



WORKFORCE . . . MANAGEMENT PLAN

2025/2029



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

OUR PLACE. OUR FUTURE.



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FORWARD

A MESSAGE FROM THE GENERAL MANAGER

The Workforce Management Plan 2025–2029 aligns with Council’s vision, mission, and values, ensuring our workforce remains equipped to meet the evolving needs of our community. It integrates strategies and outcomes from the Community Strategic Plan, Delivery Program, and Operational Plan, guiding how we attract, develop, and retain the right people in the right roles at the right time.

This plan acknowledges the unique challenges and opportunities ahead, particularly in light of the potential demerger of Cootamundra-Gundagai Regional Council. Council remains committed to maintaining workforce stability, ensuring service continuity, and supporting staff through any structural changes.

While this plan provides a framework for workforce planning over the next four years, it will be regularly reviewed to adapt to changing circumstances, address emerging priorities, and incorporate feedback from staff and the community.

Roger Bailey

General Manager

INTRODUCTION

The Cootamundra-Gundagai Regional Council (CGRC) Workforce Management Plan 2025 – 2029, is a pivotal document designed to align with and support Council’s vision, mission, and values. Building on the strategic foundation laid out in the Community Strategic Plan, Delivery Program, and Operational Plan, this Workforce Management Plan sets the direction for effectively managing our people resources to meet current and future demands.

At its core, the plan aims to ensure that the right people are in the right roles, at the right time and place, equipped with the skills and capabilities required to deliver exceptional services to our community. It prioritises not only the operational needs of today but also the ongoing development and enhancement of our workforce to prepare for tomorrow’s challenges.

The past four years have tested the resilience of our workforce. Housing pressures, skills shortages, drought, bushfires, COVID-19, and the ongoing demerger discussions have created a complex landscape, impacting the wellbeing, morale, and capacity of our organisation. These challenges underscore the critical need for a robust, adaptable approach to workforce planning.

As we stand at a crossroads, this plan addresses two significant imperatives, navigating the implications of potential demerger and strategically growing the workforce to enhance operational efficiency and service delivery. It recognises the necessity of a dual focus—supporting two potential organisational structures while fostering an agile, responsive workforce capable of meeting the evolving needs of our community should CGRC remain intact.

While this document forms part of the Council’s Resourcing Strategy and provides a roadmap for the workforce for the next four year term of Council, it is designed to be dynamic.

Regular reviews will ensure the plan remains responsive to emerging challenges, community expectations, and staff feedback, enabling our Council to continually adapt and thrive.

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Wiradjuri people, the Traditional Custodians of the Land and pays its respects to Elders, both past and present, of the Wiradjuri Nation and extends that respect to other Aboriginal people.

OUR ORGANISATION

Council provides and maintains a diverse range of services supported by essential infrastructure assets such as roads, footpaths, parks, kerb and guttering, wastewater and waste management as well as playgrounds, community buildings and amenities that enhance the quality of life for our residents and visitors. Council also advocates and lobbies on behalf of residents on matters of importance that impact the local community.



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

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

OUR WORKFORCE PROFILE

Cootamundra-Gundagai Regional Council spans 3,982 square kilometres, encompassing a vibrant population of over 11,200 residents. Situated within the picturesque South-West Slopes and Riverina regions of New South Wales, the area is renowned for its fertile landscapes, hosting some of Australia's most productive farming and cropping regions.

Council's workforce is integral to supporting and servicing the communities of Cootamundra, Gundagai, and the surrounding villages of Adjungbilly, Coolac, Muttama, Nangus, Stockinbingal, Tumblong, and Wallendbeen. Across these areas, we deliver a wide range of critical services through a dedicated team of 171 staff, spanning full-time, part-time, casual, and contractor roles. Our employees contribute to diverse functions, from community-facing services like planning, waste management, sport and recreation, and cultural facilities such as entertainment, libraries, and an arts centre, to vital internal services including legal, finance, IT, customer service, and human resources.

While our workforce is bolstered by contract staff and external labour hire to meet fluctuating operational and disaster recovery demands and grant opportunities, this reliance has grown in recent years due to a nationwide skills shortage and the challenges of attracting talent to regional areas. Addressing this dependency and creating sustainable workforce solutions will be critical as we navigate a complex and evolving operational landscape and ageing workforce.

The proposal to demerge CGRC into two new council entities has significantly impacted Council's ability to recruit and retain staff, particularly at a management level. Once the outcome is known regarding the proposed demerger, recruitment of permanent staff in these key management positions will be a high priority, to bring stability and clear direction going forward for CGRC or the two demerged Council's.



Figure One: Total employees by employment type and gender as at January 2025

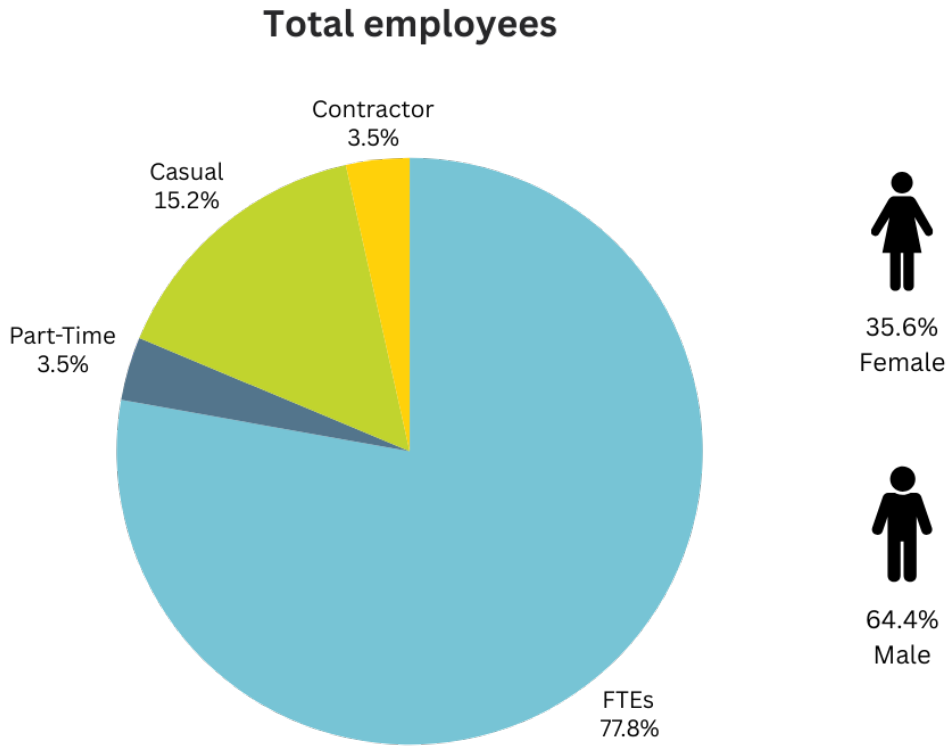
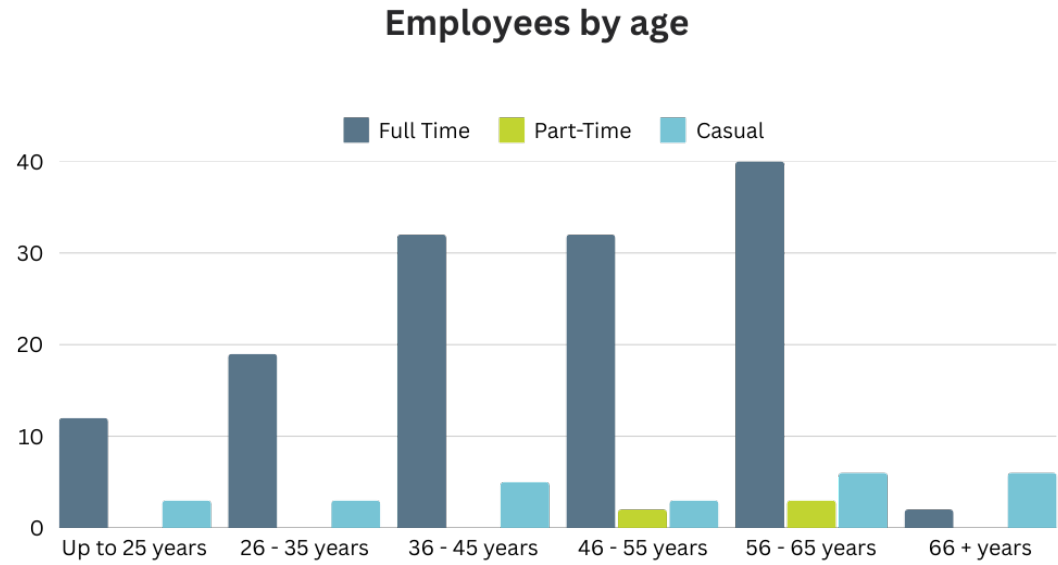


Figure Two: Employees by age as at January 2025*

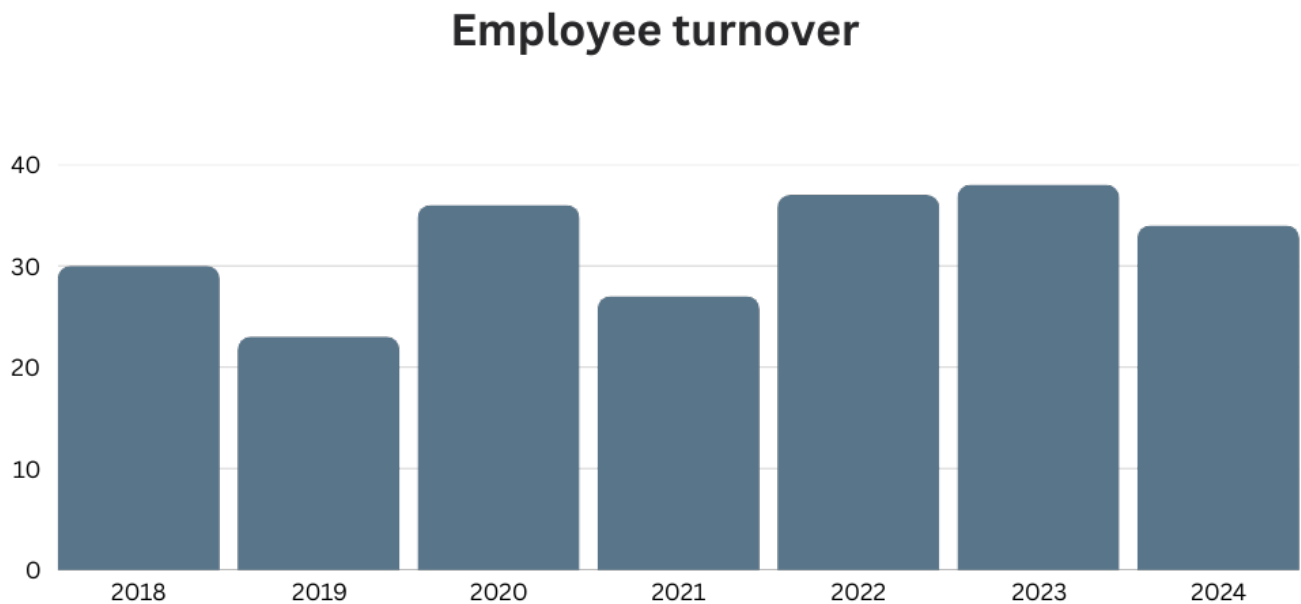


*Age variance is 3 x contractors whose ages are unknown.

Figure Three: Employee tenure as at January 2025

Tenure	F/Time	P/Time	Casual	
0 to 5 years	72	2	16	-
6 to 10 years	26	2	8	-
11 to 15 years	22	0	1	-
16 to 20 years	10	2	1	-
21 to 25 years	3	0	0	-
26 to 30 years	3	0	0	-
Over 30 years	3	0	0	-
Totals	139	6	26	171

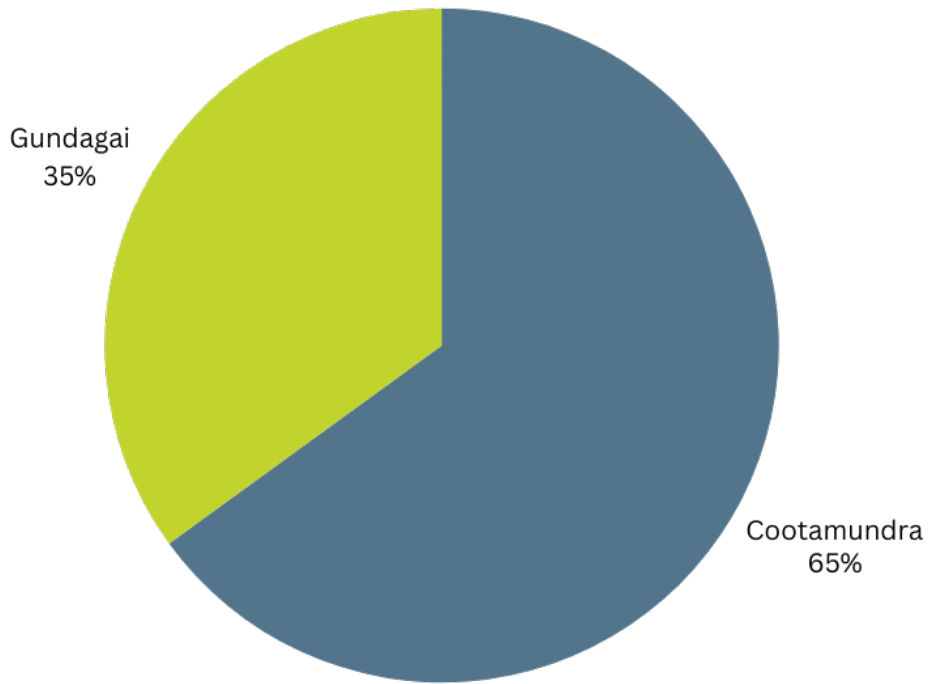
Figure Four: Employee turnover 2018-2024



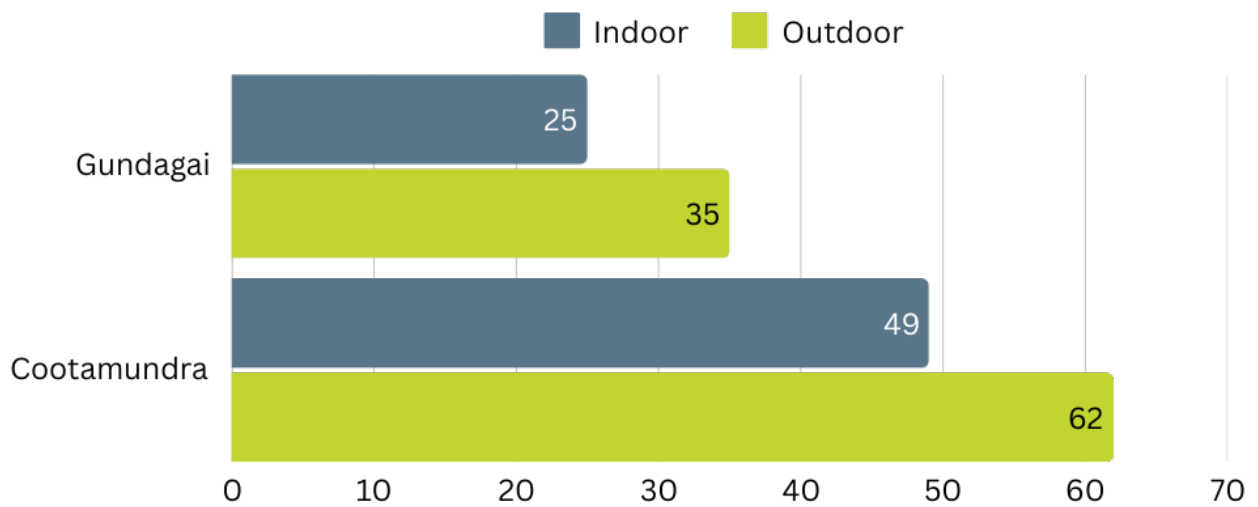
*Variance is the three contractors

Figure Five: Staff by location and role

Staff by location



Indoor/Outdoor staff



ORGANISATIONAL STRUCTURE

GENERAL MANAGER
Roger Bailey

EXECUTIVE SERVICES

Executive Support
Human Resources

Emergency Services

DEPUTY GENERAL MANAGER

Corporate, Community & Development

DEPUTY GENERAL MANAGER - MATT STUBBS

Operations

BUSINESS	FINANCE	SUSTAINABLE DEVELOPMENT	ENGINEERING COOTAMUNDRA	ENGINEERING GUNDAGAI	REGIONAL SERVICES COOTAMUNDRA	REGIONAL SERVICES GUNDAGAI
<ul style="list-style-type: none"> Communications and marketing Arts and Culture Community Services Visitor Services Tourism and Economic Development Customer Service Libraries Governance and ARIC Public Officer Integrated Planning and Reporting Civic Leadership Information Technology Records Management 	<ul style="list-style-type: none"> Finance Grants Procurement 	<ul style="list-style-type: none"> Strategic Planning Statutory Planning and Building Environmental Health and Compliance 	<ul style="list-style-type: none"> Civil Maintenance and Construction RMCC Road Safety Plant and Fleet Management Land Development Aerodrome Depot and Workshop Safety and Risk Asset Management Plans Water & Sewer Management Water and Sewer Asset Management Plans 	<ul style="list-style-type: none"> Civil Maintenance and Construction RMCC Road Safety Plant and Fleet Management Land Development Depot and Workshop Safety and Risk Asset Management Plans Water & Sewer Management Water and Sewer Asset Management Plans 	<ul style="list-style-type: none"> Recreation Facilities Waste Management Buildings and Property Management and Maintenance Asset Management Plans Regulatory Companion Animals, Cemeteries, Noxious Weeds, Saleyards, Illegal Dumping 	<ul style="list-style-type: none"> Recreation Facilities Waste Management Buildings and Property Management and Maintenance Asset Management Plans Regulatory Companion Animals, Cemeteries, Noxious Weeds, Saleyards, Illegal Dumping

DEVELOPING THE PLAN

The Workforce Management Plan is a key component of Cootamundra-Gundagai Regional Council's Integrated Planning and Reporting Framework, directly supporting the Delivery Program and Operational Plan. Its primary aim is to ensure Council has a skilled, adaptable, and innovative workforce capable of informing strategic direction, addressing challenges, and consistently delivering effective and efficient services to the community.

This plan is informed by a comprehensive analysis of internal and external factors likely to impact the workforce, an assessment of current capabilities, and the identification of future workforce needs. In alignment with Council's strategic priorities, the workforce planning process addresses key considerations, including:

- Managing an ageing workforce
- Succession planning
- Creating opportunities to attract and retain local young talent
- Developing incentives to position Council as an employer of choice
- Promoting learning and development initiatives
- Strengthening performance management frameworks
- Addressing skills gaps through targeted recruitment strategies
- Enhancing workforce diversity
- Exploring hybrid workplace opportunities for digitally induced remote employment
- Managing change and uncertainty through potential demerger process
- Sharing or sponsoring skills and resources with adjoining councils

This plan forms part of the Resourcing Strategy along with the Asset Management Plan and Long Term Financial Plan and is underpinned by an extensive review of:

- Financial Sustainability Plan
- Demerger Transition Plan
- Key workforce data
- Community Strategic Plan
- Four-Year Delivery Program
- Annual Operational Plan
- EEO Management Plan, and the NSW Local Government IP&R Framework.

Insights gathered from these reviews, combined with consultation with key stakeholders, have informed the workforce initiatives proposed within this plan, ensuring Council is well-positioned to meet the challenges and opportunities ahead.

THE ENVIRONMENT WE WORK IN

The Council faces significant challenges in workforce management, skill shortages, and resource allocation. However, through targeted action plans, strategic use of technology, and a commitment to succession planning and diversity, the Council can build a sustainable workforce capable of addressing current and future demands.

EXTERNAL ENVIRONMENT

POLITICO-LEGAL ENVIRONMENT

The lack of autonomy in local government and the fact that its power is conferred and limited by statute continues to shape the political landscape. Control of local government by the state remains absolute, with the extent of influence varying over time. Additionally, the Federal Government exercises significant influence through federal-state cooperative arrangements and funding programs, further complicating local governance dynamics.

Despite the broadening of local government services in recent decades, this expansion has not been accompanied by a proportional increase in revenue, especially when compared to the growth seen in Federal and State budgets. Local governments continue to face financial strain, primarily due to cost-shifting from other levels of government, rising community expectations, and limited capacity to generate revenue.

For rural councils, such as Cootamundra-Gundagai, these challenges are exacerbated by stagnating populations, making it even more difficult to maintain basic services and undertake essential infrastructure renewals. As we move into the 2025-2029 period, these financial pressures are expected to intensify, requiring a re-evaluation of funding models and stronger advocacy for local government interests at the state and federal levels.

ECONOMIC ENVIRONMENT

In the wake of the COVID-19 pandemic, the workforce landscape has undergone significant shifts, and local governments in regional Australia, including Cootamundra-Gundagai, are facing new economic challenges. While COVID-19 was the defining factor in the 2022-2025 workforce management plan, influencing expectations around work flexibility, remote work, health and safety, and the post-pandemic economic environment has brought new complexities. Rising inflation, cost-of-living pressures, and supply chain disruptions are straining local budgets, while the competitive job market has intensified the challenge of attracting and retaining skilled workers. Lack of local housing provides an added layer of complexity to attracting a workforce who are able to live in the local area on a full-time basis. Like many regional councils, we are also grappling with an ageing workforce, changing demographic trends, and increasing

demands for service delivery, all while managing limited financial resources. To navigate these pressures, we must adapt by adopting innovative approaches to workforce management, fostering resilience, and ensuring that they remain agile in meeting the evolving needs of their communities.

ECOLOGICAL ENVIRONMENT

- Climate change, environmental sustainability, and energy efficiency are critical factors shaping the ecological environment for local governments in the 2025-2029 period. As Australia continues its transition to renewable energy and a low-carbon economy, local councils will face increasing legislative requirements, policy shifts, and heightened consumer expectations. These changes will demand greater integration of sustainable practices across local government operations, from energy-efficient infrastructure to waste management and community programs that promote environmental stewardship.
- To meet these demands, Council will require skilled workers in environmental management, sustainability, and sustainable planning and development. These capabilities will be essential to delivering sustainable services in key areas such as waste, recycling, public works maintenance, construction, and the management of water resources. The ability to attract and retain this expertise will be critical to ensuring the council can meet regulatory requirements and community expectations while driving long-term sustainability goals.
- Climatic conditions such as drought, bushfires, and storms significantly influence the council's ability to service the community. These extreme weather

events can strain infrastructure, disrupt service delivery, and increase the urgency of climate adaptation measures. For Council, building resilience and disaster preparedness, responsiveness and recovery support into its operations will be vital to safeguarding public safety, protecting assets, and maintaining essential services. The increase in frequency and severity of climatic events will adversely impact Councils infrastructure assets and impose additional financial stress if adequate funding is not obtained from other tiers of government.

- To navigate these challenges, we will need to strengthen our capacity for climate adaptation and mitigation, advocate for state and federal support, and actively engage with communities to drive sustainable outcomes. The ecological environment will increasingly require us to balance regulatory compliance with proactive, innovative approaches to protect the environment and support long-term community resilience.

SOCIOLOGICAL ENVIRONMENT

- The sociological environment presents both challenges and opportunities for Cootamundra-Gundagai. An ageing workforce, with baby boomers approaching retirement, is creating a significant skills gap, particularly in sectors requiring technical expertise and long-term experience. This demographic shift is also driving an increase in workers compensation claims, as older employees are more susceptible to workplace injuries and health issues.
- Shifting workforce expectations, such as greater demand for work-life balance, flexible work arrangements, and remote

work options, Council is facing growing pressure to adapt workforce management strategies to attract and retain talent. These trends impact the council's ability to maintain consistent service delivery and build institutional knowledge.

- Other sociological factors include changing community demographics, such as increasing diversity and population shifts, which influence the types of services councils need to provide. Rural councils often contend with stagnant populations, leading to a shrinking local talent pool and reduced community capacity. Conversely, regional areas experiencing population growth face increased demands for housing, infrastructure, and services, requiring councils to scale operations quickly.

TECHNOLOGICAL ENVIRONMENT

- The rise of technology-savvy younger generations in the workforce presents an opportunity for Council to modernise operations and improve service delivery through digital innovation. However, to fully realise these benefits, Council must invest in workforce development, creating inclusive workplaces that cater to multigenerational teams and address emerging workforce expectations.
- Digital transformation, including the adoption of smart systems, automated workflows, and data-driven decision-making tools, has the potential to significantly enhance service delivery and operational efficiency. For Cootamundra-Gundagai Regional Council, leveraging these advancements will depend on the ability of staff to embrace change and acquire the technical proficiency necessary to implement and manage new technologies effectively.

- The growing reliance on digital platforms for community engagement, financial management, and infrastructure planning also brings challenges, particularly in ensuring cybersecurity, data privacy, and compliance with evolving regulations. Additionally, providing staff with access to training and development opportunities is essential to close digital skills gaps and foster a culture of innovation.
- For rural councils, limited resources and geographic isolation can hinder access to cutting-edge technology and the ability to attract skilled professionals with technical expertise. As technology continues to evolve, the council must prioritise strategies to recruit, train, and retain staff capable of driving digital innovation. Building partnerships with educational institutions, leveraging government funding for digital initiatives, and fostering cross-departmental collaboration can support the council in navigating these technological shifts. Embracing technology will not only future-proof operations but also enhance the council's ability to deliver efficient, sustainable, and community-focused services.

DEMAND FOR COUNCIL SERVICES

- The demand for council services continues to grow, driven by rising community expectations, demographic changes, and the need to maintain and upgrade essential infrastructure. This includes a dedicated focus on housing/development to enable the community to grow and attract skilled workers. However, councils like Cootamundra-Gundagai face significant funding and revenue generation constraints that challenge their ability to meet these demands. Limited capacity to raise revenue

through rates and fees, combined with fluctuating state and federal funding, creates a gap between service delivery expectations and available resources. This gap is further exacerbated by cost-shifting from other levels of government, placing additional financial pressure on local councils to assume responsibilities without corresponding funding.

- To address these challenges, councils must explore innovative approaches to service delivery, such as regional collaborations, public-private partnerships, and community co-design initiatives that align services more closely with community needs. Prioritising efficiency in operations and leveraging technology to optimise resource allocation will be essential to sustaining services within budgetary constraints. Advocacy for fairer funding models and stronger financial support from state and federal governments will also remain critical to ensuring councils can deliver the quality of services their communities expect and deserve.

CHALLENGES AND ISSUES

Cootamundra-Gundagai Regional Council faces significant workforce challenges. Over 33% of staff are aged 55 and above, creating an urgent need for a structured approach to skills transfer and succession planning for key roles. At the same time, 50% of staff have been with the Council for less than five years, highlighting the need to adopt targeted strategies to retain talent and position the Council as an employer of choice.

Recruiting, onboarding and training new employees has proven difficult, with several key positions remaining vacant for extended periods. While this poses a challenge, it also presents an

opportunity to bring in fresh perspectives that could drive service delivery improvements.

The ongoing uncertainty surrounding demerger discussions, coupled with the instability of the organisation's leadership structure, are further destabilising the organisation. With 70% of management positions held on temporary contracts and seven General Managers appointed in as many years, the lack of continuity in leadership is compounding the challenges and undermining the organisation's ability to establish long-term direction.

Additionally, Council faces the ongoing challenge of retaining staff in the same roles from the former Cootamundra and Gundagai Councils which has led to confusion in aligning processes and procedures. This lack of cohesion, places added strain on the ability to deliver services effectively and efficiently across the two regions.

HOUSING AND REGIONAL DEVELOPMENT

- Business and council uncertainty regarding a potential demerger delays commitment to housing solutions. This is exacerbated by the housing shortages in the area because of external projects (e.g., inland rail link) and internal workforce demands.
- Workforce housing challenges due to Australian Meat Group's rural visa workers occupying most available housing.
- Development planning policies are hindered by staffing shortages, the Local Environmental Plan (LEP) and lack of Development Control Plans (DCPs) in Gundagai

SKILL SHORTAGES AND RECRUITMENT ISSUES

- Critical gaps exist in environmental health officers and building surveyors, especially at senior levels (A2/A3). Similar gaps in waste management, finance, engineering, labourers, and internally in communications, IT and HR.
- Difficulty attracting qualified professionals to rural areas, compounded by nationwide skill shortages and constrained salary's when compared with other larger councils and corporate/private enterprise limits Cootamundra-Gundagai Council's ability to be competitive in recruitment.
- Over-reliance on shared staff, consultants and contract staff and farming out planning applications due to limited available resource, which is expected to continue as shared resources if Council is demerged.
- Anticipation of increased demand for economic development, strategic planning, and tourism-related roles.
- Increasing compliance requirements necessitate specialised governance and audit roles.

ORGANISATIONAL AND RISK MANAGEMENT

- Risk management responsibilities are currently scattered across WH&S and ERM project risk management. A proposal to centralise these under one department aligns with Council's legislative obligation, effective July 2024, to establish a


comprehensive risk management framework, demonstrate state ARIC (audit, risk, improvement) compliance, implement internal audits, and ensure statutory compliance.

The Disability Inclusion Act 2014 (DIA) mandated the development of the Disability Inclusion Plan across NSW Government and local councils. The Act enshrines the principles of inclusion in legislation, and hold government accountable to make real changes in this area.

- Workforce flexibility has been crucial but risks overburdening staff.
- Current resource allocation reflects years of efficiency-focused adjustments but requires re-evaluation.

TECHNOLOGY INTEGRATION AND WORKFORCE EFFICIENCY

- Exploration of Artificial Intelligence (AI) tools to streamline planning processes and improve efficiency including the potential for AI to reduce report preparation time and identify relevant planning issues automatically.
- Potential to enhance digital transaction and self-service options to improve workforce efficiency and streamline service delivery, addressing challenges in technology integration and meeting community expectations for accessible, user friendly solutions.
- Need for IT traineeships to support desktop management and free up senior IT staff for strategic work.



DIVERSITY, INCLUSION, AND EMPLOYEE WELLBEING

- Equal Employment Opportunity (EEO) principles guide current diversity efforts, but more robust strategies are needed.
- Overburdened staff manage workloads through collaboration, but strategic thinking time is limited.
- Work-life balance and resource imbalances require further attention. Particularly in key Council delivery areas where leave cannot be taken until a backfill arrangement with appropriate skillset is secured.

DEMERGER

- Balancing workforce allocation across the two councils post-demerger poses challenges, particularly in ensuring equitable service delivery and avoiding skill shortages in critical areas, as outlined in the Delivery Program
- The demerger creates a need to recruit separate executive and specialist positions for each council, increasing costs and the complexity of workforce management.
- Transitioning to separate cloud-based systems and technologies for each council adds complexity and cost, while also requiring alignment with the DTP to ensure operational efficiency and continuity

KEY FOCUS AREAS

The focus of the Workforce Management Plan 2025 – 2029 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 three key focus areas.

FOCUS AREA ONE

STRENGTHENING WORKFORCE CAPACITY

OBJECTIVE:

Develop a capable, future-ready workforce that ensures operational continuity, fosters growth and mentorship and drives organisational success through:

- Conduct survey and analysis of likely retirements consequent to decision on demerger to identify the operational areas and impacts, delays and cost of replacements.
- Developing and implementing mentoring and cross-training programs to support retiring staff and enhance staff resilience to address relief staffing gaps.
- Explore the creation of cadetship and traineeship programs to address skill gaps and build capacity in critical roles.
- Conducting a resource allocation review or organisational restructure to address imbalances and align resources with strategic priorities following decision on demerger.
- Building capacity of managers to lead change and drive workforce improvements effectively in alignment with the Financial Sustainability Plan and Demerger Transition Plan.

FOCUS AREA TWO

LONG-TERM SUSTAINABILITY AND RELEVANCE

OBJECTIVE:

Strengthen the Cootamundra-Gundagai Regional Council's capacity to remain relevant and sustainable under current arrangements and alternatively in the event of a demerger by positioning the region as a vibrant hub for economic activity and ensuring Council's resilience through:

- Attracting and retaining the best people by promoting and positioning Council as an employer of choice and ensuring there are clear pathways for the talent to progress through the organisation/s and providing a workplace that enables flexibility and resilience in the face of changing environments.
- Partner with external departments to proactively address housing and infrastructure needs to support community, economic and workforce growth as detailed in the Delivery Program.
- Resource allocation review/restructure for better alignment with priorities in the Delivery Program following decision on demerger.
- Enhance economic development opportunities, including tourism, land development and business attraction.

FOCUS AREA THREE

OPERATIONAL EXCELLENCE AND INNOVATION

OBJECTIVE:

Optimise internal processes, enhance organisational resilience, and foster a culture of innovation to meet evolving governance and operational needs through:

- Centralisation of risk management function and addressing governance/audit demands.
- Exploring AI and technology grants to improve planning efficiency.
- Developing comprehensive diversity and inclusion strategies to create a more representative and equitable workforce.
- Develop adaptable governance and financial strategies to ensure operational sustainability in all potential governance structures in alignment with the Financial Sustainability Plan and Demerger Transition Plan.
- Ensuring seamless project continuity by thoroughly documenting projects needing continuation for the next Delivery Program and monitoring workforce data regarding productivity, employment cost and growth, effect of turnover and impact on delivery
- Consider what services can be shared with other councils (merged or demerged council)

CHANGES TO WORKFORCE WITHIN THE LONG-TERM FINANCIAL PLAN

Three scenarios to be considered in the long-term financial plan:

SCENARIO ONE (ideal/preferred scenario):

Additional funding for training and development as well as five additional positions: IT Trainee, Hort Apprentice, Waste Officer, Engineer (asset management) and Environmental Health Officer.

SCENARIO TWO:

Additional funding for training and development, as well as three additional roles: IT Trainee, Engineer and Environmental Health Officer.

SCENARIO THREE:

No change to workforce.



IMPLEMENTATION AND MONITORING

IMPLEMENTATION

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

The Workforce Assessment Action Plan will be coordinated 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 Plan and Operational Plan will be monitored by senior management. These collective outcomes will be formally reported to the Council, the community and staff on a bi-annual basis.

FOCUS AREA ONE

STRENGTHENING WORKFORCE CAPACITY

Delivery Program Alignment	Strategic Initiative	Deliverables	Timing	Measurement/KPI
<p>4.1a 4.1b 4.1c 4.1e</p>	<p>Enable agile responses to vacancies, priorities, emergency and grant opportunities.</p>	<ul style="list-style-type: none"> Refer annually to Financial Sustainability Plan and Long Term Financial Plan forecasts to ensure agility in responsiveness to vacancies, priorities, emergency. Take up fully funded grant programs with employment matched to terms of grant 	<p>2025-2029</p>	<ul style="list-style-type: none"> Average time taken to fill critical vacancies compared to industry benchmarks Track the time taken to reallocate resources or implement contingency plans in response to emergencies. Budget Allocation Efficiency
<p>4.1a 4.1b 4.1c 4.1e</p>	<p>Mentoring and cross-training program to capture corporate knowledge and skills transfer from retiring staff and enhance staff resilience</p>	<ul style="list-style-type: none"> Conduct an audit to identify critical roles and skills within Council with a focus on opportunities for knowledge sharing, mentoring and cross-training Project the remaining tenure of incumbents in critical roles, considering anticipated retirement or turnover, and identify mentoring opportunities for retiring staff to guide successors Train managers to lead impactful development and succession conversations with a focus on encouraging mentoring relationships and identifying cross-training needs Create tailored action plans for each critical role, incorporating structured mentoring programs, cross training initiatives and recruitment strategies to facilitate seamless knowledge transfer and enhance team resilience. 	<p>2025/2026 2027/2028</p>	<ul style="list-style-type: none"> Skills audit conducted and critical roles identified Audit is conducted annually Successors for critical roles are identified and have a current training and development plan underway Documented plan for each critical role, reviewed annually Active conversations with incumbents on the plan held at least annually with clear expectation on actions captured and measured in performance objectives. Leaders are trained and provided templates and tools to undertake effective succession conversations

Delivery Program Alignment	Strategic Initiative	Deliverables	Timing	Measurement/KPI
<p>4.1a</p> <p>4.1b</p> <p>4.1c</p> <p>4.1e</p>	<p>Establishing cadetships and traineeships for critical roles focussing on environmental health, and building surveyors</p>	<ul style="list-style-type: none"> Clearly define the traineeship program with clear objectives, role descriptions, career pathways, and learning opportunities Establish partnerships with key service providers such as TAFE to develop and expand Council's cadet and trainee opportunities Advertise relevant vacancies through partners Design a targeted recruitment strategy to attract potential trainees and leverage partnerships with schools, universities and training institutions to promote opportunities Develop a tailored onboarding and training program, assigning a mentor to provide support and guidance through the process with tailored development plans for each participant. 	<p>2026-2029</p>	<ul style="list-style-type: none"> Program developed and approved Partnerships established Number of applications received Trainee retention Program impact
<p>3.4a</p> <p>3.4c</p> <p>4.1a</p> <p>4.1c</p> <p>4.2b</p> <p>4.2c</p> <p>4.4a</p>	<p>Conducting a resource allocation review to address imbalances and re-align resources with strategic priorities</p>	<ul style="list-style-type: none"> Conduct a detailed review of current resource allocation across all departments and projects to identify imbalances, redundancies and gaps in resource distribution. Provide a clear snapshot of how resources are aligned with strategic priorities Develop a strategic resource allocation plan to address identified imbalances, ensuring resources are directed toward high-impact areas Establish a framework for future-proofing resource assessment and adjustment to maintain alignment with evolving strategic priorities Review role descriptions for all staff to clearly outline responsibilities and KPIs 	<p>2025/2026</p>	<ul style="list-style-type: none"> Audit complete and identification and quantification of areas of imbalance or misalignment if any Reallocation plan implemented Reduction in resource imbalances Clearly defined role descriptions and KPIs in place for all staff Increase the proportion of resources allocated to strategic priorities Measurable improvements in project delivery and improved service delivery metrics Positive feedback from stakeholders and community

Delivery Program Alignment	Strategic Initiative	Deliverables	Timing	Measurement/KPI
<p>4.1a 4.1c 4.1e 4.2a</p>	<p>Build capacity of managers to lead change and drive workforce improvements</p>	<ul style="list-style-type: none"> • Define and enforce leadership expectations and accountabilities - Update role descriptions to clearly outline leadership capabilities and accountabilities - Establish and communicate performance expectations for all leaders - Implement regular performance reviews to measure and enforce accountability • Develop and implement leadership program across all levels - Core Leadership: equip all leaders with essential functional skills including asset management, workforce planning, financial and procurement management, HR, governance and risk, IT system, WH&S. - Frontline Leadership transition: support leaders transitioning from technical or operational roles with targeted training - Mid-level leadership: develop capabilities for leading other leaders and managing multiple teams effectively - Senior Leadership development: enhance strategic leadership skills for those leading organisational functions. 	<p>2025-2029</p>	<ul style="list-style-type: none"> • Role descriptions for all leaders include consistent capabilities, behaviours and accountabilities for each level • Outcomes measured in formal performance reviews • Leadership programs implemented, refreshed annually • Participation in program by all leaders • Employee engagement and satisfaction results improve

FOCUS AREA TWO

LONG-TERM SUSTAINABILITY AND RELEVANCE

Delivery Program Alignment	Strategic Initiative	Deliverables	Timing	Measurement/KPI
<p>1.1a</p> <p>1.1b</p> <p>2.2a</p> <p>2.2b</p> <p>3.2a</p> <p>3.2d</p> <p>4.3d</p> <p>5.2a</p> <p>5.2b</p>	<p>Attracting and retaining the best people by promoting and positioning Council as an employer of choice</p>	<ul style="list-style-type: none"> • Develop and implement an employee survey to establish benchmark of employee satisfaction and engagement and measure annually • Develop a Council employee value proposition that promotes Council as an employer of choice, showcase the career pathways, training and development opportunities and other experiences Council provides • Address reputational challenges of CGRC through implementation of external facing campaign to support and promote the work of CGRC focusing on the people who work for Council and what a day in the life looks like • Investigate a reward and recognition program to support salaried employees that aligns with organisation values and requirements • Develop an employee culture and wellbeing program that supports Council's flexible work arrangements and demonstrates Council's commitment to its employees • Review recruitment strategies, forms and processes with a view to increase gender equality, diversity and inclusion in Council's overall recruitment strategy. This may include the incorporation of gender inclusive language in position descriptions and adverts, gender quotas in candidate pools and on interview panels, clarity on processes for negotiating pay rates etc) 	<p>2025-2029</p>	<ul style="list-style-type: none"> • Employee survey conducted annually • Representative response rate from indoor/outdoor staff • Marketing campaign designed and launched • Increased awareness of Council roles and opportunities • Improved retention rates • High levels of employee satisfaction • A workforce that is reflective of the community

Delivery Program Alignment	Strategic Initiative	Deliverables	Timing	Measurement/KPI
<p>2.3a</p> <p>2.3b</p>	Proactively address housing and infrastructure needs to support community and workforce growth	<ul style="list-style-type: none"> Per the delivery plan- undertake housing investigation and report on housing issues in the region and identify strategies to mitigate Per the delivery plan- develop planning policies to facilitate options for a range of housing 	2025-2026	<ul style="list-style-type: none"> Available land parcels sold or developed within 2 years Increase in number of housing or commercial development initiated Time to process development applications reduced
<p>2.1a</p> <p>2.1c</p> <p>2.1d</p> <p>2.2a</p> <p>2.2b</p> <p>2.2e</p>	Enhance economic development opportunities, including tourism, land development and business attraction	<ul style="list-style-type: none"> Deliver key actions as identified in the Tourism and Economic Development Plan 	2027-2029	<ul style="list-style-type: none"> Economic Development Plan key actions implemented Number of new businesses established in region Increase in business related revenue streams

FOCUS AREA THREE

OPERATIONAL EXCELLENCE AND INNOVATION

Delivery Program Alignment	Strategic Initiative	Deliverables	Timing	Measurement/KPI
<p>4.1c 4.4b</p>	<p>Centralisation of risk management function and address changing governance/audit demands</p>	<ul style="list-style-type: none"> • Consolidate risk management functions under a single framework to streamline processes and ensure consistency across all departments. • Define roles, responsibilities, and reporting lines for the centralised risk management team. • Establish standardised tools and templates for risk identification, assessment, mitigation, and reporting. • Conduct a gap analysis to assess the organisation's current governance and audit practices against updated regulatory and compliance demands. • Update policies, procedures, and controls to address identified gaps, ensuring alignment with the latest standards. • Implement a compliance monitoring system to track adherence to governance and audit requirements. 	<p>2025</p>	<ul style="list-style-type: none"> • Completion and roll out of centralised risk management framework • 100% of compliance gaps identified and resolved within 12 months • Reduction in duplicated or fragmented risk management processes
<p>3.3a 4.2c 5.4a</p>	<p>Exploring AI and technology grants to improve Council efficiency</p>	<ul style="list-style-type: none"> • Identify opportunities to streamline resource heavy services and process through use of technology (i.e./ electronic payslips and timesheets) • Information management systems Streamline resource heavy payroll services and processes (ie. Electronic payslips and timesheets) • Identify and access grant programs and funding for technology improvement 	<p>2025/2026</p>	<ul style="list-style-type: none"> • Resource heavy processes identified and technology solutions implemented • Number of relevant grants identified and applications submitted • Improved service delivery and efficiency

Delivery Program Alignment	Strategic Initiative	Deliverables	Timing	Measurement/KPI
1.2a	Developing comprehensive diversity and inclusion strategies to create a more representative and equitable workforce	<ul style="list-style-type: none"> Audit existing policies and process frameworks to determine gaps and order of priority for development Continue to promote Council as an inclusive organisation, celebrating internal events and initiatives which support an inclusive and diverse organisation Initiate employment support programs for Aboriginal and Torres Strait Islander employees. This may include traineeships or project roles which target local Aboriginal and Torres Strait Islander community members for employment. 	2025/2026	<ul style="list-style-type: none"> A workforce that reflects the diversity of the community Increase in applications from diverse candidates Increase in Council's diversity rates
4.1a 4.1e 4.4a 4.4b	Develop adaptable governance and financial strategies to ensure operational sustainability in all potential governance structures	<ul style="list-style-type: none"> Conduct a detailed analysis of the financial and governance implications of a potential de-merger including the revenue and expenditure adjustments, shared services that will require restructure, and governance complexities Identify key risks to sustainability, such as financial deficits, resource duplication, and service delivery gaps and develop mitigation plans Design an adaptable governance team structure that can operate effectively in multiple scenarios Prepare contingency budgets for both merged and de-merged scenarios to ensure service continuity and fiscal stability. 	2025	<ul style="list-style-type: none"> Completion of a scenario analysis report Each key risk has mitigation plan Financial resilience and sustainability with increase in financial reserves Service delivery continuity with >95% of services operating without disruption Stakeholder satisfaction with governance plans
4.1a 4.4a	Ensuring seamless project continuity by thoroughly documenting projects needing inclusion in next DP highlighting resource requirements	<ul style="list-style-type: none"> Resourcing requirements for projects rolling over into the new DP known and resources identified / appointed / secured 	2025/2026	<ul style="list-style-type: none"> Service delivery continuity with >95% of services operating without disruption

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2025-2029 Workforce Management Plan



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