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TEAMWORK



Local Government

**INDUSTRY REFERENCE COMMITTEE
INDUSTRY SKILLS FORECAST**

Refreshed April 2017

Contents

Executive summary	3
A. Administrative information	4
B: Sector overview	4
C: Employment	15
D: Skills outlook	19
E: Other relevant skills-related insights for this sector	21
F: Proposed Schedule of Work: 2016-17 – 2019-20	22
G. IRC sign-off	23
References	38

Executive summary

Councils perform a breadth of functions, operating as the third tier of government in Australia. Councils have an important role in providing leadership in community, economic and infrastructure development. They work to build sustainable communities and local economies while offering an increasing range of social services and functions. Specific roles and responsibilities of local government will differ across jurisdictions, based on State/Territory legislation and community expectations. There are 546 local governing entities across Australia¹ servicing metropolitan, regional, rural and Aboriginal and Torres Strait Islander communities. Ensuring a highly skilled workforce is essential for the ongoing success and future strength of the local government sector in Australia.

The Local Government Industry Reference Committee (IRC) has responsibility for 23 qualifications, packaged in the LGA04 Local Government Training Package. Job roles covered by the training package are broad and profiles will differ across councils. The qualifications are commonly used across the local government sector for a number of job roles. These include the outdoor workforce supported by specialist qualifications in operational works; administrative staff, and those working in specialist planning, regulatory services and environment roles.

The Local Government IRC commits to thorough and inclusive national consultation to ensure training package products under its remit are reflective of current industry skills needs and provide opportunities for workforce development that actively contributes to the variability and productivity of the sector/s. Recognition is given to the need for training package related decisions to be made based on appropriate levels of industry engagement and input.

Further, the IRC acknowledges the COAG Industry and Skills Ministers' priorities and will utilise consultation activities, through the support of SkillsIQ, to gain a national perspective on:

- opportunities to identify and remove obsolete training package products from the system
- industry expectations for training delivery and assessment to be documented within Implementation Guides
- opportunities to enhance portability of skills from one related occupation to another
- opportunities to remove unnecessary duplication within the system and create training package products that may have application to multiple industry sectors
- opportunities for the development of skill sets.

Where available the IRC will seek and maximise opportunities to work collaboratively with other IRCs.

An analysis of the sector, in tandem with industry consultation, has identified a number of challenges and opportunities which have a direct impact on the sector, including:

- skills shortages and complexity in training opportunities (these will vary across individual councils)
- meeting the increasing demand for services within fiscal constraints
- forced amalgamations in some jurisdictions.

In addition, the sector has identified the following factors as having direct impact on the composition and skills needs of the workforce:

- change in demographics and working with diversity
- attraction and retention of appropriately skilled workers for regional and remote areas
- changes in work practices linked to the adoption of new technology.

This Industry Skills Forecast identifies a number of national trends in workplace design that will impact on the skills needs of the sector. This information, along with industry-identified skills priorities, will directly inform the coming review of relevant training package products.

Information contained within this Industry Skills Forecast has been sourced via a variety of methods, including:

- desktop research, to develop an understanding of existing research and views on skill requirements in the sector;
- an industry workforce survey which was available to all stakeholders across all industries, and
- consultation with the IRC, in order to confirm that the information is both valid and accurately reflects industry views.

The Industry Skills Forecast proposes a schedule for the ongoing review of relevant training products, to inform the development of the four-year rolling National Schedule.

The training products allocated to this IRC have not been fully reviewed since 2004 and are not yet aligned to the 2012 Standards for Training Packages. The training products in this sector are already subject to a case for change activity order, which is required to set out the evidence on which the IRCs recommendation for changing the LGA04 Local Government Training Package is based, and to ensure that the qualifications align to current job roles that have been impacted by new technologies, legislation and regulatory change.

A. Administrative information

Name of IRC

Local Government Industry Reference Committee

Name of Skills Service Organisation (SSO)

SkillsIQ Limited (SkillsIQ)

This document details the proposed four year schedule of work from 1 July 2016 to 30 June 2020 as agreed between the Local Government IRC and SkillsIQ.

This version of the Industry Skills Forecast was refreshed in April 2017.

About SkillsIQ

As a Skills Service Organisation (SSO), SkillsIQ is funded by the Department of Education and Training to support its allocated IRCs, which are responsible for the development and maintenance of the following training packages:

- Community Services
- Health
- Local Government
- Public Sector
- Floristry
- Hairdressing and Beauty Services
- Funeral Services
- Retail Services
- Sport, Fitness and Recreation
- Tourism, Travel and Hospitality

B: Sector overview

Local Government – Australia

Local Government is the third tier of government in Australia, the level closest and best placed to deliver services within their communities.

There are 546 local governing entities across Australia² servicing metropolitan, regional, rural and Aboriginal and Torres Strait Islander communities. They vary in size and complexity, ranging from small rural councils with under 50 employees, to large metropolitan councils with around 8,000 employees.

The roles and responsibilities of local government will differ across jurisdictions, based on State/Territory legislation and community expectations. The principal piece of legislation that governs local government in most States/Territories is the Local Government Act which sets out the key principles by which councils must operate. In total there are about 60 legislative instruments that apply to local government.

Common functions of councils include:

- infrastructure and property services, including local roads, bridges, footpaths, drainage, waste collection and management
- the provision of recreation facilities, such as parks, sports fields and stadiums, golf courses, swimming pools, sports 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
- building services, including inspections, licensing, certifications 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
- other services, such as abattoirs, sale-yards and group purchasing schemes³
- tendering
- procurements
- principal contractors.

In regional, rural and remote areas, local government is more often than not the principal employer, the primary economic driver and the only level of government delivering basic social and community services.

The scope of occupations employed by local governments is extremely broad. It is estimated there are approximately 245 different occupations which can be categorised as follows:

- community services
- public health services
- cultural education and information services
- sporting, recreational and entertainment services
- environment conservation, protection and improvement
- waste removal, treatment and disposal
- pest eradication and control
- energy production, supply and conservation
- water, sewerage and drainage
- fire prevention, protection and mitigation
- land and property development
- housing
- industry development and assistance
- tourism development and assistance
- horticulture
- clerical and administration
- engineering
- ordinance and regulation.

Local governments play a key role in the Australian economy. Local government nationally employs just

under 192,500 Australians;⁴ owns and manages non-financial assets with an estimated written-down value of \$354 billion (2013-14); raises around 3.5% of Australia's total taxation revenue per annum, and has annual operating expenditure of around \$33 billion (2013-14).⁵

Local government works in a fiscally restrained environment. In aggregate, councils 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.⁶ All impact a council's ability to raise revenue. Revenue is raised through user charges, taxation (rates) and grants from State and Federal governments. However, it should be noted that many rural and regional councils do not collect the same revenues as their urban and larger regional counterparts and are consequently much more reliant on other levels of government. Additionally:

- The Aboriginal and Torres Strait Islander segment is almost entirely reliant on government funding
- The rural/remote segment is very heavily reliant on government funding, with its own source of revenue accounting for less than 20% on average of the total operating revenue
- The rural/regional segment's own-source revenue accounts for about 45% on average of total operating revenue.⁷

Roles within local government can be separated into subcategories of councillors; executives and senior management; line managers and supervisors; professionals; administration; technical; trades; and operational workers. There is substantial literature highlighting the importance of 'lifelong learning' to ongoing employability in the changing employment environment.⁸ Sector-specific research, funded through the ACELG Workforce Development Programme and informed by the national government's workforce strategy, Future-proofing Local Government: National Workforce Strategy 2013 – 2020, illustrates that the preferred topics and content for education and professional development program across all sub-categories include strategy and vision (73%), community engagement (72%) and change management (67%). The findings also suggest that peer

learning and good practice exchange methodologies should be incorporated in education and professional development program for local government.⁹

Training products for this IRC

The VET qualifications that cater to this sector include:

LGA10104	Certificate I in Local Government
LGA10204	Certificate I in Local Government (Operational Works)
LGA20104	Certificate II in Local Government
LGA20204	Certificate II in Local Government (Operational Works)
LGA30104	Certificate III in Local Government
LGA30208	Certificate III in Local Government (Health and Environment)
LGA30304	Certificate III in Local Government (Operational Works)
LGA30404	Certificate III in Local Government (Regulatory Services)
LGA40104	Certificate IV in Local Government
LGA40204	Certificate IV in Local Government Administration
LGA40308	Certificate IV in Local Government (Health and Environment)
LGA40404	Certificate IV in Local Government (Operational Works)
LGA40504	Certificate IV in Local Government (Regulatory Services)
LGA40604	Certificate IV in Local Government (Land Management)
LGA40708	Certificate IV in Local Government (Planning)
LGA50104	Diploma of Local Government Administration
LGA50208	Diploma of Local Government (Health and Environment)
LGA50404	Diploma of Local Government (Operational Works)

LGA50508	Diploma of Local Government (Planning)
LGA50604	Diploma of Local Government (Regulatory Services)
LGA50712	Diploma of Local Government
LGA60104	Advanced Diploma of Local Government (Operational Works)
LGA70108	Graduate Certificate in Local Government Management

A full list of the associated units of competency is set out in the attached IRC proposed schedule of work.

The diagram below shows how the qualifications within the LGA04 Training Package relate to the broad sub-sectors of local government.

SECTOR	LOCAL GOVERNMENT						
SUB-SECTORS	GENERALIST	OPERATIONAL WORKS	HEALTH AND ENV	REGULATORY SERVICES	LAND MGMT	PLANNING	ADMIN
QUALIFICATIONS	Certificate I in Local Government	Certificate I in LG (Op Works)					
	Certificate II in Local Government	Certificate II in LG (Op Works)					
	Certificate III in Local Government	Certificate III in LG (Op Works)	Certificate III in LG (H&E)	Certificate III in LG (Reg Services)			
	Certificate IV in Local Government	Certificate IV in LG (Op Works)	Certificate IV in LG (H&E)	Certificate IV in LG (Reg Services)	Certificate IV in LG (Land Mgmt)	Certificate IV in LG (Planning)	Certificate IV in LG (Admin)
	Diploma of Local Government	Diploma of LG (Op Works)	Diploma of LG (H&E)	Diploma of LG (Reg Services)		Diploma of LG (Planning)	Diploma of LG (Admin)
		Adv. Diploma of LG (Op Works)					
	Graduate Certificate in Local Government						

Registered Training Organisations using the training products

The National Register of VET (www.training.gov.au) provides information about Registered Training Organisations (RTOs) and the approved scope of each RTO to deliver nationally recognised training. The following table indicates the number of RTOs with the above qualifications on their scope of delivery, as at 13 April 2017. It is important to

note that although an RTO may have a qualification on their scope of delivery, they may not be delivering any nationally recognised training for that qualification. As a result, the data below may not be a true reflection of the extent of delivery.

REGISTERED TRAINING ORGANISATIONS WITH LOCAL GOVERNMENT QUALIFICATIONS ON SCOPE
(AS AT APRIL 2017)

Qualification	Title	RTOs with qualifications on scope
LGA10104	Certificate I in Local Government	0
LGA10204	Certificate I in Local Government (Operational Works)	0
LGA20104	Certificate II in Local Government	8
LGA20204	Certificate II in Local Government (Operational Works)	5
LGA30104	Certificate III in Local Government	14
LGA30208	Certificate III in Local Government (Health and Environment)	2
LGA30304	Certificate III in Local Government (Operational Works)	8
LGA30404	Certificate III in Local Government (Regulatory Services)	5
LGA40104	Certificate IV in Local Government	7
LGA40204	Certificate IV in Local Government Administration	10
LGA40308	Certificate IV in Local Government (Health and Environment)	1
LGA40404	Certificate IV in Local Government (Operational Works)	8
LGA40504	Certificate IV in Local Government (Regulatory Services)	8
LGA40604	Certificate IV in Local Government (Land Management)	1
LGA40708	Certificate IV in Local Government (Planning)	7
LGA50104	Diploma of Local Government Administration	7
LGA50208	Diploma of Local Government (Health and Environment)	4
LGA50404	Diploma of Local Government (Operational Works)	5
LGA50508	Diploma of Local Government (Planning)	6
LGA50604	Diploma of Local Government (Regulatory Services)	2
LGA50712	Diploma of Local Government	5
LGA60104	Advanced Diploma of Local Government (Operational Works)	1
LGA70108	Graduate Certificate in Local Government Management	1

Source: training.gov.au. RTOs approved to deliver this qualification. Accessed 13 April 2017

Enrolment and completion figures

The following section details enrolment and completion figures of the qualifications in the remit of this IRC. This data has been sourced from the National Centre for Vocational Education Research (NCVER). NCVER's VET data, used within this report, provides information on publicly funded training in public providers; publicly funded training in private providers; and fee-for-service training in public providers.

A number of other factors also influence the data. These factors should be taken into consideration when reviewing the data presented below:

- Government funding – declining enrolments and completions often directly correlate with a reduction in funding availability
- Timing of release of training product – the year in which the training product is released on the national register will impact when data becomes available
- Usage of current and superseded training products concurrently – in some years data will occur in both current and superseded qualifications
- Exemptions in reporting – some providers are exempt from reporting - for example volunteer organisations.

It is important to note that the data set does not include fee-for-service VET by private providers. As a result, the figures listed in this table do not reflect the total uptake. In 2014, for example, the Local Government Association of Queensland (an RTO) reported the following enrolment levels:

- 224 enrolments in LGA50104 Diploma of Local Government Administration
- 37 LGA50208 Diploma of Local Government (Health And Environment)
- 159 LGA50508 Diploma of Local Government (Planning).

From January 2016 all RTOs were required to submit data under the Unique Student Identifier (USI) initiative, providing a more reliable data set of enrolments and

completions. To ensure accurate data is used in the case for change, all RTOs with the LGA04 on scope will be surveyed to determine actual enrolment and completion figures.

* E = Enrolment C = Completion ^ C = Current S = Superseded

Government funded program completions and enrolments 2014–2010	C/S^	E/C*	2014	2013	2012	2011	2010	Total
LGA20104 Certificate II In Local Government	C	E	8	14	10	13	23	68
		C		6	10	9	9	34
LGA20204 Certificate II In Local Government (Operational Works)	C	E	2	15	22	10	15	64
		C		14	2	3	9	28
LGA30104 Certificate III In Local Government	C	E	88	97	78	134	132	529
		C		58	26	49	23	156
LGA30204 Certificate III In Local Government (Health And Environment)	S Aug 09	E	0	0	3	3	4	10
		C		0	0	3	1	4
LGA30208 Certificate III In Local Government (Health And Environment)	C	E	1	3	6	4	4	18
		C		0	1	1	2	4
LGA30304 Certificate III In Local Government (Operational Works)	C	E	92	105	27	16	40	280
		C		28	4	7	11	50
LGA30404 Certificate III In Local Government (Regulatory Services)	C	E	6	8	25	31	26	96
		C		4	10	9	7	30
LGA40104 Certificate IV In Local Government	C	E	8	18	133	243	168	570
		C		9	63	59	87	218
LGA40204 Certificate IV In Local Government Administration	C	E	34	31	36	38	30	169
		C		7	11	21	14	53
LGA40304 Certificate IV In Local Government (Health And Environment)	S Aug 09	E	0	0	1	2	3	6
		C		0	0	2	0	2
LGA40308 Certificate IV In Local Government (Health And Environment)	C	E	2	8	7	6	2	25
		C		23	0	1	0	24
LGA40404 Certificate IV In Local Government (Operational Works)	C	E	29	43	35	69	68	244
		C		8	17	33	4	62
LGA40504 Certificate IV In Local Government (Regulatory Services)	C	E	180	179	174	152	129	814
		C		91	55	37	45	228
LGA40704 Certificate IV In Local Government (Planning)	S Aug 09	E	0	0	0	4	37	41
		C		1	1	4	13	19
LGA40708 Certificate IV In Local Government (Planning)	C	E	17	24	113	72	58	284
		C		16	16	18	0	50
LGA50104 Diploma Of Local Government Administration	C	E	7	21	39	70	13	150
		C		12	22	60	4	98
LGA50204 Diploma Of Local Government (Health And Environment)	S Aug 09	E	0	0	0	3	3	6
		C		0	0	3	0	3
LGA50208 Diploma Of Local Government (Health And Environment)	C	E	1	1	2	10	0	14
		C		0	1	7	0	8
LGA50404 Diploma Of Local Government (Operational Works)	C	E	2	11	61	131	104	309
		C		1	21	12	12	46
LGA50508 Diploma Of Local Government (Planning)	C	E	2	15	57	27	19	120
		C		9	41	26	0	76
LGA50712 Diploma Of Local Government	C	E	2	1	0	0	0	3
		C		0	0	0	0	0
Total		E	481	594	829	1038	879	3821
		C		287	301	364	242	1194

Source: NCVET VOCSTATS, Program enrolments and completions 2003 - 2014 by Industry Skills Council and year, accessed May 2016

SkillsIQ Local Government IRC Industry Skills Forecast April 2017

Apprentices and trainees commenced and completed 2014–2010	C/S^	E/C*	2014-15	2013-14	2012-13	2011-12	2010-11	Total
LGA20104 Certificate II in Local Government	C	E	1	2	1	8	8	20
		C	0	5	7	7	14	33
LGA20204 Certificate II in Local Government (Operational Works)	C	E	0	1	2	6	8	17
		C	2	4	3	3	9	21
LGA30104 Certificate III in Local Government	C	E	19	33	16	16	33	117
		C	14	18	21	26	26	105
LGA30204 Certificate III in Local Government (Health and Environment)	S Aug 09	E	0	0	0	3	0	3
		C	0	0	2	2	1	5
LGA30208 Certificate III in Local Government (Health and Environment)	C	E	0	1	0	1	0	2
		C	0	0	1	0	0	1
LGA30304 Certificate III in Local Government (Operational Works)	C	E	29	97	47	166	12	351
		C	77	151	31	30	58	347
LGA30404 Certificate III in Local Government (Regulatory Services)	C	E	2	1	1	11	4	19
		C	1	0	10	18	15	44
LGA40104 Certificate IV in Local Government	C	E	0	8	5	24	7	44
		C	8	2	22	8	17	57
LGA40204 Certificate IV in Local Government Administration	C	E	5	1	1	5	6	18
		C	1	1	5	12	9	28
LGA40304 Certificate IV in Local Government (Health and Environment)	S Aug 09	E	0	0	0	0	0	0
		C	0	0	0	2	1	3
LGA40308 Certificate IV in Local Government (Health and Environment)	C	E	0	3	1	1	3	8
		C	1	1	2	1	0	5
LGA40404 Certificate IV in Local Government (Operational Works)	C	E	14	22	40	32	50	158
		C	30	28	37	32	10	137
LGA40504 Certificate IV in Local Government (Regulatory Services)	C	E	11	24	28	55	58	176
		C	26	35	50	28	33	172
LGA40704 Certificate IV in Local Government (Planning)	S Aug 09	E	0	0	0	1	1	2
		C	0	1	0	5	11	17
LGA40708 Certificate IV in Local Government (Planning)	C	E	2	2	7	5	8	24
		C	1	6	8	4	2	21
LGA50104 Diploma of Local Government Administration	C	E	0	0	1	0	0	1
		C	0	0	1	0	0	1
LGA50208 Diploma of Local Government (Health and Environment)	C	E	0	0	0	1	2	3
		C	0	0	1	1	0	2
LGA50404 Diploma of Local Government (Operational Works)	C	E	0	0	0	1	3	4
		C	0	0	2	2	0	4
LGA50508 Diploma of Local Government (Planning)	C	E	0	0	1	2	0	3
		C	0	1	1	0	0	2
Total		E	84	195	151	338	203	971
		C	162	253	204	181	206	1006

* E = Enrolment C = Completion ^ C = Current S = Superseded

Source: NCVER VOCSTATS, Apprentices and trainees - September 2015, Type of accreditation by Reporting period by Training contract status, accessed May 2016

It is acknowledged by industry that apprentice and trainee numbers are low. However, it should be noted that not all jurisdictions have declared these qualifications as traineeships, and very few have declared them as apprenticeships. Further to this, entry for many job roles in the sector are at a high AQF level, commonly Diploma. These factors will most likely significantly impact the take-up of many qualifications as apprenticeships and/or traineeships.

VET in Schools Program enrolments and completions	E/C*	2014	2013	2012	2011	Total
LGA20104 - Certificate II in Local Government	E	3	5	3	6	17
	C		5	1	2	8
LGA20204 - Certificate II in Local Government (Operational Works)	E	2	5	9	4	20
	C		3	2	1	6
LGA30304 - Certificate III in Local Government (Operational Works)	E	0	0	0	1	1
	C	0	0	0	0	0
Total	E	5	10	12	11	38
	C		8	3	3	14

* E = Enrolment C = Completion

Source: NCVET VOCSTATS, VETiS Program enrolments and completions 2006 - 2013 by Industry Skills Council and year, accessed July 2016

Industry identified that flexibility in training products is essential for the sector, as job roles and profiles are different across local government. Additionally, entry to industry will differ across sectors. Qualifications are commonly used across the local government sector for a number of job roles, but not across all. Skills sets are also increasingly being used by councils to develop the skills of workers in particular areas.

Peak bodies and key industry players

The following list represents a range of organisations that perform a variety of key roles in this sector. These organisations and their networks are well placed to offer industry insights at the time of training package review. Industry engagement will include a broad and inclusive range of stakeholders beyond those included in this list, as relevant to the nature of training package product review.

- State/territory local government associations
 - Local Government Association of Northern Territory
 - Local Government Association of Queensland
 - Local Government Association of South Australia
 - Local Government Association Tasmania
 - Western Australian Local Government Association
 - Local Government New South Wales
 - Municipal Association of Victoria
- Unions
 - United Services Union
 - Australian Services Union
 - Australian Workers Union
- Professional associations
 - Environmental Health Australia
 - Planning Institute of Australia
- Registered Training Organisations both public and private
- Large and small private employers across metropolitan, regional, rural and remote areas.

Challenges and opportunities in the sector

Skills shortages and training

Growing community expectations and a tight fiscal environment directly impact on local government's provision of services, both in terms of scope and level of

services. The roles and responsibilities devolved from State and Territory governments to the local government sector vary across jurisdictions and are subject to change over time within any given state/territory. These variations in devolution directly impact on the skill requirements of the local government sector. For example, in Victoria there is a significant number of people (around 6,000) employed to deliver home and community services. Growth in other sectors will also influence available labour. An increase in the mining workforce, for example, will significantly impact skilled labour for many roles across other sectors. Additionally, regional and remote councils have their own issues, largely because of their geography and the difficulty in attracting people to those locations, and essentially those councils will need to 'grow their own'. Individual councils will each have their own idiosyncrasies which continually change.

Specific gaps have been identified within individual councils, amongst training providers and across the local government sector in general. Some smaller, more fiscally restrained councils, for example in rural, remote or discrete Aboriginal and Torres Strait Islander communities, often lack the capacity or information to define their own training needs. The majority of these councils have no dedicated HR function.

An additional issue is the lack of facilitated pathways for individuals between VET and tertiary education qualifications. The rapid changes within the operating environment often outpace the time needed to develop and accredit courses, and this is further exacerbated by the significant costs involved in preparing and delivering relevant training materials.¹⁰ There needs to be a balance between knowledge and experience to allow a closer alignment of VET and higher education sectors. Factors that promote the transition from VET to higher education include enhanced clarity of the relationship between recognised prior learning and the proposed degree; the quality of the VET qualification; ensuring foundation subjects for the degree are covered; and supporting students to be more university-ready.

Increasing demand within fiscal constraints

Demand for services is generally increasing across government bodies, especially local government. Growth seems to be a result of an increasing community expectation to provide a broader range of services, as well as the need to meet the demands where population is increasing, as well as ageing. Economic factors and budget cuts were identified by 57% of councils as impacting or shaping the local government workforce over the next five years.¹¹

The 2014-15 federal budget outlined the pausing of CPI (Consumer Price Index) indexation on Financial Assistance Grants (FAGs) for the next 3 years. In essence, the pause in indexation will equate to a reduction of \$925.2 million in revenue for local government over the next four years,¹² which local governments around Australia report will significantly impact councils, both internally and at the community level. The Australian Government paid about \$2.3 billion to local government in 2014-15¹³ under the FAG programme and has budgeted for roughly the same aggregate grant payment for 2016-17.¹⁴

Rate capping in some jurisdictions is also reported to increase financial pressures on councils. Increasing community expectations together with a reduction in funding will result in some councils needing to prioritise the services they can provide in the future. For example, over the last three to four years, one billion dollars per year, has been cut from government funding to councils in Queensland. This is the cumulative impact of policy and funding decisions by State and Federal governments. For Aboriginal and Torres Strait Islander councils in Queensland the cut to one of their staged government grants resulted in a 21% reduction in employment numbers.¹⁵

Councils are operating in a fiscally-constrained environment and must generate efficiencies in order to continue to provide the scope and level of services demanded by the community. Councils are looking to streamline services, redesign work, multi-skill staff and embrace technology, all of which impact on the skilling requirements of the workforce.

Councils are stable employers of choice, offering a secure merit-based work environment as evidenced, for example,

by declining turnover rates in recent years, from 12.6% in 2010 to 7.45% in 2015 within the Local Government sector in Queensland. However, turnover varies considerably depending on the type and location of the council. For example, average turnover as at June 30 2015 for Local Government in Queensland was 7.45% but the range was from 3% to over 80%.¹⁶

Turnover, in combination with an ageing workforce, will generate continued demand for the Local Government Training Package as it is essential that new employees of local governments are appropriately trained. It is therefore essential that the training package reflects current work practices and equips learners with the skills to develop the specialised knowledge (of specific legislation and devolution of roles and responsibilities, for example) that is required for work in the sector.

Amalgamations

Amalgamation presents an ongoing issue for local governments in Western Australia (WA) and New South Wales (NSW), with 24% of councils (all but one from WA and NSW) stating that this will likely impact the industry over the next five years.¹⁷ In NSW, for example, on 12 May 2016, 19 new councils replaced 42 existing councils, and there are several additional amalgamation proposals still pending. Past experience of both forced and voluntary amalgamations and boundary changes shows that managing the workforce and workplace issues is one of the most significant challenges to be faced.¹⁸

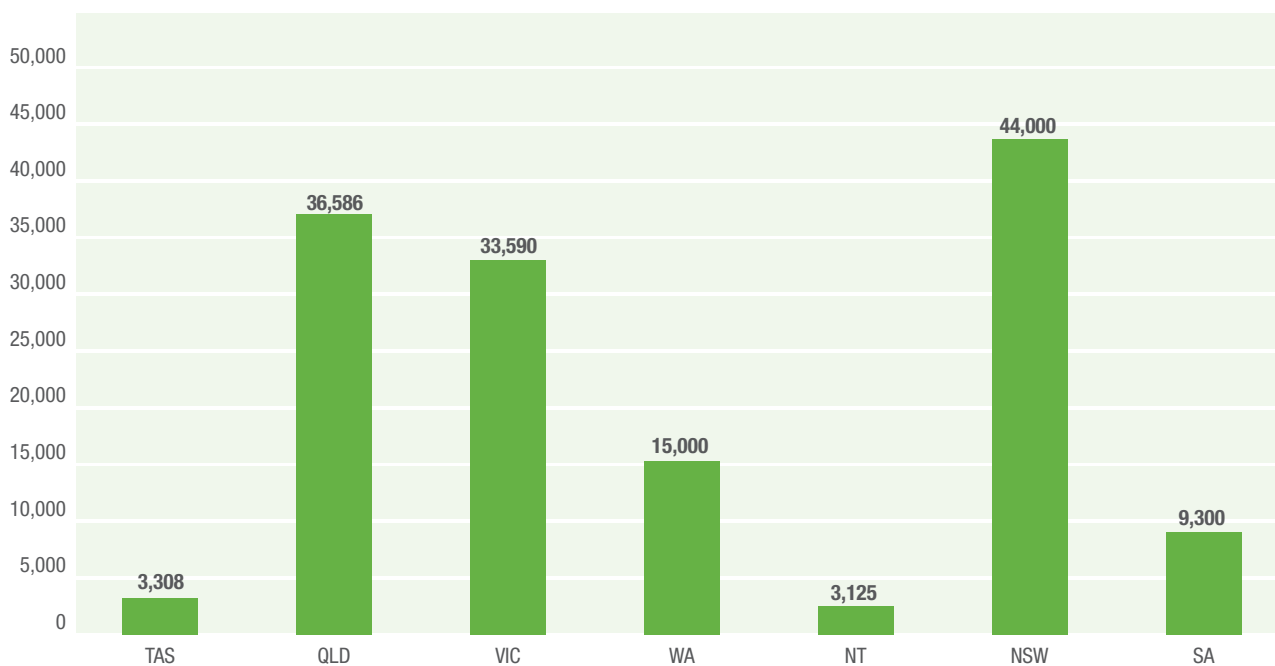
C: Employment

Local government nationally employs just under 192,500 Australians.¹⁹ As an employer, local government requires a diverse workforce that encompasses a wide range of occupations, requiring a very broad range of skills from its personnel.

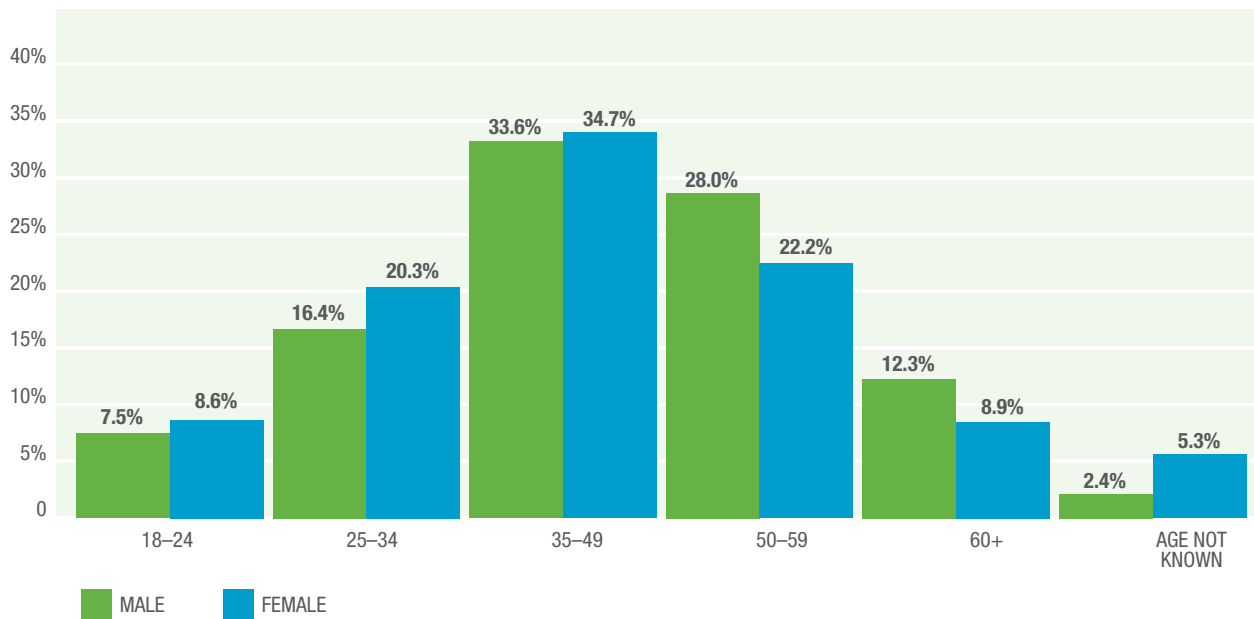
Although men make up a larger proportion of the local government workforce nationally (54%), by jurisdiction there are large differences in gender distribution driven

by the range of occupations that reflect the strategic priorities and legislative requirements of each State or Territory. The local government workforce is predominantly older, with 37% of employees aged 50 years or over, compared to the Australian labour force average of 29%. Male employees are, on average, older than female employees, with 41% of the men working in local government aged 50 years or more compared to just 32% of women.²⁰

STATE/TERRITORY FTE AT 30 JUNE 2015



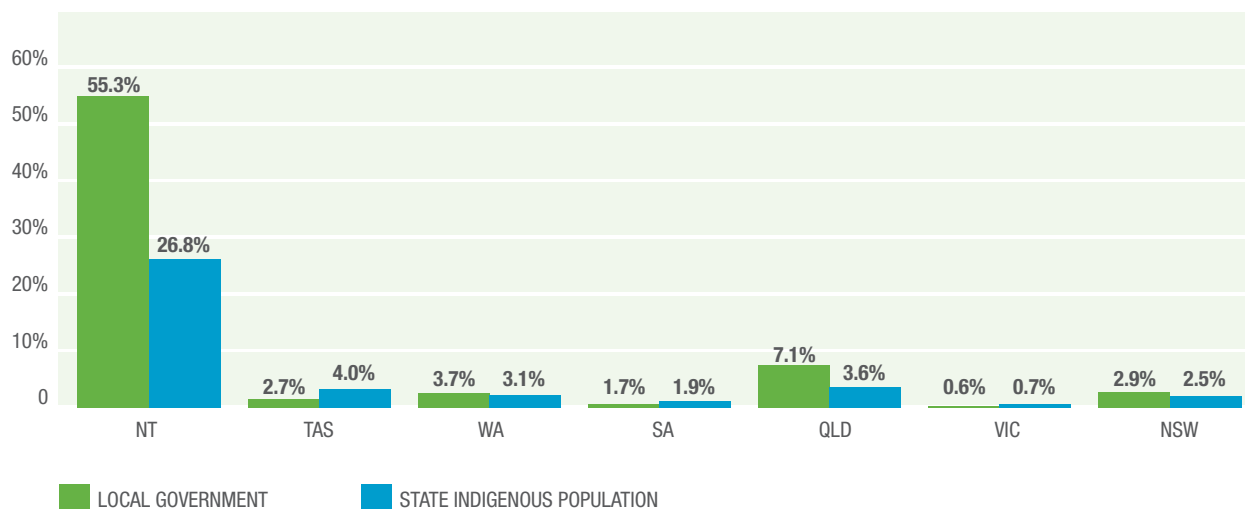
PROPORTION OF MALE AND FEMALE LOCAL GOVERNMENT EMPLOYEES BY AGE



Source: Profile of the Australian Local Government Workforce 2014, Australian Centre of Excellence for Local Government, February 2015.

Local governments also employ a large number of Aboriginal and Torres Strait Islander people. According to the Australian Bureau of Statistics (2011), local government employs 12.5% of Aboriginal and Torres Strait Islander workers nationally, making it the second largest industry employer of Aboriginal and Torres Strait Islander people. The following graph shows a comparison of the proportion of employees in local government identifying as Aboriginal and Torres Strait Islander to the proportion of the total Aboriginal and Torres Strait Islander population in each State and the Northern Territory.

PROPORTION OF LOCAL GOVERNMENT ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES AND ABORIGINAL AND TORRES STRAIT ISLANDER ADULT POPULATION BY STATE/TERRITORY



Source: Profile of the Australian Local Government Workforce 2014, Australian Centre of Excellence for Local Government, February 2015.

A highly skilled workforce is essential for the ongoing success and future strength of the local government sector in Australia. Councils offer an increasing range of services that may once have been performed by State or Commonwealth governments. The increasing devolution of roles from Federal and State governments, accompanied by the increasing demand for new and innovative services, has resulted in changing roles and responsibilities for employees, who are now often required to perform a variety of roles across complementary disciplines, especially in regional and rural councils.

Workforce supply-side challenges and opportunities

Regional and remote communities

According to ABS (2016) data,²¹ in 2015 approximately two-thirds of Australia's population (15.87 million people) lived in greater capital cities and one-third (7.91 million people) lived in the rest of Australia. While 73% of people aged 25-29 years resided in capital cities, reflective of younger adults preferring cities where they can access education, employment and other opportunities, only 60% of people aged 70-74 (the lowest percentage of all age groups) lived in capital cities.

Creating a sustainable workforce in regional and remote communities raises additional challenges, including how best to support a workforce that generally has a lower qualification profile and greater difficulties accessing training and professional development, as well as the

broader issues ranging from the higher cost of living to housing shortages. Regional and remote councils face difficulties recruiting, attracting and retaining staff, with the main contributing reasons being salary competition, lack of suitably skilled workers and geographical remoteness.

The proportion of Aboriginal and Torres Strait Islander employees has been highlighted above, and is a strength of the sector. It is important to continue supporting the development and employment growth of this population, especially in regional and remote areas where councils face difficulties in attraction and retention of staff.

the skills to work in such an environment. Employment and recruitment models will need to target specific demographics, such as women, skilled migrants, people from culturally and linguistically diverse (CALD) backgrounds and Aboriginal and Torres Strait Islander Australians to promote workplace equality. To maximise service delivery and community engagement the council workforce should represent the diversity of its constituents and reflect the community within which it operates. This provides an opportunity for local government to embrace diversity, enhancing efficiency and, in turn, the bottom line.

Changes in demographics

Australia has an ageing population, with one in five Australians expected to be over 65 years old in 2035. This will have specific implications for local government as employees aged 50 years or over are estimated to represent 37% of the local government workforce, compared to the Australian average of 29%.²² Retirement of Australia's ageing workforce will result in industries likely to lose a large number of highly skilled workers with specialist knowledge. This trend is likely to bring with it recruitment challenges for workers at management levels as well as create an increased competitive environment for workers (both local and migrant) within this sector. There is a need to develop and promote tapered retirement models that can productively harness the skills of an ageing population, ensure knowledge transfer and positions are available for younger labour market entrants.²³

The high influx of migrants coming to Australia each year, of whom 80% are of working age, will help counteract Australia's ageing workforce and contribute to cultural diversity. In the future, an organisation's employee profile is likely to contain more diverse age groups and more diverse cultural backgrounds. The local government workforce will need to promote workplace diversity and equity, ensuring that it has a flexible and multi-skilled workforce to service the needs of the community. In turn the training package will need to be adaptable to meet the needs of a diverse labour pool and provide

D: Skills outlook

International and national trends

The Local Government Training Package supports a broad range of roles. All employees require access to generic skills that enable effective operation in, and understanding of, the industry but also require skills and knowledge in either a discipline specific to local government, such as planning, land management or environmental regulation, or in a discipline from other sectors, such as librarianship or child care work. For that reason, local government employees require a blend of skills from the Local Government Training Package but also across other industry training packages to meet their working needs.

Rise of the enterprise skills

Jobs of the future will require Australians to be literate, numerate and digitally literate. Most commonly-required skills include those such as communication, teamwork, problem solving, creativity and digital literacy (collectively referred to as 'enterprise skills'). The local government industry demands similar skills. The industry has identified the increasing importance of communication, teamwork and customer service skills. Leadership and management, information communications and technology (ICT), digital literacy and project management also continue to remain strong training needs areas, as do LLN (Language, Literature & Numeracy) skills. As demand for services increases, and considering the scope of occupations working in local government, technology will have a significant impact across the sector. For example, computer-guided automation has become increasingly prevalent across numerous disciplines, including manufacturing, planning and decision-making. More than five million jobs, almost 40% of Australian jobs that exist today, have a moderate to high likelihood of disappearing in the next 10 to 15 years due to technological advancements.²⁴

Digital change

The exponential rise in technological advances, including the rise in device connectivity and the introduction

of automated systems, is transforming supply chains, reshaping the workforce and redefining jobs.²⁵ Digital technology is changing employment markets and organisational structures. Jobs of the future are likely to be more flexible, agile, networked and connected.²⁶

Local government's workforce will need to adapt to major technological changes over the next decade. These changes, when implemented, will effectively drive productivity growth. Technological change will be influenced by:

- Innovations and applications emerging on the back of the National Broadband Network (NBN) rollout;
- Greater utilisation of mobile applications and computing;
- Web 2.0 interactive collaborations and open-source data; and
- Social networking and crowd-sourcing.

These technological advances will require new skills as well as new mindsets, placing an even greater premium on the language, literacy and numeracy skills of the workforce, including digital literacy.²⁷

Elected member training and development

Councillors are democratically elected to represent and service the interests of their community. As has been identified earlier in the Industry Skills Forecast, councils are bound and governed by a specific piece of legislation, the Local Government Act, which sets out the key principles to which they must adhere. Local government is a highly complex operation, with councillors playing a vital leadership, highly strategic, governance role. A councillor will have a number of different duties, essentially representing the interests of the council and the people that live in it. However, as these positions are elected, jurisdictions may or may not have any specific requirements in regards to a councillor's previous skills, knowledge and experience.

As has been highlighted in this Industry Skills Forecast, councils work within fiscal constraints and often lack the

resources to support councillor training. The requirement for councils to plan for the elected member to undertake training and development is regulated only in some jurisdictions. For those elected councillor in those jurisdictions where training is not regulated, the councillor will often have a steep learning curve to develop the skills and knowledge to govern within the framework of the act.

While there are many short courses provided by the state/territory local government associations, systematic training programs or pathways to tertiary education for councillors is limited. In addition, training opportunities will often develop general management skills, therefore not being consistent with the legislations to the councils where they operate. Areas where councillors need skills development include:

- communication skills
- local government finance
- governance and probity
- policy development
- managing issues
- local government law.

In some councils there is a high turnover of councillors as a result of the election cycle making training and development opportunities difficult to schedule. It is essential to refine elected member training to ensure councillors have the specialised skills and knowledge required for the role.

Skill requirements

The skills required by industry have largely been determined by an industry workforce survey which was available to all stakeholders across all industries. There were a total of 1,480 respondents to the survey undertaken by SkillsIQ. Of these, 86 respondents identified themselves as relating to the Local Government sector (this is out of a total of 571 councils nationally). The following tables represent a collation of the necessary skills identified by respondents for the next three to five years, as well as rankings of pre-determined generic workforce skills.

Industry emphasises that, when considering broad workforce skills, varying interpretations and definitions may have been offered by respondents, and a generic skill may have vastly different meanings, and applications, to different individuals and organisations. Industry cautions that a lack of consistent usage and understanding therefore requires careful consideration when reviewing and determining industry skills priorities. Further industry validation of the skills required by the sector is necessary.

Top five skills required within the next three to five year period

Leadership

Customer Service

Communication

Technology

Finance

GENERIC WORKFORCE SKILLS RANKED IN ORDER OF IMPORTANCE

Workforce Skill	Rank
Managerial/Leadership	1
Financial	2
Customer service/Marketing	3
Learning agility/Information literacy/Intellectual autonomy and self-management	4
Communication/Virtual collaboration/Social intelligence	5
Technology	6
Design mindset/Thinking critically/System thinking/Solving problems	7
Language, Literacy and Numeracy	8
Environmental and Sustainability	9
Data analysis	10
Science, Technology, Engineering and Mathematics (STEM)	11
Entrepreneurial	12

E: Other relevant skills-related insights for this sector

The increasing demand for services has resulted in changes in roles and responsibilities for employees who are now often required to perform a variety of roles across complementary disciplines, especially in regional and rural councils; and has also created the need to produce more for less, creating a perceived emphasis on operations rather than training. The Local Government qualifications framework needs to support the career progression of individuals who require their industry

knowledge and skills to be enriched with management and leadership skills. It has been noted that a more strategic approach to training and development is necessary, focussed on developing in-house talent to step into leadership positions. Similarly, there is an industry demand for developing the skills of current employees so that they are able to move flexibly between occupations experiencing skills shortages, which would yield positive outcomes.

F: Proposed Schedule of Work: 2016-17 – 2019-20

Time-critical issues

The LGA04 Local Government Training Package has not been aligned to 2012 Standards for Training Packages and is already subject to a case for change activity order, which is required to set out the evidence on which the IRC's recommendation for undertaking broad industry consultation to completely revise components to ensure they meet current workforce needs is based. The Local Government IRC has advised that the Local Government Training Package no longer meets industry needs and no longer maps against current work practices, job roles and skill needs. The training package has failed to keep pace with legislative changes, recent regulatory changes, the scope of the sector and new technologies. It is for this reason that all training products have been listed in year one.

Interdependencies

Local Government employees require a blend of skills from the Local Government Training Package but also from a range of other industry training packages to meet their working needs. The Local Government Training Package imports 45 units from other Training Packages, mainly from Business Services, Construction, Water and Public Sector Training Packages. Due to the high flexibility of the Local Government qualifications, the number of imported units within the package is quite low, but the real usage would be a lot higher.

Where the IRC is advising that a training product will need to be reviewed more than once in the four-year period

The IRC notes that there may be instances of unforeseen change triggering a need to review training package products outside of where listed in the national schedule. Examples of unforeseen change include, but are not limited to, changes to legislation, regulation and industry licencing.

Where the review of a training product is expected to be contentious or involve lengthy work

The Local Government Training Package has not been fully reviewed since 2004, when the package was revised and superseded the LGA00 Local Government Training Package. Since then there have been minor amendments to wording due to a combination of factors, namely a flexible packaging policy; a partial review of some of the qualifications for compliance and regulatory purposes, and minor changes to the required skills and/or knowledge in a restricted number of units of competency. There have also been minor amendments to reflect sustainability and environmental legislation and to remove superfluous qualifications. The last version (LGA04 V3) was developed in 2012.

Due to the extent to which the Training Package needs to be reviewed it is envisaged that the work to accurately reflect industry requirements will be lengthy.

G. IRC sign-off

This Industry Skills Forecast and Proposed Schedule of Work was agreed to by:

Gabrielle Dorward, Chair of the Local Government IRC

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Signature of Chair

Date:

Local Government IRC Proposed Schedule of Work 2016-17 to 2019-2020

Contact details: IRC - Gabrielle Dorward, Chair, SkillsIQ - Melinda Brown, General Manager. Date submitted to Department of Education and Training: 28 April 2017.

Material for review:

- Qualifications: 23
- Skill sets: 3
- Native units of competency: 223

It is noted that the entire LGA04 Training Package has been approved for a Case for Change Activity Order for review to be prepared in Year One.

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
QUALIFICATIONS						
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA10104	Certificate I in Local Government		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA10204	Certificate I in Local Government (Operational Works)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA20104	Certificate II in Local Government		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA20204	Certificate II in Local Government (Operational Works)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA30104	Certificate III in Local Government		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA30208	Certificate III in Local Government (Health and Environment)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA30304	Certificate III in Local Government (Operational Works)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA30404	Certificate III in Local Government (Regulatory Services)		

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA40104	Certificate IV in Local Government		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA40308	Certificate IV in Local Government (Health and Environment)		
<i>Year 1: 2016 – 2017 B</i> ased on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA40604	Certificate IV in Local Government (Land Management)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA40404	Certificate IV in Local Government (Operational Works)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA40708	Certificate IV in Local Government (Planning)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA40504	Certificate IV in Local Government (Regulatory Services)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA40204	Certificate IV in Local Government Administration		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA50712	Diploma of Local Government		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA50208	Diploma of Local Government (Health and Environment)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA50404	Diploma of Local Government (Operational Works)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA50508	Diploma of Local Government (Planning)		

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA50604	Diploma of Local Government (Regulatory Services)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA50104	Diploma of Local Government Administration		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA60104	Advanced Diploma of Local Government (Operational Works)		
<i>Year 1: 2016 – 2017</i> Based on industry priority and need to transition to standards for training packages	LGA	Local Government	LGA70108	Graduate Certificate in Local Government Management		
SKILL SETS						
Year 1: 2016 - 2017	LGA	Local Government	LGASS00002	Elected member skill set		
Year 1: 2016 - 2017	LGA	Local Government	LGASS00003	Entrants' induction skill set		
Year 1: 2016 - 2017	LGA	Local Government	LGASS00004	Local government compliance management skill set		

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
UNITS OF COMPETENCY						
Year 1: 2016 - 2017	LGA	Local Government			LGACOM401A	Administer contracts
Year 1: 2016 - 2017	LGA	Local Government			LGACOM402A	Arrange contracts
Year 1: 2016 - 2017	LGA	Local Government			LGACOM403B	Conduct public educational presentations
Year 1: 2016 - 2017	LGA	Local Government			LGACOM404B	Establish cooperative arrangements with other organisations
Year 1: 2016 - 2017	LGA	Local Government			LGACOM405B	Implement and monitor the organisation's OHS policies, procedures and programs within the work group or section
Year 1: 2016 - 2017	LGA	Local Government			LGACOM406A	Investigate alleged breaches of legislation and prepare documentation
Year 1: 2016 - 2017	LGA	Local Government			LGACOM407B	Manage finances within a budget
Year 1: 2016 - 2017	LGA	Local Government			LGACOM408A	Represent council at legal proceedings
Year 1: 2016 - 2017	LGA	Local Government			LGACOM409A	Prepare tender documentation
Year 1: 2016 - 2017	LGA	Local Government			LGACOM410A	Prepare response to tenders
Year 1: 2016 - 2017	LGA	Local Government			LGACOM411A	Interpret and apply authority to act
Year 1: 2016 - 2017	LGA	Local Government			LGACOM501B	Develop and organise public education programs
Year 1: 2016 - 2017	LGA	Local Government			LGACOM502B	Devise and conduct community consultations
Year 1: 2016 - 2017	LGA	Local Government			LGACOM503B	Prepare a budget
Year 1: 2016 - 2017	LGA	Local Government			LGACOM601A	Acquire and dispose of assets
Year 1: 2016 - 2017	LGA	Local Government			LGACOM602B	Coordinate and facilitate a change process
Year 1: 2016 - 2017	LGA	Local Government			LGACOM603B	Develop, implement and review policies and procedures
Year 1: 2016 - 2017	LGA	Local Government			LGACOMP007A	Participate in policy development
Year 1: 2016 - 2017	LGA	Local Government			LGACOMP008A	Apply conflict resolution strategies
Year 1: 2016 - 2017	LGA	Local Government			LGACOMP009A	Implement effective communication techniques
Year 1: 2016 - 2017	LGA	Local Government			LGACOMP024A	Develop community relations

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGACOMP025A	Manage a local government project
Year 1: 2016 - 2017	LGA	Local Government			LGACOMP026A	Provide team leadership
Year 1: 2016 - 2017	LGA	Local Government			LGACORE101B	Access learning and career development opportunities
Year 1: 2016 - 2017	LGA	Local Government			LGACORE102B	Follow defined OHS policies and procedures
Year 1: 2016 - 2017	LGA	Local Government			LGACORE103B	Provide service to local government customers
Year 1: 2016 - 2017	LGA	Local Government			LGACORE104B	Work effectively in local government
Year 1: 2016 - 2017	LGA	Local Government			LGACORE105B	Work with others in local government
Year 1: 2016 - 2017	LGA	Local Government			LGACORE501B	Provide quality and timely advice to council
Year 1: 2016 - 2017	LGA	Local Government			LGACORE601B	Develop, implement and review operational plans
Year 1: 2016 - 2017	LGA	Local Government			LGACORE602B	Promote and facilitate organisational performance
Year 1: 2016 - 2017	LGA	Local Government			LGACORE603B	Represent council's role and value in the community
Year 1: 2016 - 2017	LGA	Local Government			LGACPRV501A	Assess crime prevention needs within community groups or geographic areas
Year 1: 2016 - 2017	LGA	Local Government			LGACPRV502A	Design a crime prevention initiative
Year 1: 2016 - 2017	LGA	Local Government			LGACPRV503A	Manage and evaluate crime prevention initiatives
Year 1: 2016 - 2017	LGA	Local Government			LGACPRV504A	Build the capacity of individuals, organisations and communities to support crime prevention
Year 1: 2016 - 2017	LGA	Local Government			LGACPRV505A	Promote evidence-based approaches to support crime prevention initiatives
Year 1: 2016 - 2017	LGA	Local Government			LGACPRV506A	Support the mainstreaming of crime prevention principles and practices
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN417A	Conduct community consultations
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN419A	Implement and facilitate community development strategies and programs
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN420A	Contribute to policy development
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN421A	Participate in negotiations
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN422A	Develop and maintain supplier relationships

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN423A	Provide induction and orientation for new employees
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN424A	Provide staff development programs
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN425A	Develop a communication plan
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN525A	Undertake business planning
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN526A	Coordinate policy development
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN527A	Manage policy development
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN528A	Provide advocacy and representation
Year 1: 2016 - 2017	LGA	Local Government			LGADMIN529A	Manage finances
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH302B	Undertake water sampling and routine reporting
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH303A	Undertake vector control duties
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH304A	Perform weed control duties
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH305A	Present environmental health education information
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH403A	Operate waste transfer, collection station or landfill facility
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH404A	Coordinate and support the delivery of health services
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH405A	Conduct routine inspections of food premises
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH502B	Implement immunisation programs
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH506B	Monitor premises to minimise the spread of infectious diseases
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH510A	Contribute to public health emergency management plan
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRH604B	Develop and implement environmental health education promotion and awareness strategies
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRR202B	Provide animal care and control
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRR203B	Support maintenance of public behaviour in areas under council control
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRR301B	Monitor and control standards of accommodation
Year 1: 2016 - 2017	LGA	Local Government			LGAEHRR302B	Monitor and control standards of public swimming pools

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGAEHR303B	Monitor areas under council jurisdiction
Year 1: 2016 - 2017	LGA	Local Government			LGAEHR304B	Operate council pound facilities
Year 1: 2016 - 2017	LGA	Local Government			LGAEHR401A	Conduct routine inspections of non-food premises
Year 1: 2016 - 2017	LGA	Local Government			LGAEHR402A	Respond to environmental health complaints
Year 1: 2016 - 2017	LGA	Local Government			LGAEHR501C	Implement council's responsibilities in food safety
Year 1: 2016 - 2017	LGA	Local Government			LGAEHR504C	Implement public environmental health education programs
Year 1: 2016 - 2017	LGA	Local Government			LGAEHR509A	Undertake environmental and nuisance controls
Year 1: 2016 - 2017	LGA	Local Government			LGAHRW201A	Collect waste refuse or recyclables
Year 1: 2016 - 2017	LGA	Local Government			LGAHRW503B	Implement programs for disposal and containment of waste
Year 1: 2016 - 2017	LGA	Local Government			LGAHRW505B	Implement strategies to minimise the impact of waste on the environment
Year 1: 2016 - 2017	LGA	Local Government			LGAHRW507A	Plan and coordinate a waste collection or recycling service
Year 1: 2016 - 2017	LGA	Local Government			LGAHRW508A	Undertake education programs to achieve reduction, reuse and recycling of waste
Year 1: 2016 - 2017	LGA	Local Government			LGAHRW601B	Conduct waste management audits and assess needs
Year 1: 2016 - 2017	LGA	Local Government			LGAHRW603B	Coordinate the implementation of council's waste management strategy
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM701A	Govern councils
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM702A	Manage the human resources process in local government
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM703A	Lead and develop local government staff
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM704A	Lead the strategic planning process for local government
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM705A	Manage and improve the organisation's processes
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM706A	Develop risk management systems
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM707A	Use financial and economic information for strategic decision making
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM708A	Develop, lead and build community capacity

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM709A	Build business opportunities and community initiatives
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM710A	Manage contracts and contractors
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM711A	Manage complex projects
Year 1: 2016 - 2017	LGA	Local Government			LGAGCM712A	Develop and manage an asset management plan
Year 1: 2016 - 2017	LGA	Local Government			LGAGENE302A	Contribute to effective decision making
Year 1: 2016 - 2017	LGA	Local Government			LGAGENE303A	Contribute to council teams
Year 1: 2016 - 2017	LGA	Local Government			LGAGENE304A	Conduct effective council meetings
Year 1: 2016 - 2017	LGA	Local Government			LGAGENE401A	Monitor council's internal controls
Year 1: 2016 - 2017	LGA	Local Government			LGAGENE501A	Undertake councillor roles and responsibilities
Year 1: 2016 - 2017	LGA	Local Government			LGAGENE502A	Provide leadership within the council and community
Year 1: 2016 - 2017	LGA	Local Government			LGAGENE503	Perform the role of an elected member
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA201B	Issue permits
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA202B	Process infringement notices
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA301B	Assist customers with rate enquiries
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA303B	Coordinate production of communication materials
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA401B	Administer the electoral roll
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA402A	Allocate property address
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA403A	Arrange and supervise polling places
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA404B	Establish purchasing networks to ensure council is resource effective
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA405A	Implement debt recovery procedures
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA406A	Implement marketing plan
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA407A	Implement rehabilitation systems
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA408B	Implement systems to promote a safe and healthy environment for the public and employees

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA409A	Maintain property rates and records
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA410B	Monitor council procedures to ensure compliance with relevant legislation
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA411A	Prepare accounts for rates
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA412A	Prepare council for legal proceedings
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA413B	Promote and maintain positive employee relations
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA501B	Contribute to advice to council on legislation
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA502B	Develop a marketing strategy
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA503A	Implement recruitment systems
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA504A	Prepare a council for elections
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA505B	Prepare rate notice forms
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA506B	Conduct council elections
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA507A	Provide advice to council on human resources policies and procedures
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA508A	Recommend rates and charges
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA602B	Manage the recording and updating of data on council's assets
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA603B	Develop a risk management strategy for council assets
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA605A	Develop an asset management strategy for the council
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA606B	Develop and maintain a community cultural plan
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA607A	Develop, implement and monitor a programmed maintenance system of council's assets
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA608A	Establish an annual budget that supports council's management and operational plans
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA609A	Establish, maintain and evaluate the organisation's OHS system
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA610B	Implement computerised asset management systems
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA611B	Implement disciplinary and termination procedures

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA612B	Implement employee performance management systems
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA613B	Measure cost of providing and maintaining council's assets
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA614B	Monitor and maintain quality of asset management system
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA615A	Provide information on asset management programs and practices
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA616A	Provide property asset management services
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA617A	Report on assets in accordance with statutory and public reporting requirements
Year 1: 2016 - 2017	LGA	Local Government			LGAGOVA618A	Resolve valuation and property services disputes
Year 1: 2016 - 2017	LGA	Local Government			LGALAND401A	Apply the principles of ecologically sustainable development to council decisions
Year 1: 2016 - 2017	LGA	Local Government			LGALAND402A	Prepare plans of land management for land in council care, control and management
Year 1: 2016 - 2017	LGA	Local Government			LGALAND403A	Assess applications for the use of land in council care, control and management
Year 1: 2016 - 2017	LGA	Local Government			LGALAND404A	Undertake research of the natural and built environment
Year 1: 2016 - 2017	LGA	Local Government			LGALAND405A	Implement strategies to minimise environmental pollution
Year 1: 2016 - 2017	LGA	Local Government			LGALAND406A	Respond to native title determination applications
Year 1: 2016 - 2017	LGA	Local Government			LGALAND501A	Identify environmental assets and prioritise environmental issues
Year 1: 2016 - 2017	LGA	Local Government			LGALAND502A	Identify native title issues relevant to local government context and functions
Year 1: 2016 - 2017	LGA	Local Government			LGALAND503A	Develop agreements with native title holders/traditional owners
Year 1: 2016 - 2017	LGA	Local Government			LGALAND504A	Undertake effective consultation with Indigenous people on matters of cultural heritage
Year 1: 2016 - 2017	LGA	Local Government			LGAPLAN511A	Manage council's development assessment system
Year 1: 2016 - 2017	LGA	Local Government			LGAPLAN512A	Integrate land use and transport planning
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM401B	Undertake assessments of domestic scale building applications

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM402B	Assess minor applications for use or development
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM403A	Attend requests for building and planning information and advice
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM404A	Prepare and present geographic information systems data
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM405C	Provide assistance in carrying out building inspections
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM406B	Analyse the natural and built environment
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM407A	Read and interpret titles, covenants and the local planning scheme
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM408A	Process building permits
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM409A	Draft planning permits and conditions
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM410A	Provide service and information in preparing a development application
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM411A	Conduct initial assessments of minor planning applications
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM412A	Support the planning application, notification and appeals process
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM413A	Conduct site inspections to check accuracy of plan and application documentation
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM501A	Achieve an efficient and sustainable use of natural resources
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM503B	Conserve and re-establish natural systems
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM504A	Develop strategies and approaches to minimise environmental pollution
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM506A	Improve community knowledge and skills in environmental management practices
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM507A	Maintain spatial database
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM508A	Manipulate and analyse data within geographic information systems
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM509A	Plan facilities for the users of public transport
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM510A	Plan for the safe movement of cyclists
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM511A	Plan for the safe movement of pedestrians
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM512A	Provide geographic information systems data

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM513A	Conduct planning scheme research
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM602B	Assist in developing an environmental management system for the organisation
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM603B	Coordinate information gathering and geographic information systems development in council
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM606B	Develop ecologically sustainable land management systems
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM609B	Manage council parking system
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM610A	Manage data within council's geographic information system
Year 1: 2016 - 2017	LGA	Local Government			LGAPLEM612B	Protect heritage and cultural assets
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS301A	Implement parking controls
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS302A	Operate and maintain council parking facilities
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS303B	Enforce legislation to achieve compliance
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS304A	Apply regulatory powers
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS305A	Undertake animal or reptile control duties
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS402B	Provide evidence in court
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS403A	Monitor public behaviour in council areas
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS404A	Undertake appointed animal control duties and responsibilities
Year 1: 2016 - 2017	LGA	Local Government			LGAREGS406A	Support programs to enforce compliance
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK201A	Control traffic at a work site
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK204A	Plan daily work routines
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK205A	Operate and maintain equipment
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK206A	Measure and calculate civil materials
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK208A	Perform field support duties in the construction and maintenance of water reticulation systems

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Year 1: 2016 - 2017	LGA	Local Government			LGAWORK209A	Perform field support duties in the construction and maintenance of sewerage collection systems
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK210A	Perform field support duties in concrete construction
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK211A	Perform field support duties in the construction and maintenance of drainage systems
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK212A	Perform field support duties in a roadwork environment
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK301A	Evaluate works maintenance needs and priorities
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK302A	Oversee traffic control plan around a work site
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK303A	Prepare site for new operational works
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK304A	Construct and maintain drainage systems
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK305A	Construct and maintain concrete structures
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK306A	Construct roads and pavements
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK307A	Maintain reticulated services
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK308A	Lead a team
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK309A	Coordinate the work activities of a team
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK310A	Maintain roads and pavements
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK311A	Maintain bridges
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK401A	Develop works maintenance schedule
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK402A	Prepare for operational works
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK403A	Manage civil plant and resources
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK404A	Manage a civil works project
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK405A	Plan and supervise roadworks
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK406A	Supervise concrete works
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK501A	Prepare preliminary design for operational works

Planned review start (Year)	Training package code	Training package name	Qualification code	Qualification name	Unit of Competency code	Unit of competency name
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK502A	Prepare detailed works project documentation
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK503A	Undertake project investigation
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK601A	Monitor and finalise works projects
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK602A	Supervise establishment of works projects
Year 1: 2016 - 2017	LGA	Local Government			LGAWORK603A	Determine and prioritise a council works program

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