

Chair of the Legislative Assembly Public Accounts Committee
By email: pac@parliament.nsw.gov.au

Dear Bruce Notley-Smith MP

Thank you for your correspondence related to the Auditor General's reports *Contingent workforce: procurement and management*. This letter provides an update on the progress, status and recommended timeline for completion of recommendation 4, ensuring contingent labour reforms are informed by workforce planning.

The Auditor General's recommendations relate to the Transport for NSW (TfNSW) agency (4,100 FTE) whereas the action TfNSW is reporting against is a strategic response for the Transport Cluster (27,000 FTE). We need to take a cluster-wide approach to planning for shared critical roles to avoid duplicating effort across agencies, and competing with each other for critical workforce skills. In some instances the workforce shortages are industry-wide.

The Transport Cluster strategic workforce planning project, led by TfNSW is bringing together a large number of stakeholders, each with significant information and data sets. We are working together to build models that are both sustainable and replicable. These models are being designed to anticipate the workforce gaps in 3-5 years and allow us to design appropriate workforce responses, which will include workforce mix, capability building, recruiting, and re-skilling our current workforce.

The scale of the Cluster and the collaborative approach to the project has led to a longer start-up phase but will also enable better outcomes. By June 2019, the Transport Cluster will have workforce models for the top critical workforce segments, gap-closing plans in response to predicted workforce shortages, and a forward program for cluster-wide strategic workforce planning.

In addition to the Cluster-wide project, TfNSW has implemented agency-specific actions including:

- Building people plans aligned with business plans, supported by annual performance, development and talent processes to develop capability in priority areas
- Reporting on workforce mix, including labour hire percentage trends
- Reviewing all requests for labour hire by senior decision makers, with a preference for internal resources
- Reviewing contingent workforce engagements, including cost and value, as part of monthly budget review processes
- Limiting new engagements and extensions of labour hire, and reviewing all requests by senior decision maker
- Improving recruitment and human resource support to assist managers to plan, hire and manage the appropriate workforce mix

I trust this additional information is useful to the Committee. If you have any further questions, [REDACTED]

Yours sincerely

A handwritten signature in black ink, appearing to be 'R. Staples', written in a cursive style.

Rodd Staples
Secretary

24/08/2018