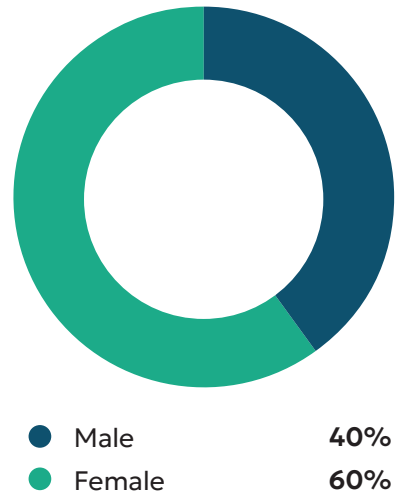
### Annualised Turnover of Part-time and Full-time Employees



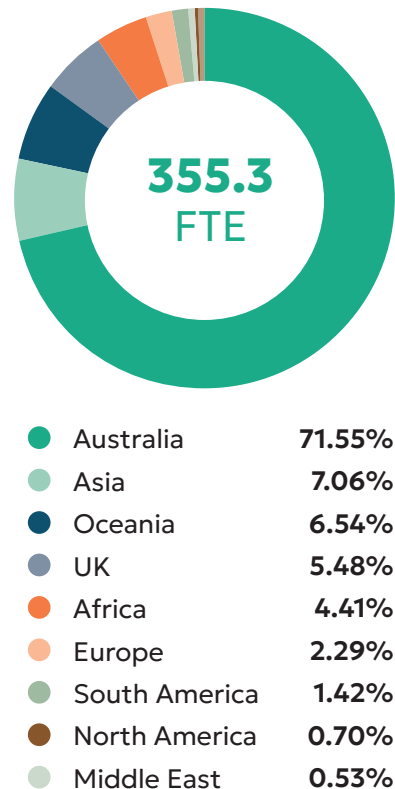
### Diversity — City of Karratha vs WALG

	CoK	WALG
Culturally and Linguistically Diverse	13%	12%
Aboriginal and Torres Strait Islander	4.3%	3.1%

### Leadership Team



### Country/Region of Origin



## Workforce Profile Summary and Strategic Implications

The City of Karratha's workforce in July 2025 reflects a dynamic, youthful, and adaptable profile, shaped by the unique operational and demographic context of the Pilbara region. Key data points highlight some defining characteristics:

- **Employment Type and Flexibility:** Casual employees comprise 35.8% of the workforce, higher than the WA average of 27%, while full-time (50.9%) and part-time (13.3%) staff are slightly below state benchmarks. This structure provides operational agility, allowing the City to respond to seasonal fluctuations, project-based work, and a transient labour market influenced by working holidaymakers and partners of mining industry employees. However, the lower proportion of permanent staff indicates a need to balance flexibility with workforce stability, continuity, and retention of institutional knowledge.
- **Age and Tenure Profile:** The workforce is younger than state averages, with strong representation in the 15–19 and 30–44 age cohorts. Conversely, employees aged 45+ are underrepresented in indoor roles. Tenure is concentrated in the early stages: over 33% of employees have been with the City less than one year, and nearly 50% have 1–5 years of service, while long-term tenure (10+ years) is limited. This presents both opportunities and challenges: new staff bring energy, adaptability, and fresh perspectives, but lower long-term representation highlights potential gaps in leadership depth, succession, and institutional knowledge.
- **Directorate and Role Distribution:** Workforce composition varies by directorate. Community Experience relies heavily on casual employees (66.8%), reflecting seasonal and event-driven demands through services provided through the Karratha Leisureplex and Wickham Recreation Precinct, while Projects & Infrastructure has a strong full-time base (84.3%), supporting operational continuity and capital works. Indoor roles are concentrated at Levels 2–4, with limited representation in senior levels, whereas outdoor roles have broader mid-level representation but fewer entry-level and senior positions. This distribution underscores the importance of structured career pathways, mentorship, and leadership development to sustain capability across all levels.
- **Diversity and Inclusion:** The workforce demonstrates strong female representation, particularly in part-time and casual roles, exceeding state averages. Aboriginal and Torres Strait Islander employees represent 4.3% of the workforce, which is above national local government averages, though still underrepresented compared with the local community. According to the 2021 Census, Aboriginal and Torres Strait Islander people make up 12% of the City of Karratha's population. CALD employees comprise 13%, slightly higher than WA sector averages, and international employees contribute diverse skills and perspectives. These insights highlight the City's strengths in fostering inclusion, while also revealing opportunities to broaden cultural and diversity initiatives and implement targeted strategies for retention and career progression.

- **Engagement, Wellbeing, and Organisational Culture:** Employee engagement (76%), wellbeing (67%), and perceptions of organisational progress (62%), in our 2025 staff survey, indicate a generally positive and improving workplace culture. Strengths are noted in leadership, recognition, teamwork, and values alignment, while areas for development include career opportunities, professional development, organisational processes, and technology capability. These findings reinforce the importance of linking workforce initiatives to retention, capability building, and the creation of clear pathways for career advancement.

## Strategic Takeaways for Workforce Planning

1. **Balance Flexibility and Stability:** While casual and project-based staffing supports operational agility, enhancing permanent full-time and part-time employment is critical to retain knowledge, leadership, and continuity.
2. **Strengthen Career Pathways and Leadership Development:** Structured onboarding, training, mentorship, and leadership programs are essential to support a younger workforce and bridge gaps in senior representation.
3. **Embed Inclusion and Diversity Strategies:** Leveraging the City's strong female, Aboriginal, CALD, and international workforce requires targeted development, career support, and culturally inclusive practices to ensure long-term engagement.
4. **Target Retention of Early-Career and Mid-Career Staff:** Investment in engagement, professional growth, and workplace wellbeing will help consolidate gains in retention while fostering long-term organisational capability.
5. **Align Workforce Capability with Strategic Priorities:** Ensuring skills and roles are aligned with operational and strategic needs, including environmental sustainability, digital transformation, and infrastructure delivery, will future-proof the workforce and enable the City to meet both current and emerging challenges.



# 5. 2022–2025 WORKFORCE KEY ACHIEVEMENTS

## Building Capability: Making Learning Opportunities Accessible for All

The City has strengthened its commitment to professional growth by making learning opportunities more accessible for all employees. Recognising the challenges of our regional location and the limitations of traditional in-person training, we introduced LinkedIn Learning, a comprehensive, remotely accessible platform offering a broad range of courses suited to diverse roles and career aspirations.

This initiative provides personalised learning pathways, enabling staff to develop skills at their own pace and without the barriers of

travel, scheduling constraints, or additional costs. By expanding access to high-quality digital learning resources, the City has created inclusive and sustainable opportunities for employees to upskill, reskill, and pursue their personal and professional development from anywhere.

In the first eight months, 155 employees logged into their LinkedIn Learning accounts, collectively engaging in 120 courses, demonstrating strong uptake and the value of flexible, accessible learning.

In addition to LinkedIn Learning, the City continues to offer in-house learning programs designed to meet local needs and support career development.



## Creating Meaningful Career Pathways

The City proudly secured a grant to launch our First Nations Traineeship Programme—an important milestone in our commitment to inclusive career pathways and attracting new talent. The programme provides structured, paid traineeships that blend practical on-the-job experience with formal training, helping participants build the skills and confidence needed for long-term careers. Designed to support the transition from high school to the workforce, the programme also offers tailored learning and cultural support throughout each trainee’s journey.

The traineeship offers:

- Hands-on experience across key operational areas of the City.
- Accredited training delivered locally to reduce barriers such as travel, cost, and time (where ever practicable).
- Dedicated mentoring and cultural support, ensuring participants feel connected and supported throughout their journey.
- Clear pathways to ongoing employment, helping us grow First Nations representation in our workforce and leadership roles.

We are currently recruiting for an Indigenous Development Advisor to support the program, with apprenticeship and traineeship roles expected to commence in February 2026.

Through this investment, the City is deepening its commitment to diversity and ensuring our workforce reflects the community we serve — while creating meaningful opportunities that enable individuals to grow and thrive.



Our 2025 Staff Survey response

**“They genuinely value my growth & learning, give me the space to experiment—even if that means occasionally failing—and they always celebrate successes with me.”**



## Championing Mental Health and Wellbeing

At the City, the health and wellbeing of our workforce is at the heart of everything we do. Recognising the unique pressures of working in a remote location, we have introduced initiatives in-house that not only support staff but also empower them to thrive personally and professionally.

Mental Health First Aid training has given employees the knowledge and confidence to support colleagues experiencing mental health challenges, fostering a culture of understanding, connection, and care across the workplace. In our first six months, we have trained 31 employees with 13 colleagues being recognised as Mental Health First Aid Officers for colleagues in the City. We will continue to develop and recruit colleagues to build capability and awareness.

To further strengthen our focus on wellbeing, we appointed an Injury and Wellbeing Officer to lead staff engagement initiatives, including a Wellbeing and Engagement Calendar.

This calendar offers activities that nurture all aspects of wellbeing by covering key themes from our four pillars, which include physical, mental, social, and financial considerations of wellbeing ensuring staff have opportunities to grow, connect, and maintain balance.

Making support accessible to our colleagues is a key priority for us. Committing to bi-monthly visits to our offices from Employee Assistance Program counsellors provides confidential, on-site guidance, reinforcing that the City is committed to supporting staff in both everyday challenges and more complex personal circumstances.

Through these initiatives, the City demonstrates a clear and ongoing commitment to building a workplace where employees feel valued, supported, and inspired to perform at their best. By prioritising wellbeing and building on our offer in the years to come, we are investing not only in our people but also in the resilience and strength of the City, as a whole.

## Leading the Way in Workplace Health and Safety

In 2025, the City of Karratha was recognised as a finalist for two WHS Awards categories, acknowledging the City’s organisation-wide effort to strengthen our safety culture. Guided by the WHS 2024–2028 Strategy, the City refreshed its governance structures, built a dedicated WHS team, and reinforced leadership accountability, creating a safer and more confident workplace.

Alongside this strategic foundation, the City implemented a comprehensive program of communication, training, and engagement initiatives. These included organisation-wide WHS diagnostic workshops, enhanced communications through the weekly “I Make It Safe” updates, incorporation of safety messages into CEO Briefs and internal meetings, employee access to SharePoint safety resources, and a diverse range of “Hi 5 for Safety” talks available to all leaders. Collectively, these initiatives have helped embed safety into everyday practice.

Being named a finalist reflects how strong leadership, clear strategy, and active engagement can shift safety from policy to culture across the organisation.





# 6. OUR WORKFORCE PLAN 2025–2030

As we look ahead, our ability to navigate emerging challenges and seize new opportunities will depend on the strength, capability and adaptability of our workforce.

To remain sustainable and resilient, we must equip our people with the skills, tools and mindset to respond to change with confidence. By fostering innovation, supporting agility and managing our resources responsibly, we can build a workforce that is productive, engaged and empowered to lead the City forward.

The Workforce Plan sets out the strategic priorities and actions that will guide the organisation over the next four years. It ensures our people are well equipped to deliver the commitments and priorities outlined in the Council Plan, while strengthening organisational capability and supporting sustainable outcomes for the community.

The Plan is built around four key workforce priority areas:

**1 Empowering a Thriving Culture**



**2 Empowering Service Excellence**



**3 Empowering our Talent Story**



**4 Empowering Innovation and Agility**



Together, these priorities provide a clear framework to enhance the employee experience, build organisational resilience and enable high-quality service delivery.

The Workforce Plan has been developed in alignment with the Council Plan, Asset Management Plan, and Long Term Financial Plan. It is informed by extensive consultation with leaders and subject matter experts, alongside a comprehensive internal and external environmental scan, ensuring it responds to both current and future workforce challenges.

Our 2025 Staff Survey response

**“We do amazing things for the community and people that live here.”**



## 1. Empowering a Thriving Culture

Strengthening our internal connections and our relationship with the community we serve requires deliberate investment in employee capability, flexible ways of working, and a culture that embraces change, learning, and continuous improvement<sup>1</sup>.

Culture and capability are two of the strongest drivers of resilience and performance in the public sector, with recent reports urging public sector organisations to modernise people practices so their workforce, and in turn their organisation, can thrive<sup>2</sup>. The “moderate” engagement and wellbeing results from our staff survey, along with the need for structured career pathways, training programs, and leadership development, highlight the importance of proactively focusing on culture and wellbeing initiatives at the City. This is particularly significant given our younger workforce, who need visible opportunities for growth and progression. Addressing these areas effectively is essential, as culture and wellbeing directly influence employee retention, engagement, and the quality of services we deliver to the community.

As part of this focus, we will implement a contemporary Culture Plan centred on diversity, equity, and inclusion, creating a workplace where all voices are heard, cultural differences are celebrated, and policies support work-life balance. The Plan will embed continuous learning, professional development, and career pathways, while prioritising human connections to drive innovation, adaptability, and retention. By empowering respect and belonging, curiosity, creativity, and empathy, and providing safe “digital playgrounds” to experiment, we will unlock the potential of our people<sup>2</sup>.

Through these human-centred strategies, the Culture Plan will build a skilled, motivated, and adaptable workforce, strengthening engagement, performance, and the City’s ability to meet evolving community needs.

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### References:

1. KPMG (2023). Embracing connection and resilience for a futureproof local government: Insights from the Public Sector Network Local Government Roadshow.
2. Deloitte (2024). Public Sector Human Capital Trends.



## 2. Empowering Service Excellence

Reviewing and improving our internal processes and procedures is essential to responding meaningfully to the insights shared through our annual staff survey. Research from Deloitte shows that organisations that make connections and act on employee feedback experience stronger engagement, improved retention and adaptability among, other things<sup>1</sup>. Our goal is to streamline and create user-friendly processes to reduce employee frustration, increase productivity, and strengthen the overall employee experience at the City.

To reinforce this work, we are also committed to reviewing and refining our internal organisational structure. This work is underway and will be completed in the first half of 2026.

By refining our processes and ensuring our structure supports effective service delivery, we will create a workplace where employees feel heard, valued, and equipped to perform at their best.

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### References:

1. Deloitte (2024) *Public Sector Human Capital Trends*. Deloitte Australia.



### 3. Empowering Our Talent Story

Improving the community's experience ultimately depends on the strength of the people and culture within local government, yet regional councils continue to face well-documented challenges in attracting and retaining skilled talent. The Local Government Professionals Association highlights that competition with private industry, limited housing availability, and the need for increasingly specialised skills place sustained pressure on regional workforce capacity<sup>1</sup>. At the same time, trusted workforce analysts note that rapid technological change, shifting employee expectations, and an increasingly mobile workforce require organisations to sharpen their value propositions to remain competitive<sup>2</sup>.

Our workforce tenure profile reflects a strong concentration of employees in the early stages of their organisational tenure, with a relatively limited presence of long-serving staff. This, combined with recruitment challenges such as extended time to fill vacancies, a number of unfilled positions and the need to repost roles, highlights the difficulty of attracting and retaining talent in our evolving regional context. In response to this landscape we will develop a clear and compelling Employee Value Proposition (EVP). Leading research demonstrates that a well-defined EVP can

reduce turnover by up to 69%, increase engagement, and improve the quality of applicants. These outcomes are essential for building a capable and stable workforce at the City<sup>3</sup>. Our EVP will articulate the purpose, benefits, and lived experience of working with the City of Karratha, outlining why people choose to join us, stay with us, and contribute to meaningful community outcomes.

Through this work, we aim to strengthen our identity as an employer of choice, foster a workplace where employees feel valued and connected, and highlight the direct community impact of the services we deliver. Embedding the EVP into recruitment, onboarding, leadership development, culture initiatives, and internal communications will support us to attract high-quality candidates, enhance employee engagement, improve workforce stability, reduce recruitment costs, and promote greater diversity and inclusion at the City<sup>4</sup>.

By aligning our EVP with both the employee experience and the needs of our community, we will create a consistent and purposeful approach to workforce attraction and retention.

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#### References:

1. Local Government Professionals Australia (2023). *Workforce Shortage Survey in Western Australia*.
2. KPMG (2024). *Unlocking capabilities to uplift service experience. PSN Local Government Roadshow*.
3. KPMG (2023). *An EVP that delivers is vital for human capital management*.
4. Verlinden, N. (2026) *Employee Value Proposition (EVP): All You Need to Know in 2026*. AIHR.



## 4. Empowering Innovation and Agility

Change has historically posed a significant challenge for local governments, where rigid structures, political cycles, and diverse stakeholder interests can slow progress and generate resistance. Research indicates that up to 70% of change initiatives fail due to employee resistance and insufficient management support, while initiatives with fully engaged employees are 30% more likely to succeed<sup>1</sup>.

We see this as an opportunity to lead differently. By establishing a dedicated Change Management team supported by Internal Communications, we will take a holistic approach to supporting our people to navigate change successfully by sharing best practice and embedding structured frameworks, such as Prosci's ADKAR model, which research shows can increase success rates by up to six times and improve adoption outcomes by 79%<sup>2</sup>. These teams will cultivate a growth mindset, upskill employees in proven tools and processes, and normalise change as a continuous practice rather than a disruptive event.

A key part of this transformation will be our commitment to developing and implementing a Digital Plan that grows and sustains digital literacy, fluency, and proficiency across the organisation. This plan will also support the exploration and responsible adoption of Generative AI. Deloitte's research highlights that AI has the potential to transform local government by streamlining service delivery, improving decision-making, and freeing staff to focus on higher-value community outcomes<sup>3</sup>.

As we advance this work, clear, transparent communication and genuine two-way engagement will be essential in reducing resistance and building trust across the City. We understand these to be critical factors in fostering adaptability and organisational resilience<sup>4</sup>. Through these initiatives, change will be transformed from a source of disruption into a driver of innovation, enabling our workforce to respond confidently, embrace new ways of working, and deliver sustainable value to our community.

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### References:

1. McKinsey & Company. (2015). *Changing change management*.
2. Prosci. (2025). *Driving Change That Sticks: How the ADKAR Model Works*.
3. KPMG (2024). *Unlocking capabilities to uplift service experience. PSN Local Government Roadshow*.
4. Deloitte. (2024). *AI transformation and culture shifts: How to build an AI-ready culture*.

# 1. Empowering a Thriving Culture

Key Outcome	Workforce Development Goals	Why
<b>1.1 Inclusive, Culturally Safe and Equitable Workplace</b>	<ul style="list-style-type: none"> <li>Foster an inclusive, respectful and culturally safe workplace.</li> <li>Provide growth and leadership opportunities for all.</li> <li>Embed inclusion, diversity and equity in everyday behaviour.</li> <li>Promote inclusive leadership behaviours.</li> <li>Empower the workforce to embrace diversity and foster inclusivity.</li> </ul>	<p>Leveraging the City’s diverse workforce requires culturally safe systems, equitable practices, and leaders who model inclusivity. Supporting expected leadership behaviours and mindsets strengthens our community outcomes.</p>
<b>1.2 Values-Driven, Connected and Engaged Workforce</b>	<ul style="list-style-type: none"> <li>Review and embed the Culture Plan throughout the employee lifecycle.</li> <li>Strengthen a collaborative and values-driven organisational culture.</li> <li>Strengthen communication and collaboration across teams.</li> <li>Reinforce organisational values and purpose.</li> <li>Enhance wellbeing, connectedness and retention of employees.</li> </ul>	<p>A values-driven culture enhances engagement, attraction, retention, wellbeing and performance. Younger and early-career employees require strong connection to organisational purpose, while collaboration and communication strengthen identity and cohesion.</p>
<b>1.3 Leadership, Capability and Career Development</b>	<ul style="list-style-type: none"> <li>Strengthen leadership readiness and career pathways.</li> <li>Support Aboriginal leadership and progression.</li> <li>Enhance capability to deliver the Council Plan (CP).</li> <li>Build adaptability, innovation, and future-focused skills.</li> <li>Foster a culture of continuous learning and growth.</li> </ul>	<p>Structured development, coaching, and progression opportunities are essential for a younger workforce and to address gaps in senior representation. To meet future needs, the workforce must develop capability aligned to the CP and evolving expectations.</p>



Actions	CP Link	25/26	26/27	27/28	29/30
• Embed and improve cultural awareness training.	1   2   3   6   7	●	●		
• Establish peer networks for equity target groups.	1   2   3   6   7			●	
• Develop Aboriginal career pathways and culturally safe leadership development.	1   2   3   6   7	●	●	●	
• Embed inclusive leadership expectations into performance frameworks.	1   2   3   6   7		●		
• Conduct campaigns and integrate inclusive practices across the employee lifecycle.	1   2   3   6   7	●	●	●	●
• Review our Culture Plan and embed into recruitment, onboarding, performance, leadership and recognition programmes.	1   2   3   6   7	●	●		
• Run values-based workshops and engagement activities.	1   2   3   6   7	●	●		
• Standardise communication channels and deliver cross-team collaboration initiatives.	1   2   3   6   7	●	●	●	●
• Launch wellbeing engagement programmes and peer networks.	1   2   3   6   7	●	●	●	●
• Use values-based recognition and development planning.	1   2   3   6   7	●	●		
• Develop capability frameworks and clear career pathways.	1   2   3   6   7	●	●		
• Launch and embed our new Leadership Development programme which supports mentoring, coaching and leadership capability, behaviours and mindsets.	1   2   3   6   7	●			
• Provide future-skills training.	1   2   3   6   7		●	●	●
• Strengthen Aboriginal leadership development and career conversations.	1   2   3   6   7	●	●	●	●
• Promote continuous learning and provide Personal Development time.	1   2   3   6   7	●	●	●	●

Key Outcome	Workforce Development Goals	Why
1.4 <b>Safe, Healthy and Supportive Work Environment</b>	<ul style="list-style-type: none"> <li>• Enable employees to proactively make the safest choice.</li> <li>• Enhance and monitor the safety ecosystem.</li> <li>• Embed health, safety and wellbeing in culture and systems.</li> <li>• Strengthen connectedness and early intervention for wellbeing.</li> <li>• Develop injury management programmes and support systems.</li> </ul>	A safe and healthy workplace reduces risk, supports performance, and strengthens staff confidence. A proactive and data-driven approach ensures compliance, early intervention, and continuous improvement.
1.5 <b>Stability, Continuity and Workforce Sustainability</b>	<ul style="list-style-type: none"> <li>• Strengthen workforce stability by balancing flexibility with permanency.</li> <li>• Retain organisational knowledge and leadership continuity.</li> <li>• Align culture with emerging strategic capability needs.</li> </ul>	Permanent roles build continuity, leadership depth and capability retention. Aligning cultural expectations to emerging priorities ensures the workforce remains future ready.

## Measuring Success

Indicator	Target Direction
Values alignment embedded across the employee lifecycle	Increased
Aboriginal career progression and leadership representation	Increased
Leadership capability and development pipeline strength	Improved
Employee engagement and connection to organisational values	Improved
Workforce wellbeing and psychological safety	Improved
Workforce stability, continuity and sustainable work practices	Improved

Actions	CP Link	25/26	26/27	27/28	29/30
• Deliver safety training and best practices	2   3   6   7	●	●	●	●
• Implement safety dashboards, data review cycles and WHS governance improvements.	2   3   6   7	●	●		
• Integrate wellbeing into operational systems and planning.	2   3   6   7	●	●		
• Deliver wellbeing programmes, campaigns and ongoing monitoring.	2   3   6   7	●	●	●	●
• Strengthen mental health support and resources.	2   3   6   7	●	●		
• Develop and embedding injury management programmes and support systems	2   3   6   7	●	●		
• Implement knowledge transfer and succession planning initiatives.	1   2   3   6   7		●	●	●
• Recognise innovation and promote flexible, sustainable work practices.	1   2   3   6   7	●	●	●	●

Our 2025 Staff Survey response

**“I am motivated by the trust and confidence that my manager places in me.”**

## 2. Empowering Service Excellence

Key Outcome	Workforce Development Goals	Why
<p><b>2.1 Optimised workforce agility and effectiveness through the simplification and improvement of systems, processes and procedures</b></p>	<ul style="list-style-type: none"> <li>• Simplify and improve systems, processes and procedures to enhance agility and effectiveness.</li> <li>• Improve confidence and capability in AI-powered and self-service applications.</li> <li>• Automate and streamline people-related documentation and processes.</li> </ul>	<p>Modernised systems enable staff to make quality, data-driven decisions in a rapidly changing environment. Efficient processes strengthen performance, productivity, and financial sustainability.</p>
<p><b>2.2 Building Leadership Continuity Through Succession and Capability Pipelines</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a succession planning process to identify high-potential talent and nurture all leadership contexts.</li> <li>• Strengthen leadership pipelines and ongoing capability development.</li> </ul>	<p>Succession planning ensures leadership continuity, reduces key-person risk, retains talent, and supports long-term organisational capability.</p>
<p><b>2.3 Enhancing Workforce Planning Capability, Maturity and Alignment</b></p>	<ul style="list-style-type: none"> <li>• Mature strategic workforce planning practices.</li> <li>• Build adaptable, skilled and sustainable workforce capability aligned with our CP.</li> <li>• Improve operational workforce planning to anticipate skills gaps and optimise resource allocation.</li> <li>• Strengthen processes supporting internal talent through lifecycle changes and organisational transformation.</li> </ul>	<p>Strong workforce planning ensures the City can anticipate talent needs, address skill mismatches, improve productivity, and support long-term sustainability. Alignment to standards and evidence-based practice drives quality decisions.</p>



Actions	CP Link	25/26	26/27	27/28	28/29
• Implementation of effective and efficient HRMS.	2   3   6   7	●	●	●	
• Exploration of AI enhancements to support delivery.	2   3   6   7		●	●	●
• Implementation and employee engagement with self-service tools.	2   3   6   7	●	●	●	●
• Automate and simplify people-related documentation and administrative processes.	2   3   6   7		●	●	●
• Designing improved career development pathways & recognition system.	1   2   3   6   7		●	●	●
• Create and implement a succession model identifying high-potential talent.	1   2   3   6   7		●	●	●
• Provide development pathways and targeted learning for future leaders.	1   2   3   6   7	●	●	●	●
• Monitor succession indicators to ensure continuity in critical roles.	1   2   3   6   7				●
• Mature strategic workforce planning practices to align with Australian HR Institute and government standards.	1   2   3   6   7	●	●	●	●
• Conduct annual reviews of our workforce plan using the latest data, insights and business feedback.	1   2   3   6   7	●	●	●	●
• Strengthen operational workforce planning to anticipate skills gaps and optimise resourcing.	1   2   3   6   7			●	●
• Embed talent management processes to support internal mobility and redeployment during change.	1   2   3   6   7		●	●	●
• Implement technology to enhance workforce planning and rostering while managing risk.	1   2   3   6   7	●	●		

Key Outcome	Workforce Development Goals	Why
2.4 <b>Optimising Service Delivery</b>	<ul style="list-style-type: none"> <li>Complete organisational restructuring to align roles and responsibilities with strategic objectives.</li> <li>Align job descriptions and position responsibilities to the Council Plan (CP) to deliver organisational objectives effectively.</li> </ul>	Clear alignment of roles, responsibilities and job descriptions ensures staff are positioned to deliver on CP priorities and organisational goals. Restructuring enhances efficiency, accountability, and service performance.

## Measuring Success

Indicator	Target Direction
Staff satisfaction with systems, processes and procedures	Increased
Staff confidence and capability in AI and self-service tools	Increased
Proactive identification and management of skills gaps	Improved
End-to-end process efficiency (cycle time and delivery)	Improved

Actions	CP Link	25/26	26/27	27/28	28/29
• Conduct a review and redesign of organisational structure to align with CP.	2   6   7	●	●		
• Update all job descriptions and position responsibilities to reflect CP objectives.	2   6   7	●	●		
• Embed CP alignment into performance planning, role expectations and development plans.	2   6   7			●	
• Monitor and adjust roles and structures as CP priorities evolve.	2   6   7	●	●	●	●

Our 2025 Staff  
Survey response

**“Teams I work  
within achieve  
great results  
every day.”**

# 3. Empowering our Talent Story

Key Outcome	Workforce Development Goals	Why
<p><b>3.1 Strengthening Employee Value Proposition (EVP) and Market Positioning</b></p>	<ul style="list-style-type: none"> <li>• Position the City as an employer of choice through competitive remuneration, benefits, and career opportunities.</li> <li>• Promote COK’s culture, values, and community impact to attract high-quality talent.</li> <li>• Assess the current state of the EVP and identify gaps in attraction, retention, and engagement.</li> <li>• Develop a formal EVP framework aligned to organisational values, culture, and strategic objectives.</li> <li>• Leverage EVP to enhance engagement, retention, and long-term workforce sustainability.</li> </ul>	<p>Research shows that a compelling EVP increases attraction, retention, engagement, and discretionary effort. Transparency, rewards, and purpose-driven messaging are key differentiators.</p>
<p><b>3.2 Inclusive, Diverse, and Equitable Workplace</b></p>	<ul style="list-style-type: none"> <li>• Foster an inclusive, equitable, and accessible workplace where all employees can thrive.</li> <li>• Enhance representation of diversity groups.</li> <li>• Embed inclusion, diversity, and equity into policies, systems, and everyday behaviours.</li> </ul>	<p>Inclusive workplaces drive engagement, innovation, and retention. Employees are more likely to remain engaged when they feel valued and can contribute authentically.</p>
<p><b>3.3 Employee Engagement, Wellbeing, and Retention</b></p>	<ul style="list-style-type: none"> <li>• Prioritise employee wellbeing, psychological safety, and work-life balance.</li> <li>• Retain high performers through engagement, recognition, career development, and supportive workplaces.</li> <li>• Embed employee voice into organisational decisions and continuous improvement.</li> </ul>	<p>Holistic wellbeing improves engagement, performance, and retention. Psychological safety enables learning, risk-taking, and creativity.</p>



Actions	CP Link	25/26	26/27	27/28	29/30
• Conduct EVP diagnostic: surveys, focus groups, and benchmarking against best practice organisations.	1 2 3 6 7	●	●		
• Develop a formal EVP framework articulating purpose, culture, rewards, career growth, inclusion, wellbeing, and flexibility.	1 2 3 6 7		●		
• Design and implement market competitive remuneration strategies.	1 2 3 6 7	●	●	●	
• Co-create EVP messaging with employee input to ensure authenticity and relevance.	1 2 3 6 7		●	●	
• Integrate EVP into recruitment campaigns, onboarding, performance management, and internal communications.	1 2 3 6 7		●	●	
• Measure effectiveness through engagement, retention, and employer brand metrics.	1 2 3 6 7	●	●	●	●
• Develop programs to support diverse talent pipelines and leadership progression.	1 2 3 6 7	●	●	●	●
• Provide cultural capability, bias awareness, and inclusive leadership training.	1 2 3 6 7	●	●	●	●
• Integrate DEI principles into recruitment, onboarding, performance management, and recognition.	1 2 3 6 7		●	●	
• Educate and integrate Respect@Work principles	1 2 3 6 7		●	●	
• Monitor workforce diversity metrics and participation in DEI initiatives.	1 2 3 6 7	●	●	●	●
• Implement and review comprehensive wellbeing programs.	1 2 3 6 7	●	●	●	●
• Conduct regular engagement surveys and focus groups.	1 2 3 6 7	●	●	●	●
• Enhance recognition programs	1 2 3 6 7	●	●	●	●
• Develop flexible work arrangements	1 2 3 6 7	●			
• Recognised as a Carer Friendly workplace	1 2 3 6 7	●	●		
• Use data to monitor engagement, satisfaction, and retention trends.	1 2 3 6 7	●	●	●	●

Key Outcome	Workforce Development Goals	Why
<b>3.4 Career Development and Leadership Pathways</b>	<ul style="list-style-type: none"> <li>• Develop structured career pathways and leadership programs for early-, mid-, and senior-career employees.</li> <hr/> <li>• Provide mentoring, coaching, and stretch opportunities to strengthen internal talent pipelines.</li> <hr/> <li>• Align workforce planning and development with strategic priorities.</li> <hr/> </ul>	<p>Career progression and learning opportunities drive retention and engagement. Strong leadership pipelines ensure continuity and organisational capability.</p>
<b>3.5 Recognition, Reward, and High-Performance Culture</b>	<ul style="list-style-type: none"> <li>• Further enhance our recognition and reward mechanisms aligned with organisational values and strategic objectives.</li> <hr/> <li>• Promote accountability, achievement, and continuous improvement.</li> <hr/> </ul>	<p>Recognition strengthens engagement, motivation, and performance. Rewarding value-aligned behaviours reinforces culture and desired outcomes.</p>
<b>3.6 Evidence-Based Workforce Decision-Making</b>	<ul style="list-style-type: none"> <li>• Use workforce data and analytics to inform strategies, engagement initiatives, and EVP decisions.</li> <hr/> <li>• Monitor key workforce metrics to guide proactive interventions and organisational planning.</li> <hr/> </ul>	<p>Data-driven workforce management improves decision-making, accountability, and alignment to organisational priorities.</p>

Actions	CP Link	25/26	26/27	27/28	29/30
• Establish mentoring, coaching, and leadership programs.	1 2 3 6 7	●			
• Map career pathways and integrate development plans aligned to strategic priorities.	1 2 3 6 7		●	●	
• Provide learning opportunities across technical, operational, and leadership domains.	1 2 3 6 7	●	●	●	●
• Monitor participation and outcomes of development programs.	1 2 3 6 7	●	●	●	●
• Implement and embed talent management best practices and succession planning	1 2 3 6 7	●	●	●	●
• Implement structured recognition programs, awards, and performance incentives.	1 2 3 6 7	●	●	●	●
• Align performance management with organisational goals and values.	1 2 3 6 7		●	●	
• Celebrate individual, team, and organisational achievements.	1 2 3 6 7	●	●	●	●
• Develop dashboards and reporting tools to track engagement, retention, diversity, performance, and EVP metrics.	2 7	●	●		
• Conduct regular workforce analytics to identify trends, gaps, and opportunities.	2 7	●	●	●	●
• Use insights to refine strategies, policies, and workforce programs.	2 7	●	●	●	●

Key Outcome	Workforce Development Goals	Why
<b>3.7 Enhancing People and Business Partnering Services</b>	<ul style="list-style-type: none"> <li>Strengthen People &amp; Culture Business Partnering Services capability to provide proactive, strategic workforce support.</li> <li>Partner with business units to drive engagement, development, performance, and innovation.</li> <li>Ensure consistent, high-quality HR advisory, workforce planning, and organisational support.</li> </ul>	Enhancing our People & Culture Business Partnering Services offer will improve alignment between workforce initiatives and organisational strategy, enhance employee experience, and support leaders in achieving business objectives.

## Measuring Success

Indicator	Target Direction
Employee engagement and sense of being valued	Improved
Leadership development and career pathway clarity and internal mobility	Increased
Evidence-based workforce decision-making maturity	Improved
Strength and clarity of Employee Value Proposition (EVP)	Improved

Actions	CP Link	25/26	26/27	27/28	29/30
• Develop and upskill People & Culture Business Partnering Services including advisory, analytics, and change management.	2   7	●	●		
• Establish regular strategic workforce planning and consultation with business units.	2   7	●	●		
• Provide targeted support to managers on engagement, performance, and capability development.	2   7	●	●	●	●
• Monitor effectiveness and impact of People & Culture Business Partnering Services initiatives through feedback and metrics.	2   7	●	●	●	●

Our 2025 Staff Survey response

**“Great career development opportunities.”**

## 4. Empowering Innovation and Agility

Key Outcome	Workforce Development Goals	Why
<b>4.1 Workforce Agility and Adaptability</b>	<ul style="list-style-type: none"> <li>Build an innovative, adaptable workforce capable of responding to emerging organisational and community priorities.</li> <li>Strengthen workforce capability to meet current and future operational and strategic needs.</li> <li>Foster resilience through multi-skilling and flexible work arrangements.</li> </ul>	<p>An agile workforce ensures the City can respond to changing community needs, adopt new technologies, and deliver innovative services. Multi-skilling and adaptability reduce risk and improve organisational resilience.</p>
<b>4.2 Continuous Learning and Capability Growth</b>	<ul style="list-style-type: none"> <li>Foster a culture of continuous learning, professional development, and innovation.</li> <li>Equip employees with skills for emerging priorities and technological advancement.</li> <li>Develop digital and analytical capability across all levels.</li> </ul>	<p>Continuous learning ensures staff remain competent, capable, and confident to meet strategic goals and community expectations, while developing digital proficiency strengthens organisational effectiveness.</p>
<b>4.3 Digital Capability and Innovation</b>	<ul style="list-style-type: none"> <li>Grow and sustain digital literacy, fluency, and proficiency.</li> <li>Enhance business intelligence for data-driven analysis and forecasting.</li> <li>Improve planning, optimise operations, and anticipate risks and opportunities through technology.</li> <li>Cultivate a culture of innovation by encouraging curiosity, creative thinking, and exploration of new ideas.</li> <li>Enhance people experiences while leveraging emerging technologies to ensure long-term success.</li> </ul>	<p>Digital literacy, innovation, and technology adoption are critical to future-proof the workforce, drive continuous improvement, optimise operations, and deliver superior services.</p>



Actions	CP Link	25/26	26/27	27/28	29/30
• Provide learning in adaptive skills, problem-solving, and resilience.	1   2   3   6   7	●	●	●	●
• Encourage cross-functional rotations, project assignments, and secondments.	1   2   3   6   7		●		
• Embed iterative, “fail fast, learn fast” approaches within a safe learning environment.	1   2   3   6   7	●	●	●	●
• Recognise adaptability through performance frameworks and rewards.	1   2   3   6   7	●	●	●	●
• Empower flexible work arrangements supported by best practices and expected leadership behaviours and mindsets.	1   2   3   6   7	●	●	●	●
• Provide learning programs in emerging skills, technology adoption, and digital fluency.	1   2   3   6   7		●	●	●
• Deliver mentoring, coaching, and leadership development initiatives.	1   2   3   6   7	●	●	●	●
• Encourage knowledge sharing and collaborative learning networks.	1   2   3   6   7		●	●	●
• Monitor participation and impact of development initiatives on workforce performance and adaptability.	1   2   3   6   7	●	●	●	●
• Provide digital literacy and fluency programs for all staff.	2   3   6   7		●		
• Implement tools for business intelligence, forecasting, and data analytics.	2   3   6   7		●	●	
• Promote innovation labs, idea incubators, and experimentation programs.	2   3   6   7			●	●
• Integrate technology-enabled workflows to improve efficiency and service delivery.	2   3   6   7	●	●	●	●
• Recognise innovative ideas and digital adoption through performance management and rewards.	2   3   6   7		●	●	●

Key Outcome	Workforce Development Goals	Why
4.4 <b>Workforce Change Management and Organisational Adaptation</b>	<ul style="list-style-type: none"> <li>• Implement structured change management practices for new initiatives.</li> <li>• Embed change leadership, stakeholder engagement, and feedback loops.</li> <li>• Develop employee capacity to adapt to evolving work environments.</li> <li>• Strengthen People &amp; Culture Business Partnering Services to enable directorates to adopt best practices in people and culture, ensuring effective support during periods of change.</li> </ul>	Effective change management accelerates adoption, reduces resistance, and ensures the workforce can respond to organisational transformation, technological change, and new service models.

## Measuring Success

Indicator	Target Direction
Uptake and effectiveness of flexible work practices	Improved
Continuous learning participation and capability uplift	Increased
Leadership readiness and internal promotion rates	Improved
Digital literacy and workforce digital confidence	Increased
Innovation activity translating to service and efficiency gains	Improved

Actions	CP Link	25/26	26/27	27/28	29/30
<ul style="list-style-type: none"> <li>Establish new change management team and their services.</li> </ul>	2   3   6   7	●			
<ul style="list-style-type: none"> <li>Provide targeted training, coaching, and communication to support change.</li> </ul>	2   3   6   7	●	●	●	●
<ul style="list-style-type: none"> <li>Collect employee feedback and iterate approaches for continuous improvement.</li> </ul>	2   3   6   7	●	●	●	●
<ul style="list-style-type: none"> <li>Monitor adoption, engagement, and readiness metrics for change initiatives.</li> </ul>	2   3   6   7	●	●	●	●

Our 2025 Staff  
Survey response

**“It is nice having  
new and suitable  
equipment in our  
workspaces.”**



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