

Strategic Workforce Plan 2019 – 2022



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Foreword

The City of Greater Geraldton ('the City') is located in the Mid-West region of Western Australia and was established on 1 July 2011 following the amalgamation of the Shire of Mullewa and the City of Geraldton-Greenough, with Geraldton and Mullewa as its regional centres. Covering an area of 12,625 square kilometres, the City is a blend of residential, commercial, industrial and agricultural land. With a residential population of more than 41,000 in 2015, the City also attracts tens of thousands of tourists each year to experience the indigenous and pioneering history and stunning scenery.

A regional city, overlooking the Indian Ocean, situated just over 400km north of Perth, Geraldton has all the major services, cultural, shopping and sporting facilities you would expect in a city, yet a more relaxed pace of life, typical of the country.

Ninety-eight kilometres to the east, Mullewa is a town with a vibrant, diverse and resilient community, rich in both natural and cultural heritage. Mullewa is well known for an abundance of wildflowers in spring and boasts a number of religious buildings designed by the famous Western Australian architect-priest Monsignor John Hawes.

As Geraldton is the regional service centre for the entire Mid-West region, business and employment opportunities are many and diverse. From fishing to tourism, mining to agriculture, small business to government roles and a comprehensive range of tertiary service industries, people from all walks of life are attracted to Geraldton's climate of opportunity.

The Mid-West is one of the nine regions that make up Western Australia. The region extends approximately 200km north and south of the administrative centre of Geraldton, as well as inland to the border of the Goldfields-Esperance region, an area of approximately 472,300 square km. More than half of the region's total population lives in Geraldton.

The largest industry in the Mid-West by gross regional product share is mining. The more coastal parts of the region receive sufficient rainfall to allow for extensive agricultural production, while further inland more marginal land has historically been used for stock. The fishing industry is also a feature of the Mid West with the region having the highest value fishing catch of any Western Australian region.

It is estimated that 16,653 people work in the Greater Geraldton region. The Greater Geraldton region represents 66.26% of the 25,132 people working in Mid-West Region.



Introduction

The Strategic Workforce Plan is an informing strategy to the Corporate Business Plan and ultimately the Integrated Planning Framework. By definition Workforce Planning is “a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future.” (Australian National Audit Office (2004), ANAO Audit Report No.55 2004–05: Workforce Planning, Commonwealth of Australia). The Strategic Workforce Plan will indicate how capable the City is of delivering the services and assets required by the community and is continually evolving in response to internal and external changes.

The approach taken in the development of this Strategic Workforce Plan is to examine the entire workforce capability and planning cycle as depicted in the diagram below. This cycle identifies six components that need to be considered when implementing strategic workforce planning.



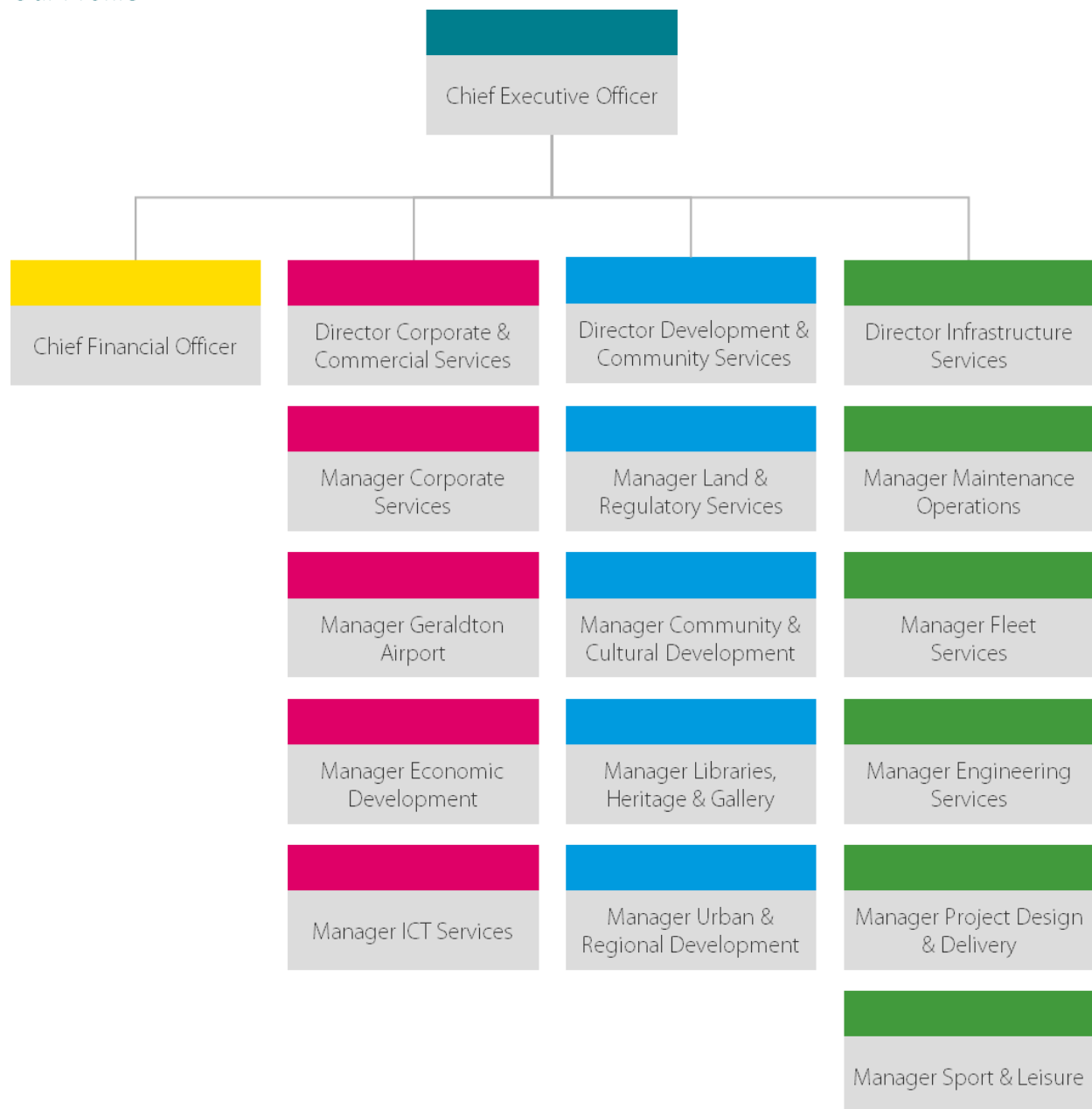


Workforce Profiling/Analysis

In order for the City to fully understand its workforce needs for the future, it needs to understand its current workforce. Utilising data held on the City's Human Resources Information Management System, the City is able to view and analyse current employee data, such as age profile, predicted retirements, turnover and type of employment.

As well as this, data from external sources such as the Australian Bureau of Statistics, the Australian Electoral Commission and federal government websites, allows the City to understand the current context of the wider workforce in the Greater Geraldton area and beyond.

Our Profile



Current Service Areas

Department	Departmental Objective	Key Departmental Outcome
Office of the CEO	<ul style="list-style-type: none"> • Effective organisational and community leadership and vision; and • Delivery of key priority initiatives. 	Functional organisation with delivery of key initiatives.
Department of Corporate & Commercial Services	<ul style="list-style-type: none"> • Deliver effective planning, budgeting, accounting and management of City finances; • To facilitate and optimise all stages of the employee lifecycle to effectively support the organisation to achieve its goals and objectives; • Effective planning, development, operation and control of expenditure and revenues for key economic assets including City land and the Geraldton Airport; • To facilitate the implementation of best practice systems and processes and ensure the highest levels of compliance and governance; and • Effective planning to achieve Economic Development goals. 	<p>A strong and sustainable financial position represented through credible, effective and timely reporting.</p> <p>Generation of net income from land assets to support finance needs for the City's capital development and renewal programs.</p> <p>An effective and efficient organisation with a high standard of participation, governance and compliance.</p> <p>Enabling and supporting regional economic development growth for a robust, resilient, diverse and sustainable Greater Geraldton economy.</p>
Department of Development & Community Services	<ul style="list-style-type: none"> • Provide a proactive regulatory framework, timely processing of applications and a strategic development direction that more sustainably meets community / business expectations and needs; • Provide leadership in the field of Community Engagement and Constituent Centric Service; • Provide leadership and advocate for inclusive and equitable Social & Community Development and Social Services Delivery; and • Lead the City's policy, strategy and participation in Arts, Culture and Heritage Events. 	<p>Comprehensive strategic and policy frameworks supported by effective regulatory and compliance standards.</p> <p>A creative, engaged and empowered community reflected through positive and inclusive participation in community life.</p>
Department of Infrastructure Services	<ul style="list-style-type: none"> • Plan and deliver quality infrastructure to the benefit of the community for the long term. 	Comprehensive infrastructure plans and the delivery of projects on time, costs and quality measures.



Type of Employment

The City's total workforce comprises of 407 people as at 17 June 2019, including 285 permanent (full and part time), 88 casual and 34 temporary / contract staff members.

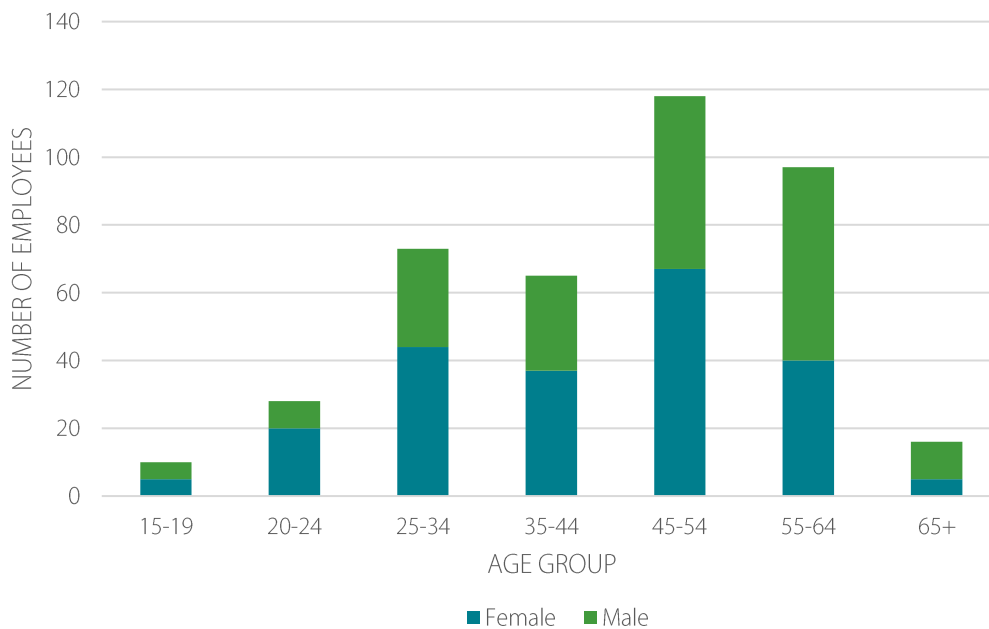
The City's Full Time Equivalent (FTE) is 297.69.

Full Time Equivalent			
Department	Total FTE	Permanent	Fixed Term
Office of the CEO	3	2	1
Corporate & Commercial Services	73.99	58.14	11.60
Development & Community Services	80.10	67.01	7.84
Infrastructure Services	140.60	124.67	9.5
Total	297.69	251.82	29.94

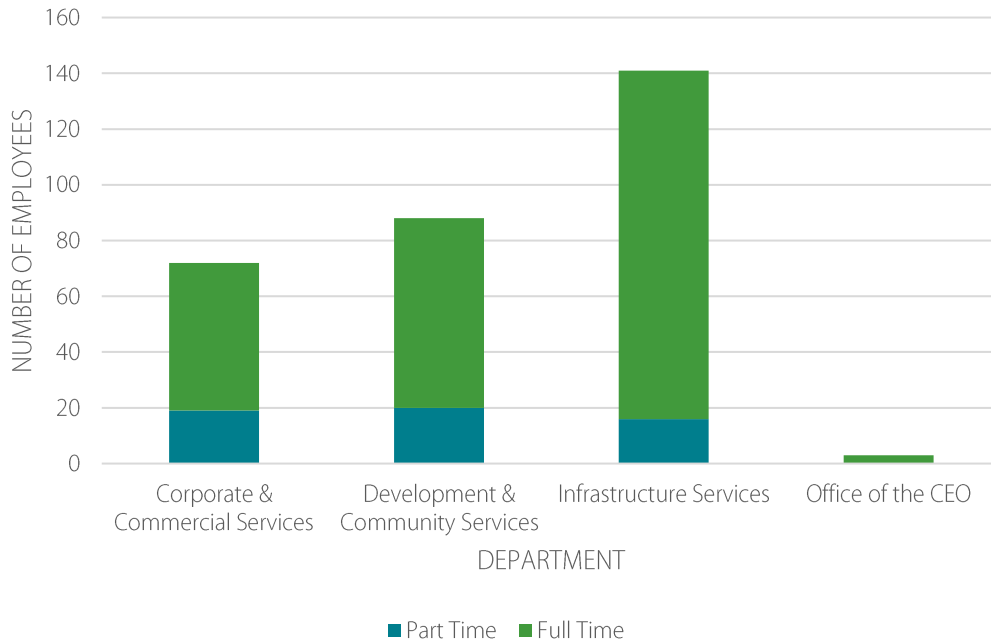
The City's permanent workforce consists of approximately 54% females and 46% males. Females and males are proportionately represented across the organisation however this then varies by Department.

- Infrastructure Services areas (i.e. works and parks) are still predominately male and continue to retain a mature workforce.
- Across the workforce administrative functions females dominate.
- Males dominate across all management tiers.

Permanent Employees by Age and Gender



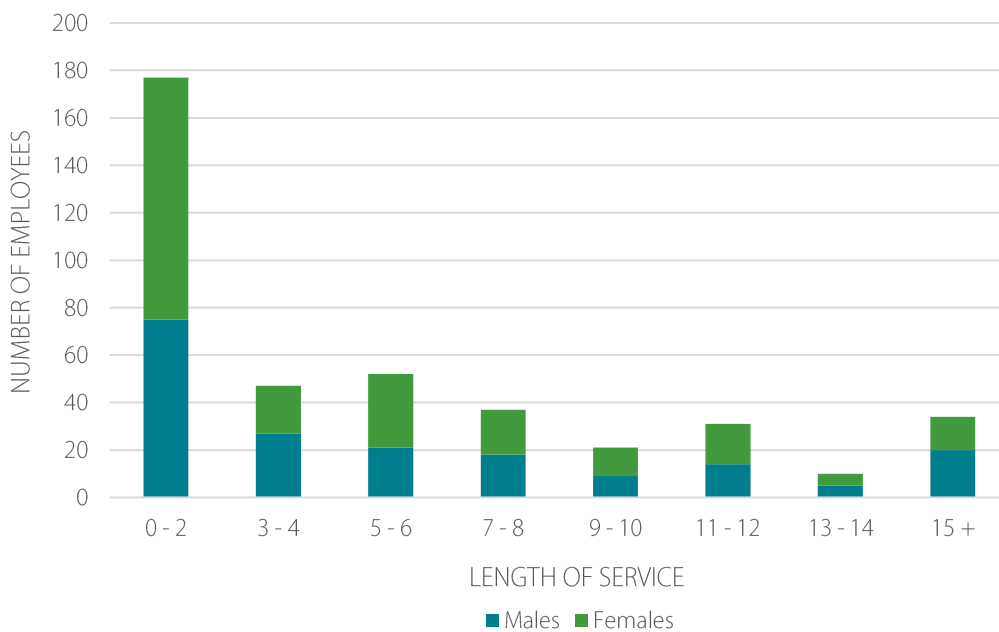
Employment Type by Department



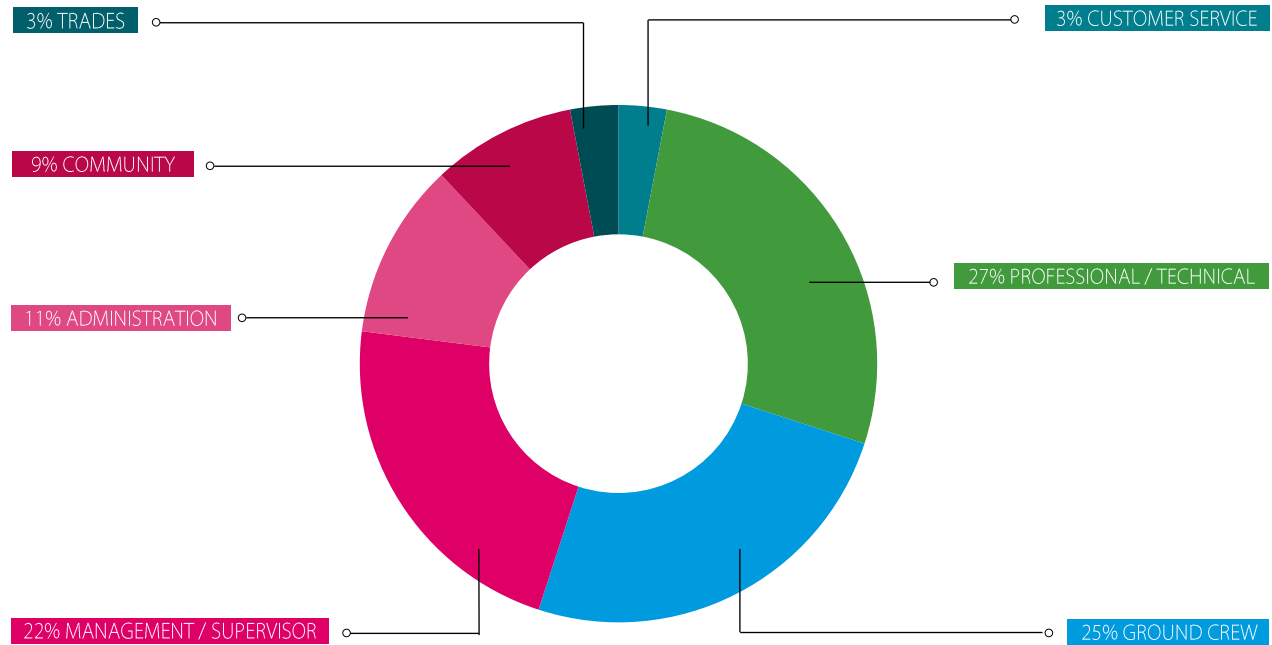
Years of Service and Occupational Groups

The average length of service is 5.5 years and 21% of employees at the City have 10 plus years' service.

Employee Length of Service by Gender



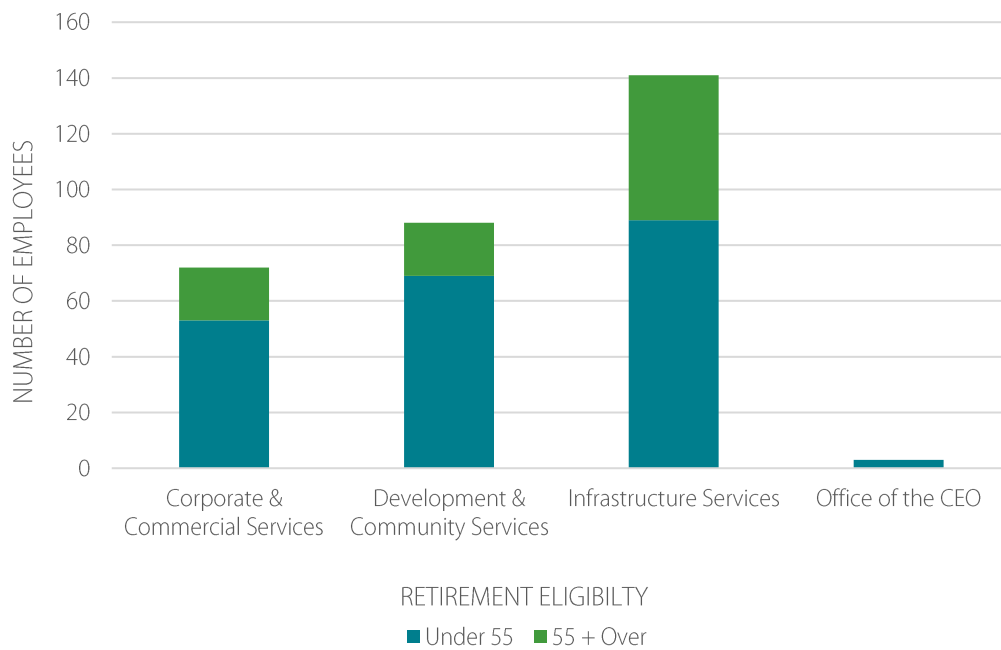
Occupational Groups within the City



Retirement Eligibility

It is estimated that approximately 25% of our employees will be eligible for retirement in the next 5 – 10 years (i.e. 55 years and older).

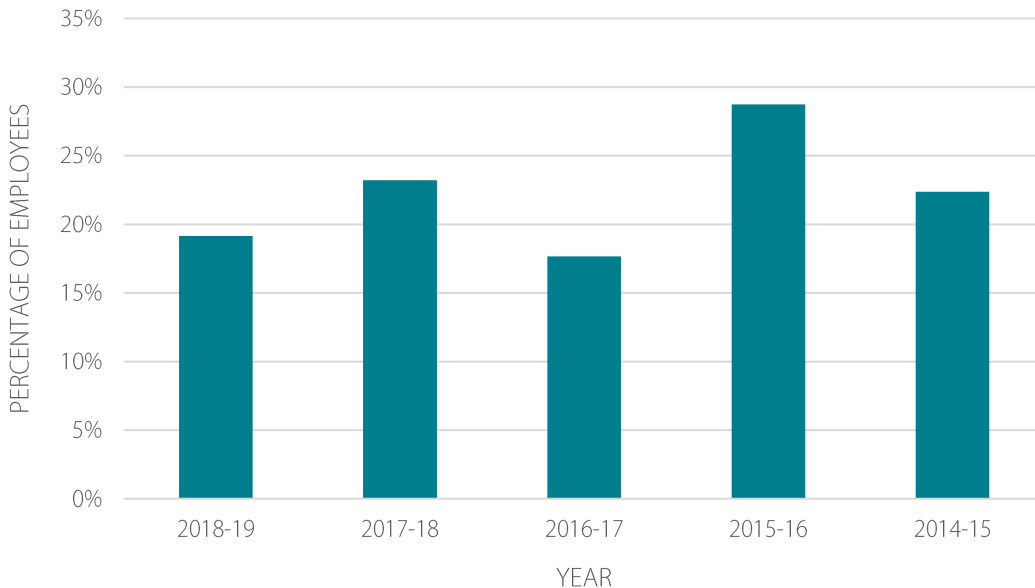
Retirement Eligibility by Department



Turnover

Employee turnover in the last five years has on average been 22.2% and has fluctuated for a variety of reasons such as restructures, relocation, personal reasons and performance management. The WALGA Salary & Workforce Survey 2017-18 cites an average annual employee turnover (full-time and part-time employees) of between 17.2% - 34.2% for similar sized organisations.

Turnover Rates by Financial Year



Diversity

In producing this Strategic Workforce Plan, the City reviewed and analysed the demographic profile of its local communities versus our current workforce profile.

This analysis indicates that the demographics of the City's workforce was largely consistent with the demographics of our communities but that there were areas which could be improved on as demonstrated in the table below.

Workforce Diversity		
Category	Greater Geraldton Community	City of Greater Geraldton
Males	49.6 %	45.8 %
Females	50.4 %	54.2 %
Indigenous population	9.7 %	3.2 %
People from a Cultural & Linguistic Diverse (CALD) background	9.1 %	9.3 %



Forecast Needs

The operational direction of this Strategic Workforce Plan has been based on maintaining the status quo; therefore no additional resources have been included within the administration workforce. The Council is open to state government funded initiatives, which is in line with our Community Strategic Plan and may affect the Strategic Workforce Plan going forward.

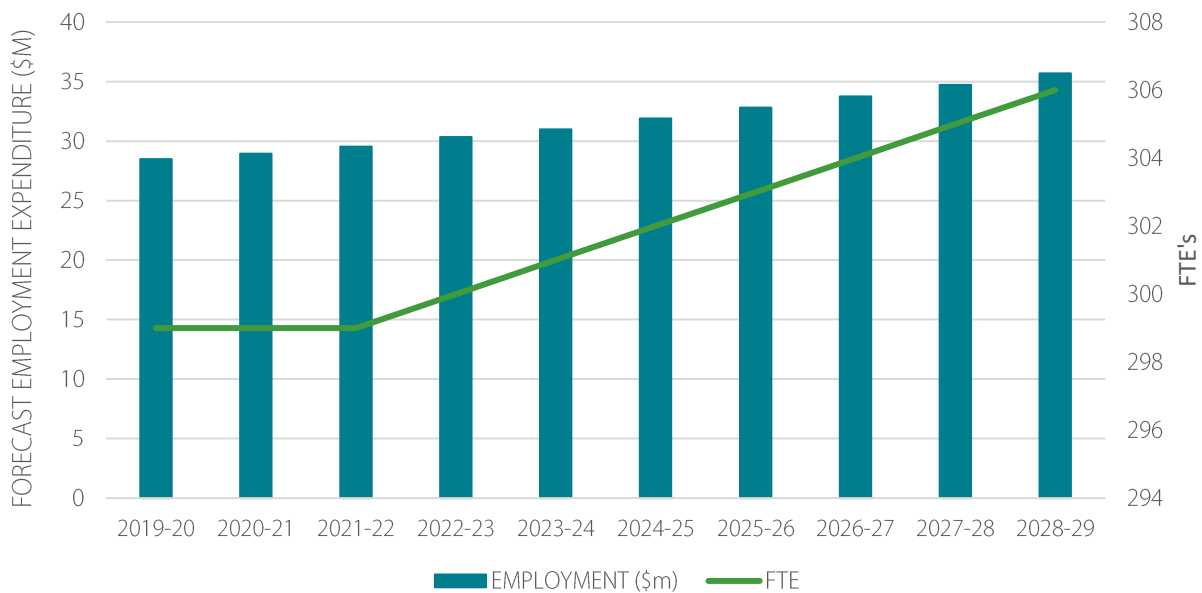
In planning for the workforce of the City, there are a number of external issues to consider. Most are beyond the Local Government's ability to control, however where possible, strategies to address them will be taken into account.

Population

Currently, there is no projected population growth however if projections were to change, population growth may result in:

- Increased demand for services and facilities such as refuse collection, leisure and library services and the age specific community for different age groups such as youth groups and aged care; and increased need for economic development/activity.
- A need to attract new business and investment to the region.

From year four to ten, the City's current Long Term Financial Plan 2019-29 applies a global growth factor associated with population growth. This effectively makes an annual financial provision for an increase to FTE numbers to accommodate any change and/or natural growth to the range and level of services that Council provide.



Use of Technology

Services and work processes are constantly evolving to take advantage of technology which may impact job design, including:

- Increased use of iPads, Skype, Wi-Fi and social media to access information and provide decentralised/mobile services; by employees and customers.

- Increased use of “virtual services” e.g. Visitors Centre, online planning approval systems and other digital applications.
- CCTV security (fixed and mobile) making it easier to identify and report incidents.

Community Expectations

Community service expectations are always increasing. Like many local governments, the City has been affected by significant reductions in government grants and subsidies, alongside increases in operational costs such as asset maintenance, renewals and power costs. This has led to high rate increases to assist in getting the City back into a surplus position.

Over the past few years the City has invested significant resources into asset management planning through design, construction, maintenance and financial management, the success of which has led to the City being able to reduce its maintenance costs. Asset management is predicted to remain a key workforce consideration in the coming years.

The City continues to work in consultation with the Community in order to keep pace with evolving ratepayer expectations. Changes to current levels of service in different areas may affect the way in which the City structures its workforce in the future.

As the City is committed to a cyclical review of service levels involving community participation, any changes to the level of services and the impact on FTE’s would be incorporated into the annual review of the Strategic Workforce Plan and the Long Term Financial Plan.

Ageing Workforce

It is estimated that approximately 25% of the City’s workforce will retire in the next 5–10 years which in turn could be influenced by such factors as personal financial position, health and job satisfaction and competency etc. If the City doesn’t focus on career and succession planning, we could encounter a situation where our service delivery to our communities and customers might be impacted due to a loss of corporate knowledge and experience.

Regional Challenges

The City faces a number of challenges in attracting and retaining employees due to its regional location, such as competing with:

- Industry booms e.g. construction, mining;
- Inflated wages above the 26th parallel; and
- Incentives and allowances offered by northern Councils;

In addition, the City’s Mullewa District Office is approximately 100km east and presents its own unique challenges in attracting and retaining employees.



Analyse Gaps

The City identifies a number of critical gaps in the current workforce.



Ageing Workforce

Many of the employees who are eligible for retirement bring with them years of experience; the loss of which will need to be managed well through effective knowledge transfer and succession planning.

Job design is also key, with a large number of aging employees impacted by poor health and physical fitness working within manual roles such as parks and roads.

The three most common risks associated with an aging workforce are:

1. Loss of knowledge.
Mature employees often have a depth of knowledge, experience and industry contacts, unmatched by their younger counterparts. There is a risk of losing this wisdom and often this is overlooked by organisations until the employee has commenced their notice period or has left.
2. Reduced opportunities for advancement.
With an ageing population, people are staying in their jobs longer. This can mean there are fewer opportunities for advancement and growth within a company and to get ahead they need to look elsewhere.
3. Health and Safety risks.
The highest percentage of workers' compensation claims, with the highest average cost and days off work are employees aged 55-64. This in turn means a higher impact on premiums.

At the City, 15.5% of the 'mature' workforce work in physically demanding roles.

To address these risks the City is committed to:

- Promoting phased retirement for eligible employees and during this time, putting mechanisms in place to ensure knowledge transfer is achieved;
- Considering flexible working arrangements and job-sharing arrangements, to extend the time existing employees remain at work;
- Assessing the resources available to minimise the physical demands of a role during job design;
- Ensuring knowledge transfer through the use of Promapp, the City's process management system;
- Collaborating with local training and employment agencies (such as TAFE, universities and job seeker agencies) to attract young people into local government;
- Investigating government funding opportunities in order to offer traineeships and apprenticeships; and
- Succession planning and upskilling of existing employees.

Women in Management

The City has a permanent workforce which consists of 46% male and 54% female employees.

Males dominate across the three management tiers with female representation only in the third tier. Attracting women in Senior Management is still a key focus area with the City and to address this the City is committed to:

- Promoting flexible working arrangements;
- Ensuring pay equity; and
- Succession planning and upskilling with a focus on women in leadership roles.

Workforce Diversity

The City is committed to increasing the percentage of underrepresented groups in the workforce with a focus on the recruitment and retention of diverse employees through:

- Identifying entry level positions within the City's business units
- Encouraging suitable qualified people from underrepresented (i.e. indigenous, disability) groups to apply for vacancies
- Encouraging recruitment of people from underrepresented groups to all business units of the City
- Developing and retaining our employees who identify as being within an underrepresented group through professional development opportunities and by creating a culturally safe and inclusive work environment.

Our commitment is based on the fact diverse employees bring with them a wealth of experience, expertise, knowledge and skills that will inform, enrich and fundamentally improve the work that we do. We want our workforce to be reflective of all the citizens of our community.

Additionally, the City is committed to a policy of equal employment opportunity, fair treatment and non-discrimination for all existing and future employees. In accordance with S.145(1) of the Equal Opportunity Act 1984, the City has developed and implemented an Equal Employment Opportunity Management Plan. The range of initiatives in this Plan assist the City in achieving workforce and diversity outcomes.



Skilled Workers

The City recognises the impact industry has on specialist employees during boom periods, and is committed to improving its strategies to attract and retain the skilled employees through:

- Promoting the flexibility, work life balance and job security offered by the City
- Ensuring competitive negotiated contracts
- Encouraging and providing staff with opportunities to expand or develop their educational qualifications
- Recognising high achievers and/or talent and make ready for senior roles within the organisation
- Promoting the variety and size of the projects and focus areas across the City
- Developing incentive programs to compete with the booming industries
- Promoting the City's values and culture
- Developing an innovative approach to career paths i.e. Cadetships, Traineeships, Apprenticeships, and partnering with other local governments
- Creating and promoting opportunities to perform in other roles to expand their expertise and skillset i.e. higher duties and secondments
- Maximising the use of social media and technology to disperse information about vacancies

The City is also committed to thinking innovatively and proactively planning to enable itself to be better positioned within the employment market, as an employer of choice. To establish this and continuously improve the strategies, the Human Resources team have a partnership role in supporting recruiting managers to attract and retain skilled workers.



Develop & Implement Strategies

Our Approach

The purpose of the Strategic Workforce Plan is to shape, develop and contribute to organisational effectiveness, through the identification of strategies, actions and plans that position the City in the strongest possible place to be able to address the multiple and complex challenges described above.

The main aim of our Strategic Workforce Plan is to value, support, develop and utilise the full potential of our employees, working with each other across the City, to make it a successful place to work.

Values and Culture

OUR VALUES AND CULTURE FOSTER AN ENVIRONMENT THAT EMBODIES OUR COMMITMENT TO EQUALITY AND DIVERSITY, AND PROMOTES A POSITIVE CULTURE FOR WORKING.

We recognise the importance of ensuring that all employees make a valuable contribution to the success of the City, working in effective and collaborative ways to create a vibrant and innovative workplace, in which all employees feel a sense of professional achievement.

Our working environment reflects the type of employer we are; emphasis will therefore be placed on creating a healthy working environment. We are mindful of the need to achieve a fair work-life balance, ensure equitable workloads, and support employees in maintaining a healthy lifestyle.

The City defines its values as Service, Trust, Accountability, Respect, and Solidarity.

Employee Engagement

EMPLOYEE ENGAGEMENT IS THE LEVEL OF COMMITMENT, PASSION AND LOYALTY EMPLOYEES HAVE TOWARD THEIR WORK AND THEIR ORGANISATION. THE CITY WILL ENSURE EVERY ELEMENT OF EMPLOYEE ENGAGEMENT IS ADDRESSED TO IMPROVE PRODUCTIVITY, REDUCE TURNOVER AND INCREASE COMMUNITY SATISFACTION.

The City's Reward and Recognition program provides an avenue for peer recognition, senior leadership recognition and the celebration of length of service achievements. We will continue to consider opportunities to improve the reach and effectiveness of our annual Staff Awards in motivating the workforce. We will also commit to improving ad-hoc recognition of outstanding performance through the performance review process and internal organisation wide communications (e.g. the monthly CEO Update).

The City is committed to obtaining regular and meaningful feedback from employees, and will continue to strive to make improvements based on such feedback. Existing feedback channels will be maintained to drive employee engagement. These include the biennial employee engagement survey, the biannual CEO catch-ups and the ongoing performance review process.

Leadership

EXCELLENT LEADERSHIP SKILLS FORM AN ESSENTIAL PART OF MEETING OUR GOALS. WE WILL DEVELOP OUR LEADERSHIP COMPETENCIES AT ALL LEVELS, TO ENSURE THAT EMPLOYEES UNDERSTAND THEIR OWN LEADERSHIP STYLES, AND CAN ADAPT THEM TO DEAL WITH DIFFERENT SITUATIONS, IN ORDER TO MOTIVATE AND ENGAGE THEIR TEAMS.

Significant steps will be taken to achieve greater diversity among our leaders. Therefore it will be important to understand how we can make leadership roles more attractive and appealing to a wider talent pool.

Management

MANAGEMENT SKILLS WILL BE EQUALLY IMPORTANT TO LEADERSHIP SKILLS, AND EMPHASIS WILL BE PLACED ON PREPARING MANAGERS TO DELIVER CHANGE AND INNOVATION EFFECTIVELY.

Through development and coaching, managers will become accomplished in creating a high-performance culture, and will be confident in dealing with every aspect of managing employees: from setting clear expectations and rewarding excellence, to managing poor performance where necessary.

Succession Planning in Practice

SUCCESSION PLANNING IS THE PRACTICE OF STRATEGIC, LONG-TERM, CAREER MANAGEMENT, WHICH ADDRESSES RETENTION AND DEVELOPMENT. THERE ARE MANY DIFFERENT MODELS OF SUCCESSION PLANNING AND THE CITY WILL MOVE AWAY FROM A MORE TRADITIONAL MODEL OF CAREER MANAGEMENT, WHICH DEFINES CAREER PROGRESSION PURELY IN TERMS OF AN UPWARD, LINEAR TRAJECTORY.

Adopting a 'life-cycle' model will represent our commitment to sourcing, attracting, selecting, training, developing, retaining, promoting and moving employees through the organisation, throughout their career with the City. It's also a flexible model to: facilitate a motivated, responsive and agile workforce through effective leadership, and succession planning centred on an individual's strengths and career development potential.

A long-term benefit of succession planning is that it involves an ongoing evaluation of workforce capabilities. City employees should continue to have the skills, competencies and expertise to contribute to our future growth and development, and be able to adapt to meet new conditions and changing demands at a time of increasing uncertainty and competition.

Expanding the opportunities for employees to benefit from mentoring and coaching will also provide future investment.





Our Strategies

Our Strategic Workforce Plan contains four high-level people themes, which align to the four major goals in the Community Strategic Plan:



1. Attract, reward and retain the best talent;
2. Promote, champion and support transformational leadership and management;
3. Develop people and build capability;
4. Foster a culture of inclusivity, safety, good health and wellbeing.

Each of these four themes is underpinned by strategies to fulfil their successful implementation and delivery.


Theme 1 – Attract, Reward and Retain the Best Talent


Strategy	Action	2019-20	2020-21	2021-22
Promote the attractiveness of the City as an employer, through tailored recruitment strategies that market our reputation and distinctiveness. 	Review and explore the use of a variety of mediums to attract the highest calibre of employees (e.g. online media, e-job boards etc.) including advertising nationally and locally.	●	●	●
	Review the City's promotional materials for potential and new employees.	●		●
	Compare employment packages with other local governments to ensure the City remains competitive in attracting new employees.	●	●	●
	Promote work life balance initiatives.	●	●	●
	Develop and deploy recruitment training for recruitment panel members.		●	●
Reward excellence and success in a variety of ways through a total reward strategy aligned with City goals. 	Ensure pay parity and equity, through equal pay audits and review processes.	●	●	●
	Review and improve the current reward and recognition program to include reward for excellence and success.		●	
Support new employees through tailored induction processes, to enable them to quickly become effective in their new roles. 	Review and improve the orientation policy and processes.	●		●
	Develop and deliver an internal mentorship program for new employees.		●	
	Source and deliver meaningful cultural awareness and equal employment opportunity training.	●		●
Measure employee opinion on various components of the Employee Relationship 	Conduct biennial Employee Engagement surveys and report recommendations to the Executives and share results with employees.		●	
	Review and action employee improvement and suggestion methods.	●	●	●
	Conduct Induction Surveys and Exit Surveys to ascertain employee views (noting this is not compulsory).	●	●	●

Theme 2 – Promote, Champion and Support Transformational Leadership & Management





Strategy	Action	2019-20	2020-21	2021-22
Foster a culture of high performance, excellent leadership, effective management and high levels of employee engagement, by providing a wide range of development initiatives.	Continue to develop and deploy Leadership Development Training and offer follow up online training modules.	●	●	●
	Invest strategically in our employees, to inspire and equip them with a range of skills to shape, influence and lead by building supervisor and management capability from team leader / coordinator / supervisor level down.	●	●	●
	Identify and nurture talent early, to support effective succession planning and build the next generation of leaders.	●	●	●
	Develop a strengthened induction programme for line managers, operational managers and leaders.	●	●	●
 Build on models of good practice to increase the proportion of women and other under-represented groups in leadership roles at all levels of the City.	Source and implement 360 reviews.		●	
	Offer opportunities for secondments, acting higher duty roles, involvement in special projects etc. where appropriate.	●	●	●
 Develop and deliver an internal mentorship program which targets under-represented groups.	Develop and deliver an internal mentorship program which targets under-represented groups.		●	

Theme 3 – Develop People and Build Capability

Strategy	Action	2019-20	2020-21	2021-22
Promote flexible, interdisciplinary team-working, providing opportunities for employees to broaden their experience, skills and knowledge and operate effectively in an increasingly cross-functional work environment.	Assist leaders to manage employees performing below expectations.	●	●	●
	Conduct an annual needs analysis which covers core skills, management capability and technical capability.	●	●	●
	Undertake competency assessment and skills audits.		●	●
	Ensure that our employees are clear about what is expected of them and their role as advocates of the City (PCR's).	●	●	●
 Support professional and career development, planning and advancement.	Develop and maintain a comprehensive, up-to-date training calendar aligned to identified needs.	●	●	●
	Identify difficult to replace roles and key skills to enable succession planning.	●	●	●
	Ongoing development and expansion of our online learning capability 'ELMO'.	●	●	●

	Link employee learning and development to performance expectations and accountabilities.	●	●	●
	Motivate and inspire employees, communicate visibly and effectively, and create opportunities for employees to collaborate and innovate.	●	●	●

Theme 4 – Foster a Culture of Inclusivity, Safety, Good Health and Wellbeing

Strategy	Action	2019-20	2020-21	2021-22
	Contribute to wider social objectives i.e. addressing employment of young people.		●	●
	Target recruitment activity at younger workers and ensure traineeships and apprenticeship positions are supported to ensure successful outcomes.			
	Identify roles which may be targeted for indigenous recruitment including traineeships as well as identifying roles which may be suitable for a proactive approach in recruiting Aboriginal people.	●	●	●
	Continue to work with disability employment providers vocational training organisations, and schools to support employment or work experience placement of people with disability.	●	●	●
	Conduct training, offer information and support for supervisors with Aboriginal people as employees.		●	●
	Maintain and promote the importance of mental health and wellbeing.	●	●	●
	Develop and promote a program of health and wellbeing activities such as health assessments, skin cancer screening, gym membership discounts, flu vaccinations etc.	●	●	●
	Provide and actively promote an Employee Assistance Program for employees and their families.	●	●	●
	Maintain a healthy and safe workforce and workplace.	●	●	●
	Conduct job relevant pre-employment medicals including drug and alcohol screening.	●	●	●
	Maintain Fitness for Work through policy and procedures	●	●	●
	Develop and implement online and face to face OSH inductions and training.	●	●	●
	Implement an internal audit program to align with the three year LGIS audit cycle.		●	



Monitor and Evaluate

Supporting Documents

The Strategic Workforce Plan is informed by the following documents:

- Disability Access and Inclusion Plan
- Reconciliation Action Plan
- EEO Management Plan

Underpinning the Strategic Workforce Plan, is the City of Greater Geraldton Succession Plan 2019 -2022. This Succession Plan is fluid and will be continually monitored and reviewed by HR and Managers.

Strategic Workforce Plan Review

The City recognises that workforce planning is critical to an organisation's development, continuous improvement and sustainability. The Strategic Workforce Plan has been developed to assist Council to meet the objectives in the Community Strategic Plan and is dynamic enough to respond to workforce needs as is required.

The Strategic Workplace Plan will need to be monitored, its effectiveness evaluated and adjustments made to its underpinning Succession Plan as necessary. This will be achieved by several different methods including:

- An ongoing review of HR metrics including exit interview summaries, performance review results, turnover rates, FTE targets etc.
- Feedback from the biennial employee engagement survey will be used to evaluate progress on the key issues raised in this Strategic Workforce Plan.
- A review that ensures the workforce planning process, principles and practices are included in the annual planning cycle. Workforce implications should be included on relevant Council agenda items that entail decisions and project planning issues.

The Executive Management Team will receive a report annually, documenting the progress of each strategy and all updates will be communicated to relevant stakeholders.