



# WORKFORCE MANAGEMENT STRATEGY 2018 - 2022

**"Adopted 13 June 2018"**



# CONTENT

<b>1. Introduction</b>	4
<b>2. Context and background</b>	4
<b>3. Challenges</b>	4
<b>4. Developing the Workforce Management Plan</b>	5
<b>5. The Profile of CTW Workforce</b>	7
<b>6. Capability and Capacity</b>	9
<b>7. Implementation and Reporting</b>	11
<b>8. Strategies and Actions - 2018 - 2022</b>	12

# 1. INTRODUCTION

Central Tablelands Water regards its employees' as its greatest assets delivering services and facilities to the community in an efficient and effective manner. Staff are committed and conscientious, capable and customer focussed.

This Workforce Management Plan is aimed at ensuring continue to have a capable, creative and committed workforce, with the capacity and resources to provide high quality services to our customers and communities. The plan sets out a range of strategies and activities to achieve this.

## 2. CONTEXT AND BACKGROUND

This Workforce Management Plan for Central Tablelands Water (CTW) has been developed in accordance with the NSW State Government's Integrated Planning and Reporting Framework requirements as well as the NSW Water and Sewerage Strategic Planning Guidelines.

STRATEGIC BUSINESS PLAN	DELIVERY PROGRAM	OPERATIONAL PLAN
A high level comprehensive future plan for CTW	A four year program outlining all the strategies, key result areas and activities to achieve the vision of the council	An annual plan dealing with the activities, tasks and budget for that year operation
Underpinned with the Resourcing Strategy		
- Long term financial plan		
- Assets Management Plans		
- <b>WORKFORCE MANAGEMENT PLAN (this document)</b>		

## 3. CHALLENGES

CTW is faced with a number of challenges for its workforce now and in the future for a number of reasons including -

- A small geographically dispersed workforce servicing a large area and multiple communities
- Local labour market competition due to strong regional mining influences
- Attraction and retention capacity and market competitiveness
- Developing and maintaining a skilled, trained and flexible workforce
- An aging workforce with potential loss of corporate knowledge
- Limited financial capacity to expand and develop

CTW has a small geographically dispersed workforce providing services across a large area and to a number of different communities. Bringing staff together for training, or regular staff meetings/development opportunities is challenging. With only two operators in each location and in consideration of their holiday/leave entitlements having staff “off line” requires significant planning and roster variation.

The challenges CTW will face in implementing the strategies within the Workforce Management Plan stem from the resources available and the ability to meet the requirements and expectations placed on it by the community, government, economic, environmental and legislative requirements.






With no dedicated HR capability and capacity within the current structure there is also a challenge in completing the strategies and activities. Council previously outsourced HR to another local Council authority but currently relies on the Directors and Managers covering the day to day HR activities such as recruitment, training, performance management etc. The HR gap will be explored more as part of the major organisational review planned for later 2018.

## 4. DEVELOPING THE WORKFORCE MANAGEMENT PLAN

One of the key strategies for this new Workforce management plan is to undertake a more detailed workforce analysis, to identify capability and capacity gaps, review employment conditions and performance management processes to position CTW to expand and develop. This review will be based on the model developed by LG NSW.



*The Local Government Capability Framework sets out the essential knowledge, skills, abilities and other attributes needed to work effectively in local government. It has been designed to give those employed in local government more support to continue their fantastic work aligned the workforce to deliver community outcomes by describing capabilities in terms of observable behaviour..... LGNSW*

	PERSONAL ATTRIBUTES
	RELATIONSHIPS
	RESULTS
	RESOURCES
	WORKFORCE LEADERSHIP



## 5. THE PROFILE OF CTW WORKFORCE

CTW has a relatively small but dynamic workforce of 22 ( FTE 20.43). Highly trained and experienced with long term commitment to CTW the employees are critical to providing achieving the vision of CTW

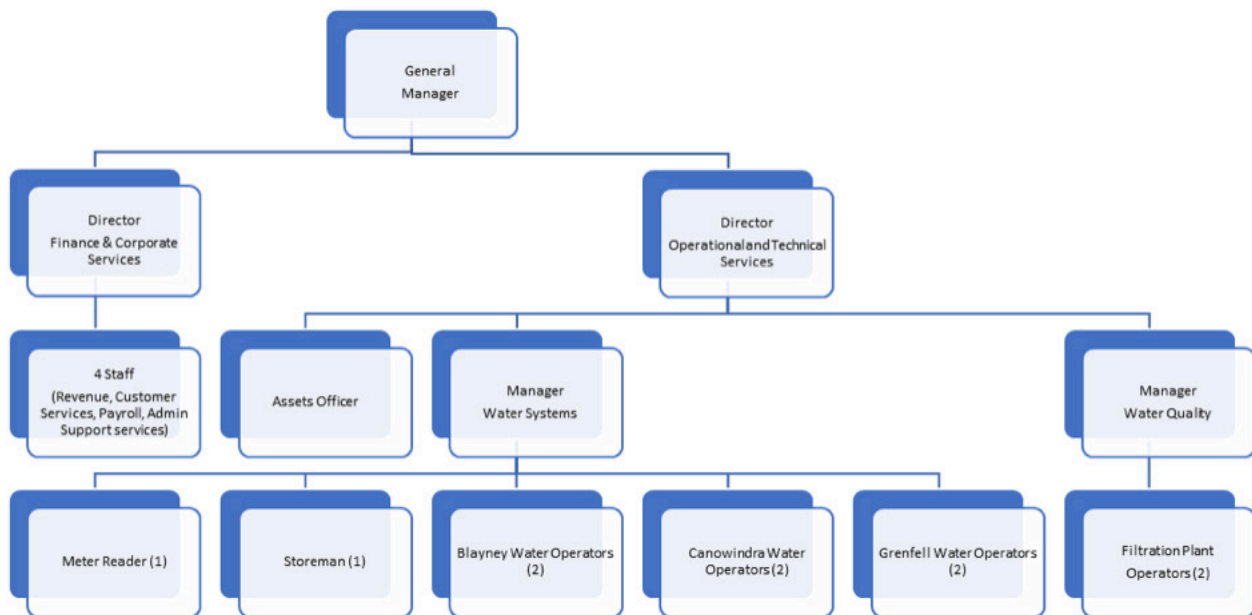
*An Independent Regional Water Authority providing a quality water supply - Reliably and Sustainably*

The importance of the workforce is also reflected in the Values of CTW which includes:


*- a skilled and capable workforce in delivering an essential service*

The following provides a snap shot of the workforce profile:

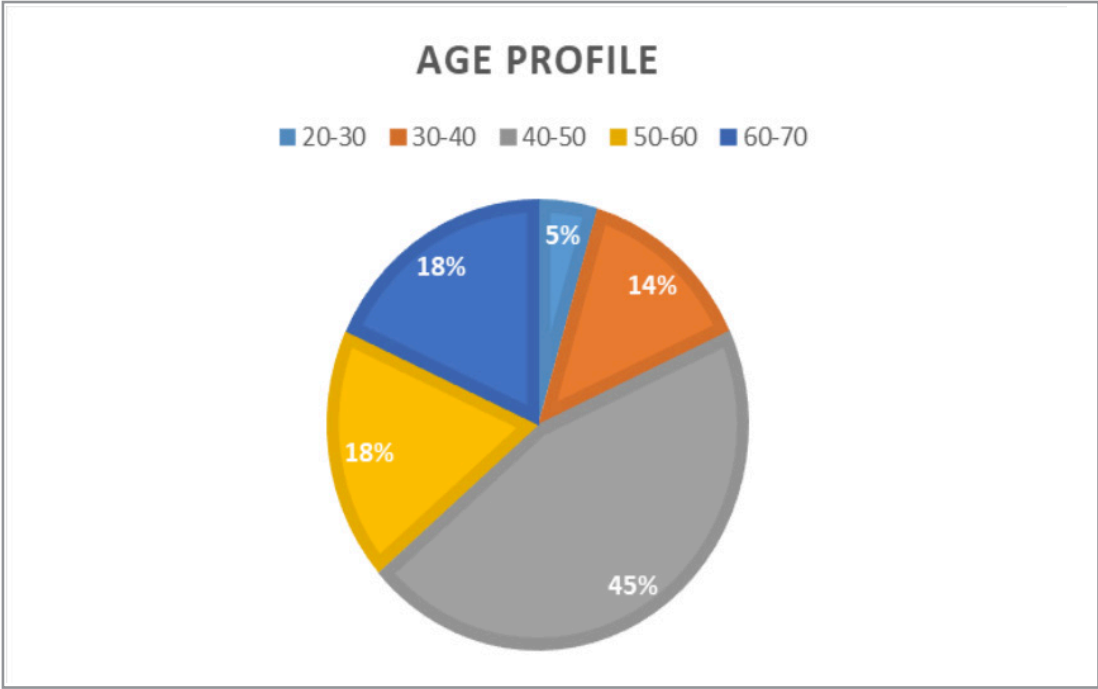
### ORGANISATION STRUCTURE



### HEADCOUNT AND GENDER

WORKFORCE	SECTION	TOTAL	MALE	FEMALE
 <b>22 staff</b> <b>20.43</b> <b>Full time equivalent</b>	Technical & Operational Services	15	15	0
	Corporate & Financial Services	6	1	5
	General Manager	1	1	0

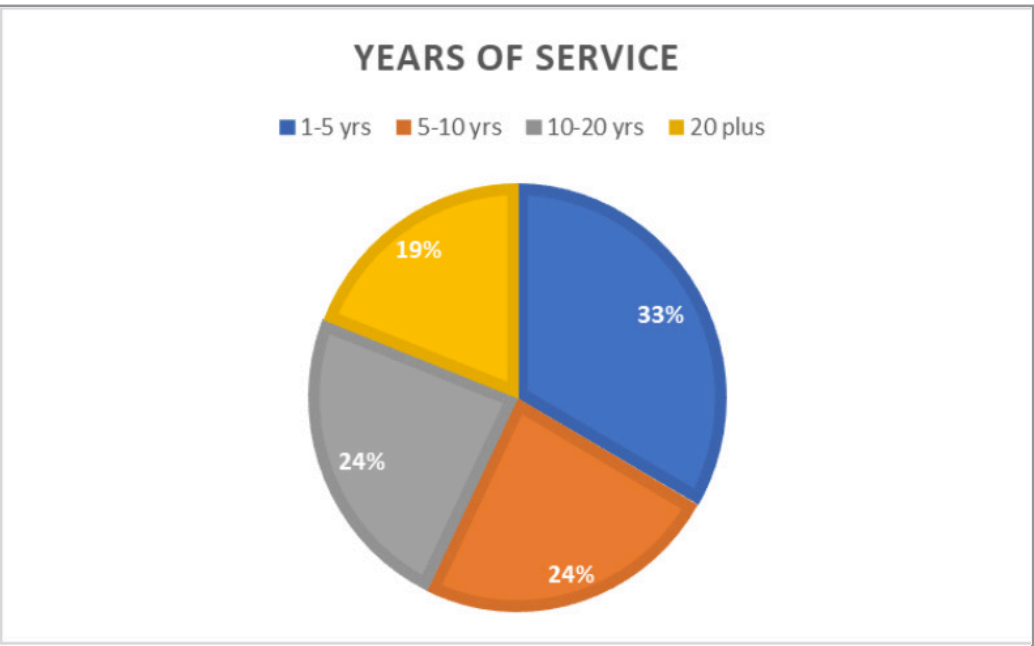
AGE PROFILE



AVERAGE AGE

49

LENGTH OF SERVICE



AVERAGE YEARS SERVICE

12



## 6. CAPABILITY AND CAPACITY OF WORKFORCE

Council has a commitment to ensuring that its entire staff is appropriately skilled and trained to carry out their responsibilities. Various in-house and external training programs will continue to be undertaken to ensure that the required skills are available.

The following training was undertaken by CTW staff during 2016/2017:

TRAINING COURSE	NUMBER OF PARTICIPANTS
CABA Training Course	12
Operate & control liquefied chlorine gas disinfection	13
Traffic Control	2
Bachelor of Business Accounting	1
Trimble Training	5
Backflow Prevention and Awareness Training	1
Elevated Work Platform	1
Dangerous Goods Licence	1
DPI Water – Chemical Dosing Systems	1

CTW is providing our workforce with a variety of internal and external training activities, including:

- Accredited Vocational Training
- Non-accredited and Regulatory training
- Tertiary qualifications

To support capability development for staff CTW provide opportunities for paid study leave, financial support and flexible working arrangements.

### BARRIERS TO TRAINING AND DEVELOPMENT ACTIVITY

Like most small regional Councils, CTW faces a number of challenges in developing its workforce to meet the changing service delivery needs. Among these challenges are:

- Training and development funding
- Training provider access
- Location of council
- Awareness of training opportunities

## SKILLS AND RESOURCE GAP ANALYSIS

Although CTW has a high percentage of our workforce currently undertaking training, we have identified a number of areas where additional training is required to educate and skill our workforce. Council has also identified a range of capability and resource gaps. These include:

- Project management
- HR capability
- IT capability
- GIS

Upskilling and capability development in these areas will be incorporated into the plans for 2018-2020.



## 7. WORKFORCE MANAGEMENT PLAN - STRATEGIES AND ACTIVITIES

The purpose of the Workforce Management Plan is to:





- strategically define Council's human resource requirements to maintain and develop the future success of our Council
- Identify current and anticipated gaps in Council's workforce to allow it to deliver its services to the community.
- Deal with succession planning issues
- Identify career paths for its employees
- Explore our current working arrangements and identify any areas that require adjustment to meet the demands on an ever changing employment environment.
- Ensure we are a responsible employer of choice with a strong long term capability and capacity to attract, engage, develop and retain the right workforce.
- Provide modern, safe, well maintained and supportive human resource systems, strategies and processes.

This workforce plan has been developed to support Council to meet the objectives identified in the SBP, Delivery Program and Operational Plan.

Central Tablelands Water's 3 Strategic Priorities are:

1. Providing a high quality and reliable drinking water supply
2. An efficient, sustainable and customer focussed organisation
3. Regional leadership and collaboration

The development of the following **4 WORKFORCE STRATEGIES** captures the clear direction for our workforce plan:

	<b>1: Enhance workforce planning and HR practices and systems</b>
	<b>2: Develop and support a high performing capable workforce</b>
	<b>3.Engage with and value employees</b>
	<b>4: Provide a safe and healthy workplace and manage risk.</b>

## 8. MAKING IT HAPPEN – IMPLEMENTING AND REPORTING



CTW will report annually to the Council and staff on the effectiveness of the measures identified in this workforce plan. As changes are needed or new opportunities present the Plan can be adapted and modified from time to time.



Consultation with staff on matters that affect their employment, well being or day to day activities is essential. Being a relatively small workforce communication processes rely heavily on supervisors and managers to be communicating to their staff.

Additionally, council is currently reviewing the role, purpose and membership of the Consultative Committee (in line with the LG Award provisions). This is another forum for consultation with staff and stakeholders.

### WORKFORCE PLAN 2018-2022 – KEY STRATEGIES AND ACTIVITIES

The Workforce Management Plan has been developed in consideration of the Councils Strategic Business Plan, Delivery Program (2018-22) and Operational Plan (2018/19).

STRATEGY	ACTIVITIES	PERFORMANCE MEASURE	OFFICER
<b>1: Enhance workforce planning and HR practices and systems</b>  Link to Delivery Program 2.3.7, 2.5.1	1.1 Conduct a review of the organisation structure including review of position statements and skills gap analysis	Review is completed and improvements made	SMT
	1.2 Review the succession plan for business critical roles including process to capture corporate specialist knowledge	Succession plan in place	DFCS
	1.3 Identify and report on a range of Workforce key performance indicators	Indicators are being measured and reported	DFCS
	1.4 Complete a review of the salary system and progression process linked to new capability framework	Review completed and changes implemented	GM
<b>2: Develop and support a high performing capable workforce</b>  Link to Delivery Program 2.2.5, 2.3.1, 2.4.2, 2.4.3, 2.5.4, 3.1.2	2.1 Identify development needs from annual performance process and develop and fund annual training budget	Annual training plan is developed and funded	SMT
	2.2 Assess the suitability of the LG NSW Capability Framework for implementation in line with the values of CTW	Framework is implemented in consultation with staff	GM
	2.3 Identify generic training such as customer service, team work and conduct as inhouse activities	Training is identified and provided	SMT
	2.4 Review and update the Induction Program	Review completed	DFCS
	2.5 Develop and implement a leadership program for Directors, Managers and supervisors	Leadership program is in place	GM
	2.6 Build project management capability through training and development of an internal framework	Project management capability has improved	DOTS
	2.7 Promote use of new technologies and provide training	More efficiency in operations due to new technologies	DOTS
	2.8 Participate and lead regional networking and development opportunities for water service operators	Participation in regional events and groups	SMT

STRATEGY	ACTIVITIES	PERFORMANCE MEASURE	OFFICER
<b>3.Engage with and value employees</b>  	3.1 Develop an internal communication program including staff networking and development events	Regular communication is held	SMT
	3.2 Identify strategies and actions to promote a positive workplace culture with input from staff	A positive culture exists	SMT
	3.3 Consult with staff regularly and make improvements to the operation and purpose of the Consultative Committee	In consultation with staff consultative committee is operating and achieving valuable outcomes	SMT
	3.4 Identify ways to recognise and reward outstanding performance and contribution	Recognition and reward program in place	SMT
	3.5 Conduct regular meetings with managers to discuss priorities and identify operator issues/needs	Meetings held	SMT
<i>Link to Delivery Program</i> 1.1.1, 1.1.2, 2.1.6, 2.3.7			
<b>4: Provide a safe and healthy workplace and manage risk</b>  	4.1 Safety Program is in place and regularly audited for compliance	Program in place	DOTS
	4.2 Staff are trained in safe work methods	Documented training has been completed	DOTS
	4.3 Staff have an understanding of risk management, identification and mitigation and reporting risk	Risk management training has been held.	DFCS/DOTS
<i>Link to Delivery Program</i> 2.3.2, 2.3.6			



DGC

Donna Galvin Consulting

Ph: 0419 611 204 Email: [galvinassoc@outlook.com](mailto:galvinassoc@outlook.com)

This plan was developed with the assistance of Donna Galvin Consultancy



30 Church St, BLAYNEY NSW 2799  
Postal Address: PO BOX 61, BLAYNEY NSW 2799  
Ph: (02) 6391 7200 Fax: (02) 6368 2451  
Email: [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au)  
[www.ctw.nsw.gov.au](http://www.ctw.nsw.gov.au)