



# LEARNING IN LOCAL GOVERNMENT

NATIONAL WORKFORCE  
DEVELOPMENT FORUM 2011

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# Learning in Local Government Project

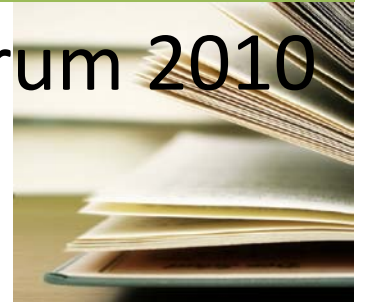
Funded through the ACELG Workforce Development Program, aims to:



- Identify sector training gaps
- Provide information to training providers
- Facilitate connection between agencies and sector participants
- Articulate connections between existing and new courses
- Inform industry of available courses
- Provide new training programs

# Consultation Process

- National Workforce Development Forum 2010
- Program Inventory
- Preliminary Gap Analysis
- National Workforce Development Reference Group
- Sector Survey
- Submissions invited



# Challenges in LG EP&D – NWD Forum 2010....

- Training budgets are scattered across councils
- Individuals lack capacity or information to clearly define their own training needs
- Variable level of access for individuals for funds
- Qualifications may or may not contribute to job security and career progression
- Reduced capacity to attend training because of the need to travel, take time away from work, or because of limited literacy skills
- The “thin market” problem – councils are separated by distance and include small numbers of individuals in multiple professions, which reduces the financial feasibility of program development



# Challenges in LG EP&D – NWD Forum 2010.... (cont.)

- Intensive labour and cost in preparing relevant sector training materials
- Need for experienced local government practitioners to deliver training
- Lack of facilitated pathways for individuals within councils between RTOs, TAFEs and higher education qualifications
- Speed of change within the operating environment which outpaces the time needed to develop and accredit courses
- Between states there is inconsistent access to federal funding through the PPP program for VET training
- Underutilisation and lack of knowledge of the local government training package.



# Learning Survey - Experiences

- Full day, half day and one or two hour events the most common mode of delivery
- 62% rated online learning as good or very good
- Professional journals the most common source of written information
- Three quarters rate coaching or mentoring as good or very good
- 80% felt that their current TAFE or Uni qualifications were relevant to lg (same levels for both kinds of quals)
- Time constraints due to work pressures the biggest barrier
- 62% funded training from their own work unit, and 40% from the central training budget
- 28% entirely and 30% partly funded their own training



# Interests and Aspirations...

	Councillors	Executive/ Senior Managers	Line Managers/ Supervisors	Professio nal Officers	Administratio n Officers	Trades Officers	% of Total	Count (of 775)
Full day workshops/ seminars	76%	87%	84%	81%	73%	79%	81%	627
Half day workshops/ seminars	79%	71%	68%	71%	64%	57%	68%	529
Conferences	70%	79%	69%	74%	41%	58%	66%	514
Certificate or Diploma	42%	67%	62%	66%	69%	61%	64%	492
Individual coaching and mentoring	61%	67%	62%	59%	56%	55%	61%	472
Web-based training	73%	51%	57%	56%	42%	55%	54%	421
Degree courses at university	33%	66%	50%	50%	36%	39%	49%	379
Guidelines and publications	64%	61%	47%	51%	38%	36%	48%	373
Published case studies	55%	51%	29%	39%	14%	24%	33%	258

# Topic Preferences

	<b>Extremely Useful</b>	<b>Quite Useful</b>
Strategy and vision	35%	38%
Community engagement	33%	39%
Change management	30%	37%
Workforce development	25%	39%
Risk management	24%	40%
Asset and infrastructure management	24%	28%
Local government law	24%	35%
Service delivery options	21%	43%
Financial management	19%	42%
Councillor-manager relations	18%	34%
Governance and probity	17%	29%
Access and equity issues	15%	33%
Intergovernment relations	13%	35%
Water management	13%	19%
Economic development	11%	26%
Transport	10%	18%
Climate change	8%	23%
Affordable housing	5%	12%



# Responses to Program Ideas

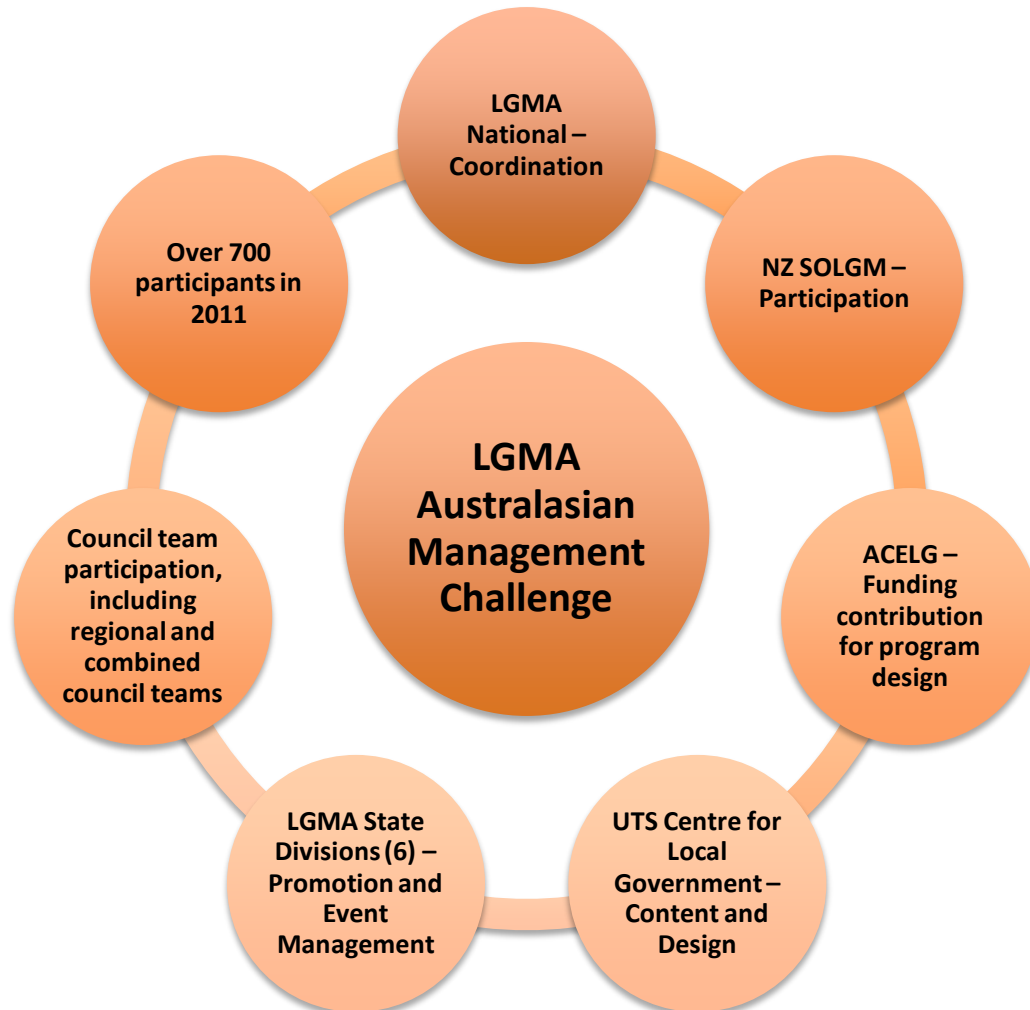
	Councillors	Executive/ Senior Managers	Line Managers/ Supervisors	Professional Officers	Administration Officers	Trades Officers	Average
Training that provides information about other councils' work and innovations	71	90	87	81	66	78	<b>79</b>
Individual coaching and mentoring	87	74	74	67	77	65	<b>74</b>
Management skills training	67	78	81	70	70	64	<b>72</b>
Facilitated problem-solving with peers in other councils	84	82	71	74	59	62	<b>72</b>
Exchange opportunities in other councils	66	76	73	73	58	80	<b>71</b>
Training on emerging policy issues for your council	94	80	60	61	43	57	<b>66</b>
A Certificate or Diploma in your field	52	31	51	60	76	62	<b>55</b>
A postgraduate degree in your field	34	66	52	55	38	38	<b>47</b>
An undergraduate degree in your field	45	30	38	42	51	42	<b>41</b>
Councillor skills training	86	42	31	33	23	32	<b>41</b>
<b>Count</b>	<b>32</b>	<b>107</b>	<b>260</b>	<b>212</b>	<b>100</b>	<b>33</b>	

# Building a National Response...

- Sharing and supporting successful state experiences and approaches
- Better use of limited resources
- Expanding the horizons of the practitioners beyond local and state boundaries
- Increasing the potential for identifying and sharing good practice
- Solving the distance problem and difficulty in accessing face-to-face delivery
- Participating in the National agenda, and therefore potential access to Federal funding
- Rolling out sector-wide messages
- Building capacity in the sector



# Case Study: Sector Collaboration in a National Program...

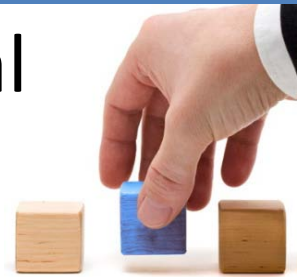


# New Programs: Key Success Factors

- ✓ The level of demand within local government
- ✓ Avoiding competition and maximising collaboration
- ✓ Availability of suppliers - level of investment, available skills and experience
- ✓ Appropriate modes of delivery - transcending distance and facilitating participant interaction
- ✓ Ability of new programs to accommodate a number of professions, topics and types of councils
- ✓ Resource requirements and financial viability
- ✓ Unique role of ACELG – hosted within a practice-based university, consortium of industry bodies, building national networks for local practitioners

# Strategic Priorities

- Focusing on education and professional development
- A synthesis of work to date
- Overlapping and interconnected
- Builds on work currently underway
- Putting forward ideas for collaboration
- Suggested roles for organisations: an invitation! (but not an exclusive one...)



# Strategic Priorities

## 1. Management and Leadership Programs

- Aspiring Leaders Program

*UTS CLG, LGMA Divisions, University Delivery Partners*

- Reviewing in-house management training

*ACELG research program*



## 2. PD for Elected Members

- Councillor On-Line Learning Portal

*ALGA, State Associations, Professional Associations, ACELG Research Program*

- Councillor Coaching and Mentoring Program

*ALGA, State Associations*

# Strategic Priorities (cont)

## 3. Peer Learning and Good Practice Exchange

- Peer Benchmarking

*LGBEN, UTS Centre for Local Government*

- Practitioner Exchange

*Professional Associations, State Associations, ROCs*



## 4. Building Councils' Capacity for Workforce Planning and Development

- Workforce Planning: Short Course

*UTS Centre for Local Government, interested delivery partners*

- Policy Guidelines for E&PD in LG

*ACELG Research Program, HR Networks, LGMA Practice Unit*

# Strategic Priorities (cont)

## 5. Using e-Learning

- LG On-line learning portal  
*IKEN, All training providers*
- e-Learning Development Forum  
*LGMA Practice Unit, All training providers*



## 6. Pathways into University Studies

- New programs for para-professionals  
*Professional associations*
- Facilitating pathways: VET to Tertiary  
*ACELG Uni partners, Government Skills Australia*



# Strategic Priorities (cont)

## 7. Collaboration in Design and Delivery

- Successful state programs networked nationally

*All training providers*

- Pooling sector needs research

*All training providers*

- Co-ordinated promotions

*All training providers*



# Towards Collaboration: A Workshop

## 1. Work in groups for half an hour

- Strategic priorities per table
- Discuss the ideas and how they might work in practice
- Add your own ideas
- Take notes and nominate a speaker



## 2. Report back your ideas to the plenary

- Each group has about five minutes
- As you listen, write down your thoughts about each idea and select any that may interest your organisation
- Your feedback will assist ACELG shape program priorities