



AUSTRALIAN  
**LOCAL GOVERNMENT**  
ASSOCIATION

**Local Government Workforce  
and Future Skills Report  
Australia**

**September 2018**

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## Introduction:

The Local Government Workforce Development Group (LGWDG) comprises representatives from each state and territory Local Government Association and provides advice on workforce matters to the Australian Local Government Association. The LGWDG undertook this study to identify the current and emerging skill needs of Local Government to better position the sector for the future.

An accurate national employment profile of the local government sector is difficult to determine. One of the more accessible and reliable sources of data comes from the Australian Bureau of Statistics (ABS) Census of Population and Housing but is only available every 5 years. Whilst ABS data can highlight trends over time it does not provide an accurate record of total employment numbers for the local government sector. It is estimated the Census under-reports the local government workforce by 19%.<sup>1</sup> The tendency of each jurisdiction to collect their own variable data sets also makes it challenging to aggregate data to achieve an accurate national profile of the local government workforce across all preferred indices.

This absence of a national profile impacts the ability of the sector to determine current and future workforce needs and priorities. This is in stark contrast to other industry sectors that have been able to use national data to effectively attract and retain skilled and talented staff, attract funding for skills development and advocacy, and address skill shortages.<sup>2</sup>

It is within this context that the LGWDG commissioned a set of national, state and territory reports to provide an evidence-base needed to support effective advocacy in workforce development matters at both a state and national level. This report features the findings for local government in Australia at the national level.

In addition to the use of ABS Census data, all national, state and territory reports are underpinned by data from the national Local Government Skills Shortage Survey 2017 (*the Survey*) to which 45% of local governments across Australia responded.

The following table shows the percentage of local governments within each state and territory that responded to *the Survey*.

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<sup>1</sup> UTS IPPG:CLG (2018) The Local Government Workforce, Trends and Blips on the Radar, p12. As the Census collects data on the "main job held last week", it does not capture all part-time and casual council workers. In addition, as respondents are asked to nominate "the employer's business name" related to this main job, the nominated name may not appear as the council name. Employment in council libraries, swimming pools, contracted outdoor services and regional airports is most likely to be under-represented.

<sup>2</sup> Profile of the Local Government Workforce, 2014 Report, Australian Centre of Excellence for Local Government

State LGA	Total number of Councils in each State/Territory	Number of councils who completed the survey	Percentage of councils who completed the survey
New South Wales	128	55	42.97%
Northern Territory	17	6	35.29%
Queensland	77	53	68.83%
South Australia	68	33	48.53%
Tasmania	29	13	44.83%
Victoria	79	31	39.24%
Western Australia	139	51	36.69%
<b>Total</b>	<b>537</b>	<b>242</b>	<b>45.07%</b>

Source: Local Government Skills Shortage Survey 2017, LGWDG

The Australian Classification of Local Governments (ACLG) provides a way to categorise local governments across Australia to enable comparisons of like councils to be made. It is primarily based on population density and location.<sup>3</sup> **Appendix 1** shows the number of councils who responded to *the Survey* against the total number of councils that fall within each of the 22 ACLG categories.

<sup>3</sup> Australian Government, Department of Infrastructure, Regional Development and Cities, 2013

## Executive Summary:

The way we do business, connect, socialise, travel, and live is changing.

The world of work in the next two decades will be shaped by technological advances, digital connectivity, globalisation, an ageing population and changing economic structures. These five mega trends are driving the speed of change and are expected to lead to the restructuring of labour markets throughout Australia, including local government.<sup>4</sup>

Local government is already feeling the impact of these trends; yet the majority of councils have not done any form of analysis or forecasting to determine the changing future roles/skills required.

This report provides a snapshot of the Australian local government workforce profile and the key issues in relation to current and emerging skill shortages and training delivery and uptake. It illustrates that local government has a workforce that:

- Is considerably older than the Australian All-industry workforce;
- Has a declining participation level of workers under 30 years of age;
- Does not have enough apprentices to meet future needs;
- Is facing major skills shortages in key professional and technical occupations; and
- Is not well positioned in regard to new and emerging soft skills.

In order to address skill shortages, the preferred option of councils is to upskill existing staff – but there are challenges, given:

- The inability to source trainers to deliver locally;
- The cost of sending staff away to training (travel costs);
- The high cost of training and tight fiscal environment; and
- The reported reluctance of councils to release staff to training given current workloads.

Local government in Australia features:

- A workforce of 189,500 workers employed in 394 occupations;
- 537 councils which vary enormously in geographic area, population base and number of workers employed;
- 55% of councils located in Rural Remote or Regional areas;

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<sup>4</sup> Hajkowski et al (2016: 18)

- A workforce where 68% are full-time employees, 16% are part-time and 16% are casual;
- A low average unplanned turnover of 8.3%;
- A much older workforce than the Australian All-industry workforce, with 53.7% above 45 years of age in local government compared to an average of 40.6% across all-industries;
- An ongoing decline in the representation of employees under 30 years of age;
- An increasingly qualified workforce, with 44.7% of employees holding a Diploma or higher-level qualification in 2016 compared to 31.2% in 2006; and
- A significant decline in apprentices of 63.2% between 2012 to 2017, three times greater than the 21.6% decline experienced by all-industries in Australia.

Findings from *the Survey* reveal:

- 69% of local governments were experiencing a skill shortage and skill gaps with Engineers, Urban and Town Planners, Building Surveyors, Environmental Health Officers, and Project Managers topping the list of occupations in demand;
- The key reasons behind the skills shortage are the inability of councils to compete with the private sector on remuneration; lack of suitably qualified/experienced candidates available locally; high demand across the labour market for certain occupations; and remoteness/location making it difficult for councils to attract and retain workers;
- 60% of local governments have unmet training needs arising from the high cost of training and lack of training available locally;
- 70% of local governments have done no analysis or forecasting of changing roles/skills requirements arising from digital disruption and technology changes;
- All local governments responding to *the Survey* indicated the need to improve their position in relation to soft skills, particularly the ability to work productively, drive engagement and demonstrate presence as a member of a virtual team; ability to understand concepts across multiple disciplines; and digital skills;
- Training availability, budgetary constraints and time constraints were the most commonly cited factors hindering staff gaining soft skills; and
- In the future councils are predicting an increase in use of part-time workers; a slight increase in the use of full-time and casual workers; and a decrease in the use of labour hire arrangements.

Within this context, this Report seeks to highlight the current and future skill needs of the local government sector within Australia and suggests strategies for improving future workforce capacity and capability.

## SECTION 1: Australian Local Government Sector Profile

### Industry Context:

Local Government in Australia:

- Is the third tier of government and operates within a legislative framework through State and Territory *Local Government Acts* and has an electoral mandate to manage local issues and plan for community needs.
- Is the sphere that most closely affects the daily lives of citizens.
- Services a population base of over 25 million people.
- Is a major contributor to the Australian economy spending more than \$34 billion each year.<sup>5</sup>
- Manages \$180 billion in local roads infrastructure<sup>6</sup> and was responsible for \$438 billion in land and fixed assets in 2015.
- Employs over 189,500 personnel<sup>7</sup> and is a key driver of employment in regional and remote areas of Australia.
- Is comprised of 537 local governments which vary enormously in geographic area and population base. Councils range in size from the smallest employing 11 staff to the largest with over 8,500 employees; and in size from the smallest covering 1.5 square kilometres to the largest covering 380,000 square kilometres.
- Over half of all local governments are located in regional or remote parts of the country and face a unique range of workforce challenges as a consequence.
- Roles and responsibilities of local government differ from state to state and functions include:
  - infrastructure and property services, including local roads, bridges, footpaths, drainage, waste collection and management;
  - provision of recreation facilities, such as parks, sports fields and stadiums, golf courses, swimming pools, sport centres, halls, camping grounds and caravan parks;
  - health services such as water and food inspection, immunisation services, toilet facilities, noise control, meat inspection and animal control;
  - community services, such as child care, aged care and accommodation, community care and welfare services;

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<sup>5</sup> ABS 2016, Taxation Revenue, Australia, cat. no.5506.0

<sup>6</sup> ALGA, State of the Local Road Asset Report 2015

<sup>7</sup> ABS 2017, Employment and Earnings, Public Sector, Australia, cat. no. 6248.0.55.002

- building services, including inspections, licensing, certification and enforcement;
  - planning and development approval;
  - administration of facilities, such as airports and aerodromes, ports and marinas, cemeteries, parking facilities and street parking;
  - cultural facilities and services, such as libraries, art galleries and museums;
  - water and sewerage services in some states; and
  - other services, such as abattoirs, sale-yards and group purchasing schemes.
- In aggregate, councils across Australia raise more than 80% of their own revenue. Individual councils have differing abilities to raise revenue, based on location, population size, rate base and the ability to levy user charges. For some rural and remote councils where own-source revenue raising capacity is limited, grants can account for more than 50% of council revenue.
  - Local government revenue comes from three main sources – taxation (rates), user charges and grants from Federal and State/Territory governments. A fourth source consists of revenue raised through investment interest, dividend interest, interest from public enterprise and fines.
  - Staff in smaller local governments are required to be multi-skilled and perform a range of functions in order for local governments to meet their statutory obligations.

Local governments, notably those in rural and remote areas are the epicentre of communities, providing the infrastructure and services to sustain their communities. They are commonly the major employer, providing a pipeline of employment for many occupations.

The scope of activities provided by local governments in Australia encompasses **394 occupations**.<sup>8</sup>

## Employment Number:

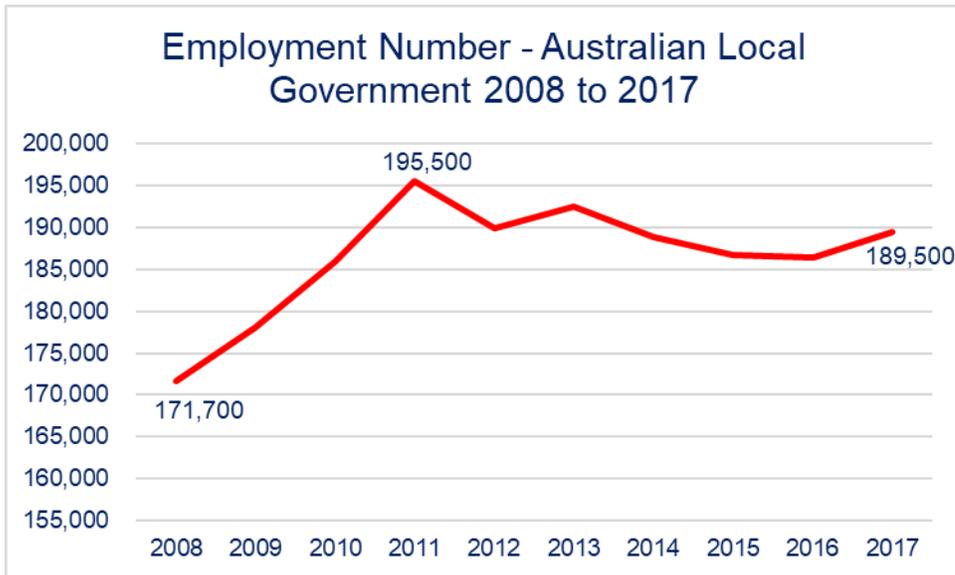
A definitive employment number for all workers in local government in Australia cannot be sourced. The best data source for total headcount is from the ABS, Employment and Earnings, Public Sector, Australia, cat. no. 6248.0.55.002. It shows that the Australian local government workforce was 189,500 as at June 2017.<sup>9</sup>

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<sup>8</sup> Based on ABS Census Customised Report Data, 2016

<sup>9</sup> ABS 2017, Employment and Earnings, Public Sector, Australia, cat. no. 6248.0.55.002

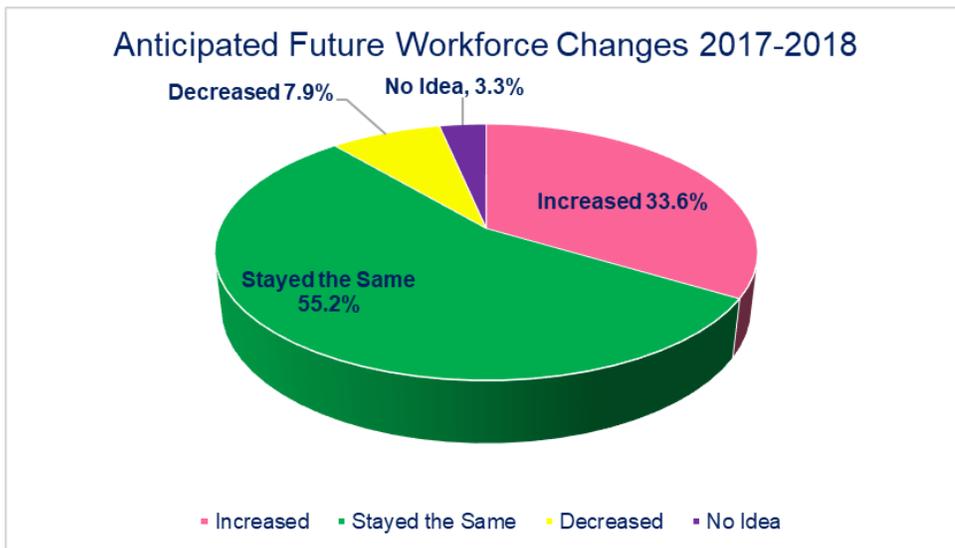
The chart below shows the trend in total employment over the previous 9 years.



Source: Employment and Earnings, Public Sector, Australia, cat. no. 6248.0.55.002

This chart shows workforce numbers steadily increasing from 2008 reaching peak employment in 2011 – a 13.9% increase over three years.

The trend in growth in overall workforce numbers was expected to slightly increase into 2018 with 89% of Australian local governments surveyed indicating that their workforce numbers will either increase or stay the same in 2018.<sup>10</sup>



Source: Local Government Skills Shortage Survey 2017, LGWDG

This trend is reflected in all states but not in the Northern Territory, where employment numbers are expected to remain stable in 2018 as can be seen in the following table.

<sup>10</sup> Local Government Skills Shortage Survey 2017, LGWDG

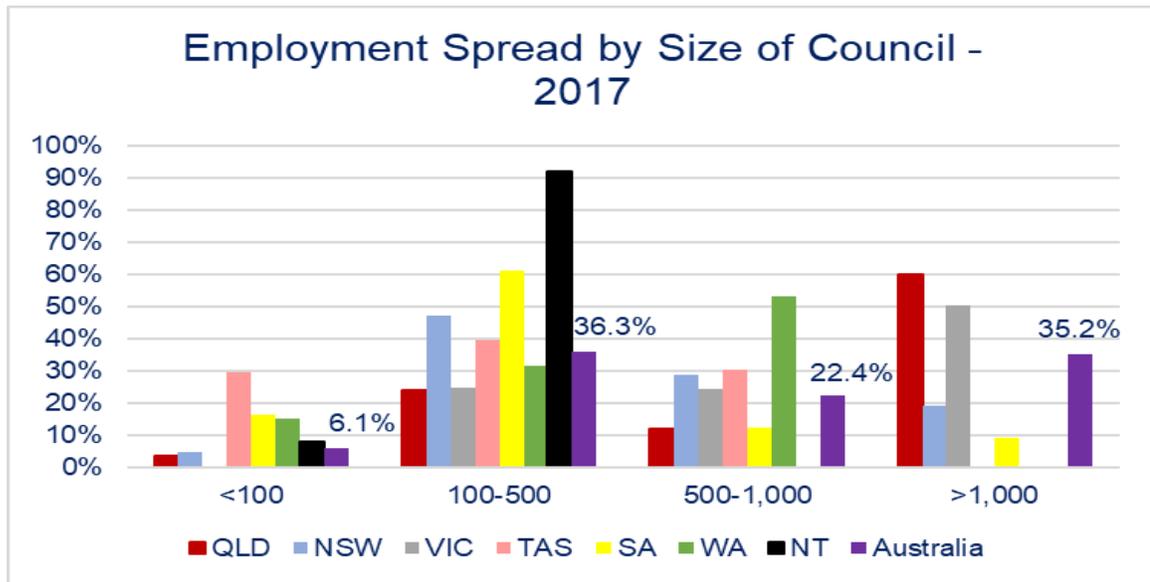
States	Increase	Stayed the Same	Decreased	No Idea
New South Wales	49.1%	43.6%	1.8%	5.5%
Northern Territory	0.0%	80.0%	0.0%	20.0%
Queensland	35.8%	45.3%	15.1%	3.8%
South Australia	24.2%	63.6%	12.1%	0.0%
Tasmania	46.2%	46.2%	7.7%	0.0%
Victoria	25.8%	64.5%	6.5%	3.2%
Western Australia	25.5%	66.7%	5.9%	2.0%
Total Australia	33.6%	55.2%	7.9%	3.3%

Source: Local Government Skills Shortage Survey 2017, LGWDG

### Employment Distribution:

Local governments vary considerably in size from the smallest with 11 employees to the largest employing just over 8,500 employees.

Employment in local government in Australia is concentrated into medium to large local governments. Small local governments, those with fewer than 100 staff employ 5.7% of the local government workforce in Australia.<sup>11</sup>



Source: Local Government Skills Shortage Survey 2017, LGWDG

<sup>11</sup> Local Government Skills Shortage Survey 2017, LGWDG

Significant variation occurs across the states and the Northern Territory with:

- Northern Territory dominated by small to medium sized councils; and
- Queensland, Victoria and Western Australia dominated by large sized councils with over 50% of their workforce employed in councils with 500 or more employees.

## Employment Categories:

ABS Census data indicates that the Australian local government workforce at June 2016 was comprised of:

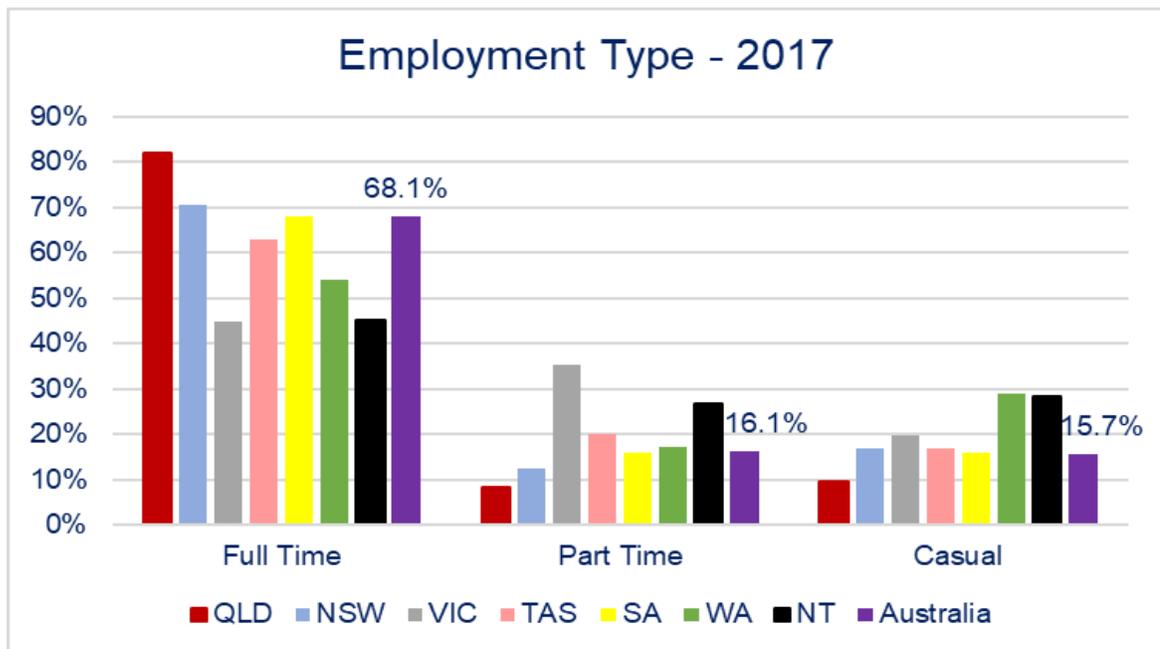
- 69.8% full-time employees
- 25.3% part time employees
- 4.9% who were not at work during the census week<sup>12</sup>

Data sourced directly from survey respondents or from state-based data sets for 2017 shows a different story for the Australian local government workforce:

- 68.1% full-time employees
- 16.1 % part time employees
- 15.7% casual employees

The chart below highlights the variation that occurs between states and the Northern Territory, for example:

- Queensland has the highest percentage (82%) of full-time workers and Victoria and the Northern Territory the lowest (45%).
- Victoria has the highest percentage (35.4%) of part time workers.



Source: Local Government Skills Shortage Survey 2017, LGWDG

<sup>12</sup> Based on ABS Census Customised Report Data, 2016

Variations in employment type are linked to:

- Northern Territory: The high incidence of part time and casual workers is linked to short funding cycles, high turnover and high absentee levels. To ensure service delivery councils are employing 30% extra staffing compliment to cover absenteeism.
- Victoria: The high incidence of part time workers is linked to the emphasis placed on the delivery of social services such as aged care, child care and maternal and child health services.

Variations also occur within a state for example:

- Queensland: 21.6% of the workforce in Indigenous councils are casual workers compared to the 9.6% across all councils in Queensland. This high incidence of casual in Indigenous councils reflects both their heavy reliance on, and the volatility of grant funding.

Within the Australian Classification of Local Government (ACLG) 22 classes of local governments are defined. These have been grouped into three key segments for comparative purposes in this report:

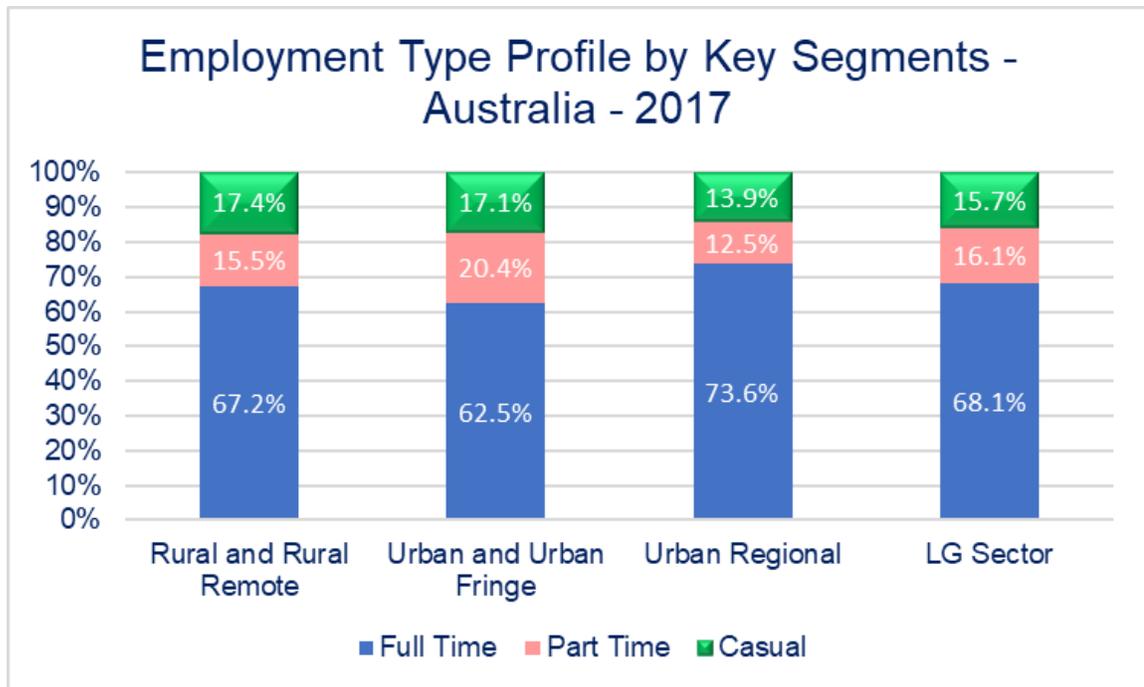
- Rural and Rural Remote
- Urban and Urban Fringe
- Urban Regional

This allows for comparisons of like to like across the states and territories. See **Appendix 1** for a breakdown of responding local governments within each key segment. When analysed by key segments, some variations in employment type emerge.

As shown below, the Urban Regional segment employs a higher percentage of full-time workers than the other two segments.<sup>13</sup>

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<sup>13</sup> Local Government Skills Shortage Survey 2017, LGWDG



Source: Local Government Skills Shortage Survey 2017, LGWDG

### Employment Gender Profile:

ABS data shows that the gender profile of the Australian local government workforce has changed slightly over the last decade, with more females employed in 2016 than in 2006.

- 2006: 56.9% males and 43.1% females
- 2016: 52.6% males and 47.4% females

Despite this increase in female representation, local government employs a lower percentage of women compared to other government levels in Australia:

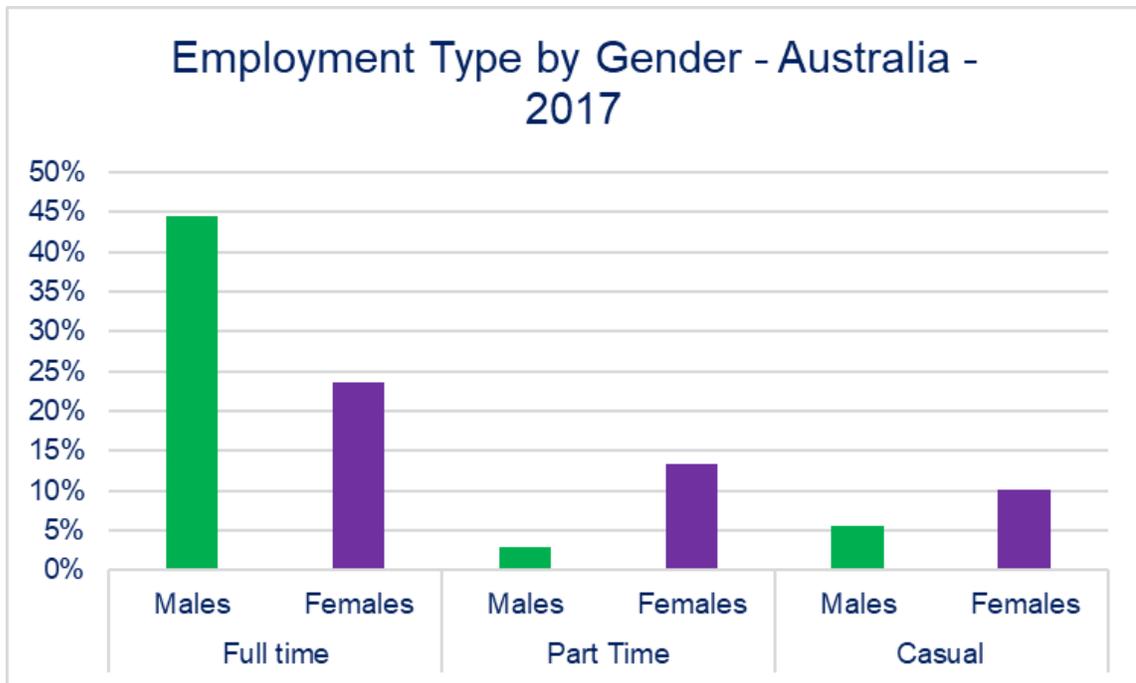
- Commonwealth – 49.7%
- State Government – 65.2%
- but more than the private sector – 45.4%<sup>14</sup>

This variation is due to the different occupational profiles of the public and private sectors. Gender variation/bias also exists within some occupations as shown in the section on Occupational Profiles on Page 27.

Significant variation occurs in the percentage of males/females employed in full-time, part-time and casual work. In the Australian local government males are most likely to work in full-time roles whilst women dominate the part-time and casual workforce.<sup>15</sup>

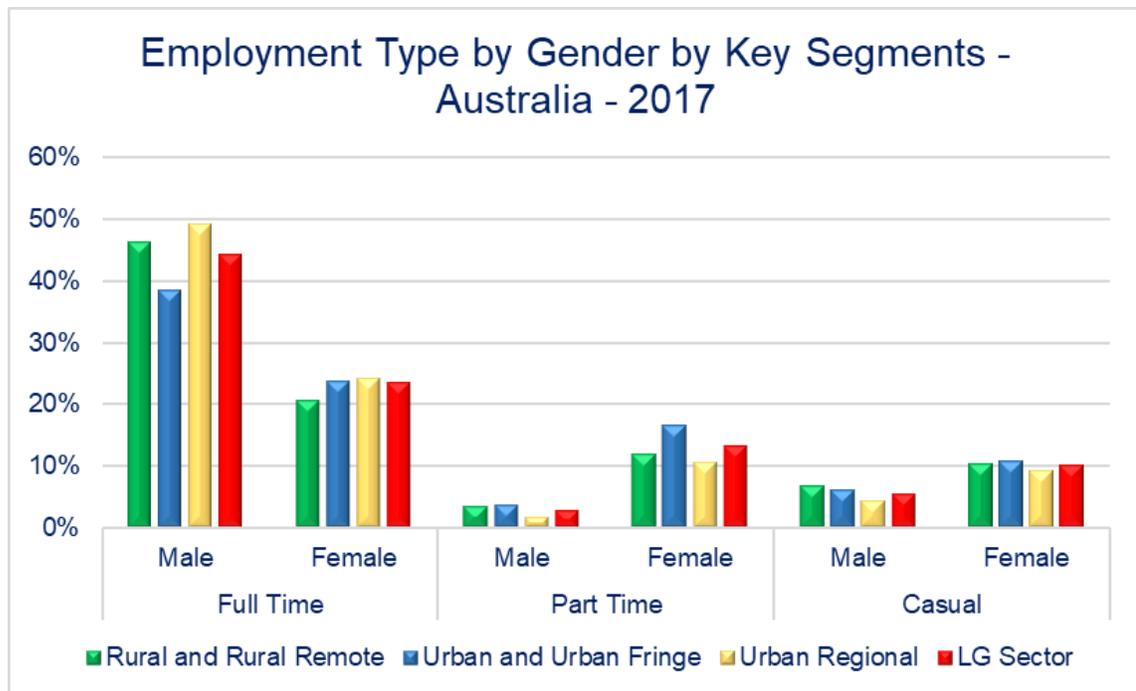
<sup>14</sup> Based on ABS Census Customised Report Data, 2016

<sup>15</sup> Local Government Skills Shortage Survey 2017, LGWDG



Source: Local Government Skills Shortage Survey 2017, LGWDG

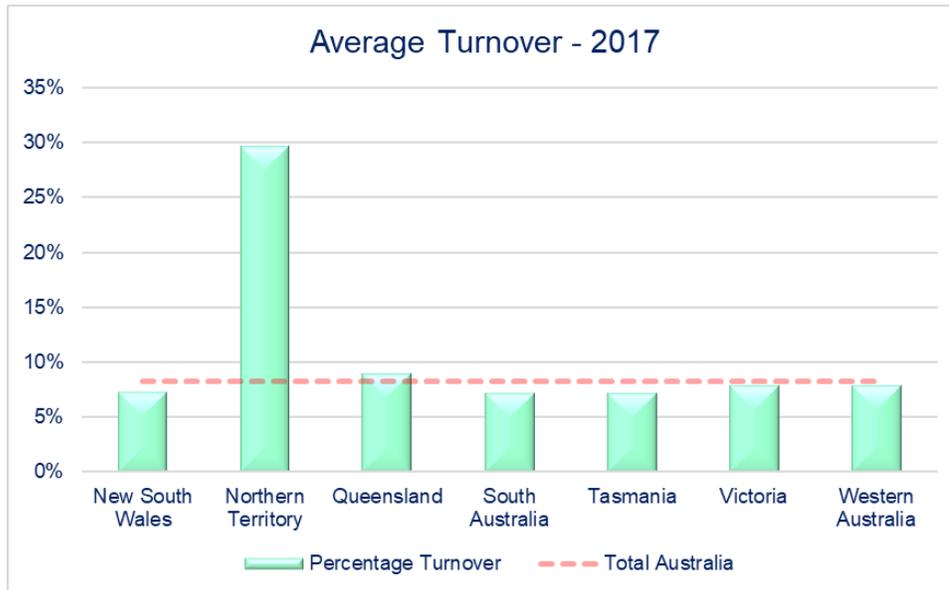
When reviewed by segment, male full-time employment is most pronounced in Rural and Rural Remote local governments and Urban Regional local governments.



Source: Local Government Skills Shortage Survey 2017, LGWDG

## Employment Turnover:

Councils were asked to indicate the total number of employees (excluding casual, limited tenure, redundant and retiring employees) whose employment ceased during the 12-month period to June 30, 2017. The average unplanned turnover at June 30, 2017 was 8.3% for local governments across Australia.<sup>16</sup>



Source: Local Government Skills Shortage Survey 2017, LGWDG

The range of unplanned turnover varies considerably across the states and the Northern Territory as seen below:

- **Range Australia:** 0.0% to 70.0%
- Range New South Wales: 0.6% to 15.6%
- Range Northern Territory: 3.4% to 39.7%
- Range Queensland: 0.6% to 70.0%
- Range South Australia: 0.0% to 20.5%
- Range Tasmania: 1.7% to 12.0%
- Range Victoria: 3.9% to 14.3%
- Range Western Australia: 0.0% to 42.6%

The unplanned turnover rate is highly variable, even within the one group of councils. For example, in 2017, the average turnover level across the sixteen Indigenous councils in Queensland was 22.6% – ranging from 2.9% to 70.0%.

Councils in the Northern Territory indicated that the following factors impact on turnover rates:

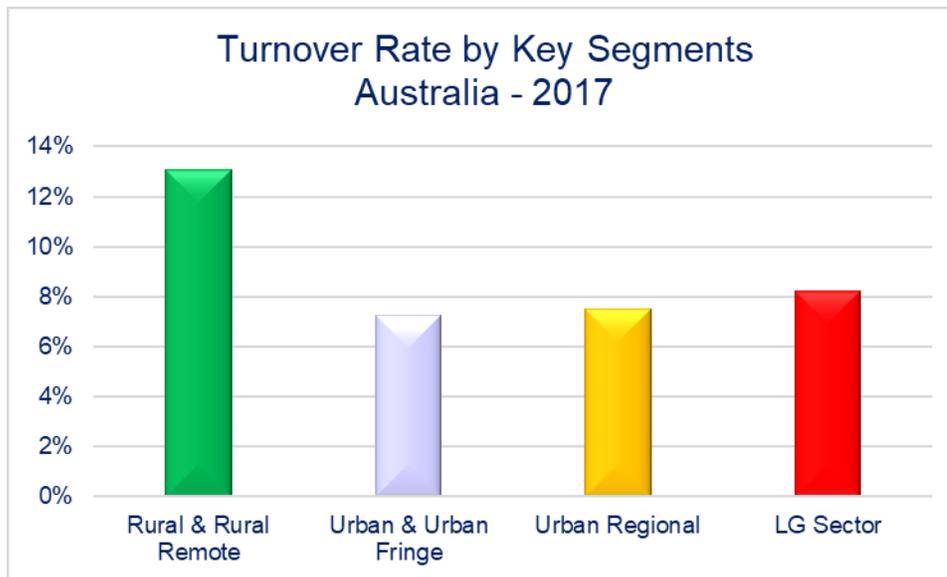
- Royalty payments;
- Staff moving between communities within a council area – but council may not have a job to offer in that new community; and

<sup>16</sup> Local Government Skills Shortage Survey 2017, LGWDG

- Poor management CDP program – people sitting at home with nothing to do has a big impact on turnover.

In Western Australia 17.5% of the Rural and Rural Remote councils who responded to *the Survey* reported turnover rates of greater than 20%. Reasons suggested for this higher than average turnover was:

- the lack of career progression available in smaller councils;
- the inability of councils to compete with the remuneration levels offered by the private sector; and
- the lack of stability and leadership in senior management.



Source: Local Government Skills Shortage Survey 2017, LGWDG

The majority of respondents to a study undertaken by the Australian Human Resources Institute in 2015, believe an average turnover of 10% or less is ideal (69%), that high turnover has a negative impact on workplace performance (58%) and that it comes at a cost, yet the cost of turnover is not measured in their workplaces (69%).<sup>17</sup>

Managing turnover is a key component of effective workforce planning and councils should monitor turnover levels and develop strategies to redress it when the level of turnover impacts on productivity and the cost of service delivery.

<sup>17</sup> Australian Human Resources Institute, October 2015 HR Pulse Survey: Turnover and Retention

## Aboriginal and Torres Strait Islander Participation Levels:

Local governments in Australia were asked to report on the level of Aboriginal and Torres Strait Islander participation within their workforce. Establishing an accurate picture of participation levels is difficult because identification is voluntary.

The table below shows the percentage of councils recording Aboriginal and Torres Strait Islander workforce participation, and the percentage of the workforce that they represent.

States	<i>Survey Data</i> Percentage of Councils Recording ATSI Participation	<i>Survey Data</i> ATSI as a Percentage of Local Government Workforce	<i>ABS Census Data – 2016</i> ATSI as a percentage of Local Government Workforce
New South Wales	52.5%	2.1%	0.69%
Northern Territory	100.0%	62.1%**	37.88%
Queensland	74.0%	6.6%	3.81%
South Australia	9.0%	0.5%	0.53%
Tasmania	15.4%	0.7%	0.78%
Victoria	16.0%	0.2%	0.20%
Western Australia	68.6%	2.9%	0.76%
Total Australia		4.5%	1.74%

Source: Local Government Skills Shortage Survey 2017, LGWDG and Based on ABS Census Customised Report Data, 2016

Note: \*\*This figure is high given under representation of large urban councils in the data set

Participation levels vary across states reflecting the local Aboriginal and Torres Strait Islander population base.

For example, Aboriginal and Torres Strait Islander personnel represent 84.1% of the workforce within Queensland Indigenous councils. This is significantly higher than the 58.9% reported in 2013 and is a result of the *Local Jobs for Locals* campaign by the Indigenous Leaders Forum. This has also been supported by the State Government through their policies supporting local Indigenous employment and capacity building.

The Northern Territory government introduced an Indigenous Employment Program requiring at least 30% of workers employed on major infrastructure project to be Indigenous. The Tiwi Islands cite an 80% Indigenous worker participation rate.

ABS Data for 2016, shows that within the Australian local government sector, Aboriginal and Torres Strait Islander people made up **1.74%** of the working population aged 15 and over. This is down from **6.6%** in 2006.<sup>18</sup>

<sup>18</sup> Based on ABS Census Customised Report Data, 2006, 2016

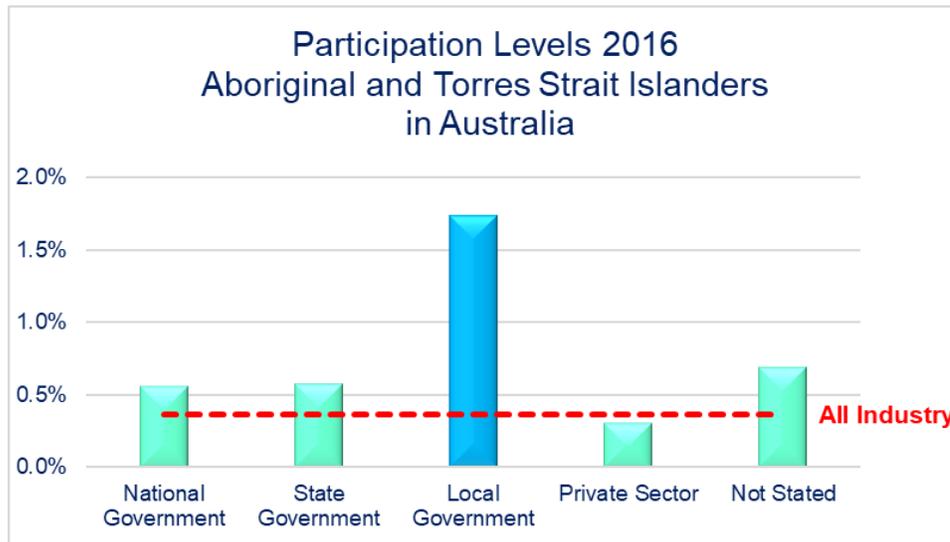
The table below shows that local government in both Queensland and the Northern Territory have recorded a major decline in the level of Aboriginal and Torres Strait Islander workforce participation.

- Councils in the Northern Territory are suggesting that the decrease in participation levels between 2006 and 2016 is linked to withdrawal from councils of government funding for housing maintenance.
- Councils in Queensland suggest it is to do with the removal of the Community Development Employment Projects (CDEP) program and the removal of indexation on key recurrent grants.

ATSI Participation Level – Local Government			
	2006	2011	2016
New South Wales	0.83%	0.59%	0.69%
Northern Territory	69.87%	53.98%	37.88%
Queensland	12.03%	4.73%	3.81%
South Australia	4.59%	0.73%	0.53%
Tasmania	0.08%	0.25%	0.78%
Victoria	0.10%	0.13%	0.20%
Western Australia	8.42%	2.25%	0.76%
<b>Total Australia</b>	<b>6.60%</b>	<b>2.94%</b>	<b>1.74%</b>

Source: Based on ABS Census Customised Report Data, 2006, 2011, 2016

Local government in Australia, at 1.74% has four times the level of Aboriginal and Torres Strait Islander worker participation than the national average for all-industries (0.4%).



Based on ABS Census Customised Report Data, 2016

Aboriginal and Torres Strait Islander people have a much younger age profile and structure than the non-Indigenous population. In 2016, more than half (53%) of Aboriginal and Torres Strait Islander people in Australia were under 25 years of age. In comparison, almost one in three (31%) non-Indigenous people were aged under 25.

For the local government sector with a declining representation of under 30-year olds in the workforce, increasing the intake of young Indigenous workers offers opportunities for the council, community and young people concerned.

## Culturally and Linguistically Diverse (CALD) Workers:

The table below shows the participation rate of employed persons aged 15 and over within the Australian local government sector, who speak a Language other than English at home.

States	<b>Survey Data</b> Percentage of Councils Recording CALD Participation	<b>Survey Data</b> CALD as a Percentage of Local Government Workforce	<b>ABS Census Data – 2016</b> CALD as a percentage of Local Government Workforce
New South Wales	38.0%	7.5%	11.2%
Northern Territory	40.0%	90.0%	43.7%
Queensland	34.0%	6.6%	8.5%
South Australia	18.0%	6.3%	7.4%
Tasmania	n/a	n/a	3.1%
Victoria	10.0%	14.5%	14.1%
Western Australia	39.2%	3.7%	10.6%
<b>Total Australia</b>	<b>28.9%</b>	<b>8.6%</b>	<b>11.4%</b>

Source: Local Government Skills Shortage Survey 2017, LGWDG and Based on ABS Census Customised Report Data, 2016

ABS Data for 2016, shows that within the Australian local government sector, CALD persons made up **11.4%** of the working population aged 15 and over, consistent with the 2006 level of **11.25%**.<sup>19</sup>

Less than one third of councils who responded to *the Survey* are recording the CALD workforce participation data.

## People with a Disability:

The following table shows the participation level of persons aged 15 and over within the Australian local government sector, who have need of assistance with core activities.

<sup>19</sup> Based on ABS Census Customised Report Data, 2006, 2016

Disabled persons make up a very small percentage (0.8%) of the Australian local government workforce, slightly higher than the Australian All-industry average (0.85%).

States	<b>Survey Data</b> Percentage of Councils Recording Disabled Participation	<b>Survey Data</b> Disabled as a Percentage of Local Government Workforce	<b>ABS Census Data – 2016</b> Disabled as a percentage of Local Government Workforce
New South Wales	50.9%	1.2%	0.74%
Northern Territory	20.0%	0.4%	1.23%
Queensland	30.3%	2.8%	0.74%
South Australia	12.0%	1.3%	0.69%
Tasmania	n/a	n/a	0.75%
Victoria	13.0%	0.1%	1.01%
Western Australia	47.0%	1.1%	0.79%
<b>Total Australia</b>	<b>31.8%</b>	<b>1.7%</b>	<b>0.83%</b>

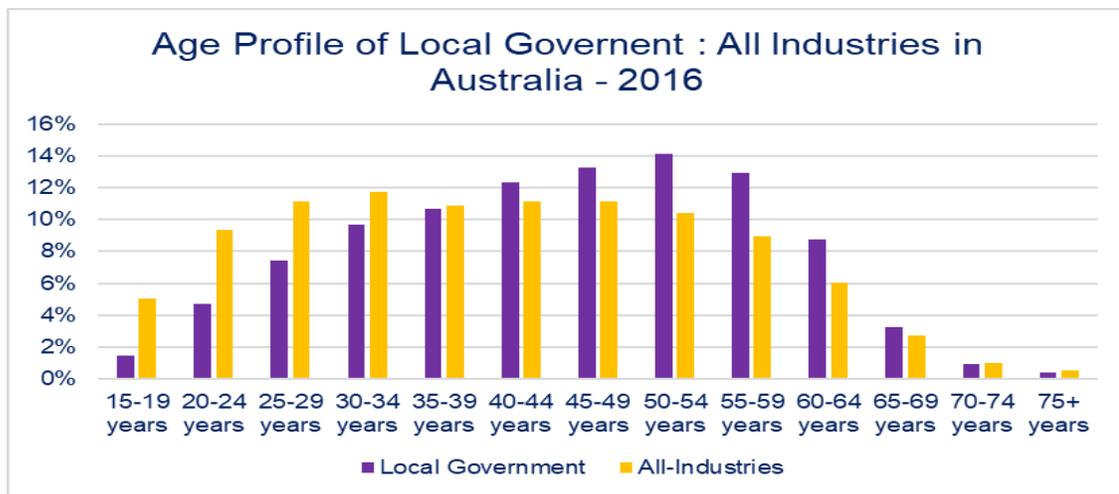
Source: Local Government Skills Shortage Survey 2017, LGWDG and Based on ABS Census Customised Report Data, 2016

The discrepancy between the ABS Census and *the Survey* data can be partly explained by differences in the questions asked, with the ABS criteria of having “need of assistance with core activities”, unlikely to capture those with less severe disabilities, including mental health issues.

Less than one third of councils who responded to *the Survey* are recording Disabled workforce participation data.

### Age Profile of the Workforce:

The local government workforce in Australia is older than the All-industry average as illustrated in the chart below.



Source: Based on ABS Census Customised Report Data, 2016

In 2016:

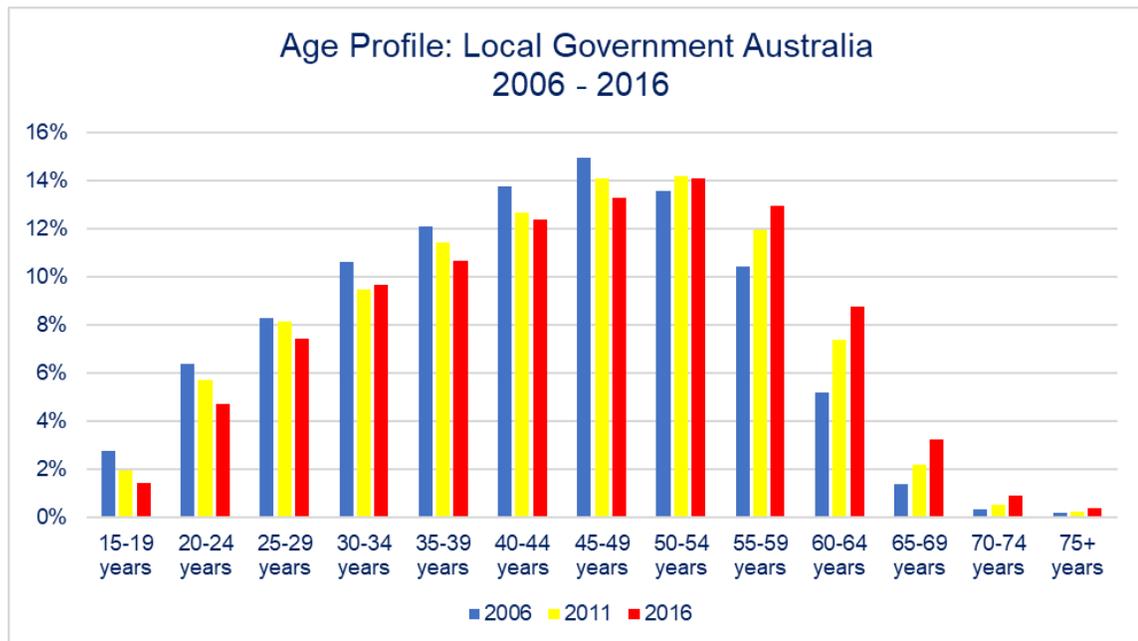
- **53.7%** of the Australian local government workforce was over the age of 45 compared to **40.6%** of the Australian All-industry workforce.
- **13.6%** of the Australian local government workforce were under the age of 30, compared to **25.5%** of the Australian All-industry workforce.<sup>20</sup>

When compared to all-industries, local government in all States and the Northern Territory has a significantly lower participation rate of under 30-year old's, as the table below illustrates.

Percentage of Workforce under 30 Years of Age		
States	Local Government	All-industries
New South Wales	13.8%	25.2%
Northern Territory	19.2%	26.8%
Queensland	14.4%	26.2%
South Australia	12.9%	24.3%
Tasmania	11.7%	23.3%
Victoria	11.3%	25.6%
Western Australia	14.2%	25.5%
<b>Australia</b>	<b>13.6%</b>	<b>25.5%</b>

Source: Based on ABS Census Customised Report Data, 2016

The chart below shows the Age Profile of the Australian local government sector over the last 10 years.



Source: Based on ABS Census Customised Report Data, 2006, 2011, 2016

<sup>20</sup> ABS 2018, Customised Report

The previous chart illustrates the following trends over the ten years to 2016:

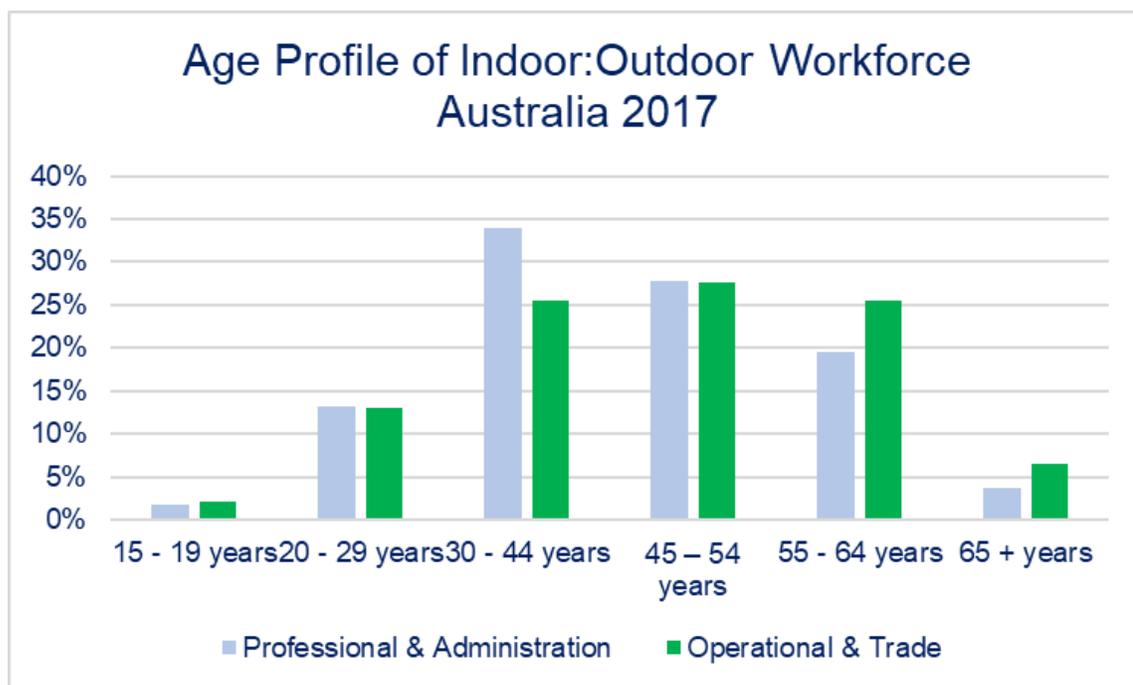
- A continuing decline in the representation of young people in local government in Australia; and
- A steady increase in the representation of older workers (above 50 years of age) in local government in Australia.

In August 2016 employees over 65 years of age represented:

- 4.6% of all employees across the Australian local government sector
- 4.2% of employees in all-industries across Australia.

This suggests that the Australian local government workforce are staying in the workforce slightly longer than the Australian all-industry workforce.

The chart below shows the age profile of the Indoor (Professional and Administrative) and Outdoor (Operational & Trade) local government workforce where **59.5%** of the outdoor workforce are now over 45 years of age.<sup>21</sup>

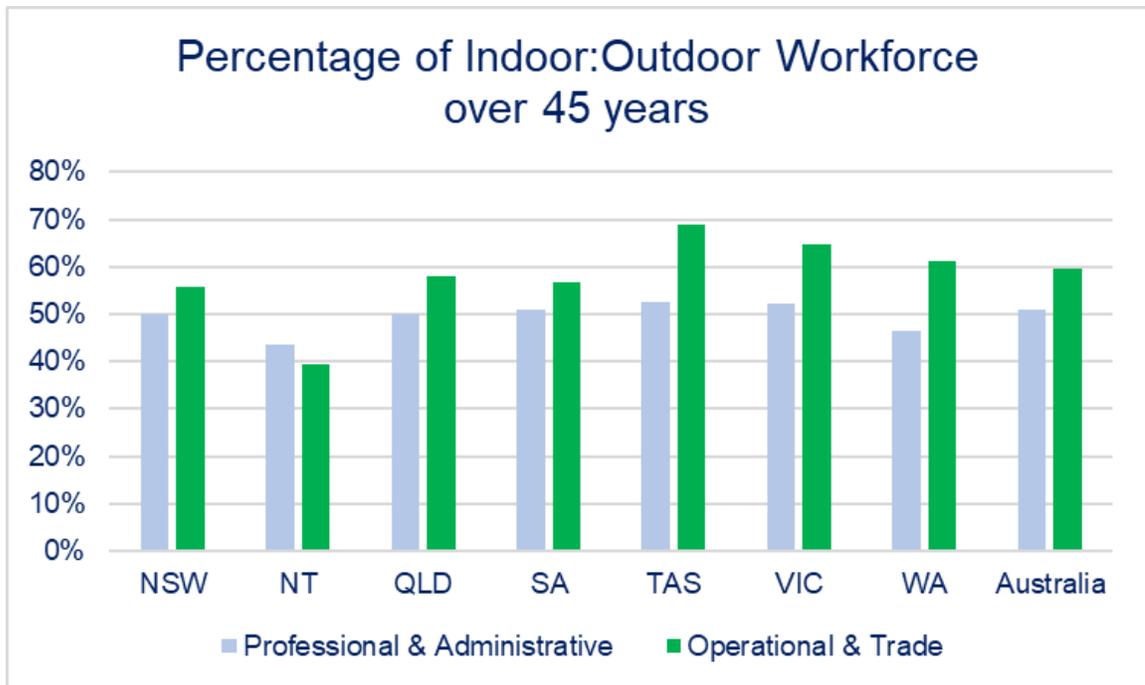


Source: Local Government Skills Shortage Survey 2017, LGWDG

In Tasmania, Victoria and Western Australia over 60% of the outdoor workforce is over 45 years of age. The Northern Territory has a much younger profile – this is linked to the higher percentage of Indigenous people within the local government workforce.

Councils should be encouraged to take a deliberate look at their ageing workforce, consider strategies to ensure that corporate knowledge is not lost but rather transferred to younger workers.

<sup>21</sup> Local Government Skills Shortage Survey 2017, LGWDG



Source: Local Government Skills Shortage Survey 2017, LGWDG

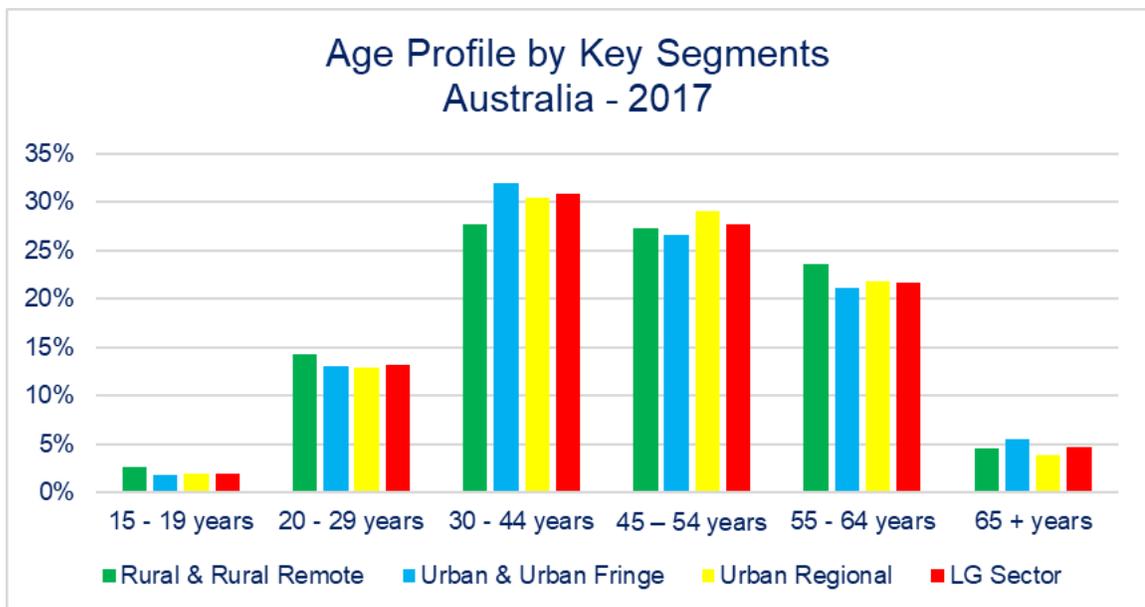
Outdoor employees are predominately male, working full-time in physically demanding jobs, with lower levels of education. The incidence of injury (shoulders, back and knees) in this group is increasing and the time to recover from injury is longer as this group ages.<sup>22</sup> This is a growing area of concern for smaller rural councils with limited capacity to back-fill positions or to find alternate work for workers recovering from injury.

Transitioning older workers to other roles when they are physically unable to continue their traditional work can be a challenge for council management, particularly with large numbers of employees requiring skills development in an increasingly digital environment.

The Local Government Association of South Australia is conducting a pilot program called the “**Active Ageing Employment Program**” to assist councils to develop and implement strategies to manage an ageing workforce. This program also provides clear advice to staff about options available to them around transitioning to retirement.

The following chart shows that there is little difference between the age profile for the three key segments within Australian local government.

<sup>22</sup> LGASA 2017, Workers Compensation Scheme data



Source: Local Government Skills Shortage Survey 2017, LGWDG

When considered at the state/territory level, key differences begin to appear. For example:

- In New South Wales and South Australia, the Rural and Rural Remote sector is most impacted by an ageing workforce.
- In the Northern Territory, the Rural and Rural Remote segment employing a greater percentage of Aboriginal and Torres Strait Islanders has a much younger workforce than the Urban Regional segment.

### Average Hours Worked:

Australia's population is ageing as a result of sustained low fertility and increasing life expectancy. This has resulted in proportionally fewer children (under 15 years of age) in the population and a proportionally larger increase in those aged 65 and over. The proportion of Australians aged 65 years and over has increased from 8% in 2006 to 15.3% in 2016.<sup>23</sup> This age group is projected to increase more rapidly over the next decade, as further cohorts of baby boomers (those born between the years 1946 and 1964) turn 65. Currently only five cohorts of birth years have reached 65 and there are 13 remaining.<sup>24</sup>

In 2009, the prediction was that there would be insufficient numbers of young people joining the labour force to offset the numbers that are leaving.<sup>25</sup>

Since then, the Federal Government has introduced policies designed to encourage older workers to remain in the labour force longer than they otherwise

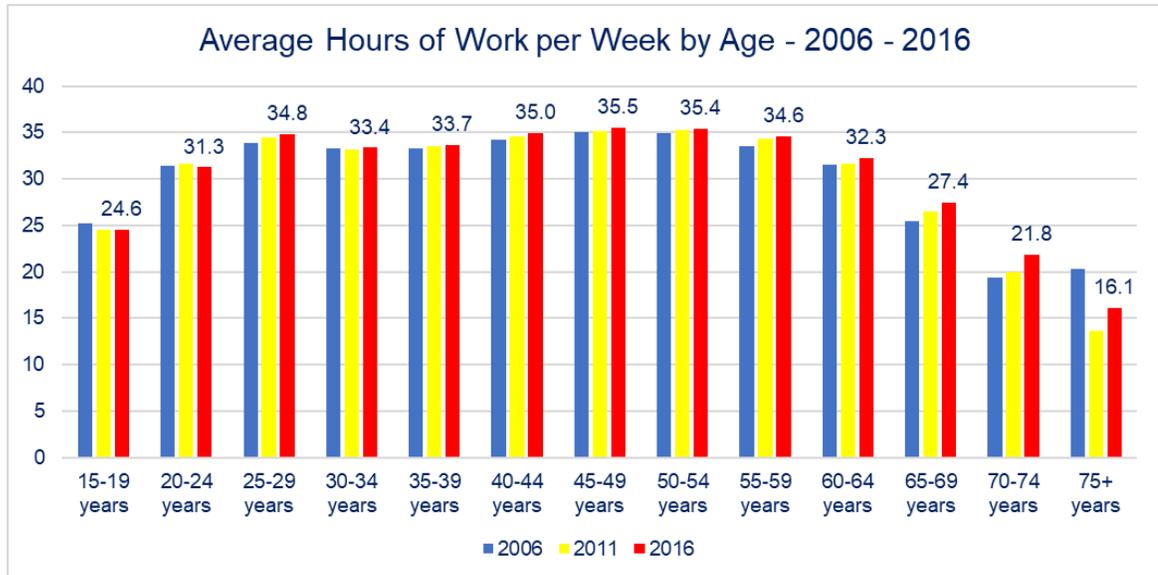
<sup>23</sup> Based on ABS Census Customised Report Data, 2016

<sup>24</sup> ABS 2016, Australian Demographic Statistics, cat. no. 3101.0

<sup>25</sup> ABS 2009, Australian Labour Market Statistics, cat. no. 6105.0

would have, such as, increasing the age at which people become eligible for the Age Pension – effectively extending their working life. From July 2017, the Age Pension age is 65, from then it rises in stages to 67 in July 2023.

The impact of these policies on local government is reflected in both the increase in the participation rate of older workers and in the increase in average hours worked per week. The chart below illustrates that for older workers, those over 65 years of age, in local government, the average hours worked per week is increasing.<sup>26</sup>



Source: Based on ABS Census Customised Report Data, 2006, 2011, 2016

This presents both challenges and opportunities to councils. Councils will need to consider how best to manage an ageing workforce to ensure that older workers, working longer hours remain safe, productive and healthy.

## Occupational Profile:

There are approximately 394 occupations employed across the Australian local government sector,<sup>27</sup> or around 83% of all occupations within the ANZSCO group (at the 4-digit level). Very few industries have this breadth of occupations.

Occupations in demand by local government change over time as can be seen in the table below. Major shifts in employment numbers between 2006 and 2016 have been highlighted.

<sup>26</sup> Based on ABS Census Customised Report Data, 2006, 2011, 2016

<sup>27</sup> Based on ABS Census Customised Report Data, 2006, 2016

The Occupations where numbers have declined significantly are:

- Cleaners and Laundry Workers (-1,189)
- Other Labourers (-1,104)
- Construction and Mining Labourers (-1,001)
- Mobile Plant Operators (-960)
- Farm, Forestry and Garden Workers (-633)
- Road and Rail Drivers (-549)

The Occupations where numbers have increased significantly are:

- Specialist Managers (+4,125)
- Design, Engineering, Science and Transport Professionals (+3,749)
- Business, Human Resource and Marketing Professionals (+2,622)
- Sports and Personal Service Workers (+1,174)
- Inquiry Clerks and Receptionists (+1,856)
- Other Clerical and Administrative Workers (+1,409)
- General Clerical Workers (+1,191)
- Engineering, ICT and Science Technicians (+971)
- Electrotechnology and Telecommunications Trades Workers (+919)

<b>Occupation (ANZSCO) 2006</b>	<b>Total Employment Number</b>			
	2006	2016	Difference	% Difference
10 Managers, nfd	647	564	-83	-13%
11 Chief Executives, General Managers and Legislators	1986	2262	276	14%
12 Farmers and Farm Managers	50	50	0	0%
13 Specialist Managers	6158	10283	4125	67%
14 Hospitality, Retail and Service Managers	2641	3514	873	33%
20 Professionals, nfd	281	376	95	34%
21 Arts and Media Professionals	346	218	-128	-37%
22 Business, Human Resource and Marketing Professionals	7906	10528	2622	33%
23 Design, Engineering, Science and Transport Professionals	8842	12591	3749	42%
24 Education Professionals	708	1302	594	84%
25 Health Professionals	2939	3647	708	24%
26 ICT Professionals	1419	1787	368	26%
27 Legal, Social and Welfare Professionals	1502	1934	432	29%
30 Technicians and Trades Workers, nfd	313	318	5	2%
31 Engineering, ICT and Science Technicians	5092	6063	971	19%
32 Automotive and Engineering Trades Workers	2630	2404	-226	-9%
33 Construction Trades Workers	2031	1769	-262	-13%
34 Electrotechnology and Telecommunications Trades Workers	629	1548	919	146%
35 Food Trades Workers	239	241	2	1%
36 Skilled Animal and Horticultural Workers	4507	5035	528	12%

39 Other Technicians and Trades Workers	1715	2260	545	32%
40 Community and Personal Service Workers, nfd	48	30	-18	-38%
41 Health and Welfare Support Workers	3250	3824	574	18%
42 Carers and Aides	7545	7493	-52	-1%
43 Hospitality Workers	227	238	11	5%
44 Protective Service Workers	374	378	4	1%
45 Sports and Personal Service Workers	2380	3554	1174	49%
50 Clerical and Administrative Workers, nfd	124	87	-37	-30%
51 Office Managers and Program Administrators	4665	5521	856	18%
52 Personal Assistants and Secretaries	2571	2299	-272	-11%
53 General Clerical Workers	6453	7644	1191	18%
54 Inquiry Clerks and Receptionists	4725	6581	1856	39%
55 Numerical Clerks	2796	3735	939	34%
56 Clerical and Office Support Workers	2183	1860	-323	-15%
59 Other Clerical and Administrative Workers	6675	8084	1409	21%
60 Sales Workers, nfd	3	12	9	300%
61 Sales Representatives and Agents	246	198	-48	-20%
62 Sales Assistants and Salespersons	498	365	-133	-27%
63 Sales Support Workers	322	291	-31	-10%
70 Machinery Operators and Drivers, nfd	435	731	296	68%
71 Machine and Stationary Plant Operators	1948	1914	-34	-2%
72 Mobile Plant Operators	5590	4630	-960	-17%
73 Road and Rail Drivers	5578	5029	-549	-10%
74 Storepersons	423	373	-50	-12%
80 Labourers, nfd	3166	2696	-470	-15%
81 Cleaners and Laundry Workers	3583	2394	-1189	-33%
82 Construction and Mining Labourers	5204	4203	-1001	-19%
83 Factory Process Workers	204	205	1	0%
84 Farm, Forestry and Garden Workers	3707	3074	-633	-17%
85 Food Preparation Assistants	276	137	-139	-50%
89 Other Labourers	5809	4705	-1104	-19%
09 Inadequately described	2121	2151	30	1%
&& Not stated	146	190	44	30%
<b>Total</b>	<b>135840</b>	<b>153306</b>	<b>17466</b>	<b>13%</b>

Source: Based on ABS Census Customised Report Data, 2006, 2016

Changes in the occupational profile can be linked to:

- Changes to Legislation/Acts
- Increasing levels of governance, compliance and integrated reporting requirements
- Increased devolution of services from state to local government
- Change in scope and level of services delivered
- Population growth
- Population demographics – ageing population
- Changes in technology

Occupations such as General Clerical Clerks, Numerical Clerks, Other Clerical and Administrative Workers, Inquiry Clerks and Receptionists are expected to disappear with the impact of technology advances and digitization. These are often areas of high female participation and where employment numbers have grown significantly between 2006 and 2016.

Further work needs to be undertaken to identify how technology advances will impact on future local government workforce arrangements and job roles, and to determine if there is likely to be a disproportionate impact on one gender or another.

The following table depicts the gender profile of each occupation in the Australian local government sector. It is clear that certain occupations have a gender bias.

For example, women have a greater representation in occupations such as:

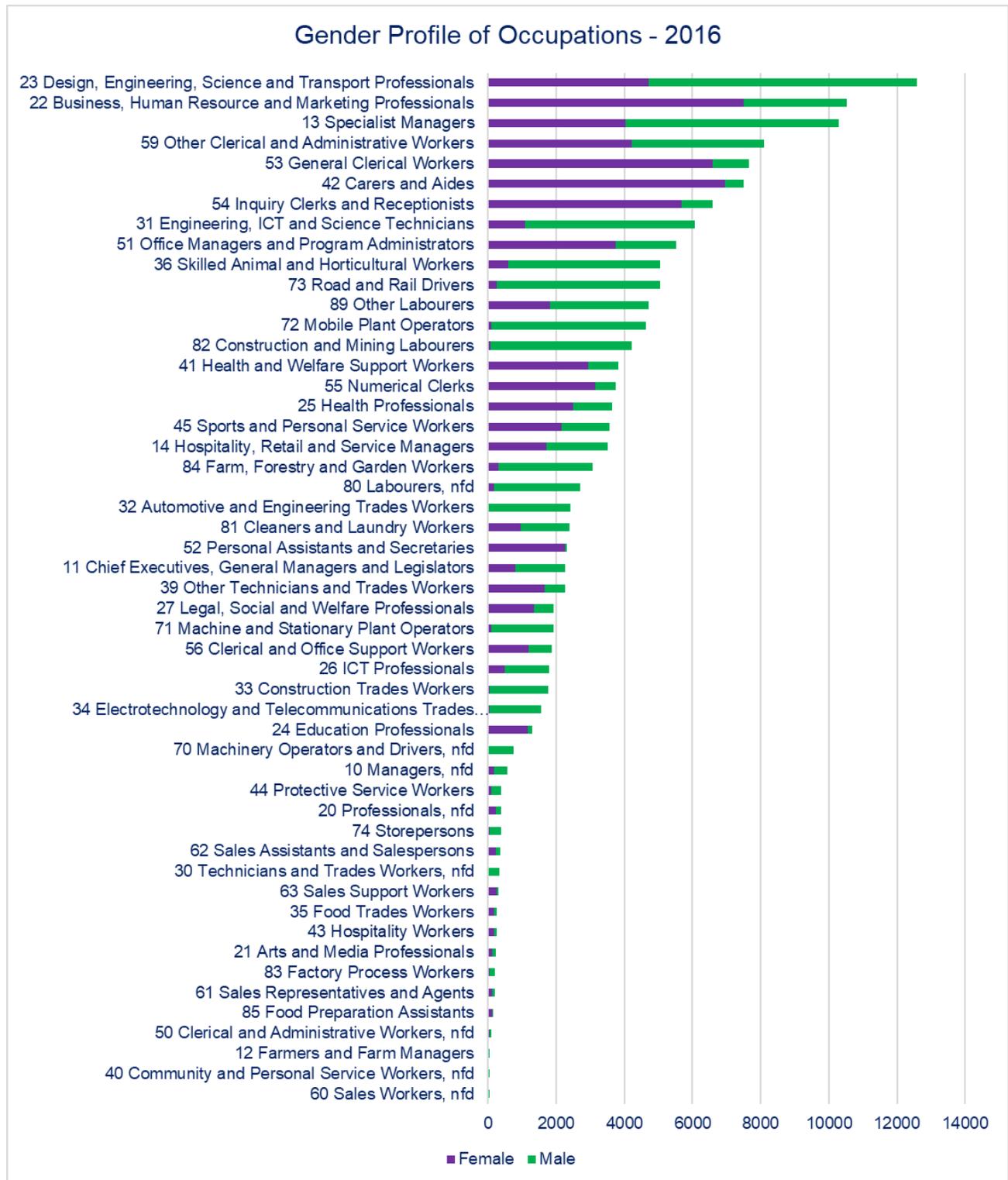
- Business, Human Resource and Marketing Professionals
- General Clerical Workers
- Carers and Aides
- Inquiry Clerks and Receptionists
- Office Managers and Program Administrators
- Health and Welfare Support Workers
- Numerical Clerks
- Sports and Personal Service Workers
- Personal Assistants and Secretaries
- Education Professionals

Whilst men have a greater representation in occupations such as:

- Design, Engineering, Science and Transport Professionals
- Specialist Managers
- Engineering, ICT and Science Technicians
- Skilled Animal and Horticultural Workers
- Road and Rail Drivers
- Mobile Plant Operators
- Construction and Mining Labourers
- Farm, Forestry and Garden Workers
- Labourers, nfd
- Automotive and Engineering Trades Workers
- Chief Executives, General Managers and Legislators
- Machine and Stationery Plant Operators
- Construction Trade Workers.<sup>28</sup>

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<sup>28</sup> Based on ABS Census Customised Report Data, 2016



Source: Based on ABS Census Customised Report Data, 2016

There are a number of occupations where women have increased their level of representation over the 10 years to 2016. Some of them are listed below by the number of females it has increased by:

- Business, Human Resource and Marketing Professionals (+2,128)
- Design, Engineering, Science and Transport Professionals (+2,041)
- Specialist Managers (+1,909)
- Inquiry Clerks and Receptionists (+1,643)
- General Clerical Workers (+1,195)
- Numerical Clerks (+966)
- Other Clerical and Administrative Workers (+820)
- Health Professionals (+763)
- Sports and Personal Service Workers (+739).<sup>29</sup>

<i>Occupation (ANZSCO) 2006</i>	<b>Total Number Employed</b>			
	<b>2006</b>	<b>2016</b>	<b>Difference</b>	<b>% Difference</b>
10 Managers, nfd	156	173	17	11%
11 Chief Executives, General Managers and Legislators	539	798	259	48%
12 Farmers and Farm Managers	8	16	8	100%
13 Specialist Managers	2118	4027	1909	90%
14 Hospitality, Retail and Service Managers	1005	1705	700	70%
20 Professionals, nfd	180	232	52	29%
21 Arts and Media Professionals	216	126	-90	-42%
22 Business, Human Resource and Marketing Professionals	5359	7487	2128	40%
23 Design, Engineering, Science and Transport Professionals	2657	4698	2041	77%
24 Education Professionals	639	1168	529	83%
25 Health Professionals	1727	2490	763	44%
26 ICT Professionals	346	480	134	39%
27 Legal, Social and Welfare Professionals	967	1350	383	40%
30 Technicians and Trades Workers, nfd	8	26	18	225%
31 Engineering, ICT and Science Technicians	738	1088	350	47%
32 Automotive and Engineering Trades Workers	19	22	3	16%
33 Construction Trades Workers	31	28	-3	-10%
34 Electrotechnology and Telecommunications Trades Workers	27	30	3	11%
35 Food Trades Workers	189	182	-7	-4%
36 Skilled Animal and Horticultural Workers	516	577	61	12%
39 Other Technicians and Trades Workers	1324	1652	328	25%
40 Community and Personal Service Workers, nfd	31	17	-14	-45%
41 Health and Welfare Support Workers	2337	2948	611	26%
42 Carers and Aides	7072	6960	-112	-2%

<sup>29</sup> Based on ABS Census Customised Report Data, 2006, 2016

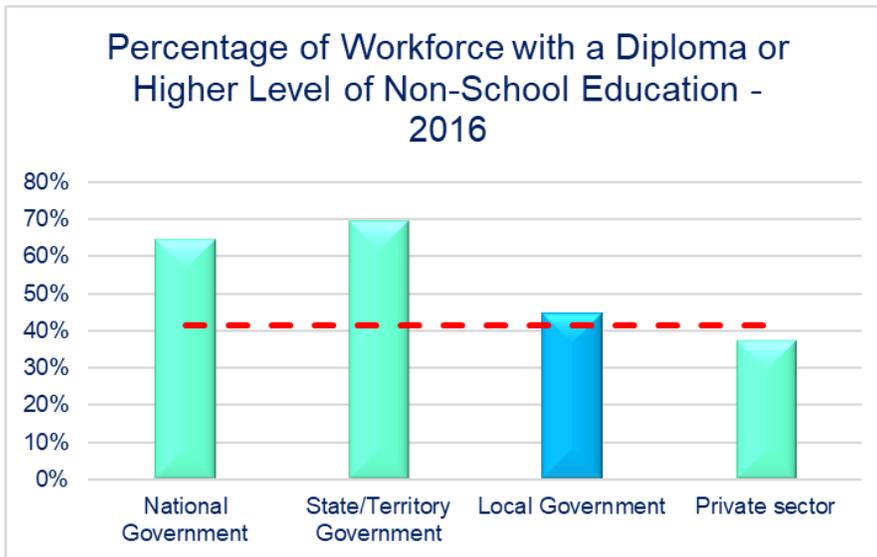
43 Hospitality Workers	168	172	4	2%
44 Protective Service Workers	46	91	45	98%
45 Sports and Personal Service Workers	1423	2162	739	52%
50 Clerical and Administrative Workers, nfd	76	50	-26	-34%
51 Office Managers and Program Administrators	3174	3749	575	18%
52 Personal Assistants and Secretaries	2537	2256	-281	-11%
53 General Clerical Workers	5389	6584	1195	22%
54 Inquiry Clerks and Receptionists	4020	5663	1643	41%
55 Numerical Clerks	2166	3132	966	45%
56 Clerical and Office Support Workers	1464	1180	-284	-19%
59 Other Clerical and Administrative Workers	3397	4217	820	24%
60 Sales Workers, nfd	0	7	7	
61 Sales Representatives and Agents	94	105	11	12%
62 Sales Assistants and Salespersons	298	216	-82	-28%
63 Sales Support Workers	267	250	-17	-6%
70 Machinery Operators and Drivers, nfd	7	17	10	143%
71 Machine and Stationary Plant Operators	101	86	-15	-15%
72 Mobile Plant Operators	51	89	38	75%
73 Road and Rail Drivers	247	259	12	5%
74 Storepersons	22	39	17	77%
80 Labourers, nfd	230	164	-66	-29%
81 Cleaners and Laundry Workers	1848	952	-896	-48%
82 Construction and Mining Labourers	80	76	-4	-5%
83 Factory Process Workers	28	33	5	18%
84 Farm, Forestry and Garden Workers	456	306	-150	-33%
85 Food Preparation Assistants	235	107	-128	-54%
89 Other Labourers	1904	1825	-79	-4%
09 Inadequately described	526	635	109	21%
&& Not stated	60	56	-4	-7%
<b>Total</b>	<b>58515</b>	<b>72736</b>	<b>14221</b>	<b>24%</b>

Source: Based on ABS Census Customised Report Data, 2006, 2016

## SECTION 2: Vocational Education and Training (VET) Uptake

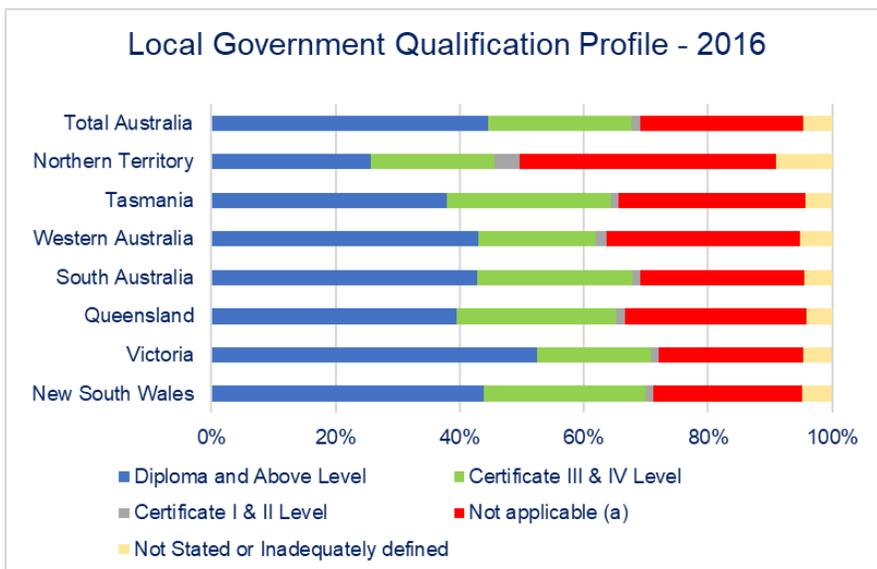
### Qualification Profile:

In 2016, **44.7%** of employees in the Australian local government workforce held a Diploma or higher-level qualification – slightly above the average (41.3%) for all-industry within Australia.<sup>30</sup>



Source: Based on ABS Census Customised Report Data, 2016

The qualification profile is different in each state/territory, as can be seen in the chart below.



Source: Based on ABS Census Customised Report Data, 2016

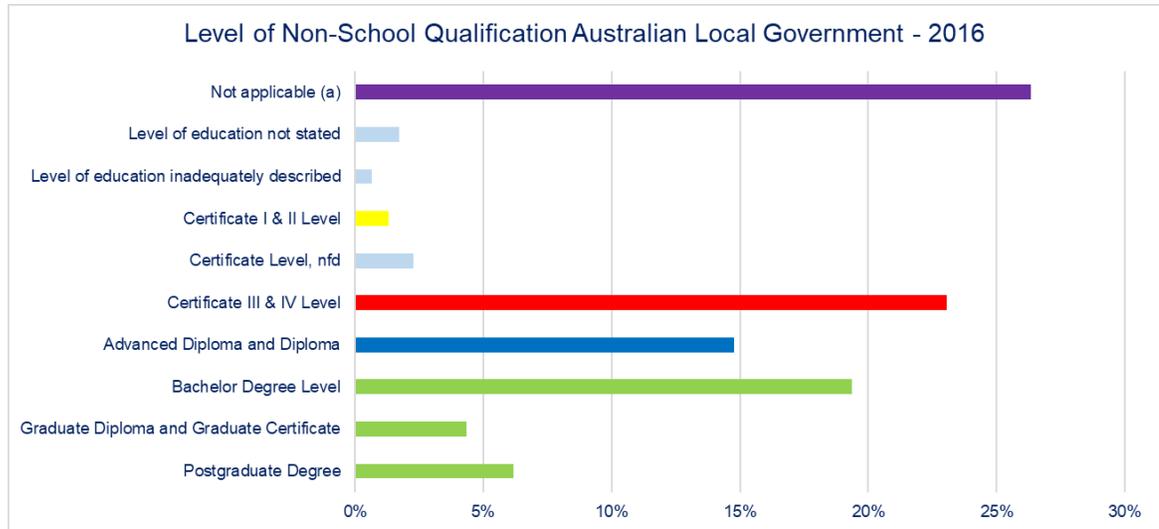
Note (a): Not applicable in this case means No qualification

<sup>30</sup> Based on ABS Census Customised Report Data, 2016

The chart shows that when compared to other states:

- Northern Territory has the highest level (41%) of workers without a qualification
- Victoria has the highest level of workers with Diploma and above level qualifications.

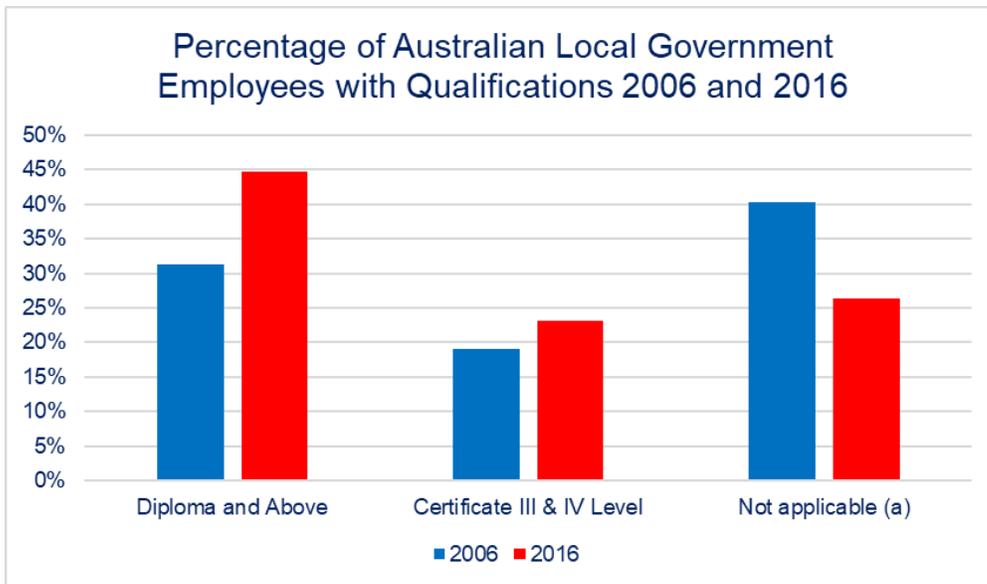
In 2016, 26.3% of local government employees held no qualification. The full breakdown of non-school qualifications for Australian local government is listed below.



Source: Based on ABS Census Customised Report Data, 2016  
 Note (a): Not applicable in this case means No qualification

Between 2006 and 2016 there has been significant growth in the percentage of Australian local government employees holding non-school qualifications. The number of employees with no qualification (Not applicable) has decreased from 40.2% in 2006 to 26.3% in 2016.

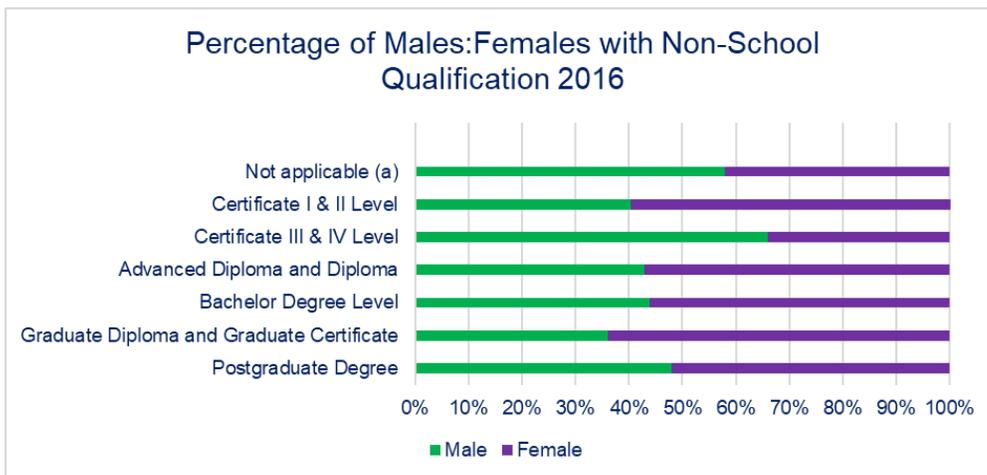
The level of Certificate I and II level qualifications has remained steady at under 2% of employees between 2006 and 2016.



Source: Based on ABS Census Customised Report Data, 2006, 2016  
 Note (a): Not applicable in this case means No qualification

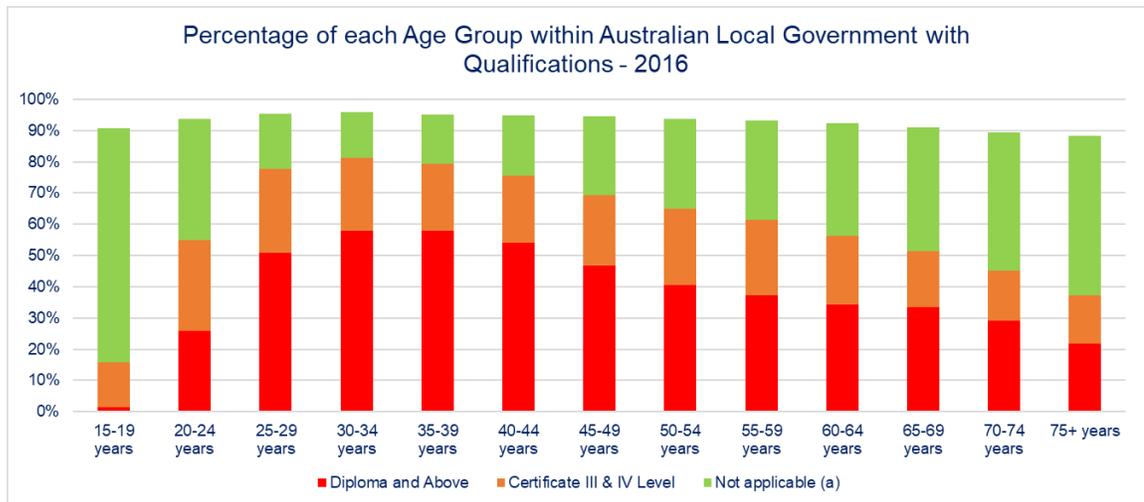
Within local government, the percentage of males/females with a qualification, varies by qualification level as shown in the chart below, and highlights:

- More females than males hold Diploma, Degree, Graduate Diplomas and Postgraduate degree level qualifications
- More females than males hold Certificate I and II level qualifications
- More males than females hold no qualifications
- Almost twice as many males than females hold Certificate III and IV level qualifications.



Source: Based on ABS Census Customised Report Data, 2016  
 Note (a): Not applicable in this case means No qualification

The following chart lists the percentage of each age group within Australian local government which hold qualifications. It shows that the level of qualification peaks at around the 30-34 age bracket and then declines.



Source: Based on ABS Census Customised Report Data, 2016  
 Note (a): Not applicable in this case means No qualification

To ensure the workforce has the skills required to effectively perform their roles and to adapt to new service demands, ongoing access to qualifications (where qualifications are appropriate) is essential for a productive and innovative local government sector.

### Issues Sourcing Training:

As part of *the Survey*, local governments in Australia were asked to outline the key challenges faced when sourcing and delivering VET training to their workforce. Their main concerns are listed in the table below.

Key Challenges in Sourcing Training	LG Sector
Finding quality trainers to deliver locally	60.7%
Cost of sending staff away to attend training (travel cost) is too high	59.8%
Lack of time for staff to attend training	52.3%
Course Cost too high	51.4%
Sourcing courses with relevant content	45.3%
Lack of support from managers/supervisors to send staff on training courses	18.7%
Sourcing information about what is available	8.4%

Source: Local Government Skills Shortage Survey 2017, LGWDG

The most significant challenge in sourcing and delivering training for local governments across Australia is *finding quality trainers to deliver training locally*.

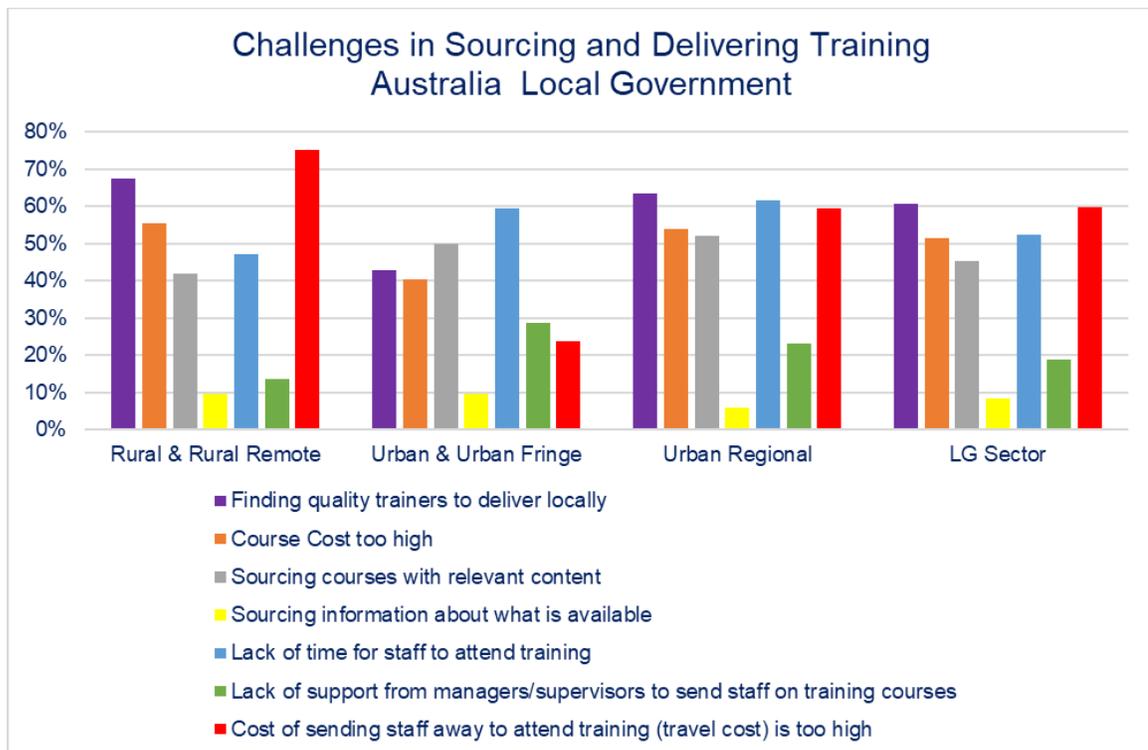
The *Cost of sending staff away to attend training (travel cost) is too high* was listed as the next most significant challenge.

Over 50% of councils who responded to this survey indicated that they *do not have the time to send staff away to attend training*.

The significance of challenges varied between segments as illustrated in the table below where, for example, 75% of Rural and Rural Remote councils cited the *cost of sending staff away to training (travel costs)* as their biggest challenge.

Whilst you would expect *Finding quality trainers to deliver courses locally* would be a key issue for rural local governments (it was raised by 61% of respondent local governments), it was also cited by 63% of Urban Regional local governments.

The biggest challenge for Urban and Urban Fringe local governments was *lack of time for staff to attend training*.



Source: Local Government Skills Shortage Survey 2017, LGWDG

Other challenges mentioned by councils were:

- New South Wales:
  - We require training developed and targeted to our needs – lack of providers who can work with us on work-based approaches
  - Courses and providers not subsidised
  - Reliance on face to face learning for compliance related training
  - Finding training providers with specific technical skills needed
- Northern Territory:
  - Low levels of literacy and numeracy across the Northern Territory

- Isolation and its impact on school completion rates
- High staff turnover
- Poor telecommunication/connectivity issues in remote communities
- Cultural issues – traditionally once boys have been through men’s business they separate themselves from further education – because they can’t have contact with women
- Challenge keeping senior management staff in place in remote communities for more than 2 years – limiting effective workforce planning
- South Australia:
  - General workload pressures due to growing legislative, governance, WHS and reporting/administrative requirements
  - Budgetary pressures
  - Lack of webinars and Online Training
  - Outdoor workers prefer face-to-face training delivered on site.
- Western Australia:
  - Challenging to constantly send staff away for training with small staff numbers, there is difficulty in covering some positions while staff away at training in the city. This is primarily a country-based problem.
  - No integrated approach to training and development – hit and miss in the past
  - Lack of outdoor staff ability/willingness to be able to participate in online training – and only willing to do Workplace Health and Safety training
  - Budgetary constraints
  - Limited courses available in Western Australia. Majority of targeted/specialist training and development is in the east
  - In 2016 major Fire Disaster/Recovery has hugely increased staff workload
  - Introduction of Bushfire Attack Level assessments – need for training and certification

45% of Australian local governments are saying that *Sourcing courses with relevant content* is an issue. This is a cause for concern and suggests that:

- Local government has specific needs given the legislative framework in which it operates that are not being met.
- The process for designing and reviewing national qualifications is not recognising the sector as an end user of the product. Local government specific qualifications make up only a small percentage of the qualifications accessed by local governments and it is unlikely that local governments are invited to comment on the full breadth of qualifications utilised by the sector. The capacity of local governments to do so is also limited, particularly given the narrow consultation mechanisms, tight timeframes and restricted funding associated with managing training packages.
- Registered Training Organisations (RTOs) may not be customizing the training to a local government context.

The challenges cited in regard to sourcing training suggests that alternate delivery modes could be considered such as, webinars and the delivery of short blocks of training that can easily be accommodated by time poor staff.

### Apprenticeship/Traineeship Uptake Levels:

2017 Apprenticeship and Traineeship data indicates that over **100 qualifications** were accessed by local governments in Australia. This diversity of qualifications reflects the scope of work and the range of skills required by local government in Australia.

The table below shows the Training Packages that apprenticeships and traineeships are being drawn from across the sector in Australia.<sup>31</sup>

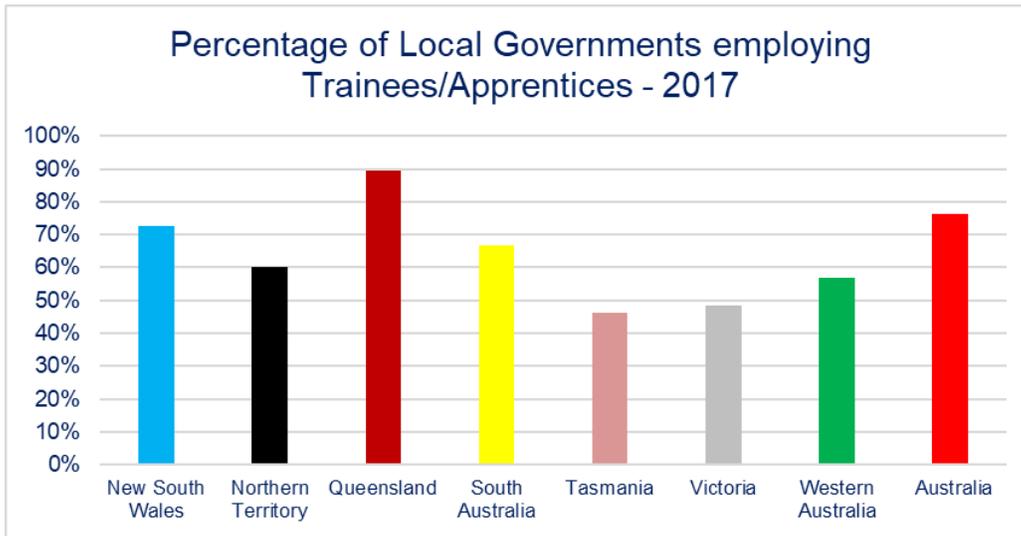
Training Package	Trades	Non-Trades	Total
RII - Resources and Infrastructure (includes BCC, DRT, MNC, MNM, MNQ)	45	545	590
AHC - Agriculture, Horticulture and Conservation and Land Management (includes AGF, AGR, RTD, RTE, RTF, RUA, RUH)	365	125	490
BSB - Business Services (includes BSA)	10	395	405
TLI - Transport and Logistics (includes TDT)	0	345	345
CHC - Community Services	0	250	250
AUR - Automotive Industry Retail, Service and Repair	215	5	220
CPC - Construction, Plumbing & Services Integrated Framework (includes BCF, BCG, BCP)	135	10	145

<sup>31</sup> NCVER 2018, Australian vocational education and training statistics: apprentices and trainees - September 2017 estimates, NCVER, Adelaide.

NWP - National Water (includes UTW)	0	125	125
MEM - Metal and Engineering	115	5	120
LGA - Local Government	0	105	105
UEE - Electrotechnology (includes UTE, UTL)	80	0	80
ICT - Information and Communications Technology (includes ICA, ICT)	35	5	40
CPP - Property Services (includes PRD, PRM, PRS)	5	20	25
FNS - Financial Services (includes FNA, FNB)	0	20	20
SIT - Tourism, Travel and Hospitality (includes THH, THT)	5	15	20
CUL - Library, Information and Cultural Services	5	5	10
SIS - Sport, Fitness and Recreation (includes SRC, SRF, SRO, SRS)	0	10	10
UEG - Gas Industry (includes UTG)	10	0	10
ACM - Animal Care and Management (includes RUV)	5	0	5
AUM - Automotive Industry Manufacturing	5	0	5
CUA - Creative Arts and Culture (includes CUE, CUV)	0	5	5
<b>Total - September 2017</b>	<b>1035</b>	<b>1990</b>	<b>3025</b>

Source: Based on NCVER Customised Report Data, 2018

According to *the Survey*, 76% of responding local governments in Australia are employing apprentices/trainees (as of June 2017).



Source: Local Government Skills Shortage Survey 2017, LGWDG

Between 2012 and 2017 apprenticeship and traineeship numbers across local government in Australian have been in significant decline.<sup>32</sup>

- **Apprenticeship** numbers have decreased by **63.2%**
- **Traineeship** numbers have decreased by **60.9%**

Apprenticeships across **all-industries** in Australia have declined at a much lesser rate whilst traineeship declined at a similar rate:

- **Apprenticeship** numbers have decreased by **21.6%**
- **Traineeship** numbers have decreased by **66.6%**

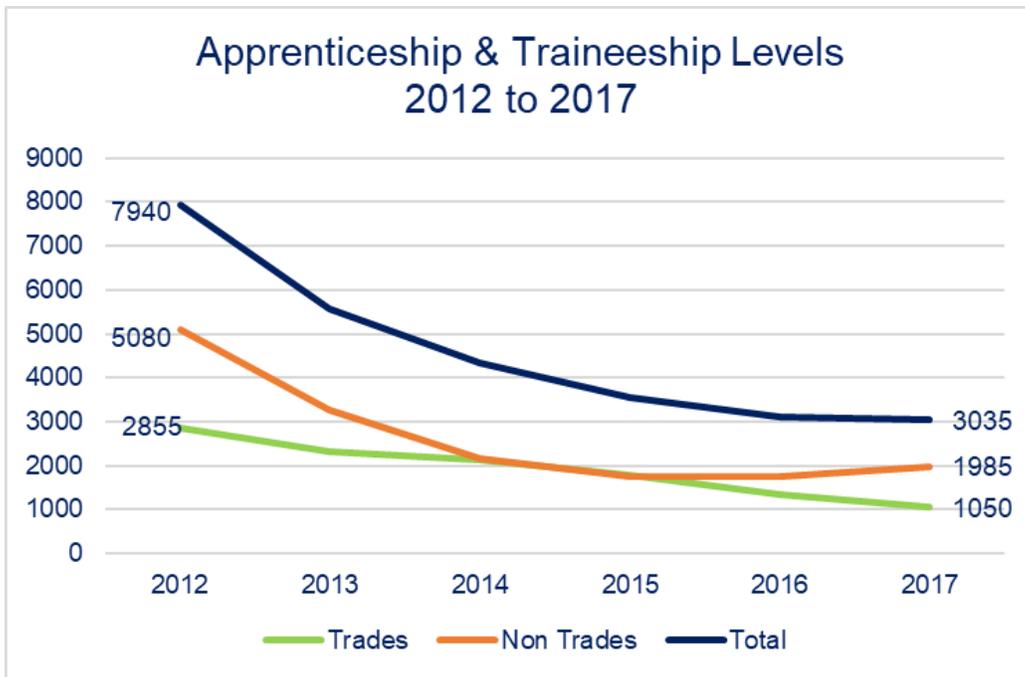


Source: Based on NCVET Customised Report Data, 2018

In July 2017, there were 3,035 local government employees **“in training”** under Apprenticeship/Traineeship arrangements across local governments in Australia compared to 7,490 in 2012.<sup>33</sup>

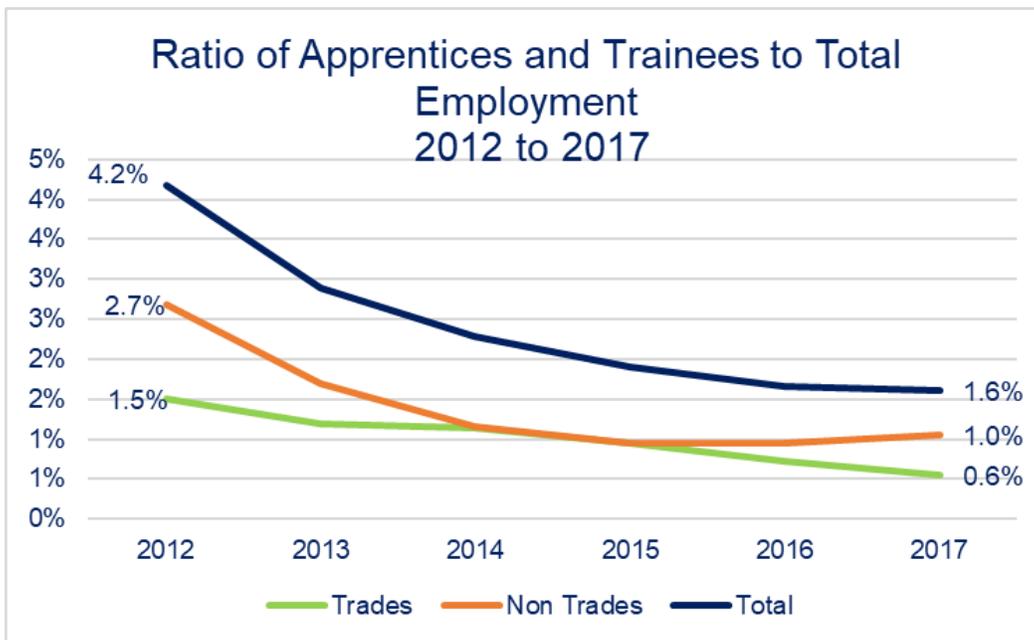
<sup>32</sup> Local Government Skills Shortage Survey 2017, LGWDG

<sup>33</sup> NCVET 2018, Australian vocational education and training statistics: apprentices and trainees - September 2017 estimates



Source: Based on NCVER Customised Report Data, 2018

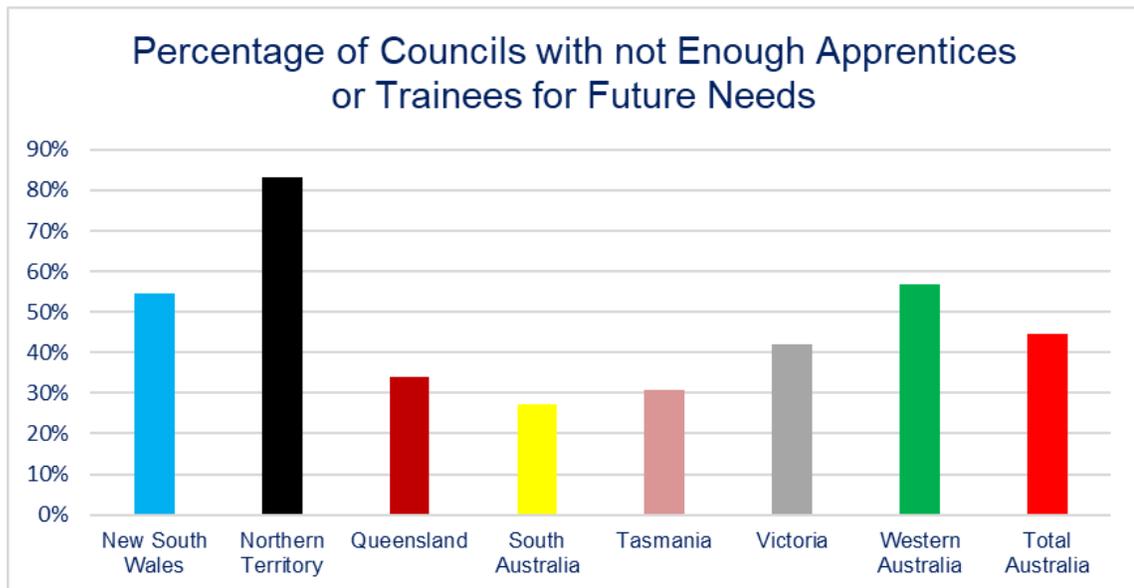
In 2012 apprentices and trainees *“in-training”* were 1.5% of the Australian local government workforce and by 2017 this figure had decreased to 0.6%.



Source: ABS 2012-2017, Employment and Earnings, Public Sector, Australia, cat. no. 6248.0.55.002 and Based on NCVER Customised Report Data, 2018

**44% percent of local governments across Australia surveyed in 2017<sup>34</sup> indicated they did not have enough apprentices/trainees to meet their future skill needs.**

The Northern Territory is the most affected where 80% of local governments indicated that they did not have enough to meet their future needs – followed by both Western Australia and New South Wales on 50%.



Source: Local Government Skills Shortage Survey 2017, LGWDG

These respondents list the following key factors constraining the employment of additional apprentices/trainees:

- Lack of funding – budgetary constraints – no funding for new positions
- Lack of government subsidies
- Lack of internal capacity (supervisors) to mentor and support trainees and apprentices
- Workload constraints/pressure – pressure to fill vacancies with skilled workers
- Lack of staff turnover – no positions available for new entrants
- Lack of young people in regional areas available/willing to do training
- Council too small/scope of work limited
- No return on investment with apprentices – poached by private sector/government agencies
- Lack of a workforce strategy in relation to apprentices and trainees
- Prefer to host rather than employ trainees

Some local governments have indicated they are establishing programs to increase the number of apprentices and trainees. But more needs to be done.

<sup>34</sup> Local Government Skills Shortage Survey 2017, LGWDG

Some Local Government Associations have lobbied their state governments for assistance to help them offset the cost of employing apprentices and trainees as follows:

- New South Wales:** In the May 2018 Budget, the NSW Government announced that from 1 July 2018, new apprenticeships would be fee-free, effectively saving students around \$2,000 for the program. Whilst this represents a cost savings to those employers who pay these fees on behalf of their apprentices, it may not be sufficient to incentivise employers to recruit more apprentices.
- Queensland:** The Queensland Government and the LGAQ formed a partnership to increase the number of trainees and apprentices across the local government sector. The State Government has provided wage subsidies \$15,000 to assist councils with the cost of employing apprentices and trainees in their first year. The LGAQ manages this program on behalf of the state government. Experience has shown that industry driven and managed employment programs are more effective than those driven and managed by the state.
- South Australia:** In 2015 the State Government introduced *The Regional Youth Traineeship Program* to halt the decline in traineeship numbers during 2014-2017. The State Government provided a wage subsidy of up to \$14,500 per trainee annually, for up to two year. It funds 57 positions to assist local governments with the cost of employing apprentices and trainees.

*Note: Councils may be using Group Training Organisations as the trainee’s employer, with councils acting as the host employer. Trainees employed under this arrangement **may not** be represented in the data sets included in the above section.*

### School Based Apprenticeship and Traineeships Program (SBATs):

The uptake rate of SBATs across the Australian local government sector has been very low historically. The table below shows the uptake rate declining over time to 110 in 2017.

	In Training					
	2012	2013	2014	2015	2016	2017
Trades	50	55	45	45	35	20
Non Trades	125	105	100	95	70	90
<b>Total</b>	<b>175</b>	<b>160</b>	<b>145</b>	<b>140</b>	<b>105</b>	<b>110</b>

Source: Based on NCVET Customised Report Data, 2018

Given the enormous scope of occupations encompassed by the local government sector, it is ideally placed to support SBATs and is a cost neutral exercise, providing a way of “*growing your own*” staff locally.

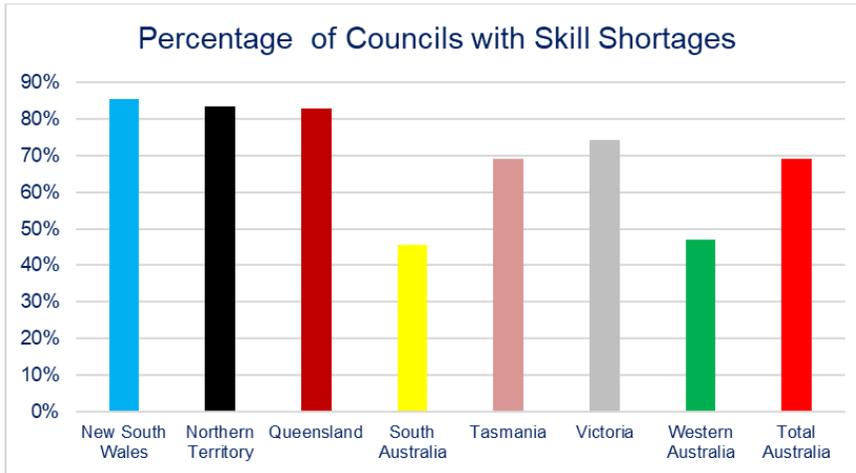
It provides an alternate entry level pathway and could be better promoted to councils.

SBATs can be used as a key recruitment strategy to counter the rapidly ageing local government workforce.

## SECTION 3: Skill Shortages

### Top Skill Shortage Occupations:

Of councils who responded to *the Survey*, 68.9% are currently experiencing skill shortages.



Source: Local Government Skills Shortage Survey 2017, LGWDG

Local governments were asked to list their top five skill shortage areas. In all three segments Engineers were listed as the top skill shortage occupation, as can be seen in the table below.<sup>35</sup>

Segments	Top Skill Shortage Occupations		
	1	2	3
Rural & Rural Remote	Engineers	Middle Managers/	Plant Operators
Urban & Urban Fringe	Engineers	Town Planners	Building Surveyors
Urban Regional	Engineers	Building Surveyors	Town Planners

Source: Local Government Skills Shortage Survey 2017, LGWDG

The table below shows that the top skill shortage occupations varies by segment and by States/Territory.

Rural and Rural Remote			
NSW	Engineers	Supervisors/Team Leaders	Plant Operators
NT	Senior Managers	Service Coordinators / Tertiary qualified team leaders Supervisors/Team Leaders	Community Development Officers
QLD	Tradespersons	Middle Managers	Accountants & Child Care
SA	Accountants	Environmental Health Officers	Plant Operators
TAS	Engineers	Town Planners	Environmental Health Officers
VIC	Engineers	Building Surveyors	Town Planners
WA	Building Surveyors	Plant Operators/Grader Drivers	Environmental Health Officers

<sup>35</sup> Local Government Skills Shortage Survey 2017, LGWDG

Urban and Urban Fringe			
NSW	Town Planners	Engineers	Building Surveyors/Certifiers
NT	n/a	n/a	n/a
QLD	Engineers	Town Planners	Landscape Architect
SA	IT Analysts	Engineers	Building Surveyors
TAS	Engineers	Town Planners	EHO Building Surveyors
VIC	Specialist Engineers	Maternal & Child Health Nurses	Specialist Planners
WA	Environmental Health Officers	Engineers	Town Planners

Urban Regional			
NSW	Engineers	Town Planners	Building Surveyors/Certifiers
NT	Engineers	Aborists & Irrigation Specialists	Acquatic Centre Staff
QLD	Engineers	Water Treatment Operators	Local Laws Officers
SA	Commercial Managers		
TAS	n/a	n/a	n/a
VIC	Engineers	Town Planners	Building Surveyors
WA	Engineers	Environmental Health Officers Town Planners	Building Surveyors

Source: Local Government Skills Shortage Survey 2017, LGWDG

Local governments were also asked to consider a list of key Professional and Technical/Trade occupations and to indicate against each if they are experiencing a current shortage, and given this shortage, if they were forced to recruit less skilled applicants. Local governments were also asked to indicate if this skill shortage occupation would be a critical issue in the future.

The top 10 professional skill shortage occupations listed by the 215 respondents to this question are listed below.

Rank	Professional Occupations	Percentage of Local governments		
		Current Shortage	Forced to Recruit Less Skilled Applicants	Critical Future Issue
1	Engineers	36.3%	14.4%	34.9%
2	Urban & Town Planners	27.0%	11.6%	27.9%
3	Building Surveyors	27.4%	12.1%	31.2%
4	Environmental Health Officer	22.3%	9.8%	28.4%
5	Project Managers	20.5%	11.6%	19.1%
6	Asset & Facilities Managers	18.6%	7.0%	14.4%
7	Computing ICT Professionals	16.3%	7.4%	18.6%
8	Community Engagement Development Officers	16.3%	11.2%	12.6%
9	Engineering Technicians	15.8%	7.9%	14.9%
10	Accountants	14.9%	8.4%	20.5%

Source: Local Government Skills Shortage Survey 2017, LGWDG

The top 10 technical and trade occupations experiencing skills shortages (listed by 202 respondents to this question) are listed below.

Rank	Technical & Trade Occupations	Percentage of Local governments		
		Current Shortage	Forced to Recruit Less Skilled Applicants	Critical Future Issue
1	Supervisor/Team Leader	15.8%	15.3%	17.8%
2	Waste Water/Sewerage Operators	11.9%	5.4%	15.3%
3	Care Persons	11.9%	7.4%	12.9%
4	Accounts/Pay Roll Clerk	11.4%	5.0%	17.8%
5	IT/ICT Technicians	10.9%	5.0%	12.4%
6	Water Treatment Operator	10.4%	5.0%	14.4%
7	Trades - Plumber	10.4%	1.5%	11.9%
8	Trades - Mechanic	9.4%	2.5%	13.4%
9	Trades - Construction	9.4%	4.5%	10.4%
10	Labourers	8.4%	3.5%	8.9%

Source: Local Government Skills Shortage Survey 2017, LGWDG

Councils also cited some **other emerging skill shortage areas**, as follows:

**New South Wales:**

- Team Leader Content & Discovery
- Heritage Officers
- Architectural Designers
- Digital Archivists
- Change Management Specialists
- Fire Service/Building Fire Inspection
- Economic Initiatives Coordinators

**Northern Territory:**

- CDP coordinators/trainers
- Irrigation Specialists

**Queensland:**

- Digital Economy and Innovation
- Estimators
- Grant Writers
- ICT Data Architects

**South Australia:**

- UX Designers
- CRM Developers

**Tasmania:**

- Emergency Management Specialists
- Sporting Field Curators

**Victoria:**

- Emergency Management Officers
- Policy Development

**Western Australia:**

- Residential Facility Managers
- Emergency Management Officers
- Drug and Alcohol Rehabilitation Officers

Local governments in Australia expect that shortages will increase beyond 2017 levels in the next 18 months in the following key areas:

- Building Surveyors
- Environmental Health Officers
- Computing and ICT Professionals
- Accountants
- Supervisors/Team Leaders
- Waste Water/Sewerage Operators
- Accounts/Payroll Clerk
- IT/ICT Technicians
- Water Treatment Operators
- Trades – Plumbers, Mechanic, Construction

The key drivers/reasons behind the current skill shortages in order of importance are:

1. Inability to compete with the private sector on remuneration
2. Lack of suitably qualified and experienced applicants
3. High demand across the labour market for specific occupations
4. Shortage of skilled locals – limited talent pool
5. Remoteness – hard to recruit skilled and experienced staff
6. Lack of opportunity for career progression particularly in small councils
7. Regional/remote location – lack of facilities/housing

Refer to **Appendix 2** for key drivers behind the shortage cited by councils in each state and the Northern Territory.

## Recruitment Strategies:

To fill vacancies in the top five skill shortage occupations, Australian local governments have attempted to recruit from:

- Within the local area – 97% of local governments
- State Wide – 91% of local governments
- Interstate – 63.2% of local governments
- Internationally – 10% of local governments

Recruitment location variations occur between states. For instance, 20% of local governments in New South Wales who responded to *the Survey* are attempting to recruit from overseas, and 100% of councils in the Northern Territory are recruiting from interstate.

On average it is taking between 2.5 to 3 months for local governments to fill vacancies in Professional positions and just over 2.3 months to fill Skilled/Technical positions. The range across responding local governments was 1 – 24 months for Professional positions and 1-12 months for Skilled/Technical positions.

To help combat skill shortages, 12.4% of Australian local governments who responded to *the Survey* reported employing staff (total of 58 staff) on employer sponsored visas to fill vacancies in the following fields:

- Accountants
- Registered Nurses
- Doctors
- Senior Project Officers
- Leisure Centre Instructors
- Arts & Culture
- Customer Service
- Electrical Trades
- Urban & Town Planning
- Media
- Aged Care and Disability Services
- Youth Services
- Early Learning
- Community Safety
- Diesel Mechanics & Mechanics
- Engineering
- Parks & Animal Control
- Child Care Educators
- Aquatic Services

In Western Australia the use of employer sponsored visas is expected to decline in the short term given the downturn in the mining sector.

Of the Australian local governments who responded to *the Survey*, 35.7% are “**growing their own**” to combat skill shortages through the use of cadetships.

These 86 local governments employ a total of 301 cadets in the following occupations:

<b>Occupational Area</b>	<b>Number of Local governments Employing Cadets</b>
Engineering	58
Town/Statutory Planning	29
Building Certifying	12
Building & Construction	7
Environmental Health	6
Accounting/finance	4
Asset & Property Management	4
Civil Design	4
Information Technology	4
Library Services	4
Surveying/Surveying Technician	4
Community Services	3
Human Resource Management	3
Administration	2
Civil Construction	2
Community Development	2
Communications & Media	1
GIS	1
Legal Services	1
Maternal & Child Health Nurse	1
Mechanic	1
Parks Gardens & Horticulture	1
Social Work	1
Utilities	1
Valuations	1

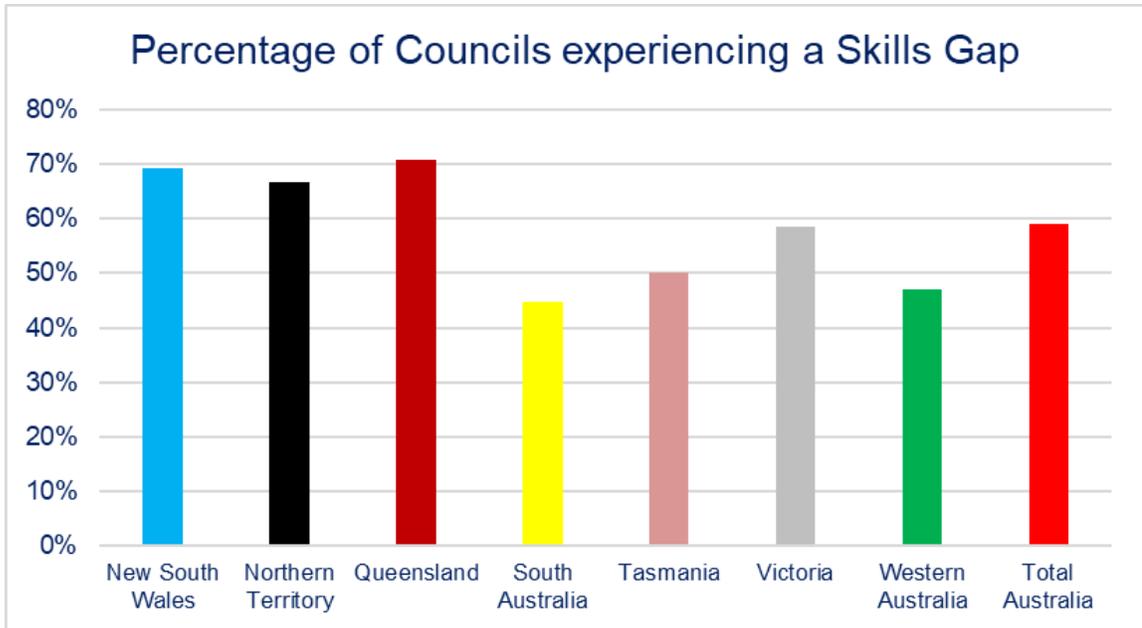
Source: Local Government Skills Shortage Survey 2017, LGWDG

## SECTION 4: Unmet Training Needs

### Skill Gaps:

A skill gap is the gap between the skill level of the employee and the skills needed to perform their job role, as desired by their employer.

Of the Australian local governments who responded to *the Survey*, 59% reported experiencing skill gaps.



Source: Local Government Skills Shortage Survey 2017, LGWDG

Key areas listed by local governments as being the most critical in terms of skills gaps were:

Occupations with Critical Skill Gap	What new skills are required	Drivers behind the skills gap
Leadership/ Supervisory Roles	<ul style="list-style-type: none"> <li>- Hands on People Management Skills</li> <li>- Effective Communication Selection, Recruitment and Supervision</li> <li>- Managing Performance and development</li> <li>- Leadership and communication</li> <li>- Team Building</li> <li>- Change Management</li> </ul>	<ul style="list-style-type: none"> <li>- Cost of courses</li> <li>- Lack of training and development</li> <li>- Transferred from operational area with no skill development to management role</li> <li>- Core competencies for leaders not recognised or identified</li> <li>- Lack of succession planning</li> <li>- Changing unsettled environment</li> <li>- Many people acting up in roles</li> <li>- Limited experience</li> <li>- Lack of accountability</li> </ul>

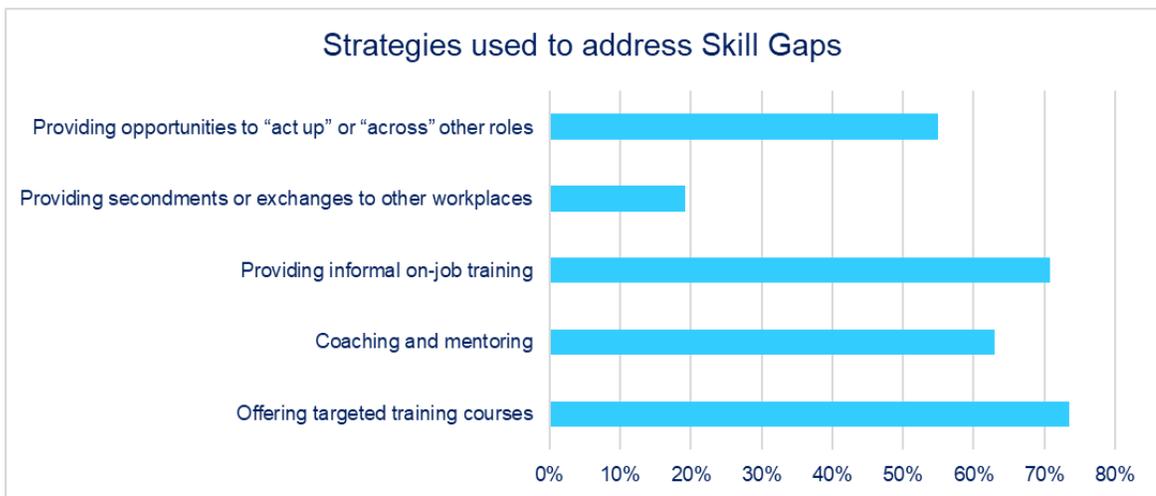
Information Technology	<ul style="list-style-type: none"> <li>- New technology and software applications</li> <li>- Data base management &amp; programming</li> <li>- Cloud based technology</li> <li>- Digital technology skills</li> <li>- Change in Geospatial technology</li> </ul>	<ul style="list-style-type: none"> <li>- Limited technical training opportunities</li> <li>- Courses are not available locally</li> <li>- Limited skills of applicants</li> <li>- Pace of IT change</li> <li>- Existing skill sets very narrow</li> </ul>
Engineers	<ul style="list-style-type: none"> <li>- Leadership skills</li> <li>- Project lead and Project Management skills</li> <li>- Lack of breadth of experience</li> <li>- Technical engineering knowledge</li> <li>- Specialist design skills</li> </ul>	<ul style="list-style-type: none"> <li>- No formal training program</li> <li>- Graduates have limited leadership opportunities</li> <li>- Lack of training</li> <li>- Lack of exposure</li> <li>- Can't compete with private enterprise</li> </ul>
Accounting/Finance	<ul style="list-style-type: none"> <li>- Local government finance standards</li> <li>- Budgeting, monthly reporting</li> <li>- Technical understanding of payroll process</li> <li>- New software knowledge</li> </ul>	<ul style="list-style-type: none"> <li>- Change in legislation</li> <li>- Lack of training</li> <li>- Lack of trained applicants in rural areas</li> <li>- Ageing workforce</li> </ul>
Project Managers	<ul style="list-style-type: none"> <li>- Contract Management</li> <li>- Project Management</li> <li>- Procurement</li> <li>- Experience in major development and planning</li> <li>- Ability to work across a diverse portfolio of projects which engage multiple stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- No suitable applicant in remote areas</li> <li>- Limited training available</li> <li>- Ability to pay/compete/market shortage</li> </ul>
Governance/Procurement/Risk Managers	<ul style="list-style-type: none"> <li>- Knowledge of procurement, tendering &amp; risk compliance – in a local government context</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of training</li> <li>- Lack of local government knowledge and experience</li> <li>- Change in legislative requirements</li> </ul>
Plant Operators	<ul style="list-style-type: none"> <li>- Tickets and licences</li> <li>- Experience operating machinery</li> </ul>	<ul style="list-style-type: none"> <li>- Cost of training</li> <li>- Access to affordable regional training</li> <li>- Loss of operators to mining industry</li> </ul>
Building Surveyors	<ul style="list-style-type: none"> <li>- BAL (Bushfire Attack Level) – Fire Assessment Risk</li> <li>- Disability access plans</li> </ul>	<ul style="list-style-type: none"> <li>- Change in legislation for councils in designated fire risk areas</li> <li>- Mandatory training required</li> <li>- Courses not available locally (WA)</li> </ul>
Urban & Town Planners	<ul style="list-style-type: none"> <li>- Knowledge of local planning schemes and amendments</li> <li>- Lack of qualifications</li> <li>- Strategic/Development Planning</li> </ul>	<ul style="list-style-type: none"> <li>- Talent shortage in local area</li> <li>- High demand</li> <li>- Lack of experience</li> <li>- Suitable course not available by distance education</li> </ul>
Engineering Technicians	<ul style="list-style-type: none"> <li>- GIS and asset management skills</li> </ul>	<ul style="list-style-type: none"> <li>- Rapid changes in technology</li> <li>- Change in software systems</li> </ul>

	- Geospatial technology	
Freedom of Information Officer	- Lack of experienced FOI officers - Knowledge of how best to respond	- Limited experience - Lack of local government knowledge and experience
Outdoor Workers	- LL&N skills - Digital literacy	- Poor level of education - New technology introduced - High cost of remote training
Waste/Water Operators	- Digital Literacy/ IT Skills	- Changing technology
Child Care	- Higher level/degree qualification required	- Limited training opportunities available

Source: Local Government Skills Shortage Survey 2017, LGWDG

Local governments are using a combination of strategies to address skill gaps including opportunities to act up, secondments, on-the-job training, coaching and mentoring and provision of targeted training programs.

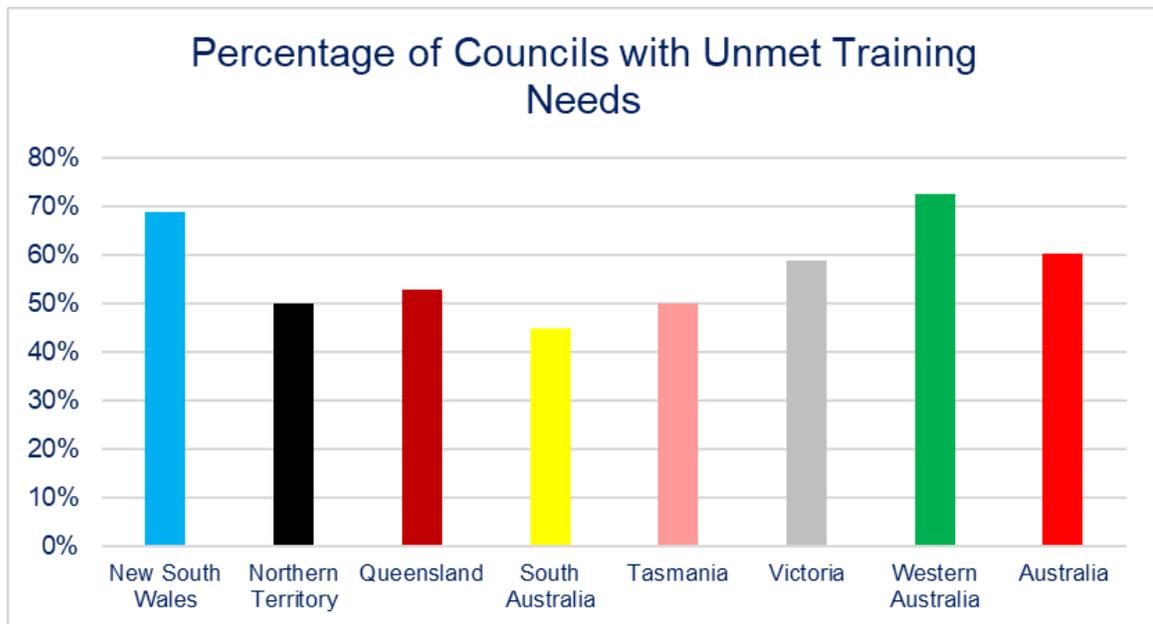
The chart below shows that most local governments (74%) are using targeted training programs to address identified skill gaps, with a large proportion using internal arrangements to address skill gaps.



Source: Local Government Skills Shortage Survey 2017, LGWDG

## Unmet Training Needs:

Of the local governments who responded to *the Survey* 60% reported unmet training needs. The level of need varies across the states and the Northern Territory as illustrated by the chart below.



Source: Local Government Skills Shortage Survey 2017, LGWDG

The key reasons listed by local governments for this gap included:

- Courses not offered locally
- Training programs not specific to the needs of local government
- Continual Legislative changes/requirements
- Cost and time associated with travelling to attend training is prohibitive
- Cost of specialised courses (software) programs
- Literacy and numeracy levels of staff
- Reluctance of Indigenous staff to leave their community to attend training.
- Training simply not available in the state/territory
- Limited relevant training on offer via distance education
- Courses not offered remotely/online
- Courses city based not ideal for rural employees
- Workload

The table below provides a summary of the key areas of unmet training need as reported by each state and the Northern Territory.

Unmet Training Need	NSW	NT	QLD	SA	TAS	VIC	WA
Asset Management Training		X					X
Change Management Training	X					X	
Contract Management Training	X			X			
Financial Management Training			X				X
Governance & Risk Training			X	X			X
Statutory Compliance Training					X		
Grant Writing Training			X				
Project Management Training	X		X				X
Procurement/Tendering Training (LG context)		X	X			X	
Records Management Training			X				
Navigating Political Environment Training						X	
Human Resource Management Training							X
Leadership & Management Training	X		X			X	X
Recruitment and Selection Training			X				
Succession Planning Training			X				
Supervisor/Team Leader Training	X						X
People and Performance Training			X				
Time Management Training							X
Coaching Training						X	
Conflict Resolution Training		X					
Mental Health Resilience Training	X						
Building Surveyors Training							X
Engineering Traineeship Training							X
Environmental Health Officer Training					X		X
Urban/Town Planning Training					X		X
Property Professional Training	X						
Regulatory Services Training	X						
Evidentiary Procedures Training	X						
Library and Information Services Training							X
Customer Service Training							X
Fire/Emergency Management Training							X
Horticultural Training							X
Water/Waste Water Treatment Training	X		X				
Turf Management Training		X					
Conservation and Land Management Training							X
Specific Software Training (Microsoft office etc)	X		X				
IT Specialist Training						X	
Computer/Digital Literacy Training			X	X	X		
LLN Training			X				
Civil Constructions/Plant Operation/Traffic Control Training			X		X		X
Side Loader Operations Training						X	
Trades Courses (Plumbing/electrical) Training			X				
Working in Confined Spaces Training			X				
Working Safely at Heights Training			X				
Work Health & Safety Compliance Training			X				X
HSR Training				X			

Source: Local Government Skills Shortage Survey 2017, LGWDG

For a full list of unmet training needs and the reasons reported by each state and the Northern Territory please see **Appendix 4**.

## SECTION 5: Emerging Issues

### Emerging Issues that will impact on Council's Future Skilling Needs:

Local governments were asked to provide details of any internal or external factors that will impact on their future skill needs – things like changes to legislation or major new infrastructure projects planned in their region. The key factors listed by each state and the Northern Territory are summarized in the table below.

Internal/External Factors	NSW	NT	QLD	SA	TAS	VIC	WA
Change of State Government				X			
Changes in Government Funding Levels		X	X			X	X
Budgetary Constraints				X			
Rate Capping						X	
Council Amalgamations/Mergers	X				X		
Changes in Services Delivered or level		X					
Change in Community Expectations							X
Major Council Infrastructure Projects	X		X	X	X	X	
Major External Infrastructure Projects	X						
Upswing in Mining Sector			X				
Technological Change/ Digitisation	X	X		X	X	X	X
Changes in Workforce arrangements			X				
Advances in Data Analytics			X				
Growth within Local Government Area	X			X		X	X
Ageing Workforce	X		X	X	X	X	X
Population Decrease in Rural/Remote Areas							X
Focus on Social Planning		X					
Changes in/New Legislation/Regulations	X		X	X	X	X	X
Increasing Levels of Governance & Compliance							X
New Asset Management Requirements	X						
Changes to Record Keeping systems		X					
Low levels of Adult LLN					X		
Remoteness				X			
Climate Change/Adaptation					X	X	
Emergency Management					X		
Waste Management Changes							X

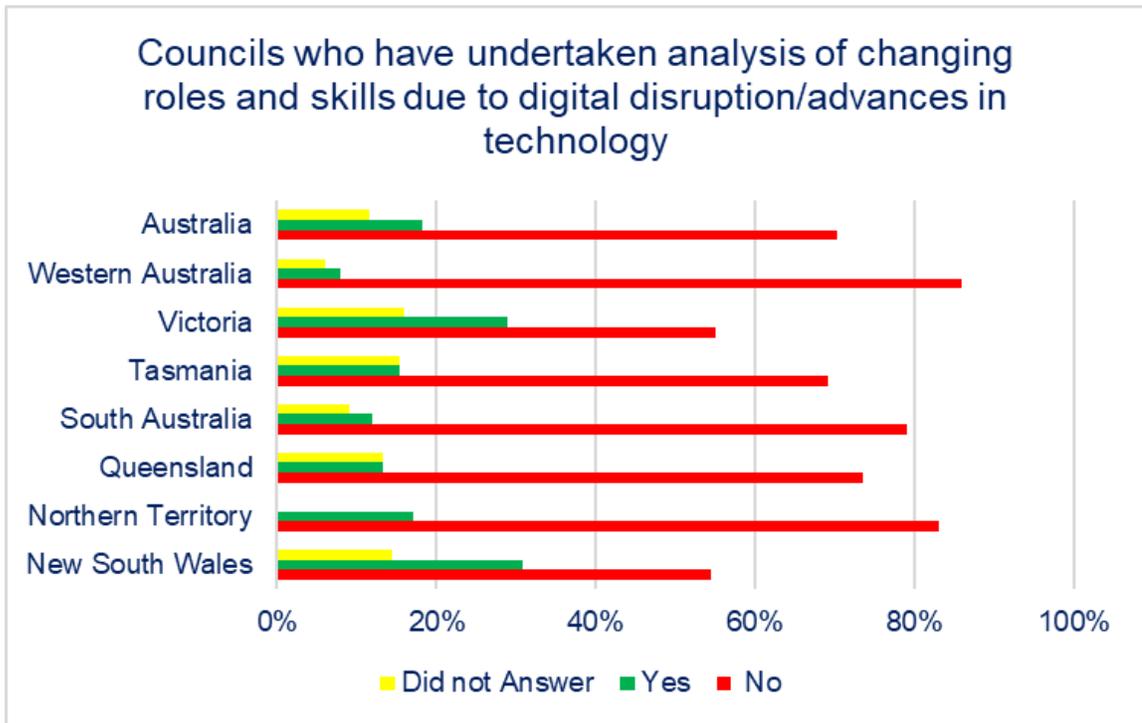
Source: Local Government Skills Shortage Survey 2017, LGWDG

For a full list of internal/external factors and their impact on future skilling needs of the local government workforce see **Appendix 5**.

Local governments were asked if they had undertaken any analysis or forecasting of changing roles and skills requirements of their workforce, specifically due to the impact of digital disruption or to advances in technology.

- 70% answered No
- 18% answered Yes
- 12% did not answer

The chart below shows that whilst around 30% of local governments in New South Wales and Victoria had undertaken some analysis/forecasting, the majority of councils (70%) across Australia had not.



Source: Local Government Skills Shortage Survey 2017, LGWDG

Local governments were asked to identify new skills emerging over the next three years as a result of technological advances/digital disruption. They were also asked to specify how they intended to address these new skills.

Below is a summary of what respondents across the states and the Northern Territory reported. For a full list of emerging skills and the strategies councils will use to address these, see **Appendix 6**.

New Skills Emerging Over Next 3 Years	Strategies to Address Skill Need
Data Analytics	<ul style="list-style-type: none"> <li>- Creation of new positions and new systems</li> <li>- Introduce new software systems to strengthen data decision making</li> <li>- Need subject matter experts to lead process</li> <li>- Using data to drive business decisions – need to build internal capability</li> <li>- Introduction of process efficiency concept – need for systems analysts</li> </ul>
Digital Literacy	<ul style="list-style-type: none"> <li>- Customer service interfaces are changing – will need to upskill staff</li> <li>- Train staff as council moves towards paperless office – and digitization of data</li> <li>- Upskill outdoor staff as new technology introduced</li> <li>- Digital literacy program needed for staff</li> <li>- Looking to recruit specialists to develop skills of existing staff</li> </ul>

	<ul style="list-style-type: none"> <li>- Need to improve tele-communications/connectivity to allow council to take advantage of digital advances</li> </ul>
Smart Technology – Mobile Devices	<ul style="list-style-type: none"> <li>- Training of outdoor staff to use “smart devices”, tablets, mobile phones</li> <li>- Need to upskill blue collar workers to use IT tools for reporting</li> <li>- Training of staff to use computer-controlled plant and machinery.</li> <li>- Greater reliance on GPS enabled tablets for use by outdoor staff – upskill staff</li> <li>- Increased use of Drones – upskill staff</li> <li>- Introduction of biometric systems</li> </ul>
Working Remotely	<ul style="list-style-type: none"> <li>- Setting staff up to work remotely (Skype, chat online)</li> <li>- Increase in work based mobile technology strategies – electronic meeting facilities</li> <li>- Creation of a more mobile workforce</li> <li>- Need to upskill staff</li> </ul>
General IT Skills	<ul style="list-style-type: none"> <li>- Moving to Cloud based platform</li> <li>- Change of IT platforms</li> <li>- Use of electronic business forms – move away from paper-based systems – use of on-line time sheets – training needed</li> <li>- Upskill staff to use technology effectively</li> <li>- Train staff to do IT Trouble Shooting, IT and web site development, and IT Management systems</li> <li>- Upskill staff in graphic design and website building</li> </ul>
New Corporate Digital Systems	<ul style="list-style-type: none"> <li>- Move towards electronic service delivery</li> <li>- Move towards office automation and increased online communication and processing</li> <li>- Web based instant reporting – needs new software and additional staff to resource</li> </ul>
GIS/Interactive Mapping	<ul style="list-style-type: none"> <li>- Increased use of Drones</li> <li>- Need better mapping infrastructure, software and training for staff</li> </ul>
Agile & Flexible Working Style	<ul style="list-style-type: none"> <li>- New enterprise system implementation</li> <li>- Employing new staff with relevant capability and experience to drive a digital platform</li> <li>- Introduction of LEAN process thinking across the organization</li> <li>- Linking the use of technology to improving process efficiency and innovation</li> <li>- Establish an Innovation mindset – cultural change required</li> </ul>
Change and Transition Leadership	<ul style="list-style-type: none"> <li>- Need to build flexible and adaptable staff</li> <li>- Introduce a change management strategy to roll out digitization of workforce to overcome staff resistance to new technology</li> <li>- Need to change workforce culture and increase the skill and comfort level of staff</li> </ul>
Social Media Platforms	<ul style="list-style-type: none"> <li>- Building up staff within marketing team</li> <li>- Employing staff with contemporary PR and Marketing capability</li> <li>- Training needed in how to manage and coordinate social media platforms</li> <li>- Training needed in social media training and how best to use digital media</li> </ul>

Source: Local Government Skills Shortage Survey 2017, LGWDG

## How well positioned are Councils?

The way we do business, connect, socialise, travel, and live is changing.

The CSIRO predicts that the world of work in the next two decades will be shaped by five key trends: technological advances, digital connectivity, globalisation, the ageing population and emerging economic structures. These mega trends are driving the speed of change and are expected to lead to the restructuring of labour markets throughout Australia.<sup>36</sup>

The Committee for Economic Development of Australia (CEDA)<sup>37</sup> predicts that almost five million jobs, or 39.6% of the Australian workforce, will face a high probability of being replaced by computers in the next 10-20 years, and a further 18.4% face a medium probability of having their roles eliminated.

The nature of work is expected to shift and redefine the composition of the workforce. The number of permanent employees is expected to diminish as organisations outsource non-core work to freelancers, part-timers and casuals, so as to enable firms to be more agile and accommodate accelerating changes in business strategy.

Advances in computer technologies will influence how workers perform work allowing them to work remotely, and to be connected to colleagues using Cloud technologies. New skills are expected to emerge, to create working roles that do not yet exist.

Skill-sets will change, and career paths centred on a specialisation within a narrow stream will offer less resilience than career paths that develop a workers competence in generic/soft skills such as project management, digital skills, adaptive thinking, team work and problem solving etc.

It is expected that organisational structures will be flatter, and workers will be assigned to teams based on their skills and potential to learn. The role of leaders will be to attract and nurture talent; coach, develop and inspire teams to innovate, improve work processes and build the organisation's adaptive capacity.

Assumptions that determine how an organisation is structured, and the effectiveness of human capital strategies to attract and develop talent and build the organisational culture to maintain competitive advantage, will need to be reviewed.

As new technologies emerge in the future the demand for some skills will wain while for others it will increase.

It is expected that soft skill intensive occupations will make up almost two-thirds of the workforce in the future.<sup>38</sup>

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<sup>36</sup> Hajkowski et al (2016: 18)

<sup>37</sup> CEDA (2015: 24) Australia's future workforce, Melbourne

<sup>38</sup> Deloitte Access Economics, *Soft skills for business success*, (2017: 8), Deloitte Australia

These soft skills are:

- Creativity and entrepreneurial skills
- Cross cultural awareness
- Social intelligence
- Novel and adaptive thinking
- New media literacy (e.g. social networking)
- Ability to understand concepts across multiple disciplines
- Critical thinking, analysis, and problem solving
- Design mind-set
- Ability to discriminate and filter information for importance)
- Ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.<sup>39</sup>

It is in this context that local governments were asked how well positioned they were in regard to soft skills and how they intended to address this emerging skills gap.

The following tables show that:

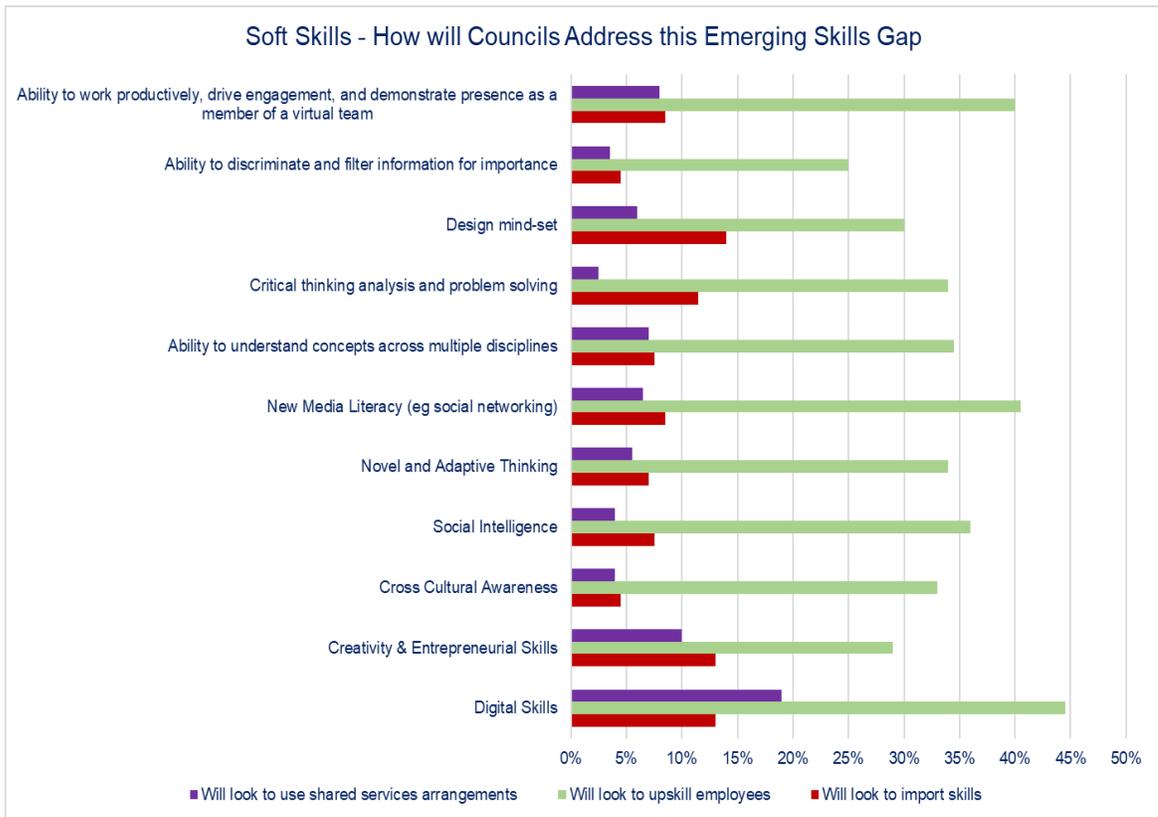
- Between 30-50% of local governments who responded to this question said they needed to improve their position in all 11 soft skill areas and that the top three areas in which local governments were least well positioned were:
  - Ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team;
  - Novel and adaptive thinking; and
  - Ability to understand concepts across multiple disciplines.
- In order to address these emerging skills gaps, local governments will be mainly looking to upskill existing staff. To a lesser extent they will look to use shared service arrangements to address these gaps, particularly in the Digital Skills area.

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<sup>39</sup> Deloitte Access Economics, *Soft skills for business success*, (2017: 8), Deloitte Australia



Source: Local Government Skills Shortage Survey 2017, LGWDG



Source: Local Government Skills Shortage Survey 2017, LGWDG

## What might hinder staff gaining emerging skills?

Local governments were asked to list the key factors that might hinder staff gaining these emerging soft skills needed in the future.

The table below shows the range of factors cited by local governments.

Budgetary constraints are the most significant factor hindering staff gaining emerging/soft skills. This is closely followed by lack of available training.



Source: Local Government Skills Shortage Survey 2017, LGWDG

Councils would prefer to upskill existing workers in these soft skill areas, but earlier evidence contradicts their ability to achieve this, given the difficulties associated with sourcing and delivering training. The first step might be to seek assistance from government agencies to prepare workers for a digitized future.

This is such a big issue that an industry wide approach is recommended.

## Future workforce profile:

Local governments were asked to list the types of workers they currently employ to deliver services (Current Profile) and to also indicate how they anticipate this profile might change in the future, whether it will:

- Remain the same
- Increase
- Decrease

In terms of the Current Workforce Profile, the percentage of local governments employing different types of workers is listed below:

- Full-time Workers – 100%
- Part-time Workers – 97.7%
- Casual Workers – 95.9%

A significant number of local governments use:

- Labour Hire Arrangements – 62.4%
- Independent Contractors – 83.3%
- Volunteers – 76.0%

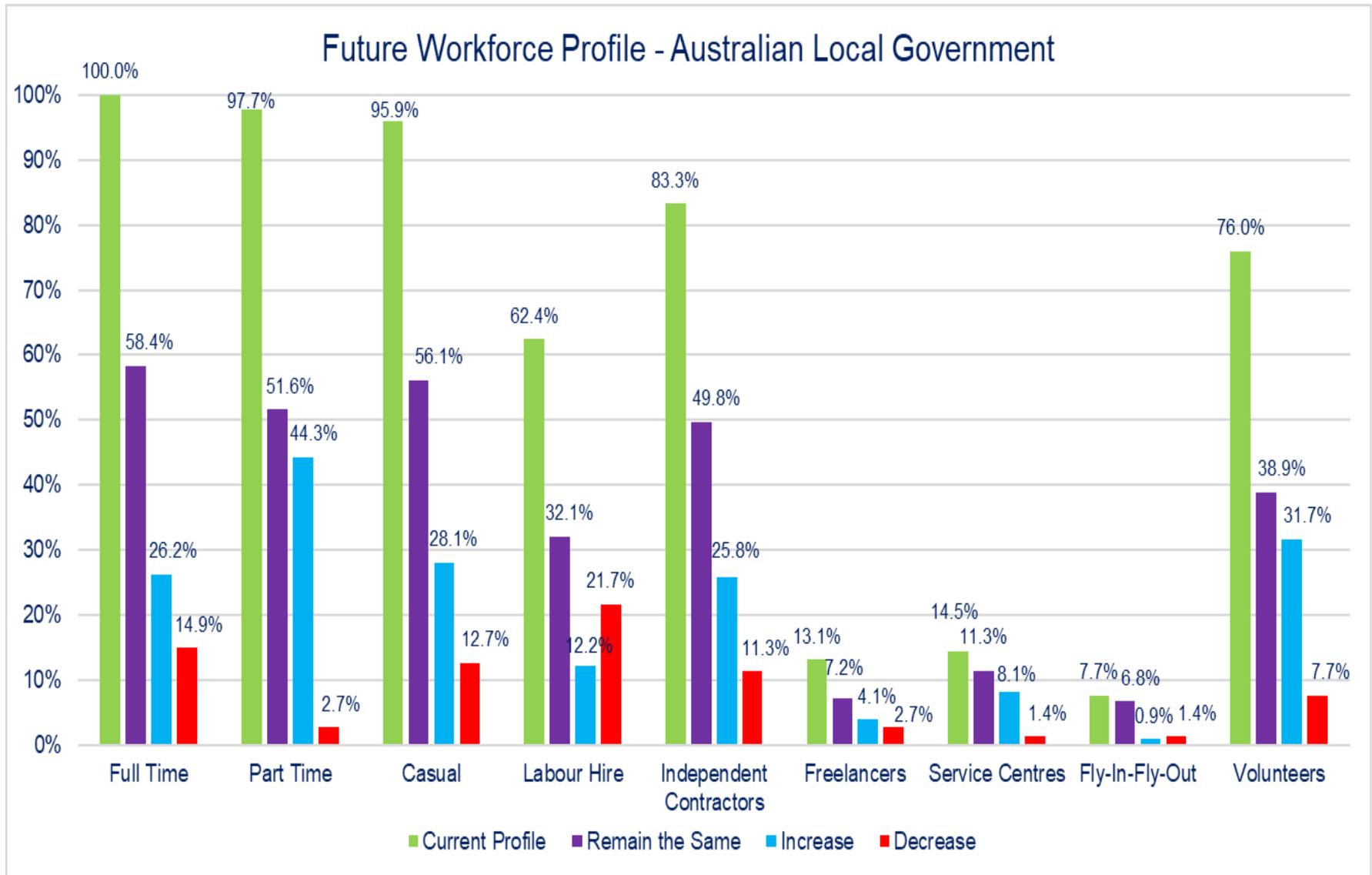
To a lesser extent, local governments use:

- Freelancers – 13.1%
- Service Centres -14.5%
- Fly In Fly Out Workers – 7.7%

The Future Workforce Profile is mapped out in the chart below. Local governments are predicting the following trends:

- A slight increase in the use of Full-Time Employees
- A significant increase in the use of Part-Time Employees
- A slight increase in the use of Casual Employees
- A slight increase in the use of Independent Contractors
- A slight increase in the use of Volunteers
- A slight decrease in the use of Labour Hire arrangements
- A slight increase in the use of Service Centres
- Little change in the use of Freelance Workers

Increases in the provision of aged care and recreational service delivery, increases in the use of job sharing, and implementation of transition to retirement strategies, are cited as the drivers behind future increases in the part-time workforce.



Source: Local Government Skills Shortage Survey 2017, LGWDG

## Appendix 1: Councils by ACLG Classifications:

States		Rural Agricultural					Rural Remote				Urban				Urban Fringe				Urban Regional				
		Large RAL	Medium RAM	Small RAS	Very Large RAV	Significant Growth RSG	Large RTL	Medium RTM	Small RTS	Extra Small RTX	Capital City UCC	Large UDL	Medium UDM	Small UDS	Very Large UDV	Large UFL	Medium UFM	Small UFS	Very Large UFV	Large URL	Medium URM	Small URS	Very Large URV
New South Wales	Number of Councils	22	13	1	19	0	1	1	0	0	1	4	5	1	14	2	2	0	5	8	19	10	3
	Number of Respondents	8	4	0	5	0	0	0	0	0	1	2	1	0	8	1	1	0	3	4	10	3	3
	Percentage:	36%	31%	0%	26%	0%	0%	0%	0%	0%	100%	50%	20%	0%	57%	50%	50%	0%	60%	50%	53%	30%	100%
Northern Territory	Number of Councils	0	0	0	1	0	8	2	0	2	1	0	0	0	0	0	0	1	0	0	0	1	0
	Number of Respondents	0	0	0	1	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0
	Percentage:	0%	0%	0%	100%	0%	25%	50%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
Queensland	Number of Councils	0	3	0	8	0	5	15	10	5	1	0	0	0	0	0	2	1	0	3	9	5	10
	Number of Respondents	0	3	0	7	0	4	8	4	3	1	0	0	0	0	0	2	0	0	2	7	5	9
	Percentage:	0%	100%	0%	88%	0%	80%	53%	40%	60%	100%	0%	0%	0%	0%	0%	100%	0%	0%	67%	78%	100%	90%
South Australia	Number of Councils	10	11	10	7	0	0	0	0	0	1	3	7	2	2	1	1	3	1	0	1	8	0
	Number of Respondents	6	5	9	4	0	0	0	0	0	1	1	2	0	0	0	3	0	0	1	1	1	0
	Percentage:	60%	45%	90%	57%	0%	0%	0%	0%	0%	100%	33%	29%	0%	0%	0%	100%	0%	0%	100%	0%	13%	0%
Tasmania	Number of Councils	7	4	2	6	0	0	0	0	0	1	0	0	0	0	0	3	1	0	0	1	4	0
	Number of Respondents	2	0	2	4	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	0	2	0
	Percentage:	29%	0%	100%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	67%	100%	0%	0%	0%	50%	0%
Victoria	Number of Councils	8	1	0	15	0	0	0	0	0	1	9	0	0	13	1	1	2	6	3	12	6	1
	Number of Respondents	2	0	0	5	0	0	0	0	0	0	4	0	0	4	1	1	1	3	1	5	4	0
	Percentage:	25%	0%	0%	33%	0%	0%	0%	0%	0%	0%	44%	0%	0%	31%	100%	100%	50%	50%	33%	42%	67%	0%
Western Australia	Number of Councils	4	16	48	5	3	8	8	5	4	1	4	5	10	2	2	5	0	1	0	6	2	0
	Number of Respondents	3	6	22	2	2	2	1	1	1	0	2	0	2	1	1	1	0	0	0	3	1	0
	Percentage:	75%	38%	46%	40%	67%	25%	13%	20%	25%	0%	50%	0%	20%	50%	50%	20%	0%	0%	0%	50%	50%	0%
Australia	Number of Councils	51	48	61	61	3	22	26	15	11	7	20	17	13	31	6	14	8	13	14	48	36	14
	Number of Respondents	21	18	33	28	2	8	10	5	5	3	9	3	2	13	3	7	5	6	7	26	17	12
	Percentage:	41.2%	37.5%	54.1%	45.9%	66.7%	36.4%	38.5%	33.3%	45.5%	42.9%	45.0%	17.6%	15.4%	41.9%	50.0%	50.0%	62.5%	46.2%	50.0%	54.2%	47.2%	85.7%

## Appendix 2: List of Responding Councils:

New South Wales	ACLG
<b>Rural &amp; Rural Remote</b>	
Bland Shire Council	RAL
Bogan Shire Council	RAM
Carrathool Shire Council	RAM
Forbes Shire Council	RAL
Gunnedah Shire Council	RAV
Junee Shire Council	RAL
Lachlan Shire Council	RAL
Leeton Shire Council	RAV
Lockhart Shire Council	RAM
Narromine Shire Council	RAL
Norfolk Island Regional Council	RTS
Snowy Monaro Regional Council	RAV
Temora Shire Council	RAL
Tenterfield Shire Council	RAL
Upper Lachlan Shire Council	RAL
Warren Shire Council	RAM
Yass Valley Council	RAV
<b>Urban &amp; Urban Fringe</b>	
Blacktown City Council	UDV
Camden Council	UFL
City of Sydney Council	UCC
Fairfield City Council	UDV
Georges River Council	UDV
Ku-ring-gai Council	UDV
Liverpool City Council	UFV
North Sydney Council	UDL
Penrith City Council	UFV
Randwick City Council	UDV
Ryde City Council	UDV
The Hills Shire Council	UFV
Waverley Council	UDL
Wollondilly Shire Council	UFM
Woollahra Council	UDM
<b>Urban Regional</b>	
Ballina Shire Council	URM
Cessnock City Council	URM
Dubbo Regional Council	URM
Eurobodalla Shire Council	URM
Lake Macquarie City Council	URV
Maitland City Council	URL
Mid-Western Regional Council	URS
Newcastle City Council	URV
Orange City Council	URM
Port Stephens Council	URL
Queanbeyan-Palerang Regional Council	URM

Rous County Council	URM
Shellharbour City Council	URL
Shoalhaven City Council	URL
Singleton Council	URS
Tamworth Regional Council	URM
Wagga Wagga City Council	URM
Wingecarribee Shire Council	URM
Wollongong City Council	URV
<b>Northern Territory</b>	<b>ACLG</b>
<b>Rural and Rural Remote</b>	
Litchfield Council	RAV
East Arnhem Regional Council	RTL
MacDonnell Regional Council	RTL
Tiwi Islands Regional Council	RTM
Wagait Shire Council	RTX
<b>Urban Regional</b>	
Alice Springs Town Council	URS
<b>Queensland</b>	<b>ACLG</b>
<b>Rural and Rural Remote</b>	
Maranoa Regional Council	RAV
North Burnett Regional Council	RAV
Longreach Regional Council	RTL
Murweh Shire Council	RTL
Torres Shire Council	RTL
Aurukun Shire Council	RTM
Cherbourg Aboriginal Shire Council	RTM
Hope Vale Aboriginal Shire Council	RTM
Kowanyama Aboriginal Shire Council	RTM
Palm Island Aboriginal Shire Council	RTM
Yarrabah Aboriginal Shire Council	RTM
Napranum Aboriginal Shire Council	RTS
Promptaaw Aboriginal Shire Council	RTS
Woorabinda Aboriginal Shire Council	RTS
Mapoon Aboriginal Shire Council	RTX
<b>Urban and Urban Fringe</b>	
Scenic Rim Regional Council	UFM
<b>Urban Regional</b>	
Rockhampton Regional Council	URL
Noosa Shire Council	URM
South Burnett Regional Council	URM
Southern Downs Regional Council	URM
Western Downs Regional Council	URM
Mareeba Shire Council	URS
Mount Isa City Council	URS
Tablelands Regional Council	URS
Logan City Council	URV
Redland City Council	URV

Sunshine Coast Council	URV
Toowoomba City Council	URV
Townsville City Council	URV
<b>South Australia</b>	<b>ACLG</b>
<b>Rural</b>	
Adelaide Plains Council	RAL
District Council of Grant	RAL
Mid Murray Council	RAL
Naracoorte Lucindale Council	RAL
Wakefield Regional Council	RAL
District Council of Ceduna	RAM
District Council of Lower Eyre Peninsula	RAM
District Council of Mount Remarkable	RAM
District Council of Yankalilla	RAM
Kangaroo Island Council	RAM
Southern Mallee District Council	RAM
District Council of Cleve	RAS
District Council of Elliston	RAS
District Council of Franklin Harbour	RAS
District Council of Karoonda East Murray	RAS
District Council of Kimba	RAS
District Council of Orroroo Carrieton	RAS
District Council of Peterborough	RAS
District Council of Robe	RAS
Wudinna District Council	RAS
Berri Barmera Council	RAV
Copper Coast Council	RAV
Light Regional Council	RAV
Port Pirie Regional Council	RAV
<b>Urban &amp; Urban Fringe</b>	
City of Adelaide	UCC
City of Tea Tree Gully	UDL
City of Holdfast Bay	UDM
City of West Torrens	UDM
Alexandrina Council	UFS
The Barossa Council	UFS
Town of Gawler	UFS
<b>Urban Regional</b>	
Mount Barker District Council	URM
Port Augusta City Council	URS

<b>Tasmania</b>	<b>ACLG</b>
<b>Rural</b>	
Circular Head Council	RAL
Dorset	RAL
Flinders	RAS
King Island Council	RAS
Huon Valley Council	RAV
Meander Valley Council	RAV
Northern Midlands Council	RAV
Waratah-Wynyard	RAV
<b>Urban Fringe</b>	
Glenorchy City Council	UFM
Kingborough	UFM
West Tamar Council	UFS
Central Highlands	URS
Devonport City Council	URS
<b>Victoria</b>	<b>ACLG</b>
<b>Rural</b>	
Mansfield Shire Council	RAL
Yarriambiack Shire Council	RAL
Ararat Rural City Council	RAV
Corangamite Shire Council	RAV
Glenelg Shire Council	RAV
Hepburn Shire Council	RAV
Southern Grampians Shire Council	RAV
<b>Urban &amp; Urban Fringe</b>	
Bayside City Council	UDL
City of Port Phillip	UDL
City of Stonnington	UDL
Maroondah City Council	UDL
Brimbank City Council	UDV
City of Boroondara	UDV
Knox City Council	UDV
Whitehorse City Council	UDV
Cardinia Shire Council	UFL
Nillumbik Shire Council	UFM
Borough of Queenscliffe	UFS
City of Whittlesea	UFV
Hume City Council	UFV
Wyndham City Council	UFV
<b>Urban Regional</b>	
City of Greater Bendigo	URL
Baw Baw Shire	URM
Warrnambool City Council	URM
Campaspe Shire Council	URM
East Gippsland Shire Council	URM
Mitchell Shire Council	URM

Rural City of Wangaratta	URS
Golden Plains Shire Council	URS
Moira Shire Council	URS
South Gippsland Shire Council	URS
<b>Western Australia</b>	<b>ACLG</b>
<b>Rural and Rural Remote</b>	
Shire of Carnarvon	RAL
Shire of Collie	RAL
Shire of Manjimup	RAL
Shire of Boddington	RAM
Shire of Chittering	RAM
Shire of Gingin	RAM
Shire of Irwin	RAM
Shire of Kojonup	RAM
Shire of Waroona	RAM
Shire of Beverley	RAS
Shire of Brookton	RAS
Shire of Broomehill-Tambellup	RAS
Shire of Bruce Rock	RAS
Shire of Corrigin	RAS
Shire of Dumbleyung	RAS
Shire of Gnowangerup	RAS
Shire of Goomalling	RAS
Shire of Jerramungup	RAS
Shire of Kellerberrin	RAS
Shire of Kent	RAS
Shire of Kondinin	RAS
Shire of Koorda	RAS
Shire of Nannup	RAS
Shire of Narembeen	RAS
Shire of Quairading	RAS
Shire of Three Springs	RAS
Shire of Wagin	RAS
Shire of Woodanilling	RAS
Shire of Wandering	RAS
Shire of Williams	RAS
Shire of Yilgarn	RAS
Shire of Esperance	RAV
Shire of Northam	RAV
Shire of Capel	RSG
Shire of Denmark	RSG
Shire of East Pilbara	RTL
Shire of Wyndham East Kimberley	RTL
Shire of Meekatharra	RTM
Shire of Menzies	RTS
Shire of Sandstone	RTX
<b>Urban &amp; Urban Fringe</b>	
City of Canning	UDL
City of Rockingham	UDL

City of Fremantle	UDS
Town of Bassendean	UDS
City of Joondalup	UDV
Urban Regional	
City of Gosnells	UFL
City of Kwinana	UFM
City of Albany	URM
City of Busselton	URM
City of Greater Geraldton	URM
Shire of Harvey	URS

## **Appendix 3: Key Drivers behind the Current Skills Shortages:**

### **New South Wales:**

- Inability to compete with the private sector on remuneration
- Lack of suitably qualified/experienced candidates
- Location – regional/remote locations
- High demand across the labour market
- Pressure from key major external projects/developments
- High turnover
- Unable to attract professionals to work in local government

### **Northern Territory:**

- Shortage of skilled locals – limited talent pool
- Limited education opportunities in communities
- Limited number of candidates applying for positions
- Remoteness – hard to recruit skilled and experienced staff
- Staff attendance and high staff turnover
- Accommodation shortage
- Remuneration – councils can't compete with private sector
- Poaching by the private sector and Northern Territory government agencies
- Rental costs/costs of living

### **Queensland:**

- Location – regional/remote locations
- Wage levels limitations
- Lack of skilled/qualified applications – small local population to draw from
- Lack of suitable housing
- Lack of LL&N capability of locals

### **South Australia:**

- Inability to compete with the private sector on remuneration
- Lack of suitably-qualified and experienced candidates
- Location – regional and remote locations
- Lack of opportunity for career progression particularly in small councils

### **Tasmania:**

- Location – rural and regional locations
- Inability to compete with the private sector on remuneration
- Lack of suitably qualified/experienced candidates
- Reputation and public image of councils
- Lack of vocational and higher education training providers in Tasmania

**Victoria:**

- Population Growth
- Inability to compete with the private sector or other councils on remuneration
- Lack of suitably-qualified and experienced candidates
- Location – regional and remote locations
- High demand across the labour market
- National shortage of engineers
- Trade shortage

**Western Australia:**

- Remuneration - Inability to compete with the private sector
- Competition with the mining sector
- Lack of suitably qualified/experienced candidates
- Location – regional/remote locations
  - Locals go away for training then stay away
  - Lack of facilities
  - No tertiary education in town
- Housing Shortage
- Legislation changes

## Appendix 4: Unmet Training Needs and Reasons Listed:

### New South Wales:

Unmet Training Need	Reason
Business Process Improvement	- Resourcing staff - staff availability
Change Management Training	- Need targeted, customised training that is delivered at the 'right' time
Contract Management	- Access to RTO
Project Management	- Access to RTO
Leadership & Management Training	<ul style="list-style-type: none"> <li>- Leadership Programs specific to local government are not offered locally</li> <li>- Leadership programs that are available outside our local area are usually one-day courses rather than a development program delivered over a period of time</li> <li>- Amalgamation: leadership training was put on hold until we had a full management team in place and things had settled down from the restructure process.</li> <li>- Amalgamation and change of leadership</li> </ul>
Mental Health Resilience	- Small number of reputable providers and costly to deliver in house
Supervisor Training	- Lack of suitable training and limited budget
Aquatic Centre water quality	- Lack of training provider
Property Professional's Training	- Property Professional training in a local government context is not available
Regulatory Services	<ul style="list-style-type: none"> <li>- Certificate IV Local Government Regulatory Services is not offered locally</li> <li>- Staff need to travel for some subjects and study under a distance education model that is not always ideal.</li> </ul>
Evidentiary procedures	- Resourcing shortages – difficult to release staff for training
Water/Waste Water Treatment Training	- Hard to source training provider
Manual handling	- Not seen as a priority
Specific Software Training	- Too expensive to get specialised trainers

### Northern Territory:

Unmet Training Need	Reason
Turf Management	- Courses not offered locally
Conflict Resolution	<ul style="list-style-type: none"> <li>- Inadequate financial resources</li> <li>- Logistics of training across 13 remote locations</li> </ul>
IT Specialist Training	- Cost of training is prohibitive
Organisational Awareness	<ul style="list-style-type: none"> <li>- Literacy and numeracy issues</li> <li>- Challenge of logistics training across a number of remote locations</li> </ul>
Procurement Training	- Lack of courses
Asset Management	- Difficult attracting staff with this background

**Queensland:**

<b>Unmet Training Need</b>	<b>Reason</b>
Civil Construction Contract Management	- High cost of Training
Financial Management	- Training Cost
Governance Training	- Cost of remote training delivery
Grants Application Training	- Time Constraints - course not offered locally
Recruitment & Selection Training	- Change of legislation & budget constraints
Succession Planning	- Budget restriction on L&D spend beyond current role
Leadership & Management Training	- Budget constraints/cost of courses - Course not offered Locally - Availability of time and priority status within organisation
People and Performance Management	- Staff recruited for technical ability only Lack of resources Course not offered locally - too costly for providers to come out to the area
Project Management	- Can't recruit people with full skill sets - Limited internal resources, budget, time of staff to attend - Not Suitable training for Council needs
Procurement in local government and tender management	- Cert IV course did not proceed, has not been written
Records Management	- No work-place based training available
Civil Construction/Plant Operations/Traffic Operators	- Course not offered locally - Not offered locally and too costly for providers to come out to the area
Working in Confined spaces	- Course not offered locally
Working safely at heights/EWP	- Course not offered locally
Trade Courses: Plumbing/Electrical	- No funding to support training
	- Liability, Course not offered locally
Water/Waste Water Treatment Training	- Courses not offered locally
WHS Compliance training	- Cost
Microsoft Office	- No In-the-workplace based training available - Prioritisation toward mission critical skill shortages
Computer literacy skills	- Staff reluctance to attend training on this topic
Foundation Skills	- Not always an immediate priority
Adult Literacy & Numeracy	- Not offered through local RTO's

**South Australia:**

<b>Unmet Training Need</b>	<b>Reason</b>
Contract Management	- Courses not offered locally
WHS	- Legislative compliance – workload scheduling clashes – absences on training day
HSR	- Courses not offered locally - Difficult to organise training when a minimum number of participants are required – particularly on an island - Not economically viable to send staff to the mainland
Many Areas	- Quality of content of training on offer is out of date, not relevant, too expensive. Gives a piece of paper but not learnings to apply
Regular competency assessment of staff	- Lack of local providers - Lack of in-house experts
Many Areas	- Cost - travel, distance, accommodation
Digital Literacy	- Waiting on the roll out of new equipment

	- Other priorities
Governance	- Courses not offered – Certificate IV in Governance

**Tasmania:**

Unmet Training Need	Reason
Bachelor Urban/Town Planning	- Not delivered locally - Limited opportunity via distance education - Fragmentation of profession into specialties
Environmental Health Officer	- No training courses offered in Tasmania
Certificate IV in Government (Statutory Compliance)	- Not offered in Tasmania - Very limited providers offering this course
Technology Skills	- Lack of training providers and cost
Competency of Equipment/plant	- No support/understanding by management of the need

**Victoria:**

Unmet Training Need	Reason
IT	- Introduction of new systems
Coaching	- Lack of framework for coaching - Training availability
Change Management	- Sourcing appropriate training
Leadership	- Staff moving from operational role to supervisory/management
Navigating political environment	- Difficult to turn “political savvy” into a training program
Sideloader Operators - Waste	- Limited training offered – mainly only truck driving
Procurement & Tendering	- Limited training offered relevant to local government

**Western Australia:**

Unmet Training Need	Reason
Asset Management	- No introductory short courses
Financial Management	- Lack of regional training or support
Governance & Risk Management	- No courses offered locally
Human Resource Management	- No courses offered locally – very limited course selection here
Leadership & Management	- Course cost prohibitive
Project Management	- No courses offered locally – course cost - Lack of regional training or support
Supervisor Training	- Lack of local availability of training and trainers
Time Management Training	- No courses offered locally
Building Surveyors	- Lack of courses – none offered locally - New Fire requirements – none offered locally
Engineering Traineeships	- No longer a provider in WA
Environmental Health Officer Training	- Limited courses – and none offered locally
Town Planning	- Limited courses – and none offered locally
WHS	- Limited courses – and none offered locally
Plant Operations	- Limited courses – and none offered locally
Conservation and Land Management	- Limited courses – and none offered locally
Customer Service	- Courses not offered locally
Fire Service/Emergency Management	- No course

Horticulture	- Limited courses – and none offered locally
Library and Information Services	- No provider to deliver Cert IV Library & Infor Services Training
Specific Software Training	- Lack of courses provided by software suppliers

## Appendix 5: Internal/External Factors that will impact on Future Skilling Needs:

### New South Wales:

Internal/External Factors	Impact
Major Infrastructure Projects	<ul style="list-style-type: none"> <li>- Increased level of specialised labour needed</li> <li>- More highly skilled/experienced project managers required</li> <li>- More experienced engineers, project managers and supervisors needed</li> <li>- More experienced contract management staff needed</li> <li>- Increased DA staff to cope with significant workload increases</li> <li>- Lack of qualified staff to undertake projects will result in longer completion times</li> <li>- Limits staff availability to attend training</li> </ul>
Technological Change and Digitisation	<ul style="list-style-type: none"> <li>- Move away from paper-based systems</li> <li>- Increased need for upskilling of existing staff</li> <li>- Workforce will move to a new generation of digital savvy staff</li> <li>- IT and digital literacy skills needed</li> </ul>
Growth within local government area	<ul style="list-style-type: none"> <li>- Need to recruit more staff</li> <li>- Need ability to process high volume development applications</li> <li>- Increased demand for development officers, Planners, Infrastructure, and Civil works staff</li> </ul>
Attracting and Retaining Staff	<ul style="list-style-type: none"> <li>- Councils cannot compete with private sector wage rates</li> <li>- Unable to source candidates/attract talent</li> </ul>
Ageing Workforce/Local Population	<ul style="list-style-type: none"> <li>- Key employees retiring without employees trained to backfill</li> <li>- Loss of key corporate knowledge/no knowledge exchange</li> <li>- High turnover and loss of skill – skill gap – shortages</li> </ul>
Amalgamations	<ul style="list-style-type: none"> <li>- Increase in staff level of responsibility</li> <li>- Introduction of new systems and processes</li> <li>- Re-alignment of resources</li> <li>- Restructure of the organisation</li> <li>- Replacement of IT platform</li> </ul>
New Legislation/Regulation	<ul style="list-style-type: none"> <li>- Change to Child Care legislation – need for skilled staff during lunch breaks</li> <li>- Changes to Chain of Responsibility legislation for Heavy Vehicles – insufficient knowledge of safety requirements</li> <li>- Transfer of clients to NDIS</li> </ul>
IPART & additional financial focus	<ul style="list-style-type: none"> <li>- Upskill financial staff or recruit staff</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>- Appointment of asset management staff</li> </ul>

### Northern Territory:

Internal/External Factors	Impact
Funding from Government	<ul style="list-style-type: none"> <li>- Affects size of workforce and services rendered</li> </ul>
Advances in computerisation	<ul style="list-style-type: none"> <li>- Roles will be made redundant as more IT systems are implemented</li> </ul>
Use of drones	<ul style="list-style-type: none"> <li>- Will require less employees &amp; less travel to communities</li> </ul>
Change in Service Delivery	<ul style="list-style-type: none"> <li>- Library services taken over by councils</li> <li>- Qualified Library staff needed</li> </ul>
Record Keeping changes	<ul style="list-style-type: none"> <li>- Higher level skills needed</li> </ul>

Changes to Legislation	<ul style="list-style-type: none"> <li>- <b>Review Local Government Act:</b> Drafting brief to parliamentary council 2018 /19 - New Act 2020. Expect greater level of regulation and compliance</li> <li>- <b>Independent Commission Against Corruption (ICAC)</b> Legislation in place / Commissioner appointed. Greater level of procurement, records management and risk management compliance</li> <li>- <b>NT Planning ACT:</b> Discussion papers expect draft legislation in 2018/19: will impact on demand for Town Planners and Civil Engineers</li> <li>- <b>Environment Legislation (Waste Management/ Pollution Control/Litter)</b> - Proposed new Legislation 2019: will impact on demand for Civil Engineers and Environmental Engineers</li> <li>- <b>Control of Roads Act (Road side traffic safety)</b> - Proposed legislation 2019/20: will impact on demand for accredited traffic management offices, road safety engineers/planners and Risk Management personnel</li> <li>- <b>WHS</b> – higher level skills needed in risk management</li> </ul>
Social Planning	<ul style="list-style-type: none"> <li>- Councils have a responsibility for “social cohesion”. This underpins other types of planning with a focus on “social capital” concept – on identifying what services people want. As communities grow councils will need more skilled people in this area.</li> </ul>

### Queensland:

Factors	Impact
Data and technological advances	<ul style="list-style-type: none"> <li>- Increasing need for data analysts and ICT specialists</li> <li>- Skill base so poor, technology outstrips local capacity to use it</li> <li>- Will shift workforce requirements – forcing operational staff to become more technical/ICT skilled</li> <li>- Will reduce need for lower level staff</li> </ul>
Major Infrastructure Projects	<ul style="list-style-type: none"> <li>- Need for additional national safety accreditation</li> <li>- Lack of qualified staff to undertake projects</li> <li>- Limits staff availability to attend training</li> </ul>
Ageing Workforce/Local Population	<ul style="list-style-type: none"> <li>- Key employees retiring without employees trained to backfill</li> <li>- Loss of key corporate knowledge</li> <li>- Young people moving away and not returning to community</li> </ul>
Upswing in local Mining sector	<ul style="list-style-type: none"> <li>- Impacts on council staff – loss of skilled staff</li> <li>- Makes it difficult for council to retain staff</li> </ul>
Increase in Grant Income/Budget	<ul style="list-style-type: none"> <li>- Creates difficulty in sourcing Project Managers</li> </ul>
Decrease in Grant Income/Budget	<ul style="list-style-type: none"> <li>- Decreases amount available to training staff</li> <li>- Reduced services to community</li> </ul>
New Legislation/Regulation	<ul style="list-style-type: none"> <li>- New Plumbing Legislation – gangers can no longer perform work – now have to call in contractors at increase cost to council</li> <li>- WHS Act and regulations - Changes in the way we work and report as well as the training required</li> <li>- Unstable Industrial Relations environment – impacts on council’s ability to attract and retain staff – staff unhappy with the change</li> </ul>
Workforce changes – increased flexibility, portfolio careers etc	<ul style="list-style-type: none"> <li>- Traditional approach to teams and leadership will be challenged</li> <li>- New leadership programs will be needed</li> </ul>

**South Australia:**

<b>Internal/External Factors</b>	<b>Impact</b>
New Legislation/Regulation	<ul style="list-style-type: none"> <li>- New legislation for Development Approvals – impact on employee resources</li> <li>- Local Nuisance &amp; Litter Control Bill – compliance resourcing, impacting on workloads and staffing levels</li> <li>- Dog and Cat Management legislation – staff forced to take on additional roles</li> <li>- New Financial requirements – impact on employee resources</li> </ul>
Budgetary Constraints	<ul style="list-style-type: none"> <li>- Pressure on staff numbers - need to multi-skills</li> <li>- Work not being done or done to a lesser standard</li> <li>- Staff unavailable for training and development due to workload</li> </ul>
Technological Change and Digitisation	<ul style="list-style-type: none"> <li>- Automation of work – need to upskill staff</li> <li>- Online WHS system – need to train staff to operate iPad and computer</li> <li>- No IT staff to provide support for upskilling to meet community demands</li> </ul>
Significant Infrastructure Projects	<ul style="list-style-type: none"> <li>- Increased levels of service provision and infrastructure will require increased demand for skilled workforce</li> <li>- Drain on resources – financial implications</li> </ul>
Growth within local government area	<ul style="list-style-type: none"> <li>- Changing community demographic</li> <li>- Increased demand for additional services</li> <li>- Increased demand for infrastructure planning, delivery and maintenance</li> <li>- Increased usage and damage to major roads – safety and budgetary impacts</li> </ul>
Ageing Workforce	<ul style="list-style-type: none"> <li>- Expect to see a future skill shortage due to council's inability to compete with larger industries</li> <li>- Retirement of long-term employees – loss of knowledge</li> </ul>
New Systems	<ul style="list-style-type: none"> <li>- Records Management – time and resourcing constraints on workforce</li> </ul>
Leadership and Change Management Skills	<ul style="list-style-type: none"> <li>- Inability to lead teams into the future</li> </ul>
Remoteness	<ul style="list-style-type: none"> <li>- Ongoing issue to have suitably qualified personnel</li> <li>- Employing staff without all required skills/qualifications</li> <li>- Need to promote from within – mentoring and training investment required</li> </ul>
Change of State Government	<ul style="list-style-type: none"> <li>- Introduction of rate capping</li> <li>- Possible changes to grant funding arrangements</li> </ul>

**Tasmania:**

<b>Internal/External Factors</b>	<b>Impact</b>
Council Amalgamations/Mergers	<ul style="list-style-type: none"> <li>- Resource Sharing</li> <li>- Integration of IT Platforms</li> <li>- Change in service level and workload / Staff satisfaction</li> <li>- Subject experts will be required</li> </ul>
New Legislation/Regulation	<ul style="list-style-type: none"> <li>- Change to Planning Legislation – impact unknown as yet</li> </ul>
Ageing Workforce	<ul style="list-style-type: none"> <li>- Loss of knowledge and expertise/skills</li> </ul>
Major Infrastructure Projects	<ul style="list-style-type: none"> <li>- Kingston Park Development</li> <li>- Need for Project Management, marketing and facilities management</li> </ul>
Technological Change and Digitisation	<ul style="list-style-type: none"> <li>- Cost of equipment,</li> <li>- Expertise to implement</li> </ul>

	<ul style="list-style-type: none"> <li>- Development of the workforce skills</li> <li>- Change in the makeup of the workforce</li> <li>- IT and digital literacy skills needed</li> </ul>
Adult Literacy	<ul style="list-style-type: none"> <li>- Understanding</li> </ul>
Lack of Educational planning in the state	<ul style="list-style-type: none"> <li>- Lack of qualified personnel in specific professions</li> </ul>
Climate Change and Emergency Management	<ul style="list-style-type: none"> <li>- New skills in climate adaptation, risk assessment and compliance</li> </ul>

**Victoria:**

Internal/External Factors	Impact
Rate Capping	<ul style="list-style-type: none"> <li>- Less money for training spend</li> <li>- Restriction on training budget and ability to remunerate</li> <li>- Financial limitations</li> <li>- Need to review services and work smarter</li> </ul>
Technological Change and Digitisation	<ul style="list-style-type: none"> <li>- Change to councils' systems and processes – change management required – new systems to learn</li> <li>- Move away from paper-based systems</li> <li>- Increased need for upskilling of existing staff</li> <li>- Workforce will move to a new generation of digital savvy staff</li> <li>- IT and digital literacy skills needed</li> <li>- Automation will lead to changed job roles</li> <li>- Staff working across multiple municipalities</li> </ul>
Significant Infrastructure Projects	<ul style="list-style-type: none"> <li>- Size and publicity around project will increase scrutiny</li> <li>- Not enough qualified engineers, roads and maintenance and parks and gardens staff to keep up with demands</li> </ul>
Growth within local government area	<ul style="list-style-type: none"> <li>- Increased demand for additional services</li> <li>- Increasing aged care demand – difficulty attracting qualified staff</li> <li>- Increased demand for planning consents</li> <li>- Not enough staff to keep up with the demand of growing suburbs</li> </ul>
New Legislation/Regulation	<ul style="list-style-type: none"> <li>- Change to Child Safe legislation – need for greater compliance and education</li> <li>- Changes to Financial Legislation and reporting requirements – increased compliance</li> <li>- New Local Government Act – upskill staff</li> <li>- MAV Workcover – increased council training needs</li> </ul>
Climate Change/Adaptation	<ul style="list-style-type: none"> <li>- Increased demand for emergency management and environmental skills</li> <li>- Education and upskilling of staff and community</li> </ul>
Government Funding Changes	<ul style="list-style-type: none"> <li>- Change to Government apprenticeship policy and funding change will result in a lack of tradespeople for future outdoor roles</li> <li>- Change to Commonwealth Funding for HACC – shift in which organisations will undertake this role in future</li> </ul>
Ageing Workforce	<ul style="list-style-type: none"> <li>- Need to manage career transition and succession planning</li> </ul>

**Western Australia:**

Internal/External Factors	Impact
Ageing Workforce	<ul style="list-style-type: none"> <li>- Loss of corporate knowledge</li> <li>- Alter methods so as to source/attract new staff from further afield</li> <li>- Need for succession planning to share knowledge</li> <li>- No young staff to refresh ageing staff</li> <li>- People staying in positions longer – no capacity to bring on young trainees</li> </ul>

	<ul style="list-style-type: none"> <li>- Skills gap in civil teams</li> <li>- Difficulty in filling gaps as older staff leave</li> </ul>
Technological Change and Digitisation	<ul style="list-style-type: none"> <li>- Need a cultural shift in some areas</li> <li>- Need to upskill current employees</li> <li>- New data analysis and interpretation skills required</li> <li>- Change in the way we work – more automation</li> <li>- Upgrade of equipment and software programs</li> <li>- Change service delivery</li> </ul>
Increase in Governance and Compliance Levels	<ul style="list-style-type: none"> <li>- Requires more time for reporting and audits</li> <li>- Increase in knowledge base essential</li> <li>- Change in operating processes</li> <li>- Change in management practices</li> </ul>
Change in Community Expectations	<ul style="list-style-type: none"> <li>- Change what roles are needed and at what level</li> <li>- Continuous review of council resources to meet changing needs of community</li> <li>- Increasing need for community engagement</li> </ul>
New Legislation/Regulation	<ul style="list-style-type: none"> <li>- Changes to Community Care System</li> <li>- Children Services - Increased qualification requirements</li> <li>- Duty of Care – potential increase in litigation</li> <li>- Takes time and ability to learn and implement changes</li> <li>- Results in increased governance and management related roles</li> <li>- Asset Management – statutory requirements</li> <li>- WHS “chain of responsibility” – increased training need</li> </ul>
Growth within local government area	<ul style="list-style-type: none"> <li>- Increased workloads – burn out of staff</li> <li>- Taking over new properties/facilities – increase in staff and cost of training</li> <li>- New building construction – increases in project/admin/parks/maintenance staff needed</li> <li>- New infrastructure - need project management skills</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>- New recycling centre – increase in staff in sustainability area</li> <li>- New site will require increased contracts</li> </ul>
Change in Funding Level	<ul style="list-style-type: none"> <li>- Reduced FAGs and road funding</li> <li>- Cost shifting by government – increasing staffing required</li> <li>- Decreased budget for training</li> </ul>
Government Funding Changes	<ul style="list-style-type: none"> <li>- Change to Government Apprenticeship policy and funding change will result in a lack of tradespeople for future outdoor roles</li> <li>- Change to Commonwealth Funding for HACC – shift in which organisations will undertake this role in future</li> </ul>
Population Decrease	<ul style="list-style-type: none"> <li>- Taking skilled young people out of the district</li> </ul>

## Appendix 6: New Skills Emerging Over Next 3 Years and Strategies for Addressing:

### New South Wales:

New Skills Emerging Over Next 3 Years	Strategies to Address Skill Need
Data Analytics – business and data analysis	<ul style="list-style-type: none"> <li>- Creating of new positions and inclusion in existing positions</li> <li>- New systems and training delivery required</li> <li>- Change leadership needed</li> <li>- New software systems to strengthen data for decision making</li> <li>- Enterprise Content Management approach – subject matter experts need to lead education requirements</li> <li>- CRM system – training to be developed when rolled out</li> </ul>
Adaptation to new technology	<ul style="list-style-type: none"> <li>- New Customer Service Centre – visitor management centre – inhouse training</li> <li>- Recruitment</li> <li>- Specific training to enhance technology literacy</li> </ul>
General IT Skills	<ul style="list-style-type: none"> <li>- Change of IT platform</li> <li>- Plan for new job roles yet to be identified</li> </ul>
Increased mobile technology and field-based apps	<ul style="list-style-type: none"> <li>- Increase in hand held devices/tablets/iPads and training for field-based staff</li> <li>- Work based mobile technology strategies</li> <li>- Training for roll out of new mobile tech</li> </ul>
Electronic/Online forms	<ul style="list-style-type: none"> <li>- Electronic/online timesheets and records</li> <li>- Computer literacy training</li> </ul>
GIS / Interactive Mapping	<ul style="list-style-type: none"> <li>- Increased use of GPS tracking on fleet and equipment – introduction of devices and training</li> </ul>
Tech Savvy Workforce	<ul style="list-style-type: none"> <li>- Training in how to use technology</li> <li>- Increase in skill level and comfort level of staff</li> <li>- Creation of a more mobile workforce</li> <li>- Electronic meeting facilities – inhouse training</li> </ul>

### Northern Territory:

New Skills Emerging Over Next 3 Years	Strategies to Address Skill Need
Artificial Intelligence	<ul style="list-style-type: none"> <li>- Identify the knowledge and skills that will be needed by current workforce</li> </ul>
Biometric Technology	<ul style="list-style-type: none"> <li>- Develop a highly skilled, adaptable workforce that can maintain and use technology</li> </ul>
Ability to operate drones	<ul style="list-style-type: none"> <li>- Staff will require training</li> </ul>
Multi-skilling and multi-functional	<ul style="list-style-type: none"> <li>- Staff will need to be able to work across functions as some roles will become redundant</li> </ul>
Unlearning and relearning	<ul style="list-style-type: none"> <li>- Change management - expecting the unexpected</li> </ul>
Use of more Cloud Based programs	<ul style="list-style-type: none"> <li>- None yet</li> </ul>

### Queensland:

New Skills Emerging Over Next 3 Years	Strategies to Address Skill Need
Data Analytics – using data to drive business decisions	<ul style="list-style-type: none"> <li>- Capability Building &amp; Recruitment</li> </ul>
Specialist ICT Skills	<ul style="list-style-type: none"> <li>- Recruitment</li> </ul>

General IT Skills for all Staff	- Upskill staff
Technology Training Roles	- Upskill staff into these roles - Internal knowledge sharing and mentoring
Tech Savvy Workforce	- Need to overcome staff resistance - Training in how to use technology - Change in workforce culture and increase in skill level and comfort level of staff - Creation of a more mobile workforce
Digital Literacy	- Need to address connectivity issue first so we can offer training in this area - Need faster broadband network
GIS / Interactive Mapping	- Need better mapping infrastructure and software - Introduce technology to increased number of employees – with support training
Drone operators / licenses	- Will be growth area
Smart Hub / Sensor Technology	- Train more staff to operate and implement
Mobile Apps for Outdoor Workforce	- Need rugged tablets and education of existing workforce - Introduction of mobile technology hindered by blackspots
Using Apps for internal and external business	- Review Information Management systems
New Advanced IT Software and applications	- Need to develop an ICT Strategy and Action Plan
Enhanced use of ICT devices	- trialling various devices / solutions to gauge benefits - Data entry roles will no longer be required
NBN and Cable Infrastructure	- Training team in Cert 3 Telecommunications
Change and Transition Leadership	- Build Change / Adaptability Soft Skills - Implement a Change Management Strategy - Workshops for Supervisors - Leadership Development and Team alignment activities
Re-Thinking the well-being of employees	- Develop a wellbeing strategy to incorporate a modern workforce
Shifting from manual/paper based to online services	- Upskill staff
Creating Digital Libraries	- Need to keep up to date with technology and offer on-line platforms
Using Cloud Based functionality	- Change Management Training
Skills in educating the community to use technology	- Review need with key impacted areas
Digitisation of Data	- Train staff
Electronic Timesheets	- Introduce digital literacy program with Outdoor staff
Social Media and CRM skills	- Need to establish a risk management framework

### South Australia:

New Skills Emerging Over Next 3 Years	Strategies to Address Skill Need
Smart Technology – Mobile Devices	- Training of outdoor staff to use “smart devices”, tablets, mobile phones - Upskilling blue collar workers to use IT tools for reporting - Outdoor staff will need coaching in how to use devices
New corporate digital systems	- Move to Electronic Service Delivery - upgrading technology - Move towards office automation – upgrading technology - Increased online communication requires training of existing staff and recruitment of new - Increased online processing via website and apps – requires increased budget and reliance on external consultants

	<ul style="list-style-type: none"> <li>- Web based instant reporting – new software needed and increased staff to resource.</li> <li>- New records management system – additional training and awareness</li> <li>- New one card library system</li> </ul>
Business System Improvements	<ul style="list-style-type: none"> <li>- Introduction of process efficiency concept</li> <li>- Requires new skill sets – systems analysts</li> </ul>
General IT Skills	<ul style="list-style-type: none"> <li>- Digital literacy program needed for staff</li> <li>- Recruiting specifically for digital support and to provide training opportunities to develop skills of existing staff</li> </ul>

**Tasmania:**

<b>New Skills Emerging Over Next 3 Years</b>	<b>Strategies to Address Skill Need</b>
Specialist IT Skills	<ul style="list-style-type: none"> <li>- None to date</li> <li>- Training needed in new software and hardware</li> </ul>
Computer Literacy Skills	<ul style="list-style-type: none"> <li>- Need to lift skills of Outdoor workforce</li> <li>- Formal and Informal training</li> <li>- 26 Ten Literacy Program</li> </ul>
GIS and Asset Management	<ul style="list-style-type: none"> <li>- None yet</li> </ul>
Cyber Security	<ul style="list-style-type: none"> <li>- Development of a management framework</li> <li>- None yet</li> </ul>
Communication	<ul style="list-style-type: none"> <li>- Upskill staff</li> </ul>

**Victoria:**

<b>New Skills Emerging Over Next 3 Years</b>	<b>Strategies to Address Skill Need</b>
Smart Technology – Mobile Devices	<ul style="list-style-type: none"> <li>- Training of outdoor staff to use “smart devices”</li> <li>- Focused/scalable training programs to ensure effective use and integration of mobile devices (tablets, mobiles, smart boards)</li> <li>- Targeted training to ensure staff can work in remote teams/supervise remote teams</li> <li>- Invest in training of older staff</li> </ul>
Working Remotely	<ul style="list-style-type: none"> <li>- Setting staff up to work remotely (Skype, chat online)</li> <li>- Work based mobile technology strategies</li> <li>- Training for rollout of new mobile technology</li> </ul>
GIS / Interactive Mapping	<ul style="list-style-type: none"> <li>- Introduction of devices and training</li> </ul>
General IT Skills	<ul style="list-style-type: none"> <li>- Moving to cloud-based platform</li> <li>- Change of IT platform</li> <li>- Use of electronic business forms – move away from paper-based systems – training needed</li> <li>- Upskill staff to use technology effectively</li> </ul>
Agile and Flexible Leadership skills	<ul style="list-style-type: none"> <li>- Leadership development program</li> <li>- Introduction of “Lean” process thinking across the organisation</li> <li>- Link the use of technology to improving efficiency and to process improvement and innovation</li> </ul>
Social Media Platforms	<ul style="list-style-type: none"> <li>- Training need in how to manage and coordinate social media platforms</li> <li>- Social media training needed</li> <li>- Training in how to use digital media needed</li> </ul>

**Western Australia:**

<b>New Skills Emerging Over Next 3 Years</b>	<b>Strategies to Address Skill Need</b>
Smart Technology – Mobile Devices	<ul style="list-style-type: none"> <li>- Training of staff to use computer-controlled plant and machinery. Upskill mechanics and users, source new staff where needed</li> <li>- Greater reliance on GPS enabled tablets for use by outdoor staff – upskill staff</li> <li>- Increased use of Drones – upskill staff</li> </ul>
General IT Skills	<ul style="list-style-type: none"> <li>- Moving to Cloud based platform</li> <li>- Change of IT platform</li> <li>- Use of electronic business forms – move away from paper-based systems – use of on-line time sheets – training needed</li> <li>- Upskill staff to use technology effectively</li> <li>- Train staff to do IT Trouble Shooting, IT and web site development, and IT Management systems</li> <li>- Upskill staff in graphic design and website building</li> </ul>
Digitisation	<ul style="list-style-type: none"> <li>- Customer Service interfaces will change – need to upskill current staff</li> </ul>
Agile Working Style	<ul style="list-style-type: none"> <li>- New enterprise system implementation</li> <li>- Employing new staff with relevant capability and experience to drive a digital platform</li> </ul>
Innovation Mindset	<ul style="list-style-type: none"> <li>- Cultural change required</li> </ul>
Social Media Platforms	<ul style="list-style-type: none"> <li>- Building up staff within marketing team</li> <li>- Employing staff with contemporary PR and Marketing capability</li> </ul>