

**LGMA AND ACELG:
INDIGENOUS
EMPLOYMENT
ROUNDTABLE**

**POSITIONING THE LOCAL GOVERNMENT
WORKFORCE NATIONALLY THROUGH
RESEARCH AND DATA**

Monday 2 December 2013

Overview of presentation

- Introduction to ACELG
- Aims and objectives of the Centre's Workforce Development Program
- National Workforce Strategy
- Profile of the local government workforce
- National research to contribute towards addressing workforce challenges

Introduction to ACELG

- Established in 2009: funding support from Australian government
- Consortium of five professional associations and universities:



Program partners:

- Edith Cowan University
- Charles Darwin University

Introduction to ACELG

- Formed in 2009 with \$8 million Commonwealth contribution
- Funding (cash and in-kind) by consortium members
- Additional funding from LGRF and other research
- Operations until end 2015
- Based at the University of Technology, Sydney (UTS)



Introduction to ACELG



Independent Chairperson: The Hon Margaret Reynolds

Workforce development program

- Objectives:

To address specific skills shortages and gaps in the professional workforce, as well as broader requirements for enhanced expertise, and to establish local government as an employer of choice



- Two main streams:

- Local Government Practice Unit (LGMA)
- Learning in Local Government Project (UTS:CLG)

- Other workforce development activities:

- Research and policy foresight program
- Rural-remote and Indigenous local government program

National Workforce Strategy

- Initiative of the former Local Government and Planning Ministers' Council (LGPMC)
- LGPMC tasked officials to develop a workforce strategy that:
 - Addressed local government skills shortages
 - Enhanced professionalism in the sector
 - Related to CoAG workforce diversity and national productivity commitments
 - To be accompanied by national data set
- Funded by Local Government Reform Fund (LGRF)
- Developed by ACELG, through program partner LGMA



National Workforce Strategy

- The strategy recognises that local government can be a more capable partner with state, NT and federal governments by addressing key challenges:
 - Attraction
 - Retention
 - Workforce development
- LG is increasingly becoming the principal provider of services on behalf of state, NT and federal governments:
 - It requires a significant and diverse workforce



National Workforce Strategy

Must respond to local needs – local strategies designed according to priorities and resources

Alignment between three spheres of government

Must sit within jurisdictional and legislative contexts

Benefits sharing experiences, and innovation encouraged

Guiding principles for a national approach

National Workforce Strategy

The strategy builds on and reinforces good practices

1. Improving workforce planning and development

2. Promoting LG as a place-based employer of choice

3. Retaining and attracting a diverse workforce

4. Creating a contemporary workforce

5. Investing in skills

6. Improving productivity and leveraging technology

7. Maximising management and leadership

8. Implementation and collaboration

Data collection and use of existing data sources to support implementation

Workforce and employment data

- Undertaken to support implementation of the National Workforce Strategy
- Survey instrument piloted with councils around Australia
- Survey launched November 2012, closed late January 2013
- 232 metro, regional and rural councils participated:
 - Representing over 67,000 employees, about a third of the estimated LG workforce (ABS – 192,500)
 - Participating council staff numbers: largest 2,433; smallest 18
- Results compared with other sources to confirm accuracy:
 - ABS, NSW Division of Local Government, etc



Workforce distribution

Federal
Government



State Government



Local Government



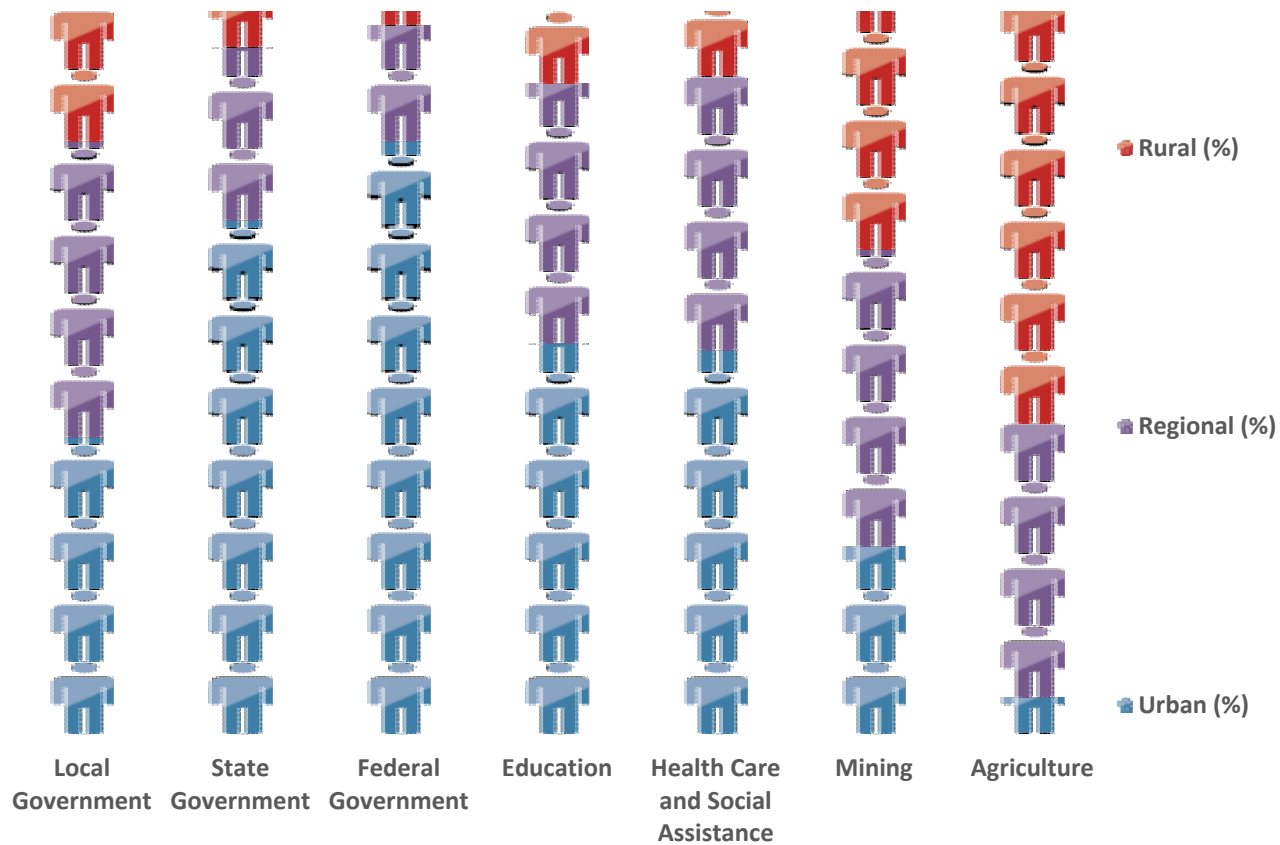
Urban

Regional

Rural

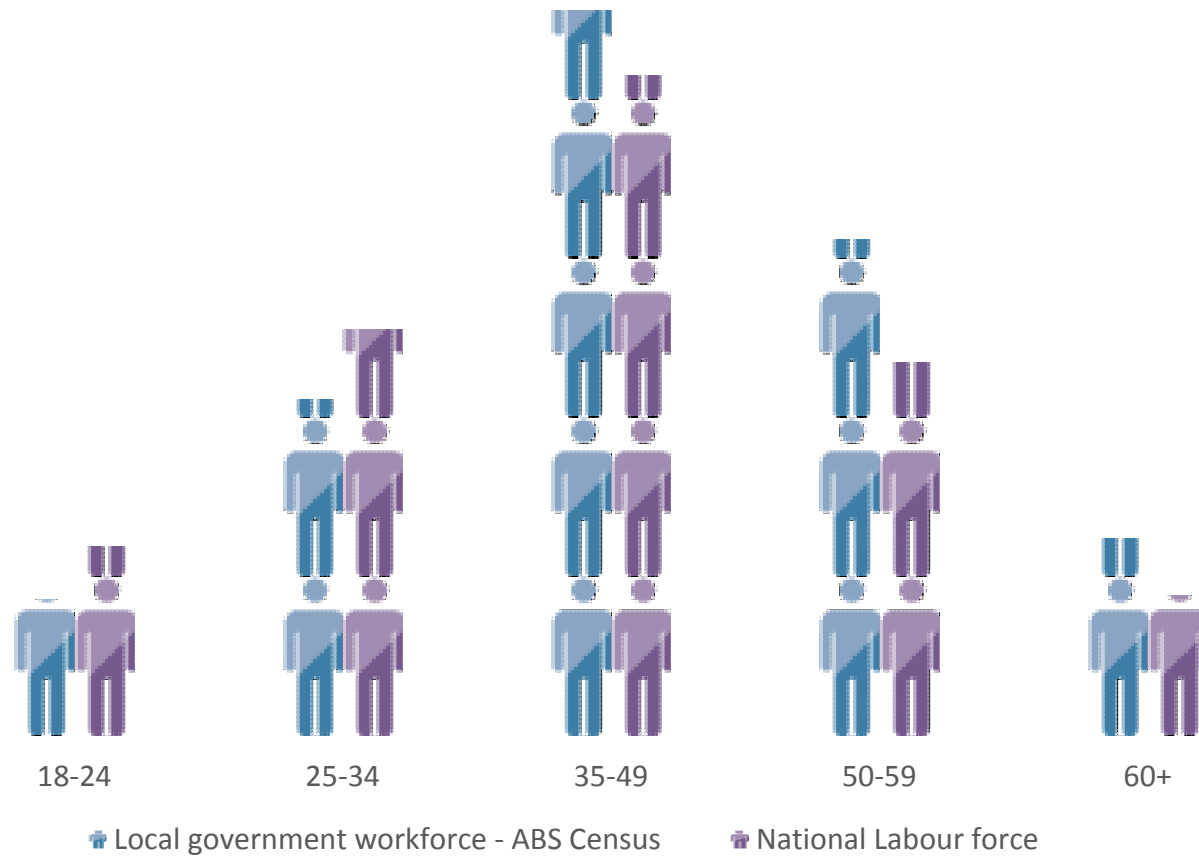
- Local government workforce more evenly spatially distributed than other spheres of government

Workforce distribution



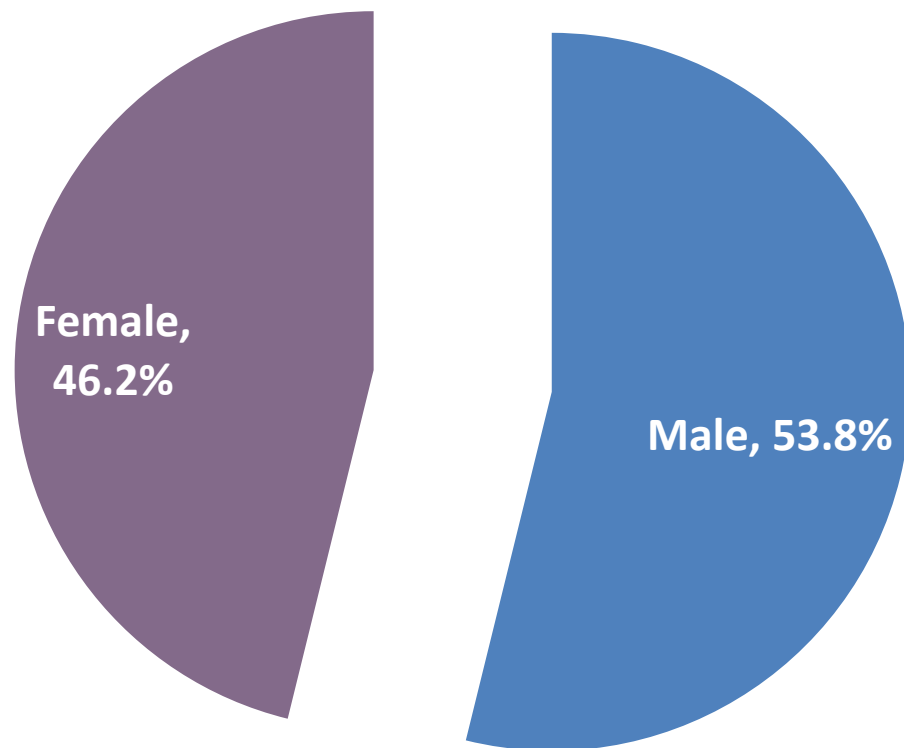
- LG also more evenly distributed when compared to large government service delivery industries and traditional regional and rural industries

Age of the workforce



- LG workforce older than national workforce (particularly 50-59 year cohort)

Gender

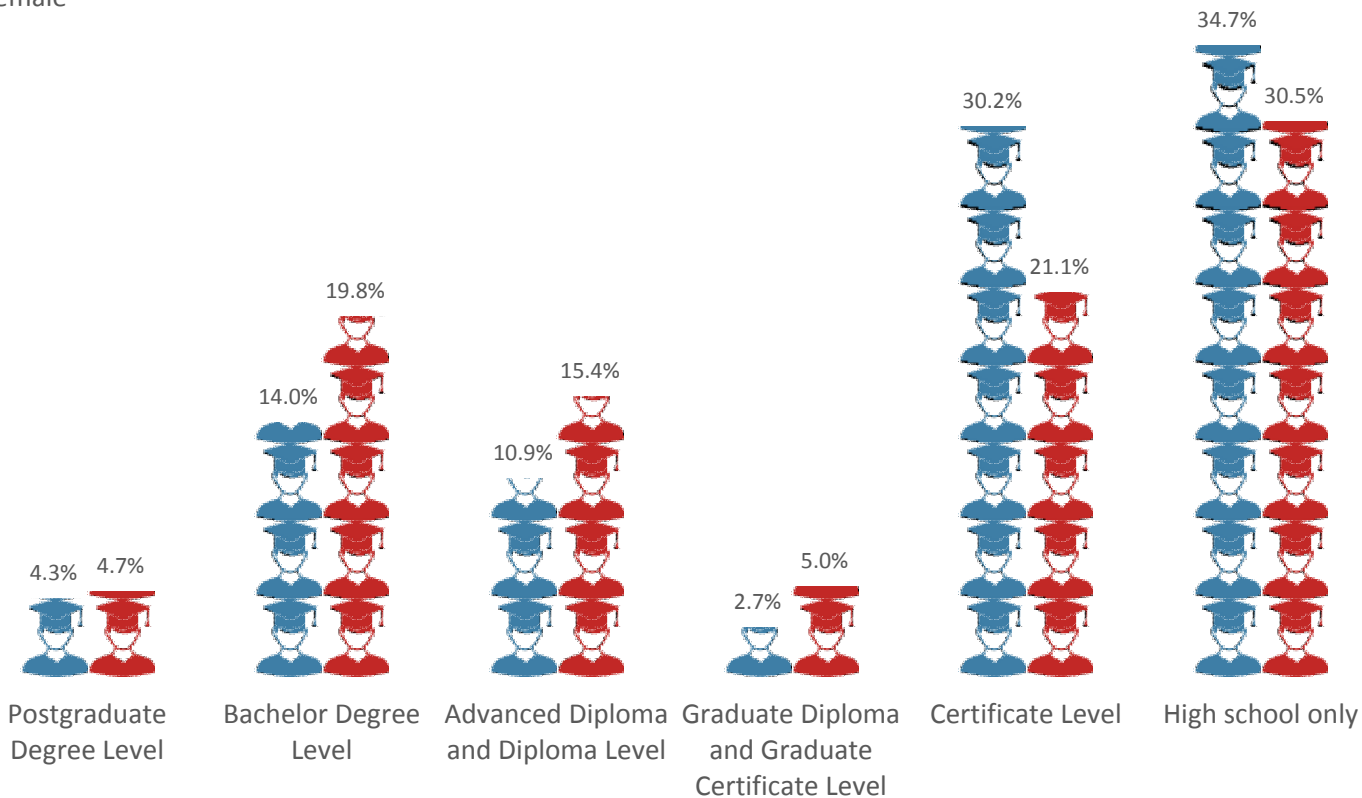


- Majority of LG employees are male, however significant differences when looking at individual occupations
- 96% of LG child care employees are female
- 90% of LG building surveyors are male.

Education levels

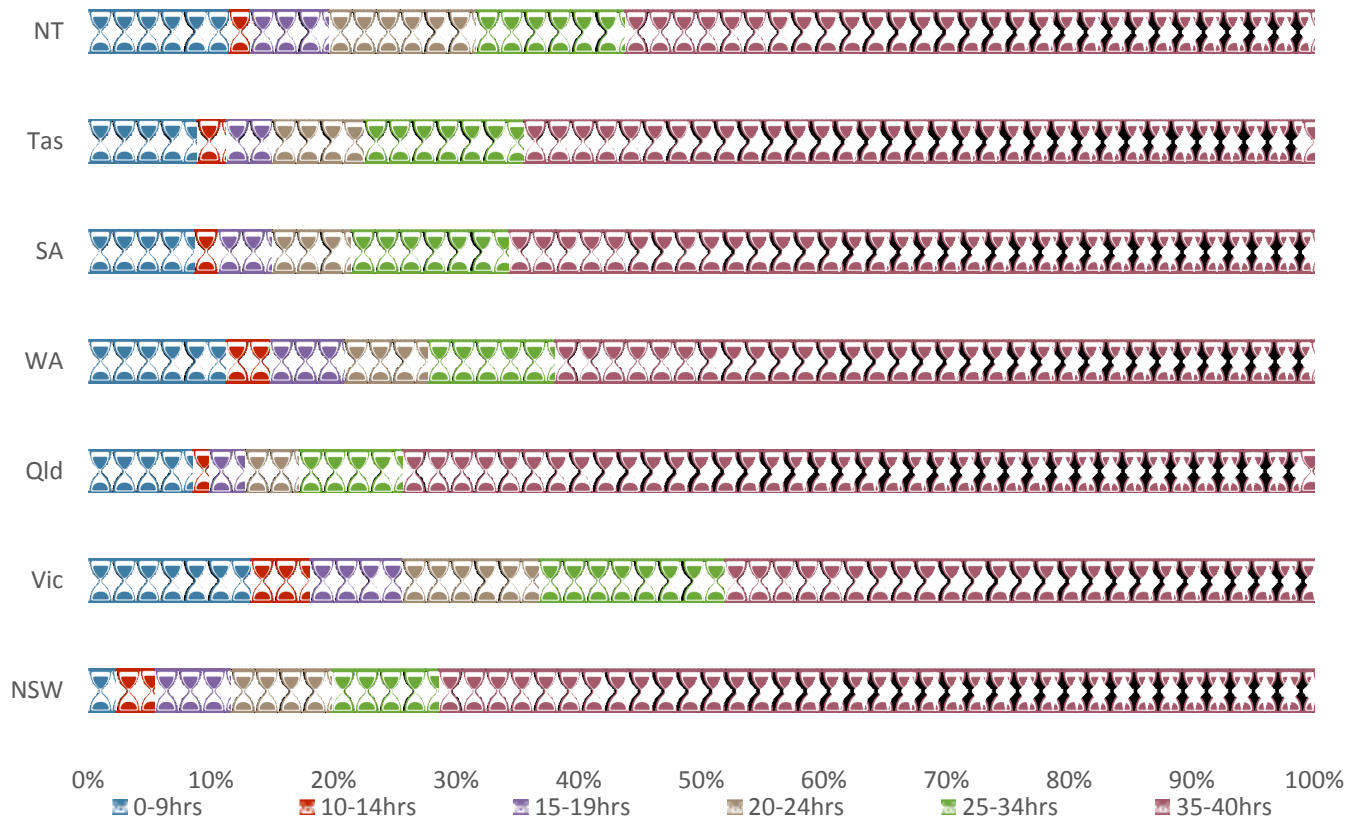
Male

Female



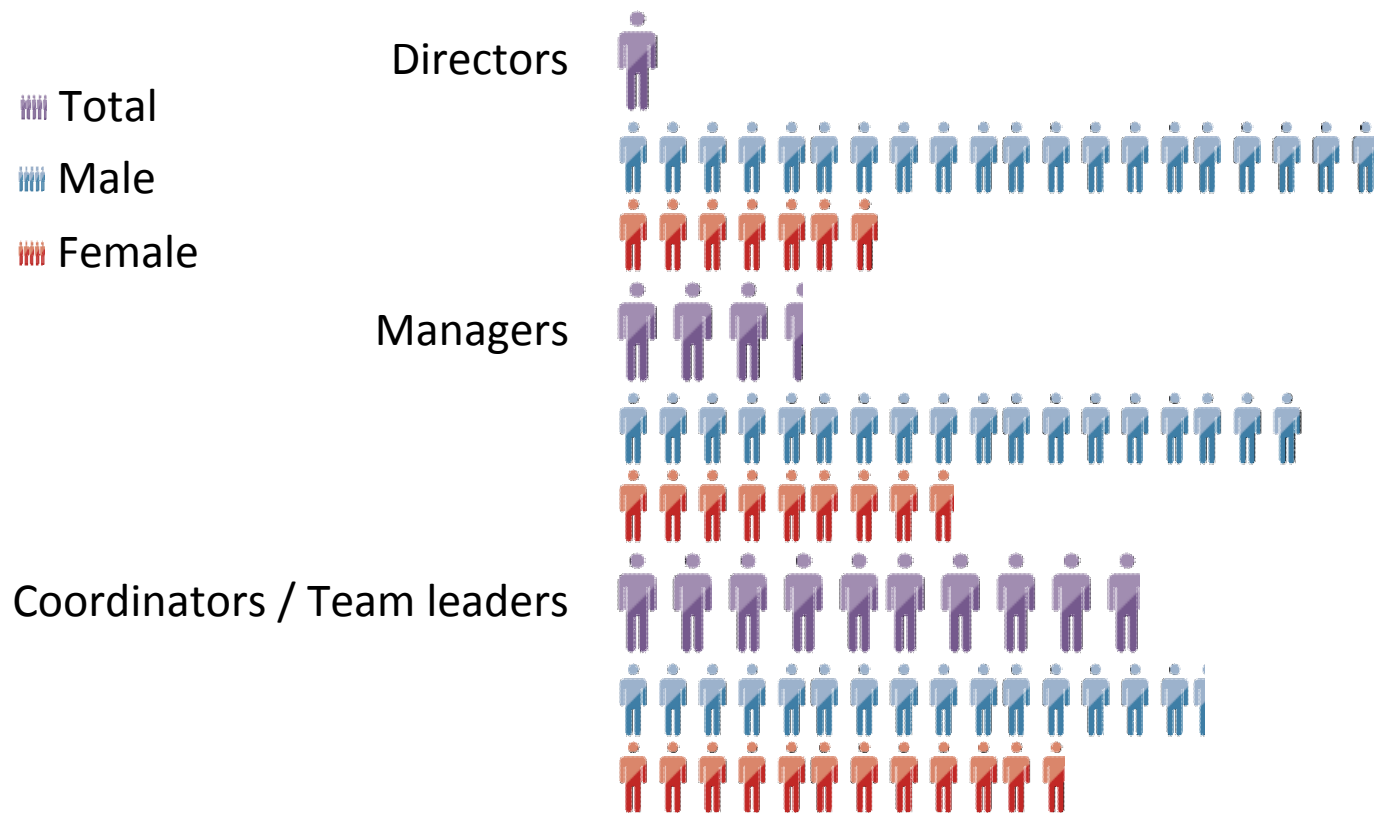
- Females in LG more highly educated
- Lower levels of attainment for older males in regional/rural areas

Hours worked



- More flexible working arrangements in NT and Vic
- Females are more likely to be more highly educated so offering flexible working conditions may be a key attraction/retention strategy
- Around 30% of all positions in NSW are part time - of which 74% are held by females

Managerial positions

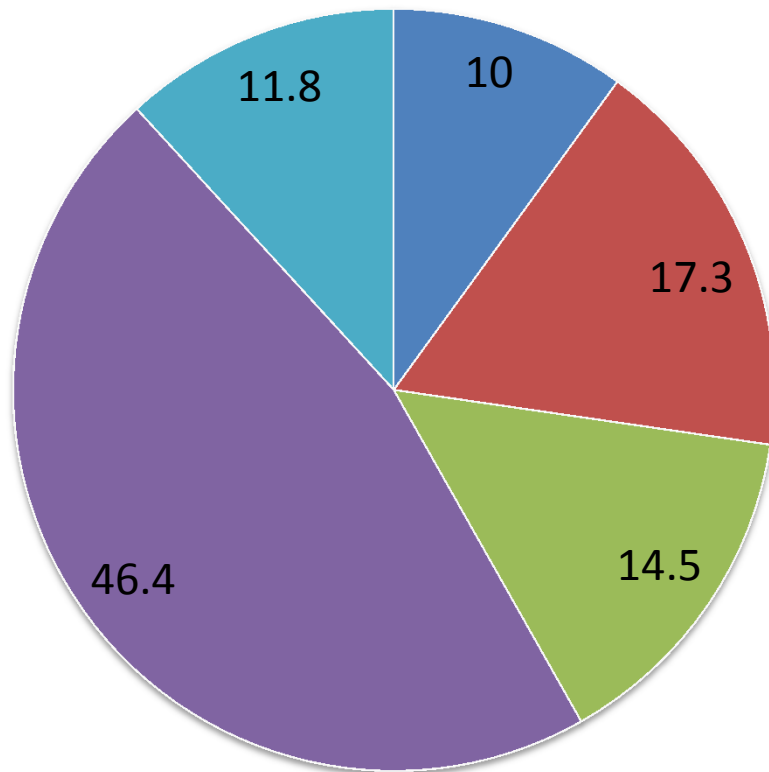


- Mostly male, particularly in senior management
- Higher female representation in lower level management
- Females more likely to be more highly educated so opportunities to promote from lower levels

Age by occupation

- Occupations with highest number of employees aged 50+
 - CEO / general managers
 - labourers / plant operators
 - Community transport operators / bus drivers
 - HACC / child care / community services
 - Works / infrastructure managers
 - Finance / payroll
- Occupations with lowest number of employees aged 50+
 - Communications / media
 - Urban planners / environment
 - Community engagement
 - Lifeguards / fitness instructors / pool attendants
 - IT / GIS
 - Greenkeepers
 - Arts / culture

Workforce planning



■ Have an established workforce plan which is in place throughout the council

■ Have developed and are implementing our work force plan

■ Have substantially completed a workforce plan

■ Have commenced work on a workforce plan

■ Not planning to do a workforce plan at present

- Workforce planning a mandatory requirement in WA and NSW
- Recognised as good practice more generally
- Facilitated and encouraged by LGAs and others

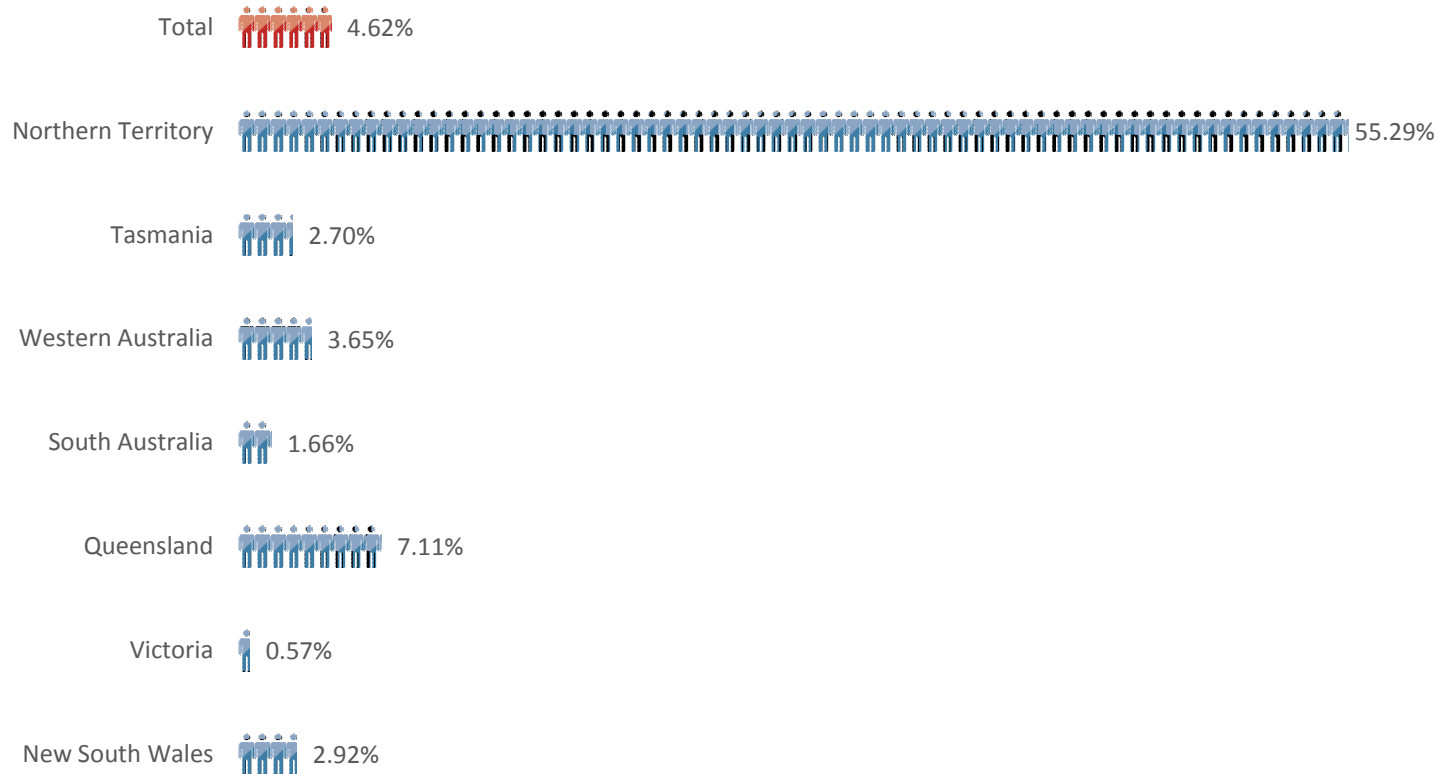
Top workforce planning issues



- Ageing workforce
- Access to training and development
- Competition for employees
- Limited HR/workforce planning resources

Indigenous employment

Indigenous employees as proportion of total workforce



- CoAG public sector Indigenous employment target – 2.6% by 2015
- Around a third of the LG indigenous workforce are employed through CDEP, so program changes may have an affect

Indigenous employment

- Almost two-thirds are male
- Indigenous males more likely to be working full-time than Indigenous females
- Gender balance varies across the states and NT:
 - 60% female in Victoria
 - 33% female in Queensland
- Around 20% of the Indigenous workforce is employed under CDEP, particularly in NT, WA and Qld



Implications

- Local government can play a leading and active role in inter-governmental collaboration to enhance regional and rural community outcomes:
 - *Strengthen regions by strengthening local government*
- Despite females more likely to be more highly educated there is a significant under-representation in senior management positions
- Opportunity to increase gender equity in engineering/infrastructure and human/community services
- Opportunity to nurture and encourage educated women
- Attraction and retention of talent can be achieved through promotion of flexible working arrangements
- Large proportion of engineering/infrastructure workforce facing retirement
- Local government leading the public sector in terms of Indigenous employment

ACELG activities

- Local government practice unit:
 - National LG Workforce Development Forum
 - 3rd National Indigenous Employment in Local Government Roundtable, Cairns – 1 to 4 December 2013
 - Case study: community chef
 - Mature talent management
 - Work on language and literacy in 2014
- Learning in local government project:
 - Pilot mayor and councillor training in NSW with LG NSW and TAFE
 - National forum on education and professional development



ACELG activities

- Leadership development:
 - ACELG/ANZSOG Excellence in Local Government Leadership Program (scholarships available)
 - Comparative research on good practice in-house approaches to leadership development (practical guidance for councils when developing and reviewing leadership development opportunities offered to staff)
- CEO recruitment and performance management:
 - Recruitment and performance management guide for rural-remote and Indigenous local governments
 - Research into factors affecting appointment of CEOs, with an initial focus on WA (interviews with mayors and CEOs)





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