

DELIVERING FOR CABONNE

WORKFORCE MANAGEMENT
STRATEGY
2022-2026



CABONNE COUNCIL

A photograph of a dirt path winding through a forest. The trees have dense foliage with leaves in shades of orange, yellow, and brown, suggesting an autumn setting. The path is made of dry earth and is flanked by trees on both sides. The sky is visible through the canopy, appearing bright and slightly hazy.

In the spirit of reconciliation, Cabonne Council acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land referred to as Cabonne.

Cabonne Council also pays respect to the Elders, both past and present, of the Wiradjuri Nation and extend that respect of other Indigenous Australians who are present in the Cabonne area.

We recognise Aboriginal spiritual, social, and cultural connections to these lands and waters, and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

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Vision and Mission

The Cabonne Local Government Area is thriving, caring, and vibrant.

Our Cabonne community recognise and acknowledge our rich culture, heritage, and history.

We strive to protect and value our environment, and the rural aspects of the region.

We recognise that we need to ensure all members of our community have access to the services and support required to be successful.

Despite being made up of a number of towns, villages and localities, we recognise that we need to work together to achieve great things for our wider Cabonne community.

Where one community succeeds - we all succeed.

We are Cabonne.



Integrated Planning and Reporting (I,P&R)

Under the NSW Local Government Act 1993, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IPR) Framework.

This framework assists councils in delivering their community's vision through long, medium and short term plans. The purpose of the framework is to formalise strategic and resource planning across NSW councils and ensure long term planning is based on community engagement leading to a more sustainable local government sector.

The Cabonne Community Strategic Plan 2022-2032, identifies the community's vision for the future, long-term goals, and strategies to get there and outlines how Council will measure progress towards that vision.

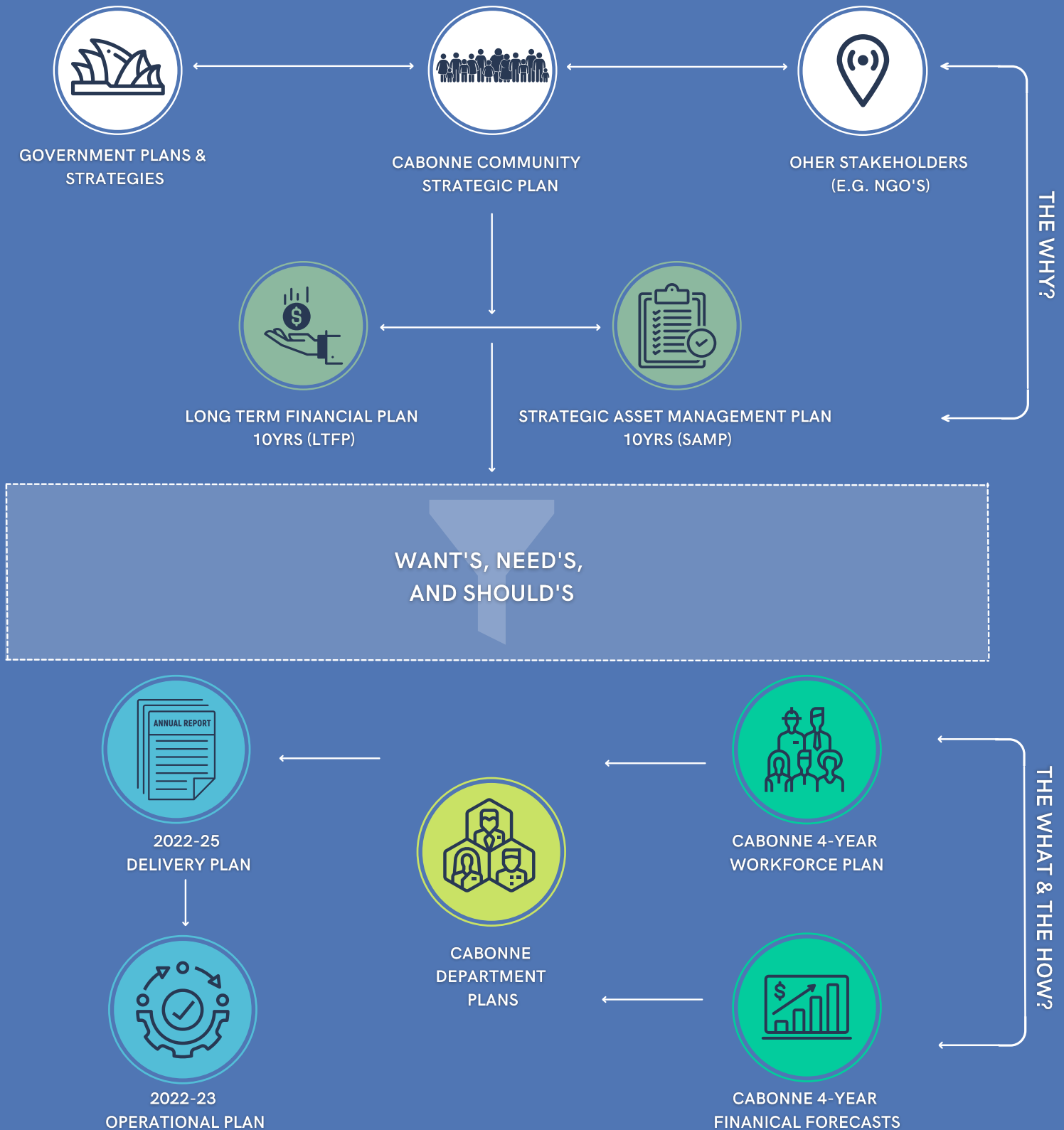
The Delivery Program is a four year plan which outlines Council's commitment to achieving the outcomes and strategies of the Community Strategic Plan. It sets out the initiatives that Council will undertake during its four year term of office, with detailed annual actions to implement the initiatives listed in Council's annual Operational Plan and Budget.

The one year Operational Plan sits separately to the Delivery Program and spells out the initiatives and projects that will be undertaken by Council towards achieving the commitments made in the Delivery Program.

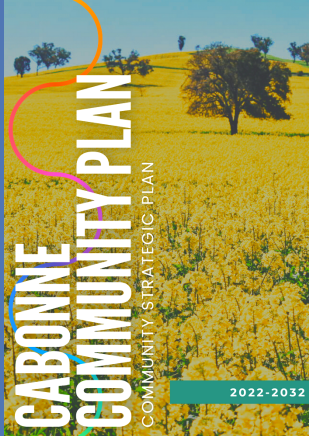
These plans are supported by the Resourcing Strategy which consists of the following key components:

- Long Term Financial Plan
- Strategic Asset Management Plan
- Workforce Management Strategy

I,P&R Structure

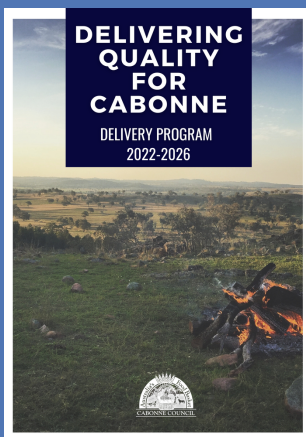


The IP&R Suite



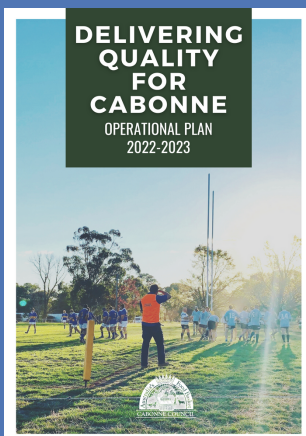
COMMUNITY STRATEGIC PLAN

The highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.



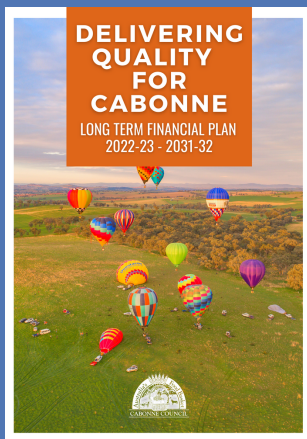
DELIVERY PROGRAM

Is Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.



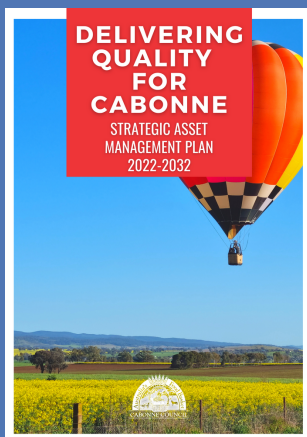
OPERATIONAL PLAN

Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.



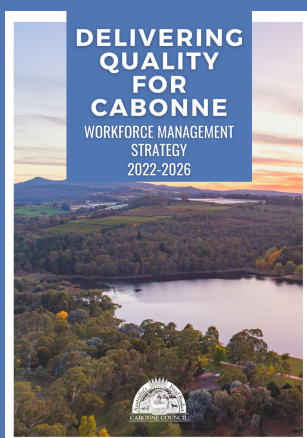
LONG-TERM FINANCIAL PLAN

Council's Long-Term Financial Plan (LTFP) forecasts the financial capacity of the organisation to meet the objectives adopted in the Community Strategic Plan. It is vital for informing both Council and our community about the long-term financial position of our organisation. Council's Long-Term Financial Plan covers a period of 10 years and will be updated annually following the adoption of each of Council's Annual Operational Plans.



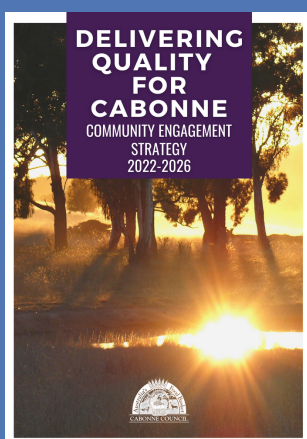
STRATEGIC ASSET MANAGEMENT STRATEGY

Council's Asset Management Strategy outlines how Council will manage community assets such as roads, footpaths, recreational facilities and parks, buildings and equipment to ensure that it continues to meet the needs of the community — both short and long-term.



WORKFORCE MANAGEMENT PLAN

The Workforce Management Plan forms a critical part of Council's Resourcing Strategy and provides a framework for aligning decisions about human resources (such as recruitment, development, internal deployment, career paths etc.) with outcomes, goals and strategies in the Community Strategic Plan.



COMMUNITY ENGAGEMENT STRATEGY

The Community Engagement Strategy demonstrates Council's commitment to actively engage the local community through best-practice consultation methods. It sets out clear guidance about how Council will engage with the community and outlines Council's approach to community engagement including the methodologies, tools and techniques.



VH-YPI

Workforce Management Strategy Introduction

“By 2025 Cabonne Council will be an adaptable, resilient and performing organisation, to maximise opportunities and to overcome the challenges faced by Council and our community.”

Adopted in 2020 this new mission of Council drives and focuses our workforce to be the best we can by placing our community at the centre of our planning and decision making. In 2019 Council launched the “Cabonne 2025 Transformation Program” consisting of a range of activities and projects aligned to the 4 key lines of effort and 8 capability areas.

Workforce planning development is a key part of the Transformation Program. We need to have the right capability capacity of our staff -

RIGHT PEOPLE, RIGHT JOB, RIGHT PLACE, RIGHT SKILLS

Our success depends on our people - on their capability and capacity, on the culture and commitment to continuous improvement. It depends on us being an employer of choice, attracting, retaining and developing a loyal, talented and passionate workforce.

This workforce strategy describes where we are now, where we want to be and the strategies and activities for how we will get there.

It is an important element of the Resourcing Strategies of the Integrated Planning and Reporting Framework of Local Government.

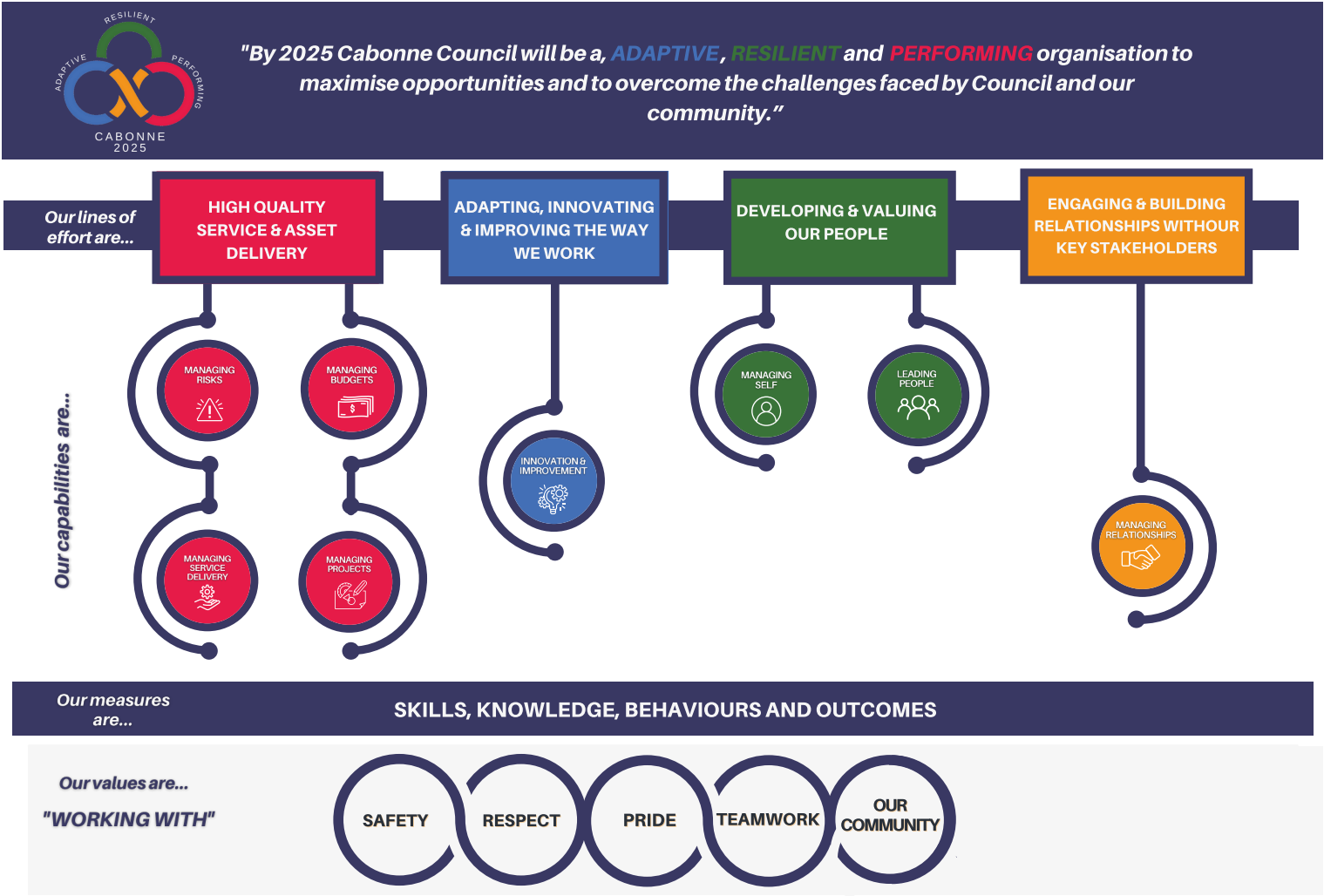
The strategies and activities have been developed in consultation with the leadership team, and in consideration of other key inputs such as:

- Department Plans
- People and Culture Plan
- Cabonne Capability Framework
- Department Workforce Profile Reviews

The strategies are aligned to the Cabonne People and Culture key functions

Recruitment	Development
<ul style="list-style-type: none"> • Recruitment • Induction • Off boarding • Succession Planning 	<ul style="list-style-type: none"> • Development Program • Performance Reviews • Leadership Program
Reward and Recognise	Wellbeing and Safety
<ul style="list-style-type: none"> • Salary Administration • Industrial Relations • Employee Recognition Program 	<ul style="list-style-type: none"> • WH&S • Safe and respectful behaviors • Staff wellbeing
Strategy and Systems	Culture and Engagement
<ul style="list-style-type: none"> • Workforce Planning • Data for strategy & decision making • Position Design and Evaluation 	<ul style="list-style-type: none"> • Consultative Committee • Engagement Surveys • Roadshows • Communication

Cabonne Management Framework



Council is currently implementing a modified version of the LG NSW Capability framework, customised to reflect our management framework and priorities. The table above shows the integration between our “lines of effort” and the capabilities that the organisation and the individuals need to achieve our overall goal of being an ADAPTIVE, RESILIENT AND PERFORMING organisation.

The following table provides statements against each of the 8 capability areas. A key project in Year 1-2 of the new Delivery program will be to embed these 8 capability areas into all People and Culture processes and systems eg. recruiting against the capability areas, training and development to build the capability of staff in these 8 areas, managing performance and the annual review of staff.

HIGH QUALITY SERVICE AND ASSET DELIVERY

 <p>MANAGING BUDGETS</p>	<ul style="list-style-type: none"> • We are responsible financial custodians of public funds. • We adhere to good governance, financial management processes and systems. • We exercise our fiduciary duties and ensure budgets are managed sustainably with due regard for our Long-Term Financial Planning and Strategic Asset Management Plans.
 <p>MANAGING RISKS</p>	<ul style="list-style-type: none"> • We proactively identify threats and opportunities impacting on our objectives. • We actively manage these positive and negative risks to be at acceptable levels within our resources to achieve optimum outcomes for Council. • We ensure our risk-based decisions are appropriately recorded and are understood. • Risks to our people's safety is our priority we will reduce these risks as low as is reasonably practicable to ensure they are safe at work.
 <p>MANAGING SERVICE DELIVERY</p>	<ul style="list-style-type: none"> • We ensure council services are delivered in a timely manner with quality to meet the needs and expectations of our communities and stakeholders. • We manage our assets efficiently to ensure they are fit for purpose and sustainable for our communities into the future.
 <p>MANAGING PROJECTS</p>	<ul style="list-style-type: none"> • We manage our projects through diligent project management processes and systems to ensure they are on time, on budget and delivery quality outcomes for key stakeholders.

ADAPTING, INNOVATING AND IMPROVING THE WAY WE WORK



- We drive a culture of continuous improvement that encourages innovation, maximises value and eradicates waste.
- We look to solve problems and make daily improvements.
- We foster curiosity and questioning on the status quo to identify and maximise opportunities.

DEVELOPING AND VALUING OUR PEOPLE



We provide leadership through valuing and respecting our people by:

- Making the best use of their abilities.
- Ensuring they are well informed of issues and changes that affect them.
- Recognising effort and giving credit where credit is due.
- Being honest and constructive in guidance and feedback given around their performance and behaviours.
- Ensuring our workplace culture contributes to the overall wellbeing of our people.



- As Council employees we display initiative and resilience, modelling appropriate behaviour, valuing safety, respect for others, and a willingness to continue developing and learning.

ENGAGING AND BUILDING RELATIONSHIPS WITH OUR KEY STAKEHOLDERS



- We expect quality customer service with a commitment to timely responsiveness to our community and stakeholders, so they are aware of our actions and decisions as soon as practicable
- We take time to ensure our communication methods are clear and appropriate to the audience to minimise misunderstandings and confusion
- We seek to actively engage and work collaboratively with our community on projects, problems and issues that affect them.

About Cabonne Council



The Cabonne local government area (LGA) has an estimated resident population of 13,680 people.

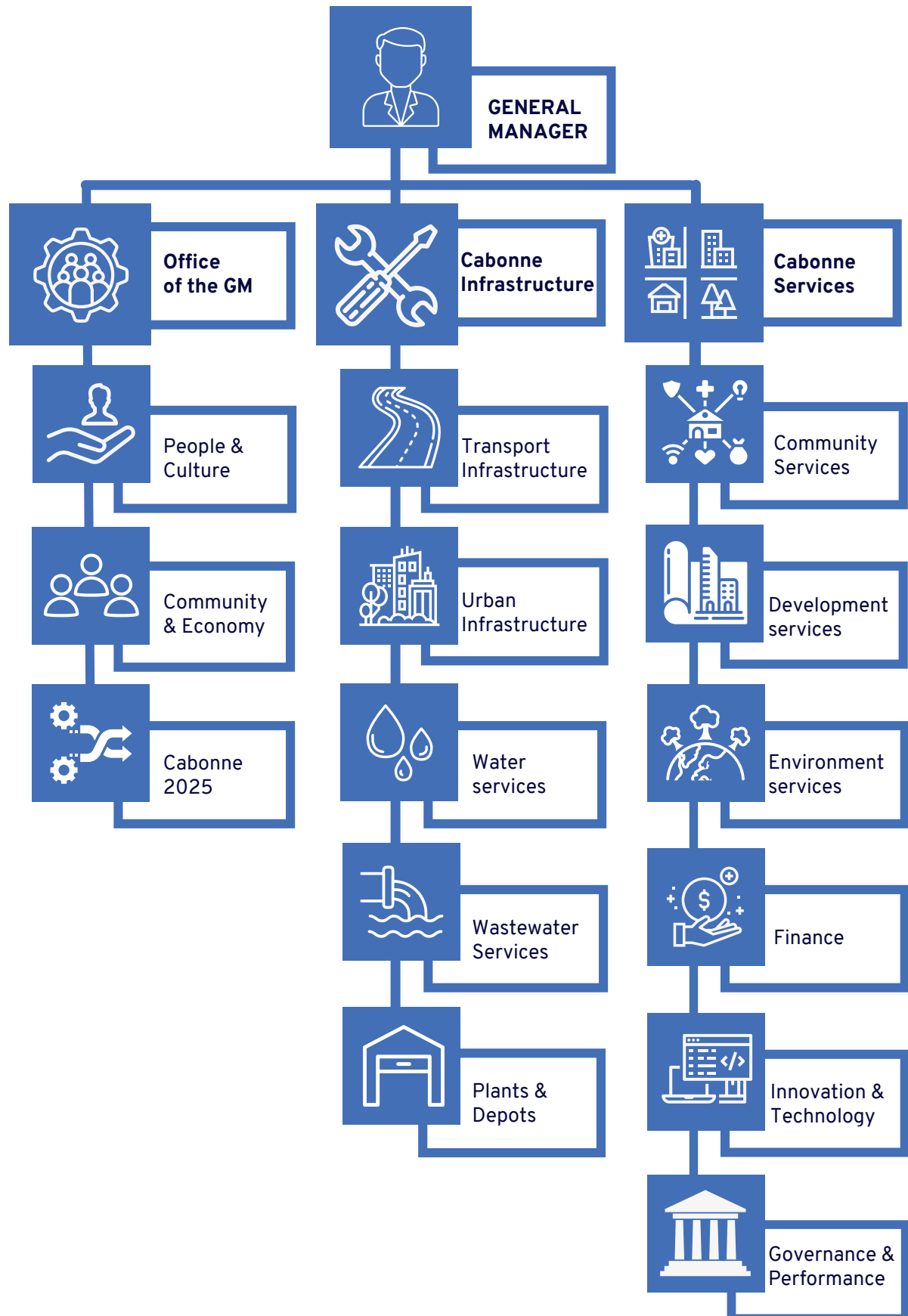
The Cabonne LGA spans 6,023km². The population density is 2.27 persons per kilometre, with an average household size of 3.

The LGA is made up of 11 of towns, villages and localities.

Cabonne Council provides a diverse range of services to the community, including the management of waste, maintenance of roads and infrastructure, oversight of planning and assessing development applications, maintaining parks and reserves, childcare, libraries, tourism and events, arts and culture, and sustainability.

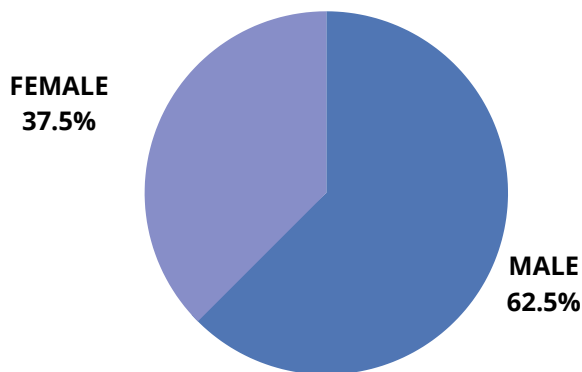
Council also contributes to the health and wellbeing of the community by providing information and services for young people, older people, and people with a disability.

Current Workforce Profile

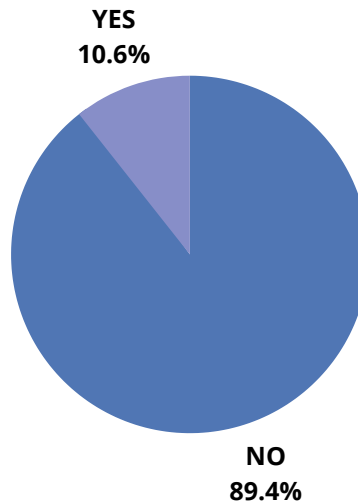


Current Workforce Analysis

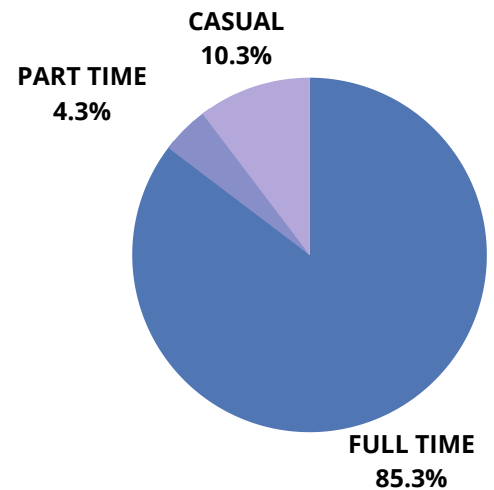
GENDER



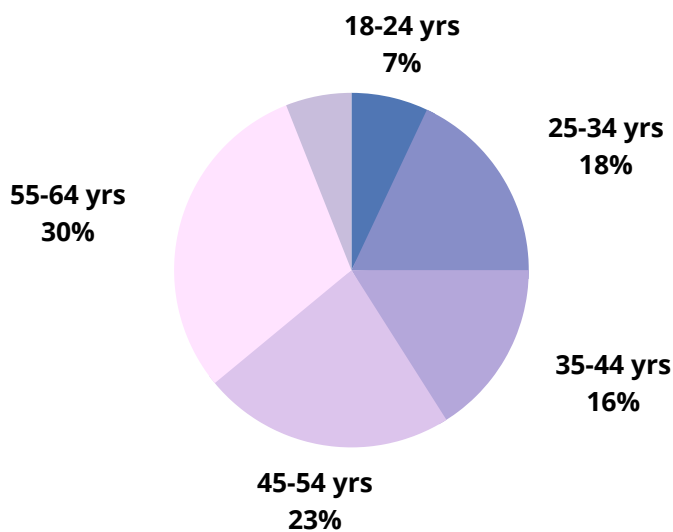
DISABILITY



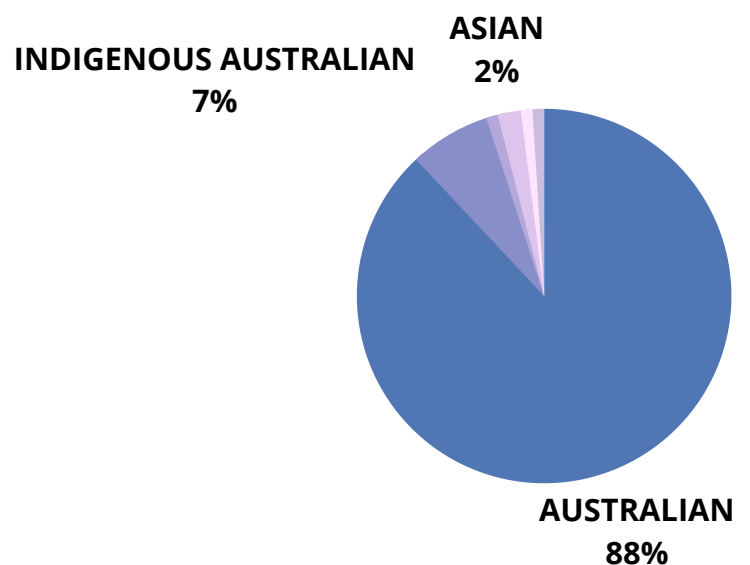
EMPLOYMENT STATUS



AGE



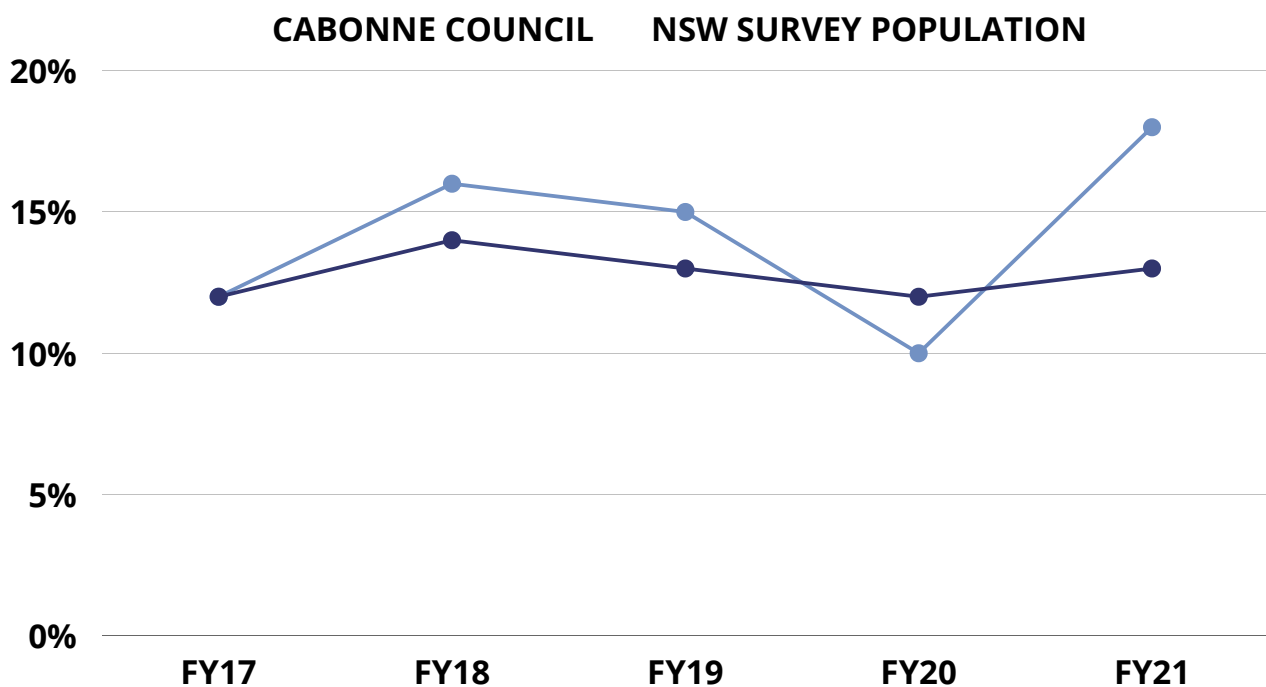
ETHNICITY



Current Workforce Analysis

TURNOVER RATE

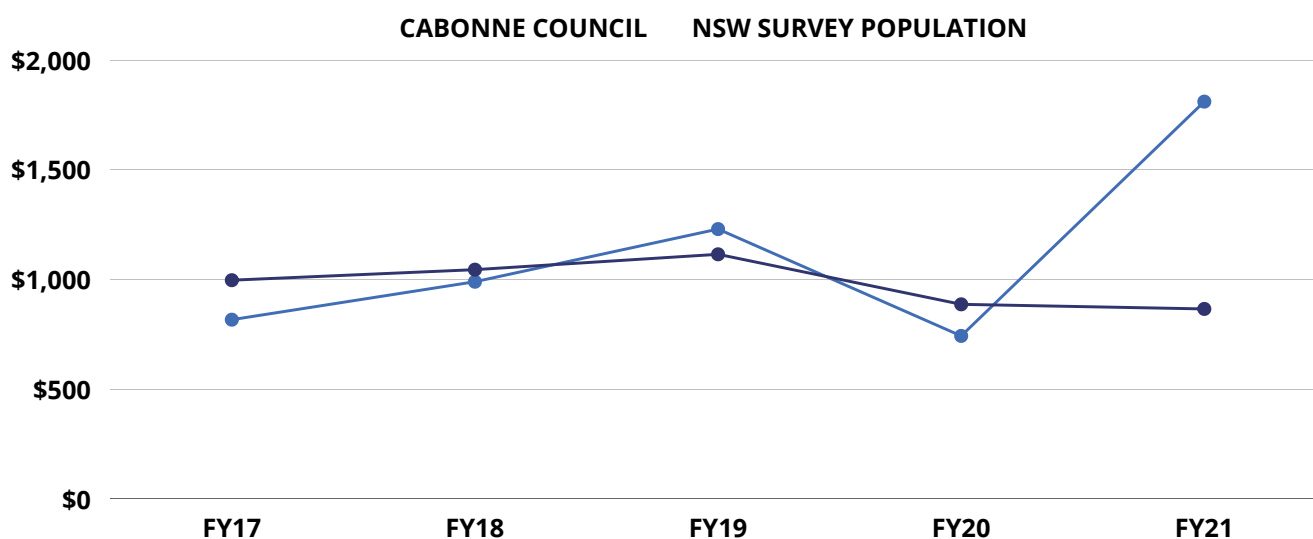
The increase in turnover rate is attributed to an increase in retirements relating to the age of our workforce, organisational redesign and the impacts of COVID which is a trend across most workforces. An Attraction and Retention Strategy is being implemented in response.



Current Workforce Analysis

TRAINING INVESTMENT

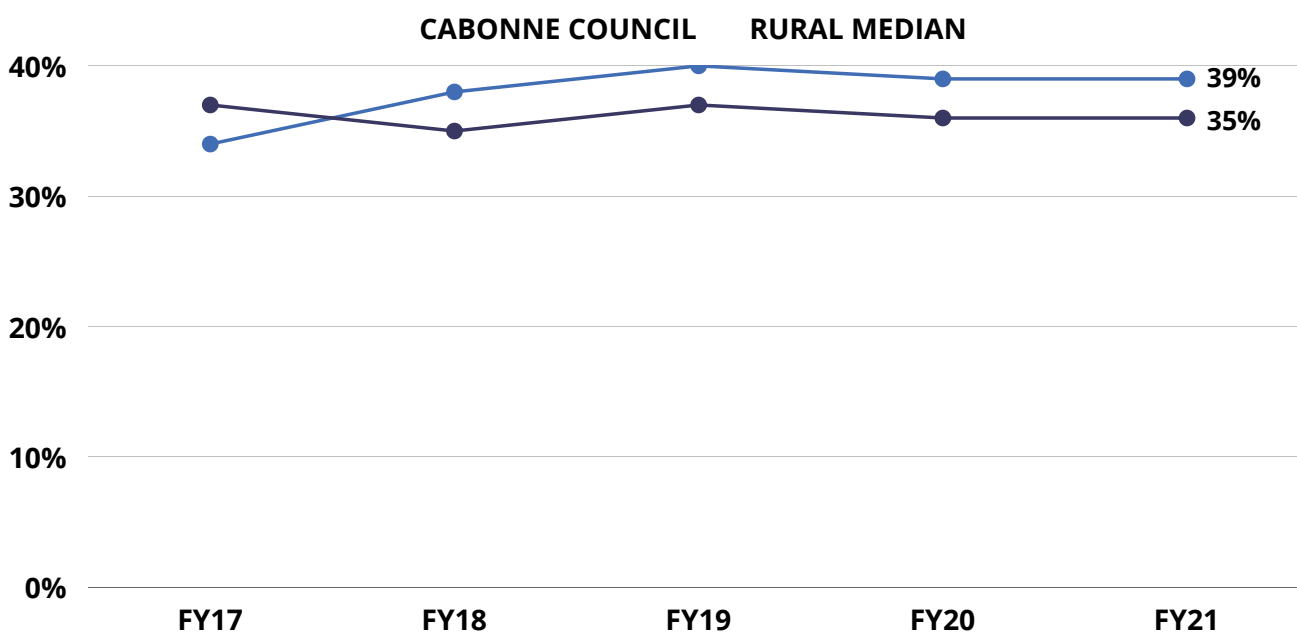
Council has increased the investment in our people to build their capability as part of the Cabonne Capability Framework and the Attraction and Retention Strategy. An increase in the internal capacity to coordinate and deliver training has also had an impact.



Current Workforce Analysis

EMPLOYEE COSTS

Council has increased the investment in our people to build their capability as part of the Cabonne Capability Framework and the Attraction and Retention Strategy. An increase in the internal capacity to coordinate and deliver training has also had an impact.



Employee costs as a % of total operating expenses (2021)

Data Source

The data from the graphs on pages is sourced from LG Performance excellence Program, comparing 48 councils in NSW and 29 from other states and New Zealand. The "NSW Survey Population" relates just to NSW councils of varying classification (metropolitan, regional and rural)

Challenges of Workforce Planning - Environmental Scan

The way we work is dynamic. In the post COVID-19 era employees expectations and needs have changed.

The relative stability of the baby boomer generation of employees is being replaced with Gen Y and millennials who want greater flexibility, less structure and who are more task or outcomes focused.

“Millennials tend to have a different view of the workplace, choosing loyalty, respect and collaboration as some of their top priorities and needs. They perceive work as a task to do rather than a place to go to.”

Current research highlights the following impacts facing employers in workforce planning and ensuring their workforce is capable in the delivery of policies.

- Increasing / changing demands of customers in our case our communities
- The ‘great resignation’ and skills shortage
- Change in what people want from their work life balance
- Employee engagement
- Digitisation and upskilling
- Increased emphasis on employee well being
- The changing role of workforce management and HR professionalism in driving productivity
- Automation of some traditional processes
- Emotionally intelligent staff – flexible, adaptable, innovative

Workforce planning and strategy has always been a key success factor for high performing stable organisations and this is even more important in this current era.

Cabonne Workforce Challenges and Future Needs

At Cabonne Council we face the same challenges as most organisations. We have some uniquely regional challenges, but our workforce strategies reflect the same focus as the majority of businesses in the post COVID-19 environment.

Cabonne embarked on a major transformation program in early 2020 with the aim of building the capability and capacity of the organisation to be sustainable into the future. This is an ambitious change program with a large focus on our workforce and culture.

Then COVID-19 arrived and brought its own significant change impacts. We have responded well and we were more flexible, innovative and adaptable. But, like all employers and industries we now face new challenges impacting our day-to-day performance.

Cabonne Workforce Challenges and Future Needs

CHALLENGES	HOW WE ARE RESPONDING
Significant increase in turnover and challenges in attracting staff – a new approach is needed (a major focus for 2022/23 will be a lift and new approach to attracting and retaining staff).	A new Attraction and Retention strategy is being developed inclusive of an Employee Value Proposition (EVP) and a new marketing campaign to promote Cabonne as a great place to work. This strategy will roll out during 22/23.
A new Attraction and Retention strategy is being developed inclusive of an Employee Value Proposition (EVP) and a new marketing campaign to promote Cabonne as a great place to work. This strategy will roll out during 22/23.	A range of workforce data is now more formally collected and analysed and used to inform strategy and decision making. Additionally overall performance of Council against the 8 Corporate capability areas is also now monitored.
Managing the pace of change whilst still achieving the transformation goals	The Cabonne 2025 Transformation Program commenced in 2020 The program is reviewed annually and adjustments made depending on other activities and priorities so that the impact of change can be carefully managed.
Flexibility in work arrangements (hybrid workplace)	Council has recently developed a Flexible Working Policy which covers a range of options for staff. This is also forms part of the new Attraction and Retention strategies
Rebalancing from chaos and complexity to control and consistency	Cabonne Leadership team very consciously calibrates the work programs and transformation activities to adjust to the “temperature” of the workforce, using twice yearly engagement surveys to monitor how people are feeling, and respond accordingly.
Caring for the wellbeing of the staff	A Staff Wellbeing Program sponsored by the Deputy General Manager – Services will be rolled out from mid-2022 and will offer a range of options to ensure we are caring for the wellbeing of our staff. This has dedicated funding.
Embracing digital solutions and being more ‘tech savvy’	In 2021 Council developed a detailed 5-year Digital Strategy and also increased the capacity of the Innovation and Technology team. Key objectives within this Strategy relate to implementing a range of digital solutions and ensuring our staff are capable in using these.

Cabonne Workforce Challenges and Future Needs

CHALLENGES	HOW WE ARE RESPONDING
Gaps in specialist areas such as environmental sustainability	Within the Attraction and Retention Strategies a range of “hard to fill” and specialist positions have been identified. A range of solutions including cadetships, scholarships, and phasing of retirement of current staff to ensure we have captured their large corporate knowledge are included in the strategies.
Being problem solvers	The Cabonne Capability framework embeds problem solving as a key capability and behaviour we want to promote and value.
Leading differently	The Cabonne Leadership Program was implemented in 2020 and aims to build the capability of our Leaders providing development in the 8 Leadership capabilities, mentoring and coaching.

For full details on the 4-year Workforce Strategy activities and timeframes refer to the Councils 2022-26 Delivery Program

Cabonne Workforce Challenges and Future Needs

As part of Council's internal Department Plan Framework each Department Leader is required to review department workforce capability, capacity and future state. The following summarises department future state issues.

Community and Economy		Community Services	
<ul style="list-style-type: none"> • Future family leave • Increasing grants management • Changing engagement needs and processes • Use of digital and social platforms • Long term planning Age of Fishes 		<ul style="list-style-type: none"> • Attracting, engaging and supporting volunteers • Succession planning for key roles • Increasing demand for services in aged and child care 	
Transport Services		Urban Services	
<ul style="list-style-type: none"> • High turnover • Salaries not market competitive • Succession planning (67% of workforce >50 years) • Increased traineeships and apprenticeships • Training and mentoring staff 		<ul style="list-style-type: none"> • Specialist technical skills in water / wastewater • Succession planning (44% of workforce >50+ years) • Major large projects • Capacity limits of current approved structure • Tight regulations and compliance requirements in water and waste water • Seasonal workforce • Volume of work 	
Plant and Depot		Financial Services	
<ul style="list-style-type: none"> • Changing skills and technical aspects of plant maintenance • Key positions retiring in the next 2-3 years • Changes in procurement model 		<ul style="list-style-type: none"> • Change of corporate systems in next 3 years will create significant training and change management • Improving manual processes • Key position position planning 	
People and Culture		Governance and Corporate Performance	
<ul style="list-style-type: none"> • Capacity during increased turnover • Building capability of new staff • Increased strategic and transformation role • Responding to changes in employment (remote working changes) 		<ul style="list-style-type: none"> • Future parental leave • New councillor team and new IP&R cycle • Building team capabilities and changing roles and responsibilities 	
Development Services		Environmental Services	
<ul style="list-style-type: none"> • Hard to fill technical specialist functions /roles • Increased application load • Highly regulated functions and services • Succession planning for critical roles 		<ul style="list-style-type: none"> • Embedding new leadership and structure • Change of tip operations and employment arrangements 	
Innovation and Technology		General Manager Unit	
<ul style="list-style-type: none"> • Implement digital strategy over next 3 years • Capability and capacity of team 		<ul style="list-style-type: none"> • Leading transformation 2025 • Succession planning 	

Data Sources

- Cabonne Department Plans and IP&R Plans
- The Australasian Local Government Performance Excellence Program 2020, 2021
- Office of Local Government – Integrated Planning and Reporting Guidelines and Handbook for Local Government – September 2021
- Hays – Upskilling Matters. ‘How to keep your workforce fit for the future’
- Korn Ferry – ‘Future of work trends 2022 – a new era of humanity’
- A Guide to Millennials Work Ethic - INDEED



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