

# Workforce and Diversity Plan 2022-2025

July 2022

# Table of Contents

1	Workforce trends and challenges .....	2
	Global workforce trends .....	2
	Local workforce trends .....	3
	Landgate workforce trends.....	4
2	Our approach to workforce planning.....	4
3	Understanding our current workforce.....	6
4	Diversity and inclusion targets.....	6
5	Building skills and capabilities .....	8
6	Diversity and inclusion activities .....	9
7	Future workforce planning activities (2023/24 onwards) .....	12
8	Appendix 1: Workforce demographics .....	13
9	Appendix 2: 2022/23 diversity and inclusion activities .....	17
10	Appendix 3: Resources .....	21

# About this plan

Landgate’s Workforce and Diversity Plan will be updated annually as part of the organisation’s annual planning cycle, to capture the workforce initiatives needed for Landgate to achieve its Strategic Development Plan (SDP) and Statement of Corporate Intent (SCI).

It also articulates initiatives that aim to:

- Increase the representation of people from different backgrounds at all levels across our business.
- Ensure all staff in the business experience a sense of belonging and inclusion in the work environment.

The Workforce and Diversity Plan is an ‘umbrella plan’ – as our reconciliation, disability, and multicultural plans align underneath it. Landgate’s diversity and inclusion initiatives are consolidated within the Workforce and Diversity Plan but are specified in greater detail within each separate plan.

Research shows that a dedicated plan for each group is best practice and, additionally, we are required by several external entities to have separate plans for specific diversity groups and report on those to these external agencies.

The diagram below illustrates the relationship between Landgate’s Workforce and Diversity Plan and Landgate’s subsidiary diversity plans.



Figure 1: The Workforce and Diversity Plan and Landgate’s other diversity and inclusion plans

The desired outcomes of this Workforce and Diversity Plan are:

- Improved governance, accountability, and reporting of workforce planning activities
- Increased awareness of workforce planning needs and priorities
- Alignment of workforce planning strategies to whole of government initiatives and obligations
- Better use of workforce data to inform our strategies, actions, and performance measures
- Improved business outcomes such as increased productivity resulting from a more engaged and satisfied workforce
- Improved employee engagement and retention.
- Increased clarity around specific actions required to future proof our workforce.

# 1 Workforce trends and challenges

At the commencement of 2022, the People Culture & Environment team undertook an environmental scan to determine the key workforce trends and challenges likely to impact Landgate and its workforce in the coming year. Throughout the life of this plan, this exercise will be repeated at the commencement of each calendar year.

These challenges, and their predicted impact on Landgate in 2022/23, are discussed below.

## Global workforce trends

The COVID-19 pandemic took hold at the beginning of 2020 and changed life as we knew it. It served to accelerate many of the workforce trends that were already becoming established (remote working, e-commerce, virtual events, and automation). As we returned to a new form of 'normal', many organisations, globally as well as locally, have leveraged the changes they implemented during the pandemic to chart a new way forward.

### **Remote and hybrid work models are here to stay**

The pandemic accelerated the already growing trend to work from home arrangements. This also reflects the changing desires of workers towards remote working and greater flexibility. Work from home is now normalised and some companies have chosen to continue with remote working arrangements – with many opting for a hybrid working model. While having the right office space and set up is an important consideration, workplaces also need to consider having the right IT infrastructure, security and HR policies and procedures to support remote working as an ongoing arrangement for its employees.

### **Faster adoption of automation and AI**

Two ways that businesses have historically controlled cost and mitigated uncertainty are by adopting automation and redesigning processes. Many companies have deployed automation and AI to reduce workplace density and cope with surges in demand. Post-pandemic, many organisations are stepping up investment in automation through ingesting digital data rather than paper-based transactions and machine-based learning or AI, either somewhat or significantly.

### **Workplaces have greater contribution and influence on employee wellbeing**

The uncertainty and isolation created by the pandemic has further emphasised the role of the workplace in fostering employee wellbeing and a sense of belonging. The conversation has shifted from wellness to employee wellbeing - which goes beyond offering apps and services. At the heart of the idea, organisations should consider creating space for employees to have open and honest conversations with their managers about stress, resilience, and the many dimensions of wellbeing.

The workplace should serve to create a sense of belonging on three levels: comfort, where workers feel respected and treated fairly; connection, where workers have strong relationships with colleagues and teams; and contribution, where workers can see and appreciate the impact they are having on the organisation's goals. Tactics employed include giving workers greater autonomy, increasing flexibility and remote working opportunities, introducing wellness behaviours in daily work, and redesigning physical workspaces.

### **Culture must be resilient to constant change**

Advancements in technology can disrupt business models and government policy decisions can make sweeping changes. Culturally a workforce must be resilient enough to deal with constant change and be adaptable to the opportunities it brings. We are continually challenged to do the same (or more) with less, so organisations must have the right leadership, wellness, and other support mechanisms in place to encourage employees to embrace change and manage stress and wellbeing effectively.

### **Customer and community expectations – service delivery, ethics and diversity**

Customers' expectations are growing beyond online, 24/7 access to services and efficient, accurate answers to their questions. Customers (as well as employees) are increasingly looking to the behaviour of organisations and expecting them to act in an ethically and socially responsible way. For example, in times of financial adversity, are CEOs and executive leaders taking pay cuts to absorb financial impacts, or does this fall to the broader employee base? What initiatives does the organisation have that look beyond itself to perform acts of greater good for the community? Many diversity and inclusion initiatives contribute positively to this by developing a sense of community.

### **We need a broad set of digitally oriented skills, and we need soft skills too**

Automation and machine learning is increasingly replacing human effort in performing repetitive and mundane tasks. This means less demand for non-discretionary functions and greater demand for critical thinking, analysis and decision making. The workforce must be multi-skilled and digitally oriented to work across multiple functions and in virtual environments. Importantly, they need soft skills to enable them to navigate uncertainty, perform within different teams and contribute to the greater good of the organisation.

Given the constraints of the public sector employment framework that we operate in, it is important that we focus on upskilling our existing employees and ensuring the recruitment of new employees adequately takes future skill requirements into account. Additionally, employees need to be enabled and empowered to work across multiple tasks in areas that have traditionally seen to be the function of others. In other words, multitasking across a business unit will be a requirement of employees for the future.

The soft skills in need now and in the future are those which enabled organisations to withstand the challenges of the pandemic including change management, communication, leadership, agility, flexibility, communication, and resilience.

### **Reskilling: Investing in workforce development for uncertain futures**

It has become more important to understand what workers are capable of doing rather than looking to their roles. As use of technology grows, roles will become fluid. Organisations must offer opportunities for workers to continue to grow and adapt based on their potential, rather than their role or certifications. Workforce development efforts should focus on building a workforce with the capabilities it needs (rather than roles), that can adapt and is resilient in the face of constant change.

## **Local workforce trends**

Closer to home, the recent strength of the WA economy has increased business activity (particularly construction and mining) and consumer confidence. The increased demand for services makes obtaining skilled resources more difficult, as the strength in the labour market and the impact of WA's hard border during the pandemic has reduced the available talent pool. Current employees are more likely to 'jump ship' to attractive job opportunities elsewhere; during 2021/22 Landgate experienced an overall turnover rate of 13%.

Internationally, the 'Great Resignation' is resulting in a second wave of people returning to their previous employer when new opportunities don't work out the way they expected. The lesson Landgate can learn from this – particularly in the tight job market – is that staying connected to our employees, even after they depart, is now a tactic for future resourcing activities.

Over the last few years, the public sector has been the subject of several reviews undertaken with the intent of undertaking widescale reform. With the State Government agenda solidly focused on navigating us through and out of the pandemic, public sector reform initiatives previously underway have become of lesser importance.

However, what has become clear, is that the need for government investment in the health sector has been, and will continue to be, a priority. With core services such as health, education, police, and infrastructure development needing significant ongoing spend, other agencies must work smarter, and more collaboratively to deliver better, cheaper, more digitally oriented services.

## Landgate workforce trends

Following the environmental scan undertaken by the People, Culture & Environment team, workforce planning discussions were facilitated during the annual business unit planning process in March-May 2022. The following priorities were identified by leaders throughout the business.



Figure 2: Key issues highlighted during the 2022 annual business planning process

These global, local, and Landgate-specific workforce challenges have been factored into the strategies and deliverables that make up this plan.

## 2 Our approach to workforce planning

Workforce planning is the process of aligning people management activities with business objectives, to ensure the organisation can execute its business strategy. It positions us to have the right people in the right place, at the right time, with the right skills.

Effective workforce planning addresses and builds organisational capability and capacity, by identifying workforce needs, gaps, and development requirements, to achieve both current and future business priorities. It also provides a framework to identify workforce strategies, actions, measures, and targets to address whole of government priorities.

Landgate has an annual planning cycle through which it develops its (five year) Strategic Development Plan, (one year) Statement of Corporate Intent, business unit plans, branch plans and

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individual GPS plans. This planning cycle keeps us focused by enabling us to identify what's important, what actions we need to take to get there and ensuring our resource allocations support the achievement of our priorities.

It will also contribute to the refinement of this Workforce and Diversity Plan, year on year. During the annual business unit planning process, each functional unit identifies initiatives required to complete its 'business as usual' as well as any SCI initiatives it has carriage of. Workforce planning activities are completed alongside this, to determine appropriate resource allocations and other workforce initiatives required to achieve the planned programs of work and ensure our workforce is diverse and engaged. Going forward, the Workforce and Diversity Plan will then be reviewed and updated to reflect these workforce requirements and initiatives.

Individual performance plans (GPS) are created by referencing business unit and branch plans, enabling a clear link between corporate plans and the individual's annual performance plan. Performance against these plans is monitored and reported regularly through internal and external mechanisms including the annual report, half yearly report, corporate performance reporting and GPS reviews.

Figure 3: Landgate's annual planning cycle



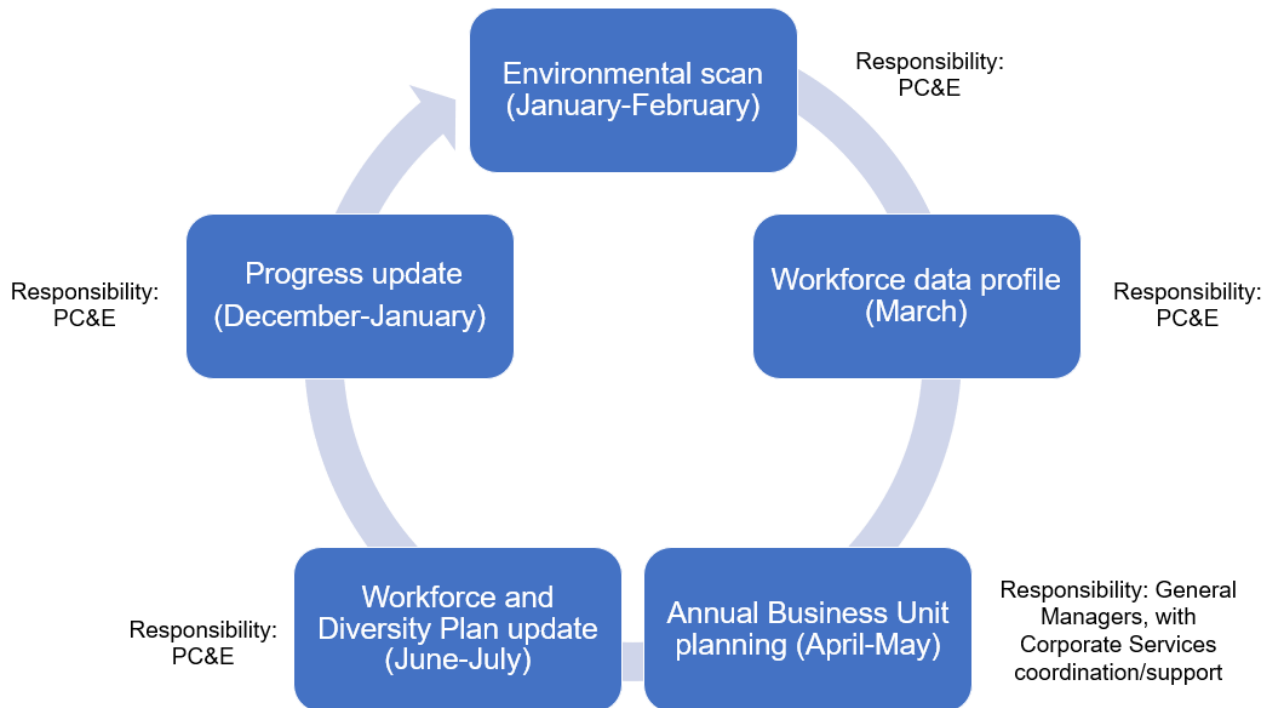
Our Corporate Executive and the Board are responsible for setting the direction outlined in our SDP and SCI. Our General Managers then drive the development of their Business Unit Plans, in conjunction with their leadership teams.

All employees and managers across the business, at all levels, are required to engage in the GPS process.

The People Culture & Environment team will be responsible for keeping the Workforce and Diversity Plan up to date and relevant each year. Responsibility for specific activities is outlined in the plan are articulated in Sections 5 and 6.

The annual process for keeping the Workforce and Diversity Plan up to date is outlined in Figure 4.

Figure 4: Annual review of the Workforce and Diversity Plan



### 3 Understanding our current workforce

#### Tenure

The average tenure at Landgate sits around 14 years, compared to around eight years across the rest of the public sector. Within Landgate, average tenure varies greatly across business units, from as low as four years in some areas to almost 27 years in others.

#### Age

Although Landgate still has a significant number of employees approaching eligibility for retirement, with 30.8% of employees aged over 55, there has been a notable shift in the representation of employees in younger age brackets over the last five years. Although the highest workforce representation is in the 55-60 age bracket, the second most prolific age bracket is currently 35-40 years of age. There has also been a substantial increase in the representation of employees aged under 25, increasing from 1.0% in 2018 to over 4% in 2022.

#### Gender

Although Landgate’s representation of women at senior leadership levels remains high, and women represent just under 54% of our workforce overall, a gender pay gap still exists. Male employees at Landgate are most likely to be working at a Levels 5, 6 or 7 (or salary equivalent), whereas female employees are most likely to be working at a Levels 3, 4 or 5 (or salary equivalent).

A detailed breakdown of Landgate’s workforce demographics can be found in [Appendix 1](#).

### 4 Diversity and inclusion targets

In 2020, the Public Sector Commission (PSC) released the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#) and six underlying action plans for the public sector. Agencies have a responsibility to align their workforce plans with this strategy to support greater diversity and inclusion in their workforce. Landgate is making a concerted effort in this regard, as a diverse, inclusive workforce that represents the community it serves, to better understand



customer needs, adapt to a changing environment and deliver better services to the community. The agency has plans in place for each diversity group to support its efforts in this regard.

The PSC strategy also outlines aspirational targets for identified diversity groups. These are outlined below, along with Landgate’s current representation and yearly targets for the future.

	Current representation	Landgate yearly targets				PSC target
	As at 1 July 2022	2022/23	2023/24	2024/25	2025/26	2025
<b>Women in the SES</b>	20.0%	40.0%	40.0%	50%	50%	50%
<b>Youth</b>	4.0%	4.6%	5.2%	5.8%	5.8%	5.8%
<b>Aboriginal and Torres Strait Islander people</b>	3.2%	3.4%	3.6%	3.7%	3.7%	3.7%
<b>Culturally and Linguistically Diverse people</b>	19.6%	19.6%	19.6%	19.6%	19.6%	15.5%
<b>People with disability</b>	4.0%	4.3%	4.7%	5.0%	5.0%	5.0%
<b>LGBTQIA+ people</b>	1.7%	2.3%	2.9%	3.5%	4.1%	-

Figure 5: Landgate’s workforce representation targets

Culturally and Linguistically Diverse employees is the only diversity group where Landgate currently meets or exceeds the aspirational targets set by PSC (15.5%).

All sharing of personal diversity information occurs via Web Kiosk and is optional. Sharing this information is a personal decision, and we are committed to maintaining the confidentiality of this personal information. Diversity information is only used for the purpose of developing diversity policies and initiatives for our workforce, and to provide support to individuals from these diversity groups.

The LGBTQIA+ diversity group has not been set an aspiration target by PSC. The figures listed here are Landgate determined targets. Voluntary recording of this information by Landgate only commenced in 2021 and rates of sharing of this information (both identifying and non-identifying) is still low across the business.

## 5 Building skills and capabilities

Taking into account current workforce trends and challenges affecting Landgate, and the insights provided by Landgate managers during the annual business unit planning process, the following strategies to address skill and capability priorities have been identified for the 2022/23 financial year.

Strategy	Activity	Lead	Timeframe
<b>Increase workforce planning capability across the business</b>	<ol style="list-style-type: none"> <li>1. Improve the resources available to managers to assist them in undertaking workforce planning activities.</li> <li>2. Include Workforce Management as a Development Focus in GPS plans for all people managers, to ensure greater focus on workforce planning activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. PC&amp;E – E&amp;D<sup>1</sup></li> <li>2. GMs and Directors</li> </ol>	<ol style="list-style-type: none"> <li>1. March 2023</li> <li>2. July-August 2022</li> </ol>
<b>Develop capability uplift plans targeted to unique business unit needs</b>	<ol style="list-style-type: none"> <li>3. Develop a 3–5-year development plan, focussing on the future skill and capability requirements specific to each Business Unit.</li> <li>4. Continue to develop Landgate’s technical capability framework.</li> <li>5. Investigate new tools and formats to embed learning and development into employees’ daily activities, and enable access better tailored to hybrid working arrangements.</li> </ol>	<ol style="list-style-type: none"> <li>3. GMs and Directors, in consultation with HRBPs<sup>2</sup></li> <li>4. PC&amp;E – E&amp;D and HRBPs</li> <li>5. PC&amp;E – E&amp;D and HRBPs</li> </ol>	<ol style="list-style-type: none"> <li>3. December 2022</li> <li>4. June 2023</li> <li>5. December 2022</li> </ol>
<b>Continue to embed Landgate’s succession planning framework</b>	<ol style="list-style-type: none"> <li>6. Identify succession planning priorities for the coming year.</li> <li>7. Ensure succession planning issues are considered during structural change processes.</li> <li>8. Ensure JDFs are reviewed as vacancies arise, to consider future as well as current needs.</li> </ol>	<ol style="list-style-type: none"> <li>6. GMs and Directors, in conjunction with HRBPs</li> <li>7. PC&amp;E – E&amp;D and BAU</li> <li>8. All line managers and BAU</li> </ol>	<ol style="list-style-type: none"> <li>6. September 2022</li> <li>7. As processes are undertaken</li> <li>8. As vacancies arise</li> </ol>
<b>Support our workforce to cope with change and improve resilience</b>	<ol style="list-style-type: none"> <li>9. Engage with and leverage from the change management resources provided through the Midland Building Project.</li> </ol>	<ol style="list-style-type: none"> <li>9. All line managers</li> <li>10. PC&amp;E - BAU</li> </ol>	<ol style="list-style-type: none"> <li>9. All year</li> <li>10. Quarterly, as a minimum</li> </ol>

<sup>1</sup> The Engagement and Development team sits within PC&E and is composed of the teams previously known as ‘PC&E – Strategic’ and ‘PC&E – Learning & Organisational Development’.

<sup>2</sup> There are four HR Business Partners who belong to the PC&E team, allocated to each of the Business Units.

	10. Continue to promote EAP and other support options for staff.		
<b>Implement a holistic entry level employment framework across the business</b>	11. Develop a holistic approach to entry level employment, in consultation with the business. 12. Pilot additional entry level recruitment activities.	11. PC&E – E&D 12. PC&E – E&D and BAU	11. December 2022 12. January 2023 onwards
<b>Adapt our recruitment approach to respond to the current labour market and target future skill requirements</b>	13. Reconsider the key skills targeted (e.g., digital literacy, soft skills) and assessment methods used during recruitment. 14. Take a more flexible approach to resourcing, embracing job sharing and 'stretch' opportunities for current employees. 15. Utilise professional and personal networks to attract potential candidates for hard to fill roles. 16. Assist hiring managers to utilise more flexible pool options and alternative advertising platforms when planning recruitment. 17. Promote 'right fit' rather than 'best fit' in recruitment discussions and activity. 18. Explore options to establish a 'Landgate alumni' network of former employees.	13. All line managers and BAU 14. All line managers 15. All line managers 16. PC&E – BAU 17. PC&E – BAU 18. Strategic Communications team	13-17. As recruitment processes are undertaken 18. June 2023
<b>Improve our leadership and people management capability</b>	19. Identify current and aspiring leaders for development opportunities. 20. Facilitate opportunities for leaders to participate in PSC and other leadership development programs. 21. Promote webinars and other resources to equip managers to lead in a post-COVID, hybrid working world.	19. GMs and Directors 20. PC&E – E&D 21. PC&E – E&D	19-21. As opportunities arise

## 6 Diversity and inclusion activities

Taking into account current workforce trends and challenges affecting Landgate, insights provided by Landgate managers during the annual business unit planning process, our workforce demographics, compliance responsibilities, and feedback from staff, the following workforce planning strategies have been determined as priorities for the 2022/23 financial year. Strategies are grouped to align with the PSC [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#).

The activities that will be undertaken to support these strategies are detailed in [Appendix 2](#).

<b>Focus Area: Educate and Empower</b>	
<b>Strategy</b>	<b>Responsibility</b>
1. Utilise workforce data to inform business and workforce planning activities across the business	PC&E team All line managers
2. Provide diversity training and awareness raising initiatives for both staff and managers	PC&E team All line managers
3. Provide networking opportunities for employees to enable peer support	PC&E team All line managers
4. Ensure workplace and systems designs enable people with disability to perform their roles	Director PC&E
5. Benchmark Landgate's progress in the Diversity & Inclusion sphere	RAP Working Group PC&E team
6. Engage with local First Nations community groups and stakeholders	RAP Working Group
<b>Focus Area: Attract and Develop</b>	
<b>Strategy</b>	<b>Responsibility</b>
7. Increase the participation of diversity groups in entry level employment opportunities	PC&E team GMs and Directors
8. Refine our approach to recruitment across the business to attract more diverse candidates	PC&E team Strategic Communications team
9. Continue to explore opportunities for flexible working and employment arrangements, including sourcing talent from outside of WA	Corporate Executive PC&E team
10. Develop a career development strategy for employees from diversity groups	PC&E team

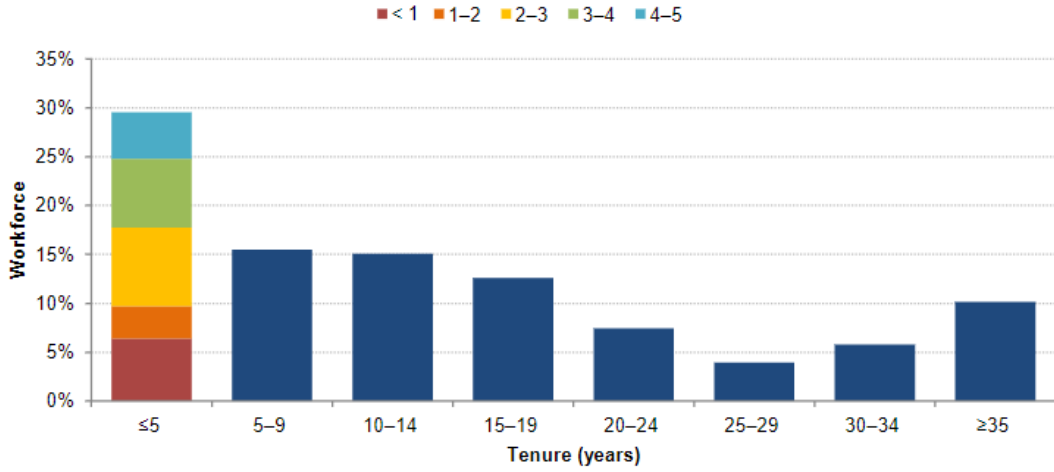
<b>11. Implement activities to reduce Landgate's gender pay gap</b>	PC&E team GMs and Directors
<b>Focus Area: Lead and Build</b>	
<b>Strategy</b>	<b>Responsibility</b>
<b>12. Explore opportunities to include the voices of employees from diversity groups in policy and decision making</b>	Corporate Executive RAP Working Group PC&E team
<b>13. Explore opportunities to enable mentoring relationships within Landgate for employees from diversity groups</b>	PC&E team
<b>14. Ensure safe mechanisms are in place for employees to report discrimination</b>	PC&E team
<b>15. Improve inclusive leadership competency across the business</b>	PC&E team
<b>16. Support our mature workforce and those approaching retirement</b>	PC&E team All line managers
<b>Focus Area: Account and Celebrate</b>	
<b>Strategy</b>	<b>Lead</b>
<b>17. Monitor progress towards public sector employment targets</b>	Corporate Executive PC&E team
<b>18. Celebrate key diversity and inclusion events throughout the year</b>	PC&E team All line managers
<b>19. Celebrate the achievements of staff from diverse backgrounds</b>	PC&E team Strategic Communications teams
<b>20. Ensure compliance with external Diversity &amp; Inclusion requirements</b>	Corporate Services All line managers

## 7 Future workforce planning activities (2023/24 onwards)

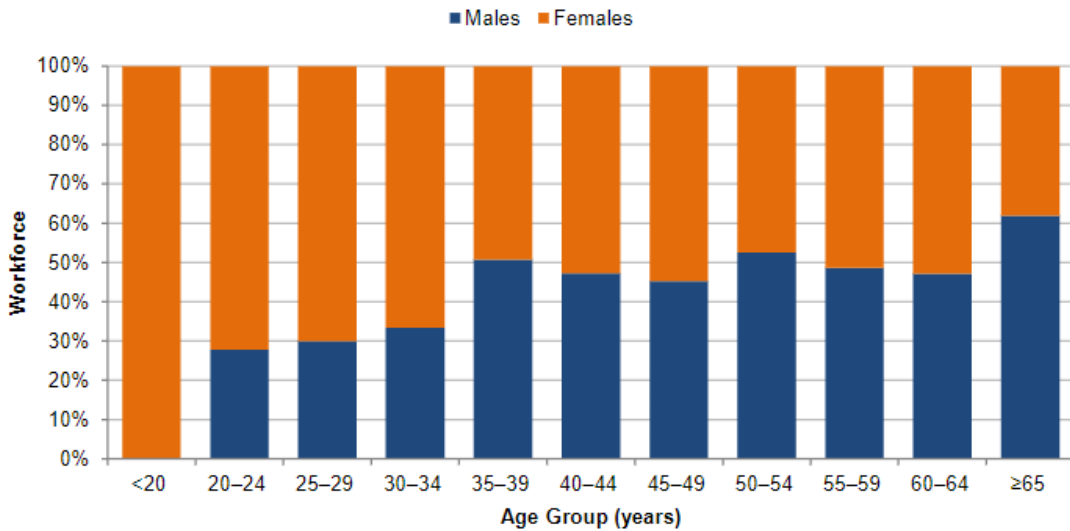
Activity	Timeframe
Implement a recruitment, retention and development strategy for First Nations employees	2023/24
Implement a cultural learning strategy for staff	2023/24
Implement and communicate an inclusive leadership strategy, ensuring working with and managing diversity is seen as a key management skill.	2023/24
Review and renew Landgate's Disability Access and Inclusion Plan	2023/24
Commence the development of our next RAP	2023/24
Develop and implement a recruitment, retention and development strategy for employees with a disability	2023/24
Celebrate the significant connection to land in WA, especially that of local Aboriginal cultures, through the redevelopment of the accommodation, facilities and workplace design in our Midland office.	2023/24 (and ongoing)
Explore opportunities to begin reconciling the conflict between Landgate's difficult historical role and our reconciliation journey, heading towards the Western Australian bicentenary in 2029.	2023/24 (and ongoing)
Establish objectives in performance management agreements to hold people leaders accountable for achieving diversity and inclusion goals, attending reconciliation events, and for tracking progress against these objectives	2024/25
Develop a skills database to enable greater internal mobility	2024/25
Develop a talent management strategy to identify, develop and support high potential employees	2024/25
Develop a future focussed approach to workforce design, ecosystems, and sourcing	2024/25

# 8 Appendix 1: Workforce demographics

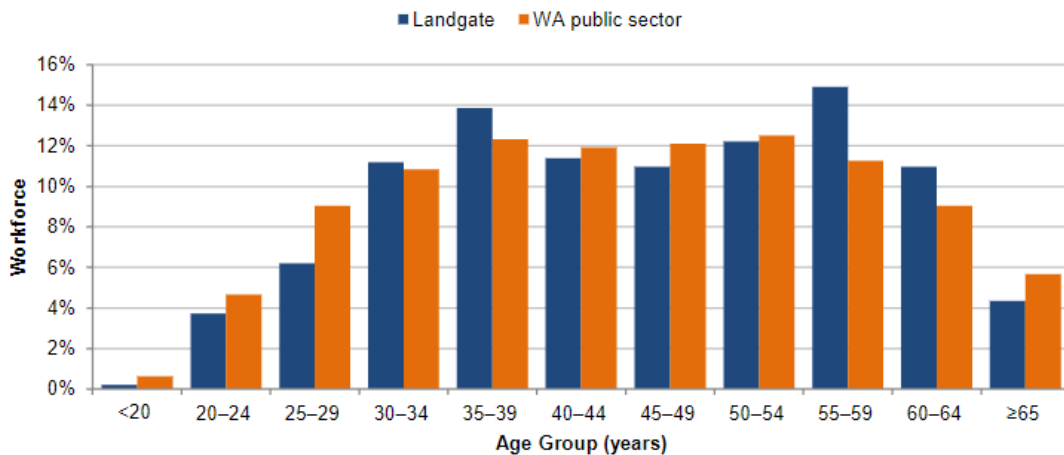
## Workforce tenure:



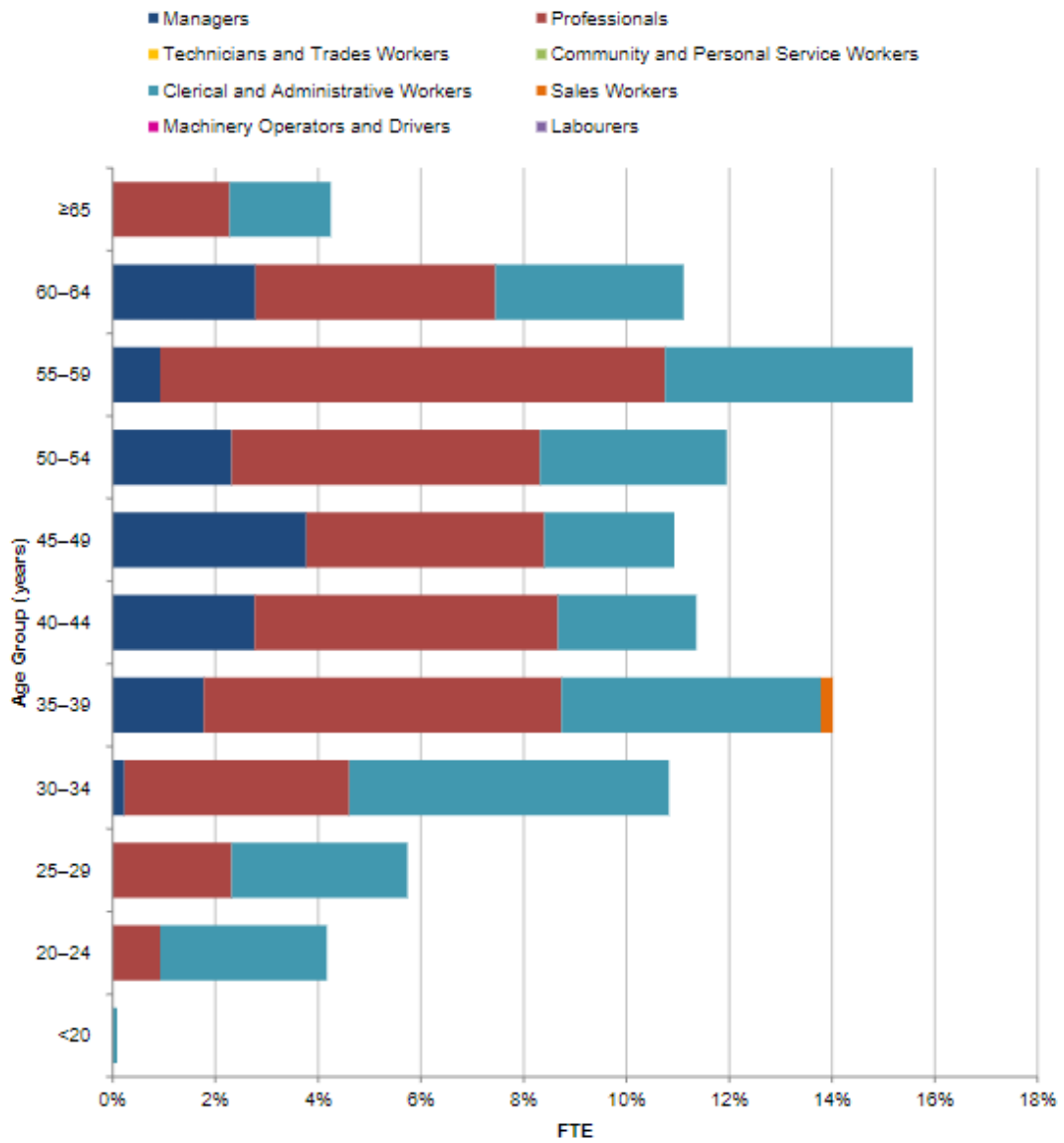
## Age profile by gender:



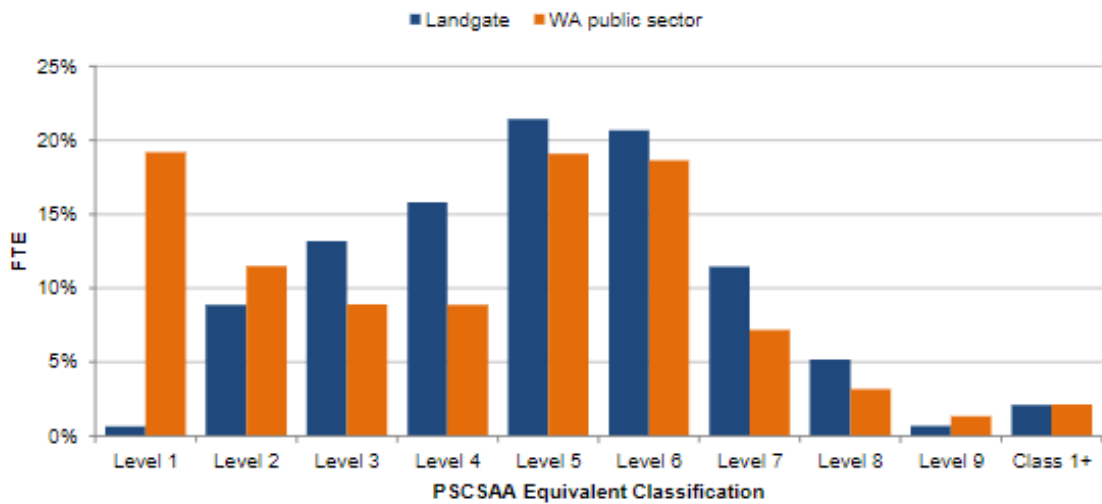
## Age distribution:



**Occupational profile by age:**

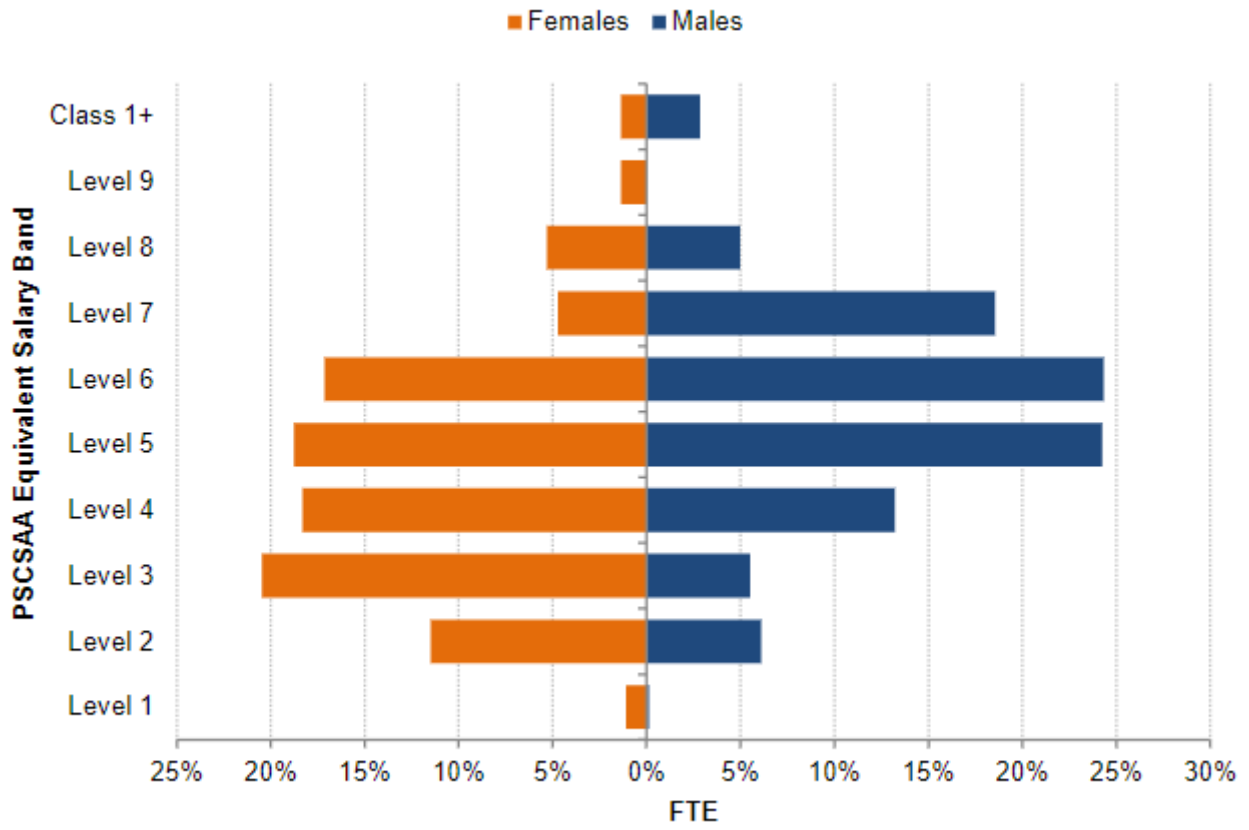


**Salary profile:**





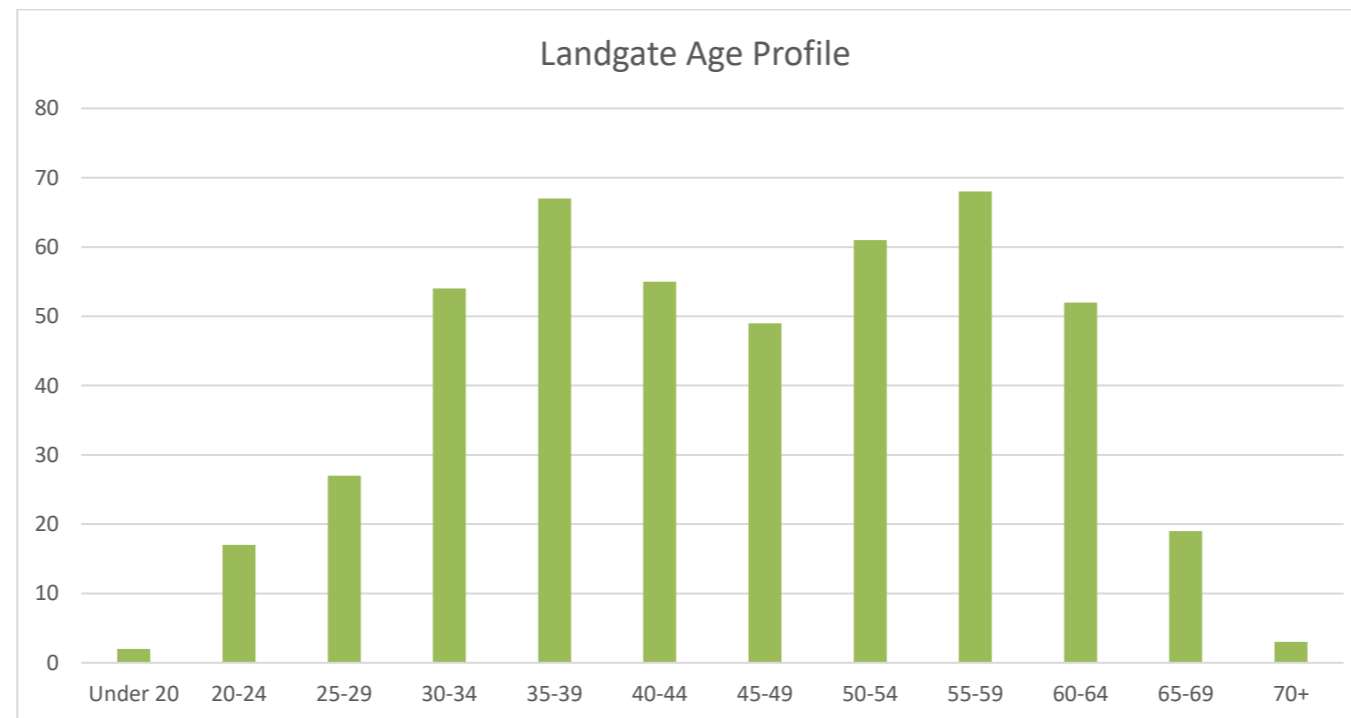
Classification level and gender:



**Workforce profile by business unit:**

1-Jul-22	Head count			FTE						Gender			Age / Tenure			Diversity analysis						
	Total	Perm	Temp	Total	Perm	Temp	Seconded out of Landgate	HDA (out of BU)	Turnover	Male	Female	Pay Gap	Av. Age	Av. Tenure (male)	Av. Tenure (female)	Youth (<25)	Age 45 and over	Age 55 and over	Indigenous Australians	People With a Disability	LGBTIQ+	CaLD
Corporate Services	145	125	20	136.67	117.95	18.72	2	4	13%	33.79%	66.21%	\$6,900	42.17	13.41	9.22	6.90%	40.69%	18.00%	4.83%	5.52%	2.07%	22.07%
Location Services	101	98	3	98.39	95.39	3	3	5	16%	60.40%	39.60%	\$1,094	47.62	17.12	19.27	0.99%	57.43%	37.00%	2.97%	3.95%	1.98%	17.82%
Registration Services	65	64	1	59.8	59.4	0.4	0	5	10%	38.46%	61.54%	\$14,966	51.92	27.26	20.55	1.54%	75.39%	49.00%	0.00%	1.54%	1.54%	18.46%
Valuation Services	137	126	11	130.71	121.11	9.6	0	13	10%	54.74%	45.26%	\$18,477	45.69	16.25	12.07	3.65%	49.64%	31.00%	2.92%	3.65%	0.73%	19.71%
Office of the Chief Executive	26	23	3	23.78	21.3	2.48	1	2	37%	26.92%	73.08%	\$4,333	44.77	4.53	6	7.69%	42.31%	25.00%	3.85%	3.85%	3.85%	15.38%
Landgate	474	436	38	449.35	415.15	34.2	6	29	13%	45.78%	54.22%	\$10,229	45.83	16.75	13	4.00%	51.69%	30.00%	3.16%	4.00%	1.69%	19.62%
WA Public Sector (March 2022)	-	-	-	-	-	-	-	-	10.28%	26.80%	73.20%	\$9,355	45	8.7		5.30%	50.60%	26.00%	2.80%	1.50%	-	15.70%
PSC Targets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5.80%	-	-	3.70%	5.00%	-	15.50%
WA Community (2021 census, where)	-	-	-	-	-	-	-	-	-	49.70%	50.30%	21.20%	38	-	-	11.80%	41.00%	27.90%	3.30%	17.70%	~10%	15.20%

**Age profile:**



## Appendix 2: 2022/23 diversity and inclusion activities

Focus Area: Educate and Empower			
Strategy	Activity	Responsibility	Timeframe
<b>Utilise workforce data to inform business and workforce planning activities across the business</b>	<ol style="list-style-type: none"> <li>1. Provide managers with access to workforce data</li> <li>2. Create a safe environment and encourage employees to share and update EEO information in Web Kiosk</li> </ol>	<ol style="list-style-type: none"> <li>1. PC&amp;E – BAU</li> <li>2. All line managers</li> </ol>	<ol style="list-style-type: none"> <li>1. Quarterly</li> <li>2. Annually, as a minimum.</li> </ol>
<b>Provide diversity training and awareness raising initiatives for both staff and managers</b>	<ol style="list-style-type: none"> <li>3. Encourage and support staff to complete the Diverse WA and Disability Awareness online training programs, and in-person First Nations Cultural Awareness workshops.</li> <li>4. Explore opportunities to provide LGBTQIA+ Ally training to staff and managers.</li> <li>5. Continue to provide First Nations cultural awareness workshops to staff.</li> </ol>	<ol style="list-style-type: none"> <li>3. All line managers</li> <li>4. PC&amp;E – E&amp;D, in conjunction with GLAM</li> <li>5. PC&amp;E – BAU, in conjunction with the RAP Working Group</li> </ol>	<ol style="list-style-type: none"> <li>3. Annually, as a minimum.</li> <li>4. December 2022</li> <li>5. June, 2023 (and ongoing)</li> </ol>
<b>Provide networking opportunities for employees to enable peer support</b>	<ol style="list-style-type: none"> <li>6. Continue to assist the Landgate Young Professionals, First Nations Employee. Networking and GLAM groups to meet regularly</li> <li>7. Encourage and support staff to participate in diversity events and networking opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>6. PC&amp;E – E&amp;D</li> <li>7. All line managers</li> </ol>	<ol style="list-style-type: none"> <li>6. Monthly</li> <li>7. Quarterly</li> </ol>
<b>Ensure workplace and systems designs enable people with disability to perform their roles</b>	<ol style="list-style-type: none"> <li>8. Ensure the needs of employees with disability are adequately considered during the Midland building upgrade project.</li> <li>9. Ensure needs of employees with disability are adequately considered in new system design and introduction of new technology.</li> </ol>	<ol style="list-style-type: none"> <li>8. Director PC&amp;E, in conjunction with employees with disability</li> <li>9. Director PC&amp;E, in conjunction with employees with disability</li> </ol>	<ol style="list-style-type: none"> <li>8. June, 2023 (and ongoing)</li> <li>9. June, 2023 (and ongoing)</li> </ol>
<b>Benchmark Landgate’s progress in the Diversity &amp; Inclusion sphere</b>	<ol style="list-style-type: none"> <li>10. Participate in Reconciliation Australia’s RAP Barometer.</li> <li>11. Explore the opportunity to participate in other diversity and inclusion benchmarking processes.</li> </ol>	<ol style="list-style-type: none"> <li>10. RAP Working Group</li> <li>11. PC&amp;E – E&amp;D, in conjunction with relevant employee groups</li> </ol>	<ol style="list-style-type: none"> <li>10. September 2022</li> <li>11. December 2022</li> </ol>
<b>Engage with local First Nations</b>	<ol style="list-style-type: none"> <li>12. Identify and engage with Aboriginal and Torres</li> </ol>	<ol style="list-style-type: none"> <li>12. RAP Working Group</li> </ol>	<ol style="list-style-type: none"> <li>12. May, 2023</li> </ol>

<b>community groups and stakeholders</b>	Strait Islander stakeholders and organisations to develop guiding principles for future engagement.		
<b>Focus Area: Attract and Develop</b>			
<b>Strategy</b>	<b>Activity</b>	<b>Lead</b>	<b>Timeframe</b>
<b>Increase the participation of diversity groups in entry level employment opportunities</b>	13. Expand Landgate's Graduate Program to include a stream for graduates with disability. 14. Develop a holistic approach to entry level employment across the business. 15. Develop and build relationships with universities and students studying targeted qualifications.	13. PC&E – BAU 14. PC&E – E&D 15. GMs and Directors	13. August, 2022 14. December, 2022 15. June 2023 (and ongoing)
<b>Refine our approach to recruitment across the business to attract more diverse candidates</b>	16. Establish relationships with local disability employment service providers and networks 17. Explore utilising sections of the EO Act to target key diversity groups. 18. Explore how we can utilise social media to reach a more diverse job seeker base.	16. PC&E – BAU 17. PC&E – E&D 18. Strategic Communications team	16. December, 2022 17. December, 2022 18. June, 2023
<b>Continue to explore opportunities for flexible working and employment arrangements, including sourcing talent from outside of WA</b>	19. Periodically review Landgate's Flexible Work policy for appropriateness. 20. Explore opportunities within the WA public sector industrial framework.	19. Corporate Executive 20. Director PC&E	19. Biannually, as a minimum 20. June, 2023
<b>Develop a career development strategy for employees from diversity groups</b>	21. Identify the career and professional development needs of current employees with a disability. 22. Commence development of a recruitment, retention and development strategy for First Nations employees. 23. Promote IPAA Young Professional membership to Landgate Young Professionals and consider expanding sponsorship of memberships.	21. PC&E – E&D 22. PC&E – E&D, in conjunction with the RAP Working Group 23. PC&E – E&D, in conjunction with LYPSG	21. June, 2023 22. August, 2022 23. June, 2023
<b>Implement activities to reduce Landgate's gender pay gap</b>	24. Ensure gender balance is considered when offering leadership and professional development opportunities.	24. PC&E – E&D and HRBPs 25. GMs and Directors	24. June, 2023 25. As opportunities arise

	25. Ensure gender balance is considered when offering acting and on-the-job development opportunities.		
<b>Focus Area: Lead and Build</b>			
<b>Strategy</b>	<b>Activity</b>	<b>Lead</b>	<b>Timeframe</b>
<b>Explore opportunities to include the voices of employees from diversity groups in policy and decision making</b>	26. Review the role and reach of the LYPSG through their Terms of Reference. 27. Maintain First Nations representation on the RAP Working Group. 28. Explore our diversity profile at leadership levels (including within the Board, CorpEx, and SLT) and investigate strategies to address Equity Index issues. 29. Explore opportunities for the representation of employees from diversity groups on internal committees. 30. Identify an individual Executive Champion for each of the six key diversity groups.	26. PC&E – E&D, in conjunction with LYPSG 27. RAP Working Group 28. PC&E – E&D, in conjunction with Corporate Executive 29. Corporate Executive 30. Corporate Executive	26. December 2022 27. May, 2023 (and ongoing) 28. June, 2023 29. June, 2023 30. June, 2023
<b>Explore opportunities to enable mentoring relationships within Landgate for employees from diversity groups</b>	31. Explore the appetite for mentoring opportunities with Landgate’s employee resource groups.	31. PC&E – E&D	31. June, 2023
<b>Ensure safe mechanisms are in place for employees to report discrimination</b>	32. Develop, implement, and communicate an anti-discrimination policy for the business.	32. PC&E – E&D, in consultation with employee resource groups	32. May, 2023
<b>Improve inclusive leadership competency across the business</b>	33. Conduct a review of the current level of inclusive leadership competency of our managers and leaders. 34. Develop a strategy to raise D&I leadership capability and awareness.	33. PC&E – E&D 34. PC&E – E&D	33. December, 2022 34. June 2023
<b>Support our mature workforce and those approaching retirement</b>	35. Utilise the transition to retirement portal on Koolark during GPS conversations with employees. 36. Work with the Knowledge Management Champions to continue to progress knowledge	35. All line managers 36. All line managers	35. June 2023 36. June 2023

	management activities.		
<b>Focus Area: Account and Celebrate</b>			
<b>Strategy</b>	<b>Activity</b>	<b>Lead</b>	<b>Timeframe</b>
<b>Monitor progress towards public sector employment targets</b>	37. Consider including progress against the aspirational targets in business unit plans and General Manager GPS plans.	37. Corporate Executive	37. May 2023
<b>Celebrate key diversity and inclusion events throughout the year</b>	38. Maintain and implement an annual calendar of D&I events, that includes, but is not limited to: a. Harmony Week b. National Reconciliation Week c. NAIDOC Week d. Pride e. International Day of People with Disability	38. PC&E – E&D, in conjunction with relevant employee groups	38. January 2023 (and annually)
<b>Celebrate the achievements of staff from diverse backgrounds</b>	39. Consider the appetite from employees for nominations for external awards. 40. Consider opportunities to highlight positive stories and staff achievements on Landgate's intranet.	39. PC&E – E&D, in conjunction with employee resource groups 40. Strategic Communications team	39. June 2023 40. June 2023
<b>Ensure compliance with external Diversity &amp; Inclusion requirements</b>	41. Review Landgate's Multicultural Action Plan, in line with feedback received from the Office of Multicultural Interests. 42. Report RAP achievements, challenges and learning both internally and externally. 43. Ensure all relevant internal stakeholders are aware of their deliverables in our underlying diversity plans, and ensure our obligations are met.	41. PC&E – E&D 42. PC&E – E&D 43. Corporate Services	41. December 2022 42. Quarterly (internal) and October, annually (external) 43. June 2023

## 9 Appendix 3: Resources

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[Landgate QEP March 2022](#)