Local Government Administration

Currently under reform, local governments operate under the State's Local Government Act and provide infrastructure and services relevant to the needs of local communities.

Industry Developments and Workforce Issues

Public Sector Reform (WA). The State Government is undertaking a major reform of the public sector to strengthen efficiency and accountability, create a collaborative working environment between agencies and drive high-performance in the sector to deliver better services to the community.[1] The Service Priority Review identified four directions for reform: building a public sector focused on community needs; enabling the public sector to do its job better; reshaping and strengthening the public sector workforce; and strengthening leadership across government.[2] Together with other public sector reviews, this provided a blueprint for the State's Roadmap for Reform aimed at changing the way government works. WA's Roadmap for Reform focuses on five key areas for reform: community; system and structures; transparency and accountability; people and leadership.[3] Broadly, these areas are not dissimilar to those currently being addressed at local government level, with all tiers of government focused on service delivery and better outcomes to the community through improved efficiencies, consolidation and implementation of systems/procedures, informed decision making, cohesive long term planning and workforce capability. Public sector reform initiatives are being undertaken across whole-of-government[4] and partially hinge on collaboration and the development of stronger internal and external partnerships (including local governments)[5] with a view to leverage efficiencies and service delivery, particularly in regional areas.[6]

Local Government in WA. Local government is responsible for $45 billion in community infrastructure and assets such as roads, bridges, town halls, recreation and leisure facilities, drains, libraries and parks.[7] They operate within a legislative framework through the State's Local Government Act and are mandated to manage local issues and plan for its community's specific needs. Core operational areas include: provision of services across infrastructure, property, building, recreational, cultural, health, community; provision and administration of facilities; and planning and development approval.[8] Local governments also play significant roles in the implementation of public safety and water supply.[9] The population and geographic size of local councils can vary greatly, each one providing infrastructure and services relevant to the needs of its local community. While revenue streams come from rates, charges for goods and services, and grants from Federal and State Governments, huge discrepancies exist in each Council's financial capacity and availability of resources which influence strategic planning and implementation. With council budgets under increased pressure, Local Government Professionals Australia highlight the importance of Commonwealth funding for local government in addressing evolving needs and delivering on priority reforms.[10] Grants such as the Safer Communities Fund

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[1] Government of Western Australia, About public sector reform, website.
[2] Government of Western Australia, *Working Together: One Public Sector Delivering for WA. Service Priority Review, Final Report*, October 2017.
[3] Government of Western Australia, *Roadmap for Reform*.
[4] Government of Western Australia, About public sector reform, website.
[5] Australian Government, *Independent Review of the APS*.
[6] Government of Western Australia, *Working Together One Public Sector Delivering for WA*, October 2017.
[7] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[8] WA Local Government Association, About Local Government, website.
[9] SkillsIQ, *Local Government Industry Reference Committee 2019 Industry Skills Forecast 2019 DRAFT*.
[10] Local Government Professionals Australia, *Committing to Communities: The Importance of Commonwealth funding for Australian Communities*, 2019.

support crime prevention initiatives and implementation of public safety associated with racial or religious intolerance, including those in regional areas.[11]

Department of Local Government, Sport and Cultural Industries (DLGSCI). DLGSCI has oversight of developing and amending legislation through public consultations, such as the recent review of the Local Government Act 1995. The Department has implemented several initiatives and activities to help strengthen local government, including the recently announced online induction of candidates vying to be elected as members into local government.

WA Local Government Association (WALGA). WALGA advocates on behalf WA local governments, negotiates service agreements for the sector and provides services to assist local governments to perform their duties. Their objectives are to provide strong representation and effective leadership of member local governments, building a positive profile and enhancing the capacity of the sector.[12] WALGA's review of WA's Plan for Jobs provides insights on impacts of this policy on the sector and explores how local governments can align their activity and economic development to the State's Plan.[13] Similarly, WALGA will play an integral role in supporting local governments as they align their operations with current and pending reforms, helping Councils meet the State's objectives of becoming agile, smart and inclusive. Alongside South Metropolitan and North Metropolitan TAFEs they are one of three training providers set to deliver the new training being mandated for council members.

Local Government Professionals Australia WA. A member organisation, LG Professionals WA is a peak body representing local government professionals. It provides members with opportunities for personal and professional development, and an avenue to strengthen professional networks and stakeholder engagement. The organisation's key focus includes advocacy, representation, policy development, training and professional development. It is another body committed to the continuing improvement in local government leadership, governance, management and service delivery for local communities.[14]

Local Government Reform.[15] The Local Government Act 1995 has been under the State's review since 2017. The intent by the McGowan Government has been to modernise the Act and empower local governments to improve service delivery for the community and meet priorities now and into the future. Areas for reform have focused on community and public expectations, capacity building through administrative efficiencies, and a review of ICT systems and digital processes. This has resulted in the development of an ICT Strategic Framework to underpin the key functions and decisions being made by local government, and an Integrated Planning and Reporting Framework which support the requirement for local governments to produce Strategic Community and Corporate Business Plans. An Informing Strategies initiative guides and informs strategic plans particularly those related to finance, asset management and workforce planning. A recent government announcement points to a further set of reforms which target key priority areas identified by the community and the local government sector to better prepare council members for their challenging role, strengthen governance, empower councils to communicate with residents using modern technology and expand the amount of information available to the public online.[16] The new Local Government Legislation Amendment Act 2019 (passed by Parliament in June 2019) includes the introduction of universal training (candidate induction, elected member training and continued professional development), changes to the Local Government Standards Panel processes and the publication of material on local government websites for accountability and transparency. Further regulatory changes will come into effect over the next year around public notice requirements, a simplified gift framework, and the development of a new Code of Conduct and best practice standards for CEO recruitment, performance review and early termination.

Housing Diversity and Density Housing. Western Australia's population is expected to double by 2050. The State Planning Strategy 2050[17] forecasts that up to 550,000 new dwellings will need to be built in

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[11] Australian Government, Department of Infrastructure, Transport, Cities and Regional Development, *Building Stronger Regional Communities 2019-20*, April 2019.

[12] WA Local Government Association, *Annual Report 2019*.

[13] WA Local Government Association, *Review of the WA Plan for Jobs and the Economic Development Opportunity for Local Government in Western Australia*, September 2018.

[14] Local Government Professionals Australia WA, *website*.

[15] Government of Western Australia, Department of Local Government, Sport and Cultural Industries, Priority Reforms *website*.

[16] Government of Western Australia, *Landmark local government reform brings councils into the 21st century*, 27 June 2019.

[17] Government of Western Australia, Department of Planning, Lands and Heritage, *State Planning Strategy 2050*.

Perth alone to cater for this increase in population. State reforms are being introduced to enable new land development options to drive economic growth and support the Government's delivery of METRONET station precincts and affordable housing.[18] Local government planning schemes must evolve to cater for population growth, a changing household composition and an ageing population. Housing diversity is essential to WA's long-term prosperity, infill targets and improved liveability. Collaboration between communities, State and local governments will be paramount to enable greater supply of housing. Density housing is fuelling current local planning debates with local governments hesitant to update their local planning scheme wanting to preserve the character, charm and heritage of these areas. The City of Fremantle is introducing amendments to its Local Planning Scheme to incorporate medium density housing in well-established suburbs without negatively impacting on its appeal.[19] The WA Government is implementing a staged approach to higher density development and infill throughout Perth. It has released a set of guidelines for developers and local governments to ensure apartments are built to a higher standard, focusing on design for the built environment, new residential design codes for apartments and a design review guide.[20] Similarly, the State Government is directing its focus on compact housing for more affordable and diverse housing options for a range of buyers, including first home buyers and seniors. The Western Australian Planning Commission released a new policy to guide subdivision, building design and development of small lots in new residential areas and transit precincts.[21]

Technology. A recent global report on human capital trends anticipates a rapid increase in use of artificial intelligence, cognitive technologies, robotic process automation and robotics, pointing to tomorrow's jobs being more digital, more multidisciplinary and more data/information driven.[22] The trend towards a mixed cloud environment,[23] system integration and automation of routine tasks continues as companies look to improve cloud-based visitor management, streamline cross-operational processes, boost efficiency and cut costs.[24] Increasingly we are seeing a shift towards use of central data management systems, application of Enterprise Resource Planning (ERP) software for common business process management, automated AI customer relationship management platforms and growing reliance on social media channels to maximise client engagement and connectivity. Local governments will rely on such technologies to support reform activities. These will shape how local governments operate, enabling automation of processes, digitisation of data collection, cloud-based processing, data storage and service delivery. The recent Innovation and Science Australia report, *Australia 2030: prosperity through innovation*, concluded the Australian Public Sector must transform to meet the challenges of a digitally enabled economy. This means improving the capacity of the APS to innovate, collaborate, and to use data and technology more effectively.[25] Central to WA's public sector reform, there is a growing focus on system implementation to streamline workflow and business processes, improve agency capability and performance, and strengthen whole-of-government direction and outcomes. A review of systems and structures can drive efficiencies and improve governance, accountability and transparency for agencies. Sector wide digital reform will improve service delivery, support infrastructure planning and enhance public sector procurement. Changes to systems and structures will inform decision making and strategic direction, strengthen budget systems, and improve data sharing, ICT performance and cyber security. At a broader level, the WA Government has launched a new State STEM skills strategy to build a globally competitive and innovative workforce for a technological future.[26] Funding supports STEM-based initiatives across WA Schools and the workforce[27], including the Digital and Technology Skills Program to foster digital and technology engagement and skill building amongst people under-represented in STEM, as well as those living in regional and remote communities in WA. Funds have already been deployed to support skills development amongst different community groups which will enhance citizen engagement with local governments as they undergo their ICT and digital transformation.

[18] Landgate, *Strata Reform.*
[19] Real Estate Institute of WA, *Housing diversity essential to WA's long-term prosperity*, 05 March 2019.
[20] Real Estate Institute of WA, *Design WA guidelines to raise the bar for apartment buildings*, 19 February 2019.
[21] Government of Western Australia, Media Statements, *Small lots policy big on innovation and affordability*, 4 June 2019.
[22] Deloitte Insights, 2019 Deloitte Global Human Capital Trends, *Leading the social enterprise: Reinvent with human focus*.
[23] Forbes, *Modern Digital Workplace: 5 Current Trends Making Waves In The Office*, 26 September 2018.
[24] The Receptionist, *7 Trends in Modern Office Management*.
[25] Australian Government, Independent Review of the APS, website.
[26] Government of Western Australia, Department of Jobs, Tourism, Science and Innovation, Future Jobs, Future Skills, website.
[27] Government of Western Australia, *Future jobs, future skills*.

WA's Workforce. The most recent national labour market outlook estimates an employment growth of 5.1% for Local Government Administration over the five years to 2023.[28] ABS figures[29] indicate there are 12,700 people employed in Western Australia's local government of which a total of 84% are full-time employees. The sector employs a lower percentage of women compared to other government agencies in WA, currently at 28% (predominantly in part-time and casual roles). Further levels of diversity are reflected in employment of people from culturally and linguistically diverse (CALD) backgrounds (10.6%) and Aboriginal people (0.8%). In 2016, more than 51% of the workforce was aged 45 and over, with an even greater concentration of an ageing workforce in rural and remote areas.[30] The workforce is employed across 137 local governments of varying sizes, spanning 220 occupations. The 2016 Census breakdown shows at June 2016 more than a quarter were employed in clerical and administrative roles, followed by professionals (18%), technicians and trades (14%) and managers making up 13% of the workforce.[31] While males continue to dominate traditional science-based, trade and upper management roles, women have increased their representation in professional occupations such as business, engineering, science, transport and specialist management roles including HR, marketing and service delivery. Changes in occupational profiles can be attributed to changes in governance and compliance, reporting requirements, service delivery, population growth and population demographics.[32]

Demand. According to Hays, a wide range of skills is being sought to fill job vacancies across the nation's public sector, particularly in accounting and finance, engineering and IT (projects, business change management/transformation and business analysts). Management accountants, finance business analysts, project and systems accountants are all in demand, as are experienced transformation IT specialists and business analysts due to modernisation projects, legacy updates and transformation works.[33] Sustainability professionals are an emerging area of demand particularly in local government as council's trial waste and plastic reduction strategies.[34] A 2017 survey of local governments across Australia provided valuable insights into emerging issues facing the sector. Results showed 47% of councils experiencing significant skills and occupational shortages with building surveyors and town planners being in the top five. Other shortage areas include environmental health, engineering, project management, asset/facilities management, community engagement, accounting and plant operation.[35] Renumeration, lack of suitably qualified and experienced applicants, limited local talent pool and lack of career progression are some of the reasons cited behind shortages, particularly when requiring knowledge and skills subject to regulatory and compliance frameworks.[36] Remoteness creates limitations around access and affordability of training and the ability to recruit and retain staff, with 72% of local governments reporting unmet training needs.[37]

Industry Workforce Priorities

Local Council Transformation. The Australian Local Government Association[38] points to several factors which will shape future skilling needs. These include legislative changes, increasing governance and compliance, technology and digitisation, major infrastructure projects, road safety and counter terrorism.[39] Local governments across the State are focused on assessing traditionally supplied services, infrastructure and resources to improve operational efficiency and governance, improve

[28] Australian Government, Department of Jobs and Small Business, Labour Market Information Portal, Employment Projections, *Industry projections - five years to May 2023*.
[29] Australian Bureau of Statistics, Labour Force Australia Detailed Quarterly, Data Cube EQ06 Employed persons by industry group of main job (ANZSIC), Sex, State and Territory, May 2019.
[30] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[31] ABS 2016 Census TableBuilder Pro, *Employment Income and Education,* Occupation, 1 Digit Level by State (UR), State (POW) and INDP – 3 digit level, Persons Place of Usual Residence.
[32] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[33] Hays, Hotspots of skills in demand, *IT: Projects and Business Change*.
[34] Hays, Hotspots of skills in demand, *Engineering*.
[35] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[36] SkillsIQ, *Local Government Industry Reference Committee 2019 Industry Skills Forecast 2019 DRAFT*.
[37] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[38] Australian Local Government Association, *Local Government Workforce and Future Skills Report Australia*, September 2018.
[39] SkillsIQ, *Local Government Industry Reference Committee 2019 Industry Skills Forecast 2019 DRAFT*.

customer experience and minimise cost while delivering on the needs of the community and the organisation. KPMG's Smart City Framework has provided a tool to assist local councils consider their leadership and governance, stakeholder engagement and citizen focus, effective use of data, integrated ICT infrastructure, and existing levels of *smartness*.[40] Currently, local councils are focused on improving their ICT and digital capability and processes. Although at different levels of technical maturity, they are committed to a phased transformational process. According to KPMG, this requires a structured, comprehensive and customer-centric end-to-end approach with technical improvements at back end operations to support and underpin full service delivery. Core areas for success include having the right leadership, resources and skillsets to deliver on the transformation, bringing the broader executive team on the transformation journey and allocating enough investment for delivery of effort across all resources. To meet their transformational objectives, KPMG see a need for local governments to engage their communities, review their strategies and plans, develop broader partnerships and explore best practice solutions.[41]

Skilling Needs. Flexibility and adaptability are core skills needed to apply knowledge and broaden capability across emerging technologies and processes. Digitisation of products, platforms and services will increasingly require proficiency in the use of current technologies and systems being adopted across the sector. As the volume of sector-wide, outcome-related data becomes more readily available, it will broaden the scope for measuring and evaluating whole-of-sector performance and outcomes.[42] Increasingly, there will be a need for data skills which rely on the ability to deploy data, distil information, analyse applicability and determine cross-sector relevance. Similarly, workers need to be equipped with soft skills to meet the challenges of changing community expectations, accelerating social and technological change and a workforce expecting more flexibility and mobility. A report by the World Economic Forum, points to priority skills, including: teamwork and communication; critical thinking and complex problem solving; research and analytical thinking; and emotional intelligence.[43] WALGA's future skills report shows all local councils surveyed indicating the need to improve internal soft skill capability, listing novel and adaptive thinking, media literacy, productivity, engagement and teamwork as key areas needing attention. Training availability, budget constraints and time were most commonly cited factors hindering staff gaining softs skills.[44]

Leadership. A key reform focus for government is strengthening leadership across the public sector to drive coordination and collaboration. It is critical that agency leaders have the skills to deliver sustainable reform, adjusting workforce composition and improving agency capability and performance to meet government priorities, operational needs and budgetary requirements.[45] Building capacity and establishing positive cultures in teams undergoing reform will rely on highly developed skills in change management, workforce planning, people management, learning and development, problem solving and project management. Effective leadership will rely on the ability to work in an increasingly digital world of work. Several reform activities are based on the recommendations of the final Service Priority Review Report. These include designing a CEO performance system that enhances accountability and leadership capabilities and strengthening leadership across common government functions such as human resource management, procurement and information technology. The report also supports the development of leadership at all levels to serve the public interest. This aligns to a changing leadership culture being adopted by organisation outside of the public sector, seeing a shift away from a traditional leadership hierarchy towards adopting a team model of engaging with each other and developing many leaders.[46] Local governments are a third tier of government, closely connected with their communities. They have an important role in establishing leadership, economic development and the provision of services and facilities at a local level, dependent on its community's specific needs. A commonality between all local governments are elected representatives and council staff.[47] Local government CEO's work closely with elected council members to deliver on a variety of strategic, regulatory and operational

[40] KPMG, *Smart City Maturity Assessment – Establishing strong foundations for growth*, November 2017.

[41] KPMG and Public Sector Network, Local Government Transformation Series 2018, *Key steps to council transformation. Increasing efficiency and citizen satisfaction through ICT and digital transformation*.

[42] Government of Western Australia, *Working Together: One Public Sector Delivering for WA. Service Priority Review, Final Report*, October 2017.

[43] World Economic Forum, *Insight Report: The Future of Jobs Report 2018, Centre for the New Economy Society*.

[44] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.

[45] Government of Western Australia, *Working Together: One Public Sector Delivering for WA. Service Priority Review, Final Report*, October 2017.

[46] Business News*, Time team human put tech to work*, 5 April 2019.

[47] SkillsIQ, *Local Government Industry Reference Committee 2019 Industry Skills Forecast 2019 DRAFT*.

requirements and delivery of services for the community. The introduction of universal training will strengthen the role of council members and the leadership they provide. Once developed, the new Code of Conduct and best practice standards for CEOs will provide a dual approach to building effective leadership. Both reform priorities will complement and improve governance, communication and engagement with key stakeholders, decision making on strategic direction, organisational change and people management.[48] Local governments recognise the need to develop leadership capability. Some are working with both the leadership and employee tiers within the organisation and creating opportunities for continuous learning and professional development which include uptake of the Diploma of Project Management and Certificate IV in Leadership and Management.

Growing Capability Requirements. A 2019 global survey of CEOs identify a skills shortage amongst their workers as the third largest threat to their growth.[49] Human skills such as creativity, critical thinking, emotional intelligence, empathy and imagination are critical in balancing technology with person-to-person connection. People need to be able to adapt to a fast-changing work environment, be proactive in finding solutions, resilient to ambiguity and uncertainty. Evolving work demands and skill requirements are creating a new capability frontier beyond a combination of technical and soft skills within a given role. Deloitte point to an emerging formation of *superjobs* which combine responsibilities from multiple traditional jobs and use technology to expand scope of work performed.[50] Increasingly, changing job roles will rely on hybrid skill sets across occupations. KPMG's review of local government ICT and digital transformation point to changing and agile roles within existing workplace requirements and structures. Advocating for a whole-of-council approach, councils will need the right skill sets to deliver on the transformation. This will require improving future workforce capacity and capability and rely on flexible approaches to support new and different roles with innovative recruitment mechanisms to attract different skills and backgrounds.[51]

Employee Capability Framework. Local governments will need to adjust the skills composition of their teams to ensure outcomes are achieved. Yet, while many report significant skill shortages, 86% of local governments surveyed have not done any analysis or forecasting of changing roles and skill requirements arising from digital disruption and technology changes.[52] A report by PricewaterhouseCoopers explores workforce planning in the public sector. Many issues raised are relevant to local government undergoing significant change. The report points to a need for strategic longer-term workforce planning based on reliable workforce data and analytics, insights into current workforce capability and future requirements, and an understanding of demand drivers and external trends. Factors critical to success include effective training, accelerated development of critical capabilities and workforce mobilisation. Career pathways showing how people can be retrained and redeployed can motivate development of skills, ensuring sustainable employment options as roles are affected by change.[53] The reform agenda recognises the need to ensure a capable, high performing workforce to deliver on government and community priorities in a changing landscape.[54] Capability building will require a shift in culture to support purposeful collaboration, a systematic approach to workforce capability development and talent management and greater mobility across the sector for employees. A well-developed employee capability framework can lead to improved recruitment outcomes, targeted learning and development, clarity in performance management, increased mobility, effective career planning, and more strategic workforce planning.[55] Progressive local councils are developing longer term, strategic workforce plans to transform the organisational culture in a way that supports the workforce to remain motivated, value driven and high performing, whilst delivering services that meet the community's changing needs.[56] The City of South Perth has identified five key areas for development: organisational culture, developing a professional and capable workforce, actively promoting safety health and wellbeing, driving high performance and embracing diversity and

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[48] Ibid.
[49] Business News, *Time team human put tech to work*, 5 April 2019.
[50] Deloitte Insights, 2019 Deloitte Global Human Capital Trends, *Leading the social enterprise: Reinvent with human focus*.
[51] KPMG and Public Sector Network, Local Government Transformation Series 2018, *Key steps to council transformation. Increasing efficiency and citizen satisfaction through ICT and digital transformation*.
[52] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[53] PwC, *Workforce Planning in the Public Sector: Balancing capability and affordability*, August 2018.
[54] Government of Western Australia, *Roadmap for Reform*.
[55] Government of Western Australia, *Working Together: One Public Sector Delivering for WA. Service Priority Review, Final Report*, October 2017.
[56] City of South Perth, *Workforce Plan 2018/19 – 2022/23*.

inclusion.[57] Its framework incorporates measures that assist in the identification, analysis and planning of the organisational human resource needs, assigned with identifiable goals and tangible outcomes informed by planning analytics.

Staff Retention. While the overall average turnover in WA sat below 8%, a 2017 survey of local governments points to a higher rate of attrition in rural and remote areas (some as high as 20%) reportedly due to lack of career progression, renumeration levels, and lack of stability and leadership in senior management. Just over 16% of employees are aged below 30 with a declining representation of young people employed in the sector.[58] Increasingly, local councils are faced with a need to attract and develop skilled workers to mitigate the effects of a changing operating environment. Effective succession planning, flexible working conditions and the retention of staff across all levels of employment can minimise the loss of skills and knowledge. Career options, mentoring, leadership development programs and exchanges with other councils can further address staff attrition, support skills development in an increasingly digital environment and promote lifelong learning. Focusing on local recruitment, growing workforce diversity and ensuring access to flexible training solutions can support skills development to meet operational needs and longevity of employment.
The City of South Perth has implemented various initiatives to break down traditional barriers and improve morale to ignite cultural change and align values with performance and wellbeing as they increase employee engagement and participation. Incorporated into their 4-year workforce plan, initiatives include the development of a team charter, an employee newsletter, a system of reward and praise and the development of an employee wellness and diversity program.

Ageing Workforce. The Treasury expects the labour force participation rate for people aged 65 or over to increase from 12.9% to 17.3% from 2014 to 2054.[59] Reportedly, employees between 50 to 54 years of age represent the highest group of people working in the sector. Figures show an increasing proportion of the WA local government workforce remaining in employment longer compared to those in other industries, partly attributed to a lift in the age pension. Older workers will need to be supported to broaden and diversify their skills, adapt to shifting job roles and new ways of working, and transition into new employment opportunities within the sector as operational needs, physical capacity and technology reshape traditional roles. According to WALGA, Councils will need to adopt different management strategies to ensure older workers remain safe, healthy and productive.[60]

Flexible Training Solutions. Deloitte anticipates a greater focus on mobilising and developing people internally for enterprise-wide moves between functions, jobs and projects. Companies are increasingly directing efforts into innovative work-centred learning programs through a range of flexible platforms for targeted skill set acquisition and shifting to build a culture that supports lifelong learning in a modern world. Seen as a shared responsibility, effort is being concentrated on motivating people at all levels to *take advantage of learning opportunities and a focus on helping individuals identify and develop new needed skills.*[61] Modern learning is becoming more personal and more integrated with work, consumed in smaller doses and more accessible formats. Technology such as cloud connected mobile and wearable devices, video, voice activation and augmented reality are enabling new approaches to real-time and virtual learning, giving people choice of how and when they learn. These tangible methods are shifting the way people view acquisition of learning and personal development. As they consume information and develop skills in the natural course of their work (both as individuals and in teams) barriers start to shift and they become more receptive to further learning and more able to transform their skills and capabilities to meet changing organisational needs, critical in a changing landscape. This is particularly relevant when trying to foster a culture of lifelong learning to an ageing workforce across traditional roles being impacted by significant change. Benefits can be gained from blending innovative learning solutions with targeted skilling modules to support changing work environments. It is critical the sector has access to flexible training and skilling solutions, opportunities for skill transfer and resilience against structural changes to industry. Employers need to know and understand the needs, capabilities and skills of their workforce. This awareness will help them best support all workers

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[57] City of South Perth, *Our Cultural Transformation Journey*, 2018.
[58] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[59] SkillsIQ, *Local Government Industry Reference Committee 2019 Industry Skills Forecast 2019 DRAFT*.
[60] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[61] Deloitte Insights, 2019 Deloitte Global Human Capital Trends, *Leading the social enterprise: Reinvent with human focus*.

and design safe and healthy work environment for their workers.[62] In their future skills report, WALGA recommends strategies to increase the accessibility and availability of training for local governments across WA; increase the number of apprentices employed by local governments in WA through wage subsidies similar to those available in other states; and strategies specifically designed to assist rural and remote local governments to address their unique range of workforce challenges.

Vocational Education and Training. As outlined in the latest draft skills forecast, the Local Government Training Package is currently undergoing a full update to ensure it is fit for purpose and aligned to current and future industry skill needs. Consultation to date has highlighted the breadth of the sector across various jurisdictions with legislative requirements and reforms. Significant changes will result from the current update project particularly in relation to health and environment, water and waste management, procurement, and commissioning/controlling assets.[63] Importantly, micro-credentialing, using short pieces of training delivery and skill-set acquisition can support up-skilling and cross-skilling of local government staff to address skill-gaps in a flexible, affordable and timely manner. Similarly, traineeships (including school-based traineeships) can support local recruitment strategies to counter the rapidly ageing local government workforce[64] and provide sustainable solutions to meet occupational gaps once new Training Package products become endorsed.

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[62] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.
[63] SkillsIQ, *Local Government Industry Reference Committee 2019 Industry Skills Forecast 2019 DRAFT*.
[64] WA Local Government Association, *Local Government Workforce and Future Skills Report Western Australia*, September 2018.