

WORKFORCE MANAGEMENT PLAN

2022/2025



COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

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VERSION CONTROL

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Ref	Date	Description	Council Resolution
1.0	25 September 2018	Adopted	193/2018
2.0	28 June 2022	Adopted	212/2022



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OUR VISION. OUR VALUES.

Our vision for the Cootamundra-Gundagai region is to be a vibrant region attracting people, investment and business through innovation, diversity, and community spirit.

As a community we value:

Country Living

Agricultural landscape

Friendly communities



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FORWARD

A MESSAGE FROM THE INTERIM GENERAL MANAGER

The Workforce Management Plan 2022/2023 – 2025/2026 derives its inspiration from and supports Council's vision, mission, and values. It considers strategies and outcomes contained in the Community Strategic Plan, Delivery Program and Operational Plan.

In broad terms, this plan endeavours to have the right people in the right place at the right time, ensuring the workforce has the capacity to meet the demands placed on it in addition to maintaining and enhancing its skill and competency levels.

Whilst it is an important document providing guidance for the next four years, the plan will be reviewed on a regular basis to ensure it adapts to the changing environment and is responsive to feedback received from staff and the community.

Les McMahon

Interim General Manager

INTRODUCTION

The 2022-2025 Delivery Program aims to deliver the outcomes found in Council's Strategic Plan and action them. Following each local government election, the new Council develops a Delivery Program to outline the organisational objectives for that term of Council. These objectives are selected to achieve the aims set out by the residents of Cootamundra-Gundagai in the Community Strategic Plan. The conversations our community had with Council during the development of the new Community Strategic Plan were vital to outlining the vision for our region ensuring the services we provide align with the needs and expectations of our residents.

We have extensively consulted the community on the Cootamundra-Gundagai Regional Council Community Strategic Plan, to determine the long-term vision for our region.

In my short time here, I have seen a diverse and beautiful environment and landscape, been embraced by a community that shows interest and passion in their Council and an enthusiasm for their communities. I am confident that this four-year Delivery Program will nurture our region's liveability, boost its economy, improve its sustainability, enhance its arts, and culture and keep it beautiful.

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Wiradjuri people, the Traditional Custodians of the Land at which the meeting is held and pays its respects to Elders, both past and present, of the Wiradjuri Nation and extends that respect to other Aboriginal people who are present.

POPULATION

11,225

(ABS ERP 2020)

WORKFORCE

4,381

people employed

60% full-time

38% part-time

REGION LAND AREA

3,982

square kms

INDUSTRIES

Agriculture

Healthcare

Social assistance

OUR COMMUNITY SNAPSHOT

The Cootamundra-Gundagai Regional Council Estimated Resident Population is 11,225 as at 2020.

The Cootamundra-Gundagai Regional Council area is located in the South West Slopes and Riverina Regions of New South Wales, about 390 kilometres south-west of the Sydney CBD, and about 95 kilometres north-west of the Canberra CBD.

The region boasts spectacular views of the country-side, with rolling hills and some of the country's best farming and cropping locations. We have museums for history lovers and an Arts Centre that holds regular workshops, exhibitions, performances and movie sessions. Combined with gorgeous architecture, streetscapes and views to keep the most ardent culture vultures and photography lovers intrigued.

The regions main industries are agriculture, meat processing, renewable energy, tourism, manufacturing and health and a growing dedication to coffee, great pub food and independent boutiques to attract the envious glances from Sydney, Melbourne and Canberra!

POPULATION OVERVIEW

In the 2020 Census, there were 11,225 residents counted within the Cootamundra-Gundagai Regional Council (CGRC) LGA. Of these, 5645 (50.28%) were male and 5580 (49.72%) were female.

The 2020 Census data in Table 1 and Table 2 indicates the median age of people in the CGRC LGA was 47.5 years. Children aged 0-14 years made up 18% of the population and people 65 years and over made up 26.7% of the population.

**Table 1: Estimated resident population - at 30 June
(Cootamundra-Gundagai Regional Council 2020 Census)**

Description	2017	2018	2019	2020
Estimated resident population (no.)	11, 249	11,250	11,233	11,225
Population density (person/km2)	2.8	2.8	2.8	2.8
Estimated resident population - Males (no.)	5,622	5,626	5,668	5,645
Estimated resident population - females (no.)	5,627	5,624	5,565	5,580
Median age - males (years)	45.7	45.8	46	46.4
Median age - females (years)	47.2	47.9	48.1	48.6
Median age - persons (years)	46.4	46.8	47.1	47.5
Working age population (aged 15-64 years) (no.)	6,347	6,297	6,249	6,203
Working age population (aged 15-64 years) (%)	56.4	56	55.6	55.3

**Table 2: Estimated resident population - Persons - at 30 June
(Cootamundra-Gundagai Regional Council 2020 Census)**

Description	2017	2018	2019	2020
Persons - 0-4 years (no.)	582	588	566	588
Persons - 5-9 years (no.)	702	685	694	669
Persons - 10-14 years (no.)	791	792	787	766
Persons - 15-19 years (no.)	668	649	695	729
Persons - 20-24 years (no.)	495	513	526	501
Persons - 25-29 years (no.)	476	493	503	484
Persons - 30-34 years (no.)	535	511	479	468
Persons - 35-39 years (no.)	541	564	547	571
Persons - 40-44 years (no.)	606	559	547	533
Persons - 45-49 years (no.)	684	697	683	685
Persons - 50-54 years (no.)	717	689	645	627
Persons - 55-59 years (no.)	818	822	793	771
Persons - 60-64 years (no.)	807	800	831	834
Persons - 65-69 years (no.)	801	826	814	805
Persons - 70-74 years (no.)	694	693	720	748
Persons - 75-79 years (no.)	595	607	597	609
Persons - 80-84 years (no.)	331	359	425	448
Persons - 85 and over (no.)	406	403	381	389

Source: ABS

Implications for Council of an ageing workforce and ageing area population combined with changes in the availability of working age persons in the 20-44 age group and general economic and political considerations could be a significant consideration in the future.

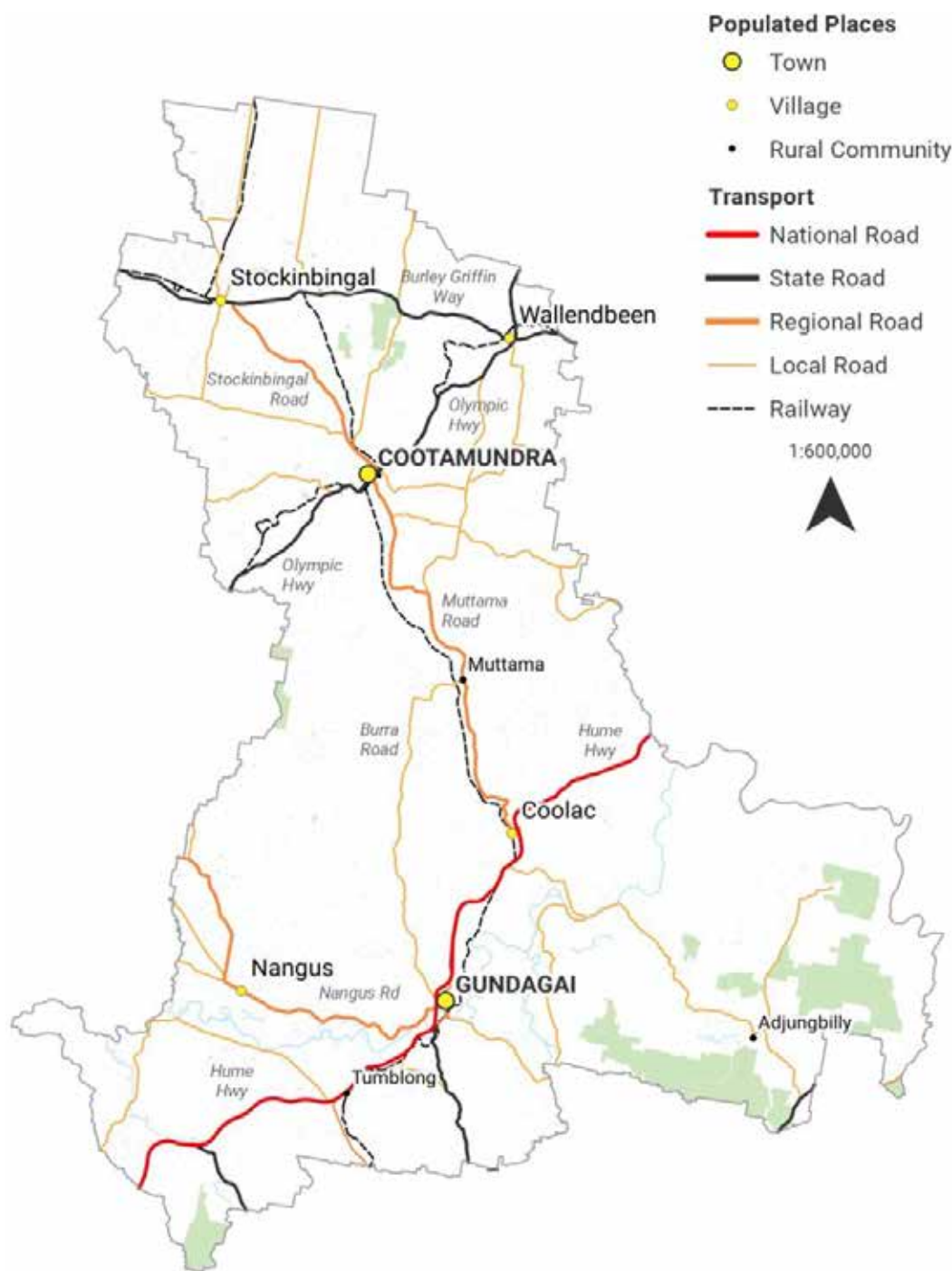
LOCATION AND BOUNDARIES

The Cootamundra-Gundagai Regional Council area is located in the South-West Slopes and Riverina Regions of New South Wales, about 390 kilometres south-west of the Sydney CBD, and about 95 kilometres north-west of the Canberra CBD. The Cootamundra-Gundagai Regional Council area is bounded by the Hilltops Council area in the north, the Yass Valley Council area in the east, the Snowy Valleys Council area and Wagga Wagga City in the south, and Junee Shire and Temora Shire in the west.

Cootamundra-Gundagai Regional Council provides services and support to a community of approximately 11,200 people, including residents of Cootamundra and Gundagai, as well as the villages of Adjungbilly, Coolac, Muttama, Nangus, Stockinbingal, Tumblong and Wallendbeen.



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OUR ORGANISATION

Council provides and maintains a diverse range of assets for the essential infrastructure of roads, footpaths, parks, kerb and guttering, wastewater and waste management to playgrounds, community buildings and amenities that enhance the quality of life for our residents and visitors.





DEVELOPING THE PLAN

The Community Strategic Plan, Delivery Program and Operational Plan are developed balancing the wants and needs of the community with Council's available resources.

The resourcing strategy includes:

- The Long-Term Financial Plan: to provide financial modelling for the next ten years
- The Workforce Management Plan: to address the human resourcing requirements for the next four years, and
- The Asset Management Plan: to identify critical assets and develop risk management strategies and actions to improve capability, requirements, and timeframes.

Data collated from the following publications has been used to develop Workforce Management Plan:

- An analysis of the current workforce and the external environment.
- A review of reports and workforce related documents including:
 - Community Strategic Plan 2022-2025
 - Draft 2022 Four Year Delivery Program
 - Draft 2022/23 Annual Operational Plan
 - Draft EEO Management Plan
 - Australian Bureau of Statistics Census 2020
 - NSW Local Government Workforce Strategy 2016-2020

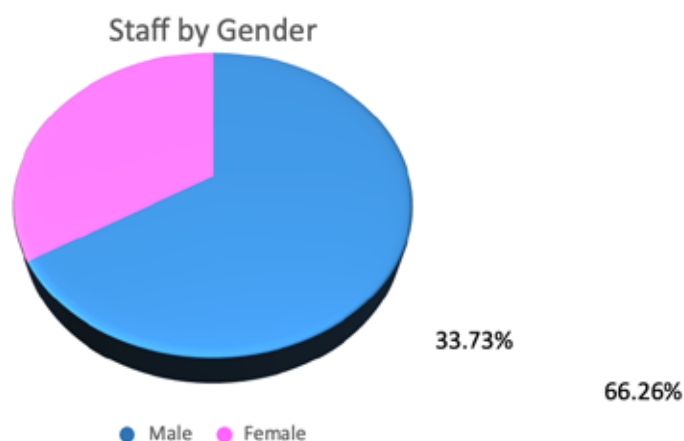
As opportunities arise, senior management will review Departmental structures to ensure best practice delivery of services through realignment of positions, skills training, and succession planning.

PROFILE OF THE EXISTING WORKFORCE

1. The total number of employees at Cootamundra-Gundagai Regional Council as at 21 June 2022 was 166.
2. Full time equivalent (FTE) staff (including temporary & contract full-time) is 137.
3. Full time equivalent (FTE) staff (excluding temporary, contract, part-time and casual) is 136.
4. Full time equivalent (FTE) staff (excluding temporary, contract, casuals) is 127

Year	Full Time	Part Time	Temporary	Casual	Total
6/2022	127	7	17	15	166

As at June 2022, 7 full time and 0 temporary positions remained unfilled.

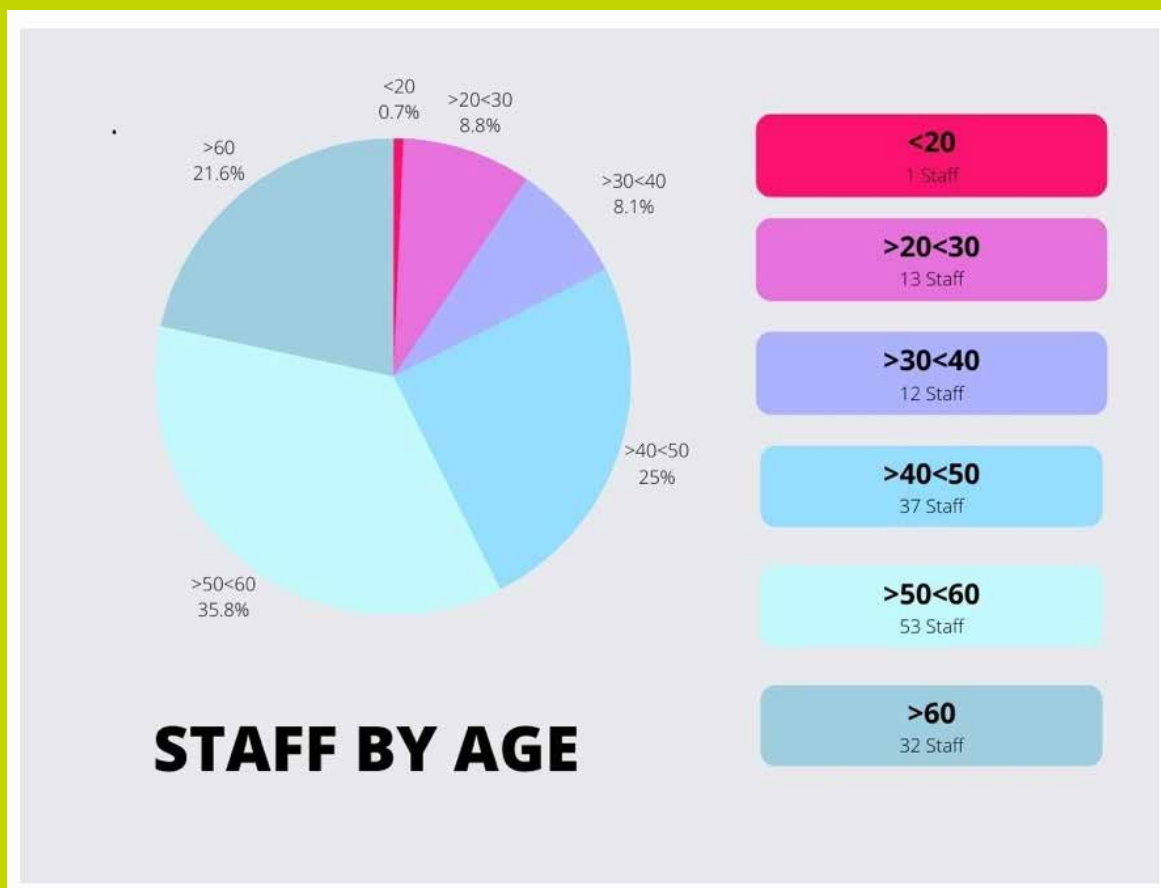


Council's workforce is comprised of 110 males (66.26%) and 56 females (33.73%).

As at June 2022, 12 Manager positions existed, and 11 Co-Ordinator roles.

9 Manager positions were occupied by a male, 3 occupied by a female. – 1 position remained vacant (previously occupied by a female).

Of the 11 Co-Ordinator roles, 7 are occupied by a male and 4 by a female.



Council's workforce has an average age of 50 years. Statistically, 85 staff or 51.20% are over the age of 50. 0.06% of staff are 20 years of age or younger. Within the next five years, 77 or 46.38% of the current workforce aged 53+ years could retire. 50 staff or 30.12% of the workforce aged over 58 could retire immediately.

The ageing workforce will necessitate strategies being implemented to maintain the workforce and better utilise those contemplating retirement e.g. transition to retirement arrangements, part time work and mentoring programs.

STAFF TURNOVER

Year	Number	Turnover Rate
2021/2022	23	38.18%



EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Council adheres to the principles of EEO within the workplace and this is reflective of its work practices. A review of the EEO Management Plan and policies/procedures is being undertaken to ensure currency.

WORKPLACE DIVERSITY

Council currently employs some 166 staff, 110 males (66.26%) and 56 females (33.73%).

7 females are employed in a non-traditional field-based positions, including an apprentice heavy vehicle mechanic and apprentice horticulturalist.

CONSIDERATIONS

- The employment of females in non-traditional areas should be encouraged further.
- The employment of young people (15-19 age groups) across the full scope of Councils operations should be targeted.
- The employment of part-time staff, both male and female in the future may be a consideration, e.g. full time position into a job share arrangement.
- Baby Boomers approaching retirement be specifically surveyed to gain an insight into the types of employment options they might seek to retain their skills and expertise.
- The employment of Trainees/Cadets/Apprentices in a range of disciplines will continue to be a priority from an organisational and community perspective.
- The employment of Indigenous people should be highlighted.



THE ENVIRONMENT WE WORK IN

External Environment: Politico-legal, economic, ecological, sociological and technological (PEEST) analysis

POLITICO-LEGAL ENVIRONMENT

The lack of autonomy of Local Government and the fact that its power is conferred (and limited) by statute has shaped the political environment. Control of Local Government by the State is absolute and varies from time to time. The Federal Government also exercises significant influence over Local Government through the Federal-State co-operative arrangements and funding programs.

Despite the expansion of Local Government's services in the past three decades, this has not been matched by a commensurate increase in revenue, particularly when compared with Federal and State Governments. The key reasons for Local Government's financial stress are cost shifting from other levels of Government to Local Government, community expectations and a constrained ability to raise revenue. Rural Local Government Councils often with declining populations, in particular, are struggling to fulfil their basic service functions and infrastructure renewals.

ECONOMIC ENVIRONMENT

A study undertaken by the University of NSW Business School highlights that the COVID-19 crisis has changed the way people work. It is said, the coronavirus pandemic will have lasting impacts on workplace culture. Video and virtual meetings have grown in number and importance. Resources, and meeting the needs to have flexibility in the workplace either at the place of work or the home office will be a challenge going into the future. COVID-19 has generated a wide array of unique challenges for employees and employers, which include capacity issues, technology challenges, changing workplace practices and competition for labour. These will be ongoing issue for Council to consider now and into the future.

ECOLOGICAL ENVIRONMENT

Climate change, environmental sustainability and energy efficiency will particularly affect Local Government. It could result in a range of legislative requirements, policy imperatives and consumer expectations, that impact on the work of the sector. Furthermore, climate change has direct implications for the Government and community safety and industry sectors, such as water, as well as service implications for Local Government, public safety and public sector.

Consideration of sustainable planning and development is pertinent across all areas of Local Government. Local Councils increasingly seek workers skilled in environment management and sustainability in order to deliver sustainable services, such as waste and recycling management, public works maintenance and construction, and management of water resources. Climatic conditions such as bushfires, storms and droughts influence Councils capacity to service the community.

SOCIOLOGICAL ENVIRONMENT

An ageing workforce, Baby Boomers approaching retirement and people seeking work/life balance will impact on Council's workforce both now and into the future. Initiatives need to be considered to retain skill and expertise and holistically as a region introduce incentives to attract people to the area both from a work and regional growth perspective.

TECHNOLOGICAL ENVIRONMENT

Advancements in technology will require a workforce that is adaptive to change who have the ability to cope with and learn new skills and processes. The ability of staff to adapt to these changes will pose some challenges.

DEMAND FOR COUNCIL SERVICES

Council is facing a number of challenges predominantly related to the nature of our industry, the diversity of our organisation and the expectations of our community. Some of the challenges have an impact on and are addressed in this Workforce Management Plan including:

- Close proximity to other large employers
- An ageing workforce
- Availability of accommodation
- Skill shortages in specific occupational groups
- Increasing compliance requirements
- Achieving high levels of employee engagement
- Succession planning and knowledge transfer





FORECASTING FUTURE NEEDS

From a strategic perspective forecasting future needs is influenced by:

- An ageing workforce
- An ageing area population
- Baby Boomers approaching retirement age
- Attraction and retention of staff
- Potential amalgamations
- Proposed infrastructure works and projects
- Budgetary and funding restraints
- Competition with other employers
- Climatic conditions and events
- Changes in State and Federal Governments

WORKFORCE CHALLENGES AND ISSUES

The challenges in the management and development of Council's Human Resources and the delivery of our strategic objectives include:

- An ageing workforce
- Continuing to engage existing employees
- Retaining key workers with critical skills and experience
- Retaining and optimising the contribution of mature aged workers while maintaining their health and wellbeing
- Successful adoption of new technologies, new management systems and methods of work in order to gain greater efficiencies
- Accommodating the differing needs of a multi-generational workforce
- Staff training and development costs
- Life cycle of the salary system
- Accommodating employment flexibility in response to individual needs for work/life balance
- Identifying further opportunities to deliver shared services in partnership with other Councils
- Creating greater workforce flexibility such as more multi-skilled workers/teams in order to cover changing workload and priorities
- Capturing and transferring corporate knowledge



KEY FOCUS AREAS

The focus of the Workforce Management Plan 2022-2025 is to address the challenges and issues and close the gaps identified to ensure Council can attract, develop and retain a highly skilled workforce that is able to meet current and future needs. The following summarises the aims of key focus areas:

ATTRACT

Our aim is to:

- Attract the best people by promoting and placing Council as a preferred employer
- Create and maintain a workforce that reflects the diversity and future of our community

DEVELOP

Our aim is to:

- Create a talented and responsive workforce to meet organisational needs
- Create a culture of respect and fair treatment
- Acknowledge, value and retain experience
- Develop future leaders through talent identification and mentoring programs

RETAIN

Our aim is to:

- Provide staff at all level with rewarding and diverse roles
- Provide family friendly working conditions
- Provide opportunities to acquire a broad range of knowledge and skills
- Provide a safe and healthy workplace

IMPLEMENTATION AND MONITORING



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IMPLEMENTATION

Implementation of Workforce Management Plan is directly aligned with the goals and objectives of the Cootamundra-Gundagai Regional Council Community Strategic Plan 2022. It is the responsibility of all levels of staff to support and engage with Council's Integrated Planning and Reporting Framework including this Workforce Management Plan to ensure its effective implementation.

The Workforce Assessment Action Plan will be co-ordinated by Human Resources and monitored by the senior management team and relevant workplace committees on a quarterly basis.

MONITORING

This plan, including the output and actions as detailed in the four-year Delivery Program and one-year Operational Plan and will be monitored by senior management. These collective outcomes will be formally reported to Council, the community and staff on a quarterly basis.

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COLLABORATIVE AND PROGRESSIVE LEADERSHIP

We have a transparent and accountable local Council with an actively engaged community and effective partnerships that fosters trust, facilitates innovation and uses resources wisely to meet community needs.

DELIVERY PROGRAM ACTIVITIES – KEY FOCUS AREAS

Objective 4.1: A clear strategic direction that is delivered upon					
No.	Strategy	No.	Delivery Program Activities	Measure of Success	Responsible Department
4.1a	Continuous improvement in services delivery based on accountability, transparency and good governance	4.1a(1)	CGRC will invest in programs and activities which encourage and develop the capacity of current and future community leaders	<ul style="list-style-type: none"> • Increase in programs and activity participation rates 	<ul style="list-style-type: none"> • Interim General Manager
4.1c	Maintain a high-quality workforce that is committed to delivering on the community's and Council's vision and goals	4.1c(1)	Implement the Workforce Management Plan to support all staff in the delivery of community expectations	<ul style="list-style-type: none"> • Workforce Management Plan implemented and outcomes realised 	<ul style="list-style-type: none"> • Interim General Manager
		4.1c(2)	Promote local employment and training opportunities within the Council organisation	<ul style="list-style-type: none"> • Increase in job vacancy applications received from community members • Increase in training opportunities offered • Increase in staff training participation rates 	<ul style="list-style-type: none"> • Interim General Manager
		4.1c(4)	Develop and implement a Staff Wellbeing Program	<ul style="list-style-type: none"> • Staff Wellbeing Program implemented and outcomes realised • Increase in staff satisfaction 	<ul style="list-style-type: none"> • Interim General Manager
4.1d	Strengthen strategic partnerships with the community, business and all levels of government	4.1d(2)	Successfully establish, manage and maintain strong relationships with local businesses, business and community groups	<ul style="list-style-type: none"> • Relationships established • Scheduled communications and ongoing engagement 	<ul style="list-style-type: none"> • Interim General Manager
4.4g	Establish innovative leadership practices	4.4g(1)	Council will actively seek opportunities to innovate its operations and build a stronger innovation culture within the organisation and the broader community	<ul style="list-style-type: none"> • Engagement with Council • Staff and community satisfaction 	<ul style="list-style-type: none"> • Interim General Manager

WORKFORCE . . . MANAGEMENT PLAN

2022/2025

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

ABN: 46 211 642 339

PO Box 420, Cootamundra NSW 2590

Phone: 1300 459 689

Fax: 02 6940 2127

Email: mail@cgrc.nsw.gov.au

www.cgrc.nsw.gov.au

Cootamundra Office:

81 Wallendoon Street, Cootamundra NSW 2590

Gundagai Office:

255 Sheridan Street, Gundagai NSW 2722