



Background Paper

Review into the Delivery of Education and Training Services

To

Local Government in South Australia

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in conjunction with the LGA**

December 2003

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INTRODUCTION

This paper has been prepared as part of the LGA's Education and Training Review and provides:

- an overview of the structures established to deliver education and training programs to Local Government over the last decade
- a "context" for education and training in Local Government in South Australia which highlights key drivers for change and potential areas of education and training activity
- a range of appendices highlighting key projects and activities conducted over the past 24 months and the outcomes of the Education and Training Summit held on 11 June 2003.

Appendix 1 includes the terms of reference for the Review. During the conduct of the Review several groups were consulted via the Summit or interviews held with key stakeholder groups. For a summary and overview of key issues raised and discussed at the Education and Training Summit refer to **Appendix 2**. Summary of information gathered via interviews with stakeholders is outlined in **Appendix 3**.

This paper's focus is to overview the structured approaches to the delivery of education and training in Local Government from an historical perspective. It makes no attempt to cover all education and training programs provided by individual (or regional groups of) Councils, Local Government professional groups, TAFE, Universities and the private sector.

The LGA has also prepared a separate paper entitled "Overview of Suggested Structures for the Conduct and Management of Local Government Education and Training" which includes a range of models that the Review's Reference Group has identified as possible future structures for the provision of education and training to Local Government. This separate paper has been provided to all Councils for feedback by mid-January 2004.

It is proposed that the LGA State Executive will consider the outcomes of the consultation process on structural models for the delivery of training at its January 2004 meeting.

The information collected during this Review has been analysed to provide an overview of key themes for determining the role, responsibility, structure and focus for the future delivery of education and training activities in Local Government.

The desk research conducted as part of the Review process revealed that much of the new data collected "echoes" past issues that have been raised. However new issues that have resulted from major changes over the past decade were also identified.

Some of the issues that will influence the nature of training required by Councils and the manner in which training needs might be met include:

- contents of strategic management plans of Councils
- the changing community perceptions of the role of Local Government
- Local, State and Commonwealth Government legislation, policies and programs impacting on Local Government
- regional issues and local community agendas
- opportunities or requirements to engage and consult with the other spheres of government, community and special interest groups

- organisational priorities and community expectations to enhance services delivered, reduce costs, improve efficiency etc.
- ongoing requirements for multi-skilling of Council staff to perform multiple functions
- changing demographics in local communities and the withdrawal of the provision of some services by the other spheres of government
- continued introduction of new technology
- knowledge and skill levels of Council Members and staff, relevant to the above matters and others highlighted in this paper.

Against this backdrop the key issues/themes which have been identified during this Review and need to be addressed are:

- the enhancement of skill levels of staff and Council Members in areas such as leadership, governance, strategic planning, legislation, performance management and measurement etc.
- the development of "leadership skills" i.e. high level advocacy and negotiation skills, forward and strategic thinking at the macro level and establishing strategic directions for the sector and individual organisations as distinct from traditional management skills. There appears to be greater recognition for and focus on the tools to assist management in a much more complex and "political" environment, managing within limited resources and risk management.
- alternative and more flexible methods of delivery of education and training across the sector having particular regard to the needs in regional areas. This includes alternative methods to classroom delivery through technology using a range of multi media packages, on-line learning and other tools, formal on-job training and work place assessment.
- the creation of career progression opportunities through participation in accredited education and training activities which lead to recognised industry qualifications.
- the availability and capability of providers of education and training to Local Government to respond to the above matters and that their offerings and approaches are appropriate to meet the needs of the sector.

BACKGROUND TO EDUCATION AND TRAINING DELIVERY IN SA LOCAL GOVERNMENT

In the late 1980's early 1990's considerable Commonwealth Government funds were available to support the establishment and operations of national and state based Industry Training Councils across Australia. The funds were derived from the application of Training Guarantee legislation. Since the cessation of this legislation government support has been directed to a smaller number of what are now called Industry Training Advisory Boards (ITAB).

Unlike most other states and territories in Australia, South Australia does not have a Local Government Industry Training Advisory Board (ITAB). However, there is a national body, the Australian Local Government Training Authority (ALGTA).

In February 2001 following the cessation of the Local Government Training Authority's (LGTA) Centre for Local Government Training the LGA surveyed Councils to ascertain their views regarding a structure/body to replace the LGTA. The survey revealed that Councils were looking to the LGA to provide an education and training service offering training in Local Government specific topic areas and responding to policy and other matters. Councils were quite explicit in saying that they sought the LGA to respond to needs that were not being adequately met by other available providers.

The LGA's Education and Training Service was established in February 2001 with funding support from the LGR&DS to operate for a 2 year period. It is currently representing the interests of the sector in relation to education and training issues and provides a course program addressing priority issues of direct relevance to Local Government. In the initial stages of the delivery of the service by the LGA a number of "preferred providers" for training and education were identified with the assistance of the Local Government Human Resources Network. These providers were highlighted via topic areas for delivery on the LGA.net and Councils made direct contact with these providers, as required. There has been variable access and use of this listing of providers.

The range of courses offered by the LGA over the period of its provision of an education and training service are included as **Appendix 4** to this paper. A number of papers, reports, studies and training needs analyses regarding the delivery of education and training services to Local Government in South Australia have been reviewed to develop this Background Paper. These documents are summarised in the following appendices:

- Appendix 5** Preparing People for Change in Local Government – A Blueprint for the Management of Learning Relation to Change in Local Government (LGTA, 1996/7)
- Appendix 6** Review of Local Government Education & Training (LGA, 2000)
- Appendix 7** Study into the Education & Training Needs of Local Government Managers (LGA, 2002)
- Appendix 8** Audit of Local Government Higher Education Courses (LGA, 2002)
- Appendix 9** Regional Training Needs Analysis Project (LGA, 2002)
- Appendix 10** Planning Skills Retention Project (LGA, 2003)
- Appendix 11** Local Government Training Packages

CONTEXT FOR TRAINING

This section of the paper highlights the range of issues that will impact on the nature, type and delivery of training in South Australian Local Government.

Changing Nature of Local Government

Local Government has changed tremendously over the past decade. While continuing to perform the traditional functions of 'roads, rates and rubbish' Councils have had to deal with a broader range and complexity of issues than ever before. The new Local Government Act, legislative responsibilities in areas such as environmental management and development assessment, greater community expectations and diminishing rural communities have all impacted on Local Government. However this has not been accompanied by a proportional increase in resources and Councils are consistently expected to "do more with less".

Communities are changing and the issues for which they require support and services are also changing. Councils are experiencing:

- increased litigation
- greater community interest in Council business
- greater community and media focus on accountability in relation to Council decision making processes
- diversity and changing demographics including population changes (such as ageing population) resulting in particular service needs
- pressure from communities for Councils to take a stronger intergovernmental focus and advocate on their behalf to the other spheres of government
- increasing pressure for communities to take an active role in economic development, environmental management and addressing social issues
- the withdrawal of government services in Councils and/or regional areas;
- legislative changes which have included specific roles and responsibilities being transferred/created for Councils;
- acceptance by Councils and regions of offers of State/Commonwealth Government grants to deliver services in non-traditional Council service areas

Councils recognise that their communities (locally and regionally) are seeking government responses to a range of concerns such as:

- unemployment
- supporting youth
- supporting the needs of an ageing population
- meeting the needs of aboriginal communities
- economic / business / industry development
- environment protection
- housing
- transport
- infrastructure maintenance / development
- water quality, water allocation etc
- electricity costs
- urban regeneration
- planning

Future Directions - Smarter Governments Working Together

The LGA has undertaken a comprehensive consultation process involving Councils, State Government, Members of Parliament (State and South Australian Federal Members), and the community and business sectors to inform the development of the Future Directions Program for Local Government. The Program was adopted at the October 2001 LGA AGM, and launched in November that year.

The Program, which has a five year focus, includes a Vision, Outcomes, 7 Objectives and 34 actions which collectively strive to:

- enhance relationships between Local, State and Commonwealth Governments
 - de-mystify (for the community) government decision making processes and to work towards community involvement/understanding regarding the way in which they are governed
 - address matters such as quality of life, ecological sustainable development, the management of public assets, financial reform and continuous improvement in Local Government.

The Future Directions Program challenges the sector itself to address continuous improvement, resource sharing and Council Member and staff development.

The LGA State Executive has established a Future Directions Implementation Reference Group to support the sector developing annual Initiatives to address the objectives and actions included in the Program. The annual Initiatives are developed in consultation with all stakeholders and seek to identify priority issues to be addressed over each 12 month period. The Initiatives for 2002/03 were adopted in July 2002 and the 2003/04 Initiatives were adopted in August 2003.

The Reference Group prepares and distributes to all Councils and other stakeholders, an evaluation of the progress in addressing issues identified in the annual Initiatives.

New Government Arrangements

With the election (March 2002) of a Labor State Government and resultant changes in Government policy direction, the challenge for the LGA and Councils is to clarify the intent of Labor's policies, assess areas where Local Government will wish to work in partnership and determine with the Government appropriate structures to enhance intergovernmental relations.

It is pleasing to note that the State Government's Local Government Policy recognises the contributions Councils make to the economic, social and environmental well-being of the State. It clearly states that the Government seeks to work in collaboration with Local Government and to clarify roles and responsibilities. Specific policies exist for the Southern Suburbs, Northern Area and Upper Spencer Gulf.

Minister's Local Government Forum

The Government has established a Minister's Local Government Forum comprising 4 Cabinet Ministers, the President of the LGA and several State Executive members along with State and Local Government Chief Executive Officers. The primary aim of the Forum is to address significant State/Local relations issues that impact on a range of Government agencies and portfolios and impact on the majority of Councils.

Some of the key issues being addressed by the Forum are:

- Waste Management
- Natural Resource Management
- Planning & Development
- State/Local Financial Relationships
- State/Local Relationships

It is proposed that the Premier, Minister for Local Government and the President of the LGA will sign a State/Local Relations Agreement in February 2004 that will outline the new era in collaboration between the spheres of government along with a schedule of key issues to address during 2004.

Local Government Legislation

The Local Government Act 1999 came into operation on 1 January 2000. The LGA prepared a comprehensive program of activities and resources (discussion papers, legal analysis, workshops and training) to assist Councils to understand and implement the new legislation.

The Parliament, when passing the Local Government Act, recognised the contribution that Local Government makes to public policy development and implementation in this State, particularly via strategic management planning activities.

The preparation and adoption by Councils of strategic management plans continues to present particular challenges for Councils as a key requirement is to have their plans "give due weight" and "have regard to" the plans and policies of the other spheres of government. This requirement also brings challenges for Councils and the Government to gain the best outcomes for communities through improved and effective strategic management planning. It places an obligation on the State Government to consult on its objectives, policies and plans so as to ensure the best outcomes are achieved by governments in responding to community needs.

Some Councils still grapple with the most appropriate manner in which to incorporate performance monitoring arrangements and indicators that are useful to Councils and communities. Preparing long term financial plans to link to strategic management plans is an area being given much greater focus in Councils.

Other Legislation

The Government is progressing legislative proposals in relation to Natural Resource Management (NRM). Councils generally support the benefits of grouping the range of activities that fall under the NRM umbrella, however it is clear that Local Government seeks greater clarity regarding its roles and responsibilities in this regard.

Planning and Development Reforms have seen Councils establish Development Assessment Panels. A growing number of Councils are appointing or considering the appointment of non-elected persons to these panels. Local Government will shortly determine its proposals for reforming the planning and development system in this State and consider proposals of the State Government in this regard. It is likely that during 2004 legislative changes will be discussed and negotiated with the State Government.

The Government's package of "honesty and accountability" legislative proposals (some still subject to debate in Parliament) raises the profile of government accountability.

Legislation has been passed that will broaden the investigatory powers of the Ombudsman which had previously had been confined to administrative acts. These provisions will allow the Ombudsman power to conduct a general "audit" of administrative practices and procedures when he/she considers this to be in the public interest. The term "public interest" is not defined. In addition the definition of an "administrative act" has been broadened to include an act done in the performance of functions for a Council under a contract of service.

The above legislative package also includes amendments to the Criminal Law Consolidation Act through broadening the persons who are captured by the definition of "public officers". The amendments will apply to persons performing work for a Council or Local Government body as a contractor or employee of a contractor or otherwise directly or indirectly on behalf of a contractor. It is important to note that in the main these provisions also apply to the State Government.

Governance

The LGA conducted a project to support the further development and enhancement of governance practices in Councils. This project supports the State Government's policy directions in terms of "honesty and accountability" in government and Local Government's Future Directions Program.

In summary the project has produced a series of background papers that define the meaning of "governance" in a Local Government setting, present the views of various commentators on governance – Professor Dean Jaensch, Professor Bill Russell and Michael Kelleedy. In addition a checklist designed to assist Councils to assess their governance performance has been developed with the benefit of input from 18 Councils who piloted a draft of the checklist.

A Governance Advisory Committee has been formed comprising Local Government and external to Local Government members. The Committee will release shortly a draft program for governance reform for feedback from Councils.

Performance Measurement

Communities are demanding that the services of all spheres of government meet their intended purposes. As a result much attention has been placed on the development of systems and strategies to assess the performance of governments.

In 1998 the Local Government Association (LGA) initiated a feasibility study into undertaking comparative performance measurement for Councils including the identification of priority areas for measurement. The study demonstrated that Councils in South Australia supported a sector wide approach to the development of comparative performance measures. The measures finally agreed were to be used by Councils for internal and, if desired, external comparative purposes and reporting was to occur on an annual basis.

The project was conducted by the LGA with funding assistance from the Local Government Research and Development Scheme and in its initial development supported by pilot Councils, network Councils and a reference group comprising senior representatives of the pilot Councils, unions, the SA Local Government Grants Commission, the Office of Local Government and the LGA. It identified four performance areas and eighteen measures, supported by Councils.

In 2002 the first reports were prepared and distributed to all Councils. This second report provides Councils with a comparison between results achieved in 2002 and in

2003. As was the case in 2002, the LGA has once again used the four key performance areas considered to be representative of the key roles of Councils, as follows:

- Governance
- Community Satisfaction
- Finance and Asset Management
- Quality of Life

Within the four areas there are a total of eighteen corporate performance measures. Data for both the 2002 and 2003 reports was sourced from the LGA, Valuer-General, the State Ombudsman, Australian Bureau of Statistics, SA Local Government Grants Commission, the South Australian Electoral Commission, Councils and the community survey. Each source provided the latest available data.

A bulk purchasing arrangement was established with Roy Morgan Research for the conduct of the community survey. Forty-four Councils participated in it in 2002, and thirty in 2003.

An evaluation of the project is currently being undertaken to ensure that it is meeting the needs of Councils. Subject to the outcomes of the evaluation and the support of Councils to continue the project further annual reporting will occur.

Individual results for each Council are confidential. A secure "brokerage" service to link Councils that wish to share and learn from each other will be provided by the LGA. The LGA will also be proactive in encouraging 'like' Councils to consider opportunities for sharing ideas. Performance information will only be shared with the consent of participating Councils.

Overall, the results for this second reporting period were pleasing with Councils achieving satisfactory outcomes in a number of areas. When compared to results achieved in the first reporting period the key messages are:

- overall, the community continues to be relatively satisfied with the services provided by Councils. A score of 101.3 (2003) was achieved in comparison to 101.6 (2002)⁴
- overall, Councils' performance in the area of Finance and Asset Management has improved with Councils:
 - spending marginally less on debt servicing (2.3% of operating revenue against 2.4% in 2000/01)
 - spending more on asset management (123.6% of depreciation against 99.7% in 2000/01), however it should be noted that 45% of Councils achieved results of under 100% indicating that they are not replacing or renewing assets at their rate of consumption
 - average operating results now show a surplus of 2.0% against a deficit of 10.6% in 2000/01
- the community continued to be satisfied with the quality of assets (infrastructure and facilities) provided by Councils. A score of 107 was achieved in both 2002 and 2003⁵
- some definitional change in what constitutes community services occurred in this reporting period, with, for example, some increased emphasis being given to spending on the environment. Community-related services include public order and safety, libraries, the environment, recreation & sport, cultural services

⁴ 100 represents a satisfied community.

⁵ 100 represents a satisfied community.

and economic development. Even allowing for this change, Councils appear to have expended marginally less on community related services (\$279.20 in 2000/01 against \$270.53 in 2001/02 per 1000 population). As was the case in 2002 rural Councils continue to spend more than metropolitan Councils, per 1000 population (\$254.99 (metropolitan) against \$330.83 (rural) in 2001/02)

- The community continues to be marginally dissatisfied with their quality of life (98.0 in 2003 against 96.0 in 2002). This is also the case with regard to the community's perception of safety & security (96.3 in 2003 against 94.4 in 2002)⁶
- overall the area of Governance continues to have the lowest performance results with State-wide average scores ranging from 82.9 to 87.6 (2003), against 81.1 to 88.5 (2002). Clearly Councils need to continue to develop better approaches to community consultation, greater access to information, and increase community engagement in the strategic planning process
- Councils' achievement of strategic management plan objectives decreased slightly from 82.1 in 2001/02 to 80.2 in 2002/03

The Comparative Performance Measurement project provides a foundation for continuous improvement in South Australian Local Government and will assist all Councils to measure and analyse their performance over time.

Information Economy & IT

The pace of change in the IT world is astounding to say the least. Most Councils now have a web presence. We live in a knowledge based world which creates particular challenges for information management and access by all members of the community.

In terms of office automation and IT there are vast differences within Local Government (as is the case in most sectors) in terms of IT take-up and the degree of sophistication of the use of IT in the conduct of Local Government business.

IT enables the workplace to streamline its activities, communicate more effectively and introduce innovative approaches to information provision and "on line" payment of rates and fees etc. It also enables Council Members to access information quickly and efficiently to assist them perform their representative role in communities.

In order to meet the challenges of the future our people (staff and Council Members alike) need to have highly developed IT and telecommunication skills. Substantial funds have been secured by the LGA for Councils from the Federal Government's Networking the Nation (NTN) program. These funds are being used to respond to a range of IT needs in country areas with a primary focus on providing community information and Council services via the web. Frameworks developed for the country can be easily transferred to metropolitan Adelaide and several Councils have joined the program to link into these frameworks.

Changing Nature of the Local Government Workforce

Local Government is a significant employer in the State with approximately 7000 employees. In order to identify the future workforce planning needs of Local Government in SA the LGA conducted a Workforce Planning Study in late 2001. This study gathered information regarding:

- the concentration of employees in key functional areas of Local Government
- age profile
- recruitment difficulties
- length of service

⁶ 100 represents a satisfied community

Data gathered through this study highlighted the facts that Local Government has an ageing workforce and there appears to be insufficient young people being employed and trained to take up future middle/senior management and field work positions in the sector.

The study revealed that a large number of Councils (small, medium and large, metropolitan and country) are experiencing difficulties in recruiting specialist skills in planning, environment, accounting and information technology. In addition, the study highlighted that once recruiting persons with these skills retaining them in Councils was at times problematic. It also revealed that more employees are studying and gaining tertiary qualifications so as to enhance career prospects and respond to the changing skill needs required of their positions.

Some of the priority training needs identified in the study were:

- political savvy
- managing within limited resources
- risk management

There was a clear distinction made between "leadership skills" and "management skills" i.e. forward thinking and establishing strategic directions for the organisation were seen as "leadership" and different to traditional management skills.

The need to provide strategic policy advice to the elected Council was considered a key issue for senior staff in Councils. Another key issue was the additional support and assistance in developing community leadership skills required by Council Members

From an employee relations perspective Councils and employees are questioning the future of enterprise bargaining in terms of assisting and rewarding innovation and change in the workplace. More work needs to take place to assess the future use and approach to enterprise bargaining in Local Government.

Skills Retention – key professional areas (Planning)

The Workforce Planning Study revealed that there are areas where retaining and accessing professional skills has been problematic.

Through the LGA's Education & Training Service a project was undertaken to explore the retention of planning professionals and skills in more depth. As a result a further project has been undertaken in close liaison with TAFE, PIA, Planning SA and the University sector to:

- enhance the take up by Councils of graduates
- develop a TAFE Certificate course for those administratively supporting the planning function
- identify opportunities for "entry level" training, particularly in country areas, via employment generation programs

It is envisaged that these strategies will offset the workload of professional planners, creating a career path for those persons working in the planning function as support persons and for those not currently employed in Councils.

Consistent with this work Planning SA and PIA are working on strategies to promote the function of "planning" in schools.

It is likely that similar projects will be undertaken to address the staff appointment and retention problems in the building and public and environmental health areas of Councils.

A series of programs developed via the project are being offered in the LGA's 2004 Course Program.

CONCLUSION

The conduct of this review of the LGA's Education & Training Service is timely. The information gathered to date and included in this report will assist the Local Government sector to focus its attention on the nature and type of training required to meet priorities and the appropriate structure to support the education and training effort.

As mentioned in the Introduction to this paper an additional document has been prepared, for consultation purposes, by the LGA's Education & Training Reference Group to ascertain support among Councils for particular structures.

It is recognised that the contributions by Local Government professional groups, educational institutions and other groups will be invaluable to identifying future roles, structures and relationships to service the sector over time.

Appendix 1: Terms of Reference - LGA Education & Training Review

Below is an overview of the approach being adopted to the LGA's Education & Training review.

STAGE 1: BACKGROUND TO SERVICES ALREADY PROVIDED/AVAILABLE TO LOCAL GOVERNMENT

Desk Research
Preparation of Background Paper

STAGE 2: ESTABLISH REFERENCE GROUP

Membership

- Representative of key professional groups
- Universities
- TAFE
- LGMA
- LG HR Group
- 2 x CEO's (1 metro, 1 rural)
- OLG

Terms of Reference

- To provide guidance to the LGA on its review of current E&T services provided by the LGA and those of higher education sectors
- To assist the LGA to identify the needs of the LG sector now and into the future in relation to E&T
- To provide guidance to the LGA on the nature of any future E&T service provided by the LGA, including preferred delivery methods, over the next 5 years

STAGE 3: IDENTIFICATION OF ROLES/FUNCTIONS OF VARIOUS GROUPS AND OPPORTUNITIES/ISSUES FOR FUTURE DELIVERY OF EDUCATION & TRAINING IN LG

- (a) Conduct interviews/workshop with following stakeholders:
- LG Professional Groups (interviews)
 - LGA (interviews)
 - Universities/TAFE (workshop)

Questions to be asked include:

LG Professional Groups:

- How do you identify education and training needs of your profession?
- What are your profession's needs?
- What are you currently doing as a professional group to respond to these needs?
- What do you want to keep doing?
- What are the gaps?

- LGA has been conducting short courses and projects in a range of areas – is there more it could be doing to support your group and your profession meet its education and training needs?
- If so, how can the LGA assist you meet your needs?

Universities/TAFE

- What support are you providing the LG sector in order for it to meet its education and training needs?
- What do you understand to be the “take up” among LG of these offerings?
- How do you keep abreast of the needs of LG?
- Are there areas/issues that you are addressing/anticipate addressing to update your courses?
- What are the gaps?
- LGA has been conducting short courses in a range of areas – is there more it could be doing to support the work of your organisation? If so, how can the LGA assist you meet your needs?

(b) Prepare a summary paper of findings and emerging issues, trends, actions.

STAGE 4: CONDUCT OF AN EDUCATION & TRAINING SUMMIT

A formal workshop to assist the LGA, professional groups and educational institutions to identify and explore the key issues for education and training and potential future structures for the delivery of training. The Stage 1 Background Paper to be provided as ‘pre-reading’.

STAGE 5: DETERMINATION OF FUTURE DIRECTIONS

Distribute the Background Paper along with potential future model structures for the provision of education and training.

STAGE 6: COUNCIL CONSULTATIONS

Papers referred to in Stage 5 above, subject to consultation.

STAGE 7: STATE EXECUTIVE ENDORSEMENT

Prepare a report to the State Executive for endorsement of future directions.

Appendix 2: Overview of Education and Training Summit 11 June 2003

SUMMARY

This event was attended by approximately 60 people representing a broad cross section of the Local Government sector. A keynote address was provided by Mr Bill Cossey Chief Executive of the Courts Administration Authority and President of the SA Division of the Institute of Public Administration. The key messages from this presentation were;

- the need for there to be more cross pollination of ideas, identification of common training needs and sharing of the training resources between the various spheres of Government as all spheres of Government have a common objective of providing valuable services to the community.
- The need to focus on providing meaningful experiences for young people to ensure they stay interested and motivated and their skills and talents are fostered and retained by the public sector
- Those organisations who were creative and invested meaningfully in their staff development experienced sustained growth.

The participants then workshopped the issues assisted by a number of facilitators. The detailed outcomes are listed below but the key issues discussed by the groups and in general discussion were as follows;

- Need for improved identification of E&T needs across the sector
- Need for greater coordination of E&T across the sector
- Need for greater collaboration and improved relationships between LGA, Councils, professional groups and University and TAFE sectors in identifying the real and perceived needs and being able to quickly and meaningfully respond to these needs
- Need to identify a clear understanding of what the LG sector needs and in turn what the role of the LGA is.
- Need to discuss skills issues with professional groups, how responding to needs, and what LGA is able to do to assist – need for coordination of information through LGA.net
- The most appropriate management/coordination model for the future management of E&T in the LG sector - the need to investigate a number of alternative models for further discussion by the LG sector with the aim of reaching agreement on the best approach to meet the future E&T needs.
- Suggested a challenge for LG is to identify future leaders across the whole sector and to foster them and ensure they are given opportunities in order to retain them – also need to consider cross pollination between State Govt and LG
- Suggested there is a need for an updated Workforce Plan
- Need to bridge the “gap” between LGA and professional groups and between professional groups on offerings in education and training and achieve greater coordination of effort
- The challenge is to ensure that Councils have the skilled resources they require and also provide opportunities and retain talented young people
- consider introduction of training levy to fund workforce planning and identification of future training needs.

OVERVIEW OF ISSUES DISCUSSED BY PARTICIPANTS IN GROUPS

HOW DO YOU IDENTIFY TRAINING NEEDS

Authorised Persons Association

- Putting together packages for training in enforcement especially for regional areas

Institute of Environmental Health

- Putting on training on - Warm Water Systems
- Food Act
- Following need identified through special interest groups
- Working parties (eg. Dept of Human Services)
- Partnerships with DHS
- Feedback from seminars (training evaluation forms)
- Surveys (e-mail) etc

Australian Institute of Building Surveyors

- Conducted a survey of members
- Driven by legislative change

Planning Institute of Australia / ED Foundation

- Has formal arm to provide training with separate financial plan – not just for members also provides training for Council Member's etc, generally ½ days
- Professional association committee structures
- Survey of members
- Current review including training needs
- Consultation with members
- Seminars
- Monographs
- Discussion

LGMA

- 10-12 Activities per annum
- not doing conference approach now more short workshops (topic / issues) (eg. leadership culture change)
- management challenge :- identification of future leaders
- training needs identified by membership through survey
- will often take opportunities rather than long term planning for training needs

Human Resources Network

- Focus is EA's + Future Direction
- Group have identified hot issues
 - EB
 - Culture change
 - Salary initiatives
- Career paths for HR into other professional management positions doesn't seem to happen

- Job sharing / mentoring – of interest
- Annual Conference
- Group focus on networking

OLG

- Usually in collaboration with the LGA

WHAT ARE NEEDS?

Planning Institute of Australia / ED Foundation

- Act
- Attracting young planners
- Co-ordinating
- Regional issues

Australian Institute of Building Surveyors

- Acts / changes
- Position vs competencies
- Appropriate qualifications
- Ageing workforce – particularly rural areas
- Changing work environment
- youth entrants
- Regional training

SA Institute of Rates Administrators

- Foster usage of current courses, TAFE, or use Practice Manual
- Country issue – trained / experienced staff
- 3 day conference, seminars as needed 1 or 2 p.a.
- FG – 2x1 day seminars, CPA / CA provide technical training, newsletters – info. Articles
- Libs – CLASA ¼ all day admin. Courses. Big new program, PLAIN – New staff

RESPONSE TO NEEDS:

Australian Institute of Building Surveyors

- Seminars
- Workshops
- Regular meetings
 - Quarterly
 - Regional
 - Annual conference
- Magazines
- Surveys
- Education sub committee
-

Authorised Persons Association

- Information technology (eg – Palm based computing)
- Raising profile of profession

- People skills / negotiation skills
- Recognition
- Better leadership / promotion

SA Institute of Rates Administrators

- Gone away from competencies. Need study
- IT skills, report writing, Act interpretation, finance, inter-personal, conflict resolution, communications, co-ordination
- ANTA has competency list – being ‘implemented’ eg. IT, Management, HR
- Libs – Customer Services
- Ad hoc strategies
- FG – Not specific to detailed application and non degree qualifications
- Networking

OLG

- Interested in a collaborative approach
- Development of relationships
- Need for basic course in LG legislation could be a good role for OLG to assist in developing
- Training in policy development to assist with a review of strategic planning / policy

LGMA

- Induction training is a gap. Perhaps the background info could be collaboratively developed – Maybe an LGA role

Human Resources Network

- Develop universal material eg:-
 - Workers comp / risk management
 - Selling the training and the role of HR and Managers

COMPETENCIES REQUIRED ACROSS PROFESSIONAL GROUPINGS:

- People skills
- Enforcement skills
- Knowledge of technology requirements
- Knowledge of legislation
- Interpretation of laws
- Co-ordination skills
- Understanding of processes vs content
- Negotiation skills
- Research skills
- Conflict resolution
- Written and verbal communication
- Presentation skills
- Administrative / IT skills
- Project management
- Time management

RELATIONSHIPS WITH UNIVERSITIES / TAFE

- AIBS & Uni of SA – developing relationship with Douglas Mawson – provides for 3 levels of accreditation
- P.E.F - has Uni of SA representation on it's board
 - looking at secondary school cur. development
- AIEH - Flinders Uni - course is accredited by AIEH
 - has representation of editorial committee of journal
 - involved in course review
 - Regency TAFE – deliver short courses on a needs basis
- A.P.A – TAFE course for LG is being considered

EDUCATION AND TRAINING STRATEGIES:

- LGA seen to be good at tech / legislative training in accord with its charter
- Could benefit from a coordination of training across professional groups for generic issues
- Provide Mentoring training
- Provide Para professionals training
- Single unit training vs certificate type courses
- Advocate for LG to provide development role (on the job training)
- Job / officer exchange
- Career paths – mapping TAFE / Uni – not well understood at the present
- Promotion of LG as an industry not happening
- Careers kit for Local Government
- Participation of LG in careers week & TAFE
- LG could take on a co-ordination role
- Focus on youth (retention of youth)
- Ageing workforce re-training issues need to be explored
- Flexibility of mainstream providers
- LGA provide training
- Training Needs Analysis be undertaken of EM's
- Specific LG focus training eg. aboriginal issues, cultural awareness
- Planning country training needs
- Provider role in country / regions is an issue
- Training of EM's essential
- Broaden to bring together EM's and Senior Officer's
- Train re: relationships EM's to Staff
- Broker between metro training operations and country needs
- Preferred Provider needs to be reviewed (issue of relevance)

HOW TO IMPROVE COORDINATION:

- President's Forum
 - Provides a strategic focus to manage in LG
 - Bringing the professional groups together as an alliance
- Seminars on related issues
 - Role for various groups including LGA
 - Include state government as issues also relate to them
- Council Member training
 - Needs to focus on fostering understanding

- Could have a national training directory
- LGA facilitate communication between groups
- Need additional facilitation on non LG based groups
- Accredited training in generic competencies
 - Should be careful not to limit to LG
- Funding for common areas of training could be enhanced by providing generic content to achieve economies of scale
- Logistical / funding assistance for regional training
- Identify key links – target the key groups to each professional organisation
- Inter-change of newsletters (physical, web links, synopses)
- OH & S would be an example of a collaborative approach
- A training authority is another model / LGA is another model - the industry needs to consider the options
- Cross communication and networking between groups eg. ageing workforce issue
- Role of associations in delivery of training, perhaps should be a lesser role?
- Training delivery isn't a major focus of HR Group
- Local Government needs / wants / choices
- Who is going to identify needs?
- LGA as the catalyst for identifying needs through the professional groups
- Process / model for above needs to be developed in consultation with Presidents Forum (as identified by individual groups)
- Measurement of training / education needs to stay on the agenda (methodology)

DISCUSSION ON KEY ISSUES

MANAGEMENT ISSUES

BOARD – ROLES / FUNCTIONS

- Strategic co-ordination
- Urgent response
- Information sharing
- National agenda for education and training (take account of)
- Management of funding devoted to E&T via LGR&D Scheme and other sources
- Form strategic alliances with groups
- R & D opportunities – type & nature – link funding to E&T outcomes
- Evaluation and review (performance)
- Career promotional opportunities
 - schools
 - Within the sector
- Best practice examples
- TAFE / Uni / Traineeships & Apprenticeships
- Workforce Planning
- Skills retention / recognition

Appendix 3: Overview of issues raised in Interviews with Key Professional Groups and Other Stakeholders

CONFEDERATION OF LIBRARY ADMINISTRATORS

- The changing nature of the role of libraries and the impact this has on jobs needs to be considered in terms of education and training
- Competencies that are available not used in libraries – need for greater benchmarking/comparison of performance at same level across sector
- CLASA involvement - CLASA has put forward a marketing plan for 2004 which follows 2003 @ your library - funding has been requested via the Libraries Board. Part of its thrust is training for library staff from all levels. The training will follow PCS' marketing workshops held this year, and looks at focusing on media skills, customer focused management and staff skills needed for changing library environments. It includes regional and metropolitan sessions and two day workshops.
- Libraries required to take on customer service role – need training in customer service improvement, how to deal with difficult customers etc.
- Need for wider dissemination by LGA of course offerings – can get held up in Councils – need to target professions/topic areas as appropriate eg customer service training for Librarians
- Smaller Councils need greater support – provide a range of training methods – face to face through to on-line learning
- Need leadership/management skills and training to break through into general management positions – need to be able to speak same language as managers in order to gain influence in decision making.

METRO CEO'S / LOCAL GOVERNMENT MANAGERS AUSTRALIA

- LGMA placing greater focus on professional development, mentoring
- CEO's – concern re competition and not collaboration
- No forward planning done on future needs
- Need for update on workforce planning- strategies to deal with ageing workforce
- Need to work with tertiary sector more and more – identify workforce profiles and have strategies/programs designed to cater for needs
- Need for more planning at strategic level – need to decide who does it – LGA, LG Presidents Forum or other eg look at LG Business Units models - and the body that has the planning/coordinating function not necessarily the deliverer
- Needs to be resourced properly – probably by R&D Scheme
- Raised idea of placing training levy on training provided – funds to be used to identify and plan future training needs
- E&T for EM's a real issue as is Governance training for Councils

AUSTRALIAN INSTITUTE OF ENVIRONMENTAL HEALTH

- Need for training in risk management assessment and training - new and emerging risks in public health
- Need to develop practice standards and promote uniformity
- Need training on how to deal with difficult situations in a compliance/regulatory environment

- There are issues around roles and responsibilities associated with administration of Public and Environmental Health Act and the training arising out of the review of the Act
- Need leadership/management skills and training to break through into general management positions
- Need for properly trained people in P&EH as moving more towards national uniformity in credentials and accreditation
- Indicated some Universities are moving to introduce post graduate qualifications in the areas and encourage other graduates to move into profession
- There is an issue with appropriately qualified people being employed to perform function in a time of scarce skills but with Councils needing to assume greater responsibility eg Food Act.
- Would like the LGA to play a supporting role – advertising and promoting training
- Noted that currently to be authorised under EP Act have to undertake training at considerable cost which EPA funds – if this stopped and left to Councils to fund could have implications for people being trained depending on availability of resources
- Opportunities for greater collaboration with other professional groups to provide training on items of common interest

LOCAL GOVERNMENT AUTHORISED PERSONS ASSOCIATION

- See need for training in Computer basic training, Act Interpretation, Communication/Conflict resolution, Court experience (Brief preparation & appearances) and Law of Evidence.
- Profession is not included in “Law Week” and would like LGA to assist in getting involved and produce a booklet on the General Inspectors/Rangers/Bushfire Prevention Officers role in the community.
- Also would like LGA to assist in providing easy introduction course for new people to industry

SA INSTITUTE OF RATE ADMINISTRATORS

- Concerned that more unqualified people being employed in Councils on rates administration – regard it as a very important role as if a mistake is made can have dire consequences for Council revenue generation.
- Need to ensure people working in rates administration in Councils are appropriately qualified by undertaking rates administration course at TAFE
- Concerned that the take up rate for the TAFE course is not high – needs to be promoted more

PLANNING EDUCATION FOUNDATION

- Identified 2 sets of needs – process and content – how to sort out the politics from the technical planning issues
- Need to ensure planners know that their role is a coordinating one as no one planner has all the answers – agency consultation, community consultation etc
- Need to attract school leavers to profession – need to make it attractive to young people as a good career
- One of the problems faced is that government is a good training ground and then private profession attracts the experienced ones with higher salaries
- Need for more administrative work to be undertaken by planning administrators (undertake TAFE course)

- Suggest LGA could provide more training in planning role for EM's
- LGA could play greater coordinating and linking role between professional groups and organise training on issues in common

AUST INSTITUTE OF BUILDING SURVEYORS

- Building Surveyors require accreditation by Development Act – every 3 years
- Once accredited the Institute use CPD scheme to ensure people are appropriately up to date and can continue accreditation
- Standards and changes to them dictate training needs
- Members survey identified need for more technical training and refresher training
- Particular issue in LG is that surveyors not only assess but they enforce – hence greater need for training in LG sector
- Need to provide training in regional areas – it is costly and most training takes place in metro area
- Need to look at on-line learning
- Need training in enforcement in LG – collection of evidence and understanding court procedures
- See opportunity for key professions (building, health and general inspectors) and LGA running these programs
- Need for greater multi – skilling and training across professions – eg surveyors and planners
- Need training in how to deal with conflict, difficult customers, compliance and enforcement
- Concern re loss of CITB funding and impact on Councils budgets and professions accreditation requirements –need to become RTO but this is problematic – time and resources required
- Need to address ageing workforce – very few qualified surveyors left and no new entrants coming into profession – looking to TAFE to provide entry level training
- Concern that course content not matching national accreditation framework
- Concern re disparity of salary levels between professions and being able to attract and retain surveyors
- Propose LGA perform a coordinating role between professional groups – providing compliance, enforcement training and how to deal with difficult people
- Propose LGA/AIBS partnership to provide training in regional areas eg on-line learning
- LGA could assist in promoting profession in sector
- Need more education and training in Councils of the orle and skill levels of surveyors – concerned profession not regarded as a high priority

FINANCIAL MANAGERS' ASSOCIATION

- Statutory requirement under LG Act - Act is prescriptive about what is required so training needs are determined from this requirement
- Identify topical issues and run seminars
- Publish 3 newsletters each year on new and topical issues – provide Q&A issues on most asked questions particularly for those members in regional areas
- While many members are CPA trained need to have people trained in LG accounting
- Need training of non- accountants and people with no finance background eg EM's
- Would like to see generic training developed and provided across the board

- Asset management issues are critical – need to draw on other professional groups to raise level of understanding of these issues
- Noted that the Background Paper did not identify finance training as being a high priority
- Suggested that LGA raising profile of sector could attract more people to work in the sector
- Suggested LGA provide generic training to EM's on LG finance matters to enhance their understanding

OFFICE OF LOCAL GOVERNMENT

- Suggested that funding from LG R&D Scheme for management of E&T needed to be provided on a more permanent basis
- Does not seem to be a process to identify training needs across the whole sector
- Opportunities for more cross training between Local and State Governments eg PSMC, OCPPE courses
- Need to focus on core training eg
 - Code of conduct
 - Complaints management
 - Conflicts of interest
- In other States noted that equivalent offices/Depts to OLG appear to provide more training for the LG sector
- Also noted that Qld LGA appears to offer more comprehensive training than SA
- Noted that earlier E&T program appeared to be more comprehensive program than currently
- Noted that Universities appear to be quite remote and not aware of LG needs – lack of LG experts in Uni sector
- Noted that in other States appears to be closer relationship between LG and Universities
- Identified a need for more financial accountability by Councils
- LG could run short and cost effective courses on the intention and principles behind the LG Act
- Concerned that a number of rating policies not complying with LG Act provisions
- Issue of LGA coordinating E&T and not necessarily providing the training
- Raised issue of OLG working with LGA in performing a coordinating role for sector

ADELAIDE INSTITUTE OF TAFE

- Noted that LG focussing more on targeted training particularly since amalgamations
- At one stage TAFE was only provider but now more providers providing a range of training – during this period had a close relationship with LGA
- Noted that LGMA tend to focus on senior office training (constitute 15% of workforce) whereas the remaining 85% have needs as well
- Need overall approach for the majority of the workforce (7,000 employees)
- Currently providing courses for Authorised persons at Cert 3 and 4 level and also providing Governance and Administration training at Cert 3 level
- LG needs to tap more into the traineeship training area
- Currently investigating potential to provide training to admin staff to undertake more of the planning admin roles to assist planning officers eg Planning Admin Officer course

- Current course offerings are divided into 4 streams – Governance and Admin, Environmental Health and Regulation, Planning and Managing (physical environment) and Operation of services (for outside workforce)
- The take up in SA by SA Councils to the LG training package not as great as in other States – suggest it is not understood
- Training package going to be more streamlined in 2004
- Working with LGA to provide short courses in planning area
- Issue re provision of training to rural areas using on - line methods – concerned that while need is expressed the drop out rate is high unless the process is closely supported

UNIVERSITIES

- Has more knowledge of needs in planning area than across the board
- Shortage of planners not a concern at entry level – it is at senior planner level
- Also difficult acquiring planners in rural areas – able to use distance education but there needs to be a return on investment
- Noted some Councils (eg Salisbury) now providing cadetships in planning area – providing ample time to attend studies
- Need to provide for needs and career paths for people – articulation of certificate courses through to university qualifications
- Need to look at planning and building requirements – treat more together - discussing needs with both planning and building professionals
- Note that planning disciplines moving closer to environmental management – a positive move = more focus on training in sustainability
- There is room for more coordination between universities, Planning Education Foundation and LGA in provision of short courses – need more contact on who is doing what and identifying gaps
- Also looking to provide training in remote locations by distance education
- FU provides a post graduate certificate in Local Government management
- Also works in partnership with students on LG case studies
- Have been working with Adelaide TAFE on articulation of courses but unable to give credits because TSFE courses are not at degree level
- Able to give RPL to people to enter without degree provided they are at credit level
- Take up rate from LG is not great as they only provide post graduate level courses
- Suggest needs for more focus on management of governance issues and capacity building
- Need for more collaboration and strategic partnerships between universities and LGA

UNIONS

- Union not undertaken detailed survey of membership on E&T issues
- Not clear on what is happening or whether there is articulated strategy for whole sector
- Suggested that members feel not enough resources devoted to their training needs – greater focus on senior officers
- Fundamentally important that training provided has career focus
- Not sure how national competencies are being applied in sector
- Need to be able to identify training needs before crisis occurs eg planners
- Need for more focus on workforce planning

- Need for more employment of young people to address ageing issue - concerned that LG used to be good training ground for young people but this no longer the case
- Need for greater use of traineeships and for this to be strategically managed across the sector by LGA
- Need for more focus on succession planning and the acquisition of appropriate skills for people to take on senior roles
- Concerned that 'blue collar' jobs going and provision of apprenticeships decreasing
- Concerned that LG does not promote itself effectively as a career opportunity for young people though Uni opening and career days etc

Appendix 4: Education and Training Courses offered to date by LGA Service

A development program for Women in LG
Addressing Mental Health Issues in Customer Service
Award and Wages Administration
Career Path Planning in LG
Community Land – Management Plans
Confident Public Speaking
Conflicts Resolved
Consulting Communities Symposium
Council & Committee Meeting Procedures for Council Members and CEOs
Council Members Extension Residential Seminar
Country Landfills – Operations Training
Developing Human Resources Skills for the
Development Assessment Panel Member Awareness Training
Disability Discrimination Act – Implications for Planning & Building Staff
Dog Behaviour and Handling
Dog Handling and Capture
Ecologically Sustainable Development: The focus for LG
Enterprise Bargaining for Negotiating Teams
Environment Resources and Development Court Processes
Governance Roles & Responsibilities on External Boards
Handling Difficult People and the Customer Service Desk
Human Resources Management for the HR Professional - Residential Seminar
Indigenous Culture – Managing Diversity
Interacting with the Media (Public Relations)
Interpreting Financial Reports for Supervisors and Managers
Introduction to Letter Writing
Introduction to Local Government
Introduction to Report Writing
LG “Financial Health Check”
LGA Conference & AGM
Making By-Laws
Managing ‘Section 7 Statement’ Enquiries
Managing Contracts
Mutual Liability – Risk Management
Natural Resource Management
Networking the Nation
New Council Members’ Residential Seminar
Non-HR Professional
Occupational Health & Safety and Risk Management in LG
Order Making – the Role of General Inspectors
Performance Management Workshop
Personal Assistants’ Residential Seminar
Personal Development for Young Staff
Preparing Council & Committee Meeting Agendas/Minutes
Project Management
Rate Administration Fundamentals
Records Management – General Awareness
Roads and Transport – Legislative Issues
Social Planning – An Approach for LG
Trade Practices Act: LG Case Studies and Legal Issues
Writing Successful Funding Proposals
Springboard Women’s Development Program

Statistics for Strategy
 Stress Management in the Workplace
 Supervising Operational Works Staff
 Understanding Copyright Laws/Applications
 Using LGA.net and Managing Council Unity Websites
 Workload Management
 Writing Successful Funding Proposals

Vocational Education and Training Units

Planning & Management of the Physical Environment - Unit Title
Undertake Assessment of Domestic Scale Building Applications
Assess Minor Applications for Use of Development
Attend Requests for Building & Planning Information & Advice
Provide Assistance in Carrying Out Building Inspections
Investigate alleged breaches of Legislation & Prepare Documentation
Monitor Council Procedures to Ensure Compliance with Relevant Legislation
Represent Council at Legal Proceedings
Horticulture - Unit Title
Treat Plant Pests, Diseases & Disorders
Plant Trees & Shrubs
Operate Tractors
Operate Equipment & Machinery
Perform Above Ground Pruning
Support Arboriculture Work
Operate & Maintain Chainsaws
Operate Pressurised Irrigation Systems
Operational Works - Unit Title
Plan Daily Work Activities
Operate & Maintain Equipment
Measure & Calculate Civil Materials
Perform Field Support Activities in Maintenance & Sewerage
Construct & Maintain Drainage System
Lead a Team
Workzone Traffic Management (General)
Conduct Erosion & Sediment Control on Development Sites

Appendix 5: Preparing People for Change in Local Government – A Blueprint for the Management of Learning Related to Change in Local Government 1996-1997 (LGTA)

The first significant report was prepared for the Local Government Training Authority (LGTA) against a backdrop of a greater focus on the impact of globalisation on Australian industry and government, the passing of Local Government Boundary Reform legislation, the commencement of the amalgamation process and the effect of the National Competition Policy that had been in place for some time. Indeed the report stated that “Local Government is on the verge of the most radical and transformational reforms ever experienced within the sector”.

This paper highlighted changed approaches and new developments in the following areas:

- **Management reform** – focus on greater leadership roles and skills, reduction in numbers of supervisors and middle level managers, the need to recruit managers with different skills, knowledge and attributes not traditionally found in Local Government and greater need for education and training of existing managers to manage change and reform.
- **Governance** – focus on greater accountability, more effective involvement with and consultation of the local community, more corporate and strategic planning, increased emphasis on regional development and cooperation including economic development, an increase in a range of functional responsibilities and a significant reduction in the number of Councils.
- **Functional responsibilities** – focus on increased level of responsibilities (in areas such as natural resource management) and increase in range of services provided, increase in expenditure, increase in need for new skills and knowledge including recruitment of specialist staff, increase in cooperation and collaboration between tiers of government and reduction in overlap and duplication.
- **Competition and service delivery** – focus on becoming more competitive, efficient and providing value for money, change in organisational structures and arrangements (eg purchaser/provider split), contracting out, improvement in management and planning processes, redesign of work practices, greater use of IT, implementation of systems to monitor and evaluate service performance and increased emphasis on quality customer service.
- **Structural reform** – focus on the amalgamation of Councils and the consequential impact on organisational arrangements, work structures and practices (eg customer service, business units, accountability/contestability), new and different ways of providing services to community (eg. relocation of offices and staff), increased capacity of Councils to provide broader range of services to the community, need for new vision, new approaches to strategic and business planning, greater consultation with community, implementation of new systems to manage human, physical and financial resources, and more clearly defined roles for Council Members, CEOs and staff.
- **Human Resources reform** – focus on development of a strategic approach to human resource management through alignment of human resource

management strategies with overall strategic directions of organisation, decentralising HR management to line managers, greater focus on OH&S, developing enterprise agreements which are responsive to community and organisational needs and need to provide training of relevance and benefit to Councils.

- **Technological innovation** – focus on use of information technology to achieve organisational outcomes (efficiency and effectiveness), improved electronic data transfer changing the way information is handled and processed (eg email), need to investigate opportunities and benefits associated with acquisition of new hardware and software applications, restructuring of work structure and practices and use of IT to assist Council amalgamations.

This paper indicated that learning would play a critical role in effecting and managing change and Councils would need to become “learning organisations” through the notion that organisations would transfer from “working places” to “learning places”.

The creation of a learning culture would play a critical role in implementing and maintaining a commitment to change and continuous improvement. The paper indicated a role for the LGTA would be to work with Councils and other stakeholders to create a culture which supports the notion of a “learning organisation”.

A Training Plan for Local Government was then developed to address the essential learnings highlighted in the paper and that this plan built on the existing training programs being provided. The new programs suggested are as follows:

- Management of structural and service delivery change (management and elected members)
- Competitive tendering (management)
- Strategic business planning (management and Council Members)
- Performance measurement (management and Council Members)
- Contract management (management)
- Service benchmarking (management)
- Business unit establishment (management)
- Contestability (management)
- Organisational analysis and design (management)
- Business process redesign (management)
- Developing effective teams (management)
- Effective community consultation (management and Council Members)
- Ethics and codes of conduct (management and Council Members)
- Developing a marketing strategy (management)
- Developing a communication strategy (management)
- Economic development (management and Council Members)
- Self management and leadership (Council Members)
- Managing the media (Council Members)

It is noted that as the LGTA was the sponsor of this report the findings are directed at the future role of the LGTA in the provision of new and current education and training programs. As the LGTA was a vehicle of the LGA operating on behalf of all Local Government it is not surprising there are no specific recommendations regarding the role and activities of the LGA.

Appendix 6: Review of Local Government Education and Training Requirements (LGA, 2000)

This review was undertaken by Skillsbank and reported in December 2000. It was commissioned by the LGA and followed the winding up of the LGTA's Centre for Local Government Training. The review focused on the desired future roles and activities of the LGA specifically as it had assumed the education and training role and function from the former Centre. Accordingly, the objectives were to determine viable management and coordination structures to:

- support research into and development of appropriate education and training initiatives and strategies, to benefit the Local Government, sector.
- provide for the delivery of education and training services and products that meet the needs of, and are accessible to Council Members and all staff of the Local Government sector in South Australia.
- formulate responses and/or initiatives to State and Federal Government education and training policies and,
- assist with the identification of current and emerging education and training needs of the Local Government sector.

This report was conducted at a time when it was considered by those consulted that the following changes and challenges in Local Government would have an impact on the future education and training needs of Council Members and/or staff:

- New Local Government legislation
- Links between the Development Act and the Local Government Act ie. strategic management planning
- Developing strategic management plans for Council
- Local Government's role and need for policy development
- Performance measurement and bench marking
- Future enterprise bargaining and workplace change strategies
- Service delivery strategies and options eg. competitive tendering
- Local Government's role in economic development
- Technical and operational skills development of field staff

The priority training and education needs identified by this review were as follows;

- Legislation (Council Members and management)
- Strategic management/planning (management)
- General roles and responsibilities of Council Members (Council Members)
- Communication skills (Council Members)
- Other categories (Council Members)
 - Finance
 - Policy development
 - Governance and ethics
 - IT - telecommunication and related issues
- Human resources management/leadership (management)
- Other management categories (management)
 - Management
 - Managing performance
 - Cultural/change management
 - Continuous improvement
 - Business/financial management
 - Customer service
- IT and telecommunication management (management)

- Community engagement/consultation (management)
- Cultural/change management (management)
- Managing performance (management)
- Other management categories (management)
 - Planning
 - Teambuilding
 - Time management
- Project management (management and professional staff)
- Occupational Health and Safety (outdoor staff)
- Technical skills development (outdoor staff)
- Other areas included Machine/plant operations, formal skills path, communication/public relations skills (outdoor staff)

It was stated in the report that the feedback from the review was that the LGA was seen to have a responsibility to promote, facilitate, enhance and make accessible education and training for the sector.

Specifically the review identified that the LGA's role should be to focus on education and training initiatives that are specific to Local Government and enhance the efficiency and effectiveness of the sector. Further, the LGA should avoid duplicating or competing with the generic education and training provider market, and/or industry/sector education and training providers where services offered are seen to meeting the sector's needs.

The report outlined the areas of support the sector required from the LGA as follows:

- provide education and training specific to the Local Government sector eg. Council Member training and development, interpretation and implementation of relevant legislation.
- provide fast response to education and training issues affecting the whole sector.
- act as an information source on education and training providers and resources for the sector.
- facilitate better coordination of education and training effort arising from liaison with regional associations, designated professional groups, Australian Local Government Training, SA-PAITAB etc.
- in consultation with the sector, formulate education and training policy, represent the industry at State and Federal Government level on education and training issues.
- facilitate and encourage research and development of education and training products/services which will assist Council Members and staff better serve their communities.

The report also outlined some other issues which the LGA would need to consider in implementing an alternative education and training structure. These included:

- **Market size and impact on commercial viability** - a small market which could become even smaller through amalgamations, different service delivery strategies being employed across Councils with larger metropolitan Councils managing their own education and training requirements, indications that current work loads are a barrier to participating in training and education and the fact that a significant proportion of potential clients are located in regional areas with limited resources and are expensive to service with education and training.
- **Diversity of service requirements** - the diversity of potential customer groupings coupled with the range of required education and training services and/or expectations the sector has identified offers the LGA a major challenge in

determining what should/could be its “core” education and training functions and responsibilities.

- **Relationship building** -there is clearly a need for a more coordinated approach to bringing together all the groups within the sector and selected external providers, with an interest in and/or educational and training products and services to offer the sector. There are synergies and capabilities that could be gained from formalising relationships and collaborative arrangements with key groups/providers so that a broader and better range of services could be offered to the sector. Such relationship building is perceived by the sector as a primary role the LGA could play which would have major benefits to the sector.

The report recommended that the LGA :

- facilitate the education and training needs of the sector in line with the key findings of the review.
- seek funding from appropriate funding bodies to enable the appointment of a Manager – Education & Training Services for a contract period of 2 years to establish and progress the following objectives and outcomes.

Objective	Outcome
Source information about current education training providers, products and resources available to the industry. Initial information base linked to priority needs identified in the review.	A range of reputable, quality assured education and training providers and resources is identified capable of servicing both metropolitan and country Councils.
Establish and promote an education and training information and support service on the LGA.net.	Facilitate design of an appropriate training and education information site on the LGA.net
Facilitate establishment of data/information links to education and training providers on LGA.net.	Bulletin boards and hot links to education and training providers, resources etc are established on LGA.net for access by members. Currency of information on boards/sites to be maintained by the information providers.
Prepare, promote and coordinate facilitation of an LGA specific education and training program based on six monthly forward planning cycles, commencing January 2001.	The needs of members for industry specific education and training programs are met through an appropriate program.
Establish formal communication links with regional associations, professional associations, PAITAB etc; determine appropriate means/level of LGA representation.	Opportunities for appropriate representation of LGA, exchange of information, and coordination of training and education initiatives between organisations identified and acted upon.
Liaise with/coordinate education and training effort of Professional Associations etc by facilitating establishment of data/information links re their education and training initiatives on the LGA.net.	Increased awareness and promotion of training and education occurring within the industry, opportunities for joint ventures identified and acted upon.
Act as an internal consultant when required to business unit managers within LGA to support education and training initiatives arising from their respective business units.	Identification of gaps in industry specific training, more proactive response to training needs which are industry specific.

Appendix 7: Study into the Education and Training Needs of Local Government Managers (LGA, 2002)

This study was commissioned by the Local Government Association to determine preferred training content areas for management training. It was undertaken by Output Consultants in February 2002 and identified training such as:

- Leadership
- Strategic planning and business planning
- Enterprise development
- Change management
- Management of teams
- Customer service
- Community care
- Degree and type of articulation required by the sector
- Preferred levels of delivery methods such as on-line learning, small group work, workshops, tutoring / coaching / mentoring etc.

This study was undertaken using a survey methodology involving:

- Chief Executive Officers of all Councils in South Australia
- All members of Local Government Managers Australia (SA Division)
- A random sample of senior managers in all councils in South Australia.

A diversity of views was reflected in the findings given the diversity of the sample of respondents to the survey.

The areas reported to be in most demand were:

- Management and leadership teams
- Developing leadership skills
- Team development
- Risk management
- Managing customer service strategy / infrastructure
- Service innovation
- Trends in customer service
- Customer service quality standards
- Linking change to council strategy
- Financial strategy
- Managing change
- Strategic planning models
- People skills for change
- Business / departmental plans
- Planning and the Act
- Project management

In summary the training topics which were identified as most in demand (for managers) were as follows:

- Management and leadership of teams
- Developing leadership skills
- Team development
- Risk management

In terms of delivery methods, the survey revealed that traditional and new style methods were proposed. It is interesting to note that the sector would readily embrace on-line learning. Indeed the response was that on-line delivery mechanisms should be addressed as a matter of urgency.

A number of recommendations were made in this report including:

- The responses to content should now be tested by appropriate providers offering courses covering material listed above.
- The range of providers needs to remain as wide as possible - with appropriate screening and encouragement for those who provide the best value for money.
- The articulation issue needs to be discussed with professional bodies to see if they can match their requirements with some of the content and methods of delivery conclusions.
- An on-line delivery mechanism is required. Key bodies in the sector should address this issue as a matter of urgency.
- On-line content needs to satisfy both of the main groups - those that want SA/LG - specific content and those that prefer a wider, more diverse source of content.
- The sector is clearly willing to embrace on-line learning in all of its methods. All current providers should be encouraged to help satisfy this demand - from universities in SA and elsewhere) to training companies (in SA and elsewhere).
- SA-based providers should be the first to be encouraged to meet the demand. Thereafter, if progress is slow, other providers should be contacted.

Appendix 8: Audit of Local Government Courses (LGA, 2002)

Output Consultants was commissioned by the Local Government Association of South Australia in October 2002 to undertake the above research project designed to undertake an audit of higher education authorities in South Australia and interstate to ascertain details of courses, diplomas and degrees of relevance to Local Government.

This audit found that higher education providers in Australia offer courses varying from degrees and diplomas, such as a Bachelor of Economics or a Master of Business Administration, but which have no specific Local Government content, but which enable recipients to work in Local Government through to units or complete qualifications specialising in Local Government. It would appear that those courses which provide some Local Government content are those that have a public policy orientation. It would appear only 2 Universities in Australia (the University of New England and the University of Technology Sydney) have dedicated schools/centres for Local Government.

It is also noted that the Australian Institute of Company Directors (AICD) Course does not provide specific content on Local Government issues/approaches and that this is a matter deserving some attention given the increased number of Local Government Managers undertaking this course.

This report noted that some sources (e.g. Australian Graduate School of Management and IPAA NSW) indicated that tertiary providers were now offering customised post-graduate and non-award courses to public sector entities such as Austrade and Australia Post. Local Government in New South Wales was also utilising such offers. It would appear that a drive behind this development is competition policy, which is encouraging public entities to look for work. Individual public sector units in award courses are also attracting public sector workers.

The report noted anecdotal evidence (e.g. from LGMA state offices) that suggests that Local Government managers do not always want to take Local Government-specific courses. They prefer to see what developments there are in the private sector and in other spheres of government. These are then applied independently to the Local Government context. Many Local Government managers prefer to obtain non-Local Government-specific qualifications so that they do not become restricted to Local Government careers.

It was noted that MBA course enrolments were growing and that public sector enrolments were also increasing.

The range of courses noted in this audit appears to lag somewhat behind the shorter, non-award range in that more general (albeit still Local Government-specific) courses are offered by the tertiary institutions and the more specific, non-award sessions are offered by the professional groups such as IPAA and various training/consulting companies.

It was finally noted by this report that the range of courses for South Australian Local Government managers has been increased via the growth in distance courses from tertiary institutions as well as by a significant growth in shorter courses from commercial and professional groups.

Appendix 9: Regional Training Needs Analysis Project (LGA, 2002)

In late 2002 the LGA commissioned a project to develop a training needs analysis tool and to pilot it in at least 3 regional country areas of the State.

The regions participating were: Eyre Peninsula, South East and Spencer Gulf and apart from gaining confirmation regarding the training needs analysis tool and approach, the report applied the needs analysis with key findings for priority education and training needs be identified as follows:

- Strategic/corporate planning
- Preparing Council Meeting minutes and agendas
- Ecologically Sustainable Development/Natural Resource Management
- Financial management
- Developing and managing operational plans
- Customer service
- Managing/supervising people
- Contract management
- IT
- Team building
- Governance
- Legislation

It is interesting to note that the training needs across the 3 regions were quite common. It is further noted that the LGA is providing or is planning to provide training in a majority of the areas noted as being of medium to high priority need.

Appendix 10: Planning Skills Retention Project (LGA, 2003)

QED Pty Ltd was commissioned by the Local Government Association (LGA) to examine issues relating to the provision of planning skills, and the retention of those skills, in Local Government in South Australia. The need for the study had been highlighted during the LGA's Future Directions program consultations, when Councils had expressed difficulties in recruiting and retaining skilled planners.

The aims of the study were to:

- Identify the nature of planning skills required to support the Local Government planning function
- Identify problems being experienced by Councils in recruiting and retaining planning skills
- Identify the nature of courses available through higher educational institutions and their relevance to the required skills
- Formulate strategies for addressing matters that may be identified through the above work.

In summary, the report found that there are two fundamental components to the issue of problematic staff recruitment and retention: One is concerned with increasing the number of planners available to Local Government (i.e. accepting the current shortage as a short and medium term problem that must be overcome); the other component has more to do with addressing the problems experienced by existing planners. The report suggested the two components are inter-linked and need to be addressed together.

The report also indicated that increasing the numbers of planners in the system is not a straightforward issue. Introducing new trainee programs, adding to existing quotas at UniSA, stemming the outward flow of planners to interstate/overseas opportunities or out of the profession altogether, and the like, are activities that take time and commitment to achieve.

The report identified a number of strategies that could be utilised to address the "problem" in the short-term:

- Use of consultants to undertake development assessment work on behalf of a Council, at least until recruitment of permanent staff has been achieved.
- Establishment of a 'pool' of planners to operate within a country region.
- Recruitment of para-professional staff to undertake the 'mundane' development assessment/compliance work or other research.
- Provision of planning services on-loan from one Council to another (i.e. sharing of resources).
- Country Councils might benefit from advertising for planning staff on the internet (which can be accessed by a much larger market than local or metropolitan newspapers)
- Targeting and recruiting (via post-graduate planning programs/part-time study) from closely-related professions such as architecture, engineering and the social sciences (as PIA itself seems to be advocating through the creation of sectoral chapters).
- Recruit individual planning consultants on contract for fixed terms.

The report contended that for the longer term, the profession needs to be marketed as an attractive and meaningful career. It is therefore important that current proposals to market the profession to secondary school students be encouraged and maintained. However, given the success with which UniSA is able to fill its undergraduate quota, it may be even more important to foster a career which planners are more likely to remain in once they have graduated and gained some experience.

To improve the likelihood of retaining planning skills in Local Government, recommendations included the following:

- Improved Council operations
- Introduce cadetships
- Mentoring
- Modify UniSA planning programs
- Introduce and/or modify relevant TAFE courses
- Promoting development assessment
- Championing the cause

As highlighted previously the LGA has commissioned work to respond to the outcomes of this project. A reference group comprising UniSA, LGA, PIA, ASU, Local Government HR Network has been formed to support the next stages of this work.

Appendix 11: Local Government Training Package

The Education and Training Service has been gathering information regarding the Vocational Education and Training Local Government Training Package and the manner in which this package can support the education and training needs of staff. The package contains three training streams developed specifically for Local Government:

- 1) Governance and Administration
- 2) Planning and Management of the Physical Environment
- 3) Environmental Health and Regulation

Each stream includes a series of qualifications from Certificate 1 or 2 through to Advanced Diploma. The units are delivered by Registered Training Organisations (RTOs). This approach enables course participants to receive recognition of the training they have undertaken.

The Governance and Administration stream is able to be delivered, however only a few RTOs are in a position to do so. Indications from several RTOs are that it is unlikely that the Environmental Health and Regulation stream will be developed due to a perceived lack of demand. It is anticipated that the Operational Works package will be available in forthcoming months. A recent paper prepared by the ALGA found many RTOs see the sector as too small to warrant development or delivery of the packages.

Other training packages, though not specific to Local Government, have relevance to the functions of Local Government such as Community Services, Libraries and Museums, Outdoor Recreation and Asset Maintenance.

The LGA is currently negotiating with relevant RTOs including TAFE colleges regarding providing some units of the Local Government Training Package as one approach to promoting the package and increasing the take-up by Councils and staff. The TAFE sector has indicated a willingness to develop and deliver units of the package so long as there are enough students to make it viable.

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