

REGIONAL TRAINING HUB MODEL

9 SEPTEMBER 2021



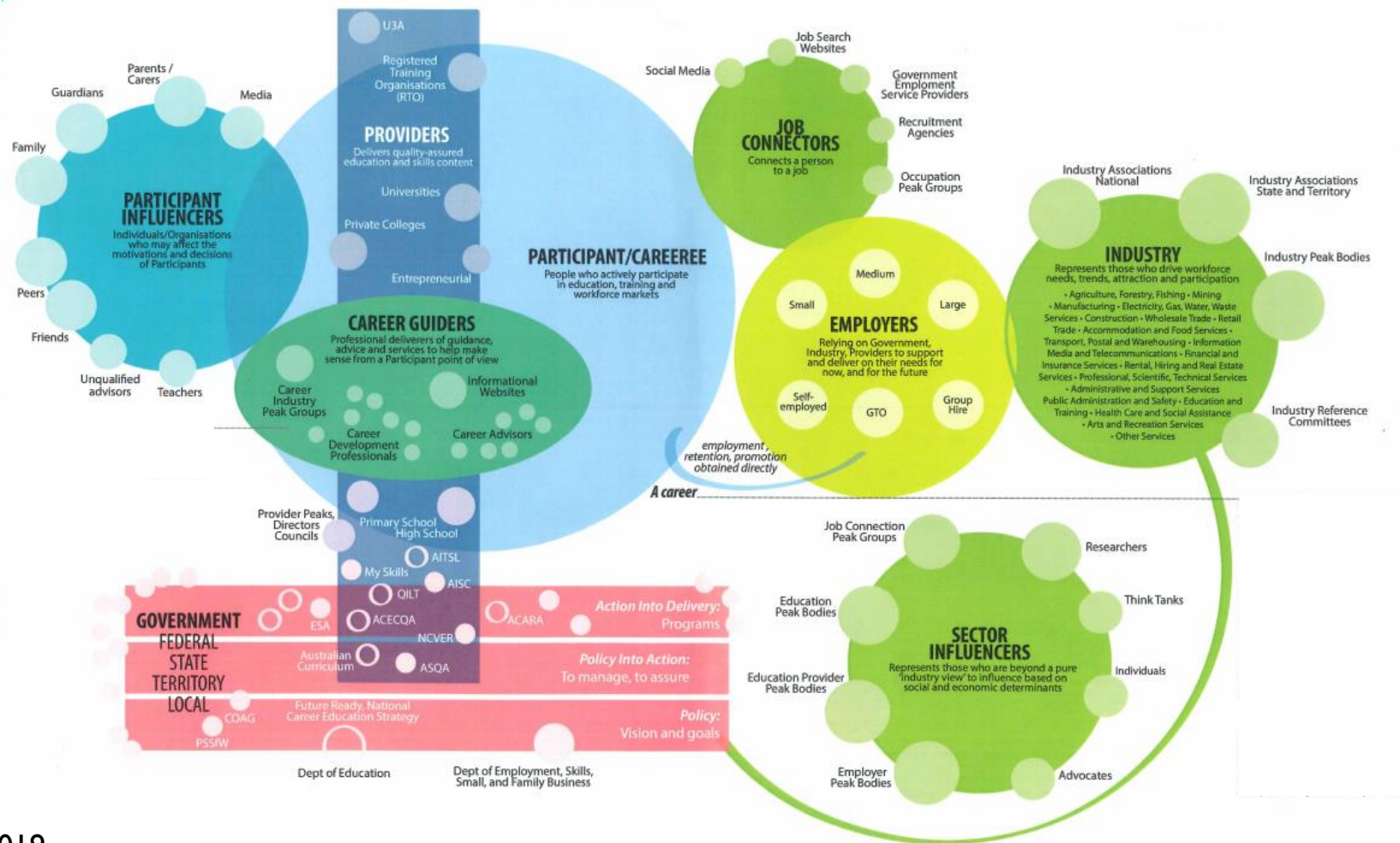
EXPECTATIONS OF LOCAL GOVERNMENT

- Exist to service the public
- More services for less
- Varied customer expectations
- Tasked with making decisions on divisive issues
- Do not operate for a profit
- Workforce with a diversity of skill sets

EMBRACING CHANGE

- As communities change and develop, the role of Local Government must evolve
- Responsibility to the community to deliver a more comprehensive and sustainable approach to the management and development of the region
- A learning culture will support currency of knowledge, skills and capability to support this evolution

WORKFORCE DEVELOPMENT



WORKFORCE PLANNING AND DEVELOPMENT

- Obstacles to workforce planning and the organisational development for regional councils
- provide an overview of how Cairns Regional Council is collaborating with its neighbouring local government areas to upskill the workforce and benefit our communities.

EMPLOYEE DEVELOPMENT

- Future skill sets are a significant consideration in workforce development and business planning
- Identification of the skill sets required to drive and implement future projects is part of our operational planning
- Training can be cost and time prohibitive, particularly if not planned and supported with appropriate frameworks.
- Employee, Supervisor and HR are critical roles in successful training delivery.

REGIONAL CHALLENGES FOR DELIVERY

Finding an appropriate Registered Training Organisation (RTO)

- willing to work together to contextualise the training
- employing and retaining quality trainers and facilitators
- deliver the program using blended learning
- costs for travel, accommodation and other overheads
- ability to report on participant progress or barriers to progress in a timely matter
- minimum number requirements

OPERATIONAL CHALLENGES

- Timing of training delivery accommodate participants that may not be able to be released for training at one time due to critical operations
- Availability of qualified and experienced staff on the ground to supervise on the job and sign off on competencies in the workplace
- Additional workload on employee, supervisors and managers to support completion, on top of maintaining operations.

THE SOLUTION IS COLLABORATION

Joint delivery

- strengthens regional resilience; and
- improves the transferability of skills and knowledge of staff across various locations; and
- increased capability provides greater surety of levels of service and management of risks; and
- provides exposure to a range of work and infrastructure being used at different sized councils throughout the state; along with
- fantastic networking opportunities

MORE WITH LESS – HUB TRAINING

- Extends beyond simple procurement savings
- A commitment to standardised training approaches and content
- Opportunities to learn from each other and see the processes, plant and equipment used in neighbouring councils
- Promoting attraction and retention of employees in local government with clearer career pathways and opportunities for existing and new employees
- Opportunities for future movement of staff between councils both for temporary support (annual leave, emergencies) and career growth

CASE STUDY WATER INDUSTRY WORKER



CASE STUDY – CERTIFICATE IV COORDINATION OF VOLUNTEER PROGRAMS

- Public course in Cairns was cancelled after a lack on interest
- 8 participants from Council opportunity for participants external to council to participate
- Including external participants in course delivery also provides the opportunity for council staff to network with these other agencies and councils.
- The impacts of COVID in 2020 interrupted this delivery but the RTO and participants worked together to reach 100% completion.

CASE STUDY – FNQROC CERTIFICATE III WATER TREATMENT

- Generally accepted as the minimum standard of training for water or wastewater treatment plant operators
- Certificate III program is a nationally accredited mechanism to demonstrate regulatory compliance important to protecting local waterways and the Great Barrier Reef.
- Without the joint approach, Councils would have been able to access the training locally

CASE STUDY – OTHER EXAMPLES

Collaboration with other Councils

- Certificate IV Water Industry Operations
- Certificate IV Water Industry Treatment

Collaboration with small business

- Certificate III in Telecommunications

STATS & OUTCOMES – CAIRNS

- **WIW - Certificate III Network Operations**
 - 2019-2021 = 5 completions
 - 2020-2021 = 4 completions
 - 2021-2022 = 2 enrolled
- **WIW - Certificate II Network Operations**
 - 2019-2021 = 2 completions
- **FNQROC - Certificate III Treatment**
 - 2020-2021 = 1 completions
 - 2021-2022 = 3 enrolled
- **Certificate IV Coordinating Volunteer Programs**
 - 2019-2020 = 8 completions
- **Certificate III Telecommunications**
 - 2018-2019 = 6 completions

FUTURE OPPORTUNITIES

- Units of Competency for Animal Management Officers
 - Partnering with an educational institute and local and state governments including remote indigenous councils with a focus on microchipping
- Certificate III Live Production Services
 - Potential partnership with Industry to support employment pathways and recovery from the impacts of COVID.

TRAINING NEEDS ANALYSIS

- Identify and clearly define training needs
- identify participants who are motivated to complete and able to complete the work requirements
- advise participants of the learning and why they have been identified

If you do not you will incur additional

- time spent mediating issues
- time spent following up on assessment items
- non-completion costs

EXPERIENTIAL LEARNING

Careful consideration of training design and delivery to support

- face-to-face delivery
- discussion and networking
- shared learning between neighbouring councils
- exposure to equipment and work processes of other councils
- virtual learning

COLLABORATION - IT TAKES A VILLAGE

- Industry buy in and support is critical
- Industry support can provide mechanisms for removing barriers
- Joint resources create time and cost savings
- Communication and Promotion leads to better awareness and further collaboration

A SUPPORTIVE FRAMEWORK

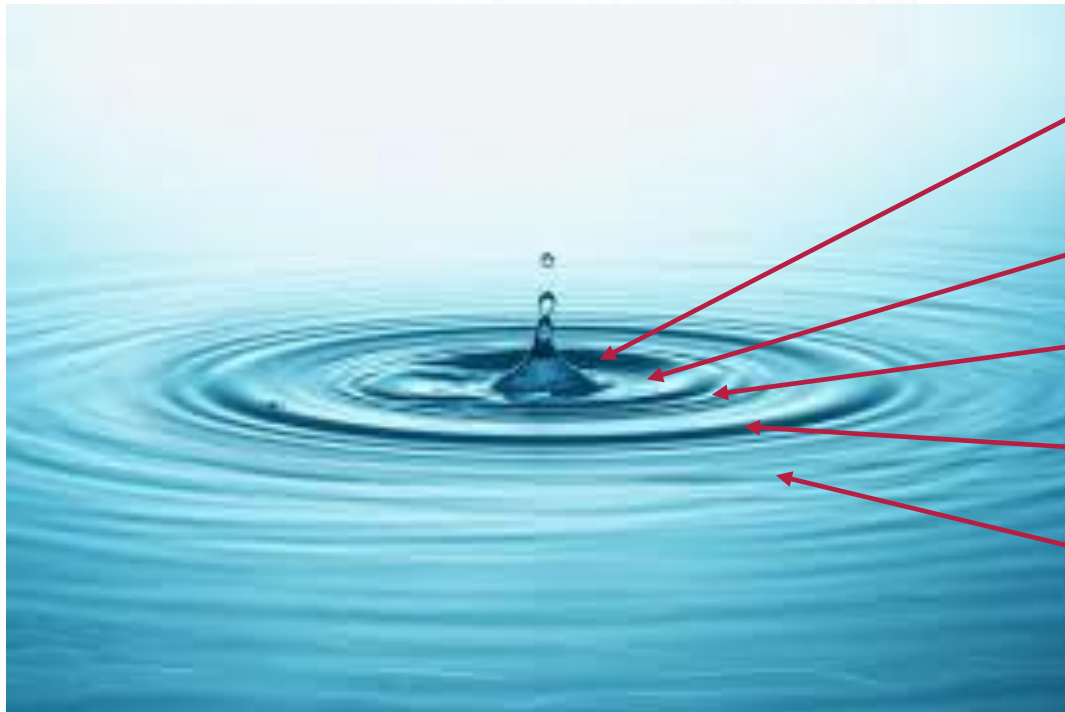
A supportive and collaborative learning environment requires

- workplace leadership
- a learning agreement
- mentor support
- LLN and ICT Support
- sharing the learning with wider teams
- acknowledging and celebrating achievements

PILOT PROGRAMS

- Success is not measured by the number of attendees
- Success = the quality of learning and transfer of skills and knowledge in to the workplace.
- Start small, be clear on intentions, promote and celebrate

FROM LITTLE THINGS BIG THINGS GROW



Participant

Work team

Organisation

Industry

Community

ACKNOWLEDGEMENTS

- Department of Regional Development, Manufacturing and Water
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- Queensland Water Directorate
- Queensland Water Regional Alliance Program (QWRAP)
- FNQROC
- Mackay Regional Council
- LGAQ
- LGMA Queensland
- Simmons and Bristow
- Volunteers Qld

THANKS!

Questions?

