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**Central
Tablelands
Water**



**WORKFORCE
MANAGEMENT STRATEGY
2027-2030**

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ACKNOWLEDGEMENT OF COUNTRY

Central Tablelands Water acknowledges the Traditional Custodians of the lands on which we live and work. We recognise the Wiradjuri people as the Traditional Owners and Custodians of this region and pay our respects to their Elders past, present and emerging.

We acknowledge the deep and continuing connection Aboriginal and Torres Strait Islander peoples have to land, water and community. We recognise that water is a vital and shared resource, and that First Nations peoples have cared for and managed these water systems for thousands of years.

Central Tablelands Water is committed to respecting this ongoing connection and to working in a way that honours the cultural significance of land and water, while supporting strong relationships with Aboriginal communities across our region.

FOREWARD

Over the past four years, Central Tablelands Water (Council) has continued to operate in an increasingly challenging environment, particularly in relation to attracting and retaining skilled employees across key technical and operational roles. Like many regional organisations, we are competing in a tight labour market where specialist skills are in high demand and workforce availability is limited. These workforce constraints directly influence how we deliver services efficiently and productively as possible to meet customer needs.

At the same time, rising costs of living and broader economic pressures have influenced employee expectations around wages, conditions, and flexibility. These pressures are felt across our office- and field-based teams and require careful balancing with Council's financial sustainability and our commitment to delivering reliable, affordable, and high-quality water services to our customers. Maintaining this balance is critical to ensuring customer confidence while maximising the value derived from our available resources.

Advances in technology, data systems, and asset management are creating opportunities to improve productivity, streamline processes, and enhance service delivery outcomes for our community. Leveraging these opportunities allows us to operate more efficiently, reduce manual effort, and better target our investment in maintenance and renewal activities. However, these changes also require focused investment in workforce capability to ensure our people have the skills, confidence, and tools needed to adopt new ways of working. In parallel, cyber security and data integrity have become increasingly important considerations in protecting customer information and managing operational risk.

Our field-based workforce operate in a demanding environment, maintaining critical infrastructure and responding to customer and community needs, often in time-sensitive and high-risk situations. Ensuring our teams are appropriately structured, skilled, and supported enables faster response times, safer work practices, and more efficient delivery of services. More than ever, it is essential that we take a planned and strategic approach to workforce management to support consistent service levels and continuous operational improvement.

This Strategy sets out how Council will ensure we have the right people, with the right skills, in the right roles to deliver our Delivery Program, while improving productivity, enhancing customer outcomes, and making best use of available resources over the next four years. It aligns workforce capability with Council priorities to support efficient service delivery and long-term performance.

While this strategy meets our obligations under the Integrated Planning & Reporting (IP&R) Framework, it is far more than a compliance requirement. It is an opportunity to clearly articulate our workforce priorities; strengthen how we recruit, develop, and retain our people; and embed a culture focused on customer service, accountability, and continuous improvement. It also positions us to respond proactively to challenges of an ageing workforce and a competitive regional labour market.

Council is built on the dedication and capability of its people. This strategy builds on that strength by supporting our vision of being a resilient, sustainable organisation that operates efficiently, delivers value to our customers, and is equipped to adapt to future challenges. It reinforces our commitment to creating an environment where our people feel valued, supported, and empowered to perform at their best.

I am confident that this Strategy will guide decision-making, strengthen organisational capability, and ensure Council remains well-positioned to meet the evolving needs of our customers and communities, both now and into the future.

Charlie Harris
General Manager

EXECUTIVE SUMMARY

Central Tablelands Water (Council) is required to undertake workforce planning to support the successful delivery of its delivery program and long-term strategic objectives.

The Workforce Management Strategy is a four-year strategic document that identifies the people, skills, and organisational capability required to deliver services to our customers and communities effectively, safely, and sustainably.

The Strategy considers:

- the number of employees required,
- the skills, qualifications, and experience needed, and
- how our workforce must evolve to meet current and future operational demands.

It outlines the strategies in place to ensure we have the right people in the right roles at the right time, enabling the organisation to deliver on its commitments to customers, stakeholders, and the community.

Importantly, the Workforce Management Strategy also provides a structured opportunity to:

- respond to changing service demands and infrastructure needs,
- plan for workforce risks, including ageing workforce and skill shortages,
- incorporate new technologies, automation and innovation, and
- improve efficiency and productivity across the organisation.

Council has developed its Workforce Management Strategy through a consultative and evidence-based approach, incorporating input from employees, leadership, and key stakeholders.

Workforce planning is not a one-off exercise. It is an ongoing process of review and adjustment, ensuring the organisation remains responsive, sustainable, and well-positioned to meet future challenges.



MISSION

To supply quality, affordable drinking water to our customers across our region, in collaboration with our constituent councils.

VISION

As a regional leader and provider, to achieve excellence in water supply, now and into the future.

VALUES

Central Tablelands Water values our customers, our workforce, and our regional partners. We provide our water supply valuing sustainability, quality, efficiency, equity, and innovation.



OUR REVIEW PROCESS

How it was Developed

The Workforce Management Strategy has been developed using a structured and evidence-based approach, incorporating both quantitative data and qualitative insights.

Engagement with the organisation's leadership team to understand:

- strategic priorities and service delivery requirements
- current workforce capacity and workload pressures
- critical skills and capability gaps
- key operational risks and challenges

The development of this Strategy was informed by a range of activities and data inputs, including:

- consultation with senior leadership and key operational staff
- analysis of workforce data, including workforce profile and demographics
- assessment of workforce supply and demand
- review of employee engagement survey outcomes and workforce insights
- consideration of industry trends, including labour market conditions and skills shortages
- identification of organisational risks, including ageing workforce and reliance on critical roles

This Strategy was also developed considering the applicable legislation and industrial instruments including:

- NSW Local Government Act 1993
- NSW Industrial Relations Act 1996
- Local Government (State) Award 2023
- NSW Work Health & Safety Act 2011
- Government Sector Employment Act 2013

This process ensures that the Strategy reflects the current operating environment and provides a practical and realistic approach to managing future workforce needs.



What it includes

The Workforce Management Strategy provides:

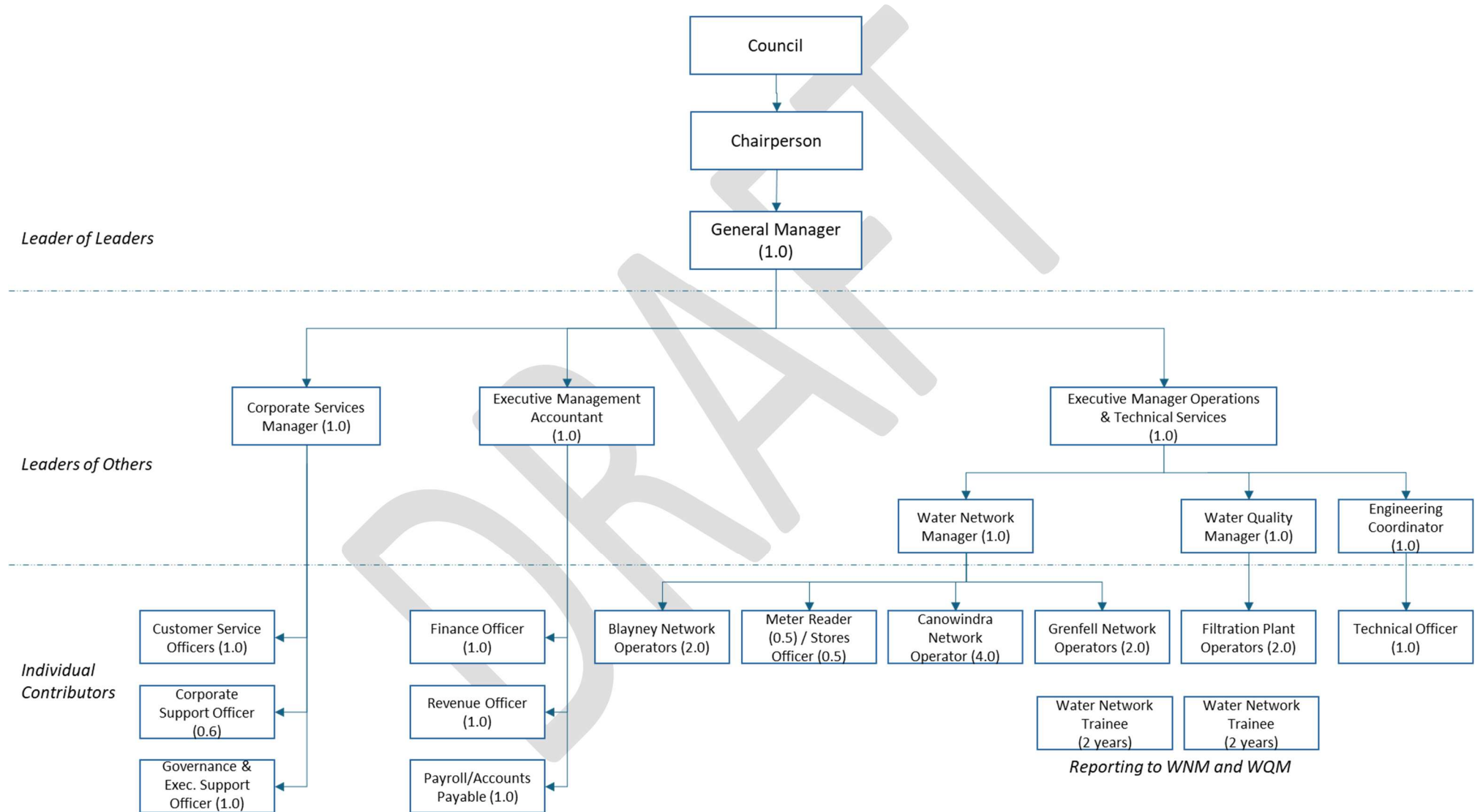
- a profile of the current workforce, including key risks and trends
- identification of workforce capability gaps and future workforce requirements
- consideration of internal and external drivers impacting workforce sustainability
- clear strategic priorities and actions to strengthen workforce capability and performance
- initiatives to improve recruitment, retention, succession planning and leadership development
- a focus on improving productivity, systems, and ways of working

This document is strategic in nature and does not replace day-to-day people and culture processes. Instead, it complements existing functions across the employee lifecycle, including:

- recruitment and onboarding
- performance management
- learning and development
- workforce planning and resource allocation
- workplace health and safety
- employee engagement and industrial relations



CURRENT ORGANISATION STRUCTURE





Staff Well-Being Day, May 2025

WORKFORCE PROFILE

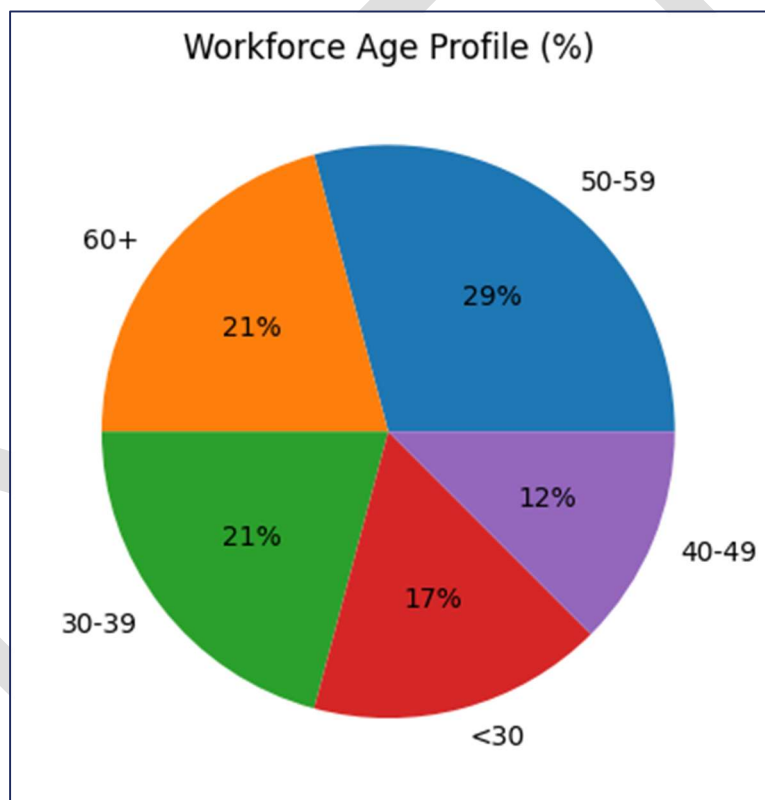
Workforce Demographics Summary

The workforce age profile indicates a significant proportion of employees are approaching retirement age, with approximately half of the workforce aged 50 years and over. This presents a material workforce sustainability risk over the next four years.

Tenure analysis shows a concentration of employees in early tenure (1–5 years) and long tenure (20+ years), with limited representation in mid-tenure bands. This indicates a structural gap in workforce experience and succession capability.

Without targeted intervention, the organisation may face:

- Loss of corporate knowledge
- Capability gaps in critical roles
- Increased recruitment and training pressures



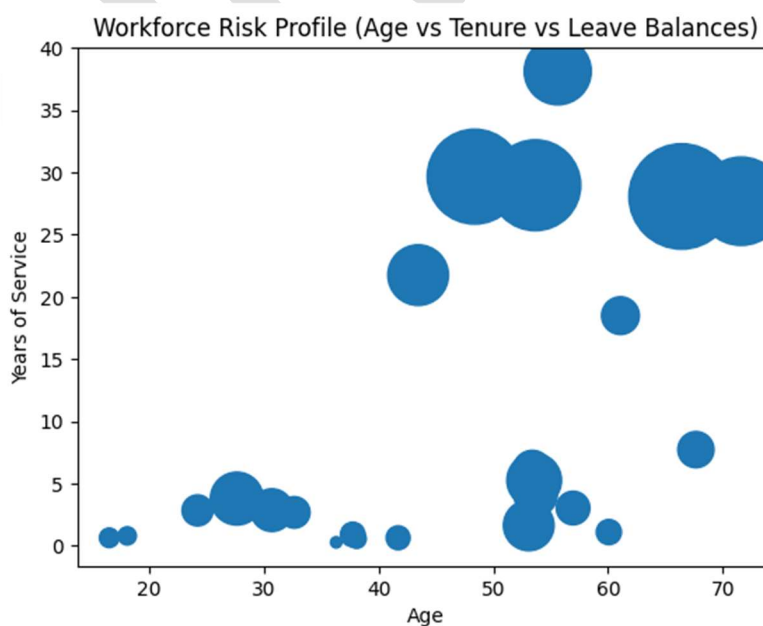
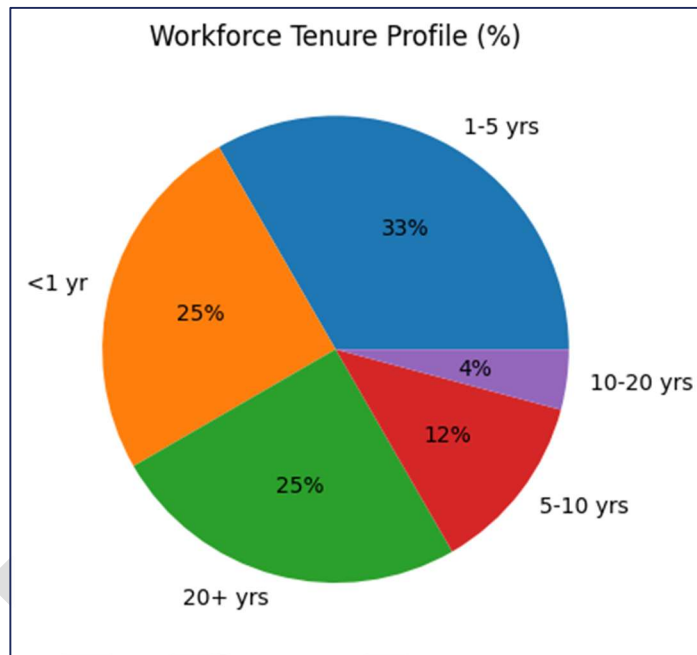
Workforce Risk Analysis

An integrated analysis of age, tenure, and leave balances highlights a cohort of employees who present elevated organisational risk. This group is characterised by higher age, longer tenure, and significant accumulated leave balances.

This cohort represents a combined risk of:

- Imminent retirement
- Loss of critical organisational knowledge
- Increased financial liability through leave accruals

One quarter (25%) of the organisation's workforce is projected to be aged 60 and over within this workforce management strategy period. This creates a substantial workforce sustainability risk and reinforces the need for proactive succession planning, targeted recruitment, and structured knowledge transfer strategies.



Note: Size of circle indicates a value of leave balance in weeks

OUR REVIEW FINDINGS

Workforce Risk Summary

The review confirms that Council benefits from a dedicated and capable workforce, providing a strong foundation for future growth. The findings highlight several strategic opportunities to enhance organisational resilience, strengthen service delivery, and support a sustainable, high-performing workforce.

The current STAR Workplace result of 67% reflects a solid platform with clear pathways for improvement. With targeted investment and focused initiatives, Council is well positioned to elevate execution capability, workforce sustainability and overall employee experience.

Key Themes

Workforce Experience & Retention (High Value Focus Area)

- Opportunity to review remuneration settings to improve satisfaction
- Potential to create clearer career pathways and development opportunities
- Scope to address workload balance and enhance overall employee wellbeing

Leadership, Communication & Change (High Value Focus Area)

- Opportunities to strengthen communication consistency and leadership visibility
- Ability to embed structured change management practices
- Potential to engage the workforce earlier and more effectively in decision-making

Workforce Capacity & Sustainability

- Opportunities to streamline recruitment and reduce vacancy periods
- Ability to broaden capability and reduce pressure on key individuals
- Potential to build deeper bench strength in critical technical roles

Productivity & Performance Visibility

- Scope to introduce consistent productivity measures that support clarity and accountability
- Opportunity to improve visibility of outputs, workload and efficiency
- Capacity to enhance resource allocation through better data insights

Knowledge & Capability Risk

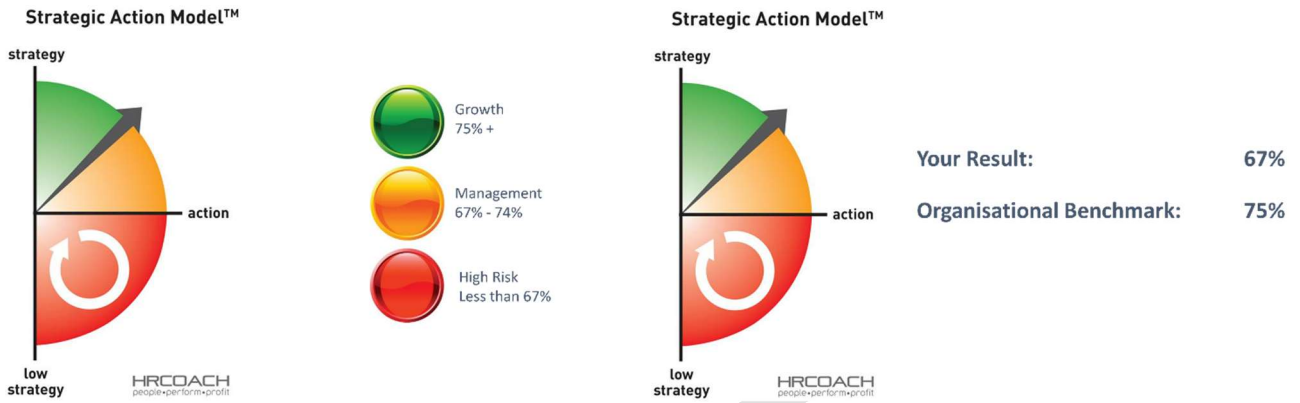
- Strong potential to strengthen knowledge management and succession planning
- Opportunity to shift from individual-held knowledge to system-supported processes
- Ability to improve documentation to support continuity and efficiency

Systems & Process Inefficiency

- Clear opportunities to automate manual processes and reduce duplication
- Potential to improve system integration and access to reliable data
- Ability to modernise procurement and operational tools for greater efficiency

STAR Survey Results

The 'organisational benchmark' provides a comparison to other Government Agencies.



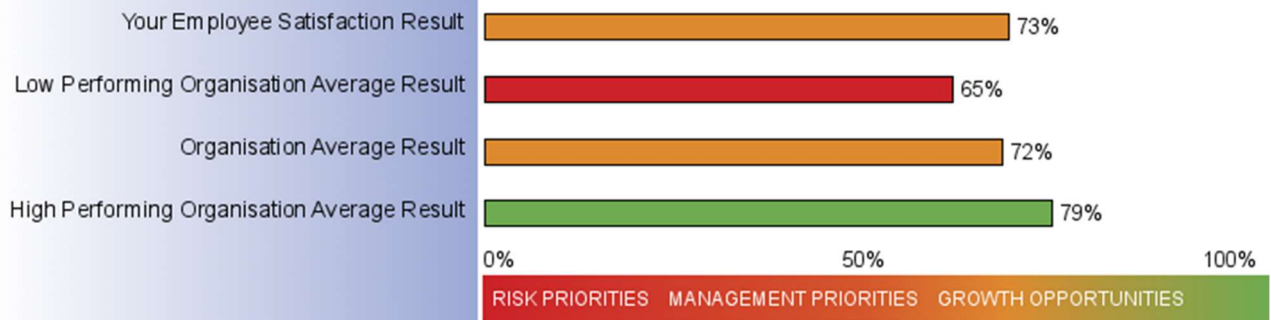
Executive Summary



Total STAR Result Calculation



Total Employee Satisfaction



STAR Survey Results (Continued)

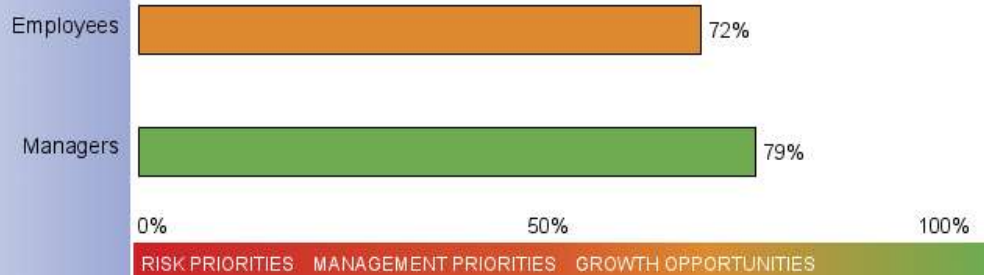
Employee Satisfaction - Top 5 Indicators



Employee Satisfaction - Bottom 5 Indicators



Satisfaction by Position



Satisfaction by Department



SUMMARY OF FINDINGS

Council's greatest opportunities lie in strengthening workforce capacity, refining organisational structure, and enhancing the way operational performance is measured and managed.

By focusing on these areas, the organisation can confidently shift from a reactive, workload-driven environment to a more planned, efficient and sustainable workforce model.

Strengths to build on:

- Strong organisational culture (79%)
- High levels of trust, collaboration and teamwork
- Excellence in customer service

Opportunities for growth:

- Strengthening strategy execution capability (currently 56%)
- Establishing consistent productivity and performance measurement
- Reducing workforce pressure and improving role clarity
- Streamlining systems and improving operational efficiency
- Enhancing remuneration satisfaction to support retention



STRATEGIC WORKFORCE OBJECTIVES

Pillar	Strategic Initiatives	Objectives
Strategic Leadership	<ul style="list-style-type: none"> Develop <ul style="list-style-type: none"> strategy to operations alignment framework for transition from operational thinking to strategic 	<ul style="list-style-type: none"> Address the disconnect between strategy and workforce activities/execution Educate the workforce on framework for: <ul style="list-style-type: none"> Delivery Program Operational Plan Individual KPIs Introduce internal quarterly strategy reviews with measurable outputs Educate the workforce on how the IP&R guide staff activities each day
	<ul style="list-style-type: none"> Organisational focus on consultation and communication 	<ul style="list-style-type: none"> Greater focus on the dissemination of key information/priorities to workforce Create financial awareness through regular financial updates
	<ul style="list-style-type: none"> Stronger change management and consultation 	<ul style="list-style-type: none"> Consider 'leaders of others' completing structured change management training Support leaders to engage in Lean Management Principles
People, Culture and Well-Being	<ul style="list-style-type: none"> Opportunities for advancement 	<ul style="list-style-type: none"> Formalise personal development plans Consider secondment opportunities - leave coverage, project scopes, and job rotation/on the job immersion opportunities
	<ul style="list-style-type: none"> Succession planning and workforce continuity 	<ul style="list-style-type: none"> Structured and funded approach to commence sustainable succession planning
	<ul style="list-style-type: none"> Safety Leadership & Tools 	<ul style="list-style-type: none"> Strengthen safety leadership and duty of care by aligning practices with Working in Isolation Code of Practice and embedding proactive risk management across all operations Move safety processes (Take 5 and Incident reporting) from paper to electronic
	<ul style="list-style-type: none"> Capability analysis 	<ul style="list-style-type: none"> Review and document a capability gap analysis of all areas
Organisation Performance & Productivity	<ul style="list-style-type: none"> Knowledge Management 	<ul style="list-style-type: none"> Capture knowledge of staff to document and inform procedures and workflows. Consult with staff to inform and provide knowledge transfer across all business areas
	<ul style="list-style-type: none"> System and Technology Audit 	<ul style="list-style-type: none"> Review all systems and look for opportunities to use technology for productivity improvement Review and document all systems and what we expect they are used for Consult with and inform all employees regarding current and/or redundant software and technology systems
	<ul style="list-style-type: none"> Working Smarter - Not Harder productivity measurements 	<ul style="list-style-type: none"> Focus on improving systems, processes and workforce capability to reduce inefficiencies and ensure effort is directed toward high-value work Review if current software system/s could be optimised for time and task data Opportunities for Service Reviews

STRATEGIC WORKFORCE OBJECTIVES *(Continued)*

Pillar	Strategic initiatives	Objectives
Organisation Performance and Productivity	<ul style="list-style-type: none"> • Service Delivery and Community Focus 	<ul style="list-style-type: none"> • Seek continuous improvement toward reliable, responsive, and efficient services for our communities
	<ul style="list-style-type: none"> • Salary System Review 	<ul style="list-style-type: none"> • Look for opportunities to improve salary system and structure
Future Fit and Optimised	<ul style="list-style-type: none"> • Lean Optimisation Blueprint (for Government entity) 	<ul style="list-style-type: none"> • Consider a process of what 'good' looks like by improving service reliability, reducing waste, and making work easier and safer
	<ul style="list-style-type: none"> • Recruitment and attraction activities 	<ul style="list-style-type: none"> • Expand the school work experience program with Canowindra, Grenfell, and Blayney High Schools • Consider a business case to incorporate permanent trainee positions into the organisational structure • Trial casual to permanent entry level network operator pathways for peak periods, used extensively in similar utility/industry services • Continue to share our story and promote the advantages of working for local government with the aim to (Blayney/Canowindra/ Grenfell and surrounds) be known as a local Employer of Choice
	<ul style="list-style-type: none"> • Trial alternative resourcing: capital delivery 	<ul style="list-style-type: none"> • Investigate and consult regarding the creation of an internal Construction team
	<ul style="list-style-type: none"> • Talent management 	<ul style="list-style-type: none"> • Create a structured approach to identifying and fostering future leaders
	<ul style="list-style-type: none"> • Workforce diversity 	<ul style="list-style-type: none"> • Continue to promote our workforce diversity profile through organisational brand communications

SUCCESSION PLANNING & WORKFORCE CONTINUITY

Risk Area.	Risk Level	Description	Impact	Timeframe
Retirement Risk	● High	25% of workforce aged 60+	Potential multiple exits in short period	1–4 years
Knowledge Loss	● High	Long-tenured employees hold critical knowledge	Loss of operational continuity	Immediate–4 years
Capability Gap	● Medium–High	Limited mid-tier workforce (5–10 years' experience)	Weak succession pipeline	2–4 years
Service Delivery Risk	● Medium–High	Key roles impacted by departures	Reduced responsiveness and delays	1–3 years
Recruitment Risk	● High	Regional labour market constraints	Difficulty replacing specialised roles	Ongoing
Financial Risk (Leave Liability)	● Medium	High accrued leave balances in longer serving cohort	Increased payout exposure	Immediate
Workforce Stability	● Medium	Gradual attrition expected	Manageable with planning	2–4 years

Council is entering a period where proactive succession planning is critical to maintaining safe, reliable and sustainable service delivery. With a significant proportion of the workforce approaching retirement age, there is a clear need to map, resource and fund a structured pathway for workforce transition over the next 4 years.

Succession planning is not limited to replacing individual roles. It requires a deliberate, organisation-wide approach to ensure that knowledge, capability and operational continuity are maintained as the workforce evolves. Without this planning, the organisation faces increased risk of knowledge loss, reduced service capability, and reactive recruitment in a constrained regional labour market.



Need for a Structured and Funded Approach

To be effective, succession planning must be:

- Mapped: cross reference current roles, future capability needs, and workforce gaps
- Resourced: ensuring time, funding, and people are available to support a succession plan
- Phased: aligned to natural attrition and workforce movement over time.

Importantly, succession planning requires dedicated financial and people investment. Current workforce capacity is already stretched, and it is not realistic to rely solely on existing staff to deliver both business-as-usual operations and significant organisational improvements simultaneously.

Building Workforce Capacity

To support a sustainable transition, the organisation will adopt a layered workforce approach, including:

1. Trainees and Entry Pathways

- Increase the use of traineeships and entry-level roles
- Develop internal on the job skills matrix
- Support long-term workforce sustainability through skill development



Trainee

2. Fixed-Term Employees

- Utilise fixed-period roles to:
 - support project/capital delivery
 - backfill critical functions during transition periods
 - provide flexibility in workforce planning

3. Casual Workforce Opportunities

- Expand use of casual employees to:
 - manage workload fluctuations
 - provide additional operational support
 - create pathways into permanent employment

This approach enables the organisation to build capacity without overcommitting to permanent workforce expansion, while still supporting continuity and service delivery.

Knowledge Transfer and Documentation

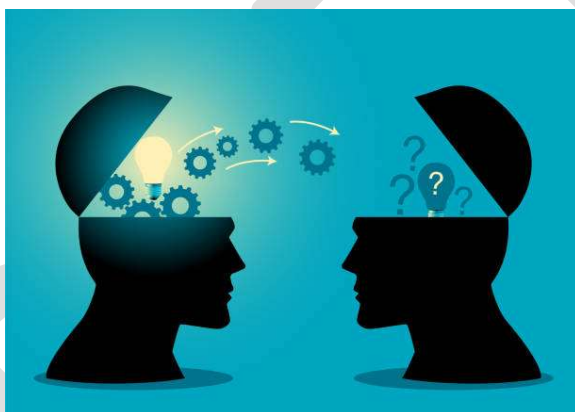
A key component of succession planning is the capture and transfer of organisational knowledge.

The current workforce holds significant institutional knowledge, much of which is not formally documented.

To address this, the organisation will prioritise:

- improve standard operating procedures and documentation
- structured knowledge transfer between employees
- use of systems and technology to improve information accessibility.

This is essential to reducing reliance on individuals and supporting a more resilient, system-based operating model.



Balancing Workload and Change

It is recognised that the existing workforce will struggle to deliver business-as-usual functions while also driving organisational improvement initiatives, including system upgrades, process redesign and capability development.

As such, succession planning must be supported by:

- additional resourcing where required
- realistic timeframes for implementation
- prioritisation of high-value activities.

This ensures that change is achievable, sustainable and does not create additional workforce pressure or risk.

WORKFORCE ALIGNMENT TO ASSET MANAGEMENT STRATEGY

The current workforce structure is well aligned at a role design level with Council's asset management requirements. However, the analysis clearly indicates:

- The organisation is critically dependent on a small number of highly skilled roles
- The primary risk is not role clarity, but capability depth and capacity
- The model is viable only if supported by:
 - external expertise
 - systems investment, and
 - deliberate capability building.

System Context

Council operates a relatively small but complex regional water network:

- 1 major dam (Lake Rowlands)
- 2 water treatment plants
- 7 bores
- 43 reservoirs
- 33 pump stations
- Approx. 650 km of pipelines (trunk + reticulation)
- Telemetry and control systems

Total asset replacement value ≈ \$199 million

The system is asset-heavy, geographically dispersed, and capital-intensive, which drives long-term renewal pressure.

Strategic Alignment

The workforce profile of Council must directly support the delivery of its Asset Management Plan and Long-Term Financial Plan over a 10-year horizon.

Council is transitioning into a sustained asset renewal and optimisation phase, requiring:

- Increased technical capability in asset lifecycle planning
- Delivery of a structured capital works program
- Improved asset data, systems, and decision-making maturity, and
- Enhanced resilience to climate variability and regulatory requirements.

The Strategy therefore prioritises capability alignment over workforce growth, ensuring the organisation can deliver its asset obligations within financial constraints.

Workforce Design Principles

To support the Asset Management Plan, the workforce is structured around the following principles:

- **Core Capability Model**

Council will maintain a lean internal workforce focused on:

- Maintaining levels of service
- Strategic asset planning
- Technical oversight and governance
- Contract and project management
- Regulatory compliance and reporting

- **Hybrid Delivery Model**

Given regional workforce constraints and specialist skill shortages:

- Internal workforce provides control, prioritisation, and assurance
- External providers deliver specialist design and construction capability

- **Capability Over Headcount**

Workforce investment will prioritise:

- Technical depth and decision-making capability
- Multi-skilled roles across operations and technical functions
- Systems and tools that reduce reliance on labour-intensive processes

- **Workforce Implications of Asset Strategy**

- Asset Renewal Program

The increasing demand for asset renewal requires:

- Strong project and contract management capability
- Engineering oversight to ensure fit-for-purpose design and delivery
- Financial and risk prioritisation discipline

- Asset Management Maturity

Transition to advanced asset management requires:

- Accurate asset registers and condition data
- Integration of systems (Metrix, GIS, telemetry)
- Data-driven decision-making capability

- Operational Efficiency

Water loss reduction and network optimisation require:

- Analytical capability within operational roles
- Improved monitoring, reporting, and response systems

- Compliance and Risk

Workforce must support:

- Drinking Water Management System (DWMS) compliance
- Dam safety and regulatory reporting
- Proactive risk identification and mitigation

Workforce Risks

The following risks directly impact Council's ability to deliver its Asset Management Plan:

- **Capability risk:** limited access to engineering and specialist skills
- **Capacity risk:** insufficient internal resources to manage capital program
- **Knowledge risk:** reliance on key individuals for critical functions
- **Systems risk:** incomplete or inconsistent asset data
- **Financial risk:** inefficiencies due to capability gaps

Strategic Workforce Priorities (4–10 Years)

To mitigate risks and support asset delivery, Council will look to:

- Strengthen Technical Capability
 - Build depth in asset planning, engineering, and project delivery
 - Formalise mentoring and knowledge transfer between roles
 - Engage Subject Matter Experts to support current capabilities
- Enhance Systems and Data Capability
 - Improve asset data quality and governance
 - Invest in asset management systems and integration
- Trial Alternative Delivery Models
 - Trial the establishment of an internal construction team, with external labour and specialist support
 - Improve project and contract management capability internally
- Improve Workforce Flexibility
 - Cross-train staff across technical and operational functions
 - Reduce single points of dependency
- Address Attraction and Retention Challenges
 - Develop targeted recruitment strategies
 - Provide clear career pathways and development opportunities.

Our Future Workforce

Central Tablelands Water anticipates that over the life of this Workforce Management Strategy, the organisation's workforce structure will evolve in a planned, measured and capability-focused way to support changing operational, technological, and service delivery requirements.

This evolution will be guided by:

- natural workforce movement, including retirements and resignations,
- the introduction of improved systems, technology, and ways of working, and
- targeted initiatives to strengthen workforce capability and service delivery.

The organisation will adopt a minimum impact approach, ensuring that workforce changes are gradual, practical, and aligned to operational needs rather than immediate or disruptive.

Workforce Evolution and Capability Development

To support a future-fit and optimised workforce, Central Tablelands Water will introduce opportunities to trial new ways of working and build internal capability.

This may include initiatives such as:

- the trial of a dedicated Construction Team, supported through internal secondments
- providing employees with opportunities to develop broader operational and technical skills
- strengthening internal capability in areas of critical service delivery.

To enable these initiatives and maintain operational continuity:

- fixed-term and temporary backfill positions may be established to support business-as-usual activities
- casual workforce arrangements may be utilised to provide flexibility during transition periods.

It is anticipated that to support the trial of the Construction Team model:

- fixed-term project management support may be required to provide structure, coordination and delivery oversight, and
- a Service Coordinator position may be established to maintain operational continuity and enable the potential secondment of a Manager into the Construction Team.

This secondment will provide critical network and operational knowledge and support the effective establishment of the team while maintaining service delivery standards.

Strengthening Organisational Support Functions

As the organisation continues to modernise, there will be a need to strengthen and redefine key business support functions, including:

- Work Health & Safety (WHS)
- Human Resources (HR)
- Lean Management principles
- Communications and change management
- System/Technology audits/frameworks
- Procurement and contract management
- Learning and development systems, and
- Knowledge capture and induction/re-inductions.

These functions are essential to supporting:

- implementation of new systems/technologies
- compliance and risk management
- workforce capability and development, and
- consistent and efficient operational practices

Systems and Technology Transition

Central Tablelands Water recognises that key systems, including the Synergy system, will require replacement within the planning period, with support ceasing from ReadyTech by 2030.

The transition to new system/s presents a significant opportunity to:

- improve automation and efficiency
- enhance data quality and reporting capability,
- reduce manual processes and duplication.

As a result, it is expected that:

- workflows will be redefined
- AI and other technology may be utilised to improve productivity and reduce manual or duplicated activities
- roles will increasingly focus on analysis, oversight and value-based activities, and
- position responsibilities will require ongoing review and refinement.

Future Workforce Requirements and Capability

As new systems and technologies are implemented:

- digital capability will become a core requirement across all roles
- position descriptions and essential criteria for future recruitment will be updated to reflect:
 - technology proficiency
 - digital literacy
 - adaptability to change.

To support the existing workforce through this transition, the organisation will:

- provide structured training and development programs
- ensure employees have support to build capability, and
- adopt a phased approach to system implementation.

Balancing Business-as-Usual and Change

It is acknowledged that the current workforce will have limited capacity to deliver both business-as-usual operations and significant organisational improvements simultaneously. To address this, the organisation will:

- prioritise and phase initiatives
- provide additional resourcing where required, including fixed-term and project-based roles
- ensure change is achievable, supported and sustainable

The future workforce structure at Central Tablelands Water will be evolutionary and opportunity-driven, with a strong focus on capability, sustainability and operational effectiveness.

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Workforce Demand, Capability and Resourcing

Service Delivery and Workforce Alignment

Council's workforce requirements are directly driven by its obligation to deliver safe, reliable and compliant water services in accordance with its Delivery Program and Operational Plan.

Workforce demand is primarily influenced by:

- service delivery requirements (water treatment, network operations, compliance)
- asset scale, condition, and lifecycle requirements
- regulatory obligations and risk profile
- capital works and infrastructure delivery commitments.

While previous sections of this Strategy identify workforce risks and opportunities, this section defines the workforce required to deliver services and manage risk.

Workforce Planning Framework

Central Tablelands Water applies a structured workforce planning approach aligned to the Integrated Planning & Reporting (IP&R) Framework:

1. **Service Demand**
Define services to be delivered under the Delivery Program and Operational Plan.
2. **Asset and Risk Profile**
Consider the scale, condition and risk profile of water and sewer infrastructure.
3. **Workforce Demand**
Identify the workforce (roles, FTE and capability) required to deliver services and manage risks.
4. **Gap Analysis**
Assess current workforce capacity against future requirements.
5. **Resourcing Strategy**
Address gaps through recruitment, development, succession planning and external expertise.
6. **Review and Adjustment**
Workforce planning is reviewed annually in line with IP&R cycles.

Workforce Demand by Function

Based on current service delivery and asset management requirements, workforce demand is structured across key functional areas:

Function	Key activities	Workforce (directionally)
Water Operations	Treatment Plant operation, monitoring, compliance	Stable but capability-dependent
Network Operations	Maintenance, response, repairs	Moderate increase required
Asset Management	Planning, lifecycle modelling	Significant uplift required
Capital Delivery	Project planning and execution	Increased demand linked to capital program
Compliance and Regulation	Governance, Water quality, WHS, environmental	Increased capability required
Corporate Support	HR, finance, systems	Stable, roles will need to be redefined

Asset Lifecycle Workforce Implications

Workforce demand is strongly linked to the lifecycle of infrastructure assets.

Asset Lifecycle stage	Workforce Implication
Planning & Design	Engineering and asset planning capability required
Construction	Project delivery and contractor management capability
Operations	Skilled operators and monitoring capability
Maintenance	Field crews and technical expertise
Renewal	Increased planning and delivery capability

As assets age, the organisation will require:

- increased maintenance effort
- stronger asset planning capability
- greater project delivery capacity.

OUR FUTURE

Success will be demonstrated by a workforce that is productive, engaged and supported, with clear visibility of performance and a strong alignment between people, systems and service delivery outcomes.

We will know we are achieving our ambitions under this Workforce Management Strategy when our people are engaged, capable and feel supported, with a clear understanding of how their work contributes to the delivery of safe, reliable and sustainable water services to our communities.

Our employees will feel a strong sense of connection to the organisation's purpose and will be proud to work at Central Tablelands Water. Our leaders will provide clear direction, support and accountability, ensuring that the organisation delivers consistent outcomes for our customers and community.



ONE TEAM ONE DREAM

**move from a hardworking, reactive organisation
to a measured, planned, and system-enabled organisation.**